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Ask for Christine Lewis
Email christine.lewis@lichfielddc.gov.uk



District Council House, Frog Lane
Lichfield, Staffordshire WS136YU

Customer Services 01543 308000
Direct Line 01543 308065

Monday, 16 September 2019

Dear Sir/Madam

EMPLOYMENT COMMITTEE

A meeting of the Employment Committee has been arranged to take place **TUESDAY, 24TH SEPTEMBER, 2019 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

A handwritten signature in black ink, appearing to read 'Neil Turner', is written in a cursive style.

Neil Turner BSc (Hons) MSc
Director of Transformation & Resources

To: Members of Employment Committee

Councillors Barnett, Birch, Grange, Greatorex, Gwilt, Humphreys, Robertson, Silvester-Hall, Warburton and S Wilcox



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Previous Meeting 3 - 4
4. People Strategy 5 - 12
5. Gender Pay Reporting 13 - 24
6. Apprenticeships Verbal Report



EMPLOYMENT COMMITTEE

2 JULY 2019

PRESENT:

Councillors Humphreys (Chairman), Barnett (Vice-Chair), Birch, Grange, Gwilt, Robertson, Silvester-Hall and Warburton

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Greatorex and S. Wilcox.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF THE PREVIOUS MEETING

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

4 ROLE OF EMPLOYMENT COMMITTEE

The Committee received a presentation on the role of the Employment Committee and the key threads of work of the human resources and Health and Safety services at the Council. Members noted the composition of the workforce and current issues. A short discussion was held on future challenges and some of the work the committee will be involved with in the next 12 months.

RESOLVED: That the information given be noted.

5 MEMBERS TRAINING PLAN AND REVIEW OF INDUCTION

The Committee considered the Members training plan for 2019/20 and were asked to give feedback on the Members Induction process following the District Council Elections in May 2019. There was general agreement regarding the necessity and content of the training undertaken to date. Of particular note was the benefit of the initial Induction Session and the Charing skills course, which the members found particularly useful.

Members were advised of the current 2019/20 plan and asked to comment on any key areas that were not included. This prompted an in depth discussion around meeting the needs of new, less experienced members, providing online content wherever possible to allow additional capacity to support members with fewer digital skills.

RESOLVED: That the current plan be noted and consideration given to increasing online training for members, targeted IT support via a peer to peer 'IT Buddy' model and IT surgeries, consideration of separate sessions for new and experienced members, and the opportunity for further tours of the Council House and introduction to key officers.

6 FLEXIBLE WORKING FRAMEWORK

The Committee received a report on the revised Flexible Working Framework which had been amended to be in line with best practice and guidance from ACAS and relevant employment legislation.

It was reported that Lichfield District Council supported the principle that employees should enjoy a work-life balance as this recognised the needs of the service whilst at the same time allowing for a degree of flexibility where possible in order to accommodate other commitments and the business benefits it could bring including attraction and retention of staff in a very competitive employment market.

RESOLVED: That the updated Flexible Working Framework be approved for adoption.

(The Meeting closed at 8.05 pm)

CHAIRMAN

People Strategy

2019 to 2024



1. Rationale

The purpose of the people strategy is to set out how we plan to attract, nurture, empower, retain and incentivise people to continually have a workforce that can successfully deliver our ambitions.

We want to engage our workforce in our strategic ambitions and for Lichfield District Council to be a fulfilling place to work.

To meet the new challenges and opportunities to enable growth, it is critical that the council has the right people, in the right jobs, with the right skills, at the right time. The council must continue to attract and retain talent in a highly competitive employment marketplace and must develop and re-skill existing staff to respond effectively to the changing environment. In particular, new ways of working – especially the commercial agenda – have reinforced the need for the development of skills for leaders in driving change, managers in developing a high performance culture and digital and project management skills for staff. As a good employer we also want to support managers to make this a great place to work for our employees.

This strategy covers the life of our developing strategic plan. It will be formally reviewed, on an annual basis, to ensure that it remains ‘fit for purpose’ and that the issues it covers and the priorities it sets are the right ones for the council, its employees and therefore, ultimately the people of Lichfield District.

2. Drivers

The public sector has experienced huge change in recent years, transforming services from transactional in nature towards more customer-focused, digitally enabled and more business-like.

Significant reductions in Government funding, coupled with rising community expectations, have resulted in the need for resources to be targeted more effectively, so we make a difference to people’s lives or the places where they live.

