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8<sup>th</sup> February 2014

Dear Sir/Madam

### EMPLOYMENT COMMITTEE

A meeting of the Employment Committee has been arranged to take place **THURSDAY 13<sup>th</sup> FEBRUARY 2014 at 6.00 PM IN THE COMMITTEE ROOM** District Council House, Lichfield to consider the following business.

Access to the Committee Room is via the Members' Entrance.


Yours faithfully



Strategic Director

**To: Members of Employment Committee**

Councillors Powell (Chairman), Humphreys (Vice-Chairman), Mrs Arnold, Bacon, Constable, Heath, Mynott, Pearce, Smedley, Strachan and Thomas.

- 
1. Apologies for Absence
  2. Declarations of Interest
  3. To approve as a correct record the Minutes of the Meeting held on 18 November 2013 (copy attached)
  4. Pay Policy Statement (copy attached)
  5. Report on Elected Members' Learning and Development Plan for 2014/15 (copy attached)



## 6. EXCLUSION OF PUBLIC AND PRESS

RESOLVED: "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972"

## 7. Fit For The Future – Compulsory Redundancy

(copy attached)



# EMPLOYMENT COMMITTEE

18 November 2013

## PRESENT:

Councillors Powell (Chairman) Mrs Tranter (Vice-Chairman), Mrs Arnold, Bacon, Heath Mynott, Pearce, Smedley, Strachan and Thomas.

(An apology for absence was received from Councillor Constable).

## 148. MINUTES

The Minutes of the Meeting held on 13<sup>th</sup> February 2013, as printed and circulated, were taken as read, approved as a correct record and signed by the Chairman.

## 149. DECLARATIONS OF INTEREST

There were no declarations of interest.

## 150. MEMBERS' LEARNING AND DEVELOPMENT NEEDS ANALYSIS TRAINING PLAN FOR 2013

It was reported that Member Learning and Development was a key factor in Lichfield District Council's continuing performance as a good Council.

It was noted that since this Committee had been active in promoting the Learning and Development Needs Analysis (LDNA), the response rate had become much better and was now at an average of over 55% and in 2012 was 66%. It was noted however that there had been 8 nil returns in that past year. Members asked why some were not returned and requested that the group Leaders be given the names of non responders. It was noted that this was already done.

An update was given on the 2013/14 Learning & Development Plan and it was reported that Localism was identified as a priority and a number of training sessions had been given. It was also reported that there were 3 dates in the calendar for Member Training. It was noted by the Committee that due to a restructure in the emergency planning service, no firm date had been set for training in this area however it would remain a priority and passed to who will be responsible in January 2014.

Members were advised that there was not much funding available so not many free events being put on by external organisations. Members asked if other Local Authorities could be approached with the intent of joining their training sessions and it was reported that the District Council regularly contact other authorities but again not much training was happening plus it was difficult to find the right sort of training that matched the priorities of our Members.

Members asked if training on Public Speaking could be added as a training need and it was agreed for this be investigated.

Members noted the content of the proposed LDNA Questionnaire 2013 and the Self Review Tool for Members attached at Appendix A to the report and were informed that a personalised copy of the LDNA Questionnaire 2013 would be distributed at the forthcoming

Council meeting on 10 December 2013. Members also agreed to continue highlighting the importance of returning the questionnaire to their colleagues.

**RESOLVED:** That the report be endorsed and the LDNA Questionnaire 2013 be distributed to Members.

**151. EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED:** "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972"

**IN PRIVATE**

**152 FIT FOR THE FUTURE – PHASE ONE DECISIONS ON VOLUNTARY REDUNDANCY**

Members noted the compulsory redundancies and also considered applications for voluntary redundancy received as part of the Council's Fit for the Future Programme phase one.

**RESOLVED:** That the applications for Voluntary Redundancy as detailed in Appendix B to the report be approved and the updated compulsory redundancies as part of the Fit for the Future programme be noted.

(The Meeting closed at 6.30 p.m.)

