



# Staff & Pensions Committee

Date: Monday, 9 September 2019  
Time: 2.00 pm  
Venue: Committee Room 1 - Shire Hall

## Membership

Councillor Richard Chattaway  
Councillor Bill Gifford  
Councillor John Horner  
Councillor Kam Kaur  
Councillor Bhagwant Singh Pandher  
Councillor Bob Stevens

Items on the agenda: -

## 1. General

### (1) Apologies for Absence

### (2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with.
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct. These should be declared at the commencement of the meeting.

### (3) Minutes of previous meeting

To confirm the minutes of the meeting held on 28 June 2019

- |    |  |         |
|----|--|---------|
| 2. | <b>Annual Equality and Diversity Workforce and Gender Pay Gap</b><br>Report enclosed | 5 - 36  |
| 3. | <b>Employee Sickness Absence Management</b><br>Report enclosed                       | 37 - 46 |

- |  |         |
|--|---------|
| <b>4. New Starters – Flexible working</b>  | 47 - 50 |
| Report enclosed  |         |
| <b>5. Local Government Pension Scheme – Update</b>   | 51 - 54 |
| Report enclosed  |         |
| <b>6. Pension Fund Admissions – Academies</b>  | 55 - 58 |
| Report enclosed  |         |
| <b>7. ABM Catering</b>   | 59 - 60 |
| Report enclosed  |         |
| <b>8. Chartwell (Compass) Catering</b>   | 61 - 62 |
| <b>9. Urgent Business</b>  |         |
| Any other items the Chair considers are urgent   |         |
| <b>10. Next Meeting</b>  |         |
| The next meeting of the Committee will be held on Tuesday 15 October on the rising of Council. This will consider the teachers' pay award. |         |

To download papers for this meeting scan here with your camera



## Disclaimers

### Webcasting and permission to be filmed

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at [warwickshire.public-i.tv](http://warwickshire.public-i.tv). Generally, the public gallery is not filmed, but by entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

### Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election of appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct.

These should be declared at the commencement of the meeting

The public reports referred to are available on the Warwickshire Web

[www.warwickshire.gov.uk/committee-papers\\_2](http://www.warwickshire.gov.uk/committee-papers_2)

### Public Speaking

Any member of the public who is resident or working in Warwickshire, or who is in receipt of services from the Council, may speak at the meeting for up to three minutes on any matter within the remit of the Committee. This can be in the form of a statement or a question. If you wish to speak please notify Paul Spencer in writing at least two working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders.

This page is intentionally left blank

### Staff and Pensions Committee

9 September 2019

### Annual Equality and Diversity Workforce and Gender Pay Gap

#### Recommendations

- 1) That the Council's Equality and Diversity Workforce and Gender Pay Gap Report at Appendix A is published on the Council's website, to meet the statutory requirement to publish annually equality information relating to employees, including gender pay gap information.
- 2) That the Council's gender pay gap figures, based on 31 March 2019, are published on the government's gender pay gap website, as required by the gender pay gap regulations.
- 3) That elected Members endorse the areas identified for future work proposed in section 5.
- 4) That elected Members note previous work undertaken in section 6.

#### 1.0 Key Issues

- 1.1 The Council has published workforce diversity data relating to its employees annually, following consideration at Staff and Pensions committee, as required since 2012 under the Equality Act 2010, to demonstrate its compliance with the general equality duty under section 149 (1) that WCC must, in the exercise of its functions, have due regard to the need to:-
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
- 1.2 This report combines both the Council's workforce diversity information, based on the year 1 April 2018 to 31 March 2019, and its gender pay gap data based on 31 March 2019. The statutory deadline for publishing both sets of data under the regulations is 30 March 2020.
- 1.3 A summary of key priorities can be found in 4.0.

- 1.4 It should be noted that due to the current transformation happening across the Council, including the redesign and restructure of services, the data presented next year will better reflect the Council's position overall.
- 1.5 The information excludes schools employees. Schools workforce data is reported separately via the National Schools Workforce Census. The gender pay gap regulations require the governing bodies of maintained schools with more than 250 employees to publish their own gender pay gap reports.

## **2.0 Workforce Diversity Data**

- 2.1 This section provides diversity information about the workforce as a whole in terms of workforce profile, workforce arrangements, turnover and promotion, as well as protected characteristics, drawing comparisons with the local population of Warwickshire where relevant.
- 2.2 This section also provides a comparison between 2017, 2018 and 2019 figures and identifies any trends.
- 2.3 The data covers the protected characteristics in the Equality Act 2010 of age, disability, race (ethnicity), sex (gender), religion or belief, and sexual orientation.

### **Workforce profile**

- 2.4 The overall number of employees of the Council has reduced by 11.6% from 5,094 (4012.81 full time equivalent or FTE) at 31 March 2017 to 4501 (3774.01 FTE) at 31 March 2019 (Appendix A, page 1).
- 2.5 The key to this significant reduction was the transfer out of 696 staff in the catering service to form Educaterers, a Local Authority Traded Company (LATC) in September 2017.
- 2.6 Between 2018 and 2019, there has been a 1.6% reduction in heads.
- 2.7 The Council's starters and leavers data (Appendix A, page 13), shows that there were, between 1 April 2018 and 31 March 2019, 72 more leavers than starters. During this time the number of employees at the Council overall has remained relatively stable. This is also similar across all directorates.

### **Workforce arrangements**

- 2.8 60.8% of the Council's employees work full time, and 30.0% part time (Appendix A, page 2). The proportion of part time working is significantly higher than the 25.7% in the general working population (Office for National Statistics – ONS). 9.2% of the Council's employees work term time only or are on zero hours contracts.
- 2.9 There has been a slight increase of 1.1 % in the proportion of full time staff since March 2018.

- 2.10 Women are much more likely to work part time than men. 33.2% of the population of the Council is female part time, and 6.0% of the population is male part time. This compares with the national picture of 19.7% of the female workforce that work part time and 6% of the male workforce that work part time (ONS).

## **Age**

- 2.11 The Council's age profile (Appendix A, page 3) shows WCC to be broadly representative of the local population of Warwickshire, with the exception of the 24 and under age groups, where there is a significantly lower representation of 4.9% in the workforce compared with 13.1% in the local population, and the 50-59 age groups where there is a notably higher representation of 28.4% in the workforce compared with 20.1% in the local population. This is relatively similar compared to last year's figures at 31 March 2018.
- 2.12 The 31 March 2019 data shows a move to a younger workforce profile overall compared to figures at 31 March 2017. The largest age group is 25-39 at 29.5%, whereas at March 2017 the largest age group was 50-59 at 28.7%. However, the age group 18-24 has reduced slightly by 0.2% since March 2018.
- 2.13 This could suggest that more needs to be done to attract a younger generation workforce. This will be explored as part of the Talent Management Programme of work, specifically looking at the Council's employer brand, set out in 5.1.
- 2.14 In relation to the 24 and under age group the Council still has an active apprenticeship scheme as part of its approach of attracting and retaining talent since 2012. From 2012-2013 to 2018-19 208 apprentices joined the Council, the vast majority of whom were aged between 16 and 24. Of the 121 apprentices who have completed, 77% were retained by the Council at the end of the apprenticeship. It is intended that the apprenticeship programme continues as an important way of continuing to recruit and grow talent.

## **Disability**

- 2.15 Of employees who have reported whether they have a disability, 6.2 % have reported yes, and 93.8% no. This is broadly reflective of the general population of Warwickshire (Appendix A, page 4).
- 2.16 A higher proportion of the workforce have reported whether they have a disability at 31 March 2019 (73.2%) than previously at 31 March 2018 (69.4%).

## **Gender**

- 2.17 The Council employs a higher percentage of women (68.6%) than men (31.4%) at 31 March 2019 (Appendix A, page 5). The percentage of women has slightly increased by 0.8% from 31 March 2018.

- 2.18 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 (68.6% women employees compared with the general population of 46.8% women, and 31.4% men compared with the general population of 53.2% men).
- 2.19 Across the Council and within Directorates the percentage of men and women has remained relatively similar to 2018.

### **Race (Ethnicity)**

- 2.20 The Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of white British and other ethnicities (Appendix A, page 9), shows a higher representation of BAME employees (15.3%) compared with the general Warwickshire population (11.8%).
- 2.21 The proportion of employees who are of BAME origin has increased by 2.5% from 12.8% at 31 March 2017 and by 0.5% from 14.8% at 31 March 2018 to 15.3% at 31 March 2019.
- 2.22 In terms of the breakdown of employees by different ethnic groups, the composition of the workforce is broadly reflective of the population of Warwickshire (Appendix A, page 8).
- 2.23 The proportion of employees who have stated their ethnicity has slightly improved at 31 March 2019 (86.4%) from 31 March 2018 (85%).

### **Religion or belief**

- 2.24 The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire (Appendix A, page 10). Of employees who have reported a religion or belief (24.5%), 58.6% are Christian, 13.4 % declared a religion other than Christian, or are agnostic, and 28.0% no religious belief.
- 2.25 A high proportion of the workforce, 75.5%, has not disclosed their religion or belief. This has slightly increased from 31 March 2018 (71.2%). Action to address this has taken place and future actions are proposed at 5.3.

### **Sexual orientation**

- 2.26 Of employees who have reported sexual orientation, 95.8% are heterosexual, 3.0% gay or lesbian and 1.1% bisexual (Appendix A, page 11). These figures have remained relatively similar to 31 March 2018. This is broadly reflective of the general West Midlands population.
- 2.27 Although a slightly higher proportion of the workforce have reported their sexual orientation at 31 March 2019 (26.5%) compared with 25.6% at 31 March 2018, there remains a high percentage who have not declared under this category (73.5%). Action to address this has taken place and future actions are proposed at 5.3.



## **Workforce turnover**

- 2.28 The Council's overall workforce turnover has reduced slightly from 14.6% in 2017/18 to 13.9% in 2018/19 (Appendix A, page 13).
- 2.29 The UK average employee turnover rate is approximately 15% a year, although this varies drastically between industries.
- 2.30 In 2018/19, a higher percentage of leavers (51.1%) earned £20,000 or less than the percentage of starters (47.8%).
- 2.31 A high percentage of leavers (62.0%) had given 5 years or less service, which is a significant increase of 17% from 2017/18 (45.0%).
- 2.32 In 2018/19, a higher percentage of leavers (9.7%) had a declared disability than the percentage of starters (6.1%) with a declared disability. Similarly more employees with a disability left the Council in 2017/18 with 6.4% of leavers having a declared disability compared to 3.8% of starters. This data will be explored as part of the Talent Management Programme of work, supporting us to use the data to develop evidence based interventions which complement Our People Strategy.

## **Promotion Rates**

- 2.33 In terms of age, the percentage of promotions in each age group is broadly reflective of the age profile of the workforce as a whole, though it is worth noting that there were no promotions for employees in the 18 to 24 category compared to their 4.6% representation in the Council workforce as a whole (Appendix A, page 15).
- 2.34 Looking at both the workforce turnover and promotion rate figures, the data could suggest that younger employees may well be leaving due to a perceived lack of opportunities for promotion/career progression and/or salary. Action has taken place to review the exit interview process to be able to capture significant data to identify exactly why our employees leave.
- 2.35 0% of promotions during the year were achieved by BAME employees compared with their 15.3% representation in the Council workforce as a whole. Further work will be undertaken to explore this data and determine whether this suggests a barrier to progression for BAME employees.
- 2.36 This is similar for employees with a declared disability. 0% of promotions during the year were achieved by employees with a declared disability compared with their 6.2% representation in the Council workforce as a whole. Further work will be undertaken to explore this data and determine whether this suggests a barrier to progression for employees with a declared disability.

- 2.37 Out of the 26 promotions in 2018/19, 96.2% of these were achieved by women, compared with a female workforce population overall of 68.6%. Whilst there is no obvious suggestion of a barrier, career progression more widely is being considered as part of the attract and retain and manage, develop and advance aspect of the Talent Management Programme set out in 5.1.
- 2.38 The higher promotion rate for women is explained to an extent because the largest proportion of promotions were employees in the £12.5 to £20k salary bracket (40.5%) and 77.2% of employees who earn £12.5 to £20k are women.
- 2.39 This data will be explored as part of the Talent Management Programme of work and will set a basis for our future objectives set out in 5.1.

### **3.0 Gender pay gap**

- 3.1 The overall gender pay gap is defined as the difference between the average (mean and median) pay of men and women expressed as a percentage of the mean and median pay of men. See Appendix B for more information about what the Council is required to publish, and the basis of the calculations.

#### **Mean gender pay gap**

- 3.2 There is a 3.2% gap between the mean hourly rate of men and women at 31 March 2019 (Appendix A, page 16).
- 3.3 The mean gender pay gap has reduced slightly down from 4.2% at 31 March 2018.
- 3.4 The mean gender pay gap when salary sacrifice is included is also 3.2% at 31 March 2019. This suggests that salary sacrifice doesn't play a role in our gender pay gap figures.
- 3.5 The mean figure is lower than the national mean gender pay gap figure published on 25 October 2018 by the Office for National Statistics (ONS) of 17.1% and that for the public sector as a whole of 17.5%.

#### **Median gender pay gap**

- 3.6 There is an 11.4% gap between the median hourly rate of men and women at 31 March 2019 (Appendix A, page 16). This is because there are higher proportions of women in the bottom two pay band quartiles than the top two pay band quartiles – see proportion by pay band quartiles below.
- 3.7 The median gender pay gap has reduced from 14.9% in March 2018. This is driven by the proportion of men and women in each pay band quartile below.
- 3.8 The median gender pay gap when salary sacrifice is included is 10.0% at 31 March 2019. This suggests more men than women are taking up salary sacrifice. Currently the Council offers two salary sacrifice schemes which are;

Childcare Vouchers and Cycle to Work. Childcare vouchers are now closed to any new entrants due to the government offering a childcare voucher scheme.

- 3.9 The median figure is lower than the national median gender pay gap figure published on 25 October 2018 (ONS) of 17.9% and that for the public sector as a whole of 19.0%.

### **Proportion by pay band quartiles**

- 3.10 More women than men are employed across all pay band quartiles (Appendix A, page 17). This is broadly reflective of the workforce gender demographic as 68.6% of the Council's employees are women.
- 3.11 Similarly to last year's figures the concentration of women is higher, however, in the bottom two pay quartiles, than the top two pay quartiles. The highest concentration of women employees is in the lower middle quartile at 73.0% (Appendix A, page 17).
- 3.12 The proportion of women in the upper middle quartile (60.6%) has decreased by 5.6% from 2017 (66.2%) and 2.7% from 2018 (62.7%).
- 3.13 As a consequence the 'middle' woman is in the lower middle quartile and the 'middle' man is in the upper middle quartile, which explains the reason for the median gender pay gap.
- 3.14 Analysis of the workforce by salary bracket (Appendix A, page 7) broadly reflects the analysis by pay band quartiles, with the exception of the under £12,500 salary bracket. In each salary bracket from £12,500 upwards there is a higher percentage of women than men, however, there is an overall pattern of the proportion of women decreasing, and the proportion of men increasing, as salary rises. The high proportion of men in the under £12,500 salary bracket may be explained by the employment of unit based retained firefighters in the Fire and Rescue Service.
- 3.15 It is worth noting that the raw data shows that there is a pattern in the Resources and Communities Directorates where the proportion of women reduces as pay increases. This trend mirrors previous years.
- 3.16 Similar to last year's figures for the People Directorate, the proportion of women reduces as pay increases, but then increases again towards the higher pay levels. This may be due to a greater prevalence of senior female professionals with structured career paths.

## **4.0 Summary of Key Priorities**

- 4.1 The Council's age profile (Appendix A, page 3) shows WCC to be broadly representative of the local population of Warwickshire, with the exception of the 24 and under age groups, where there is a significantly lower representation of 4.9% in the workforce compared with 13.1% in the local population.

- 4.2 This could suggest that more needs to be done to attract a younger generation workforce. This will be explored as part of the Talent Management Programme of work, specifically looking at the Council's employer brand, set out in 5.1.
- 4.3 The Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of white British and other ethnicities (Appendix A, page 9), shows a higher representation of BAME employees (15.3%) compared with the general Warwickshire population (11.8%).
- 4.4 However the data could suggest that there is a barrier to progression overall for BAME employees, as 0% of promotions during the year were achieved by BAME employees compared with their 15.3% representation in the Council workforce as a whole.
- 4.5 This is similar for employees with a declared disability. 0% of promotions during the year were achieved by employees with a declared disability compared with their 6.2% representation in the Council workforce as a whole.
- 4.6 This data will be explored as part of the Talent Management Programme of work with career progression more widely being considered as part of the attract and retain and manage, develop and advance aspects.
- 4.7 In 2018/19, a higher percentage of leavers (9.7%) had a declared disability than the percentage of starters (6.1%) with a declared disability. Similarly more employees with a disability left the Council in 2017/18 with 6.4% of leavers having a declared disability compared to 3.8% of starters. This data will be explored as part of the Talent Management Programme of work, supporting us to use the data to develop evidence based interventions which complement Our People Strategy.
- 4.8 In 2018/19, a higher percentage of leavers (51.1%) earned £20,000 or less than the percentage of starters (47.8%).
- 4.9 A high percentage of leavers (62.0%) had given 5 years or less service, which is a significant increase of 17% from 2017/18 (45.0%).
- 4.10 In terms of age, the percentage of promotions in each age group is broadly reflective of the age profile of the workforce as a whole, though it is worth noting that there were no promotions for employees in the 18 to 24 category compared to their 4.6% representation in the Council workforce as a whole (Appendix A, page 15).
- 4.11 Looking at both the workforce turnover and promotion rate figures, the data could suggest that younger employees may well be leaving due to a perceived lack of opportunities for promotion/career progression and/or salary. Action has taken place to review the exit interview process to be able to capture significant data to identify exactly why our employees leave.

- 4.12 Whilst it is positive that the Council's gender pay gap compares favourably with national and regional figures and has decreased since 31 March 2018, there is still a gap of 3.2% for the mean and 11.4% for the median. Action to address this is set out in 5.1.

## **5.0 Next steps**

- 5.1 Warwickshire County Council (WCC) has an ongoing commitment to continually address the gender pay gap and has been developing a Talent Management Programme to make '*Warwickshire County Council, a great place to work with outstanding leadership and a talented, agile workforce*' (Our People Vision). Developing a Talent Management Programme aligned to Our People Strategy will drive a strategic approach to change and strengthen our corporate oversight in this area to work towards closing the gender pay gap and being able to reap the benefits of a high performing, diverse workforce.
- 5.2 The Equality, Diversity and Inclusion Team will monitor and review the change in data at 31 March 2020, resulting from the ongoing redesign and restructure proposals, to identify any potential areas of concern and feed into the Our People Strategy.
- 5.3 Despite a range of communications to promote the completion of diversity data there is still a low completion, in relation to for example, religion or belief and sexual orientation. It is proposed that further action is taken to encourage staff to complete their diversity data on YourHR.

