

2019/20 Revenue Budget - Allocation of Permanent Funding by Service

Description	2019/20 £'000
Education Services	
Inflation	677
Home to School Transport - An allocation to meet demand pressures in home to school transport as a result of the increased in school age population and the increase in the proportion of pupils with SEN requiring personalised transport solutions.	1,082
School Improvement - Investment in the local authority school improvement offer to support the implementation of the Warwickshire Education Strategy	200
Total for Education Services	1,959
Environment Services	
Inflation	354
Waste Management - An allocation to meet the increased demand as a result of housing growth combined with the increased costs of contracts and recycling credits above the rate of inflation.	385
Street Trees - Investment to maintain the tree stock on streets across Warwickshire including addressing maintenance backlogs, accelerating cyclical maintenance and, where necessary, replanting	75
Total for Environment Services	814
Fire and Rescue Service	
Inflation	1,524
Total for Fire and Rescue Service	1,524

2019/20 Revenue Budget - Allocation of Permanent Funding by Service

Description	2019/20 £'000
Strategic Commissioner - Communities	
Inflation	775
Armed Forces Covenant - An allocation to provide a permanent source of funding for this activity, reflecting the County Council's policy commitment.	30
Tourism - An allocation to support delivery of the 3 year forward plan for Tourism 2018-22, maximise opportunities arising from the City of Culture and the Commonwealth Games for Warwickshire and to work more proactively with partners to support local Warwickshire tourism.	90
Promotion of Coventry and Warwickshire Economic Growth - An allocation to support the work of the Council as an active partner in the Coventry and Warwickshire Economic Growth partnership to raise the profile of the Coventry and Warwickshire area on a global stage; promote the investment opportunities within the sub-region; develop new and stronger relationships with key partners, stakeholders and businesses who may be looking to invest in the local area; and promote key sites/areas of investment of importance to the County Council and Warwickshire.	60
Transport Planning - An allocation to enable the service to respond to demand and develop proposals for new infrastructure as a result of housing/business growth across Warwickshire in a timely and effective way.	200
Total for Strategic Commissioner - Communities	1,155

2019/20 Revenue Budget - Allocation of Permanent Funding by Service

Description	2019/20 £'000
Adult Social Care	
<i>In addition to funding inflation we will invest £5.053 million on a permanent basis in adult social care services, using the funding generated from the adult social care levy. The list below shows how this funding will be utilised in 2019/20. The use of this funding to most effectively support older people and vulnerable adults over the medium term will be reviewed as part of developing the 2020-25 Corporate Plan and once there is greater clarity as to how the service will be funded in the future.</i>	
Inflation	5,000
Direct Payments and Provider Payments Portal - An allocation to implement a Direct Payments card, an online invoicing solution for Adults Homecare providers and a reablement time administration system.	157
Preventative Contracts - Investment to introduce new preventative and information and advice contracts to replace ad hoc spot provision	1,332
Mitigation of Future Demand - Investment in initiatives and service developments to transform social care services or enhance partnership working with a view to mitigating future demand	2,388
Support to Adult Carers - In 2019/20 this funding will be allocated, on a pilot basis, to support the work of Children's Services to meet local authority support requirements within the Care Act in recognition of the impact of short breaks services and equipment provision on the adult carers who are prevented from entering the adults social care system.	1,000
Contingency - a allocation set aside to support preparation for managing demand pending the proposals for the long term funding of adult social care	176
Total for Adult Social Care	10,053