**CHAIRMAN**

REPORT OF THE CHIEF EXECUTIVE

PAY POLICY STATEMENT

**1. PURPOSE OF REPORT**

- 1.1 To inform Members of the Committee of the Council's duties under Section 38 of the Localism Act 2011 regarding the preparation of a Pay Policy Statement which will be applicable to the 2014/15 financial year.
- 1.2 To approve publication of the Pay Statement subject to Full Council approval.

**2. RECOMMENDATION**

- 2.1 That the Employment Committee notes the contents of the Pay Policy Statement as set out in **APPENDIX B** and makes any amendments it determines appropriate prior to this document being submitted to full Council on 24th February 2014.

**3. DETAILS OF REPORT**

**3.1 Introduction and Purpose**

- 3.1.1 Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as authority thinks fit". The attached Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011 (attached on **APPENDIX A**).

The purpose of the statement is to provide transparency with regard to the Council's approach to setting the pay of its employees by identifying;

- the methods by which salaries of all employees are determined;
- the detail and level of remuneration of its most senior managers i.e. 'chief officers', as defined by the relevant legislation;
- the relationship between the remuneration of its chief officers, those who are not chief officers and the lowest paid.

**3.2 Publication**

This statement is required to be submitted to full Council for approval and will then be published on the Council's Website. In addition, for posts where the full time equivalent salary is £50,000, or more, the Council's Annual Statement of Accounts will include a note setting out the total amount of

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- any bonuses so paid or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above

**3.3 Legislative Framework**

In determining the pay and remuneration of all of our employees, we will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment

(Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.

### 3.4 Pay Structure

- 3.41 The basis for the Council's pay structure is on having a job evaluation system in place which ensures that all employees are rewarded according to the demands and responsibilities of their job and that there are no discriminatory elements.
- 3.42 In 2002 this approach was adopted for the majority of employees using a National Joint Council for Local Government Services job evaluation scheme that had been developed for this purpose nationally and which was supported by both the national trade unions and local authority employees. All jobs were graded using the Scheme and a new Single Status Agreement put in place in 2003. Any changes to jobs or new jobs go through a job evaluation process to ensure that there is consistency and fairness in place. The salaries are set according to the national pay grading scale (pay grades attached at **APPENDIX C**).
- 3.43 In 2001/2 there was a major overhaul of the senior management structure within the Council which reduced the number down from 18 to 9. It was determined that it would be appropriate for the Chief Executive/Directors to also go through the job evaluation process to be consistent with the approach for all other employees, and this exercise was carried out by the West Midlands Local Government Employers' Organisation on the Council's behalf using the Hay job evaluation scheme. This not only ensures fairness but means that pay has been correctly benchmarked against jobs of a similar size. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the council uses available benchmark information as appropriate.
- 3.44 Since 2002 the executive team has been reduced by a further 4 posts culminating in the current team of 5 – consisting of the Chief Executive, 2 Strategic Directors and 2 Directors.
- 3.45 When the job evaluation scheme was set up for Directors it was agreed by Council that an element of the salary would be linked to performance to reward the individual contribution made towards leading the organisation and delivering the corporate agenda. Information is included within the Statement regarding the operation of the scheme.

### 3.5 Statement Details

- 3.51 The detailed information regarding pay and conditions is set out in the statement attached at **APPENDIX B**. This will be updated annually in accordance with the legislative requirements.

## 4. CONSULTATION

- 4.1 Employee Representatives have been consulted with regard to this new legislative requirement.

## 5. FINANCIAL IMPLICATIONS

- 5.1 This report sets out the existing financial obligations regarding pay policy.

## 6. RISK MANAGEMENT ISSUES

- 6.1 The risks are identified below.

Description of Risk	Likelihood/ impact	Risk Status	Countermeasures
Non - compliance with legislation or challenges on equal pay	Low/medium	Tolerable	By publishing data and reviewing our policy and procedures as required we are complying with legislative requirements.

