

Employment Committee Tuesday 14 March 2023

A meeting of the above Committee will be held on Tuesday 14 March 2023 at the Town Hall, Royal Leamington Spa at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor P Redford (Chairman)

Councillor A Day
Councillor K Dickson
Councillor B Gifford
Councillor R Hales
Councillor J Kennedy
Councillor P Kohler

Councillor M Mangat
Councillor R Margrave
Councillor M Noone
Councillor N Tangri
Councillor J Tracey

Emergency Procedure

At the commencement of the meeting, the emergency procedure for the Town Hall will be announced.

Agenda

1. Apologies & 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 disclosed 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 Committee meeting held on 29 November 2022

(Pages 1 to 5)

4. Gender and Ethnicity Pay Gap Reporting 31 March 2022

To consider a report from People and Communications **(Pages 1 to 25)**

5. Pay Policy Statement 2023-24

To consider a report from People and Communications **(Pages 1 to 13)**

6. People Strategy Report 2023-2027

To consider a report from People and Communications
(Pages 1 to 6 and Appendices 1 to 4)

7. Amendment to Agreement Relating to Joint Negotiation, Consultation and Communication

To consider a report from People and Communications **(Pages 1 to 12)**

8. Public and Press

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

Item Numbers	Paragraph Numbers	Reason
9	1	Information relating to an Individual

9. Revision to Senior Leadership Team at Warwick District Council

To consider a report from People and Communications **(Pages 1 to 7)**

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Employment Committee

Minutes of the meeting held on Tuesday 29 November 2022 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Redford (Chairman), Councillors Day, K Dickson, Falp, B Gifford, Kennedy, Kohler, and Tracey.

10. **Apologies and Substitutes**

- (a) Apologies were received from Councillors Hales, Mangat and Noone; and
- (b) Councillor Falp substituted for Councillor Margrave.

11. **Declarations of Interest**

There were no declarations of interest made.

12. **Minutes**

The minutes of the meetings held on 6 and 7 September 2022, and the 3 October 2022 Employment Sub-Committee meeting were taken as read and signed by the Chairman as a correct record. A correction was made to the minutes of the 17 February 2022, to be sequentially numbered from Minute 13 and the page number to start at 12, and the 15 March 2022 to follow on from this.

13. **Corporate Apprenticeship Programme Update**

The Committee considered a report from the Head of People and Communications which presented an annual update in relation to the Warwick District Council Corporate Apprentice Programme.

As of October 2022, since its launch in 2018 the Corporate Apprentice Scheme had funded opportunities for 23 apprenticeships. To date, 10 secured alternative employment with the Council, including five in the last year, and five were still undertaking their apprenticeships. Eight successfully completed their apprenticeships and left for other opportunities, and the Council was in the process of recruiting five more apprentices.

It was particularly positive that some members of staff who joined as apprentices had progressed their careers and were now employed in managerial and professional roles, including Learning and Engagement Officer, Data Analyst, Licensing Technical Support Officer, Trainee Assistant Accountant and Project Officer – Office Relocation Strategy (18 months).

The Council made a payment of £71,789 in 21/22 which was a payroll deduction, processed directly from payroll each month using a percentage apportionment of Gross Pay. In order to maximise use of the Apprenticeship Levy, the Council had taken the opportunity to secure apprenticeship training for existing members of staff, also funded by the Apprenticeship Levy. To date circa £320,000 worth of Levy Funded

training had been accessed for established members of staff and £166,000 for apprentices.

This currently funded training for 16 permanent employees and a further two had completed their qualifications. The Council received £55,000 of Levy Training funding each year, but the Government topped up any excess costs by 95%. This training was largely at degree level.

Three of the Council's first intake of apprentices were now in established positions and studying at degree level.

There was currently potential to corporately fund a further five apprentices this year, in addition to the three already appointed. The Council was actively recruiting to these opportunities.

Public sector bodies with 250 or more staff in England had a target to employ an average of at least 2.3% of their staff as new apprentices within the period of 1 April 2017 to 31 March 2022. From a low starting point of 0.19%, Warwick District Council achieved an average of 1.76% in this period. That was approximately a tenfold increase from its starting point.

Official Department of Education (DfE) statistics published earlier this year showed most public sector bodies had so far failed to meet that bar over the first four years of the target. Average public sector apprenticeship started between 2017-18 and 2020-21 as a percentage of headcount, was an overall average of just 1.7 per cent between April 2017 and April 2021. The average for Local Government was 1.2%. A table showing Warwick District Council's Apprenticeship Target Progress was included at section 1.5.1 in the report.

There were challenges recruiting during the pandemic and the opportunity and capacity to attend careers fairs had been limited over the last few years. However, in line with the Employment Committee's suggestion, press releases had been published and recently there was the opportunity to attend a school's careers fair and the event was supported by two of the Council's current Project Management Apprentices, who were great representatives of the WDC Apprenticeship Programme.

It was important to recognise the success of this initiative within the Council. There had been challenges over the last few years to provide a positive learning opportunity with remote based working. This had been achieved through 'remote' apprenticeship networking events and service area initiatives.

Work would continue to support current apprentices in a changing workplace. A networking session had been arranged for recent recruits and their managers in December.

With regards to the first recommendation in the report, when working with Stratford-on-Avon District Council, policies were aligned to give a standard six-week security of employment period in instances where employment was at risk. During this period, those 'at risk' would have prior opportunity to be considered for vacancies and redeployment. This potentially limited the notice period and costs and was appropriate in instances when the work had ceased, either on grounds of redundancy or the end of a fixed

term appointment. The recommendation to vary this for apprentices reflected that the termination date was implicit from the start of the employment and aimed to maximise the opportunity to secure permanent employment with the Council.

In relation to the third recommendation, the public sector apprenticeships target came to an end on 31 March 2022. From this date there would no longer be a target set for public sector employers.

Public sector employers who were currently required to report against the public sector apprenticeships target were asked to continue to gather, and later report, the new apprenticeship starts, the total number of apprentices and the organisational headcount. The DfE would publish this data annually to support transparency and external accountability and help maintain the momentum public sector employers had built up once the current statutory target would end.

Councillor Kennedy congratulated officers for the very positive outcomes, which was valuable not only for the Council, but also for other companies where some of the apprentices obtained employment subsequently. He asked that the public would be made aware of this success story.

Councillor Gifford pointed out that ultimately, the success of the apprenticeship scheme was economically beneficial to the District, and that the Council was setting an example to businesses within the community. This was particularly important given the skills shortages.

Councillor Tracey congratulated the apprentices themselves for their achievements.

The Head of People and Communications thanked Members and congratulated the Human Resources team, who had worked hard to achieve such tremendous results.

In answer to questions from Members, the Head of People and Communications and the HR and Payroll Manager advised that:

- The Human Resources team was keen to have a physical presence at events such as job fairs, where some of the current or past apprentices could share their experience. There had recently attended an event and the HR and Payroll Manager was joined by two apprentices, who were great ambassadors for Warwick District Council. The hope had been that one of the apprentices was going to attend the Committee meeting, but she was not able to do so due to a previous commitment, but her speech was read out to Members.
- The 2.3% target was no longer in place, but the Council was hoping for a good intake of apprentices this year and that it would continue to get as close as possible to the 2.3%.
- The HR team would take the opportunity to reflect and review what areas had been really successful and highlighted that the amount of opportunities was proportionate with the budgets available.
- A number of the established officers were pursuing training to a degree level through the Government Levy Training funding, which would ordinarily cost £27,000.

- A networking event had been organised, for both apprentices and managers to attend, and the media team were also going to be present.
- In the past, work had been done with the Community Wellbeing Team Leader regarding the Armed Forces Covenant and what that represented. As part of a previous review around recruitment and retention, the HR team had looked targeting specific groups to promote vacancy advertisements to, and the Armed Forces was one of them. This was being reviewed again, looking at how successful the scheme had been in that particular area.

Councillor Day extended his congratulations to the Human Resources team as well as the apprentices. He shared about his interactions with some of the apprentices at the launch of the 123+ refuse collection scheme, when they were delivering the food caddies, and seeing them deal with real challenges was beneficial.

Councillor Kohler and Councillor Day were keen to hear in due course what else the Council was planning to do in the future in order to enhance the apprenticeship scheme.

On behalf of the Committee, the Chair passed on her appreciation to the apprentices and to the Human Resources team.

It was proposed by Councillor Kohler, seconded by Councillor Kennedy and

Resolved that

- (1) the redeployment period be extended to 12 weeks prior to the end of the apprenticeship and employment;
- (2) the content of the report and the Apprenticeship Update at Appendix 1 to the report, be noted; and
- (3) although the Public Sector Apprenticeship target was discontinued with effect from 31 March 2022, Warwick District Council continues to publish progress voluntarily, be noted.

14. Amendments to Organisational Change Policies

The Committee considered a report from Human Resources which recommended amendments to the organisational policies and set out proposals to support clarity and consistency in relation to staffing matters.

Following the cessation of the merger process with Stratford-on-Avon District Council (SDC), the joint organisational policies agreed at Employment Committee in April 2021 and amended in April 2022 to remove reference to SDC, had been reviewed further. This was to ensure they provided clarity and transparency when proceeding with a redeployment or redundancy within the Council.

This had been achieved through feedback, reflections and learning points from the process used prior and throughout the integration work. Full details of the amendments were highlighted in Appendix 1 to the report.

Supporting information would be aligned to these policies, including procedures for managers; staff consultation timeline; business case proposals; health and well-being support; learning and development for skills enhancement where required and frequently asked questions.

In terms of alternative options, should the Committee choose not to approve these amendments, it would result in retaining current working practices which were agreed when working with SDC. Feedback from Unison and staff supported the proposed changes. Engagement with the Senior Leadership Team Unison, JCF and MTU had taken place prior to the proposals being presented to Employment Committee.

Councillors Falp and Gifford thanked officers for their hard work and managing the changes following the non-merger and felt this was a good example of how the Council had kept the best of both worlds.

The Head of People and Communications thanked the Human Resources team and the Unions for all the work done on the repeated amendments. The hope was staff would feel listened to, given that some of the changes came directly from feedback provided by staff.

Councillors Day and Redford also thanked the Human Resources team for the excellent work in producing the best policies for the Council.

It was proposed by Councillor Tracy, seconded by Councillor Falp and

Resolved that the amendments to the Organisational Change Statement, Redeployment Policy and Procedure and Redundancy Policy and Procedure as a combined Redundancy & Redeployment Policy be agreed with effect from 30 November 2022, as attached at Appendix 1 ((Summary of changes to amendments to joint policies) and Appendix 2 (Redundancy & Redeployment Policy).

(The meeting ended at 6.21pm)

CHAIRMAN
14 March 2023

Title: Gender and Ethnicity Pay Gap Reporting 31.3.22
 Lead Officer: Tracy Dolphin tracy.dolphin@warwickdc.gov.uk
 Portfolio Holder: Councillor Jody Tracey
 Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	16.2.23	Jody Tracey
Finance	9.3.23	Andrew Rollins
Legal Services	-	-
Chief Executive	9.3.23	Chris Elliott
Head of Service(s)	9.3.23	Tracy Dolphin
Section 151 Officer	9.3.23	Andrew Rollins
Monitoring Officer	9.3.23	Andrew Jones
Final decision by this Committee or rec to another Cttee / Council?	Yes/ No Recommendation to: Cabinet / Council Committee	
Contrary to Policy / Budget framework?	No/Yes	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No/Yes, Paragraphs:	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No/Yes, Forward Plan item – scheduled for (date)	
Accessibility Checked?	Yes/No	

Summary

The report presents the mandatory gender pay gap information that must be reported to Central Government and published on the Warwick District Council website. It also presents the Ethnicity Pay Gap reporting and recommends its publication by the Council.

Recommendations:

- (1) That Employment Committee recommend to Council the publication of the Gender Pay Gap reporting as of 31 March 2022, presented in Appendix 1, prior to its publication 1 April 2023.
 - (2) That Employment Committee recommend to the Council the publication of the Ethnicity Pay Gap reporting as of 31 March 2022 presented in Appendix 2.
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1 Reasons for the Recommendation

- 1.1 In accordance with the Equality Act 2010 with effect from 30 March 2018 it is a requirement to report and publish specific gender pay gap information; this is the fifth annual statement.
- 1.2 A Task & Finish group was agreed at O & S July 2020 with the remit to consider 'The Council's approach to equality and diversity, especially with regard to race'. Although this is not a legal requirement, Council decided on 24 June 2020 that "in order to support its consideration of the report and the monitoring of the action plan, the Council requires the publication of relevant annual data, including an Ethnicity Pay Gap report alongside the current Gender Pay Gap report".
- 1.3 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) and Casuals/Workers (Appendix 3).
- 1.4 The Mean Gender pay gap is 14.8% (a total decrease of 0.5% 2018 and increase from 13.93% in 2021).
- 1.5 The Median Gender pay gap is 11.9% (a total increase of 1.0% since 2018 but decrease from 15.54% in 2021).
- 1.6 The Mean Bonus pay gap (classed within WDC as honoraria and long service award) is 41% with males receiving a higher mean bonus (Males – 3 honoraria/1 long service; female 2 honoraria/4 long service).
- 1.7 The Median bonus payment (classed within WDC as honoraria and long service) is 106.8% with males receiving a higher median bonus based on the breakdown of male/female in 1.6.
- 1.8 On 31 March 2022, our reported establishment had decreased by sixty-eight (574) – with 22 of these being casuals who had left the establishment.
- 1.9 The percentage of females in the lower quartile had increased by 4.5% and by 1.6% in the lower middle quartile.
- 1.10 The proportion of females in the top two pay quartiles is 46.4% slightly under

the 48.5% that it was on 31 March 2021.

- 1.11 The data provided is at 31st March 2022, (the requirement to produce this data is always 1 year previous). Based on the new I-Trent reporting we are now in a position to prepare more timely the information as of 31st March 2023.
- 1.12 The new Equalities Diversity and Inclusion (EDI) Business Partner (appointed Dec 2022) will support further analysis and actions as part of the review of the EDI strategy. It should be noted, that addressing the underlying causes of a gender pay and ethnicity pay gap as well as developing an effective action plan, is an ongoing and iterative process, and the data should not be reviewed in isolation. This is significant related to the points made in Appendix 2 Ethnicity Pay gap (2.4) where, as of 31.3.22, 48% of employees had not declared, resulting in a proviso on how effective the data is to use in any review. 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.
- 1.13 We continue to promote and review the benefits of working for Warwick District Council through our 'family friendly' policies, schemes and training, for example maternity 'pay back' scheme withdrawn; health and well-being scheme; agile working; continued development of flexible working options that support effective work life balance; development opportunities including an increased promotion of 'work apprenticeship' training.