## **6.0 Work Already Undertaken**

- 6.1 Since December 2018 a range of communications through a range of different channels have been sent out to all employees to encourage them to complete / make sure their diversity data in Your HR is up to date. This included working with areas and managers where employees might not have a laptop and / or access their email account on a regular basis to ensure all areas of the Council were reached. Whilst we have seen a slight increase of disclosure for disability, ethnicity and sexual orientation, we still need to take action to improve this further set out in 5.3.
- 6.2 As part of the How We Will Work Programme we will improve workplace flexibility and position it as an opportunity adopted by men as well as women and as much for senior roles as junior roles. This will also include making all our locations easier to work flexibly from.
- 6.3 Warwickshire County Council was accredited with Disability Confident Level 2 in October 2017. The accreditation lasts for two years; therefore the Equality, Diversity and Inclusion Team are currently working towards applying for Level 3 by October 2019. The Council have also launched their own Supported Internships Scheme to enable young people aged 16-24 with an Education, Health and Care Plan (EHCP) to achieve sustainable paid employment, by equipping the young person with skills needed for work, through learning in

the workplace through a structured study programme based within the Council.

- 6.4 Since appointment in October 2018 the role of the community Engagement Officer in Warwickshire Fire and Rescue Service has been to support an Action Plan based on the recommendations made by the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in developing activities which include engagement, diversity, equality and inclusion. Whole time recruitment for Fire and Rescue closed on the 30th April with a total of 925 applicants. We are hoping that the community engagement work that has been taking place for a number of months has positively impacted upon the diversity of the interest received whilst noting that changing perceptions and culture is a long term goal.

## 7.0 Financial implications

- 7.1 There are no financial implications.

## Background papers

None

## Appendices

1. Appendix A – Equality and Diversity Workforce and Gender Pay Gap Report, April 2018 – March 2019
2. Appendix B – What information the Council is required to publish

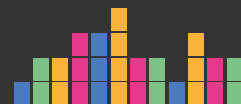
	<b>Name</b>	<b>Contact Information</b>
Report Author	Keira Rounsley	<a href="mailto:keirarounsley@warwickshire.gov.uk">keirarounsley@warwickshire.gov.uk</a>
Assistant Director	Craig Cusack	<a href="mailto:craigcusack@warwickshire.gov.uk">craigcusack@warwickshire.gov.uk</a>
Strategic Director	Rob Powell	<a href="mailto:robpowell@warwickshire.gov.uk">robpowell@warwickshire.gov.uk</a>
Portfolio Holder	Councillor Kam Kaur	<a href="mailto:kamkaur@warwickshire.gov.uk">kamkaur@warwickshire.gov.uk</a>

The report was not circulated to members prior to publication:

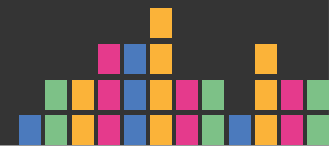
# Equality and Diversity Workforce & Gender Pay Gap Report

1st April 2018 - 31st March 2019

Page 15



# Workforce Profile



Number of employees as at 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Heads	<b>4,501</b>	1,668 (37.1%)	1,549 (34.5%)	1,273 (28.4%)

## Number of employees - Headcount - 2017-2019

Page 16

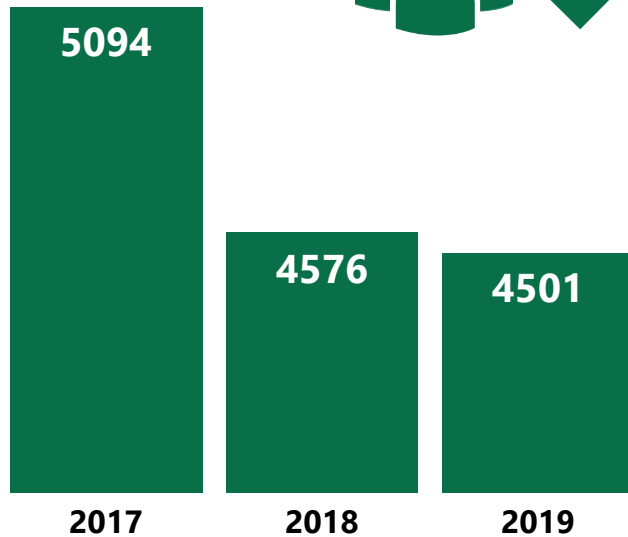
### Warwickshire County Council

Reduction in heads of

**11.6%**

since 31st March 2017.

Between 2018 and 2019, there has been a 1.6% reduction in heads

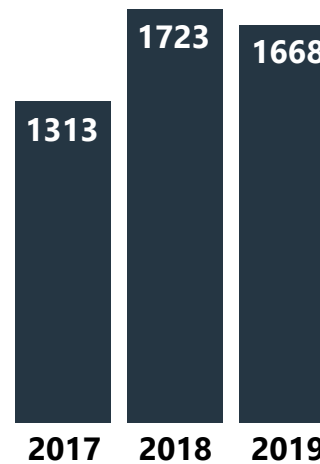


### Communities Directorate

Increase in heads of

**27.0%**

since 31st March 2017. Between 2018 and 2019, there has been a 3.7% reduction in heads

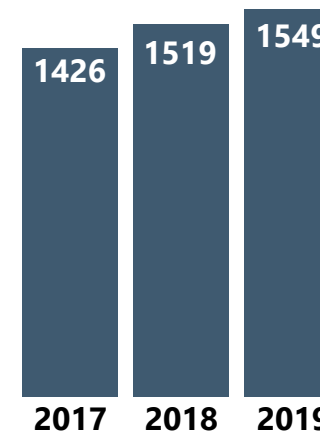


### People Directorate

Increase in heads of

**8.6%**

since 31st March 2017. Between 2018 and 2019, there has been a 2.0% increase in heads

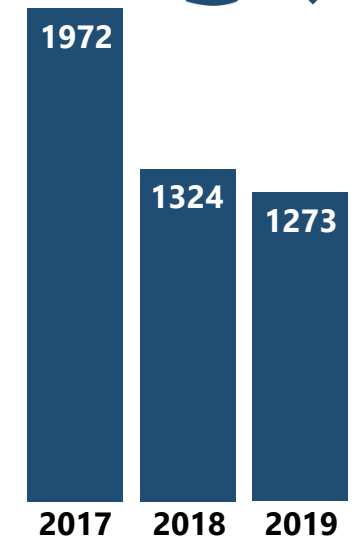


### Resources Directorate

Reduction in heads of

**35.4%**

since 31st March 2017. Between 2018 and 2019, there has been a 3.9% reduction in heads



\*It should be noted that, since 2017/18, the Fire & Rescue business unit is included in the Communities Directorate

\*In 2018/19, 11 employees were not attached to a specific Directorate in the Your HR system. This figure was 10 in 2017/18

\*696 employees in the catering service transferred out of the County Council in September 2017 to form Educaterers, a Local Authority Traded Company

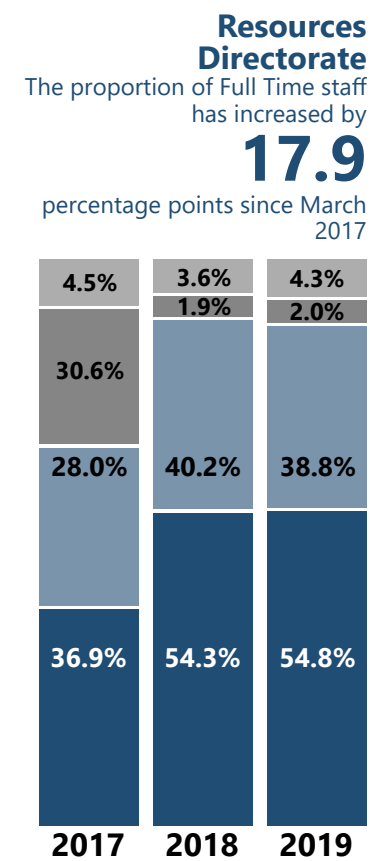
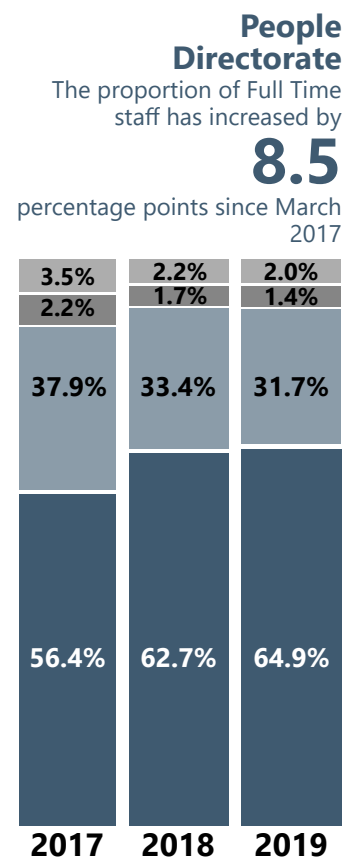
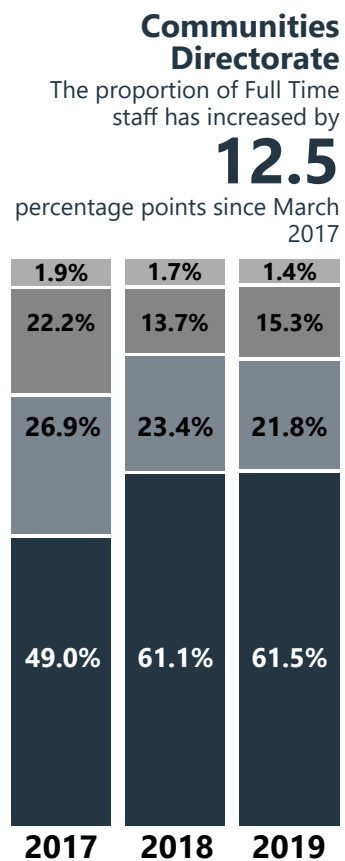
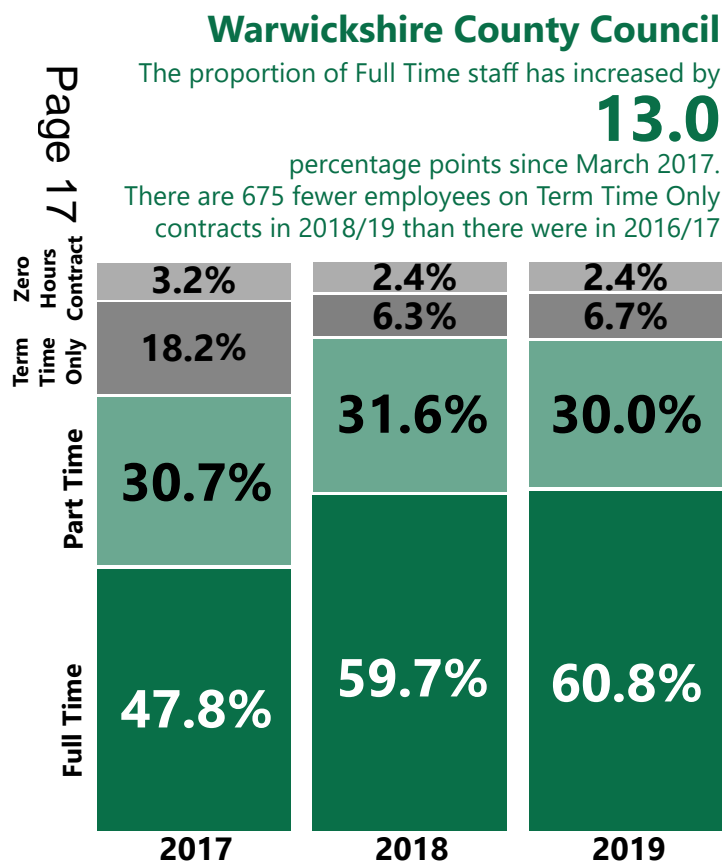


# Workforce Arrangements

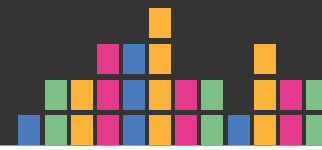


Number of employees as at 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Full Time	<b>2,738 (60.8%)</b>	1,026 (61.5%)	1,005 (64.9%)	698 (54.8%)
Part Time	<b>1,350 (30.0%)</b>	363 (21.8%)	491 (31.7%)	494 (38.8%)
Term Time Only	<b>303 (6.7%)</b>	255 (15.3%)	22 (1.4%)	26 (2.1%)
Zero Hours Contract	<b>110 (2.5%)</b>	24 (1.4%)	31 (2.0%)	55 (4.3%)

## Working arrangements (percentage of posts) - 2017-2019



# Workforce Demographics - Age

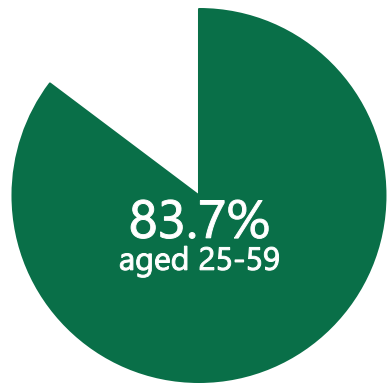


Age Profile as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Under 18	13,485 (4.6%)	<b>7 (0.2%)</b>	1 (0.1%)	1 (0.1%)	5 (0.4%)
18 to 24	24,642 (8.5%)	<b>213 (4.7%)</b>	74 (4.4%)	74 (4.8%)	63 (4.9%)
25 to 39	88,768 (30.6%)	<b>1,328 (29.5%)</b>	459 (27.5%)	535 (34.5%)	329 (25.8%)
40 to 49	74,497 (25.7%)	<b>1,163 (25.8%)</b>	470 (28.2%)	393 (25.4%)	300 (23.6%)
50 to 59	58,364 (20.1%)	<b>1,278 (28.4%)</b>	476 (28.5%)	393 (25.4%)	408 (32.1%)
60 to 64	19,003 (6.6%)	<b>370 (8.2%)</b>	129 (7.7%)	124 (8.0%)	117 (9.2%)
65 and over	11,277 (3.9%)	<b>135 (3.0%)</b>	58 (3.5%)	28 (1.8%)	49 (3.8%)
Not stated	N/A	<b>7 (0.2%)</b>	1 (0.1%)	1 (0.1%)	2 (0.2%)

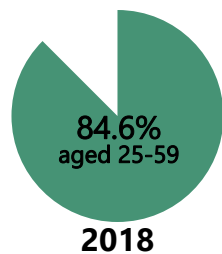
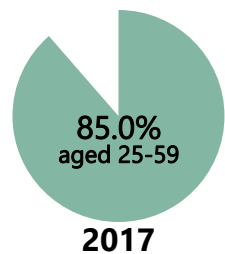
Page 18

## Age profile - 2017-2019

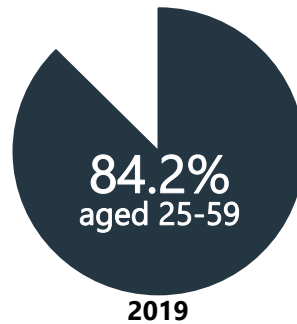
### Warwickshire County Council



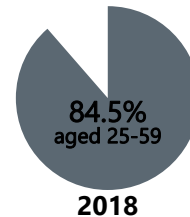
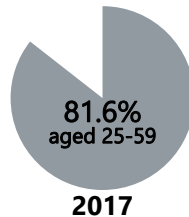
In 2018/19, just **4.9%** of all employees were aged under 25. The proportion of the workforce aged 60+ was 11.2% (up from 10.5% in 2017/18)



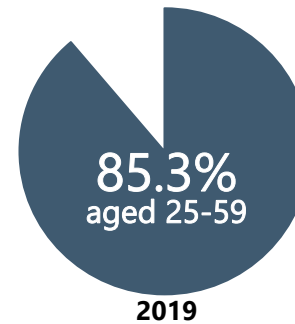
### Communities Directorate



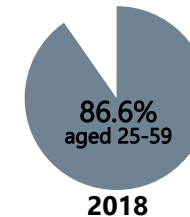
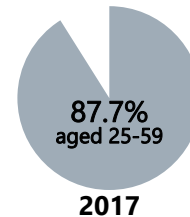
In 2018/19, just **4.5%** of all employees were aged under 25. The proportion of the workforce aged 60+ was 11.2% (up from 10.6% in 2017/18)



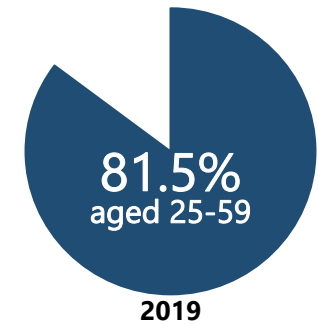
### People Directorate



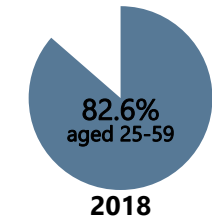
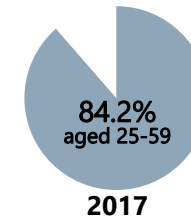
In 2018/19, just **4.8%** of all employees were aged under 25. The proportion of the workforce aged 60+ was 9.8% (up from 8.9% in 2017/18)



### Resources Directorate



In 2018/19, just **5.3%** of all employees were aged under 25. The proportion of the workforce aged 60+ was 13.0% (up from 12.2% in 2017/18)



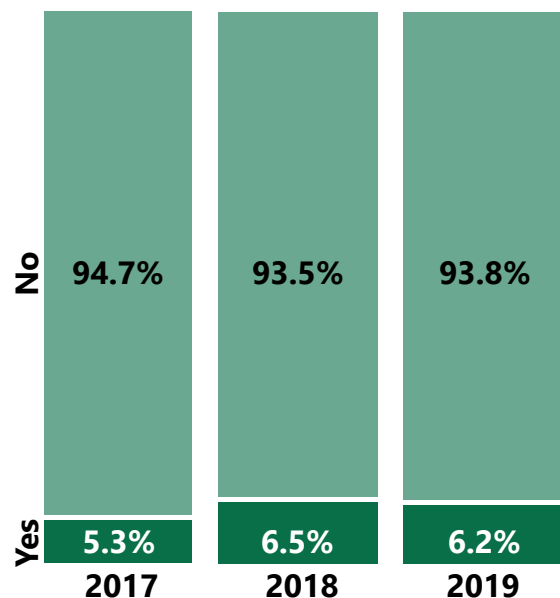
# Workforce Demographics - Disability



Disability as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Yes	21,315 (7.3%)	<b>198 (6.2%)</b>	61 (5.4%)	81 (7.4%)	54 (5.6%)
No	268,721 (92.7%)	<b>2,999 (93.8%)</b>	1,064 (94.6%)	1,021 (92.6%)	908 (94.4%)
*Not known	N/A	<b>97 (2.2%)</b>	40 (2.4%)	42 (2.7%)	15 (1.2%)
*Not stated	N/A	<b>1,207 (26.8%)</b>	503 (30.2%)	405 (26.1%)	296 (23.3%)

