

# Public Document Pack

## LICHFIELD DISTRICT COUNCIL

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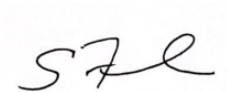
**District Council House**  
**Frog Lane**  
**Lichfield**  
**WS13 6YY**

**4 April 2022**

To: Members of the Lichfield District Council

In accordance with Paragraph 4(2) of Part 1 of Schedule 12 to the Local Government Act 1972, you are hereby summoned to attend the meeting of the Lichfield District Council which will be held in the Council Chamber, District Council House, Frog Lane Lichfield on **TUESDAY, 12 APRIL 2022 at 6.00 pm.**

Access to the Council Chamber is via the Members' Entrance.



Chief Executive

### **A G E N D A**

1. APOLOGIES FOR ABSENCE (IF ANY)
2. DECLARATIONS OF INTEREST
3. TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE PREVIOUS MEETING 3 - 14
4. CHAIRMAN'S ANNOUNCEMENTS
5. REPORT OF THE LEADER OF THE COUNCIL ON CABINET DECISIONS FROM THE MEETINGS HELD ON 8 MARCH AND 5 APRIL AND CABINET MEMBER DECISIONS 15 - 18
6. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE 19 - 22
7. **MINUTES OF THE PLANNING COMMITTEE**

*The Chair of the Planning Committee to move that the proceedings of the meeting held on 7 March 2022 be received and where necessary approved and adopted.*  
23 - 24

8. **MINUTES OF THE REGULATORY AND LICENSING COMMITTEE**

*The Chair of the Regulatory and Licensing Committee to move that the proceedings of the meeting held on 9 March 2022 be received and where necessary approved and adopted.*  
25 – 26

9. **MINUTES OF THE EMPLOYMENT COMMITTEE**

*The Chair of the Employment Committee to move that the proceedings of the meeting held on 30 March 2022 be received and where necessary approved and adopted.*  
27 - 30

10. **APPOINTMENT OF MONITORING OFFICER**

To appoint a Monitoring Officer (report attached).  
31 - 34

11. **PAY POLICY STATEMENT**

To approve the contents of the updated Pay Policy Statement for publication (report attached).  
35 - 48

12. **UPDATE TO THE CONSTITUTION (SCHEME OF DELEGATION)**

To approve the following changes to the Scheme of Delegation.

(a) That the Head of Operational Service be delegated:

“Powers and functions of the Council in relation to Street Trading in Council owned parks and public open space”

(b) That the delegation to the Head of Regulatory Services, Housing & Wellbeing be amended to:

“The power to suspend or revoke private hire/taxi licences.”

13. **QUESTIONS**

To answer any questions submitted under procedure rule 11.2.

14. **EXCLUSION OF PUBLIC & 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.

15. **CONFIDENTIAL REPORT OF THE LEADER OF THE COUNCIL ON CABINET MEMBER DECISIONS 49 - 50**

16. **CONFIDENTIAL MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE 51 - 52**

17. **CONFIDENTIAL MINUTES OF THE EMPLOYMENT COMMITTEE 53 - 56**

**COUNCIL**

**22 FEBRUARY 2022**

**PRESENT:**

Councillors Gwilt (Chair), Anketell, Baker, Ball, Birch, Checkland, Cox, D.Cross, Eadie, Eagland, D Ennis, L Ennis, Evans, Grange, Lax, Leytham, A Little, E Little, Marshall, Matthews, Norman, Powell, Pullen, Ray, Robertson, Salter, Silvester-Hall, Spruce, Tranter, Strachan, Tapper, Warfield, Westwood, White, M Wilcox, S Wilcox, A Yeates and B Yeates

**60 APOLOGIES FOR ABSENCE (IF ANY)**

Apologies for absence were received from Councillors Banevicius, Barnett, R Cross, Ho, Humphreys, Parton-Hughes, Smith and Warburton

**61 DECLARATIONS OF INTEREST**

Councillor Grange declared an interest in item 9, (Minutes of the Planning Committee), as an applicant.

**62 TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE PREVIOUS MEETING**

The Minutes of the informal Meeting held on 14 December 2021 were approved as a correct record.

**63 TO RECEIVE THE RETURNING OFFICER'S CERTIFICATE OF ELECTION OF DISTRICT COUNCILLOR AND REPORT OF DECLARATION OF ACCEPTANCE OF OFFICE**

The Returning Officer reported that Richard Cross had been duly elected District Councillor for Armitage with Handsacre and had signed his declaration of acceptance of office.

**64 CHAIR'S ANNOUNCEMENTS**

The Chair said that he was pleased to see the new Wellbeing Centre in Burntwood had opened and that a restaurant in Lichfield had been awarded a Michelin star.

**65 REPORT OF THE LEADER OF THE COUNCIL ON CABINET DECISIONS FROM THE MEETING HELD ON 8 FEBRUARY 2022 AND CABINET MEMBER DECISIONS**

Councillor Pullen submitted his report on Cabinet Decisions from the meeting held on 8 February and Cabinet Member Decisions.

Councillor Robertson questioned whether an alternative bus station could be identified before proceeding with the Birmingham Road Delivery Strategy. He noted that making public transport more difficult would be incongruent with the climate emergency declaration.

Councillor Pullen advised that he could not give any specific assurance because things would continue to progress quickly and different strands were likely to be moving in parallel.

Councillor Ball asked whether Lichfield Housing Limited would provide houses for rent. Councillor Pullen responded that the company was concerned with commercial endeavours

that benefited the District. However if there was a commercial business case for providing houses for rent it would be examined.

Councillor Ray expressed disappointment that CIL (Community Infrastructure Levy) funding wasn't allocated to the leisure centre. He asked the leader if this could be kept under active consideration. Councillor Pullen responded that it would and the Council had, and would continue to be proactive with the leisure centre.

Councillor Wilcox and Councillor White thanked the Cabinet for the allocation of CIL funds to Fradley and Streethay Parish Council.

Councillor Wilcox expressed his support for the Staffordshire Leader's Board stating it would strengthen our community and aid the Council in delivering services to residents.

## **66 MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE**

Councillor Leytham submitted the Minutes of the Overview and Scrutiny Committee held on 20 January 2022.

Councillor Evans requested that all Councillors be notified when new task groups are set up. Councillor Leytham gave assurance that they would be.

## **67 MINUTES OF THE EMPLOYMENT COMMITTEE**

In response to a question from Councillor Robertson about HGV apprenticeships and the possibility of publishing the disability pay gap, Councillor Matthews advised that he was happy to have further discussions with the relevant Head of Service.

Councillor Ball asked about the steps being taken to encourage women to apply for HGV jobs. Councillor Matthews advised that this had been discussed in a previous Waste Task Group and a significant increase in female applications had been observed.

It was proposed by Councillor Matthews, seconded by Councillor Powell and

**RESOLVED:** That the Minutes of the Meeting of the Employment Committee held on 21 December 2021 be approved and adopted.

## **68 MINUTES OF THE PLANNING COMMITTEE**

Councillor Norman made reference to instances where the Chair adopted a position that was not consistent with officer recommendations. Councillor Marshall said that he felt he would not have fulfilled his role had he not represented the views of residents.

It was proposed by Councillor Marshall, seconded by Councillor Baker and

**RESOLVED:** That the Minutes of the Meetings of the Planning Committee held on 26 January and 7 February 2022 be approved and adopted.

## **69 MINUTES OF THE AUDIT AND MEMBER STANDARDS COMMITTEE**

It was proposed by Councillor Spruce, seconded by Councillor Silvester-Hall and

**RESOLVED:** That the Minutes of the Meetings of the Audit and Member Standards Committee held on 3 February 2022 be approved and adopted.

## 70 CALENDAR OF MEETINGS

It was proposed by Councillor Lax, seconded by Councillor Marshall and

**RESOLVED:** That the Calendar of Meeting for 2022/2023 as submitted be approved subject to consideration being given to moving the date of Council in April 2023.

## 71 MEDIUM TERM FINANCIAL STRATEGY

It was proposed by Councillor Strachan and seconded by Councillor Pullen 'that the Medium Term Financial Strategy (Revenue and Capital) 2021-2026 and the Council Tax Resolution 2022-2023 be approved.'

In submitting the proposal Councillor Strachan expressed his thanks to the Head of Finance and Procurement and his team for their work. He commented that a one year settlement had been received for the ninth consecutive year rather than a multi-year funding settlement that he had hoped for. He informed members that a letter had been written to both local MPs asking for a multi-year settlement, an end to the threat of negative grant and a rational approach to multi-tier funding.

Councillor Strachan advised that provision had been made for elevated levels of inflation, particularly in construction projects and projects where the figures were unknowable or so uncertain as to be impractical were not included. Councillor Strachan advised that the financial position was better than had been anticipated. He noted an additional £974,000 had been received due to business rate growth together with a further one off payment of £721,000 New Home Bonus. However a funding gap of £732,000 by the end of the MTFS remained.