2 Alternative Options

- 2.1 None considered - the Gender Pay Gap reporting and publishing is required by law and the Ethnicity Pay Gap publishing has been requested by Council.

3 Legal Implications

- 3.1 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.

4 Financial

- 4.1 There is not an impact on the budgetary implications of the Council.

5 Business Strategy

- 5.1 Warwick District Council has adopted a Business Strategy which sets out key areas for service delivery. The proposal will assist the Council to better achieve these outcomes by ensuring effective workforce planning linked to our Equalities, Diversity and Inclusion agenda.

6 Environmental/Climate Change Implications

- 6.1 This report has no direct Environmental/Climate Change implications.

7 Analysis of the effects on Equality

- 7.1 This report supports transparency and accessibility of information that is key to supporting the Council's Equality Agenda.

8 Data Protection

- 8.1 There are no employee data protection implications of this proposal as the publication and accessibility of this information is required by law.

9 Health and Wellbeing

- 9.1 The proposals support the overall wellbeing of staff by ensuring transparency

and accessibility to data and related actions.

10 Risk Assessment

10.1 Agreeing and publishing Gender Pay Gap Report is a legal requirement. By complying, this should remove any risk of external challenge to the Council.

11 Consultation

11.1 Engagement with the Senior Leadership Team and Unison has taken place with support for the further review.

Background papers:

None

Supporting documents:

None

GENDER PAY GAP REPORTING 2022/23

DATA AS AT 31.3.22

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 2022, and in relation to 'bonuses' paid between 1st April 2021 and 31st March 2022
- 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. This is the fourth pay gap data report to be compiled.
- 1.5 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.
- 1.6 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
- 1.7 The data does not include temporary staff employed through an agency.
- 1.8 WDC will undertake a review of the past five years gender pay gap figures as part of our Equalities, Diversity and Inclusion agenda, benchmarking our reports with other similar organisations regionally and learning from best practice.

2. Gender Profile

- 2.1 As at 31.3.22 Warwick District Council employed 506 people.
- 2.2 The Council employs a higher percentage of women (56%) than men (44%) at 31.3.22. The percentage of women has stayed the same since 2018.

2.3 When compared with Warwickshire's general population of economically active people aged 16 and over, the Council employs a higher percentage of women and a lower percentage of men (56% women employees compared with the general population of 46.8% women, and 44% men compared with the general population of 53.2% men).

		Female	%	Male	%	Total
Number of Employees	2022	286	56.50	220	43.50	506
	2021	322	56.09	252	43.91	574
	2020	320	56.44	247	43.56	567
	2019	313	56.19	244	43.81	557
	2018	296	55.53	237	44.47	533

Female	2022	2021	2020	2019	2018
Employees	286	322	320	313	296
% of employees	56%	56%	56%	56%	56%
Full time	165	166	162	171	152
Part time	101	124	122	115	115
% part time	35%	38%	38%	37%	38%
Casual workers	20	32	36	27	29
Average week p/t	23 hours	23 hours	23 hours	22 hours	23 hours
Hours between	6.23-36 hrs	6.23-35 hrs	7.5 -35 hrs	7.5 -35 hrs	7.5 - 35 hours
Average week all	29.5 hours	31 hours	31 hours	31 hours	31 hours
% Managerial roles	18.5%	17.40%	16.60%	14%	14%

Male	2022	2021	2020	2019	2018
Employees	220	252	247	244	237
% of employees	44%	44%	44%	44%	44%
Full time	186	210	200	187	178
Part time	29	27	28	29	38
% part time	13.1%	10.7%	11%	12%	16%
Casual workers	5	15	19	28	21
Average week p/t	24 hours	22 hours	20.7 hours	21.8 hours	22.8 hours
Hours between	7.67 - 35 hours	7.67 - 35 hours	7.67 - 35 hours	7.67 - 35 hours	7.67 - 35 hours
Average week all	34.4 hours	35.4 hours	35 hours	35 hours	34.7 hours
% Managerial roles	25%	23%	27%	21%	21%

3. Mean, Median and Bonus Gender Pay Gap Results

The guidance detailed on the gov.uk website has been used 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:

	Year	Female	Male	Gender Pay Gap
Mean hourly rate	2022	£14.55	£16.70	14.80%
	2021	£13.66	£15.87	13.93%
	2020	£12.92	£15.08	14.32%
	2019	£12.43	£14.56	14.63%
	2018	£12.20	£14.41	15.30%
Median hourly rate	2022	£13.31	£15.11	11.9%
	2021	£11.96	£14.16	15.54%
	2020	£11.07	£13.11	15.50%
	2019	£11.24	£12.49	10.00%
	2018	£11.02	£12.37	10.90%
Mean bonus payment	2022	£646.30	£911.00	41%
	2021	£500.00	£472.00	-5.93%
	2020	£390	£427	8.66%
	2019	£60.90	£61.08	0.29%
	2018	£34.47	£18.20	-89.40%
Median bonus payment	2022	£483.60	£1000	106.8%
	2021	£860.11	£936.76	8.18%
	2020	£444	£444	0%
	2019	£500	£130	-284.60%
	2018	£750	£447	-68%
Proportion who received a bonus	2022	2.8%	1.8%	
	2021	7.76%	5.55%	
	2020	1.50%	2%	
	2019	13.40%	14.30%	
	2018	6%	3%	

3.1 Mean gender pay gap

There is an 14.8% pay gap between the mean hourly rate for Male employees and Female employees on 31st March 2022.

The Council's mean gender pay gap has decreased by 0.5 % from 15.3% since 2018.

The gender pay gap in the UK has been declining since 2017; over the last decade it has fallen by just over one-fifth among all employees. The Council recognises the trend in the gender pay gap nationally and notes that the National Office for Statistics demonstrates a slight widening of the gap in the past year. Our mean gender pay gap is lower than the national average of 14.9% by 0.1%.

The ONS reports that among all employees, the gender pay gap decreased to 14.9%, from 15.1% in 2021, but is still below the levels seen in 2019 (17.4%).

3.2 Median gender pay gap

There is an 11.9% pay gap between the median hourly rate for Female employees and Male employees on 31st March 2022, this is median gender pay gap is lower than to the national average of 15.4%.

3.3 Bonus pay

In terms of mean bonuses, Females employees earned less (£483.60) than Male employees (£911). The gap is 106.8% in favour of male employees.

In terms of median bonuses, Female employees earn less (£483.60) than Male employees (£1000) employees.

WDC are aware that bonus payments include long service awards which demonstrates retention of staff, 2.8% of females received a bonus compared to 1.8% of males reflecting that Female employees are attracting bonus payments in line with WDC policy.

4.0 Pay Quartiles

4.1 2022 – 2023 hourly rates within Warwick District Council range from £4.62 (apprentice rate) to £60.70.

4.2 On 31 March 2022 the highest concentration of female employees is in the lower quartile 68.5%.

4.3 Since March 2018, the percentage of female employees in the lower quartile has increased by 5.8% (63% to 68.5%).

4.4 Since March 2018 the percentage of female employees in the upper quartile has increased by 1.2 % (38% to 39.2%)

When dividing all employees by gender into 4 quartiles the pay rates are shown below:

WDC Pay Quartiles by Gender 31.3.22						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile £4.55 to £11.02	40	87	127	31.5%	68.5%	100%
Lower Middle Quartile £11.02 to £13.44	45	82	127	35.4%	64.6%	100%
Upper Middle Quartile £13.44 to £18.84	59	68	127	46.5%	53.5%	100%
Upper Quartile £18.84 to £60.70	76	49	125	60.8%	39.2%	100%

WDC Pay Quartiles by Gender 31.3.21						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile - 4.55 - 10.83	51	92	143	36%	64%	100%
Lower Middle Quartile - 10.83 - 13.21	54	90	144	38%	63%	100%
Upper Middle Quartile - 13.21 - 17.06	61	82	143	43%	57%	100%
Upper Quartile - 17.06 - 59.85	86	58	144	60%	40%	100%

WDC Pay Quartiles by Gender 31.3.20						
Quartile	No. of males	No. of females	Total	Males	Females	Total %
Lower Quartile £4.35 to £10.24	46	95	141	33%	67%	100%
Lower Middle Quartile £10.24 to £11.88	59	83	142	42%	58%	100%
Upper Middle Quartile £11.88 to £16.60	58	84	142	41%	59%	100%
Upper Quartile £16.60 to £58.25	84	58	142	59%	41%	100%

WDC Pay Quartiles by Gender 31.3.19						
Quartile	No. of males	No. of females	Total	Males	Females	Total %

Lower Quartile £4.10 to £9.78	55	84	139	40%	60%	100%
Lower Middle Quartile £9.78 to £11.61	57	82	139	41%	59%	100%
Upper Middle Quartile £11.61 to £15.94	49	90	139	35%	65%	100%
Upper Quartile £15.94 to £57.11	83	57	140	59%	41%	100%

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.

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.

5.0 **Summary of Gender Pay Gap Data as at 31st March 2021**

- The Mean Gender pay gap is 14.8% (a total year decrease of 0.5% since 2018).
- The Median Gender pay gap is 11.9% (a total increase of 1% since 2018)
- The Mean Bonus pay gap has increased to 41% with more females receiving a bonus than males however the Median bonus payment gap is 106.8% with males on average receiving a higher amount.

6.0 **Analysis**

At Warwick District Council the gender pay gap for the mean hourly rate decreased by 0.5%

The median hourly rate for females increased by 1.41p and the median hourly rate for males grew by 95p. This is largely attributable to the higher number of females in the lower graded roles compared to males.

The lowest pay rate increased from £4.55 to £4.62 due to an increase in the apprenticeship pay rate.

We are committed to encouraging more female staff to lead in senior roles and we are aware that many of our female employees benefit from career progression within the Council.

Our long service awards and Honoraria underpin valuing all staff within their roles and for their service to Warwick District Council.

Our Apprenticeship scheme continues to recruit and retain staff, growing our organisation and encouraging career development.

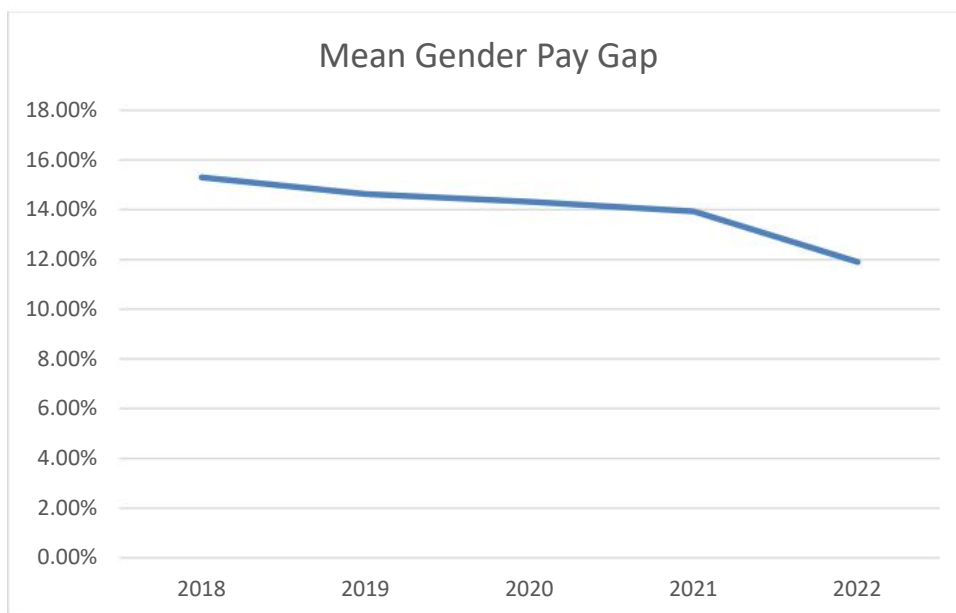
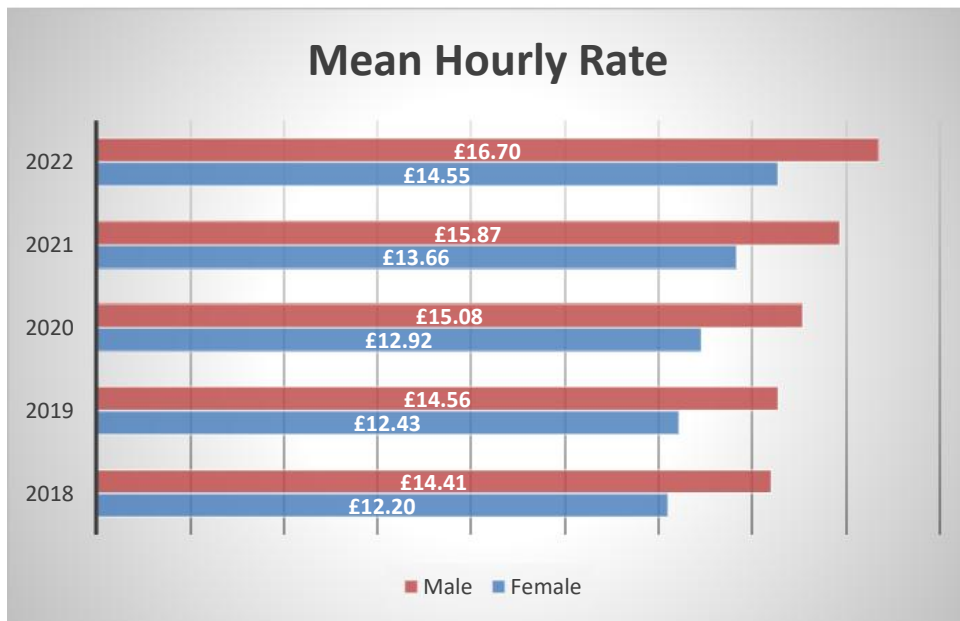
7.0 National Picture

