

Staff and Pensions Committee

Date: Monday 12 September 2022
Time: 2.00 pm
Venue: Committee Room 2, Shire Hall

Membership

Councillor Andy Jenns (Chair)
Councillor Bill Gifford (Vice-Chair)
Councillor Brian Hammersley
Councillor Christopher Kettle
Councillor Sarah Millar
Councillor Mandy Tromans

Items on the agenda:

1. General

(1) Apologies

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

(3) Minutes of the Previous Meeting 5 - 10

To confirm the minutes of the meeting held on 13 June 2022.

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|----|--|-----------|
| 2. | Annual Review - Leading Organisational Wellbeing | 11 - 38 |
| 3. | Annual Review - Equality, Diversity and Inclusion (EDI) | 39 - 90 |
| 4. | Annual Review - Focus on Corporate Health and Safety | 91 - 126 |
| 5. | Subsistence Allowances | 127 - 140 |
| 6. | Pensions - Regulatory and Policy Update | 141 - 146 |
| 7. | Pensions Administration Activity and Performance Update | 147 - 154 |
| 8. | Employers Joining and Leaving the Pension Fund | 155 - 158 |

9. Next Meeting

A special meeting of the Staff and Pensions Committee has been proposed on Tuesday 15 November 2022. Liaison with attendees is underway; provided there is agreement, the meeting date will be confirmed.

The Committee will also meet on Monday 12 December 2022 at 2pm.

Monica Fogarty
Chief Executive
Warwickshire County Council
Shire Hall, Warwick

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Disclosures of Pecuniary and Non-Pecuniary Interests

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A member attending a meeting where a matter arises in which they have a disclosable pecuniary interest must (unless they have a dispensation):

- Declare the interest if they have not already registered it
- Not participate in any discussion or vote
- 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 relevant to the agenda should be declared at the commencement of the meeting.

The public reports referred to are available on the Warwickshire Web
<https://democracy.warwickshire.gov.uk/uuCoverPage.aspx?bcr=1>

COVID-19 Pandemic

Any member or officer of the Council or any person attending this meeting must inform Democratic Services if within a week of the meeting they discover they have COVID-19 or have been in close proximity to anyone found to have COVID-19.

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Staff and Pensions Committee

Monday 13 June 2022

Minutes

Attendance

Committee Members

Councillor Andy Jenns (Chair)
Councillor Bill Gifford (Vice-Chair)
Councillor Brian Hammersley
Councillor Christopher Kettle
Councillor Sarah Millar
Councillor Mandy Tromans

Officers

Barnaby Briggs, Assistant Chief Fire Officer
John Cole, Democratic Services Officer
Andy Felton, Assistant Director – Finance
Liz Firmstone, Service Manager – Finance Transformation
Martin Griffiths, Technical Specialist – Pension Fund Policy and Governance
Victoria Moffett, Lead Commissioner – Pensions and Investment
Chris Norton, Strategy and Commissioning Manager – Treasury, Pension, Audit and Risk
Kate Sullivan, Lead Commissioner – Culture, Leadership and Performance
Nichola Vine, Strategy and Commissioning Manager – Legal and Democratic

1. General

The Chair acknowledged that a minute's silence had been held earlier in the day in remembrance of Councillor John Horner, who sadly passed away on 10 May 2022. On behalf of the Committee, the Chair praised the contribution made by Councillor Horner; he was a dedicated and highly respected colleague who would be missed.

The Chair welcomed two new members to the Committee, Councillor Brian Hammersley and Councillor Mandy Tromans.

(1) Apologies

There were none.

(2) Disclosures of Pecuniary and Non-Pecuniary Interests

None.

(3) Minutes of Previous Meetings

Resolved:

That the minutes of the meetings held on 7 March 2022 and 17 May 2022 be approved as a correct record and signed by the Chair.

There were no matters arising.

2. Annual Review - Engaging with Our People

Kate Sullivan (Lead Commissioner, Culture, Leadership and Performance) introduced the report which provided a summary of 'Our People' engagement activities over the past 12 months. The report outlined key achievements and areas of development, the new approach to engaging with our people, and key priorities for the year ahead.

Councillor Gifford noted the positive responses received to staff check-in survey questions, including a rise in the number of staff members who felt trusted by their manager to do their job. He highlighted that the question that had declined most significantly on the results of the previous year was "Warwickshire County Council is a good employer". He queried whether this was attributable to the effect of rising inflation on pay.

Kate Sullivan advised that, despite the reduced number of positive responses to this statement, the 2021 check-in result was still ahead of levels recorded in 2019. She stated that the delayed resolution of the national pay settlement may have influenced the outcome of responses to this question. It had been a frequently raised issue at Corporate Broad briefings to staff throughout the year. She highlighted that the Council was part of the national framework on pay which prevented the organisation from being able to directly influence the progress of negotiations.

In response to Councillor Hammersley, Kate Sullivan advised that check-in surveys were anonymous, enabling respondents to feel confident to provide honest feedback. There had been a decline in response rates; however, it was not proposed to make it mandatory for staff to respond. Instead, steps would be taken to encourage increased engagement by demonstrating the positive impact that check-in surveys could make across the organisation. She stated that following the June 2022 survey, the 'Big Conversation' initiative would be reprised enabling staff to discuss survey results and contribute ideas. This would lead to an improved dialogue with staff, stimulating interest in future consultations. She advised that benchmarking was undertaken against the results of other local authority staff surveys. Warwickshire County Council's results scored favourably against those of other councils.

In response to Councillor Millar, Kate Sullivan outlined the proposed methodology to improve response rates. She advised that efforts would be made to highlight actions taken in response to survey results, providing assurance that check-in surveys had a meaningful impact. She stated that previously, survey data had been shared with managers upwards from Tier 3. In future, data would also be provided to team leaders, enabling improved scope for action at a local level. This would improve confidence that check-in surveys led to positive change.

In response to the Chair, Kate Sullivan advised that post-pandemic fatigue accounted for a significant proportion of concerns relating to workload. Workload would be a key focus in 2022/23;

future survey questions would seek to develop an improved understanding of the causes of workload pressure, leading to measures to provide the right support.

In response to Councillor Hammersley, Kate Sullivan advised that the Council's vision recognised the diversity of activities across the organisation and individual ways of working whilst prioritising service delivery. To enable diverse and talented people to be at their best, a set of organisational principles had been adopted, rather than a 'one size fits all' approach.

Resolved:

That the Committee notes the work on the Council's approach to engaging with our people, including the review of the previous year and the actions planned for 2022/2023.

3. Warwickshire Pension Fund - Pensions Administration Activity and Performance Report

Liz Firmstone (Service Manager, Finance Transformation) introduced the report which provided an update on the key developments affecting pensions administration and the performance of the Pensions Administration Service.

Councillor Gifford expressed support for the Council's decision not to seek to recover any past overpayments made to members of the Warwickshire Local Government Pension Scheme which had been identified by the Guaranteed Minimum Pension (GMP) reconciliation exercise. Many those affected were elderly and vulnerable, and there was no suggestion that overpayments had been made because of any fraudulent activity.

In response to Councillor Gifford, Liz Firmstone advised that overpayments had been made by employers across the Fund, not just Warwickshire County Council. Those employers had been informed of the decision not to seek to recover overpayments.

Andy Felton (Assistant Director, Finance) stated that some press coverage had implied that the reconciliation exercise involved writing-off of approximately £2m. This had not been the case. He advised that overpayments could be treated as legitimate payments arising from a change of legislation.

In response to Councillor Hammersley, Liz Firmstone advised that underpayments identified by the GMP reconciliation exercise would be rectified to ensure that members would receive their full entitlement.

The Chair expressed support for the move to Member Self Service enabling pensions statements to be accessed electronically. He commented that some elderly members of the Scheme may be unwilling to make the transition to the digital service. However, in the longer-term, it was likely that the cost-saving and environmental benefits would become increasingly apparent.

Resolved:

That the Committee endorses the report.

4. Regulatory and Policy Update

Martin Griffiths (Technical Specialist, Pension Fund Policy and Governance) introduced this report which provided a summary of recently reviewed Pension Fund policies and provided an update on regulatory developments in the pensions arena.

Martin Griffiths highlighted that, since publication of the report, the Government had issued new guidance regarding payment of Special Severance Payments. The guidance advised that careful consideration be given before these making these payments to ensure value for money and adherence to best practice. This information had been passed on to employers within the Fund.

Andy Felton (Assistant Director, Finance) reported that he had recently approved the Council's annual submission to central government for redundancies and early retirements. Unlike some other local authorities, the Council had not proposed any special arrangements in relation to Special Severance Payments. He did not anticipate any difficulties.

Martin Griffiths advised that the Fund was required to provide, maintain, and publish a Communications Policy in accordance with regulations. This Policy determined how the Fund would communicate with stakeholders and had recently been reviewed by officers who recommended minor amendments associated with the move to agile working, the launch of the Fund's new website, and details of the Member Self Service platform. These amendments were set out in appendix 1 of the report. He sought members' approval for the proposed changes.

The Chair proposed that the Committee adopt the changes to the Communications Policy outlined within the report and was seconded by Councillor Millar. Members voted unanimously to adopt the updated Communications Policy.

Resolved:

That the Committee:

1. Endorses the report.
2. Approves the revised Communications Policy outlined within the report.

5. Firefighter Pension Schemes - Immediate Detriment Update

Liz Firmstone (Service Manager, Finance Transformation) introduced the report which provided an update on information previously provided to the Committee in respect of the McCloud / Sargeant judgements and handling of immediate detriment cases.

Liz Firmstone advised that the Government had developed a new legal remedy to address the Court of Appeal ruling that the transitional provisions of the 2015 Firefighters Pension Scheme discriminated against scheme members on the grounds of age. She reported that within the Firefighters Pensions Scheme, it was acknowledged that some firefighters would experience 'immediate detriment'. This impacted upon 'Category 1' firefighters, who would retire between now and the date of the introduction of new legislation, and 'Category 2' firefighters, who retired since April 2015 and were already receiving pension benefits. In November 2021, it had been decided not to process any changes for the five 'Category 2' firefighters in Warwickshire until the new

legislation was in place. They would continue to receive a pension and adjustments would be made once the new legislation came into force.

Liz Firmstone provided a summary of changes to Home Office guidance relating to the payment of 'Category 1' immediate detriment cases. The report set out the rationale for processing of 'Category 1' payments to be paused. Formally, this decision was delegated to the Assistant Director for Finance as Deputy Section 151 Officer. However, given the sensitivities involved, it was appropriate that details be shared with the Staff and Pensions Committee.

Resolved:

That the Committee notes the position set out in the report and the decision from 1 April 2022 to pause the processing of all 'Category 1' cases.

6. Warwickshire Pension Fund - Information on Pension Scams

Martin Griffiths (Technical Specialist, Pension Fund Policy and Governance) introduced this report which outlined measures in place to secure the Fund against a rising number of pensions-related scams. These included a red and amber flag system designed to identify potential risks, enabling transfer requests to be refused, if necessary.

In response to Councillor Millar, Martin Griffiths advised that an amber flag provided a signal to the Fund to pause before taking action, prompting investigative work. A red flag signalled a complete stop to prevent the prospect of a member being scammed.

In response to Councillor Hammersley, Martin Griffiths advised that certain transfers out of the Scheme would not be permitted irrespective of whether the member wished to make the transfer or not. These measures were in place to protect members and were consistent with pension scheme practices across the public sector.

Councillor Gifford highlighted that the measures outlined would help to protect employers' contributions as well as the interests of members of the Scheme.

Resolved:

That the Committee notes the report.

7. Review of the Minutes of the Warwickshire Local Fire Pension Board Meeting of 14 February 2022

The minutes of the Warwickshire Fire and Rescue Local Pension Board Meeting of 14 February 2022 were noted.

8. Reports Containing Exempt or Confidential Information

Resolved:

That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraphs 2 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

9. Exempt Minutes of the Previous Meeting

Resolved:

That the exempt minutes of the meeting held on 7 March 2022 be approved as a correct record and signed by the Chair.

There were no matters arising.

10. Next Meeting

Members noted the date of the next meeting, due to be held on Monday 12 September 2022.

The meeting rose at 14:56.

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Chair

Staff and Pensions Committee

12 September 2022

Leading Organisational Wellbeing Annual Review 2021/22 (previously known as Employee Sickness Absence Management Report)

Recommendations

That the Committee:

1. Endorses the Leading Organisational and Wellbeing Review 2021/22 as set out at Appendix 1.
2. Considers the performance information in relation to the management of employee sickness absence during 2021/22 set out in Section 3 and endorses maintaining an overall target of 8 days per FTE (with a +/- 1 day tolerance) for 2022/23.
3. Considers the work in our approach to leading organisational wellbeing and supports the priority actions for 2022/2023 set out Section 2.10.

1.0 Introduction

- 1.1 The annual review attached as Appendix 1 details the work that has taken place over the last 12 months with regards to leading organisational wellbeing and outlines:
 - a) The achievements in 2021/22.
 - b) The priorities and action plan for 2022/2023 to take forward further development of a sustainable and resilient workforce.
 - c) Workforce performance data for 2021/22, with trend and benchmarking information.
- 1.2 This report pulls out the main themes from the annual review for consideration by the Committee.

2.0 Leading Organisational Wellbeing; at a glance:

- 2.1 Absence has increased throughout the year from 7.45 to 8.61 days per FTE colleague. The increase was to be expected as we moved out of the pandemic and social distancing restrictions were eased. The year-end figure is within the target of 8 days per FTE (+/- 1 day). Although we have seen an increase, we are still significantly below pre pandemic levels (21%) and many of our benchmark comparators, and our aim now is to now stabilise absence rates.
- 2.2 We have continued to 'Check- in' with our people regularly to see how they are feeling and tailor our wellbeing offer accordingly. Just below 80% of our people have been doing 'OK or better', and 83% of our people feel that wellbeing is promoted at work. We also asked for the first time whether work has a positive impact on wellbeing, with agreement from over half of those who responded.
- 2.3 The sustainable and resilient workforce project actions are now complete, and this activity has transitioned into business as usual. The project has successfully achieved Thrive accreditation, launched the 'Approach to Wellbeing', refreshed and launched the attendance at work policy, as well as other target actions to maximise attendance. Other wellbeing activity has included collaboration with Public Health (Sugar Smart), providing a new on-site flu vaccination service and trialing a wellbeing and volunteering day
- 2.4 A refocused Leading Organisational Wellbeing group, a collaborative group of management and wellbeing representatives, continue to drive actions and involve colleagues in ways to maximise wellness at work.
- 2.5 The focus for 2021/2022 was to reduce absence relating to stress and mental health reasons and long- term absences. Stress and mental health remains our highest reason for absence, and as a percentage of time lost it has reduced from 33% to 28% and the days per FTE colleagues has reduced from 3.17 in 2020, to 2.47 in 2021 and 2.43 in 2022. Long term absence, lasting 4 weeks or more, as a percentage of time lost has reduced from 71.4% to 63.3%.
- 2.6 Over 54% of our people have taken no sickness absence over the last 12 months, this has reduced from 67% the previous year, but remains higher than pre pandemic levels.
- 2.7 Musculo-skeletal remains our second highest reason for absence, and has remained consistent at around 15%, for 2021/2022. Our third highest reason was coronavirus, which made up 12% of our absence, compared to 4.5% the previous year increasing from 0.3 days per FTE to just over 1 day per FTE.

- 2.8 As we move towards a 'new normal', absence is likely to continue to fluctuate, therefore it is proposed that the target for 2022/2023 is to remain the same at 8 days per FTE (+/- 1 day).
- 2.9 An area of focus for the Council Plan is to support people to live healthy, happy and independent lives. Ensuring health and wellbeing is integral to all aspects of the Council's work, informs our strategic priorities and the wellbeing of our people is integral to this.
- 2.10 Priorities for 2022/23 will be to stabilise absence levels, continue to focus on:
- stress and mental health related absence (including workload management);
 - managing long term absence;
 - launching a managers absence dashboard to provide them with up-to-date data to support them in managing attendance at work;
 - progressing with gaining to evidence to achieve Silver Thrive at Work accreditation;
 - monitoring the success of the Our Approach to Wellbeing.

3.0 Performance Data and Benchmarking

- 3.1 The following section provides the information contained within the annual review in table format.

3.2 Days per FTE

Following an unprecedented reduction in sickness absence, during the pandemic in 2020/2021, absence increased in 2021/2022 as predicted, whilst remaining within target and significantly below pre pandemic levels.

Year Ending	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22
Days Lost per Employee FTE	9.61	9.60	10.08	10.26	9.90	9.87	9.51	10.90	7.45	8.61
Public Sector Average	9.1	7.9	8.7	7.9	8.7	8.5	8.5	8.4	8.0	7.7
Shire County Average			9.92	9.78	9.36	9.62	9.48	9.19	7.60	9.62

Note the Public sector average has a lag in reporting and is a year in arrears and for 21/22 has been calculated by converting the ONS % into days, as the CIPD did not provide this statistic for 2021. The Shire County Average is not yet a complete picture

3.3 By Service Area

The majority of the service areas remained within the target of 8 days (+/- 1 day) per FTE.

	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22
WCC (excluding schools)	10.08	10.26	9.9	9.87	9.51	10.9	7.45	8.61
Communities Directorate	9.99	9.28	9.21	9.05	8.44	9.65	5.64	5.9
Communities	9.26	10.19	11.12	8.31	7.12	7.93	9.27	6.66
Education Services	11.72	8.54	9.62	9.09	7.07	7.83	5.18	5.19
Environmental Services*						7.02	4.45	8.26
Fire & Rescue **	6.5	8.42	7.91	10.22	10.09	14.34	4.73	4.48
People Directorate	12.28	13.16	13.12	12.12	12.12	14.11	10.51	11.48
Adult Social Care	11.9	16	15.37	13.35	13.38	16.22	11.54	14.57
Children & Families	11.8	12.86	11.45	12.4	11.66	13.12	10.8	10.48
People Commissioning	15.89	13	11.24	4.03	7.98	7.98	2.28	4.13
Public Health	3.16	6.56	7.49	7.95	15.15	6.22	1.9	5.11
Resources Directorate	8.2	8.87	8.36	7.05	8.25	9.94	6.52	8.94
Business and Customer	11.21	11.55	10.15	9.95	9.43	13.5	8.51	11.24
Commissioning Support Unit	9	4.98	4.82	3.7	2.66	5.73	2.8	5.21
Enabling (was HR and OD)	7.84	9.46	7.77	5.03	8.04	7.98	6.35	9.16
Enabling (was ICT)	4.64	6.89	5.27	5.55	7.71			
Enabling (was Property Services)	8.7	9.07	10.07	6.37	12.26			
Finance	6.83	7.35	7.18	8.81	7.3	7.18	5.83	6.74
Governance and Policy	7.29	7.95	5.92	6.77	5.49	6.08	4.03	6.75

** Fire and Rescue service, from 2020/21 onwards a different method of calculating days per FTE, based on the shift patterns has been adopted.

3.4 Percentage No Absence

Over half of our people have not had a day off absence in the last 12 months, this is a decrease in the previous year, however remains above pre pandemic levels.

No Absence	12/13	13/14	14/2015	15/16	16/17	17/18	18/19	19/20	20/21	21/22
WCC	36.30%	39.30%	38.70%	40.70%	39.60%	48.10%	39.95%	50.45%	67.58%	54.07%

3.5 Benchmarking information

Benchmark data on average days absence obtained from the Shire Counties network to provide comparative data has been obtained, however, this is not yet a complete picture. Datasets should be considered as illustrative as the precise method for calculation, together with absence strategies, may differ.

The public service sector average for 2021 was 7.7 days per employee per year, compared to 8.0 days reported in 2020. The figures for 2022 are not available until the towards the end of the year.

Warwickshire absence rates continue to track below the average.

Local Authority	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Warwickshire	9.9	9.87	9.51	10.90	7.45	8.61
LA a	8.4	9.1	9.4	9.80	6.47	9.27
LA b				9.00	7.70	
LA c	13.2	11.9	12.4	13.63	12.90	15.43
LA d				10.18	8.30	7.00p
LA e				11.03	8.23	
LA f	7.8	9.1	8.1	8.59	5.64	8.93
LA g	6.9	7.3	7.5	8.02	5.99	
LA h				10.08	7.51	
LA i					5.91	8.47
LA j				8.39	6.46	8.25
LA k				11.2	10.53	10.38p
LA l				7.42	6.42	9.95
LA m	7.5	8.3	6.7	7.42	6.42	8.03
LA n	12.9	13.6	13	11.91	8.79	
LA o		10.6	10.7	6.65	9.48	12.14
LA p				6.39	4.81	
LA q				6.74	9.48	
LA r				8.1	6.00	7.95
Mean Average	9.36	9.62	9.48	9.19	7.60	9.62
Public Sector	8.7	8.5	8.5	8.4	8.0	7.7

P – are predicted figures awaiting final confirmation. Mechanism for calculating the public sector average has changed from CIPD figures to ONS % converted into days, these figures lag behind by one year.

3.6 Percentage of time lost due to short-term / long-term sickness

During the last 12 months the balance between short-term and long-term absence, has shifted back to pre-pandemic levels, with the long-term proportion reducing from 71.5% down to 63.9%.

	WCC		Communities		People		Resources	
	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term
2015/16	37.3%	62.7%	41.1%	58.9%	33.8%	66.2%	40.0%	60.0%
2016/17	39.7%	60.3%	38.9%	61.1%	37.3%	62.7%	45.6%	54.4%
2017/18	36.6%	63.4%	39.8%	60.2%	33.6%	64.4%	44.7%	55.3%
2018/19	37.4%	62.6%	39.0%	61.0%	32.4%	67.6%	44.2%	55.8%
2019/20	33.5%	66.5%	33.1%	66.9%	30.2%	69.8%	39.0%	61.0%
2020/21	28.6%	71.5%	27.0%	73.0%	27.4%	72.6%	31.8%	68.2%
2021/22	36.4%	63.6%	39.9%	60.1%	33.7%	62.3%	37.3%	62.7%

Short-term absence = below 20 working days. Long term absence four weeks plus

3.7 Sickness Absence Management

With the support of the HR Service, managers across all Directorates are working to proactively manage sickness absence in accordance with the Council's refreshed Attendance at Work Procedure. Please note due to the sensitive nature of the details, some of these figures are not recorded in the annual report.

Year	Indicators (e-episodes, d-days)				Ill Health Retirements	Dismissals	Re-deployees
	3e / 6mths	5e / 12mths	10d/12mth	LTS at 31/			
2015/16	No Record				9	7	No record
2016/17					16	7	No record
2017/18					9	5	No record
2018/19					6	7	1
2019/20	160	117	783	153	9	1	3
2020/21	78	55	568	59	1	2	3
2021/22	195	103	810	88	12	3	2

3.8 Reasons for Sickness Absence

The top reasons for sickness absence by percentage has changed this year. Stress and mental health remains the highest, although has maintained at under 2.5 days per FTE through the year. Musculo Skeletal remains the second highest. Covid-19 related absence has increased significantly over the last year and is now our third highest reason.

Reason	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22
Mental Health	19.9%	25.4%	25.3%	24.6%	25.7%	29.1%	33.1%	28.10%
Musculoskeletal	17.7%	18.6%	16.0%	18.1%	19.6%	17.0%	15.7%	15.10%
Covid							4.5%	12%
Chest or Respiratory	5.9%	4.6%	5.1%	9.9%	9.6%	7.9%	3.8%	4.2%
Cancer	n/a	n/a	n/a	n/a	na	n/a	6.5%	4.5%
Digestive System	6.9%	6.7%	7.0%	4.5%	6.4%	6.8%	4.0%	6.0%
Reason Withheld	6.6%	3.9%	5.5%	0.9%	5.9%	6.1%	5.9%	4.3%
Neurological	4.0%	4.2%	3.4%	3.7%	4.1%	5.0%	4.3%	3.0%
Viral	13.9%	13.2%	12.3%	4.8%	3.5%	3.5%	2.0%	1.8%

3.9 Occupational Health Referrals and Reasons

Management referrals have seen an increase and are the highest levels in 7 years, which is indicative of the strategy of earlier intervention and active management of long-term absences. Mental Health remains the highest referral reason.

Directorate	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Communities	77	73	99	103	78	111	73	84
People	256	211	168	181	181	222	210	260
Resources	127	128	110	97	79	78	94	132
Total	460	412	377	381	338	411	377	476

Referral Reasons	18/19	19/20	20/21	21/22
Mental Health	40%	47%	50%	51%
Musculo-Skeletal	21%	20%	15%	9%
Other Reasons	39%	33%	35%	40%

3.10 Employee Assist Programme

The Employee Assistance Programme provision is available to all WCC colleagues (excluding WFRS who have their own in-house provision) and has continued to be extensively communicated and promoted to colleagues. Through 2021/22 there has been an increase in overall referrals, which demonstrates that more people are reaching out for help.

	2021/22					2021/22				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Emotional Support	25	37	35	31	128	35	46	39	43	163
Legal and Information	10	10	5	10	35	6	14	5	4	29
Management Support			1	1	2					
Total	35	47	41	42	165	41	60	44	47	192

WCC only contacts.

4.0 Financial Implications

- 4.1 The estimated opportunity cost of days lost due to sickness absence has increased by £1.4 million, this can be attributed to both the increase in absence as well as a 14% increase in our overall FTE during 2021/22 from 3835.57 to 4373.31 which has been required to maintain our response to the pandemic and to manage increasing demand for services. Please note that this figure does not include any cover costs where cover arrangements may have been put into place.

	2018/19	2019/20	2020/21	2021/22
Estimated Cost	£3.13 million	£3.5 million	£2.8 million	£4.2 million

5.0 Environmental Implications

None for this report.

6.0 Conclusions

- 6.1 2021/2022 accelerated our progress in our commitment to developing a sustainable and resilient workforce, all whilst navigating a global pandemic. Absence rates have as expected increased slightly, however remain within target, below pre pandemic levels and below our average benchmark comparators.
- 6.2 We have continued to demonstrate our prioritisation of wellbeing and enabling people to work at their best, which has been externally recognised through the achieving Bronze Thrive at Work accreditation. We explored new ways of working with our people to support wellbeing, including the trial of a wellbeing and volunteering day and the flu vaccination on-site clinics. A full, aligned and meaningful programme of wellbeing activity is planned for 2022/2023, maximising the opportunity

for absence levels to be sustained and minimising wherever possible.

- 6.3 We are now embedding Leading Organisational Wellbeing, in partnership with Council Leaders and key stakeholders, as 'business as usual' and will continue to monitor trends, uptake of initiatives and identity priorities. The outputs of the group have included the launch of 'Our Approach to Wellbeing' and the new look Attendance at Work policy.
- 6.4 Stress and mental health continue to be priority areas, along with reducing our long-term absences, understanding the effects of long COVID-19 and the mental health impact of the pandemic. A continued target of 8 days per FTE (with a +/- 1 day tolerance) is proposed for 2022/2023 along with a target of maintaining Stress and Mental Health absence below 2.5 days per FTE. A new wellbeing measure will also be reported, measuring agreement against a number of YourSay engagement questions.

Appendices

Appendix 1 – Annual Review focus in Leading Organisational Wellbeing 2021/2022

Background Papers

None

	Name	Contact details
Report Author	Kate Sullivan, Interim HROD Strategy and Commissioning Manager	katesullivan@warwickshire.gov.uk
Assistant Director	Sarah Duxbury, Assistant Director of Governance & Policy	sarahduxbury@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder for Customer and Transformation	Councillor Andy Jenns	andyjenns@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Councillors Andy Jenns and Bill Gifford.

OUR PEOPLE

Focus on leading organisational wellbeing

Annual Review **2021/2022**

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.





**Message from Monica Fogarty
Chief Executive, Warwickshire County Council**

The wellbeing of our people continues to be one of our top priorities and is central to supporting our people to be their best at work. Maintaining this focus enables the council to deliver its objectives.

As we have transitioned out of the Pandemic, unsurprisingly we have seen a slight increase in our absence levels, however we are delighted that we have remained on target.

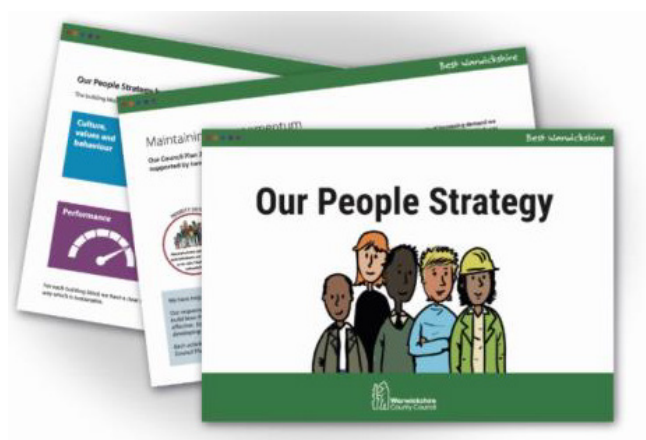
One of our proudest achievements was to be awarded the Thrive at Work Bronze accreditation, which formally acknowledges our commitment to staff wellbeing. We are now working towards the silver award.

Warwickshire's success depends upon the passion, dedication and hard work of our people providing services to our County. And this commitment has shown no sign of diminishing, despite the increased pressures of the Pandemic. We do not underestimate the ongoing impact the last two years has had on our people, and we continue to prioritise our wellbeing approach to ensure colleagues are supported to stay well and be at their best.

At a glance

1. Absence has increased throughout the year from 7.45 to 8.61 days per FTE colleague. The increase was to be expected as we moved out of the pandemic and social distancing restrictions were eased. The year-end figure is within the target of 8 days per FTE (+/- 1 day). Although we have seen an increase, we are still significantly below pre pandemic levels (21%) and many of our benchmark comparators, and our aim now is to now stabilise absence rates.
2. We have continued to check- in with our people regularly to see how people are feeling and tailor our wellbeing offer accordingly. Just below 80% of our people have been doing 'OK or better', and 83% of our people feel that wellbeing is promoted at work. We also asked for the first time whether work has a positive impact on wellbeing, with agreement from over half of those who responded.
3. The sustainable and resilient workforce project actions are now complete and this activity has transitioned into business as usual. The project has successfully achieved Thrive accreditation, launched the 'Approach to Wellbeing', refreshed and launched the attendance at work policy, as well as other target actions to maximise attendance. Other wellbeing activity has included collaboration with Public Health (Sugar Smart), providing a new on-site flu vaccination service and trialing a wellbeing and volunteering day
4. A refocused Leading Organisational Wellbeing group, a collaborative group of management and wellbeing representatives, continue to drive actions and involves colleagues in ways to maximise wellness at work.
5. The focus for 2021/2022 was to reduce absence relating to stress and mental health reasons and long-term absences. Stress and mental health remains our highest reason for absence, as a percentage of time lost has reduced from 33% to 28% and the days per FTE colleague has reduced from 3.17 in 2020, to 2.47 in 2021, to 2.43 in 2022. Long-term absence, lasting 4 weeks or more, as a percentage of time lost has reduced from 71.4% to 63.3%.
6. Over 54% of our people have taken no sickness absence over the last 12 months, this has reduced from 67% the previous year, but remains higher than pre-Pandemic levels.
7. Musculo-skeletal remains our second highest reason for absence, and has remained consistent at around 15%, for 2021/2022. Our third highest reason was coronavirus, which made up 12% of our absence, compared to 4.5% the previous year increasing from 0.3 days per FTE to just over 1 day per FTE.
8. As we move towards a 'new normal', absence is likely to continue to fluctuate, therefore it is proposed that the target for 2022/2023 is to remain the same at 8 days per FTE (+/- 1 day).
9. An area of focus for the Council Plan is to support people to live healthy, happy and independent lives. Ensuring health and wellbeing is integral to all aspects of the Council's work, informs our strategic priorities and the wellbeing of our people is integral to this.
10. Priorities for 2022/23 will be to stabilise absence levels and continue to focus on:
 - stress and mental health related absence (including workload management);
 - managing long term absence;
 - launching a managers absence dashboard to provide them with up-to-date data to support them in managing attendance at work;
 - progressing with gaining to evidence to achieve Silver Thrive at Work accreditation;
 - monitoring the success of the Our Approach to Wellbeing.

Our People Strategy alignment



In 2020, the Council refreshed the 'Our People Strategy' to drive our vision that Warwickshire County Council should be a great place to work where diverse and talented people are enabled to be their best.

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.



To support the achievement of our vision, five key organisational values have been identified:



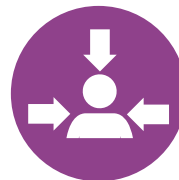
High performing



Collaborative



Customer focused



Accountable



Trustworthy

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:



For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.

Looking back

One of the main enablers of the Our People Strategy is that **“We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.”** In order to do this, keeping our people well and at work remains a key priority.

In 2020 a sustainable and resilient workforce project was set up, with the aim of supporting the wellbeing of our people and reducing the level of sickness absence across the council. With the Pandemic response during 2020/2021 there was a significant reduction in sickness absence.

Key focus areas for 2021/2022

In last year's annual review, the following were set as the priorities for 2021/2022

- To reduce stress and mental health related absence and workload management.
- managing long-term absence;
- understand the longer-term impact of the pandemic, continue to monitor how people are feeling as we enter the reinstatement phase and move to an agile working approach, where we will measure, listen learn and adapt;
- using data to target our actions;
- target areas with high levels of absence, correlate with other HR metrics and provide support to address specific issues;
- seek to maintain the improvement in attendance, with an employee absence target of 8 days per FTE (with a tolerance of +/- 1 day);
- launch wellbeing charter including managers must dos;
- achieve Bronze Thrive accreditation and develop an action plan for Silver;
- link Public Health and employee wellbeing initiatives; and
- review the sickness absence policy and procedure in line with our tone and voice work.

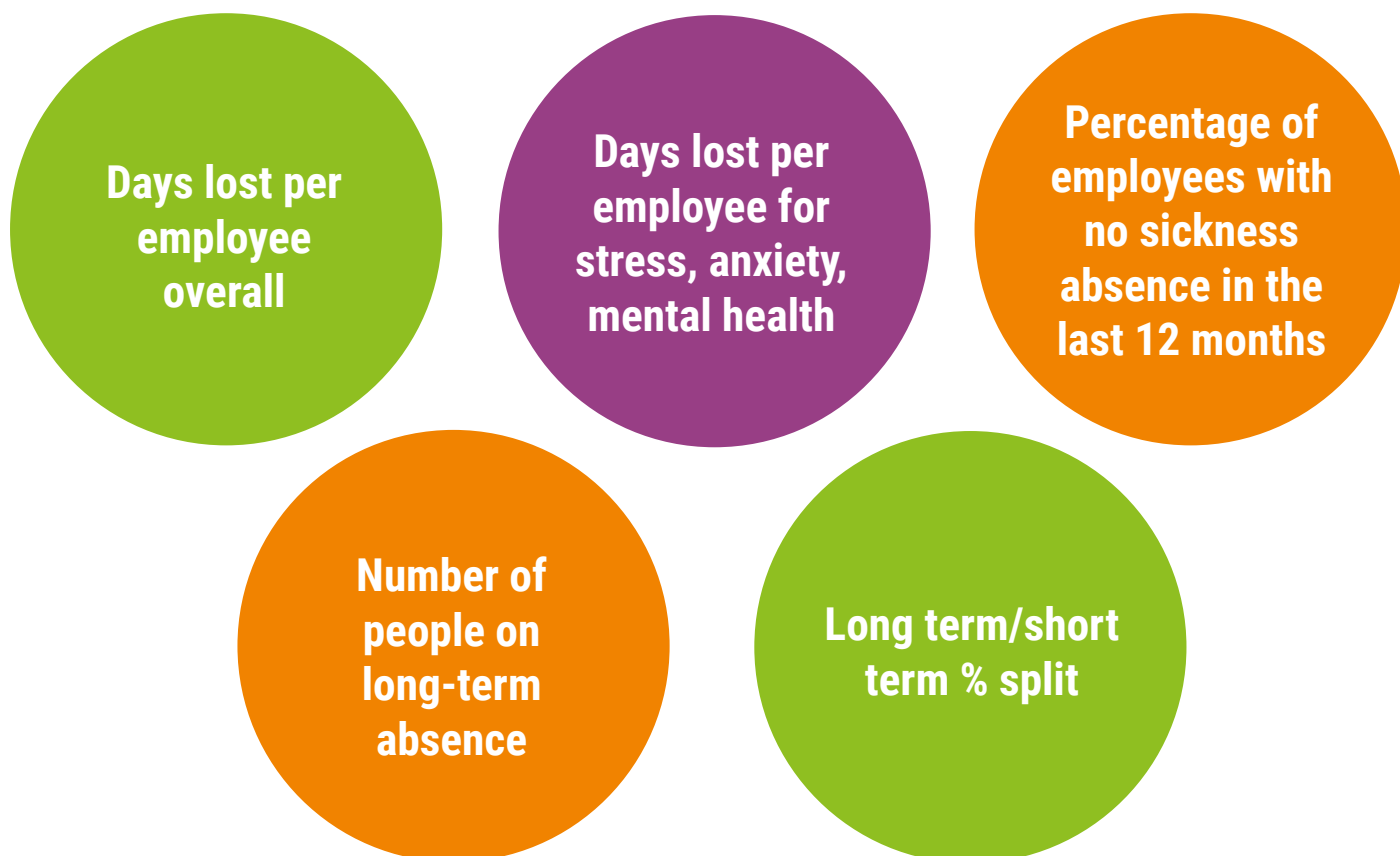
This document reviews absence statistics and actions taken to create a sustainable and resilient workforce through 2020/2021 along with the plans for 2022/2023.

Whilst absence has increased slightly for 2022, it is still well below pre-Pandemic levels, and the increase was not unexpected as we moved away from social distancing restrictions.

Looking back

Measuring success

To measure our performance, we will continue to monitor and report the following:



Leading with Data - Performance Measures 21/22

- **8.61 days lost per FTE** - increase from 7.45 in 2020/21 but remains on target and significantly below pre-pandemic levels of 10.9 days per FTE.
- **2.43 days lost per FTE stress, mental health, anxiety** reduced from 2.47 in 2021 and 3.17 days in 2020 and under the target of 3 days.
- **54% of our people have taken no absence** reduced from 67% in 2020/21, but remains above pre-pandemic levels of 50.45%.
- **88 individuals on long-term sick** increased from 59 in 2020/21 but remains nearly 50% lower than pre-pandemic level of 153.
- **63%:37% long term : short term split**, moving towards a more equal position from 71% in 2020/21, and 66% in 2019/20.

Achievements 2021/2022

Sustainable and Resilient Workforce Project

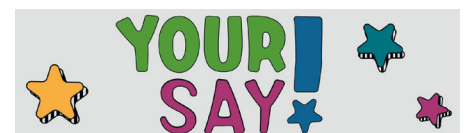
The project has continued to support the management of wellbeing, absence and attendance, by ensuring that the Council has the data and insight, culture, behaviours and skills to maximise wellbeing and attendance at work. The project is now moving to business as usual, with the renamed Leading Organisational Wellbeing group.

Leading Organisational Wellbeing Group

The sustainable and resilient workforce group has now been embedded as business as usual, renamed and meets quarterly, the council wide collaboration includes a cross section of managers and leaders and professionals from HR, Health and Safety, Business Intelligence and Communications. The group monitors absence trends and wellbeing initiatives and scopes future activity as well as progressing the Silver Thrive at Work accreditation.

Engagement

We are implementing a new approach to engagement in 2022, which continues to provide regular check-ins with our people. The main focus for 2021/2022 was wellbeing, and for 2022/2023 this will also include workload and increasing participation rates. Through 2021/2022 the response rates have ranged from 29% to 44%.



The wellbeing of our people continued to be a consistent theme, where we tracked how people had been feeling. Throughout, around 80% reported feeling OK or better, although the number of people not coping well increased. Therefore, supporting the wellbeing of our people continues to be a priority.

The check-in results showed that:

- 83% of our people believe wellbeing is promoted at work, which is a slight reduction from 2020/21 but remains an 11% increase on pre pandemic levels;
- 88% are satisfied with internal communications, consistent with 2020/21 but a 10% increase on pre-Pandemic levels;
- employee engagement score remained consistent and above pre-pandemic levels at 74%; and
- 83% of our people believe WCC values equality and diversity in the workplace.

For the first time we measured the impact that work has on wellbeing, finding that 52% believe work has a positive impact. With the new approach to engaging with our people, we will combining the following questions to provide a wellbeing measure:

- I am able to prioritise my wellbeing;
- I know where to access support for my wellbeing; and
- I believe my manager cares about my wellbeing.

Achievements 2021/2022

Thrive at Work accreditation

In September 2021, WCC was awarded the Bronze accreditation through the West Midlands Combined Authority's Thrive at Work programme, recognising our commitment to employee wellbeing. Data from the associated Health Needs Assessment (HNA) has been used to tailor our wellbeing offer. We are now collecting the evidence required to achieve Silver, which will include a follow up HNA in Autumn 2022, and we aim to be assessed for Silver in 2023/2024.



Approach to Wellbeing

The approach to wellbeing has been launched, which describes our commitment to wellbeing and outlines individual and managers expectations in managing wellbeing.



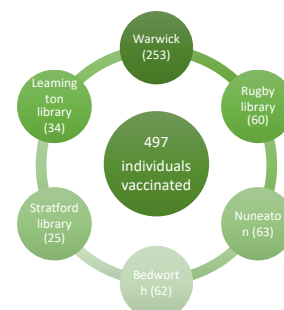
Attendance at Work Policy

The former sickness absence policy has been replaced by the Attendance at Work policy, which includes the adult-to-adult, strengths-based tone and voice of Our People Vision: Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

The stages of the policy have not changed, but we have embedded a far greater emphasis on working in partnership and enabling our people to return to work positively and efficiently. Where levels of absence are problematic, formal processes remain.

Flu vaccination campaign

Over the winter months we combined our usual offer of reimbursing our people for flu vaccinations, with an on-site clinic offer, where our people could attend a WCC location to be vaccinated. 497 people attended the on-site clinic and 125 people were reimbursed. This approach has been reviewed and, informed by feedback and lessons learnt, recommendations to continue the service are being made to Corporate Board for 2022/2023.

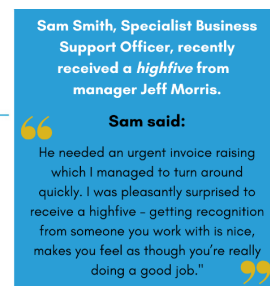


Achievements 2021/2022

Wellbeing initiatives

Our wellbeing offer has continued to support our people to be well at work; campaigns have included:

- Stress awareness messages and awareness raising around the menopause;
- sugar Smart and mental wellbeing activities, aligned with Public Health;
- healthy cooking demonstrations and an employee created digital cookery book;
- refresh and launch of the attendance at work policy and support;
- redefining the role of the listening mates and wellbeing champions;
- time to talk mental health lunch time conversations;
- launch of HighFive recognition and promotion of recognition overall;
- Implementation of 'Viva Insights' on MS 365 encouraging breaks, focus time and meditations;
- additional employee support networks and groups established; and
- for the last six months of 21/22 and linked to our recovery from COVID we trialled a wellbeing and volunteering day. This initiative was intended to encourage our people to proactively manage their own health and wellbeing by providing a dedicated opportunity to learn something new and/or connect with our communities.



Targeted support

Where services had absence rates above the target of 8 days per FTE, information and support was provided to SLT meetings to support reducing absence levels.

Coronavirus

Coronavirus is the third highest reason for absence, equating to 12% of time lost. Our approach to agile working has supported our infection prevention and control during the pandemic. The long-term effects of the virus are still unknown as we are only just moving out of restrictions and therefore this action will carry forward into next year.

Achievements 2021/2022

How We Work

We launched the approach to agile working in Spring 2021, based on principles that included business need, trust and choice, supporting our people to work in a more flexible, empowered way that enables them to be their best. Through the Pandemic, a large number of our people worked from home, and a significant cohort (e.g. WFRS, social care, libraries) continued to operate from a work setting, taking opportunities to work in an agile way where they could. Our approach to how we work, will now move into business as usual, with a return to using business settings and an ongoing commitment to work being what you do, not necessarily where you do it, maintaining awareness of the messaging and those on our frontline.



With the changes to our property estate resulting from the Estate Masterplan Programme and early workplace redesign, it is anticipated that business settings will provide enhanced opportunities for collaboration. Key to our work culture is to improve opportunities for people to come together. This will look very different from one team to another, depending on the business needs of their service and they will be supported by bespoke Team Principles, which are designed and managed locally. Supporting all our people to be able to deliver great outcomes, whilst working in ways that enable them to do their best, is key to our success. Wellbeing considerations are an important element of this work.

Insight and data for Managers

Managers have continued to be provided with monthly data to support them in managing attendance. Alongside this, work has been taking place to develop meaningful, relevant and accessible absence dashboards, which are due to be launched later this year.

Looking forward

Key focus areas for 2022/2023

- Developing a Wellbeing delivery plan that co-ordinates all wellbeing activity;
- launch the Managers' absence dashboard, providing up to date information to managers to support the management of attendance;
- review the success of the Approach to Wellbeing, particularly regarding return-to-work interviews, early referral to occupational health, long term sickness action plans and accurate and up to date absence information recorded in YourHR;
- understanding the longer term impact of the pandemic;
- target areas of high or increasing absence levels; and
- prepare for Silver Thrive at Work accreditation;

Key measures and targets for 2022/2023

- 8 days per FTE (+/- 1 day) sickness absence
- 2.5 days per FTE stress / mental health / anxiety absence
- % wellbeing engagement score, setting the baseline
 - **I am able to prioritise my wellbeing**
 - **I believe my manager cares about my wellbeing**
 - **I know where to access support for my wellbeing**
- Monitor top 5 reasons for absence
- Monitor long-term : short-term absence split

Conclusion

2021/2022 produced some great achievements in our commitment to developing a sustainable and resilient workforce, all whilst navigating a global Pandemic. Absence rates have as expected increased slightly, however remain within target, below pre-Pandemic levels and below our average benchmark comparators.

We have continued to demonstrate our prioritisation of wellbeing and enabling people to work at their best, which has been externally recognised through the achieving Bronze Thrive at Work accreditation. We explored new ways of working with our people to support wellbeing, including the trial of a wellbeing and volunteering day and the flu vaccination on-site clinics. A full, aligned and meaningful programme of wellbeing activity is planned for 2022/2023, providing the basis for absence levels to be sustained.

We are now embedding Leading Organisational Wellbeing, in partnership with Council leaders and key stakeholders, as business as usual and will continue to monitor trend, uptake of initiatives and identify priorities. The outputs of the Leading Organisational Wellbeing group have included the launch of Our Approach to Wellbeing and the new look Attendance at Work policy.

Stress and mental health continue to be priority areas, along with reducing our long-term absences, understanding the effects of long COVID-19 and the mental health impact of the pandemic. A continued target of 8 days per FTE (with a +/- 1 day tolerance) is proposed for 2022/2023 along with a target of maintaining stress and mental health absence below 2.5 days per FTE. A new wellbeing measure will also be reported, measuring agreement against a number of wellbeing specific YourSay engagement questions.



Key Measures and Definitions

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 hours contract would have an FTE of 0.5

Days per Full Time Equivalent (FTE): Days per FTE relates to the number of days of sickness absence per FTE

Key Highlights

Absence has **increased** over the last 12 months from **7.45** days to **8.6** days per FTE.

The balance between Long term and short term is moving toward becoming more **equal**.

Mental Health is the top reason for absence and the days per FTE has remained static this year, although we have seen an **increase** absence rates. **Covid** has had more impact on our absence figures this year, accounting for 12% and over 1 day per FTE.

The number of people on long term absence and those hitting triggers has **increased** this year

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.



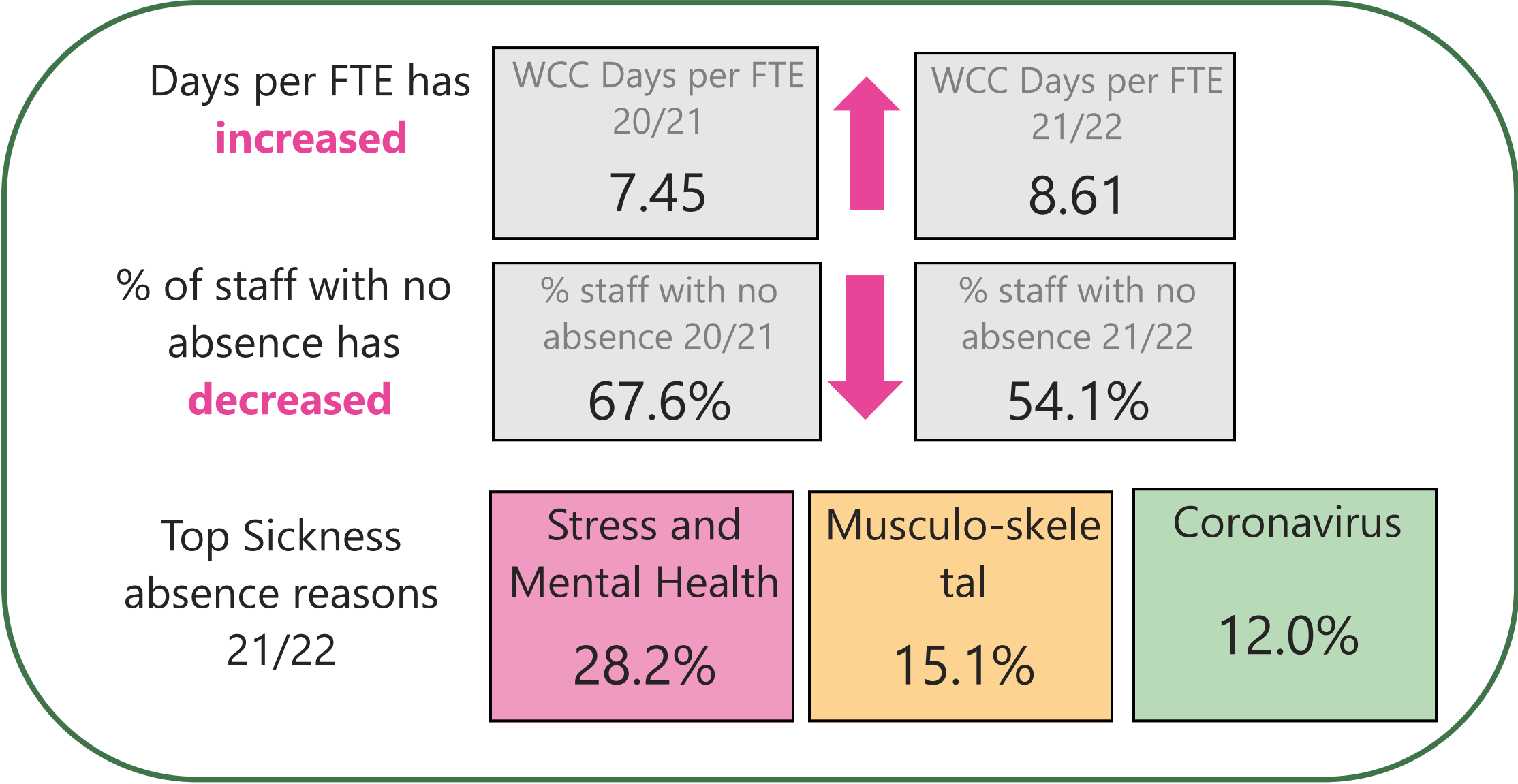
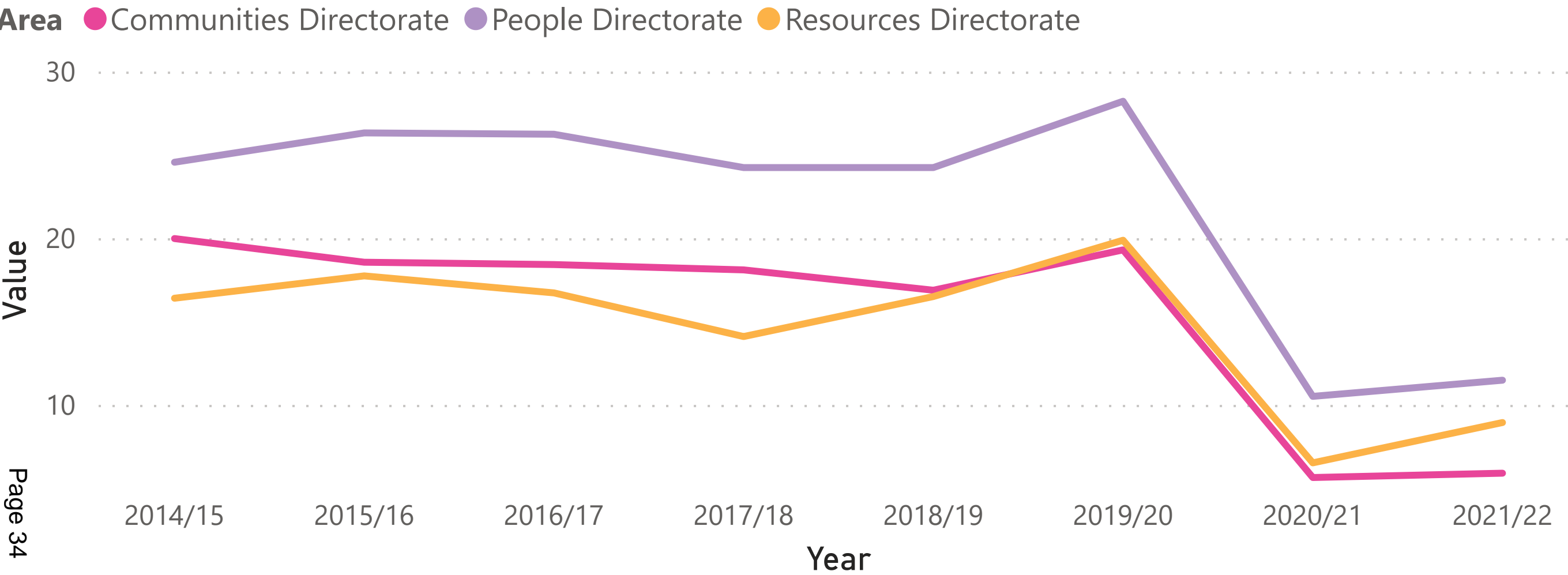
We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.