2019/20 Revenue Budget - Allocation of Permanent Funding by Service

Description	2019/20 £'000
Children and Families	
Inflation	1,301
Residential Placement Framework Contracts - An allocation to fund the 4% increase in the unit costs under the regional residential framework contract.	100
Allowances - An allocation to meet the growth in the number of statutory orders related to Special Guardianship Orders (SGO), residence orders, child arrangement orders and adoption orders and the requirement, as a result of case law and Ombudsman findings nationally, that require local authorities to have parity between SGO and fostering allowances.	631
Children Looked After (CLA) Placements - An allocation to meet the cost of the demand for placements for children in care.	3,741
Leaving Care Post 16 Accommodation and Asylum - An allocation to respond to the forecast growth in numbers of care leavers and unaccompanied asylum seeking children requiring supported accommodation and also the above inflation increase in unit costs.	1,212
Young Carers - An allocation to replace the external funding previously used to fund this activity to enable the service to be maintained.	50
Integrated Community Equipment Service (ICES) - An allocation to maintain current activity levels by replacing current one-off funding on a permanent basis.	125
Priority Families - An allocation to replace the loss of priority families government grant on a permanent basis	371
Different Futures - Investment to provide permanent funding for the Different Futures project that works with parents to prevent repeated incidents of children being removed from their care.	150
Non-delivery of savings plan - An allocation to ensure the Service is funded on a sustainable basis going forward, removing the reliance on using temporary/short term funding to fund on-going activity	395
Total for Children and Families	8,076

2019/20 Revenue Budget - Allocation of Permanent Funding by Service

Description	2019/20 £'000
Strategic Commissioner - People	
Inflation	781
Total for Strategic Commissioner - People	781
Business and Customer Services	
Inflation	286
Total for Business and Customer Services	286
Commissioning Support Unit	
Inflation	81
Total for Commissioning Support Unit	81
Enabling Services	
Inflation	549
Information Technology Architecture Lead - Investment in the creation of a new lead/manager role for the newly created architecture team that will support and steer organisational strategy and investments in relation to digital and technology.	69
Total for Enabling Services	618

2019/20 Revenue Budget - Allocation of Permanent Funding by Service

Description	2019/20 £'000
Finance and ICT	
Inflation	136
Total for Finance and ICT	136
Governance and Policy	
Inflation	67
Property Feasibility - An allocation to create capacity to undertake property feasibility studies to support services re-configuration of their property requirements and ensure service redesign and transformation is not slowed.	200
Total for Governance and Policy	267
Other Services	
Inflation	1,465
Capital Financing Costs - An allocation to cover the additional borrowing costs of increasing resources in the Capital Investment Fund by £12.5 million	1,000
Early Intervention, Prevention and Community Engagement Fund - An allocation to support projects and initiatives that deliver the organisation's service objectives in relation to supporting Warwickshire's communities and individuals to be safe, healthy and independent. Allocations to individual projects will require business cases that are evaluated against criteria that will be agreed by Cabinet in April 2019.	500
Total for Other Services	2,965
Total 2019/20 Permanent Budget Allocations	28,715

2019/20 Revenue Budget - Allocation of Time-limited Funding by Service

	2019/20 £000	Future Years £000	Total £000
Education Services			
Managing the Dedicated Schools Grant (DSG) Overspend - An allocation of time-limited funding to allow time for the service changes required to bring the spending on schools and pupils with special educational needs and disabilities into line with the grant provided by the Department for Education for this purpose to make an impact.	3,300	1,600	4,900
Total for Education Services	3,300	1,600	4,900
Strategic Commissioner - Communities			
LEP Growth Hub - An allocation to provide funding to for the LEP Growth for the period 2019/20 to 2021/22. The allocation is subject to an annual review that demonstrates progress towards the Growth Hub becoming financially self-sustaining.	128	256	384
HS2 - An allocation to ensure there is capacity to continue work on HS2 mitigation beyond 2019/20 for a further two years.	0	266	266
City of Culture - Investment to deliver City of Culture projects over the next four years that maximise the opportunities for Warwickshire.	250	750	1,000
Total for Strategic Commissioner - Communities	378	1,272	1,650
Adult Social Care			
Winter Pressures - A one-off allocation to support the effective management of winter pressures in conjunction with Health, with funding from the grant provided by the Department of Health for this purpose	2,235	0	2,235
Total for Adult Social Care	2,235	0	2,235

