

Employment Committee

Wednesday 20 March 2019

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Wednesday 20 March 2019 at 6.00pm.

Membership:

Councillor Mrs Bunker (Chairman)	
Councillor Barrott	Councillor Mobbs
Councillor Day	Councillor Noone
Councillor Doody	Councillor Parkins
Councillor Mrs Evetts	Councillor Phillips
Councillor Mrs Falp	Liberal Democrat Vacancy

Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

Agenda

1. Apologies and Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**
To confirm the minutes of the meeting held on 5 December 2018.
(Pages 1 – 4)
4. **Minutes - Members/Trades Unions Joint Consultation & Safety Panel**

To note the minutes of the meetings held on 28 November 2018 and 6 March 2019.
(Pages 1 – 7)
5. **Project Accountant**

To consider a report from Finance.
(Pages 1 - 5)
6. **Project Manager – Financial Systems**

To consider a report from Finance.
(Pages 1 – 4)
7. **Changes to Arts Section**

To consider a report from Cultural Services.
(Pages 1 – 7)
8. **New and Extended Posts in Development Services**

To consider a report from Development Services.
(Pages 1 – 5)
9. **Health and Community Protection Service Area Confirmation of Posts**

To consider a report from Health & Community Protection.
(Pages 1 – 6)
10. **Addition of Performance Management Officer post to Council's staffing establishment**

To consider a report from the Deputy Chief Executive & Monitoring Officer.
(Pages 1 – 5)
11. **Pay Policy Statement & Gender Pay Gap Reporting**

To consider a report from Human Resources.
(Pages 1 - 24)

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Enquiries about specific reports: Please contact the officers named in the reports.

You can e-mail the members of the this Committee at
employmentcommittee@warwickdc.gov.uk

Details of all the Council's committees, councillors and agenda papers are available via our website www.warwickdc.gov.uk/committees

Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 456114 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.

Employment Committee

Minutes of the meeting held on Wednesday 5 December 2018 at the Town Hall, Royal Leamington Spa at 6.00 pm.

Present: Councillor Mrs Bunker (Chairman); Councillors D'Arcy, Day Mrs Evetts, Heath, Mobbs, Noone, Parkins and Phillips.

23. Council Procedure Rule 33, to record future meetings

Resolved that:

- (1) from this point forward, any meetings of this Committee and its sub-committees, held in the Council Chamber at the Town Hall, Royal Leamington Spa, are both audio and visually recorded including where the press and public have been excluded; and
- (2) that Council be notified of this decision so that it can update Council procedure rules to reflect this.

24. Apologies and Substitutes

- (a) An apology for absence was received from Councillor Doody.
- (b) Councillor D'Arcy substituted for Councillor Barrott and Councillor Heath substituted for Councillor Mrs Falp.

25. Declarations of Interest

There were no declarations of interest.

26. Minutes

The minutes of the meeting held on 12 September 2018 were taken as read and signed by the Chairman as a correct record.

27. Minutes – Members/Trades Unions Joint Consultation & Safety Panel

The minutes of the meeting on 30 August 2018 were noted.

28. 2019/20 NJC Pay Award Implementation

The Committee considered a report from Human Resources which requested approval of the proposed implementation of the National Joint Council (NJC) Pay Award.

Warwick District Council's current pay and grading structure together with the mapping to the 2019/20 proposal was included as Appendix 2 to the report. An NJC circular, giving details of the agreed two year pay award for 2018/19 and 2019/20 was attached as Appendix 3 to the report.

EMPLOYMENT COMMITTEE MINUTES (Continued)

The National Employers and Trade Unions agreed a two year pay deal for staff on NJC terms and conditions for 2018/19 and 2019/20. This would affect approximately 460 staff across the Council, not including apprentices and those on JNC terms and conditions.

The pay award had two parts to the deal, a straight-forward percentage increase for 2018/19 and more complex grade changes for 2019/20.

There were a number of elements that the pay award was trying to address nationally:

- responding to pressures of the National Living Wage (NLW); and
- the need for longer term sustainability.

The report explained how it was proposed these aims would be achieved and what considerations had to be taken into account such as the effect on the lower graded staff that were predominantly female.

Appendix 4 to the report mapped the 2018/19 grades, the NJC 2019/20 agreement proposal and the WDC 2019/20 proposal.

The Senior HR Officer informed the Committee that the report had already been considered by the Members/Trades Unions Joint Consultation & Safety Panel, which supported the proposals and the effect of implementing the proposals in the report would mean that all staff would be paid above the level set for the National Living Wage.

Resolved that:

- (1) the 2019/20 NJC Pay Award as detailed in Appendix 1 to the report is implemented with effect from 1 April 2019. This implements the 2019/20 NJC Pay Award as agreed by the National Employers and Trade Unions with the exception of:
 - (a) the lowest spinal column point is not used and staff on grade J are incorporated into grade I; and
 - (b) the five new spinal column points are not used; and
- (2) the necessary steps to amend terms and conditions to reflect the proposed changes are approved.

29. People Strategy Update

The Committee considered a report from Human Resources which gave an update on the People Strategy Action Plan as discussed at the People Strategy Steering Group (PSSG) and policy updates.

An Investors in People assessment undertaken in September 2018 concluded that Warwick District Council had achieved the Silver

EMPLOYMENT COMMITTEE MINUTES (Continued)

accreditation, the bronze accreditation having been achieved in 2015. Appendix 1 to the report was a copy of the Executive summary from the Investors in People assessment.

After two years of operation (*this was later confirmed to be four years following the meeting*) there had been a light touch review of the Warwick District Council Employee Code of Conduct. The majority of the changes were proposed to provide a greater clarity for all users of the Code. The revised code and the appendix listing the significant changes were attached as Appendices 2 and 3 to the report. The only significant change was that all staff would be required to complete the disclosure form from when the code was adopted and for officers to make amendments to this disclosure within 28 days of the change in circumstance occurring.

The Democratic Services Manager and Deputy Monitoring Officer informed the Committee that a small amendment was required on page 45, 4.7.5 – the job title Head of Internal Audit should have stated Audit & Risk Manager.

The report would need to be presented to Council if approved by the Employment Committee. The Code would then be filtered down to all staff through Heads of Service, and any further changes would be presented to Employment Committee in January 2019. The Code would be discussed at the Managers' Forum on the week following Employment Committee and then all staff would be required to read the whole Code and complete a quiz via Metacompliance.

The Committee asked the Democratic Services Manager to:

- 1.6 – to confirm the legal advice that if this did not form part of the Contract of Employment, officers could still be required to follow the rules and action could still be enforced. He was asked to feedback the response from Legal ahead of Council.
- 1.7 – to remove the words "repeated or intentional".
- 1.8 – amend the wording in the last sentence to read "Copies of any documents referred to in this Code are available via the intranet or from your manager on request".
- 4.7.5 – replace Head of Internal Audit with "Audit & Risk Manager".
- 4.8.3 (d) – amend the wording to read ".....within the agreed timescales as set out in the Member/Officer Protocol".

Resolved that:

- (1) the report be noted; and
- (2) the amendments to the Employee Code of Conduct (as detailed in appendices 2 and 3 to the report) are approved with the appropriate amendments/actions following discussion of the report at the meeting in respect of paragraphs 1.6, 1.7, 1.8, 4.7.5 and 4.8.3(d) of the report, as set out above.

EMPLOYMENT COMMITTEE MINUTES (Continued)

30. Public & Press

Resolved that under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following two items, by reason of the likely disclosure of exempt information within paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute No.	Para Nos.	Reason
31	1	Information relating to an individual
31	2	Information which is likely to reveal the identity of an individual.

31. Minutes

The confidential minutes of the meeting held on 12 September 2018 were taken as read and signed by the Chairman as a correct record.

(The meeting ended at 6.27 pm)

CHAIRMAN
20 March 2019

Members/Trades Unions Joint Consultation & Safety Panel

Minutes of the meeting held on Wednesday 28 November 2018, at the Town Hall, Royal Leamington Spa at 4.30pm.

Present:

Employer's representatives: Councillors Coker, Heath and Parkins.

Trades Unions' representatives: Mr Lynch, Mr Mulryan and Ms Outridge.

Also Present: Mr Carden (Building Manager & H&S Co-ordinator), Mrs Dolphin (HR Manager) and Mrs Dury (Principal Committee Services Officer)

In the absence of Mr Crump, Councillor Coker chaired the meeting.

7. Substitutes and Apologies

Ms Outridge substituted for Mr Crump.

8. Declarations of Interest

Councillor Parkins highlighted to the forum that she was a member of Unison and a work place representative at her place of work.

9. Minutes

The minutes of the meeting held on 30 May 2018 were taken as read and signed by the Chairman as a correct record. The record of the meeting held 30 August 2018 was noted.

10. Workplace Health, Safety and Welfare Inspections – Warwick District Sites – March 2018

The Panel considered a report from the Warwick District Unison Branch Appointed Health & Safety Representative, Mr Mulryan, which spelt out the important role Trades Unions had in improving safety and welfare in workplaces. The report detailed inspections carried out and the findings of those inspections.

Of particular concern during the inspections was the risk of Legionella bacteria in water systems in Council owned buildings and Appendix III to the report was a risk assessment for Legionella Control at the Town Hall. Appendix V detailed existing protective and preventative measures in place and Appendix VI stated the existing protective and preventative measures in places in respect of the issues found during the inspections.

Mr Mulryan explained that the health and safety regime would now be more adaptive with emphasis focussing on protective measures.

Members were pleased to note that action had been taken in respect of risks found and that reports would be made to the Panel about protective measures.

Resolved that the report be noted.

11. Corporate Health and Safety - Update

The Panel considered a briefing paper from the Building Manager and Health & Safety Coordinator which summarised the Council's current position to Corporate Health and Safety including recommendations and an action plan in response to the Union report in Minute 10.

The Panel were informed that subsequent to the inspections carried out in conjunction with the Union, and the Legionella risks identified, work was ongoing to ensure that records and schematics were kept for flushing water systems.

A trial of a body camera was now in place for lone workers, with the intention to trial another camera after Christmas.

Work was also being undertaken to tackle staff stress issues and how these were dealt with.

Resolved that the report be noted.

12. 2019/20 NJC Pay Award Implementation

The Panel considered a report from Human Resources explaining the proposed implementation of the NJC 2019/20 Pay Award.

The National Employers and Trade Unions agreed a two year pay deal for staff on NJC Terms and Conditions for 2018/19 and 2019/20. This would affect approximately 460 staff across the Council, not including apprentices and those on JNC Terms and Conditions.

The pay award had two parts to the deal, a straightforward percentage increase for 2018/19 and more complex grade changes for 2019/20. This was to address responding to the pressures of the National Living Wage and because of the need for longer term sustainability.

Panel Members were informed that the lowest point of the new grading system was above the National Living Wage.

Resolved that the report be noted.

13. People Strategy Update

The Panel received a verbal update from the Human Resources Manager that provided information on the work being undertaken by the People Strategy Steering Group.

The Human Resources Manager explained that the Employee Code of Conduct had been updated to be more stringent and staff would now be required to declare interests.

The Council had achieved silver accreditation for the Investors in People award in September; previously, the Council had achieved bronze accreditation.

232 staff had signed up to the Council's Health & Wellbeing scheme. A new push would be made to get more staff on the scheme, which had been received very positively. It was possible that a further roll-out of the scheme might be made to Councillors in June 2019.

(The meeting ended at 5.35 pm)

Members/Trades Unions Joint Consultation & Safety Panel

Minutes of the meeting held on Wednesday 6 March 2019, at the Town Hall, Royal Leamington Spa at 4.30pm.

Present:

Employer's representatives: Councillors Coker, Mrs Falp and Parkins.

Trades Unions' representatives: Mr Lynch, Mr Crump and Ms Outridge.

Also Present: Mr Carden (Building Manager & H&S Co-ordinator), Mrs Dolphin (HR Manager), Mr Leach (Democratic Services Manager & Deputy Monitoring Officer) and Mrs Tuckwell (Committee Services Officer).

It was the Unions' representative's turn to Chair the meeting, therefore Mr Crump took the Chair.

14. Substitutes and Apologies

Ms Outridge substituted for Mr Mulryan and Councillor Mrs Falp substituted for Councillor Heath.

15. Declarations of Interest

Councillor Parkins highlighted to the forum that she was a member of Unison and a work place representative at her place of work.

16. Minutes

The minutes of the meeting held on 28 November 2018 were taken as read and signed by the Chairman as a correct record.

17. Fire Alarm Incident Report: Riverside House – 13 December 2018

The Panel considered a report from the Building Manager and Health & Safety Coordinator which summarised the fire alarm incident of 13 December 2018 at Riverside House and the subsequently agreed learning/action points.