### Background Documents:

Confidential Report on Performance Management for Senior Managers 25<sup>th</sup> September 2002, further updated 6<sup>th</sup> December 2005. Single Status Agreement 2003

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# Localism Act 2011

## 2011 CHAPTER 20

### PART 1

#### LOCAL GOVERNMENT

#### CHAPTER 8

#### PAY ACCOUNTABILITY

#### Pay policy statements

#### 38 Pay policy statements

- (1) A relevant authority must prepare a pay policy statement for the financial year 2012-2013 and each subsequent financial year.
- (2) A pay policy statement for a financial year must set out the authority's policies for the financial year relating to—
  - (a) the remuneration of its chief officers,
  - (b) the remuneration of its lowest-paid employees, and
  - (c) the relationship between—
    - (i) the remuneration of its chief officers, and
    - (ii) the remuneration of its employees who are not chief officers.
- (3) The statement must state—
  - (a) the definition of "lowest-paid employees" adopted by the authority for the purposes of the statement, and
  - (b) the authority's reasons for adopting that definition.
- (4) The statement must include the authority's policies relating to—
  - (a) the level and elements of remuneration for each chief officer,
  - (b) remuneration of chief officers on recruitment,
  - (c) increases and additions to remuneration for each chief officer,

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- (d) the use of performance-related pay for chief officers,
  - (e) the use of bonuses for chief officers,
  - (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
  - (g) the publication of and access to information relating to remuneration of chief officers.
- (5) A pay policy statement for a financial year may also set out the authority's policies for the financial year relating to the other terms and conditions applying to the authority's chief officers.





**Pay Policy Statement Published  
February 2014**

## **1. Introduction and purpose**

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

This Pay Policy Statement (the 'statement') sets out the council's approach to its pay, terms and conditions and other related matters in accordance with the requirements of Section 38 of the Localism Act 2011 (the details of which are attached at Appendix A).

Once approved by the full Council, this Pay Policy Statement will come into immediate effect and will be subject to review on an annual basis, in accordance with the relevant legislation prevailing at that time.

Should any amendments to the Pay Policy Statement be required during the financial year 2014/15 this will be approved by Full Council, after which the amended version of the Pay Policy Statement will be re-published at [www.lichfielddc.gov.uk/paypolicy](http://www.lichfielddc.gov.uk/paypolicy)

### **Context of Lichfield District Council**

Lichfield District Council employs 415 staff (as at 31 January 2014, excluding casual workers, contractors, and agency workers) and provides a wide range of services managed through the Chief Executive's office and four directorates:

#### **The Chief Executive**

Is the lead adviser to Elected Members and the head of paid service. The Chief Executive leads the organisation by translating members' aspirations into practical solutions and delivery. The role leads and supports the council's governance arrangements. Responsible for corporate communications, internal audit, personnel services, member services - civic and ceremonial.

#### **The Directorates**

##### **1. Democratic, Development and Legal Services:**

Strategic lead on assets, premises and the council's property portfolio. Lead on legal services, including probity, contracts, enforcement. Lead on democratic services, governance, data protection & Freedom of Information. Lead on electoral services, management of elections and licensing services. Lead on sustainable development, planning policy, development plans and implementation, development control and enforcement, urban design and conservation, building control and land charges, city and town centre regeneration and development. Lead on arboriculture services, countryside, biodiversity, rural strategy and planning. Lead on inward investment and developing the economy, business support and partnerships, and tourism, car parking strategy and management, and civil parking enforcement. Lead for the Town Team, including the High Street Innovation Fund for Lichfield City.

## **2. Community, Housing & Health**

Strategic lead on housing, including housing need and investment and affordable housing planning and development. Lead on housing partnerships, housing with support and travelling families. Lead on homelessness strategy and responsibilities, including private sector housing investment and regulation. Lead on enforcement and regulation, including contaminated land, pollution, nuisance, air quality. Lead on health and safety enforcement and regulation, including food safety, occupational health and safety, infectious disease. Lead on public health and protection, including taxi, liquor and miscellaneous licensing. Lead on community regeneration and development, including building social capital, managing community hubs and community transport. Lead on links with the voluntary sector, grant aid, commissioning services from the voluntary sector. Safer and Stronger communities including Community safety Partnership, closed circuit television; strategy and management.