## Disability 2017-2019

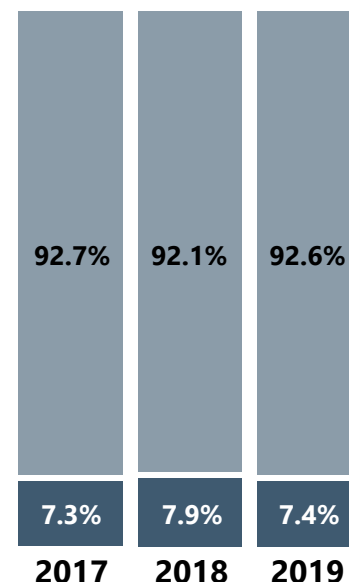
**Warwickshire County Council**  
 The proportion of all employees with a recorded disability has remained similar to the 2017/18 figure. In 2018/19, 26.8% of all employees have not recorded their disability status, a slight improvement on the previous year (30.6%)



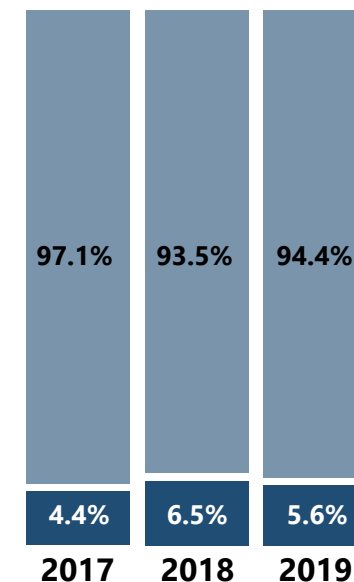
**Communities Directorate**  
 The proportion of employees with a recorded disability has remained similar to both the 2016/17 and 2017/18 figures



**People Directorate**  
 The proportion of employees with a recorded disability has remained similar to both the 2016/17 and 2017/18 figures



**Resources Directorate**  
 The proportion of employees with a recorded disability has remained similar to both the 2016/17 and 2017/18 figures



\*Percentages above exclude 'Not known' and 'Not stated' to allow direct comparison to the long-term health problem or disability Census 2011 profile for Warwickshire. The percentage shown for 'Not known' and 'Not stated' disability status is a proportion of the total headcount

# Workforce Demographics - Gender



Gender as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Female	135,772 (46.8%)	<b>3,088 (68.6%)</b>	838 (50.2%)	1,364 (88.1%)	880 (69.1%)
Male	154,264 (53.2%)	<b>1,413 (31.4%)</b>	830 (49.8%)	185 (11.9%)	393 (30.9%)

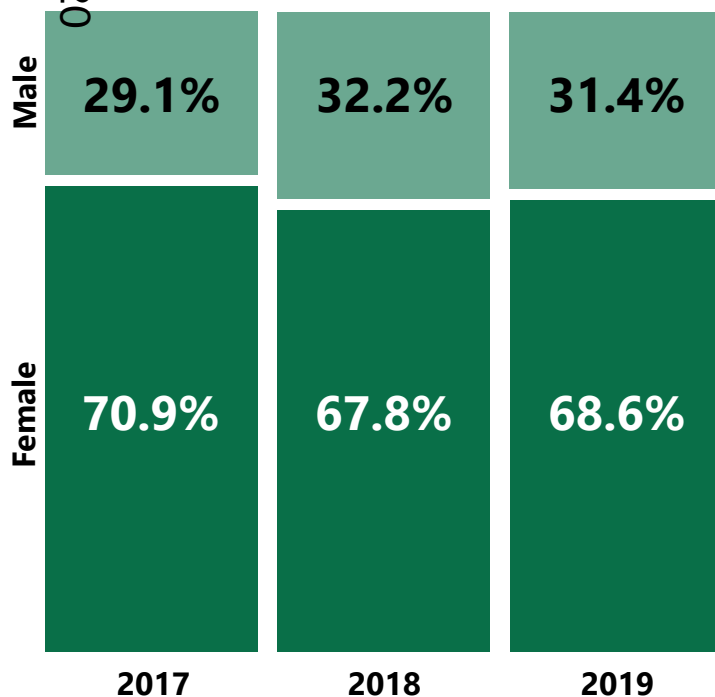
## Gender - 2017-2019

### Warwickshire County Council

In 2018/19,

**37.7%**

of the female workforce were on Part Time contracts, compared to just 13.2% of male staff. Indeed, 51.7% of females worked Full Time compared to 80.8% of men

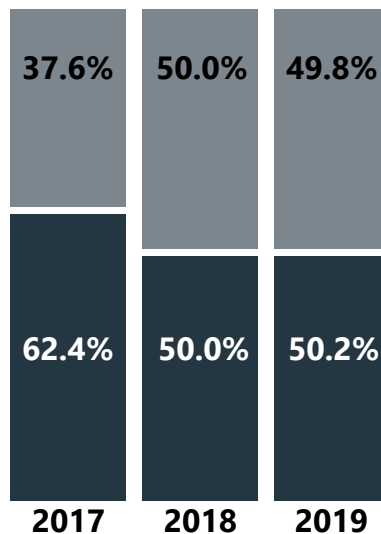


### Communities Directorate

In 2018/19,

**30.5%**

of the female workforce were on Part Time contracts, compared to just 12.9% of male staff. Indeed, 44.6% of females worked Full Time compared to 78.6% of men

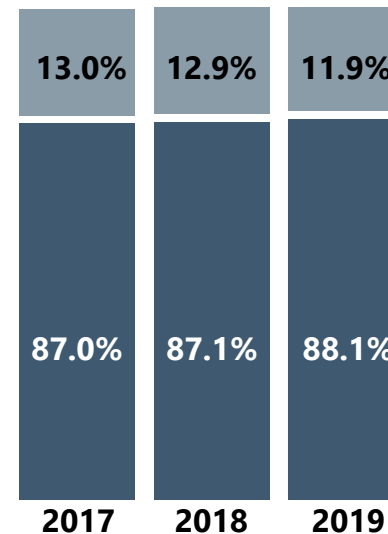


### People Directorate

In 2018/19,

**34.3%**

of the female workforce were on Part Time contracts, compared to just 12.4% of male staff. Indeed, 62.4% of females worked Full Time compared to 83.2% of men

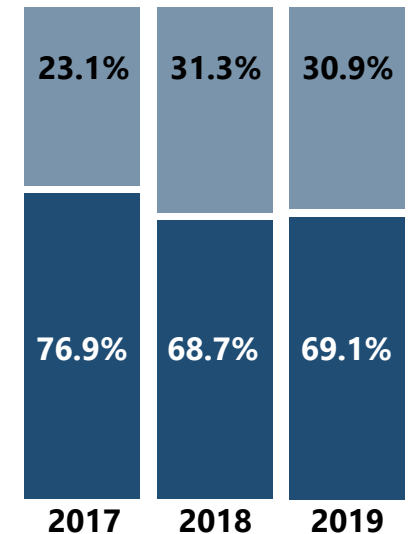


### Resources Directorate

In 2018/19,

**49.9%**

of the female workforce were on Part Time contracts, compared to just 14.4% of male staff. Indeed, 41.6% of females worked Full Time compared to 84.5% of men



# Workforce Demographics - Salary



Salary as at 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Under £12,500	<b>156 (3.5%)</b>	138 (8.3%)	9 (0.6%)	9 (0.7%)
£12,500 to £20,000	<b>1,082 (24.0%)</b>	336 (20.1%)	313 (20.2%)	427 (33.5%)
£20,000 to £30,000	<b>1,476 (32.8%)</b>	506 (30.3%)	582 (37.6%)	386 (30.3%)
£30,000 to £40,000	<b>1,190 (26.4%)</b>	495 (29.7%)	426 (27.5%)	269 (21.1%)
£40,000 to £50,000	<b>365 (8.1%)</b>	111 (6.7%)	146 (9.4%)	108 (8.5%)
£50,000 to £60,000	<b>135 (3.0%)</b>	51 (3.1%)	43 (2.8%)	41 (3.2%)
Over £60,000	<b>80 (1.8%)</b>	28 (1.7%)	23 (1.5%)	29 (2.3%)
No Salary Available	<b>17 (0.4%)</b>	3 (0.2%)	7 (0.5%)	4 (0.3%)

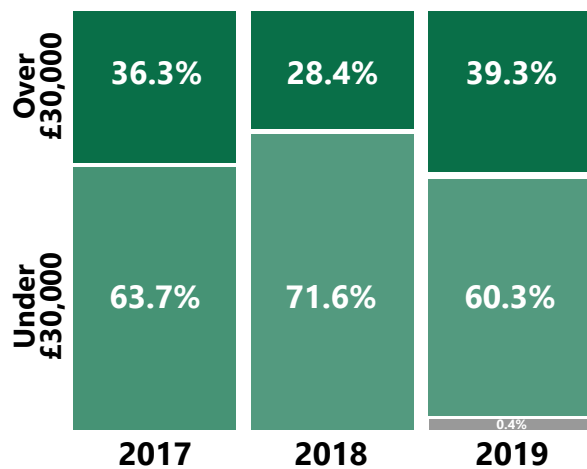
Page 21

## Warwickshire County Council

The proportion of the workforce earning £30,000 or more in 2018/19 has increased by

**3.0**

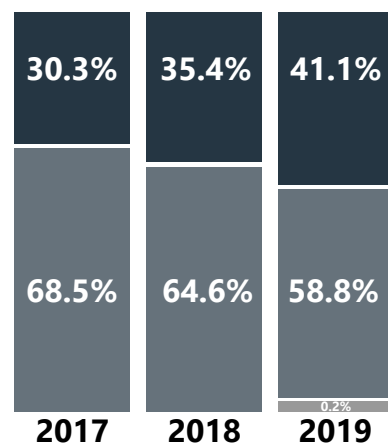
percentage points since 2016/17



## Communities Directorate

The proportion of the workforce earning £30,000 or more has increased by

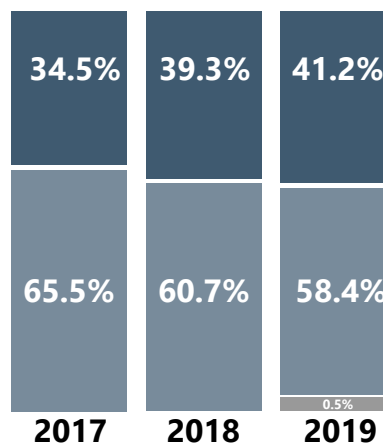
**10.8** percentage points since 2016/17



## People Directorate

The proportion of the workforce earning £30,000 or more has increased by

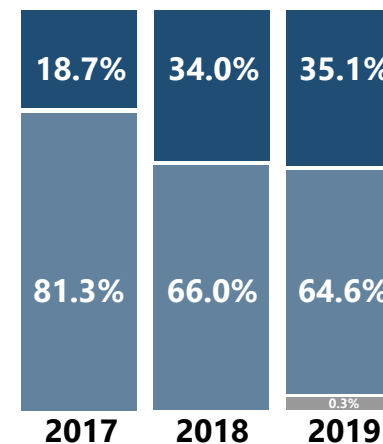
**6.7** percentage points since 2016/17



## Resources Directorate

The proportion of the workforce earning £30,000 or more has increased by

**16.4** percentage points since 2016/17



\*The figures above are based on FTE. In 2018/19, there were 17 employees with no salary information available

# Workforce Demographics - Gender & Salary

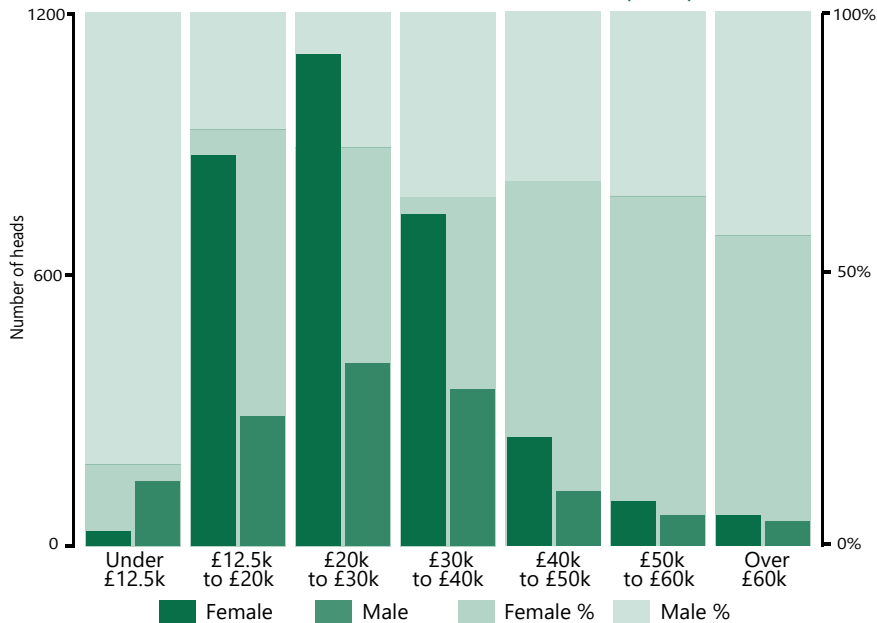


Salary as at 31st March 2019	Gender	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Under £12,500	Female	<b>25 (16.0%)</b>	13 (9.4%)	6 (66.7%)	6 (66.7%)
	Male	<b>131 (84.0%)</b>	125 (90.6%)	3 (33.3%)	3 (33.3%)
£12,500 to £20,000	Female	<b>835 (77.2%)</b>	214 (63.7%)	280 (89.5%)	338 (79.2%)
	Male	<b>247 (22.8%)</b>	122 (36.3%)	33 (10.5%)	89 (20.8%)
£20,000 to £30,000	Female	<b>1,110 (75.2%)</b>	300 (59.3%)	529 (90.9%)	280 (72.5%)
	Male	<b>366 (24.8%)</b>	206 (40.7%)	53 (9.1%)	106 (27.5%)
£30,000 to £40,000	Female	<b>739 (62.1%)</b>	216 (43.6%)	367 (86.2%)	156 (58.0%)
	Male	<b>451 (37.9%)</b>	279 (56.4%)	59 (13.8%)	113 (42.0%)
£40,000 to £50,000	Female	<b>236 (64.7%)</b>	55 (49.5%)	124 (84.9%)	57 (52.8%)
	Male	<b>129 (35.3%)</b>	56 (50.5%)	22 (15.1%)	51 (47.2%)
£50,000 to £60,000	Female	<b>86 (63.7%)</b>	22 (43.1%)	38 (88.4%)	26 (63.4%)
	Male	<b>49 (36.3%)</b>	29 (56.9%)	5 (11.6%)	15 (36.6%)
Over £60,000	Female	<b>45 (56.3%)</b>	15 (53.6%)	16 (69.6%)	14 (48.3%)
	Male	<b>35 (43.8%)</b>	13 (46.4%)	7 (30.4%)	15 (51.7%)

Page 22

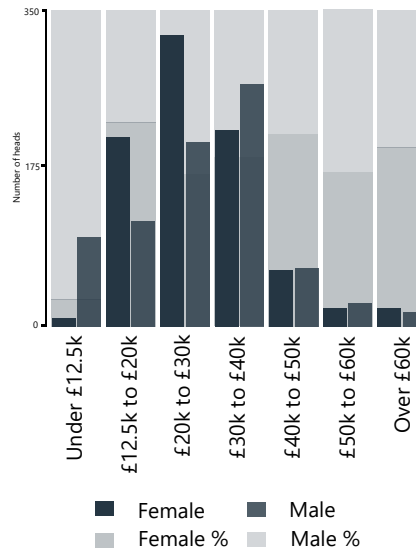
## Warwickshire County Council

5.9% of all male employees earned £50,000 or more. This was lower for females (4.2%)



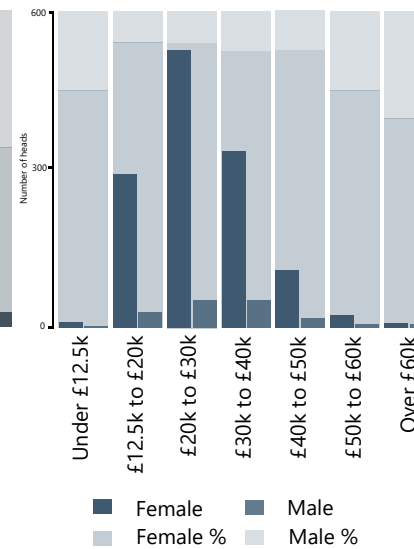
## Communities Directorate

5.1% of all male employees earned £50,000 or more. This was lower for females (4.4%)



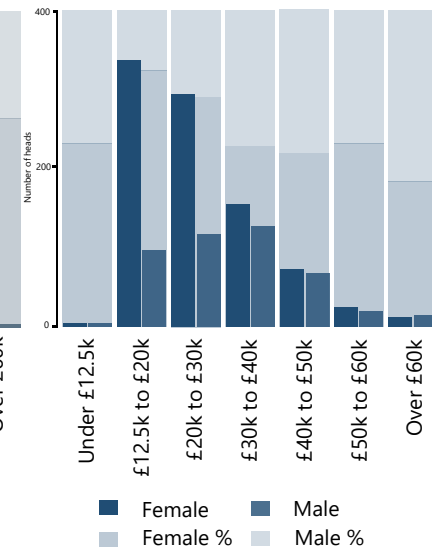
## People Directorate

7.7% of all male employees earned £50,000 or more. This was lower for females (3.0%)



## Resources Directorate

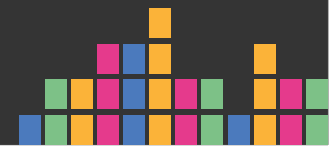
7.7% of all male employees earned £50,000 or more. This was lower for females (4.6%)



\*The figures above are based on FTE

\*In 2018/19, there were 12 females and 5 males with no salary information available - these employees have been excluded from this analysis

# Workforce Demographics - Race (Ethnicity)



Ethnic Group as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
White British	255,845 (88.2%)	<b>3,295 (84.7%)</b>	1,211 (87.4%)	1,109 (81.6%)	968 (85.1%)
White Irish and White Other	14,269 (4.9%)	<b>189 (4.9%)</b>	82 (5.9%)	64 (4.7%)	42 (3.7%)
Asian and Asian British	13,468 (4.6%)	<b>279 (7.2%)</b>	69 (5.0%)	110 (8.1%)	100 (8.8%)
Black and Black British	2,535 (0.9%)	<b>112 (2.9%)</b>	19 (1.4%)	70 (5.2%)	23 (2.0%)
Mixed	2,704 (0.9%)	<b>9 (0.2%)</b>	4 (0.3%)	5 (0.4%)	0 (0.0%)
Other Ethnic Groups	1,220 (0.4%)	<b>6 (0.2%)</b>	1 (0.1%)	1 (0.1%)	4 (0.4%)
*Not stated	N/A	<b>611 (13.6%)</b>	282 (16.9%)	190 (12.3%)	136 (10.7%)

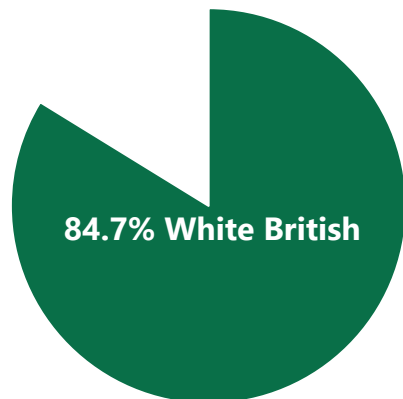
Page 23

## Race (Ethnicity) - 2017-2019

### Warwickshire County Council

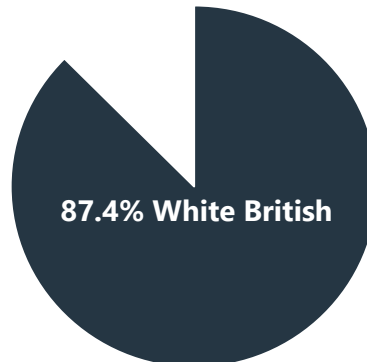
The proportion of employees who are of **Black and Black British** ethnicity has increased from 1.3% in 2017/18 to 2.9% in 2018/19.

