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Monday, 21 March 2022

Dear Sir/Madam

EMPLOYMENT COMMITTEE

A meeting of the Employment Committee has been arranged to take place **WEDNESDAY, 30TH MARCH, 2022 at 6 PM IN THE COUNCIL CHAMBER** District Council House, Lichfield to consider the following business.

Access to the Council Chamber is via the Members' Entrance

Yours faithfully

A handwritten signature in black ink, appearing to read 'Christie Tims'.

Christie Tims
Chief Operating Officer

To: Members of Employment Committee

Councillors Matthews (Chair), Parton-Hughes (Vice-Chair), Banevicius, Birch, Cross, Powell, Robertson, Tapper, Warburton and S Wilcox



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Previous Meeting 3 - 6
4. Pay Policy Update 7 - 18
5. Belonging & Wellbeing Strategy 19 - 26
6. **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

7. Target Operating Model Presentation Verbal Report
8. Senior Pay Bandings 27 - 54



Public Document Pack Agenda Item 3

EMPLOYMENT COMMITTEE

21 DECEMBER 2021

PRESENT:

Councillors Matthews (Chair), Parton-Hughes (Vice-Chair), Birch, Cross, Powell, Robertson, Tapper, Warburton and S Wilcox

45 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Banevicius.

46 DECLARATIONS OF INTEREST

No declarations of interest were received.

47 MINUTES OF THE PREVIOUS MEETING

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

48 BEING A BETTER COUNCIL

The Committee received a presentation on BABC (Being a Better Council) from the Chief Operating Officer which is currently in action until 2024. The project focuses on continuous improvement and ensuring that staff have the resources and skills needed to carry out their work effectively and deliver to residents.

Data from a recent survey showed that overall staff satisfaction levels of working for the Council were low. Therefore, the project aims on addressing and improving this staff feedback. It was highlighted that the data captured in the survey is consistent with other organisations across the nation with the impact of Covid being identified as a contributing factor. Various elements were discussed on how services are struggling to meet expectations and as part of BABC, three key areas of work were outlined: Better Led, Better Equipped and Better Performing. In 2022, detailed action plans involving 15 work streams, including the Belonging and Wellbeing Strategy, will be developed for these key areas.

Members were then given the opportunity to ask specific questions about the impact on staff.

There were concerns regarding the shortage of staff and whether the Council had an adequate number of staff to deliver the service. The chief operating officer responded that BABC is designed to highlight inefficient processes and improve them, freeing up staff time in the process. Alongside this, staff are being given opportunities to understand new technology and new ways of working. It is believed all the small changes will lead to a substantial change.

Members noted that better working relationships between staff and councillors are needed for BABC. It was reported that the community engagement strategy and Belonging & Wellbeing Strategy of BABC looks at how residents and staff can engage better with councillors to provide a more collaborative service.

RESOLVED: That the information given be noted.

49 BELONGING AND WELLBEING STRATEGY

The Committee received a presentation on the Belonging and Wellbeing Strategy, a central part of BABC, from the Chief Operating Officer which replaces the former People Strategy. The strategy bases itself on an organisation that values diversity and supports mental and physical wellbeing. The strategy aims to have a positive impact on the workforce leading to improved staff engagement and ensuring high performance rates which will mean better delivery of services to residents. It also aims to make the Council an employer of choice.

Members noted that, for the survey data to be better representative, the number of people completing the survey should be reported alongside the success metric of staff satisfaction. This point was noted and agreed to be implemented in the future.

The committee was pleased to see the introduction of mental health first aiders in the policy, praising it as an important step forward.

It was raised that better quality communication that leads to positive feedback is needed rather than higher quantity of emails. It was also highlighted that connection between staff and managers should be a two-way street rather than just information being pushed down. The Chief Operating Officer stated that the Belonging and Wellbeing Strategy is focused on increasing opportunities to engage and collaborate with employees so that communication improves.

The employee assistance program was discussed, and it was asked if anything else was being considered as a salary sacrifice. It was reported that this was currently being discussed and staff surveys would be conducted on what staff would like to see included.