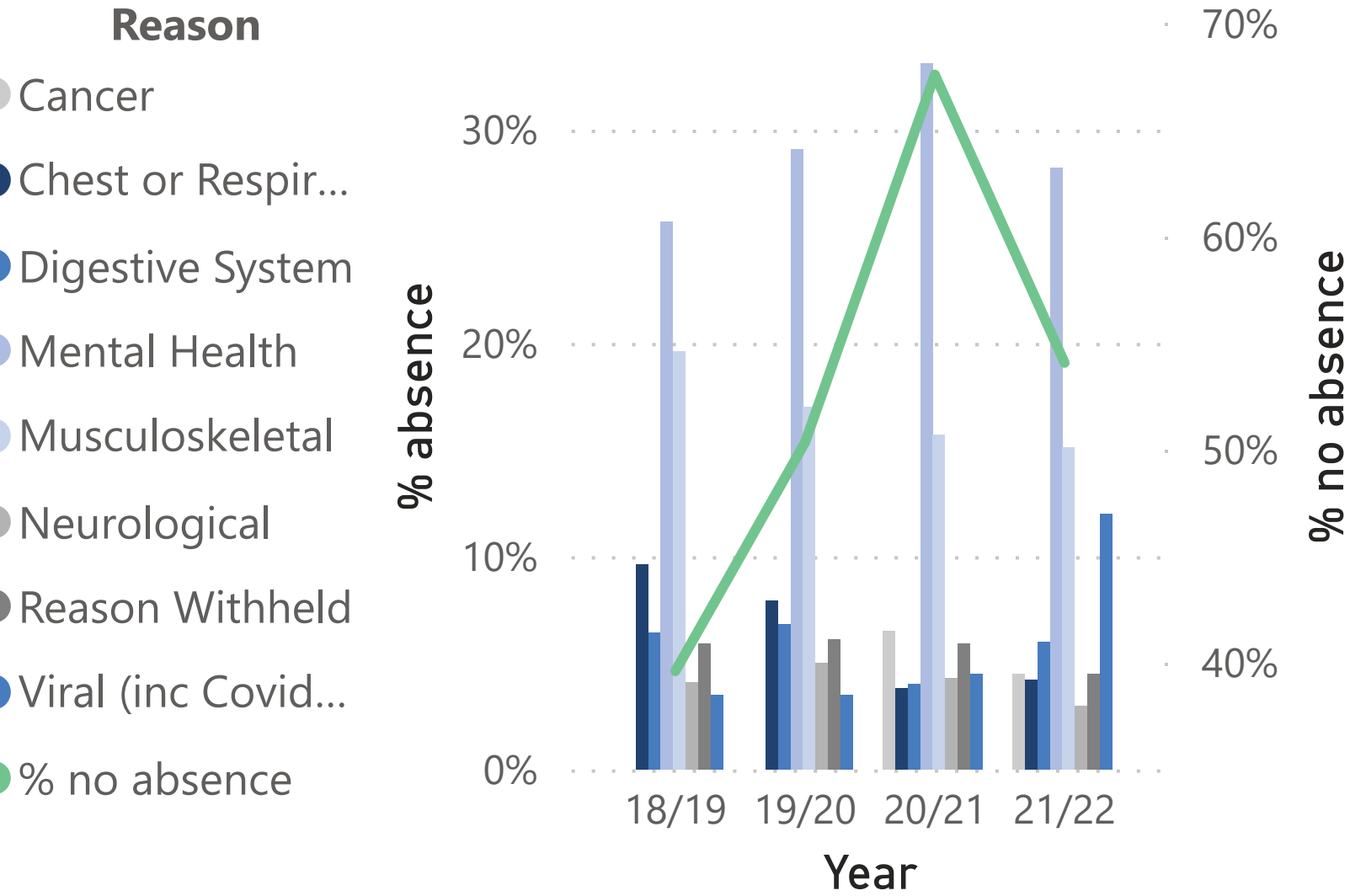
Sustainable and Resilient Workforce Annual Report 21-22

Absence

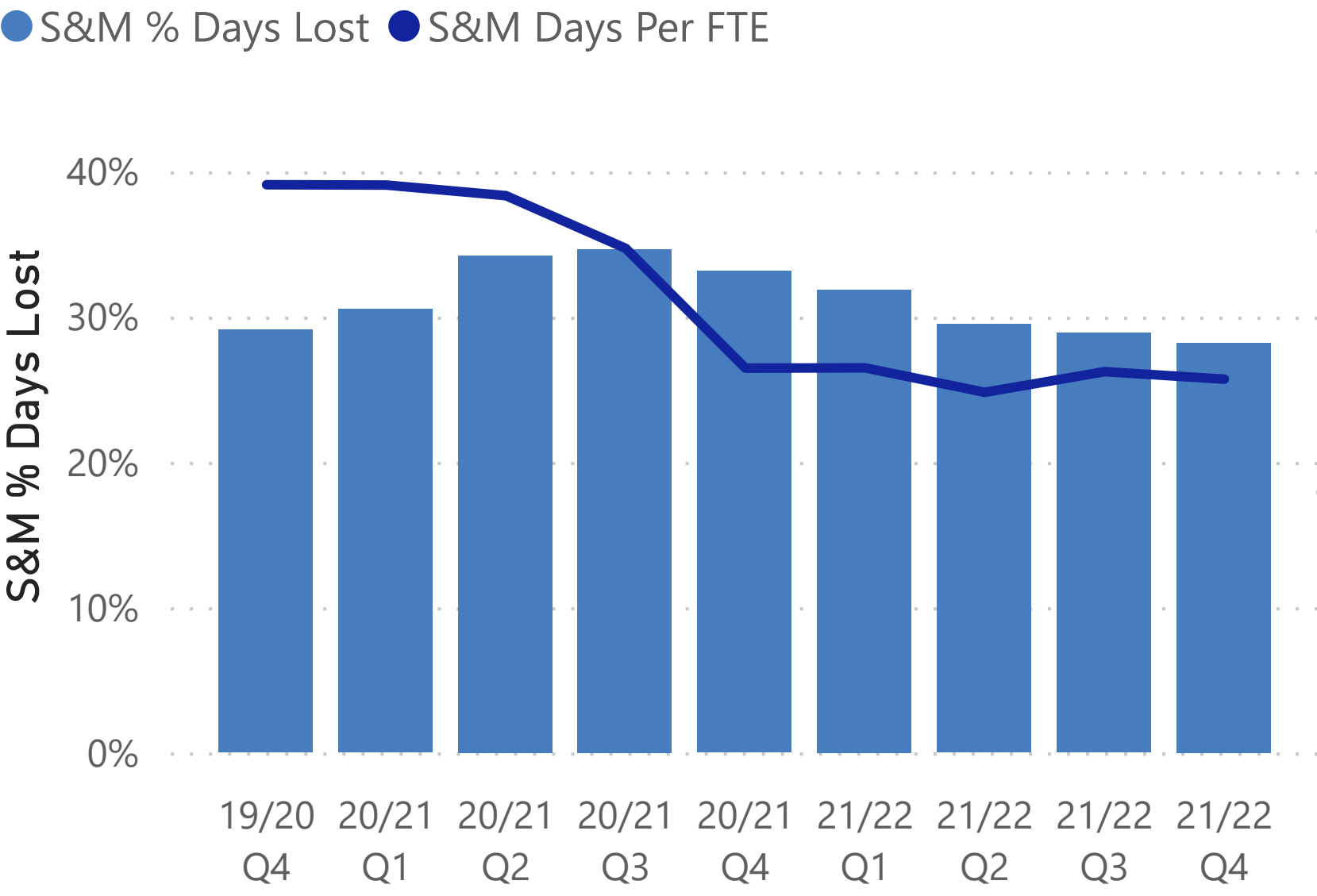
Days per FTE



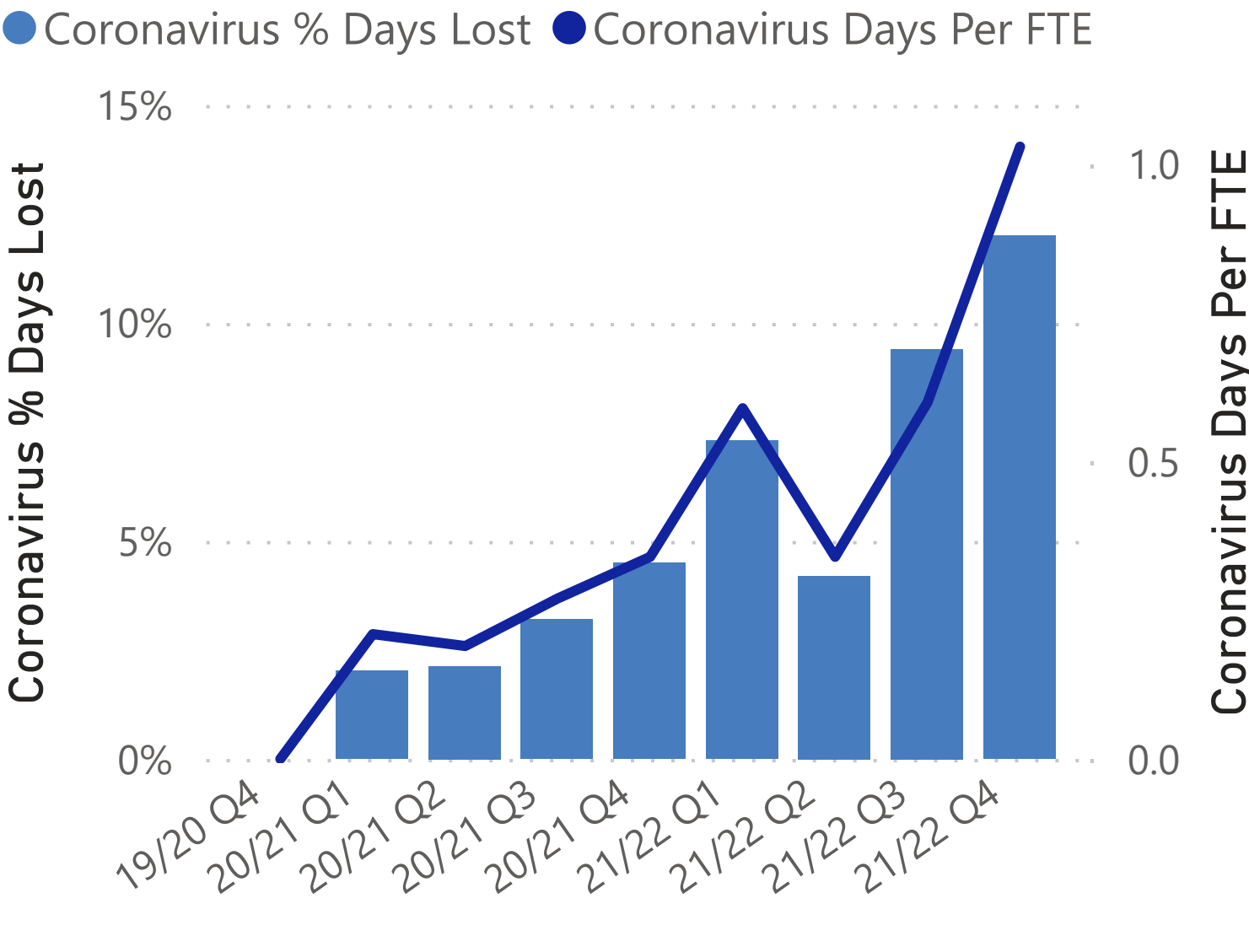
Top Reasons for Absence and % of all staff with no absence trend



Stress and Mental Health % of days lost



Coronavirus % of days lost



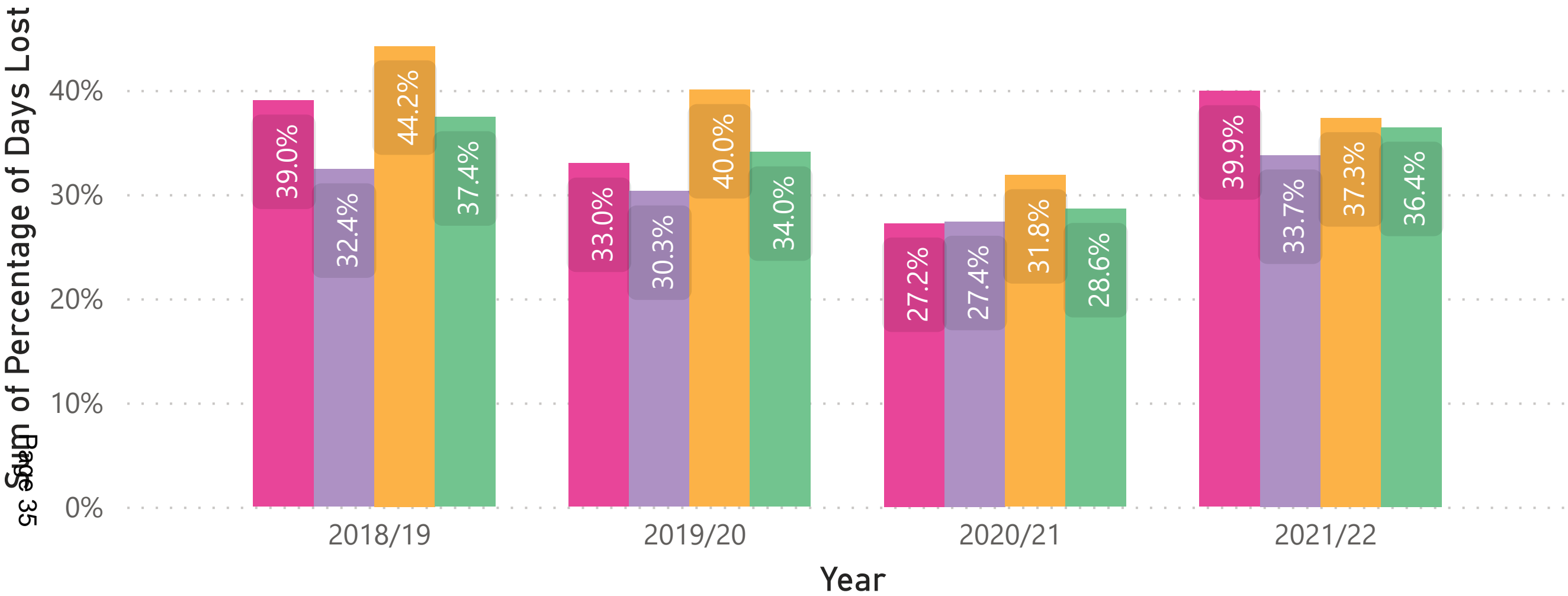


Sustainable and Resilient Workforce Annual Report 21-22

Absence

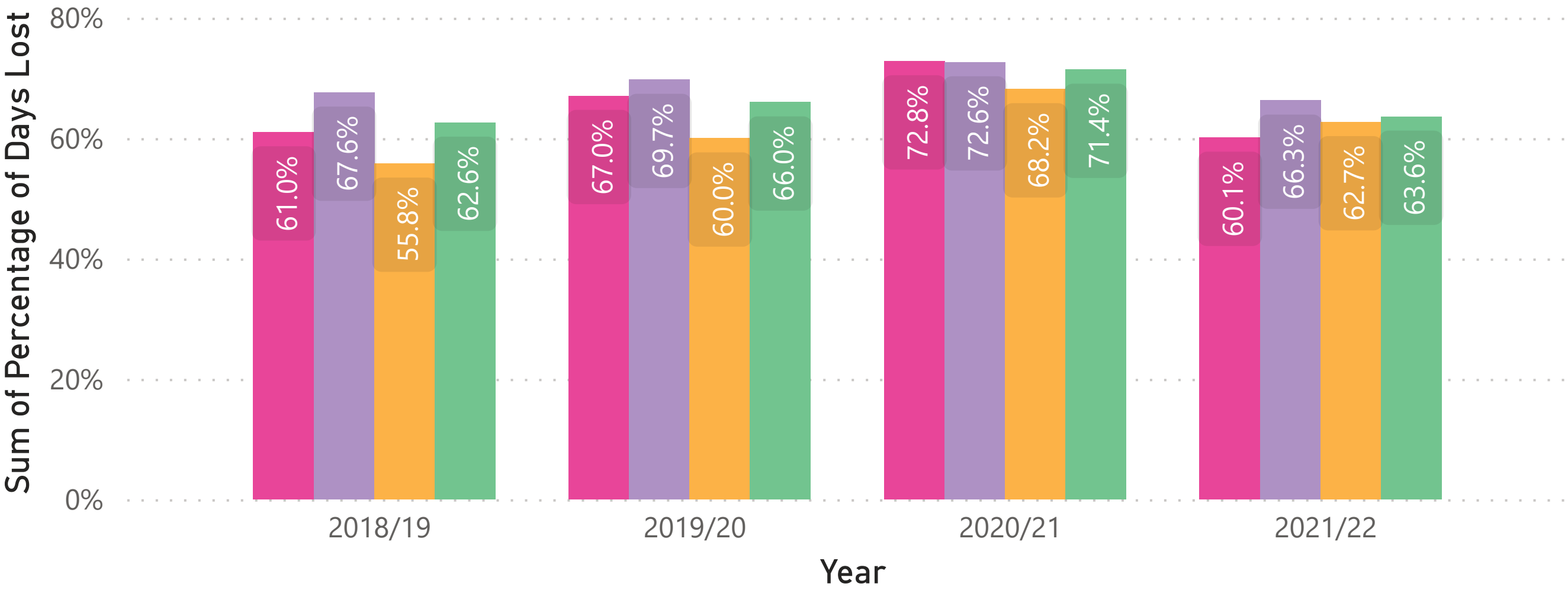
% days lost to short term absence

Area Communities Directorate People Directorate Resources Directorate WCC



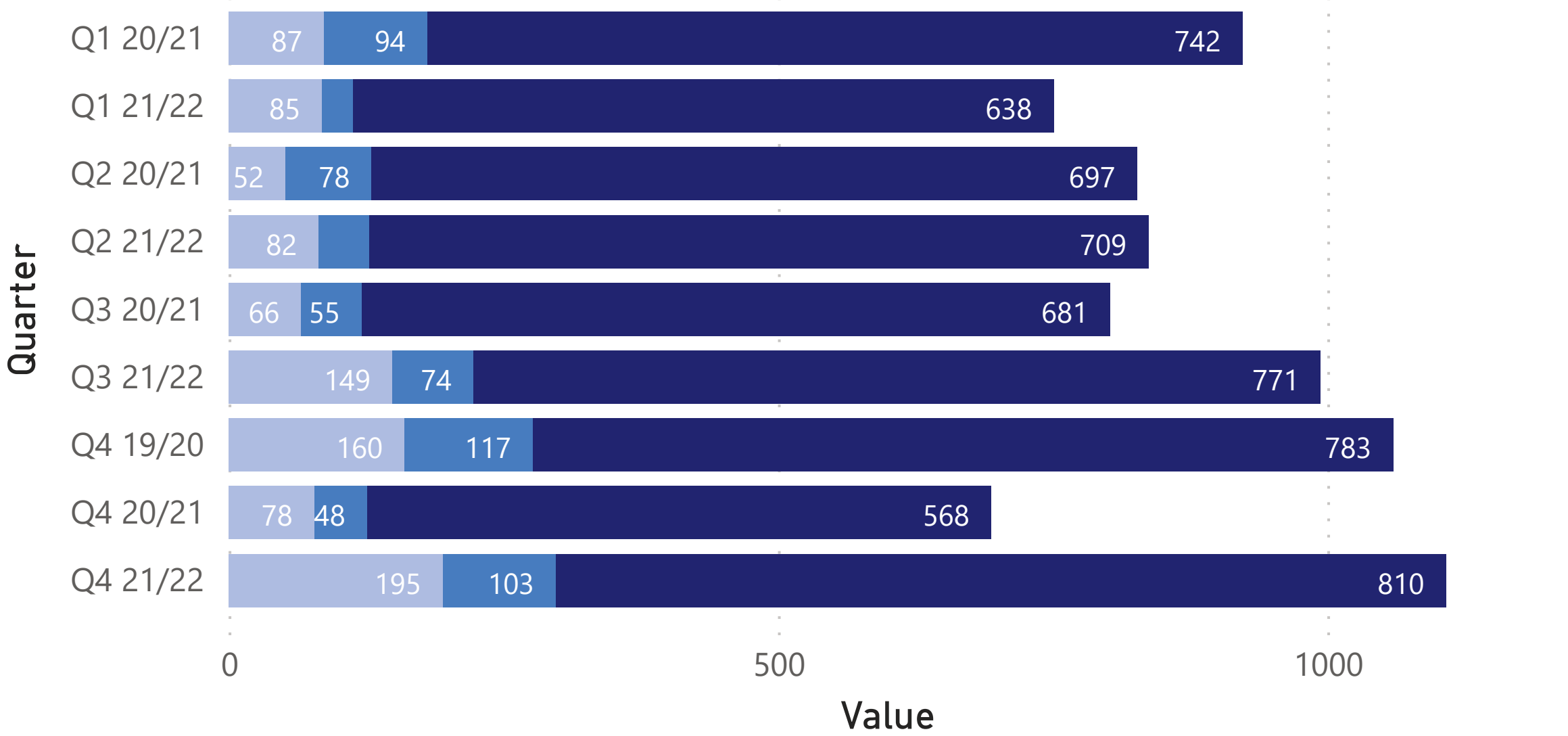
% days lost to long term absence

Area Communities Directorate People Directorate Resources Directorate WCC



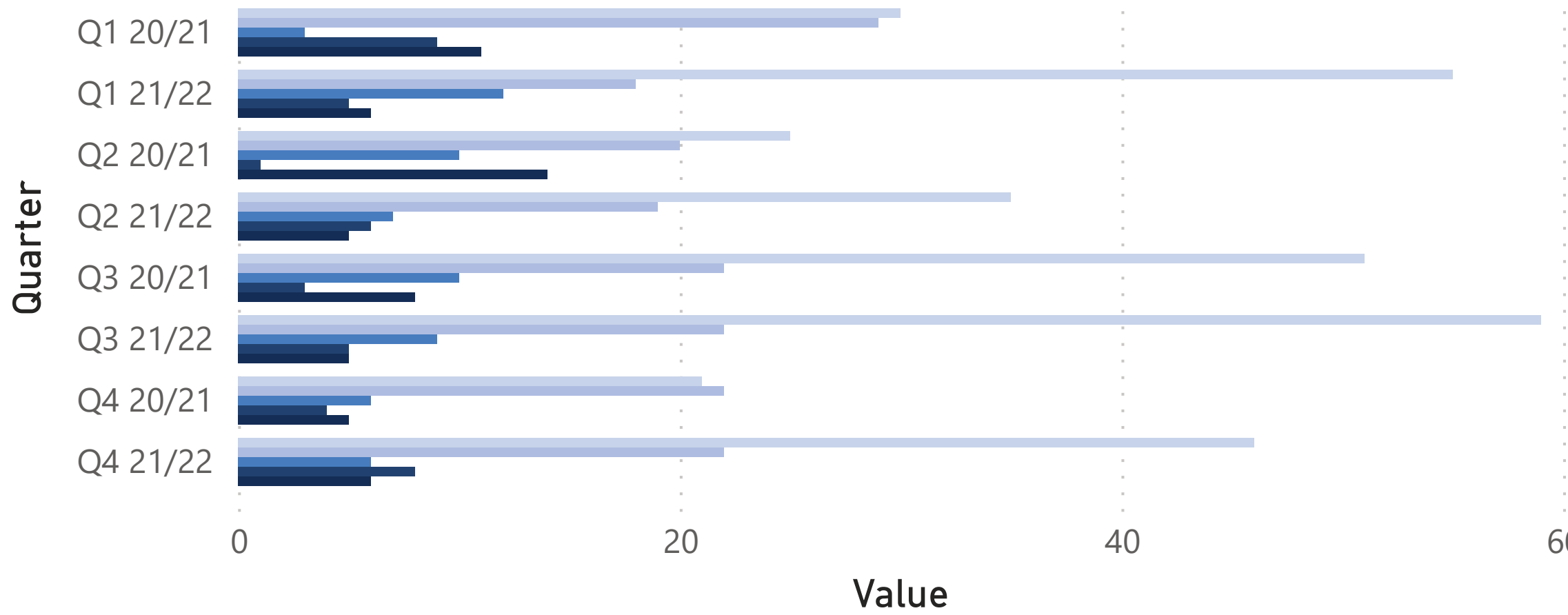
Number of staff hitting trigger indicators

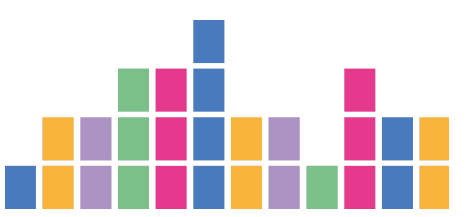
Trigger 3 in 6 months 5 in 12 months 10 days in 12 months



Long term absence by length

Length 1-3 Months 3-6 Months 6-9 Months 9-12 Months 12+ months

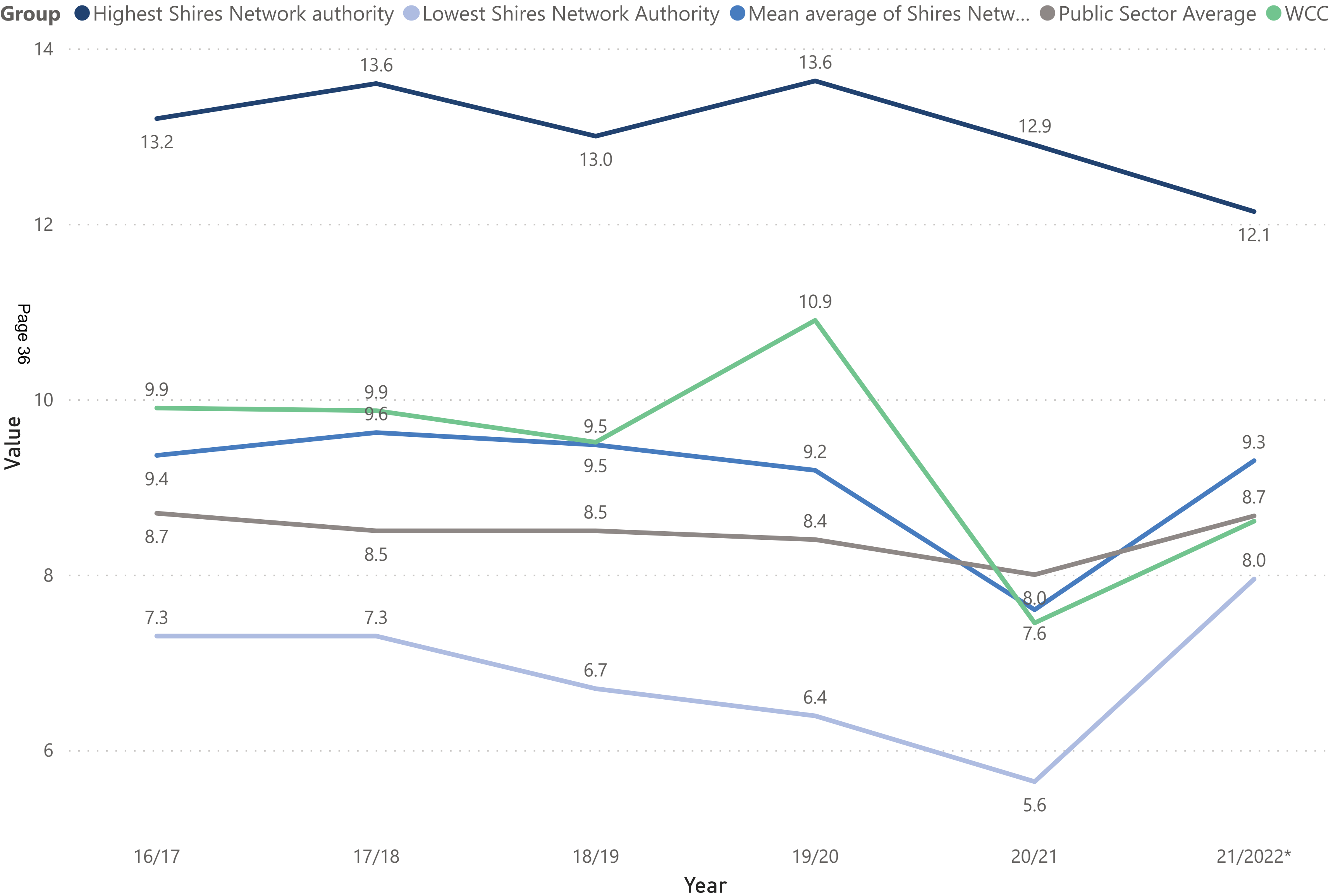




Sustainable and Resilient Workforce Annual Report 21-22

Benchmarking

Benchmark by year



Benchmark data on average days absence has been obtained from 19 local authorities across the Shire Counties network to provide comparative data. The data compares the highest, lowest and mean average against Warwickshire's annual days per FTE figure.

CIPD have not released a public sector rate for 2021, however the ONS has stated a 0.3% increase, which has been applied to the 8 days for illustrative purposes.

*= Interim Figures
Please note that the Public Sector Average for 21/2022 is an Estimated Figure

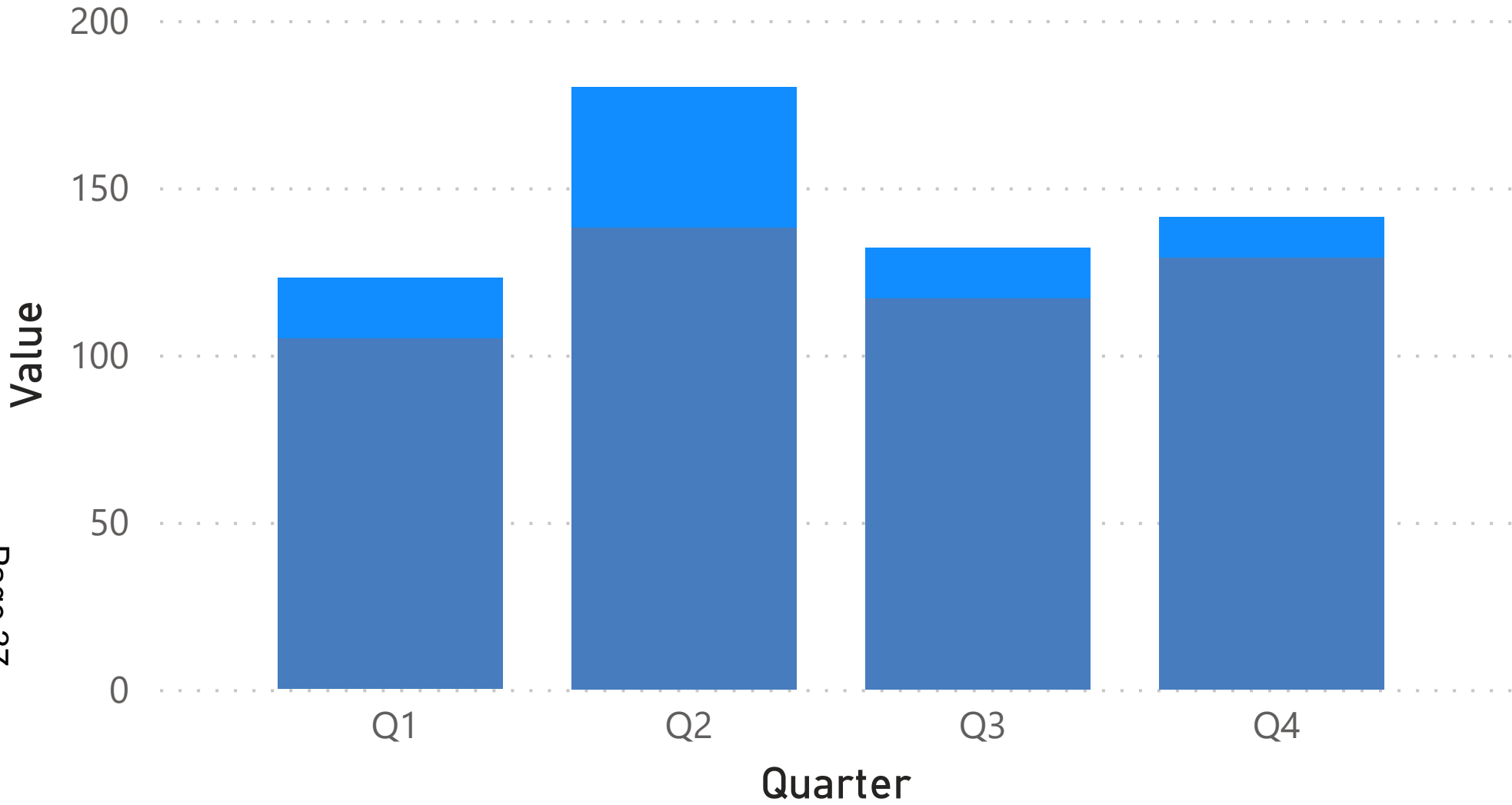


Sustainable and Resilient Workforce Annual Report 21-22

Employee Assistance Programme & Occupational Health

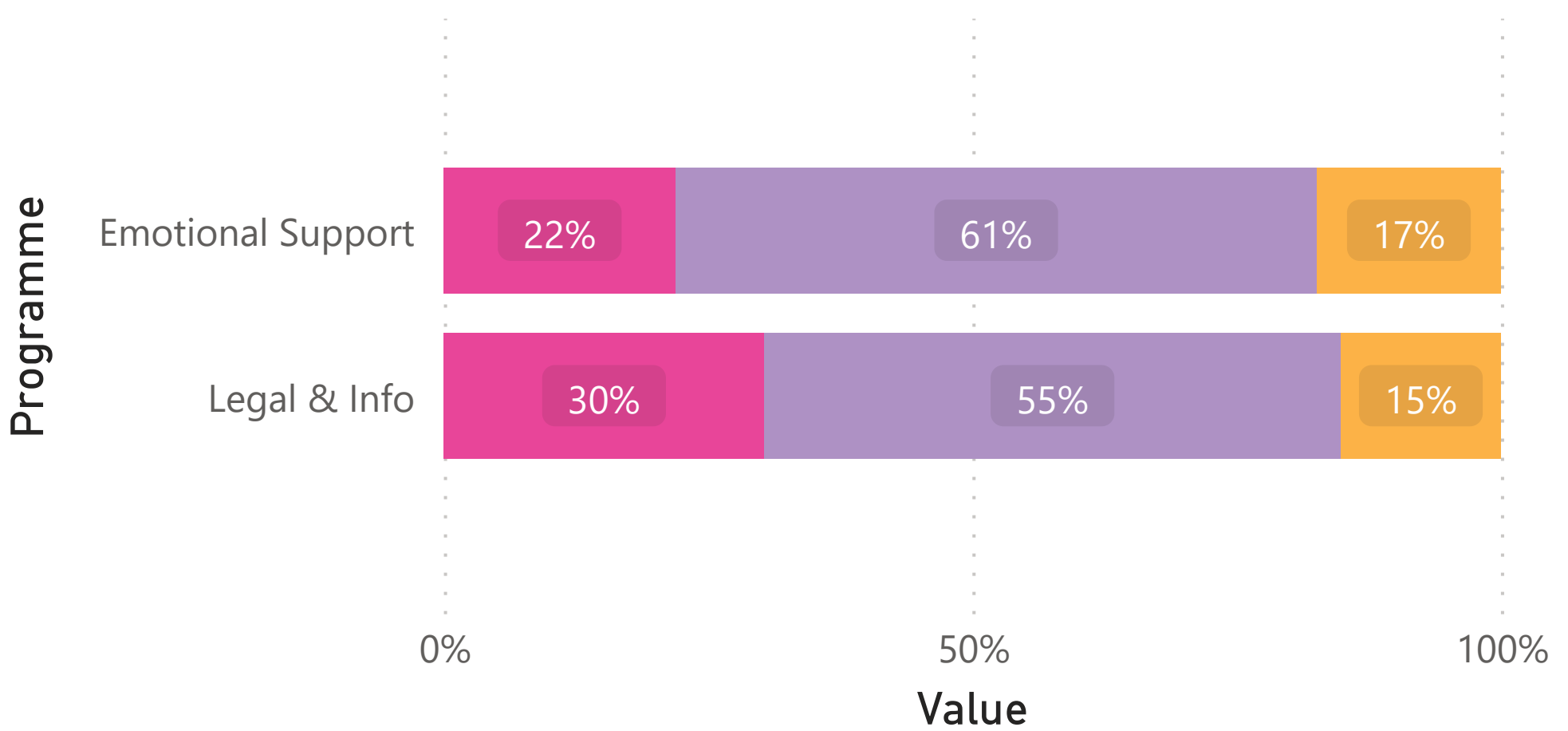
Employee Assistance Programme

Programme Emotional Support Legal & Info



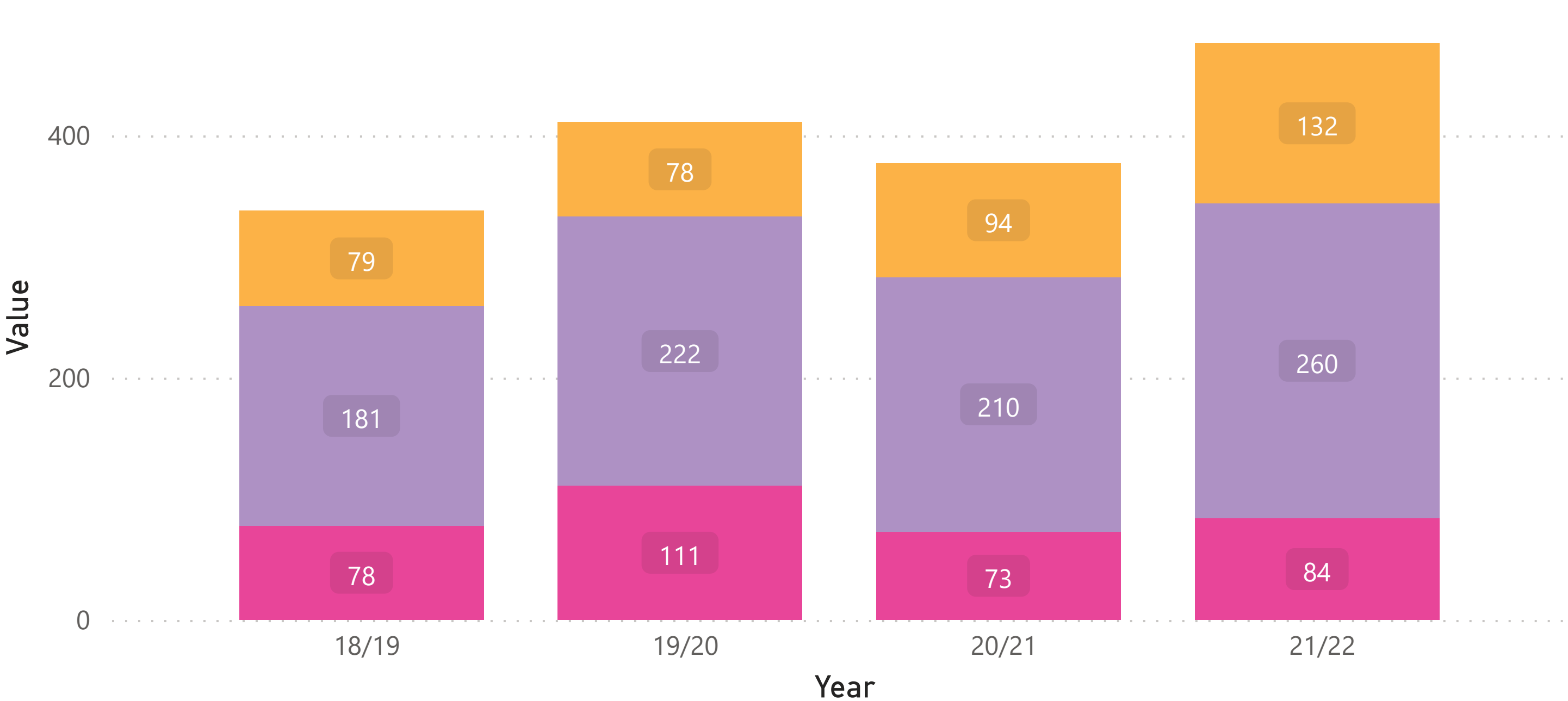
Programme by Directorate

Area Communities People Resources



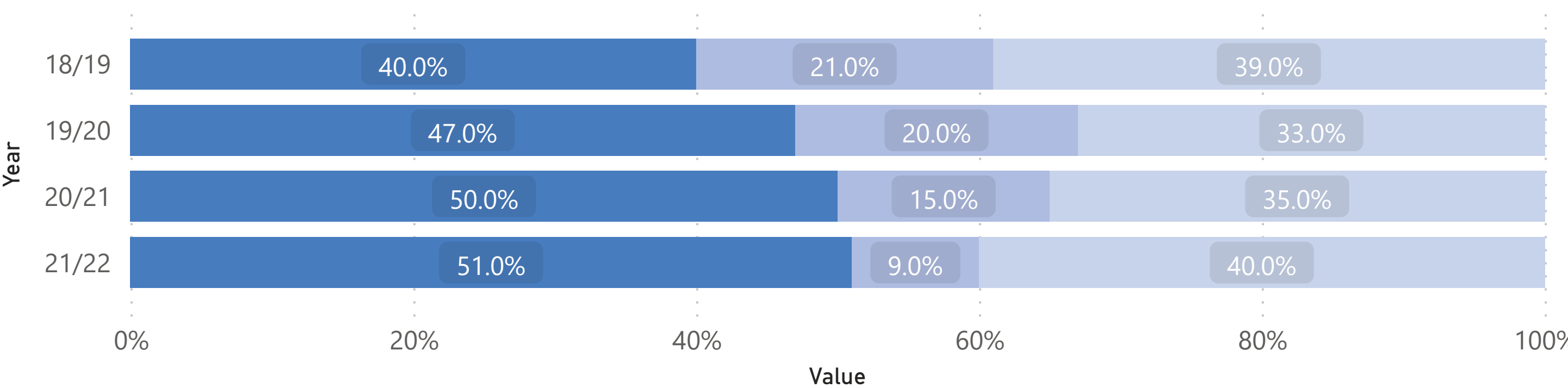
Number of Occupational Health Referrals by Year and Directorate

OH referrals Communities People Resources



Occupational Health Referral reason by year

OH referral reason Mental Health Musculo-Skeletal Other Reasons

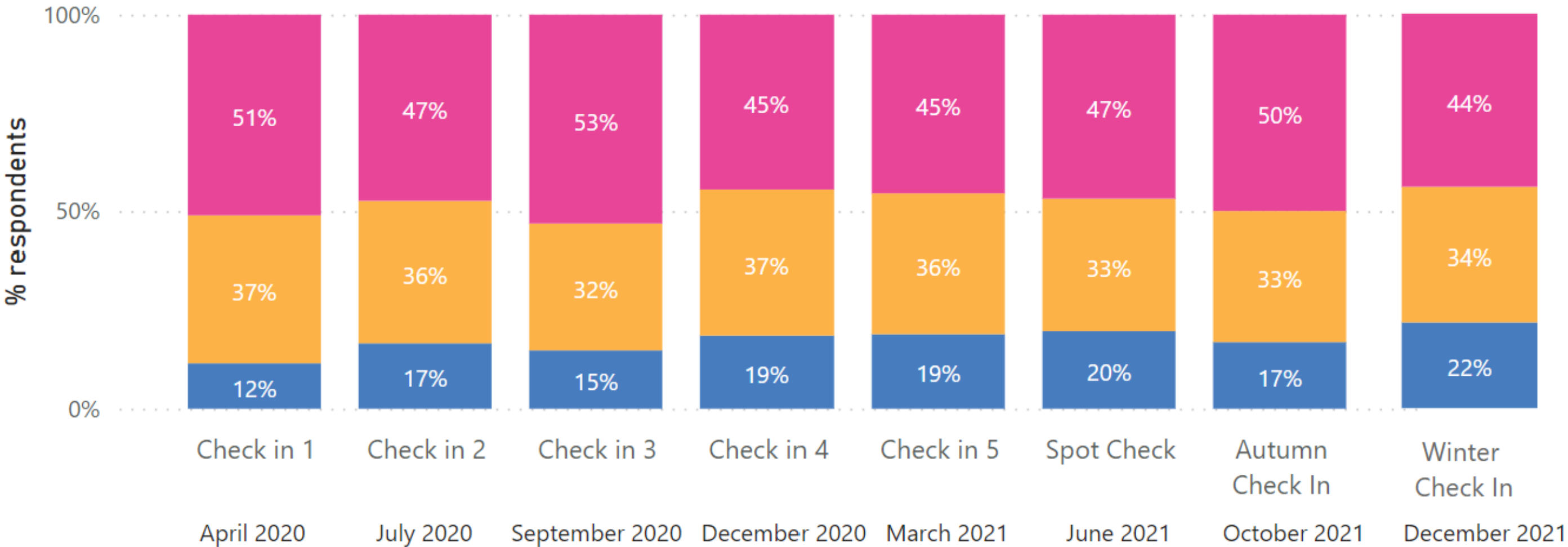




Sustainable and Resilient Workforce Annual Report 21-22

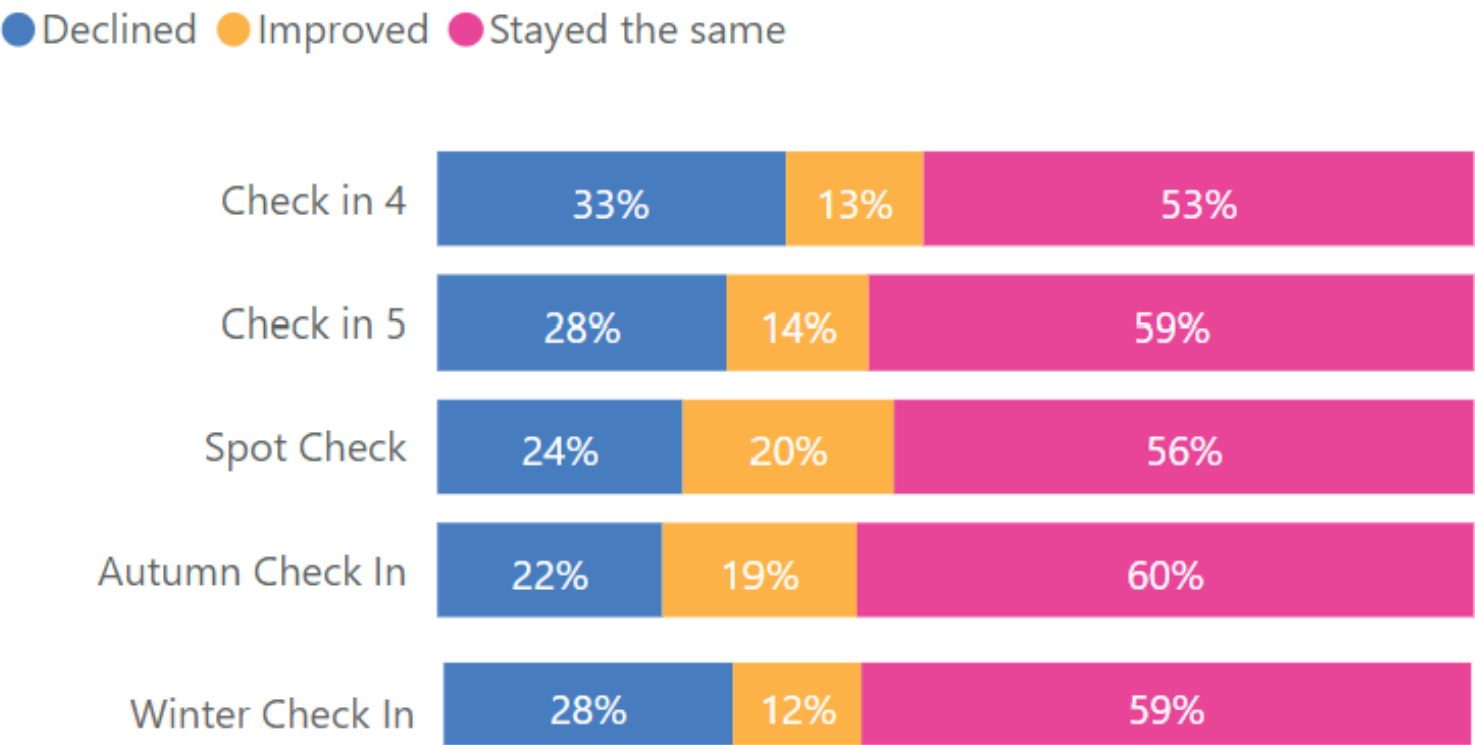
Engagement and Wellbeing

Wellbeing Score (groups) 1-2: I'm not feeling great 3: I'm OK 4-5: I'm doing well



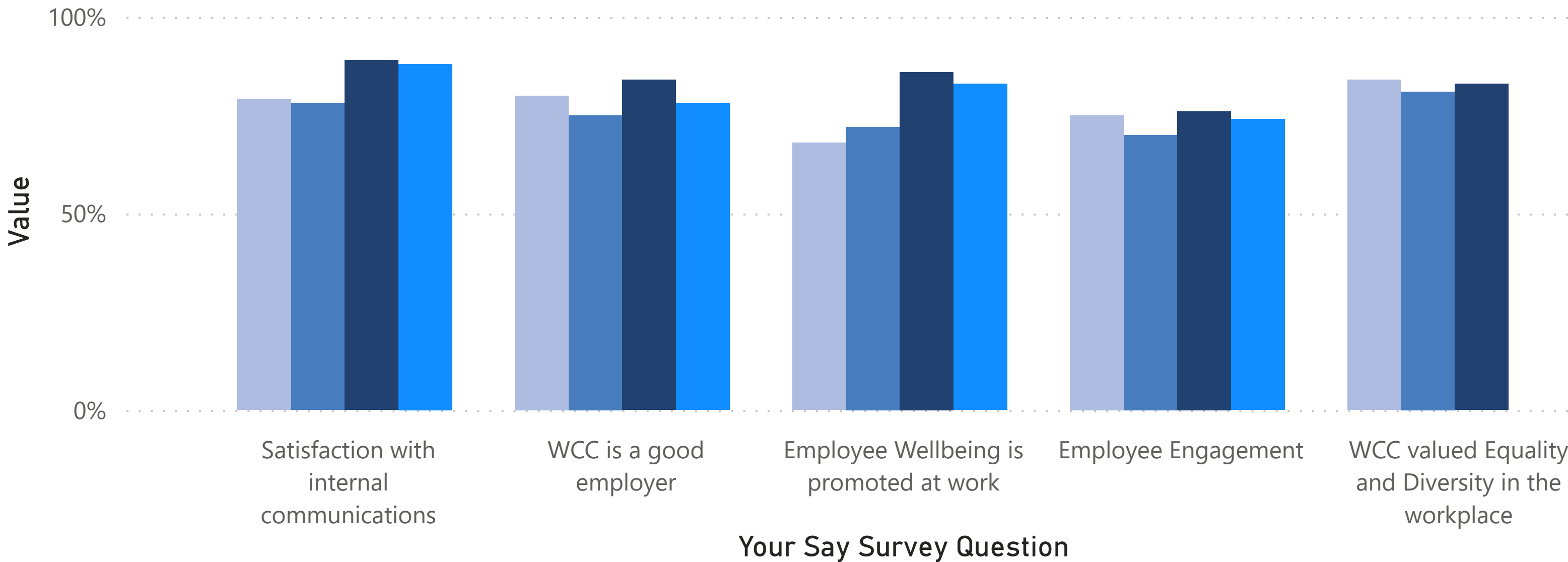
Employee wellbeing and engagement has been monitored through a series of check-in surveys from April 2020 to present.

Has your wellbeing changed?

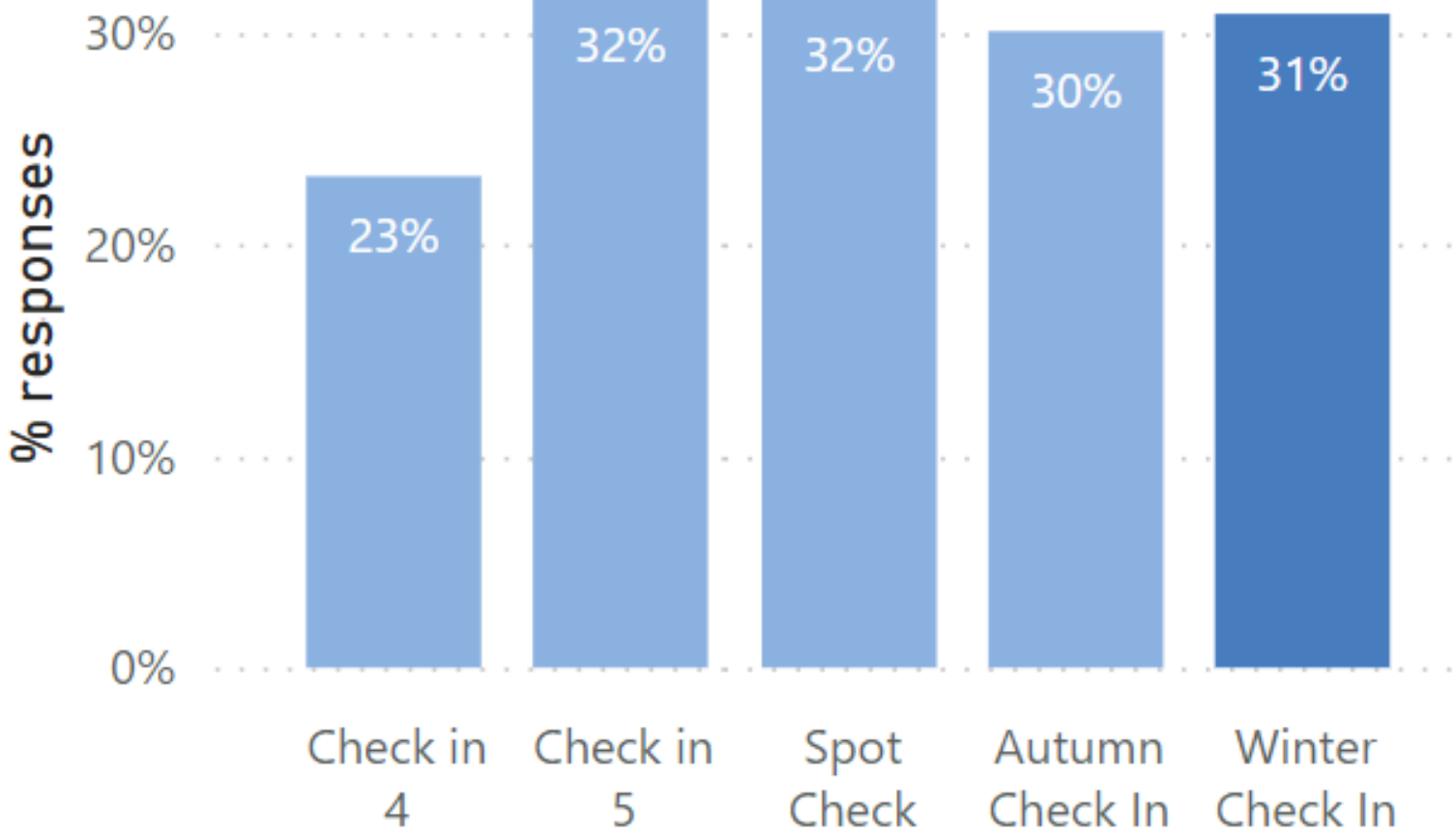


Your Say Survey Questions

Year 2018 2019 2020/21 2021/22



% of respondents reaching out for help



Staff and Pensions Committee

12 September 2022

Equality, Diversity & Inclusion Annual Review 2021/2022 (Previously known as Annual Workforce, Gender and Ethnicity Pay Gap Report)

Recommendations

That the Committee:

1. Agrees that that the Council's Equality, Diversity & Inclusion (EDI) Annual Review 2021/2022, at Appendix 1, 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. Agrees that the Council's gender pay gap figures, based on a reporting date of 31 March 2022, are published on the Government's gender pay gap website, as required by the gender pay gap regulations.
3. Considers the work in our approach to EDI and supports the priority actions for 2022/2023 as set out at Section 2.7.

1.0 Introduction

- 1.1 At Warwickshire County Council (WCC), we continue to all share a common vision, to make Warwickshire the best it can be, and by making it the best it can be means making it the best for everyone and enabling everyone to bring their whole self to work. We recognise that our people are our greatest asset and when they feel valued, included, safe and supported, this positivity reaches the people we are here for, our residents and communities.
- 1.2 The Council has published workforce diversity data relating to its people 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) WCC must, in the exercise of its functions, have due regard to the need to: -
 - A) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.

- B) Advance equality of opportunity, and;
- C) Foster good relations between people who share a protected characteristic and those who do not.

- 1.3 The charts within Appendix 1 show the Council's workforce diversity information, based on the year 1 April 2021 to 31 March 2022, and its gender pay gap data as at 31 March 2022. The statutory deadline for publishing both sets of data is the 30 March 2023.
- 1.4 At Staff and Pensions Committee in September 2020, it was agreed that the Council would also voluntarily publish its ethnicity pay gap data from that reporting year onwards.
- 1.5 In 2021, we also agreed to voluntarily publish our disability pay gap data and will continue to do so. The disability pay gap shows the difference in average (mean and median) earnings between employees with a declared disability and employees without.
- 1.6 This insight, alongside other data, including but not limited to, our regular check-in surveys, qualitative data captured through a range of channels (e.g. Employee Networks, Employee Forums, focus groups etc.), supports us in setting our objectives and measuring our progress.
- 1.7 In addition, this report outlines our commitments, what's been achieved so far and the immediate actions that we will take to improve and accelerate progress and change. By publishing this document, we are making a public commitment to change for the better and holding ourselves accountable for our progress.
- 1.8 This report pulls out the main themes from the annual review for consideration by the Committee.

2.0 Equality, Diversity & Inclusion (EDI) at a glance:

- 2.1 Our mean gender pay gap continues to reduce. At the 31st March 2022 it stood at 2.4%. This is a reduction of 0.2 percentage points from 2021 (2.6%). However, our median gender pay gap at the 31st March 2022 is 7.6%. This is an increase of 2.2 percentage points from 2021 (5.4 %). This is because the median hourly rate for women has gone down by 21p and up for men by 18p since 2021, giving us a difference of £1.18 (At the 31st March 2021 it was 79p). This is most likely due to the movement of women between the different quartiles. Whilst these are lower than the national gender pay gap figures and the public sector as a whole, we are committed to reducing our pay gap by growing and developing our diverse talent through our talent development programme of work.

Gender Pay Gaps	31 March 2022	31 March 2021	31 March 2020	12 month difference
Mean	2.4%	2.6%	2.7%	-0.2
Median	7.6%	5.4%	8.7%	+2.2

- 2.2 Our mean ethnicity pay gap at the 31st March 2022 is 0.2%. Whilst this is now a positive figure, it is a reduction of 1 percentage point from 2021 (-0.8%). This is because the percentage is closer to a 0% pay gap with a difference of 3p between the mean hourly rate of Black, Asian and Minority Ethnic (BAME) employees, and White British / Not Stated. Our median ethnicity pay gap at 31st March 2022 is -5.1%. This is an increase of 2.9 percentage points from 2021 (-2.2%) due to the figure being further away from a 0% pay gap. We continue to disaggregate our ethnicity pay gap data in this year's report because we recognise the limitations of combining everyone who is not White British as Black, Asian or Minority Ethnic (BAME). We have disaggregated our ethnicity pay gap since 2020/2021, however moving forward we will only report our ethnicity pay gap by individual ethnicities. This is in line with us moving away from using the acronym 'BAME' to better understand disparities and outcomes for specific ethnic groups.

Ethnicity Pay Gaps	31 March 2022	31 March 2021	31 March 2020	12 month difference
Mean	0.2%	-0.8%	-2.6%	-1
Median	-5.1%	-2.2%	-3.2%	+2.2

- 2.3 Both our mean and median disability pay gaps have reduced to within our tolerance of plus or minus 5%, used for the purpose of target setting and measurement. Our mean disability pay gap at the 31st March 2022 is 2.4%. This is a reduction of 1.1 percentage points from 2021 (3.5%). Our median disability pay gap at the 31st March 2022 is 4.9%. This is a reduction of 3.7 percentage points from 2021 (8.6%). This is because the percentage of employees with a declared disability has increased across all pay band quartiles.

Disability Pay Gaps	31 March 2022	31 March 2021	31 March 2020	12 month difference
Mean	2.4%	3.5%	3.9%	-1.1
Median	4.9%	8.6%	5.9%	-3.7

- 2.4 Our People Data campaign has resulted in a significant increase in disclosure rates for some of our categories. At the 31st March 2022, 57.6% of the workforce have disclosed their sexual orientation. This is an increase of 14.1 percentage

points from 2021 (43.5%). Of those who have disclosed, the percentage of people choosing “prefer not to say” has stayed relatively the same, which indicates that more people feel comfortable with disclosing their data. This is supported by the 2.2 percentage point increase in disclosure for Religion and Belief since 2021 and a significant decrease (-10%) of those choosing “prefer not to say”. Our colleague’s diversity data disclosure rates have increased across all groups; however, we still need to improve which is why one of our priorities is to continue to develop and deliver Our People Data campaign.

- 2.5 Our People Data campaign has also had a positive impact on the significant increase in disclosure rates across the board for our Senior Leadership Team (Tier 0-3). This demonstrates the understanding and trust built with our Leaders in which we hope to harness across the organisation.

Category	Percentage Stated 31st March 2022	Percentage Stated 31st March 2021	Difference
Disability	83%	74%	+9
Ethnicity	96%	85%	+11
Religion and Belief	94%	80%	+14
Sexual orientation	71%	35%	+36

- 2.6 We introduced two new categories: caring responsibilities and socio-economic background. Since the introduction of the categories in January 2022, 22.4% of the workforce have disclosed their caring status and 21.7% have disclosed their socio-economic background. We are continuing to focus on dialogue with our people to better understand, educate and build trust in relation to the collection of diversity data through a range of activities.

- 2.7 Our vision will be achieved through multiple enablers, and our actions to date are helping us to be an inclusive organisation, which is evidenced by our data. Our priority is to continue to deliver our plan, whilst focusing on the following over the next year: -

- Continue to evaluate, build on and deliver Our People Data campaign to keep on increasing disclosure rates.
- Continue to evaluate, build on, and deliver our inclusive recruitment and onboarding programme of work.
- Launch our newly developed talent development programme of work and undertake further exploration within our organisation.
- Deliver the Council's Allyship and Leading Inclusively programme.
- Deliver a range of initiatives to ensure the services we deliver are inclusive,

accessible and reach a diverse customer base, including the implementation of our Hidden Disabilities scheme.

3.0 Measuring Success and Performance Data

- 3.1 We use our data to give us an increased awareness and an accurate understanding of the issues we're responding to. This evidence-based approach ensures that equality, diversity and inclusion (EDI) remains a core business priority.
- 3.2 We have continued with the check-in approach to the YourSay Survey, where respondent's diversity data was collated and analysed. In measuring our success, we benchmark ourselves against other local authorities. We are only able to do this for some of the check in questions due to the similarity of the question. The average response rate has reduced from 46% to 29%. In reviewing our approach in engagement, we have launched a refreshed approach to gathering employee's views and feedback in 2022, which will enable us to gather better diversity and inclusion insight and has so far increased responses to 40%.

Statement	2021-2022 % agreement score	2020-2021 % agreement score	Difference from 2020- 2021 and below 2019	Benchmark Score	Variation to Benchmark
Warwickshire County Council is a good employer	78%	84%	-6 (+3 2019)	56%	+28
Warwickshire County Council values equality and diversity in the workplace	83%	83%	+0 (+2 2019)	Not available	
I am treated with fairness and respect at work	82%	82%	+0%	Not available	
I feel valued and recognised at work	66%	71%	-5 (+3 2019)	50%	+21
I have not experienced or witnessed any form of bullying or harassment at work in the last 12 months	78%	78%	0% (+5 2019)	Not available	

3.3 To measure our success moving forward, we will: -

- **Continue to measure our Pay Gap targets** whilst we continue to drive our people data campaign forward over the next year. We will be an inclusive organisation when our gender, ethnicity and disability pay gaps (mean and medium) are within 5% of 0% either way. It's best to use the mean when the distribution of the data values is symmetrical and there are no clear outliers. It's best to use the median when the distribution of data values is skewed or when there are clear outliers.
- **Continue to measure our Disclosure Rates.** Whilst we have significantly increased our disclosure rates throughout 2020/2021, we've still got work to do. An upward trend in diversity data disclosure rates every year and a focus on building trust and understanding with our people will enable them to feel confident enough to not choose "prefer not to say." This will enable us to truly understand whether our workforce represents the diversity of Warwickshire at all levels within the organisation.
- **Continue to review and use our Check-in survey data.** We have launched a refreshed approach to gathering employee views and feedback which launched in June 2022. This will enable us to gather better diversity and inclusion insight. Therefore, to measure our success moving forward we will still be striving for an upward trend for the agreement scores, but against the following new statements, plus benchmarking against other local authorities: -
 - I feel safe to be my authentic self at work
 - I have not witnessed any bullying or harassment at work
 - I feel included within my team
 - My identity does not prevent me from getting promoted or accessing development opportunities.

4.0 Conclusions

- 4.1 We hope that throughout the stories contained in the annual review, it demonstrates how equality, diversity, and inclusion (EDI) is at the heart of everything we do, but most importantly that it will support us in reaching our core vision: - "To make Warwickshire the best it can be, sustainable now and for future generations."
- 4.2 We know we've still got a lot to do, and we plan to do more work to ensure our people and the people we're here for feel valued, included, safe, supported and welcome in Warwickshire.

5.0 Financial Implications

None.

6.0 Environmental Implications

None.

Background Papers

None.

Appendices

Appendix 1 - Our People focus on Equality, Diversity & Inclusion (EDI) Annual Review 2021/2022

Appendix 2 – What the Council is required to publish (Gender Pay Gap)

	Name	Contact details
Report Author	Keira Rounsley Diversity, Inclusion & Wellbeing Team Leader	keirarounsley@warwickshire.gov.uk
Assistant Director	Craig Cusack Assistant Director of Enabling Services	craigcusack@warwickshire.gov.uk
Strategic Director	Rob Powell Strategic Director of Resources	robpowell@warwickshire.gov.uk
Portfolio Holder for Customer and Transformation	Councillor Andy Jenns	andyjenns@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Councillor Andy Jenns and Councillor Bill Gifford

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OUR PEOPLE

Equality, Diversity & Inclusion

Annual Review **2021/2022**

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.