We need to make sure our staff are creative, flexible and have the right skills to respond positively to the challenges that lie ahead. Specific issues affecting the council include an aging workforce, recruitment and retention of professional roles and developing skills to meet future demand. We need to be more business focussed and commercially competitive to contribute to the long term sustainability of the organisation.

We have to look at different approaches and operating models as to how our services are designed, commissioned and delivered. By 2021 the Government’s £43 million revenue support grant money will have virtually diminished so we need to be firming up our people plans to ensure that our staff are flexible, adaptable and commercially focused with the right skills set to respond positively to the challenges that lie ahead. Our latest financial MTFS strategy 2019/20 outlines the context of the financial challenges and sets out in detail the council’s current and future budget in response to those financial pressures. While this is a factor in our strategic approach, the funding gap is not the primary driver for our people strategy, which seeks to value effective contributions by employees to make a difference to the people of Lichfield District.

3. Outcomes

Our people are our biggest and most valuable resource so our development activities must be focussed in areas that meet the needs of the business. This will ensure we have a skilled and aligned workforce that will be crucial in delivering the council priorities, objectives and strategic plan.

- We now work more in partnership and commission services. As the organisation evolves alternative business and operating models will be adopted and deployed and these will become the new norm.
- We seek to assist and empower residents to do more for themselves and better engage with local communities.
- We need to have a more agile workforce and use technologies to maximise efficiencies and reduce our reliance on traditional ways of working.
- We know the public sector as a whole has experienced huge changes in recent years that have resulted in transforming services from transactional in nature towards more customer-focused, digitally enabled service provision.

This means we need to look at how we attract new entrants, identify and retain talent, succession plan and up-skill existing members of the workforce so they are better equipped with new ways of working and the scale and pace of change. In addition to these considerations we want to be seen as an employer of choice particularly for professional/technical skill areas where market influences have impacted on our ability to attract staff.

4. How we plan to achieve this:

Vision

The People Strategy underpins the current council's strategic vision that we are a strong, flexible council that delivers good value, quality services and helps support a vibrant and prosperous economy, healthy and safe communities and clean, green and welcoming places to live. And the organisational purpose of **making a difference and inspiring others to do so.**

To fulfil our purpose, deliver the vision and meet the challenges of the coming years, we need to have a workforce of engaged and skilled employees, committed to the vision and values to which we aspire.

It will also underpin **a supportive culture that is open, honest and transparent, promotes accountability and responsibility, and moves at pace as a one 'business driven' organisation.**

Values

Put customers first - We are passionate about our customer service. We always listen and work with our customer to meet their needs. We take responsibility for things we can change and improve and encourage our customers to do the same.

Improve and innovate - We challenge each other to look for ways to do things better. We listen to feedback and learn from it so we can improve. We welcome change and move forward with confidence.

Have respect for everyone - We listen to one another and understand each other's views and pressures. We appreciate each other and trust our colleagues to do a good job to the best of their ability.

5. Considerations

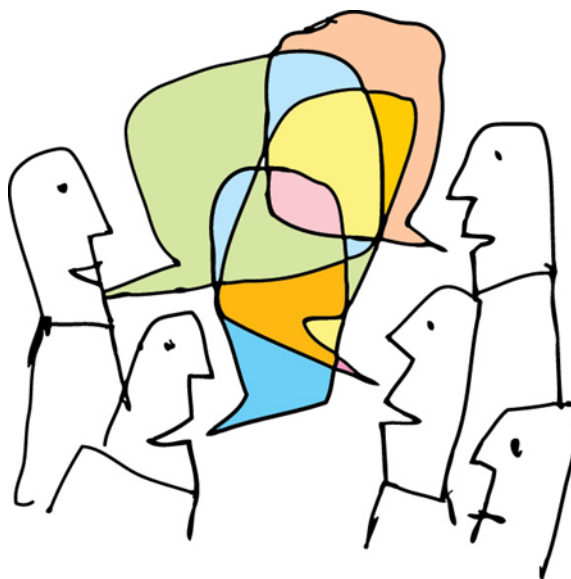
The Workforce Development Plan sets out the areas of where we need to invest resource and energies in developing our people. It includes the activities that will underpin all of what we wish to achieve within our strategic plan.