Members highlighted that there was a need for improved integration of Councillors into the organisation for them to carry out their duties effectively and efficiently. It was reported that officers were aware of this issue and that changes in the organisation's structure will naturally lead to a better staff understanding of Councillor's roles within the Council, specifically how decisions are reached and where they come from.

The importance of potential employees was raised by members stating that the world of work has become incredibly competitive, more so for the employer rather than the employee. It was noted that a metric that measured success in filling vacancies with good quality candidates would be beneficial. It was reported that this would be a valuable and positive metric to include.

RESOLVED: That the information given be noted.

50 REVISION OF HEALTH AND SAFETY POLICY

The committee received a report on the revised Health and Safety Policy, the fifth edition since 2015. The Health and Safety Manager explained that the revisions are relatively minor – they included a new foreword from the Chief Executive and slight changes to references of postholders. Under the Health and Safety Work Act, the Council are legally obligated to have this policy in place. The policy was stated to launch 1 January 2022.

Members queried whether there was a specific guidance document on needlestick injuries as to ensure that people are aware of what to do in advance when this injury occurs. There were additional concerns regarding violence at work and whether staff were supported and encouraged in reporting incidents to the police. The Health and Safety Manager reported that there are specific procedures in place for needlestick injuries and violence at work, which can be found on the intranet and are reviewed every three years. It was noted that in-depth staff training is also provided anywhere between every twelve months and every three years, depending on the risk profile of the staff

involved. Regarding violence at work, staff are encouraged to report incidents to police and will be supported with time off and counselling if necessary.

It was asked whether the policy could include a statement that Chairs and Vice Chairs of committees have a responsibility to postpone a meeting should conditions at that meeting represent a risk to health and safety. It was reported that officers are already reviewing the issue and it is already part of the pre briefing of meetings, where Chairs are made aware of their responsibility to manage the meeting and risk assessments are carried out. It was also noted that this issue would be covered in the general risk assessment requirement document.

Members noted that the document stated that working at home is a short-term arrangement. It was asked whether this should be updated before publication, since it was inconsistent with details of BABC. It was reported that this was currently under review through BABC but required engagement from unions which will take place in early 2022.

Members queried whether staff were caught up on training, specifically personal safety awareness courses, in light of the pandemic and whether staff training should be repeated. It was reported that training is on regular repeat and on routine tracking and reporting which is reviewed at leadership team. There is also a training directory that is publicised to staff every year. Regarding frequency of training, it depends on type of course and which group we're looking at.

There were concerns that there was limited information on RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) and was asked if a specific section could be included to protect the Council, staff and wider community. Who these reports were made to was also queried.

It was reported that there is a detailed accident reporting procedure that managers are aware of through training and through availability on the intranet. RIDDOR reports are made by the Health and Safety Manager. However, in some cases of fatality managers will make the phone call. It was also noted that a document that lists the circumstances that are covered by RIDDOR is available.

Members asked what was in place to guarantee a suitable work environment for people working from home. It was reported that there is a robust system in place where workstations of employees were assessed through questionnaires and images of their homeworking environment. Recommendations are then made based on this information which is then conducted via Teams or site visits. Training sessions and information sheets are also available to staff.

Members discussed what measures were in place to ensure that staff didn't become overburdened at work. It was reported that staff time is observed by managers to try to reduce staff overworking. The Chief Operating Officer stated that this was one of the outputs of the Belonging and Wellbeing Strategy, through the removal of core hours to allow staff to manage their work around commitments such as childcare. It was additionally reported that there was a system in place that assesses health and safety parameters that include employee work time, regular breaks and rest periods. There is also encouragement for staff to take responsibility of their own wellbeing.

A small typo was noted on page 25 item 15 which would be consequently amended.

There were concerns that the policy didn't consider safety at evening meetings. It was reported that the violence at work procedure outlines some of the controls in place if needed, and this document is available on the intranet. There is also additional staff training that covers situations where staff are meeting with people they don't usually meet with. It was also noted that there are covert buzzers in some meeting rooms that can alert back-office staff and code words that can be used to raise an alert.

