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Friday, 14 September 2018

Dear Sir/Madam

## EMPLOYMENT COMMITTEE

A meeting of the Employment Committee has been arranged to take place **MONDAY, 24TH SEPTEMBER, 2018 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', written in a cursive style.

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

### To: **Members of Employment Committee**

Councillors Mrs Boyle (Chairman), Salter (Vice-Chair), Mrs Banevicius, Cox, Mrs England, Greatorex, Rayner and B Yeates



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## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Previous Meeting 3 - 6
4. Update on Workforce Plan Verbal Report
5. Apprenticeship Update 7 - 10
6. Gender Pay Reporting 11 - 20



## EMPLOYMENT COMMITTEE

3 JULY 2018

**PRESENT:**

Councillors Mrs Baker (in the Chair), Mrs Boyle, Cox, Mrs Ealand, Ms Grange, Greatorex, Rayner, Salter and B Yeates.

With the consent of the Committee Councillor Mrs Baker chaired the meeting prior to handing over to Councillor Mrs Boyle.

**1 APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Mrs Banevicius.

**2 DECLARATIONS OF INTEREST**

There were no declarations of interests

**3 MINUTES OF THE PREVIOUS MEETING**

The Minutes of the meeting held on the 1 February 2018, as printed and circulated were taken as read, approved and signed by the Chairman.

**4 REVISED PAY POLICY STATEMENT**

The Committee was informed of the Council's duties under Section 38 of the Localism Act 2011 to prepare and publish a Pay Policy Statement for 2018/19.

Consideration was given to the updated Pay Policy Statement which set out the Council's approach to setting the pay of its employees by identifying:

- the methods by which salaries are determined;
- the detail and level of remuneration of senior managers (i.e. 'chief officers', as defined by the relevant legislation);
- the relationship between the remuneration of chief officers, those who are not chief officers and the lowest paid;
- the most recent gender pay gap figures available.

It was suggested that, in future, benchmarking information be provided in connection with pay differentials. The Committee was advised that trend analysis demonstrated that the ratio between the lowest paid employee and the Chief Executive had reduced.

Members noted that market supplements were set by an independent market analyst who undertook benchmarking against other local authorities based on criteria set by the Employee Liaison Group.

Clarification was given on TUPE payments and it was noted that the large proportion of the workforce on grade D was influenced by the refuse collection service.

**RECOMMENDED:** (1) That the content of the updated Pay Policy Statement be approved.

(2) That the Pay Policy Statement be recommended for approval by Council.

## 5 DRAFT PEOPLE STRATEGY

The Head of Corporate Services gave a presentation which outlined the key strands of the People Strategy and the individual components of each strand.

The Strategy would set out how the Authority planned to attract, nurture, empower, retain and incentivise people, thereby ensuring a workforce that could successfully deliver the Council's ambitions.

These ambitions sought to build on the Council's commercial skills, drive digital by default, introduce different means of service provision, continually improve efficiency and effectiveness of service, manage increasing demand and reducing income, create an agile workforce and support a reducing and ageing workforce.

Consideration was given to each of the four key strands of the strategy set out below together with their individual components:

- Organising and empowering the workforce
- Engaging and looking after employees
- Motivating and rewarding employees
- Attracting talent and developing people

Members were advised that the Strategy would be developed by the People Strategy Working Group comprising a cross section of staff and union representatives. The Group would examine key areas and engage the wider workforce, with the aim of developing a strategy document by September 2018. Work would be undertaken to determine baseline metrics and delivery would be achieved via an action plan. Actions and metrics would then be monitored and reported annually.

In response to a question about opportunities for school leavers it was advised that the Council tried to accommodate placements from schools although there could be problems with capacity given the small size of many teams. Meanwhile, entry level positions were being looked at as part of the apprenticeship framework. It was agreed that maximising opportunities for young people was something that should be explored by the strategy focus groups.

Reference was made to the importance of the working environment and it was questioned whether it might be difficult to attract people from larger urban centres and the private sector given the condition and set-up of the Council offices. It was suggested that developing agile working may help address the issue.