In response to questions from the Panel, the Building Manager and Health & Safety Coordinator advised that:

- the messages to staff had been circulated via word of mouth which had led to the message being communicated differently;
- the list of fire wardens was retained by the Building Manager and Health & Safety Coordinator but it was not up to date;
- in respect of Personal Emergency Evacuation Plans - one had been updated and two further plans had been identified as required;
- there would be further updates on the action points as part of the quarterly Health & Safety report to the Panels;

- the cleaning cupboards had all been secured with locks and the electrical switch rooms (where the sluices used by the cleaners were) had been cleared of materials. Although no locks were introduced yet, these would be locked out of use in the day and only opened when cleaners were on site or contractors needed to access them for maintenance;
- the communication plan, if a similar incident occurred, was being updated by the Service Team Leader, Safer Communities, as part of the Business Continuity Plan Update;
- in future events, staff off site would be allowed back into the car park to confirm attendance rather being locked out;
- cleaners were on site from 4.00pm to 7.00pm each day; and
- no fire drill had taken place for cleaners, but they had participated when alarms had been triggered later in the day, with the most senior officer on site at the time leading the event.

Resolved that the report be noted.

18. **People Strategy Update**

The Panel received a report from the Human Resources Manager that provided an update on the People Strategy Action Plan as supported by the People Strategy Steering Group and Senior Management Team.

The purpose of the People Strategy was to support the Council's Fit for the Future programme of work. Its aim was to ensure that the approaches to resourcing, learning and development, cultural change and organisational development were designed to deliver the workforce that the Council required. The People Strategy Action Plan underpinned the People Strategy and reports progress to SMT, CMT, People Strategy Steering Group and Employment Committee.

At Council on 23 January 2019, the new employee Code of Conduct was approved, but the Chief Executive recognised that Councillors wished to have further discussion on the following aspect of the code: "This Code applies to all Council staff. This Code does not form part of your contract of employment with the Council, and the Council reserves the right to amend it at any time." In summary, the concerns were about the ability to change elements within the Code of Conduct without consultation and the overall effect on the contracts of employment which could put the Council at risk if it came to a dismissal or indeed a tribunal. As a result of this discussion, the agreed conclusions were that the Code of Conduct did sit outside of the Contract of Employment. However, in each case, the employee was bound to the Code of Conduct and they accepted this when they were employed by Warwick District Council. As a result of that acceptance, should there be a breach of the Code of Conduct, then this would result in proceedings as a breach of contract as necessary.

It was accepted that some of the wording within the current contract issued needed to be improved to make it clearer and this very minor amendment would be instigated by the time Employment Committee would meet in March 2019.

In terms of the concerns about consultation, for every minor change to the Code of Conduct, this was neither necessary nor practical. However, where there was a significant or compelling change to the Code of Conduct (such as hours, grades, pensions, significant terms and conditions), then normal consultations (with staff, unions etc) would take place as was the norm. In the case of all changes, the expectation was that these would be overseen by the Employment Committee. The consultation process when required was in place and was robust.

There was no risk to neither Warwick District Council nor the employee and the process was robust enough to provide protection to all parties involved.

The Local Government Maternity Leave scheme included the provision to receive 12 weeks' Occupational Maternity Pay at half pay, subject to pledging to return to work for at least 3 months.

It was proposed that Warwick District Council waived the requirement to return to work to receive the additional 12 weeks half pay as it had little impact on retention and it could cause problems in relation to service planning and continuity of provision, should a member of staff elect to return to work for the 12 weeks only (the half pay was more than the statutory payment of £145.18 or 90% of the average weekly earnings, whichever was lower, for 33 weeks).

This amendment supported the aim of the Council to support family friendly policies and was seen as a benefit in the Council's recruitment processes.

The report presented at Employment Committee in January 2015 set out that proposed that Committee no longer approves requests/costs for early or flexible retirement. However, there was no recommendation (and resultant decision) to confirm an amendment to this policy. Therefore, the report sought to confirm the approach that was supported and to ensure the amendment was duly recorded.

In response to questions from Councillor Coker, the Unions' representative confirmed that they supported this approach to the Code of Conduct as set out within the report, explaining the good working relationship with Council Officers and that they had been consulted on both the revised code and subsequent legal advice.


The Unions' representative also explained that they fully supported the other proposed changes as set out within the report.

Resolved that the

- (1) the content of the report be noted;
- (2) the revision to the Maternity Policy removing the requirement to pay back 12 weeks Occupational Maternity half pay unless returning to work for a minimum of three months, be supported; and

- (3) the removal of the requirement for Employment Committee to determine applications for early retirement, be supported.

(The meeting ended at 5.20 pm)

 Employment Committee 20 March 2019		Agenda Item No. 5
Title	Project Accountant	
For further information about this report please contact	Mike Snow 01926 456800	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	4/3/2019	Andrew Jones
Head of Service	4/3/2019	Mike Snow
CMT	4/3/2019	
Section 151 Officer	4/3/2019	Mike Snow
Monitoring Officer	4/3/2019	Andrew Jones
Human Resources	4/3/2019	Sue Firminger
Portfolio Holder(s)	4/3/2019	Peter Whiting
Consultation & Community Engagement		
Insert details of any consultation undertaken or proposed to be undertaken with regard to this report.		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report proposes the creation of a Project Accountant post for a period of three years to provide financial and accountancy support for some of the major projects that the Council currently has in progress, and has planned for the medium term.

2. **Recommendation**

- 2.1 That the Employment Committee agrees to the establishment of a Project Accountant for a three year period.

3. **Reasons for the Recommendation**

- 3.1 Members will be aware of the many large and significant projects that are currently being worked upon. These include the following:-
- Office Re-location and Covent Garden Redevelopment.
 - Car Parking Displacement – Leamington and Warwick
 - Europa Way and Community Stadium
 - Kenilworth School and associated developments
 - Leisure Development Phase 2
 - Tachbrook Community Park
 - Commonwealth Games
- 3.2 The Head of Finance and Accountancy Team have endeavoured to support these projects with the existing staff resources. However, the support available has been limited due to the turnover within the team. In addition, members will be aware of the delays and problems encountered in closing the 2017/18 accounts. As a consequence of this, the main concentration of the Accountancy Team currently is preparing for the 2018/19 closure of accounts and subsequent audit.
- 3.3 The problems with the closure of the 2017/18 Accounts have highlighted how much more complicated and time consuming this has become in recent years. The date has been brought forward for the completion of the draft accounts from 30 June to 31 May, and for audited accounts from 30 September to 31 July. However, to enable this to be done, far more planning for closedown is required in advance. In addition, more work is now required to be undertaken prior to the year end. The accounts each year are increasingly complicated. New requirements are included each year in the Code of Recommended Practice that is issued by CIPFA, compliance against which the Council is judged by the auditors. For 2018/19 new requirements relating to Revenue from Contracts with Customers and Financial Instruments have been introduced.
- 3.4 The current and planned significant projects require more dedicated accountancy support. Whilst the Team do input to the projects, they do not have the capacity to input the time that is required. It is important that projects are properly resourced, with project teams of the right experience and qualifications. To continue to seek to resource projects without adequate resources, increases the risk to projects.

- 3.5 It is therefore proposed to establish the post of Project Accountant for a three year period. This post should help to support some of the key projects. This will help to ensure that projects are properly resourced and receive the right Accountancy/Finance input. It should also help to reduce the draw on the current Accountancy Team to provide support to all projects. It is unrealistic to expect such a post holder to have the capacity to support all these projects. The Accountancy Team will still need to support some projects.
- 3.6 The specific input to project from a Project Accountant will vary for each project. However, the remit is likely to include working upon:-
- Feasibility study
 - Business Case
 - Cashflow forecasting and monitoring
 - Financial due diligence
 - Monitoring progress of projects
 - Investigating variances of project costs
 - Producing project accounts and reports
- 3.8 Given the length of time many of the key projects are expected to take, a three year post is proposed. Within this time, the Accountancy Team should become more established, with the new members of the team abler to support the strategic projects.
- 3.9 Within the Final Accounts Action plan being reported regularly to Members and CMT, there is the requirement to "To review the Council's organisational arrangements for strategic finance and report to Executive and Employment Committee". The creation of the post of Project Accountant will help to address this and provide strategic finance support.

4. **Policy Framework**

4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local

Cohesive and active communities	Improved air quality Low levels of crime and ASB	economy Increased employment and income levels
Impacts of Proposal		
The proposal should help to ensure all projects relating to all FFF strands receive appropriate accountancy and finance input.		
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The proposal should help to ensure all projects relating to all FFF strands receive appropriate accountancy and finance input.		

4.2 **Supporting Strategies**

The proposal should help to ensure the Council is able to meet the relevant strategies.

4.3 **Changes to Existing Policies**

No changes to existing policies are proposed.

4.4 **Impact Assessments**

Not applicable.

5. **Budgetary Framework**

- 5.1 This can be funded from the Service Transformation Reserve, for which the Chief Executive has delegated authority.


6. **Risks**

- 6.1 The many projects, currently underway and proposed, can have significant financial implications. These may include investment of many millions of pounds. It is important that the financial risks for all projects are fully explored and understood, with appropriate mitigations in place. Not to provide full accountancy/finance input to these projects means that risks may be overlooked and members do not receive the full details on which they are being asked to make decisions.

- 6.2 With the current resources within Finance, the Accountants are struggling to balance many aspects of their work, including the strategic projects. Aside from this being a risk to the projects, it also presents a risk to other aspects of the Accountants' work, including closure of accounts and budget setting. If mistakes are made to any of these aspects, there is full likelihood of damage to the authority in terms of costs and reputation.

7. Alternative Option(s) considered

- 7.1 The Council could choose not to agree to the proposed Project Accountant post. This will leave projects continuing to not receive the full financial input that is required and exposed to the risks discussed in Section 6.

 Employment Committee 21 March 2019		Agenda Item No. 6
Title	Project Manager – Financial Systems	
For further information about this report please contact	Mike Snow 01926 456800	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	4/3/2019	Andrew Jones
Head of Service	4/3/2019	Mike Snow
CMT	4/3/2019	
Section 151 Officer	4/3/2019	Mike Snow
Monitoring Officer	4/3/2019	Andrew Jones
Human Resources	4/3/2019	Sue Firminger
Portfolio Holder(s)	4/3/2019	Peter Whiting
Consultation & Community Engagement		
Insert details of any consultation undertaken or proposed to be undertaken with regard to this report.		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report proposes the creation of a Project Manager post for a period of three years to lead on the procuring and implementation of new financial systems across the Council.

2. **Recommendation**

- 2.1 That the Employment Committee agrees to the establishment of a Project Manager – Financial Systems for a three year period.

3. **Reasons for the Recommendation**

- 3.1 The Council's Financial Management System and the Income Management System have been in place since 2006. Whilst these systems do provide the basic functionality, they are not adaptable to meet the needs of users and to support flexible service requirements. In addition, the suppliers are ceasing to support these systems in the medium term.
- 3.2 Following research by the Finance, ICT and Procurement Teams a high level business case has been produced that recommends that the Council consolidates these systems with a single supplier. In addition, other systems should also be included within the overall specification so as to produce a single solution with one supplier. These other systems include:-

- Asset Register
- Direct Debits/BACS
- Debit/Credit Card payment receipts
- Payment collection

The following systems are not proposed to be included:-

- Human Resources
- Payroll
- Revenues – council tax, business rates, benefits
- Rents

- 3.3 The work to change all these financial systems should not be under-estimated. Whilst there are system owners and system managers for the respective financial systems, there is not the capacity with the current posts to lead on the procurement and implementation of the systems.

- 3.4 A Project Manager post is recommended to manage the full implementation of new financial systems. This will include the following areas of work:-

- Soft market testing
- Site visits
- Leading on specification
- Procurement
- Contract award
- Implementation
- Testing and training
- Project planning and monitoring

- 3.5 This project will impact on most officers across the Council, with most having to access the systems for various reasons. In addition, members are also users, specifically in terms of being recipients of critical information. Moving forward, residents and businesses should have access to the systems, for such things as managing payments to/from the Council. It is important that the project manager has the right skills to manage such an important project. Aside from project management skills, the postholder will need to have a knowledge/appreciation of ICT and finance/accountancy.
- 3.9 Within the Final Accounts Action plan being reported regularly to Members and CMT, there is the requirement to "To progress the feasibility stage of a new Finance IT system to report to Executive stage including project management support and training". A business case for a new Financial Management System (and related systems), has been agreed by CMT. A Project Manager is required to progress this significant project.