The Chief Operating Officer reported that, when meetings with controversial issues occur, they are thoroughly risk assessed beforehand and the Health and Safety Manager is available on the premises along with senior managers. She further commented that, often, having strong controls at the door can aggravate conflict. Instead, staff have been trained to be skilled at diffusing situations. She assured that the Council are attuned to any risks, and these are managed appropriately.

RESOLVED: That the revised Health and Safety Policy be approved.

51 GENDER PAY GAP 2021

The Committee received a report on the gender pay gap at the Council as of 31 March 2021 from the Strategic HR Manager. It was reported that it was an annual requirement, under the Equality Act 2010, to publish this report.

It was reported that the gender pay gap had continued to improve as it reached 2.36%, a reduction from last year's 5.62% figure, significantly lower than the anticipated national average. This was said to be due to the impact of Covid restricting use of casual staff and the removal of IR35 staffing from the organisation. Questions were then taken.

There were concerns that the quantitative data in section 3.4 of the report did not reflect the qualitative statement that follows it. Several possible reasons were given to potentially explain this. It was concluded that the statement would be temporarily removed while the issue was investigated.

Members were pleased to see that the gender pay gap was small and stated that it reflected the organisation well.

It was noted that part of the gap exists due to the disproportionate effect the joint waste service has on the figures as the work is predominantly male. The possibility of the Council offering HGV training apprenticeships was discussed, as this could potentially reduce the gap. It was reported that they have been proactively looking at this and hoped to have positive feedback at a future meeting.

The committee highlighted the excellent service provided by the joint waste service and thanked them for their consistent hard work.

Members noted that throughout the report that male/female and man/woman are used interchangeably which aren't direct synonyms. The officer replied that would be looked at and updated in the report.

Members asked whether, in the future, disability pay gap would be considered as this would be valuable. This was noted as a future possibility.

RESOLVED: That the report be noted.

(The Meeting closed at 7.32pm)

CHAIRMAN

Pay Policy 2022

Date:	30 March 2022
Agenda Item:	
Contact Officer:	Christie Tims, Chief Operating Officer and Sam Mills, Strategic HR Manager
Email:	Sam.mills@lichfielddc.gov.uk ; Christie.tims@lichfielddc.gov.uk ;
Key Decision?	NO
Local Ward Members	N/A



EMPLOYMENT COMMITTEE

1. Executive Summary

- 1.1 To inform the Committee of the Council's duties under Section 38 of the Localism Act 2011 to prepare and publish an annual Pay Policy Statement for 2022/2023.
- 1.2 To approve publication of the updated Pay Policy Statement, subject to Full Council approval.

2. Recommendations

- 2.1 It is recommended that Employment Committee approves the contents of the updated Pay Policy Statement as set out in **Appendix A** and recommends the policy for approval by Full Council in April 2022.
- 2.2 The committee delegate authority 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.
- 2.3 The committee delegate authority 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.

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.

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	How We Manage It	Current Score
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		(RYG)		(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 (Yellow)	Delegation has been sought to reflect the agreed settlement once it is confirmed.	Green Likelihood (Green) and Impact (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 https://www.emcouncils.gov.uk/write/Emp_Circ_update_on_2021_pay_round_02Feb22.pdf https://www.instituteforgovernment.org.uk/sites/default/files/publications/pay-reform-senior-civil-service.pdf
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Lichfield District Council

Draft 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.

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.

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.

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

Additional Payment	Numbers	Pay range FTE Per annum £
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