Councillor Strachan advised that this year's financial decisions should be of significant benefit in the long term. Significant funding had been allocated to increase resilience and capacity of the Planning Team. The 'Being a Better Council' programme had been launched to improve communication across the Council, reduce silo working and respond to changes in how the Council operated following pandemic. Councillor Strachan advised that funding had been identified to pay off the outstanding loan of the Burntwood Leisure Centre and the strategic priority fund would aim to get major capital projects moving.

Councillor Strachan acknowledged that inflation hits the poorest residents the hardest and said this had to be balanced against the increasing cost of providing services. He said he regretted having to increase council tax but proposed to limit it to 1.5% and stated the Council was fortunate not to be in the position where it had to seek a maximum level increase. Nevertheless for some residents even a slight increase would be very difficult and the Council was in the process of overhauling the Local Council Tax Support Scheme to support the maximum number of residents. In summing up, Councillor Strachan commented that the budget is one that balances, makes provisions for the unknown and attempts to place the minimum financial burden on residents.

Councillor Norman proposed an amendment. He asked that the unspecified earmarked reserves equating to 1.9 million pounds be used to fund the Lichfield Leisure Centre and the Burntwood Town Deal.

Councillor Ball seconded the amendment.

Councillor Evans supported the amendment and expressed that funding for Burntwood is long overdue highlighting that Burntwood had been promised money in the past, but it had never materialised.

Councillor Ray, Robertson, D Ennis and Ball spoke in favour of the amendment highlighting the importance of the Council making a commitment considering it has the funds available to support these projects.

Councillor White said he could not support the amendment due to the proven drawbacks of ring-fencing money. Councillor Eadie agreed with this, adding that there were lots of projects that members would like to see delivered but they cannot all happen at the same time. Instead, ring-fencing impeded the Council's ability to deliver projects.

Councillor Pullen agreed that earmarked reserves hindered progress and the amendment would have been more seriously considered if it had been accompanied by an alternative balanced budget which addressed the issues faced by the Council.

Councillor Strachan stated the amendment risked answering one perceived historic inequity by creating another therefore he could not support it. He advised that he would be happy to discuss what funding the Burntwood Town Deal required and gave assurance that the Council is keen to support it.

A named vote was then taken on the amendment and recorded as follows:

**FOR (12)**

Anketell  
Ball  
Birch  
Cross, D  
Ennis, D  
Ennis, L  
Evans  
Norman  
Ray  
Robertson  
Tapper  
Westwood

**AGAINST (27)**

Baker  
Checkland  
Cox  
Eadie  
Eagland  
Grange  
Greatorrex  
Gwilt  
Lax  
Leytham  
Little, A  
Little, E  
Marshall  
Matthews  
Powell  
Pullen  
Salter  
Silvester-Hall  
Spruce  
Strachan  
Tranter  
Warfield  
White  
Wilcox, M  
Wilcox, S  
Yeates, A  
Yeates, B

**ABSTAIN (0)**

**The amendment was defeated.**

Councillor Robertson proposed an amendment to keep the Council tax at the current level making reference to future rates being adjusted to ensure no detrimental effect on the Council's financial liability at the end of the financial period. He said increased base rates could be expected to increase investment returns and mitigate the need for future increases.

He said this would help alleviate the financial burden on residents during the current economic crisis.

Councillor Norman seconded the amendment.

Councillor White said it would be a significant thing to change the budget in the way indicated and it could not be done on a whim. He stated he could not support a proposal without having evidence that it had gone through the relevant committees and that it formed part of a costed and worked out plan. He added that the proposal supposed that things would be better in the future but there was no guarantee of that.

With regard to the Amendment it was advised that Full Council could only set the council tax for one year and the figures set out in the report had to be calculated on that basis. Alternative proposals would need to be brought back before Council with the revised calculations. As a consequence the Chair proposed that the original motion be debated.

Councillors Norman referred to the low response rate on the consultation and the difficult financial period ahead. He mentioned the 60% cut in funding supported by local Members of Parliament.

Councillor Ray spoke about the increased financial strain on residents and said the Council could make a difference by not increasing council tax. He said the Council had another option since it had seven million in reserves.

Councillor Robertson advised members to vote against the proposal to give the Council more time to look at this and to call an additional council meeting.

Councillor Pullen said he welcomed the budget since it protected and improved services while shielding residents from the full pressure of inflation.

Councillor Anketell stressed that any increase hits the poor the hardest.

Councillor Marshall highlighted that the Council was a low council tax authority and the 1.5% increase remained comparatively low.

Councillor Wilcox appreciated the work put in to create the budget. Despite all the uncertainties, he said the budget avoided increasing council tax to its maximum level thereby minimising the impact on residents while not needing to utilise reserves to balance the books.

Councillor Tapper commented that it was a choice between a fully worked out budget that allowed the Council to fulfil its responsibilities and provide residents with certainty versus one that was less certain.

Councillor Grange stated she understood both sides but the Council had the ability to support residents. It seemed wrong to add to reserves just because it was possible. As a consequence she was not inclined to support the budget proposed.

Councillor Ball supported Councillor Robertson's and Grange's comments and questioned why the Council could not freeze council tax when it is clear that it could.

Councillor Strachan advised that he had considered a council tax freeze however in a time of uncertainty he did not think this would be the best decision. He assured that they would do what they could to support residents who were struggling. He concluded that it was a balanced budget in a challenging environment that involved the meaningful use of reserves and no loss of services.

To comply with statutory regulations a named vote was then taken and recorded as follows:

**FOR (27)**

Baker  
 Checkland  
 Cox  
 Cross, D  
 Eadie  
 Eagland  
 Greatorex  
 Gwilt  
 Lax  
 Leytham  
 Little, E  
 Marshall  
 Matthews  
 Powell  
 Pullen  
 Salter  
 Silvester-Hall  
 Spruce  
 Strachan  
 Tapper  
 Tranter  
 Warfield  
 White  
 Wilcox, M  
 Wilcox, S  
 Yeates, A  
 Yeates, B

**AGAINST (11)**

Anketell  
 Ball  
 Birch  
 Ennis, D  
 Ennis, L  
 Evans  
 Little, A  
 Norman  
 Ray  
 Robertson  
 Westwood

**ABSTAIN (1)**

Grange

It was then proposed by Councillor Strachan, seconded by Councillor Pullen and

**RESOLVED:** that the Medium Term Financial Strategy (Revenue and Capital) 2021-2026 and the Council Tax Resolution 2022-2023 be approved.

**72 MEMBERSHIP OF COMMITTEES AND OUTSIDE BODIES**

It was proposed by Councillor Pullen, seconded by Councillor Marshall and

**RESOLVED:**

- (i) That the updated appointments to Committees list, as circulated, be approved.
- (ii) That Councillor Checkland be appointed as a substitute for Councillor Cox on the Staffordshire Police, Fire and Crime Panel.

**73 MOTIONS ON NOTICE**

**(A)** The following Motion was submitted by Councillor Birch:

Lichfield District Council resolves to:

1. Approve the Councils for Fair Tax Declaration.



2. Lead by example and demonstrate good practice in our tax conduct, right across our activities.
3. Ensure contractors implement IR35 robustly and pay a fair share of employment taxes.
4. Not use offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.
5. Undertake due diligence to ensure that not-for-profit structures are not being used inappropriately as an artificial device to reduce the payment of tax and business rates.
6. Demand clarity on the ultimate beneficial ownership of suppliers and their consolidated profit & loss position.
7. Promote Fair Tax Mark certification for any business in which we have a significant stake and where corporation tax is due.
8. Support Fair Tax Week events in the area and celebrate the tax contribution made by responsible businesses who say what they pay with pride.
9. Support calls for urgent reform of UK law to enable local authorities to better penalise poor tax conduct and reward good tax conduct through their procurement policies.

Councillors Grange, Strachan and Pullen spoke against the motion stating that they supported the intent of the Fair Tax Mark but not the execution of it.

Councillors Ball, Norman and Robertson spoke in favour of the motion.

Members then voted on the Motion:

**FOR (10)**

Anketell  
Ball  
Birch  
Ennis, D  
Ennis, L  
Evans  
Norman  
Ray  
Robertson  
Westwood

**AGAINST (29)**

Baker  
Checkland  
Cox  
Cross, D  
Eadie  
Eagland  
Grange  
Greatorrex  
Gwilt  
Lax  
Leytham  
Little, A  
Little, E  
Marshall  
Matthews  
Powell  
Pullen  
Salter  
Silvester-Hall  
Spruce  
Strachan  
Tapper

**ABSTAIN (0)**

Tranter  
Warfield  
White  
Wilcox, M  
Wilcox, S  
Yeates, A  
Yeates, B

The Motion was defeated.

(B) The following Motion was submitted by Councillor Pullen:

‘That this Council:

- notes the Boundary Commission for England's initial proposals to move the ward of Whittington & Streethay into the proposed Tamworth County Constituency.
- recognises the exceptionally strong public support for retaining Streethay in the Lichfield Constituency.
- acknowledges the inextricable links that Streethay has with Lichfield, including commuting patterns, schooling, shopping and access to healthcare.
- welcomes the recognition by the Boundary Commission that the splitting of a ward may be necessary to achieve a scheme of constituencies locally that better meets the ‘Rule 5’ statutory criteria.
- urges the Boundary Commission for England to exercise its discretion to split the ward of Whittington & Streethay, keeping Streethay in the proposed Lichfield County Constituency, with Whittington moving to Tamworth County Constituency.’