The proportion of employees who have stated their ethnicity has improved (81.7% stated in 2016/17 to 86.4% in 2018/19)



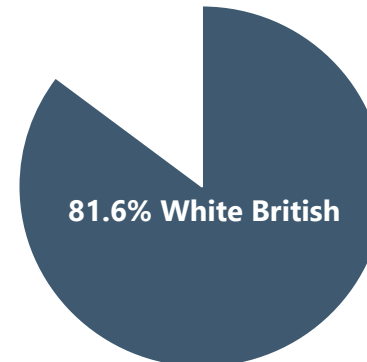
### Communities Directorate

The proportion of staff who are of Black and Black British ethnicity has increased from 0.3% in 2017/18 to 1.4% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 0.9% in 2017/18 to 0.3% in 2018/19)



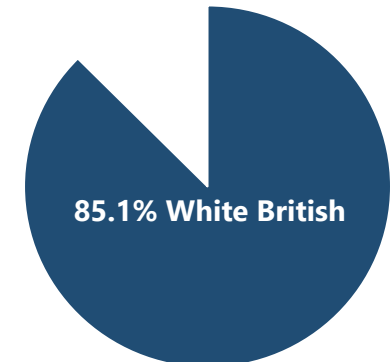
### People Directorate

The proportion of staff who are of Black and Black British ethnicity has increased from 2.9% in 2017/18 to 5.2% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 1.1% in 2017/18 to 0.4% in 2018/19)



### Resources Directorate

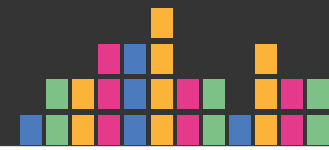
The proportion of staff who are of Black and Black British ethnicity has increased from 0.7% in 2017/18 to 2.0% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 0.6% in 2017/18 to 0.0% in 2018/19)



\*Percentages above exclude 'Not stated' race/ethnicity to allow direct comparison to the Census 2011 profile for Warwickshire. The percentage shown for 'Not stated' race/ethnicity is a proportion of the total headcount



# Workforce Demographics - BAME Profile



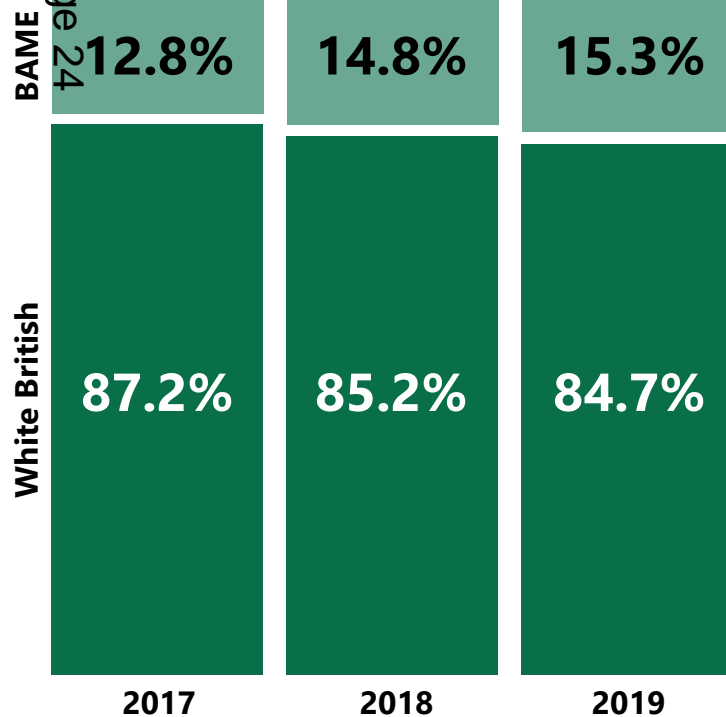
Ethnic Profile as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Black, Asian and Minority Ethnic (BAME)	34,191 (11.8%)	<b>595 (15.3%)</b>	175 (12.6%)	250 (18.4%)	169 (14.9%)
White British	255,845 (88.2%)	<b>3,295 (84.7%)</b>	1,211 (87.4%)	1,109 (81.6%)	968 (85.1%)

## BAME Profile - 2017-2019

### Warwickshire County Council

The proportion of staff who are of Black, Asian and Minority Ethnic origin has increased by

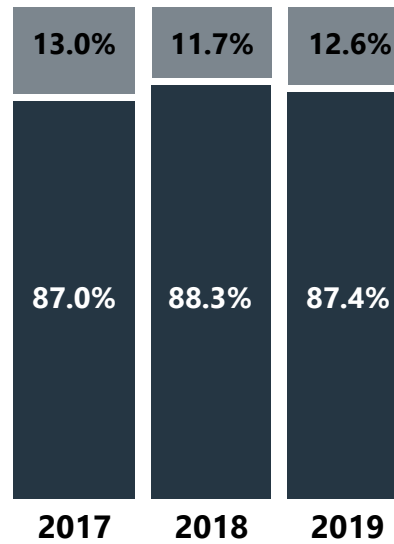
**2.5**  
percentage points since 2016/17



### Communities Directorate

The proportion of staff who are of Black, Asian and Minority Ethnic origin has decreased by

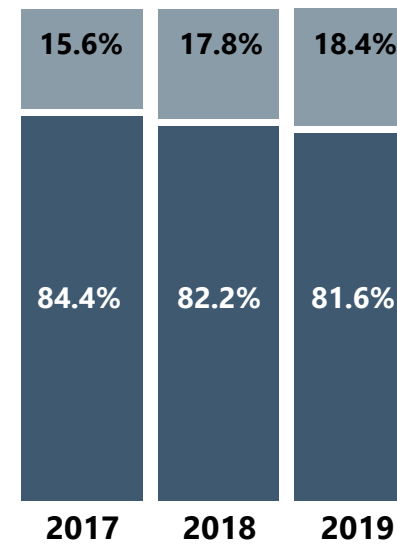
**0.4**  
percentage points since 2016/17



### People Directorate

The proportion of staff who are of Black, Asian and Minority Ethnic origin has increased by

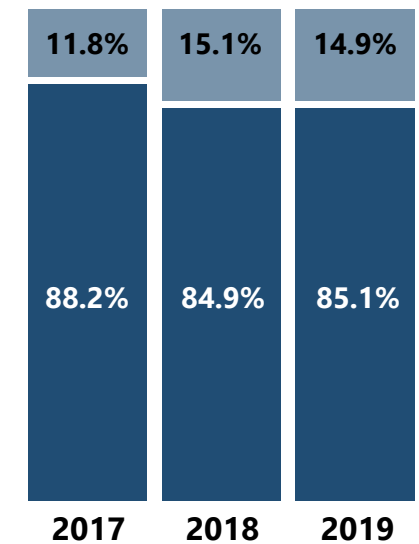
**2.8**  
percentage points since 2016/17



### Resources Directorate

The proportion of staff who are of Black, Asian and Minority Ethnic origin has increased by

**3.1**  
percentage points since 2016/17



\*BAME is defined as all known ethnicities which are not White British. White Other and White Irish are both classified as BAME. The exclusion of 'Not stated' ethnicities from percentages allows direct comparison to the Census 2011 profile for Warwickshire.



# Workforce Demographics - Religion or Belief



Religion as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Buddhist	1,054 (0.4%)	0.4%	0.8%	0.3%	0.0%
Christian	296,220 (62.4%)	58.6%	57.0%	61.6%	57.1%
Hindu	3,289 (1.1%)	1.6%	1.8%	1.8%	1.2%
Jewish	282 (0.1%)	0.1%	0.0%	0.0%	0.3%
Muslim	2,677 (0.9%)	2.0%	2.5%	1.8%	1.5%
Sikh	5,362 (1.8%)	5.0%	3.0%	4.2%	8.3%
Other	1,290 (0.4%)	2.0%	3.3%	1.0%	1.5%
No religion	76,760 (26.5%)	28.0%	28.6%	27.7%	27.5%
Agnostic	N/A	2.4%	3.0%	1.6%	2.5%
*Not specified	18,329 (6.3%)	75.5%	76.3%	75.3%	74.5%

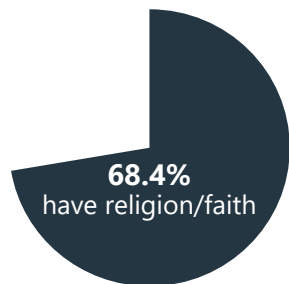
Page 25

## Warwickshire County Council



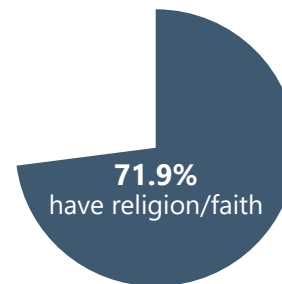
In 2018/19, the proportion of staff who state they have a religious faith or belief was **69.7%** lower than in 2017/18 (**71.2%**) and in 2016/17 (**72.6%**)

## Communities Directorate



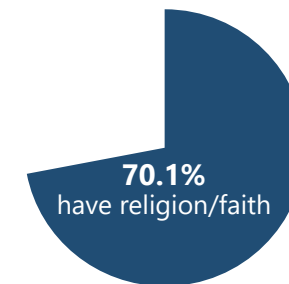
The proportion of staff who state they have a religious faith or belief in 2018/19 was **68.4%** (down from **72.0%** in 2017/18 and **76.4%** in 2016/17)

## People Directorate



The proportion of staff who state they have a religious faith or belief in 2018/19 was **71.9%** (down from **72.0%** in 2017/18 and **76.4%** in 2016/17)

## Resources Directorate



The proportion of staff who state they have a religious faith or belief in 2018/19 was **70.1%** (compared to **69.2%** in 2017/18 and **73.6%** in 2016/17)

# Workforce Demographics - Sexual Orientation



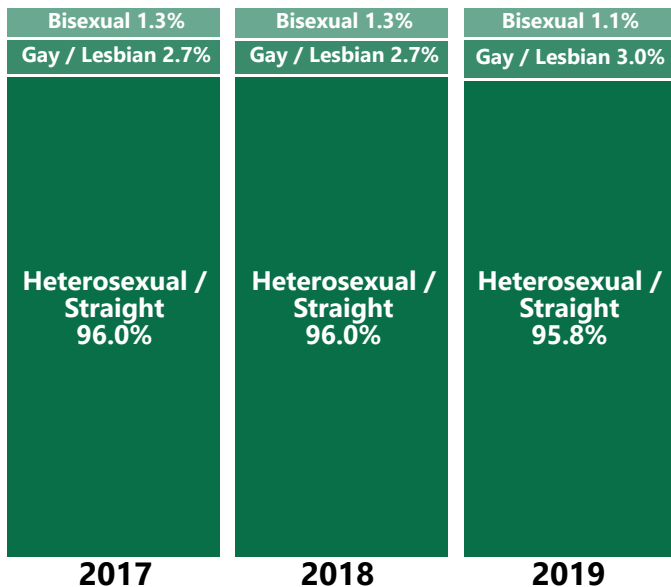
Sexual Orientation as at 31st March 2019	ONS 2017 West Midlands total population	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Heterosexual / Straight	4,329,000 (96.9%)	<b>95.8%</b>	95.0%	95.3%	97.4%
Gay / Lesbian	50,000 (1.1%)	<b>3.0%</b>	3.5%	3.4%	2.0%
Bisexual	50,000 (1.1%)	<b>1.1%</b>	1.5%	1.3%	0.6%
Other	39,000 (0.9%)	<b>N/A</b>	N/A	N/A	N/A
*Prefer not to say	149,000 (3.2%)	<b>1.4%</b>	1.3%	1.3%	1.7%
*Not declared	N/A	<b>73.5%</b>	74.6%	74.2%	71.0%

Page 6

## Sexual Orientation 2017-2019

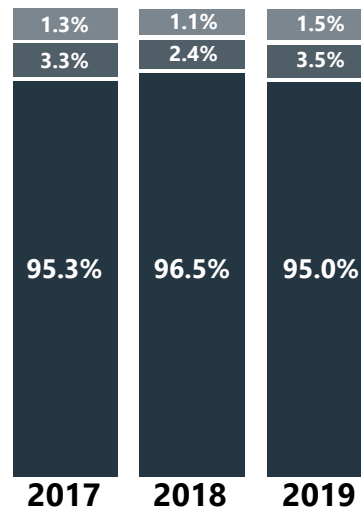
### Warwickshire County Council

In 2018/19, 26.5% of all staff declared their sexual orientation. This is a slight improvement on 2017/18 (25.6%) and 2016/17 (14.8%) figures



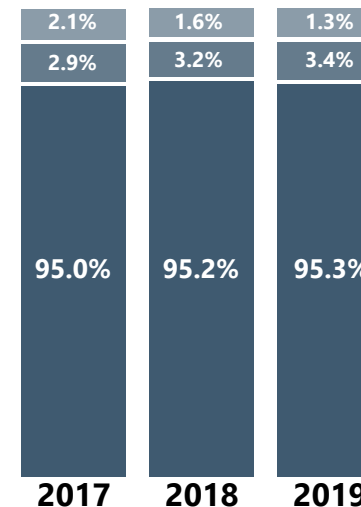
### Communities Directorate

In 2018/19, 25.4% of staff declared their sexual orientation (compared to 22.9% in 2017/18 and 11.4% in 2016/17)



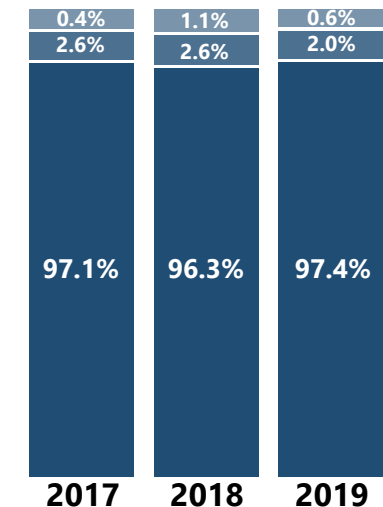
### People Directorate

In 2018/19, 25.8% of staff declared their sexual orientation (compared to 26.0% in 2017/18 and 18.0% in 2016/17)



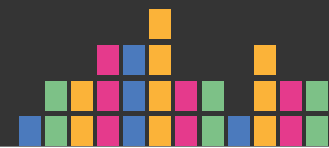
### Resources Directorate

In 2018/19, 29.0% of staff declared their sexual orientation (compared to 28.5% in 2017/18 and 13.8% in 2016/17)



\*Percentages above exclude 'Not declared' and 'Prefer not to say' to allow direct comparison to the 2017 Annual Population Survey (APS) Office for National Statistics profile for the West Midlands. The percentage shown for 'Not declared' and 'Prefer not to say' sexual orientations are a proportion of the total headcount

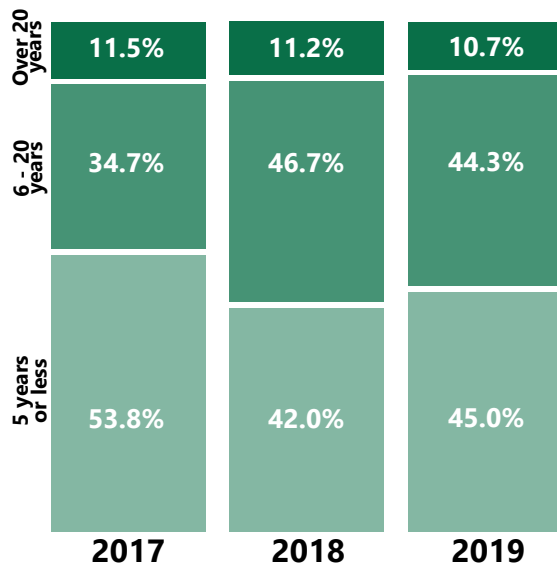
# Workforce Demographics - Length of Service



Length of Service as at 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Under 1 year	<b>496 (11.0%)</b>	166 (10.0%)	220 (14.2%)	110 (8.6%)
1 to 5 years	<b>1,523 (33.9%)</b>	539 (32.3%)	588 (38.0%)	396 (31.1%)
6 to 10 years	<b>896 (20.0%)</b>	344 (20.6%)	292 (18.9%)	260 (20.4%)
11 to 15 years	<b>580 (12.9%)</b>	207 (12.4%)	204 (13.2%)	169 (13.3%)
16 to 20 years	<b>514 (11.4%)</b>	198 (11.9%)	149 (9.6%)	167 (13.1%)
Over 20 years	<b>481 (10.7%)</b>	214 (12.8%)	96 (6.2%)	171 (13.4%)

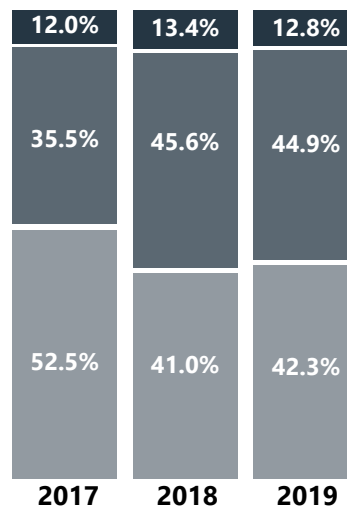
## Warwickshire County Council

The proportion of all staff who have given over 20 years of service has decreased by 0.8 percentage points since 2016/17