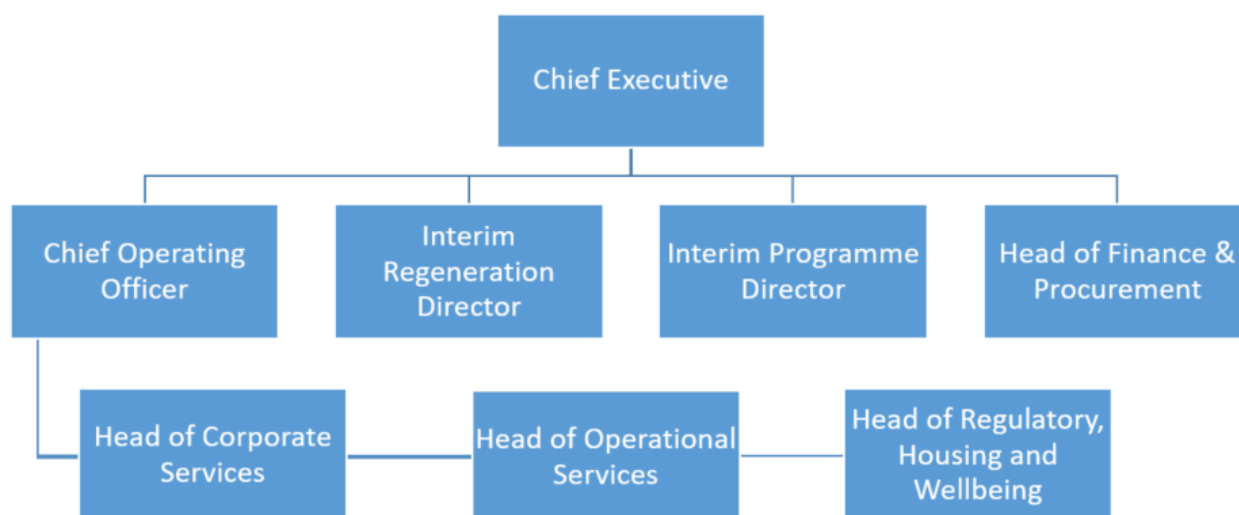
Under the Enterprise Act 2016, <https://www.gov.uk/government/news/enterprise-act-becomes-law> we are encouraged to appoint apprentices and public sector bodies are required to have up to 2.3% of their workforce in an apprenticeship annually. Currently we have 6 positions accessing the apprenticeship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

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.

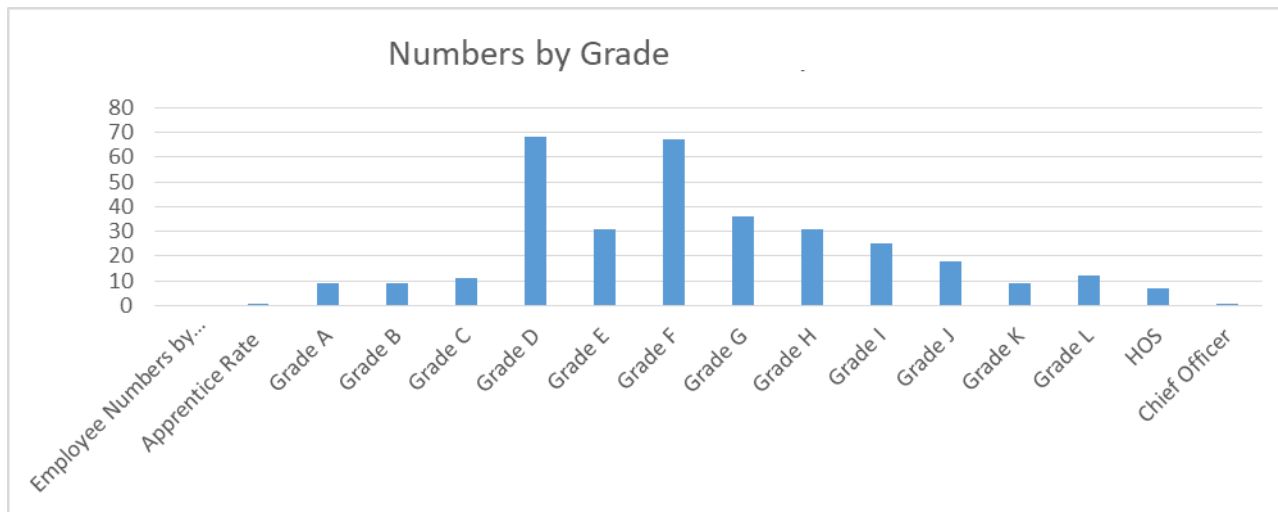
LDC employs apprentices who are not included in the definition of 'lowest paid employees' as the terms and conditions are determined by the National Apprenticeship Services.