The importance of collecting relevant baseline data in order to set appropriate targets was emphasised. It was noted that a staff survey was undertaken annually and this together with workforce profiling information and routine metrics would be fed into the process. This would help focus on areas where there may be issues.

The need to provide IT training for Members was mentioned during the discussion on skills profiling to ensure they were able to contribute to the overall culture of the organisation.

The shortage of resources was recognised as a potential problem but also, with the correct culture, as a potential driver for innovation. It was noted that ultimately it was important to focus on the services that the authority existed to deliver.

The Chairman thanked the Head of Corporate Services and Human Resources Manager for their work and noted that the development of the strategy would continue under the new Chairman and Vice-Chairman.

**RESOLVED: (1)** That the key strands and main components of the people strategy be noted.

**(2)** That the proposals for developing and delivering the strategy be noted.

## **6 UPDATED EQUALITY & DIVERSITY STRATEGY**

Consideration was given to the revised Equality and Diversity Policy which incorporated the Council's duties to staff under the Equality Act 2010 and employment regulations.

The Policy sought to oppose and avoid all forms of unlawful discrimination within the workforce and had been developed in consultation with Leadership Team and the Employee Liaison Group. The Policy formed part of the Council's Equality Action Plan and fulfilled its statutory equality duty under the Equality Act.

It was noted that the Policy, which had been revised in line with the new policy template, clarified the Council's responsibilities and set out links to other relevant policies. It was also closely aligned with the Equality Statement, the Council's values and prevailing best practice.

The Committee noted that the gender pay gap had increased slightly following the outsourcing of the leisure centres but still remained well below the national average and in line with other local authorities.

During the discussion it was suggested that the option for undertaking job evaluation reviews for new posts should be highlighted in the People Strategy. With regard to monitoring equality and diversity it was advised that Equalities Impact Assessments played an important role alongside other monitoring mechanisms.

**RESOLVED:** That the updated Equality and Diversity Policy be approved.

(The Meeting closed at 7.01 pm)

CHAIRMAN

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## Apprenticeship update

Date:	24 <sup>th</sup> September 2018
Contact Officer:	Cathy Pepper/Christie Tims
Tel Number:	01543 308112/308100
Email:	<a href="mailto:Cathy.pepper@lichfielddc.gov.uk">Cathy.pepper@lichfielddc.gov.uk</a> <a href="mailto:Christie.tims@lichfielddc.gov.uk">Christie.tims@lichfielddc.gov.uk</a>
Key Decision?	<b>NO</b>
Local Ward Members	n/a



## EMPLOYMENT COMMITTEE

### 1. Executive Summary

- 1.1 All public bodies in England with more than 250 employees must report on the apprenticeship target. This target is to employ at least 2.3% of the workforce as new apprenticeship starts for the period 1 April 2017 to 31 March 2021. It is assessed as an annual average over this 4 year period, and it is mandatory to report this annually. The deadline for the report to be completed is 30 September each year from 2018 to 2021. This report outlines the data and some of the narrative we will need to submit to the .Gov website and our apprenticeship account.
- 1.2 Progress for 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018
- 1% of our headcount (414) are apprentices using the Apprenticeship Levy (4 intakes).
  - Our target for 2017- 8 was 10 apprentices. Due to a drop in headcount following leisure outsourcing our target for this year (2018-19) is 7, but as we can now average over the 2 years the intake for that period should be 8.5.
  - It is important that we are achieving our target by the 31<sup>st</sup> March 2021 – which will be an average of 8 each year if staffing levels remain consistent until then.
  - Our current levy account balance is £ 37,456 and we have used £6,219 to date. Each year we estimate we will be contributing £27,000 into the account ( this is topped up by £15,000 contribution from Government)
  - Any funds placed into our levy account not used within 2 years by us are returned/absorbed back into the central government account to fund National schemes.

Our approach to achieving the 2.3% target is to consider apprenticeships when a vacancy arises. Targets have been set for each Head of Service to have at least one apprentice in their area each year. Managers, as part of the annual Performance Development Review (PDR) are asked to consider an apprenticeship as part of the development program for each member of staff.