Several key challenges need to be addressed:

- Continually improve the efficiency and effectiveness of our services to better meet the needs of our customers.
- Imbed the agreed culture and behaviours within the organisation.
- Build on our commercial skills to increase our income streams and become self-sustaining.
- Introduce different ways of providing services, evolving into a different organisation.
- Manage increasing demand and reducing income, finding new ways of working.
- Create an agile workforce that can quickly adapt to change and be flexible in these uncertain times.
- Build workforce capacity to enable the business to grow.
- Drive digital skills and service delivery by the most cost effective means.
- Proactively support a reducing and ageing workforce.

To address these challenges we will focus on further developing our leaders, managers and employees at all levels of the organisation, providing them with the skills they need to ensure they model the desired culture and behaviours we expect of everyone. We will put in place a learning and development framework that will include competencies and development actions to help us achieve our purpose across **four** themed areas:

- 1 Organise and empower our people**
- 2 Engage and look after our people**
- 3 Motivate and reward our people**
- 4 Attract talent and develop our people**



Theme 1 - Organise and empower our people

We aim to have:

- A proactive approach to workforce planning to meet future needs.
- An agile workforce that can respond to shifts in demand.
- Clear expectations and boundaries.
- A culture based on the values we share.
- Clear and visible leadership, from officers and members.
- Informed decision making across the organisation.
- A representative people mix that embraces diversity.

Outcome

1. **Empowered employees are engaged – resulting in better retention and a higher quality of customer service.**
2. **The workforce is aligned with the council’s business objectives.**
3. **Increased agility in an ever-shifting landscape.**
4. **Clear ownership and accountability for enabling sound decision making is seen across the council.**
5. **Our leaders and managers role model organisational values, behaviours and competencies.**
6. **Our workforce profile reflects the demographics of the district.**

Measures of success:

- **Staff turnover, currently 13%, reduces by Year 3**
- **PDR completion rates increase from 88.9% to 100% completion.**
- **Corporate indicators – improve employee perception where currently 38% of employees feel fit for the future is helping to positively shape the council - Employee Survey 2018**
- Ensure all training actively promotes the council’s values and objectives.
- Key processes, such as service planning and reviews, are well communicated to staff, ensuring people can see the link between council objectives and how services are delivered. **(links into theme 2)**
- Continue to monitor our workforce to ensure it reflects our communities and to ensure our practices are free from discrimination, helping us to deliver appropriate and accessible services to all.
- Introduction of online competency framework in support of the PDR process. **Year 1**

Theme 2 - Engage and look after our people

We aim to:

- Have an active approach to engaging our people so they share ownership of our success and an understanding of our challenges.
- Have a culture of cross-organisational collaboration, where people work well together.
- Create a culture where challenge is accepted and respected.
- Listen to our people to harvest ideas, insight and innovation.
- Ensure our people are safe, healthy, well and supported.
- Have leaders and managers who can build trust and encourage flexible working to encourage a better work-life balance for our employees.

Outcome

1. **People feel supported by their managers and can work collaboratively to provide solutions in developing and embracing new ways of working.**
2. **Employees can demonstrate their understanding of our successes and challenges, how they are resourced and ultimately how they can be better involved.**
3. **The culture is participative, inclusive and adaptive to change in the face of rising demand and falling funding.**
4. **Managers and staff will use more commercial, collaborative and strategic commissioning skills to obtain best value from our resources, partners and contractors.**
5. **Conversations are open about mental health and support is available when employees are struggling.**
6. **To have achieved the Bronze status of THRIVE across the council.**

Measures of success:

- **Reducing sickness absence**
- **Improved consultation/engagement response rates.**
- **Health and Well Being Plan outcomes under the THRIVE at work model will be used to provide the measure of success in this area. Year 1 outcomes**
- Employee survey indicates improved engagement and wellbeing scores compared to the previous survey.
- Mental health first aiders are in place across the organisation. **Year 1**
- Wellbeing single access point on Brian where colleagues can access the council's wellbeing offers on a self-help basis. **Year 1**
- Job satisfaction rates continue to improve. **Year 2**

Theme 3 - Motivate and reward our people

We aim to:

- Have a flexible and affordable reward system including employee benefits.
- Promote a culture of recognition, where our people feel valued, involved and can see how their work contributes to achieving our organisational goals.
- Have a workforce that has pride in what they do.
- Promote a high performance culture where people strive to be the best they can.
- Develop a motivated workforce where people are enthused by the future.
- Help managers understand that managing people, supporting and encouraging them is integral to keeping teams focused and promotes our 'one business driven organisation' culture.