Corporate lead on strategic planning for the council and the Lichfield District Strategic Partnership (LDSP). Lead on older people, children and young people and child protection and vulnerable adults' policy. Lead on performance management, including accountability to Members, quality assurance, customer complaints, ombudsman investigations, MP enquiries, community research, and equalities. Lead on provision of corporate customer services (Lichfield Connects), including development of supporting technology. Emergency planning, with Business Continuity in conjunction with CCU.

## **3. Leisure and Parks**

Lead on the district's emerging leisure strategy, including the management of three leisure centres sports development and partnerships, play strategy and provision, reservoir management, outdoor sports provision and the management of parks and open spaces, including Chasewater Country Park and Beacon Park.

Lead on the quality of the local environment and the delivery of in-house street scene services, including street cleansing and fly-tipping, abandoned vehicles, fleet management, grounds maintenance, public conveniences, and shop mobility, Corporate lead on health and safety, and insurance and is the corporate lead for the council's Employee Liaison Group (industrial relations).

## **4. Finance, Revenues and Benefits**

Lead on financial probity, strategic financial management, treasury and investment funds, and revenue and capital strategy. Management of accounts and reconciliation. Lead on external funding procedures. Lead on administration and collection of local taxation, including council tax and business rates (NNDR), housing benefits and council tax reductions, arrears collection for council tax, business rates, benefits overpayments and sundry debts. Lead on policy development on debt recovery and its management.

Corporate lead on anti-fraud policy and awareness, procurement, provision, development & maintenance of corporate information systems, including geographical information systems (GIS), the Property Gazetteer and street naming and numbering.

### **Joint Waste Service**

The Joint Waste service now also includes the Director post, with Andrew Barrett Director of Assets and Environment reporting to Chief Executive on waste collection and recycling, sustainable waste management, including partnership support, environmental education and awareness. Whilst this does not constitute a formal directorate of the council it remains a vital and important service areas for which we are responsible for delivering across Lichfield and Tamworth's administrative areas.

## **2. Legislative framework**

In determining the pay and remuneration of all of its employees, the council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations (TUPE).

With regard to the Equal Pay requirements contained within the Equality Act, the council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use

of equality proofed job evaluation mechanisms, which directly relate salaries to the requirements, demands and responsibilities of the role.

### **3. Pay structure**

The underpinning mechanism in delivering the council's pay structure is the council's job evaluation system. This ensures all employees are rewarded according to the demands and responsibilities of their job and that there are no discriminatory elements.

In 2002 this approach was adopted for the majority of employees using a National Joint Council for Local Government Services job evaluation scheme that was developed specifically for this purpose nationally, and which was supported by both the national trade unions and local authority employees.

All jobs were graded using the Scheme and a new Single Status Agreement was put in place in 2003. The agreement also brought into place a number of local terms and conditions, including a commitment to flexible working.

Any changes to jobs or new jobs go through a job evaluation process to ensure that there is consistency and fairness in place. Based on the application of the job evaluation process, the council uses the nationally negotiated pay scale as the basis for its local grading structure. **Appendix B** shows the Lichfield Council pay grades.

The Local Government Association (LGA) represents the council in national pay negotiations with trade unions and the government over pay and conditions.

In determining its grading structure and setting remuneration levels for all posts, the council also takes into account the need to ensure value for money in respect of the use of public funds, balanced against the need to recruit and retain employees who are able to meet the requirements of their respective roles, and provide timely high quality services to the community, delivered effectively and efficiently.

New appointments will normally be made at the lowest level within the relevant grade, although this can be varied where necessary to secure the best candidate is secured, and to ensure that if an internal candidate is appointed on promotion that a pay rise is ensured.

All potential recruitments are considered by Leadership team to ensure that at a time when staff reduction's are likely to be required to meet budgetary pressures, appointments are made on the most appropriate basis and only when essential to ongoing service delivery.

From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector. This is known as market supplement.

All other pay related allowances are the subject to either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by council policy.