Reflections and a view from Monica Fogarty, Chief Executive, Warwickshire County Council

At Warwickshire County Council, we continue to share a common vision, to make Warwickshire the best it can be, and this means making it the best for everyone. Our approach to equality, diversity and inclusion is the cornerstone to our vision and purpose.

Our vision continues to be achieved through multiple enablers, and our actions to date are still helping us to be an inclusive organisation, though we know we've still got more work to do.

Building on the understanding and trust with our people has enabled us to build a more accurate picture of our workforce, better identify key issues and measure our progress. Early data and insights from Public Health suggest it is expected that the demographic of Warwickshire has changed since the 2011 Census and become more diverse. That's why we will continually review where we are as an organisation and our approach to equality, diversity and inclusion to ensure everyone truly feels valued, included, safe, supported and welcome in Warwickshire.

This report outlines our commitments, what's been achieved so far and the immediate actions that we will take to improve and accelerate progress and change.

At a glance

1. Our mean gender pay gap continues to reduce. At the 31 March 2022 it is 2.4%. This is a reduction of 0.2 percentage points from 2021 (2.6%). However, our median gender pay gap at the 31 March 2022 is 7.6%. This is an increase of 2.2 percentage points from 2021 (5.4%). Whilst these are lower than the national gender pay gap figures and the public sector as a whole, we are committed to reducing our pay gap by growing and developing our diverse talent through our talent development programme of work.
2. Our mean ethnicity pay gap at the 31 March 2022 is 0.2%. Whilst this is now a positive figure, this is a reduction of 1 percentage point from 2021 (-0.8%). This is because the percentage is closer to a 0% pay gap with a difference of 3p between the mean hourly rate of Black, Asian and Minority Ethnic employees, and White British / Not Stated.
3. Our median ethnicity pay gap at the 31 March 2022 is -5.1%. Whilst this is a negative measure, this is an increase of 2.9 percentage points from 2021 (-2.2%) due to the figure being further away from a 0% pay gap. We continue to disaggregate our ethnicity pay gap data in this year's report to explore and understand it further, because we recognise the limitations of combining everyone who is not White British as Black, Asian or minority ethnic (BAME).
4. We have disaggregated our ethnicity pay gap since 2020/2021, however moving forward we will only report our ethnicity pay gap by individual ethnicities. This is in line with us moving away from using the acronym 'BAME' to better understand disparities and outcomes for specific ethnic groups.
5. Both our mean and median disability pay gaps have reduced to within our tolerance of plus or minus 5%, used for the purpose of target setting and measurement. Our mean disability pay gap at the 31 March 2022 is 2.4%. This is a reduction of 1.1 percentage points from 2021 (3.5%). Our median disability pay gap at the 31 March 2022 is 4.9%. This is a reduction of 3.7 percentage points from 2021 (8.6%). This is because the percentage of employees with a declared disability has increased across all pay band quartiles.
6. Our People Data campaign has resulted in a significant increase in disclosure rates for some of our categories. At the 31 March 2022, 57.6% of the workforce have disclosed their sexual orientation. This is an increase of 14.1 percentage points from 2021 (43.5%). Of those who have disclosed, the percentage of people choosing "prefer not to say" has stayed relatively the same, which indicates that more people feel comfortable with disclosing their data. This is supported by the 2.2 percentage point increase in disclosure for Religion and Belief since 2021 and the significant decrease (-10 percentage points) of those choosing "prefer not to say". Our colleague's diversity data disclosure rates have increased across all groups; however, we still need to improve which is why one of our priorities is to continue to develop and deliver Our People Data campaign.
7. Our People Data campaign has also had a positive impact on the significant increase in disclosure rates across the board for our Senior Leadership Team (Tier 0-3), with the biggest increase being +36 percentage points for sexual orientation (35% disclosure at 31 March 2021 and 71% disclosure at 31 March 2022). This demonstrates the understanding and trust built with our leaders which we hope to harness across the organisation.
8. We introduced two new categories: caring responsibilities and socio-economic background. Since the introduction of the categories in January 2022, 22.4% of the workforce have disclosed their caring status and 21.7% have disclosed their socio-economic background. We are continuing to focus on dialogue with our people to better understand, educate and build trust in relation to the collection of diversity data through a range of activities.

Our People Strategy alignment



In 2020, the Council refreshed the “Our People Strategy”, to drive our vision that Warwickshire County Council should be a great place to work where diverse and talented people are enabled to be their best.

Embodying our values and behaviours, the Our People Strategy is built on six building blocks:

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.



To support the achievement of our vision, five key organisational values have been identified:



High performing



Collaborative



Customer focused



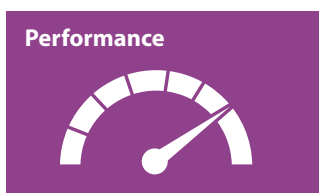
Accountable



Trustworthy

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:



For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in away which is sustainable.

Our Equality, Diversity & Inclusion vision and objectives

Our equality, diversity, and inclusion (EDI) vision, Warwickshire County Council, a place where everyone feels **valued, included, safe, supported** and **welcome**, places our approach to inclusivity at the heart of everything we do.

<p>We want our employees to feel...</p> <p>Valued, included, safe, supported, welcome and that they can reach their potential no matter what their background.</p>	<p>We want our communities to feel...</p> <p>Safe, supported and that when they interact with Warwickshire County Council in whatever capacity, that they consistently receive a dedicated, inclusive and accessible service.</p>	<p>We want our members to feel...</p> <p>Included and supported by this action plan. Leveraging support from members where possible will enhance our external reputation and internal profile.</p>
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At Warwickshire County Council we benefit greatly from the different skills, talent and attributes of our people. We recognise that diversity and inclusion is essential to us being able to develop, adapt, innovate and progress, whilst best serving our residents and communities and striving to ensure that no one is treated inappropriately or disrespectfully. This is aligned with Our Behaviours, to build strong working relationships, do what we say, and be the best we can be, for our people, residents, and communities.

EDI is central to our Council Plan, which sets out our core purpose for the future to make **“Warwickshire the best it can be, sustainable now and for future generations”**. We want Warwickshire to be a brilliant county in which to grow up, work and prosper and grow older. This is supported by our three strategic priorities:





- A county with a thriving economy and places with the right jobs, skills, and infrastructure.
- A place where people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently.
- A county with sustainable futures which means adapting to and mitigating climate change and meeting net zero commitments.

EDI also plays an essential role in delivering the following outcomes of Our People Strategy to make **“Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best”**:



- Our people are diverse, feel that they belong and can bring their whole self to work.
- We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.
- We will break down barriers to enable a collaborative, innovative and accountable environment.
- Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.
- Our people are celebrated for their diversity and bring the capabilities and behaviour to drive a high-performance culture.

Our Equality, Diversity & Inclusion vision and objectives

Our EDI objectives ensure that we have an integrated and proactive approach to EDI that meets our Public Sector Equality Duty, is informed by sector best practice, and supports the achievement of our values, behaviours and vision.

Our People Strategy Building Blocks	No.	Objective	Expected Outcomes
Culture, Values and Behaviour 	1.	Provide a diverse range of education and training opportunities related to EDI for staff to access.	Our people are aware and actively engage in WCC's approach to EDI, understand their responsibilities and feel they can act accordingly with confidence to promote the development of a more inclusive culture, improving our overall performance.
	2.	Continue to actively support a range of local and national diversity and inclusion events and activities.	Increase in the profile of WCC's commitment to EDI.
Leadership 	3.	Harness the collective knowledge and experience of our service users, employees and partners through collaborative working to enable learning and tackle the issues that affect us all.	Increase in engagement, partnership working and understanding of equality issues, enabling the Council to act.
	4.	Ensure each employee has at least one objective in their appraisal, in the period 2020-2025, which explicitly supports the Council's EDI ambitions.	Appraisals inform development.
	5.	Develop a Warwickshire Equality Charter with other organisations to help improve equality, diversity and inclusion across Warwickshire.	Organisations have the resources, information and support to help improve equality, diversity and inclusion across Warwickshire.
Organisational Development and Design 	6.	Review and develop current practices in relation to policies, processes and services, including the commissioning of services.	WCC has robust mechanisms in place to make sure our policies, processes and services, including commissioned services, are inclusive.
Performance 	7.	Ensure we have the infrastructure in place which to provide accurate data to inform our decision making and measure our progress.	WCC can identify key issues and measure progress in relation to EDI.

Our Equality, Diversity & Inclusion vision and objectives

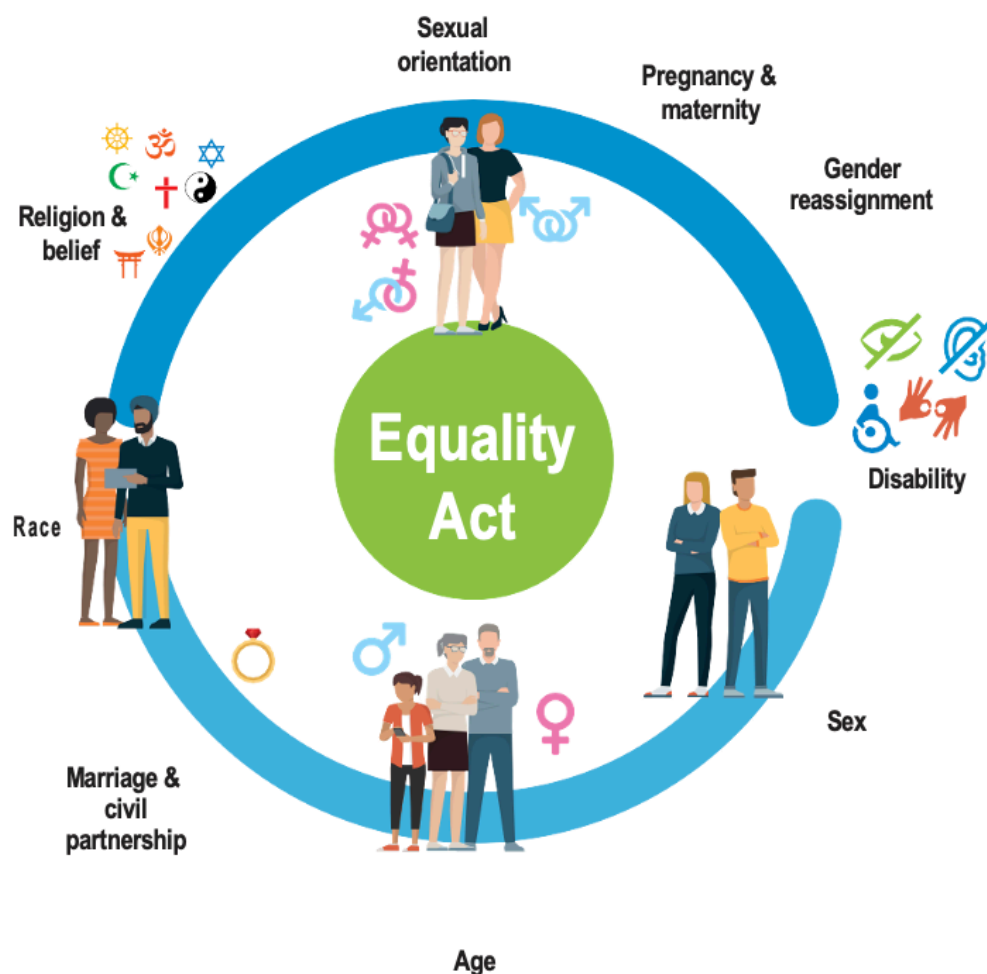
<p>Reward and Recognition</p> 	8.	Continue to recognise and highlight opportunities and the success of EDI initiatives and people.	Increase in employee engagement and motivation.
<p>Talent Development and Career Opportunities</p> 	<p>9.</p> <p>10.</p> <p>11.</p>	<p>Ensure all our learning and development is increasingly accessible and inclusive.</p> <p>Review and develop current practices in relation to attraction, recruitment and development.</p> <p>Explore and analyse possible options for advancement at all stages of employee journeys.</p>	<p>WCC offers every employee fair training and development opportunities.</p> <p>WCC's workforce represents the diversity of Warwickshire at all levels within the organisation and there are no barriers to progression for different groups, resulting in increased performance.</p>

Throughout the report, we have used Our People Strategy building block icons to help you connect the stories we tell with our EDI objectives. What follows is just a selection of our work on EDI over the last year.

Equality Act



The Council commissions the Equality and Inclusion Partnership to deliver independent advice and support services covering each of the protected characteristics as set out in the Equality Act 2010. The service tackles victimisation, discrimination, harassment, and hate crime, referring residents to specialist support organisations where appropriate. The service seeks to improve community cohesion via a range of engagement channels, ensuring different groups sitting under each of the protected characteristics feel their voices are heard and they have influence in local decision-making.



Looking back

Key focus areas for 2021/2022

Our key focus for 2020/2021 was:

- **Our People Data campaign.** We're only as good as our data, that's why we wanted to drive disclosure rates upwards to help us understand our landscape better, become better at identifying key issues, and measuring our progress. To enable us to do this we needed to focus on dialogue with our people to better understand, educate and build trust through a range of activities.
- **Inclusive recruitment and onboarding.** We reviewed and developed our current practices in relation to attraction, recruitment and onboarding, helping us to become a more inclusive employer.
- **Talent development.** We explored and analysed possible options for advancement at all stages of employee journeys so that our workforce represents the diversity of Warwickshire at all levels within the organisation, and there are no barriers to progression for different groups, with a particular focus on ethnicity and disability, resulting in increased performance.

This document reviews our people data and actions taken to create a place where everyone feels valued, included, safe, supported and welcome through 2020/2021, along with our priorities for 2022/2023.



Looking back

Measuring success

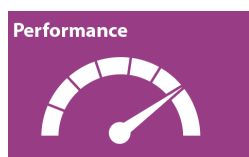


To measure our success, we will:

- **Continue to measure our pay gap targets** whilst we continue to drive our people data campaign forward over the next year. We will be an inclusive organisation when our gender, ethnicity and disability pay gaps (mean and medium) are within 5% of 0% either way. It's best to use the mean when the distribution of the data values is symmetrical and there are no clear outliers. It's best to use the median when the distribution of data values is skewed or when there are clear outliers.
- **Continue to measure our disclosure rates** whilst we have significantly increased our disclosure rates throughout 2021/2022, we've still got work to do! An upward trend in diversity data disclosure rates every year and a focus on building trust and understanding with our people will enable them to feel confident enough to not choose "prefer not to say". This will enable us to truly understand whether our workforce represents the diversity of Warwickshire at all levels within the organisation.
- **Continue to review and use our check-in survey data** we have launched a refreshed approach to gathering employee views and feedback which launched in June 2022. This will enable us to gather better diversity and inclusion insight. Therefore, to measure our success moving forward we will still be striving for an upward trend for the agreement scores, but against the following new statements, plus benchmarking against other local authorities:
 - I feel safe to be my authentic self at work
 - I have not witnessed any bullying or harassment at work
 - I feel included within my team
 - I am able to access promotion and development opportunities no matter my identity



Looking back



Leading with data

In order to fulfil our vision that Warwickshire is a great place to work, where diverse and talented people are enabled to be their best, we understand how important engagement is. Therefore, we want to listen, learn and act on the feedback from our people, as we know that an engaged workforce is a happy, motivated and high performing one.

Listening to the voice of our people has never been more important as we have navigated working through the second year of the pandemic, we have taken the opportunity to regularly check in with our people and wanted to particularly focus on wellbeing. The response rate has reduced throughout the year from 46% to 29%. In reviewing our approach in engagement, we have launched a refreshed approach to gathering employee's views and feedback in 2022, which will enable us to gather better diversity and inclusion insight and has so far increased responses to 40%.

Our work in future years will now focus on:

- a) Increasing participation rates.
- b) Fostering trust and working towards a position where concerns regarding anonymity are no longer a barrier to our people completing any Your Say activity and their diversity data.
- c) Celebrating the action taken in response to the results.
- d) Ensuring that as many of our people as possible are able to give their views and have their voice listened to.

78% of our people agree that Warwickshire County Council is a good employer.

-6% from 2021 (84%)
+3% from 2019 (75%)

83% of our people believe Warwickshire County Council values equality and diversity in the workplace.

+2% from 2019

82% of our people agree that they are treated with fairness and respect at work.

+0% from 2019

66% of our people feel valued and recognised at work.

-5% from 2021 (71%)
+3% from 2019 (63%)

78% of our people have not experienced or witnessed any form of bullying or harassment at work in the last 12 months

+5% from 2019

Achievements 2021/2022



Our Diversity and Inclusion STAR Award Winners!

Winners – Fostering Services and Black Lives Matter Action Group – Lynn Rowlston and Marcie Cropper were nominated for their work on diversity within the Foster Caring Team, in particular around the Black Lives Matter movement. A series of training sessions for foster carers was developed to improve their cultural competency, support and care for ethnically diverse children. This is now a core component of the training programme and training is also being developed to include LGBTQ+ and children with disabilities. This work has been presented to the Senior Leadership Forum, encouraging the whole Council to become more racially inclusive. Workshops were also developed to enable our people to have a better understanding of the sensitive issues around Black Lives Matter, in particular, how racism impacts on Black people and people from other underrepresented ethnicities in Social Work. This has been presented to large groups, personal experiences shared, and vast numbers of people have developed better understanding. The issue of racism has been spoken about in an open and honest manner, having a positive impact on the way we work in Warwickshire.



Achievements 2021/2022

Allyship and Leading Inclusively



Last year we invested significantly in our education and training opportunities with the aim to empower and equip our people with accountable freedom, encourage considered curiosity to learn more about diversity, and support our employees to make the right decisions.

This year we continued to build on our broad and diverse approach with the development of our brand new Allyship and Leading Inclusively Programme, to support our leadership development to be able to embed allyship throughout our organisation. This involves:

- **Allyship-based growth opportunities** for senior leaders, built around individual needs and preferences, such as peer-to-peer coaching, allyship training and connection with employees with lived experience insight.
- **Our senior leaders having connections to specific diversity areas** to bring appreciation of difference and connection to life, leading by example to demonstrate and embed the importance, value and benefit of peer minded mentoring and leading inclusively.
- **Continued collaboration between the Council EDI Group and leaders** to further embed organisation-wide ownership of EDI and support to deliver our EDI plan.
- As part of the Council's annual Learning at Work Week, we also ran sessions focused on enabling people to; understand what allyship is, the benefits to the organisation and individuals, explore what allyship means to them and understand how to be an effective ally.

Our allyship roles

We know that individuals do not experience their diversity characteristics in isolation: these characteristics overlap and collide to compound the experience of inequality and exclusion. For example, patterns of progression will vary not only by ability, gender or race, but by combinations of all three. Our approach is to focus on aspects, individually as well as holistically, so that intersectionality is fully covered.

- Age
- Allyship mentor
- Carers
- Disability
- Faith, belief and culture
- Gender and life events
- Inclusive leadership mentor
- LGBTQ+
- Race
- Social mobility
- Wellbeing
- Work-related trauma and service

"Allyship is a great way of helping promote and support inclusion, proactively looking to provide a louder and clearer voice for marginalised groups through strong advocacy and sponsorship. We need to continually review what we do, ask the difficult questions, and sometimes make ourselves feel uncomfortable by challenging the status quo – and as senior leaders, we are in a privileged position to do this." **Assistant Director for Communities**

Achievements 2021/2022



New Equality Impact Assessment (EIA) approach

The Covid-19 pandemic has exposed the longstanding structural drivers of health inequities, such as precarious and adverse working conditions, growing economic disparities, and anti-democratic political processes and institutions. These important determinants of health have interlinked with class, ethnicity, gender, education level, and other factors during Covid-19 to exacerbate existing social vulnerabilities in society.

For us to truly achieve our equality, diversity and inclusion vision, we need to ensure we are undertaking robust assessments to ensure that our decision-making processes are fair, and no group is disadvantaged or discouraged from participating.

That is why we support our people to not only consider the people who share a protected characteristic under the Equality Act 2010, but to consider the impact of our proposed activity on health inequalities and vulnerable people, including armed forces, carers, homelessness, people leaving prison, people leaving care, and low socio-economic backgrounds.

Our People's Voices

Our people have said that the best learning takes place when people share our own experiences. Therefore, we wanted to give people an opportunity to share their stories, in their own words. We want people to be safe to question, rather than afraid to offend. That's why we developed a series of regular podcasts with our own colleagues as guests, talking about issues that affect their daily lives and sharing their experiences.

Our speakers tell compelling stories, and they are available to colleagues to listen at a time or place to suit them.



Achievements 2021/2022



Working with PRIDE

With the theme for LGBTQ+ History Month being Politics in Art, representatives from the council joined Warwickshire residents and organisations in celebrating Warwickshire's first rainbow road crossing, located outside The Pump Rooms in Leamington.

Following an initial request from Warwickshire Pride, we worked together and engaged with other local stakeholders about the proposal to install the rainbow crossing on the site of an existing puffin crossing, the proposal received unanimous support and the crossing was installed in September 2021 making it the first of its kind in Warwickshire.

Daniel Browne Chair of Warwickshire Pride, pictured third from right, said: "There's been huge progress in many ways. Someone said there were no gay people in Warwickshire when the charity started and clearly there is, and we're seeing more organisations putting LGBTQ+ inclusion at the heart of what they do. But it's important also not to get complacent, there's still a lot of work to do but we've come a long way."

Cllr Andy Jenns, Portfolio Holder for Equality, Diversity and Inclusion at Warwickshire County Council said: "The rainbow crossing is a really visual way for the County Council to show its support for Warwickshire's LGBTQ+ community. It's in a great location on The Parade, making a really eye-catching, not to mention photo worthy addition, to this popular area of Leamington."

"We want Warwickshire to be a place where everyone feels valued, included, safe and welcome. As an organisation we place inclusivity at the heart of everything we do and the rainbow crossing is a visual reminder of this commitment."

Our County Record Office also worked with artist Lady Kitt and members of Warwickshire Pride-run youth group, Proud Youth on a participatory arts project. 'This, our hive of voices.' It is available to view here: www.ourwarwickshire.org.uk/content/category/projects-queries/meeting-point

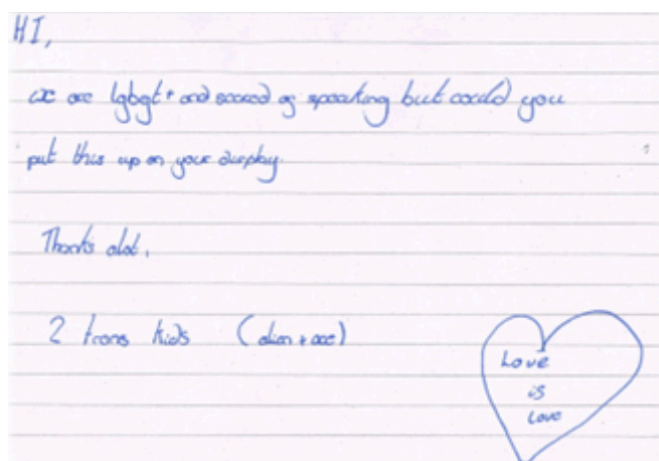
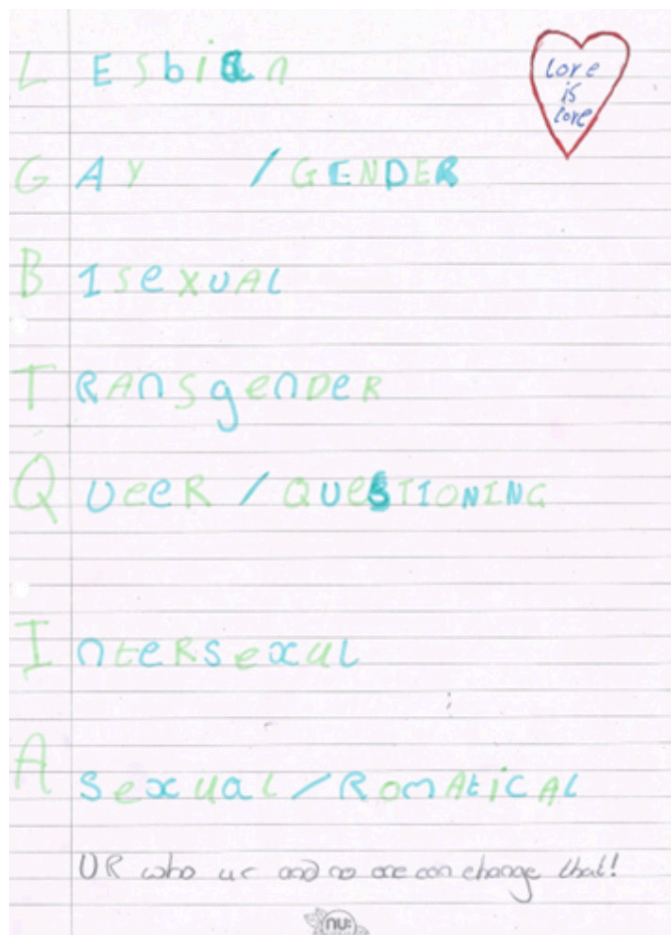


Achievements 2021/2022

Rugby Library LGBTQ+ History Month display

To celebrate LGBTQ+ History Month, our libraries created brilliant displays which sparked curiosity and thanks from customers.

"Several times a day I walk past and notice it has been 'played with' and today because of it an older gentleman asked what non-binary was and we entered into a discussion. A couple of weeks ago we received these from some young people. It is nice to know that we can make even a small difference to people becoming more aware and others more accepted." **Rugby Library Employee**



Letters to Rugby Library from young people

Achievements 2021/2022

National Inclusion Week



We are proud to have been showcased as doing great work across our region by West Midlands Employers for National Inclusion Week, the theme of which this year was #UnitedforInclusion.

Activities planned during the week included the team working with EDIT Development to deliver a range of live webinars on the topics of 'It's only banter', '#ChooseToChallenge', and 'Tackling virtual harassment and bullying.' For those who were unable to attend, podcasts that can be listened to at any time were created and shared, which also signposted to specific support and guidance available where they could find out more. Daily actions promoted to employees throughout the week included:



Monday – Inclusivi-Tea Roulette

This gave employees an opportunity to connect with colleagues that they wouldn't normally work closely with, as so would be less likely to find opportunities to connect and was also a great way for new employees to get to know their colleagues. A colleague said: "We decided to meet in person. We discovered that we shared similar music tastes and talked about our love of live music. We also discussed what being inclusive meant to us. A very positive experience, I am glad I went in for the draw. "

Tuesday – Unite for anti-racism

Encouraging employees to think about changes they can make to diversify their perspective of race and gain an understanding of experiences that they might not have been exposed to before. This included sharing the race equality work the Council has been undertaking and encouraging employees to access our Equality, Diversity and Inclusion hub full of resources and learning and development opportunities.

Wednesday – Empower and recognise your colleagues

Recognising colleagues who are actively promoting and inspiring inclusion at work and dedicated to empowering others. This included those who may be an ally, champion, role model or involved in our employee networks – all roles that are focused on uniting for inclusion and have a valuable place in creating inclusive cultures in the workplace every day.

Thursday – Why do you want to know about me?

This was about encouraging employees to update their diversity information on our HR system. We shared information to dispel some myths about why employees are asked for this data and how it is used and stored. By filling in the information, employees can ensure that we are considering their needs and making changes where necessary to ensure that Warwickshire truly is a place where our people feel valued, included, safe, supported, welcome and that they can reach their potential no matter what their background.

"It's been amazing to see the employee engagement from across the organisation for National Inclusion Week, and it's clear people are hungry to learn more and take action within their own areas. EDI is everyone's business, and we couldn't do it without our colleagues who are also striving to make the County Council a great place to work where diverse and talented people are enabled to be their best." **Diversity, Inclusion & Wellbeing Team Leader**

Achievements 2021/2022

Friday – Inclusion quiz!

Employees were encouraged to create a competition across departments and teams, have a best quiz team name competition or to use the quiz as a break or energizer activity during a meeting. We signposted to further information and learning and development opportunities relevant to the question if people wanted to increase their knowledge further.



Our Employer Value Proposition

We want to ensure that our employer branding reflects and celebrates the Council's diverse workforce and showcases why we're a great place to work!

We hope that by celebrating our diverse workforce, and sharing our experiences, this will enable us to start to break down stereotypes held about who and what it's like working for a County Council, enabling us to attract and recruit from the widest possible pool of diverse talent.

Our values at Warwickshire County Council video can be viewed here:

www.youtube.com/watch?v=T2kHE8x7Sbs

We recognise that diversity is a strength, helping us to better connect with and serve our residents and local communities.

We believe that a diverse range of talent is vital in creating an effective workforce who can bring different skills and experiences to the table.



Achievements 2021/2022



Children and Families anti-racism work

Our Children and Families service has started to deliver a range of initiatives to support and embed anti-racist practice and guide our people to work in a more culturally competent way. This included reviewing current working practices within the service, including policies, procedures and systems that are currently in place.

This has resulted in:

- Engagement activities within the service to understand the current landscape
- Producing and embedding a diversity and inclusion module within the Children and Families restorative practice modules
- Reviewing and developing existing practitioner academy training through a diversity and inclusion lens
- Producing a specific training module as part of the academy training aimed at managers
- Working with the academy to create and deliver new training, for example on anti-racism practice
- Supporting the implementation of the Equip review recommendations focusing on:
 - **Recruitment**
 - **Support for children in care and care leavers**
 - **Support in Warwickshire for all children regarding gender and sexual orientation**
 - **Accessing early help and support, with a focus on parenting support**
 - **Training**



Looking forward

Key focus areas for 2022/2023

Our vision will be achieved through multiple enablers, and our actions to date are helping us to be an inclusive organisation, which is evidenced by our data. Our priority is to continue to deliver our plan, whilst focusing on the following over the next year:

- Continue to evaluate, build on and deliver **Our People Data campaign** to keep on increasing disclosure rates.
- Continue to evaluate, build on, and deliver **our inclusive recruitment and onboarding** programme of work.
- Launch our newly developed talent development programme of work and undertake further exploration within our organisation.
- Deliver the Council's **Allyship and Leading Inclusively** programme.
- Deliver a range of **initiatives to ensure the services we deliver are inclusive, accessible and reach a diverse customer base**, including the implementation of our Hidden Disabilities scheme.

Conclusion

We hope that throughout these stories you are able to see how equality, diversity, and inclusion (EDI) is at the heart of everything we do, but most importantly support us in reaching our core vision: "To make Warwickshire the best it can be, sustainable now and for future generations."

We know we've still got a lot to do, and we plan to do more work to ensure our people and the people we're here for feel **valued, included, safe, supported** and **welcome** in Warwickshire.

Our diversity data

The following charts show our workforce diversity information, based on the year 1 April 2021 to 31 March 2022, and our gender, ethnicity and disability pay gap data at 31 March 2022. This section also looks at our turnover and promotion rates by protected characteristics. This insight, alongside other data, including but not limited to, our regular check-in surveys, qualitative data captured through a range of channels (e.g. employee networks and forums, focus groups etc.), supports us in setting our objectives and measuring our progress. The following charts show the trends throughout 2020-2022, with the main summary being:

- Our mean gender pay gap continues to reduce. At the 31st March 2022 it is 2.4%. This is a reduction of 0.2 percentage points from 2021 (2.6%). However, our median gender pay gap at the 31st March 2022 is 7.6%. This is an increase of 2.4 percentage points from 2021 (5.2%). This is because the median hourly rate for women has gone down by 21p and up for men by 18p since 2021, giving us a difference of £1.18 (At the 31st March 2021 it was 79p). This is most likely due to the movement of women between the different quartiles.
- The gender pay gap in the UK has been declining slowly over time – over the past decade, it has fallen by over a quarter, however in 2021 it rose from 14.9% to 15.4% (ONS – April 2021). Given the recency of Covid-19, it is difficult to determine exactly how big and how persistent the effect of the pandemic has been on the gender pay gap. This means that the latest change in the figures is, while still notable, relatively unimportant compared with the longer-term trend, which shows a continual decline. This means our median gender pay gap is lower than the 2021 national median gender pay gap by 7.8 percentage points and the public sector as a whole by 8.2 percentage points where the median gender pay gap is 15.8% (ONS).
- Our mean gender pay gap is lower than the 2020 national mean gender pay gap of 14.6% by 12.2 percentage points, and the public sector as a whole by 12.1 percentage points where the mean gender pay gap is 14.5% (ONS).
- Our mean ethnicity pay gap at the 31st March 2022 is 0.2%. This is a reduction of 1 percentage point from 2021 (-0.8%). This is because the percentage is closer to a 0% pay gap with a difference of 3p between the mean hourly rate of Black, Asian and minority ethnic employees, and White British / Not Stated.
- Our median ethnicity pay gap at the 31st March 2022 is - 5.1%. This is an increase of 2.9 percentage points from 2021 (-2.2%) due to the figure being further away from a 0% pay gap. This is most likely due to the increase in the percentage of Black, Asian and minority ethnic employees across all pay band quartiles.
- This figure is lower than the 2019/2020 national median ethnicity pay gap of 34.8%, and significantly lower than the 2018 West Midlands median ethnicity pay gap of 9.5% (ONS).
- We have disaggregated our ethnicity pay gap since 2020/2021, however moving forward we will only report our ethnicity pay gap by individual ethnicities. This is in line with us moving away from using the term 'BAME' to better understand disparities and outcomes for specific ethnic groups.
- 5% (246 people) are yet to disclose their ethnicity and 6.8% (331 people) chose to prefer not to say. Nondisclosed and prefer not to say employees are included within White British / Not Stated. This will impact the accuracy of our ethnicity pay gap information; however, this information still gives us a good indication of our pay gap.

Our diversity data

- By disaggregating our ethnicity pay gap data we are able to explore and understand it better:

Ethnicity	Warwickshire County Council mean ethnicity pay gap, 2022	2021 national mean ethnicity pay gap disaggregated (ONS)
Asian or Asian British	0.99%	25.9%
Black or Black British	-1.56%	33.8%
Mixed	-0.02%	24.5%

- Both our mean and median disability pay gaps have reduced to within our tolerance of plus or minus 5%, used for the purpose of target setting and measurement. Our mean disability pay gap at the 31st March 2022 is 2.4%. This is a reduction of 1.1 percentage points from 2021 (3.5%). Our median disability pay gap at the 31st March 2022 is 4.9%. This is a reduction of 3.7 percentage points from 2021 (8.6%). This is because the percentage of employees with a declared disability has increased across all pay band quartiles.
- For 2021 disability pay gap figures, the calculation has been changed to a regression analysis which means we are unable to compare previous year's figures to the 2021 figure and our disability pay gap for 2022.
- 20.6% (1005 people) are yet to disclose their disability status. This will impact the accuracy of our disability pay gap information; however, this information still gives us a good indication of our pay gap.
- Our People Data campaign has resulted in a significant increase in disclosure rates for some of our categories. As of the 31st March 2022, 57.6% of the workforce have disclosed their sexual orientation. This is an increase of 14.1 percentage points from 2021 (43.5%). Of those who have disclosed, the percentage of people choosing "prefer not to say" has stayed relatively the same, which indicates that more people feel comfortable with disclosing their data. This is supported by the 2.2 percentage point increase in disclosure for Religion and Belief since 2021 and a significant decrease (-10 percentage points) of those choosing "prefer not to say".
- Our People Data campaign has also had a positive impact on the significant increase in disclosure rates across the board for our Senior Leadership Team (Tier 0-3). This demonstrates the understanding and trust built with our Leaders which we hope to harness across the organisation:

Category	Percentage Stated 31st March 2022	Percentage Stated 31st March 2021	Difference in percentage points
Disability	83%	74%	+ 9
Ethnicity	96%	85%	+ 11
Religion and Belief	94%	80%	+ 14
Sexual orientation	71%	35%	+ 36

- We introduced two new categories: caring responsibilities and socio-economic background. Since the introduction of the categories in January 2022, 22.4% of the workforce has disclosed their caring status and 21.7% has disclosed their socio-economic background. We are continuing to focus on dialogue with our people to better understand, educate and build trust in relation to the collection of diversity data through a range of activity.



Key Measures and Definitions

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): Within this report we have disaggregated "BAME", because we recognise its limitations as a term that combines and therefore dilutes the experiences of Black, Asian and other ethnic groups.

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.

Ethnicity Pay Gap: The ethnicity pay gap is an equality measure that shows the difference in average (mean and median) earnings between BAME and White British employees. We recognise that BAME combines and includes a wide range of ethnicities, therefore we have disaggregated our ethnicity pay gap data to explore it further.

Disability Pay Gap: The disability pay gap is an equality measure that shows the difference in average (mean and median) earnings between employees with and without a declared disability.

Please note that headcounts for Pay Gap figures are based on "Relevant" Employees as per Pay Gap Guidance - exclusions include employees without full pay within pay period March 2022 because of long term sickness, maternity etc or those who have started or left within pay period March 2022

*Warwickshire County Council, a great place to work
where diverse and
talented people are enabled to be their best.*



Warwickshire County Council (WCC)

Our Diversity Data and Pay Gaps report
1st April 2021 to 31st March 2022

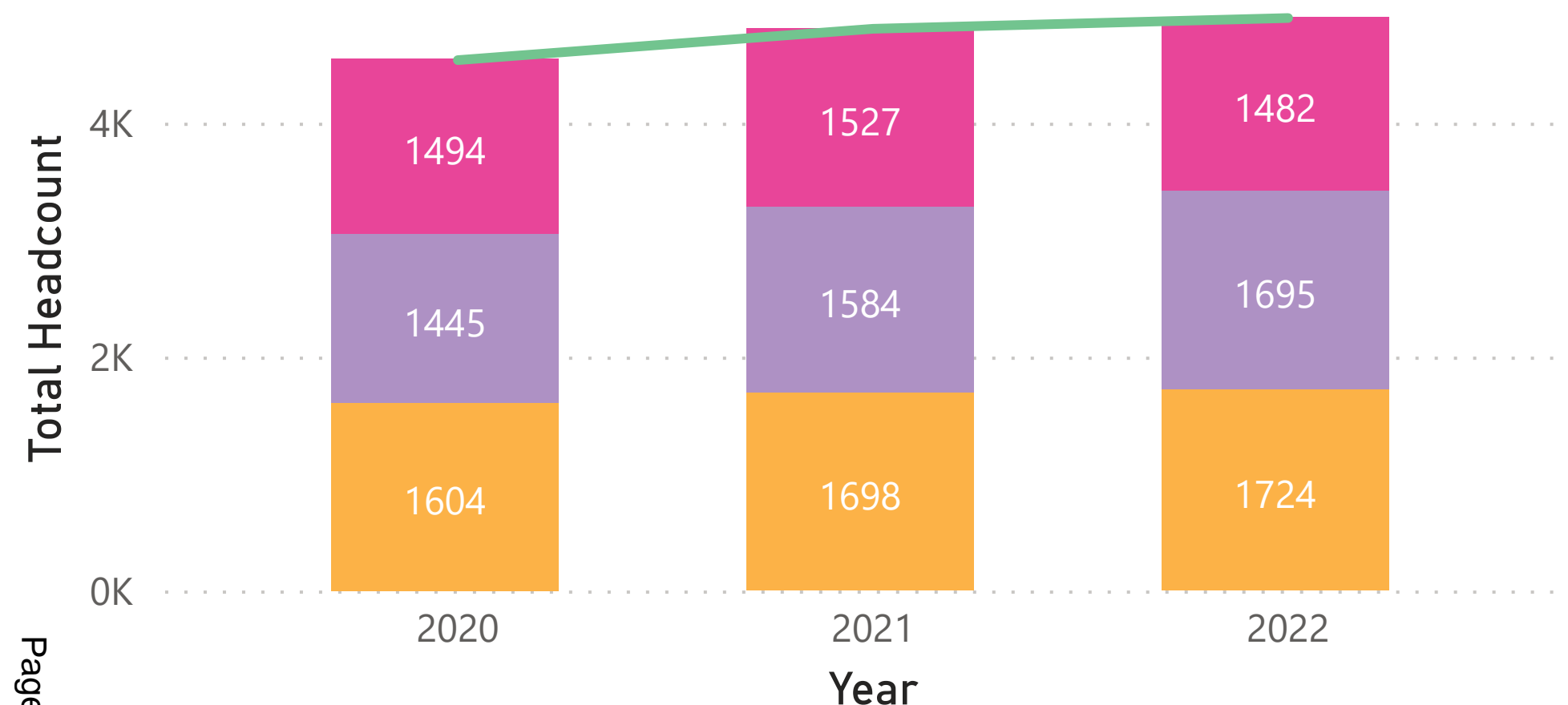


Our Diversity Data and Pay Gaps Report 2021-2022

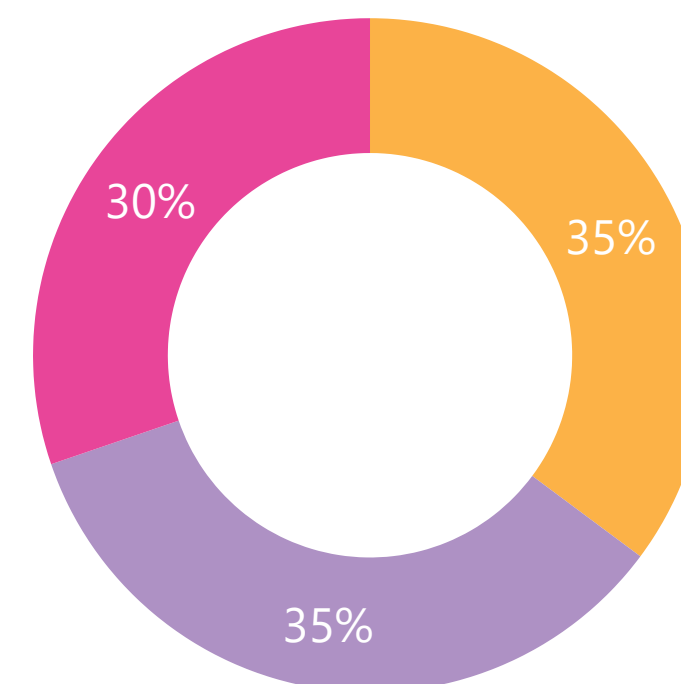
Workforce Profile - Headcount & Working Arrangements

Headcount by Year

Resources Directorate People Directorate Communities Directorate Total Headcount



% Headcount by Directorate 2022



As of **March 31st 2022**, WCC headcount was **4900**, FTE **4155.2**.

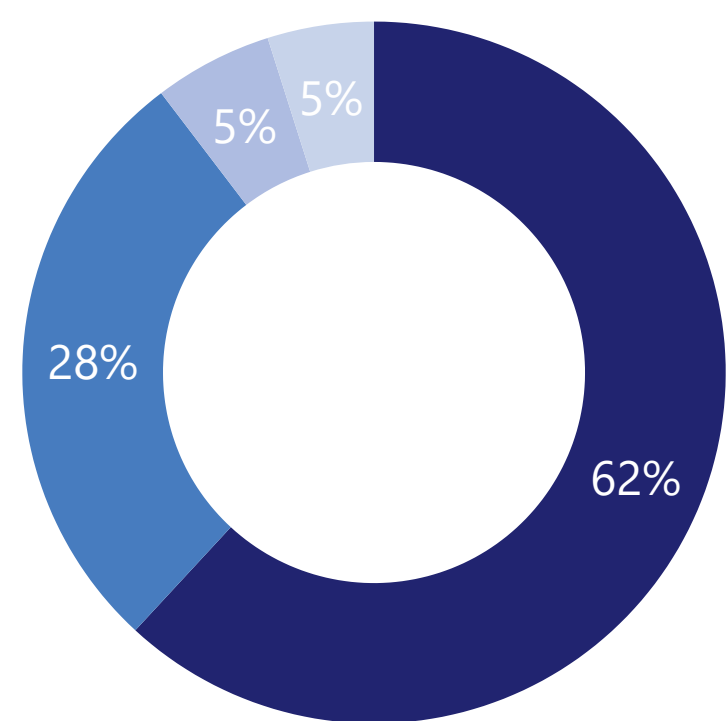
WCC **1.9%** increase in heads since *31st March 2021*:

Communities Directorate **2.9%** decrease in heads

People Directorate **7.0%** increase in heads

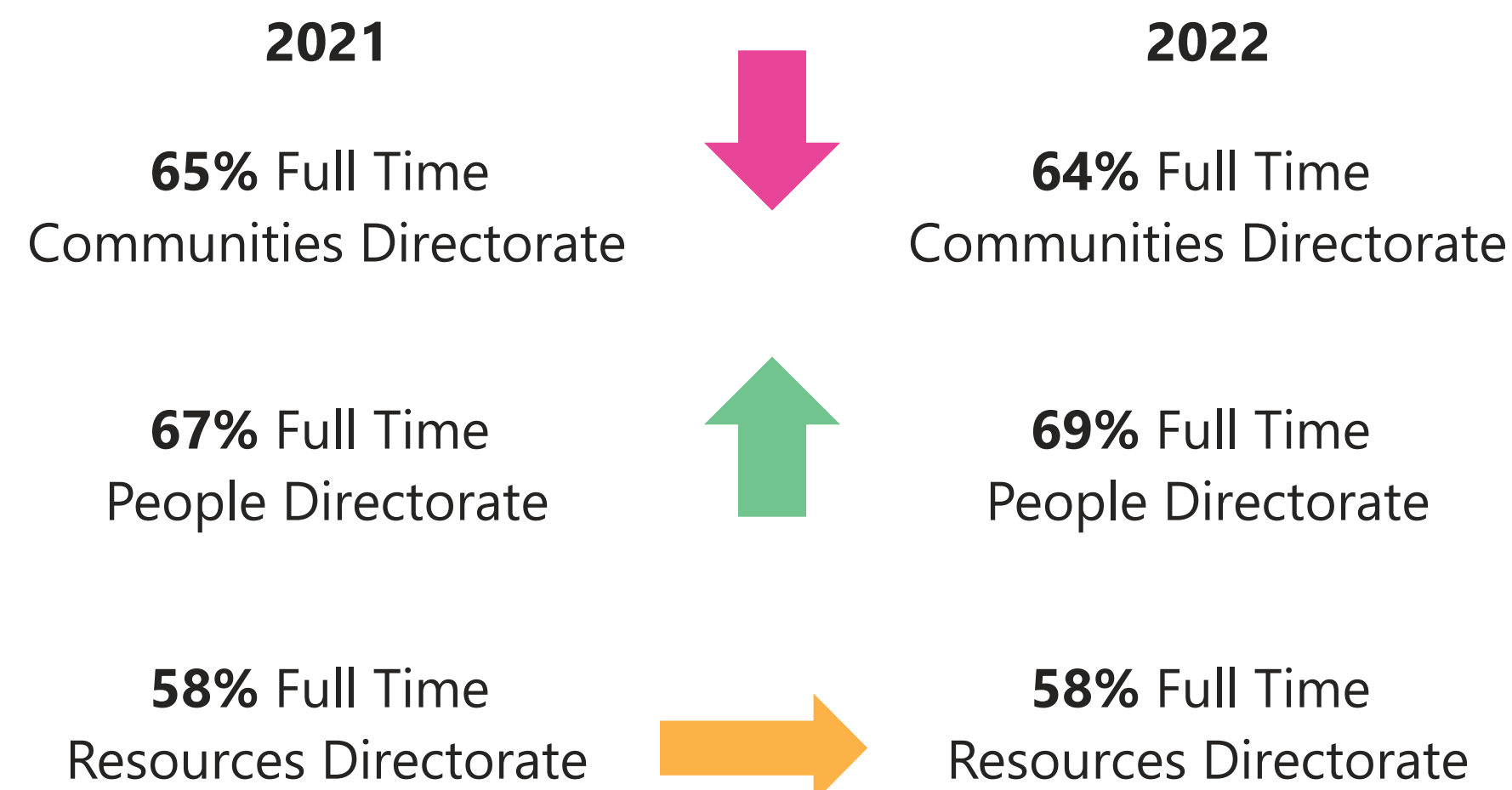
Resources Directorate **1.5%** increase in heads

WCC Working Arrangements 2022

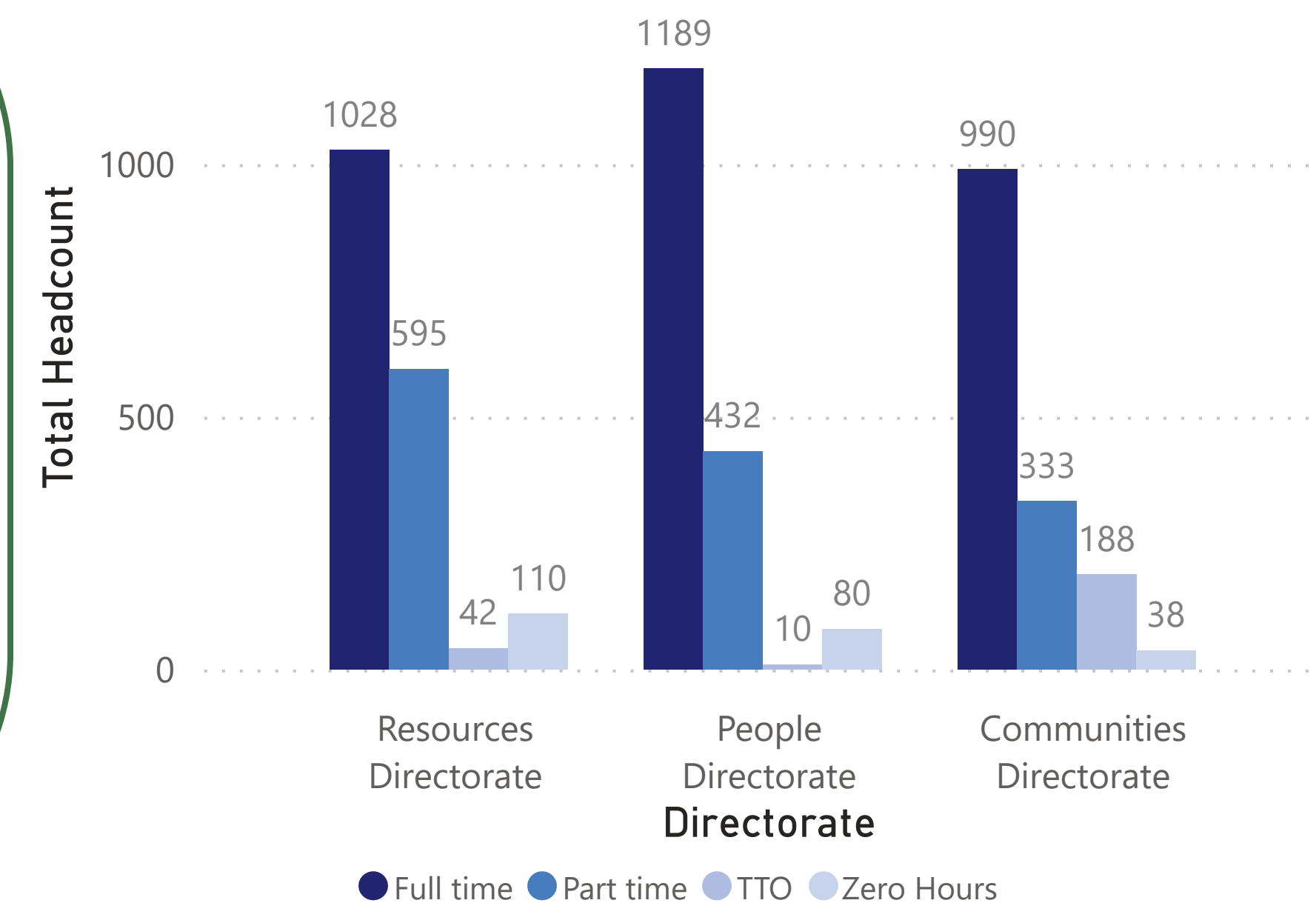


Full time Part time TTO Zero Hours

The proportion of Full Time employees for **WCC** has increased by less than 2 percentage points since *31st March 2021*:

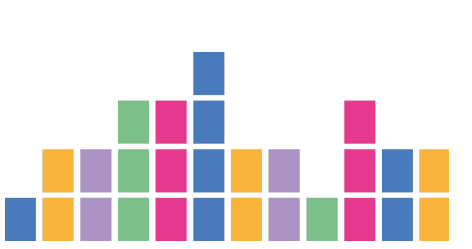


Directorate Working Arrangements 2022



Full time Part time TTO Zero Hours

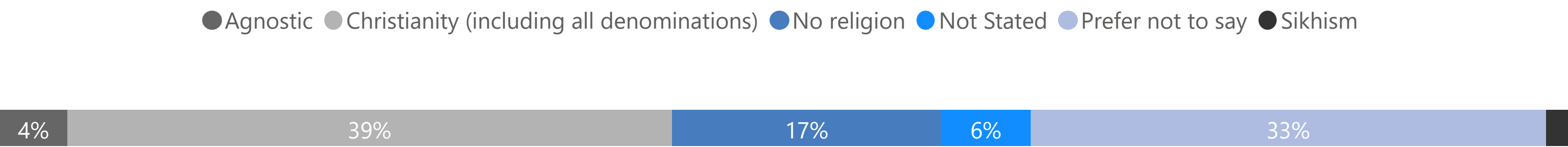
*TTO refers to employees who are Term Time Only



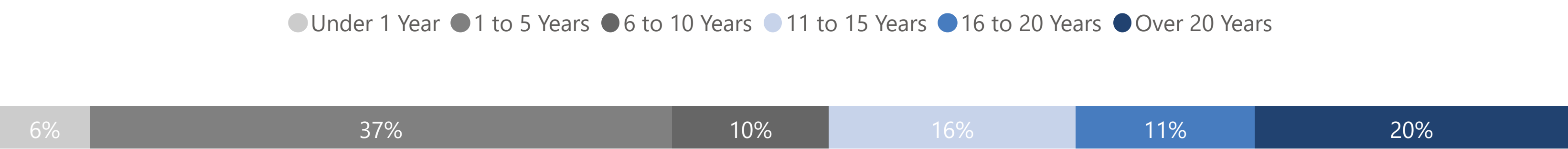
Our Diversity Data and Pay Gaps Report 2021-2022

Workforce Profile - Senior Leadership Demographics

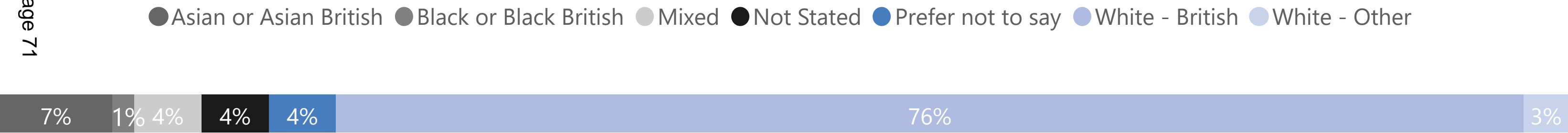
Senior Leadership Religion



Senior Leadership Length of Service

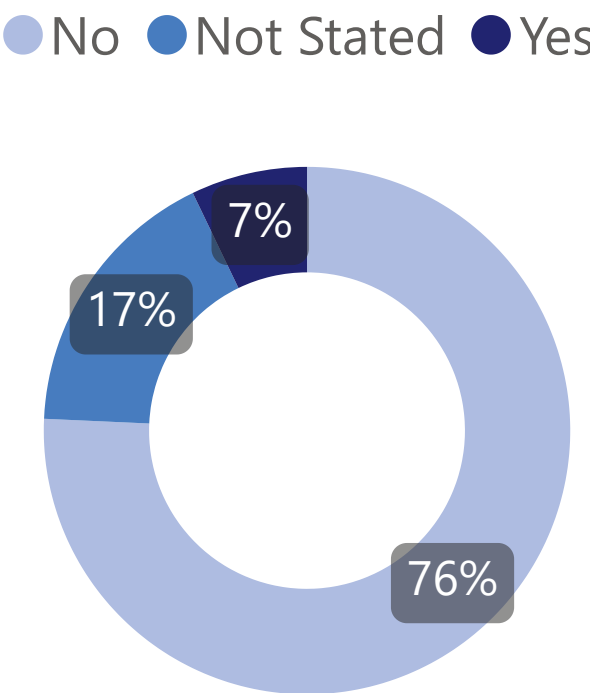


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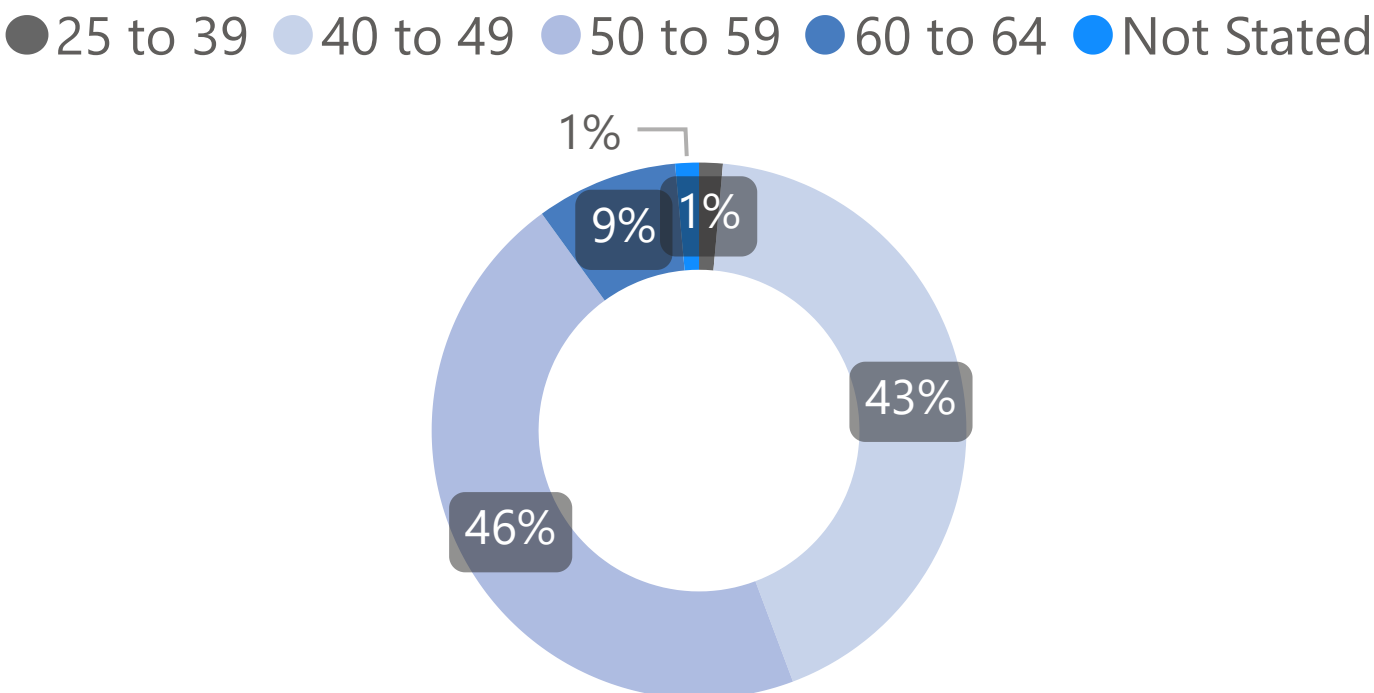


Due to the Functional Operating Models, the data set for Tiers 0 – 4b Leaders is still incomplete, therefore data has only been provided to Tier 3.