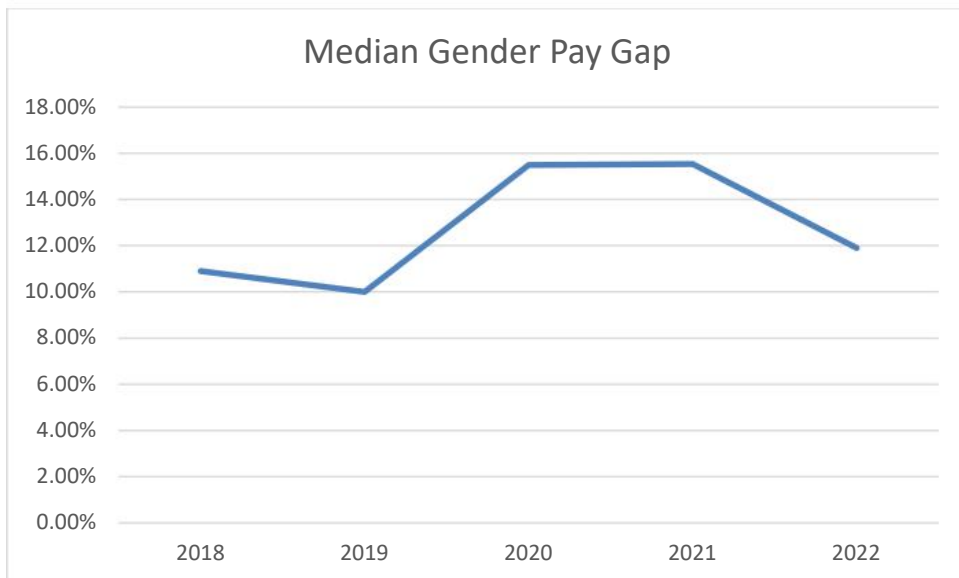
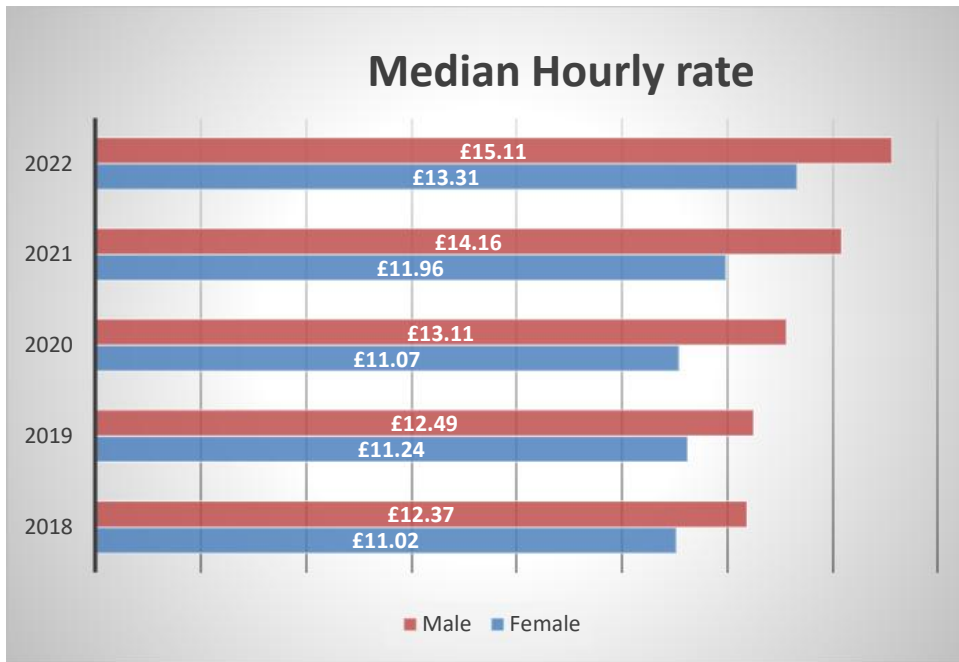
We have compared the Council's gender pay gap results for the mean and median hourly pay to the Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) provisional earnings data for October 2021 for jobs in the United Kingdom in the table below:

Description	Mean	Median
United Kingdom	14.9	15.4
Public Sector	14.8	18.0
Private Sector	17.8	19.6
Warwickshire	Not available	22.9
Warwick Area	8.8	16.6
Warwick District Council	15.3 (2018) 14.6 (2019) 14.3 (2020) 13.9 (2021) 14.8 (2022)	10.9 (2018) 10.0 (2019) 15.5 (2020) 15.5 (2021) 11.9 (2022)

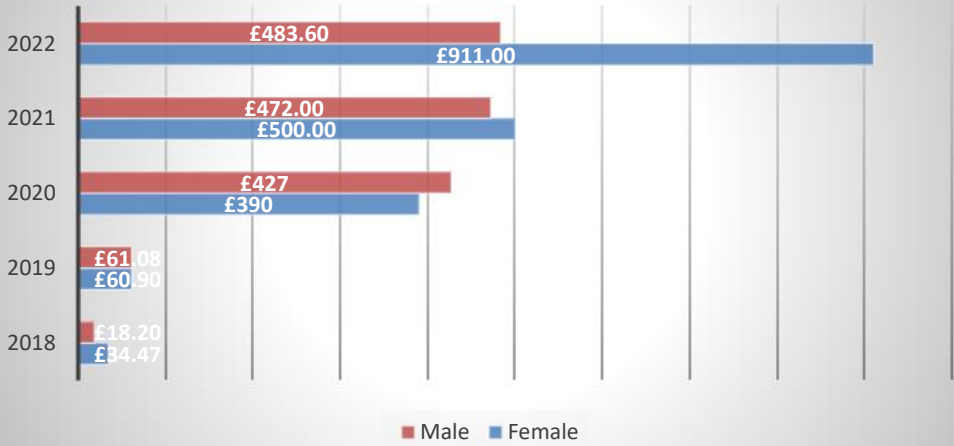
[Gender pay gap - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

Appendix 1a

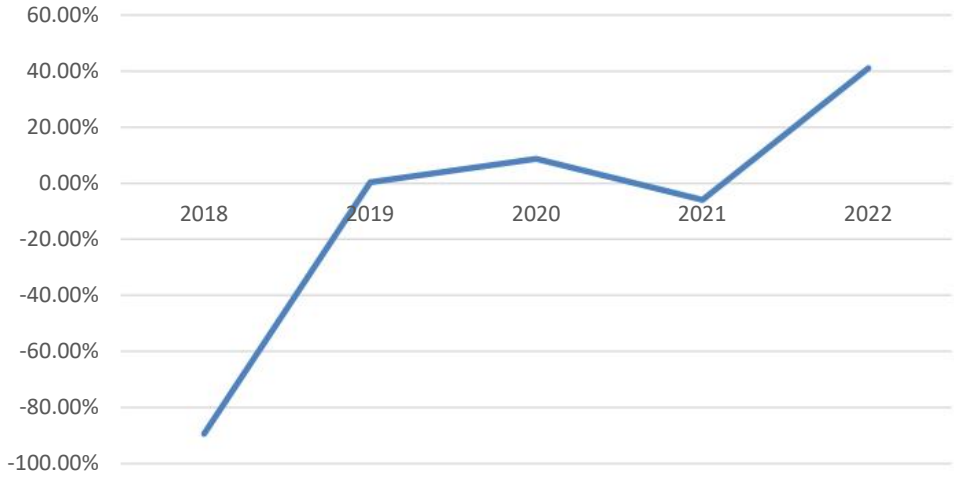




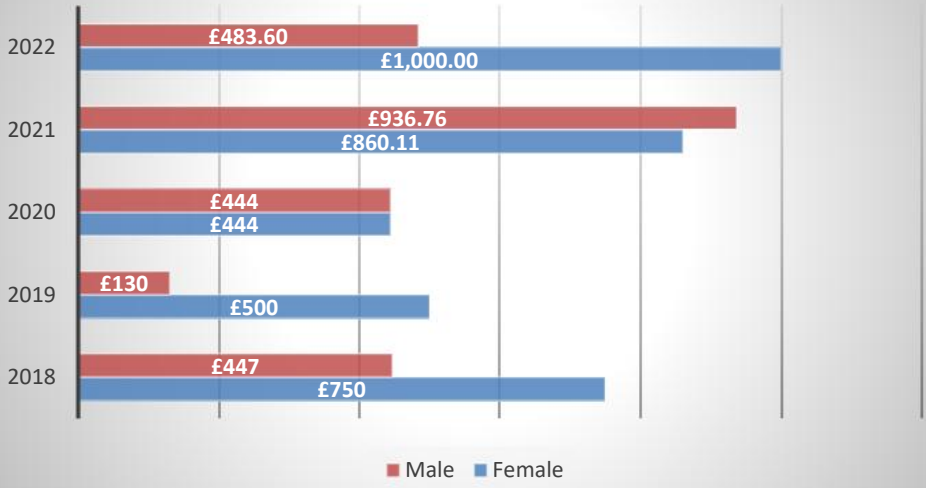
Mean bonus payment



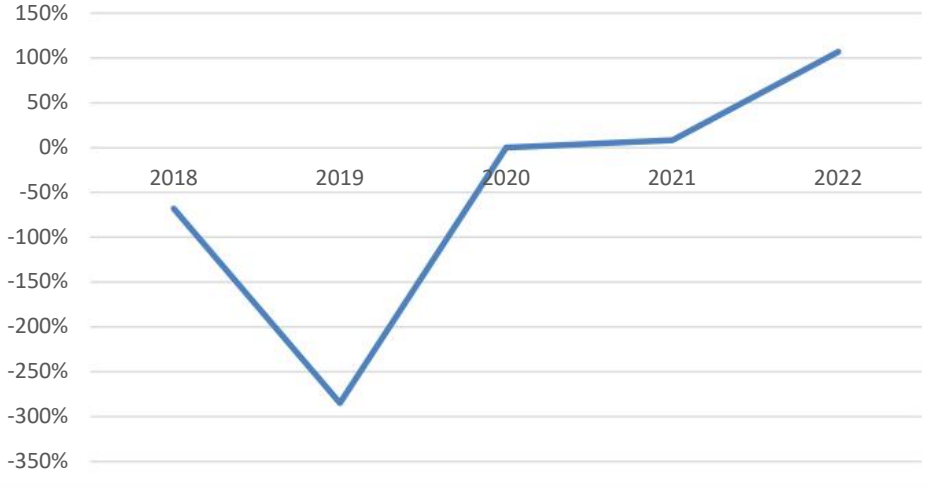
Mean Bonus Pay Gap



Median Bonus payment



Median Gender Pay Gap



ETHNICITY PAY GAP REPORTING 2022/23

DATA AS AT 31.3.22

1. Background Information

- 1.1 The ethnicity pay gap report for Warwick District Council (WDC) sets out the ethnicity pay gap information relating to employees and is calculated in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 Unlike the gender pay gap, there is no legal requirement for companies to publish their ethnicity pay gap. A recent report by the Commission for Race and Ethnic Disparities recommended that the practice remain voluntary due to a lack of diversity in some parts of the country. A coalition of workers' groups have called for ethnicity pay gap reporting to be made mandatory so employers can better address pay disparities. Warwick District Council has decided to voluntarily publish its ethnicity pay gap data because we believe it's an important step towards ensuring our workforce is diverse, inclusive, and fair for everyone.
- 1.3 This report identifies the Council's ethnicity pay gap data using pay data on the snapshot date of 31st March 2022, and in relation to 'bonuses' paid between 1st April 2021 and 31st March 2022.
- 1.4 The WDC ethnicity pay reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Advice received from the Warwickshire County Council Equality, Diversity and Inclusion Practitioner is that for the purposes of the calculation 'Not declared' should be included in the White British category.
- 1.5 The acronym non-white (Black, Asian and minority ethnic) is used throughout this report however, we recognise its limitations as a term that combines and therefore dilutes the experiences of Black, Asian, and other ethnic groups.
- 1.6 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
- 1.7 The data does not include temporary staff employed through an agency.

2. Ethnicity Profile

- 2.1 As at 31.3.22 Warwick District Council employed 506 people.
- 2.2 Between 2018 and 2021 the percentage of employees who identified as non-white has increased by 1.4% to 10.1% (See 2.4).
- 2.3 In this period the non-white profile at the Council, comparing the percentage of White British and Not declared, shows a slightly lower representation of non-white employees (10.1%) compared with the general Warwickshire population (11.8%).
- 1.8 In April 2021 we moved to a combined HR & Payroll system – I-Trent, from our previous payroll system, Resourcelink. Our equality and diversity information could not be automatically transferred due to the updated ethnicity categories on I-trent (in line with Census ethnicity categories).

We have asked and reminded all employees to update their information and the benefits of why we ask, with the additional option of prefer not to say to confirm that they have made a considered choice not to provide information.

As at 31.3.2022 48% of employees had not declared, with 0.6% stating prefer not to say, which after review, gives an inaccurate picture of our establishment. In the preceding year we had sent out reminders via managers, an intranet messages, and a compliance system.

This data is now collected as part of the recruitment process (where provided as part of the application) however is still voluntary to provide.

	2022	%
Not Declared	243	48%
Prefer not to say	3	0.6%
Non-white	29	5.7%
White	231	45.7%
Total	506	

Year	Not declared and White British	%	Non-white	%	Total
2021	516 (63 Not declared)	89.9	58	10.1	574
2020	510 (60 Not declared)	90	57	10.0	567
2019	505 (64 Not declared)	90.6	52	9.4	557
2018	487 (47 Not declared)	91.3	46	8.7	533

- 2.5 Due to the low number of employees declaring their ethnicity as at 31.3.22, a breakdown has not been provided as this information can identify an individual.

2.6 Ethnicity is considered to be special category of personal data. If raw figures are provided, this could constitute personal data and directly identify an individual.