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

* Locally Agreed Coaching Rates - 1.75% effective from 01/04/2021

* National Minimum & Living Wage Rates - rates 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

Belonging & Wellbeing Strategy

Date: 30 March 2022

Agenda Item:

Contact Officer: Christie Tims, Chief Operating Officer

Email: Christie.tims@lichfielddc.gov.uk

Key Decision? **NO**

Local Ward Members N/A



EMPLOYMENT COMMITTEE

1. Executive Summary

- 1.1 In December 2021 members received a presentation of the emerging belonging and wellbeing strategy being developed to support employees as part of the Being a better Council change programme.

2. Recommendations

- 2.1 That the committee approve the Belonging & Wellbeing Strategy set out at **Appendix A**.

3. Background

- 3.1 Lichfield district council is an organisation that values diversity and supports mental and physical wellbeing of its workforce. The strategy aims to have a positive impact on the workforce leading to improved staff engagement and ensuring high performance rates which will mean better delivery of services to residents.
- 3.2 The strategy will be supported by an Action plan which is being developed and progressed by the Belonging and Wellbeing Group. Inclusion networks are naturally developing as a result of work done to date including support for carers and young people already established.
- 3.3 Mental health was one of the key issues to arise as a result of the strategy discussions and a number of Mental Health First aiders are now due to receive refresher training and several new volunteers coming forward to undertake the role.
- 3.4 As the action plan develops future updates will be provided to the committee.

Alternative Options	A belonging and wellbeing strategy was agreed for development as part of Being a Better Council by Cabinet in November 2021
Consultation	Extensive internal communication and engagement has taken place in developing the strategy including all staff, managers, members , support providers and unions.
Financial Implications	None arising as a direct result of this strategy. Any actions that may require funding will be approved via the appropriate channel upon demonstration of the business case.
Approved by Section 151 Officer	Yes
Legal Implications	This strategy links to our employment and equality obligations
Approved by Monitoring Officer	Yes

Contribution to the Delivery of the Strategic Plan	This supports the Council's Strategic Plan 2020 to 2024 to be a good council and Being a Better Council programme Meeting our equality obligations is a core value of the organisation.
Equality, Diversity and Human Rights Implications	This strategy supports our equality obligations to our workforce. An equality impact assessment has been started in relation to this strategy and will be further developed by the action planning process.
Crime & Safety Issues	None identified
Environmental Impact	None identified
GDPR / Privacy Impact Assessment	None arising from the report.

	Risk Description & Risk Owner	Original Score (RYG)	How We Manage It	Current Score (RYG)
A	That we fail to support our workforce effectively	Yellow Likelihood (Green) and Impact (Yellow)	This strategy should ensure we have a range of mechanisms to identify and support employees.	Green Likelihood (Green) and Impact (Green)
B	That we do not engage staff	Yellow Likelihood (Green) and Impact (Yellow)	Mechanisms to engage have been firmly put in place and are continuing to yield positive feedback as a result.	Green Likelihood (Green) and Impact (Green)

	Background documents
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	Relevant web links
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Belonging & Wellbeing Strategy



Foreword

Councillor Doug Pullen, Leader of the Council

While we continue to focus on improving the lives of residents within Lichfield District by providing excellent services, I know that we also must have a similar focus on creating a workplace where people can have meaningful, enjoyable and fulfilling careers.

I believe each of us want to be part of a high-performing organisation, one that is open to contributions from all members of staff, and where we are comfortable in saying what we may be feeling. No doubt you want to work within a diverse workforce where there is true equality of opportunity and real diversity of thought. Only through creating this diverse workforce, where people are comfortable expressing their opinions, will our Council benefit from the broadest range of perspectives and generate great new ideas that support the best outcomes for our district.

The route to Being A Better Council will only succeed where thoughts, ideas, experiences and innovation are drawn from right across our team. I'm delighted that Simon is bringing this Belonging & Wellbeing strategy forward as we move Lichfield District Council forward into this next exciting phase.



Simon Fletcher, Chief Executive

An organisation should be judged not by what it says but what it does. We want our people to enjoy a state of positive physical and mental health and wellbeing, to feel a sense of belonging and be supported by the leadership team and colleagues, enabling them to thrive and contribute to the delivery of great services to our residents.