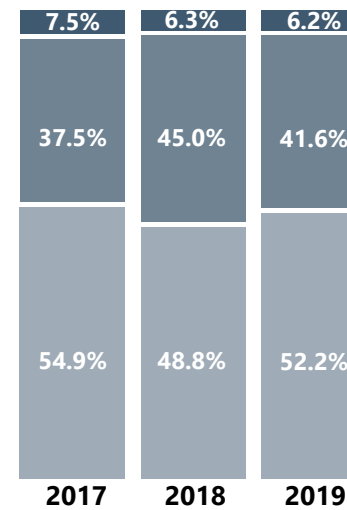
## Communities Directorate

The proportion of staff who have been employed for 5 years or less has decreased by 10.2 percentage points since 2016/17



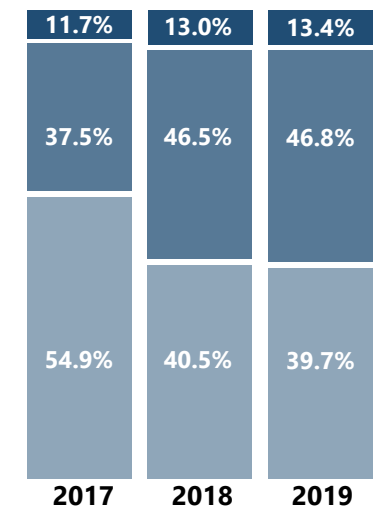
## People Directorate

The proportion of staff who have been employed for over 20 years has decreased by 1.3 percentage points since 2016/17

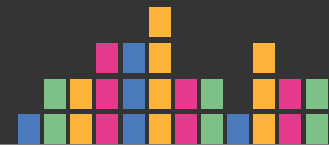


## Resources Directorate

The proportion of staff who have been employed for 5 years or less has decreased by 15.2 percentage points since 2016/17



# Workforce Turnover - Starters and Leavers



Number of starters and leavers 1st April 2018 to 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
New Starters (heads)	554	171	249	134
Leavers (heads)	626	205	248	172

## Warwickshire County Council

has seen a **13.9%** staff turnover rate for 2018/19. The rate in 2016/17 was 15.1% and 14.6% in 2017/18



## Communities Directorate

has seen a **12.3%** staff turnover rate for 2018/19. The rate in 2016/17 was 12.8% and 13.5% in 2017/18



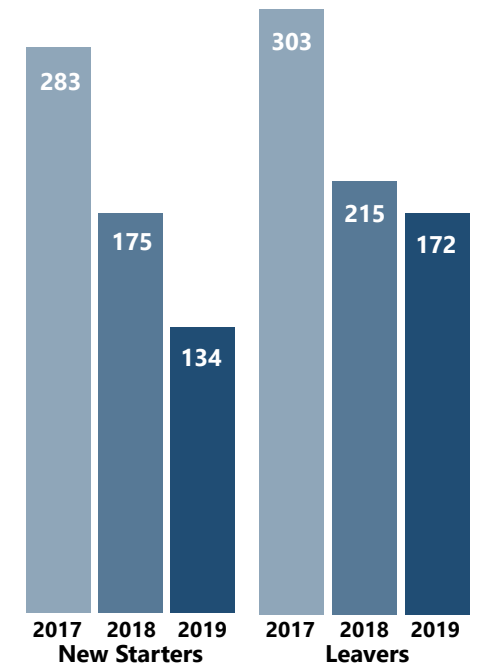
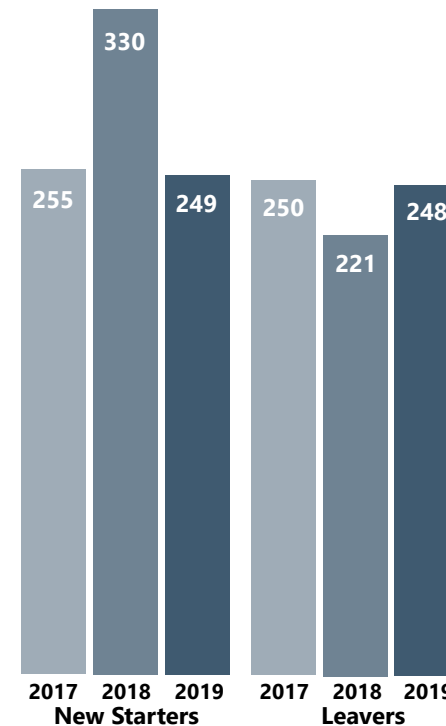
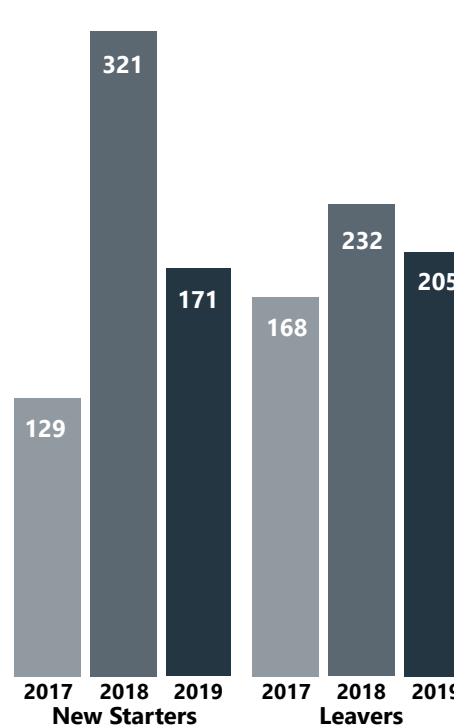
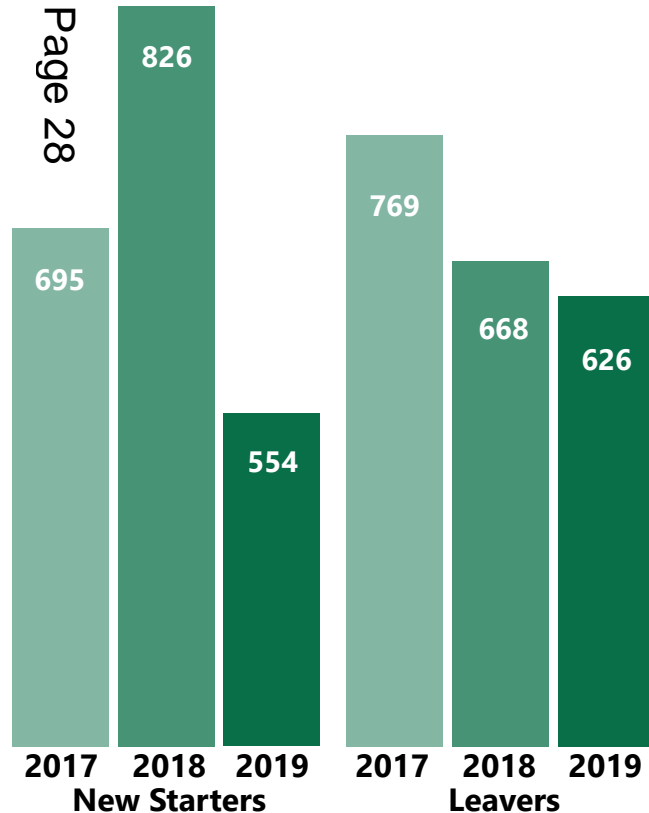
## People Directorate

has seen a **16.0%** staff turnover rate for 2018/19. The rate in 2016/17 was 17.5% and 14.5% in 2017/18



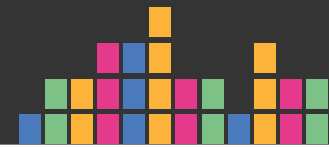
## Resources Directorate

has seen a **13.5%** staff turnover rate for 2018/19. The rate in 2016/17 was 15.4% and 16.2% in 2017/18



\*696 employees in the catering service who transferred out of the County Council in September 2017 to form Educaterers, a Local Authority Traded Company, are excluded from the starters and leavers figures.

# Workforce Turnover - Starters and Leavers

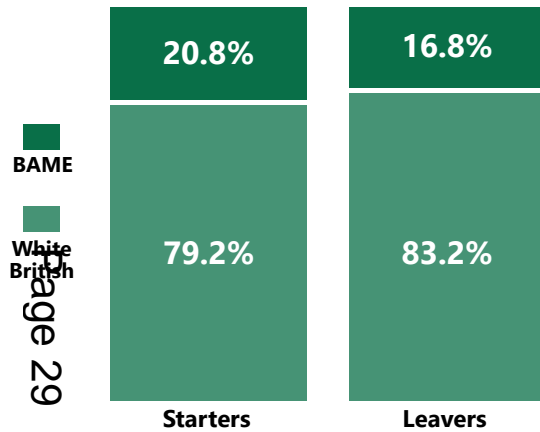


## Warwickshire County Council

In 2018/19,

**20.8% of Starters** and **16.8% of Leavers** were of **BAME** origin

(15.3% of the workforce population were of BAME origin in 2018/19). In 2017/18, 20.5% of Starters and 13.7% of Leavers were of BAME origin

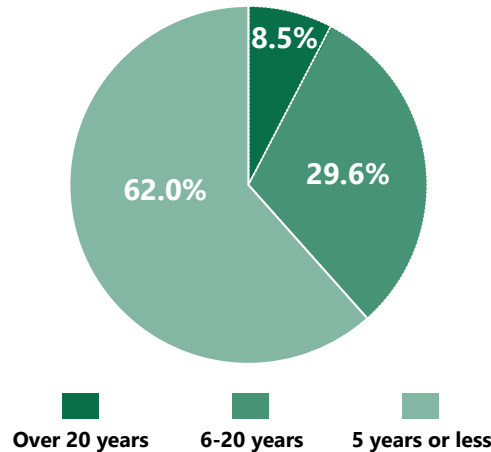


## Warwickshire County Council

In 2018/19,

**62.0% of Leavers** had given **5 years or less** service

(45.0% of the workforce population have given 5 years or less service in 2018/19)

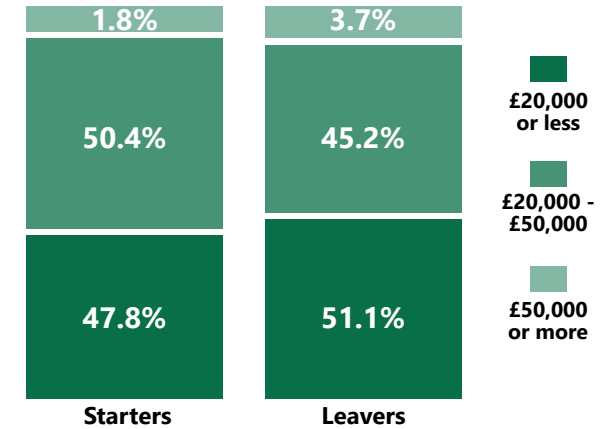


## Warwickshire County Council

In 2018/19,

**47.8% of Starters** and **51.1% of Leavers** earned **£20,000 or less**

(27.5% of the workforce population earned £20,000 or less in 2018/19). In 2017/18, 55.4% of all Leavers earned £20,000 or less

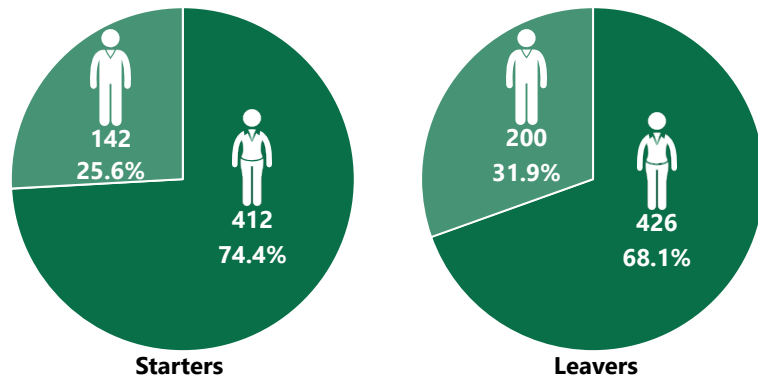


## Warwickshire County Council

In 2018/19,

**74.4% of Starters** and **68.1% of Leavers** were **female**

(68.6% of the workforce population were female in 2018/19). In 2017/18, 69.7% of Starters and 72.9% of Leavers were female employees

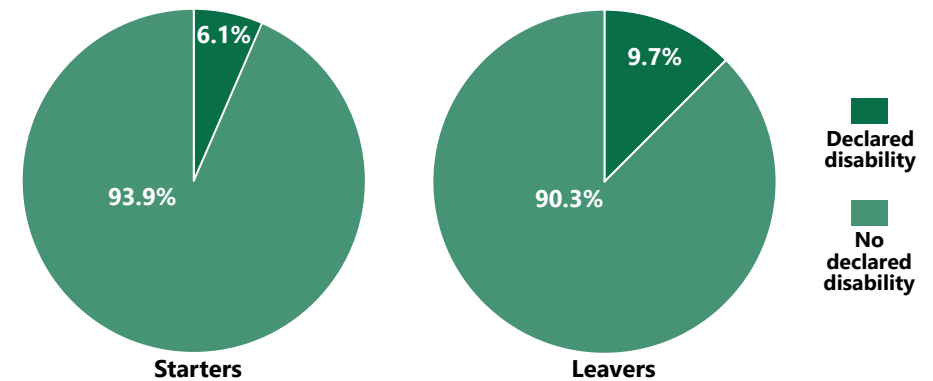


## Warwickshire County Council

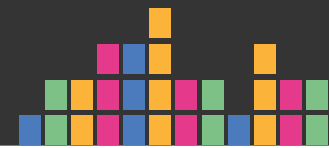
In 2018/19,

**6.1% of Starters** and **9.7% of Leavers** had a declared **disability**

(6.2% of the workforce population had a declared disability in 2018/19). In 2017/18, 3.8% of Starters and 6.4% of Leavers had a declared disability



# Workforce Turnover - Promotional Rates

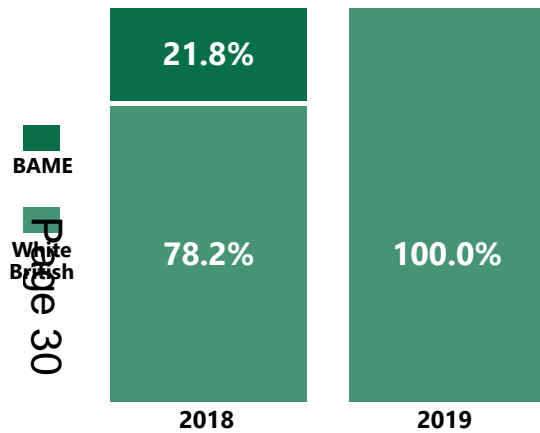


## Warwickshire County Council

In 2018/19,

**100%** of promotions were achieved by employees of White British ethnicity.

(15.3% of the workforce population were of BAME origin in 2018/19). In 2017/18, 21.8% of promotions were achieved by employees of BAME origin

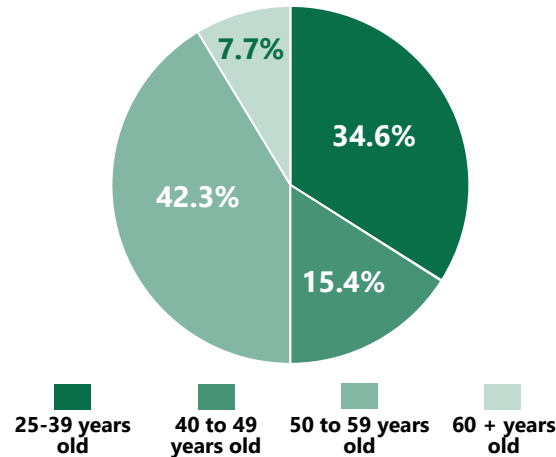


## Warwickshire County Council

In 2018/19,

**42.3%** of promotions were achieved by employees aged **50 to 59 years old**

(28.4% of the workforce population were aged 50-59 in 2018/19). No employees under the age of 25 achieved a promotion in 2018/19

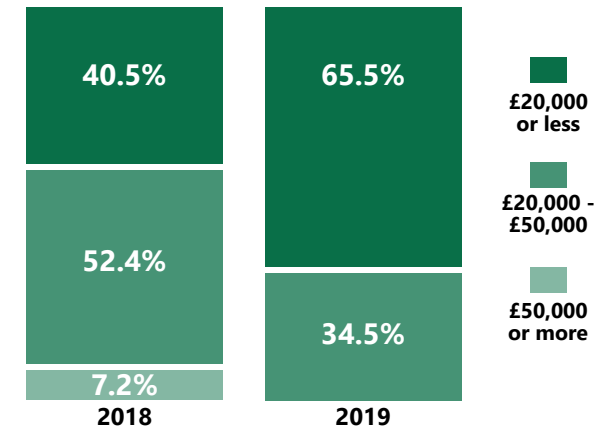


## Warwickshire County Council

In 2018/19,

**65.5%** of promotions were achieved by employees earning **£20,000 or less**

(27.5% of the workforce population earned £20,000 or less in 2018/19). In 2017/18, 40.5% of all promotions were achieved by employees earning £20,000 or less

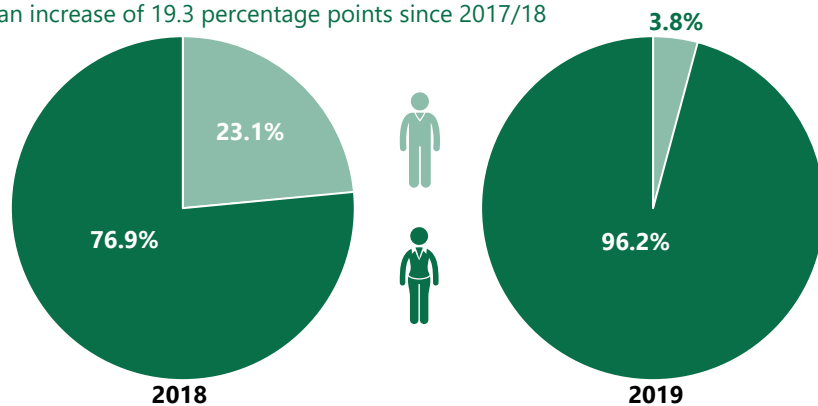


## Warwickshire County Council

In 2018/19,

**96.2%** of all promotions were achieved by female employees

This is an increase of 19.3 percentage points since 2017/18

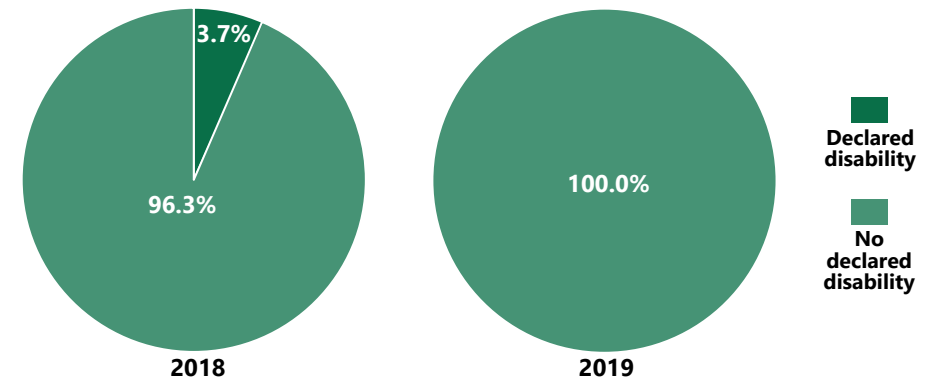


## Warwickshire County Council

In 2018/19,

**0%** of promotions were achieved by employees with a declared **disability**

(6.2% of the workforce population had a declared disability in 2018/19). In 2017/18, 3.7% of promotions were achieved by employees with a declared disability