Not declared	2021	2020	2019	2018
Employees	63	60	64	47
% Of employees	10.98%	10.6%	9.4%	8.8%
Full time	38	34	38	31
Part time	9	10	10	10
% Part time	14%	16.6%	15.6%	21.3%
Casual workers	16	16	16	6
Average week p/t	22.7	21.4	21.1	20.3
Hours between	7.67 - 35	7.50 - 35	7.50 - 33.5	7.67 - 33.5
Average week all	34.4%	33.6%	33.7%	32.9%
% Managerial roles	23.8%	15%	15.6%	19%
Non-White	2021	2020	2019	2018
Employees	58	57	52	46
% Of employees	10.1%	10.0%	9.4%	8.7%
Full time	40	39	37	32
Part time	17	17	13	10
% Part time	29.3%	29.3%	25%	21.7%
Casual workers	1	1	2	4
Average week p/t	25.22	25.3	22.2	25.3
Hours between	7.67 - 35	7.67 - 35	7.67 - 35	8.63 - 35
Average week all	33.5	33.5	33.2	34.2
% Managerial roles	13.7%	14%	11.5%	8.7%
White British	2021	2020	2019	2018
Employees	453	450	441	438
% Of employees	78.9%	79.4%	79.1%	82.5%

Full time	298	288	284	263
Part time	124	124	120	132
% Part time	27.4	27.6%	27.2%	30%
Casual workers	31	38	37	43
Average week p/t	22.2	22.5	22.5	23.14
Hours between	6.23 -35	7.50 - 35	7.67 - 35	7.67 - 35
Average week all	32.7	32.7	32.7	32.43
% Managerial roles	17.6%	18.2%	20.6%	21.5%

3. Mean, Median and Bonus Ethnicity Pay Gap Results

3.1 The methodology as that used in calculating the Gender Pay Gap reporting has been used. A summary of the results for Warwick District Council are set out below:

		Not declared and White British	Non-white	Pay gap
Mean hourly rate	2022	£15.65	£14.15	13%
	2021	£14.82	£12.95	12.62%
	2020	£14.00	£12.62	9.85%
	2019	£13.62	£11.66	14.39%
	2018	£13.33	£11.81	11.40%
Median hourly rate	2022	£13.70	£11.24	18.00%
	2021	£13.21	£10.94	17.18%
	2020	£12.35	£10.54	14.65%
	2019	£11.74	£10.27	12.52%
	2018	£12.13	£10.44	13.93%
Mean bonus payment	2022	£483.60	£483.60	0.00%
	2021	£936.00	£476.50	49.10%
	2020	£413.33	£370.00	10.84%
	2019	£434.88	£600.00	-37.96%
	2018	£829.89	£657.60	20.76%
Median bonus payment	2022	£757.34	£483.60	56.60%
	2021	£500.00	£500.00	0.00%
	2020	£444.00	£370.00	16.66%
	2019	£300.00	£500.00	-66.66%
	2018	£750.00	£750.00	0%
	2022	2.30%	3.20%	
	2021	6.78%	6.89%	

Proportion who received a bonus	2020	1.76%	1.75%	
	2019	14.45%	7.69%	
	2018	3.69%	10.87%	

3.2 Mean ethnicity pay gap

There is a 13% pay gap between the mean hourly rate for non-white employees and White British/Not declared employees on 31st March 2022.

3.3 Median ethnicity pay gap

There is a 18% pay gap between the median hourly rate for non-white employees and White British/Not declared employees on 31st March 2022

3.4 Bonus pay

In terms of mean bonuses, the bonus paid show a 0% Mean pay gap in 2022 - 2023. In terms of median bonuses, those of non-white background earn less than White British/Not declared employees.

4. Proportion by pay band quartiles

4.1 2022 – 2023 hourly rates within Warwick District Council range from £4.62 (apprentice rate) to £60.70.

4.2 Any further analysis of this data will not assist as this information has not been provided by 48% of our employees.

When dividing groups of employees into 4 quartiles the pay rates are shown below:

WDC Pay Quartiles by Ethnicity 31.3.22					
Quartile	Not declared/ Prefer not to say/ White British	%	Non-White	%	Total
Lower Quartile - 4.62 - 11.02	115	91.27%	11	8.73%	126
Lower Middle Quartile - 11.02 - 13.44	120	94.49%	7	5.51%	127
Upper Middle Quartile - 13.44 - 18.84	121	95.28%	6	4.72%	127
Upper Quartile - 18.84 - 60.70	123	96.85%	4	3.15%	127

WDC Pay Quartiles by Ethnicity 31.3.21					
Quartile	Non-white	%	Not declared & White British	%	Total
Lower Quartile £4.55 to £10.83	14	9.79%	129	90.21%	143
Lower Middle Quartile £10.83 to £13.21	24	16.67%	120	83.33%	144
Upper Middle Quartile £13.21 to £17.06	12	8.39%	131	91.61%	143
Upper Quartile £17.06 to £59.85	8	5.56%	136	94.44%	144

WDC Pay Quartiles by Ethnicity 31.3.20					
Quartile	Non-white	%	Not declared & White British	%	Total
Lower Quartile £4.35 to £10.24	13	9.2%	128	90.8%	141
Lower Middle Quartile £10.24 to £11.88	22	15.5%	130	84.5%	142
Upper Middle Quartile £11.88 to £16.60	13	9.2%	129	91.8%	142
Upper Quartile £16.60 to £58.25	9	6.3%	133	93.7%	142

WDC Pay Quartiles by Ethnicity 31.3.19					
Quartile	Non-white	%	Not declared & White British	%	Total
Lower Quartile £4.10 to £9.78	11	7.9%	112	92.1%	140
Lower Middle Quartile £9.78 to £11.61	19	13.6%	120	86.4%	139
Upper Middle Quartile £11.61 to £15.94	15	10.8%	123	89.8%	138
Upper Quartile £15.94 to £57.11	7	5%	133	95%	140

WDC Pay Quartiles by Ethnicity 31.3.18					
Quartile	Non-white	%	Not declared & White British	%	Total

Lower Quartile £4.59 to £9.55	14	10.5%	120	89.5%	134
Lower Middle Quartile 9.72 to £11.74	14	10.5%	119	89.5%	133
Upper Middle Quartile £11.74 to £15.63	12	9%	121	91%	133
Upper Quartile £15.63 to £55.99	6	4.5%	127	95.5%	133

4.3 Quartile Pay Band Summary - In order for there to be no ethnicity pay gap, there would need to be an equal ratio of non-white to White British employees in each quartile.

4.4 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. Summary of Ethnicity Pay Gap Data as of 31st March 2022

5.1 We will continue to work with the recommendations from the 'Task and Finish' group to support actions that address the ethnicity pay gap. This will align with the EDI plan as part of the overall People Strategy 2023 -2027.

5.2 We will continue to request employees provide sensitive information/data to enable us to report in a more robust fashion in future years.

Definitions and Methodology

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.

Pay Gap Reporting

The 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 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 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.

Title: Pay Policy Statement 2023-24
 Lead Officer: Tracy Dolphin tracy.dolphin@warwickdc.gov.uk
 Portfolio Holder: Councillor Jody Tracey
 Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	17.2.23	Jody Tracey
Finance	17.2.23	Andrew Rollins
Legal Services		-
Programme Director for Climate Change	17.2.23	Dave Barber
Chief Executive	17.2.23	Chris Elliott
Head of Service(s)	17.2.23	Tracy Dolphin
Section 151 Officer	17.2.23	Andrew Rollins
Monitoring Officer	17.2.23	Andrew Jones
Leadership Co-ordination Group		-
Final decision by this Committee or rec to another Cttee / Council?	No Recommendation to: Council on 15 March 2023	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The report presents the Council's Pay Policy Statement for 2023-2024 as required under the Localism Act 2011, Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability.

Recommendations

- (1) That the Employment Committee recommends that Full Council approve the Pay Policy Statement in – Appendix 1 – as presented and agree for its publication for the 2023-24 financial year.
-

1 Reasons for the Recommendations

- 1.1 Agreeing and publishing the Pay Policy is a legal requirement. The statement must be published once it has been approved, this will be on the Council's website.
- 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 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.
- 1.4 The statement must contain details of the authority's policies in relation to remuneration for its Chief Officers.
- 1.5 It must also include a definition of its lowest paid workers and the policy in relation to their remuneration.
- 1.6 It must include the relationship in remuneration between Chief Officers and lowest paid workers; this has been illustrated by ratios.
- 1.7 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.

2 Alternative Options

- 2.1 There are no alternative recommendations in respect of the Pay Policy Report as it is a legal requirement.

3 Legal Implications

- 3.1 It is required by law to under the Localism Act 2011, Chapter 20, Part 1 Local Government, Chapter 8 Pay Accountability.

4 Financial

- 4.1 The adoption of the report will have no direct budgetary implications the Council.

5 Business Strategy

- 5.1 In respect of the Business Strategy the report only impacts on the internal

elements of People – Effective Staff. In respect of People – Effective Staff, the report recommends publication of the report to support transparency and accessibility.

6 Environmental/Climate Change Implications

6.1 No implications.

7 Analysis of the effects on Equality

7.1 This report supports transparency and accessibility of information that is key to supporting the Council's Equality Agenda. It does not however directly impact on any protected characteristics.

8 Data Protection

8.1 There are no employee data protection implications of this proposal as the publication and accessibility of this information is required by law.

9 Health and Wellbeing

9.1 The proposals support the overall wellbeing of staff by ensuring transparency and accessibility to employment policies and processes.

10 Risk Assessment

10.1 Agreeing and publishing the Pay Policy Statement is a legal requirement. By complying, this should remove any risk of external challenge to the Council.

Background papers:

None

Supporting documents

None

PAY POLICY STATEMENT 2023/24

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 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
- Programme Director for Climate Change
- 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 I, which is the Council's lowest pay grade (excluding apprentices)'. Warwick District Council does not have any employees on the lowest spinal column point and from 1st April 2022 the annual salary of the lowest paid employee is £20,812 (£10.79 per hour).

This places a ratio between the lowest paid and highest paid employee at 5.72:1 from 1st April 2022.

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.

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 Chief Officers

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 Executive (and Monitoring Officer), Heads of Service (which include 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 2022/23 is 19.9% and Employee contributions can be found at

<https://www.lgpsmember.org/toj/thinking-joining-how.php#:~:text=Contributions%20table%202021,guaranteed%20by%20law.>

These elements of remuneration for 2022/23 are set out below:

2. Elements of Remuneration for Chief Officers

In addition to the basic salary outlined above, Chief Officers may claim business mileage as HRMC guidelines.

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 the Deputy Chief Executive, an additional payment for Monitoring Officer duties 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.

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 12 months after the date of appointment.

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 when required 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 updated their Market Forces Supplement Scheme 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 Cabinet 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.

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 2022/23 the lowest paid persons employed under a contract of employment with the Council were employed on new spinal column point 3 of the NJC Pay. The full time equivalent salary for this point is £20,812. This is the evaluated rate for the job in accordance with the Hay job evaluation scheme and the Council's agreed grading structure.

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 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 Supplement Scheme. 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.

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.

Salary Information 2022/23	
	£
Highest Chief Officer Salary	119,126
Median Chief Officers Salary	69,577
Median Officers Salary	27,852
Lowest Officer Salary	20,812
	2022/23
Comparison of the Chief Officers Mean / Officer Mean	2.79
Highest earning Chief Officer/ Pay scale Officer Mean	4.13
Highest earning Chief Officer/ Lowest Pay scale Officer	5.72
Median Chief Officer/ Median Pay scale Officer	2.49
Highest Chief Officer/ Median Pay scale Officer	4.27

These figures are accurate as of January 2023 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
 Redeployment Policy
 Recruitment Policy
 Final Increment Scheme for Chief Officers
 Disciplinary Policy
 Market Forces Supplement Scheme
 Hay Job Evaluation Scheme

Flexible Retirement
 Ill-Health Retirement Policy
 Honoraria Policy
 Capability Policy

Date of first issue:	March 2012
Date of next review:	January 2024

WARWICK SENIOR MANAGERS GRADES 2022/23

Basic Pay

Grade	Post	Starting Point £	Mid Point £	Max Point £	
CX	Chief Executive	108,967	-	119,126	
WSMG1	Deputy Chief Executive	89,985	93,655	97,323	
WSMG1	Programme Director for Climate Change	89,985	93,655	97,323	
WSMG2	Head of Finance (S151)	79,824	82,929	86,033	
WSMG3	Head of Housing	64,368	66,972	69,577	1, 2
WSMG3	Head of Place, Arts and Economy	64,368	66,972	69,577	
WSMG3	Head of People and Communications	64,368	66,972	69,577	
WSMG3	Head of Customer and Digital Services	64,368	66,972	69,577	
WSMG3	Head of Neighbourhood and Assets	64,368	66,972	69,577	
WSMG3	Head of Safer Communities, Leisure and Environment	64,368	66,972	69,577	

- 1 = In receipt of a Market supplement
2 = In receipt of an honorarium payment

ELEMENTS OF REMUNERATION FOR CHIEF OFFICERS

Car Mileage Payments

The accumulative mileage claims for the Chief Officer population for 2021/22 is approximately £202.

Election Allowance for 2022/23 (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.

Market Forces Payments

The Head of Housing Services post is currently in receipt of a £6,455 market supplement in accordance with the Market Forces Supplement Scheme.

Honorarium

The Head of Housing is currently in receipt of a £8,333 honorarium payment in accordance with the Honorarium Scheme.

Relocation Scheme

None anticipated for 2022/23

Mortgage Subsidy Scheme

None currently

Salary Grades 1 APRIL 2022

Grade	SCP	Salary	Hourly Rate
I	2	20,441	10.60
	3	20,812	10.79
H	4	21,189	10.98
	5	21,575	11.18
G	6	21,968	11.39
	7	22,369	11.59
	8	22,777	11.81
	9	23,194	12.02
	10	24,054	12.47
	11	24,496	12.70
F	12	25,409	13.17
	13	25,878	13.41
	14	26,845	13.91
	15	27,852	14.44
E1	16	28,371	14.71
	17	29,439	15.26
	18	30,151	15.63
	19	31,099	16.12
	20	32,020	16.60
E2	21	32,909	17.06
	22	33,820	17.53
	23	34,723	18.00
	24	35,411	18.35
	25	36,298	18.81
D	26	37,261	19.31
	27	38,296	19.85
	28	39,493	20.47
	29	40,478	20.98
C	30	41,496	21.51
	31	42,503	22.03
	32	43,516	22.56
	33	44,539	23.09
	34	45,495	23.58
B	35	46,549	24.13
	36	47,573	24.66
	37	48,587	25.18
	38	49,590	25.70
	39	50,608	26.23
	40	51,627	26.76
A	41	52,663	27.30
	42	53,696	27.83
	43	54,729	28.37

WARWICK SENIOR MANAGER GRADES
Salary Grades 2022/23

Grade	WSMG Point	1.4.22 Salary £
WSMG3	1	64,368
	2	66,972
	3	69,577
WSMG2	4	79,824
	5	82,929
	6	86,033
WSMG1	7	89,985
	8	93,655
	9	97,323
C Exec	1	108,967
	2	119,126

Title: People Strategy 2023 -2027

Lead Officer: Tracy Dolphin tracy.dolphin@warwickdc.gov.uk

Portfolio Holder: Councillor Jody Tracey

Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	27.2.23	Jody Tracey
Finance	27.2.23	Andrew Rollins
Legal Services		-
Programme Director for Climate Change	27.2.23	Dave Barber
Chief Executive	27.2.23	Chris Elliott
Head of Service(s)	27.2.23	Tracy Dolphin
Section 151 Officer	27.2.23	Andrew Rollins
Monitoring Officer	27.2.23	Andrew Jones
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The People Strategy sets out the guiding principles within which the council will make decisions that affect its employees. The principles act as a framework which will not only guide the decision making in relation to staffing matters, but impact on the culture of the organisation moving forward. The aims of the People Strategy and the associated actions are set for a four year period and will be reviewed in line with changing organisational needs.