The Motion was seconded by Councillor Spruce.

Councillors White, Leytham, Norman and Robertson expressed their support of the motion. Following a vote it was unanimously

**RESOLVED:** That the Motion be approved.

## 74 QUESTIONS

### **Q1. Question from Councillor Ray to the Cabinet Member for Economic Development, Leisure & Local Plan**

“We desperately need to attract more employment into our district as too many residents have to commute out for their work. Crucially this also helps grow our local economy. As we emerge from COVID 19 residents are travelling again to their workplaces. As we know one effect of COVID 19 will be hybrid working (e.g. 3 days in office and 2 days at home). Related to that, businesses will be looking to be specifically located in areas where they can attract the skills they need - and that may well not be in the big city centres. So Lichfield with its skilled population is very well placed.

In central Lichfield, unfortunately one of the largest employers, Police Mutual, have closed their offices. Police Mutual do now have some office space in Lichfield South but this is for a considerably smaller number of employees. So jobs have been lost to our district.

I urge the council to be proactive in attracting more skilled employment into the district. What steps are being taken? And specifically what is the council doing to engage with Government to attract jobs out of London as part of the Government's so-called Levelling-Up policy?"

### **Response from the Cabinet Member for Economic Development Leisure & Local Plan**

"As a council we work with a wide range of organisations, such as the Local Enterprise Partnerships, Chamber of Commerce and Federation of Small Businesses, to be able to engage with employers. Our hard-working Economic Development team actively promote our District to encourage inward investment both through these organisations and direct engagement.

We support businesses in our District to start-up; grow; take on apprentices; upskill their staff; and create new jobs through funding we give them, something we will be continuing to do using the Risk & Recovery fund this council created.

Alongside this we facilitate jobs fairs in conjunction with South Staffordshire College, the next one taking place on Friday 25 February, 10:00 - 13:00 at Lichfield college. Businesses such as the National Memorial Arboretum, Ocado, Pro 1 Recruitment, Bristan Ltd, Jobs 22, Demontfort Fine Art, Allports Group and Wincanton Screwfix will be there, seeking local people, for local jobs. We are actively looking to arrange the next one in Burntwood, so we give the same opportunities across our District.

We are bringing forward a new digital platform to encourage further employers to base themselves in our District, whilst ensuring we are part of the new Staffordshire Investment Prospectus that is being created. This will showcase the growth opportunities in our District at events such as UK Real Estate Investment & Infrastructure Forum and MIPIM. Our Local Plan Review allocates approximately 85 hectares of land for new employment opportunities. I also look forward to imminently bringing our new emerging Economic Prosperity Strategy to members.

Whilst the takeover of Police Mutual by Royal London has seen jobs within these two financial service companies rationalised, I hope this council's efforts can be recognised when new employer's such as ASOS move into our District creating 2,000 jobs over the next three years and a new £90m state-of-the-art centre.

In terms of engaging with Government to attract jobs out of London, we work through regional inward investment services such as Make It Stoke and Staffordshire, the West Midlands Growth Company and the Department of International Trade to make Government and all potential employers aware of our available employment sites. We will engage with every interested party to give them information about why our District is the best place to base their business in the West Midlands.

Now that the Government has published the Levelling Up White paper, we will keep actively discussing this with regional partners on how we can support the delivery of the investment priorities, as well as look to benefit from the UK Shared Prosperity Fund to support local businesses, people and our communities."

### **Councillor Ray asked the following Supplementary Question:**

"I just urge the Council to be proactive. We have a fantastic amount to offer as part of the Levelling programme. The connections of this city with the road and the rail network and the skills in the city could really service government agencies if we were able to win some of that work here. I ask Councillor Eadie, we've previously spoken about an initiative for promoting the district would you be open to meeting again to discuss that again?"

## **Response from the Cabinet Member for Economic Development Leisure & Local Plan**

“Of course.”

### **Q2. Question from Councillor Ray to the Cabinet Member for Climate Change & Recycling**

“I have been contacted by a resident very concerned about climate change and she has drawn my attention to the research of Climate Emergency UK as published in The Guardian on 27 January 2022. This research reviewed all councils' climate action plans and gave each council a percentage ranking. Lichfield scores 0%.

<https://www.theguardian.com/society/2022/jan/27/one-in-five-uk-councils-have-no-climate-action-plan-campaigners-say>

This is extremely disappointing. I know from liaising with Cllr Ashley Yeates that the council is close to announcing an action plan to tackle climate change issues. So can he summarise this council's commitment to this agenda and say what score he hopes the council will achieve next year in this research.”

### **Response from the Cabinet Member for Climate Change & Recycling**

“Thank you for your resident's question.

There have been a few raised eyebrows by councils around the UK at this report as many don't know or have any knowledge of being contacted by Climate Emergency UK, never mind answering any questions.

Our commitment to the Action Plan is total. It is important to also note that while we have been preparing the Action Plan we have achieved a lot towards our goal (something not taken into account by Climate Emergency UK or acknowledged by the Labour Members for Curborough in their “dis-information” Facebook posts).

The officers and myself have been working incredibly hard to make sure that we have something that will work for our organisation.

We know the Councils base line carbon emissions.

We engaged with APSE to work on an Action Plan that is tailored for Lichfield District Council.

Successfully securing more than a million pounds in grant funding for carbon reduction work at Burntwood Leisure Centre and other LDC buildings.

Planting approximately 3000 trees at 5 destinations in the District to create 5 Tiny Forests. A sixth forest is currently in the pipeline.

Buying our first electric vehicles for our waste department.

We are also in the process of consulting on renewing the entire waste fleet and where possible using new means of transport (EV, hydrogen etc.).

Dual stream recycling should see an increase in recycling rates.

As well as working with local “green” groups we are working collaboratively with our neighbouring councils and Staffordshire County Council on joint initiatives.

Just because there was not an action plan did not mean that we were not working on some great “green projects”.

One that I am incredibly proud of and is something all councillors should applaud is the pioneering “net gain” Biodiversity model our Ecology team have implemented and is producing wonderful results. Not just in our District but around the UK as it has now been adopted by the Govt as the “Lichfield Method” in the Environment Act 2021. This is something that I hope will inspire Cllr Eadie and his team when working on the updates to the Local Plan.

So as for our score in the future with Climate Emergency UK, I am confident of seeing an infinite improvement.”

**Councillor Ray asked the following Supplementary Question:**

“Councillor Yates I look forward to receiving the action plan about the climate change. I thank him for his answer. I just note the commitment to see infinite improvements. Look forward to seeing that next year. Thank you for that commitment.”

**Response from the Cabinet Member for Climate Change & Recycling**

“Yes. Also, the action plan is available online if anyone would like to see it.”

**75 EXCLUSION OF PUBLIC & 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 3 of Part 1 of Schedule 12A of the Local Government Act 1972

**IN PRIVATE**

**76 CONFIDENTIAL REPORT OF THE LEADER OF THE COUNCIL ON CABINET DECISIONS FROM THE MEETING HELD ON 8 FEBRUARY 2022 AND CABINET MEMBER DECISIONS**

Councillor Pullen submitted his report on confidential Cabinet Decisions from the meetings held on 8 February and confidential Cabinet Member Decisions.

**77 CONFIDENTIAL MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE**

Councillor Leytham submitted the confidential Minutes of the Overview and Scrutiny Committee held on 20 January 2022.

(Meeting closed at 8.20pm)

**CHAIRMAN**

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## REPORT OF THE LEADER OF THE COUNCIL

### CABINET DECISIONS – 8 March 2022

#### 1. Events Policy Update

The Cabinet:

- 1.1 Approved the update to the former Events Policy and Events Guide to a single document: the Guide to Putting on an Event or Festival in Lichfield District presented as Appendix 1 of the Cabinet report.
- 1.2 Delegated the approval of event applications to a panel of three officers selected and led by the Events Officer. Any recommendations to refuse event applications will be confirmed by the Head of Operational Services.

#### 2. Corporate Peer Challenge Action Plan

The Cabinet:

- 2.1 Accepted the recommendations provided in the Corporate Peer Challenge Report as set out in Appendix 1 of the Cabinet report.
- 4.3 Approved the action plan developed to respond to the recommendations in Appendix 2 of the Cabinet report and will review this action plan after 6 months.

#### 3 Community Power Strategy

The Cabinet:

- 3.1 Approved the Community Power Strategy as set out in Appendix 1 of the Cabinet report.

### CABINET DECISIONS – 5 April 2022

#### 4. Local Council Tax Support Scheme Review

The Cabinet:

- 4.1 Approved the scope of the LCTSS review.
- 4.2 Approved the outcomes shown at para 3.19 of the Cabinet report that we are seeking to achieve with LCTSS.
- 4.3 Noted Overview and Scrutiny Committee will be involved with the review of the scheme.