### **4. Definition of chief officer**

Section 43 of the Act defines the meaning of a Chief Officer, cross referring to the Local Government and Housing Act 1989. In relation to Lichfield District Council's management structure the following is included in the definition of a Chief Officer:

- The Head of Paid Service – this is the Chief Executive
- Statutory and non-statutory chief officers – these are the council’s four directors
- The council’s monitoring officer – this is covered in the information on Deputy Chief Officers (below)
- Deputy chief officer – the council does not have any deputy/assistant directors
- Service managers - these report directly or are accountable to a director

## 5. Chief Officers remuneration

### Chief Executive and Directors

The current levels of remuneration are:

#### Chief Executive

The current salary of the post is £. The salary falls within a range of four incremental points between £91,369, rising to a maximum of £96,906, not inclusive of any payment for Returning Officer duties, with the exception of District and Parish elections, payment for which is included in the salary.

#### Strategic directors

The salaries of posts designated as Strategic Directors fall within a range of four incremental points between £72,956 rising to a maximum of £77,820.

#### Directors

The salaries of posts designated as Directors fall within a range of four incremental points between £65,391 rising to a maximum of £70,254.

#### Service Managers -are classed by Lichfield District Council as deputy chief officers

Managers reporting to Directors with Lichfield District Council have been classed as Deputy Chief Officers ( for the purposes of the act). They are paid on the National Joint Council pay spine as described earlier, the detail of which is as follows:

Band	Pay scale	Numbers
G - SCP 26-30	£22,443- £25,727	1
H - SCP 30-34	£25,727- £28,992	1
I - SCP 34-38	£28,992- £32,072	1
J - SCP 38-41	£32,072 - 34,894	2
K SCP 41-45	£34,894 - £38,422	5
L SCP 45 - 49	£38,422 - £42,032	10

\*SCP – Spinal Column Point

## 6. Performance related pay for Chief Executive Officer and Directors only

When the current executive management structure was set up in 2002, it was agreed that an element of salary would be linked to performance, in order to reward an individual’s contribution to the delivery of the corporate agenda. This was further updated in 2005 to reflect changes to the structure at that time.

The scheme allows for an assessment of performance on an annual basis and a payment to reflect performance achievements delivered by the posts of Chief Executive, Strategic Directors and Directors.

The performance measures and targets are agreed for the Chief Executive who is appraised by the Leader, Deputy Leader and Leader of the Opposition. The Chief Executive’s targets are cascaded to Strategic Directors/Directors who are then appraised by the Chief Executive. The amount awarded is based on the following:

- The maximum payable is 2% of current salary for Directors and 10% for the Chief Executive.
- Targets substantially met – full payment.
- At least 50% of targets met, with good reason why all targets have not been substantially met – a payment of between 50% and 75%.
- Less than 50% of targets met – no payment.

## 7. Other pay additions

In addition to basic salary, set out below are details of other elements of ‘additional pay’ which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfilment of duties:

- Fees paid for Returning Officer duties where identified and paid separately. This applies solely to the Chief Executive and relates to fees, which are set by the Government for Parliamentary elections, European elections and referenda, and through agreement with Staffordshire County Council, for County Council elections, using pence per elector for the calculation. Fees for the district and parish local elections are included in the salary level.
- Essential user car allowance is £80.25 or £70.50 per month dependent on the size of vehicle. These rates are applicable to all employees who are essential car users.
- There are currently 91 employees receiving an essential car user’s allowance.

In addition to basic salary, details of other elements of ‘additional pay’ which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfilment of duties, are set out below:

<b>Additional Payments</b>	<b>Numbers</b>	<b>Pay range FTE Per annum £</b>
Shared Service Payment	6	3528-4459
Market Supplement pay range	5	2414-5384
Monitoring Officer	1	6242

Car allowance payments are paid as described for Chief Officers as above.

## 8. Payments on termination -All staff

The council’s approach to statutory and discretionary payments on termination of employment of chief officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment), (Discretionary Compensation) Regulations 2006 [and if adopted] Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.

The details of payments are set out in the Council’s Discretionary Payment Policy. These policies apply equally to all council employees.