Recommendations

- (1) That Employment Committee supports the proposed People Strategy 2023 – 2027 (Appendix 1/1a) with effect from 14th March 2023.
- (2) That Employment Committee approves the updates to the WDC Flexi-Time and Time Recording Policy (Appendix 2) and the supporting Agile Working Guidance (Appendix 3) with effect from 15.3.23.

1 Reasons for the Recommendations

- 1.1 The purpose of the People Strategy (Appendix 1) is to support the achievement of the Council's corporate objectives. Its aim is to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are designed to deliver the workforce that the Council requires.
- 1.2 Following the impact of Covid-19 and the cessation of the merger process the People Strategy and associated actions has been reviewed to ensure that it is fit for purpose to continue the priorities of the Council and workforce planning.
- 1.3 The Council has maintained a People Strategy since 2003 which has been reviewed and updated on a regular basis. The themes from the previous strategy included: Leadership and Organisational Development; Workforce Planning and performance; Equality and Diversity; Learning and Development; Communications, Involvement and Engagement; Employee Well-being, Reward and Recognition

These have now been updated to recognise new themes that are considered a priority for the Council:

- ✓ Smarter Working & the Working Environment
- ✓ People (Workforce) Planning, Organisational Development & Performance
- ✓ People Recruitment, Retention and Brand Identity
- ✓ People Equality Diversity & Inclusion
- ✓ People Learning and Development
- ✓ People Health & Well-being
- ✓ People Communications & Engagement

These themes are aligned with Warwick District Council Business Strategy and operate within the context of budget pressures, increasing expectations from our customers and changing demand from many sources including central government. The themes are constantly evolving and will be reviewed regularly to ensure they are robust.

The underlying progress of the plan is aligned to Year 1 'Build', Year 2 'Strengthen', Year 3 'Consolidate', Year 4 'Review'.

1.4 The People Strategy has contributed to some specific areas highlighted below:

- The HR/Payroll Project has continued to develop to support cultural change, the empowerment of management and staff and our aim to become less reliant on paper processes. With the introduction of 'Your HR' on I-Trent, this online service has enabled managers to monitor absence; annual leave; expenses; learning and development; as well as establishment reports and provide staff with more accessible access.
- Learning and Development has evolved into a much more blended approach with a mixture of both virtual and face to face courses available. We have regularly reviewed and evaluated the impact of these new delivery styles. In most cases the increase in accessibility has enabled more staff to attend. HR workshops have provided training and guidance related to WDC policies, procedures and guidance. Other learning options with an external input include: Coaching; Mentoring and tailored training where required. Partnership Working with West Midlands Employers has allowed us to ensure economies of scale and review return on investment.
- The audit tool 'Meta Compliance' has provided us with a more effective way to ensure staff read and understand essential information and has directly contributed to our transformation agenda relating to 'Ways of Working'.
- The Health Officers Group have been significant in promoting health initiatives across the Council: the health and wellbeing scheme includes 24 hour 'Employee Assistance' relating to support for areas such as financial wellbeing, mental health and bereavement. Over 140 staff have participated in the bite size sessions on 'Working remotely', 'Mental Health for Managers' and 'Health and Wellbeing Resilience'. Other examples include ideas on how to keep warm in the winter; taking regular breaks; access to discounted clubs and exercise and menopause awareness.
- Achievement of the 'Thrive at Work Wellbeing Award (Bronze)'. Thrive offers a holistic approach and practical framework designed to support Warwick District Council in creating a workplace that promotes employee health and wellbeing. It's a blend of organisational and individual wellbeing elements which are broken down into 'modules' such as policy and procedures, mental health, musculoskeletal and promoting healthy lifestyles.
- 'Staff Voice' group continues to represent wider views of staff and provide honest and open feedback to the Transformation Steering Group.
- Ongoing positive engagement with Unison. The branch has been pro-active with working with the employer on input into policies, health and well-being initiatives and many other areas.
- Significant progress on Equalities, Diversity and Inclusion (EDI) agenda in conjunction with the Equality & Diversity Task & Finish Group. Ethnicity pay gap reporting from 2020; appointment of an EDI Business Partner; updated guidelines for Equality Impact Assessments; ongoing promotions and awareness campaigns include 'Black History Month' and 'Race Equality Week'.
- A review of 'Comensura', the framework providing our Agency staff providing more support for managers who require immediate support for resources.
- The Ways of Working group has evolved throughout the pandemic. Staff surveys and engagement have continued to inform our journey and introduction of 'agile' working. This has been facilitated through training: 'Effectively Managing your Team', 'Virtual Masterclass', 'Motivating and

Managing Teams in a Hybrid World' where over 170 Managers have attended.

- How we communicate is regularly reviewed. They are ongoing and well-received through the intranet messages and the weekly "5 things" email. In addition, there are regular staff briefings and Managers' Forums dedicated to updating all staff and managers on any developments.
- The 'Applause Box' launched in August 2022 recognised the hard work of staff throughout a challenging few years together with a standing ovation from Councillors at a Council meeting. The scheme offered staff access to initiatives including mental and physical wellbeing; personal and professional development; team 'belonging'; recruitment promotion of 'refer a friend'.
- As of October 2022, since its launch in 2018 the Corporate Apprentice Scheme has funded opportunities for 23 apprenticeships. To date 10 have secured alternative employment with the Council.

1.5 Future Plans

The People Strategy 2023 - 2027 supports the corporate values and objectives of the Council, through achieving the following priorities:

- The 'Recruitment, Retention and Remuneration' Project began in 2022 following the dissolution of the merger. Themes were identified to ensure targeted resources for specific priorities to be reviewed including pay benchmarking, the way we recruit and a full review of our successful apprenticeship scheme. Further work is ongoing for 2023 – 2024 including proposed implementation of job families to support more effective job profiling; updates to our recruitment processes include branding, effective marketing and advertising; evaluation of our training offering and how we utilise a blended approach to delivery as well as utilising coaching and mentoring.
- Planned launch of the 'new' WDC Intranet to support our 'People Communications and Engagement' theme within the People Strategy. Communicating and engaging with people in honest and accessible ways, considering the importance of workplace behaviours, that allow everyone to understand what the Council is trying to achieve and how to play their part in it.
- The new Equalities, Diversity and Inclusion (EDI) Business Partner is progressing this agenda further with plans to highlight immediate priorities and longer term actions and awareness of EDI throughout the organisation: EDI awareness session for Councillors will take place on the 16th March; work with the Elections Team on ensuring that voters are not disadvantaged regarding facilities and the new photo ID change; work with the Learning & Development Officer to scope and provide training on 'LGBT+ awareness', 'Workplace Behaviours', 'Disability Awareness' and 'Microaggressions'; ensuring EDI is representative in all training and policies.
- We need to build on our employment benefits package by developing a 'total reward package', which will create a stronger employment brand, supporting our aim to become an 'employer of choice'. This will link to the launch of the of the 'Applause Box' (Part 2) based on the success of the 'Applause Box' launched in August 2022.
- The ways of working group will continue to review how we can evolve as an organisation and will be a key link in the Relocation project and smarter ways of working linking to our Climate Change agenda.
- Training and developing employees to embrace change both within their current jobs and in future ways of working and delivering services.

Supporting the 'Change Programme' and link to the Digital Transformation agenda to support our people processes. Leading organisational change and development in an open, transparent and engaging way.

- The Wellbeing Strategy 2023 -2027 (Appendix 4) consolidates and proposes the themes for wellbeing to progress our existing remit.

1.6 The People Strategy Workplan (Appendix 1a) will be developed and monitored through the Transformation Steering Group, Senior Leadership Team, Joint Communication Forum, Members Trades Union Panel and Programme Advisory Board with regular updates to all Councillors as part of the quarterly 'Workforce Update'.

1.7 As identified in some of the significant areas achieved in 1.4, training and support have been a constant to ensure Managers and staff have been able to adapt to our new ways of working.

1.8 The 'Flexi-Time and Time Recording Policy' (Appendix 2) has been updated to remove set working hours around 'office' opening times where roles allow and provides further clarity on our agile working model through the 'Agile Working Guidance' (Appendix 3). This follows on from the Ways of Working Managers Guide to consolidate these key areas.

2 Alternative Options

2.1 Benchmarking with other organisations were considered to ensure the WDC People Strategy is both tailored and fit for purpose based on the challenges the Council faces both in the short term and long term.

3 Legal Implications

None

4 Financial

4.1 Should there be initiatives identified above and beyond the existing budgets then a case can be made for further funding.

5 Business Strategy

5.1 Warwick District Council has adopted a Business Strategy which sets out key areas for service delivery. The proposal will assist the Council to better achieve these outcomes by enhancing its capacity and co-ordination of activity together with ensuring effective workforce planning.

6 Environmental/Climate Change Implications

6.1 A key theme in the People Strategy is the 'Smarter Working and the working Environment'. This links to the updated Ways of Working in WDC and approach to Agile Working (Appendix 3). This has been supported through briefings and support for Managers.

7 Analysis of the effects on Equality

7.1 Equalities Diversity and Inclusion is one of the key themes of the People Strategy, work is progressing following the recommendations of the Task and Finish Group and appointment of the EDI Business Partner. Updates will be provided via the Workforce Updates and Programme Advisory Board.

8 Data Protection

8.1 There are no employee data protection implications of this proposal.

9 Health and Wellbeing

9.1 A priority of the People Strategy is the Health and Well-being of our staff and identified as one of the key themes. The Health and Well-being Strategy (Appendix 4) and associated action plan has been devised following achievement of 'Thrive' Bronze award.

10 Risk Assessment

The risk of not implementing the People Strategy will impact on the agreed strategic direction of workforce of the Council.

11 Consultation

Consultation and engagement has taken place with Unison, Staff Voice, Ways of Working Group, Senior Leadership Team and the Transformation Portfolio Holder.

Background papers:

None

Supporting documents:

None

'Our People' - Warwick District Council

People Strategy 2023 - 2027

Purpose

A strategy to create a framework for the effective leadership and workforce planning of our people in order to provide the organisational capacity to meet our corporate objectives in delivering excellent services.

Aims of the strategy

To establish our strategic approach to ensure we have the right people in the right place with the right knowledge and skills, working in an inclusive, positive, and supportive culture in relation to the following themes:



Smarter Working and the Working Environment

We understand that smarter working empowers us all to make the right decisions about where, when and how we work, optimising the use of 'agile' workplaces and technology and reducing our carbon footprint. It improves the focus on outputs and enables a positive work life balance.

People (Workforce) Planning, Organisational Development & Performance

We understand the aspirations and potential of our people and take action to meet them. We manage our people resource and capacity through effective development and deployment. Managers at all levels are clear about what is expected of them and developed to lead their teams in line with the Council's values. Structures and roles are designed to ensure clear accountability, flexibility, efficiency and maximise scope for innovation and improvement, taking account of future workforce requirements.

People Learning and Development

We understand the development needs of our people and provide opportunities to meet those needs, in support of our business objectives and workforce planning. We develop our people to meet current and anticipated future skills requirements.

People Equality, Diversity and Inclusion

We understand that promoting and delivering Equalities, Diversity and Inclusion in the workplace is an essential aspect of good management. Creating the culture where everyone feels a sense of

belonging and the opportunity to achieve their full potential.

People Communications & Engagement

We understand open two-way communications and engagement exists at all levels, creating and maintaining an environment characterised by transparency and trust. Managers know their people and all employees trust that Managers will be open and fair, in line with the Council's values.

People Recruitment Retention and Brand identity

We attract high quality applicants through our effective recruitment processes and brand identity. Our range of employee benefits are routinely reviewed and enhanced to maintain our attractiveness as an employer. People feel valued, motivated, and satisfied that they make a difference to the organisation.

People Health and Well-being

We understand all our people are actively supported to maintain their health and resilience. Managers know how to support their team's health and well-being through training, signposting and processes.

Our Values

Our corporate values are core to the success of this strategy.

- Honesty and Integrity
- Openness and Transparency
- Fairness and Equity
- Community Focus
- Environmental Sensitivity

Delivering and Monitoring the Strategy

The strategy will be delivered through maintaining existing methodologies and developing new practices where required. The timeline is underpinned by four fundamental approaches:

Year 1 BUILD	Build on our existing successes, realign our priorities.
Year 2 CONSOLIDATE	Bring together key areas and assess our next steps.
Year 3 STRENGTHEN	Reinforce our actions and develop further plans.
Year 4 REVIEW	Evaluate and learn lessons.

We will use continual improvement to make changes where necessary in order to meet the aims of this strategy.

The success will be ultimately tested through outcomes, in relation to the overall purpose of the strategy at various points through the following:

'Thrive at Work Wellbeing Award'

We will continue our journey with 'Thrive' from the success of Bronze to utilise the framework to achieve the Silver award. This will be attained through face-to-face interviews, desk research and online surveys. This provides us with an external assessment, accreditation of our organisation and how we benchmark/share best practice with other organisations.

Annual Staff and 'Pulse' Surveys

We will continue to use surveys to provide quantitative and qualitative data as part of our engagement with our people.

HR Metrics

Regular updates to the Senior Leadership Team will provide an overview of performance in key areas. These will provide an opportunity to assess the impact of this strategy in terms of 'hard' and 'soft' measures.

Factors that may influence the Strategy:

The development of government priorities will inevitably influence actions under this strategy, although they should not fundamentally change our purpose or aims. Examples of factors which may influence our approaches include:

- Council elections in 2023, if this results in any significant shift in culture or policy.
- Any fundamental restructure of the functions of the authority brought about by external or internal factors.
- Fundamental changes in market economics influencing our approach to recruitment retention; or alternatively precipitating significant service provision changes.

People Strategy Workplan

The strategy is underpinned and monitored through the People Strategy Workplan and associated underlying actions. These will be regularly reviewed and updated throughout the life of the strategy.