- 4.4 Agreed the contract for the Interim Revenue & Benefits Manager is extended initially for a further 2 months until 1 September 2022, to be in line with the implementation of the Target Operating Model.

## **5 Pensions Contributions**

The Cabinet:

- 5.1 Approved that the contribution strategy is based on the Pension Fund Actuary's alternative strategy for the period 2023/24 to 2025/26.
- 5.2 Approved the upfront payment of the secondary element in advance (option 2B in the Cabinet report) in April 2023 and to update the Medium Term Financial Strategy for 2023/24 to 2025/26.
- 5.3 Noted that the MTFS for 2026/27 onwards will be based on the Actuary's current preferred strategy and an upfront payment (option 1B in the Cabinet report).

## **CABINET MEMBER DECISIONS**

### **6 Contract for Anti-virus and Firewalls**

The Cabinet Member for Innovation & Corporate Services approved a contract with Softcat for the delivery of anti-virus and firewall services for a period of 3 years.

### **7 Contract for Contact Centre and Telephony**

The Cabinet Member for Innovation & Corporate Services approved a contract with 8x8 for the delivery of contact centre and telephony services for a period of 3 years.

### **8 COVID Additional Relief Fund (CARF)**

The Cabinet Member for Finance, Procurement and Revenues & Benefits approved the discretionary policy that will be used for the allocation of the Government grant.

### **9 Contract for Desktop Productivity**

The Cabinet Member for Innovation & Corporate Services approved a contract with Phoenix as the reseller for the delivery of desktop and server operating systems and associated for a period of 3 years.



**Doug Pullen**  
**Leader of the Council**

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## **OVERVIEW & SCRUTINY COMMITTEE**

**17 MARCH 2022**

### **PRESENT:**

Councillors Leytham (Chair), Norman (Vice-Chair), Evans, Robertson, Silvester-Hall, Mrs Tranter, Warburton and M Wilcox

(In accordance with Council Procedure Rule No.17 Councillors Cox Eadie and Pullen, attended the meeting).

### **34 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors R. Cross, Grange, A. Little, Parton-Hughes and Powell.

### **35 DECLARATIONS OF INTERESTS**

There were no declarations of interests.

### **36 MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting were agreed as a correct record.

### **37 HEALTH MATTERS**

The Committee discussed health matters and what had and was due to be raised at the Staffordshire County Council's Health and Care Overview & Scrutiny Committee.

The Chair gave a brief report on what had happened since the last meeting as the Lichfield representative at the SCC Committee and covered areas including Emergency Care Hubs, CCG's and the current situation regarding the George Bryan Centre. It was noted that its services had move to St George's Hospital in Stafford following a fire and there were still no plans to move back to the Fazeley location. Members wished to have this issue raised at the County's Committee as it did leave a gap in mental health provision in the area. It was also felt that children's mental health and work within schools was vital and it was disappointing that it had been re-tabled.

Information was given the Community Hospitals and that they would be taking on new roles. The maternity unit at Samuel Johnson was also discussed.

Items raised by the Committee included Ambulance long waiting times as Members had been contacted regarding these and it was asked to have it raised where they were positioned when waiting for calls.

It was also asked if health provision for Ukrainian refugees had been considered and raise that joined up thinking by all agencies should be a priority to support those who come to Staffordshire. It was help that mental health support should be part of this and not left just to volunteers as there could be complex needs. The incredible work of Lichfield City of Sanctuary was highlighted. It was noted that there was a government sponsorship programme to find accommodation for refugees and it was asked if the Housing Associations could be contacted to see how they could help.

RESOLVED: That the information given be noted.

### **38 NOTES FROM TASK GROUPS**

The Committee received the notes from the Dual Recycling Task Group and the following points were raised.

- What was the risk of not having the bags delivered. It was noted that the first tranche had been received and recycling would carry on “as is” for residents with the cost being to the Council if not delivered in time.
- There is a storage issue if bins were to be taken back.
- Communications was key and the draft leaflet had been reviewed by the Task Group who were supportive of it. It was felt that Parish Council publications could be utilised to help further. Labels on bins would also be effective.
- There would be weights in the bottom of the bags to prevent them from blowing away in the wind.

The Committee also received the notes from the recent Climate Emergency Task Group and the following points were raised.

- That external organisations had been invited and helped the Task Group
- That there was not an Action Plan however an Organisational Carbon Reduction Plan had been created and the Task Group used the Climate Action Plan Checklist produced by Climate Emergency UK to consider it.
- It was recognised that it will not be quick or easy work to undertake but the Council was heading in the right direction.
- That communications again was vital especially when getting residents on board for the wider District work.
- That reaching young people would also be key and they have concerns regarding climate issues.
- That this subject needs to feed into other areas of work of the Council. An update to the Local Plan was given at this point.
- That the Cabinet Member will be invited to the next Task Group meeting to discuss the progression of an Action Plan.

RESOLVED: That the notes be received.

### **39 CORPORATE PEER CHALLENGE - UPDATE**

The Committee received a verbal report on outcomes of the Corporate Peer Challenge and resulting Action Plan. An update on what areas of the Action Plan had already been achieved was also received.

The Committee asked questions in the following areas.

- Strand 3 referred to using data to drive decision making and support district wide improvement however it was not clear how that could be measurable. It was asked if this needed to be reviewed. It was reported that it referred to a data set review as part of the Being a Better Council programme. It was noted that it would include district and ward level data sets and would feed into the Strategic Plan and provided to Ward Members to help their work.

The Committee gave the following views.

- That a report should come back to Overview & Scrutiny at the end of May to consider what actions had not been achieved and why. This would also coincide with the review date set with the Peer Challenge Group
- That interim progress briefing papers be circulated.
- That the actions mostly look like easy to measure outcomes which is preferable.

RESOLVED: That the views of the Committee be noted and further reports be submitted to the Committee.

#### **40 WORK PROGRAMME AND FORWARD PLAN**

The work programme and forward plan were considered by the Committee. It was noted that the briefing paper on the Councillor Community Fund had been received and it was agreed that although many good outcomes from the scheme, there were still some matters that needed to be considered further including a governance process. It was agreed for this to be done via a Task Group. The Leader of the Council also requested that the Task Group also investigate what would be deemed acceptable level of risks and recognising the balance between this and the low value of grants.

The Committee were notified of the request from the Cabinet Member for Finance, Procurement and Revenues & Benefits to have Overview & Scrutiny input into the review of the Local Council Tax Support Scheme. It was agreed to create a Member Task Group for this item.

It was requested that update briefing papers be received on the Be a Better Council programme and on the progress of the Development Management improvements.

RESOLVED: That the work programme and forward plan be noted.

#### **41 EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That, as publicity would be prejudicial to 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 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended.

IN PRIVATE

#### **42 NOTES FROM TASK GROUP**

The Committee received the notes from the last Lichfield City Masterplan Task Group. This item was held in private as it included confidential information.

RESOLVED: That the notes be received.

(The Meeting closed at Time Not Specified)

CHAIRMAN

## PLANNING COMMITTEE

7 MARCH 2022

### PRESENT:

Councillors Marshall (Chair), Baker (Vice-Chair), Anketell, Barnett, Birch, Checkland, Evans, Ho, Matthews, Ray, Salter and S Wilcox

### 33 APOLOGIES FOR ABSENCE

There were apologies from Cllr Derrick Cross, Cllr Kenneth Humphreys and Cllr Samuel Tapper.

### 34 DECLARATIONS OF INTEREST

There were no declarations of interest received.

### 35 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting held on Monday 7 February 2022 previously circulated, were approved as a correct record and signed by the Chair.

### 36 PLANNING APPLICATIONS

Applications for permission for development were considered with the recommendations of the Chief Executive and any letters of representation and petitions of observations/representations received together with the supplementary report of observations/representations received since the publication of the agenda in association with Planning Application 21/01396/FUH

21/01396/FUH – Erection of a first-floor extension over existing kitchen to rear and garage to front to form larger bedrooms plus general façade changes.  
16 Spring Lane, Whittington, Lichfield, WS14 9LX

FOR: Mr and Mrs S White (Note: This application was reported to the Planning Committee due to the applicant being the spouse of an employee of Lichfield District Council)

**RESOLVED:** That this planning application be approved subject to the conditions contained in the report of the Chief Executive.

### 37 TREE PRESERVATION ORDER NO 2021/00459/TPO - SPRINGHILL FARM, WALSALL ROAD, MUCKLEY CORNER

Confirmation of Tree Preservation Order no. 2021/00459/TPO at Springhill Farm, Walsall Road, Muckley Corner.

**RESOLVED:** Tree Preservation Order confirmed, as set out in the report of the Chief Executive.

(Prior to consideration of the application, representations were read out by the committee clerk on behalf of Mrs Sarah Butterfield (Objector))

(The Meeting closed at 6.31 pm)

CHAIRMAN



## REGULATORY AND LICENSING COMMITTEE

**9 MARCH 2022**

**PRESENT:**

Councillors B Yeates (Chair), Anketell, Baker, Barnett, Cross, Eagland, L Ennis and Evans

**18 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Checkland, Cllr D Cross, Cllr A Little, Cllr Ray and Cllr Salter.