Outcome

1. **People feel valued, involved and motivated to perform to the best of their ability.**
2. **Managers use quality assurance processes across the business as a feedback mechanism to improve performance.**
3. **People feel the culture allows them to work creatively around challenges that threaten or stifle innovation.**
4. **Managers recognise achievements and encourage reflection on performance.**
5. **Workforce behaviour at all levels demonstrates a 'can do' attitude.**
6. **Our people can clearly see how the connection between the organisations vision and purpose link to their day to day activities.**

Measures of success:

- **Increase in employee perception in feeling a valued member of their team and council from 39% to 55% Year 1. (Employee Survey 2018)**
- **Pentana performance management system is used to track and monitor individual and service area performance outcomes – ensuring people understand the strategic business objectives and how they contribute to them.**
- **Enhanced manager coaching skills to create a learning culture and/or to improve and support people performance (links to theme 4). Year 1**
- **Creation of a coaching and mentoring pool to facilitate development through mentoring. Year 2**
- **Improved manager ability to lead change and communication in connecting operational delivery back to strategic business objectives. Year 1**
- **Introduction of core management development knowledge and upskill sessions – getting the basics right. Year 1**

Theme 4 - Attract talent and develop our people

We aim to have:

- A culture where our values are lived and expected behaviours nurtured.
- A targeted learning and development offer based on the needs of the council.
- A learning organisation that seeks to identify talented people retain them and help them achieve their potential.
- An inclusive approach to attracting a diverse range of talented people.
- An induction programme where new people obtain a sense of belonging and clear understanding of organisational purpose.
- A reputation for being an employer that people want to work for.

Outcomes

1. **People have regular and meaningful performance development reviews with their manager.**
2. **The council's competency framework supports and underpins the values, priorities and skills needed for business growth.**
3. **Leadership lends itself to being more transformational than transactional in leading people through change creating a culture of collaboration with others, having a commercial focus, and creating a resilient workforce.**
4. **Service area managers foster the characteristics of high performing teams by utilising the annual learning and development plan offer that will nurture, develop and upskill people to achieve their full potential.**
5. **Managers are adept at supporting staff with development planning, and encouraging staff to take personal responsibility for their own performance and development.**

Measures of success:

- **The quality of reviews measured through Pentana around overall performance levels and outstanding actions and goals will have significantly improved – Employee survey 2020**
- **The take up and attendance levels across training provision in core skill areas is reflective of the importance of upskilling our workforce to meet the needs of the changing environment.**
- **Future leadership talent pool are identified in respect of the ageing workforce and succession planning is adopted and integrated into how we develop our future managers. Year 2/3**
- **Implementation of a management development program that is fit for purpose of what the business requires of our people. Year 2**
- **Review HR policies to ensure they are straight forward, easy to understand and empower managers to manage, with HR providing coaching and guidance as appropriate. Year 1**
- **To compliment 100% completion on PDR's (theme 1) employees can describe how the quality of their PDR has improved.**

6. Supporting initiatives

These include but are not limited to:

- Current Strategic Plan
- Service Plans and Performance Management Framework
- Corporate Equalities Action Plan
- Workforce Development Plan
- Employee Wellbeing Plan
- Commercial Agenda
- Competency Framework

7. Deployment

This strategy will be deployed through the service plan of Corporate Services with input from all heads of service through the service planning process.

Responsibility will rest with the Head of Corporate Services with specific actions being assigned to members of the Corporate Services team. We have a dedicated strategic resource (HR Business Partner – Workforce and OD) to monitor, manage and report on the success and progress of the People Strategy and the Workforce Development Plan. This resource will be responsible for the strategic input into driving these plans forward and will support and guide managers in the delivery of certain aspects of the plan.

All metrics developed for the strategy will be collected and collated using the Pentana performance management system.

8. Assessment & review

There needs to be a considered approach towards the delivery of the strategy that has measures for success across the life cycle of the strategic plan. There will be some cross fertilisation across the themes in terms of delivery and this strategy will need to take its lead from the emerging Strategic Plan for 2020 to 2024.

Year 1 will be about **getting the basics right**. It will include providing the learning and development infrastructure and framework for other activity including roll out to all managers of PDRs, skills audit and corporate training plan.

Year 2 will allow for the introduction of management development programmes and the coaching and mentoring provision to improve leadership and drive performance ensuring we have the **right skills and behaviours**.

Year 3 will be about maintaining and building on the previous year's successes and reviewing the **effectiveness and sustainability** of all the interventions in helping us progress and accelerate change.

Year 4 will be about taking stock and preparing for the next iteration of our People Strategy to support our emerging strategic plans and demonstrate how **investing in our people** has helped accomplish our ambitions.