Apprenticeship intake has increased by 75% since last year, though clearly there is still much to do to meet the 2.3% target over the 4 years. There is still no clear indication from government as to what the penalty of failing to reach the target will be.

### 2. Recommendations

- 2.1 That members of the committee note the progress made to date in using our Apprenticeship Levy and achieving the 2.3% workforce target.

## 3. Background

- 3.1 We, like many other Councils, have faced a number of challenges in appointing apprentices for the following reasons:
- **Requirement for experienced staff** - we had had 33 external vacancies during 2017, of these vacancies, 17 articulated the need for experienced staff to hit the ground running to enable us to meet our statutory duties.
  - **Suitable or relevant professional apprenticeships** - 6 vacancies were actively considered for apprenticeships and 2 have successfully recruited, the other 4 in planning, environmental health, and licencing could not find suitable apprenticeships to meet the needs of the role.
  - **Outsourcing project for leisure services** - we envisaged this service would have been a key area within the council to place apprentices and reach our target due to the interest of younger workers and lower level entry skills and high proportion of relevant apprenticeship frameworks.
  - **Limited professional training providers** – The majority of training providers are offering entry level and generic apprenticeships, for which there is very little demand at district council level.
  - **Lack of local training providers** - Before recruiting for a Planning Technician, we did look at an apprenticeship newly available under Royal Town Planning Institute (RTPI). However, there are only 4 providers in the UK delivering the framework and the nearest was Northampton. RTPI advised if we had 10 apprentices each year they would seek to find a training provider to deliver in our area. So there is a lack of co-ordination at a regional level that requires further investigation.
  - **Lack of applicants** – Appropriately qualified school leavers are not applying. We had 5 applicants for an audit apprenticeship role, 3 of which already had a degree (2 were not eligible as they had a finance degree).
  - **Length of some apprenticeships** - Finance AAT, it would typically take 2 years. Currently the relevant apprenticeship takes approx. 5 years. This was deemed to be too long to get the skill level of work required, plus the employee would then need to go on to CIPFA which could be another 3 years. This was deemed as too long for us to get the necessary skills into our organisation.

### 3.2 Meeting the target

- **Regular Communications** - We have regular updates with manager's forum about relevant apprenticeships available as these come online. We are also developing a Workforce Development Plan in consultation with all Heads of Service to consider all options and keep the profile high. We are considering hosting an apprenticeship open day for staff with a few relevant training providers to have a stand to answer queries and promote options.
- **Develop talent pools** - We liaise with local schools, colleges and training providers to consider the talent pool of future, making them aware of opportunities at the council. We are considering a more generic apprenticeship for public sector operatives as part of our workforce development plan however, our teams are very small to have a floating resource.
- **Targeted apprenticeships for existing staff** - We are considering a manager apprenticeships to follow on from the management development programme where staff need longer term development. We are considering a project management apprenticeship that could be undertaken by anyone involved in projects, whatever their team.
- **Pay** – our experience is that National Minimum Wage at apprenticeship rate is insufficient to attract young people. We are considering levels of pay for different types of apprenticeships and shifting focus away from school leavers, as these require significant pastoral support to integrate into our workforce.



### 3.3 Other issues

- **Learning Curve** - Some of these standards are still under development by the professional bodies but it is likely to be 2019 before they are ready to launch. Training providers have been learning themselves how to deliver the programmes, over and above the academic study so they have not been able to direct us as an employer easily through the paperwork and agreements needed to start a new apprenticeship. This will improve with time but the providers we have used so far have seemed confused about the required paperwork and support processes. One training provider did not handle the set-up of an apprenticeship well, it took a long time to get a talent coach appointed – this will take time to bed in. Training agreements are very complex and have varied between 8 pages and 53 pages of legalistic language, which has taken time and effort to understand and ensure they are fit for our needs.