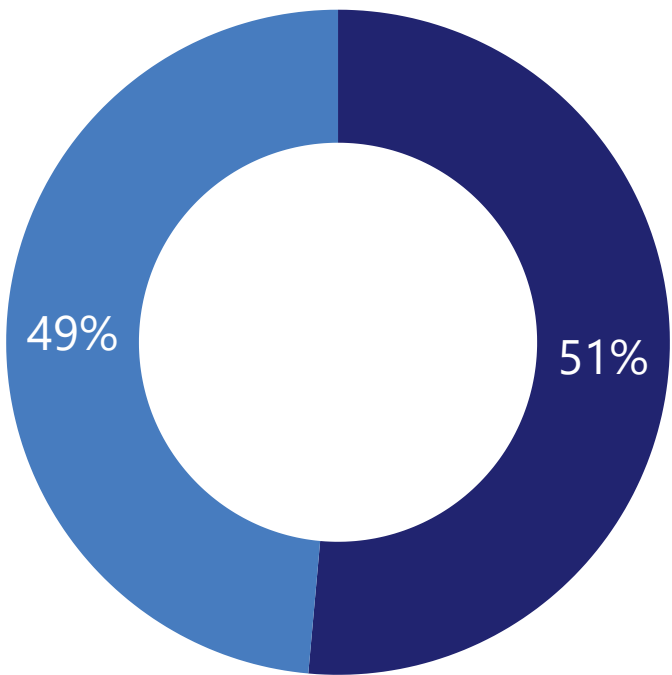
Senior Leadership Disability Status



Senior Leadership Age Groupings

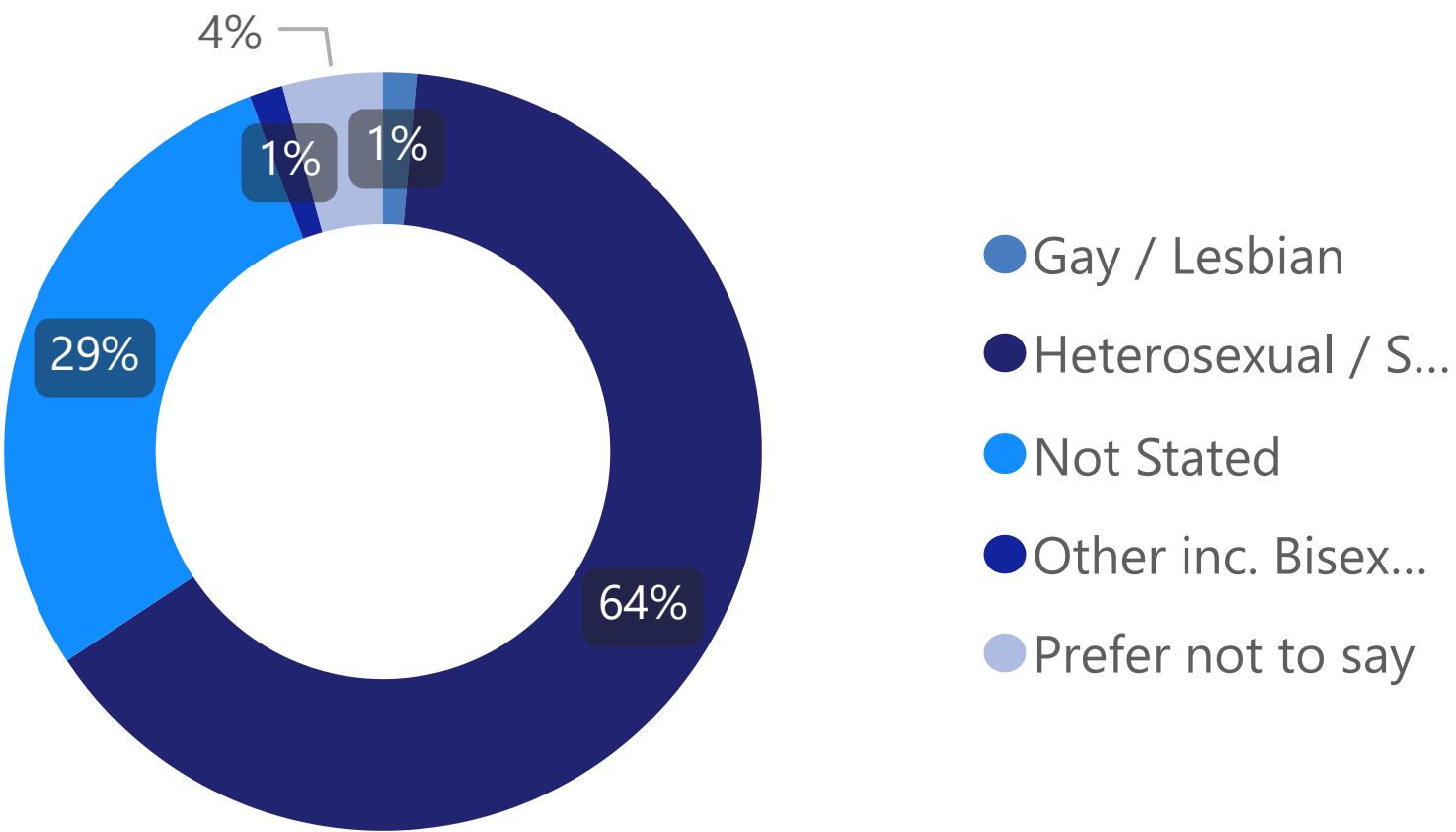


● Female ● Male



Senior leadership demographics includes employees from Tier 0 to Tier 3.

Senior Leadership Sexuality

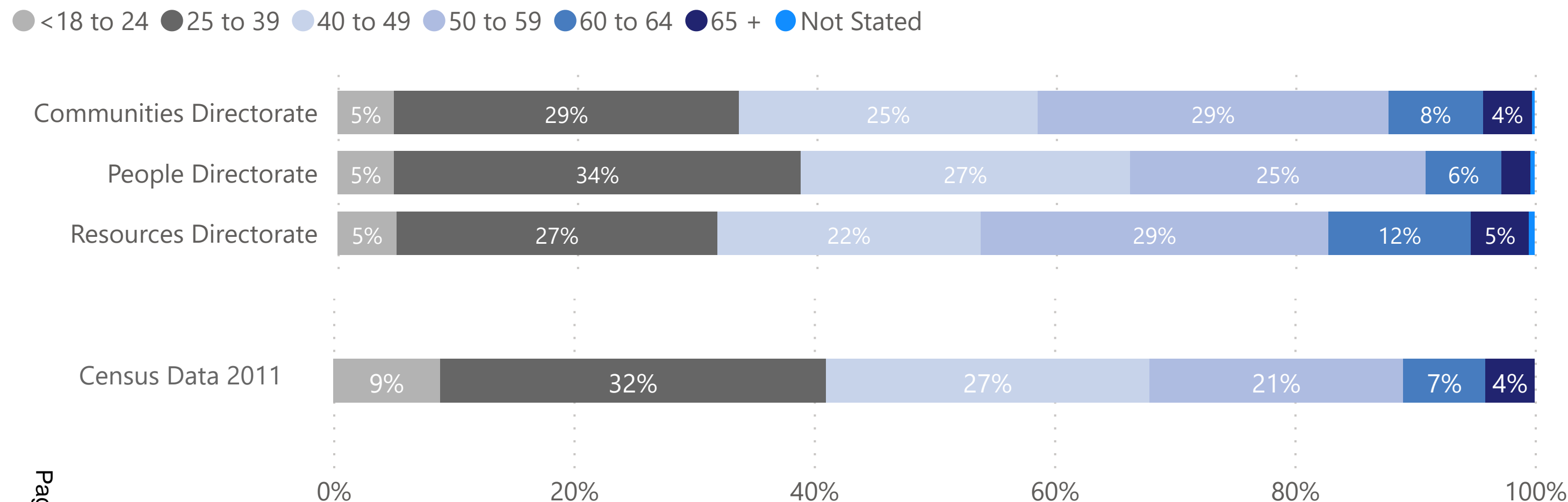




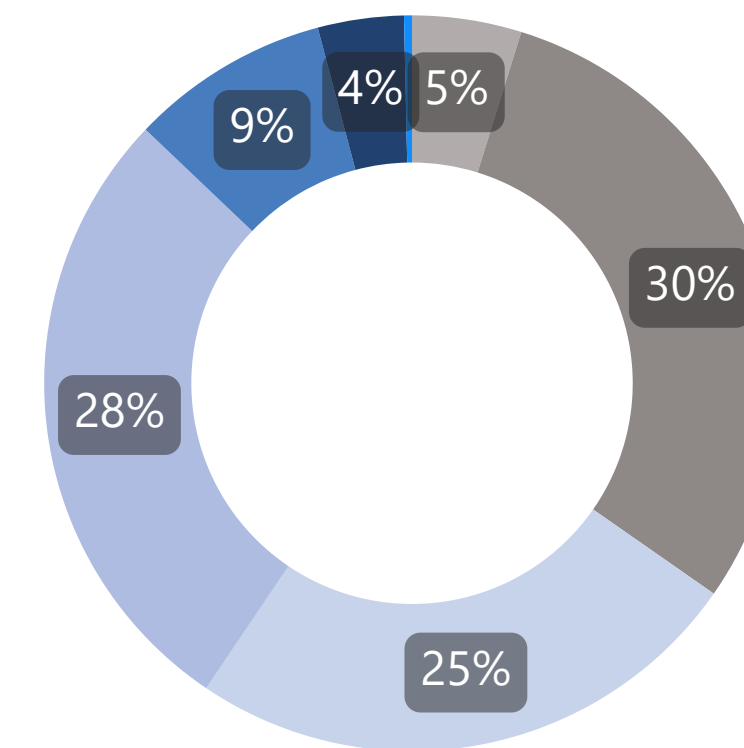
Our Diversity Data and Pay Gaps Report 2021-2022

Workforce Demographics - Age

Age Groupings by Directorate 2022



WCC Age Groupings 2022



As of **March 31st 2022**, only **4.8%** of **all** employees were aged **under 25**, an increase on 2021 (4.5%).

The proportion of the workforce aged **60+** was **12.6%** (up from 12.4% in 2021).

The majority, **82.6%** of the workforce, are between the ages of **25 to 59** (83.2% 2021).

2022 Communities

83.1%

Aged 25 - 59

↓ **83.6%**
2021

As of March 31st 2022, **4.7%** of Communities Directorate were aged **under 25** (4.6% 2021)

The proportion of Communities Directorate aged **60+** was **12.0%** (11.7% 2021)

2022 People

86.2%

Aged 25 - 59

↓ **87.3%**
2021

As of March 31st 2022, **4.7%** of People Directorate were aged **under 25** (3.2% 2021)

The proportion of People Directorate aged **60+** was **8.8%** (9.5% 2021)

2021 Resources

77.8%

Aged 25 - 59

↓ **78.8%**
2021

As of March 31st 2022, **4.8%** of Resources Directorate were aged **under 25** (5.5% 2021)

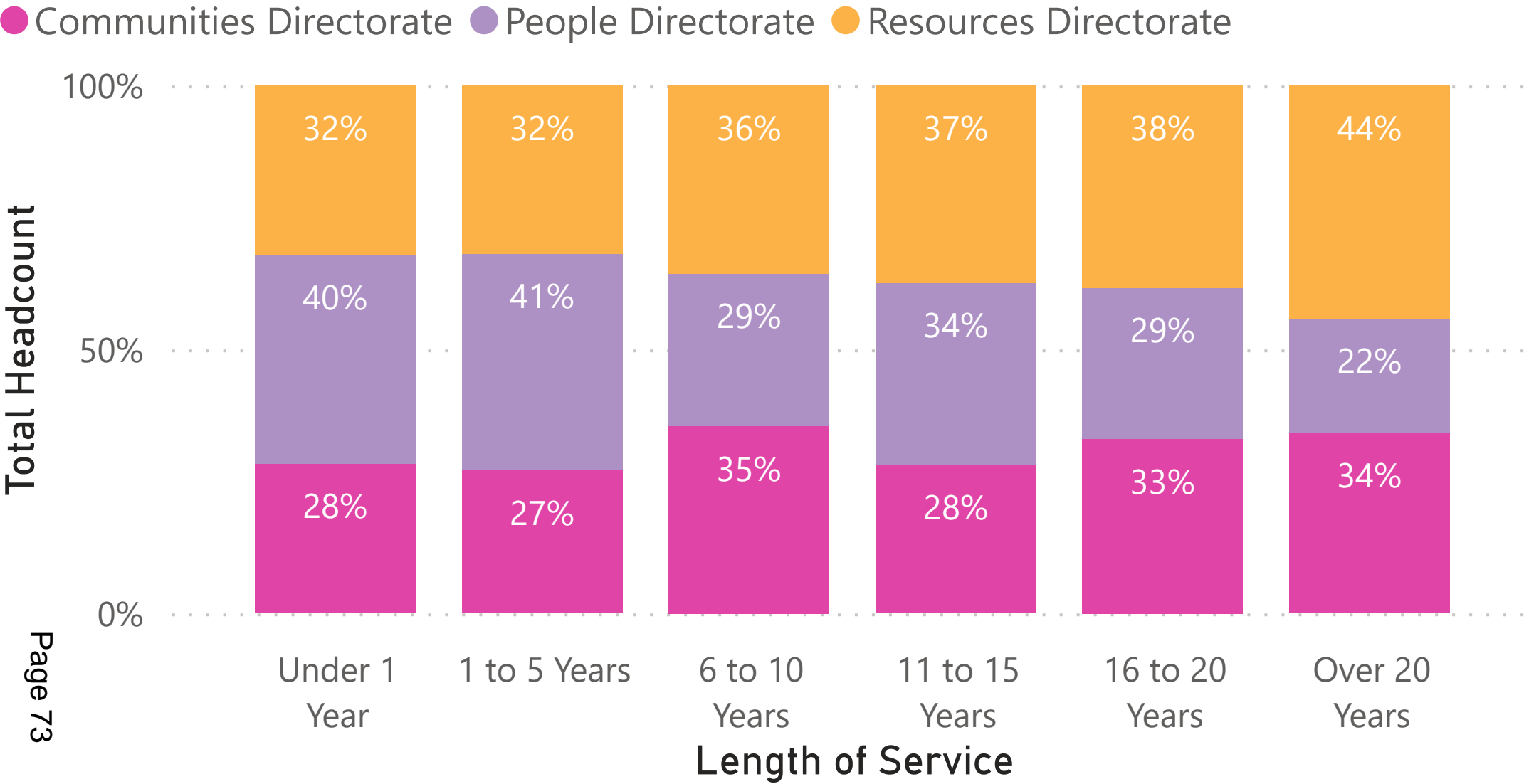
The proportion of Resources Directorate aged **60+** was **16.9%** (15.6% 2021)



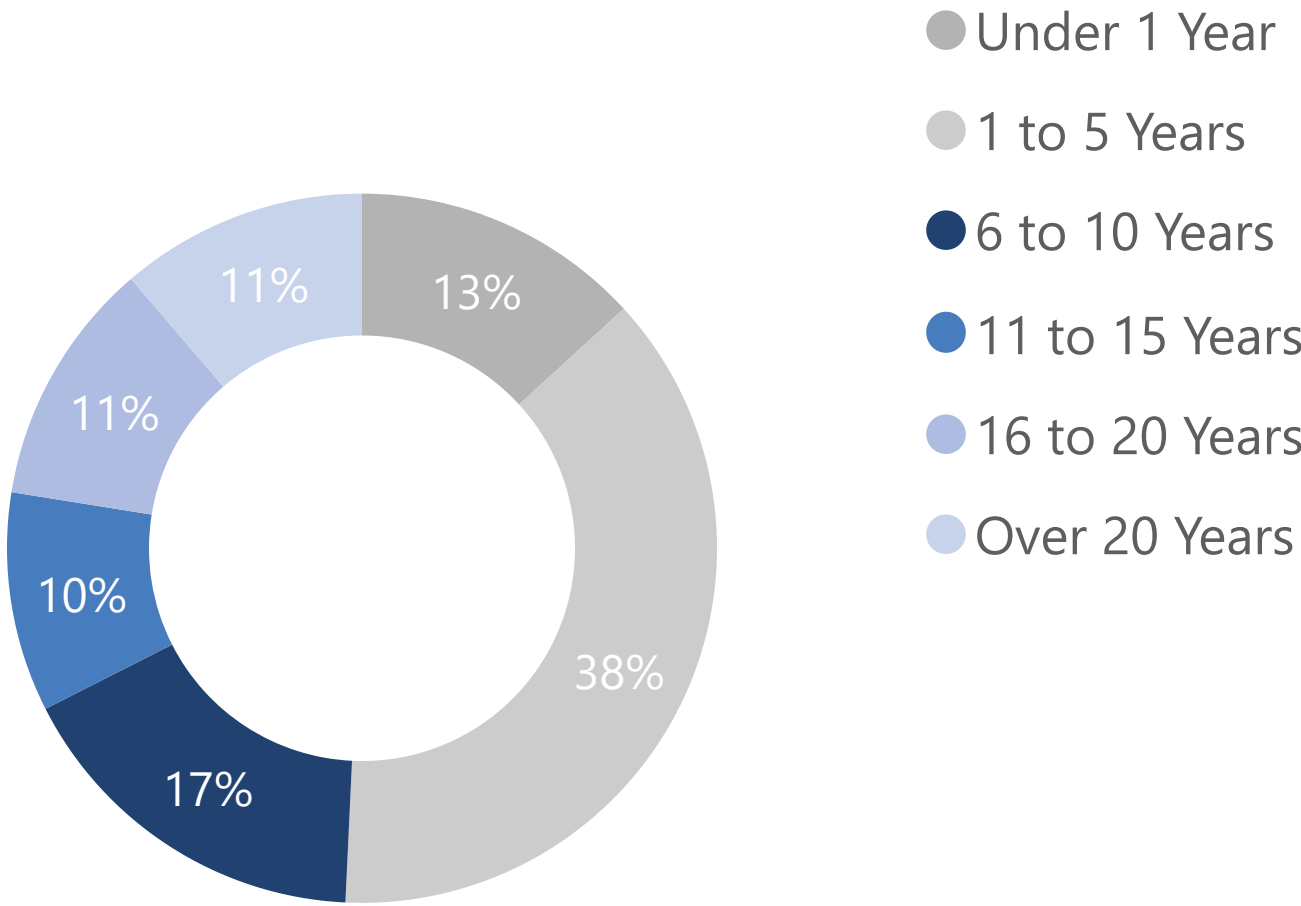
Our Diversity Data and Pay Gaps Report 2021-2022

Workforce Demographics - Length of Service

Total Headcount by Length of Service and Directorate 2022



WCC Length of Service 2022

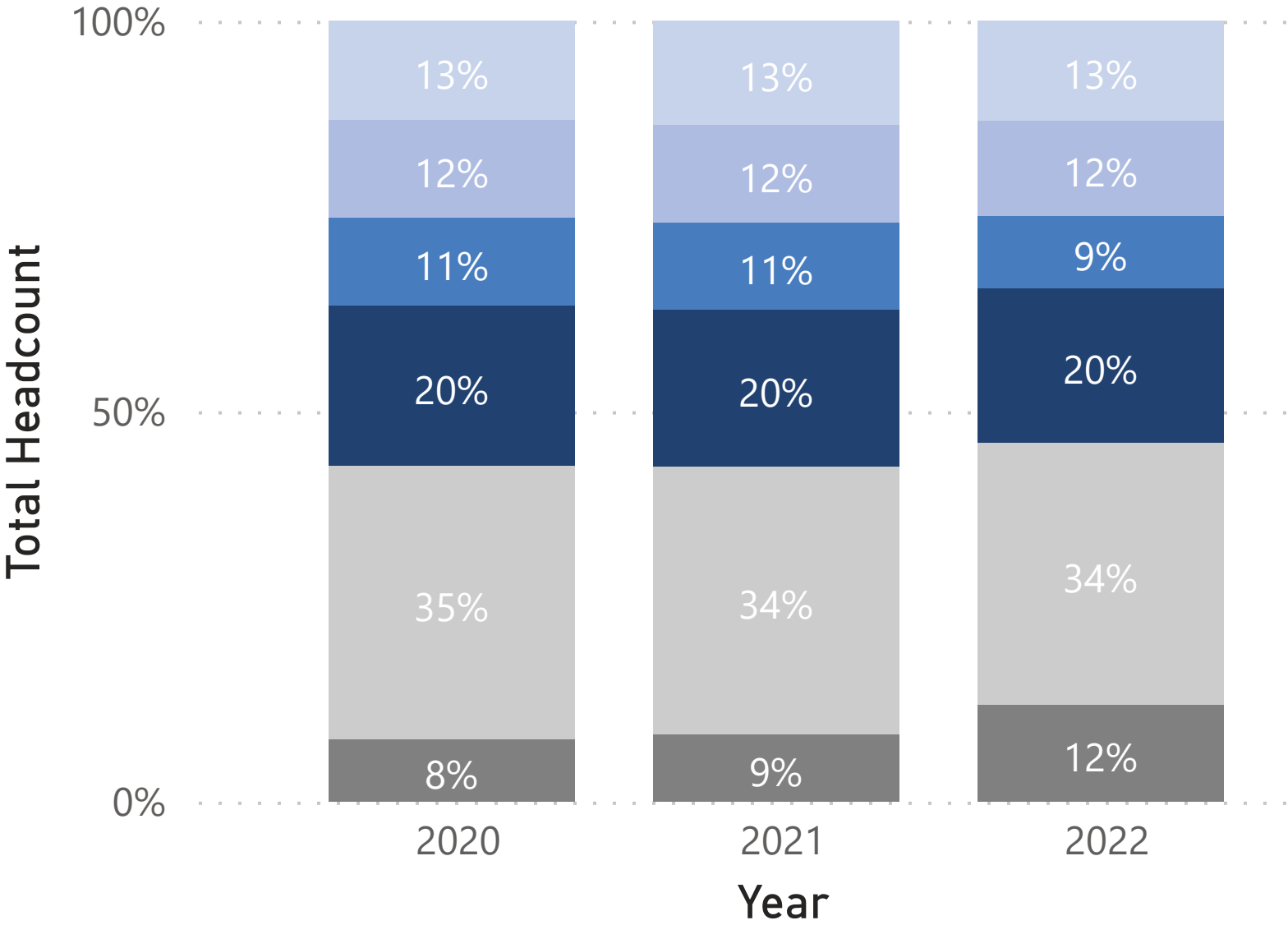


As of **March 31st 2022**, the proportion of employees who have been employed for **5 years or less** has **increased** to **50.5%** (47.9% 2021)

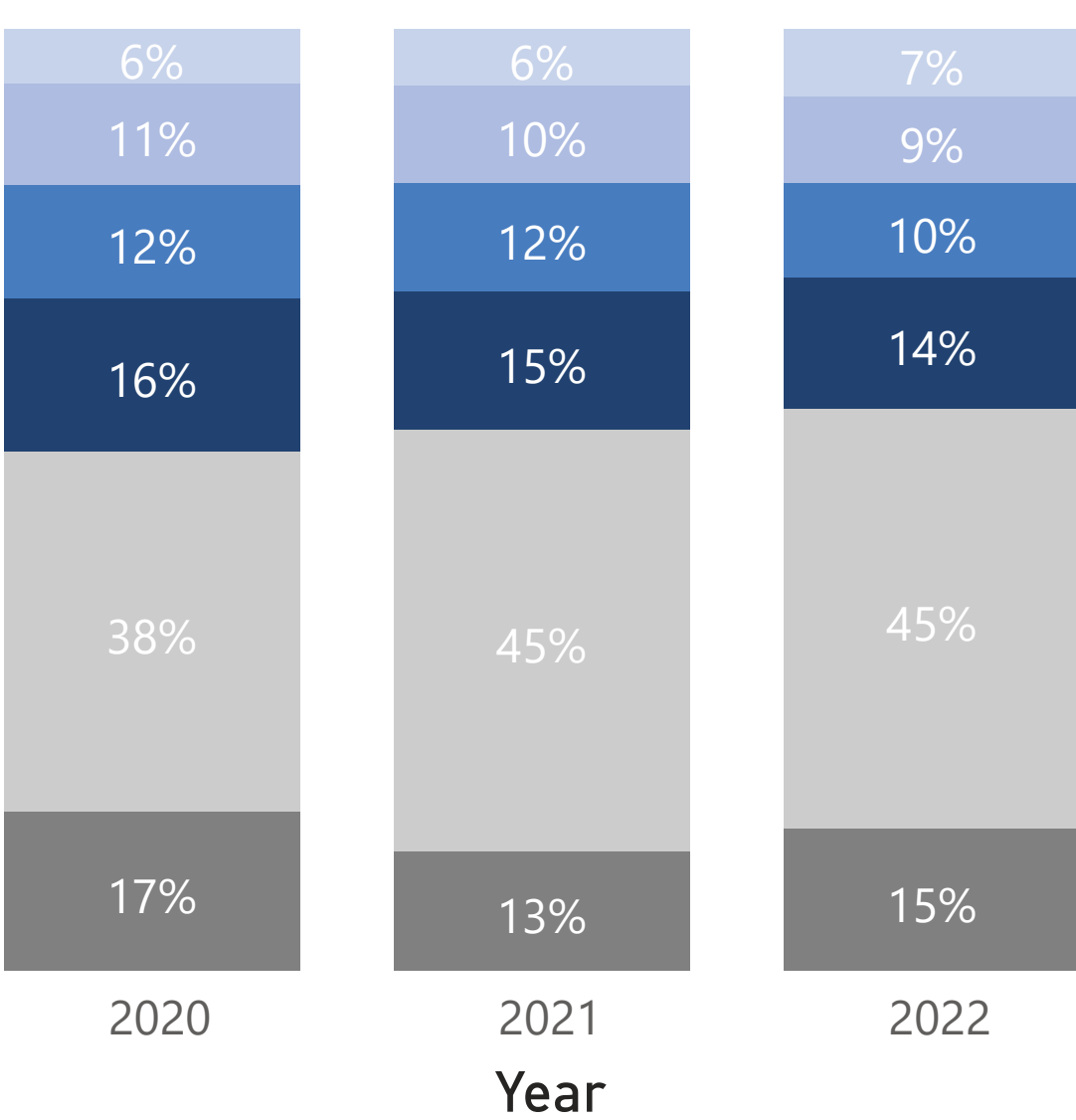
The proportion of employees who have been employed for **6 to 20 years** has **decreased** to **38.1%** (40.7% 2021)

The proportion of employees who have been employed for **over 20 years** has **decreased** slightly to **11.3%** (11.4% 2021)

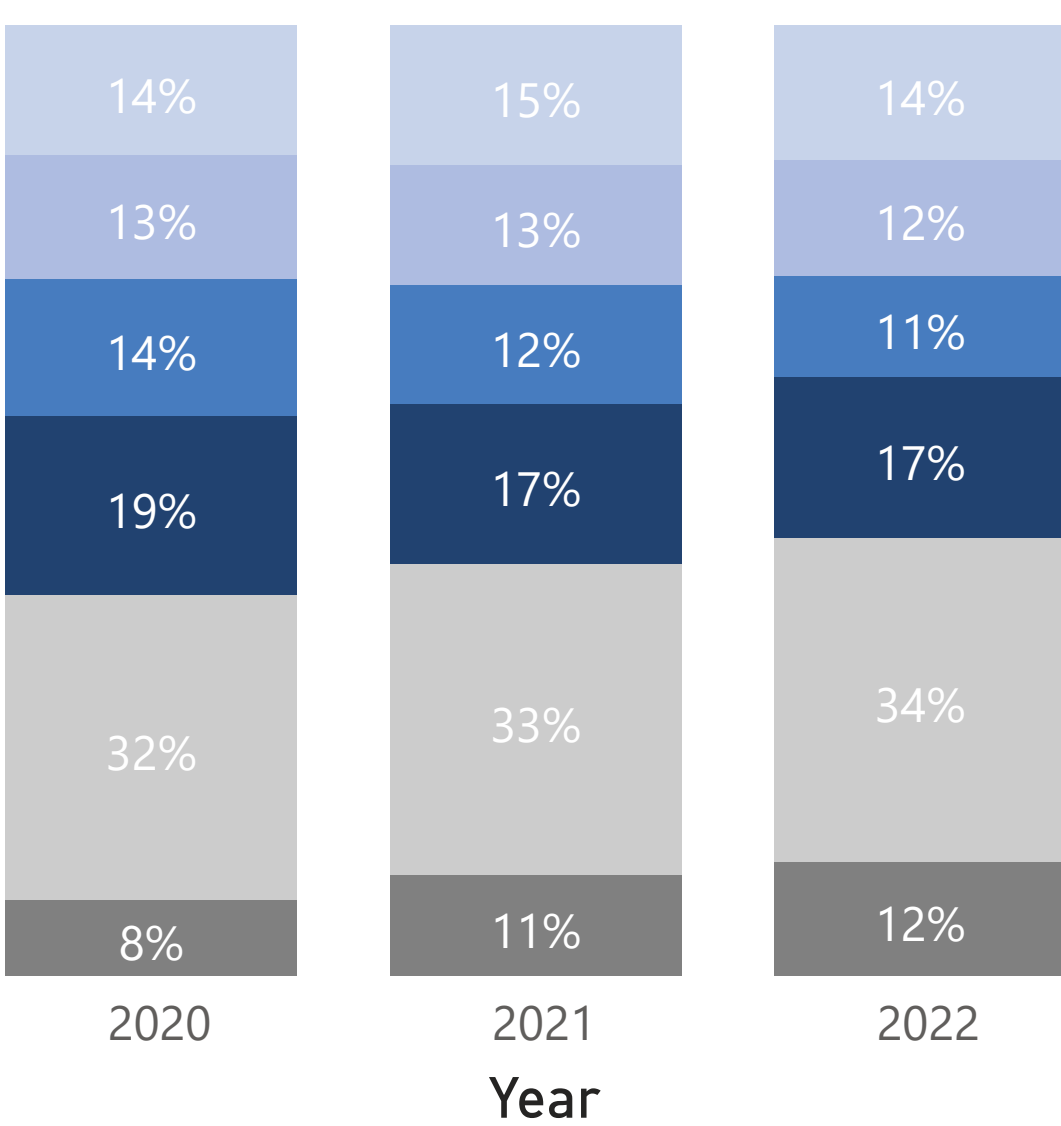
Communities Directorate - Length of Service



People Directorate - Length of Service



Resources Directorate - Length of Service

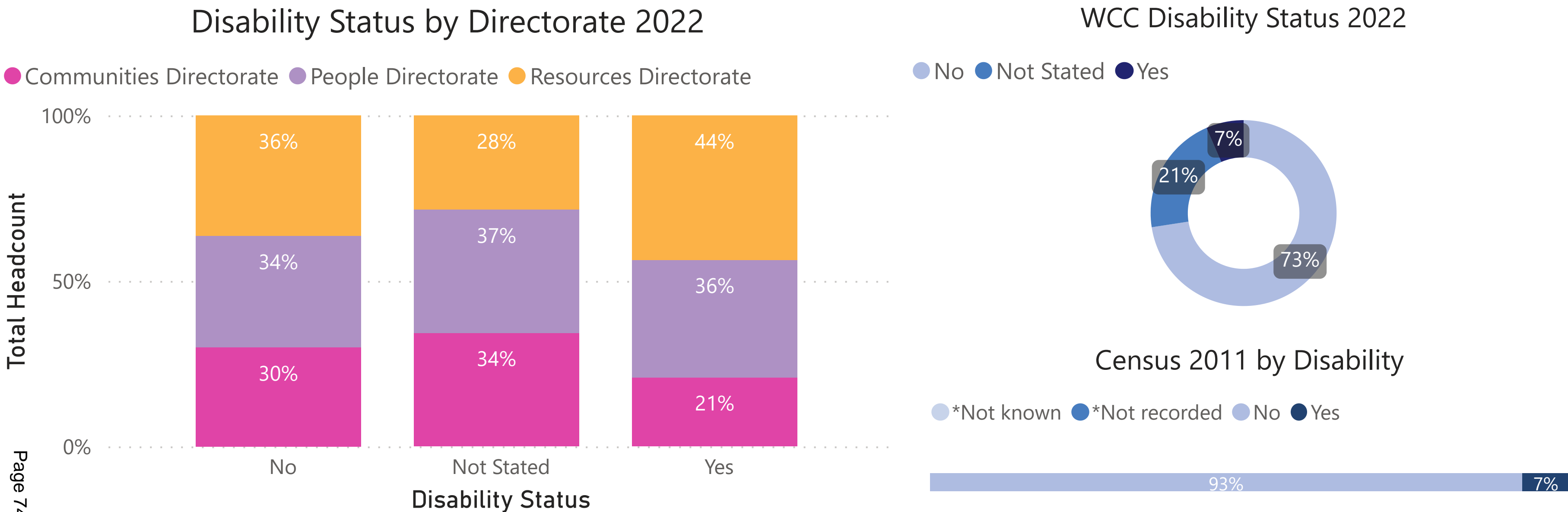


Length of service **5 years or less:**

Communities Directorate **46%** ↑ (43% 2021)

People Directorate **60%** ↑ (58% 2021)

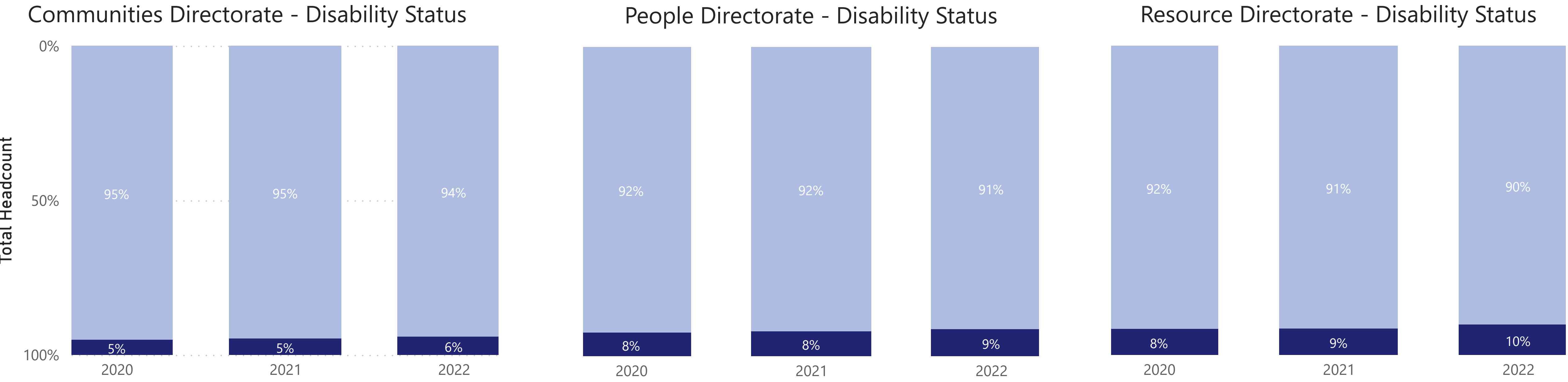
Resources Directorate **46%** ↑ (44% 2021)



As of **March 31st 2022**, the proportion of employees in WCC who have **not recorded their disability** status is **20.6%** (21.8% 2021)

The proportion of employees in WCC who **have a declared disability** is **6.6%** (5.6% 2021)

The proportion of employees in WCC who **do not have a declared disability** is **72.8%** (70.1% 2021)



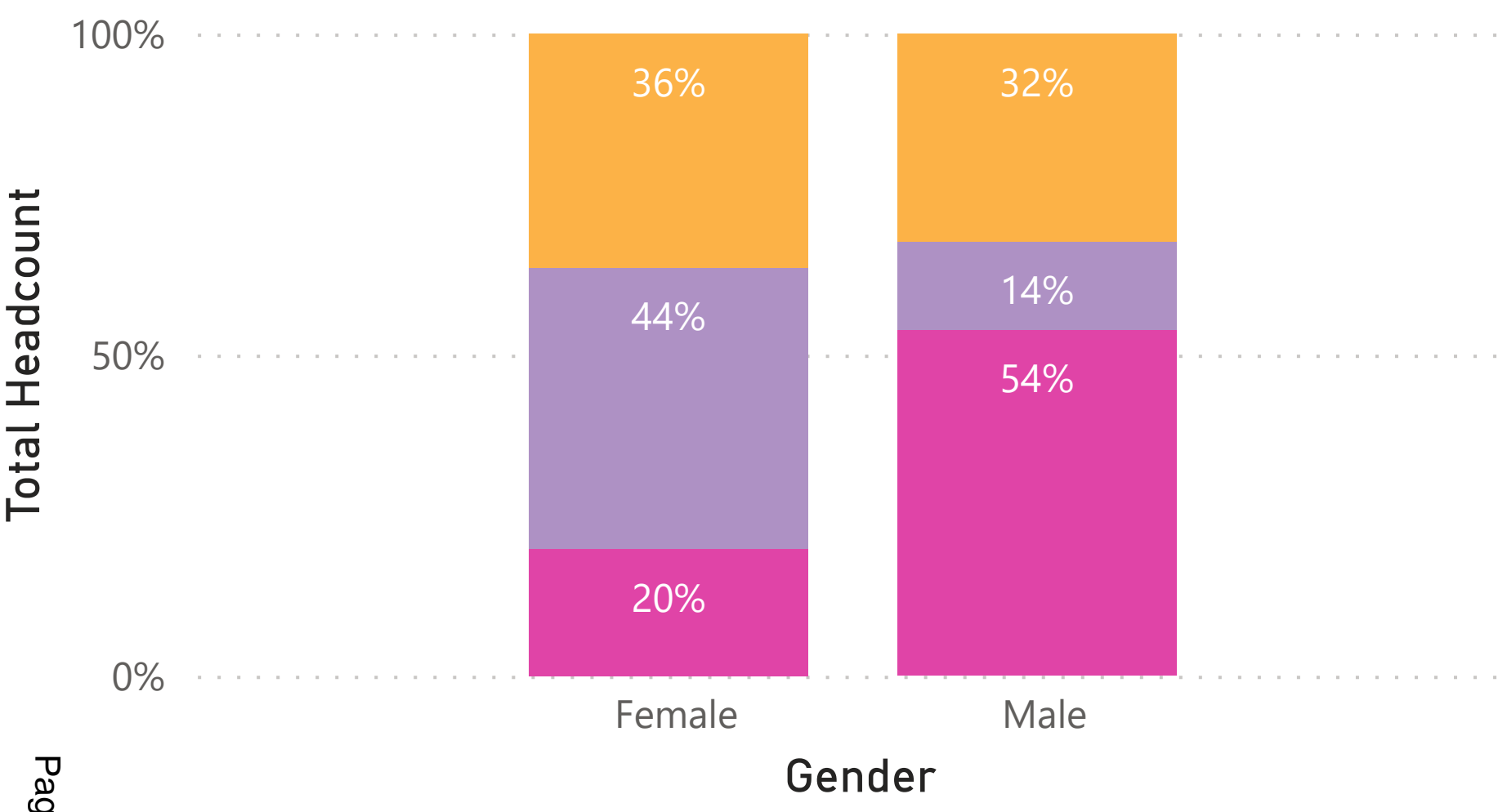
*Percentage above exclude 'Not known' and 'Not Stated' to allow direct comparison to the long-term health problem or disability Census 2011 profile for Warwickshire



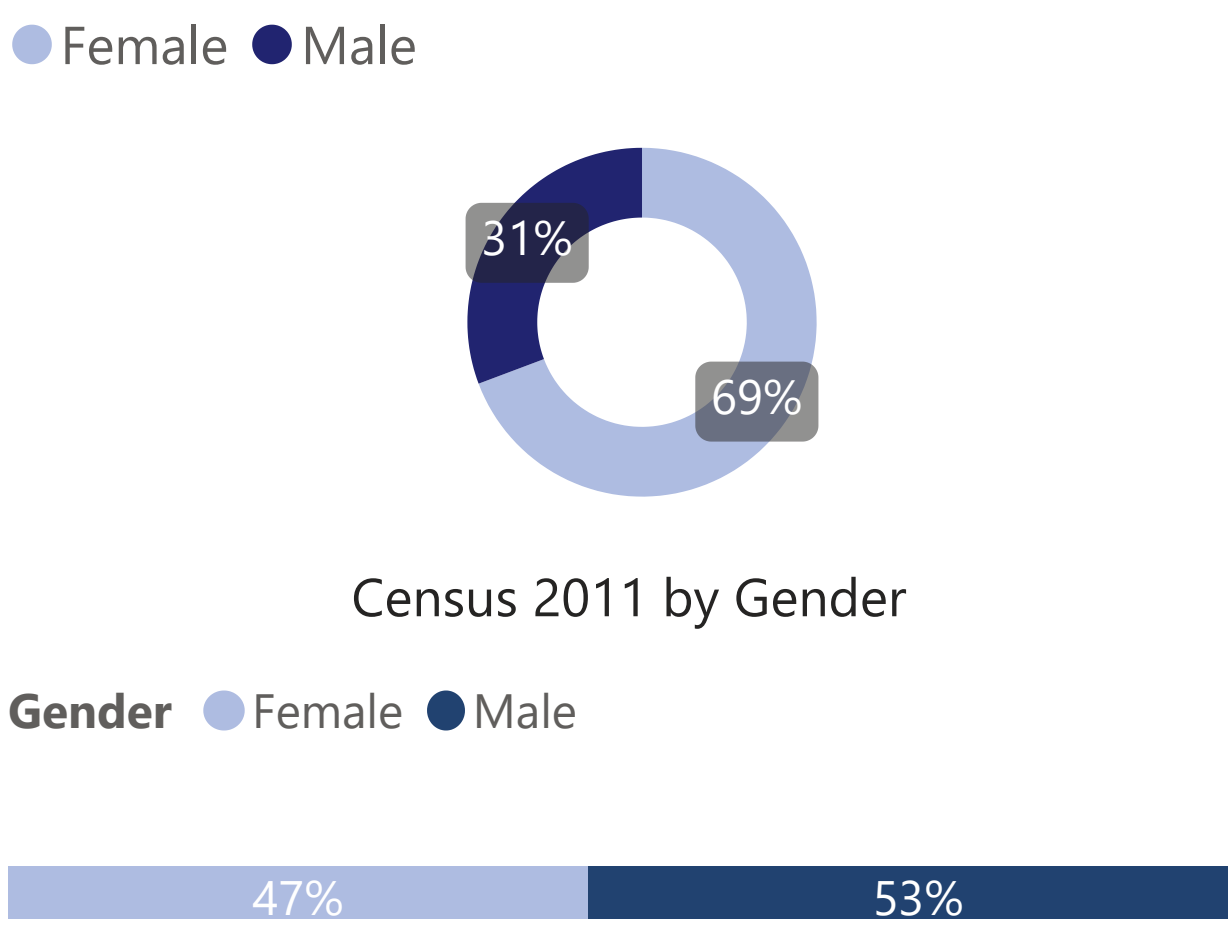
Our Diversity Data and Pay Gaps Report 2021-2022

Workforce Demographics - Gender & Working Arrangements

Directorate Communities Direct... People Directorate Resources Dire...

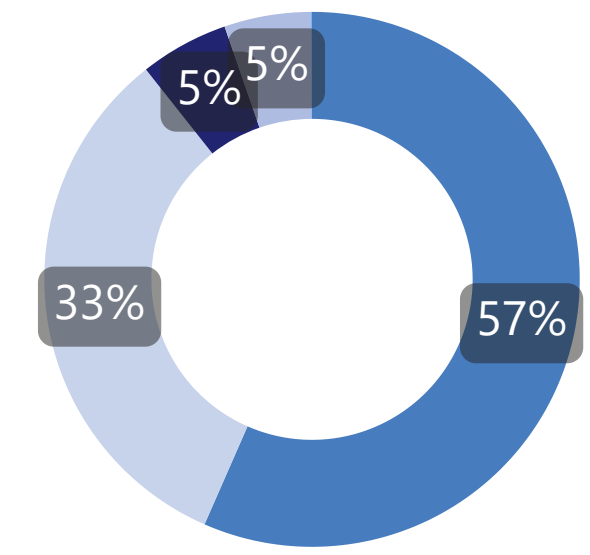


WCC Gender 2022

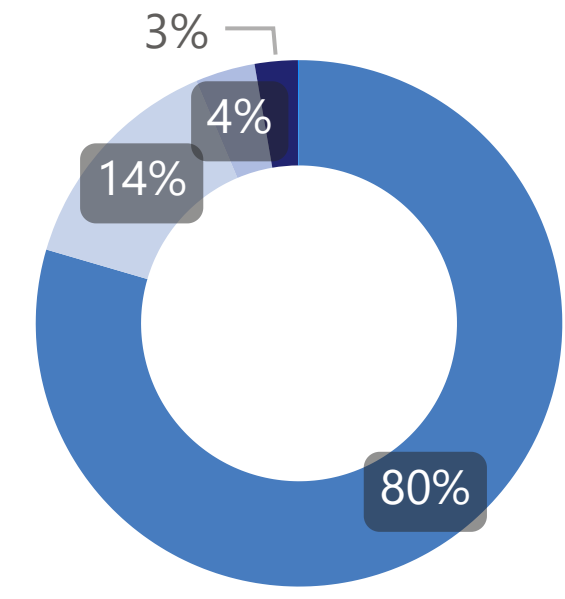


As of **31st March 2022**, **32.8%** of **females** were on **part time** contracts (33.8% 2021)
14.1% of **males** were on **part time** contracts (14.2% 2021)
56.6% of **females** were on **full time** contracts (54.4% 2021)
79.5% of **males** were on **full time** contracts (78.7% 2021)

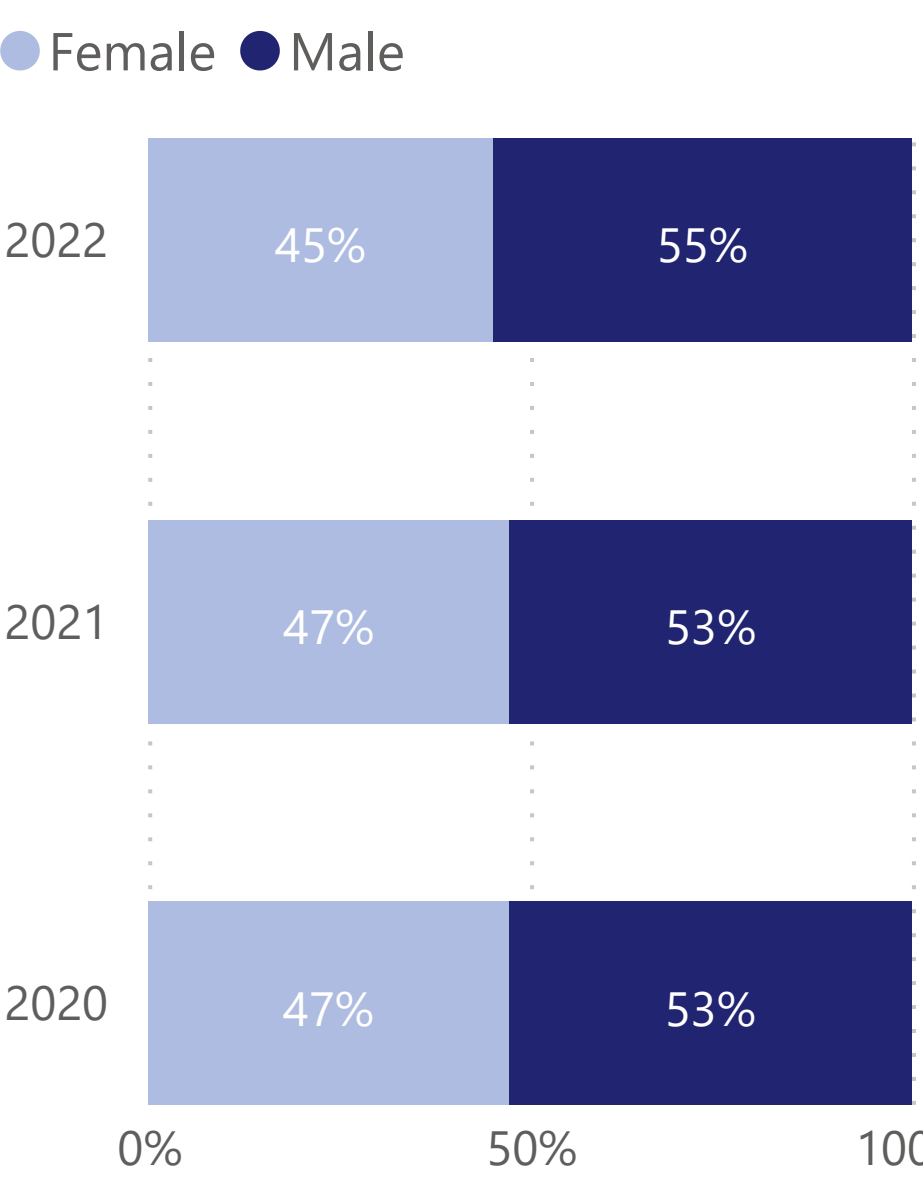
Female Working Arrangements: WCC 2022



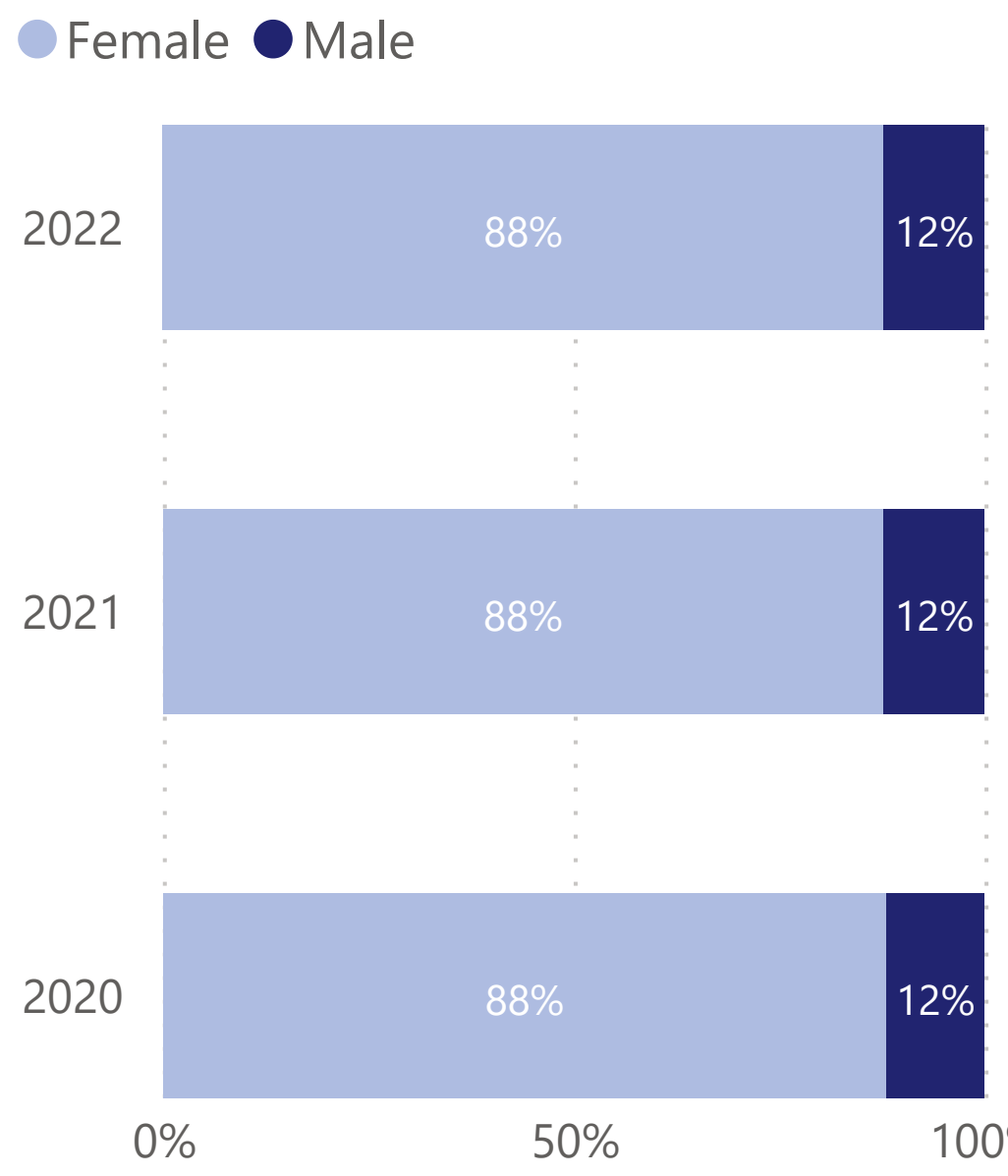
Male Working Arrangements: WCC 2022



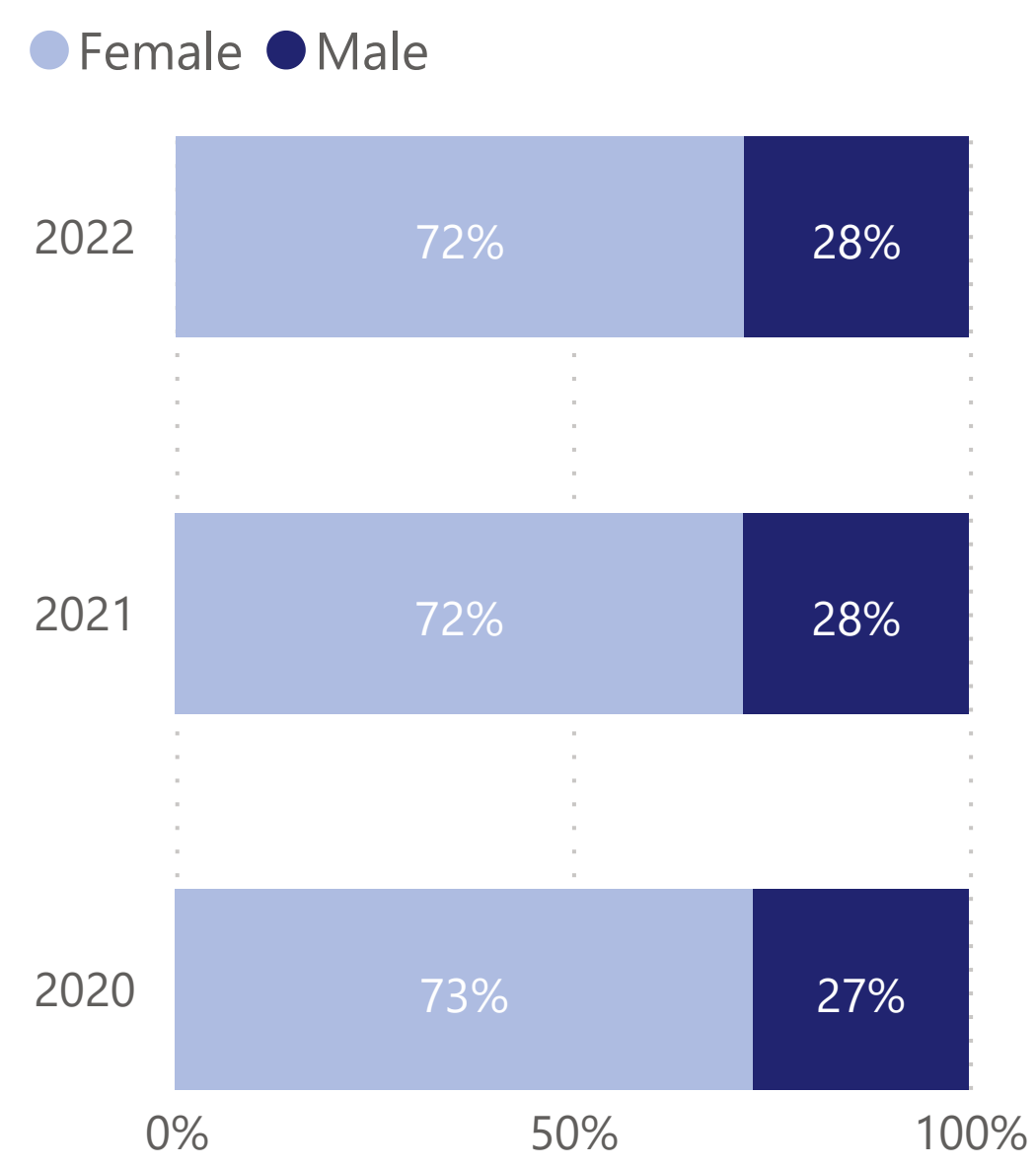
Communities Directorate



People Directorate



Resources Directorate

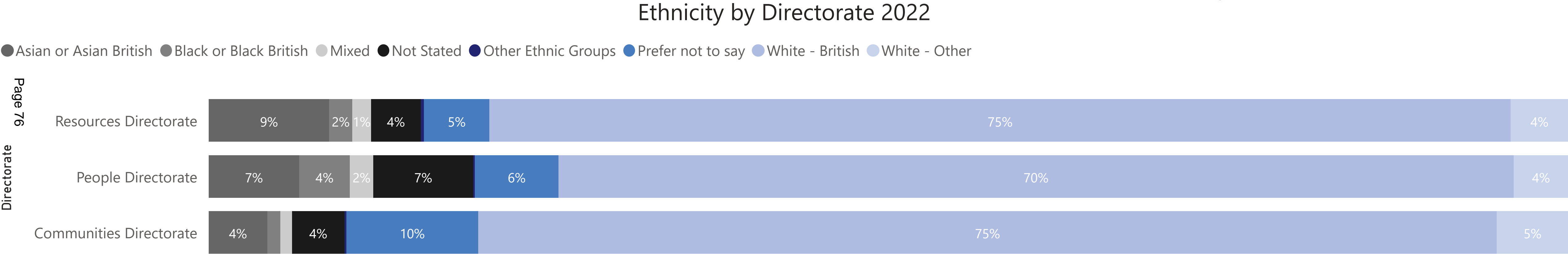
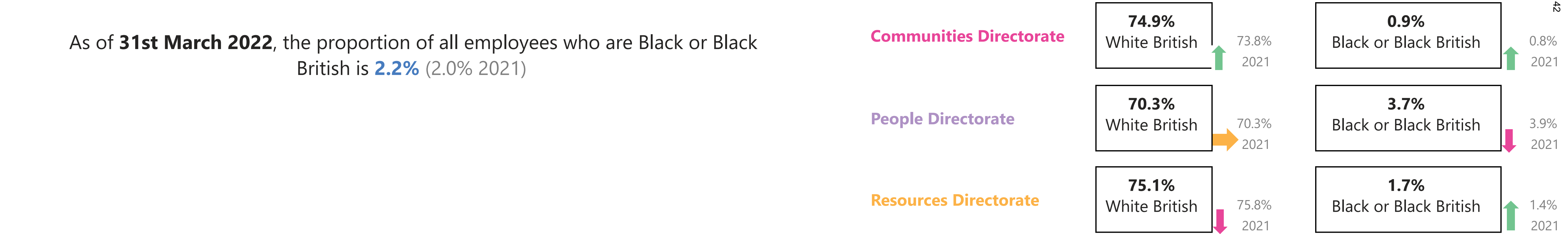


Communities Directorate had 28.4% part time females (29.5% 2021), 15.8% part time males (14.7% 2021), 49.2% full time females (48.5% 2021) and 75.9% full time males (76.0% 2021).

People Directorate had 27.6% part time females (28.7% 2021), 8.9% part time males (10.6% 2021), 67.7% full time females (64.6% 2021) and 82.2% full time males (78.9% 2021).

Resources Directorate had 41.3% part time females (42.1% 2021), 13.4% part time males (15.0% 2021). 47.6% full time females (46.6% 2021), 84.6% full time males (83.0% 2021).

*Individuals of unspecified gender have been hidden due to low numbers to avoid individual identification





As of **31st March 2022**, **61.5%** of WCC employees have a religion/faith* (63% 2021)

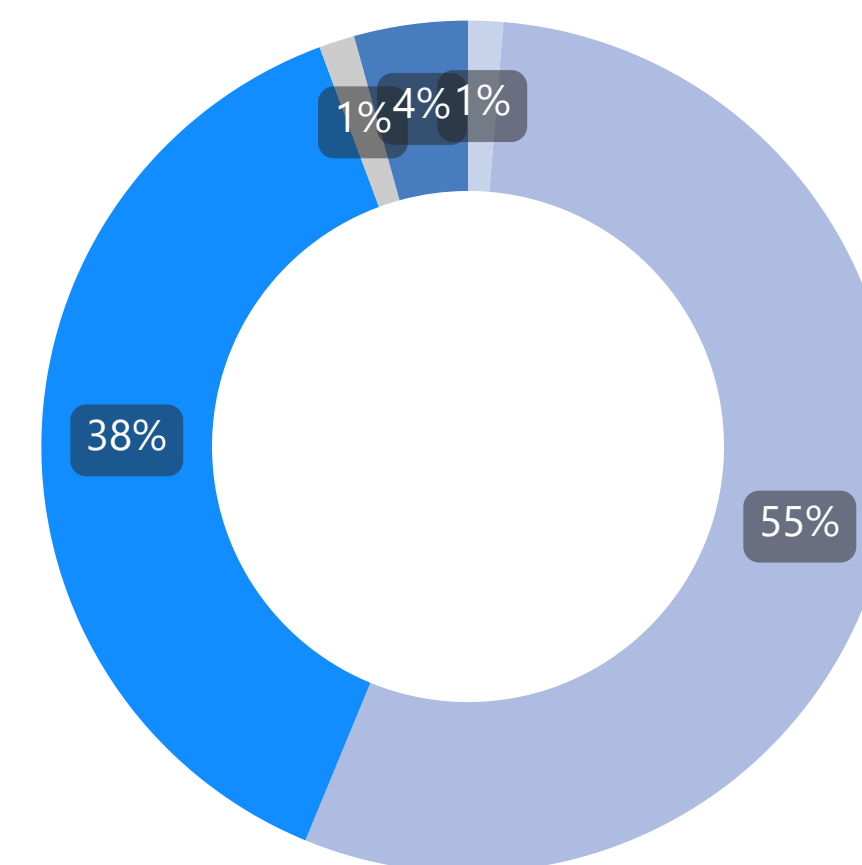
57.6% of Communities Directorate have a religion/faith (61% 2021)

61.9% of People Directorate have a religion/faith (64% 2021)

64.1% of Resources Directorate have a religion/faith (66% 2021)

*The percentage of employees who have a religion/faith is calculated with 'Not Specified' excluded from the data to allow for direct comparison to the Census 2011 profile for Warwickshire.