2019/20 Revenue Budget - Allocation of Time-limited Funding by Service

	2019/20 £000	Future Years £000	Total £000
Strategic Commissioner - People			
Homelessness - An allocation to extend the current investment in initiatives to tackle homelessness delivered jointly with the Districts and Boroughs across Warwickshire.	0	300	300
Total for Strategic Commissioner - People	0	300	300
Business and Customer Services			
Old Shire Hall - An allocation to provide an operational subsidy and preserve access to our heritage. The allocation is subject to an annual review.	200	400	600
Total for Business and Customer Services	200	400	600
Other Services			
Early Intervention, Prevention and Community Engagement Fund - A one-off allocation to support projects and initiatives that deliver the organisation's service objectives in relation to supporting Warwickshire's communities and individuals to be safe, healthy and independent. Allocations to individual projects will require business cases that are evaluated against criteria that will be agreed by Cabinet in April 2019.	1,500	0	1,500
Children's Transformation Fund - One-off investment in initiatives to reduce demand for children's social care over the medium term, funded from the one-off grant from the Government allocated to support social care services.	2,849	0	2,849
Total for Other Services	4,349	0	4,349
Total 2019/20 Time-limited Budget Allocations	10,462	3,572	14,034

2019/20 Budget - Savings Plan

Description of change	2019/20 £'000
Education Services	
Access and Organisation; a reduction in planning costs, the removal of funding for vacant sites and removing the provision for the set-up costs of new schools	35
Stop funding redundancy costs for schools and only provide for existing commitments	121
Total for Education Services	156
Environment Services	
Waste Management - a reduction in the waste tonnage going to landfill	193
Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	21
Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	50
Generate income by an increase in the fees payable for licences and permits, including skips, scaffold, street café licenses and vehicular access requests.	5
Increased income from the permit scheme for working on the highway as a result of systems development efficiencies and a more targeted site inspection regime will ensure compliance with permit scheme approvals.	165
Energy savings as a result of the capital investment into LED technology within our street lighting stock.	300
Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	25
Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25
Winter gritting route optimisation as a result of rationalising depots to a single south depot.	25
Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	75
Total for Environment Services	884

2019/20 Budget - Savings Plan

Description of change	2019/20 £'000
Fire and Rescue Service	
Reduce the budget for pensions and ill-health retirements	100
Introduction of a single control room as part of the work on the MoU with West Midlands	300
Use of reserves (one-off) to provide funding for phasing as it is unlikely the control room savings will materialise in 2019/20	(300)
Asset reductions and reconfiguration of fleet maintenance	85
Health and Safety services	46
Review of whole-time deployment, with a view to reducing the number of whole-time firefighters	138
Total for Fire and Rescue Service	369
Strategic Commissioner - Communities	
Increase income targets to reflect current activity levels from Section 184 and Minor Works, Section 38 Agreements and pre application advice for highways.	10
Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and on-street parking charges	44
Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through pro-active measures to improve service quality to enable increased rents in line with market conditions.	30
Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	698
Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council	80
Total for Strategic Commissioner - Communities	862

2019/20 Budget - Savings Plan

Description of change	2019/20 £'000
Adult Social Care	
Service redesign for Social Care and Support teams (except Reablement - separate savings plan), reshaping the workforce to meet the future model of adult social care	550
Use alternative 24 hour care options e.g. extra care housing and supported living	625
Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	184
Remodel direct payment employment support services	150
Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	100
Reduction of demand through early intervention and prevention, with the demand for social care not increasing as budgeted in 2018/19	631
Total for Adult Social Care	2,240
Children and Families	
Children's Centres - implementation of the service redesign to reflect targeting support on those with greatest need	372
Demand Management - through closer performance management, a new model and approach to risk and locality driven support based on intelligence and hot spots resulting in the ability to better target resources	1,000
Reduction in the demand for legal services	150
Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	2,760
Reduction in staff costs	1,316
Develop the use of independent boarding's schools	150
Efficiencies in staff and client travel resulting in an overall reduction in costs	150
One-off funding to phase the delivery of the new plan	(968)
Total for Children and Families	4,930

2019/20 Budget - Savings Plan

Description of change	2019/20 £'000
Strategic Commissioner - People	
Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	923
Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	45
Reduce staffing and overheads across the Business Unit	200
Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	100
Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	735
Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	85
Additional efficiencies across the Business Unit including a review of staff vacancies, efficiencies in the Fitter Futures budget and re-alignment of young carer budget support	200
One-off funding to phase the delivery of the new plan	(200)
Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services.	400
Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	122
Integration of existing commissioning functions into a single commissioning service and generation of an income stream through joint commissioning with and on behalf of partner organisations	25
Reduction in historic pension costs that will decline naturally over time	12

