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Wednesday, 21 June 2023

Dear Sir/Madam

EMPLOYMENT COMMITTEE

A meeting of the Employment Committee has been arranged to take place **THURSDAY, 29TH JUNE, 2023 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.

The meeting will be live streamed on the Council's [YouTube channel](#)

Yours faithfully

A handwritten signature in cursive script that reads 'Kerry Dove'.

Kerry Dove
Chief Operating Officer

To: Members of Employment Committee

Councillors S Wilcox (Chair), Powell (Vice-Chair), Robertson, Hill, Serena, Hawkins, Banevicius, Bragger, Harvey-Coggins and Philip



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Previous Meeting 3 - 4
4. Updated Pay Policy Statement 2023 5 - 24
5. Gender Pay Gap 25 - 38



SPECIAL EMPLOYMENT COMMITTEE

24 JANUARY 2023

PRESENT:

Councillors Matthews (Chair), S Wilcox (Vice-Chair), Banevicius, Birch, Robertson and Warfield

12 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Gwilt and Councillor Powell.

13 DECLARATIONS OF INTEREST

There were no declarations of interests.

14 MINUTES OF THE PREVIOUS MEETING

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

15 PAY POLICY STATEMENT 2023

The Committee considered the Pay Policy Statement 2022. The Pay Policy Statement set out Lichfield District Council's approach to its pay, terms and conditions and other related matters in accordance with the requirements of S38 of the Localism Act. It was noted that the Pay Policy Statement was updated on an annual basis and ratified at Full Council. Its purpose was to be open and transparent about the distribution of pay to Officers and was a public document. The committee were advised that the council had undergone change over the last 12 months due to the implementation of the Target Operating Model and the Being a Better Council principles and members attention was drawn to the adjustments in the statement compared to previous years.

An observation was made about the wages of members of staff at Grades A, B & C as it was noted they were being paid below a real living wage.

Ms Tims stated that 17 individuals last year had been given an appropriate allowance to rectify but this had not been benchmarked and illustrated in the ongoing pay policy structure. Members requested and voted that this be an additional recommendation to make this a continuous issue as it was important to recognise and remunerate all staff properly.

It was noted that the Pay Policy Statement version was incorrect on the website and needed updating.

RESOLVED:- (1) The committee approved the contents of the updated Pay Policy Statement as set out in **Appendix A** and recommended the policy for approval by Full Council on 28 February 2023 with the additional recommendation concerning the continuous issue of wages of members of staff on grades A, B and C.

(2) The committee delegate authority to the Assistant Director - Operations, Regulation & Enforcement 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 2023 are concluded.

16 EXCLUSION OF PRESS AND PUBLIC

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

IN PRIVATE

17 RESTRUCTURE OF SERVICE

The Committee were introduced to a proposal to move the Communications function into the Council's trading company Lichfield West Midlands Traded Services (LWM Traded Services). The Committee asked for further details on TUPE and Pension implications which were given at the meeting.

RESOLVED:- That the commencement of a formal consultation regarding the proposed transfer of function be noted.

18 POTENTIAL CHANGE TO SERVICE

The Committee were introduced to a proposal to consider the in-source leisure services back to the Council into the trading company Lichfield West Midlands Traded Services (LWM Traded Services) from Freedom Leisure. Staffing implications were discussed at length.

RESOLVED:- That the potential change in service for Leisure provision be noted.

(The Meeting closed at 6.50 pm)

CHAIR

Updated Pay Policy Statement 2023

Date:	29 June 2023
Agenda Item:	Updated Pay Policy Statement 2023
Contact Officer:	Simon Fletcher, Kerry Dove
Telephone:	07736942667
Email:	Kerry.dove@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 update the annual Pay Policy Statement for 2023 in respect of new bonuses and employee incentives to aid recruitment and retention of staff.
- 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 on 11 July 2023.
- 2.2 The Pay Policy Statement is being updated to include provision for:
 - Annual performance related bonuses
 - Employee referral bonuses
 - An enhanced benefits package, including private health insurance
- 2.2 The committee delegate authority to the Assistant Director Operations, Regulation & Enforcement 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 2023 are concluded.