Key milestones and objectives will be monitored through the Corporate Services Service Plan. The strategic aims will be reviewed every 12 months and a new service plan developed to support its tactical and operational deployment.

Gender Pay Reporting

Report of the Head of Corporate Services

Date: 24th September 2019

Contact Officer: Christie Tims /Cathy Pepper

Tel Number: 01543 308100/308112

Email: Christie.tims@lichfielddc.gov.uk

Cathy.pepper@lichfielddc.gov.uk

Key Decision? **NO**

Local Ward NA

Members



EMPLOYMENT COMMITTEE

1. Executive Summary

- 1.1 Each year we are required to publish our gender pay gap using snap shot data of our workforce as at 31st March. The report has to be published no later than 31st March the following year, but as soon as is reasonably practicable.
- 1.2 The table below shows the data we have reported in the 2018 along with the data we intend to publish for 2019. Changes in our staff numbers due to a review of casual workers and the use of an IR35 employees has, as anticipated increased our gender pay gap for this year.

	2018	2019
Mean gender pay gap (% difference between male and female's average entire range of pay expressed as an average)	7.30%	8.48%
Median gender pay gap (% difference is calculated at mid-point in the range of salaries)	0%	0%
Relevant headcount numbers at 31 st March	408	388

- 1.3 The 2019 gap of 8.48% still fares well against the **nationally published data**.

National benchmarking	Lichfield District Council	All sectors *	Public sector*
Mean gender pay gap	8.48%	12%	6.8%
Median gender pay gap	0%	9.7%	5%

* LGA Report - April 2018 data

1.4 Equally, benchmarking data currently published by neighbouring district councils is also comparable.

Council	Mean Hourly Rate %	Median gender pay gap %
LDC March 2019 data	8.48%	0%
Cannock (March 2018)	14.81%	26.44%
East Staffs (March 2018)	5.21%	-2.59%
Nuneaton & Bedworth BC (March 2018)	1.02%	2.00%
South Staff DC (March 2018)	8.8%	12%
Stafford BC (March 2018)	7.6%	2.4%
Tamworth BC (March 2018)	12.6%	8.2%

1.5 A full copy of the report and narrative is attached as Appendix A, and will be published on our website and the .GOV website following discussion at this committee.

2. Recommendations

2.1 That the committee note the gender pay gap figures for 2019 and the contents of the report for publication.

3. Background

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

Alternative Options	We have a statutory duty to report these figures annually. We can choose not to include a narrative report, but this is recognised as good practice.
Consultation	Managers and trade unions have been advised of the current gap and the issues it raises for us to consider.
Financial Implications	None arising as a result of this report.
Contribution to the Delivery of the Strategic Plan	This supports the District Council's Strategic Plan 2016 -20 by ensuring we have a council that is fit for the future. Meeting our equality obligations is a core value of the organisation.

Equality, Diversity and Human Rights Implications	This report is a key requirement to fulfilling our Equality Act 2010 obligations.
Crime & Safety Issues	None
GDPR/Privacy Impact Assessment	All identifying information has been removed from narrative reporting.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That we fail to meet our Equality obligations	Publishing this data each year in a timely way ensures we will not fail.	Green
B	That our published pay gap causes concern and reputational risk	Publishing a clear narrative for the reasons causing any gaps and our approach to reducing them.	Green
C	Our gap continues to increase and results in legal challenge to our recruiting procedures	Our recruiting procedures are in line with equality act requirements to ensure a fair process.	Green
D	Our gap continues to increase and results to challenge to our pay policy	Our pay policy is audited and consistently applied.	Green

Background documents
 Previous Gender Pay Gap Reports in [2017](#) and [2018](#)

Relevant web links
<https://www.lichfielddc.gov.uk/equality/gender-pay-report>

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Gender pay gap report 2019-2020