4. **Policy Framework**

4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
The proposal should help to ensure the Council has financial systems fit to support all strands of FFF.		
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost

All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	Increase the digital provision of services	management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The proposal should help to ensure the Council's financial systems support all strands of FFF.		

4.2 **Supporting Strategies**

The proposal should help to ensure the Council is able to meet the relevant strategies.

4.3 **Changes to Existing Policies**

No changes to existing policies are proposed.

4.4 **Impact Assessments**

Not applicable.

5. **Budgetary Framework**

- 5.1 This can be funded from the Service Transformation Reserve, for which the Chief Executive has delegated authority.

6. **Risks**

- 6.1 It is important that the Council has financial systems that are fit for purpose. As a minimum these need to comply with legal requirements such as:-


- GDPR
- HMRC requirements
- Accounting requirements

If the Council fails to have systems that can meet these requirements, it risks financial penalties. In addition, there is potentially reputational damage.

- 6.2 Poor financial systems can be inefficient to operate. This can create waste and additional costs.
- 6.3 In the information from the financial systems is not timely and accurate and fit for purpose, the Council risks being asked to make decisions on misleading or wrong information.

7. **Alternative Option(s) considered**

- 7.1 The Council could choose not to agree to the proposed Project Manager post. The main financial systems will still need to be replaced. Not resourcing the systems replacement will increase the risk of service failure, and that systems are not properly procured and implemented to meet the needs of the Council and users. This will in turn result in increased wasted costs.

 Employment Committee – 20th March 2019		Agenda Item No. 7
Title	Changes to Arts Section	
For further information about this report please contact	David Guilding David.guilding@warwickdc.gov.uk Rose Winship Rose.winship@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive 6 th March 2019, item 8	
Background Papers	N/A	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes 996
Equality Impact Assessment Undertaken	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	07/03/19	Andrew Jones/Chris Elliott
Head of Service	06/03/19	Rose Winship
CMT	07/03/19	Andrew Jones/Chris Elliott/Bill Hunt
Section 151 Officer	07/03/19	Mike Snow
Monitoring Officer	07/03/19	Andrew Jones
Finance	07/03/19	Mike Snow
Portfolio Holder(s)	07/03/19	Cllr Coker
Consultation & Community Engagement		
Representatives of local arts organisations were consulted during the recent Cultural Peer Challenge. Further consultation, including public consultation, will take place as part of the Impact Study and the formation of the Cultural Framework		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report sets out proposals to temporarily expand the Arts team within Cultural Services by making the current, part-time post of Arts Development Officer full-time for a period of three years and the creation of the fixed term post of Project and Development Manager (Arts) within this team for a period of two years.

2. **Recommendation**

- 2.1 That Members agree a fixed term increase in the working hours of the existing Arts Officer post (previously titled Arts Development Officer). This increase would be for a three-year period between April 2019 and March 2022.

- a) Arts Officer post WD00109 changed from 22.2 FTE to 37 FTE

- 2.2 That Members agree that the following fixed term post be added to the Cultural Services staffing establishment with effect from April 2019 until March 2021.

- a) Projects and Development Manager (Arts). 37 FTE

3. **Reasons for the Recommendation**

- 3.1 In 2018 Warwick District Council's (WDC) Arts Section successfully bid to be the subject of a Cultural Peer Challenge.

- 3.2 The Cultural Peer Challenge was an external, impartial review of the Council's Arts Section that focused on the potential for improvement and the impact of the Arts upon WDC's strategic priorities. The review was carried out on site by the LGA Peer Challenge team over two days in July 2018 and resulted in a very positive report with a number of practical recommendations. A wide range of stakeholders were consulted, including Arts section and Council staff, WDC Councillors and external arts organisations.

- 3.3 It was a key finding of the Cultural Peer Challenge that the Arts Section is currently operating at capacity and that in order to develop further and maximise the impact of the unique opportunities arising within the creative sector during the next three to five years' additional resources will be required. Primarily these resources include additional personnel and a supporting facilitation budget.

- 3.4 As a result of the Peer Challenge the current role of Arts Development Officer has been reviewed and the job description and person specification amended in order to re-focus the responsibilities of the post to assist the Collections & Engagement Manager and Arts Manager with the co-ordination and development of arts activity throughout the District. To reflect the amended responsibilities of the role the Arts Development post has also been renamed as Arts Officer.

- 3.5 The Arts Officer is an existing role in the Collections & Engagement team and is currently a 22.2 FTE post. Officers anticipate that Warwick District's arts sector will require greater levels of support over the next three years on the lead up to and during the City of Culture year in 2021. A temporary increase in working hours is proposed for a fixed, three-year period in order to meet that demand. This period would include the lead up to the Coventry City of Culture, the year itself in 2021 and some time afterwards for legacy work.
- 3.6 The Arts Officer post shall provide information and support services to arts organisations and creatives, as was previously the case, but there will be less strategic focus and a greater emphasis on the role taking more 'hands on' approach. The revised key responsibilities of the role include:
- The planning and delivery of joint events with partners – including any City of Culture events taking place within the District
 - The administration of WDC's pilot 'creative forum', network initiative
 - The administration of the Arts Grants application process including advising the Arts Grants Steering Group and project evaluation
 - To work in collaboration with the Arts Section's Programming & Marketing Team and WDC's corporate Marketing & Communications team to communicate opportunities to the District's creative sector including:
 - Local and national funding opportunities
 - Regional industry news and best practice
 - Calls for new work / projects
 - Employment / Apprenticeship opportunities
 - Training, skills and development opportunities
 - What's on – promoting creative events
 - To maintain a centralised database of creative organisations and individuals, projects and arts venues in the District
 - To provide professional advice, guidance and support and being an initial point of contact for creatives
 - To maintain records of all arts events and activities for performance indicators
 - To carry out an annual impact survey of the creative sector
- 3.7 The Arts Officer post became vacant in December 2018 and officers took the opportunity to reevaluate the responsibilities of the role. The post is currently being covered by a temporary member of staff. It is the intention to permanently recruit to the post, on a full time basis, by late May 2019.
- 3.8 It is proposed that the new role of Projects & Development Manager (Arts) be created on a fixed-term basis. This role would report directly to the Arts Manager and assist them with the development of the outward facing, strategic elements of the service. The role would work closely with all teams within the Arts Section and the Arts Officer in particular.
- 3.9 It was a key recommendation of the Peer Challenge that the Arts Section should increase its focus on commercial opportunities and the marketing of its own activities as well as its partners. There is a need for an increasingly

entrepreneurial approach to generating income through developing relationships with commercial partners. This new role will be responsible for researching and proposing new commercial opportunities as well as delivering specific projects. The key responsibilities of this role would include:

- To provide specialist arts marketing advice and assist the Arts Section's Programming & Marketing team with the development implementation of a marketing strategy
- To explore the potential to develop new income streams within the Arts Section and to drive the best value out of its current assets
- To pursue the 'Culture Is Digital' initiative and create the business case for a digital creative portal for the district
- To explore further collaboration with the private sector
- To work across Council services - particularly with the Projects and Economic Development team to support the Original Leamington programme and Creative Quarter project
- To assist the Arts Manager with the delivery of the Council's contribution to the City of Culture 2021 through effective coordination of a wide variety of projects across the district including engagement with a wide range of stakeholders

4 Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. This report shows the way forward for implementing a significant part of one of the Council's Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
Impressive cultural	Safe and vibrant town	Contributes to a dynamic

offering which encourages an increase in community led activities and use	centres with an active programme of cultural events where the community feel comfortable at all times	and diverse local economy Increases visits from day trippers and tourists to the area. Increased income levels and footfall
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The recruitment of the new role will add external, specialist expertise to the team, currently lacking.	The recommendations are focused on continuous improvement and development.	The recommendations will establish better uses for the council's arts resources and seek new income streams.

4.2 Supporting Strategies

4.2.1 Local Plan

The Vision for the District as supported by the Local Plan (paras 1.30-1.34) is to make Warwick District a Great Place to Live, Work and Visit. Specifically, the Plan delivers a Spatial Strategy that, amongst other things, focusses employment, retail, leisure and cultural activities in town centres (1.34). Furthermore, para 5.75 recognises the "multifunctional benefits" offered by sport and recreational facilities noting that "they have a positive impact on people's quality of life, particularly in terms of their health and wellbeing". Clearly any activity that reinforces the usage of these facilities is in line with these paragraphs.

4.2.2 Economic/Tourism Impact

Cultural tourism in the region is expected to boom during the City of Culture year in 2021, as well as attracting tourists to events during the build-up years. In order to maximise the economic impact of this upon Warwick District the Council must intervene and use its thriving creative sector to ensure that there is a competitive offer.

4.2.3 The creative economy is recognised as being a unique strength for the District and the current success in the gaming industry can be widened to include the whole creative sector – which is interdependent.

- 4.2.4 The Creative Quarter will regenerate the south of Royal Leamington Spa and have a significant impact on the local economy.

4.3 Changes to Existing Policies

- 4.4 There are no changes to existing policy

- 4.3 Impact Assessments** – There is no requirement to carry out an impact assessment for these proposals.

5. Budgetary Framework

- 5.1 The posts of Arts Officer and Projects & Development Manager (Arts) have been evaluated through the Council's HAY process. The new job descriptions were presented to the HAY Panel on 19th February 2019 for consideration and graded appropriately.
- 5.2 The additional cost of these changes to the Council, including all on-costs, have been approved by Executive at their meeting on 6th March 2019 and shall be funded from the Community Projects Reserve.

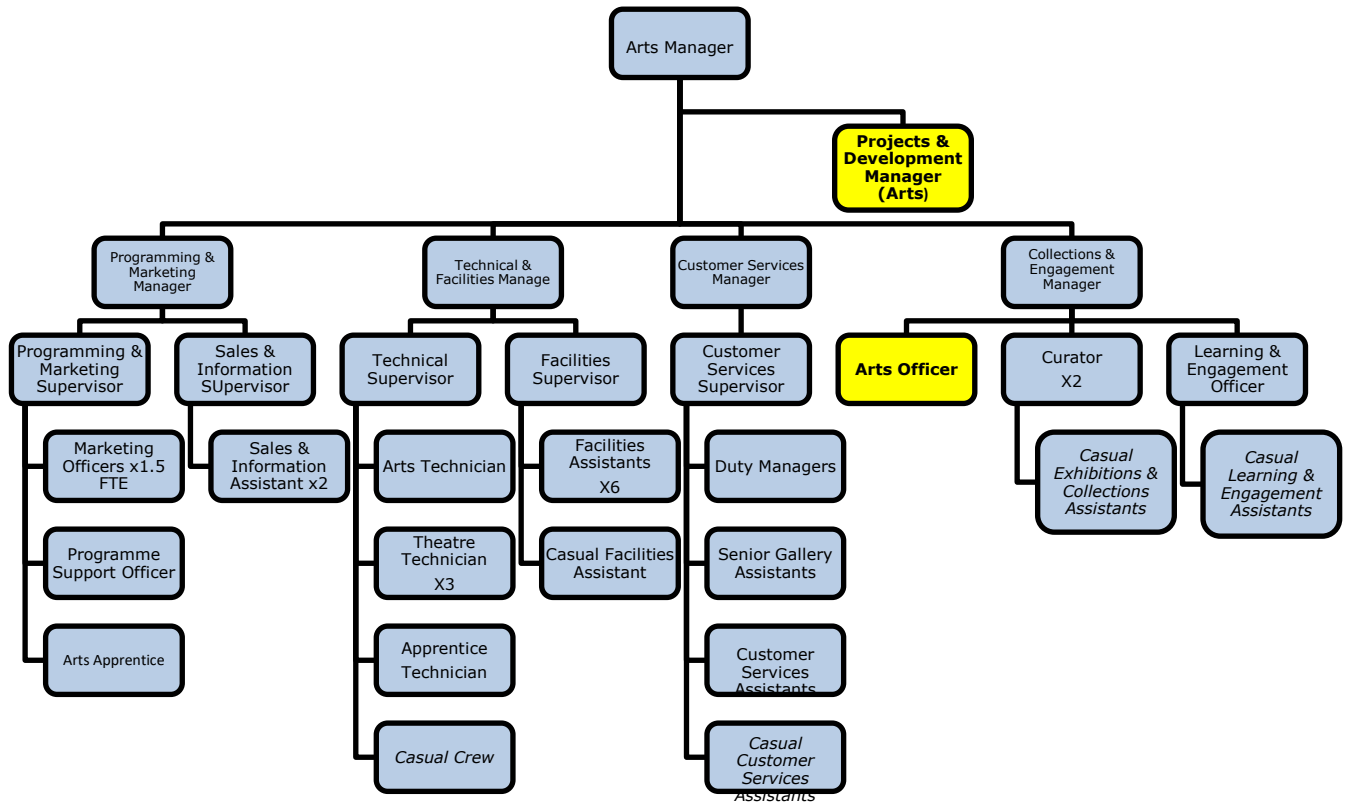
6. Risks


- 6.1 Each of the recommendations in the report are based on the principle that if the Council is to successfully deliver ambitious projects, including those referred to in the report, then appropriate officer resources must be made available. Without appropriate resources, and the expectation that such projects will be managed by the existing officers without any additional resource, then there is a significant risk that projects will experience problems which could lead to lost opportunities and some financial and reputational risk for the Council.
- 6.2 The primary risk for Warwick District Council is that local audiences for cultural events in the District and cultural tourists are attracted to the City of Culture programme in Coventry to the detriment of those cultural organisations and venues operating in the District.
- 6.3 A second risk is that without increased support the creative businesses based in Warwick District could potentially relocate their headquarters to Coventry leaving the District's creative infrastructure considerably weaker.
- 6.4 It is also foreseeable that new and existing talent will be attracted to Coventry because of the investment and expansion of the creative industries, leaving shortages in the surrounding region.