2019/20 Budget - Savings Plan

Description of change	2019/20 £'000
Strategic Commissioner - People (continued)	
Reduction in the contingency and projects budget of the Business Unit and the delivery of a rationalised Head of Service structure once the redesign and transformation work has been delivered.	122
Rationalisation of the system supporting the Local Authority Designated Officer function with the main social care ICT systems to enable a saving in licensing costs and reductions in Google licence costs	20
Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	31
Total for Strategic Commissioner - People	2,820
Business and Customer Services	
Increase income from the Registration Service	35
Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	90
Total for Business and Customer Service	125
Commissioning Support Unit	
Reduction in management and operational capacity through streamlining processes and redesigning the service.	45
Reduction in software tools and procured data sets which are used to provide insight and intelligence in support of transformation and service delivery for the Council.	10
Reduction in the contingency & project budget of the Business Unit and the delivery of a rationalised structure	60
Reduction in Business redesign & collaboration functions and funding for service specific learning & development activity.	35
Total for Commissioning Support Unit	150

2019/20 Budget - Savings Plan

Description of change	2019/20 £'000
Enabling Services	
Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	229
The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.	31
Savings in the costs associated with the management of the Service. It also includes an option to offer staff alternative working arrangements such as reduced hours.	65
Reduction in the costs associated with the management and support of the ICT Infrastructure equipment that is used to deliver our ICT systems and related facilities.	100
Reduction in the funding associated with the provision of ICT Help Desk and Support Services, and a further reduction in the volume and costs of the personal computing facilities provided to staff and elected members.	140
Savings in the staffing budget for the Strategy, Programme and Information Team as Project and Programme management support capacity is reduced as part of the general reduction in size of the Council.	100
Rental income from Educaterers	21
Review of facilities management budgets, service specifications and IT interfaces	49
Total for Enabling Services	735
Finance and ICT	
Reduction in the support for service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts.	5
Reduction in staffing capacity by focussing on greater use of standardised processing of transactions, less manual intervention and exploring the benefits of a broader transactional service across the organisation.	90
Total for Finance and ICT	95

2019/20 Budget - Savings Plan

Description of change	2019/20 £'000
Governance and Policy	
Workforce Strategy and Organisational Development Service - Redesign the service reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.	49
Increased surplus from external legal work - combination of reducing operating costs, increasing utilisation and delivering more external hours to external customers at increased hourly rates.	34
Reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings (both urban sites and smallholdings) to reduce long term debt	955
Release of contingency	85
Repayment of Hawkes Point self-financed borrowing	198
Reduced maintenance of the smallholdings estate	7
Use of one-off resources to match the timing of when capital receipts from the sale of strategic sites are expected to be received	(473)
Total for Governance and Policy	855
Total 2019/20 Savings	14,221

This figure is net of the use of reserves/grants for the Fire and Rescue service (£300k), Children' Services (£968k), Strategic Commissioner - People (£200k) and Strategic Commissioner - Governance and Policy (£473k). Excluding these means the savings plans proposed require services to deliver savings of £16.162 million on an on-going basis.

Warwickshire County Council – Pay Policy Statement 2019/20

1 Statutory Requirement

- 1.1 Section 38 of the Localism Act 2011 requires that local authorities must prepare and approve an annual pay policy statement, applicable to all staff except those employed in schools, by 31 March immediately preceding the year to which it relates.
- 1.2 The pay policy statement must set out the authority's policies for the financial year relating to:
 - the remuneration of its Chief Officers (which for the purposes of this Act and in the case of the County Council, includes the Chief Executive, Strategic Directors, Assistant Directors and the Chief Fire Officer)
 - the remuneration of its lowest paid employees, and
 - the relationship between:
 - the remuneration of its chief officers and
 - the remuneration of its employees who are not chief officers
- 1.3 The pay policy statement must state:
 - the definition of "lowest paid employees" adopted by the authority for the purposes of the statement, and
 - the authority's reasons for adopting that definition
- 1.4 The statement must include the authority's policies relating to:
 - the level and elements of remuneration for each chief officer
 - remuneration of chief officers on recruitment
 - increases and additions to remuneration for each chief officer
 - the use of performance-related pay for chief officers
 - the use of bonuses for chief officers
 - the approach to the payment of chief officers on their ceasing to hold office under or be employed by the authority
 - the publication of and access to information relating to the remuneration of chief officers
- 1.5 A pay policy statement may also set out the Authority's policies relating to the other terms and conditions applying to the authority's chief officers.
- 1.6 The following paragraphs seek to meet these statutory requirements by setting out County Council policy in the above prescribed areas, having firstly summarised the background to pay issues within this Authority.