## 9. Lowest paid employees

The lowest paid people employed under a contract of employment with the council would be employed on a full time [37 hours] equivalent salary, set at the minimum pay point currently in use within the council’s grading structure (see **Appendix B**). There are currently 2 employees on this level.

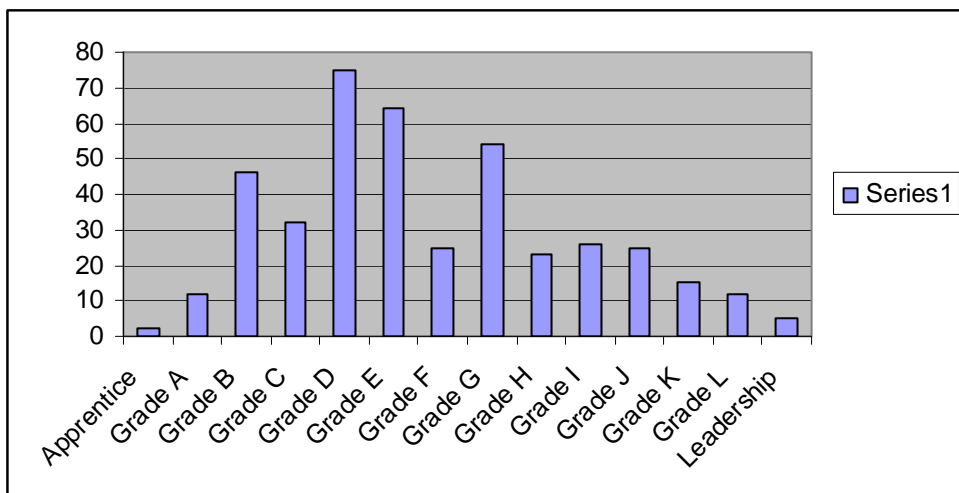
From time to time, the Council may employ Apprentices (or other such categories of workers) who are not included within the definition of ‘lowest paid employees’, as they are employed under schemes and are paid at rates determined by central government/scheme organisers. We have 2 apprentices.

## 10. Pay relationship

The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce, and that of senior managers. This is detailed in the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure, and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority's workforce.

The graph below shows the relationship numbers of staff on the different pay grades within the council:



The current pay levels within the council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive ratio is 1 to 7.5 and between the lowest paid employee and median average chief officer as 1 to 5.80. The multiple between the median average full time equivalent earnings and the Chief Executive is 1 to 4.70, and between the median average full time equivalent earnings and median average chief officer it is 1 to 3.73.

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

## 11. Publication

Upon approval by Full Council, this statement will be published on the Council's Website. In addition, for posts where the full time equivalent salary is at least £50,000, the council's Annual Statement of Accounts will include a note setting out the total amount of:

- salary, fees or allowances paid to, or receivable, by the person in the current and previous year
- any bonuses paid or receivable by the person in the current and previous year
- any sums payable by way of expenses allowance that are chargeable to UK income tax
- any compensation for loss of employment and any other payments connected with termination
- any benefits received that do not fall within the above

## 12. Accountability and decision making

In accordance with the constitution of the council, the Employment Committee is responsible to the council for functions relating to employment matters including establishing the overall framework for remuneration and terms and conditions of employment.