7. Alternative Option(s) considered

- 7.1 Employment Committee could choose to not approve the proposals in which case it would be challenging to deliver the initiatives already approved by Executive.

APPENDICES:



 Employment Committee – 20th March 2019		Agenda Item No. 8
Title	New and Extended posts in Development Services	
For further information about this report please contact	David Barber Dave.barber@warwickdc.gov.uk 01926 456065	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Report – Employment Committee March 2018	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	7/3/19	Bill Hunt
Head of Service	6/3/19	Dave Barber
CMT	7/3/19	Chris Elliott/Bill Hunt/Andy Jones
Section 151 Officer	7/3/19	Mike Snow
HR	7/3/19	Elaine Priestley
Finance	7/3/19	Mike Snow
Portfolio Holder(s)	7/3/19	Cllr Alan Rhead
Consultation & Community Engagement		
N/A		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report sets out the proposals to utilise the Planning Investment Reserve to introduce two new posts within Development Services and to make an existing part time post permanent.
- 1.2 It also recommends that a vacant Assistant Building Control Officer post is filled by a part-time Senior Building Control Officer for a further period of two years.

2. **Recommendations**

- 2.1 That the existing part-time (0.73fte) enforcement officer post within Development services be made full time on a permanent basis
- 2.2 That following new posts be established within Development Services:
 - a full time Planning Assistant post be established within the Development Services
 - a full time Senior Planner post be established within the Development Services
- 2.3 That an existing Assistant Building Control Officer post that is currently vacant be established as a part-time (0.6fte) Senior Building Control Officer for a further two years until 1st July 2021 (this is a continuation of an arrangement that has been in place for year)

3. **Reasons for the Recommendation**

- 3.1 In January 2018, the Government introduced new regulations to increase Planning Fees by 20%. The guidance associated with this suggested that the additional funds arising from the fees increase should be spent "to support the delivery of an effective planning system". A report agreed by the Executive on 1st June 2017 agreed that budget apportionments from the planning fees increase should be determined by the Section 151 officer in consultation with the Senior Management Team.
- 3.2 At its meeting on 21st March 2018, the Employment Committee agreed that a number of new posts be established in Development Services and Health & Community Protection (in addition to a post already established in Neighbourhood Services) to be funded from the increase in planning fees. These posts have since been recruited to and have increased the capacity of the services involved.
- 3.3 Since that time, the workload involved with dealing with planning applications has continued at a high level and as a result, planning fee income has exceeded the cautious assumptions made in early 2018. This has meant that the existing and forecast balance within the Planning Investment Reserve (the reserve which is funded by the 20% increase in planning fees) is higher than had been assumed when the proposals were brought forward in March 2018. The Section 151 Officer, in consultation with SMT (meeting held on 27th February 2019) has therefore agreed that funding from the reserve can be allocated to a number of posts as follows:
 - a) two new posts in Development Management to provide additional capacity to deal with the increased workload for both householder and more complex planning applications. Specifically, it is recommended that a full time Planning Assistant post is established and a full time Senior Planner established.

- b) an increase in hours of an existing Enforcement Officer post from 0.73FTE to full-time to provide additional capacity and resilience to deal with the continuing high levels of demand within the planning enforcement team.

3.4 This report seeks to establish these posts.

3.5 Separately from the Planning Investment Reserve, this report seeks agreement to establish a part-time (0.6fte) Senior Building Control Officer post for a further period of two years. This post was established on a temporary one-year basis in 2018 under delegated powers. It replaced a vacant full-time Assistant Building Control Officer post. Since being established it has been filled by an experienced officer who has provided capacity to deal with more complex building control cases at a time when the service has had difficulty in recruiting to full-time Senior Building Control Officers. The existing postholder is keen to continue with the arrangement and for these reasons it is proposed to extend the current arrangement for a period of two more years until 1st July 2021.

4. Policy Framework

4.1 Fit for the Future:

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Improved cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and Anti-Social Behaviour (ASB)	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
The new posts will have an important role in supporting the delivery of high quality, safe development and infrastructure and in ensuring buildings are constructed in a safe way in line with the building regulations.	The new posts will have an important role in support good quality design that delivers an environment that people are proud of and supports community safety.	The new posts will support the delivery of timely and high quality development of all kinds

Internal Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The proposals will ensure the right resources are available to address current priorities for Development Services	The new posts will ensure a focus on customer priorities and will work closely with services across the Council to ensure a responsive service.	The new posts will support S106 and CIL providing an important and reliable alternative source of funding for infrastructure.

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The Local Plan is one of the key strategies, cutting across many of the FFF strands. The new posts will play an important role in delivering the Local Plan, Infrastructure Delivery Plan and Health and Wellbeing Strategy.

- 4.3 **Impact Assessment:** There are no equalities or environmental impacts associated with the proposal in this report.

5. Budgetary Framework

- 5.1 The additional posts within Development Management and the extended enforcement officer role will be funded from the Planning Investment Reserve. Expenditure from this budget has been approved by the Section 151 in consultation with SMT in accordance with the delegated powers.
- 5.2 There are no budgetary implications of extending the existing arrangement for a 0.6fte Senior Building Control Officers as this post can be funded from within the Building Control salaries budget.


6. Risks

- 6.1 There is a risk that the Planning Fees increase will not come forward as projected and that the Planning Investment Reserve will not have sufficient funds to cover the costs of these posts. This risk has been mitigated by ensuring planned expenditure from the Reserve does not exceed 85% of the projected income over a three year. The Head of Finance and Head of Development Services will continue to closely monitor the income and costs in the Reserve. If there is likely to be any shortfall to meet the planned costs this will be because income (and

associated workload) is lower than anticipated. As a result, it is expected that it will be possible to ensure a balance is retained by not filling vacant posts.

7. Alternative Option(s) considered

- 7.1 A number of alternatives were considered regarding how to utilise the Reserve. However, the proposals for utilising the funds have already been approved.

 Employment Committee 20 March 2019		Agenda Item No. 9
Title	Health and Community Protection Service Area Confirmation of posts	
For further information about this report please contact	Marianne Rolfe Email: Marianne.rolfe@warwickdc.gov.uk Tel: 01926 456700	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers		

Contrary to the policy framework:	No
Contrary to the budgetary framework:	Yes
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	07/03/19	Andrew Jones
Head of Service	07/03/19	Marianne Rolfe
CMT		CMT
Section 151 Officer	07/03/19	Mike Snow
Monitoring Officer	07/03/19	Andrew Jones
Finance	07/03/19	Mike Snow
Portfolio Holder(s)	07/03/19	Andrew Thompson
Consultation & Community Engagement		
This report provides the background and recommendations for proposed changes to the structure of the Health and Community Protection Service Area.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report sets out the proposals for Health and Community Protection Service Area in order to address changing service needs.

2. **Recommendation**

- 2.1 That Employment Committee approves addition of the following posts to the establishment.

- Continuity & Contingencies Officer 1FTE
- Senior Environmental Health Officer 1FTE
- Community Safety Officer Grade 1FTE (Temporary 1 year)
- Licensing Enforcement Officer 1FTE
- Licensing Technical Officer 0.5FTE

3. **Reasons for the Recommendation**

3.1 **Continuity & Contingency Officer:**

The post of Continuity & Contingency Officer has been a temporary position for two years ending in October 2019. The increase in events held within the district and the changing picture in the emergency planning field mean that this post is required to be made permanent.

3.2 **Senior Environmental Health Officer (Planning):**

The increase of planning applications received by Development Services has impacted upon Health and Community Protection. There has been an increase in the number of planning applications, pre-application advice requests and post application duties which have directly impacted upon the workload of the service.

3.3 **Community Safety Officer:**

There are a number of interventions in progress within the Safer Communities team which require additional resource in order to bring the project forward in the required timelines. Therefore, it is proposed that a temporary Community Safety Officer post for a period of 1 year is created in order to deliver on the projects.

3.4 **Licensing Enforcement Officer and Licensing Technical Officer:**

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 (The 2018 Regulations) were made on 16 April 2018 and came into force on 1 October 2018. Under these regulations the former licensing schemes for animal boarding establishments, pet shops, riding establishments and dog breeders were repealed and replaced by a new single licensing scheme that regulates all these activities and incorporated the licensing of those who train or exhibit performing animals. This latter duty was passed from the County Council to the District Council on 1 October 2018.

- 3.5 The new regulations are very prescriptive in how matters should be conducted particularly in the granting and monitoring of compliance but also how appeals

and requests for re-inspections must be processed. There is also new suspension, variation, refusal and revocation processes with the welfare of the animals concerned at the very heart of any action to be taken. Due to the very rigid nature of the regulations, the Licensing authority is under strict limitations in respect of how it deals with each application lending the new regime to a much more administrative approach to animal licensing than previously.

- 3.6 Having considered the detailed requirements contained in the guidance notes related to the new star rating scheme, the new appeals and re-inspection procedures, the required review and updating of all the present licences and familiarisation of Officers with the new guidance documents, coupled with an expected increase in new licence applications (e.g. doggy day care and dog breeding activities) the present staff resource needs to be increased in order that the Council is able to meet its statutory duties in licensing the dramatically increased number of premises which fall under this legislation. Therefore, it is proposed that an additional enforcement officer and a licensing technical officer post are created to address this rise in workload.

4.0 **Policy Framework –**

4.1 **Fit for the Future**

The principles of Fit for the Future have been considered in the formation of the proposal. The new service structure provides additional resources in order to improve the functionality of the service and the services contribution towards making the district a great place to live, work and visit.

4.2 **Impact Assessments -**

There are no adverse equality impacts resulting for the proposal.

5 **Budgetary Framework**

- 5.1 There are no budgetary implications associated with the Civil Contingency Officer, Senior Environmental Health Officer and the Community Safety Officer posts.
- 5.2 Budget will be sought from the Executive in July 2019 for the Licensing Enforcement Officer and Licensing Technical Officer posts.