### 3.4 Apprenticeships in our context

- Due to the continued need to cost save within local Government our management structures have become flatter and capacity very limited, which has meant that there is less ability to spend the time required to develop some trainees - particularly school leavers, with no work exposure where pastoral care needs to be provided to integrate them into the workforce.
- Our ageing workforce profile could mean lack of interest in further study if people are at the peak of their career plans. Our flat structures can also make progression for staff who are developing, very challenging.
- 20% time off the job training has been more off-putting to staff than their managers. A few staff have expressed interest but have changed their mind when detail been provided as they are in a busy role and even though the manager has said they can have the time, they feel they would have to do their role on top of the study.
- Attracting school leavers – this is a national challenge for all public sector organisations and has been recognised in the recent LGA consultation – [‘Great people for growing places’](#) which we responded to.

Alternative Options	1. n/a
Consultation	1. This subject is widely consulted internally with staff, unions and management. Any external consultation is specifically mentioned within the report.
Financial Implications	<ol style="list-style-type: none"> <li>1. The annual balance in the Apprenticeship Levy each year is £. This can only be used to fund training support given directly to participants in relevant frameworks.</li> <li>2. All salary and management costs for apprenticeships must come from existing resources.</li> </ol>
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> <li>1. Apprenticeships support the District Council’s Strategic Plan 2016 -20 by: <ul style="list-style-type: none"> <li>• Ensuring that the Council’s workforce develops to be fit for the future</li> <li>• Ensuring we provide meaningful jobs and opportunities</li> </ul> </li> </ol>
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> <li>1. All apprenticeships are developed in line with our Equal Opportunities policy and working practices.</li> </ol>
Crime & Safety Issues	1. None

GDPR/Privacy Impact Assessment	1. N/a progress towards our target and spend against our levy is subject to reporting on the national .GOV website.
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	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That we do not achieve our target of 2.3% of the workforce	Continue to monitor and report progress	Yellow
B	That we fail to use all of our levy funds	Despite low numbers we have used a high proportion of our levy to date	Yellow
C	That we bring on a number of apprenticeships that we cannot effectively support	Be clear on the types of apprenticeships we can support and only recruit those we can effectively manage	Green
D			
E			

Background documents

Relevant web links

# Gender Pay Reporting

Date: 24<sup>th</sup> September 2018  
 Contact Officer: Christie Tims /Cathy Pepper  
 Tel Number: 01543 308100/308112  
 Email: [Christie.tims@lichfielddc.gov.uk](mailto:Christie.tims@lichfielddc.gov.uk)  
[Cathy.pepper@lichfielddc.gov.uk](mailto: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 using snap shot data as at 31<sup>st</sup> March.
- 1.2 The tables below show the data we have reported in the 2017 along with the data we intend to publish for the 2018. Major changes in our staff numbers due to Leisure outsourcing has, as anticipated increased our gender pay gap.
- 1.3 The 7.30% for this year’s report still fair’s well against the nationally published data below in table 3 with the benchmark data published by other available district council data.
- 1.4 Mean and median gender pay gap

Our gender pay gap – mean and median		
	2017	2018
Mean gender pay gap (% difference between male and female’s average entire range of pay expressed as an average)	4.72%	7.30%
Median gender pay gap (% difference is calculated at mid-point in the range of salaries)	0%	0%
Relevant headcount numbers at 31 <sup>st</sup> March	689	408

1.5 National benchmarking

	Lichfield District Council	All sectors	Public sector
Mean gender pay gap	7.30%	17.4%	17.7%
Median gender pay gap	0%	18.5%	19.4%

1.6 Local benchmarking

Benchmark data from our neighbouring Councils

Council	Mean Hourly Rate %	Median gender pay gap %
LDC	7.3%	0%
Cannock	17.5%	26.9%
East Staffs	2.0%	6.9%
Nuneaton & Bedworth BC	6.0%	0%
South Staff DC	8.8%	12%
Stafford BC	8.9%	0.5%
Tamworth BC	11.4%	6.1%