		Apr- June 2023 Qtr 1	July- Sept 2023 Qtr2	Oct- Dec 2023 Qtr3	Jan- Mar 2024 Qtr 4	Apr- June 2024 Qtr 1	July- Sept 2024 Qtr2	Oct- Dec 2024 Qtr3	Jan- Mar 2025 Qtr 4
High Level	Detail								
Union Engagement	Ongoing								
Policies - All - Prioritise Policies	Disciplinary								
	Grievance								
	Capability								
	Recruitment & Selection Policy								
Elections	HR/Comms support for Elections								
Smarter Working & the Working Environment									
Link to Digital Strategy (Customer Jouney)	Review Strategy and links to People Strategy								
Ways of Working Group	Link to behaviours - Agile Guidance update								
Office Accommodation	Link to Relocation project								
Flexible working - links to Agile	Update policies - Time Recording and Flexi Policy								
Salary Sacrifice Car Lease Scheme	Procure and develop scheme - Electric Cars								
Links to Climate Change agenda	Ongoing								
Links to Sustainability Officer Group	Ongoing								
I Trent improvements & system implementation	Ongoing								
People (Workforce) Planning, Organisational Development & Performance									
Terms & Conditions	Review as part of links to other areas								
Job Families	Efficiencies as part of job profiling								
HR Handbook (Intranet Review)	Update and review of Policies as part of Intranet project								
Data and Monitoring - Trends and Analysis for service plans, HRBPs	Reports provided to SLT for vacancy control and establishment updates								
People Recruitment, Retention and Brand Identity									
How we recruit	Different application forms eg Apprentices, casuals, internal								
	Using cvs								
	Where we advertise/analysis of recruitment media/individual recruitment campaigns								
	Survey amongst new recruits (internal & external) re how we did?								
	Review branding /Values / Insider Guide (internet and intranet) "Employer of Choice" – how information is presented, video								
	Use of video in recruitment eg Video recruiting/video adverts								
	Recruitment incentives (welcome payment, Market forces supplement, refer a friend), retention payment, benefits								
	Peer Review feedback – Recruitment & Retention								
Support for Managers	New intranet recruitment pages – how to guides								
	Recruitment tool kit – advert wording, shortlisting, interview pack/questions, how to onboard, templates, induction								
	Recruitment flowchart								

	Review/update of Recruitment & Selection Policy								
	Manager access to Recruitment portal for applications								
	Workflows re candidates withdrawing from process								
	Use of digital Right to Work checks (IDVT)								
	Review of DBS/BPSS checks								
Grow our Own	Apprentices 2023 Review								
	Work experience external/internal – page on intranet, liaison with schools, commitment from managers								
	T levels								
	Career Grades								
	Paid internships								
Refreshing the Benefits	Review Intranet pages – promotion of existing benefits								
	Applause Box (Part 2) - Evaluation of Part 1								
	Buying / selling annual leave								
	Salary sacrifice workplace giving								
	Staff offers eg Microsoft office								
	IVF support / fertility treatment leave								
	Foster Care Policy								
	Pre adoption leave								
Leavers	Turnover								
	Leaver reason analysis								
	Exit interview form								
Reward & Recognition	Applause 2								
Systems/Data	Changes to annual leave year for all staff								
	Probationary period changes								
People Equality Diversity & Inclusion									
EDI Strategy	Compare best practice with other organisations								
Task & Finish Group recommendations	Link to and highlight in EDI action plan								
Equality Impact Assessments	Update guides and provide training to Managers								
Gender Pay Gap/Equality Pay Gap analysis	Review of trends and SMART actions in conjunction with other initiatives within the EDI plans								
Accessibility & Inclusivity of communications	Review of how and who we communicate with								
People Learning and Development									
Workforce Planning - Link to Service Area Plans	Service Area Workforce planning								
Appraisals	Update to systems								
Personal Development Plans	Link to Appraisals -								
The way we deliver	Face to face/Remote/E-Learning								
Evaluation	Blended training - Evaluation								
E-Learning	Review of how we can we use more effectively as part of agile working								
People Health & Well-being									
Thrive Silver	Review framework and actions								
Health & Well-being Strategy and Actions	Ongoing								
BUPA - Health & Well-being	Promotion of Scheme and benefits								
Occupational Health	Link to Applause Box								
Health & Safety	Link to Health and wellbeing where required - quarterly Health and Safety Committees								

People Communications & Engagement									
Marketing Strategy - review and update	Reference Business Strategy, EDI								
Social Media strategy - review and update	Reference EDI								
Internal comms strategy	Supports organisational devt & performance and smarter working								
Develop WDC Brand - employees	Link to recruitment, retention & brand identity								
Develop WDC brand - external	Link to customer journey								
Refresh mission/vision	Align with recruitment, retention & brand identity								
Refresh values	Align with internal and external brand								
Support for councillors as spokespeople	To support external brand, deliver vision/mission								
Review Website	Link to digital strategy, customer journey								
Support and promote corporate groups	Eg. Staff Voice, HWB, WOW, TSG, MF								
Effective engagement with Unions	Link to internal communications strategy								
Developing and using customer insight eg. Surveys	To support external brand, deliver vision/mission								
Support managers with communicating news	Links to support for managers								
Review and improve all communications platforms	Internal and external								

WDC Flexi-time and Time Recording Policy and Procedure



Revision History

Document	WDC Flexi-time and Time Recording Policy and Procedure
Author	Tracy Dolphin, Head of People & Communications
Date Completed	Feb 2023
Review Date	Sept 2023

Version	Revision Date	Revised By	Revisions Made
1.0	Feb 2023	TD	Updated for clarity and link to Agile Working Guidance
1.1			
1.2			
1.3			
1.4			

Approvals

This document requires the following approvals:

Name	Title
Senior Leadership Team	Yes
Employment Committee	14.3.23

Distribution

This document has been distributed to:

Name	Title
All Staff	Groups (Ways of Working/Unison/Staff Voice)
All Members	Employment Committee

1 Policy Statement and Principles

- 1.1 This policy sets out the framework for managing and recording working time. The policy supports the Council's ambitions to work in a more agile way – emphasising business outcomes and performance in line with core values, focusing on "what" people do more than "when" and "where" they do it.
- 1.2 See 'Agile Working Guidance' and 'Ways of Working Managers' Guide'.
- 1.3 Flexi-time operates in accordance with this framework. Employees are responsible for ensuring their individual work patterns do not compromise any of the following agile working principles:
 - Meeting business and customer needs.
 - Maintaining or improving productivity.
 - Ensuring a strong sense of organisational belonging.
 - Maintaining team cohesion.
 - Being contactable and accessible regardless of work location.
- 1.4 To ensure that the flexi-time scheme operates satisfactorily, and that the high standard of service delivery continues, several criteria must be satisfied: -
 - Where employees are working as part of a team, they will need to agree in advance their method of operating flexi-time so that an efficient service continues to be provided.
 - Communication with others, including colleagues, customers, and Councillors, must be effective.
 - The determination of an employee's normal pattern of working, variations to that pattern and taking time off are subject to the needs of the service and require the agreement of the Line Manager.
- 1.5 If working from home/another location, the working environment must be suitable, free of interruptions and with a suitable workspace and technology to enable effective communication and with due regard to confidentiality. A Display Screen Equipment Assessment (DSE) must be completed through the AssessNet portal.
- 1.6 Any abuse of this Policy, including falsification of records and claims for time not actually worked, or time claimed not agreed with the Line Manager, are disciplinary offences and may be subject to disciplinary action up to and including dismissal for gross misconduct.

2 Scope

- 2.1 In Scope - this policy and procedure apply to all employees of Warwick District Council, with exceptions as outlined below.
- 2.2 Out of Scope:
 - Casual workers, agency workers, consultants, self-employed contractors.
 - Shift Workers.

- Where an employee's contract requires them to work specific contractual hours for operational reasons and this cannot be varied without detriment to the service, for example annualised hours.
- Staff on JNC Conditions - Heads of Service and Chief Officers of the Council.

3 Roles and Responsibilities

3.1 The Senior Leadership Team (SLT) are responsible for ensuring adoption of and adherence to this policy and procedure.

3.2 Managers are responsible for:

- Applying this policy fairly and consistently.
- Ensuring that any agile principles are not compromised by the working time and rest patterns of any members of their team.
- Ensuring that employees are recording their attendance and breaks accurately and are not building up excessive hours.
- Ensuring all their team members take breaks and that periods of 'no breaks' are not permitted.

3.3 Employees are responsible for:

- Recording their flexi-time, attendance, breaks and absence times accurately and punctually.
- Agreeing their working patterns with their manager and ensuring they remain contactable and accessible when working.
- Keeping outlook calendars up to date so colleagues can see when they are contactable/available.
- Working in accordance with the needs of the role and service - using the flexibility of agile working to adjust start, finish and break times to meet the needs of the role and service and avoiding excessive build-up of hours.

3.4 Human Resources are responsible for providing guidance and advice to managers and employees on the operation of this policy and procedure.

4 Working Hours

4.1 Employees contractual hours are as set out in their contract of employment.

4.2 Employees can request to temporarily vary their hours in advance; these will be agreed with the Line Manager considering the needs of the service and will be reviewed regularly to ensure that service requirements continue to be met.

4.3 Employees requesting a permanent change of hours, should do so under the Voluntary Reduced Time (VRT) Scheme or under the Flexible Working Policy.

4.4 Some employees may be contractually required to work evenings and/or weekends as a regular feature of their job. Others may work TOIL (TOIL – time off in lieu) to cover peak or seasonal service demands.

4.5 Employees who work agreed overtime will either receive an overtime payment

authorised by their Manager or may accrue hours to be taken as compensatory leave as agreed with their Manager (TOIL - time off in lieu – hours to be added to flexi credit).

- 4.6 Employees whose role enables agile working may vary their start, finish and break times, as long as they meet the agile working principles. Employees must agree these with their Line Manager ensuring consideration for colleagues and operational needs.

5 Recording Hours

- 5.1 All hours must be recorded. The actual amount of time accrued should be recorded (rather than to the nearest half hour).

5.2 Standard Day

A standard day for flexi time and absence purposes is 7hrs 24mins and a standard half day is 3 hours 42 minutes. This is pro rata for part time employees subject to the number of hours contracted to work on that day.

5.3 Flexi-time Templates

Flexi-time templates are available on the intranet and should be used to:

- record start/end times and breaks,
- record any agreed TOIL (time off in lieu) accrued (add to flexi credit),
- calculate flexi credit and flexi debit.

Employees must make sure that their flexi-time sheets are up to date and available to view at any time by their Line Manager.

- 5.4 Employees choosing, with their Line Manager agreement, to undertake work on weekends or during the evening as part of an agile working pattern are not entitled to enhanced rates for working at these times.

5.5 Flexi-time Accounting Period

The accounting period is four weeks, based on the number of hours staff are contracted to work. For full-time staff this will be 37 hours x 4 weeks.

5.6 Flexi Leave

Employees may, in agreement with their Line Manager and subject to the needs of the service, offset credits by taking up to 13 days of accrued time in each annual leave year, subject to a maximum of 1 day or 2 half days per accounting period. This provision is pro rata for incomplete years and for part time and job share employees.

All requests for flexi leave should be submitted via I-Trent, for approval by the Line Manager.

Where annual leave has been booked in advance, employees may request to

convert this into flexi leave nearer the date.

All requests to take flexi leave are subject to Manager approval and the needs of the service.

Before booking flexi leave, the employee must ensure and demonstrate if requested, that they have accrued sufficient flexi credit to take the leave.

5.7 Carry Over

Hours must be totalled at the end of each week. At the end of the four-week accounting period, not more 12 hours credit can be carried forward. There must not be a deficit of more than 4 hours.

'Carry Over' provisions apply on a pro rata basis to employees working part time.

5.8 Time Off in Lieu

Time off in lieu is time which is accrued over and above an employees contractual hours and which cannot be taken under the flexi scheme or paid as overtime. The Council does not expect its employees to work excessive hours or to accrue excessive time off in lieu. If excessive hours are being worked and accrued, for example over 5 days, this should be raised with the Line Manager to manage the number of hours being worked.

5.9 Weekends

The flexible working week can be extended to include Saturdays and Sundays for those employees whose contractual hours include a requirement to work all or part of their normal service hours at weekends.

5.10 Attendance on Courses

The standard day (7 hours 24 minutes) or half day (3 hours 42 minutes) arrangements apply in relation to crediting time for attendance on training courses, conferences, seminars.

When the course and travel time exceed the standard day or half day, additional time spent travelling may be credited. If travel occurs on the previous day for an overnight course, agreement should be reached with the Line Manager as to what is a reasonable approach. Where the course involves attendance for an afternoon extending through into the evening a standard half day should be claimed, in addition to those hours worked in the morning.

5.11 Travel Time

Travel between home and an employee's workplace is regarded as private travel and cannot be claimed as flexi-time.

6 Breaks – Working Time Directive

- 6.1 Employees working more than 6 hours in any one day must take a minimum break of at least 30 minutes during or immediately after the first 6 hours of the working day (4.5 hours for employees under age 18).
- 6.2 Other than in agreed circumstances where it is not possible to do so, there must be a break of 11 hours between finishing work on one day and starting again the following day.
- 6.3 All employees should have one full day rest a week. It is not appropriate to work for seven days without a break, unless there are exceptional circumstances.

7 Policy Governance

The following table identifies who within Warwick District Council is Accountable, Responsible, Informed or Consulted with regards to this policy. The following definitions apply:

- Accountable – the person who has ultimate accountability and authority for the policy.
- Responsible – the person(s) responsible for developing and implementing the policy.
- Consulted – the person(s) or groups to be consulted prior to final policy implementation or amendment.
- Informed – the person(s) or groups to be informed after policy implementation or amendment.

Accountable	Tracy Dolphin, Head of People & Communications
Responsible	HR
Consulted	Unison, JCF, MTU, Employment Committee
Informed	All Council managers and employees

8 Review & Revision

- 8.1 This policy will be reviewed as it is deemed appropriate/when legislation dictates, but no less frequently than every 3 years.
- 8.2 Policy review will be undertaken by Human Resources

9 References

The following Warwick District Council policy documents are relevant to this policy:

- Agile Working Guidance
- Ways of Working Managers Guide
- VRT Scheme
- Flexible Working Policy
- Training Course Expenses Policy



Revision History

Document	WDC Agile Working Guidance
Author	Tracy Dolphin
Date Completed	Feb 2023
Review Date	Feb 2024

Version	Revision Date	Revised By	Revisions Made
1.0			
1.1			
1.2			
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Approvals

This document requires the following approvals:

Name	Title
Senior Leadership Team	Yes
Employment Committee	14.3.23

Distribution

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All Members	Employment Committee

1 Introduction

WDC's People Strategy, Behaviours and Values reflect our ambition as an organisation to embrace digital opportunities, innovate and enable our people to see work as what they do, not where they do it. Evidence supports that we deliver creative, customer focused, high performing services and positively contribute to the Council priorities within an agile working environment.

This 'Agile Working Guidance' supports the existing 'Ways of Working – Guide for Managers' and contains the detail to support this approach that our Managers, Leaders and colleagues can use to enable and support our commitment to agile working, maintaining its success now and the future.

2 Scope

- This guidance applies to all employees that are eligible for agile working.