**19 DECLARATIONS OF INTEREST**

There were no declarations of interest received.

**20 MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting were taken as read and approved as a correct record by the Chair.

**21 WORK PROGRAMME**

The committee noted the current contents of the work programme and were informed that this may be amended before the next meeting.

**22 STREET TRADING POLICY REVIEW - CONSULTATION**

The Head of Regulatory Services, Housing & Wellbeing presented the report to the committee, highlighting key points including but not limited to, the inclusion of seasonal and multi-site consents; clarifications on criminal disclosures and DBS checks; and exceptions relating to street trading for purely charitable purposes. It was recommended the committee grant the authority to the Chair and Vice-chair to make any necessary minor amendments in consultation with the relevant Head of Service.

Members praised the report and were happy to be assured that the consultation would include Lichfield, Burntwood and all other parishes in the district.

It was confirmed that school fetes would not be required to notify the district council that their event was due to take place, subject to the organisers being confident that their event meets the criteria set out in the policy.

**RESOLVED** – That the committee agrees to the recommendations set out in the report.

**23 HACKNEY CARRIAGE AND PRIVATE HIRE LICENSING POLICY**

The Partnership, Community Safety & Licensing Manager presented the report to the committee.

Members expressed continued concern about the vulnerability of disabled and visually impaired individuals but acknowledged these were difficult to rectify. It was noted that the authority does require all drivers to undertake safeguarding training and have begun disability awareness training to encourage good practice.

It was confirmed that emission exemption certificates are from any charge.

Members also encouraged the authority to focus on a wide range of diversity factors, from learning difficulties to differing ethnicities, when conducting 'mystery shopping' in relation to taxis in the district,

**RESOLVED** - That members agreed to the proposed amendments set out in the report.

(The Meeting closed at 6.31 pm)

CHAIR

## **EMPLOYMENT COMMITTEE**

**30 MARCH 2022**

**PRESENT:**

Councillors Matthews (Chair), Birch and Warburton

**52 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Banevicius, Cross, Parton-Hughes, Powell, Robertson, Tapper and Wilcox.

**53 DECLARATIONS OF INTEREST**

No declarations of interest were received.

**54 MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting were circulated and signed as a correct record.

**55 PAY POLICY UPDATE**

Members received a report on the Council's duties under Section 38 of the Localism Act 2011 regarding the preparation of a Pay Policy Statement for 2022/23. The Pay Policy Statement sets out Lichfield District Council's (LDC) approach to its pay, terms and conditions and other related matters. The Pay Policy Statement is updated on an annual basis and requires approval at Full Council. It was reported that its purpose was to be open and transparent about the distribution of pay to Officers.

It was noted it had taken a year to be able to get agreements from the National Joint Council (NJC) to agree the pay rates that were applicable for 2021 and this year's pay policy for 2022 reflects the 2021 pay settlement. Therefore, until any pay agreements are achieved with the NJC there would not be a revised pay spine until that is formalised later this year. It was concluded that the Pay Policy would be updated when the final settlement is agreed, and members noted the policy will likely undergo several updates due to structural changes at the most senior level of the organisation year as part of Being a Better Council (BABC).

Questions were then taken from members.

The committee referred to the job evaluation process and asked what process was being used other than the NJC scheme. It was reported that the Hay scheme was applicable to any jobs that sit outside the scope of the NJC grade.

Members asked how often market supplements are reviewed and whether they increase with pay rises. The officer responded that market supplements are reviewed by an independent job analyst every two to three years and they consult with the Trade Union at ELG and have adopted a policy of paying the median band.

The possibility of paying lowest paid employees in accordance with the Joseph Rowntree Reform Trust was considered by members since those staff have been and will be impacted most by financial pressures. It was noted that this could be explored and with enough information could be considered at the next budget round. However, the officer added that the movement of minimum wage is predicted to rise quickly over the next few years.

Members queried why such a large range between market supplements exists. It was reported that all market supplements go through an external independent process where they are looked at comparatively across a range of similar jobs at other authorities. The difference is due to what LDC's job evaluation is scoring at internally compared to what the market is paying.

It was asked if there were plans to review the essential car user allowance policy especially considering the climate change policy and the acquisition of the new LDC vehicle which is accessible to officers. The officer commented that this was currently under review with preference of using LDC's electric pool car instead of an essential car user allowance. It was noted that the climate impact of this has been included in the Climate Action Plan.

**RESOLVED:** (1) That the contents of the updated Pay Policy Statement as set out in Appendix A be approved and recommended for approval by Full Council in April 2022

(2) That delegated authority be granted to the Chief Operating Officer in consultation with the Chair of this committee, to update and republish the pay policy in respect of the pay spine set out at Appendix 1 and any ratios once the national pay negotiations for 2022 are concluded.

(3) That delegated authority be granted to the Chief Operating Officer in consultation with the Chair of this committee, to revise the pay policy following finalisation of the target operational model and any structural changes approved by this committee, Cabinet or Full Council as a consequence. This will be detailed within any recommendations associated with structural changes at consideration by the appropriate committee.

## **56 BELONGING & WELLBEING STRATEGY**

The Committee received a report on the Belonging and Wellbeing Strategy from the Chief Operating Officer which had been discussed in depth at the previous meeting in December 2021. It was noted that consultations had been carried out with staff to address amendments recommended by the committee.

Questions were then taken from the committee,

Members queried how success of the strategy would be measured. The officer reported that regular surveys were being done to monitor progress including some extensive consultation work. It was noted that feedback would be used to develop an action plan on what is working well and what is not.

It was asked whether there was an employee assistance programme in place that will assist with the strategy. The officer responded that this was one of the key action points in the strategy and presently there were various individual benefits such as access to counselling. She added that they're currently working on developing a more cohesive package that is tailored to individual needs and that survey feedback has helped to provide useful insights into what employees would find beneficial.

Survey engagement was discussed and the Chief Executive informed the Committee that the first survey circulated in October 2021 had approximately 130 responses over four to five weeks whilst the current survey that was released yesterday morning had received 92 responses and would remain open for another three to four weeks. He commented that this demonstrated that people are feeling more engaged and willing to express their views.

The Committee considered the formation of the Belonging and Wellbeing Group. It was reported that the group is a growing number of various officers who have related responsibilities under their job role or officers with a general interest in the strategy.

**RESOLVED:** (1) The committee approved the Belonging & Wellbeing Strategy set out at Appendix A.

**57 EXCLUSION OF PRESS AND PUBLIC**

**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**

**58 TARGET OPERATING MODEL PRESENTATION**

This item was considered in private.

**59 SENIOR PAY BANDINGS**

This item was considered in private.

(The Meeting closed at 7.22pm)

**CHAIRMAN**

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## Designation of Monitoring Officer

Report of Angela Lax, Cabinet Member for Legal & Regulatory Services

Date: 12 April 2022

Agenda Item: 10

Contact Officer: Christie Tims, Chief Operating Officer

Tel Number: 01543 753780

Email: Christie.tims@lichfielddc.gov.uk

Key Decision? **NO**

Local Ward: None

Members

*Lichfield*  
district council

**Full Council**

### 1. Executive Summary

- 1.1 The Local Government and Housing Act (1989) obliges the Council to nominate one of its officers as its Monitoring Officer.
- 1.2 The previous Monitoring Officer, Wendy Trainor was appointed to the position on a temporary basis in December 2021 following appointment of Christie Tims, the previous Monitoring Officer, to Chief Operating Officer.

### 2. Recommendations

- 2.1 It is recommended that Council approves the designation of Mark Hooper, Governance Manager as the Monitoring Officer.
- 2.2 It is recommended that Council approves the designation of Christine Lewis, Principal Governance Officer as the Deputy Monitoring Officer.

### 3. Background

- 3.1 Section 5 of the Local Government and Housing Act 1989 says that 'shall be every duty of every [council] to designate one of their officers (to be known as 'The Monitoring Officer'). This is one of three 'statutory officers' with the other being a Head of Paid Service (here that is Simon Fletcher), and a S151 Officer (currently Anthony Thomas).
- 3.2 The Monitoring Officer has three main roles:
  - To report to Council on matters, decisions and actions that they believe are, or are likely to be, illegal or amount to maladministration;
  - To be responsible for matters relating to the conduct of Councillors and officers, in accordance with the Codes of Conduct for Members and for officers.
  - To be responsible for the maintenance and operation of the council's Constitution.
- 3.3 The Governance Manager has fulfilled the duties as Deputy Monitoring Officer effectively since 2016 and is now ready to take on the role fully.
- 3.4 A suitable deputy has been identified from within the Governance team and will hold the authority to act in their absence. Christine Lewis, Principal Governance Officer has effectively maintained the constitution since 2018 and will undertake the Deputy Monitoring Officer role with support from the shared Legal Service.
- 3.5 The Appointment was considered and approved by the Appointments Committee on xx March 2022.