1.7 A full copy of the 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 2018 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	1. Managers and trade unions have been advised of the current gap and the issues it raises for us to consider.
Financial Implications	1. None arising as a result of this report.
Contribution to the Delivery of the Strategic Plan	1. 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	1. This report is a key requirement to fulfilling our Equality Act 2010 obligations.
Crime & Safety	1. none

Issues	
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GDPR/Privacy Impact Assessment	1. All identifying information has been removed from narrative reporting.
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	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			
D			
E			

Background documents
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Relevant web links
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## Snapshot date - 31<sup>st</sup> March 2018

### Executive summary

- 1.1 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.
- 1.2 This is the second 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
- 1.3 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.
- 1.4 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.
- 1.5 **Our reported gender pay gap for this period is 7.30%, which is significantly lower than the national average of 17.4%.**
- 1.6 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 7.30%**, so we have investigated this to find out why.
- 1.7 We have identified that the main reason for the increase gap on last years (2017 data) is that we have outsourced our Leisure Services and our overall head count and workforce make up has changed; we have 281 fewer staff, the female percentage has decreased by 3% whilst the male percentage has increased by 3%.

Our Gender Pay Gap is reflective of our workforce make up, in that a significant number of our female staff are working part-time, which is generally 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 middle quartile, displacing more women in the lower and lower middle quartiles, which otherwise would have been balanced with male employees (see section 4.0 for more details on quartiles).

- 1.8 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.

## 2.0 Background Information

- 2.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (S1 2017/353) require public sector employers with 250 or more employees to publish their gender pay gap information. There is a similar requirement of the private sector.
- 2.2 As an employer with a headcount of more than 250 we are required to publish the following data annually, as at 31 March.

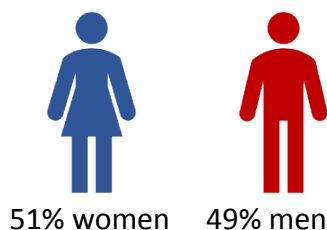
## 3.0 What is the gender pay gap?

- 3.1 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.
- 3.2 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.
- 3.3 The report must also illustrate the proportion of males and females in each quartile pay band.
- 3.4 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)
- 3.5 The information must be published/available for at least 3 years on [www.lichfielddc.gov.uk/genderpaygap](http://www.lichfielddc.gov.uk/genderpaygap) and on the designated government website.

## 4.0 Our data

- 4.1 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 31<sup>st</sup> 2018

### 4.2 Our workforce gender profile



This has shifted since our last reporting period for 2017, where we employed 54% women and 46% men.

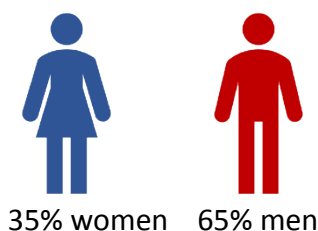
#### 4.3 Our workforce gender profile – broken down into full-time and part-time staff

57% of our workforce is full-time and 43% is works part-time. This has changed significantly since our last report, where only 33% were classed as full-time and 67% were part-time. This change is entirely due to the outsourcing of our leisure services functions, where almost all of the staff were part-time, and a large proportion were female.

#### 4.4 Our full-time workforce

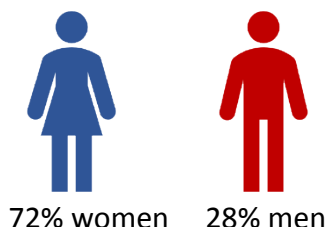
65% of our full-time workforce is male and 35% is female. The average (mean) hourly rate of pay for women working full time is £14.98 compared to men at £13.68.

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



#### 4.4 Our part-time workforce

28% of our part-time workforce is male and 72% is female. The **average** (mean) hourly rate of pay for women working part-time is £10.21 compared to men at £11.02. This demonstrates that men who work part-time are on average paid more than women who work part-time.



#### 4.5 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	7.30%
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 increasing our mean gender pay gap.