2 Remuneration Policies

- 2.1 In seeking endorsement of the pay policies summarised below, the wider picture of job reductions and reductions in benefits and allowances needs to be taken into account.
- 2.2 The savings proposals contained within the Council's One Organisation Plan 2017- 20 involves an anticipated reduction of 317 posts. Further staffing reductions may result as the Council determines and introduces a new whole Council operating model during 2019/20.
- 2.3 The Council operates the National Living Wage for all staff regardless of age.
- 2.4 The County Council's policy in respect of the vast majority of its employees is to pay staff in accordance with pay frameworks and terms and conditions agreed by the national negotiating bodies representing local authorities and recognised trade unions. Review of Pay and Conditions and any discretionary pay awards to Hay graded staff are agreed by the Staff and Pensions Committee which has delegated authority for all issues relating to remuneration of staff.
- 2.5 For the majority of its employees the Council's policy is to implement the pay framework and terms and conditions, unless locally agreed otherwise, prescribed by the National Joint Council for Local Government Services ('NJC'). For Hay graded staff pay awards ordinarily follow the NJC national recommended award.
- 2.6 A NJC pay agreement and new NJC pay spine exists for the period 1 April 2018 to 31 March 2020.
- 2.7 The Council's policy is to evaluate posts in accordance with the job evaluation scheme agreed by the NJC and then to incorporate these posts into the relevant pay bands accordingly within the salary spine.
- 2.8 It is the Council's policy to pay a temporary and reviewable 'market supplement' to salary levels within the NJC pay framework where there is clear and demonstrable evidence that the salary level otherwise attached to the post creates substantial recruitment, retention or 'market uncompetitiveness' difficulties.
- 2.9 Other groups of employees are paid in accordance with salaries or salary scales agreed by the relevant national negotiating bodies. These groups include uniformed fire and rescue staff, youth workers, craft workers and those falling within the ambit of the Soulbury Committee or School Teachers' Pay and Conditions agreements.
- 2.10 For all groups of staff paid in accordance with pay frameworks agreed by the national negotiating bodies, the Council's policy is to implement such salary increases as are agreed by those bodies without further local negotiation. Staff and Pensions Committee will consider pay and remuneration which falls outside of the recognised national frameworks and recommendations.

- 2.11 The only exception to the Council's policy of determining remuneration in accordance with national pay agreements, relates to senior professional or managerial employees whose posts are evaluated at more than 760 points under the NJC job evaluation scheme (see paragraph 2.4 above) and for which it would therefore be inappropriate to accommodate within the NJC salary 'spine'. (The relationship between posts covered by the NJC pay framework and this group of employees was supported by the Staff & Pensions Committee on 27th May 2010).
- 2.12 The policy of the Council is to pay this group of employees, which includes the Chief Executive, Strategic Directors and Assistant Directors, within a framework of locally determined incremental salary grades (known as 'Management Bands'), or in the case of the Chief Fire Officer a 'spot' salary payment. See 4.1 detailing a review of the Chief Executive arrangements. Each post is evaluated using a proprietary job evaluation scheme devised by Hay Management Consultants and used widely in the public and private sectors both in the UK and abroad.
- 2.13 Any pay awards to the salary levels attached to each Management Band are reviewed in line with the outcome NJC agreements and where applicable they are applied with effect from the 1st January each year. Currently, the pay framework for Management Band staff covers a salary range from £42,219 to £168,545.
- 2.14 The above policies apply save in cases where the operation of the Transfer of Undertakings (Protection of Employment) Regulations, or other statutory provision, dictate otherwise.
- 2.15 Where a person is appointed under a 'contract for service', rather than as an employee, the Council's Contract Standing Orders are followed to ensure that maximum value for money is secured.
- 2.16 **It is proposed that the County Council applies the remuneration policies set out above for the financial year 2019/20.**