**National Joint Council for Local Government Services**  
**April 2013 – March 2014**

<b>BAND A</b>	<b>ANNUAL</b>	<b>HR</b>		<b>BAND G</b>	<b>ANNUAL</b>	<b>HR</b>
A5	12435	6.4454		G26	22443	11.6328
A6	12614	6.5382		G27	23188	12.0190
A7	12915	6.6942		G28	23945	12.4113
				G29	24892	12.9022
				G30	25727	13.3350
<b>BAND B</b>				<b>BAND H</b>		
B7	12915	6.6942		H30	25727	13.3350
B8	13321	6.9046		H31	26539	13.7559
B9	13725	7.1140		H32	27323	14.1622
B10	14013	7.2633		H33	28127	14.5790
B11	14880	7.7127		H34	28922	14.9910
<b>BAND C</b>				<b>BAND I</b>		
C11	14880	7.7127		I34	28922	14.9910
C12	15189	7.8729		I35	29528	15.3051
C13	15598	8.0849		I36	30311	15.7110
C14	15882	8.2321		I37	31160	16.1511
				I38	32072	16.6238
<b>BAND D</b>				<b>BAND J</b>		
D14	15882	8.2321		J38	32072	16.6238
D15	16215	8.4047		J39	33128	17.1711
D16	16604	8.6063		J40	33998	17.6221
D17	16998	8.8105		J41	34894	18.0865
D18	17333	8.9842				
<b>BAND E</b>				<b>BAND K</b>		
E18	17333	8.9842		K41	34894	18.0865
E19	17980	9.3195		K42	35784	18.5478
E20	18638	9.6606		K43	36676	19.0101
E21	19317	10.0125		K44	37578	19.4777
E22	19817	10.2717		K45	38422	19.9151
<b>BAND F</b>				<b>BAND L</b>		
F22	19817	10.2717		L45	38422	19.9151
F23	20400	10.5739		L46	39351	20.3967
F24	21067	10.9196		L47	40254	20.8647
F25	21734	11.2653		L48	41148	21.3281
F26	22443	11.6328		L49	42032	21.7863

## EMPLOYMENT COMMITTEE

Date: 13 Feb 2014

Agenda Item: 5

Contact Officer: Cathy Pepper & Mandy Linthwaite  
Telephone Extension: 01543 308112

### Report on Elected Members' Learning and Development Plan for 2014/15

#### 1. Purpose of Report

- 1.1 To provide information to the Committee on the results of the Elected Members' Learning and Development Needs Analysis - LDNA (which was carried out during December 2013).
- 1.2 For the Committee to consider the views of the Elected Members with regards to the identified learning & development needs.

#### 2. Recommendation

- 2.1 That the Committee agrees the identified learning / training priorities of Elected Members for the next twelve months.

#### 3. Details of Report

- 3.1 Elected Members' Learning and Development is a key factor in Lichfield District Council's continuing performance as a good council.
- 3.2 To ensure the training and development events meet the needs of the Members, we asked the Committee to guide us on the content of the Learning and Development Needs Analysis and how best to communicate it to Members and continue to improve completion rates by member.
- 3.3 Since introducing the new approach to LDNA through this committee we have tried various means to encourage, support and promote member development. The personalised LDNA was sent to all Members with the request that everyone complete the form and at the very least send in a nil return. Last year we had our highest return rate of 66%, perhaps the timing of the review had some impact on the return rate for this year which, to date is 61.1%. An overview of next years planned approach is contained in **Appendix 1**.

#### 4. Consultation

- 4.1 This Committee has been consulted with throughout the process.

#### 5. Financial Implications

- 5.1 A budget of 5K for Member development has been allocated and will be used to fund learning and development in a way that meets the priority needs of the majority of Members and the council.



## 6. Strategic Plan Implications

6.1 Learning and development will continue to specifically address corporate priorities and issues highlighted in the Strategic Plan.

## 7. Human Rights Issues

7.1 There are no direct implications.

## 8. Risk Management Issues

The risks are identified below.

Description of Risk	likelihood/ impact	Risk Status	Countermeasures	Responsibilities
Members availability to attend relevant training events	Medium/Low	Tolerable	Continue to explore flexible means of delivering training.	Members, Employment Committee and officers allocated to support Member training
The risk of Members failing to engage / attend planned training.	Medium/Medium	Material	Need to find ways of ensuring Members engage with their own personal Development	Members, Employment Committee and officers allocated to support Member training.
Waste of resources /costs effectiveness associated with none attendance.	Low/Low	Tolerable	Encouraging members to attend events or make the training compulsory	Members, Employment Committee and officers allocated to support Member training.