WCC 2022 Sexual Orientation



As of **31st March 2022**, **57.6%** of employees declared their sexuality (43.5% 2021)

54.5% of Communities Directorate
declared their sexuality (39.6% 2021)

57.8% of People Directorate declared their sexuality (42.2% 2021)

60.2% of Resources Directorate declared their sexuality (46.5% 2021)

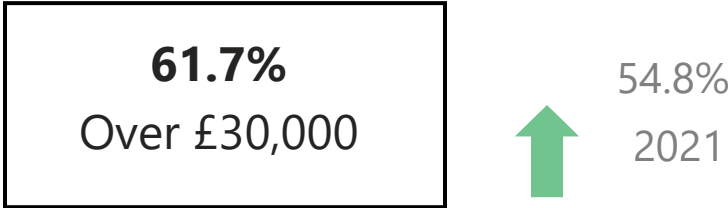
	Communities	People	Resources	Total
Over £60k	3%	3%	4%	3%
£50k to £60k	6%	3%	5%	4%
£40k to £50k	11%	17%	10%	13%
£30k to £40k	42%	38%	23%	34%
£20k to £30k	28%	37%	47%	38%
£12.5k to £20k	4%	2%	11%	5%
Under £12.5k	6%		0%	2%

Gender & Salary 2022

	Communities	People	Resources	Total
<div>Over £60k</div> <div>Male</div>	1.5%	0.8%	1.8%	1.4%
<div>Female</div>	1.5%	2.5%	1.7%	1.9%
<div>£50k to £60k</div> <div>Male</div>	2.8%	0.5%	1.9%	1.7%
<div>Female</div>	2.8%	2.1%	3.1%	2.6%
<div>£40k to £50k</div> <div>Male</div>	4.7%	2.6%	4.3%	3.8%
<div>Female</div>	6.6%	14.5%	5.8%	9.1%
<div>£30k to £40k</div> <div>Male</div>	25.7%	4.4%	9.6%	12.7%
<div>Female</div>	16.0%	34.1%	13.8%	21.6%
<div>£20k to £30k</div> <div>Male</div>	14.4%	4.1%	11.0%	9.6%
<div>Female</div>	14.0%	32.9%	36.0%	28.1%
<div>£12.5k to £20k</div> <div>Male</div>	2.9%	0.4%	3.4%	2.2%
<div>Female</div>	0.9%	1.2%	7.4%	3.2%
<div>Under £12.5k</div> <div>Male</div>	5.9%		0.2%	1.9%
<div>Female</div>	0.3%		0.1%	0.1%

As of **31st March 2022**, the proportion of the workforce earning **£30,000 or more** is **54.7%** (49.1% 2021)

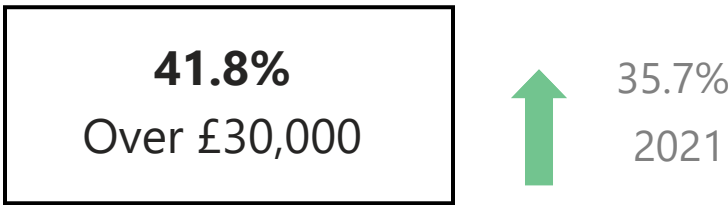
Communities Directorate



People Directorate



Resources Directorate



9.2% of all **male** employees earned **£50,000 or more** (6.9% 2021). This was **lower** for **females 6.8%** (5.1% 2021)

Communities Directorate - **7.5%** of **males** earned **£50,000 or more** (5.6% 2021). This was **higher** for females **10.1%** (8.0% 2021)

People Directorate - **10.4%** of **males** earned **£50,000 or more** (10.0% 2021). This was **lower** for females **5.3%** (4.6% 2021)

Resources Directorate - **11.5%** of **males** earned **£50,000 or more** (8.1% 2021). This was **lower** for **females 7.0%** (4.0% 2021)

*The figures are based on FTE and excludes 29 females; 10 males; and 1 unspecified gender with no salary information available - these employees have been excluded from this analysis



Our Diversity Data and Pay Gaps Report 2021-2022

Workforce Turnover - Starters & Leavers

Starters and Leavers 1st April 2021 to 31st March 2022

Directorates	Starters Headcount	Leavers Headcount
Communities Directorate	211	212
People Directorate	272	227
Resources Directorate	230	201
Total	713	638

As of **31st March 2022**, WCC had a **13.0%** employee turnover rate (8.0% 2021)

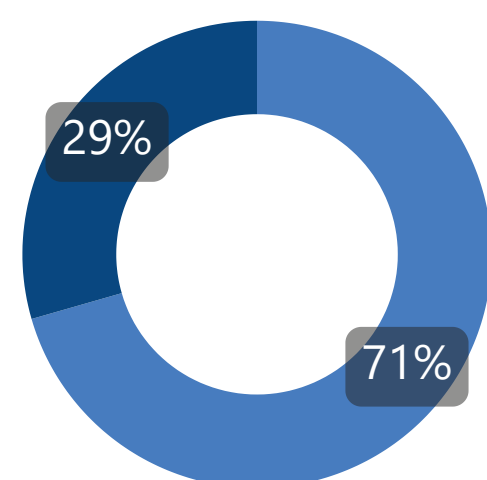
Communities Directorate had a **14.3%** employee turnover rate (7.3% 2021)

People Directorate had a **13.4%** employee turnover rate (9.0% 2021)

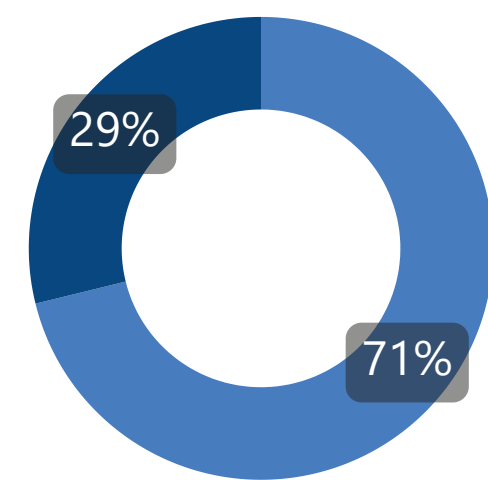
Resources Directorate had a **11.7%** staff turnover rate (7.8% 2021)

Starters Gender 2022

● Female
● Male

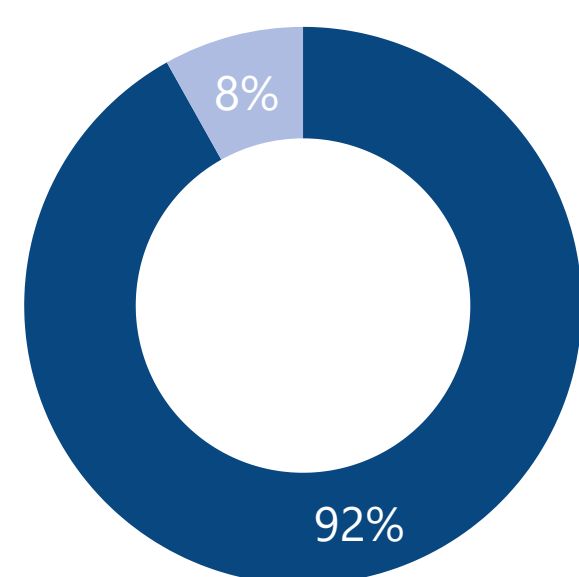


Leavers Gender 2022

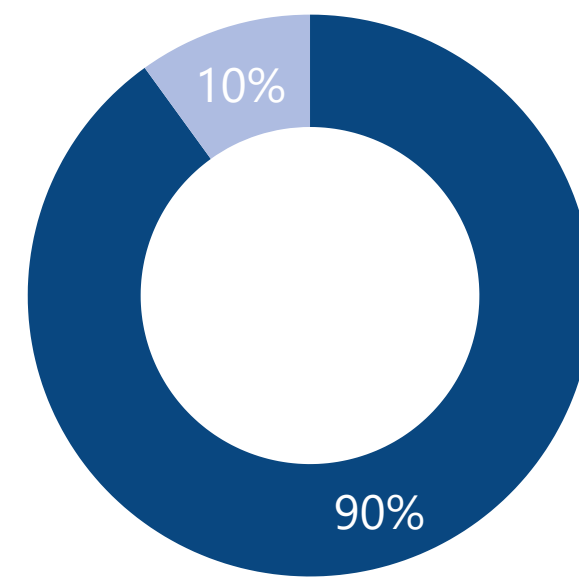


71% of all **starters** were **female** (71.0% 2021) and **71%** of all **leavers** were **female** (69.0% 2021). This compares to **69.2%** of the workforce who are **female**

Starters Disability 2022



Leavers Disability 2022



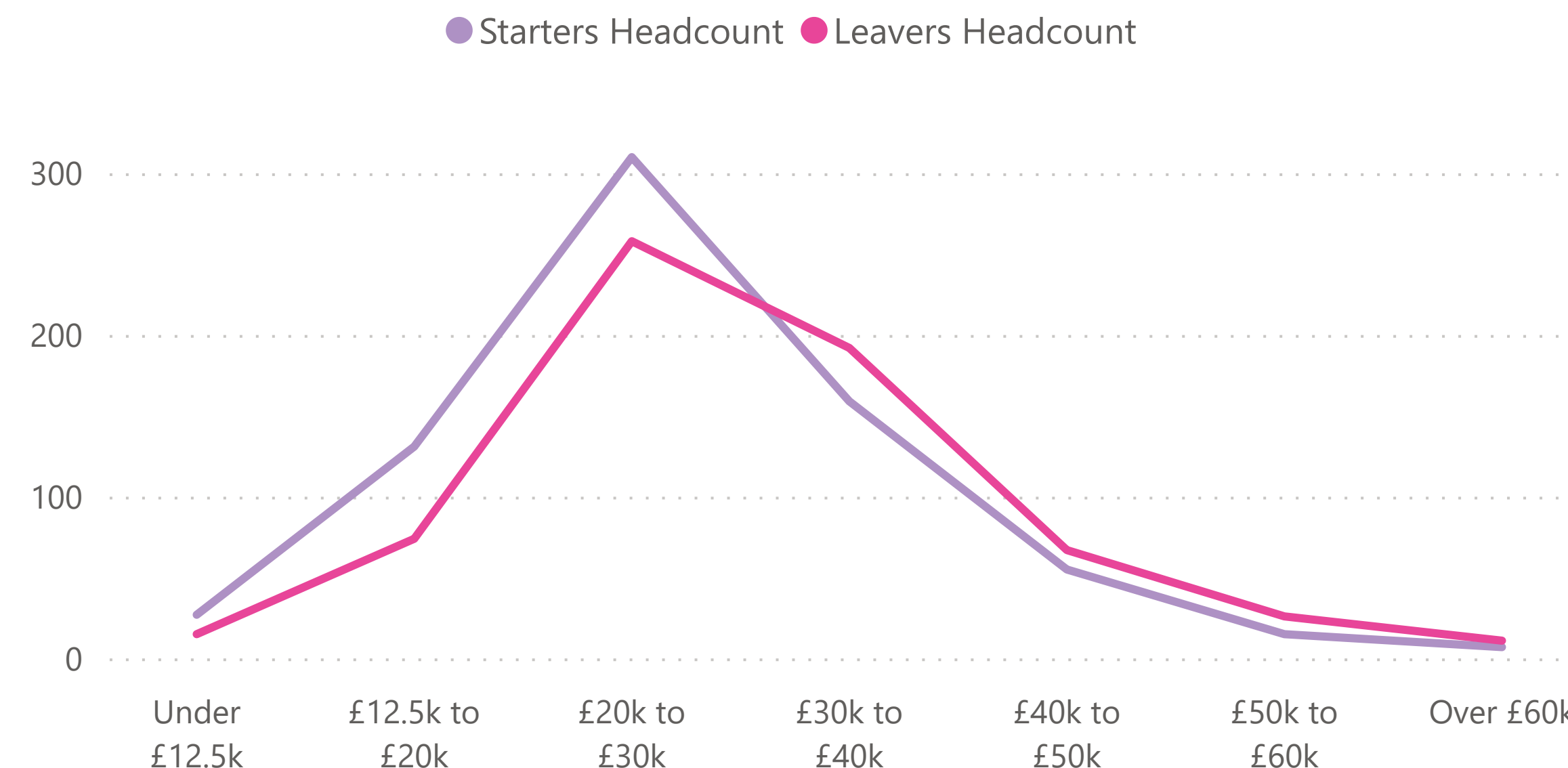
8.1% of **starters** and **10.0%** of **leavers** stated they **had a declared disability** (7.5% and 7.2% in 2021 respectively)

Has a declared disability? ● No ● Yes

19.4% of **starters** and **13.8%** of **leavers** were of **BAME origin** (22.8% and 17.4% in 2021 respectively). This compared to **13.8%** of the workforce who are of **BAME origin**. **individual ethnicities not included due to small numbers to avoid individual identification*

61.8% of **leavers** had given **5 or less years** of Service (52.1% 2021)

Starters and Leavers by Salary



* Percentages above exclude 'Not Known' or 'Not Stated'

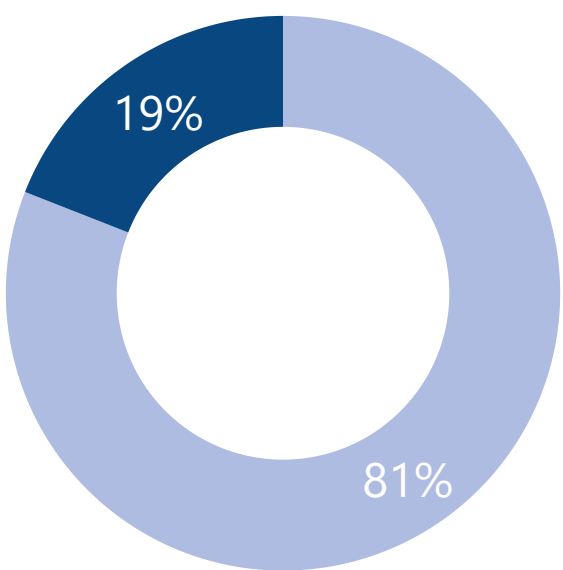


Our Diversity Data and Pay Gaps Report 2021-2022

Workforce Turnover - Promotions

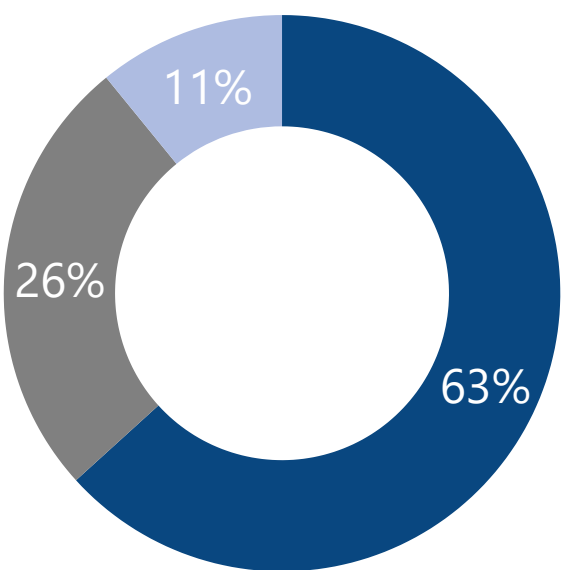
% Promotions by Gender

Female Male



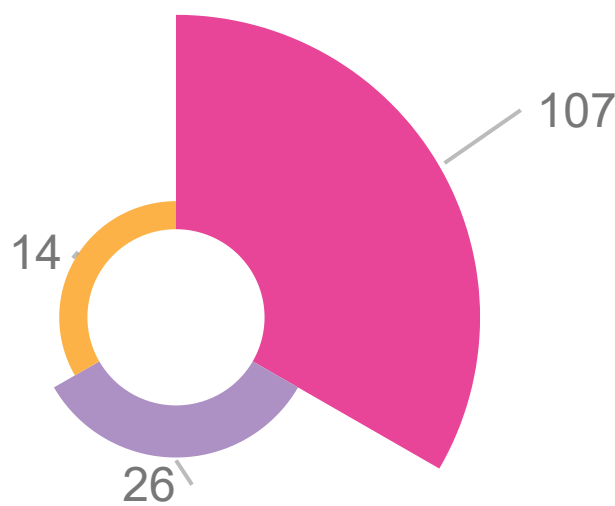
% Promotions by Disability Status

No Not Known Yes



Promotions by Directorate

People Directorate Communities Dir... Resources Direc...



As of **31st March 2022**, **3.0%** (147) of employees in WCC were promoted (236 in 2021)

81.0% of promotions were achieved by **female** employees (64.4% 2021). 69.2% of the workforce are female.

10.9% of promotions were achieved by employees with a **declared disability** (6.4% 2021). 6.5% of the workforce have a declared disability.

50.3% of promotions were achieved by employees aged **25 - 39 years old** (39.8% 2021). 29.9% of the workforce are between the ages of 25 - 39 years old.

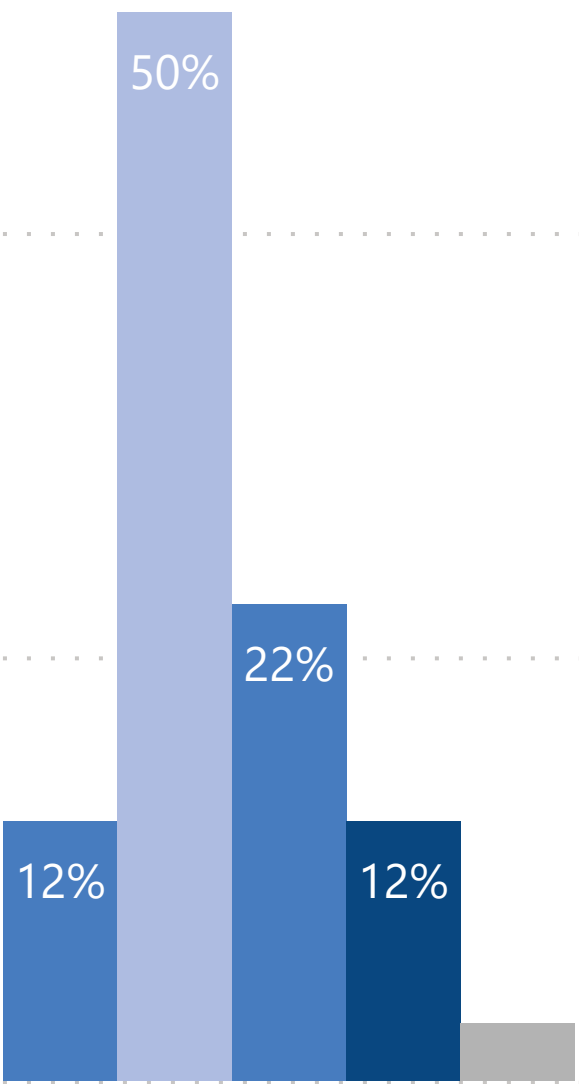
16.3% of promotions were achieved by **BAME** employees (18.0% 2021). 14.9% of the workforce are BAME.

For 2021 data, ethnicity breakdown is available as follows:
4.8% of promotions were achieved by **Black or Black British**. 2.2% of the workforce are Black or Black British.
6.1% of promotions were achieved by **Asian or Asian British**. 6.8% of the workforce are Asian or Asian British.
1.4% of promotions were achieved by **Mixed**. 1.3% of the workforce are Mixed.

93.9% of promotions were achieved by employees earning **£20,000 to £50,000** (92.5% 2021). 84.5% of the workforce earn between £20,000 to £50,000.

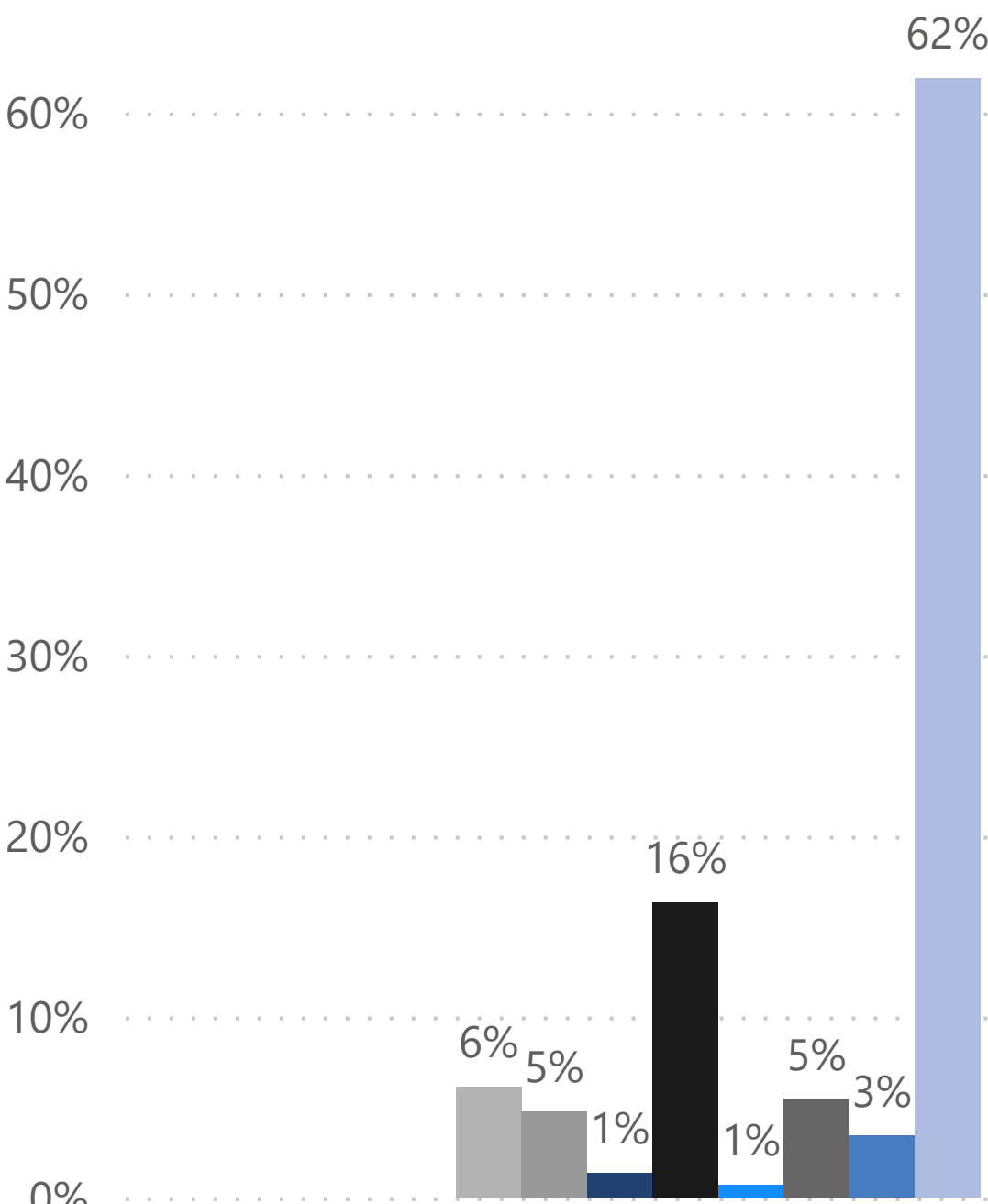
% Promotions by Age Grouping

18 to 24 25 to 39 40 to 49 50 to 59 60 to 64



% Promotions by Ethnicity

Asian or Asian British
Black or Black British
Mixed
Not Known
Other Ethnic Groups
Prefer not to say
White (non-British)
White British





Hourly Pay Rates (with salary sacrifice)

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

£16.21

Mean Female Hourly Rate 2022

2.4%

Mean Gender Pay Gap 2022

£14.41

Median Female Hourly Rate 2022

7.6%

Median Gender Pay Gap 2022

£16.62

Mean Male Hourly Rate 2022

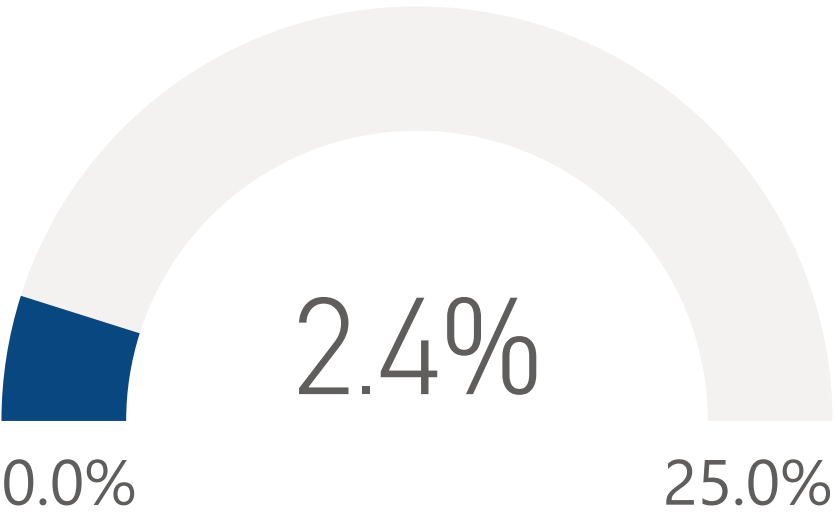
There is a **2.4%** Pay Gap (2.6% 2021) between the mean hourly rate of men and women at 31st March 2022. This gap has **decreased**.

£15.59

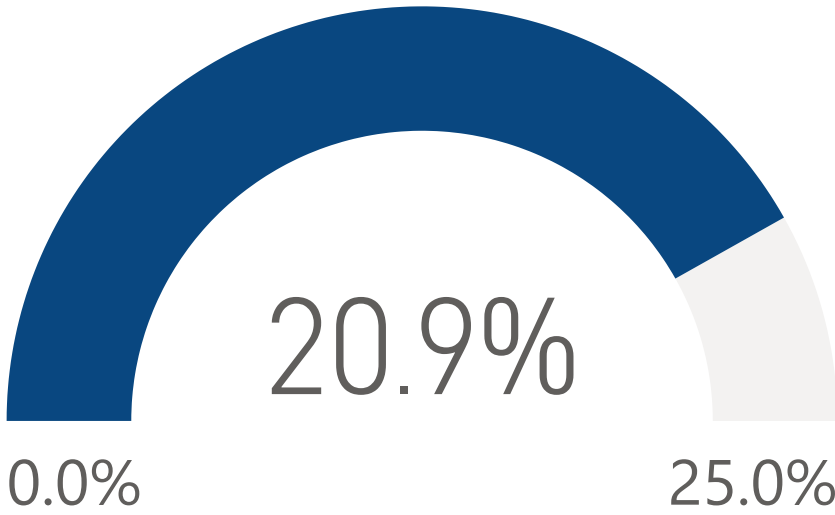
Median Male Hourly Rate 2022

There is a **7.6%** Pay Gap (5.2% 2021) between the median hourly rate of men and women at 31st March 2022. This gap has **increased**.

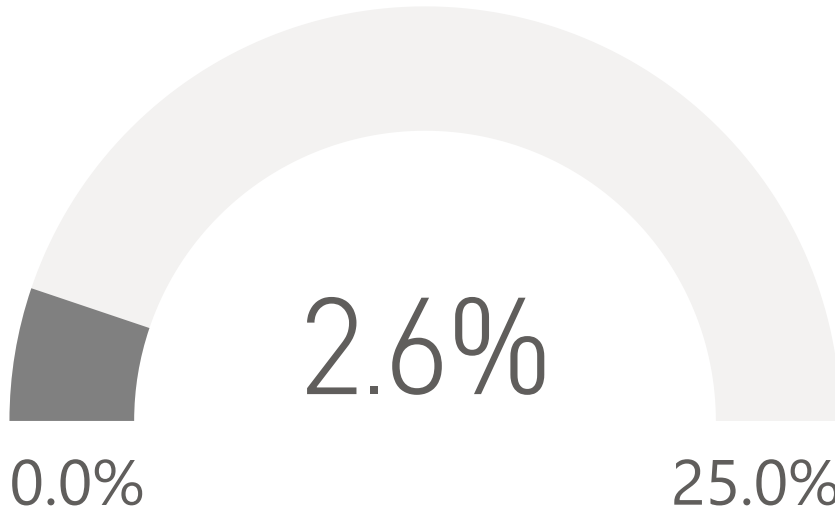
Mean Gender Pay Gap 2022



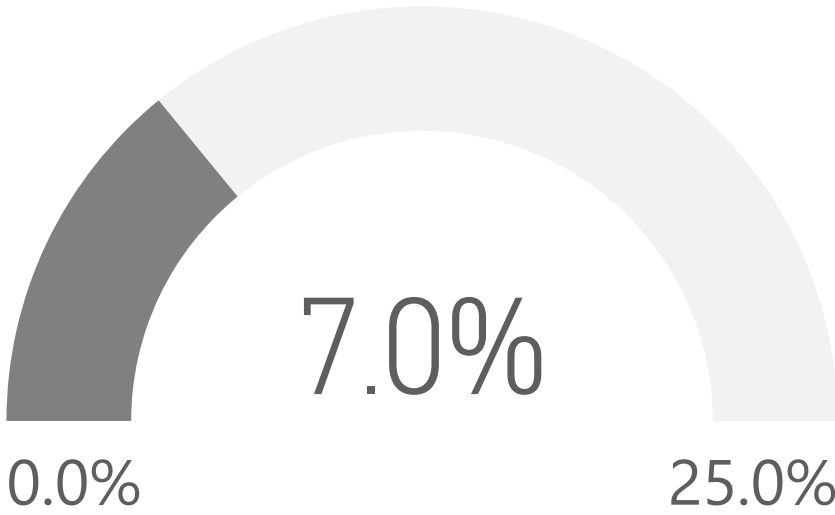
Mean Bonus Pay Gap 2022



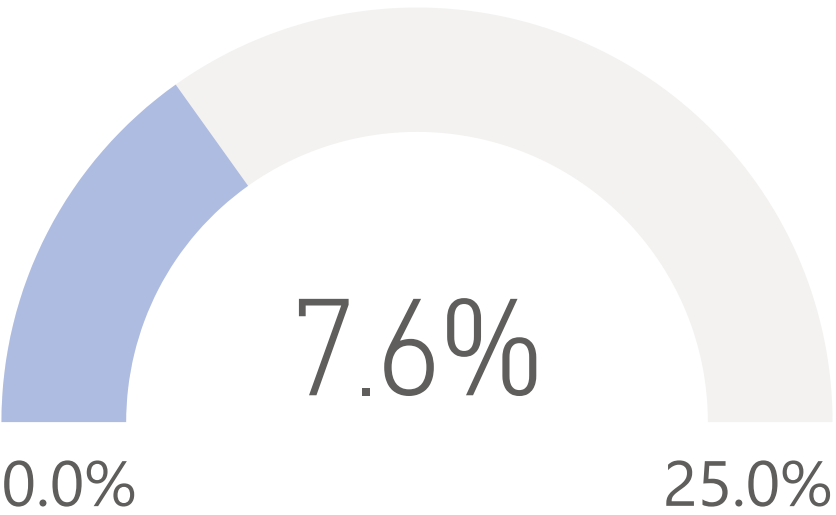
Mean Gender Pay Gap 2021



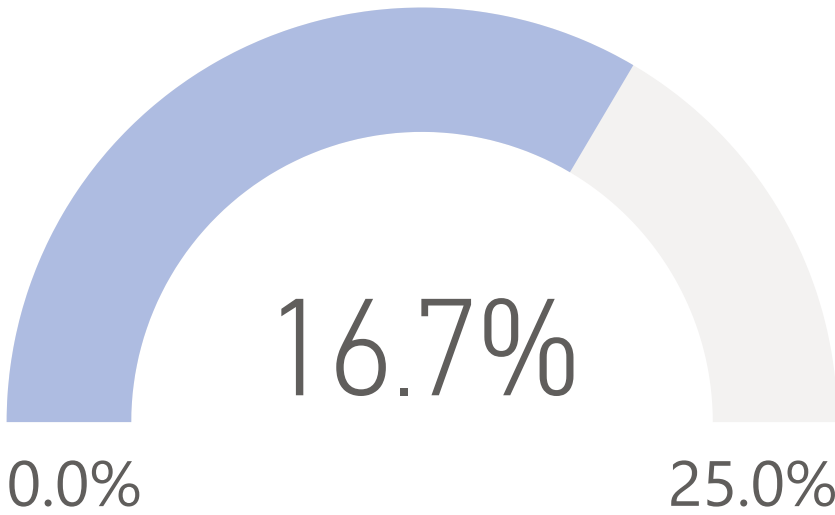
Mean Bonus Pay Gap 2021



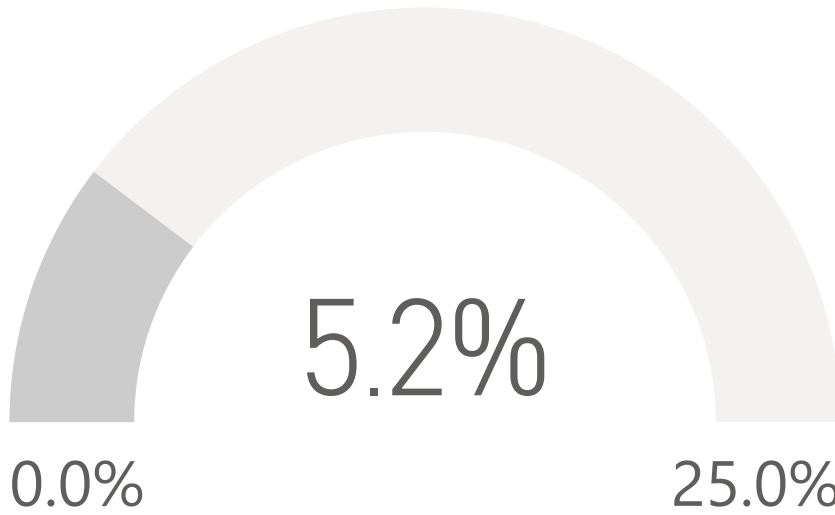
Median Gender Pay Gap 2022



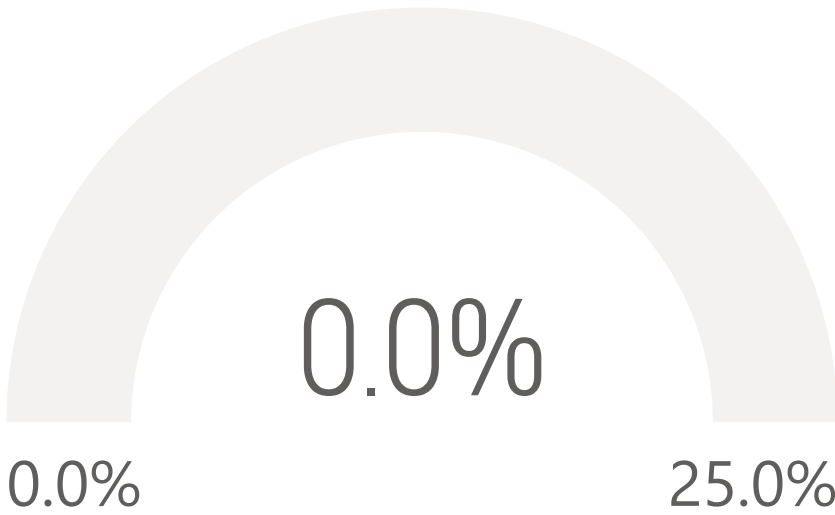
Median Bonus Pay Gap 2022



Median Gender Pay Gap 2021



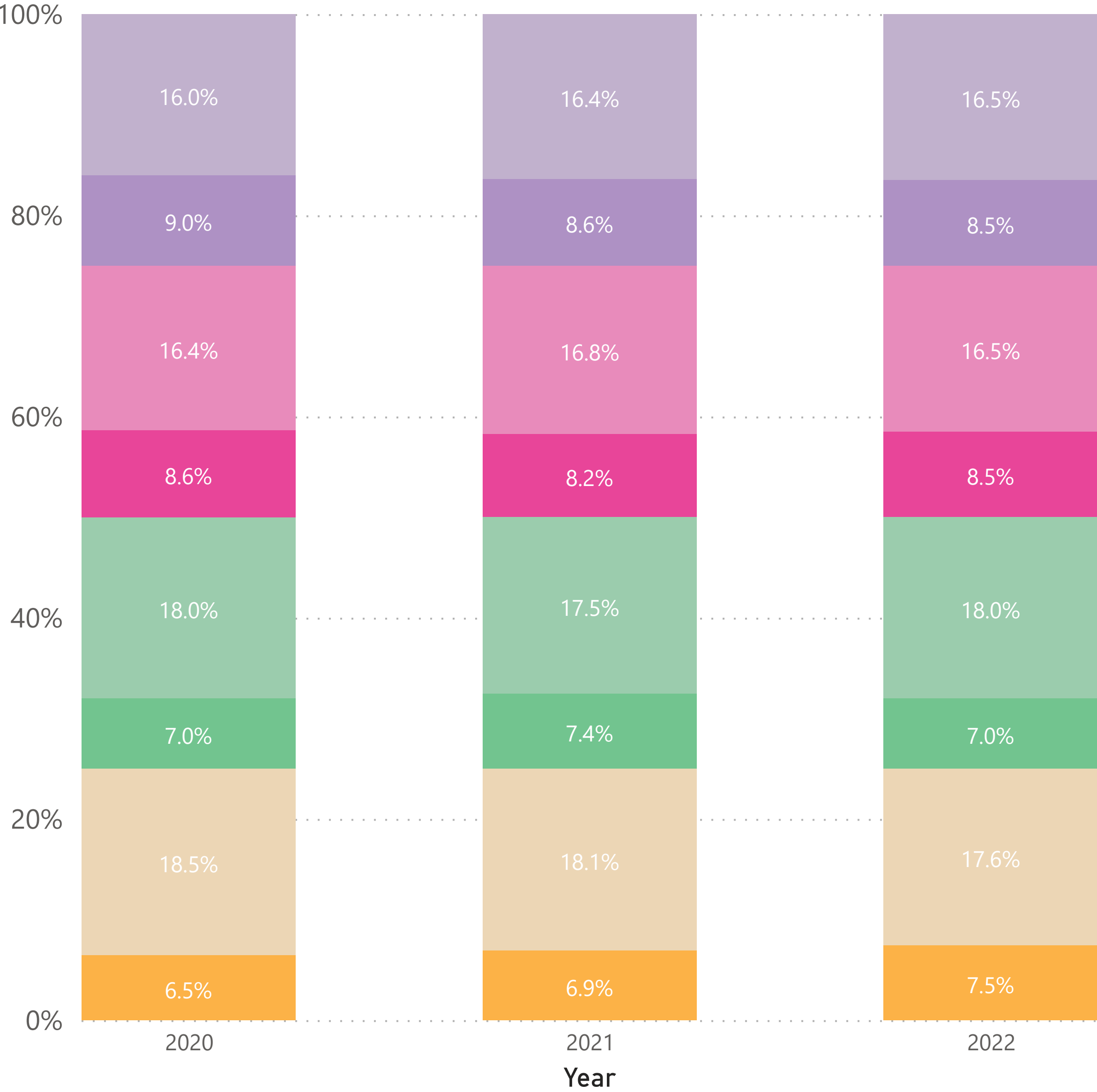
Median Bonus Pay Gap 2021





Quartiles

- Lower Quartile - Male
- Lower Quartile - Female
- Lower Middle Quartile - Male
- Lower Middle Quartile - Female
- Upper Middle Quartile - Male
- Upper Middle Quartile - Female
- Upper Quartile - Male
- Upper Quartile - Female



Upper Quartile

The proportion of **women** in the upper quartile has **increased** slightly from 2021

65.9% of people in the upper quartile are female (65.5% 2021) whereas **34.1%** are male (34.5% 2021)

Upper Middle

The proportion of **women** in the upper middle quartile has **decreased** from 2021

66.0% of the upper middle quartile are female (67.1% 2021)
34.0% of the upper middle quartile are male (32.9% 2021)

Lower Middle

The proportion of **women** in the lower middle quartile has **increased** slightly from 2021

72.1% of the lower middle quartile are female (70.1% 2021)
27.9% of people in the lower middle quartile are male (29.9% 2021)

Lower Quartile

The proportion of **women** in the lower quartile has **decreased** slightly from 2021

70.2% of the lower quartile are female (72.5% 2021)
29.8% of people in the lower quartile are male (27.5% 2021)

Within Warwickshire County Council, 69.2% of employees are female, as of 31st March 2022



Hourly Pay Rates (with salary sacrifice)

The ethnicity pay gap is an equality measure that shows the difference in average (mean and median) earning between BAME and White British / Not Stated employees.

£16.31

Mean BAME Hourly Rate 2022

0.2%

Mean Ethnicity Pay Gap 2022

£15.59

Median BAME Hourly Rate 2022

-5.1%

Median Ethnicity Pay Gap 2022

£16.34

Mean White British / Not Stated Hourly Rate 2022

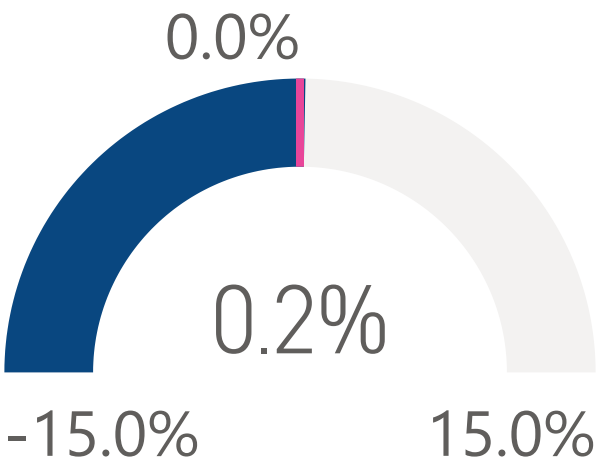
There is a **0.2%** Pay Gap (-0.8% 2021) between the mean hourly rate of BAME employees and White British or Not Stated at 31st March 2022. This gap has **decreased**.

£14.84

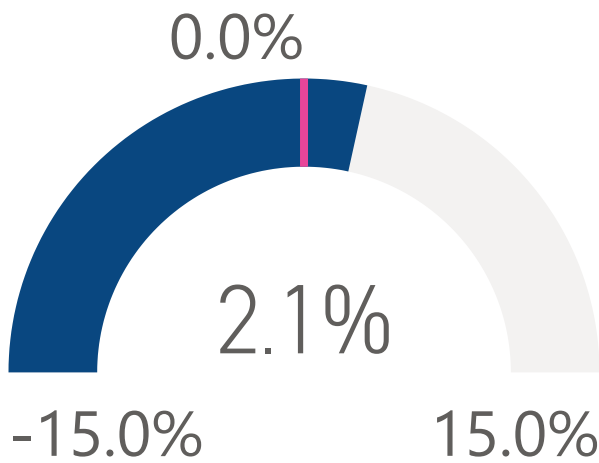
Median White British / Not Stated Hourly Rate 2022

There is a **-5.1%** Pay Gap (-2.2% 2021) between the median hourly rate of BAME employees and White British or Not Stated at 31st March 2022. This gap has **increased**.

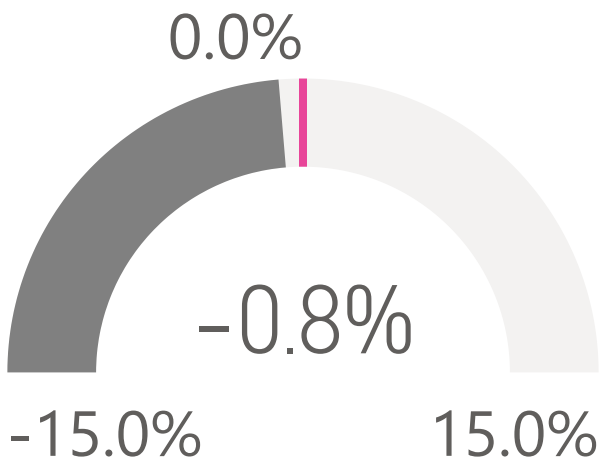
Mean Pay Gap 2022



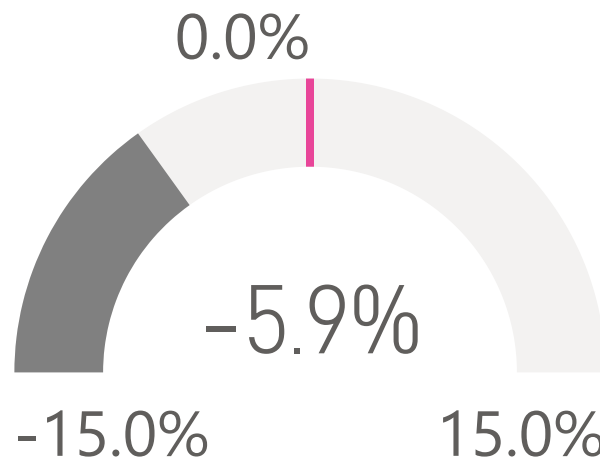
Mean Bonus Pay Gap 2022



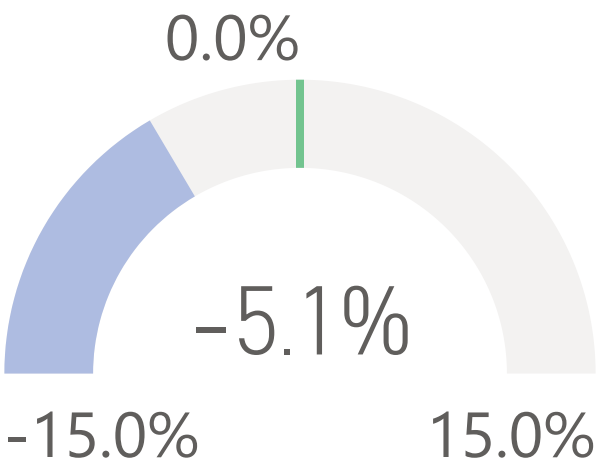
Mean Pay Gap 2021



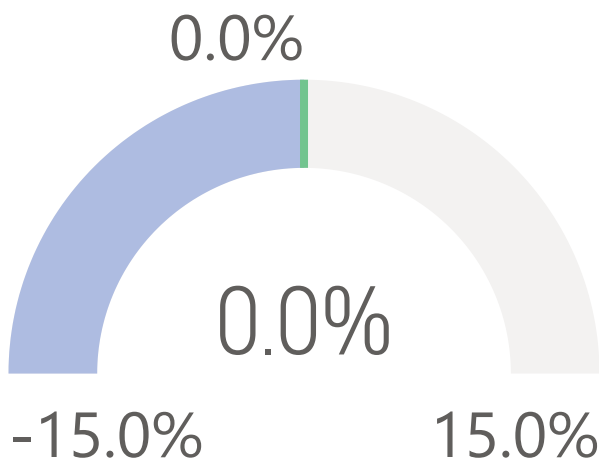
Mean Bonus Pay Gap 2021



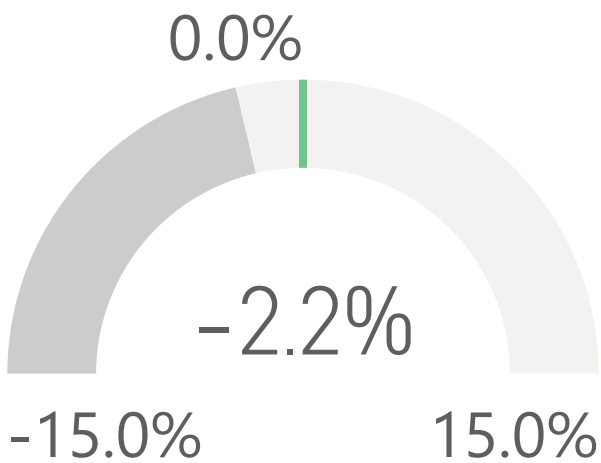
Median Pay Gap 2022



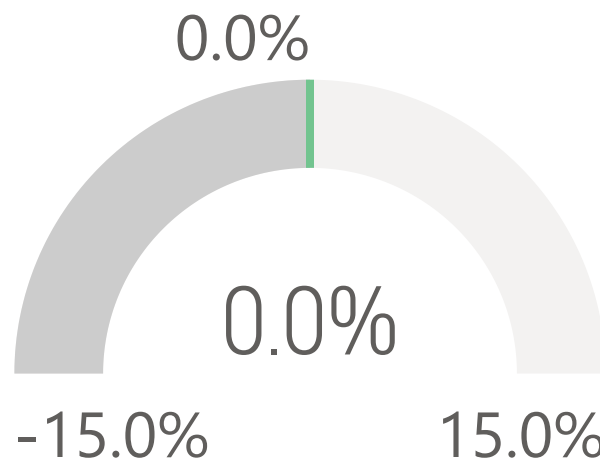
Median Bonus Pay Gap 2022



Median Pay Gap 2021



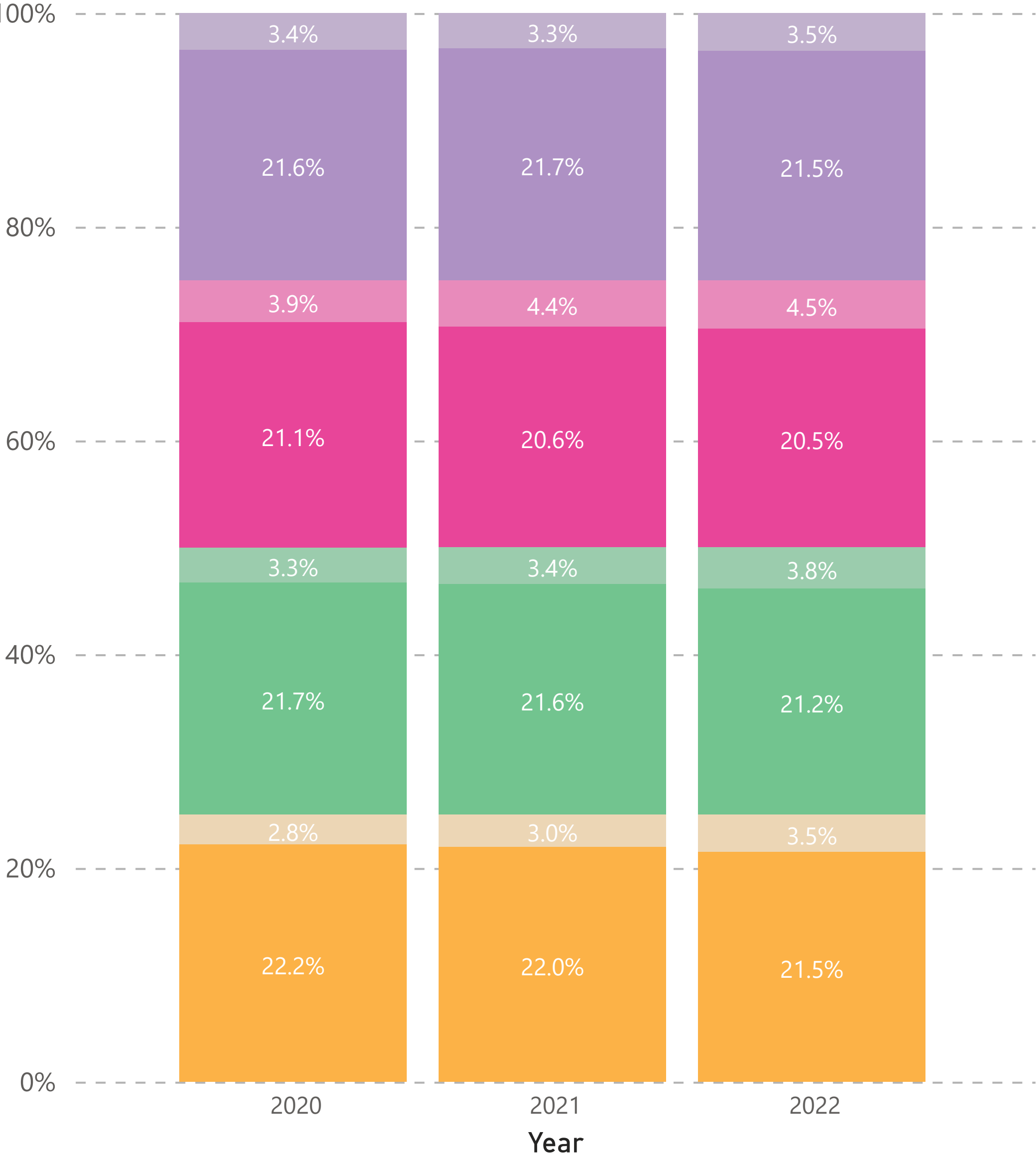
Median Bonus Pay Gap 2021





Quartiles

- Lower Quartile - White British / Not Stated
- Lower Quartile - BAME
- Lower Middle Quartile - White British / N...
- Lower Middle Quartile - BAME
- Upper Middle Quartile - White British / N...
- Upper Middle Quartile - BAME
- Upper Quartile - White British / Not Stated
- Upper Quartile - BAME



Upper Quartile

The proportion of **BAME** employees in the upper quartile has slightly **increased** from 2021 **14.1%** of the upper quartile identify as **BAME** employees (13.1% 2021)

Upper Middle

The proportion of **BAME** employees in the upper middle quartile has **increased** **18.1%** of the upper middle quartile are **BAME** employees (17.5% 2021)

Lower Middle

The proportion of **BAME** employees in the lower middle quartile has **increased** **15.4%** of the lower middle quartile are **BAME** identifying (13.6% 2021)

Lower Quartile

The proportion of **BAME** employees in the lower quartile has **increased** **13.9%** of employees in the lower quartile are **BAME** (12.0% 2021)

Within Warwickshire County Council, 14.9% of employees are BAME as of 31st March 2022



Our Diversity Data and Pay Gaps Report 2021-2022

Ethnicity Pay Gap

Hourly Pay Rates (with salary sacrifice)

We recognise that Black, Asian and minority ethnic (BAME) combines and includes a wide range of ethnicities. Therefore, we have disaggregated our ethnicity pay gap data to explore it further.

Please note all % pay gap figures on this page have been calculated as a % of the Mean Hourly Rate of White British employees ([£16.49](#)), whereas on previous pages the calculation has been created as a % of White British and Not Stated

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<div>£16.32</div> <div>Mean Asian or Asian British Hourly Rate 2022</div>		<div>£16.74</div> <div>Mean Black or Black British Hourly Rate 2022</div>	
<div>Relevant Asian or Asian British Employees</div> <div>284</div>	<div>0.99%</div> <div>Mean Asian / Asian British Pay Gap 2022</div>	<div>Relevant Black or Black British Employees</div> <div>98</div>	<div>-1.56%</div> <div>Mean Black / Black British Pay Gap 2022</div>
<div>£16.47</div> <div>Mean White - Non-British Hourly Rate 2022</div>		<div>£16.49</div> <div>Mean Mixed Hourly Rate 2022</div>	
<div>Relevant White - Non-British Employees</div> <div>194</div>	<div>0.11%</div> <div>Mean White - Non-British Pay Gap 2022</div>	<div>Relevant Mixed Employees</div> <div>58</div>	<div>-0.02%</div> <div>Mean Mixed Pay Gap 2022</div>
<div>£16.49</div> <div>Mean White British Hourly Rate 2022</div>	<div>The figures shown here are the Mean Hourly Rate for White British Relevant Employees, which is the figure used to calculate the % pay gaps on this page; and the number of White British Relevant Employees.</div>	<div>£16.34</div> <div>Mean White British / Not Stated Hourly Rate 2022</div>	<div>These are the figures for White British and "Not Stated" Relevant Employees, which have been used to calculate the % pay gap on the previous two pages. This figure is used to ensure we are reporting on all relevant employees.</div>
<div>White British Relevant Employees</div> <div>3089</div>		<div>White British / Not Stated Relevant Employees</div> <div>3592</div>	



Hourly Pay Rates (with salary sacrifice)

The disability pay gap is an equality measure that shows the difference in average (mean and median) between employees with and without a declared disability.