3 Place of work

- The normal place of work will be identified as the nominated (contracted) work base location.
- Employees can work from other remote locations, such as their home address. It is in exceptional circumstances where you may be permitted to work outside of the UK (this is to do with data handling loss risks). Permission should be obtained through your Line Manager in consultation with the Information Governance Manager. The Risk and Insurance Officer should be advised for insurance purposes.
- Any change of address that may affect the ability to travel into the nominated work base location will require prior discussion with the employee's manager. Personal information must be updated in I-Trent.
- Where there is unmanageable financial impact on any agile working arrangement, this could result in alternative arrangements being made.
- WDC reserves the right to require employees to attend the employer's nominated workplace (or other such locations considered necessary for the performance of duties where required).

4 Hours of work

- It is important to clearly show on Outlook calendars individual working times and availability.
- Consideration must be given to the Working Time Regulations 1998 in respect of maximum weekly working hours and minimum rest breaks.
- Employees are responsible for regulating their own working time (subject to agreement with their Manager and needs of the business) and taking breaks as appropriate.
- Should employees or Managers identify that the Working Time Regulations 1998 are not being adhered to, or that excessive hours are being worked, it must be discussed at the earliest opportunity.
- Employees should not feel pressured to work excessive hours, any concerns should be raised immediately to their Manager.
- During agreed working hours adherence to other employment policies and procedures apply.

5 Wellbeing

- The wellbeing of our employees is of paramount importance, and we have developed a range of support tools and activities which are available for everyone to access.
- Further details can be found on the Intranet in the Health and Well-being section.

6 Policies and Procedures

- Employees should continue to comply with WDC policies and procedures, and any failure to do so may result in formal action being taken.
- This could include revoking an agile working arrangement if it is believed that this is in the best interests of the Council.

7 Managing by Outcomes

- Regular contact should take place between the Manager and the employee to discuss workloads, outputs, outcomes and maintain structured discussion and feedback.
- In addition, Managers should maintain contact to provide appropriate health and wellbeing support to agile workers ensuring they continue to feel part of the team.
- Employees should attend the office base if requested by their Manager for any work-related meetings, training, agile working reviews, performance reviews, and absence review meetings or to conduct face to face supervision.
- Agile working arrangements should continue to be monitored and reviewed at regular intervals.
- Employees who are being managed under another WDC policy such as performance, sickness absence, disciplinary or probation may need to be based for most of their working time at a fixed base where they have direct access to a manager to allow their workload to be monitored and appropriate support to be provided.

8 Expenses

- In line with the Council's climate change commitment, business mileage should be kept to a minimum.
- Home to base location mileage remains the individual's responsibility. WDCs Business, Travel & Expenses policy applies.
- See WDC Business Travel & Expenses Policy for all other expenses claims.
- Where working from home is having an unmanageable financial impact on any individual, a discussion should take place with their Manager to explore alternative arrangements.

9 Holidays and absence reporting

- There is no change to annual leave entitlement and absence reporting or pay. This is the same as the terms and conditions in the employee's employment contract.
- Employees should follow the usual sickness reporting procedure and contact their Manager at the earliest opportunity should they be unfit for work.

10 Equipment

- Employees will be provided with the appropriate technology to enable them to be connected to their team and fulfil their duties.
- Employees must be aware that IT support hours may not align with agile working times.

- Should employees experience technology issues they must contact the IT helpdesk as soon as possible and make themselves available for travel into a WDC office base location as required or necessary to enable them to have their equipment fixed or replaced.
- Agile workers may require additional equipment to work effectively from home. Reasonable costs for additional equipment can be reclaimed. This must be done with prior agreement by line managers and after undertaking the relevant DSE assessment.
- Laptops, removable devices and WDC mobile phones should always be locked when unattended.
- If working from home/another location, the working environment must be suitable, free of interruptions and with a suitable workspace and technology to enable effective communication and with due regard to confidentiality.
- Agile workers who experience technology difficulties may be required to work from a WDC work location on a temporary or permanent basis.

11 Employee responsibilities

It is the employee's responsibility to:

- Support the delivery of WDCs vision, clearly demonstrating our behaviours and values.
- Comply with all council policies and procedures including Information Governance and Health & Safety. Adhering to the same working standards as would apply in a fixed office base.
- Complete a Display Screen Equipment (DSE) assessment for home working locations with support from the Line Manager to confirm that it is suitable for agile working.
- Discuss any reasonable adjustments with their Line Manager (following the DSE).
- Keep in regular contact with their Line Manager.
- Ensure Health and Safety requirements are always maintained.
- Promptly raise any concerns with their Line Manager.
- Ensure that performance targets and outputs are met as agreed with their Line Manager.
- Ensure that all data is always kept secure and in line with policy.

12 Line Manager responsibilities

It is the line manager's responsibility to:

- Apply this guidance consistently, equitably, fairly, and objectively in accordance with the WDCs vision. Seeking further advice and guidance from their Line Manager or HR where necessary.
- Ensure, jointly with the individual, that agile working conditions include the most appropriate use of technology to reduce the production of paper or manual records and that records management and data protection requirements and processes are in place to comply with the obligations of that service area.
- Ensure that an IT and workstation inventory is maintained for any items that leave council premises and that they and the individual is aware of the responsibilities on each to return/retrieve any such equipment when the agile working arrangements cease.
- Maintain contact with employees on a regular basis.
- Offer support to employees to get the best out of agile working.
- Ensure that Health and Safety Policies and standards are always maintained.
- Set performance expectations and manage outcomes.

- Identify any training or support which is appropriate to support agile working.
- Promptly raise any concerns with agile working arrangements with the employee.
- Ensure that all data is always kept secure.
- Treat all equitably, inclusively, and fairly no matter where they work from.

13 Discipline and grievance

- All current policies & procedures regarding disciplinary and grievance remain the same, for further details please visit the intranet pages.

14 Data Protection

- WDC is committed to ensuring compliance with its obligations under UK GDPR. This includes ensuring the security and safekeeping of all work-related personal data held both on WDC's premises, transporting devices and paper files in personal vehicles and held by individuals working remotely. All employees should abide by WDC's Data Protection Policies and Procedures.
- Managers should be aware of confidential and/or sensitive information that is taken out of the Council setting to another environment with a secure method for these files/documents to be returned once the individual no longer requires the information. Confidential paper information should be disposed of securely either at home or in an office setting.
- WDC retains the right to withdraw agile working arrangements if data confidentiality is not maintained.
- Whether working from a public location, a Council work setting or in the home environment there is a need to keep data safe, be aware of having confidential conversations outside of Council settings even in the home environment with other people present. If individuals work with sensitive data or information a privacy screen should be supplied by line managers.
- All individuals have an implied duty not to disclose confidential information or use it for any purpose other than WDC's business.
- Individuals should only be using WDC issued equipment, including phones, for WDC business purposes.
- Agile workers must ensure that any documentation which contains personal data (such as data on customers, contractors, or our people), should be kept in a lockable area. When finished with, such documentation should be returned to the organisation to be stored or disposed of appropriately at the first available opportunity.
- Printing of data at home is not permitted on non WDC equipment.

15 Health and Safety

- WDC is still responsible for the welfare, health, and safety of agile workers.
- Equipment supplied by WDC will be suitable for its purpose and in good working order. Should individuals feel equipment is not in good working order they should contact their Line Manager to review immediately.
- WDC is responsible for the equipment it supplies. However, employees domestic supply, including electrical sockets, remains their responsibility.
- Should an accident occur while working remotely, employees should inform their Line Manager/Health & Safety Officer at the earliest opportunity and follow the Health and Safety guidelines.

16 Mortgages/Tenancy Agreements

- Employees may need to check with their mortgage providers or landlords that there are no issues with them working from a home environment in respect of their mortgage terms and conditions and tenancy agreements.

17 Insurance

- WDC is responsible for the insurance of equipment it provides.
- Employees may also need to check their home insurance and that there are no issues with working from home in respect of policies and premiums.

18 End of employment

- Equipment (and any documents and material, written or otherwise) supplied by the council shall remain the property of the council and must be returned immediately in good working order when either:
 - Employment has ended.
 - Any agile working arrangement ends.
 - Management request that it be returned.
- Line managers must follow leaver's guidance at the end of employment.

Related Policies

1. Flexi-time scheme and Time Recording Policy
2. WDC Business Travel & Expenses Policy
3. Ways of Working – Managers' Guide



WELL-BEING STRATEGY

2023 – 2027



1. **Vision**

1.1 Warwick District Council is a great place to work, where employees are engaged, productive and empowered to flourish both in and outside of the working environment. It is an organisation where everyone feels valued and can access the tools, skills and opportunities to support their health and wellbeing.

1.2 We want our staff to be as healthy and happy as possible inside and outside of work. As an employer we have certain things in place to ensure our staff have the support and care they need to do their jobs effectively.

2. **What are the Benefits of Health and Well-being**

2.1 For employees:

- ✓ Improved general health
- ✓ Increased job satisfaction
- ✓ Increased self-esteem and sense of wellbeing
- ✓ More productive and engaged

2.2 For the Council:

- ✓ Higher levels of engagement
- ✓ Flexibility and able to retain staff
- ✓ Increased capacity



3. **Purpose and Objectives**

3.1 The purpose of the Wellbeing Strategy is to set out the approach and rationale in supporting workforce wellbeing. It reflects the priorities set out in the Council's People Strategy and Business Strategy.

3.2 The link is also significant with the external Warwickshire Health and Wellbeing Strategy, which is a high-level plan for improving health and wellbeing and reducing differences, or inequalities in health within Warwickshire (of which WDC is a partner). The relevant priorities linked to this strategy are:

- Help people improve their mental health and wellbeing, particularly around prevention and early intervention in our communities.
- Reduce inequalities in health outcomes and the wider determinants of health.

It also is aligned to the South Warwickshire Plan Delivery Group which is the delivery vehicle for the high-level priorities agreed by the Warwickshire Health and Wellbeing Strategy. The key areas identified for action across South Warwickshire are:

- Mental Health, suicide and bereavement
- Covid -19 response and recovery
- Climate Emergency
- Respiratory Health
- Obesity/outcomes for Infants, Children and Young People

3.3 The Council has shown continued commitment to invest in health and wellbeing by providing resources to create a positive work environment including the BUPA Health and Well-being scheme; 24 hour Employee Assistance Programme (EAP); Work Perks; Employee Support Officers; Health Officers Group; enhanced Occupational Health support for specific areas e.g. menopause; training on mental health and resilience for all staff; Staff Voice Group; Ways of Working Guide; Bicycle User Group; Unison support together with signposting to health resources on the dedicated health and well-being pages on our intranet.

3.3 The objectives of the strategy are to:

- Take a strategic and integrated approach to protect and promote the health, safety and wellbeing of all employees.
- Secure a common understanding of the priority actions and resources required in building and strengthening our workforce wellbeing programme and 'offer'.
- Support the Council to maintain a safe and healthy working environment.
- Improve the mental, physical, social and financial wellbeing of our workforce.
- Encourage and support our employees to develop and maintain a healthy lifestyle and make positive health choices.
- Support employees with health conditions to maintain access to or remain at work.
- Improve staff satisfaction, engagement and morale.

4. Our Well-Being Pillars

4.1 Our Staff Wellbeing Strategy 2023 – 2027 will focus on five key pillars of integrated wellbeing where there are direct links and overlap to each theme:

4.2 Mental Health

- Create a culture of open discussion around stress and mental health.
- Supporting individuals to better manage their psychological wellbeing and develop personal resilience
- Provide better access to support, advice and sign-posting
- Development of the 5 ways to wellbeing
- Utilise the 24-hour Employee Assistance Programme/counselling.
- Staff referral to mental health services including occupational health
- Mental Health First Aiders developed
- Promote the 'Dear Life' website for suicide prevention
- Promote the new Wellbeing for Warwickshire service which provides Warwickshire residents with access to 24 hour, 365 days-a-year mental health and emotional wellbeing support

4.3 Work/Life Balance (Wellbeing)

- Create an environment where people feel empowered and are educated about their physical wellbeing
- Review our working environment and ways of working.
- Wellbeing and resilience support for staff
- Updates to workstyles policies/agile working

4.4 Self Development/Improvement

- Training/E-learning/Job shadowing/secondment opportunities
- Support for professional qualifications
- Improve the relationships we have with each other across the organisation.
- Build healthy, collaborative, nurturing and supportive relationships, which includes good leadership, to foster a genuine community within WDC.
- Encourage civic and community engagement to improve a sense of belonging e.g., volunteering.

4.5 Communication

- Staff surveys
- WDC Intranet for signposting
- 5 things e-mail and weekly updates from CXO
- CX Talks/Team meetings/1-1's/social networking
- Team 'coffee' mornings
- Promotion of the Applause Box

4.6 Our Personal Health (& Safety)

- Support people to take care of themselves and make positive steps around health in areas such as sleep, nutrition, physical activity, smoking, alcohol, and drinking enough water
- Promotion of our DSE assessments for all staff
- Subsidised winter flu jabs
- Links to the Health and Safety Group
- Smoking cessation support

- Health check information, linked to Applause Box

5. Action Plan

The Health and Well-being Actions Plan is updated annually to reflect the priorities of the Council linked to the overall People Strategy.

6. Monitoring & Governance Evaluation

- 6.1 The Health Officer Group, has accountability for reviewing the wellbeing strategy, as well as monitoring its effectiveness. This can be measured through: feedback from staff e.g. Staff Survey and group engagement; management data and analysis; learning from exit interviews; feedback from themes discussed with Employee Support Officers and Unison
- 6.2 The Health Officer Group will identify and prioritise actions and activities that will promote wellbeing and increase the sense of wellbeing among employees. Updates will be provided to the Transformation Steering Group on a quarterly basis.
- 6.3 Service areas will review their own management data to review any employee health concerns at management team meetings and determine appropriate action(s).
- 6.4 To ensure it stays relevant, the strategy will be reviewed annually along with the actions plan.

January 2023

Title: Amendment to Agreement Relating to Joint Negotiation,
Consultation and Communication

Lead Officer: Tracy Dolphin tracy.dolphin@warwickdc.gov.uk

Portfolio Holder: Councillor Jody Tracey

Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	20.2.23	Jody Tracey
Finance	20.2.23	Andrew Rollins
Legal Services		-
Programme Director for Climate Change	20.2.23	Dave Barber
Chief Executive	20.2.23	Chris Elliott
Head of Service(s)	20.2.23	Tracy Dolphin
Section 151 Officer	20.2.23	Andrew Rollins
Monitoring Officer	20.2.23	Andrew Jones
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The report summarises an update to the Agreement Relating to Joint Negotiation, Consultation and Communication agreed between WDC and WDC Branch of Unison.