3 Relationship between the highest and lowest paid employees

- 3.1 The policy of the Council to pay employees in accordance with the NJC pay framework means that its 'lowest paid employees' are paid an annual salary of £17,364 pa, or on a pro-rata basis if they work for less than 37 hours per week. This definition does not include those working as apprentices undergoing a recognised national training scheme, those on work experience or those on other placements related to training, which are not established posts within the Council. The reason for excluding those individuals from the definition of 'lowest paid employees' is that the primary aim of their engagement is training and as such, they are not considered to be carrying out the full range of duties when compared to employees in established posts.
- 3.2 This means that the 'salary ratios' between the Council's lowest paid staff and its Chief Executive and Strategic Directors are 1:10.5 and 1:8.4 respectively.

- 3.3 The salary differentials between the highest and lowest paid staff in the County Council, and local government in general, are very much less than in similar sized private sector businesses.
- 3.4 The salary ratios between the Council's median salary level (£25,463 pa) and that of the Chief Executive and Strategic Directors are 1:7.1 and 1:5.8 respectively.

4 Specific policy and practice: The level and elements of remuneration for each chief officer

- 4.1 The remuneration arrangements for the Chief Executive salary are currently under review and will result in this position being paid on either a determined range or spot salary. Currently a spot salary of £168,545 pa is paid to the Chief Executive position. No other salary payments are made to the Chief Executive.
- 4.2 The Chief Fire Officer is paid a 'spot' salary of £128,689 pa (including the 1 January 2019 pay award) based on Hay evaluation. No other salary payments are made to the Chief Fire Officer. A car is provided for this role.
- 4.3 Each of the Strategic Directors are paid on the same five point incremental scale under Hay, currently £132,038 - £146,464 as agreed in December 2015 and in accordance with independent advice from Hay Management Consultants and increased annually thereafter (see paragraphs 2.5 and 2.12 above). No other salary payments are made to the Strategic Directors.
- 4.4 Assistant Directors are paid on a ten point incremental scale (£85,719 - £116,555). Progression within the scale is determined by a performance management framework.
- 4.5 Subject to the approval of the Chief Executive or Strategic Directors for Assistant Directors and Chief Fire Officer; Chief Executive for Strategic Directors; Staff and Pensions Committee for the Chief Executive, a temporary honoraria payment may be made where a Chief Officer undertakes duties outside the scope of their normal job.
- 4.6 It is not the Council's policy to increase the pension benefits of the Chief Officers.
- 4.7 It is not the Council's policy to provide benefits in kind to Chief Officers other than a car to the Chief Fire Officer which is necessary for their role.
- 4.8 The maximum car mileage allowance paid to Chief Officers is that prescribed for 'casual users'.
- 4.9 Details of the salary scales attached to the roles of the Chief Officers are accessible on the Council's website.
- 4.10 The appointment of all employees is made in accordance with the Council's Officer Employment Standing Orders.

5 Specific policy and practice: Remuneration of Chief Officers on recruitment

- 5.1 Where recruitment is to a new post or the duties of the post have changed significantly, the post is re-evaluated and placed on the appropriate Management Band salary scale. Otherwise, the recruitment is to the existing salary scale.
- 5.2 Appointments will be to a relevant point on the scale recognising skills, experience and market consideration.
- 5.3 Where a new salary package exceeds £100,000 this will require specific approval by the Council in advance of adoption.

6 Specific policy and practice: Increases and additions to remuneration for each Chief Officer

- 6.1 The salary scale attached to a post currently occupied would only increase in the event that the duties attached to the post changed significantly and this resulted in a fresh job evaluation suggesting that the post should be on a higher Management Band.
- 6.2 Any increases to the salary levels attached to Management Band salary scales are made in accordance with paragraph 2.13 above.