Alternative Options	<p>Before appointing an Interim Monitoring Officer, alternative options were considered for the position including a return to temporary staffing arrangements and sharing a Monitoring Officer with another council.</p> <p>It was also essential that the Monitoring Officer should be attending Leadership Team so that they are at the centre of the decision formulating process and can advise on legal implications in a timely manner. Both the Governance Manager and Principal Governance officer are engaged with this activity and best placed to provide support in respect of decision making.</p> <p>None of the other Councils could offer this level of engagement from a shared Monitoring Officer at present. The Governance Manager has developed sufficiently to take on the role fully and with support the Principal Governance Officer can deputise in their absence.</p>
Consultation	Leadership Team and the Appointments Panel has been consulted on this proposal.
Financial Implications	There are additional financial implications in relation to remuneration for undertaking these duties and backfill arrangements for capacity to fulfil the requirements of the role effectively. These are all within existing budgets and will be factored into the development of the Target operating Model and staffing structures to support the core.
Contribution to the Delivery of the Strategic Plan	Designating the Monitoring Officer is a statutory duty of the Council.
Equality, Diversity and Human Rights Implications	There are no such implications arising from this report.
Crime & Safety Issues	There are no such implications arising from this report.
GDPR/Privacy Impact Assessment	There is no requirement to complete a Privacy Impact Assessment because of this report.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	The Council does not appoint a Monitoring Officer	The Council is being asked to designate a Monitoring Officer so that we comply with our obligations.	Green

<p>Background documents</p> <p>Local Government and Housing Act 1989</p> <p>Lichfield District Council Constitution</p>
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# Appendix A

## The Role of the Monitoring Officer

### (a) Maintaining the Constitution

The Monitoring Officer will maintain an up to date version of the Constitution and ensure that it is widely available for consultation by members, officers, and the public.

### (b) Ensuring Lawfulness and Fairness of Decision Making

After consulting the Head of Paid Service and Chief Finance Officer (Section 151 Officer), the Monitoring Officer will report to the Council (in relation to a non-executive function) and to the Cabinet in relation to an executive function if he/she considers that any proposal, decision, or omission will give rise to unlawfulness or any decision or omission has given rise to maladministration. Such a report will have the effect of preventing the proposal or decision from being implemented until the report has been considered.

### (c) Supporting the Audit and Member Standards Committee

The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Audit and Member Standards Committee.

Notwithstanding any duty of confidentiality, the Monitoring Officer shall be at liberty to disclose any information relating to the Council's affairs, and provide copies of any records or documents belonging to the Council to the Audit and Member Standards Committee, for the purposes of investigation or determination of an allegation that a Councillor has failed to comply with the Code of Conduct for Members.

### (d) Receiving Reports

The Monitoring Officer will receive and act on reports made by the Council's Audit and Member Standards Committee.

### (e) Conducting Investigations

The Monitoring Officer will conduct investigations into matters as directed by or which fall within the jurisdiction of the Audit and Member Standards Committee and the Monitoring Officer and make reports or recommendations in respect of the same to the Audit and Member Standards Committee, in so doing the Monitoring Officer shall comply with any arrangements for such investigations as may be adopted by the Council.

### (f) Proper Officer for Access to Information

The Monitoring Officer will ensure that decisions, together with the reasons for those decisions, and relevant reports and background papers are made publicly available in accordance with legislation.

**(g) Advising whether Cabinet Decisions are within the Budget and Policy Framework.**

The Monitoring Officer will advise whether the decisions of the Cabinet are in accordance with the Council's budget and policy framework.

**(h) Providing Advice**

The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issued to all Councillors.

**(i) Restrictions on Post**

The Monitoring Officer cannot be the Chief Finance Officer (S151 Officer) or the Head of Paid Service.

## Pay Policy 2022

Report of Cabinet member for Innovation, Commercialisation and Corporate Services

Date: 12 April 2022

Agenda Item: 11

Contact Officer: Christie Tims, Chief Operating Officer and Sam Mills,  
Strategic HR Manager

Email: [Sam.mills@lichfielddc.gov.uk](mailto:Sam.mills@lichfielddc.gov.uk);  
[Christie.tims@lichfielddc.gov.uk](mailto:Christie.tims@lichfielddc.gov.uk);

Key Decision? NO

Local Ward N/A

Members



**COUNCIL**

## 1. Executive Summary

- 1.1 To approve publication of the updated Pay Policy Statement.

## 2. Recommendations

- 2.1 That Full Council approve the contents of the updated Pay Policy Statement as set out in **APPENDIX 1** for publication.

## 3. Background

- 3.1 Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”.
- 3.2 The Pay Policy Statement (attached at **Appendix A**) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the 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 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;
- 3.3 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 p.a. 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
- 3.4 The Council’s pay structure is largely based on the Council’s Single Status Agreement and on the National Joint Council for Local Government Services job evaluation scheme which has the support of both trade unions and employees. 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 1 within the Pay Policy Statement**.
- 3.5 Pay negotiations for all Lichfield District Council employees (below Chief Executive and Chief Officers) are conducted at a national level on our behalf by National Joint Council (NJC). As part of our collective agreement with Unison, we participate in national bargaining and therefore any negotiated settlement reached at a national level is mandatory and must be applied to our employees. Pay awards for Chief Officers are also

determined at a national level by the Joint National Council (JNC) a separate machinery exists for Chief Executives.

- 3.6 Due to changes anticipated this year as part of being a Better Council the Pay Policy is likely to require several updates in respect of structural changes at the most senior level of the organisation including the ratios and structure of roles. Delegated approval has been granted to the Chief Operating Officer in conjunction with the Chair of the Employment Committee as these changes are agreed.

Alternative Options	None, this report is required to produced and approved annually under Section 38 of the Localism Act 2011
Consultation	Employee Representatives have been consulted with regard to this report requirement and national bargaining on the 2022 settlement is underway.
Financial Implications	This report sets out the existing financial obligations regarding pay policy which have been built in to the revised MTFS.
Approved by Section 151 Officer	Yes
Legal Implications	We have a statutory duty to report these figures annually.
Approved by Monitoring Officer	Yes
Contribution to the Delivery of the Strategic Plan	The revised Pay Policy ensures that we are a good council, by maintaining an up to date and relevant pay structure that helps to retain and attract skilled officers.
Equality, Diversity and Human Rights Implications	National job evaluation schemes and mechanisms provide assurance to manage these implications.
Crime & Safety Issues	1. None
Environmental Impact	1. None
GDPR / Privacy Impact Assessment	1. All identifying information has been removed from narrative reporting.

	Risk Description & Risk Owner	Original Score (RYG)	How We Manage It	Current Score (RYG)
A	Non - compliance with legislation or challenges on equal pay	Yellow Likelihood (Green) and Impact (Yellow)	Through the publication of an annual pay policy statement and maintaining a consistent approach to conducting Job Evaluation.	Green Likelihood (Green) and Impact (Green)
B	Failure to adopt the new settlement for 2022 when agreed	Yellow Likelihood (Yellow) and Impact	Delegation has been sought to reflect the agreed settlement once it is confirmed.	Green Likelihood (Green) and Impact

		(Yellow)		(Green)
C	Pay policy rapidly becomes out of date due to structural changes planned as part of Being a Better Council.	Yellow Likelihood (Yellow) and Impact (Yellow)	Delegation has been sought to reflect the agreed settlement once it is confirmed subject to relevant member committee controls.	Green Likelihood (Green) and Impact (Green)

	Background documents
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	Relevant web links <a href="https://www.emcouncils.gov.uk/write/Emp_Circ_update_on_2021_pay_round_02Feb22.pdf">https://www.emcouncils.gov.uk/write/Emp_Circ_update_on_2021_pay_round_02Feb22.pdf</a> <a href="https://www.instituteforgovernment.org.uk/sites/default/files/publications/pay-reform-senior-civil-service.pdf">https://www.instituteforgovernment.org.uk/sites/default/files/publications/pay-reform-senior-civil-service.pdf</a>
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# Lichfield District Council

## Pay Policy Statement 2022

### Introduction and purpose

Under section 112 of the Local Government Act 1972, Lichfield District Council (LDC) has the 'power to appoint officers on such reasonable terms and conditions as the authority thinks fit'.

This Pay Policy Statement (the 'statement') sets out LDC'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.

Once approved by 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.

### Lichfield District Council

Lichfield District Council employs 329 staff (as at 15/02/2022), excluding casual workers, contractors, and agency workers) and provides a wide range of services managed through the Chief Executive's, a Chief Operating Officer, an Interim Director of Regeneration and other key service areas ; The Chief Executive and 4 Heads of Service are currently permanent roles within the structure. The Chief Operating Officer, Interim Regeneration Director and Programme Director are currently temporary posts. A new structure is being developed as part of our Being a Better Council programme, which is expected to be consulted on in place by summer 2022 affecting all posts except the Chief Executive.