Snapshot date - 31st March 2019

Executive summary

- 1.1 Lichfield District Council believes in equality and the need for pay transparency. And welcomes full disclosure of gender pay gap information across all organisations of 250+ employees as part of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- 1.2 Lichfield District Council aims to ensure people are treated fairly and equally, whether this is about the way we treat the public in the provision of our services, or our employees in the way they are treated at work. Diversity and inclusion are also key priorities.
- 1.3 This is the third published gender pay gap report which is in line with a new legal requirement for all public-sector bodies under the Equality Act 2010 amended regulations
- 1.4 A gender pay gap report shows the difference between the average (mean or median) earnings of men and women. The difference is expressed as a percentage of men's earnings – for example women earn 3% less than men.
- 1.5 Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.
- 1.6 Our reported gender pay gap for this period is 8.48%, which although it is significantly lower than the national average of 17.9%. (2018) there should be no room for complacency to improve our gender pay gap (GPG) and it is important to continually review our data to really understand the causes of any imbalance.
- 1.7 We have robust policies and procedures in place to make sure staff are paid fairly and equally across all sections of the workforce, and we are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. There is however **still an average (mean) gender pay gap of 8.48%**, so we have investigated this to find out why and will be using the support tools provided by the Behavioural Insight Team at the [Government Equalities Office](#).
- 1.8 Over the past 3 years we have reduced our head count by 44%, due to outsourcing of our Leisure Services, general efficiencies and senior management vacancies. These vacancies have meant that in some cases we have had a need to employ consultants, IR35 employees which has had the effect of increasing our mean hourly rate pay gap.

1.9

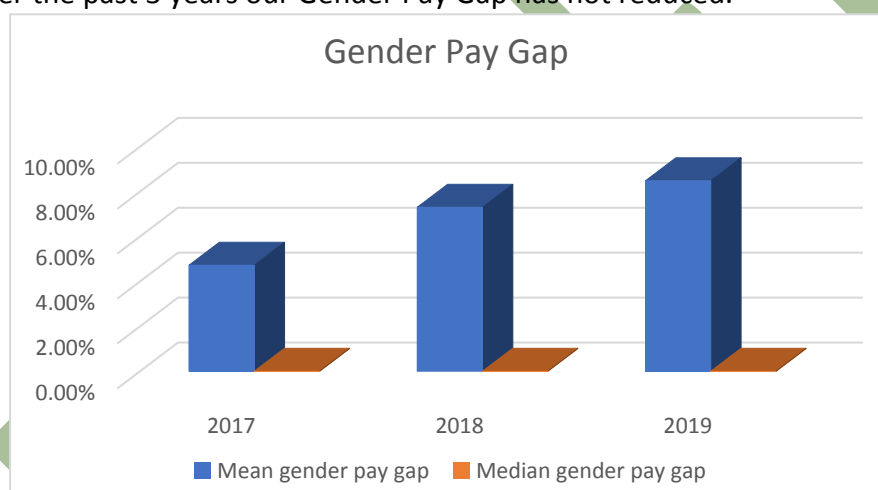
Gender pay gap report 2019-2020

Snapshot date - 31st March 2019

1.10 Our Gender Pay Gap is reflective of our workforce make up, in that a significant number of our female staff are working part-time (over 55% of the female staff work part time), with a larger proportion generally working in lower paid work which is demonstrated in our lowest quartile. In addition we host a joint waste service with Tamworth Borough Council, which traditionally attracts a larger proportion of male employees, and as a result, we employ a higher number of men in the lower middle quartile. See section 4.0 for more details on quartiles.

1.11 Upon analysis of our quartiles we see no evidence of any disadvantage to women achieving higher paid roles within the authority and we are confident that our future plans for recruitment and resourcing, promotion and talent management will continue to support our gender balance at these upper quartile levels.

1.12 Over the past 3 years our Gender Pay Gap has not reduced.



2.0 What is the gender pay gap

2.1 The gender pay gap is the way we express the difference between the average pay of men and women in all roles in the organisation.

2.2 It is calculated using two methods of average pay across quartiles:

Mean The percentage pay difference between the average mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Median The percentage pay difference between the average median hourly rate of pay of male full pay relevant employees and that of female full-pay relevant employees.

Gender pay gap report 2019-2020

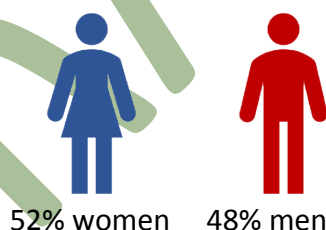
Snapshot date - 31st March 2019

- 2.3 The report must also illustrate the proportion of males and females in each quartile pay band.
- 2.4 Our report does not show certain calculations, as the council does not pay bonuses – these include:
- The mean bonus gender pay gap (not applicable)
 - The median bonus gender pay gap (not applicable)
 - The proportion of males receiving a bonus payment (not applicable)
 - The proportion of females receiving a bonus payment (not applicable)
- 2.5 The information must be published/available for at least 3 years on <https://www.lichfielddc.gov.uk/equality/gender-pay-report> and on the designated government website.