6. **Risks**

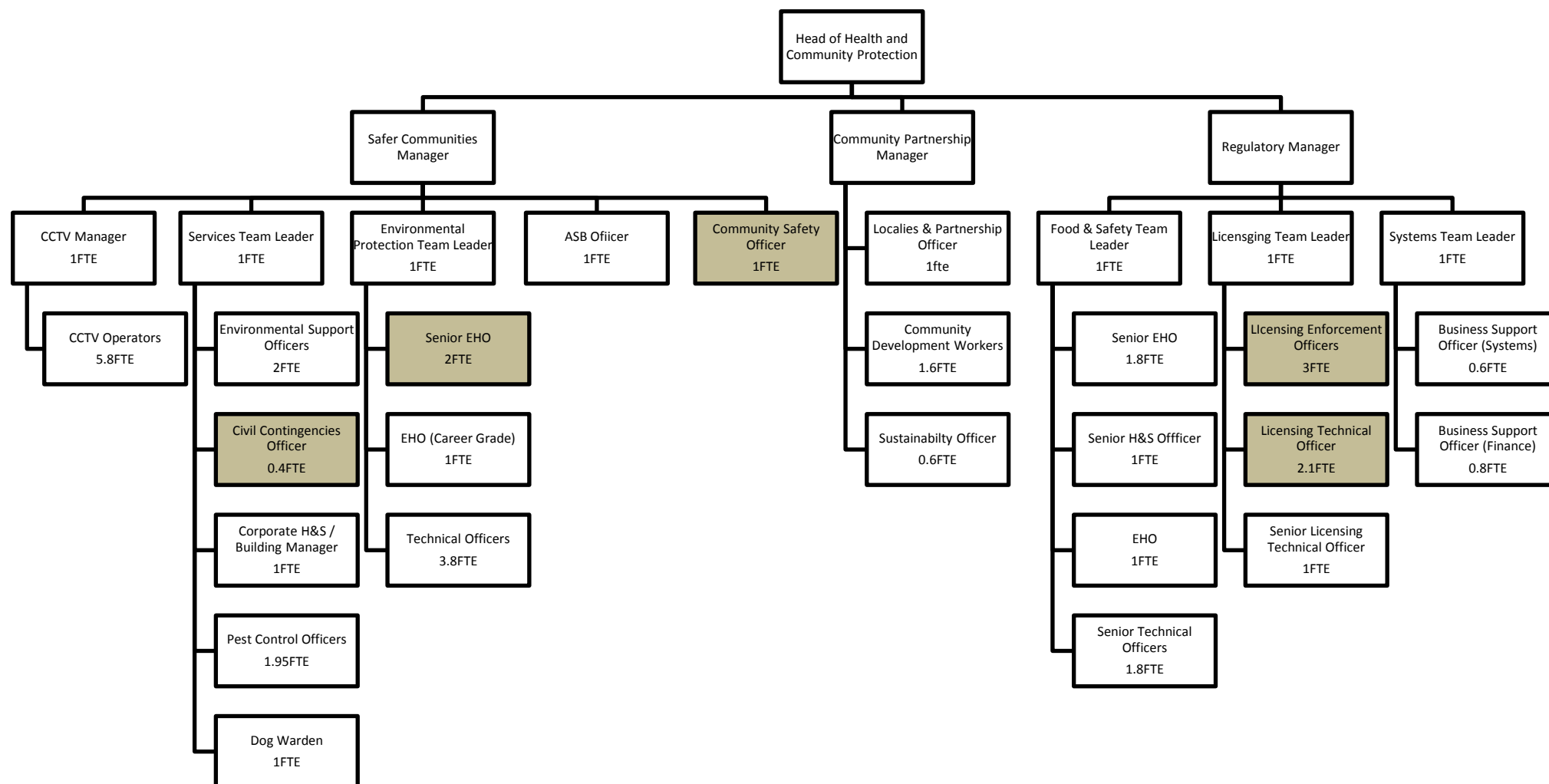
- 6.1 The current situation is unsustainable and is placing excessive pressures upon specific points in the service which will not be able to continue long term. It does not allow the service to accommodate changing customer demands. The proposed structure allows the service to be adapted to the changing landscape.
- 6.2 The increase in workload of the service from our being a Responsible Authority for Development Services continues to increase with a number of large developments coming on stream. The new structure will allow the trends of workload to be monitored going forward so that they can be considered in their totality and an appropriate course of action with regard to additional staffing proposed if required.

7. Alternative Option(s) considered

- 7.1 Employment Committee could choose to not to approve the proposals in which case the appropriate staffing resources will not be provided to meet the service needs.

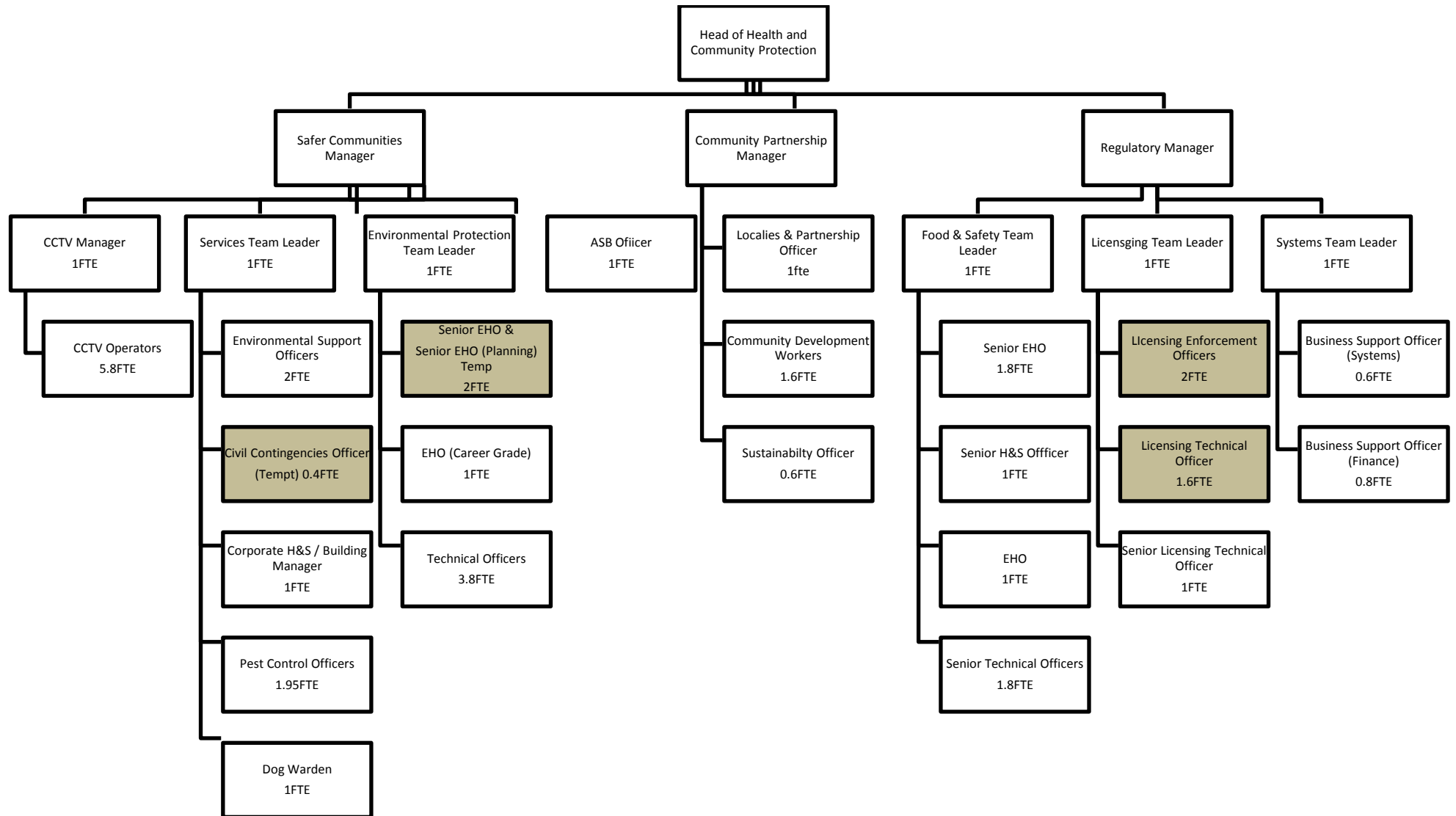
Appendix A: Proposed Structure


1FTE unless otherwise stated. Coloured boxes indicate post changes.



Appendix B: Current Structure

Coloured boxes indicate post changes.



 Employment Committee – 20th March 2019		Agenda Item No. 10
Title	Addition of Performance Management Officer post to Council's staffing establishment	
For further information about this report please contact	Andrew Jones Andrew.jones@warwickdc.gov.uk (01926) 456830	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Executive Report 6 th February 2019	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/ Councillor Approval	Date	Name
Deputy Chief Executive	26/2/'19	Andrew Jones
CMT	26/2/'19	Chris Elliott Bill Hunt Andrew Jones
Section 151 Officer	26/2/'19	Mike Snow
HR	26/2/'19	Tracy Dolphin
Portfolio Holder(s)	26/2/'19	Cllrs Mobbs and Coker
Consultation & Community Engagement		
N/A		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report recommends an additional post is added to the Council's staffing establishment within Chief Executive's Office Service Area to, among other things, co-ordinate the collection and maintenance of the Council's performance information. Funding for the post was recommended by Executive on 6th February 2019 and agreed by Council on 20th February 2019.

2. **Recommendations**

- 2.1 That Employment Committee agrees the addition of a Performance Management Officer post within Chief Executive's Office Service Area.
- 2.2 That the Employment Committee agrees the revised Democratic Services Structure as set out at Appendix 1.

3. **Reasons for the Recommendations**

- 3.1 In 2011, as part of the Fit For the Future change programme, the Council adopted a revised approach to performance management. Historically the Council had used a target based system for monitoring service delivery which involved the collection of hundreds of pieces of information to assist managers with the management of the Council's business. This approach to performance management increasingly became to be seen as over burdensome with the collection of data widely-perceived to be an industry in itself.
- 3.2 The revised approach sought to dramatically reduce the volume of information being collected and rather than have a myriad of targets to try and achieve, Service Area Managers were encouraged to determine a limited number of key service measures to monitor as a proxy for the performance of their respective Service Areas. The need to re-evaluate the Council's approach to performance management was also in the context of the significant funding reduction the Council was experiencing where the Council needed to ensure that its investment in staffing resources was as efficient as possible.
- 3.3 Whilst the revised approach has been successful in ensuring that the Council is more discerning in the information it collects, the Senior Management Team has recognised that it would benefit from a broader range of data being available for analysis and importantly, on a timely basis. Whilst it is the responsibility of individual Service Areas to collect their respective performance information from the back office systems and bespoke spreadsheets, there is no resource to bring all this information together as a coherent whole so that the Senior Management Team has a comprehensive understanding of how the Council is performing. This situation was recognised in the report of the Corporate Peer Challenge team upon which the Chief Executive reported at the 6th February 2019 Executive meeting:

"2. Step up your monitoring and oversight to prevent being blown off track

"Having effective and proportionate arrangements in place for the Council to receive timely and relevant data and information to track and monitor progress of key priorities is important. This will allow the Council to keep an overview on delivery and help to keep on track with priority projects."

- 3.4 The Peer Challenge Team also addressed the issue of the Corporate Management Team's (CMT) capacity:

"The Peer Team recognised that the CMT is incredibly busy and in order to optimise their capacity and ability to work smarter we would encourage you to review the administrative support available. This would support CMT to be as effective as possible. Having your most senior managers undertaking activity which is better delivered through administrative support can distract them from more important issues and puts them under unnecessary pressure. Having appropriate administrative support needs to be part of ensuring the authority's senior management arrangements are fit for the future."

- 3.5 Consequently, CMT considers that the recommended post can also assist senior managers with key administrative and organisational tasks around business and service planning, and programme and project support.
- 3.4 The funding for the proposed post was recommended by Executive on 6th February 2019 and agreed by Council on 20th February 2019.

4. **Policy Framework**

4.1 **Fit for the Future:**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The post will support the delivery of outcomes in all of these areas.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Improved cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and Anti-Social Behaviour (ASB)	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities

The right people are in the right job with the right skills and right behaviours		Seek best value for money
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4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies.

- 4.3 **Impact Assessment:** There are no equalities or environmental impacts associated with the proposal in this report.

5. **Budgetary Framework**

- 5.1 The Council's budget for 2019/20 includes £30,000 for this post. This amount has been factored into the Medium Term Financial Strategy.

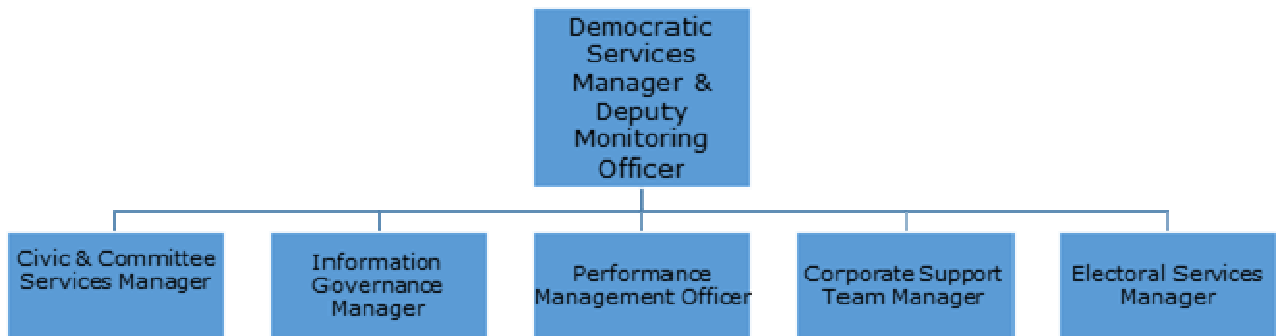
6. **Risks**

- 6.1 There is a risk that the post's accountabilities do not translate into improved business decisions by the Senior Management Team. Risk mitigation will be the responsibility of the Senior Management Team to ensure that the information provided is acted upon in the appropriate manner.