### The Chief Executive

The Chief Executive leads the organisation by translating members' aspirations into practical solutions and delivery. They also:

- Act as lead advisor to Elected Members
- Undertake the statutory role of Head of Paid Service and Returning Officer
- Lead and support LDC's governance arrangements
- Manage direct reports from the Leadership team and key service areas including:
  - Supporting strategic partnerships focusing on green matters including Cannock Chase AONB and managing the council's countryside assets, arboriculture services, countryside, biodiversity, rural strategy and planning.
  - Sustainable development, planning policy, development plans and implementation, development control and enforcement, urban design and conservation, building control and land charges.
  - Corporate Communications, consultation and marketing

### Chief Operating Officer (temporary)

#### This role takes the strategic lead on

- Governance, legal and member services.
- Electoral services, management of elections and the electoral register.
- Corporate lead on health and safety, insurance and equalities.
- Human resources, organisational development and performance management.
- Customer complaints, ombudsman investigations, Data Protection, Freedom of Information, RIPA and MP enquiries.
- Corporate ICT Service provision.

## **Programme Director (contractor)**

### **This role takes the strategic lead on**

- Programme management for Being a Better Council and corporate projects

## **Interim Regeneration Director (contractor)**

### **This role area takes the strategic lead on**

- Inward investment and developing the economy, business support and partnerships, and tourism.
- Car parking strategy, city centre closed circuit television and management of off street parking enforcement.
- Sustainable economic development, city and town centre regeneration and development.

## **Head of Corporate Services**

### **This HOS area takes the strategic lead on**

- Development & maintenance of corporate information systems, including geographical information systems (GIS), the Property Gazetteer, street naming and numbering.
- Provision of corporate customer services (Lichfield Connects).
- Digitisation and transformation projects including web and digital channels, data analysis and RPA for Being a Better Council.

## **Head of Operational Services**

### **This role takes the strategic lead on**

- Physical Activity and Sport Development partnerships, outdoor sports and play provision and the management of parks and open spaces, including Beacon Park.
- Management of leisure centre and theatre contracts.
- 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.
- The Joint Waste service, with Chief Executive of Tamworth Borough Council in respect of waste collection and recycling, sustainable waste management, including partnership support, environmental education and awareness.

## **Head of Regulatory Services, Housing & Wellbeing**

### **This role takes the 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.
- Homelessness strategy and responsibilities, including private sector housing investment and regulation.
- Enforcement and regulation, including contaminated land, pollution, nuisance, air quality.
- Health and safety enforcement and regulation, including food safety, occupational health and safety, infectious disease.
- Public health and protection, including taxi, liquor and miscellaneous licensing. Lead on community regeneration and development, including building social capital.
- Links with the voluntary sector; grant aid and commissioning grant funded services. Safer and Stronger communities including the Community Safety Partnership
- Emergency planning, with business continuity in conjunction with Staffordshire Civil Contingencies Unit.
- Lead on older people, children and young people and safeguarding policy.



## Head of Finance and Procurement

### This role takes the strategic lead on

- Anti-fraud policy and awareness
- Internal/ External audit and risk management
- Financial probity, strategic financial management, treasury and investment funds, and revenue and capital strategy.
- Management of accounts and reconciliation and the management of external funding.
- Procurement strategy, policy and implementation.
- Assets, premises, facilities management and the council's property portfolio.
- 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.
- Policy development on debt recovery and its management.

## 2. Legislative framework

In determining the pay and remuneration of its employees, LDC will comply with all relevant employment legislation. This includes the Employment Act 2002, Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Fixed-Term Employees Regulations (Prevention of Less Favourable Treatment) 2002, The Agency Workers Regulations 2010, [National Living Wage](#) and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations 2006 (TUPE), and the Employment Rights Act 1996.

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.

LDC also complies with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which require public sector employers with 250 or more employees to publish their gender pay gap information.

## 3. Pay structure

The underpinning mechanism in delivering LDC's pay structure is LDC's job evaluation system and the Single Status Agreement for all staff covered by the [National Joint Council](#) negotiations. This ensures all employees (except Chief Officers) are rewarded according to the demands and responsibilities of their job and that there are no discriminatory elements.

The posts of the majority of employees have been assessed using a National Joint Council for Local Government Services job evaluation scheme and which is supported by both the national trade unions and LDC employees.

The Single Status Agreement ensures that there is consistency and fairness in its terms and conditions, including pay that the council offers to its employees. The grades of Chief Officers have been evaluated through the Hay Job evaluation process and are subject to the terms agreed by the [Joint Negotiating Council](#), although our single status agreement extends to cover Heads of Services for all other benefits outside of pay.

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 1** shows the Lichfield District Council NJC pay grades applicable from April 2021 (as agreed in March 2022) as the pay award for April 2022 is yet to be negotiated and settled.

The Local Government Association (LGA) represents LDC 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, LDC also takes into account the need to ensure value for money in respect of the use of public funds and affordability 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 be made at the relevant rate to ensure the best candidate is secured and wherever possible this should be the lowest scale point within the grade. If an internal candidate is appointed on promotion then as a point of principle, they should be offered the next available rate within the grade as a minimum and where a grade overlaps they should be offered the role on a point on the scale which ensures remuneration for the additional responsibility of the new role.

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, LDC 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 a 'market supplement'.

Where appropriate a shared service payment may also be made to an officer who is managing a service on behalf of another council.

*Local and Dangerous Building Allowances* are paid as a contractual obligation following a TUPE transfer. Other TUPE rates are paid as a result of TUPE transfers.

In addition we have an *Acting up Recognition Policy* (payment of an Honorarium), where a lower graded employee may be asked to take on the duties of a higher graded post, due to vacancy or other absence, where the employee possesses the appropriate skills and is agreeable to do so. At the time of writing this report there are currently 2 honorarium payments in place.

Payments for the *Deputy Monitoring Officer* and *Deputy Section 151 Officer* are also paid as a supplement to officers who sit outside of the senior leadership team or interim roles for their additional responsibilities in carrying out statutory functions.

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. This includes a *telephone allowance*, payable to officers who are required to use their home phone for work purposes.

*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 87 employees receiving an essential car user's allowance.

Current details 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:

*Table 1 - Additional Payments*

<b>Additional Payment</b>	<b>Numbers</b>	<b>Pay range FTE Per annum £</b>
Shared Service Payment	1	3528
Market Supplement Payments	5	2500-5767
Deputy Monitoring and Deputy Section 151 Officers	2	2942-3038
Essential car allowance	80	846-1239
Telephone Allowance	8	117-124
Dangerous Building Allowance	2	2722-2815
Relocation Allowance	1	12000

## Apprenticeships

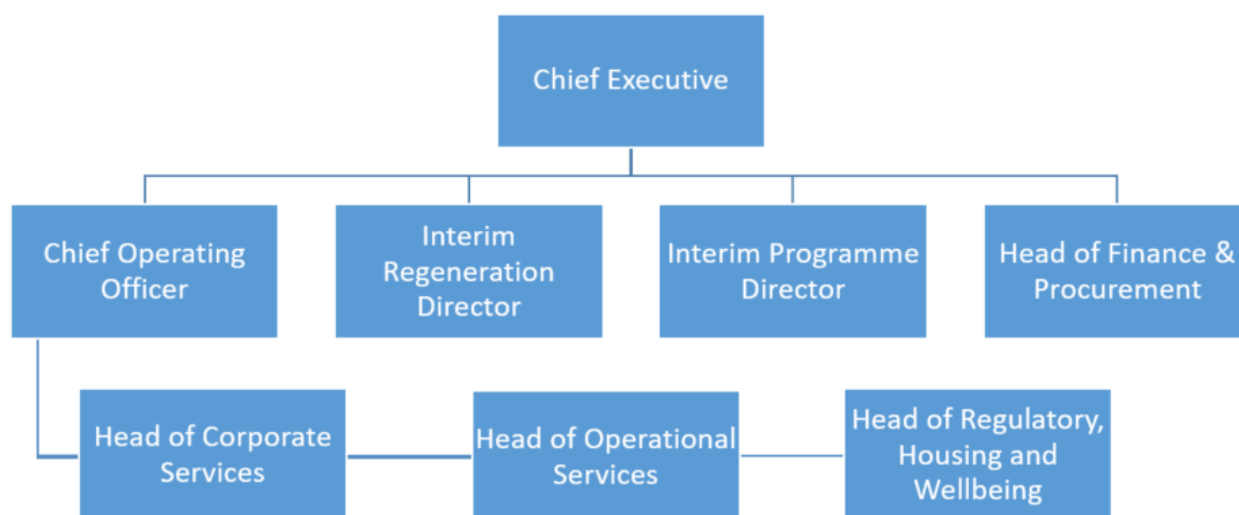
Under the Enterprise Act 2016, <https://www.gov.uk/government/news/enterprise-act-becomes-law> we are encouraged to appoint apprentices and public sector bodies are required to have up to 2.3% of their workforce in an apprenticeship annually. Currently we have 6 positions accessing the apprenticeship levy funding.

In addition, our aim is to recruit 8 new apprentices during 2022/23. A one off reserve has been set up to fund additional apprentices in targeted areas. In addition, all vacancies will be considered by relevant Chief Officers to ensure that opportunities for different ways of working are explored, that we have considered if the vacant post can be filled by an apprentice, and that appointments are made on the most appropriate basis and only when essential to ongoing service delivery. Many of our employees undertaking apprenticeships are paid within our normal pay scales but where appropriate we pay new recruits to an apprenticeship in line with the [National Apprenticeship rates](#).