3.0 Our data

Our gender pay gap reporting figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The snapshot data period is as at March 31st 2019

3.1 Our workforce gender profile



This has shifted since our last reporting period for 2018, where we employed 51% women and 49% men.

3.2 Our workforce gender profile – broken down into full-time and part-time staff

59% of our workforce is full-time and 41% works part-time. This has changed since our last report, where 57% were classed as full-time and 43% were part-time.

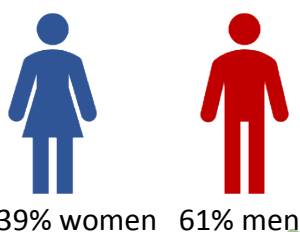
3.3 Our full-time workforce

61% of our full-time workforce is male and 39% is female. The average (mean) hourly rate of pay for women working full time is £15.04 compared to men at £14.03.

This shows that women who work full-time within the authority are on average paid more than men.

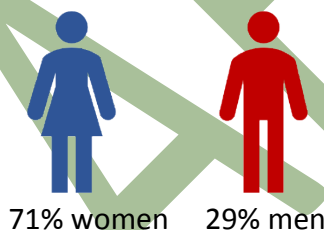
Gender pay gap report 2019-2020

Snapshot date - 31st March 2019



3.4 Our part-time workforce

29% of our part-time workforce is male and 71% is female. The **average** (mean) hourly rate of pay for women working part-time is £10.73 compared to men at £13.08. This demonstrates that men who work part-time are on average paid more than women who work part-time. NB during this reporting period there has been a need to employ consultants on IR35 terms and this has had the effect of increasing our mean hourly rate for male part time workers.



3.5 Mean and median gender pay gap

As expressed above:

Mean is the entire range of pay expressed as an average by gender. The % difference is calculated between male and female's average pay.

Median is the mid-point in the range of salaries for both male and female employees from which the % difference is calculated with regards to the difference in pay.

Our gender pay gap – mean and median	
Mean gender pay gap	8.48%
Median gender pay gap	0%

Despite the overall evidence that full-time women are paid more than full-time men, this is offset by the difference in pay for the genders in part-time roles, which has the impact of

Gender pay gap report 2019-2020

Snapshot date - 31st March 2019

increasing our mean gender pay gap, which demonstrates how finely balanced the gap is and how easily it can be distorted by the make-up of our workforce.

3.6 Pay quartiles

The **quartiles** are calculated by ranking the pay data values and dividing the data set into four equal groups, each group comprising a quarter of the data.

Quartile	Men	Women	Description
Lower quartile	27.84%	72.16%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower middle quartile	64.95%	35.05%	Includes all employees whose standard hourly rate places them at or below the median
Upper middle quartile	45.36%	54.64%	Includes all employees whose standard hourly rate places them at the median but at or below the upper quartile
Upper quartile	53.61%	46.39%	Includes all employees whose standard hourly rate places them above the upper quartile

4.0 Commentary

4.1 Under the Equal Pay Act 1970, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

4.2 We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

4.3 To achieve this, we:

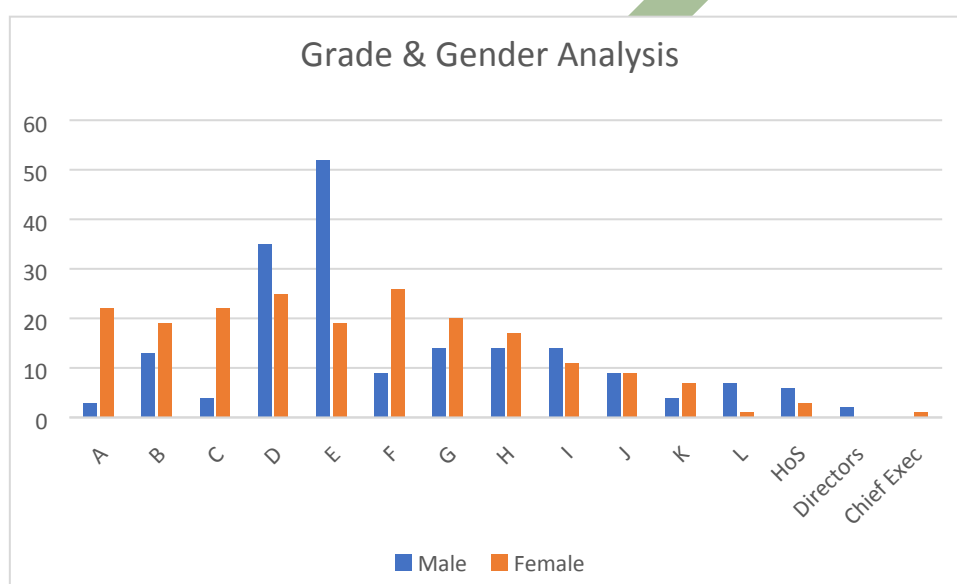
- Operate a job evaluation methodology to grade all jobs, using the National Joint Council Job Evaluation Scheme to ensure that jobs are paid fairly.
- Ensure that allowances are awarded fairly and consistently across the council.
- Re-evaluate job roles and pay grades as necessary to ensure a fair structure.