7. **Alternative Option(s) considered**

- 7.1 The options of sharing a resource with Warwickshire County Council and Stratford District Council respectively were considered. However, it was felt that the systems they had in place and the demands on their respective teams did not make sharing cost-effective.

Revised Democratic Structure



 Employment Committee 20th March 2019		Agenda Item No. 11
Title	Pay Policy Statement & Gender Pay Gap Reporting	
For further information about this report please contact	Elaine Priestley Senior HR Officer 01926 456682 Mike Snow Head of Finance 01926 456800 Tracy Dolphin HR Manager 01926 456350	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	None	
Background Papers	None	

Contrary to the policy framework:	Yes/No
Contrary to the budgetary framework:	Yes/No
Key Decision?	Yes/No
Included within the Forward Plan? (If yes include reference number)	Yes/No
Equality & Sustainability Impact Assessment Undertaken	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	18.2.19	Chris Elliott/Bill Hunt/Andy Jones
Head of Service	18.2.19	Chris Elliott
CMT	18.2.19	As above
Section 151 Officer	18.2.19	Mike Snow
Monitoring Officer	18.2.19	Andy Jones
Finance	18.2.19	Mike Snow
Portfolio Holder(s)		Cllr Mobbs
Consultation & Community Engagement		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The report presents the Council's Pay Policy Statement for 2018-19 as required under the Localism Act 2011, Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability. It sets out the authority's policies for the financial year relating to the remuneration of chief officers, the remuneration of the lowest paid employees and the relationship between the remuneration of its chief officers and its employees that are not chief officers.
- 1.2 The report gives a definition of chief officers and lowest paid employees. It covers different elements of remuneration and outlines the guidelines and policies that govern remuneration.
- 1.3 It includes mandatory gender pay gap information that must be reported to central government and published on the Warwick District Council website

2. RECOMMENDATIONS

- 2.1 That the Employment Committee recommends that Full Council approve the Pay Policy Statement – Appendix 1 – as presented and agree for its publication for the 2018-19 financial year.
- 2.2 That the Employment Committee recommends that Full Council agree to publication of the approved Pay Policy Statement on an annual basis with reviews and amendments in-year if required subject to agreement at Full Council.
- 2.3 That the Employment Committee and Full Council note the Gender Pay Gap reporting as at March 31st 2018 presented in Appendix 2, prior to its publication.
- 2.4 That the Employment Committee endorses the next steps within the Gender Pay Gap Report.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 A published Pay Policy Statement is a requirement under the Localism Act 2011 and needs to be formally adopted by the Council each year.
- 3.2 Guidance on the development of Pay Policy Statements states that authorities should explain their policy in respect of chief officers who have been made redundant and later re-employed or engaged under a contract of service. Currently Warwick District Council has no policy in relation this this, therefore a proposal has been included in the Pay Policy Statement (see 8.3.7)
- 3.2 In accordance with the Equality Act 2010 with effect from 30th March 2018 it is a requirement to report and publish specific gender pay gap information; this is the second annual statement. Whilst the legislation requires reporting of the gender pay gap data it is important to understand and address the underlying causes of pay gap.

4. POLICY FRAMEWORK

4.1

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
None	None	None
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
To ensure we are monitoring and reviewing management information associated with effective staffing	None	None

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services. Monitoring data related to pay and management information are key measurements aligned to the People Strategy.

- 4.3 **Fit for the Future** – The report is not contrary to the aims of the Fit for the Future programme of work.

5. **BUDGETARY FRAMEWORK**

- 5.1 There is not an impact on the Budgetary Framework. The costs of the Pay Policy are all reflected within the Council's agreed Budget.

6. **RISKS**

- 6.1 Agreeing and publishing the Pay Policy Statement is a legal requirement. By complying, this should remove any risk of external challenge to the Council.
- 6.2 Reporting and publishing the attached gender pay gap information is a legal requirement. By complying, this should remove any risk of external challenge to the Council.

7. **ALTERNATIVE OPTION(S) CONSIDERED**

- 7.1 None considered – it is required by law

8. **BACKGROUND**

- 8.1 Agreeing and publishing the Pay Policy is a legal requirement. This is the seventh year this has been in place.
- 8.2 Reporting and publishing the attached gender pay gap information is a legal requirement, this is the second year it has been in place

8.3 **Main Points from the Pay Policy (Appendix 1)**

- 8.3.1 The Pay Policy Statement must be prepared on an annual basis beginning with 2012-2013 financial year and each subsequent year as set out in the Localism Act 2011.
- 8.3.2. The statement must contain details of the authority's policies in relation to remuneration for its chief officers
- 8.3.3 It must also include a definition of its lowest paid workers and the policy in relation to their remuneration.
- 8.3.4 It must include the relationship in remuneration between chief officers and lowest paid workers; this has been illustrated by ratios.
- 8.3.5 The statement also includes levels and elements of remuneration for chief officers, remuneration for the recruitment of chief officers, increases and additions to chief officers, performance related or other bonuses for chief officers, the approach to chief officer remuneration if they cease to hold office or cease employment and the publication of and access to information relating to chief officer remuneration.
- 8.3.6 The statement must be published once it has been approved, this will be on the Council's website.

8.3.7 The Pay Policy Statement now also includes reference to the Authority's policy in relation to the re-employment or re-engagement of Chief Officers who have been made redundant, as required by the Localism Act 2011.

8.4 **Main Statistics from the Gender Pay Gap Reporting (Appendix 2)**

8.4.1 The WDC gender pay reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The data includes the following types of staff: Employees with a contract of employment (part time, full time, permanent and fixed term), Casuals/Workers.

8.4.2 As at 31st March 2018 WDC Mean Gender Pay Gap was 15.3% and the Median Gender pay gap 10.9%.

8.4.3 WDC mean bonus payment gap is -89.4% and the median bonus gap is -68%.

8.4.4 In proportion twice as many females as males received a 'bonus'.

8.4.5 Females are proportionally represented in all quartiles other than the upper quartile.

9. **Conclusion**

9.1 **Pay Policy Reporting** – It is positive to note that the measures that Warwick District Council has undertaken to combat low pay has resulted in an incrementally decreasing ratio of highest to lowest earnings that is well within the tolerances recommended by the Hutton report (20x).

9.2 **Gender Pay Gap Reporting** – The District Council needs to identify and address, where possible, any reasons for the WDC Gender Pay Gap as part of a longer term strategy that addresses traditional male/female role divisions and increases the opportunities of female representation at senior levels. A further report will be presented to SMT/Employment Committee based on the March 2019 data in order to allow for more meaningful evaluation to take place.

PAY POLICY STATEMENT 2018/19**Introduction and Purpose**

Warwick District Council aims to have a comprehensive remuneration package that is appropriate and fair for all levels of role and responsibility; ensuring that transparency and equality underpins any rewards.

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as authority thinks fit”.

This Pay Policy Statement sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the setting of pay for its employees.

The Pay Policy must set out the authority’s policies relating to:

- The remuneration of its key chief officers (this includes Chief Executive, Deputy Chief Executive, Heads of Service, Section 151 Officer and Monitoring Officer)
- The remuneration of its lowest paid employees
- The relationship between
 - (i) the remuneration of its chief officers, and
 - (ii) the remuneration of its employees who are not chief officers.

The Pay Policy Statement must include:

- The definition of ‘lowest paid employees’ for the purposes of this statement
- The Authority’s reason for adopting this definition

The Pay Policy Statement must also include the Council’s Policy in relation to each of the following:

- Remuneration on recruitment
- Increases and additions to remuneration
- The use of performance related pay
- The use of bonuses
- The approach of payment on their ceasing to be employed by the authority
- The publication of and access to information relation to their remuneration

Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time

In support of improvements in transparency, and mindful of additional requirements of the Local Government Transparency Code 2015, the Pay Policy Statement 2018/19 signposts to the central point of information on the Warwick District Council website for Data Transparency.

REMUNERATION PROVISIONS

Definition of Chief Officers

For the purposes of this Pay Policy Statement, all references to Chief Officer include Statutory Officers, Chief Officer and Deputy Chief Officers, as defined within Section 43 of the 2011 Localism Act, apart from clerical and administrative posts. In accordance with the Council's Constitution these include:

- Chief Executive
- Deputy Chief Executive
- Heads of Service
- Section 151 Officer
- Monitoring Officer

The Council's Chief Officer Structure is set out within Article 12 of the Constitution of the Council and published in accordance with the Transparency Code.

Chief Officer grades and salaries are determined using the Hay Evaluation criteria.

For the purposes of the Pay Policy Statement, the Council is required to define and set out the relationship and definition of the lowest paid employee.

Definition of Lowest Paid Employees

For the purpose of this pay policy statement, the definition of the lowest-paid employees adopted by the Council for the purposes of this statement is as follows:

'The lowest paid worker is defined as those on the lowest spinal column point of Grade J, which is the Council's lowest pay grade (excluding apprentices). From 1st April 2018 the annual salary of the lowest paid employee is £16,495 (£8.54 per hour). '

This places a ratio between the lowest paid and highest paid employee at 6.68:1 from 1st April 2018.

The Council considers this to be the most appropriate definition as this is the lowest contractual pay point and pay level on its substantive pay structure and which normally applies to new entrants to the lowest graded jobs within the organisation.

The exception is employees who are employed on a Government sponsored apprenticeship programme that allows for them to be paid at nationally agreed apprenticeship rates. The recommended pay rates for apprentices should not be lower than the National Minimum Wage and the District Council has adopted a pay range for apprentices that exceeds National Rates for apprentices.

With effect from 1st April 2019 the Council has agreed to revise the lower end of its grading scale to a minimum of £17,711.

In 2014 to address low pay the Council introduced a discretionary, non contractual supplement to increase pay in line with the Voluntary Foundation Living Wage rate. In anticipation of the revision of the NJC Pay Spines this was frozen at £8.62 with effect from 1st April 2018, equating to an annual rate of £16,630.

A copy of the Council's pay scales can be found at the end of this statement.

Section 1- POLICY ON REMUNERATION OF CHIEF OFFICERS

1. Levels of Pay for Each Chief Officer

The Chief Executive as head of the paid service is employed on the JNC terms and conditions of service and paid a salary that is a spot payment, commensurate with the role.

The Deputy Chief Executives, Heads of Service (which include the Monitoring Officer and the Section 151 Officer) are paid within the Warwick Senior Management Grades (WSMG) on a salary which is considered a market rate within the local government sector. There are 3 salary scale incremental levels; the current levels of pay for each Chief Officer are set out in Appendix 1.

Employer contributions for LGPS for 2018/19 and 2019/20 is 19.6% and Employee contributions can be found at www.warwickshire.gov.uk/pensions

These elements of remuneration for 2018/19 are set out below. With effect from 1st April 2019 these rates are subject to the JNC 2018/19 pay award of 2%.

2. Elements of Remuneration for Each Chief Officer

In addition to the basic salary outlined above, Chief Officers may claim business mileage as a Casual Car User; none of the Chief Officers are in receipt of an Essential Car User Allowance payment.

The Chief Executive is the Council's Returning Officer and receives an Election Allowance. This allowance is set by central government and it varies each year depending on the number and type of elections held in each year.

The Council's Monitoring Officer role is carried out by one of the Deputy Chief Executives as part of the current role; a separate payment for Monitoring Officer is not made.

For an exceptional piece of work or an exceptional achievement, a Chief Officer may be awarded an honorarium. The Chief Executive can approve this for any employee and this is either paid as a one off payment or can be a monthly allowance for a temporary period.

3. Pay Levels on Recruitment

The pay level offered on recruitment is typically the bottom point of the salary grade for all roles including Chief Officers. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous relevant experience, a higher salary up to the maximum salary for that post, may be authorised by the Chief Executive.

The majority of Chief Officers are appointed by the Employment Committee (which reflects all political parties) exercising their delegated powers as outlined in the officer employment procedures.

This excludes the appointment to the role of Head of Paid Service (Chief Executive) and any other posts where the salary is greater than £100,000 where the Employment Committee recommends the appointment to Full Council for approval.

4. Increases to Pay

Any cost of living increases agreed through JNC are applied to Chief Officers pay. This is typically on 1st April each year and incremental increase to their pay will be applied as follows:

- Chief Officers appointed between 1st October and 31st March will receive an increment on 1st October the following year and thereafter
- Chief Officers appointed between 1st April and 30th September will receive an increment on 1st April the following year and thereafter.