\*Percentages above exclude 'Not known' and 'Not stated'

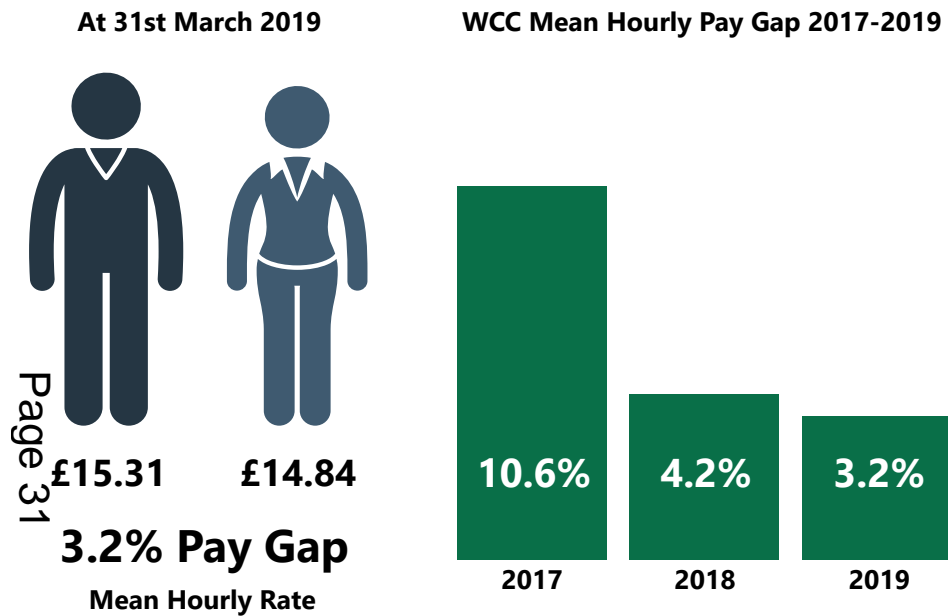
\*In terms of age, promotional data refers to an employee's age at the end of the year

# Gender Pay Gap

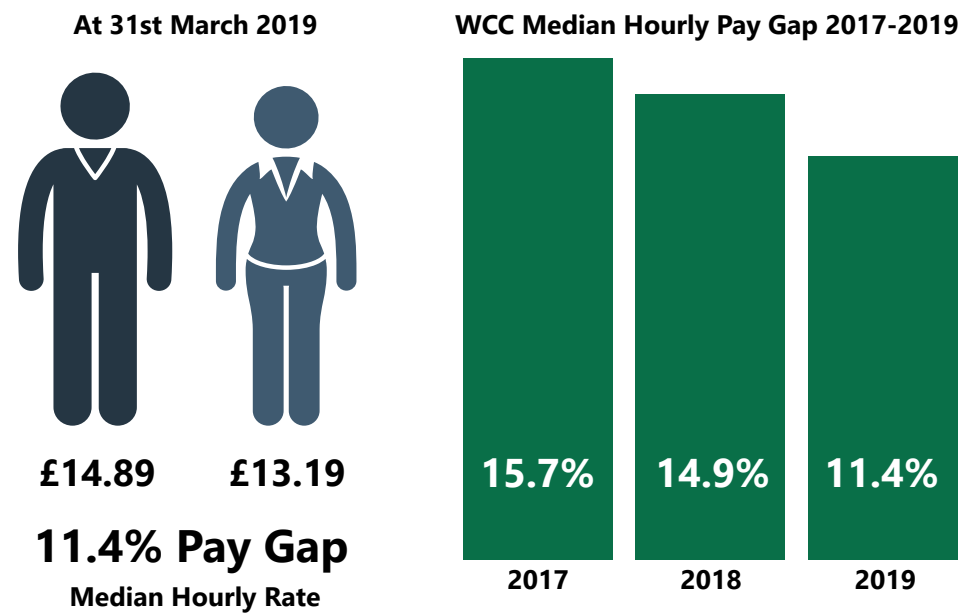


## Hourly Pay Rates (with salary sacrifice)

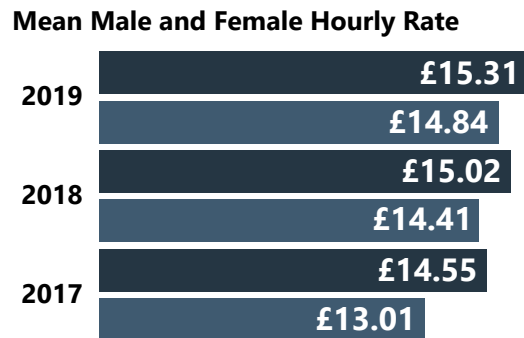
The gender pay gap is an equality measure that shows the difference in average (mean and median) earnings between women and men.



There is a 3.2% pay gap between the mean hourly rate of men and women at March 2019. The pay gap has reduced - down from 10.6% at March 2017 to 3.2% at March 2019. The gender pay gap when salary sacrifice is included is also 3.2% at March 2019.

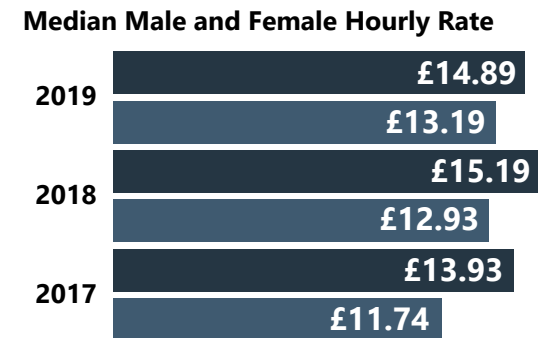


There is a 11.4% pay between the median hourly rate of men and women at March 2019. The pay gap has reduced - down from 15.7% at March 2017 to 11.4% at March 2019. The gender pay gap when salary sacrifice is included is 10.0% at March 2019.



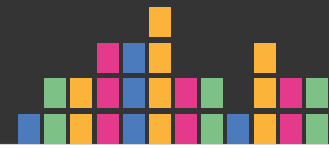
The gender pay gap figures are lower than the 2018 national gender pay gap of 17.1%\*(mean) and 17.9%\*(median), and the public sector as a whole where the gender pay gap was 17.5%\*(mean) and 19.0%\*(median) in 2018.

Gender pay gap is not the same as equal pay. Salaries at Warwickshire County Council are determined by the structured job evaluation of each role to ensure equal pay for work of equal value for all employees, irrespective of gender.



\*National and public sector gender pay gap figures are from the ONS 'Gender pay gap in the UK: 2018' release

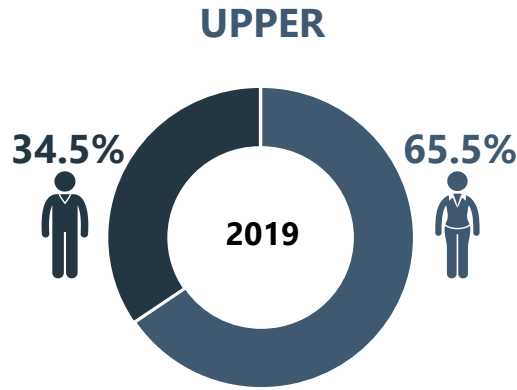
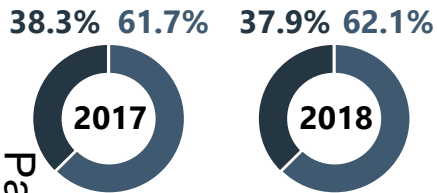
# Gender Pay Gap



## Proportion by Pay Band Quartiles

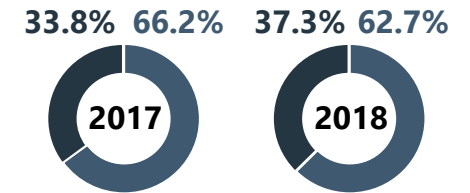
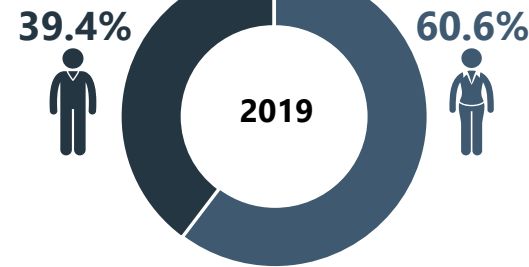
At 31st March 2019

The proportion of women in the Upper Quartile has increased from 61.7% in 2017 to 65.5% in 2019



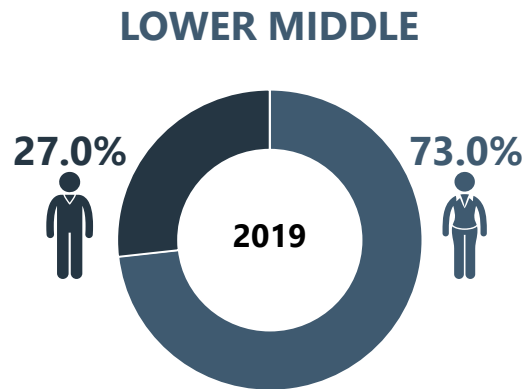
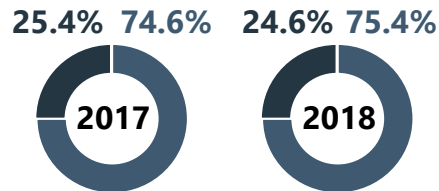
### UPPER MIDDLE

The proportion of women in the Upper Middle Quartile has decreased from 66.2% in 2017, to 60.6% in 2019



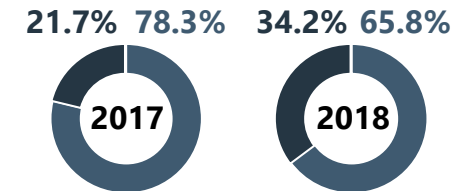
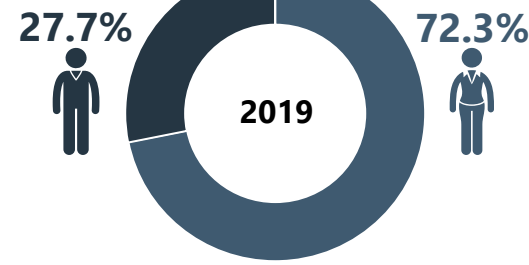
Page 32

The proportion of women in the Lower Middle Quartile has decreased slightly from 74.6% in 2017 to 73.0% in 2019



### LOWER

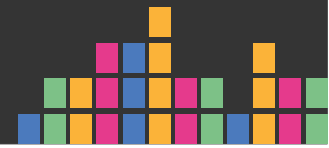
The proportion of women in the Lower Quartile has decreased from 78.3% in 2017 to 72.3% in 2019



More women than men are employed across all pay band quartiles. This is broadly reflective of the workforce demographic as 68.6% of Warwickshire County Council's employees are women at 31st March 2019.

At the Council overall, the concentration of female employees is higher in the bottom two quartiles than the top two quartiles. The highest concentration of female employees is in the lower middle quartile. The proportion of women in the upper middle quartile has decreased by 5.6 percentage points between 2017 and 2019.



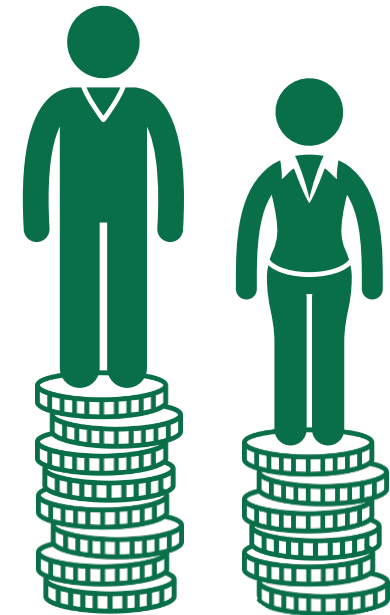


## Conclusion

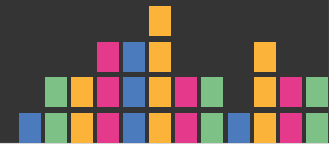
Whilst it is positive that the Council's gender pay gap compares favourably with national and regional figures, Warwickshire County Council (WCC) has an ongoing commitment to continually address the gender pay gap through our Talent Management Programme to make 'Warwickshire County Council a great place to work with outstanding leadership and a talented, agile workforce' (Our People Vision). Developing a Talent Management Programme aligned to Our People Strategy will drive a strategic approach to change and strengthen our corporate oversight in this area to work towards closing the gender pay gap and being able to reap the benefits of a high performing, diverse workforce.

In addition, as part of the How We Will Work Programme we will improve workplace flexibility and position it as an opportunity adopted by men as well as women and as much for senior roles as junior roles. This will also include making all of our locations flexible.

Further action will also be taken to encourage employees to complete their diversity data on the Council's HR information system to assist with future workforce data analysis.



# Clarification of Terms



## **HEADS / HEADCOUNT**

The headcount is defined as the physical number of people irrespective of the number of positions held or the number of hours worked by the individual. It is possible for an individual to be employed within different roles within the WCC structure, therefore the headcount for Warwickshire will not necessarily be equal to the total headcount for each Group.

## **FULL TIME EQUIVALENT (FTE)**

Full Time Equivalent relates to the number of hours an employee is contracted to work each week as a proportion of the number of hours per week defined as full-time as per contracts of employment. Thus a full-time employee would have an FTE of 1.0 and an employee working 18.5 hours per week in a role based upon a 37 hour contract would have an FTE of 0.5.

## **BLACK, ASIAN AND MINORITY ETHNIC (BAME)**

BAME is defined as all known ethnicities (excludes refused) which are not White British. White Other and White Irish are both classified as BAME.

## **NEW STARTERS**

New starters are defined as employees starting employment within the organisation (and not those changing roles).

## **LEAVERS**

Leavers are defined as employees leaving the organisation (and not those leaving an individual post but remaining employed).

## **PROMOTION**

A promotion is the advancement of an employee's rank or position in the organisational hierarchy system.

## **GENDER PAY GAP**

The gender pay gap is an equality measure that shows the difference in average (mean and median) earnings between men and women. The gender pay gap is not the same as equal pay. Salaries at Warwickshire County Council are determined by the structured job evaluation of each role to ensure equal pay for work of equal value for all employees, irrespective of gender.

## **BONUS PAY**

Bonus pay is compensation over and above the amount of pay specified a a base salary or hourly rate of pay.



## Appendix B

### Gender pay gap

#### What information the Council is required to publish

Employers with more than 250 employees must publish the results of the following six calculations based on the pay period in which 31 March (the 'snapshot' date for local government employers) falls in each year from 2017 onwards:-

Mean gender pay gap	% difference between the mean hourly rate of pay of male and female employees
Median gender pay gap	% difference between the median hourly rate of pay of male and female employees
Mean bonus gender pay gap	% difference between the mean bonus pay paid to male and female employees*
Median bonus gender pay gap	% difference between the median bonus pay paid to male and female employees*
Bonus proportions	% of male and female employees who were paid bonus pay during the relevant period*
Quartile pay band proportions	Proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands

\*Please note that the calculations relating to bonus pay are not required for WCC.

#### Key points about the basis of the calculations:-

- The mean average involves adding up all the numbers and dividing the result by how many numbers are on the list. The median average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.
- The data is based on 'full time relevant employees' i.e. those employed on the 'snapshot date' and paid their usual full basic pay during the relevant pay period
- The data is based on 'ordinary pay', defined as basic pay, allowances, pay for piecework, pay for leave and shift premium pay but not overtime pay; redundancy or other termination payments, pay in lieu of leave, or non-cash benefits
- The calculations are based on head count and not on 'full time equivalent' (FTE) numbers of employees

This page is intentionally left blank

### Staff and Pensions Committee

9 September 2019

### Employee Sickness Absence Management

#### Recommendation

That the Staff and Pensions Committee notes the performance information in relation to the management of employee sickness absence during 2018/19, endorses a target reduction to 9.04 days per employee for 2019/20, and supports a proactive approach to the health and wellbeing of employees and in managing employee sickness absence.

#### 1.0 Introduction

- 1.1 This report covers information on sickness absence for:-
- a) the financial year April 2018 – March 2019
  - b) compares data with previous years
  - c) the figures exclude absence for non-sickness reasons such as annual leave, maternity, paternity, or adoption leave, unpaid leave and leave for compassionate reasons.
  - d) unless otherwise stated, the sickness data provided in the report includes both short and long term sickness absence as defined in Section 5.1.

#### 2.0 Sickness days lost per employee

- 2.1 A summary of days lost at County Council level through sickness absence per employee (full-time equivalent) since 2011/12 is set out below: -

Year Ending	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
Days Lost per Employee FTE	8.82	9.61	9.60*	10.08*	10.26*	9.90*	9.87*	9.51*

\* These figures exclude schools.

2.2 In terms of comparative data, the public service sector average for 2018 was 8.4 days per employee per year (8.5 days reported in 2017).  
(Source: Chartered Institute of Personnel and Development, 2018).

The mean average figure for local government in 2018 was 9.8 days  
(Source: Chartered Institute of Personnel and Development, 2018).

Benchmark data on average days absence relating to 2018/19 has been obtained from the shire authorities network in order to provide comparative data. The data made available is reported in the table below:-

Local Authority	2016/17 (where available)	2017/18	2018/19
Warwickshire CC	9.90 days	9.87 days	9.51 days
Buckinghamshire CC	8.4 days	9.1 days	9.4 days
Cumbria CC	13.2 days	11.9 days	12.4 days
Gloucestershire CC	7.8 days	9.1 days	8.1 days
Herefordshire CC	9.57 days	8.2 days	8.2 days
Hertfordshire CC	7.3 days	7.3 days	7.3 days
Kent CC	6.9 days	7.3 days	7.5 days
Northumberland CC	10.4 days	11.4 days	11.3 days
Rutland CC	9.1 days	8.8 days	9.7 days
Somerset CC	7.5 days	8.3 days	6.7 days
Suffolk CC	12.9 days	13.6 days	13.0 days
Staffordshire CC	-	10.6 days	10.7 days

Gloucester and Somerset County Councils have been contacted in order to learn more in relation to their approach to sickness absence management, given their relative absence levels.

In the case of Gloucestershire County Council, a crackdown on under-reporting was done approximately 3 years ago. Stress/depression is their top reason (30.65%). Similar wellbeing initiatives to Warwickshire’s have been undertaken, including wellbeing days, and talks and presentations on issues such as obesity, menopause and mindfulness. Sickness absence levels are reported to Directorate Leadership teams with an emphasis on trend data, and the HR service produces specific reports on those staff exceeding absence trigger points. The view is that their occupational health offer is good and that their approach to sickness absence management is now much more joined up.