£15.97

Mean Disabled Hourly Rate 2022

2.4%

Mean Disability Pay Gap 2022

£14.25

Median Disabled Hourly Rate 2022

4.9%

Median Disability Pay Gap 2022

£16.37

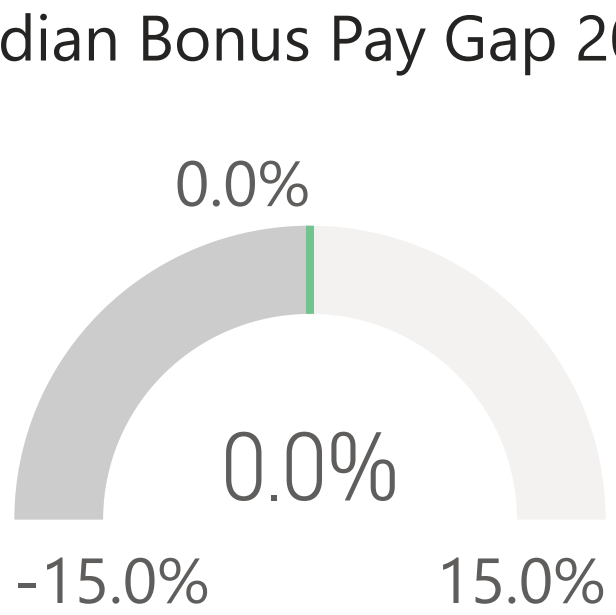
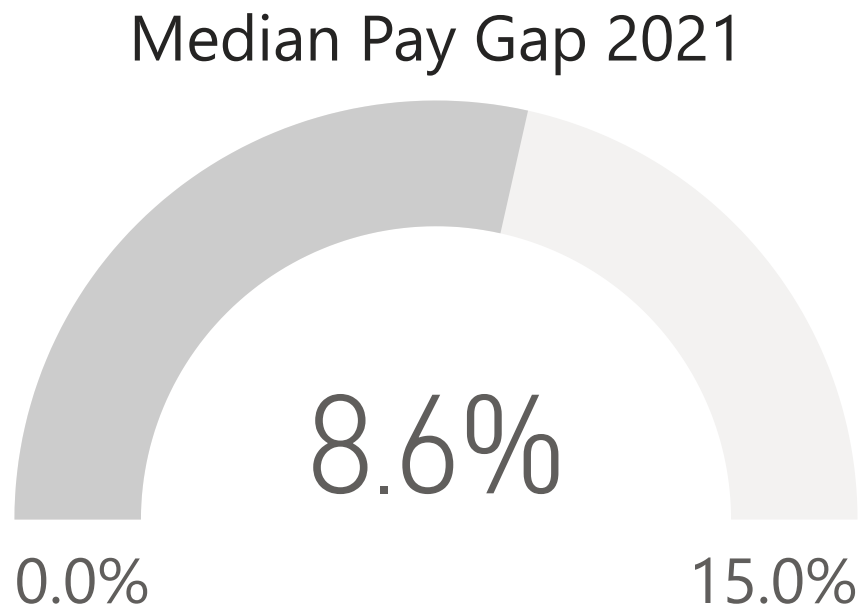
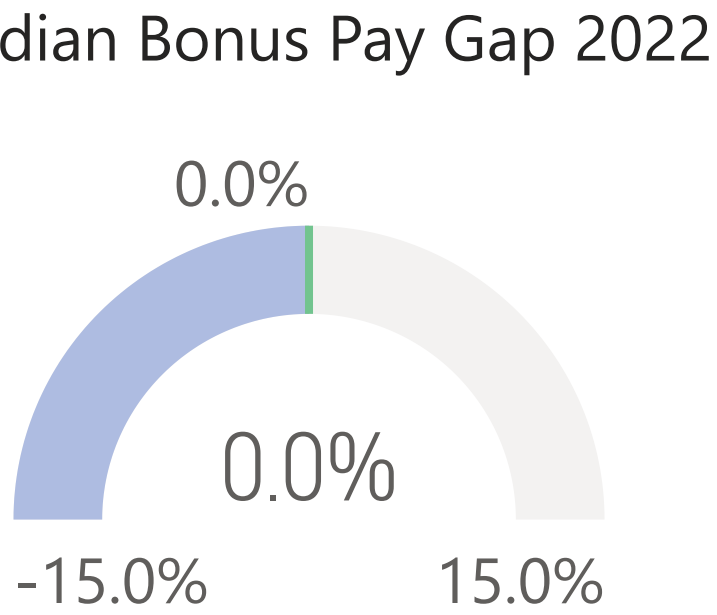
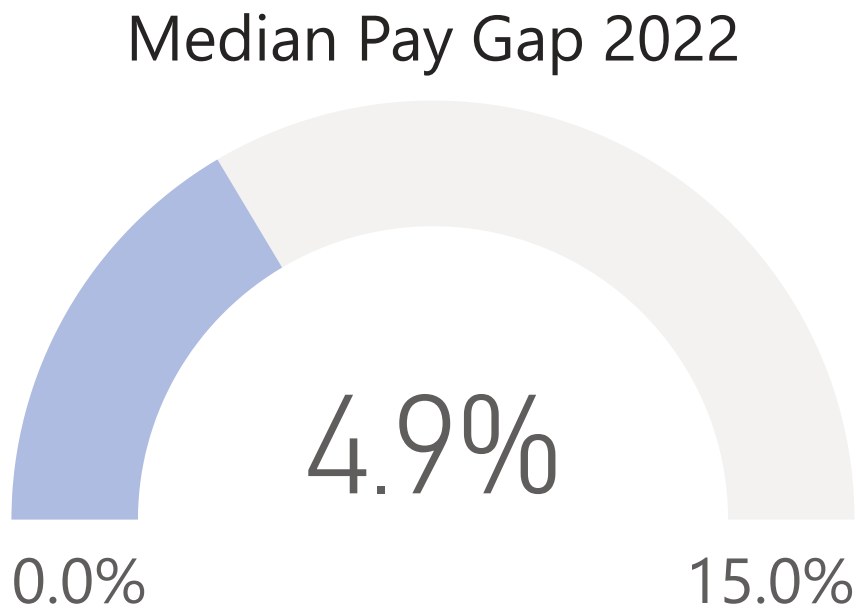
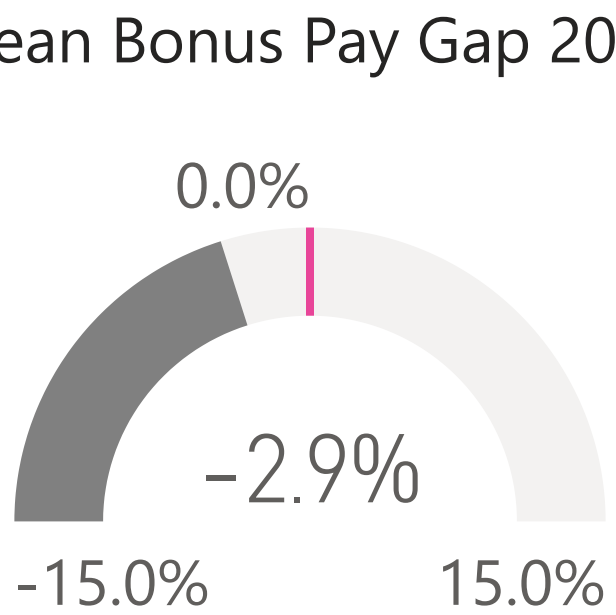
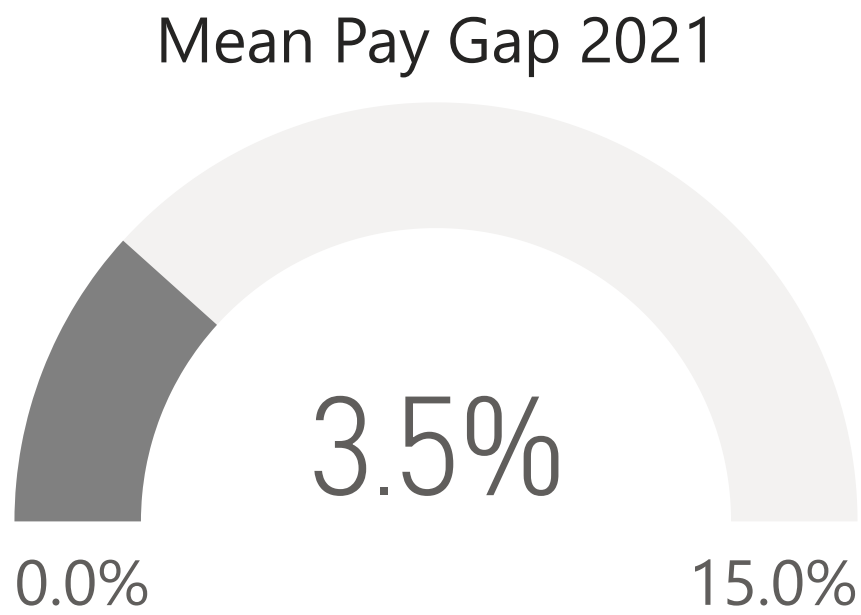
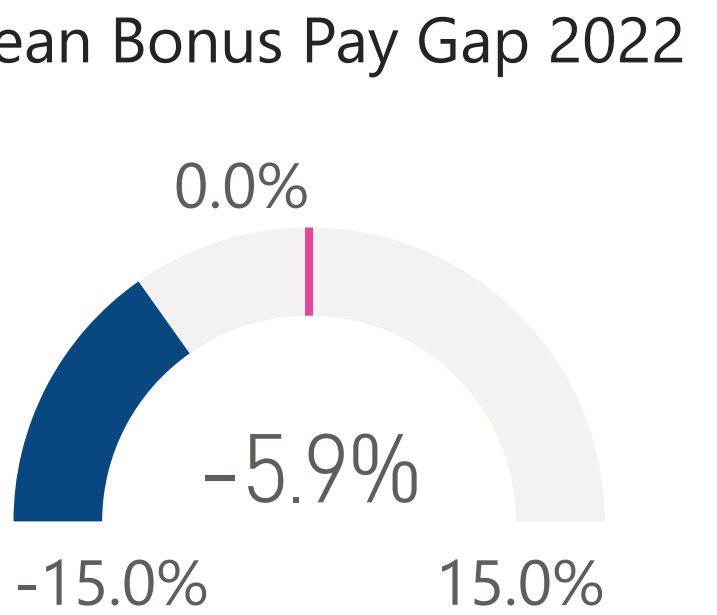
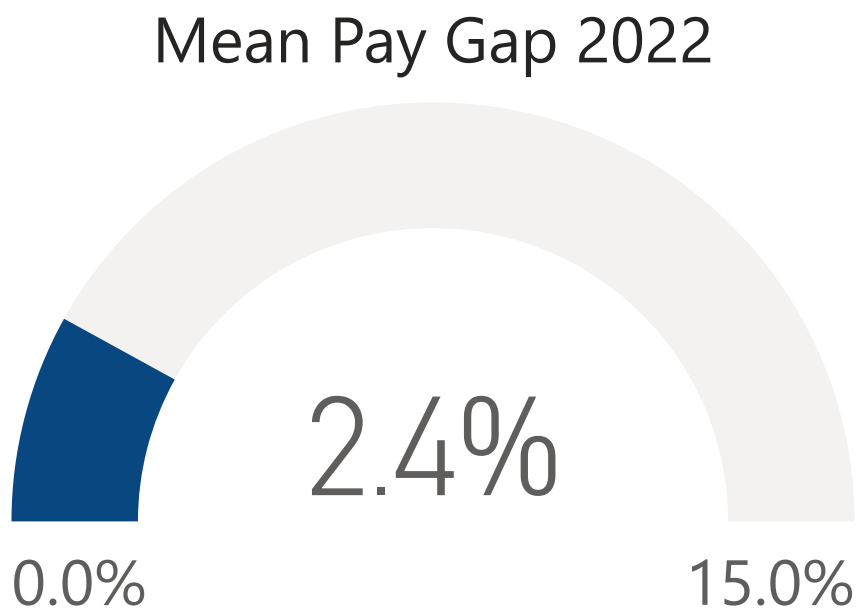
Mean Non-Disabled / Not Known Hourly Rate 2022

There is a **2.4%** Pay Gap (3.5% 2021) between the mean hourly rate of employees with and without a declared disability or Not Stated at 31st March 2022. This gap has **decreased**.

£14.99

Median Non-Disabled / Not Known Hourly Rate 2022

There is a **4.9%** Pay Gap (8.6% 2021) between the median hourly rate of employees with and without a declared disability or Not Stated at 31st March 2022. This has **decreased**.

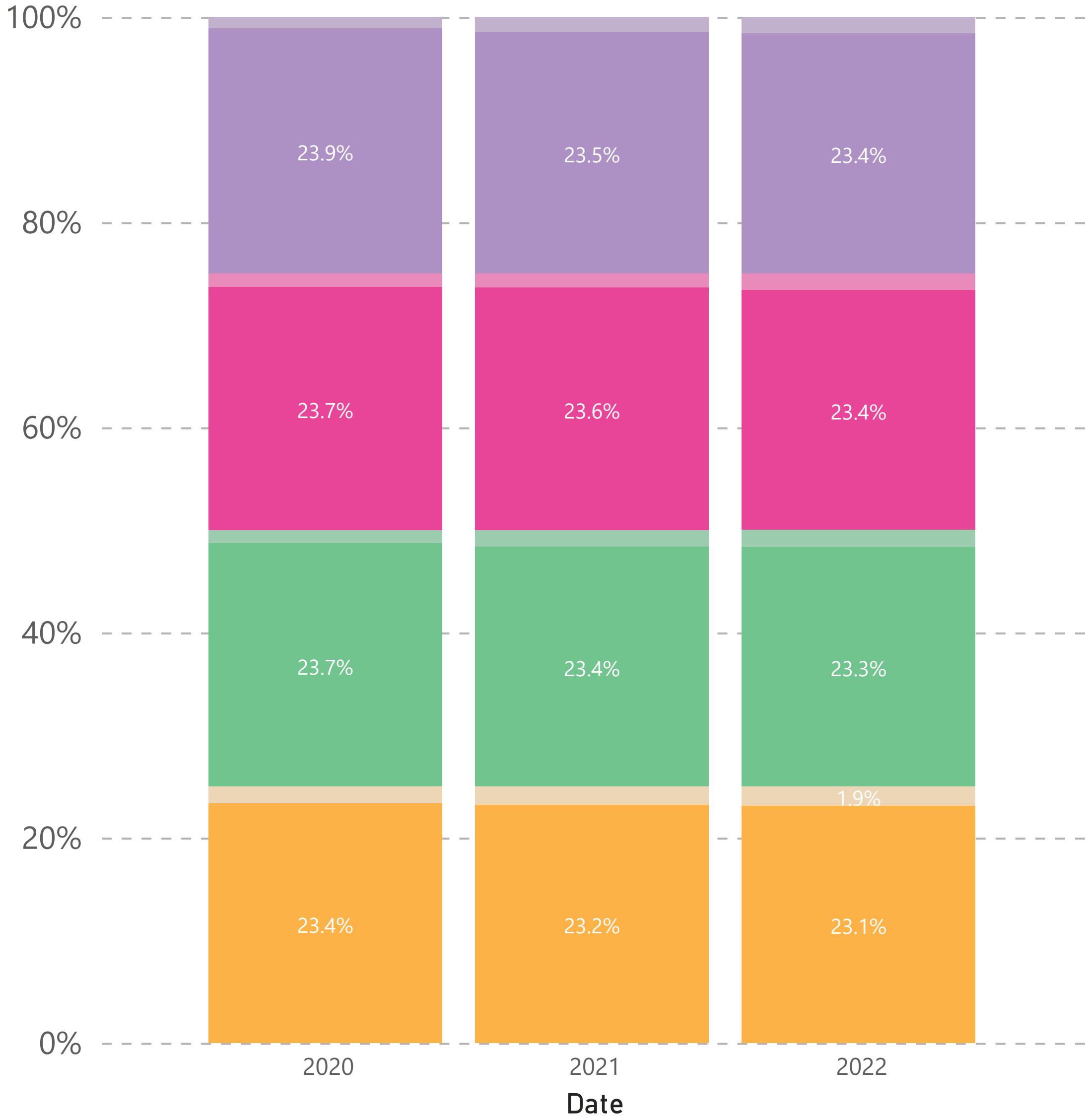




Quartiles

- Lower Quartile - Non-Disabled / ...
- Lower Quartile - Disabled
- Lower Middle Quartile - Non-Disa...
- Lower Middle Quartile - Disabled
- Upper Middle Quartile - Non-Disa...
- Upper Middle Quartile - Disabled
- Upper Quartile - Non-Disabled / ...
- Upper Quartile - Disabled

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Upper Quartile

The proportion of employees with a **declared disability** in the upper quartile has slightly **increased** from 2021
6.2% of employees in the upper quartile have a **declared disability** (5.8% 2021)

Upper Middle

The proportion of employees with a **declared disability** in the upper middle quartile has **increased** from 2021
6.4% of employees in the upper middle quartile have a **declared disability** (5.5% 2021)

Lower Middle

The proportion of employees with a **declared disability** in the lower middle quartile has slightly **increased** from 2021
6.6% of employees in the lower middle quartile have a **declared disability** (6.4% 2021)

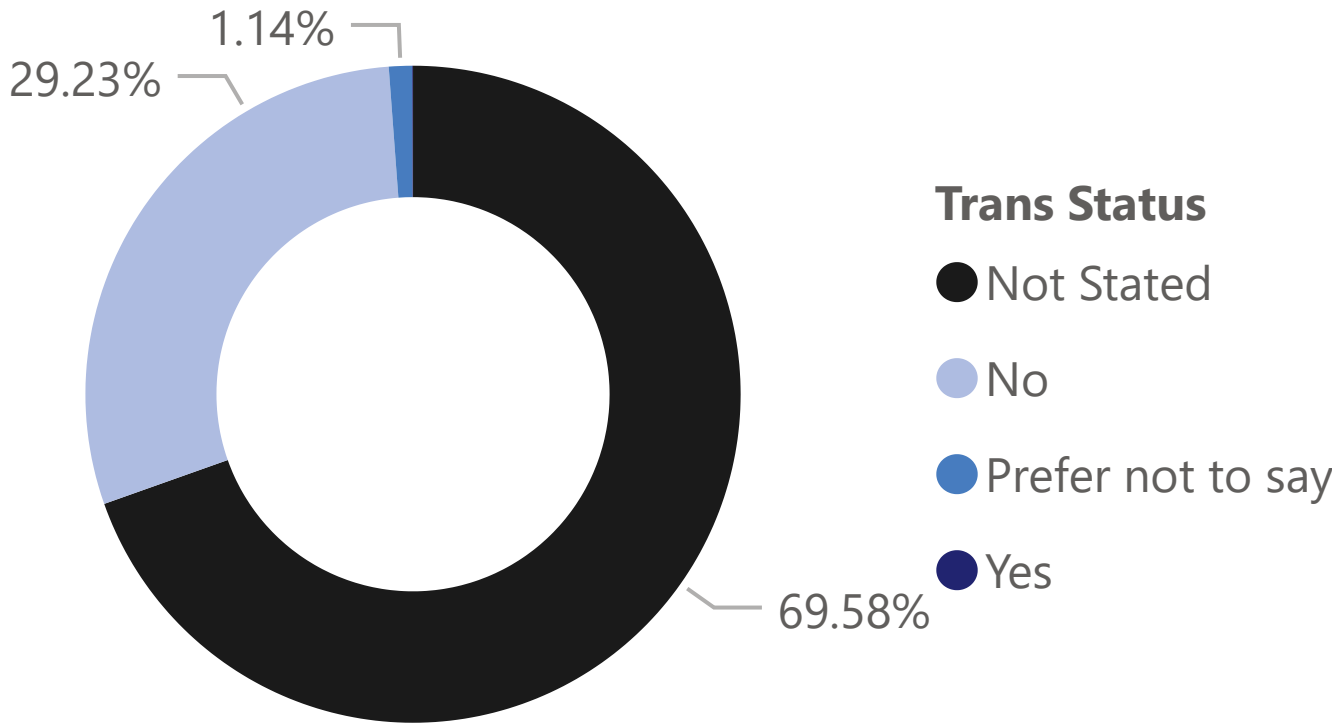
Lower Quartile

The proportion of employees with a **declared disability** in the lower quartile has slightly **increased** from 2021
7.5% of employees with a **declared disability** are in the lower quartile (7.1% 2021)

Within Warwickshire County Council, 6.5% of employees have a declared disability as of 31st March 2022

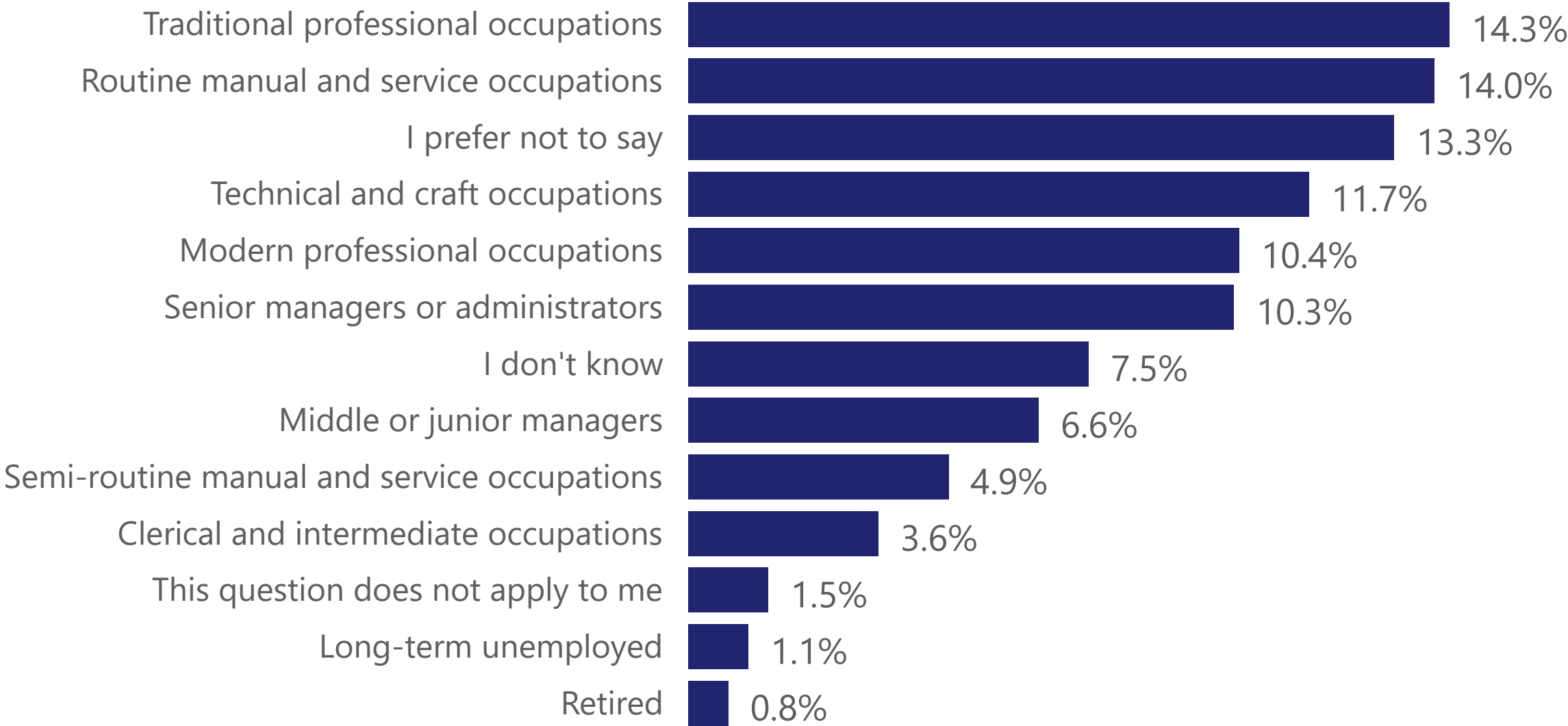


Trans Status



As of 31st March 2022, **1491** employees had filled in information regarding trans status in YourHR. This equates to **30.4%** of the workforce.

Socio Economic Background

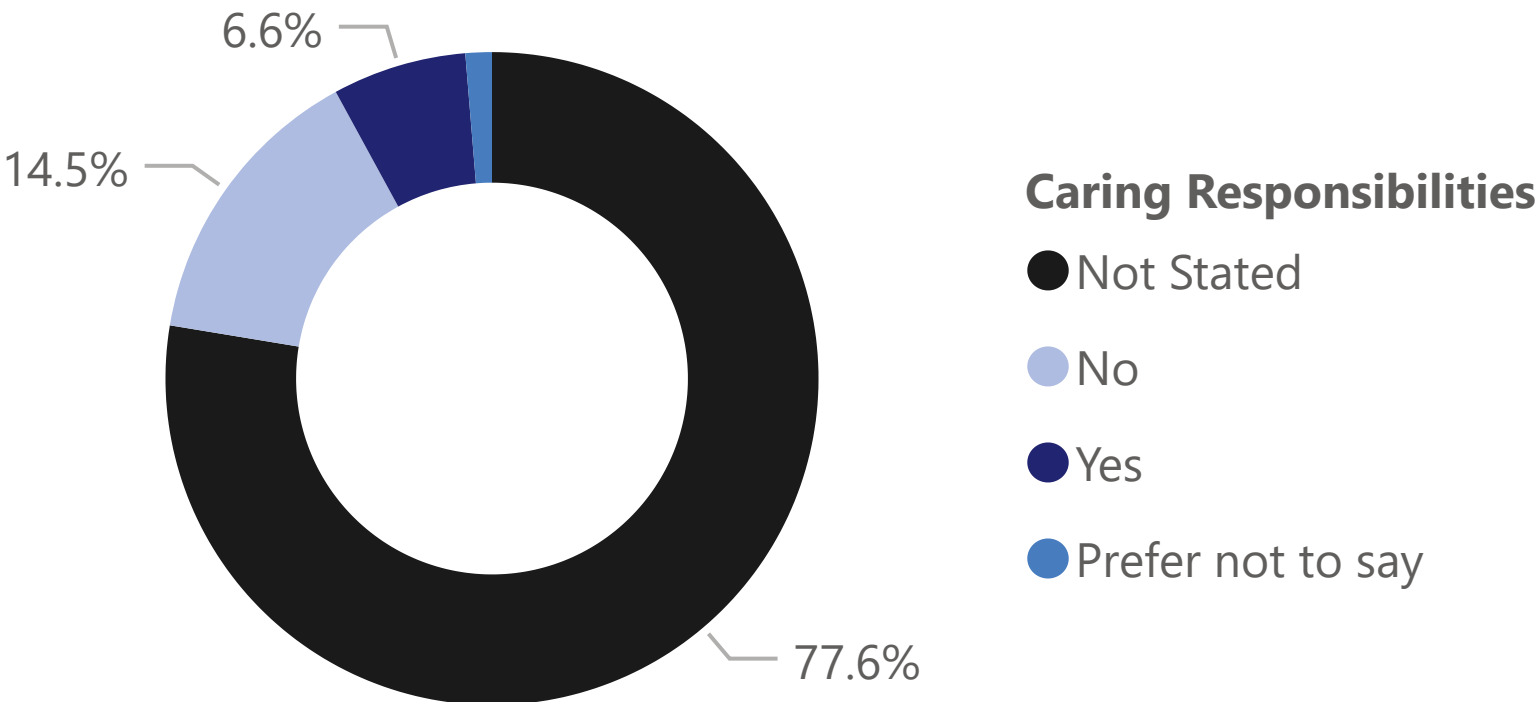


As of 31st March 2022, **1061** employees had filled in information regarding socio-economic background in YourHR. This equates to **21.7%** of the workforce.

Of the 1061 declarations, **14.3%** and **14.0%** respectively are from "**Traditional professional occupations**" and "**Routine manual and service occupations**".

Occupations which fall into these categories include: accountant, solicitor, medical practitioner (for Traditional Professional); and HGV driver, van driver, cleaner, waiter / waitress, bar staff (for Routine Professional); amongst others.

Caring Responsibilities



As of 31st March 2022, **1097** employees had filled in information regarding caring responsibilities in YourHR. This equates to **22.4%** of the workforce.

APPENDIX B – What the Council is required to publish (Gender Pay Gap)

Since 2017, organisations with 250 or more employees must publish statutory calculations every year showing how large the pay gap is between their male and female employees using a specific reference date. For public sector organisations this is the 31st March.

The gender pay gap is an equality measure that shows the difference in pay between all men and women in a workforce expressed as a percentage of men's earnings. It can sometimes be confused with the law on 'equal pay'. An equal pay analysis looks at whether men and women doing equal work are paid the same i.e. it is a direct comparison between the contractual terms (including pay) of two people of the opposite sex doing equal work. A gender pay review, however, looks at the pay of men and women at all levels of the workforce as a whole.

Calculations

Mean	% difference between the mean hourly rate of pay of male and female employees
Median	% difference between the median hourly rate of pay of male and female employees
Mean bonus	% difference between the mean bonus pay paid to male and female employees
Median bonus	% 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 proportions are not required for Warwickshire County Council.

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 reference 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.

Staff and Pensions Committee

12 September 2022

Our People - Focus on Corporate Health and Safety Annual Review 2021/2022

Recommendations

That the Committee:

1. Endorses the Annual Review;
2. Supports the Council's proposed Health and Safety key focus areas for 2022 / 2023 as set out in Section 3.0 and within the Our People – Focus on Corporate Health & Safety Annual Review 2021 / 2022.

1.0 Executive Summary

- 1.1 The Annual Review shows that the Health and Safety Service has continued to operate successfully in the last 12 months, both during the Pandemic and now post Pandemic. The Council is now in a positive position and beginning to re-apply Health and Safety resources and focus attention on the wider health and safety ambitions.
- 1.2 There is still work to be completed if the Council wants to achieve a fully sustainable Health and Safety culture, particularly around improving data that will guide and support pro-active objectives to help reduce the number of personal injuries being sustained at work.
- 1.3 It is important to maintain focus on the Council's long-term objectives, which are to develop robust risk management standards that meet both legal regulations and approved UK and international standards for Health and Safety management. Management standards that produce the valuable data insights on risks and control measures that are required to ensure risks are always managed sensibly, appropriately, and proportionately. This work remains a core focus area for 2023.
- 1.4 The corporate Health and Safety Annual Review details the work that has taken place with regards to the Council's corporate Health and Safety objectives and outlines:
 - Corporate Health and Safety at a glance
 - Our People Strategy and Health & Safety Objective Alignment.
 - Service Achievements and Highlights

- Looking Back – Key Focus Areas for 2021-2022
- Looking Forward – Key Focus Areas for 2022-2023
- Conclusions
- Annual Insight Data
- Appendix A - Warwickshire Fire & Rescue Service HS&W report 2021-2022

2.0 Corporate Health and Safety Summary

- 2.1 The Health and Safety Team is returning to pre-pandemic service levels, including scheduled face-to-face management of Health and Safety audits and workplace inspections, safety training sessions, DSE workplace assessments and support and guidance to teachers in Council schools.
- 2.2 Developing the Health and Safety Team's professional competence and knowledge is essential to maintaining the high levels of support and guidance given to the Council. This year, all the Health and Safety advisors completed lead auditor training and lead investigator training.
- 2.3 This year, for the first time, the Review includes high level data on the number of personal injuries sustained due to work-related incidents. As reporting technology and analytical data improves it will become more in-depth and allow the identification of trends and weakness for proactive measures to be implemented.
- 2.4 The Health and Safety Team is working with HROD colleagues in relation to the Council's sickness absence data (which is reported within the Leading Organisational Wellbeing report) in order to identify any proactive Health and Safety support that could help to reduce the absence figures (for example, help, support and guidance if any musculoskeletal absences are due to poor work posture or poor lifting practices).

Key Corporate Health and Safety Performance Data

- 2.5 There has been an increase in the total recorded incidents (excluding Schools and Operational Fire & Rescue data) from 155 recorded incidents in 2020-2021 to 194 incidents in 2021-2022. *(Definition: Accident/Incident which may or may not have resulted in an injury including work related ill health violent incident (verbal and physical), road traffic incident).*
- 2.6 The number of near misses (Corporate and Schools) reported and opportunities for intervention reports have dropped from 71 to 66 this year. Near miss reports are a clear indication that the organisation has a good Health and Safety culture, is aware of risks, and comfortable with reporting rather than ignoring them. It is important therefore that the Council monitors any changes in data to ensure that the Council is identifying emerging trends. *(Definition: Near miss, dangerous occurrence, outbreak of fire, environmental*

incident, and security / vandalism / property / equipment damage, that has the potential risk of harm to people on-site).

- 2.7 Of the 194 incidents recorded, 100 cases recorded that a personal injury had been sustained due to the incident. Slips, trips, and falls continue to be the top common identified cause for incidents in corporate settings, however the numbers of incidents have decreased on the previous years.
- 2.8 Of the 100 incidents resulting in personal injuries, 6 were of significant severity or resulted in a length of time absent from work which required the Council to report the incident to the Health and Safety Executive (HSE) under the RIDDOR (Reporting of Infections, Diseases and Dangerous Occurrences Regulations) regulations. RIDDOR figures have remained relatively static, dropping from 7 in 2020/21 to 6 in 2021/22.
- 2.9 Within Schools, there has been an increase in the number of incidents from 387 in 2020-2021 to 794 in 2021-2022. Whilst this is a significant increase, it should be noted that pre-pandemic levels were comparable to 2021-22 with 738 incidents recorded in 2019-2020. The number of RIDDOR reports for schools has increased from 6 in 2020/2021 to 16 in 2021/22. This, in part, may be due to the lifting of COVID restrictions and increasing numbers of people re-entering educational settings, however it is also an increase on pre-pandemic figures for 2019-2020 which indicate that there were 10 RIDDOR incidents.
- 2.10 The Warwickshire Fire and Rescue Service Health and Safety Annual Review report is included as Appendix A. This contains areas of Health and Safety that are specific to the Fire and Rescue Service and its Health and Safety Business Plan for 2022/2023.

3.0 Looking Forward – Key Focus Areas for 2022-2023

- 3.1 The Council will continue to develop the core cultural values that define the Council's principles for managing Health and Safety.
- 3.2 The Council will continue building Health and Safety management systems to meet ISO international standards and comparative Health and Safety management systems.
- 3.3 The Council will continue to gather better performance data to enable the Council to benchmark performance with comparators. Benchmarking the Council's performance with public sector comparators will be essential to measuring the Council's success and setting the Council's own achievable measurable targets. Working with professional peers across similar size councils, the Health and Safety Team will continue to review ways this can be continually improved.
- 3.4 The Council will set and measure corporate and directorate Health and Safety targets.

- 3.5 The Council will continue to develop and test ways to share performance data and look at new opportunities to communicate and engage with all our people on where the Council is, relative to where the Council wants to be.
- 3.6 Working with partners across the Council, the Health and Safety Team will continue to explore new communication channels for Health and Safety information and align with the Council's Wellbeing Agenda.
- 3.7 The Council will continue to promote communication and engagement channels that encourage all our people to speak openly and honestly on Health and Safety matters.

4.0 Conclusions

- 4.1 The Health and Safety Service continues to develop the Council's approach to the management of Health and Safety, focusing on the longer-term objectives of developing a Health and Safety culture which is supported by an appropriate management framework which emphasises communication and empowerment, technological innovations to support greater data, and improving the Council's risk assurance and resilience.

5.0 Financial Implications

None.

6.0 Environmental Implications

None.

7.0 Supporting Information

None.

8.0 Timescales associated with the decision and next steps

Not Applicable.

Appendices

1. OUR PEOPLE – Focus on Corporate Health and Safety Annual Review 2021/2022, including Appendix A - Warwickshire Fire & Rescue Service HS&W report 2021/2022

Background Papers

1. OUR PEOPLE - Focus on Corporate Health, Safety & Wellbeing Annual Review 2020/2021

	Name	Contact details
Report Authors	Gary Summerfield, Health & Safety Technical Specialist	garysummerfield@warwickshire.gov.uk
	Marina Fraser-Ryan, Delivery Lead People Relations	marinafraserryan@warwickshire.gov.uk
Assistant Director	Craig Cusack, Assistant Director Enabling Services	craigcusack@warwickshire.gov.uk
Strategic Director	Rob Powell, Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Andy Jenns, Portfolio Holder for Customer and Transformation	andyjenns@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Councillor Andy Jenns and Councillor Bill Gifford.

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OUR PEOPLE

Focus on Corporate Health and Safety

Annual Review 2021/2022

Warwickshire County Council, a place that promotes a safe and healthy work environment keeping our people healthy and safe, every day at work.





Message from Monica Fogarty, Chief Executive

Here at Warwickshire County Council, we believe that the best way we can show a person that we care is to be concerned for their personal health, safety and wellbeing. The safety of our people continues to be one of our top priorities and is central to supporting our people to be their best at work. Maintaining this focus enables the council to achieve and exceed its objectives.

Throughout 2021-2022 we faced an unprecedented challenge to keep all our people safe and healthy. It is a credit to our workforce that each challenge was responded to rapidly, enabling us to remain effective as a council during this difficult time.

We are committed to promoting health and safety and to supporting our people to be the best they can be. I know that we all look forward to sustaining our ability to adapt and learn innovative ways to enrich the health, safety and wellbeing of our people over the coming year.

At a glance

1. The Health and Safety team continue to support the organisation successfully both during and after the Pandemic.
2. The Health & Safety team are returning to pre-pandemic service levels, including scheduled face-to-face management of Health & Safety audits and workplace inspections, safety training sessions, DSE workplace assessments and support and guidance to teachers in Council schools.
3. Developing the Health & Safety team's professional competence and knowledge is essential to maintaining the high levels of support & guidance given to the Council. This year all the Health & Safety advisors completed lead auditor training and lead investigator training.
4. This year, for the first time, the review includes high level data on the number of personal injuries sustained due to work related incidents. As reporting technology and analytical data improves it will become more in depth and allow the identification of trends and weakness for pro-active measures to be implemented.
5. The Health & Safety Team are working with HROD colleagues in relation to the Council's sickness absence data, (which is reported within the Leading Organisational Wellbeing report) in order to identify any pro-active health & safety support that could help reduce the absence figures. (For example, help, support and guidance if any musculoskeletal absences are due to poor work posture or poor lifting practices)
6. There has been an increase in the total recorded incidents (excluding Schools and Operational Fire & Rescue data) from 155 recorded incidents in 2020-2021 to 194 incidents in 2021-2022. (Definition: Accident/Incident which may or may not have resulted in an injury including work related ill health violent incident (verbal and physical), road traffic incident.)
7. The number of near misses (Corporate and Schools) reported, and opportunities for intervention reports have dropped from 71 to 66 this year. Near miss reports are a clear indication that the organisation has a good Health & Safety culture, is aware of risks, and comfortable with reporting rather than ignoring them. It is important therefore that the Council monitors any changes in data to ensure the Council is identifying emerging trends. (Definition: Near miss, dangerous occurrence, outbreak of fire, environmental incident, and security / vandalism / property / equipment damage, that has the potential risk of harm to people on-site.)
8. Of the 194 incidents recorded, 100 cases recorded that a personal injury had been sustained due to the incident. Slips, trips, and falls continue to be the top common identified cause for incidents in corporate settings however the numbers of incidents have decreased on the previous years.
9. Of the 100 incidents resulting in personal injuries, 6 were of significant severity or resulted in a length of time absent from work which required the Council to report the incident to the Health & Safety Executive (HSE) under the RIDDOR regulations. (Reporting of Infections, Diseases and Dangerous Occurrences Regulations.) Our RIDDOR figures remain relatively static, dropping from 7 in 2020/21 to 6 in 2021/22.

10. Within Schools there has been an increase in the number of incidents from 387 in 2020-2021 to 794 in 2021-2022. Whilst this is a significant increase it should be noted that pre-pandemic levels were comparable to 2021-22 with 738 incidents recorded in 2019-2020. The number of RIDDOR reports for schools has increased from 6 in 2020/2021 to 16 in 2021/22. This in part may be due to the lifting of COVID restrictions and increasing numbers of people re-entering educational settings however it is also an increase on pre-pandemic figures for 2019-2020 which indicate there were 10 RIDDOR incidents.
11. The Warwickshire Fire & Rescue Service Health & Safety annual report is included as appendix A. This contains areas of Health & Safety that are specific to the Fire and Rescue Service and their Health & Safety business plan for 2022/2023
12. The Health & Safety service continues to develop the Council's approach to the management of Health & Safety focusing on the longer-term objectives of developing a Health & Safety culture that is supported by an appropriate management framework which emphasises; communication & empowerment; technology innovations to support greater data; and improving the council's risk assurance & resilience.




Through the later end of 2020, the council refreshed it's Our People Strategy, to drive through the vision of Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.


Embodying our Values and Behaviours, the Our People Strategy is built on 6 building blocks:

Our behaviours


Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.




do what we say.




move with purpose and energy.



focus on solutions.



help people and communities to find their own solutions.



build strong working relationships.



be the best we can be.

To support the achievement of our vision, five key organisational values have been identified:



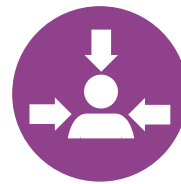
High performing



Collaborative



Customer focused



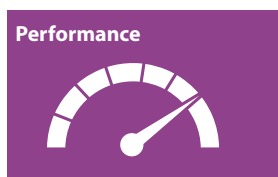
Accountable



Trustworthy

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:



For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.




One of the main enablers of the Our People Strategy is that **"We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce."** in order to do this, keeping our people safe and healthy and at work remains a key priority.

For each building block we have a clear set of outcomes we need to achieve so that we can fulfil our vision and transform as an organisation in a way which is sustainable.

Our People Strategy Alignment

Our Health and Safety Objectives

Throughout the report, the authors have used the Council's 'Our People Strategy' building block icons to help the reader connect with the Council's Health & Safety objectives. What follows is just a selection of the Council's work on Health & Safety over the last year.

Our People Strategy Building Blocks	Theme	Objective	Expected Outcomes
	Develop the Council's Health & Safety Culture	Communication & Empowerment	<ul style="list-style-type: none"> • Increase face to face engagements • Encourage contributions from individuals who want to make real change • Maintain a strong connection with the front-line services translating health and safety insights into workable action plans • Listen and seek a range of opinions on Health & Safety matters.
	Develop management systems that continue to support and strengthen the Council's Health & Safety culture	Technology based innovations	<ul style="list-style-type: none"> • Use new technology as a health, safety & wellness enabler to understand the needs of our people • Share information across the council • Listen to our people at every level
	Develop management systems that continue to support and strengthen the Council's Health & Safety culture	Use data to improve the Council's risk assurance	<ul style="list-style-type: none"> • Align all Health & Safety data to improve leadership insights • Monitor safety performance across the whole Council • Identifying risks through improved audits and inspections • Turn collected data into actions and remediations, track actions, compliance accountability and report on progress to leadership • Increase operational risk visibility • Unify corporate and operational risk to improve visibility and spot trends to proactively implement corrective and preventative actions

Looking back

The Health and Safety team continue to support the organisation successfully both during and after the Pandemic.

The Health & Safety team are returning to pre-pandemic service levels, including scheduled face-to-face management of Health & Safety audits and workplace inspections, safety training sessions, DSE workplace assessments and support and guidance to teachers in Council schools.



Achievements 2021/2022

Key focus areas for 2021/2022

The following objectives were set by the Council as priorities for 2021/2022

Communication & Empowerment

Effective communication with our people is key to promoting a positive health and safety culture.

Technology based Innovations

The Council's project to implement new technology is a vital step forward in improving our knowledge and understanding of where to prioritise our resources.

Use insight data to improve our risk assurance and resilience

Building better data through technological improvements will give the Council the capability to identify emerging risk trends early and implement early preventative measures.

Communication & Empowerment



Collaborative

The council's progress so far:

- Aligned all Health & Safety compliance services together to form a single strategic group working together across the Council.
- Reviewed the Council's Health & Safety stakeholder groups to include a greater cross section of employee representatives and increased the opportunities for face-to-face discussions on Health & Safety matters.
- Reviewed how the Council can increase collaboration with our employee health and wellbeing champions and listening mates to promote a healthy and risk-free culture.
- Re-introduced the Council's 'have your say' form to improve customer feedback.
- Re-branded and aligned the Health & Safety campaign calendars with colleagues in the Wellbeing team, focusing on areas of support and guidance to improve Health & Wellness.
- Refreshed the Health & Safety portal page to make information more accessible to all users and reviewing the use of traditional notice boards to increase communication coverage.

Technology based Innovations



High performing

The council's progress so far:

- Established the required outputs from new technology to meet the complex needs of the Council's Health & Safety performance long-term objectives.
- Approached the technology marketplace to identify the best and most cost-effective solution options available.
- Developed the functionality and cost evaluation exercise of existing Council legacy systems for potential phase out and replacement with new cost beneficial technology.
- Collaborated with all compliance services across the Council to establish one system requirements so the right technology with the broadest applications can be procured.

Use Insight data to improve our assurance and resilience



Accountable

The council's progress so far:

- Focused on improving the quality and consistency of the Council's existing data.
- Worked on establishing the Council's risk assurance levels.
- Collaborated with the Council's broader business on data governance and systems.

Looking Forward

Key focus areas for 2022/2023

- The Council will continue to develop the core cultural values that define the Council's principles for managing Health and Safety.
- The Council will continue building Health & Safety management systems to meet ISO international standards and comparative Health & Safety management systems.
- The Council will continue to gather better performance data to enable the Council to benchmark performance with comparators. Benchmarking the Council's performance with public sector comparators will be essential to measuring the Council's success and setting the Council's own achievable measurable targets. Working with professional peers across similar size Council's the Health & Safety team continue reviewing ways this can be continually improved.
- The Council will set and measure corporate and directorate Health & Safety targets.
- The Council will continue to develop and test ways to share performance data and look at new opportunities to communicate and engage with all our people on where the Council is relative to where the Council wants to be.
- Working with partners across the Council the Health & Safety team will continue to explore new communication channels for Health & Safety information and align with the Council's Wellbeing agenda.
- The Council will continue to promote communication and engagement channels that encourage all our people to speak openly and honestly on Health & Safety matters

Conclusions

The Health & Safety service continue to develop the Council's approach to the management of Health & Safety focusing on the longer-term objectives of developing a Health & Safety Culture which is supported by an appropriate Management framework which emphasises; Communication & Empowerment; Technology Innovations to support greater data; and improving the Council's Risk Assurance & Resilience.



Key Measures and Definitions

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 hours contract would have an FTE of 0.5

Days per Full Time Equivalent (FTE): Days per FTE relates to the number of days of sickness absence per FTE

Key Highlights

Absence has **increased** over the last 12 months from **7.45** days to **8.6** days per FTE.

The balance between Long term and short term is moving toward becoming more **equal**.

Mental Health is the top reason for absence and the days per FTE has remained static this year, although we have seen an increase absence rates. **Covid** has had more impact on our absence figures this year, accounting for 12% and over 1 day per FTE.

The number of people on long term absence and those hitting triggers has **increased** this year.

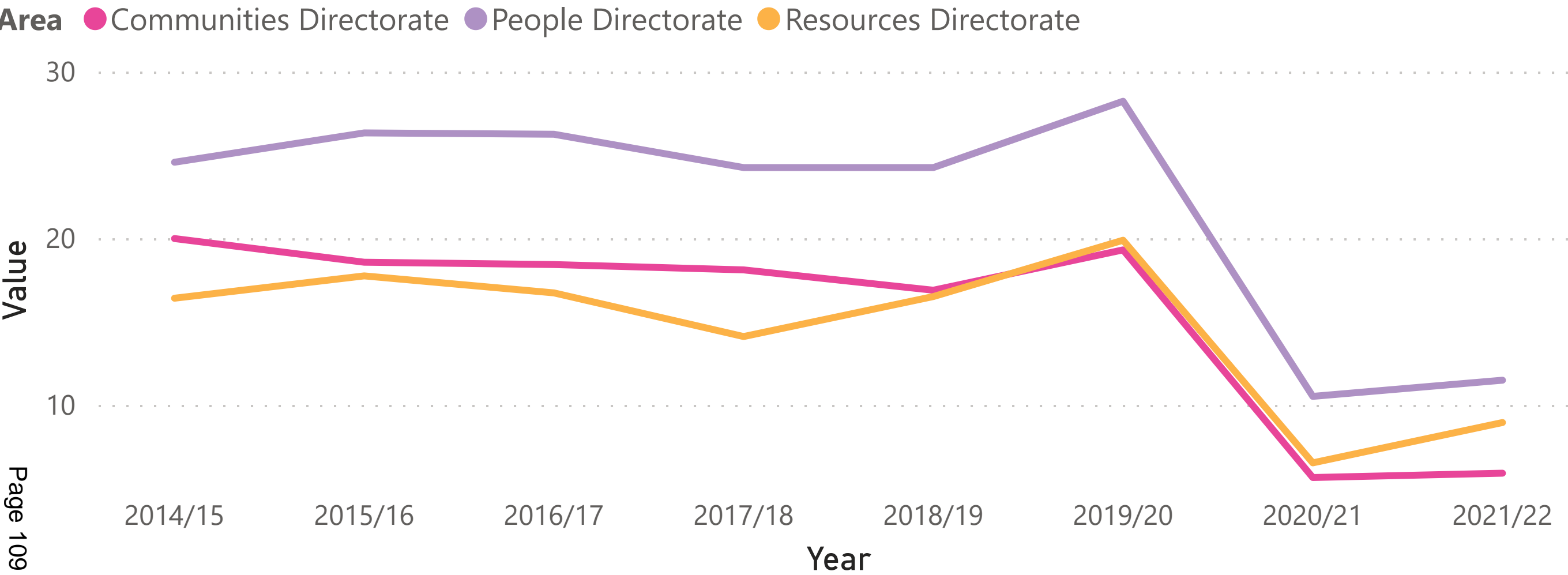
Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.



We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.



Days per FTE



Days per FTE has **increased**

WCC Days per FTE 20/21
7.45

↑

WCC Days per FTE 21/22
8.61

% of staff with no absence has **decreased**

% staff with no absence 20/21
67.6%

↓

% staff with no absence 21/22
54.1%

Top Sickness absence reasons 21/22

Stress and Mental Health
28.2%

Musculo-skeletal
15.1%

Coronavirus
12.0%



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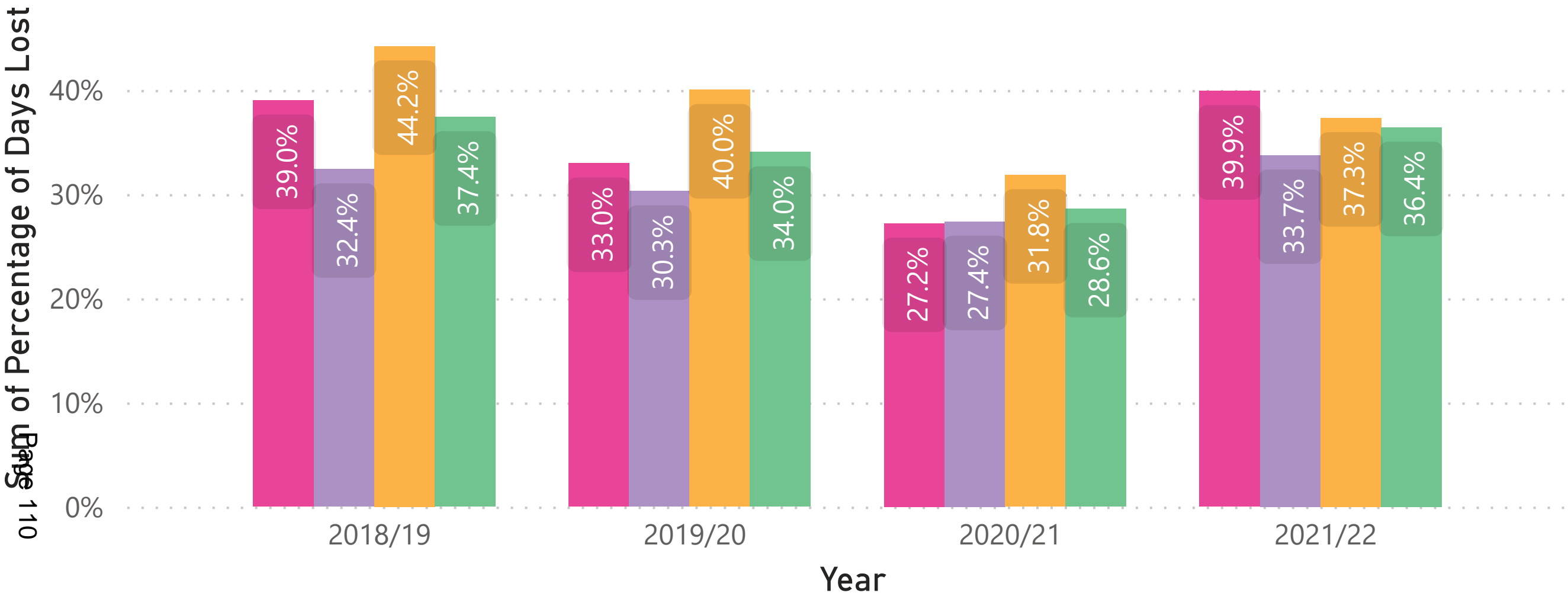


Sustainable and Resilient Workforce Annual Report 21-22

Absence

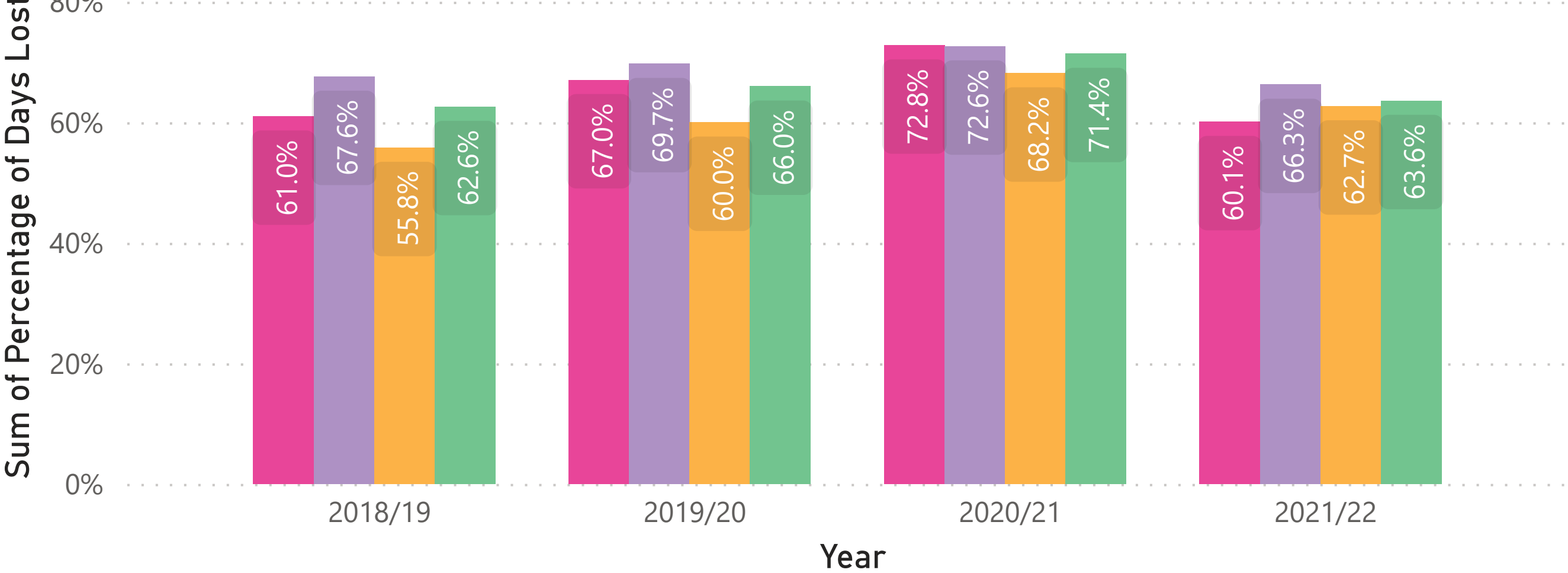
% days lost to short term absence

Area Communities Directorate People Directorate Resources Directorate WCC



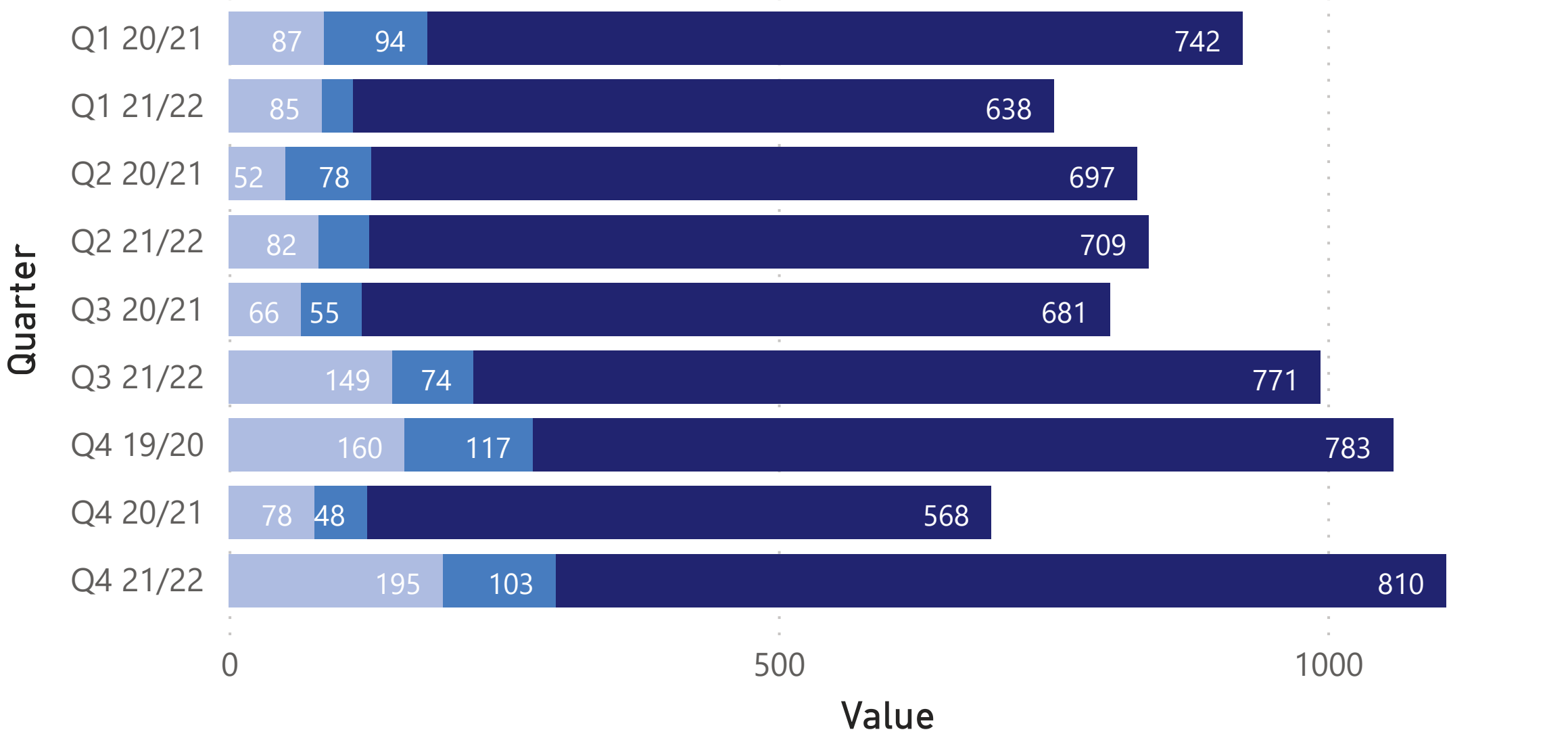
% days lost to long term absence

Area Communities Directorate People Directorate Resources Directorate WCC



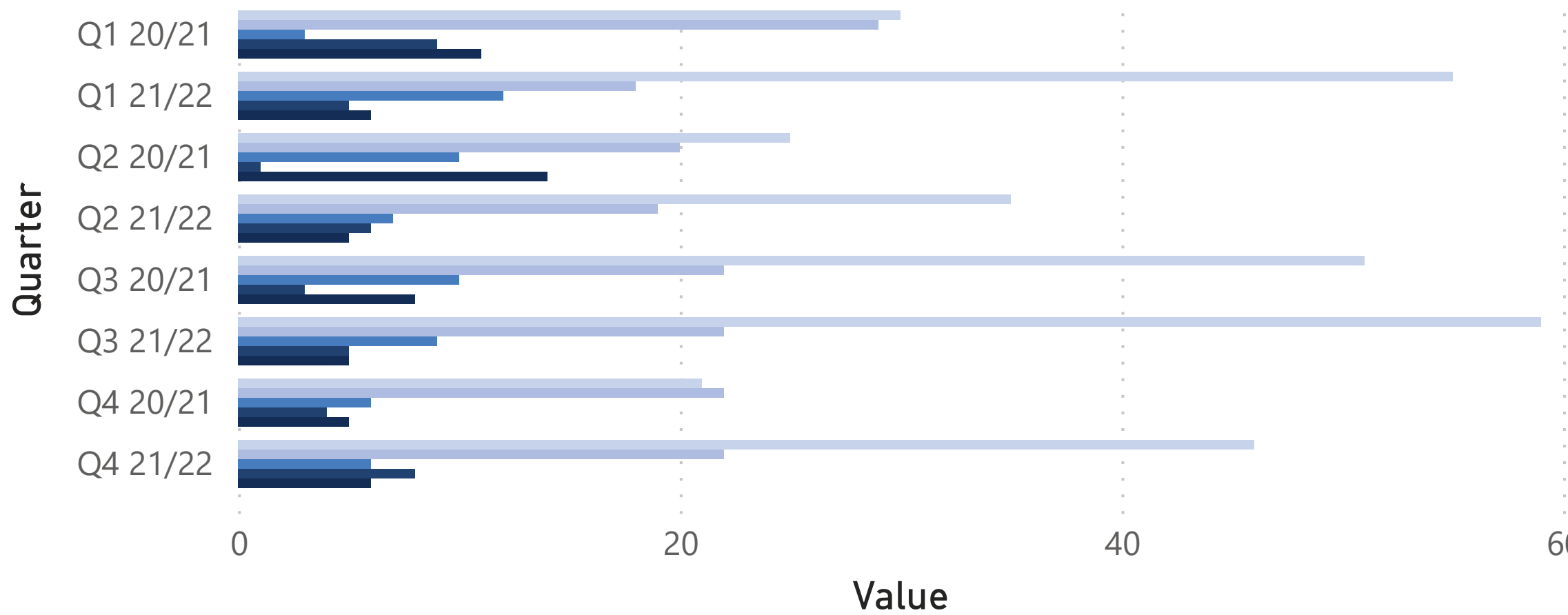
Number of staff hitting trigger indicators