4.4 We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather our gender pay gap may be as a result of the roles in which men and women undertake within the council and the salaries that these roles attract.

Gender pay gap report 2019-2020

Snapshot date - 31st March 2019

- 4.5 Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation.
- 4.6 This trend is reflected in the make-up of our workforce, with the majority of our cleaning, casual staff and administrative roles being carried out by women as demonstrated in the graph below in bands A and B. The spike in male employees in band D and E reflects the higher numbers of male workers in our joint waste service



- 4.7 We have a flexible working procedure which applies to all employees regardless of their role and gender. Women are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.
- 4.8 As employees leave naturally the figures will alter as the numbers are small and therefore the impact is sensitive. There are currently no major shifts in staffing numbers anticipated for 2019.

5.0 Benchmarking

- 5.1 The following table identifies comparable information to provide a benchmark for the Lichfield District Council figures.

Gender pay gap report 2019-2020

Snapshot date - 31st March 2019

	Lichfield District Council	All Sectors *	Public Sector *
Mean Gender pay gap	8.5%	12.0%	6.8%
Median gender pay gap	0%	9.7%	5.0%

* LGA Report - April 2018 data

- 5.2 Benchmarking against our neighbouring Councils on their 2019 published data also shows we fair well with other councils in our area.

Council Figures available for 2018	Mean Hourly Rate %	Median gender pay gap %
LDC	8.48% (2019)	0% (2019)
Cannock *	14.81%	26.44%
East Staffs*	5.21%	-2.59%
Nuneaton & Bedworth BC*	1.2%	2%
South Staff DC*	7.41%	7.60%
Stafford BC*	7.58%	-2.36%
Tamworth BC*	12.6%	8.2%

* Based on March 2018 published data

6.0 Going forward

- 6.1 We will continue to embed principles of diversity and inclusion in all our activities, so that underrepresented groups can gain ground and operate at a level playing field.
- 6.2 Developing the talent of our workforce is critical to ensuring we have a balance of skills, attributes and capabilities to help us achieve our plans. These ambitions are articulated in our people strategy
- 6.3 To ensure that the jobs employees undertake are of equal value, in setting the pay levels we undertake job evaluation to determine the size of a job by following the nationally recognised job evaluation scheme for National Joint Council employees and the Local Government Employers job evaluation scheme for Joint National Council employees. Evaluations are undertaken regularly for new jobs and as part of restructures where a job significantly changes.
- 6.4 Our recruitment and selection processes look to support our commitment to offer internal promotion opportunities and help develop long term careers for employees through creating a mobile, flexible and agile workforce. Monitoring takes place

Gender pay gap report 2019-2020

Snapshot date - 31st March 2019

throughout the process and looks at the protected characteristics to ensure they are treated fairly.

- 6.5 Our recruitment and selection processes will be reviewed to ensure that the reduction of the gender pay gap is considered for any changes to the policy. This will include consideration of attracting more women into roles within the joint waste service and consideration of male applicants for part-time roles.
- 6.6 Exit monitoring is also carried out that can also be used to identify issues that may affect the gender pay gap.
- 6.7 Pay gap monitoring forms part of the annual pay progression cycle to ensure that any decisions on pay awards as a result of that process do not adversely affect a protected characteristic group.
- 6.8 Flexible working is offered throughout the council for all levels of jobs unless business need means that it is not possible – for example the use of flexi-time for some frontline employees will be limited in order to maintain the service due to the nature of the job.
- 6.9 Support is offered to returners to work following shared parental/maternity/adoption leave in order to enable them to return to work. Our Family Friendly policies recognise the commitment the commitment that our staff have to other members of their family
- 6.10 We will continue to support new ways of working that offers flexibility and enables employees to continue to develop within the organisation.

ENDS