Somerset County Council has indicated that there is some significant under-reporting and that this is currently being addressed. Anxiety/stress is their top reason (28.65%). As with Warwickshire, Somerset has championed a number of wellbeing initiatives over the last 12 months. Further information has been requested.

2.3 The County Council continues to have a proactive focus on employee wellbeing in order to reduce sickness absence levels. Further details on this area of work are contained in Section 8 of this report.

2.4 Sickness absence levels (days per employee FTE) by Directorate and by Business Unit are reported in the table below and include headcounts:-

	<b>Headcount 2018/19</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>WCC (excluding schools)</b>	<b>4501</b>	<b>10.08</b>	<b>10.26</b>	<b>9.90</b>	<b>9.87</b>	<b>9.51</b>
<b>Communities Directorate</b>	<b>1668</b>	<b>9.99</b>	<b>9.28</b>	<b>9.21</b>	<b>9.05</b>	<b>8.44</b>
Transport & Economy*	408	-	-	7.34	9.87	8.43
Community Services	315	9.26	10.19	11.12	8.31	7.12
Education & Learning	523	11.72	8.54	9.62	9.09	7.07
Fire & Rescue	416	6.50	8.42	7.91	10.22	10.09
<b>People Directorate</b>	<b>1549</b>	<b>12.28</b>	<b>13.16</b>	<b>13.12</b>	<b>12.12</b>	<b>12.12</b>
Children & Families	808	11.80	12.86	11.45	12.40	11.66
Social Care & Support Services	618	11.90	16.0	15.37	13.35	13.38
Strategic Commissioning	68	15.89	13.0	11.24	4.03	7.98
Public Health	30	3.16	6.56	7.49	7.95	15.15
<b>Resources Directorate</b>	<b>1273</b>	<b>8.20</b>	<b>8.87</b>	<b>8.36</b>	<b>7.05</b>	<b>8.25</b>
Customer Service	402	11.21	11.55	10.15	9.95	9.43
Finance	162	6.83	7.35	7.18	8.81	7.30
HR & OD	131	7.84	9.46	7.77	5.03	8.04
ICT	169	4.64	6.89	5.27	5.55	7.71
Law & Governance	130	7.29	7.95	5.92	6.77	5.49
Property Services	205	8.70	9.07	10.07	6.37	12.26
Performance	68	9.00	4.98	4.82	3.70	2.66

\* Please note the Transport and Highways and the Economic Growth business units were combined in April 2016 to form the Transport and Economy Business unit. Consequently, comparative data with previous years is not available.

2.5 The sickness absence figures for the Fire and Rescue Service (FRS) for 2017/18 and 2018/19 include absence for operational Firefighters, whereas in previous years the figures only referred to Green Book staff. The absence figures for the FRS are calculated on a monthly basis using information provided by the FRS and also the Your HR system. This is because the shift systems for operational Firefighters are varied and, for a number of stations, arranged on a self-rostering basis.

### 3.0 Percentage of employees with no absences

3.1 The percentage of employees with no absence in 2018/19 is reported in the table below:-

	2014/15	2015/16	2016/17	2017/18	2018/19
<b>WCC (excluding schools)</b>	<b>38.7%</b>	<b>40.7%</b>	<b>39.6%</b>	<b>48.1%</b>	<b>39.95%</b>
<b>Communities Directorate</b>	<b>41.2%</b>	<b>44.0%</b>	<b>41.5%</b>	<b>52.3%</b>	<b>44.42%</b>
Transport & Economy	-	-	40.6%	42.8%	36.76%
Community Services	43.2%	47.8%	46.4%	58.4%	43.49%
Education & Learning	41.4%	43.2%	39.5%	54.8%	48.18%
Fire & Rescue	47.5%	48.8%	51.1%	53.1%	47.6%
<b>People Directorate</b>	<b>35.5%</b>	<b>38.3%</b>	<b>36.1%</b>	<b>45.9%</b>	<b>37.70%</b>
Children & Families	47.3%	45.5%	43.6%	50.3%	40.47%
Social Care & Support Services	32.0%	29.9%	27.2%	39.1%	33.82%
Strategic Commissioning	30.2%	50.7%	39.6%	50.8%	39.71%
Public Health	47.1%	52.9%	38.7%	46.4%	36.67%
<b>Resources Directorate</b>	<b>37.8%</b>	<b>38.7%</b>	<b>38.2%</b>	<b>44.6%</b>	<b>36.37%</b>
Customer Service	37.0%	40.7%	39.0%	48.2%	39.55%
Finance	35.9%	36.4%	38.7%	41.6%	35.19%
HR & OD	25.9%	34.5%	29.8%	38.6%	29.77%
ICT	35.6%	34.9%	42.5%	43.7%	34.32%
Law & Governance	32.1%	39.4%	34.9%	38.4%	43.08%
Property Services	41.5%	39.5%	38.6%	46.3%	29.27%
Performance	39.0%	40.7%	38.4%	47.3%	44.12%

### 4.0 Average number of episodes of sickness per employee

4.1 The average number of episodes of sickness absence per employee in 2018/19 is reported in the table below:-

	2014/15	2015/16	2016/17	2017/18	2018/19
<b>WCC (excluding schools)</b>	<b>1.49</b>	<b>1.41</b>	<b>1.50</b>	<b>1.26</b>	<b>1.21</b>
<b>Communities Directorate</b>	<b>1.69</b>	<b>1.40</b>	<b>1.40</b>	<b>1.04</b>	<b>1.15</b>
Transport & Economy	-	-	1.40	1.42	1.28
Community Services	1.61	1.18	1.27	0.91	1.06
Education & Learning	3.00	1.65	1.44	1.22	1.23
Fire & Rescue	0.93	0.92	0.93	0.94	0.96
<b>People Directorate</b>	<b>1.46</b>	<b>1.50</b>	<b>1.63</b>	<b>1.30</b>	<b>1.23</b>
Children & Families	1.20	1.32	1.34	1.30	1.19
Social Care & Support Services	1.61	1.69	1.96	1.33	1.28



Strategic Commissioning	2.07	1.62	1.39	0.77	1.15
Public Health	1.02	0.94	1.85	1.37	1.30
<b>Resources Directorate</b>	<b>1.47</b>	<b>1.43</b>	<b>1.59</b>	<b>1.36</b>	<b>1.29</b>
Customer Service	1.67	1.50	1.58	1.40	1.21
Finance	1.74	1.60	1.79	1.51	1.39
HR &OD	1.72	1.46	1.98	1.15	1.37
ICT	1.31	1.38	1.37	1.27	1.32
Law & Governance	1.27	1.45	2.01	1.47	1.33
Property Services	1.33	1.35	1.50	1.43	1.43
Performance	1.75	1.40	1.42	1.12	0.85

## 5.0 Percentage of time lost due to short term / long term sickness

- 5.1 Short term absence is defined as an absence of below 20 working days. Long term absence is defined as absence of longer than four weeks and which often requires a medical intervention to aid recovery and a return to work.
- 5.2 All figures within this report only to sickness absence as reported through the appropriate procedures and managed through the County Council's Sickness Absence Management Procedure. On the very rare occasions where there is strong evidence that employees are not genuinely sick, then this would be dealt with as a disciplinary issue and would not be included in the sickness figures.
- 5.3 In 2018/19, at WCC level, 37.4% of working time lost to absence is accounted for by short-term absences, whilst 62.6% is attributed to long-term absences as detailed in the tables below:-

<b>WCC</b>	<b>Short Term</b>	<b>Long Term</b>
<b>2015/16</b>	37.3%	62.7%
<b>2016/17</b>	39.7%	60.3%
<b>2017/18</b>	36.6%	63.4%
<b>2018/19</b>	37.4%	62.6%

	<b>Communities</b>		<b>People</b>		<b>Resources</b>	
	<b>Short Term</b>	<b>Long Term</b>	<b>Short Term</b>	<b>Long Term</b>	<b>Short Term</b>	<b>Long Term</b>
<b>2015/16</b>	41.1%	58.9%	33.8%	66.2%	40.0%	60.0%
<b>2016/17</b>	38.9%	61.1%	37.3%	62.7%	45.6%	54.4%
<b>2017/18</b>	39.8%	60.2%	33.6%	64.4%	44.7%	55.3%
<b>2018/19</b>	39.0%	61.0%	32.4%	67.6%	44.2%	55.8%

5.4 With the support of the HR Service, managers across all of the Directorates are working to proactively manage sickness absence in accordance with the Council's Sickness Management of Absence Procedure. During 2018/19, a total of 7 employees were dismissed due to sickness absence, or for reasons related to the absence triggers. In addition, a further 6 employees left the County Council on ill health retirement grounds during 2018/19. This compares with 9 dismissed and 5 ill health retirements in 2017/18, and 10 and 7 respectively in 2016/17.

## 6.0 Reasons for sickness absence

6.1 The top reasons for sickness absence by percentage days in 2018/19 are reported in the table below. The table in Section 6.2 provides comparative data for previous years.

Reason	2018/19
Mental Health	25.7%
Musculoskeletal	19.6%
Chest or Respiratory	9.6%
Digestive System	6.4%
Reason Withheld	5.9%
Neurological	4.1%
Viral	3.5%

6.2 The top sickness absence reasons by percentage days for the previous 4 years are reported in the table below.

Reason	2014/15	2015/16	2016/17	2017/18
Mental Health	19.9%	25.4%	25.3%	24.6%
Musculoskeletal	17.7%	18.6%	16.0%	18.1%
Chest or Respiratory	5.9%	4.6%	5.1%	9.9%
Digestive System	6.9%	6.7%	7.0%	4.5%
Reason Withheld	6.6%	3.9%	5.5%	0.9%
Neurological	4.0%	4.2%	3.4%	3.7%
Viral	13.9%	13.2%	12.3%	4.8%
Eye, Ear, Nose, Mouth	3.6%	3.8%	3.8%	2.7%

6.3 An analysis of the specific reasons for sickness absence shows that the top two reasons for sickness absence remain consistent with previous years and are Mental Health (25.74%) and Musculoskeletal disorders (19.69%).

## 7.0 Financial Implications

- 7.1 The opportunity cost of days lost due to sickness absence during 2018/19 has been calculated from the Your HR system and is reported at £3.13m. Please note that this is a notional figure only. Sickness absence only impacts on the actual costs incurred by the authority where, to ensure service continuity, cover arrangements need to be put into place. These latter costs are not recorded separately from other overtime, temporary staff or acting up arrangements that may be required by services.

## **8.0 Occupational Health support**

- 8.1 With effect from 1 July 2018 a new contract for the Occupational Health provision through Duradiamond commenced. The following is a summary of the use of the provision from July 2018 to March 2019:-

People Directorate - 181  
Resources Directorate - 79  
Communities Directorate - 78

These figures are generally comparative with the last two years.

- 8.2 The top two reasons for new referrals to Occupational Health were:-

Mental health issues - 40% (38% in 2017/18)  
Musculoskeletal - 21% (22% in 2017/18)

The top referral reasons are consistent with the main causes of sickness absence across the Council.

- 8.3 The Occupational Health statistics are monitored both from a contract management perspective, and to identify trends in order to take appropriate action.

## **9.0 Absence Management Strategies**

- 9.1 As detailed in the Health and Wellbeing Annual Report presented to the Staff and Pensions Committee on 10 June 2019, the Workplace Health and Wellbeing Strategy was launched in June 2018. A Health and Wellbeing steering group has been established in order to ensure that the strategy is implemented. It includes representatives from senior leadership, the HR & OD service, Health and Wellbeing Champions, and Marketing & Communications.

The implementation plan includes elements such as staff engagement, communication and awareness, sickness absence, occupational health, employee assistance programme, and mental health. There is a range of health and wellbeing actions and initiatives which involve strong links with Public Health, the Year of Wellbeing Coordinator, and external partners such as NHS and Mind Mental Health.

With mental health being the top reason for sickness absence, mental health and general wellbeing have featured highly in the initiatives and activities

undertaken over the last 12 months and include:-

- the benefits of pulling all relevant information together into a single place for staff to access is something that the Committee has highlighted previously. Consequently, the Your Wellbeing intranet page now includes information on Occupational Health and the Employee Assistance Programme, health topics, training, support and information;
- introduction of Wellbeing Wednesday, promoting health and wellbeing campaigns, information and signposting to Workplace Wellness and the Year of Wellbeing initiatives;
- recruitment, training and promotion of WCC Wellbeing Champions to support teams and staff with positive health and wellbeing;
- the wellbeing communications plan is designed to continually raise the awareness of wellbeing through different communication channels;
- WCC sign up to the Thrive at Work commitment, working on attaining the Bronze Level award where WCC is currently at 75% completion. The Thrive at Work award is a best practice guide in order to benchmark and identify gaps within WCC;
- mental health and wellbeing awareness sessions have been delivered to 13 teams to date, with another 15 planned over the coming months;
- additional resilience and mindfulness training sessions provided and the introduction of work-life balance training; and
- Health, Safety and Wellbeing service attendance at all building user group meetings to identify any wellbeing/work environment issues for advice and support. The building user groups exist within WCC occupied buildings to provide a representative forum, enabling staff the opportunity to contribute to issues concerning the buildings that they occupy.

Key actions that are currently being planned for the remainder of 2019 and beyond include:-

- the launch of “listening mates” in November 2019 whereby staff will be trained to provide support to colleagues who feel that there is an issue in the workplace and need some support;
- the development of a WCC Mental Health Policy planned for October 2019; and
- conducting a mental health campaign entitled “Time to Change” planned for the end of 2019.

9.2 Musculoskeletal continues to be one of the top reasons for sickness absence. In order to address this and reduce the potential musculoskeletal health issues experienced by staff working at their workstations, the Health, Safety and Wellbeing service undertakes a programme of display screen equipment assessments. A total of 87% of staff who have had an assessment reporting that the recommendations made have improved their workstation set-up and, therefore, eliminated or reduced the issues raised.

9.3 Sickness absence levels continue to be reported to managers on a monthly basis in order that they are in receipt of timely management information relating

to sickness absence. Advice and support in managing both long and short term sickness absence are provided by the HR Advisory Service, with particular emphasis where sickness absence hotspots have been identified.

In conjunction with this, managers now have access to a case management facility within the Your HR system that includes sickness absence, which allows them to record and keep track of actions taken in relation to managing absence.

- 9.4 Sickness absence management surgeries continue to be available for managers who require guidance and support on managing absence in their respective services. In addition, there are also examples of where bespoke training and support has been provided to Service Managers and Team Leaders.

## **10.0 Conclusion**

- 10.1 This report has compiled all relevant and available statistics for sickness absence management within the County Council. The statistics demonstrate that the monitoring and management of sickness absence remains essential.
- 10.2 The average sickness absence levels of Warwickshire County Council staff (excluding schools) in 2018/19 equate to 9.51 average days per employee. This has seen a reduction from 9.87 in 2017/18. Target reductions of 5% have again been applied by all of the Directorates.
- 10.3 As with 2017/18, the top reasons for employee sickness absence in 2018/19 remain as Mental Health and Musculoskeletal.
- 10.4 Whilst there has been a reduction in sickness absence levels in 2018/19, the focus remains on managing absence, ensuring managers are aware of their roles and responsibilities, and proactively managing employee sickness absence cases. The focus is also very much upon preventative strategies and measures, and this is evidenced by the implementation of the Workplace Wellbeing Strategy.

## Background Papers

None

	Name	Contact details
<b>Report Author</b>	Andy Dunn HR Business Partner – Communities	<a href="mailto:andydunn@warwickshire.gov.uk">andydunn@warwickshire.gov.uk</a>
<b>Assistant Director</b>	Sarah Duxbury Assistant Director of Governance & Policy	<a href="mailto:sarahduxbury@warwickshire.gov.uk">sarahduxbury@warwickshire.gov.uk</a>
<b>Strategic Director</b>	Rob Powell Strategic Director - Resources	<a href="mailto:robpowell@warwickshire.gov.uk">robpowell@warwickshire.gov.uk</a>
<b>Portfolio Holder</b>	Councillor Kam Kaur	<a href="mailto:kamkaur@warwickshire.gov.uk">kamkaur@warwickshire.gov.uk</a>

The report was not circulated to members prior to publication:

### Staff and Pensions Committee

9 September 2019

#### New Starters – Flexible working

##### Recommendation

That the Staff and Pensions Committee agrees to amend the Council's standard terms and conditions of employment for staff new to Warwickshire County Council such that flexi time is not included in the contract of employment.

##### 1.0 Key Issues

- 1.1 The Council has developed a How We Will Work programme which is about changing the way the Council's employees work so that the needs of the business can be met in the most effective way. The shift to Microsoft 365, approved by Cabinet in June 2019, is also part of this wide ranging programme aimed at ensuring our workforce is equipped to meet our future business needs. In support of this, a set of organisational principles have been developed, attached at Appendix A.
- 1.2 A key aspect of the programme is a move to a more flexible style of working with a workforce of flexible workers focussed on delivering the Council's outcomes and meeting customer need. This means having different approaches to where, how and when employees work driven by customer and business need and within the parameters set, corporately and agreed more locally as relevant to each team.
- 1.3 The Council has existing flexible working arrangements, the most common one being the flexi-time scheme which has been in place across the Council for over 20 years. Under the scheme, hours are worked between fixed core hours with staff allowed to accrue hours worked above their contracted hours and to take those hours at a different time, as whole or half days of "flex leave". If staff accrue one day per flex period, this amounts to 13 days per year for a full time member of staff.
- 1.4 Whilst the flexi-time scheme has served as an attractive benefit to staff over time, with the changing requirements for service delivery, agility and flexibility, it is becoming restrictive and outdated and a revised approach to flexible working is required.
- 1.5 Flexi-time is written into Warwickshire County Council's local contractual terms of employment of staff who are covered by the NJC National Agreement on Pay and Conditions of Service (known as the Green Book). Strategic Directors have discretion over whether the scheme applies to accommodate, for example, local team business needs, however the scheme

is available to the majority of green book staff. Flexi-time does not apply to staff on the Hay management band.

- 1.6 One of the organisational principles of the 'How We Will Work' Programme is that flexible working will replace the flexi-time scheme over time, in order to achieve the flexibility needed for the future.
- 1.7 Staff who currently benefit from flexi-time arrangements will be given the choice as to whether they wish to continue with this arrangement or whether they wish to take advantage of flexible working arrangements envisaged by the How We Will Work programme. If so, this would amount to a variation of their terms and conditions of employment. Staff who choose to continue on flexi-time may retain it if they change posts within the Council, subject to local business needs and the requirements of the role.