**ELECTED MEMBER LEARNING & DEVELOPMENT PROPOSAL**  
**April 2014 to March 2015**

**1. Background**

A modern and effective Local Government organisation requires an Elected Member development programme that ensures Members can fulfil their responsibilities to the local community and provide clear leadership and effective scrutiny of local Council functions.

This requires a planned approach to Elected Member development and the analysis of the feedback from Members will support the formulation of a development plan.

**2. Learning and Development Programme**

Set out is a breakdown of the analysis of the feedback received from the Members' recent LDNA.

The essential training along with the development areas selected by Members will form the basis of the Member Development Plan for the year ahead, and be supported by an individual training record for each Councillor that identifies both training undertaken and specific training that has been requested.

Overview and Scrutiny skills were by far the most popular topic requested. We have prioritised the other subject areas; given that there are only 5 Member training dates allocated (and a limited budget) we will need to be innovative in our approach. To this end we are suggesting more e-learning, issuing of briefing notes and Members to coach other Members.

**Members' Learning and Development Analysis 2013/4**

Returns 2013	%	Returns 2012	%	Returns 2011	%
33/54 (10 nil returns)	61.1	37/56( 8 nil returns)	66.1	30/56 (1 nil return)	53.5

Key Priorities of the Council	Comments	Actions/Delivery
Planning	Planning Committee Members and Members	To be determined – quarterly sessions arranged
Audit	Audit Committee Members	To be determined
Fraud Awareness	All Members	Awareness session to be arranged – Joy Ordidge
Equality and Diversity	All Members	All members should be aware of Equality and Diversity Policy. Training session to be arranged via Partnerships and Policy Manager.
Overview and Scrutiny	All Members	Further O&S session required on personal skills and appreciating the role of scrutiny and cabinet was also raised.
Regulatory and Licensing	Regulatory and Licensing Committee	Training was held 17.1.14

<b>Key Priorities Identified by Members</b>	<b>Numbers expressing interest</b>	<b>Comments</b>	<b>Actions/Delivery</b>	<b>Responsible Officer</b>
Overview and Scrutiny skills	12	Two sessions on procedures took place in 2011.	Further Training to be identified on role of O&S and chairing and questioning skills For April 2014	R King
IT Skills	9	Of the Members replying, all are using e-mail now. The range of training requirements is now from developing basic IT skills to developing Outlook use, such as distribution lists.	IT skills have generally improved, and many of the topics requested are small, specific items. Consider 1-1 sessions.  Training for new Office upgrade will also be offered to all members once the upgrade programme has been agreed	K Sleeman
Understanding the Financial Landscape	7	The changing financial scenario facing local government	A workshop can be arranged	J Kitchen
Chairing meetings	7	Manage meetings more effectively, questioning, listening and timing	Training to be investigated	R King
Responding to emergencies	5	With our changing provision for emergency planning	Training can be made available – work with CCU and other authorities to identify suitable training	T Matthews
Speed reading	4	Members have many documents to read. A workshop would teach new strategies and techniques to enable them to read and assimilate information faster	An external trainer would be required	M Linthwaite
Data Protection and FOI	4	Understand current legislation, its impact on the Council and members' responsibilities	The Data Protection lead officer will address this via a briefing or briefing note, with a full training session to be offered in 2015	B Nahal
Public Speaking	3	Preparing to speak to different audiences, getting the message across, improving confidence and dealing with challenges from others	Some elements of this can be built into O&S workshop or chairing meetings, such as dealing with challenges	
Effective Ward Member	2	Being an effective community leader	This need will be met by a LGA Councillor workbook guide	M Linthwaite
Managing Time effectively	1	Members have to learn to juggle multiple demands on their time	This need will be met individually, either by e-learning or coaching	M Linthwaite

<b>Additional Areas requested</b>	<b>Comments</b>
O&S for others urgently needed	Training workshop to be offered
Council Rules of debate in Constitution	Will be referred to Bal Nahal
Code of Conduct	Will be referred to Bal Nahal
R&L for non committee members	To be investigated
Name of other service providers and what they can offer to help me	To be investigated as to what is required
Anti-social behaviour and impact of new legislation	Will be referred to J Coleman