Trigger 3 in 6 months 5 in 12 months 10 days in 12 months



Long term absence by length

Length 1-3 Months 3-6 Months 6-9 Months 9-12 Months 12+ months

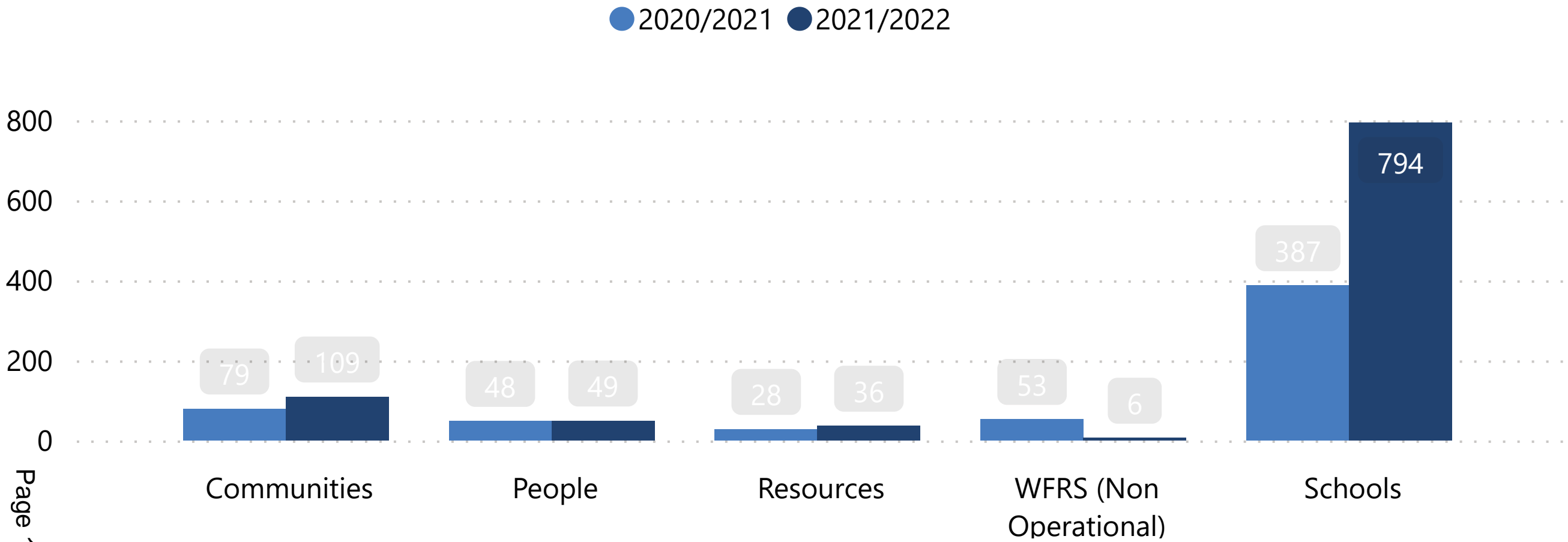




Health and Safety Annual Report 21-22

Accidents & Incidents

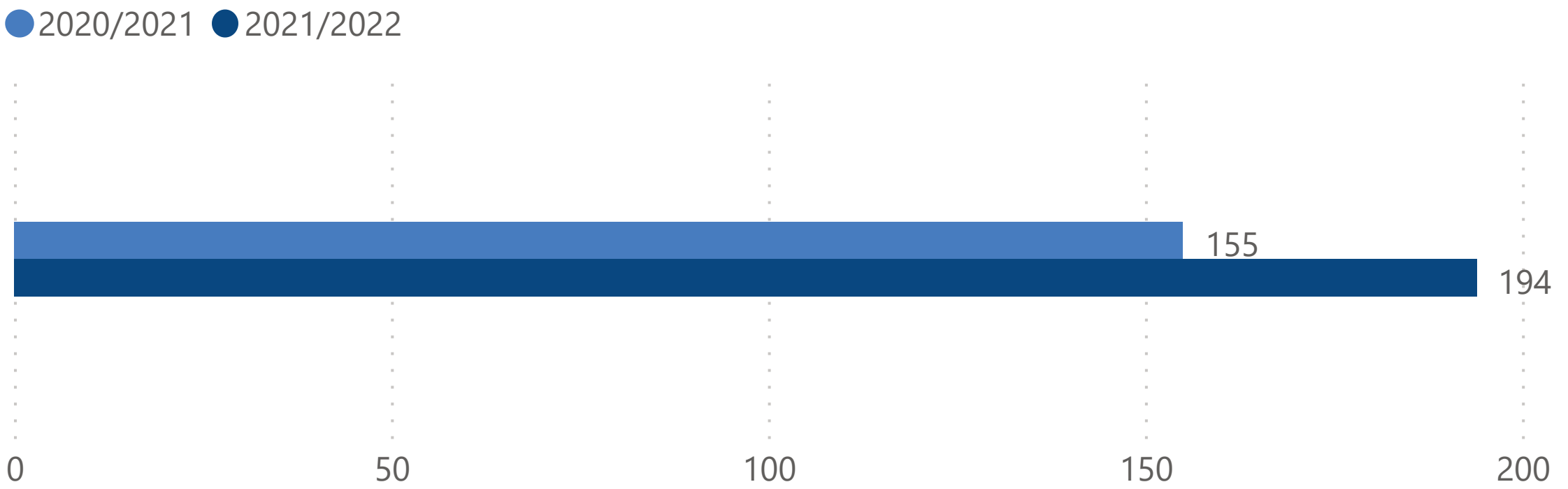
Total Accidents & Incidents by Year and Directorate



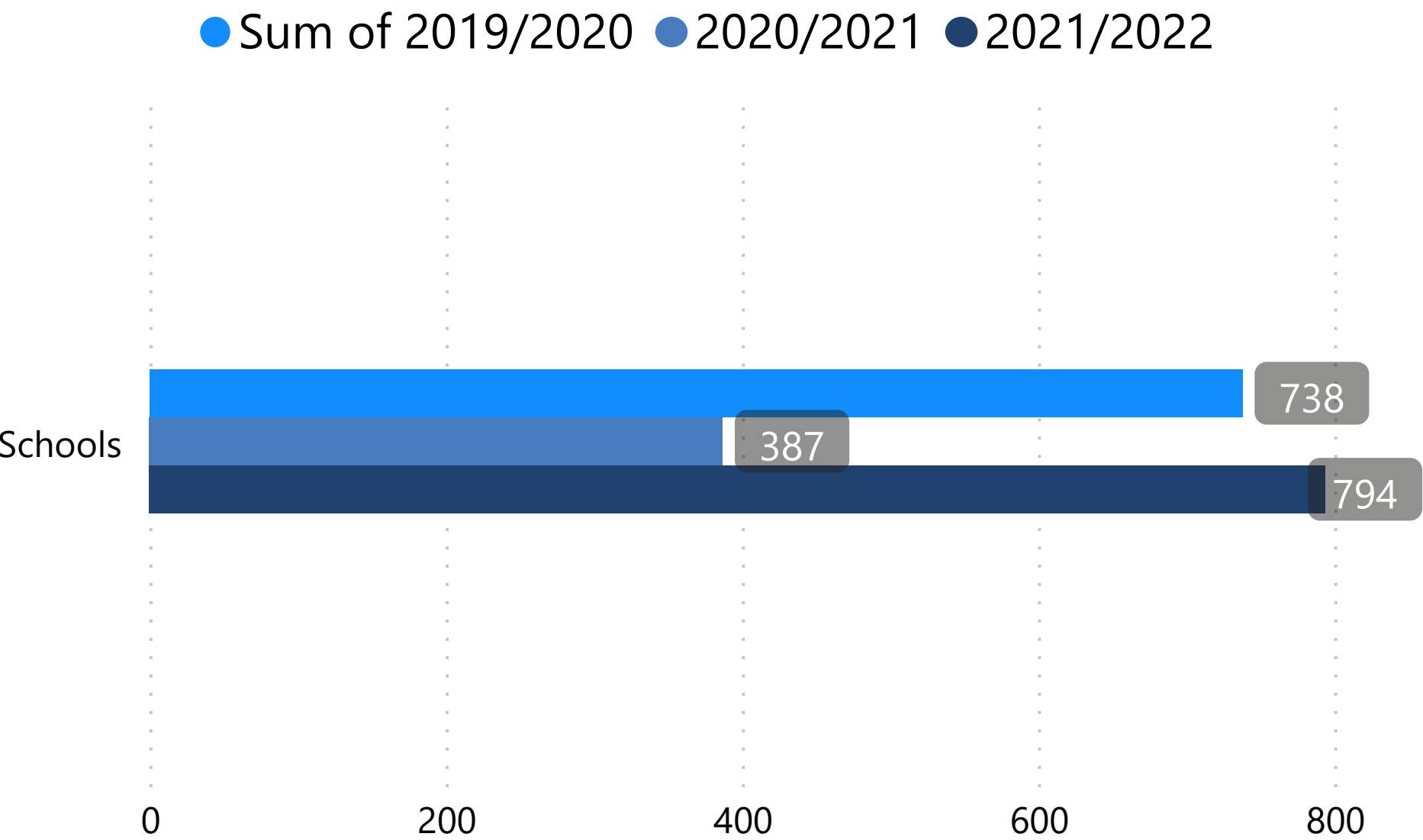
Total accidents and incidents has **increased**



Total Corporate incidents and accidents (excluding schools and fire & rescue)



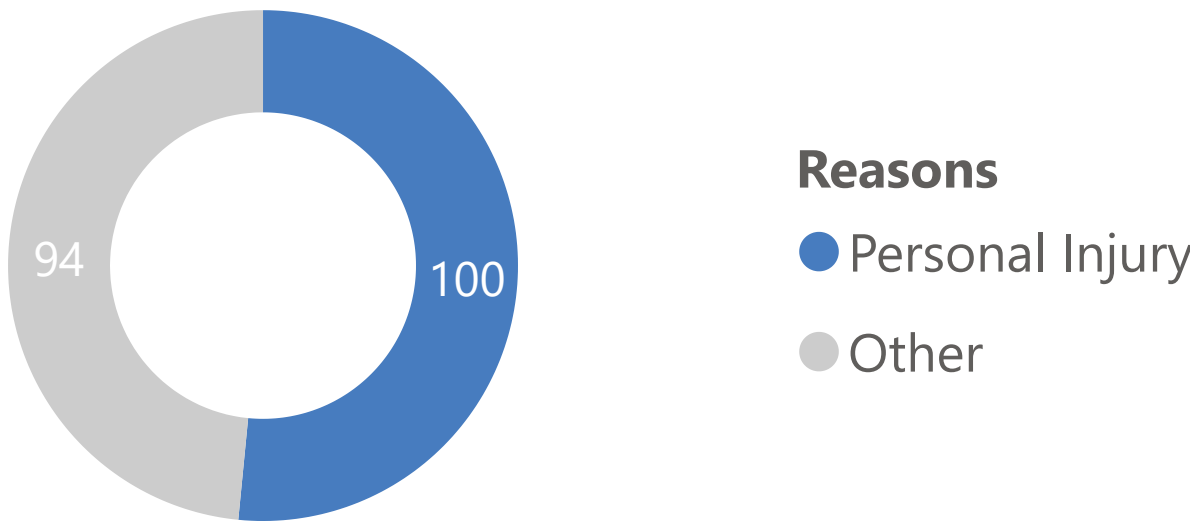
Total Accidents and Incidents- Schools



Schools Incidents have seen an increase from 387 in 2020-2021 to 794 in 2021-2022. This significant increase can be tempered by comparing the 738 incidents recorded in pre-pandemic 2019-2020, giving a better post pandemic comparator

Total corporate incidents and accidents 2021/2022 by reason

From the 194 incidents and accidents recorded 100 cases recorded a personal injury





What Are RIDDOR Reportable?

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) make the reporting of certain accidents a legal requirement.

RIDDOR reportable incidents has **increased**

RIDDOR Reportable Incidents in 2020/2021

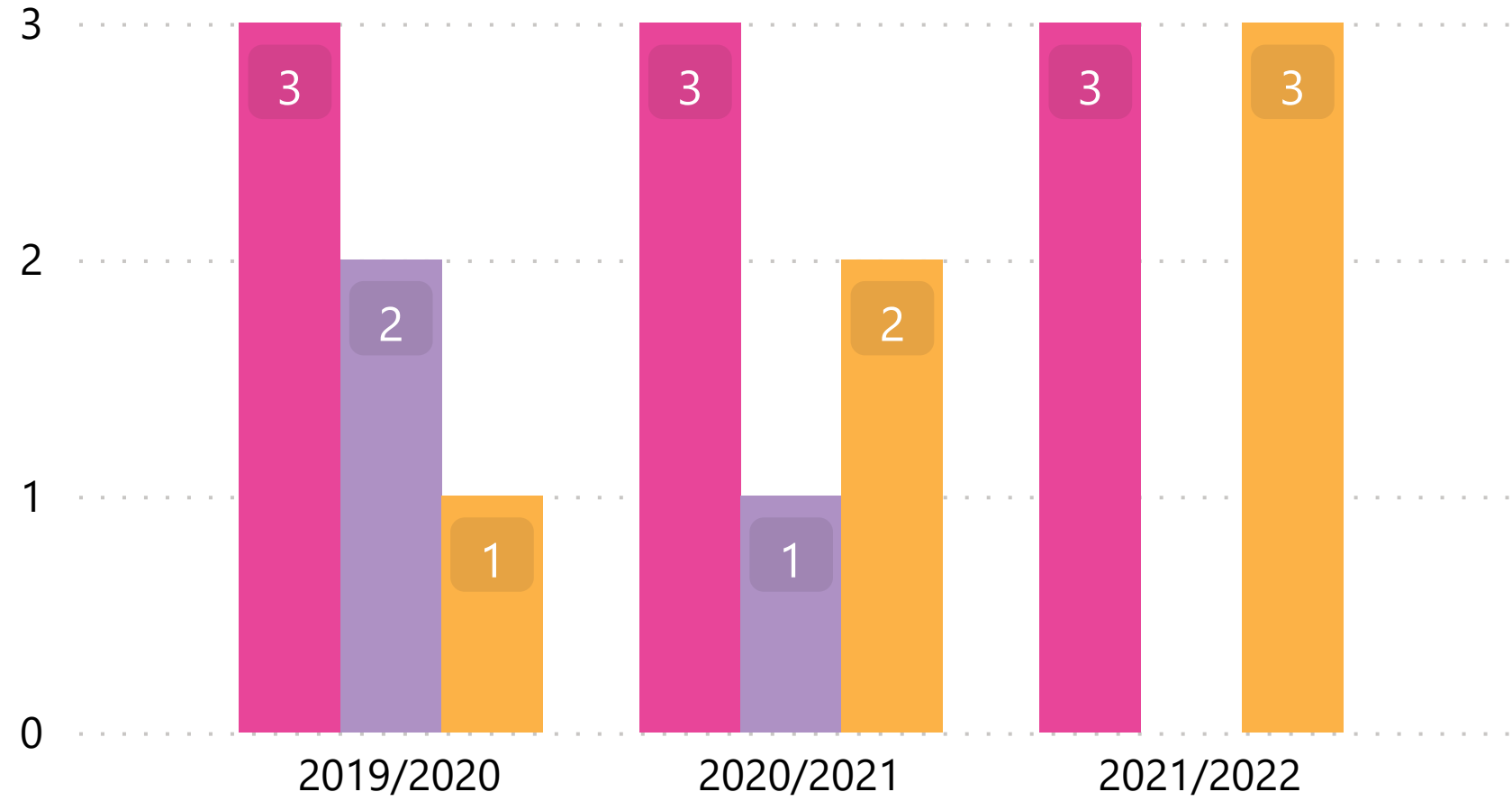
13

RIDDOR Reportable Incidents in 2021/2022

22

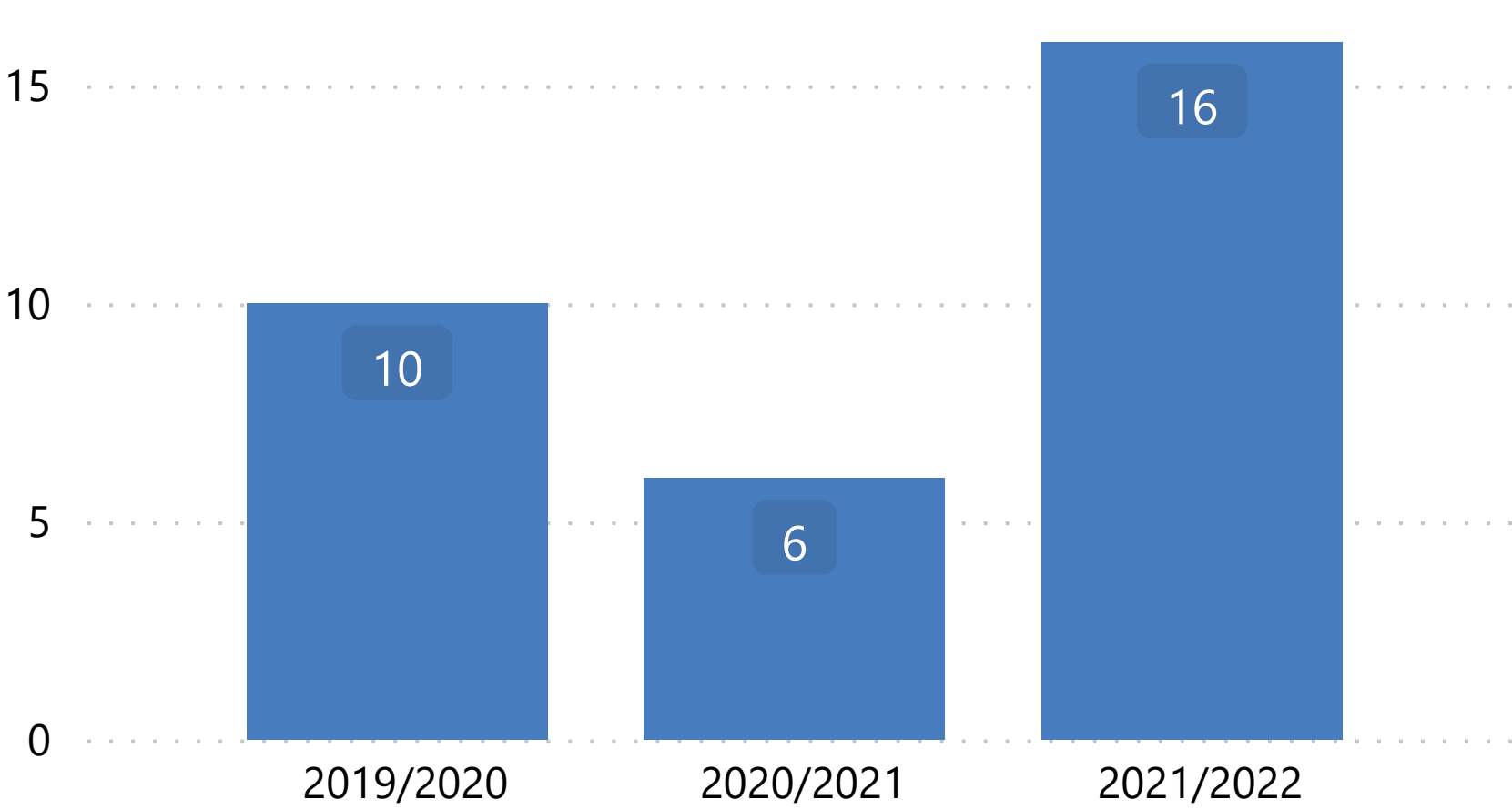
RIDDOR Reportable Incidents by Year and Directorate

Directorate Communities People Resources



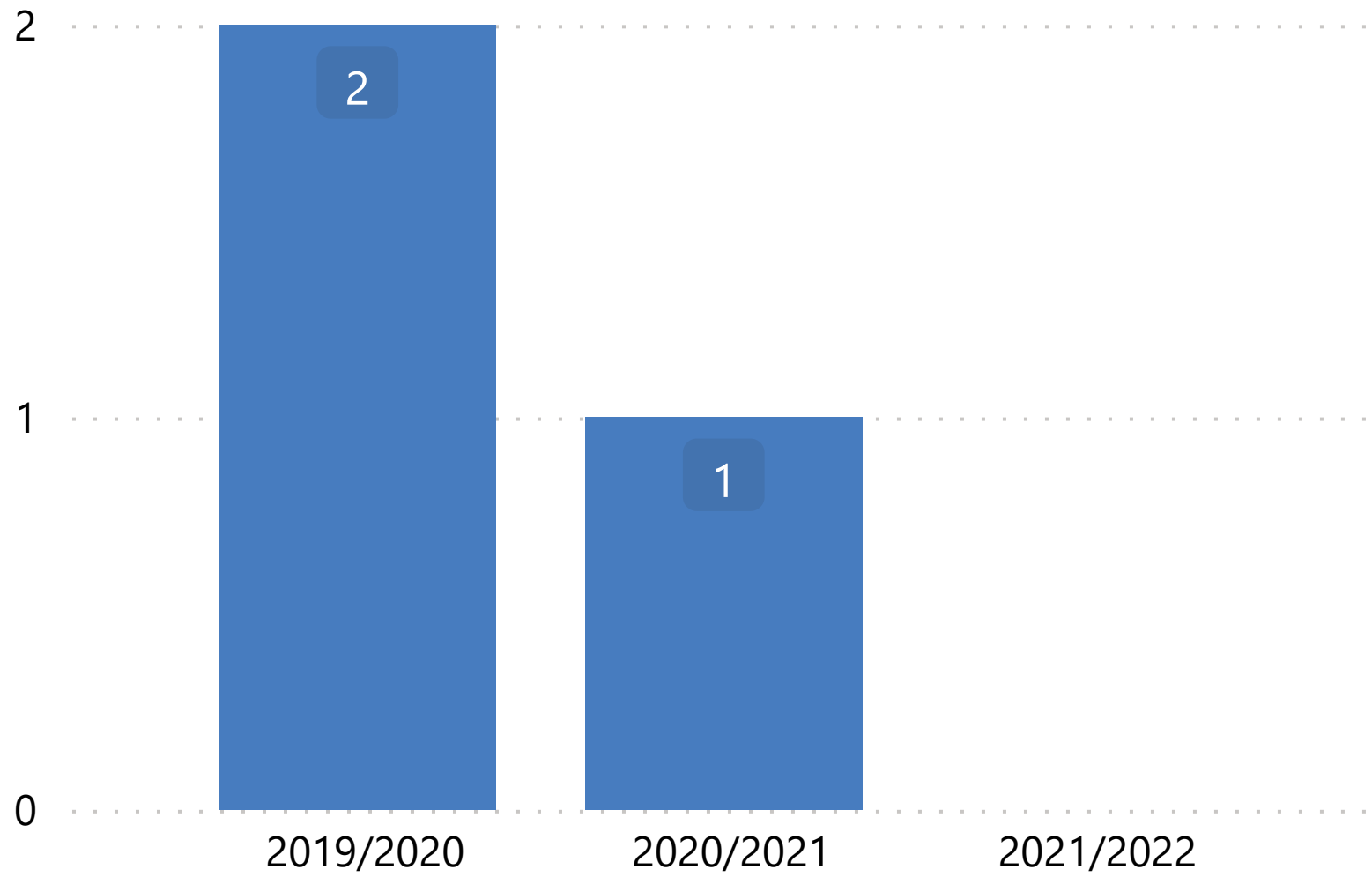
Education RIDDOR Reportable Incidents by Year

Directorate Education



WFRS RIDDOR Reportable Incidents by Year

Directorate WFRS (Non Operational)

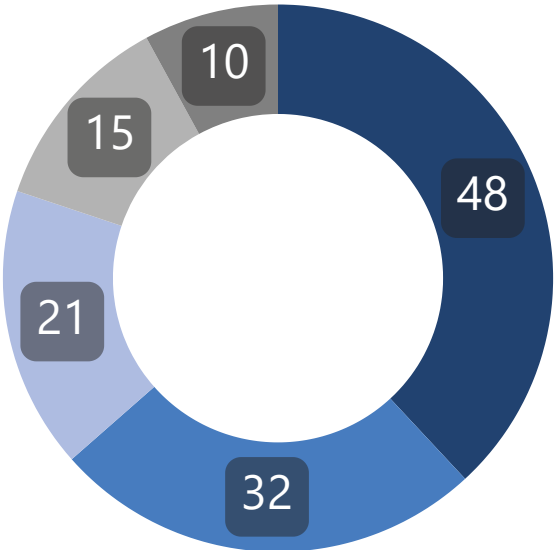




Corporate - Top 5 Common Identified Causes in 2021/22

Type Classification

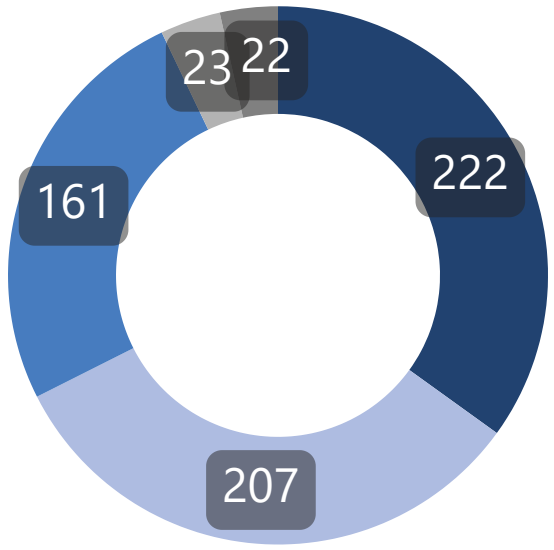
- Slip, trip & Fall
- Acts of aggression to WCC FTE st...
- Vehicle related
- Other
- Manual Handling



Schools - Top 5 common Identified Causes in 2021/22

Type Classification

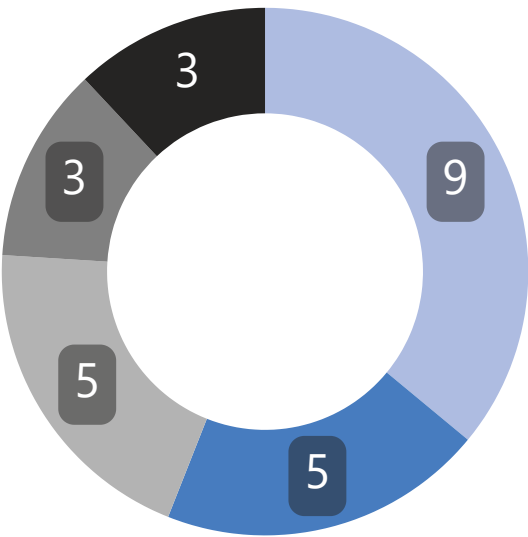
- Acts of aggression involving pu...
- Incident during Play
- Slip, trip & Fall
- Hit something fixed or stationary
- Other



Fire and Rescue (Operational) - Top 5 Common Identified Causes in 2021/22

Type Classification

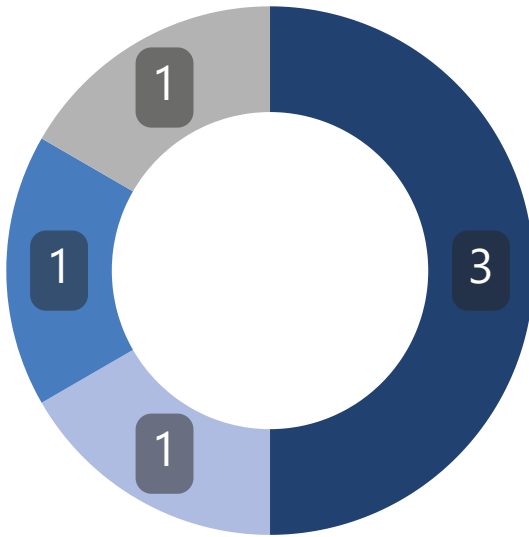
- Manual Handli...
- Hit something ...
- Slip, trip & Fall
- Hit by moving,...
- RIDDOR over ...



Fire and Rescue (Non-Operational) - Top 5 Common Identified Causes in 2021/22

Type Classification

- Manual Handli...
- Hit by moving,...
- Hit something ...
- Slip, trip & Fall
- Acts of aggress...

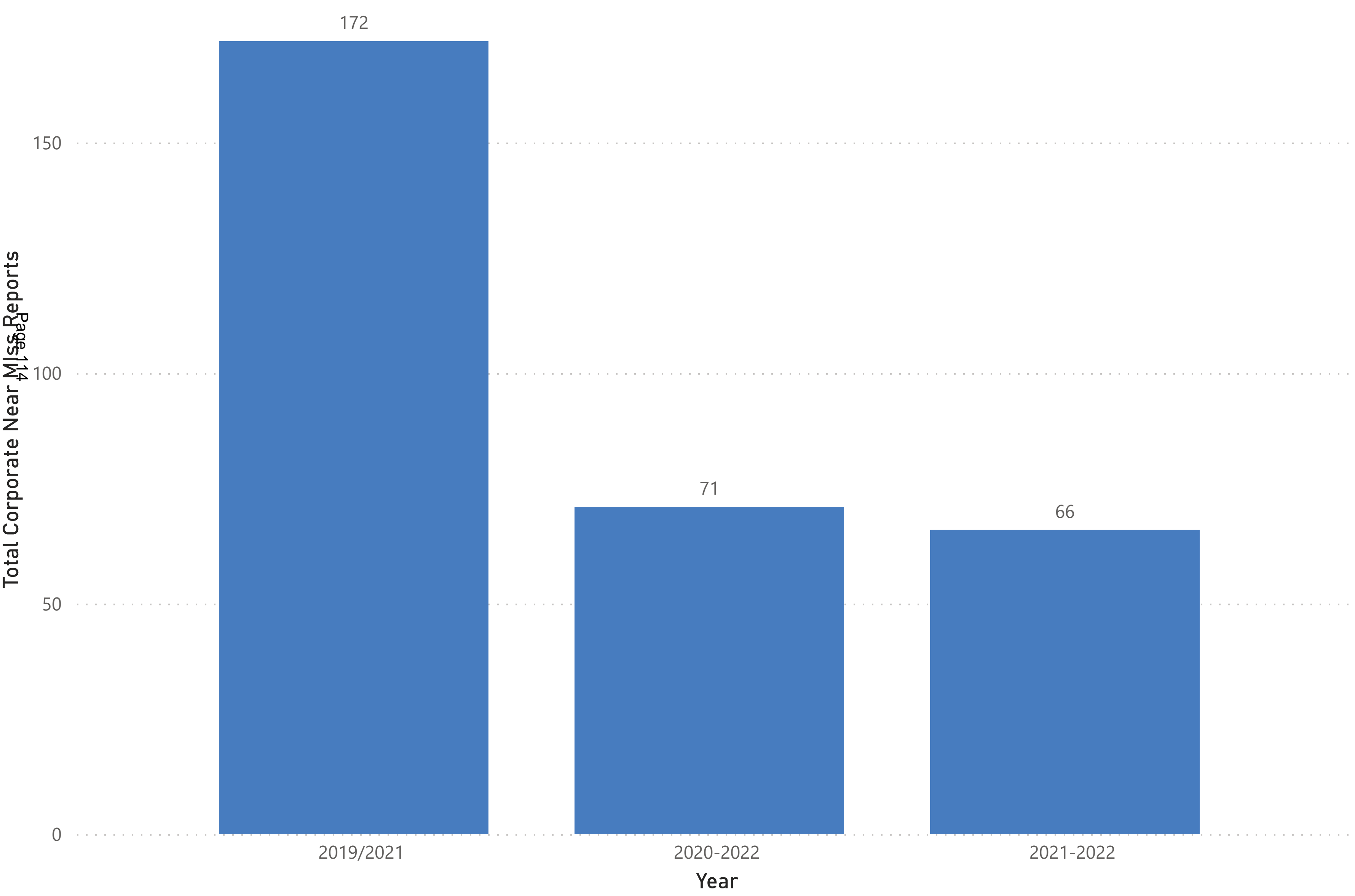


	Top Common Identified Causes 2021/22	Total identified causes 2021/22	From 2020/21
Corporate	Slip, trip & Fall	161	↓
Schools	Acts of aggression involving pupils	222	↑
Fire & Rescue (Operational & non-operational)	Manual Handling	12	↑

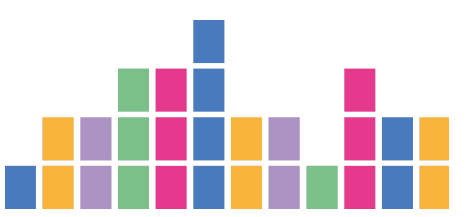
The health & Safety advisors are working closely with colleagues in each area to give assistance and guidance on practical measures to help reduce these numbers



Total Corporate Near Miss Reports by Year



Near misses, or close calls, are events that didn't harm anyone, but could have. They are not accidents, but they could have been accidents if the circumstances had been slightly different. Near misses happen more often than we think and recording and investigating near miss reports is important in preventative safety

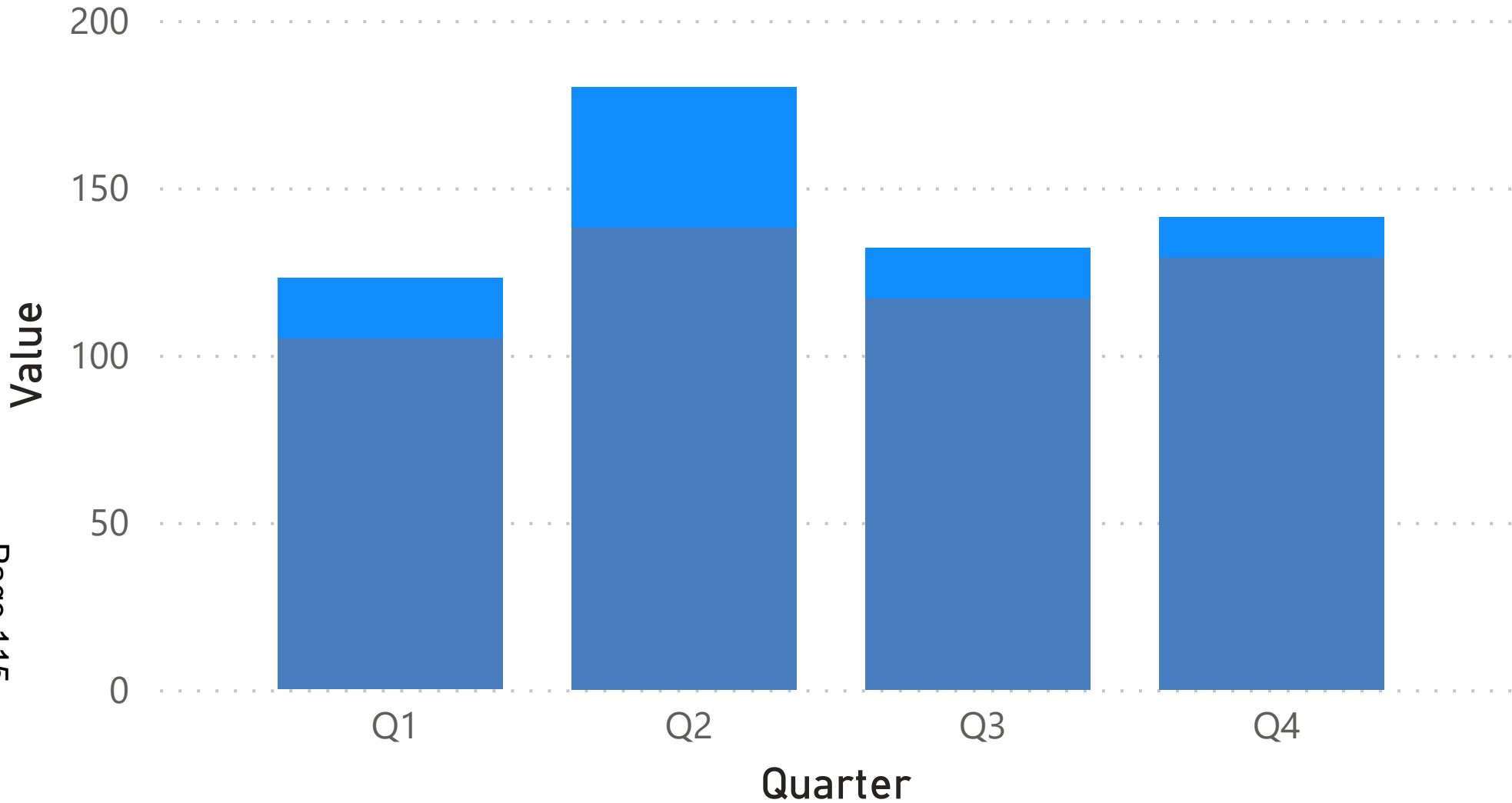


Sustainable and Resilient Workforce Annual Report 21-22

Employee Assistance Programme & Occupational Health

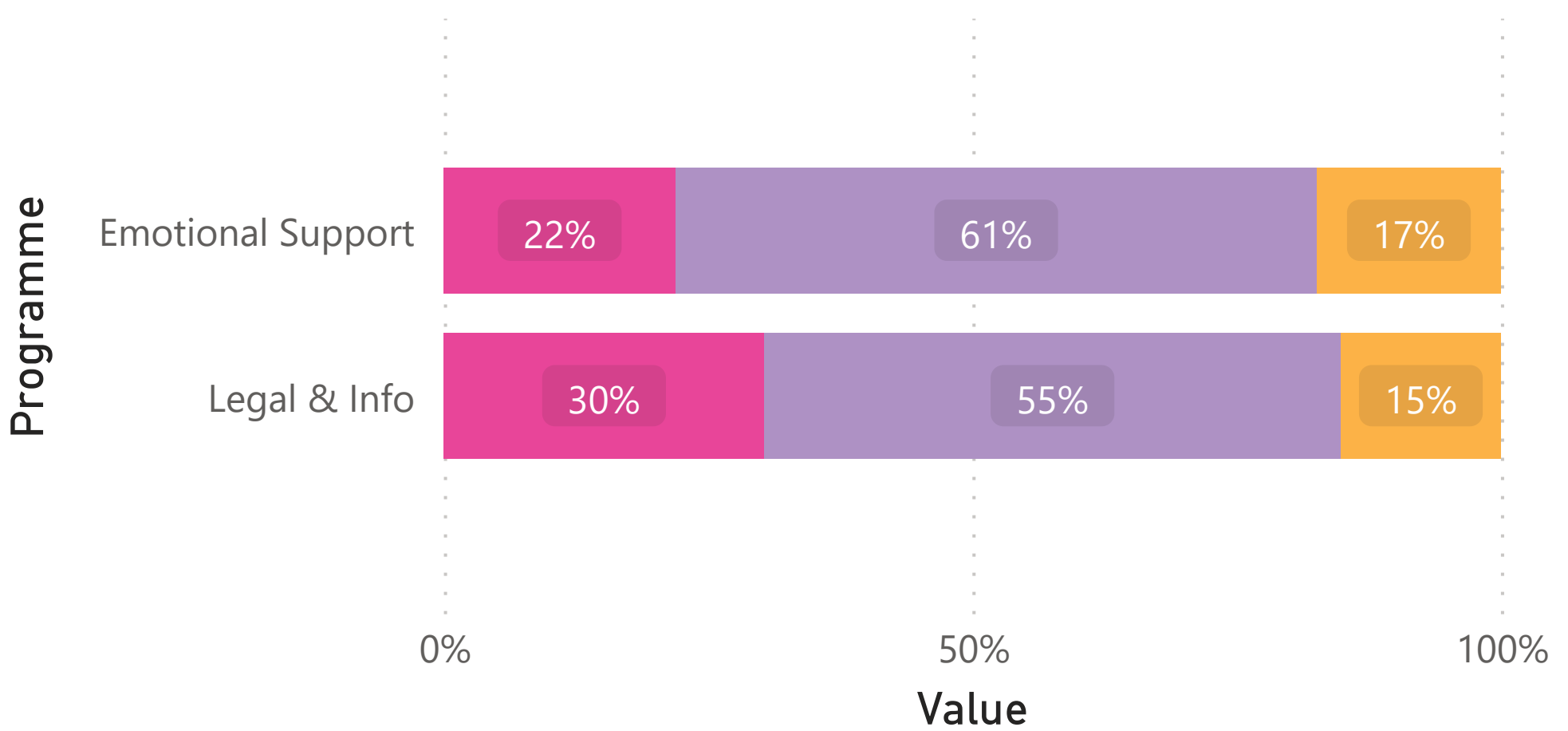
Employee Assistance Programme

Programme Emotional Support Legal & Info



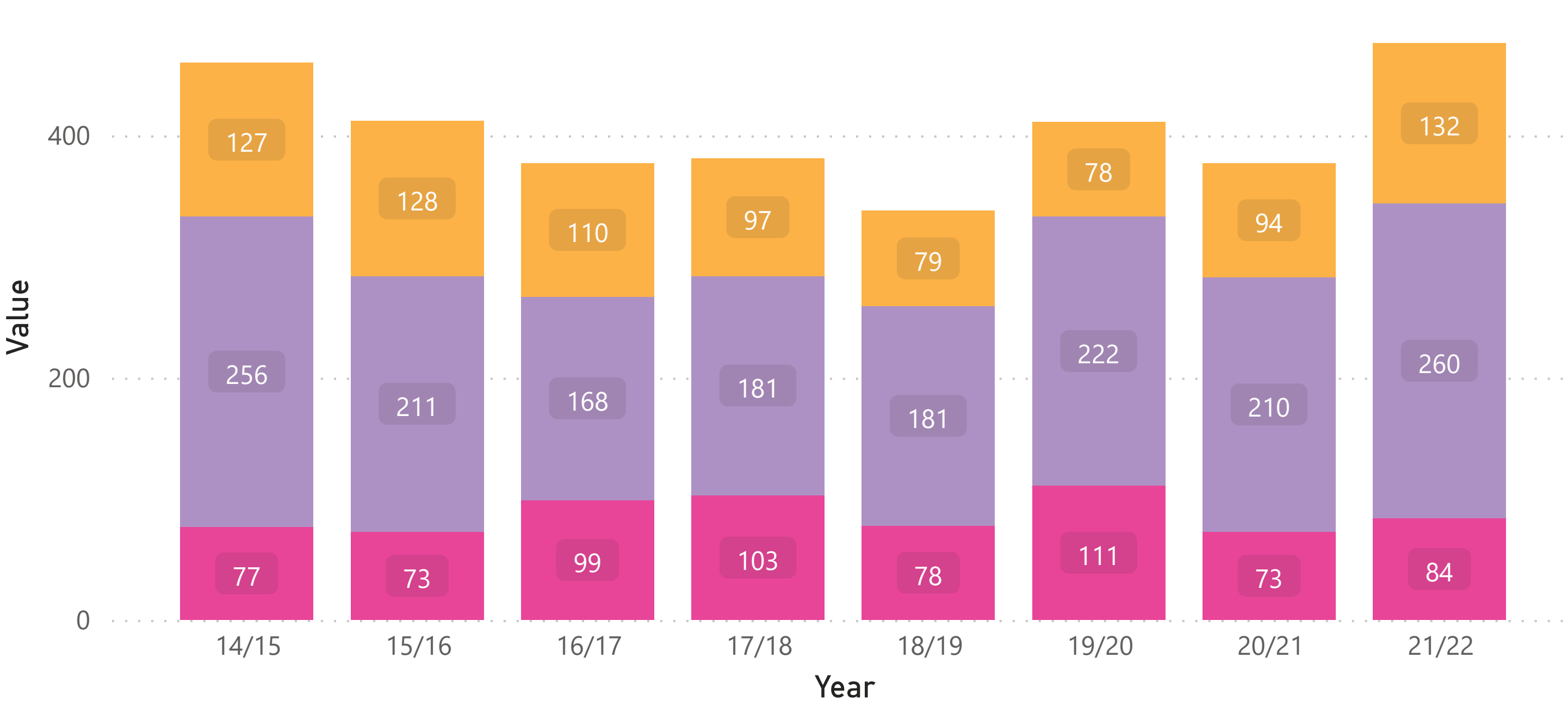
Programme by Directorate

Area Communities People Resources



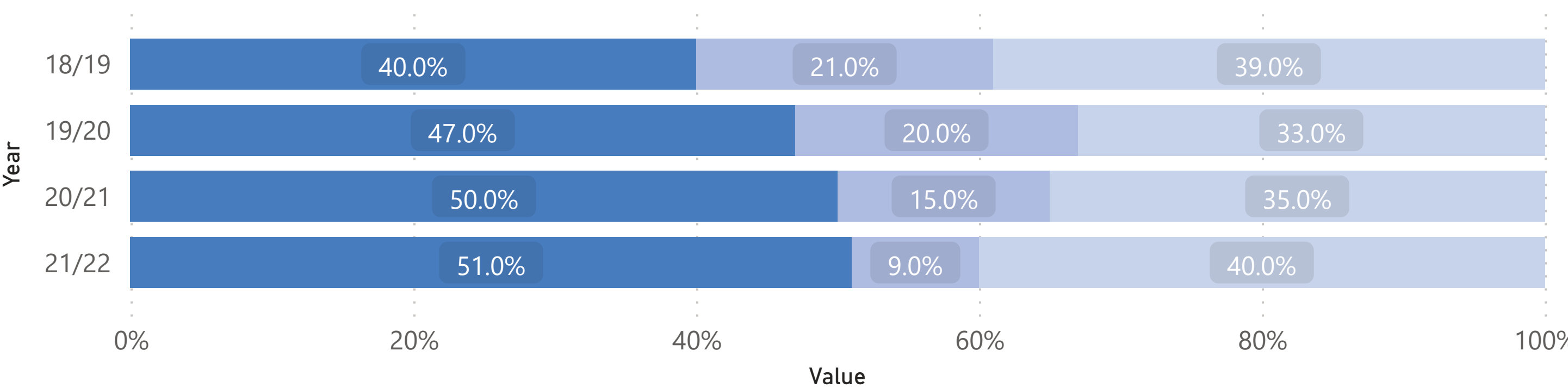
Number of Occupational Health Referrals by Year and Directorate

OH referrals Communities People Resources



Occupational Health Referral reason by year

OH referral reason Mental Health Musculo-Skeletal Other Reasons

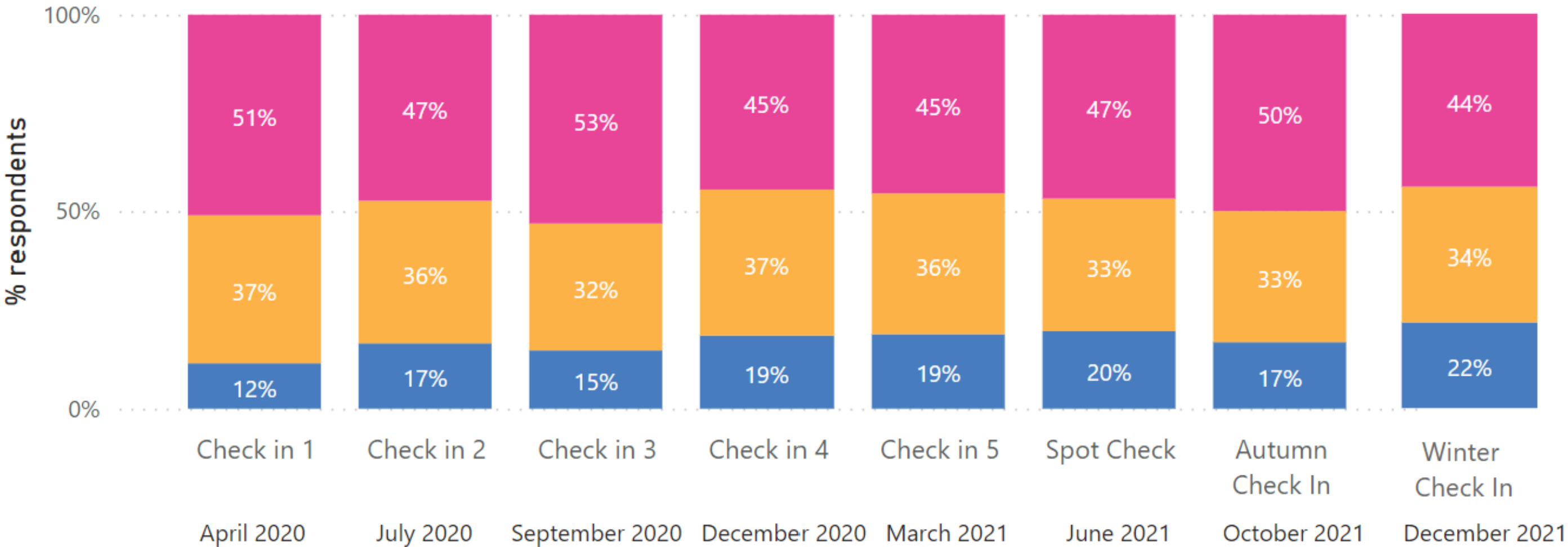




Sustainable and Resilient Workforce Annual Report 21-22

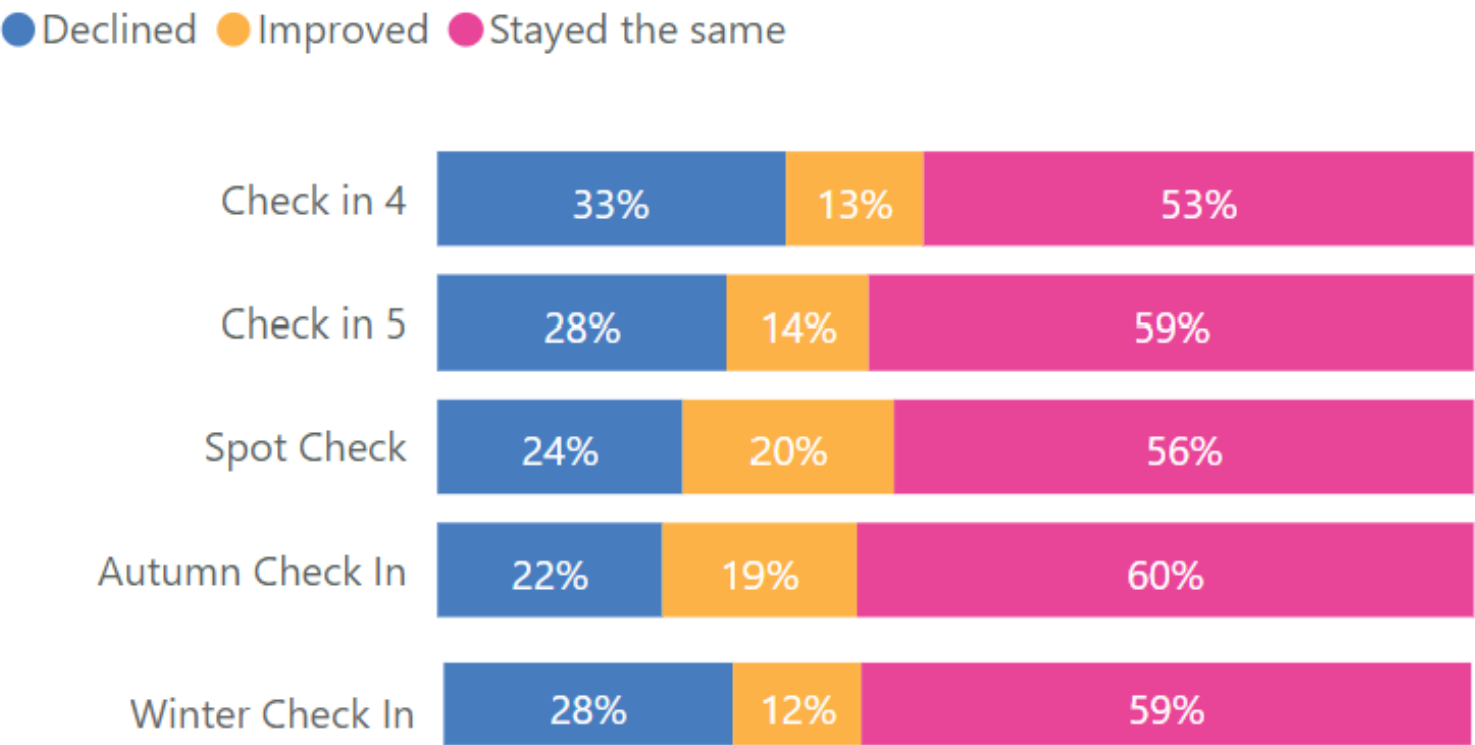
Engagement and Wellbeing

Wellbeing Score (groups) 1-2: I'm not feeling great 3: I'm OK 4-5: I'm doing well

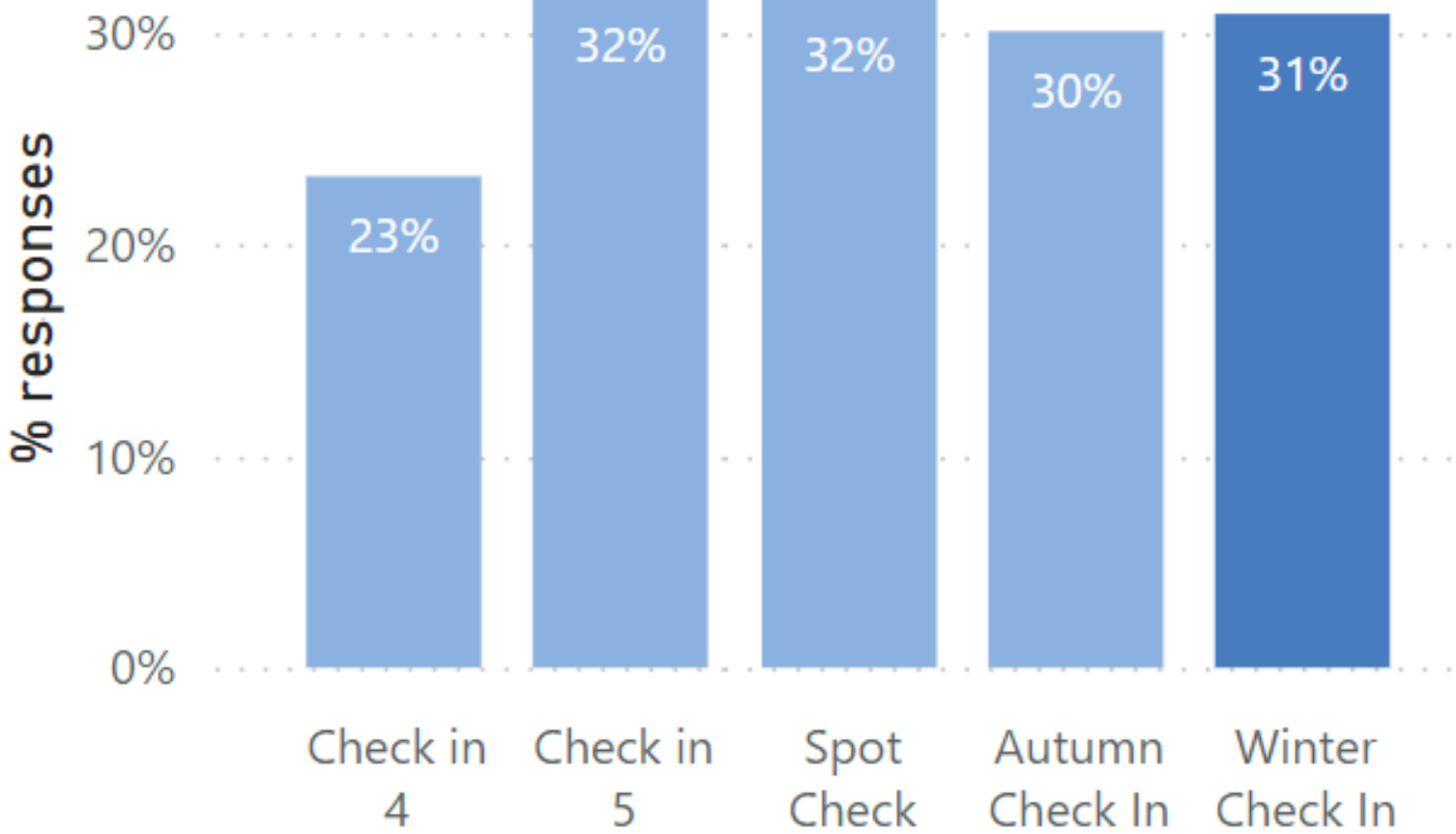


Employee wellbeing and engagement has been monitored through a series of check-in surveys from April 2020 to present.

Has your wellbeing changed?

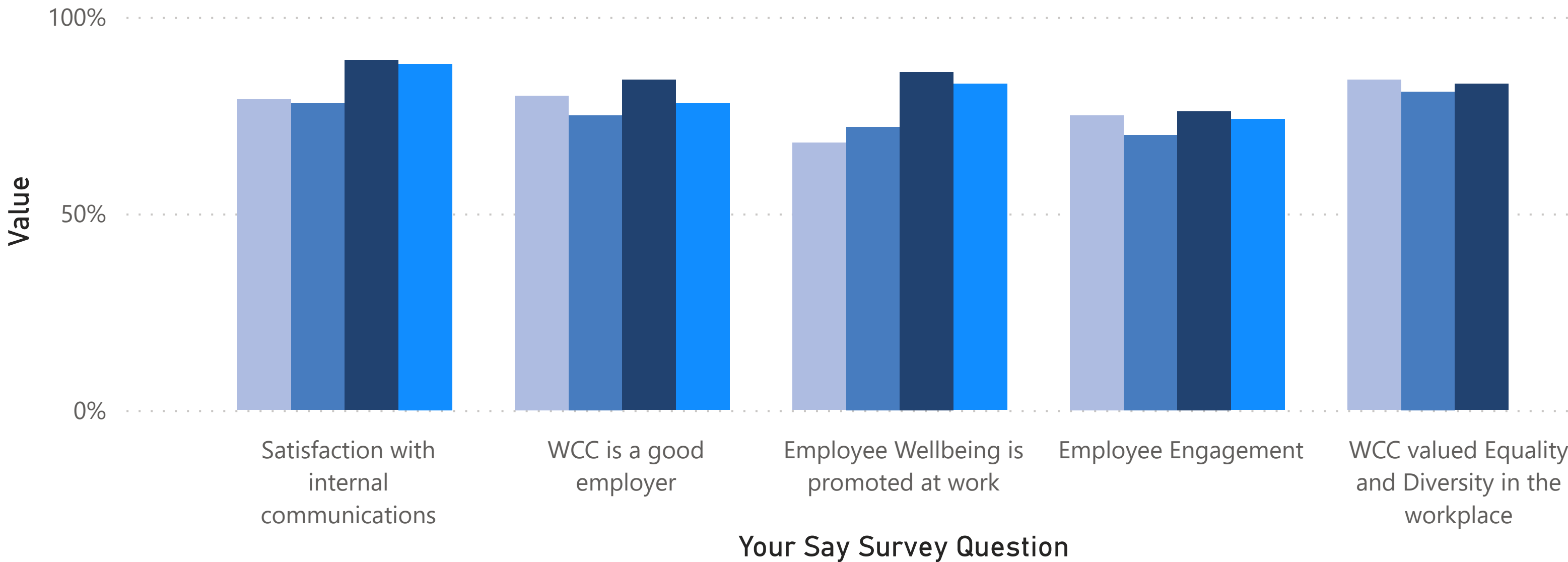


% of respondents reaching out for help



Your Say Survey Questions

Year 2018 2019 2020/21 2021/22



Appendix A

Date: 9 August 2022

Warwickshire Fire and Rescue Service

Health, Safety and Wellbeing Annual Report 2021-22

1.0 Introduction

- 1.1 This is the annual Warwickshire Fire and Rescue Service (WFRS) Health, Safety and Wellbeing Report for the year ending March 2022. The report covers performance against several key Health, Safety and Wellbeing indicators and measures and identifies any emerging themes.
- 1.2 WFRS's H&S team continue to very work closely with their five regional fire partners to share learning and best practice to improve health, safety and wellbeing standards across the region. Also, as part of the 'Three Shires Partnership' WFRS liaise with Gloucestershire and Oxfordshire Fire and Rescue Services.
- 1.3 The main requirements which the Service must meet are set out in several complementary pieces of legislation and guidance which include: -

1.3.1 The Fire and Rescue Services Act 2004

The Act states that Fire Authorities must make provision for dealing with fires, road traffic accidents and other emergencies and identifies the need for adequately trained and equipped personnel.

1.3.2 Fire and Rescue National Framework for England

Last reviewed in May 2018, this framework places a duty on Fire and Rescue Authorities to consider the health, safety and wellbeing principles set out by the National Fire Chiefs Council. The framework identifies that Fire and Rescue Authorities have an important role in helping to ensure their firefighters remain fit and are supported in remaining in employment.

1.3.3 The Health and Safety at Work Act 1974

This applies to the Fire Authority as to any other employer, but it is more complex in its application to an emergency service.