## **2.0 Options and Proposal**

- 2.1 The purpose of this report is to propose that flexi-time is removed from the terms and conditions of employment offered to new staff appointed to the County Council. The date from which this change will take effect will be determined following the introduction of Microsoft 365 and after further engagement with Assistant Directors and Managers to ensure a smooth implementation.
- 2.2 New employees to the County Council appointed following the implementation of this proposal will join as flexible workers, with a specified number of contractual hours but no core hours (times when they must be present in the office), or fixed place of work where possible, and so with greater flexibility than they would have had under the flexi-time scheme over where, how and when they deliver their outcomes. This will be subject to any team requirements that are relevant to the post to ensure that business needs are met.
- 2.3 The aim of the new way of working is to ensure that our workforce is equipped to deliver the services we need into the future. This includes having a more flexible approach to where, how and when employees work and is aimed at delivering service outcomes whilst at the same time promoting an effective work-life balance. The implementation of Microsoft 365 enables this greater level of flexibility.
- 2.4 It is an option to continue to offer the flexi-time scheme to new starters, however, this is not recommended as the current scheme does not enable the Council to keep pace with the increasing demand for change required by the transformation agenda.
- 2.5 Not offering flexi-time to new employees will support the achievement of the Our People vision of making "Warwickshire County Council, a great place to work with outstanding leadership, and a talented, agile workforce".



- 2.6 This change may also help to address the Council's gender pay gap. Currently, as is the case in most local authorities, the lower graded posts tend to be occupied by female staff. One explanation for this is the prevalence of part time and flexible working opportunities in lower graded posts which has historically benefited those with domestic responsibilities. One of the actions arising from the gender pay gap action plan is to improve workplace flexibility, positioning it as an opportunity for men as well as women, and as much for senior as for junior roles. It is hoped that by integrating the new approach to flexible working, this will enable more women to progress to more senior posts in the organisation as well as achieving more consistency.
- 2.7 Likewise, a genuinely flexible work environment may also remove barriers to opportunities and progression for the growing number of staff who manage caring responsibilities (e.g. for elderly relatives) alongside their job.
- 2.8 The new arrangements do not affect the statutory right to request flexible working to agree specific permanent working patterns or arrangements, for example, term time or other part time working. These requests would continue to be considered on a case by case basis in line with statutory requirements.
- 2.9 The trade unions have been consulted on this new approach at the Joint Consultative Committee for non-teaching unions. Those that have responded to the consultation are supportive of it.

### **3.0 Financial Implications**

- 3.1 None.

### **4.0 Timescales associated with the decision and next steps**

- 4.1 Subject to agreement of the recommendation, practical steps (for example, updated contracts of employment, communication of the change to recruiting managers) will be taken to implement the amendment to our standard terms and conditions of employment to remove flexi-time for staff new to Warwickshire County Council. The implementation date will be determined following the introduction of Microsoft 365, and after further engagement with Assistant Directors and Managers to ensure a smooth implementation.

### **Background papers**

N/A

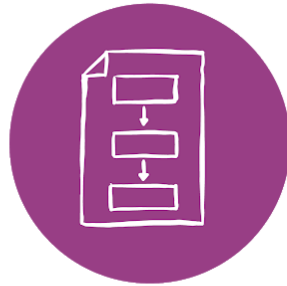
	<b>Name</b>	<b>Contact Information</b>
Report Author	Sarah McCluskey	sarahmcccluskey@warwickshire.gov.uk Tel: 01926 412770
Assistant Director	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Kam Kaur	kamkaur@warwickshire.gov.uk

The report was not circulated to members prior to publication.

# How we will work



People



Process



Technology



Space

## Organisational principles

---

Meeting our service requirements is everyone's first priority

Performance is managed by outcomes with regular reviews

Working flexibly means working in any place and any space

An employee can not be both off sick and working from home, normal absence reporting procedures apply

It is important to have face to face contact on a regular basis

Flexible working will replace the flexi-time scheme over time

### Staff and Pensions Committee

9 September 2019

#### Local Government Pension Scheme - Update

##### Recommendation

That the Committee note and comment on the report.

##### 1.0 Introduction

- 1.1 This report seeks to update the Committee on a number of different areas relating to the administration of the Warwickshire Pension Fund. Committee members are requested to note the report and comment on any areas of interest or concern.

##### 2.0 Options and Proposal

##### 2.1 Background

- 2.1.1 The Local Government Pension Scheme Advisory Board (SAB) are in the process of reviewing the cost of the Local Government Pension Scheme (LGPS) following HM Treasury's review of the Public Sector Pension Schemes and the LGPS has an additional cost management mechanism because it is a funded public sector pension scheme.
- 2.1.3 In December the SAB issued its proposals for amendments to the LGPS to bring the benefit structure back within the 19.5% cost umbrella for future accrual and came forward with a number of proposals for consideration:
- Removal of the third tier of ill health (a temporary entitlement limited to a maximum of three years' pension)
  - The introduction of a minimum death in service payment of £75,000 per member. The current death in service entitlement is 3 x pay.
  - Enhanced early retirement factors for all members who are active on 1 April 2019. The enhanced factors should apply to all service.
  - The introduction of revised bands for member contributions (attached). The revision of the lowest band reflects the lack of tax relief for the lowest paid members. And the expansion of band two will benefit the lowest paid members and the revision band four to reflect increases in the higher tax bracket.
- 2.2 Following the Government's decision to appeal the McCloud ruling the above proposals in 2.1.3 were suspended.

- 2.3 The Supreme Court refused the Government's application to appeal and the case has been referred back to the Employment Tribunal for determination. In a statement The Secretary of State accepted the Court's ruling.
- 2.4 Until the Employment Tribunal has made its determination it is difficult for local authority pension funds (and other public service schemes) to assess the full impact on the benefit structure for members. But for the LGPS, it is likely to mean the extension of the rule of 85 protections involving the recalculation of some benefits awarded and in payment, the amendment of administration systems and updating deferred benefits awarded. For Firefighter pension schemes, officers who transitioned from the 1992 scheme to the 2015 scheme, will now presumably be reinstated and those who are in receipt of their pension may also require their entitlement recalculating.
- 2.5 There may be an argument that some LGPS and FPS members would not have retired had the protections remained in place.
- 2.5 The problem for the Fund is how to allow for any impact with the determining of employer contribution rates and deficits in the ongoing triennial valuation and should the results be caveated because of McCloud.
- 2.6 The Fund Actuary has also commented that there is a further problem in calculating cessation payments for employers exiting the Fund.

### **3.0 LGPS consultation on valuation cycles / managing employers**

#### **3.1 Background**

- 3.1.1 This consultation whether local government pension funds should transition from a three yearly to four yearly valuation cycle so that the national LGPS cost management valuation and local LGPS valuations are aligned from 31 March 2024 onwards. This change is being brought in to match the same four yearly cycle that applies to the non-funded public service schemes.
- 3.1.2 There is a proposal to allow Funds to carry out interim valuations between formal valuation dates, and adjust employer contribution rates upwards or downwards to reflect changing circumstances.
- 3.1.3 There is a proposal to allow Funds more flexibility around the way in which they manage employers that exit the LGPS by spreading cessation debt repayments or setting up deferred debt arrangements.
- 3.1.4 The consultation also proposes removing the requirement for further education, higher education and sixth form colleges in England to offer new employees' access to the LGPS. The WPF currently has two colleges of further education; the Warwickshire College Group and North Warwickshire, Hinckley and South Leicestershire College Group.

## 4.0 Exit Payment Cap

- 4.1 The government first introduced the idea of capping exit payments to £95k in 2015 and issued consultation proposals with a view to implementation later this year. It is likely that the original timescale will slip given the responses to the consultation.
- 4.2 The £95k exit cap applies to most public sector employers and simply means the total exit payments which can be made to an employee must not exceed £95k.
- 4.3 For the LGPS this cap also includes any actuarial strain incurred if the benefits are released early on the grounds of, for example, redundancy or efficiency etc.
- 4.4 It remains unclear as to the precise impact on the LGPS benefits and funds are waiting for further guidance. One issue however, is that the calculation of the actuarial strain is at fund level (i.e. there is not a national approach) and therefore the amount of the strain can differ from one fund to another. This could mean a member in one fund may be affected and not in another.
- 4.5 This policy was designed with the idea of reducing pay outs to high earners but the cap will foreseeably impact on lower earners with significant lengths of service.

## 5.0 Financial Implications

- 5.1 The McCloud judgement will have a financial impact but the value of this is not certain at this time. The pension fund accounts and the County Council accounts both make reference to this issue as a contingent liability at this time.
- 5.2 The exit cap would reduce costs but the value of this is not known.
- 5.3 The Fund is consulting with the Actuary to determine the potential financial implications and further updates will be provided when more information becomes available.

## 6.0 Background papers

None

	<b>Name</b>	<b>Contact Information</b>
Report Author	Neil Buxton	neilbuton@warwickshire.gov.uk
Assistant Director	Lisa Kitto	lisakitto@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Kam Kaur	kamkaur@warwickshire.gov.uk

The report was not circulated to members prior to publication.

This page is intentionally left blank

### Staff and Pensions Committee

9 September 2019

#### Pension Fund Admissions - Academies

##### Recommendation

That the Staff and Pensions Committee delegates authority to the Strategic Director for Resources to approve applications from the listed schools converting to academy status, subject to the applications meeting the criteria:

- St. Gabriel's (Houlton CoE Multiple Academy Trust; 20 August 2018).
- Stockingford Primary School (Inspired Education Trust; 1 September 2019).
- Kineton High School (Stowe Valley; 1 September 2019).
- Henry Hinde Juniors Academy transferring from the National Education Trust to the Transforming Lives Education Trust (TLET) (1 August 2019).

##### 1.0 Background

- 1.1 An updated Admissions and Terminations Policy was approved by the Staff and Pensions Committee in June 2017, this includes a requirement for admissions and terminations to be approved by the Committee.
- 1.2 A number of pending applications to join the scheme have been recently identified driven by planned academy conversions. This report summarises the schools intending to convert to academy status in the near future or have recently converted.

##### 2.0 Options and Proposal

- 2.1 An academy is automatically a Scheme Employer on the basis that it meets the criteria of paragraph 20 of Part 1 of Schedule 2 of the Local Government Pension Scheme Regulations 2013 i.e. it is a 'scheduled body'.
- 2.2 When submitting an application for membership each academy will be required to confirm:
  - That it has internal authority to be admitted to the Pension Fund.
  - The number of members to join the Pension Fund.
  - That the academy will comply with the relevant LGPS Regulations.

### **3.0 Academy Conversions**

3.1 The Pension Fund has contacted the following schools regarding conversion to academy status:

- St. Gabriel's (Houlton CoE Multiple Academy Trust; 20 August 2018).
- Stockingford Primary School (Inspired Education Trust; 1 September 2019).
- Kineton High School (Stowe Valley; 1 September 2019).

3.2 The Pension Fund has received notification that Henry Hinde Juniors Academy is transferring from the National Education Trust to the TLET based at Ashlawn Academy, Rugby. The transfer is due to take place on 1 August 2019 and the TLET has been contacted to submit an application for membership of the Warwickshire Pension Fund in respect of this academy.

### **4.0 Next Steps**

4.1 The Pension Fund must accept applications from scheduled bodies where the requirements of the regulations are met.

4.2 The Committee is asked to delegate responsibility for dealing with applications from the academies listed above.

4.3 The actual date of conversion to academy status is outside of the control of the Pension Fund. If the conversion of a school does not happen within a reasonable timescale – by the end of March 2020, then a revised application will be brought to the Committee.

### **5.0 Financial Implications**

5.1 New entrants to the scheme will be required to cover their own costs and the actuarial process will ensure that employer contributions are appropriate to ensure this is the case.

### **Background papers**

None

### **Supporting Paper**

Pension Fund Admissions and Termination Policy approved by Staff and Pensions Committee 12 June 2017.



	<b>Name</b>	<b>Contact Information</b>
Report Author	Neil Buxton, Pension Services Manager	neilbuton@warwickshire.gov.uk:
Assistant Director I	Lisa Kitto	lisakitto@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Kam Kaur	kamkaur@warwickshire.gov.uk

The report was not circulated to members prior to publication.

This page is intentionally left blank

### Staff and Pensions Committee

9 September 2019

#### ABM Catering

##### Recommendation

That the Committee approve the application from ABM Catering for admission and authorises the Strategic Director Resources for Resources to complete the arrangements to be admitted to the Warwickshire Pension Fund.

##### 1.0 Background

- 1.1 The Pension Fund has received two applications from ABM Catering (the “Applicant Body”) for admission to the Warwickshire LGPS Pension Scheme.
- 1.2 St. Paul’s School, Nuneaton (Warwickshire County Council) (the “Scheme Employer”) and King Edward School (Academy, Stratford upon Avon) transferred their catering contract to ABM Catering as of 1 April and 14 April 2019 (respectively) and as a result the Applicant Body is seeking admission of eligible employees to the Pension Fund from the relevant date.
- 1.3 The Local Government Pension Scheme (Amendment) Regulations 2018 now allow for retrospective applications for membership.

##### 2.0 Legal and Policy Requirements

- 2.1 The Applicant Body has made the application on the basis that it meets the criteria of paragraph 1(d) of Part 3 of Schedule 2 of the Local Government Pension Scheme Regulations 2013 i.e. it is a ‘transferee body’.
- 2.2 The Applicant Body has a contract with another Scheme Employer within the Pension Fund and has LGPS admission in respect of this contract.
- 2.3 The Applicant Body will be carrying out a function or service on behalf of the Scheme Employer under a contract. The contract is for four years for St. Paul’s and five years for King Edward.
- 2.4 The Applicant Body has stated there are two members transferring from St. Paul’s and a further three from King Edward.
- 2.5 The Applicant Body has confirmed that the Scheme Employer will be a party to an admission agreement.

- 2.6 The Scheme Employers and Applicant Body have agreed to a pass-through employer contribution rate (based on the Scheme Employer's primary contribution rate).
- 2.7 The Applicant Body has undertaken to comply with the relevant LGPS Regulations.

### 3.0 Next Steps

- 3.1 The Pension Fund must accept an application from an applicant body made under paragraph 1(d) of Part 3 of Schedule 2 of the Local Government Pension Scheme Regulations 2013 where that body has undertaken to comply with the Regulations.
- 3.2 Provided that the Committee is satisfied that the requirements of the regulations are met, the application should be granted.
- 3.3. In the event that the application is accepted, arrangements will be made for the Applicant Body to enter into an admission agreement with the Pension Fund. Should admission commence prior to any admission agreement being completed, the Applicant Body has agreed to be bound by the terms of the standard form admission agreement appended to the Pension Fund's Admissions and Termination Policy.

### 4.0 Financial Implications

- 4.1 New entrants to the scheme will be required to cover their own costs and the actuarial process will ensure that employer contributions are appropriate to ensure this is the case.

### Background papers

Pension Fund Admissions and Termination Policy approved by Staff and Pensions Committee 12 June 2017.

	<b>Name</b>	<b>Contact Information</b>
Report Author	Neil Buxton, Pension Services Manager	<a href="mailto:neilbuxton@warwickshire.gov.uk">neilbuxton@warwickshire.gov.uk</a>
Assistant Director	Lisa Kitto	<a href="mailto:lisakitto@warwickshire.gov.uk">lisakitto@warwickshire.gov.uk</a>
Strategic Director,	Rob Powell	<a href="mailto:robpowell@warwickshire.gov.uk">robpowell@warwickshire.gov.uk</a>
Portfolio Holder	Councillor Kam Kaur	<a href="mailto:kamkaur@warwickshire.gov.uk">kamkaur@warwickshire.gov.uk</a>

The report was not circulated to members prior to publication:

### **Staff and Pensions Committee**

**9 September 2019**

### **Chartwell (Compass) Catering**

#### **Recommendation**

That the Committee approve the application from Chartwell (Compass) Catering, for admission and authorises the Strategic Director for Resources to complete the arrangements for admission to the Warwickshire Pension Fund.

#### **1.0 Background**

- 1.1 On 13 February 2019 the Pension Fund received an application from Chartwell (Compass) Catering (the “Applicant Body”) for admission to the Warwickshire LGPS Pension Scheme.
- 1.2 Polesworth Academy (part of the Community Academy Trust) (the “Scheme Employer”) is transferred its catering contract as of 1 January 2019 and as a result the Applicant Body is seeking admission of eligible employees to the Pension Fund from that date.
- 1.3 The Local Government Pension Scheme (Amendment) Regulations 2018 now allow for retrospective applications for membership.

#### **2.0 Legal and Policy Requirements**

- 2.1 The Applicant Body has made the application on the basis that it meets the criteria of paragraph 1(d) of Part 3 of Schedule 2 of the Local Government Pension Scheme Regulations 2013 i.e. it is a ‘transferee body’.
- 2.2 The Applicant Body has a contract with another Scheme Employer within the Pension Fund and has LGPS admission in respect of this contract.
- 2.3 The Applicant Body will be carrying out a function or service on behalf of the Scheme Employer under a contract. The contract is for three years plus an option for a further two years.
- 2.4 The Applicant Body has stated there are fifteen members transferring from the Scheme Employer.
- 2.5 The Applicant Body has confirmed that the Scheme Employer will be a party to the admission agreement.

- 2.6 The Scheme Employer and Applicant Body have agreed to a pass-through employer contribution rate (based on the Scheme Employer's primary contribution rate).
- 2.7 The Applicant Body has undertaken to comply with the relevant LGPS Regulations.

### 3.0 Next Steps

- 3.1 The Pension Fund must accept an application from an applicant body made under paragraph 1(d) of Part 3 of Schedule 2 of the Local Government Pension Scheme Regulations 2013 where that body has undertaken to comply with the Regulations.
- 3.2 Provided that the Committee is satisfied that the requirements of the regulations are met, the application should be granted.
- 3.3. In the event that the application is accepted, arrangements will be made for the Applicant Body to enter into an admission agreement with the Pension Fund. Should admission commence prior to any admission agreement being completed, the Applicant Body has agreed to be bound by the terms of the standard form admission agreement appended to the Pension Fund's Admissions and Termination Policy.

### 4.0 Financial Implications

- 4.1 New entrants to the scheme will be required to cover their own costs and the actuarial process will ensure that employer contributions are appropriate to ensure this is the case.

### Background papers

None

### Supporting Paper

Pension Fund Admissions and Termination Policy approved by Staff and Pensions Committee 12 June 2017.

	<b>Name</b>	<b>Contact Information</b>
Report Author	Neil Buxton, Pension Services Manager	<a href="mailto:neilbuxton@warwickshire.gov.uk">neilbuxton@warwickshire.gov.uk</a>
Assistant Director	Lisa Kitto	<a href="mailto:lisakitto@warwickshire.gov.uk">lisakitto@warwickshire.gov.uk</a>
Strategic Director	Rob Powell	<a href="mailto:robpowell@warwickshire.gov.uk">robpowell@warwickshire.gov.uk</a>
Portfolio Holder	Councillor Kam Kaur	<a href="mailto:kamkaur@warwickshire.gov.uk">kamkaur@warwickshire.gov.uk</a>

The report was not circulated to members prior to publication.