Please think about how you can make a difference in your teams in bringing our new Belonging & Wellbeing strategy to life and help us move more quickly not just in saying the right things, but also in doing the right things. We want to be an exemplar Council where everyone's contribution is truly valued - it is up to all of us to make it a place we love working at and would be proud to recommend to our friends. Let's do this together.



Context

The coronavirus pandemic and the lockdown has changed life as we knew it. The potential wellbeing impacts of this are vast. Coupled with our change programme “#BeingABetterCouncil” where we plan and implement substantial and sustainable change in organisational structures, performance, and culture to better deliver our services, it is essential we generate a sense of belonging and wellbeing.

This strategy aims to do that, to strengthen our corporate culture and ensure all our employees are supported through change, but it is also intended to create a positive environment that is compatible with promoting staff engagement, being an employer of choice, improving attendance, high organisational performance, resident focus and continuous improvement.

Vision

- Our vision is to fully embed a sense of belonging and wellbeing across the council and our aims are to:
- Create a vibrant environment and culture based on shared values and trust.
- Create a safe and healthy work environment which fosters a culture of positive wellbeing of our people as a strategic priority and something that is everyone’s responsibility and is integral to everything we do.
- Be an employer of choice which values employees and recognises the role wellbeing can play in the bigger picture, including improving productivity and ways of working.
- Challenge traditional ways of working and provide impactful wellbeing support based on the needs of our people.
- Recognise and invest in skills and encourage personal development.

Priorities - Lead, Promote, Support

1. Lead

Belonging & wellbeing is everyone's responsibility.

Activities

- Develop Belonging & Wellbeing Group, with representatives ("champions") from across the council
- Create inclusion networks (e.g. young peoples') to lead on belonging and wellbeing priorities
- Cultivate caring leaders and managers
- Encourage the employee voice
- Promote employee health, wellbeing and engagement
- Leaders understand links between wellbeing, health and safety, performance and personal development.
- Reflect belonging through our policy, procedures and processes
- Commit to measurable belonging objectives in service planning

Outcomes

- A sense of belonging where everyone can thrive and flourish
- A culture of learning and development
- High levels of self-expression
- Colleagues, regardless of role or grade feel valued and heard, represented and understood
- Improved wellbeing and reduction in stress related absence
- Engagement and connection with employees
- Council, Service, and Employee objectives converge
- Policies are fit for purpose and represent our workforce

2. Promote

Embedding wellbeing and belonging in our work life.

Activities

- Design workspaces for communication and community
- Celebrate equality, diversity, and inclusivity
- Create freedoms over how, when and where employees work
- Share information openly and regularly through 'All Hands' calls and 'Toolbox talks'
- Live our values and demonstrate these in action

Outcomes

- Employees feel engaged and valued
- Work and personal life priorities are balanced
- 'One Council' is recognised and reinforced
- Increased levels of employee pride and collaboration
- Improved outcomes for residents and customers
- We become an employer of choice

3. Support

Targeted interventions to address wellbeing needs.

Activities

- Develop wellbeing resources so colleagues take responsibility for their own wellbeing
- Develop an employee assistance programme
- Cultivate a network of mental health first aiders
- Reinvigorate appraisal and employee development systems
- Prioritise support for mental health and wellbeing
- Develop a workforce that reflects our population
- Interventions for under represented groups

Outcomes

- Employees invested in and supported to develop personally and professionally
- Appropriate support is available to all employees in times of need
- Employees have a clear development path and stretch targets to support high performance
- Through our efforts to support all colleagues, we have a happy, healthy and engaged workforce

Success Measures

1. Employees are satisfied with the Council as their employer
2. Employees have confidence in the leadership skills of managers and the senior leadership team
3. Employees agree managers and the senior leadership team exhibit our values
4. Employees have confidence in the leadership skills of the Leader of the Council and Cabinet
5. Employees who agree they would be happy to still be working at the Council in one year
6. Sickness absence measures
7. Turnover rates
8. Development objectives met



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