## 4.6 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	31.37%	68.63%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower middle quartile	61.67%	38.24%	Includes all employees whose standard hourly rate places them at or below the median
Upper middle quartile	50.00%	50.00%	Includes all employees whose standard hourly rate places them at the median but at or below the upper quartile
Upper quartile	53.92%	46.08%	Includes all employees whose standard hourly rate places them above the upper quartile

## 5.0 Commentary

5.1 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.

5.2 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).

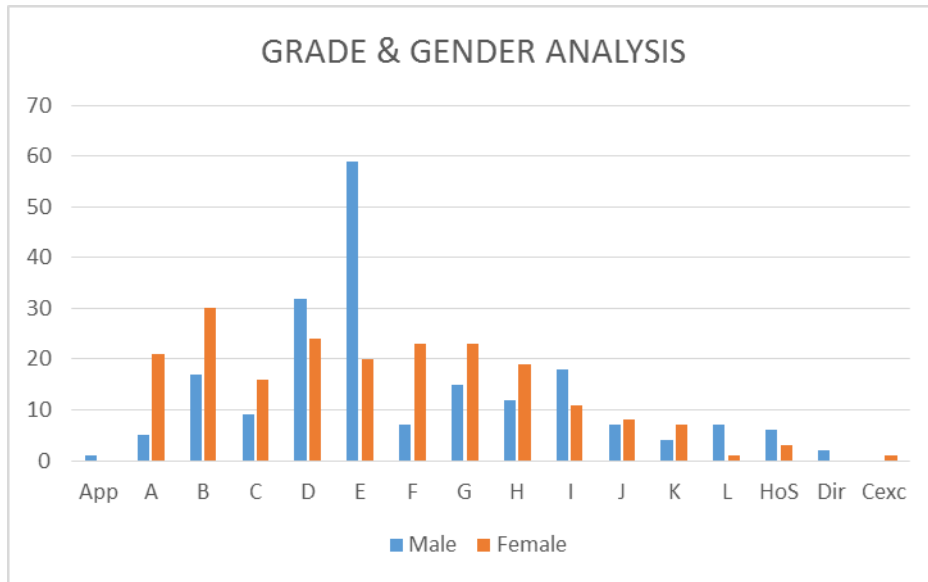
5.3 To achieve this, we:

- 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.

5.4 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.

5.5 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.

5.6 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



- 5.7 This pattern is further exacerbated in the lower middle quartile by the fact that we host a joint waste service with Tamworth Borough Council which traditionally attracts a higher percentage of male employees.
- 5.8 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.
- 5.9 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.

## 6.0 Benchmarking

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

	Lichfield District Council	All Sectors	Public Sector
Mean Gender pay gap	7.30%	17.4%	17.7%
Median gender pay gap	0%	18.5%	19.4%

- 6.2 Benchmarking against our neighbouring Councils on their 2017 published data also shows we have one of the lowest mean gender pay gaps within the area.

Council	Mean Hourly Rate %	Median gender pay gap %
LDC	7.3%	0%
Cannock	17.5%	26.9%
East Staffs	2.0%	6.9%
Nuneaton & Bedworth BC	6.0%	0%
South Staff DC	8.8%	12%
Stafford BC	8.9%	0.5%
Tamworth BC	11.4%	6.1%

## 7.0 Going forward

- 7.1 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.
- 7.2 Developing the talent of our workforce is critical to ensuring we have a balance of skills, attributes and capabilities in all staff, regardless of gender, to help us achieve our plans.
- 7.3 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.
- 7.4 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 flexible and agile workforce. Monitoring takes place throughout the process and looks at the protected characteristics to ensure they are treated fairly and where necessary, positive action will be undertaken to attract candidates from particularly under-represented groups.
- 7.5 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 and determining pay for such roles.
- 7.6 Exit monitoring is also carried out that can also be used to identify issues that may affect the gender pay gap.
- 7.7 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.
- 7.8 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.
- 7.9 Support is offered to returners to work following shared parental/maternity/ adoption leave in order to enable them to return to work and fit around their work life balance. We will continue to support new ways of working that offers flexibility and enables employees to continue to develop within the organisation whilst still enabling them to get the best out of their home life.

ENDS

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