There are 3 levels of increment; the first is the recruiting salary, the second level is automatic but the final level is subject to a satisfactory performance as signed off by their line manager. It may be withheld if the Chief Officer is deemed to not have a satisfactory performance appraisal or has a live formal written warning for conduct or performance issues.

Where a Chief Officer has given exceptional performance then they may be awarded additional increments outside of the normal incremental timescale as detailed above - subject to their pay not exceeding the maximum salary for their post. This would be authorised by the Chief Executive.

Chief Officers' pay will be benchmarked regularly against the market to ensure consistency is maintained both in the peer local authorities and nationally if relevant. Where there are significant changes in market rates then a pay benchmarking assessment will be carried out for Chief Officers.

Where a Chief Officer is temporarily working in a higher level role, (duration of 3 months or more) this may be recognised by payment of an honorarium or the higher salary relevant to that role on a temporary basis.

5. Market Forces Supplement

The Council adopted a Market Forces Policy in 2017. It is the Council's policy to pay temporary and reviewable 'market forces supplement' to posts where there is clear and demonstrable evidence that the salary level attached to the post creates substantial recruitment and retention difficulties. Any supplement will be automatically withdrawn at the end of two years unless an application for extension is agreed.

6. Performance Related Pay or Bonuses

Exceptional performance of Chief Officers is recognised by either accelerated increments or an honorarium as detailed previously. Poor performance may result in an increment being withheld.

7. Termination Payments

In the case of redundancy, a severance payment would be made to a Chief Officer in line with the current the Discretionary Compensation Policy and as per the Redundancy Calculator. Pension benefits, on termination of employment, prior to

reaching normal retirement age, would be calculated in accordance with the Local Government Pension Scheme regulations

Employees who wish to apply for Early Retirement or Flexible Retirement may do so in accordance with the associated policies for early retirement and flexible retirement. In the case of termination due to Ill-health, a termination payment would not be applicable but an early pension benefit may be awarded by the pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

On termination of employment, if it is not possible or desirable for the Chief Officer to serve their contractual or statutory notice period, then a payment may be made in lieu of the notice period.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly, any monies owing to the Council would be deducted from payments made on termination.

In exceptional circumstances the Council may choose to make a payment under a Settlement Agreement. Such circumstances could include minimising the risk of uncertainty or disruption to the authority. Such payments are subject to a formal decision by the Chief Executive, in consultation with the relevant Deputy Chief Executive, relevant Head(s) of Service and Group Leaders. Approval will be sought by the Executive at its next meeting.

Any severance package that exceeds £100,000 should be approved by full Council. The components of which may include pay in lieu of notice, redundancy compensation, payment made in accordance with a Settlement Agreement, pension entitlements, holiday pay and any fees or allowances paid. The draft Public Sector Exit Payment Regulations 2016 provide that exit payments to public- sector workers are capped at £95,000, these have not yet been implemented.

It is not the council's policy to re-employ or to contract with senior managers who have been made redundant from the council unless there are exceptional circumstances where their specialist knowledge and expertise is required.

Section 2 - POLICY ON REMUNERATION OF ALL EMPLOYEES AND IDENTIFICATION OF OUR LOWEST PAID EMPLOYEES

In 2018/19 the lowest paid persons employed under a contract of employment with the Council were employed on spinal column point 7 of the NJC Pay Spines. The full time equivalent salary for this point is £16,495. This is the evaluated rate for the job in accordance with the Hay job evaluation scheme and the Council's agreed grading structure. The Council introduced a voluntary non contractual supplement in 2014 which currently equates to a rate of £8.62 per hour.

With effect from 1st April 2019 the Council has agreed to revise the lowest point of the grading structure to £17,711 (£9.18 per hour) at this point the non contractual supplement will be superseded.

Using the Hay Job Evaluation process, the Councils uses the nationally negotiated pay spine (further details can be found at www.LGE.gov.uk) as the basis for its local grading structure. This determines the salaries of the large majority of the workforce – apart from Chief Officers - together with the use of other nationally defined rates where relevant. The last increase to the national pay scheme was April 2018 and a two year pay deal was agreed for 2018/19 and 19/20. The Council is committed to

adherence to the national pay bargaining in respect of the national pay spine and any annual cost of living increases negotiated in the pay spine.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by the Council. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied within the grade where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity and this would be done in accordance with the Market Forces Policy. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

The Council maintains its commitment to developing Apprentices and currently there are 12 within the Council.

Section 3 - THE RELATIONSHIP BETWEEN REMUNERATION OF CHIEF OFFICERS AND OTHER EMPLOYEES

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers (as included within the Hutton 'Review of Fair Pay in the Public Sector' 2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay – in that a public sector manager cannot earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's 'Code of Recommended Practice on Data Transparency' recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Council's workforce.

Currently the average (mean) of the Chief Officers' pay is 2.92 times that of the rest of the employees. The highest earning Chief Officer earns 4.24 times the mean of the rest of the employees. The highest earning Chief Officer earns 6.68 times the lowest paid employees.

Currently the median Chief Officers' pay is 2.66 times that of the rest of the employees. The highest earning Chief Officer earns 4.62 times the median salary of the rest of the employees.

Salary Information 2018/19	
	£
Highest Chief Officer Salary	110,175.00
Median Chief Officers Salary	63,596.00
Median Officers Salary	23,866.00
Lowest Officer Salary	16,495.00

	2018/19
Comparison of the Chief Officers Mean / Officer Mean	2.92
Highest earning Chief Officer/ Payscale Officer Mean	4.24
Highest earning Chief Officer/ Lowest Payscale Officer	6.68
Median Chief Officer/ Median Payscale Officer	2.66
Highest Chief Officer/ Median Payscale Officer	4.62

These figures are accurate as of January 2019 data and exclude any other payments or allowances. The tolerances are well within the limits recommended by the Hutton report.

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Section 4 - PUBLICITY AND ACCESS TO INFORMATION

This policy including Appendices will be available on our web site www.Warwickdc.gov.uk.

Section 5 - RELATED DOCUMENTS

Early Retirement	Flexible Retirement
Redeployment Policy	Ill-Health Retirement Policy
Recruitment Policy	Honoraria Policy
Final Increment Scheme for Chief Officers	Capability Policy
Disciplinary Policy	Market Forces Policy
Hay Job Evaluation Scheme	

Date of first issue:	March 2012
Date of Version 2:	March 2013
Date of Version 3:	March 2014
Date of Version 4:	January 2015
Date of Version 5:	March 2016
Date of Version 6:	March 2017
Date of Version 7:	March 2018
Date of Version 8:	March 2019
Date of next review:	January 2020

WARWICK SENIOR MANAGERS GRADES 2018/19
(WSMG Scheme for Chief Officers excluding the Chief Executive)

Basic Pay

Grade	Post	Starting Point	Mid Point	Max Point
	Chief Executive	£100,625	-	£110,175
WSMG1	Deputy Chief Executive	£82,781	£86,231	89,679
WSMG2	Head of Finance	£73,229	£76,148	£79,966
WSMG3	Head of Housing Services	£58,700	£61,148	£63,596
WSMG3	Head of Neighbourhood Services	£58,700	£61,148	£63,596
WSMG3	Head of Cultural Services	£58,700	£61,148	£63,596
WSMG3	Head of Development Services	£58,700	£61,148	£63,596
WSMG3	Head of Health and Community Protection	£58,700.5	£61,148	£63,596

Chief Officers and Chief Executive will receive a 2% pay award with effect from 1.4.19 as part of a two year pay agreement.

ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS**Car Mileage Payments**

The accumulative mileage claims for the Chief Officer population for 2018/19 is approximately £805. It is estimated that the figure would be in the same region for 2019/20.

Election Allowance for 2018/19 (Chief Executive only)

The fee paid to the Returning Officer is determined by legislation and the recovery of the costs for the Returning Officer duties at a UK or European Election is met from Central Government funds and as such does not constitute a cost the Council.

Honorarium Payments

None expected for Chief Officers in 2018/19

Relocation Scheme

None anticipated for 2018/19

Mortgage Subsidy Scheme

None currently

Salary Grades 2019/20

Salary Grade	Spinal Column Point	1.4.18 Salary £	Spinal Column Point	1.4.19 Salary £
J	6	16394		
	7	16495		
I	8	16626	2	17711
	9	16755		
	10	16863	3	18065
	11	17007		
H	12	17173	4	18426
	13	17391		
	14	17681	5	18795
	15	17972		
	16	18319		
G	17	18672	6	19171
	18	18870	7	19554
	19	19446	8	19945
	20	19819	9	20344
	21	20541	10	21166
	22	21074	11	21589
F	23	21693	12	22462
	24	22401	13	22911
	25	23111	14	23835
	26	23866	15	24799
E1	27	24657	16	25295
	28	25463	17	26317
	29	26470	18	26999
	30	27358	19	27905

Salary Grades 2019/20

Salary Grade	Spinal Column Point	1.4.18 Salary £	Spinal Column Point	1.4.19 Salary £
	31	28221	20	28785
E2	32	29055	21	29636
	33	29909	22	30507
	34	30756	23	31371
	35	31401	24	32029
	36	32233	25	32878
D	37	33136	26	33799
	38	34106	27	34788
	39	35229	28	35934
	40	36153	29	36876
C	41	37107	30	37849
	42	38052	31	38813
	43	39002	32	39782
	44	39961	33	40760
	45	40858	34	41675
B	46	41846	35	42683
	47	42806	36	43662
	48	43757	37	44632
	49	44697	38	45591
	50	45652	39	46565
	51	46608	40	47540
A	52	47578	41	48530
	53	48548	42	49519
	54	49517	43	50507

GENDER PAY GAP REPORT AS AT 31.3.18

1. Background Information

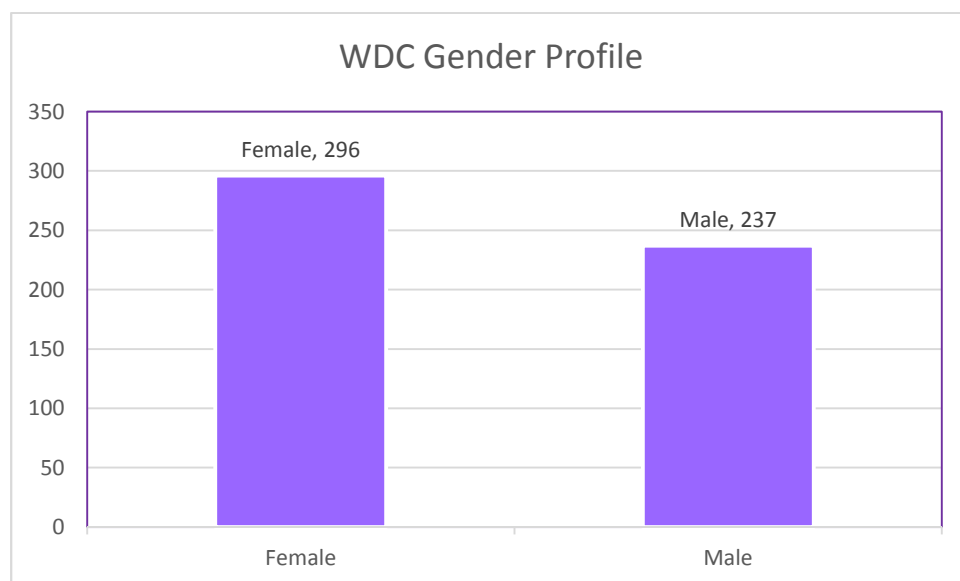
- 1.1 The gender pay gap report for Warwick District Council sets out the gender pay gap information relating to employees in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 Any company who employs more than 250 employees are required to report on their:
- a. Mean gender pay gap
 - b. Median gender pay gap
 - c. Mean bonus gender pay gap (including long service and honoraria)
 - d. Median bonus gender pay gap (including long service and honoraria)
 - e. Proportion of males and females receiving a bonus payment
 - f. Proportion of males and females in each quartile band
- 1.3 This report identifies Gender pay gap data using pay data on the snapshot date of 31st March 2018, and in relation to 'bonuses' paid between 1st April 2017 and 31st March 2018.
- 1.4 The information must be published on both the Council's website and available for at least 3 years and on the designated government website.
- 1.5 No comparisons have been drawn between the 2017 data and the 2018 data, due to the following:
- the organisation profile has changed significantly with the TUPE out of Leisure staff in June 2017
 - In the 2017 data, 'bonus' was not included. Warwick District Council does not pay in the traditional sense and this decision was based on advice received at that time. Further clarification has advised that both 'one off honoraria' and 'long service awards' should now be included in the 'bonus' calculations.

Moving forward it will be possible to draw more meaningful comparisons.