In addition, there are multiple pieces of operational guidance which set out expected best practice which the Service must comply with or demonstrate good reason why it is not complying. These cover virtually every aspect of fire and rescue operations from firefighting and breathing apparatus operations through to water rescue, incident command and multi-agency response to terrorist incidents. This guidance includes:

1.3.3.1 The Operational Environment and the need for Realistic Training

For the purposes of the legislation cited above; the incident ground is our "workplace," and we are responsible for the safety of our personnel and anybody else on the incident ground once we are on scene and in charge. It is also worth highlighting that any action taken in these circumstances normally involves accepting a level of risk that would not be seen as "reasonable" in a

normal workplace.

This combination of limited information and the expectation to act quickly in a dynamic, hazardous environment explains why the Service puts such emphasis on realistic operational training and the broader “safe person concept” promoted within a good health and safety culture.

2.0 Purpose and Scope of this Report

- 2.1 The purpose of this report is to provide the Fire Authority with an annual position statement of the management and performance of Health, Safety and Wellbeing within WFRS. It summarises the key Health, Safety and Wellbeing (HSW) activities from 1st April 2021 to the 31st March 2022.
- 2.2 Please note this report does not include any information or data related to the rest of Warwickshire County Council (WCC).
- 2.3 In WFRS, the Health and Safety and Occupational Health functions are two separate departments each with their own manager. The overall strategic management is provided by the Area Manager for Response.

3.0 Background

- 3.1 The information within the report relates to WFRS employees and activities for which we have statutory HSW responsibilities.

4.0 Health, Safety and Wellbeing Communication and Consultation

- 4.1 WFRS Health, Safety and Wellbeing (HSW) information is presented and communicated routinely at the Health, Safety and Wellbeing Committee Meeting held every 8 weeks. This statutory meeting is chaired by the Assistant Chief Fire Officer. Members of the recognised representative bodies (FBU (Fire Brigades Union), FOA (Fire Officers Association), FRSA (Fire and Rescue Services Association) and UNISON) are invited to attend. This allows timely sharing and discussion of HSW related information and encourages early positive action to be taken in response to identified concerns by all parties.

4.2 Fee for Intervention (FFI)

Under the Health and Safety (Fees) Regulations 2012, those who break health and safety law are liable for the recovery of the HSE’s related costs. The current fee is charged at £129.00 per hour if the HSE deem an employer to be in ‘material breach’ of Health and Safety legislation. It is positive to be able to report that to date, WFRS have not received any FFI charges.

4.3 National Fire and Rescue Service Significant Adverse Events

The investigation into the incident which occurred in 2019 at Staffordshire Fire and Rescue Service, where a firefighter was left with ‘life-changing’ injuries has now concluded with an anticipated court date of June 2022. Once the case has been heard, an update will be provided following the subsequent outcome.

The Marine Accident Investigation Board have completed their investigation report into the firefighter fatality during a water rescue training exercise which occurred on 17th September 2019 in Mid and West Wales FRS, and this has been shared with all Fire and Rescue Services. As with all reports of this kind, WFRS carried out a gap analysis on the findings and recommendations to identify any improvements required. An action plan was produced and monitored through the HSW Committee; the identified actions required are now all signed off as complete.

4.4 Legislation Updates / Regulatory Intervention

The RIDDOR Regulations which were temporarily amended at the start of the COVID Pandemic remain in place to include the reporting procedures for COVID-19. To date WFRS have not been required to report any incidents under these amendments.

4.5 HSE

Over the course of the COVID-19 pandemic, the HSE visited several Warwickshire fire stations to undertake a COVID compliance inspection. Whilst no formal feedback was provided, inspectors stated they were impressed with the control measures implemented.

5.0 Key Areas of Health and Safety Improvement in WFRS

It is very encouraging to report that health and safety continues to be integrated into all WFRS activities. During 2021/22 the areas include:

5.1 Control of Post Fire Contaminants

This remains an area of key focus and WFRS continue to raise awareness through education and the introduction of improved working practices.

The 'Clean Cab' policy is in the process of being implemented as well as the 'Post Fire Hygiene,' Lecture Package, both of which will support the Service in reducing the risk of potential fire contaminants.

An independent report from the University of Central Lancashire, commissioned by the FBU (Fire Brigades Union) was published in November 2020. As this is now considered a best practice report, a gap analysis was carried out against its recommendations and an action plan produced. Work has started on the recommendations which the WFRS HSW Committee have identified as reasonable and practicable.

The National Fire Chiefs Council (NFCC) are in the process of finalising their report on the same subject, which will be similarly analysed on receipt.

5.2 Health and Safety Training

130 WFRS personnel received risk assessment training along with 30 personnel receiving adverse event investigation training. There were a limited number of IOSH and NEBOSH courses run during this period due to COVID-19.

Refresher health and safety training has been carried out by personnel utilising the WFRS Lecture Package Delivery System.

5.3 Health and Safety Inspections/Audits

The risk-based programme of WFRS workplace inspections was reduced during 2020/2021 due to the COVID pandemic, however the inspections continued on workplaces with a 'sleeping risk' and all workplaces will undergo the inspection during 2022.

5.4 Regional Health and Safety Peer Review Audits

As part of the West Midlands Regional Health and Safety Business plan, peer review audits are carried out every three years.

Unfortunately the review of Shropshire Fire and Rescue Service programmed for March 2021, which was to be led by WFRS, was postponed due to COVID-19 until April 2023.

The scheduled review for Staffordshire Fire and Rescue will take place in October 2022.

This peer review audit process is extremely useful and allows for the sharing of good health and safety practice within the West Midlands Region.

6.0 Health and Safety Monitoring/Performance Data

6.1 Accidents/Incidents (Adverse Events) Statistics - Trend Analysis

The figures and analysis below cover all WFRS activities, both emergency and non-emergency:

Type of Adverse Event	2019/2020	2020/2021	2021/2022
Dangerous Occurrence	1	2	0
Major Injuries	0	1	2
RIDDOR Injuries (over 7 days)	2	1	3
Near Misses	46	93	72
Personnel Injury	33	21	29
Vehicle Incident	32	23	41
Violence and Aggression	7	8	1

Whilst the number of personal injuries has increased this year that should be seen against a much-reduced figure for 2020/21 when all activity was substantially reduced as a result of Covid lockdowns. All incidents have been investigated and where required, improvements made, there were no significant trends identified.

The noticeable increase in Vehicle incidents reported is disappointing. A vehicle incident working group has been established, led by GM Enabling and Response with members from Transport Dept, Health and Safety Dept and Response.

An action plan has been produced and good progress is being made, including an enhanced inspection programme of the fleet, a poster campaign and discussion with crews, to better understand how these incidents can be reduced.

A high level of near miss reporting is an indicator of a positive H&S culture, so it is disappointing to report a drop in this number. The H&S Department, with support from the H&S Practitioners group will work to raise awareness of the benefits of near miss reporting

It is positive to report that the number of violence and aggression incidents have decreased significantly; this may, at least in part, be attributed to Crews and Control Operators undertaking diffuser training, allowing them to manage these types of situations effectively.

6.2 The Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR)

It is positive to report, no Dangerous Occurrences were reported this year, a positive reduction on last year's figures.

Two 'major injuries' were reported during this year, the first injury occurred whilst a firefighter was undertaking water rescue training in the River Dee in Llangollen.

The firefighter was initially suspected of sustaining a fracture to his coccyx, a full investigation was carried out, with a full review of the training course and risk assessment taking place. Further reasonable and practicable control measures were identified following this review and implemented.

The second 'Major Injury' occurred on the 21st February 2022, WFRS attended an incident involving an unsafe structure, at Townsend Vehicle Hire, 1 Somers Road, New Bilton Rugby CV22 7DB. During the course of operations, a firefighter sustained serious injuries. Initial findings indicated that the individual sustained the injuries following a fall from height off a ladder.

The Representative bodies were invited to work in partnership with the WFRS Accident Investigation Team in line with HSE recommended good practice.

Because of the seriousness of the incident further support, and specialist advice was provided to the investigation team by John Kingston, an independent accident investigation subject matter advisor <https://www.johnkltd.com/>.

This incident was reported to the Health and Safety Executive as a major injury, under the RIDDOR regulations relating to the Health and Safety at Work Act 1974. To date we have not received a response from the HSE regarding any request for further information or their intention to investigate, and subsequent Fee for Intervention (FFI).

6.3 Common Identified Causes

Causes	2019/20		2020/2021		2021/2022	
	Half Year	Year End	Half Year	Year End	Half Year	Year End
Personal Injury	20	33	11	21	14	29
Manual Handling	6	6	1	3	5	9
Slips, Trips & Falls	2	6	4	9	1	5
Hit by moving, flying or falling object	6	6	1	1	2	3
Hit something fixed or stationary	3	6	5	7	2	5
Burns - Operational	0	1	0	0	0	0
Burns - Training	1	1	0	0	2	2
RIDDOR Major Accidents	0	0	0	1	1	2
RIDDOR Over 7 Day Accidents	2	2	1	1	1	3
RIDDOR Dangerous Occurrences	0	1	0	2	0	0
Near Misses/Hits	19	46	44	93	37	72
Acts of aggression to Operational Staff	5	7	3	6	0	1
Acts of aggression to Non-Operational Staff	0	0	0	2		0
No. Employees	458	435	429	441	443	487

The reduction of injuries caused by slips, trips and falls is encouraging and may be attributed to the recent slips, trips, and falls campaign.

The department are currently in the process of producing a poster campaign to raise the awareness of injuries which are caused by manual handling. This should assist and help to reduce the numbers of personal injuries moving forward.

It is positive to report that the number of violence and aggression incidents continue to decrease significantly.

7.0 Occupational Health Departmental Update 2021/2022

7.1 Counselling and Psychotherapy Activity – 1st April 2021 – 31st March 2022

7.1.1 The Client Profile for the reporting period

In this reporting period there were 46 new referrals, 19 of which were returning clients with new presenting issues. Referrals might be directly work related, for example incident related PTSD, or more conventional workplace or domestic issues which still require addressing to ensure our staff wellbeing. In total, 505 formally contracted counselling/psychotherapy sessions have been provided. This figure does not include one off appointments, or people who just needed a safe and neutral space to talk through a current issue without therapeutic intervention.

Total of 79 Clients – 66 Uniformed and 13 Non-Uniformed
Male – 54 and Female – 25

7.1.2 Client Profile and Presenting Issues as of 31st March 2022

Total of 35 ongoing clients – **27** Uniformed and **8** Non-Uniformed
Male – **23** and Female – **12**

7.2 Statistics for period 1st April 2021 – 31st March 2022

7.2.1 Service Medical Advisor Activity

Type of Appointment	Number Undertaken	Comments
Clinical Reviews	125	This year a vast majority have been face to face reviews with a small percentage of telephone ones. To monitor progress and phased return to work plans.
Referrals	42	A range of issues concerning physical wellbeing with a majority being Muscular Skeletal
LGV Medicals	37	100% pass rate
Asbestos Screenings	17	HSE guidance did not allow us to undertake Spirometry testing – lung function as a routine, therefore numbers are lower than usual, normal testing has now resumed.
New Recruit Medicals (On-call and W/T)	66	3 applicants failed due to colour blindness.
Post-Covid reviews	6	Symptoms of long-Covid.
Case Conferences	3	To review long-term absences and 1 Ill Health Retirement.

7.2.2 Occupational Health Advisor

Type of Appointment	Number Undertaken	Comments
3 Yearly Medicals	108	Face to face screenings resumed during this period.
Referrals and sickness absence reviews	25	Monthly meeting with HR now established to monitor and update all absences.
LGV Medicals	37	100% pass rate
BAI Medicals	9	HSE guidance did not allow us to undertake Spirometry testing – lung function, this has now resumed.
New Recruit Medicals (RDS and WT)	66	See SMA above
Post Covid-19 Review	4	To ensure individual was fit to resume operational duties following Covid-19 a spirometry was undertaken for exceptional circumstances.

7.2.4 Failed to Attend Appointments

Person with whom appointment was missed	Number of missed appointments	Comments
Service Medical Advisor	5	
Occupational Health Advisor	16	

7.2.5 Private Treatment Referrals and Flu Vaccinations

Type of Appointment	Number Undertaken	Cost to WFRS	Comments
Physiotherapy	109	£6540	Combination of upper and lower limb disorders 2 Cases required surgery A majority remained at work or on light duties
Private Scans (MRI, CT etc)	3	£1050	
External Counselling/ Mentoring	16	£1120	Conflict of interest for OHWM, therefore not ethical.
Eye Protection	22	£2640	Provision of safety glasses and BA inserts where appropriate
Other Consultants	3	£1300	
Podiatry Assessments	0		
Dyslexia Assessments	1	£550	
Ill Health Retirement IQMP Assessments and Reports	1	£600	

7.3 Annual Fitness Testing and Review of Service Fitness Advisor Role

In line with previous years, fitness testing for operational staff is being completed. 6 members of staff are unable to take the annual test due to injury or long-term sickness, but 276 have passed, which equates to a 100% pass rate so far for those able to undertake the test. To date we still have 9 fitness tests outstanding, these are vigorously being followed-up.

7.4 General update and new activities during this period

Throughout 2021 into 2022 we have continued to respond to the COVID-19 pandemic and have adjusted our service delivery as required. We have supported a number of employees reporting symptoms of long-covid and where appropriate have provided spirometry tests for lung function etc.

During the last 12 months we have undertaken a number of initiatives to support our staff and the work of Occupational Health as follows:

The Occupational Health Portal has gone live, and we intend to develop this further with it becoming a one-stop-shop for all OH information, health promotions, signposting links, health related videos and our service orders and policies. We also hope to link this to the EDI calendar, so we can link health related information to it.

In July 2021, the Hospital to Home team attended a two-day training event to develop their skills and knowledge in respect of mental health awareness and active listening skills. Following the training, several of the team have joined the Wellbeing Ambassadors team, which is very good news.

The Critical Incident Wellbeing team has increased its membership and some new volunteers have been recruited and trained, so the team is now back up to full strength.

The flu vaccination service was well received with clinics being held at HQ and Nuneaton Station; this will be repeated for 2022 with vaccines already on order.

	Name	Contact Information
Report Authors	Watch Manager Tony Dunne Shirley Merralls Tina Poke For Area Manager Paul Morley	tonydunne@warwickshire.gov.uk shirleymerralls@warwickshir.gov.uk tinapoke@warwickshire.gov.uk paulmorley@warwickshire.gov.uk

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Staff and Pensions Committee

12 September 2022

Subsistence Allowances for Staff

Recommendations

That the Committee:

1. Approves the alignment in Lunch and Evening Meal subsistence allowances between members and staff to be effective as soon as reasonably practical.
2. Authorises the Strategic Director for Resources to engage with schools on the proposal that the increase to subsistence allowances applies to all community and voluntary controlled Warwickshire schools and to finalise those arrangements having regard to the outcome of that consultation.

1. Executive Summary

- 1.1 The arrangements for subsistence allowances for staff have been in place for a number of years and with the recent changes in how we work, prompted by the Covid pandemic, it seems an appropriate time for the arrangements to be reviewed.
- 1.2 In terms of how we work as a Council, there has been significant change over the last 2 years, with a large proportion of our people being able to work in an agile way. Whilst there have been changes in our approach to how we work there is an ongoing need to reimburse colleagues who have a legitimate need to be away from home/ Warwickshire settings to undertake their duties.
- 1.3 The current arrangements for subsistence allowances for colleagues is set out below:

	<i>Maximum Allowance</i>	
<i>Breakfast</i>	<i>£4.48</i>	<i>If you set out before 7.30 a.m.</i>
<i>Lunch</i>	<i>£6.17</i>	<i>If you are away between 12.15 – 14.15</i>
<i>Tea</i>	<i>£2.43</i>	<i>If you arrive home after 18.30 but before 20.30</i>
<i>Dinner</i>	<i>£7.64</i>	<i>If you arrive home after 20.30 p.m.</i>

It should be noted:

- That these are not fixed allowances but the maximum amount that can be claimed on production of a receipt.

- Tea and dinner cannot both be claimed on the same day
- The cost of meals taken away from the workplace will only be reimbursed if expenditure additional to that normally incurred has been necessary.
- Managers should particularly note that in signing off the claim they will be deemed to have approved the reason for why the additional expenditure has been incurred.
- The County Council will only reimburse expenditure claims that are accompanied by receipts.

- 1.4 In the year to 31 March 2022 a total of 430 subsistence claims were made by 116 colleagues to a total value of £5,830.53. This total value will include subsistence claims in respect of meals and any claims relating to overnight accommodation.
- 1.5 Following the elections in 2021, the Council appointed an Independent Remuneration Panel, as required by the Local Government Act 2002 and the Local Authorities (Members' Allowances) England Regulations 2003, to review the Member Allowances Scheme 2018 and to provide their recommendations for any changes to that scheme. After carefully considering the 2018 scheme allowances for subsistence payments, which were set at £6.50 for lunch and £8.00 for an evening meal, the Panel observed that the "lunch allowance of £6.50 is adequate and easily allows the purchase of a 'meal deal' at a large number of outlets". However, the Panel considered that the evening meal allowance was too low and, "taking into account the prices charged in budget chain restaurants", recommended that the evening meal allowance be increased from £8.00 to £10.00. When the Panel's report was presented to Council in May 2022, this recommendation was accepted.
- 1.6 The Members' Allowances Scheme 2022 - 2026 provides for Subsistence Allowances as follows:
- The council will reimburse actual costs up to the following maximum subsistence rates.
- i. Lunchtime - £6.50 per member
 - ii. Evening Meal - £10.00 per member
- 1.7 The recommendation is for alignment in Lunch and Evening Meal subsistence allowances between members and staff. This would mean uplifting the Lunch payment for colleagues to £6.50 (increase of 0.33p) and the Dinner payment to £10.00 (increase of £2.36).
- 1.8 Breakfast and Tea allowances for staff would remain as currently, at the rates of payment set out in paragraph 1.3 above.
- 1.9 The increase in the subsistence allowances will have implications for schools, particularly for community and voluntary controlled schools who follow the Council's terms and conditions. Whilst we envisage that for the majority of schools the financial impact would be minimal, we consider that engagement with schools should be undertaken before considering applying an increase in

subsistence allowances to school-based staff. If the recommendations in this report are approved, appropriate consultation will take place with schools in relation to the financial impact on school budgets and any potential legal considerations which may arise should individual schools be unable to support the recommended increase.

- 1.10 This proposal will ensure that subsistence allowances for staff remain at appropriate levels of reimbursement and will provide a clear rationale for the rate of subsistence payments for staff.

2. Financial Implications

- 2.1 In the year to 31 March 2022 a total of 430 subsistence claims were made by 116 colleagues to a total value of £5,830.53.
- 2.2 Services fund staff subsistence costs from within Service budgets. Increases in lunch and evening meal payments are modest. As a result, it is not envisaged that changes in subsistence arrangements will have a significant impact on Service budgets.
- 2.3 We envisage that for schools the financial impact would be minimal, however these implications will still need to be considered and consulted upon as detailed above.

3. Environmental Implications

None.

4. Supporting Information

- 4.1 It is recommended that the Committee approve the alignment in Lunch and Evening Meal subsistence allowances between members and staff to be effective as soon as reasonably practical.
- 4.2 It is not envisaged that changes in subsistence arrangements will have significant impact on Service budgets given that the proposed increases in lunch and evening meal payments are modest.
- 4.3 This proposal will ensure that subsistence allowances for staff remain at an appropriate level if reimbursement and will provide a clear rationale for the rate of subsistence payments for staff.

5. Timescales associated with the decision and next steps

- 5.1 Subject to Committee approval the proposal is to communicate the changes to the subsistence allowances to staff and implement with effect as soon as reasonably practical.
- 5.2 Subject to committee approval consultation with schools will be undertaken before moving forward with the increased mileage rates applying to school-based staff.

Appendices

1. Appendix 1 – Revised Travel Code of Conduct Policy.

Background Papers

<https://democracy.warwickshire.gov.uk/mgAi.aspx?ID=6188>

1. Review of the Warwickshire County Council Members' Allowances Scheme - Report of the Independent Panel
2. Appendix 1 for Review of the Warwickshire County Council Members' Allowances Scheme - Report of the Independent Panel
3. Appendix 2 for Review of the Warwickshire County Council Members' Allowances Scheme - Report of the Independent Panel

	Name	Contact Information
Report Author	Tina Riley, Strategic People Improvement Governance & Policy Kate Sullivan, Interim HROD Strategy and Commissioning Manager Governance & Policy	tinarileyhr@warwickshire.gov.uk katesullivan@warwickshire.gov.uk
Assistant Director	Sarah Duxbury, Assistant Director of Governance & Policy	sarahduxbury@warwickshire.gov.uk
Strategic Director for Resources	Rob Powell Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Portfolio Holder Councillor Jenns	andyjenns@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Local Member(s): Not applicable

Other members: Councillors Andy Jenns and Bill Gifford

Warwickshire County Council

TRAVEL - CODE OF CONDUCT



Key Points:

- Expense incurred by an employee for work related travel can be claimed back using the correct process on Your HR.
- All claims must be checked and agreed by the appropriate person.
- Claims must be submitted and approved within 90 days of the journey taking place.
- Employees should consider the use of public transport or pool or hire cars for journeys of more than 100 miles.

1. Purpose of Code

- 1.1 This Code of Conduct is to guide employees and managers in matters relating to vehicle travel and travelling allowances. It does not apply to schools, but in all other areas of the Council's operation, it does aim to give a consistency of approach.
- 1.2 The aim is also to encourage employees and managers to plan their journeys in such a way as to limit travelling to the lowest possible level, whilst maintaining the efficient performance of their duties.

2. Vehicle Document Record Form and Work-related Road Traffic Incidents

- 2.1 Before any employee may drive either their own vehicle, or a fleet or pool vehicle, in connection with their work for the Council, they must have completed the vehicle, licence and car park information screens on Your HR self-service as appropriate.
- 2.2 By completing the Your HR information, the employee confirms, amongst other details, that they have appropriate business use insurance, a current valid driving licence and that they have read, understood and agree to comply with the Driving at Work Policy.
- 2.3 The Driving at Work Policy can be accessed via the intranet [here](#).
- 2.4 Any employee who is driving on WCC business must report all vehicle/ driving incidents to their line manager or other designated person(s). The reported

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incident may be subject to further investigation/review. The incident must be recorded on the WCC accident recording database.

3. Planning of Journeys

- 3.1 Journeys should only be undertaken when they are absolutely necessary. Employees must consider first whether the objective of the journey could be achieved virtually by using Microsoft Teams, telephoning or e-mail.
- 3.2 Employees who live within a reasonable distance of their work base are encouraged to leave their car at home if they are confident they will not require it for business purposes.
- 3.3 Mileage claims for journeys should always equate to the shortest possible route except where the use of other major roads or toll roads, (such as the M6 toll road) would achieve a significant time saving. If an alternative route is used, it must be highlighted on the claim form as an exception and will be deemed to have been approved by the authorising manager when they approve the travel claim. For consistency, the shortest route should always be verified by using measurements obtainable from Google maps, AA Route Finder, or a similar website and this website must be agreed with the manager as appropriate to ensure consistency within that team.
- 3.4 Journeys should be planned to secure the completion of the maximum amount of business with the minimum amount of travelling. Additional mileage should not be incurred by unnecessary visits to the work base at the beginning and end of the day.
- 3.5 Wherever possible, employees should share the use of vehicles, especially when they are required to attend the same site or other meetings away from their operating base.

4. Pool Vehicles, Public Transport and Hire Cars

- 4.1 When planning journeys, staff should take into account the relative costs and practicalities of using their own car, public transport, hire cars and pool cars / bicycle. Staff should adhere to the following general principles:
 - Staff should, where possible, avoid using their own cars for journeys exceeding 100 miles. If this is not possible, the employee's use of their own car should be agreed with the manager
 - A pool bicycle should be considered for short journeys in the Warwick area
 - In the case of long journeys, the cost of overnight accommodation when using public transport should be balanced against the cost of car usage which avoids an overnight stay.
 - Discretion can be used (with the support of the Assistant Director), when a member of staff is unable to utilise a hire car due to their accessibility needs, for example, they ordinarily drive a vehicle that is specially adapted for their use.

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Guidance for booking and the use of pool transport (including pool bikes) and hire cars can be found on i.warwickshire

- 4.2 In the case of long journeys, a pool car should be used, but if there are none available, staff should refer to the matrix attached as Appendix B to establish whether it would be more economical to hire a car. **APPENDIX B IS CURRENTLY UNDER REVIEW RE COSTS – PLEASE DO NOT USE UNTIL UPDATED COST INFORMATION IS PUBLISHED** Except where the difference is marginal, a hire car should then always be used. If a hire car is required, staff should discuss this with their manager. Staff may use their own car instead of a hire car but in those circumstances will only be able to claim the cost of a hire car.
- 4.3 Employees travelling by rail should travel standard class and where possible book their tickets in advance in order to get the best possible fare available. It is usually expected that tickets for rail travel are purchased through the Chiltern Discount Scheme or paid for personally and reclaimed via the expenses claim through Your HR self-service. Exceptions to this are:
- Staff who do not have access to the discount scheme
 - Tickets purchased for non-Chiltern rail journeys.
 - Staff requiring emergency travel.

Where rail travel is necessary and where this travel is required on the Chiltern Line, staff should use the Chiltern Discount Scheme. On most occasions at peak times, the Chiltern Discount Scheme will provide the best rates. Details can be found on i.warwickshire

For all non-Chiltern Lines travel, or if it is possible to access a better deal through Chiltern group save, or if the employee does not have access to the Chiltern Discount Scheme, then those managers who have access to a P-card are able to use this to purchase tickets. In the event that an employee does not have access to the discount scheme or a P-card, either directly or via a colleague who can purchase on their behalf, then rail tickets must be paid for personally and an expense claim submitted.

5. Workbases

- 5.1 A basic principle adopted by the national negotiating bodies is that employees are responsible for their travel to and from work. HMRC guidelines define travel between your home and your regular, permanent place of employment as a non-work journey, making it ineligible to be included as part of your business mileage. Furthermore, the HM Revenue and Customs regards any payment for travel to and from work as a taxable benefit which must be declared.
- 5.2 Business mileage refers to journeys which you undertake in the course of your work with the exception of your regular commute. In calculating business mileage, the employee's normal daily mileage to and from work should not be taken into account. The claim should be for the additional (excess) mileage

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covered by virtue of the visit over and above that normally incurred from home to the work base

- 5.3 As an example, an individual works from Saltisford in Warwick and lives in Nuneaton. They travel 22 miles each way to work and back, a total of 44 miles each day. The individual is unable to claim for this mileage as it is their usual home to work mileage. If they travel to another work location in Warwickshire, which sees them accrue additional mileage over and above that of the 22 miles each way currently travelled, then they are able to claim for this additional mileage. For example, the individual travels from Saltisford to Bedworth and then home to Nuneaton. The total distance travelled is 26 miles, an additional 4 miles than their usual work to home mileage. The employee is able to claim for the additional 4 miles. The principle of deducting home to work mileage also applies where employees are working remotely at locations other than their normal work base.

- 5.4 **No Fixed Place of Work/Multiple Work Base** - Where staff genuinely do not have a fixed place of work or where staff work from a number of different WCC locations during their working week, then the Assistant Director must agree the basis for their claims as a local arrangement, balancing the principle incorporated in item 5.1 above against the need for reasonable reimbursement. All local agreements must be discussed with the employee, confirmed in writing and saved onto the employee's HR-ER File by the employee's line manager. Local agreements must be monitored on an ongoing basis to ensure that they are being adhered to and remain fit for purpose. Without written formal agreement of a local arrangement the employee is unable to claim business mileage from anywhere other than their previous work base.

6. Car Allowances

- 6.1 The Council has set the allowance rate for all mileage incurred at 45p per mile regardless of engine capacity.
- 6.2 This includes:-
- excess mileage following relocation
 - the reimbursement of volunteers or work experience placements (where payment has been agreed)
 - the reimbursement of people attending interviews (where payment has been agreed)
 - the reimbursement of anyone else who is not an employee but for whom the County Council would pay expenses to attend, for example, a meeting or conference
- 6.3 Where it is practical to use public transport, but the employee uses their own car (with the authority of their manager) they should claim either the appropriate public transport fare or the mileage rate, whichever is the lower.

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- 6.4 (For clarification only) a) There is no longer a separate rate for mileage incurred in connection with training or b) out of County mileage and c) carrying passengers does not attract any additional payments.

7. Subsistence Allowances

- 7.1 Details of subsistence rates and the meals they can be claimed for are shown at Appendix A. It should be noted that these are not fixed allowances but the maximum amount that can be claimed on production of a receipt.
- 7.2 The cost of meals taken away from the workplace will only be reimbursed if expenditure additional to that normally incurred has been necessary. Managers should particularly note that in signing off the claim they will be deemed to have approved the reason for why the additional expenditure has been incurred.
- 7.3 The County Council will only reimburse expenditure claims that are accompanied by receipts (see Section 8 below).

8. VAT Receipts and Certification

- 8.1 It is the responsibility of the manager or approved delegate to ensure that details regarding travel (mileage covered) have been checked alongside the necessary receipts. It is the manager's responsibility to ensure the employee has attached the appropriate receipts to Your HR. Once approved the receipts are stored within the system and it may be necessary for these receipts to be made available to HMRC as part of an inspection. This will be arranged centrally, however when inspected if there are any missing receipts this will mean that the VAT cannot be claimed back. Furthermore, failure to provide receipts may result in the employee being liable to pay back VAT already claimed by WCC. Receipts need to cover the same period of time for which the mileage is being claimed.

VAT cannot be reclaimed on mileage relating to an electric vehicle charged at home and so the appropriate option should be selected in YourHR where this is the case.

- 8.2 Managers who approve travel expenses must do so by checking that all the appropriate evidence is available including receipts for subsistence, car parking fee tickets, train tickets etc. Claims must be submitted and authorised by your Line Manager via Your HR within 90 days of the journey taking place. Claims not submitted and approved within 90 days will not be paid unless, in exceptional circumstances, the relevant Assistant Director approves the claim. Expenses incurred in the last month of the financial year must be submitted immediately. The certifier will also ensure that the claim is arithmetically correct and that the amounts claimed are in accordance with the prevailing conditions of service.

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- 8.3 Managers are reminded that when authorising claims, they should be fully satisfied that the claim is genuine and reasonable, before approving that the claim can be paid from the allocated budget.

9. Car Parking Fees and Fines

- 9.1 When car parking fees are incurred on a visit and there is no convenient free parking available the appropriate amount will be reimbursed. A parking ticket (or other form of receipt) must always be submitted to the manager (or approved delegate) via Your HR to support the claim.
- 9.2 It is the personal responsibility of the driver to ensure that they park legally and purchase the appropriate ticket. Parking fines will not be reimbursed by the Authority under any circumstances.
- 9.3 It is the personal responsibility of the driver to ensure that they drive responsibly, legally and within speed limits. Speeding or any other such fines will not be reimbursed by the Authority under any circumstances.

10. Flights & Overnight Accommodation

- 10.1 An employee proposing to travel by plane, must obtain written permission (email is sufficient) from their Assistant Director, and provide an explanation as to why this is the preferred method of transport. Assistant Directors will require permission from their Strategic Director and Strategic Directors from the Chief Executive.
- 10.2 Similarly, an employee requiring hotel accommodation must obtain written permission (email is sufficient) from their line manager/cost centre manager, including confirmation that reasonable checks have been made to ensure value for money.

11 Use of Mobile Phones in Vehicles

- 11.1 The Road Traffic Act makes the using of a hand-held mobile phone or similar device, whilst driving, a specific offence.
- 11.2 The only permitted exception is when there is an urgent need to use a mobile phone to contact the emergency services in response to a genuine emergency when it is unsafe or impractical to stop driving to make a call.
- 11.3 The Road Traffic Act does not actually prohibit the use of hands-free phones or satellite navigation equipment when driving, but drivers may still be prosecuted if they use them, essentially for failing to drive with due care and attention. This Policy therefore extends to the use of hands-free phones.

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11.4 The following guidelines must therefore be followed when driving at work:

- Calls must not be answered or initiated whilst driving;
- Drivers should stop at a safe place to receive, return or initiate a call. It is vital that when stopped you switch off the vehicle engine otherwise liability may still be incurred.
- The hard shoulder of a motorway or the side of a busy road is not a suitable place to make or receive calls.
- Making or receiving calls while at traffic lights or in a queue of traffic constitutes using a mobile phone whilst driving and is therefore an offence.
- Using a mobile phone or similar equipment whilst driving is prohibited, including, for example, text, message, or facetime
- If visiting areas that prohibit or restrict use of mobile phones on their site, then those site rules/signage must be followed.

11.5 The inappropriate use of mobile phones by employees on Council business will be considered as a disciplinary offence.

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Appendix A

Car Allowances (includes electric and hybrid cars)

The following scales of allowances apply to all WCC staff (excluding teachers and fire-fighters)

1 April 2021 Onwards

	Engine Capacity
All Users	All sizes
Per mile first 10,000	45.0p
Per mile after 10,000	25.0p

Motorcycle and Cycle Allowance

20p per mile

Subsistence Rates

	Maximum allowance	
Breakfast	£4.48	If you set out before 7.30 a.m
Lunch	£6.50	If you are away between 12.15 – 14.15
Tea	£2.43	If you arrive home after 18.30 but before 20.30
Dinner	£10.00	If you arrive home after 20.30 p.m

- a) The allowances shown are the maximum amounts that can be claimed
- b) All claims for subsistence must be evidenced by receipts
- c) Tea and dinner cannot both be claimed on the same day

Appendix B – **UNDER REVIEW PLEASE DO NOT USE**

USE OF HIRE CARS

Northgate vehicle
Hire

Example Medium Car i.e. FORD FOCUS

	£18.2		
Cost of Car Per Day	0	+ Insurance	£5.00
Average Pump price per Ltr	£1.09	Cost Gallon	£4.96
Miles per gallon	35	Cost Per Mile	£0.14

Distance Miles	Cost Of Hire Car	Cost of Car Allowance	Hire Saving
		£0.40	
10	£24.60	£4.00	-£20.06
20	£26.00	£8.00	-£18.00
30	£27.40	£12.00	-£15.40
40	£28.80	£16.00	-£12.80
50	£30.20	£20.00	-£10.20
60	£31.60	£24.00	-£7.60
70	£33.00	£28.00	-£5.00
80	£34.40	£32.00	-£2.40
90	£35.80	£36.00	£0.20
100	£37.20	£40.00	£2.80
110	£38.60	£44.00	£5.40
120	£40.00	£48.00	£8.00
130	£41.40	£52.00	£10.60
140	£42.80	£56.00	£13.20
150	£44.20	£60.00	£15.78
160	£45.60	£64.00	£18.40
170	£47.00	£68.00	£21.00
180	£48.40	£72.00	£23.60
190	£49.80	£76.00	£26.20
200	£51.20	£80.00	£28.80
210	£52.60	£84.00	£31.40
220	£54.00	£88.00	£34.00
230	£55.40	£92.00	£36.60
240	£56.80	£96.00	£39.20
250	£58.20	£100.00	£41.80
260	£59.30	£104.00	£44.40
270	£61.00	£108.00	£47.00
280	£62.40	£112.00	£49.60
290	£63.80	£116.00	£52.20
300	£65.20	£120.00	£54.80

Fuel Price taken from AA website. Due to changing fuel and car hire charges this matrix is only included as a guide for staff and managers as to where it becomes cheaper to use a hire car, and should not be used as an accurate representation of the cost of hiring a car.

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Staff and Pensions Committee

12 September 2022

Pensions – Regulatory and Policy Update

Recommendations

1. That the Committee notes and comments on the updates contained in this Report.
2. That the Committee authorises the Strategic Director for Resources to update the Administration Strategy Statement, and (in consultation with appropriate persons) the Governance Policy Statement.

1. Executive Summary

- 1.1 This Report sets out the Pension Fund's policies that have been reviewed as part of an annual process. Any significant changes to a policy will be noted in the body of this report.
- 1.2 This Report also provides a regulatory update of issues that have arisen in the Local Government Pension Scheme (LGPS) arena.

2. Financial Implications

- 2.1 None

3. Environmental Implications

- 3.1 None

4. Supporting Information

Admissions and Termination Policy

- 4.1 This policy has been reviewed by Hymans Robertson, the Fund's Actuary, which has made suggested changes to the Policy. However, Hymans are also in the process of restructuring the Funding Strategy Statement with some supporting 'satellite policies'. A couple of suggestions were: to state who in the Fund has the delegated authority to exercise the discretion to agree to a guarantee over a bond, and to make it clear how the administering authority

can process retirements/leavers, etc. covering any 'membership' during which an admission agreement is not in place.

- 4.2 It is therefore recommended that changes to the Admission and Termination Policy are more appropriate to consider and implement later in the year as part of the wider FSS review.

Administration Strategy

- 4.3 The Administration Strategy requires minor technical updates to reflect the use of I-Connect, changes to procedures following the change in the receipt of member data from employers and to reference Member Self -Service (MSS) which is now available to members.

Conflicts of Interest Policy

- 4.4 We are currently working with the legal team to create a new policy that covers members, officers and the Local Pension Board in one document. We expect to bring this document back to Committee in December 2022.

Governance Policy Statement

- 4.5 The Governance Statement requires updating to ensure it complies with the requirements of the UK Stewardship Code. Additional information on the governance arrangements of the Border to Coast Pension Partnership, and Fund Training will be included. In addition, the delegation of functions will be reviewed to ensure that this reflects the current constitutional delegations. The Statement will be presented to the Committee in December, once it has been approved by the Strategic Director for Resources (in consultation with appropriate persons).
- 4.6 The Committee is asked to note that this Statement may require further changes once the Scheme Advisory Board (SAB) releases the results of their Good Governance Review.

Ill Health Retirement Risk Review by Hymans Robertson

- 4.7 The Fund's Actuary provided the Fund with a general overview of the considerations surrounding the risk to the Fund of ill health early retirements and how this risk can be managed and mitigated. Hymans summarised the various risk mitigation options available at a high level to facilitate further discussions and support the Fund in reaching a decision.
- 4.8 Hymans presented the Fund with a number of different options including a pay-as-you-go option, as well as self and external insurance, but Fund Officers have concluded that the present 'expected budget' or status quo approach in which all employers in the Fund pay for an expected cost of Ill Health Retirements via a small element of their contribution rate, was still the most appropriate approach, therefore no change is recommended.

Regulatory Update

- 4.9 The Chancellor of the Exchequer has confirmed that the state pension triple lock will be reinstated from next April. **The triple lock** was suspended on 16 September 2021 over concerns that it would have produced an unaffordable rise in the next year. The triple lock for 2023 is likely to be based on the September 2022 consumer price index, which is expected to be around 10 per cent.
- 4.10 The **cost cap** is part of the package of measures following Lord Hutton's review of public sector pensions in 2011. Its stated aim is 'to ensure affordable and sustainable public sector pensions' and it is enshrined in legislation via the Public Service Pensions Act 2013.
- 4.11 The current target cost is 19.5% of pay. A breach would occur if the cost fell to less than 17.5% or rose above 21.5%. The action to be taken in the event of a breach, involves changes to benefits and/or contribution structure to bring the cost back to the target cost
- 4.12 The cost cap is a complex process managed by the Government Actuary's Department (GAD). At its core, a target scheme cost is determined using GAD assumptions. Legislation requires action if this target cost is breached by +/- 2% of pay.
- 4.13 The cost cap mechanism was paused by the Government in light of the McCloud judgement. However, following the conclusion of the McCloud consultation, and the Government's confirmation of their preferred approach for remedying McCloud, the cost cap valuation was re-started.
- 4.14 GAD has now published the results of the updated **valuations** which include McCloud costs. The results confirm that after the inclusion of McCloud the cost is within the permitted +/- 2% of pay. Therefore, there will be no changes to member benefits and/or contribution rates as a result of the 2016 cost cap valuation.
- 4.15 The SAB has introduced a new sub-committee called the Compliance and Reporting Committee. This new committee replaces the CIPFA Pensions Panel and will report to both SAB and Chartered Institute of Public Finance and Accounting (CIPFA). Its workplan for the year will include:
- Funding Strategy Statement guidance update
 - Annual Report Guidance
 - Audit Issues (including consideration of separate pension fund accounts but immediately to consider a draft letter for the Board to send to DLUHC following the next meeting)
 - Knowledge and Skills framework
 - Communication on pension fund accounting (IAS19 v LGPS method)

- Review guidance on administration, communications and governance
- 4.16 On 13 June 2022 the SAB published the LGPS's scheme annual report for 2021. Highlights from the report include:
- total membership grew by 1.08 per cent from 6.160 million to 6.226 million.
 - total assets increased to £342 billion - a rise of 23.4 per cent.
 - local authority net return on investment from 1 April 2020 to 31 March 2021 was 20.56 per cent - reflective of market conditions.
 - a positive cash-flow was maintained overall, including investment income.
 - over 1.8 million pensioners were paid.
 - COVID-19 significantly impacted life expectancy - with a drop of 0.9 years and 0.5 years for males and females respectively (2019 figures versus 2020).
 - total management charges increased by £196 million, an increase of 12.9 per cent - primarily driven by a rise in investment management charges, while administration, oversight and governance costs remained broadly stable.
- 4.17 The Pension Regulator's (TPR) Single Code of Practice, has no go live date as yet but, following TPR's interim response to the consultation outcome, it is expected to be laid before Parliament and implemented by the autumn.

The new Code seeks to rationalise 10 out of the 15 existing codes of practice, and capture changes implemented by the Governance Regulations 2018.

Applicable to public and private sector defined contribution and defined benefit schemes, the Code is structured around 5 thematic areas: the governing body, funding and investment, administration, communications and disclosure, and reporting to TPR.

TPR intends that the new Code will ensure greater consistency of the expected standards and best practice for different types of schemes, insofar as legislative requirements permit.

Significant focus is anticipated on climate change, cyber security, stewardship and IT maintenance. The more drastic changes create new obligations for schemes in respect of better management of internal controls and 'effective systems of governance', regular own assessments of risk, and establishing a written framework for remuneration practices.

5. Timescales associated with the decision and next steps

- 5.1 None

Appendices

None

Background Papers

None

	Name	Contact Information
Report Author	Martin Griffiths	martingriffiths@warwickshire.gov.uk
Assistant Director	Andrew Felton	Andyfelton@warwickshire.gov.uk
Strategic Director	Strategic Director for Resources	Robpowell@warwickshire.gov.uk
Portfolio Holder	Portfolio Holder for Finance and Property	Peterbutlin@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Local Member(s): not applicable

Other members: Cllrs Jenns and Gifford

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Staff and Pensions Committee

12 September 2022

Pensions Administration Activity and Performance Update

Recommendation

That the Committee endorses and comments on the report.

1. Executive Summary

- 1.1 This report updates the Committee on the key developments affecting pensions administration and the performance of the Pensions Administration Service (PAS).

2. Financial Implications

- 2.1 All financial implications are dealt with in the body of this report.

3. Environmental Implications

- 3.1 None

4. Member Self Service (MSS) and Annual Benefit Statements

- 4.1 MSS went live in April and Annual Benefit Statements have been made available via MSS, rather than sending paper statements out. Any member who cannot access MSS can opt to receive a paper copy. Making the statements available online will also help with the Council's target for reducing its carbon footprint.
- 4.2 Currently 20% of eligible scheme members have signed up, with 20% of Active Members and 19% of Deferred Members having registered. Pensioner roll out will commence alongside the move to e-payslips later in the year.
- 4.3 18,135 Deferred (members not currently contributing) and 17,393 Active Annual benefit statements were sent out to members by 6th August 2022. There were approximately 302 statements that were not produced because of issues with the data supplied by the member's employer. This is in comparison with approx. 600 errors that were picked up last year and over 3000 that were picked up the year before. The reduction in queries has been

led by the use of I-connect and data quality work that the team are completing.

- 4.4 The move to MSS has meant that we were able to produce and publish the statements to a much shorter timescale this year, as we have not produced paper statements.

5. Key Performance Indicators (KPIs)

- 5.1 Appendix 1 shows the KPI performance for the period 1 April 2022 to 30 June 2022. Nine out of fourteen KPIs are meeting their targets and three of the remaining five are close to meeting their targets. KPIs where a payment is to be made are treated as highest priority.

- 5.2 For KPIs that are not being achieved:

- KPI 1 Letter dealing transfer in quote (target: 95% within 10days)
KPI has increased from 52.56% last year to 63.97% this year. More staff are being trained to be able to provide quotes in order to improve this KPI.
- KPI 2 Letter dealing transfer out quote (target: 95% within 10 days)
KPI performance fell this month due to staff holiday. More staff are being trained to be able to provide quotes in order to improve resilience.
- KPI 4 Letter - estimate of actual retirement benefits (target: 95% within 15 days)
Long term staff sickness and holiday during June 2022 meant the team had to prioritise work where payments were being made and consequently performance here has dipped slightly below target. However, the introduction of MSS allows scheme members to obtain retirement estimates via self-service, should they so choose.
- KPI 8 Initial letter death of a member (target: 95% within 5 Days)
This KPI is marginally below target. A process issue has been identified which was impacting on performance and this has now been remedied.
- KPI 9 Letter notifying amount of dependents' benefits (target: 95% within 10 days).

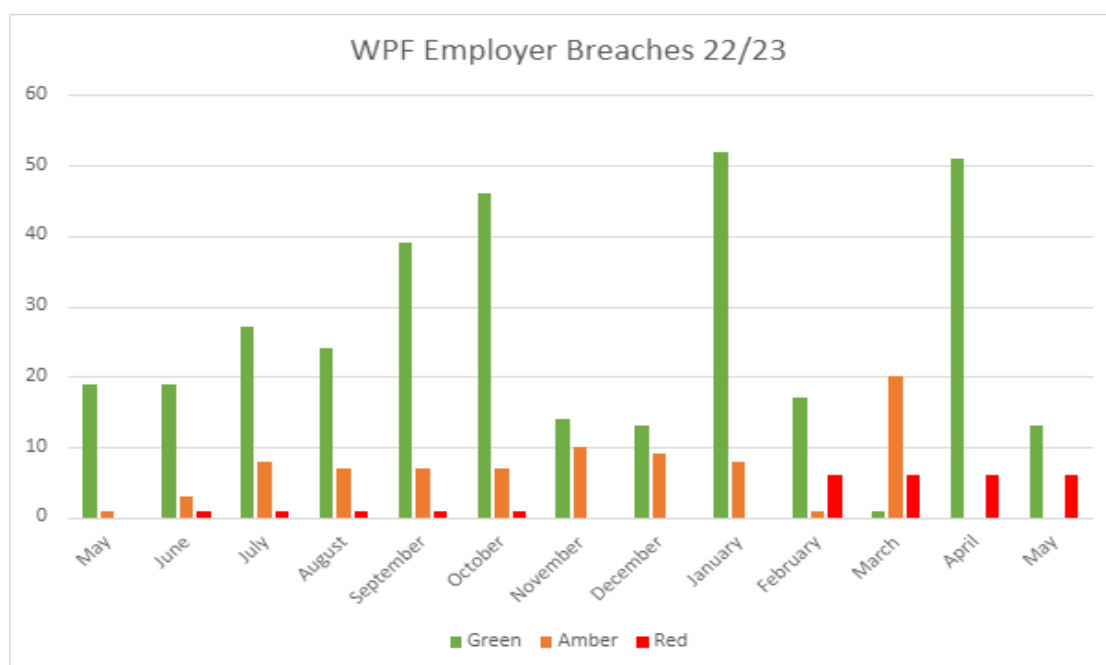
These are complex cases which sometimes involve the retrieval of files from offsite storage, meaning that delays can occur. Consideration is being given to the scanning of paper records currently held in storage.

6. Workloads

- 6.1 The PAS has been monitoring the tasks outstanding and completed by the service since 1st April 2020.
- 6.2 Current figures indicate that there were 3548 live tasks as of 30 June 2022 with 18275 tasks Having been completed. The level of work in progress is stable with no major resourcing issues at present.

7. Breaches

- 7.1 In accordance with the Breaches Policy, any Amber breach results in direct contact with the employer to resolve the issue, and further escalation if required.



- 7.3 A Multi Academy Trust in the fund is currently on Red breach status. The trust consists of 6 schools and has not provided member data in the format required. There have also been inconsistencies with the data provided. Year-end data was either incomplete or sent to the Fund late and payment of contributions was not made on time. We are working with the Trust to ensure data quality issues are addressed and that the submission of data and payments are on time. This breach has been reported to The Pensions Regulator in accordance with the Breaches Policy.

8. McCloud Project

- 8.1 The McCloud Project is continuing, however the Government's response to the consultation for the Local Government Scheme has now been delayed further until Autumn/end of this year.

- 8.2 The LGA have provided the following information with regard to timescales:

*Alongside the Government response, we intend to publish an updated version of the draft regulations implementing the McCloud remedy. The updated draft regulations will reflect the new powers in [Chapter 3 of Part 1](#) the 2022 Act governing the statutory underpin, as well as technical feedback we received at the 2020 consultation and any changes in policy. To ensure the updated draft regulations are accurate in light of the changes made, they will be subject to a further period of consultation early in 2023. At that time, we will also consult on other aspects of the McCloud remedy which did not feature in our original consultation (for example, compensation and rates of interest). **The regulations will be made later in 2023 and will come into force on 1st October 2023.** We intend to issue statutory guidance on the implementation of McCloud in 2023 following a period of consultation.*

This approach will ensure that the regulations, when made, will reflect all aspects of the remedy and have been appropriately scrutinised. We would encourage LGPS administrators to begin taking steps towards the implementation of McCloud remedy following the publication of the Government response and will shortly be holding a meeting with software suppliers to discuss the implementation of the McCloud remedy to this timetable.

- 8.3 The PAS is continuing to prepare for the implementation of the McCloud remedy in accordance with the LGA's advice.
- 8.4 The Pensions Ombudsman (TPO) has a factsheet that sets out its views on what affected members and schemes can do now and TPO's present approach to dealing with McCloud complaints.
- 8.5 TPO's general starting position is that it would not investigate McCloud complaints. This is because it acknowledges that the Government is taking steps to address the discrimination with retrospective effect. TPO will, however, carefully look at the facts of each case before deciding whether to investigate. The factsheet sets out examples where TPO may decide to investigate a McCloud complaint now.

9. Internal Dispute Resolution Procedure (IDRP)

- 9.1 The Fund currently has no outstanding IDRP cases.

- 9.2 Responses to two stage 1 cases have been issued and 1 case has been referred to the Pensions Ombudsman as it was deemed out of time for the IDRP process. This case relates to a transfer out.

10. Valuation

- 10.1 2022 is a valuation year for The Local Government Pension Scheme. Both the PAS and Pensions Investment teams have been working to improve data quality ready for this year's valuation. The introduction of I-Connect and improved processes have helped to improve our data quality and reduce the number of queries that are returned by Hymans, the Fund's actuary.
- 10.2 The Fund has collated all membership, cashflow and investment data and submitted this to Hymans in July. Hymans have commenced their assessment of this data and the valuation results will be available shortly.
- 10.3 Employer forums are being arranged, so that each employer will have the opportunity to discuss their results with Fund officers and Hymans.

11. Pensions Dashboards Programme

- 11.1 Pensions dashboards will enable individuals to access their pensions information online, securely, and all in one place, thereby supporting better planning for retirement.
- 11.2 The scheduled go live date for the public sector schemes has been deferred from April 2024 to September 2024 to mitigate the impact of the McCloud remedy implementation.
- 11.3 The PAS are considering the potential increase in contact from members once the dashboard goes live and how this will be resourced. The PAS is identifying issues that can help to reduce the number of queries and addressing these in preparation before the go live date. There will also be costs relating to the IT technical architecture that will be required to connect member information held by Warwickshire to the dashboards.
- 11.4 The Pensions Dashboard programme released a consultation regarding, standards, specifications, and technical requirements, which closed on 30th August 2022. The Fund has not responded on an individual basis as it supports the response from both the LGA and pensions software provider, Heywood.

12. Timescales associated with the decision and next steps

None

Appendices

Appendix 1 – KPI chart 01/04/22 – 30/06/22

Background Papers

1. <https://www.pensions-ombudsman.org.uk/sites/default/files/publication/files/Mcloud%20factsheet%20July%202022%20v3.pdf>

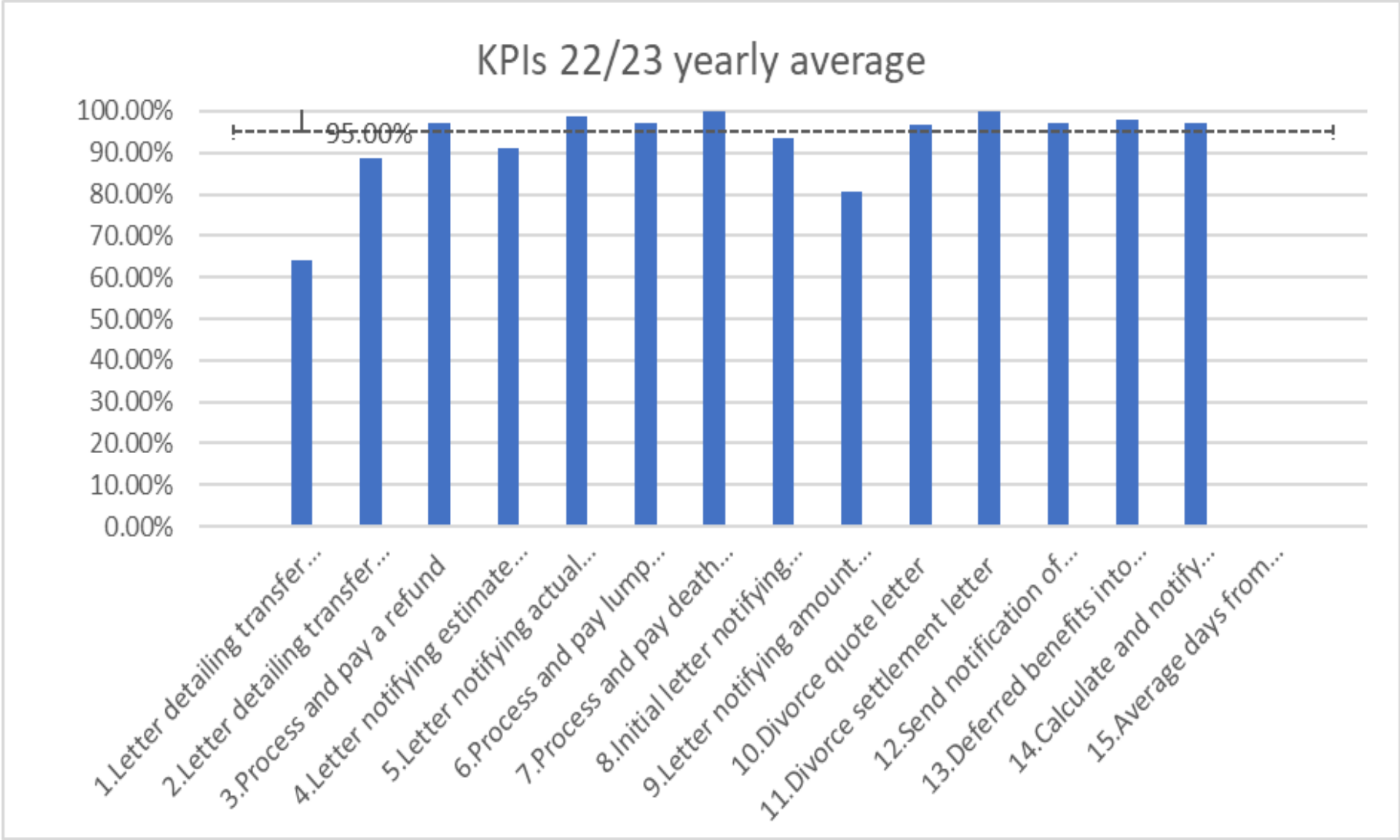
	Name	Contact Information
Report Author	Lisa Eglesfield, Liz Firmstone, Victoria Jenks, Ian Morris, Nina Parekh, Alistair Wickens	lisaeglesfield@warwickshire.gov.uk, lizfirmstone@warwickshire.gov.uk, vickyjenks@warwickshire.gov.uk, ianmorris@warwickshire.gov.uk, ninaparekh@warwickshire.gov.uk, alistairwickens@warwickshire.gov.uk
Assistant Director	Andrew Felton Assistant Director Finance	andrewfelton@warwickshire.gov.uk
Strategic Director	Rob Powell Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Peter Butlin, Portfolio Holder for Finance and Property	peterbutlin@warwickshire.gov.uk

The report was circulated to the following members prior to publication:

Local Member(s): none

Other members: Cllrs Peter Butlin, Bill Gifford, and Andy Jenns

Appendix 1 – KPI chart 01/04/22 – 30/06/22



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Staff and Pensions Committee

12 September 2022

Employers Joining and Leaving the Pension Fund

Recommendations

That the Committee:

1. Delegates authority to the Strategic Director for Resources to approve applications from the listed employers subject to the applications meeting the criteria for admission:

New Academies

- Kineton High School (Part of the Stour Federation), 1st July 2022

New Employers

- ABM Catering LTD (Holy Spirit Multi Academy Trust), 1st August 2021 (See 1.5)
 - Alliance In Partnership LTD (Castle Phoenix Trust), 4th October 2021 (see 1.5)
2. Notes that the following employers will no longer be active in the Warwickshire Pension Fund:
 - Chartwells Compass Group UK (Community Academy Trust), Community Academy Trust, 30th September 2022
 - Chartwells Compass Group UK (The Polesworth School), 30th September 2022.

1. Executive Summary

- 1.1 The Pension Fund must accept applications from scheduled bodies where the requirements of the regulations are met.
- 1.2 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'.
- 1.3 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.

- 1.4 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.
- 1.5 Castle Phoenix Trust is the letting authority for the contract with Alliance In Partnership LTD. Holy Spirit Multi Academy Trust is the letting authority for ABM Catering LTD.
- 1.6 Alliance in Partnership LTD and ABM Catering LTD have made an application on the basis that they meet 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'.
- 1.7 The Applicant Bodies have contracts with another Scheme Employer within the Pension Fund and have access to LGPS admission in respect of this contract.
- 1.8 The Applicant Bodies will be carrying out a function or service on behalf of the Scheme Employer under a contract.
- 1.9 The Applicant Bodies have confirmed that the Scheme Employer will be party to the admission agreement.
- 1.10 The Applicant Bodies have undertaken to comply with the relevant LGPS Regulations.
- 1.11 For the Chartwells admission relating to Community Academy Trust, this was under a full liability arrangement. This means that the contractor is liable for any exit debt/surplus calculated so this will not pass back to the Letting Authority upon termination of the contract.
- 1.12 For the Chartwells admission relating to Polesworth School, this admission was by way of a pass-through arrangement. A pass-through arrangement is one in which the risks inherent in participating in the LGPS are shared between the new employer and the Letting Authority.

2. Financial Implications

- 2.1 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.
- 2.2 Cessation costs will be calculated in relation to the exit for Chartwells (CAT).

3. Environmental Implications

- 3.1 None

4. Supporting Information

- 4.1 Warwickshire Pension Fund, Admissions and Terminations Policy 2021.
- 4.2 Warwickshire Pension Fund, Funding Strategy Statement 2021.

5. Timescales associated with the decision and next steps

- 5.1 The dates for some of the new admissions are from 2021. This is because it can take some time to get an admission agreement in place. Very often the Pension Fund is not informed about a transfer of a service until after the event. Training has been provided to Academies to remind them of the need to consider pension arrangements at the beginning of a procurement exercise
- 5.2 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.
- 5.3 Provided that the Committee is satisfied that the requirements of the Regulations are met, the application should be granted
- 5.4 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.

Background Papers

- 1. Warwickshire Pension Fund, Admissions and Terminations Policy 2020

	Name	Contact Information
Report Author	Vicky Jenks Alistair Wickens	vickyjenks@warwickshire.gov.uk, Alistairwickens@warwickshire.gov.uk
Assistant Director	Andrew Felton Assistant Director for Finance	andrewfelton@warwickshire.gov.uk
Strategic Director	Rob Powell Strategic Director for Resources	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Peter Butlin, Portfolio Holder for Finance and Property	peterbutlin@warwickshire.gov.uk

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Other members: Cllrs Butlin, Jenns, and Gifford