## 4. Definition of a Chief Officer

Section 43 of the Localism Act 2011 defines the meaning of a Chief Officer and refers to the Local Government and Housing Act 1989. Statutorily the Chief Officer at LDC is currently the Chief Executive and locally LDC has extended the definition of a Chief Officer to include the Chief Executive, Chief Operating Officer and all Heads of Service.

The Chief Officers' Structure, including temporary vacancies currently filled by contractors, is as follows:



Under transparency regulations we also publish data of any officer where a full time equivalent salary is at least £50,000 even though they do not fall within the definition of Chief Officer.

## 5. Chief Officers' remuneration

### Chief Executive

The Chief Executive salary falls within a range of four incremental points between £113,469, rising to a maximum of £120,347, 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.

### Chief Operating Officer/ Director

This sits within the banding previously set out for Directors within the structure with five incremental points ranging from £85,480 to £90,412.

### Heads of Service (HoS)

The Heads of Service posts report to the Chief Executive via the Chief Operating Officer and are evaluated using the Hay Job Evaluation system. These officers are paid a salary in a range of five incremental points between £60,423 and £65,916. Some of these posts may be eligible for additional payments as specified in section 3.

### Assistant Directors (ADs)

These are new pay bandings not currently used but likely to be introduced as part of the introduction of the target operating model to deliver Being a Better Council by the summer 2022. The new bandings for Assistant Directors range from £72,063 to £79,290.

### Other pay additions

In addition to basic salary, described 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 their deputies and relates to fees, which are set by the Government for Parliamentary elections and through agreement with Staffordshire County Council, for County Council elections, using a pence per elector for the calculation. Fees for the district and parish local elections are included in the Chief Executive salary level.

## 6. Payments on termination

LDC'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 Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.

The details of payments are set out in LDC's Discretionary Payment Policy. These policies apply equally to all LDC employees.

## 7. Lowest paid employees

The lowest paid people employed under a contract of employment with LDC would be employed on a full time [37 hours] equivalent salary, set at the minimum pay point currently in use within LDC's grading structure (see **Appendix 1**) £9.50 per hour from 1 April 2022.

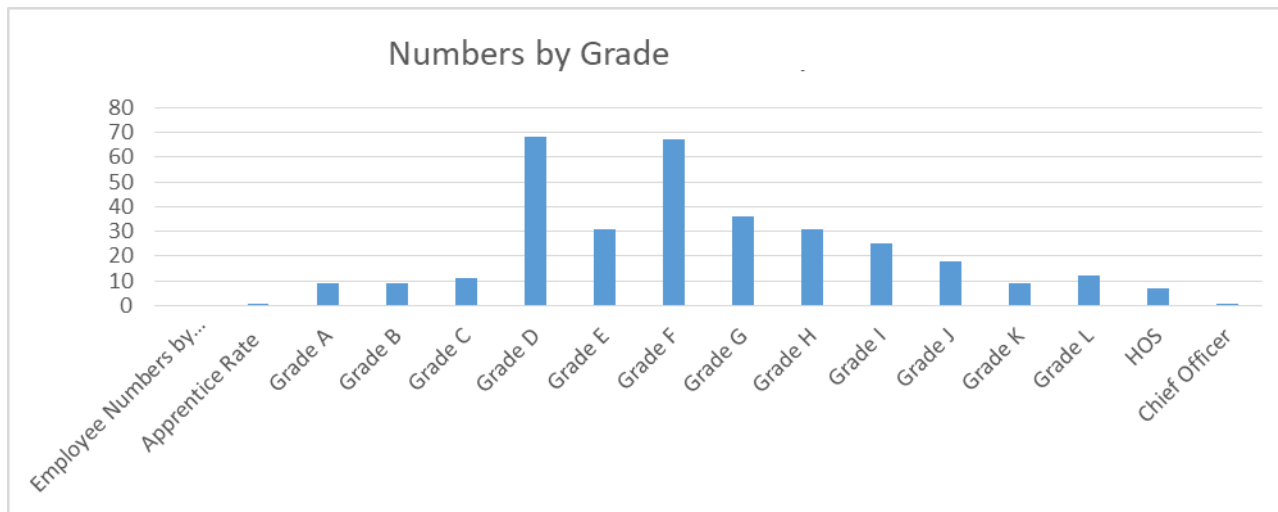
LDC employs apprentices who are not included in the definition of 'lowest paid employees' as the terms and conditions are determined by the National Apprenticeship Services.

## 8. 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 explored 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 salary of 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 LDC:



The current pay levels within LDC define the multiple between:

- the lowest paid (full time equivalent) employee and the Chief Executive ratio is **1 to 6.56**
- the lowest paid employee and median average chief officer is **1 to 3.66**.
- the median average full time equivalent earnings and the Chief Executive is **1 to 4.64**,
- the median average full time equivalent earnings and median average chief officer is **1 to 2.71**

All companies employing more than 250 staff must publish their pay relationship from this year <https://www.gov.uk/government/news/uks-biggest-firms-will-have-to-justify-pay-gap-between-bosses-and-their-workers>.

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

## **9. Publication**

Upon approval by Full Council, this statement will be published on LDC's website. In addition, for posts where the full time equivalent salary is at least £50,000, LDC'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.

This policy and (Appendix 1) will be updated and republished once a final settlement to the 2022 Pay Negotiations is agreed later in the year.

## **10. Accountability and decision making**

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

## Appendix 1

### Lichfield District Council - Pay Rates April 2021 - March 2022

\* National Joint Council for Local Government Services - 1.75% effective from 01/04/2021

BAND A	ANNUAL	HR
1	18333	9.50

BAND B		
1	18333	9.50
2	18516	9.60
3	18887	9.79

BAND C		
3	18887	9.79
4	19264	9.99
5	19650	10.19

BAND D		
5	19650	10.19
6	20043	10.39
7	20444	10.60

BAND E		
7	20444	10.60
8	20852	10.81
9	21269	11.02
10	21695	11.25
11	22129	11.47
12	22571	11.70

BAND F		
14	23484	12.17
15	23953	12.42
16	24432	12.66
17	24920	12.92
18	25419	13.18
19	25927	13.44

#### National Living Wage and National Minimum Wage

Age Range	01-Apr-22
23+	9.50
21 - 22	9.18
18 - 20	6.83
under 18	4.81
Apprentice *	4.81

\* Apprentice Rate - under 19 or 19 and over and in the first year of their apprenticeship:

BAND G	ANNUAL	HR
19	25927	13.44
20	26446	13.71
21	26975	13.98
22	27514	14.26
23	28226	14.63
24	29174	15.12

BAND H		
24	29174	15.12
25	30095	15.60
26	30984	16.06
27	31895	16.53
28	32798	17.00

BAND I		
28	32798	17.00
29	33486	17.36
30	34373	17.82
31	35336	18.32
32	36371	18.85

BAND J		
32	36371	18.85
33	37568	19.47
34	38553	19.98
35	39571	20.51

BAND K		
35	39571	20.51
36	40578	21.03
37	41591	21.56
38	42614	22.09
39	43570	22.58

BAND L		
39	43570	22.58
40	44624	23.13
41	45648	23.66
42	46662	24.19
43	47665	24.71

#### COACH

Level 1	Asst Coach (UnQ)	9.50
Level 2	Coach (Qu)	12.62
Level 3	Senior Coach	15.06
Level 4	Advanced Coach	18.08

Descriptor	Code	SCP	£ - salary	£- hourly
MANAGING OFFICER	M	44	48562	25.26
MANAGING OFFICER	M	45	49577	25.78
MANAGING OFFICER	M	46	50613	26.32
MANAGING OFFICER	M	47	51538	26.80
MANAGING OFFICER	M	48	52591	27.35
MANAGING OFFICER	M	49	53653	27.90
MANAGING OFFICER	M	50	54723	28.46
MANAGING OFFICER	HOS	HOS1	60423	31.32
MANAGING OFFICER	HOS	HOS2	61796	32.03
MANAGING OFFICER	HOS	HOS3	63168	32.74
MANAGING OFFICER	HOS	HOS4	64542	33.45
MANAGING OFFICER	HOS	HOS5	65916	34.17
ASSISTANT DIRECTOR	AD	AD1	72063	37.44
ASSISTANT DIRECTOR	AD	AD2	73704	38.30
ASSISTANT DIRECTOR	AD	AD3	75543	39.25
ASSISTANT DIRECTOR	AD	AD4	77386	40.21
ASSISTANT DIRECTOR	AD	AD5	79230	41.17
DIRECTOR	DD	DIR1	85480	44.42
DIRECTOR	DCOO	DCOO	86236	44.70
DIRECTOR	DD	DIR2	87124	45.27
DIRECTOR	DD	DIR2	88768	46.12
DIRECTOR	DD	DIR4	90412	46.98
CHIEF EXECUTIVE	CE	CEX1	113469	58.96
CHIEF EXECUTIVE	CE	CEX2	115767	60.15
CHIEF EXECUTIVE	CE	CEX3	118062	61.35
CHIEF EXECUTIVE	CE	CEX4	120347	62.53



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