2. WDC Workforce Profile

- 2.1 The WDC gender pay reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- 2.2 The data includes the following types of staff:
- Employees with a contract of employment (part time, full time, permanent and fixed term)
 - Casuals/Workers
 - Apprentices
- 2.3 The data does not include temporary staff employed through an agency

2.4 Gender Profile



As at 31 March 2018 Warwick District Council employed 533 people (contracted and casual staff):

Female employees = 296	Male employees = 237
56% of all employees are female	44% of all employees are male
152 females are full time	178 males are full time
115 females are part time	38 males are part time
38% of female's work part time	16% of male's work part time
29 females work on a casual basis	21 males work on a casual basis
31 average weekly hours (between 7.5 and 35 hours per week)	34.7 average weekly hours (between 7.67 and 35 hours per week)
14% of females are in managerial roles (supervisor's/team leaders and managers)	21% of males are in managerial roles (supervisor's/team leaders and managers)

3. Mean and Median Gender Pay Gap Results

We have used the guidance detailed on the gov.uk website to calculate this data described as: 'The gender pay gap of the organisation should be calculated as hourly pay, as both a:

- mean figure (the difference between the average of male and female pay)
- median figure (the difference between the midpoints in the ranges of male and female pay)'

As a summary the results for Warwick District Council are set out below:

	Female	Male	Difference between Female and Male mean & median 2018 hourly rate
Number of staff	296	237	
Mean hourly rate	£12.20	£14.41	15.3%
Median hourly rate	£11.02	£12.37	10.9%
Mean bonus payment	£34.47	£18.20	-89.4%
Median bonus payment	£750	£447	-68%
Proportion who received a bonus	6%	3%	

3.1 For the purposes of Gender Pay Gap reporting a bonus payment includes a 'one off honoraria' and Warwick District Council 'Long Service Awards'.

3.2 The mean hourly rate is the "average" hourly rate when adding together the total of the hourly rates of all employees and dividing the total by the number of employees. The median hourly rate is the "average", middle hourly rate of all employees. This is calculated by sorting the hourly rate of workers from lowest to highest and working out what the middle employee's hourly rate is.

3.3 The mean can be affected by a small number of high earners, whereas the median takes into account the distribution of pay across the workforce and is less affected by a small number of high earners.

4. Pay Quartiles

4.1 Hourly rates within Warwick District Council range from £4.59 (apprentice rate) to £55.99. When dividing all employees into 4 quartiles the pay rates for the 4 quartiles are shown below:

WDC Pay Quartiles by Gender 31.3.18						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile £4.59 to £9.55	54	80	134	37%	63%	100%
Lower Middle Quartile 9.72 to £11.74	48	85	133	36%	64%	100%
Upper Middle Quartile £11.74 to £15.63	52	81	133	39%	61%	100%
Upper Quartile £15.63 to £55.99	83	50	133	62%	38%	100%

- 4.2 Quartile Pay Band Summary - In order for there to be no gender pay gap, there would need to be an equal ratio of male to female in each quartile. However, within the Council, 63% of the employees in the lowest two quartiles are female and 37% are male.
- 4.3 The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
5. **What are the factors influencing Warwick District Council's gender pay gap?**
- 5.1 Under the law, males and females must receive equal pay for:
- the same or broadly similar work;
 - work rated as equivalent under a job evaluation scheme; or
 - work of equal value.
- 5.2 Warwick District Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).
- 5.3 As such it:
- operates job evaluation methodology to grade all jobs, using the Hay Job Evaluation Scheme to ensure that jobs are paid fairly;
 - ensures that allowances are awarded fairly and consistently across the Council;
 - re-evaluates job roles and pay grades as necessary to ensure a fair structure.
- 5.4 Warwick District Council is confident that its gender pay gap does not stem from paying males and females differently for the same or equivalent work.
- 5.5 On the date that this information was taken we employed more females than males, therefore it would be expected that there are more females than males at almost every level of the organisation. However, this is not replicated in the upper quartile.
- 5.6 Loss of highly paid female Leisure Staff
Overall staff numbers were down from 680 in 2017 to 533 in 2018 mainly due to the TUPE out of 174 contracted and casual Leisure staff in May 2017. These included 138 Leisure staff paid on 31/3/17 – 70 of these staff were female and 68 male. However, out of those in the highest quartile 8 were female and 1 was male. Out of the top 20 Leisure earners in 2017, 17 were female and 3 were males receiving specialist coaching/tuition rates.
- 5.7 More male staff earning more money
Despite the lower overall staff numbers, there were 10% more females in the overall workforce in 2018 compared with 2017. However, the

percentage of females in all quartile pay brackets decreased other than the lower quartile where it increased by 4%.

6. **Benchmarking**

- 6.1 At the date of compiling this report there is insufficient data published to draw effective comparisons.
- 6.2 According to Office of National Statistics estimates in the UK in 2017, there was a mean gender pay gap of 17.4% and a median gender pay gap of 18.4%. The ONS provisional figures Annual Survey of Hours and Earnings figures published in October 2018 have estimated for the UK that those figures stand at 17.1% and 17.9% respectively.
- 7.2 We have compared the Council's gender pay gap results for the mean and median hourly pay to the Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) provisional earnings data for October 2018 for jobs in the United Kingdom in the table below:

Description	Mean	Median
United Kingdom	17.1	17.9
Public Sector	17.5	19.0
Private Sector	23.8	20.3
Warwickshire	22.5	25.7
Warwick Area	26.6	24.7
Warwick District Council	15.3	10.9

7. **Publication**

- 7.1 WDC Gender pay gap data will be published following Employment Committee in March 2019

8. **Summary of Gender Pay Gap Data as at 31st March 2018**

- The Mean Gender pay gap is 15.3%.
- The Median Gender pay gap is 10.9%.
- The TUPE transfer of Leisure staff has resulted in a decrease of females in the upper quartile.
- 'Bonus' pay is being reported for the first time in 2018 which was not reported in 2017.
- Despite the lower overall staff numbers, there were 10% more females in the overall workforce in 2018 compared with 2017. However, the percentage of females in all quartile pay brackets decreased other than the lower quartile where it increased by 4%.
- Statistics provided by the ONS show that Warwick District compares favorably with its peers.

9. **Next steps**

- 9.1 Review and analyse the data available:

The data reported is based on March 2018 data, which is not comparable

with the March 2017 data. In order to give a meaningful indication of the direction of travel it is proposed to analyse the March 2019 data earlier than March 2020 to enable us to provide further analysis to update SMT/Employment Committee by:

- a) Improving data collection in order to develop a robust evidence based action plan - Employers who use high quality data to understand the drivers of their gender pay gap will be able to target their actions and therefore deliver the most effective results. Therefore, as a starting point it is essential to have good quality relevant data relating to employment, recruitment, progression, retention upon which to base any proposed actions. In order to achieve this, it will be necessary to identify what data is held, what gaps there are and the best method for filling the gaps in data.
 - b) Undertake data analysis to understand the reasons for a gender pay gap - this will comprise both quantitative and qualitative data analysis.
 - c) Benchmark with acknowledged leaders - Having identified barriers to progression benchmark with other employers to explore options to incorporate in an evidence based action plan that encompasses improved recruitment and retention processes, robust learning and development and agile working/family friendly policies. It is apparent from the current high level data that females are not proportionally represented in the upper pay quartiles and initial actions will seek to first understand and then address the causes of this as necessary, with some further examples to be considered below:
 - i. Analysis of number of female applicants to roles and success rate.
 - ii. Develop a greater evidence base to determine the proportion of female staff who return to work after maternity and adoption e.g. full time; part time and same role and those that continue in post a year after returning.
 - iii. Ensure consistent recruitment training that is fit for purpose e.g. recognition of unconscious bias.
 - iv. Increase awareness of 'work apprenticeship' training to encourage more employees to improve their skills and experience to enable the opportunity to progress their career.
 - v. Promote a consistent and transparent process to career grades and progression.
 - vi. Promote Mentoring/Coaching opportunities.
 - vii. Continue to develop flexible working options that support effective work life balance including career breaks/sabbaticals.
- 9.3 It should be noted that addressing the underlying causes of a gender pay gap and developing an effective action plan is an ongoing and iterative process. Time is required to both consider in detail the approach to adopt, and to refine the content as well as consider comparative data to be able to benchmark best practice both internally and externally. This will be incorporated into our Equality and Diversity actions as part of the People strategy updates.

Definitions



For the purposes of reporting, **Standard Hourly Rate** includes the following:

- Basic Salary
- Casual payments
- Honoraria paid monthly to recognize acting up duties
- Shift premium pay
- Retention allowances
- Living Wage Foundation top ups
- Unsocial hours payments
- Standby payments
- First Aid Allowances
- Market Related Supplements

Not required to be included in reporting are:

- Overtime
- Mileage, subsistence and other expenses
- Redundancy payments
- Anyone receiving nil pay during the period e.g. on maternity / sick leave / leave with no pay
- Salary sacrifice amounts

Bonus

Bonus pay means any remuneration that is in the form of money, vouchers, securities, securities options or interests in securities and relates to profit sharing, productivity, performance, incentive or commission. Non-consolidated bonuses are included. Long service awards with a monetary value are also included.

For WDC, this captures Long Service Awards and one-off honoraria payments. Regular honoraria payments are excluded from "bonus" calculations and included in "ordinary pay".

We believe this is in line with the ACAS guidance, but it is unclear whether other Councils have followed this definition as closely as ourselves and we have previously had conflicting advice.

Gender Pay Gap

The gender pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between males and females average hourly rates of pay. The gap can be measured in various ways and it is important to understand how the gap is being measured. The hourly rates of pay, excluding overtime are used to take account of the fact that many more males than females work full-time. Overtime is excluded because it is recognised that male

employees work more overtime than female employees due to female's caring responsibility and part-time nature of work.

Gender pay is different to equal pay. The gender pay gap is the difference between the average hourly rate of pay of a male employee and the average hourly rate of a female employee as a percentage. The gender pay gap is calculated using both mean and median hourly rates.

Equal Pay

There have been laws in place since the 1970s requiring employers to pay male and female who are doing 'like work', 'work of equal value' or 'work rated as equivalent' the same salary and to have equal contractual terms such as annual leave and pension payments. The law was updated in the Equalities Act 2010. This is known as equal pay.

Equal pay and gender pay are separate and not necessarily related. A company can be equal pay compliant and still have a gender pay gap. When a company pays equally and has a gender pay gap the cause is likely to be the distribution of males and females in different grades.

Mean Vs Median

The mean hourly rate is the 'average' hourly rate when adding together the total of the hourly rates of all employees and dividing the total by the number of employees.

The median hourly rate is a different way of calculating an "average" hourly rate where the average is the middle hourly rate of all employees. This is calculated by sorting the hourly rate of workers from lowest to highest and working out what the middle employee's hourly rate is.

The mean average can be affected by a small number of high earners, whereas the median takes into account the distribution of pay across the workforce and is less affected by a small number of high earners.

Mean Gender Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

To calculate the mean

The mean is an average of all the numbers in a dataset, that is you have to add up all the numbers and then divide the result by how many numbers you are dealing with. To find the mean hourly rate for WDC's full-pay relevant male employees, all the hourly rates will be added together and then divided by the total number of full-pay relevant male employees. This will give the "mean" hourly rate.

Median Gender Pay Gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that for female full-pay relevant employees.

To calculate the median

The median is the numerical value which splits the top 50% and the bottom 50%. To find the median, all the hourly rates for all employees will be listed in numerical order; if there are an odd number of values, the median is the number in the middle. If there is an even number, the median is the mean of the two central numbers.

Bonus

The gender pay gap is the average value of bonuses paid to female relevant employees expressed as a percentage of the average value of bonuses paid to male relevant employees. For Warwick District Council, bonuses as defined for the purposes of the Gender pay Gap are retention payments, one-off honoraria and long service awards.

Regular honoraria payments, to cover an acting up situation, are excluded from "bonus" calculations and included in "ordinary pay".

Mean Bonus Gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Median Bonus Gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus Proportions

The proportions of male and female relevant employees who were paid bonus pay during the relevant period.

Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

Quartiles

A quartile is one of the three points that divide the population of data into 4 equal parts. In the context of gender pay gap reporting, the four quartile pay bands are created by dividing the total number of full-pay relevant employee into four equal parts. For clarification, that is not WDC Pay bands.

Measures

A positive measure, for example 18%, indicates the extent to which females earn, on average, **less** per hour than their male counterparts.

A negative measure, for example -18%, indicates the extent to which females earn, on average, **more** per hour than their male counterparts. This may happen, for example, if WDC employ a high proportion of males in low-paid part-time work, and/or the senior and higher paid employees are female.