7 Specific policy and practice: The use of performance-related pay for chief officers

- 7.1 The performance progression of staff, in positions within Tiers 0-3 of the organisational structure, will be managed by the performance management framework. For all other staff this is managed via the My Appraisal process. Pay progression for all positions below Tier 3 level is to be through incremental pay scales and is on an annual basis, save that progression to the final two points of the scale for Hay positions below Tier 3 is subject to service in the post being certified as fully satisfactory by their line manager.

8 Specific policy and practice: The use of bonuses for chief officers

- 8.1 It is not the Council's policy to make bonus payments to the Chief Officers.

9 Specific policy and practice: The approach to the payment of chief officers on their ceasing to hold office under or be employed by the authority

- 9.1 The Council's policies in respect of the payment of the Chief Officer ceasing to hold office are the same as for its other employees, as follows:

- In the case of an employee whose employment is terminated on grounds of redundancy or efficiency, any redundancy or severance payment should be based upon actual earnings.
- In the case of an employee whose employment is terminated on grounds of redundancy and who is aged 54 or less, or is aged 55 or over and is unable to immediately access accrued pension benefits, a severance payment based on applying a multiplier of 1.75 to the statutory redundancy payment formula, should be made.
- In the case of an employee whose employment is terminated on grounds of redundancy and who is aged 55 or over and is able to immediately access accrued pension benefits, a severance payment based on applying a multiplier of 1.75 to the statutory redundancy payment formula, should be made for the first £26,539 of the employee's salary. Thereafter, the following multiplier should be used at the following ages:
 - 55 - 1.65,
 - 56 - 1.55,
 - 57 - 1.45,
 - 58 - 1.35,
 - 59 - 1.25,
 - 60 - 1.15,
 - 61 - 1.05,
 - 62 - 0.95,
 - 63 - 0.85,
 - 64 - 0.75
 - 65 - 0.65
 - 66 - 0.55
 - 67 - 0.45
 - 68 - 0.35
 - 69 - 0.25
 - 70 - 0.15

9.2 In the case of an employee whose employment is terminated on grounds of efficiency, Strategic Directors (or where the employee is a Strategic Director, the Chief Executive; or where the employee is the Chief Executive, the Staff & Pensions Committee) have discretion to make severance payments up to the levels described above.

9.3 Regulation 31 of the LGPSR 2013 allows a scheme employer to award to a) an active member or b) a member who was an active member who was dismissed by way of redundancy or business efficiency additional pension in total not more than £6,500. It is the County Council's Policy that the award of additional pension should only be applied in exceptional circumstances where this is necessary to address a situation where there would otherwise be a significant risk of harm to the County Council's services or objectives.

- 9.4 The County Council will no longer apply the abatement rule save in exceptional circumstances where it determines that to not abate the pension in payment could lead to a serious lack of confidence in the public service.
- 9.5 Where an employee has to give up work in order to care for a chronically ill spouse or partner the Council's policy is to give consideration to waiving the actuarial reduction that would otherwise attach to the early payment of pension benefits.
- 9.6 Other discretions are exercised in accordance with the Council's scheme of delegation on a case by case basis.
- 9.7 The Council recognises that the One Organisational Plan 2020 may need to be refreshed and updated in light of any new financial settlement for local government and emerging budget priorities. Where it is within its power to do so the Council will dis-apply any applicable legal restriction in relation to the payment of exit payments under the relevant programme where the Chief Executive is satisfied that the savings which the relevant exit contributes to need to be made to ensure the delivery of the service within budget and that the payment concerned will be recouped within two years or in exceptional circumstances, with the approval of the relevant Portfolio Holder, within three years.

10 Specific policy and practice: The publication of and access to information relating to the remuneration of chief officers

- 10.1 The Council's policy is to provide information on the remuneration of the Chief Executive, Strategic Directors and Assistant Directors on its website (www.warwickshire.gov.uk) in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency and as required by s.7 of the Accounts and Audit (England) Regulations 2011.

11 Specific policy and practice: The Council's policy relating to the other terms and conditions applying to chief officers

- 11.1 Except in respect of pay and pay related arrangements (see paragraphs 2.11 and 2.14 above), and car allowances, the terms and conditions that apply to the Chief Executive, Strategic Directors and Assistant Directors are those agreed by the Joint Negotiating Committee for Chief Officers of Local Authorities.