Recommendations

- (1) That Employment Committee approve the updated agreement as set out in Appendix 1 and agreed with Unison.
- (2) That Employment Committee recommends to Council the proposal to cease to recognise, negotiate or consult with GMB Union on all matters within s178(2) Trade Union and Labour Relations (Consolidation) Act 1992 TULR(C)A '92.

1 Reasons for the Recommendations

- 1.1 Further to a review of the Agreement Relating to Joint Negotiation, Consultation and Communication with Unison it was identified that changes to the agreement were required which included: the number of representatives from Unison to equal that of members from each recognised political groups; deletion of reference to GMB (as recommended in (2)). Inclusion of Deputy Chief Executive or 'nominated representative'; deleted reference to 'all employees' as part of the consultation process but included for statutory purposes on page 9; deleted timetable, which was out of date, but to include 'timetable to be agreed with UNISON'.
- 1.2 It is believed that the Managerial and Professional Officers Union (MPO) was recognised, by Warwick District Council, for collective bargaining purposes in the late 80's. Since that time, it merged with the GMB, becoming GMB/MPO, and subsequently was rebranded as GMB. WDC's Time off For Trade Union Activities and Joint Consultation Agreement both make reference to Unison and GMB/MPO.

Therefore, a relationship was inherited with the GMB Union. Over recent years no member of WDC staff has undertaken the role of GMB Secretary and communication has taken place with the regional office. Invitations and papers of the MTU are sent but not responded to. WDC is not aware of any current GMB members and as subscriptions are not made through payroll, but via direct debit, it is not possible to quantify numbers.

Therefore, in order to prioritise and streamline consultation and communication with Unison, Warwick District Council's other recognised union it is proposed to derecognise GMB.

A letter was sent to the GMB Regional Secretary advising of the proposal to derecognise the union, but a response has not been received within the requested one-month period. During subsequent correspondence no reason was given by the GMB as to why the Council should not proceed with the de-recognition.

2 Alternative Options

- 2.1 The Council could choose not to revise the agreement but this would not assist officers to further develop constructive engagement within the scope of the agreement with Unison and supporting committees/groups.

3 Legal Implications

- 3.1 Legal process for removal of GMB as recommended in this report has been adhered to.

4 Financial

- 4.1 None

5 Business Strategy

- 5.1 Warwick District Council has adopted a Business Strategy which sets out key areas for service delivery. This report contributes to the delivery of these strategic aims by providing the process for effective consultation for organisational planning and policies.

6 Environmental/Climate Change Implications

- 6.1 No implications.

7 Analysis of the effects on Equality

- 7.1 The proposals support the Council's commitment to Equalities, Diversity and Inclusion within the Council.

8 Data Protection

- 8.1 There are no employee data protection implications of this proposal.

9 Health and Wellbeing

- 9.1 The proposals support the Council's commitment to Health and Well-being within the Council.

10 Risk Assessment

- 10.1 The risk of not implementing these proposals will impact on the agreed approach to consultation within the Council.

11 Consultation

- 11.1 Consultation with Unison has taken place with no objections.

- 11.2 Further communication with staff will follow Employment Committee.

Background papers:

None

Supporting documents:

None

Agreement Relating to Joint Negotiation, Consultation and Communication

between

Warwick District Council

and

Warwick District Council Branch of Unison

Chief Executive

**Warwick District Council
Amended February 2023**

Definitions

Term	Definition
The Authority or Council	Warwick District Council (WDC)
Elected Members	Councillors elected to serve on WDC
Recognised Trades Union	UNISON
Trade Union Officials	Full time/part time/lay officials of UNISON who are not employees of WDC
Local Trades Union Representatives	Representatives UNISON who are employees of WDC
Branch Secretary	Individual holding the elected position of Branch Secretary for UNISON
Chief Executive	The Head of the Paid Service of WDC
Deputy Chief Executive	Deputies to the above
Management	The collective term for the Chief Executive, Leadership team of WDC and Senior Officers
Employer's Side	The collective term for The Elected Members/Management
Trades Union Side	The collective term for the recognised trade unions
MTU	Shortened version of Member/Trades Unions Joint Consultation and Safety Panel
Joint Forum	Shortened version of Joint Communication Forum
Chair	The individual who has been appointed to Chair

1. **Introduction**

The Elected Members, Management and Unison jointly recognise the importance of good industrial relations. The need for regular, open, effective, two-way communication is integral to this.

Accordingly, a structure has been agreed to enable collective bargaining (discussions to be channelled, organised, and focused towards) to achieve mutual agreement on employee related issues of negotiation and consultation.

Consultation over individual cases of grievance and discipline will take place with respective trade union representatives.

2. **Members/Trades Unions Joint Consultative and Safety Panel**

Members – representative from each recognised political group
Trades Unions Representatives UNISON - equal to Members (as MTU)
Chief Executive (non-voting)

3. **Joint Communication Forum**

Chief Executive
Head of People and Communications
Deputy Chief Executive, or a nominated representative
Trades Union Representatives: equal to Members (as MTU)

4. **Service Specific Dialogue**

Heads of Service
Senior Managers & Senior Officers
Local Trades Union Representatives/HR Representative

5. **General Principles**

- Discussion within this structure will encompass any collective matters related to the employees of WDC.
- It is the joint aim that all issues should be dealt with and resolved at the lowest possible level in a speedy and effective manner.
- All parties are committed to ensuring that this structure enables regular, effective and two-way communication to take place.
- To ensure that the Trades Union representatives may voice the view of the employees to the Council on any proposals which are likely to affect employees. These include:
 - a) All issues related to the employment, NJC for local government and JNC for Chief Officers
 - b) The allocation of people resources
 - c) Aspects of the work environment
 - d) Operational changes which affect job prospects and job security of particular groups
 - e) Changes to terms and conditions of employment

6. **Members/Trades Unions Joint Consultation and Safety Panel**

6.1 **Membership**

The Panel shall comprise of a member from each recognised political group on the Council to be appointed annually by the Council and an equal number of recognised trades unions representatives from UNISON. The elected Members will be appointed at the annual Council meeting each year and changes to the appointments can be made in line with Council Procedure Rules. It is recognised that trade unions representatives may change throughout a year and therefore amendments to the membership can be communicated at any time to Committee Services. Due to the nature of the work of the Panel, substitutions are not provided for because it is deemed important for Members to regularly attend for consistency of dialogue and engagement

6.2 **Access to Meetings**

Panel meetings will not be open to the public as the Panel deals with internal human resources only. The agendas and minutes of meetings will be deemed as confidential for the reason that the meeting is not public.

6.3 **Frequency**

Meetings of the Panel shall be held in accordance with the calendar of meetings, normally meeting two weeks before Employment Committee. Further meetings will be convened by the Chief Executive within seven working days of either side submitting a written request. The Chief Executive, with the mutual agreement of both Chair, may cancel a meeting if there is insufficient business, subject to a minimum of one meeting being held each year.

6.4 **Chair**

Both the employer's side and the employees' side shall appoint a Chair-person. Each Chair shall preside over alternate meetings. Neither Chair shall have a casting vote.

6.5 **Functions**

The functions of the Panel shall report to the Employment Committee through recommendations on the following:

- (i) To provide and maintain regular and effective lines of negotiation, consultation and communication between the Council and its employees;
- (ii) To consider and make recommendations to the Employment Committee on matters referred to it by either side of the Panel;
- (iii) To consider any matters referred to it by the Council and/or a committee of the Council;
- (iv) To assess and make recommendations to the body corporate on issues of health and safety. In particular on:
 - Reports regarding the health safety and welfare of employees.
 - Health and safety developments, plans, projects and policies.
 - The introduction of any measure which sustainably affects the health and safety of employees.
 - The provision of health and safety training.
 - Arrangements for appointing 'competent persons' in accordance with the management of health and safety at work regulations.
 - Adequacy of health and safety communications.

6.6 Rules and Regulations

- i. The agenda for the Panel shall be prepared and forwarded to members of the Panel at least five working days before the meeting. Only items on the agenda will be discussed at the meeting. By exception, emergency items may be added to the agenda subject to agreement by both Chair.
- ii. The quorum of the Panel shall be four, comprising a minimum of two from each side.
- iii. No resolution shall be regarded as carried unless it has been approved by a majority of those present on each side of the Panel. In the event that the MTU is unable to arrive at a resolution, the matters in dispute shall be referred, by agreement of a majority of each side, to conciliation or, as appropriate, to West Midlands Local Government Association or a mechanism for binding arbitration.
- iv. All meetings of the Panel shall be minuted (not verbatim) and circulated after approval by both Chair. Following the meeting, any recommendations to the Employment Committee will be approved by both Chair and included on the Committee's next agenda. The recommendations will be in the public domain, unless they fall specifically under one of the provisions of Local Government Act 1972 - Schedule 12A After the Local Government (Access to Information) (Variation) Order 2006. The minutes of the Panel will be formally adopted at the next meeting of the Panel and remain confidential because the meetings are not public meetings. However, it is recognised that all Members, including those of the Employment Committee, have full access to these via the Committee Management System.
- v. It is accepted that as issues demand, Council officers will be in attendance and, subject to the normal courtesies, trades unions officials e.g. regional officers, may attend. Neither of these groups will have voting rights.
- vi. Subject to a written request seven days in advance and the agreement of both Chairs, the Employers and Trades Unions side shall be allowed to have advisers present for specific items, when necessary. Advisers shall not have voting rights.
- vii. All agenda items should include a suitable briefing paper.

7. **Joint Communication Forum**

7.1 **Membership**

The Joint Forum shall comprise the Chief Executive, Head of People and Communications, the Deputy Chief Executive (or nominated representative) and representatives (as identified for MTU).

7.2 **Frequency - Quarterly**

One meeting of the Joint Forum shall be held quarterly. Further meetings will be convened by the Head of People and Communications within seven working days of either side submitting a written request or by joint agreement.

The Head of People and Communications, with the mutual agreement of both Chairs, may cancel a meeting if there is insufficient business.

7.3 **Chair**

Both the employer's side and employees' side shall appoint a Chair; each Chair shall preside over alternate meetings. Neither Chair shall have a casting vote.

7.4 **Functions**

The functions of the Joint Forum shall be to facilitate two-way communication, and to provide a forum for consultation, negotiation and the resolution of disputes.

7.5 **Rules and Regulations**

- i. All documentation will be produced in reasonable time for consultation before the agenda is published. If documentation is not produced in reasonable time for consultation, then a future date will be agreed for implementation of any issues requiring consultation
- ii. The agenda for the Joint Forum shall be prepared and issued to members of the Forum at least five working days before the meeting. Only items on the agenda accompanied by a briefing paper will be discussed at the meeting. By exception, emergency items may be added to the agenda subject to agreement by both Chairs.
- iii. The quorum of the Forum shall be four comprising a minimum of two from each side.
- iv. No resolution shall be regarded as carried unless it has been approved by a majority of those present on each side of the Joint Forum ensuring that all recognized unions have had the opportunity to be consulted. In the event that the Joint Forum is unable to arrive at an agreement the matter in dispute shall be referred to the MTU.
- v. All meetings of the Joint Forum shall be minuted (not verbatim), and after approval by both Chairs the minutes will be circulated and subsequently formally adopted at the next meeting of the Joint Forum.
- vi. Subject to the prior agreement of both Chairs, which should not normally be withheld, the Employer's and Trades Union Side shall be allowed to have advisers present for specific items, when necessary. Advisors shall not have voting rights.

8. **Service Specific Dialogue**

8.1 **Membership**

Heads of Service
Senior Managers
Senior Officers
Local Trades Union representatives
HR Representative

8.2 **Frequency**

Regular meetings are advocated and may be called by either side giving one week's notice. Scheduled meetings may be cancelled by mutual agreement if there is insufficient business.

8.3 **Functions**

The functions of the service area discussion meetings shall be:

- a. To enable regular, effective and two-way negotiation, consultation and communication to take place between Heads of Service and departmental trade union representatives.
- b. To discuss issues of departmental/directorate concern only.
- c. To discuss day to day operational matters affecting employee relations issues.

9. Management Guidelines – Consultation Review Process

9.1 Purpose

The purpose of this agreement is to facilitate the smooth introduction of change by ensuring that full consultation is carried out prior to its implementation.

This may take place at a local (Service) level or on a corporate (Council wide) level.

9.2 Scope

Consultation will take place with representatives from Trade Unions recognised by, Warwick District Council, on behalf of WDC employees, on the following matters.

- Staffing review/re-organisation/restructuring
- Redeployment
- Changes to working hours/working practices
- Changes to the physical working environment
- Changes to local (departmental) terms and conditions
- Policy proposals/review/legislation
- Redundancy

Individual consultation with employees will take place in relation to redundancy/restructuring proposals in accordance with statutory requirements.

It is not intended to cover minor operational changes that fall within the scope of normal day to day management, for example small alterations to work allocations within job descriptions.

9.3 Principles

- a) Consultation should begin at the earliest possible opportunity. This may be before the precise details of the changes to be implemented are known, provided agreement in principle has been reached on the review/project objectives. The Trade Unions should be officially notified at this time. A consultation timetable will be shared with Trades Unions.
- b) The consultation process should be as full and frank as possible, the aim of the process is to ensure that information is made available to employees so that they are aware of why the changes are necessary and are less vulnerable to rumour and the 'grapevine'.
- c) The consultation process needs to be conducted so that it allows the concerns of employees to be properly addressed, both in terms of the time allowed and the information provided.
- d) The process will be initiated and led by the Review Manager, in consultation with HR. Local trade union representatives will be briefed initially, followed as soon as possible thereafter by the employees affected.
- e) Local trade union representatives may request the presence of branch trade union official at consultative meetings, should they feel the need for a wider view.

9.4 Procedure for Corporate Issues

- a) If a proposed review will have implications for any Service, HR or a member of SMT, will consult the Unions regarding the proposal as soon as possible.
- b) Further consultation will take place as necessary, with the Trade Unions being able to request the opportunity to meet with the Review Manager.
- c) The Review Manager or his/her representative will follow the procedure outlined in the Consultation Process Documentation. The timetable for consultation will be agreed with the Trades Unions at the outset.
- d) All reports submitted to committee regarding a restructure of staff or policy review must include a separate section outlining details of the consultation that has taken place with the Trade Unions.
- e) The proposed changes are implemented after ratification.
- f) Throughout the review consultation process discussions on specific issues relating to individual members of staff will take place with the individual and the trade unions as necessary.

9.5 **Procedure for Operational Management Issues**

- a) The procedure will be identical to the procedure above except that the issues will be within one Service and therefore do not have a corporate impact.
- b) The Review Manager will be either the Deputy Chief Executive; Head of Service or the Service Area Manager as appropriate.
- c) HR may be involved to provide an advisory role to the review manager or to organise support.