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 The Pay Policy Statement has been updated to include a number of provisions to strengthen our approach to workforce attraction, reward and retention. Over the last 12 months we have implemented a number of initiatives to strengthen our organisational resilience, and our approach to reward, retention and recruitment. Highlights include:
- Implementing a Belonging and Wellbeing Strategy
 - Implemented the Joseph Rowntree Living Wage
 - Revamping the annual appraisal process with all staff now the subject of 'Objectives and Key Results'
 - Implemented a talent acquisition approach to recruitment
 - Invested in apprentices and the LGA national graduate development programme
 - Staff satisfaction has increased from 66% in Oct 2021 to 75% in Apr 2023
- However we need to further develop our offer if we want to retain and recruit the best talent, to enable us to deliver on our priorities.
- 3.7 Nationally there are workforce shortages across a range of industries, including local government. We are an ambitious council who wants to be a beacon of best practice in the sector in terms of the success of our services, how we are structured as an organisation to allow that, and the people we employ. With an external workforce profile available to us of which people from local government backgrounds make up a significant minority, we want to think differently about who and how we attract and retain as talent in a challenging employment market.
- 3.8 The updates will provide us with a unique offer across the sector, giving us the competitive edge we need to compete with larger authorities and the private sector across our region.

4. Updates

- 4.1 Over the last 12 months we have further developed our approach to 'Objectives and Key Results' (OKRs), the council's innovative approach to staff performance management. We want to be a council that proactively encourages the continuous improvement and development of all our staff, and where all employees can see how they contribute to delivering our strategic goals - OKRs are a simple framework that supports staff to do this. We have developed a set of Key Results for 2023/24 for every grade in the organisation. They are ambitious and reflect our new confidence as an organisation. Progress against the OKRs will be reviewed regularly by line managers, with a formal assessment made at mid-year (Oct/Nov) and end-of-year (Apr/May). Assessments will be moderated, led by Leadership Team.
- 4.2 From July 2023 the Council will offer a one-off, annual, performance related bonus for those staff who are assessed and moderated as 'outstanding' at the end-of-year review. Staff who achieve the 'outstanding' assessment will demonstrate exceptional performance against all their OKRs and be working above the OKRs set for their pay grade. We anticipate this award will be applicable to no more than the top performing 5% of staff. These staff will be going above and beyond on a regular basis, and be proactive, positive role models for the values and behaviours that we are striving to embed across the whole council. To be eligible for the performance related bonus staff would need to:
- Have been in employment at the Council for more than 12 months;
 - Be permanent or fixed-term employees;
 - Have received a moderated 'outstanding' OKR assessment at both their mid-year and end-of-year review;
 - Have not been subject to any form of disciplinary, grievance or performance process during the 12 months.

The performance related bonus amount is offered to all staff, irrespective of grade – a net performance bonus of £1,000. Moderation of OKR assessments will be undertaken by Leadership Team. Annual reporting and monitoring of this bonus and how it is distributed will feature in future pay policy updates and our Gender Pay Gap Reports.

- 4.3 An employee referral bonus incentivises current employees to source new employees from within the networks of current staff, be it family, friends or previous work colleagues. Research shows that employee referral schemes can be very successful in attracting higher quality candidates, candidates that are a good cultural fit, speed up recruitment processes and increase retention rates. For employees there are also multiple benefits, as well as the reward itself, it helps to foster a sense of belonging and wellbeing and increase employee motivation and satisfaction.
- 4.4 From July 2023 the Council will offer an employee referral bonus set at £250 gross per successful referral, to be paid if a referral meets the following criteria:
- The referral must be for a permanent or fixed-term position;
 - The candidate must be successfully hired;
 - The candidate cannot have worked for the Council as an agency worker in the last 12 months;
 - The bonus will be paid to the employee once the referred employee has successfully passed their 6 month probation period.

Annual reporting and monitoring of this bonus and how it is distributed will feature in future pay policy updates and our Gender Pay Gap Reports.

- 4.5 Work is underway to review and enhance the current benefits package that we offer to Council staff, as part of this process we are proposing to include private health insurance. Including private health

insurance will support us to both retain existing staff and attract candidates from different sectors. It offers the opportunity for staff to gain access to treatment quicker, and potentially reduce workplace absences. The aim is to have the new package of benefits live by January 2024.

- 4.6 The Council will carefully monitor the roll out of all three initiatives and a review of the impact will be undertaken after 12 months. The review will include looking at the impact on our workforce profile, and the profile of new starters, to ensure we continue to have a representative and diverse workforce.

Alternative Options	The proposed initiatives will strength our offer to existing and new staff, in a challenging workforce market. Not implementing will lead to us continuing to experience significant challenges in retaining and recruiting talent.
Consultation	Employee Representatives have been consulted with regard to this report requirement and updated policies.
Financial Implications	This report sets out the existing financial obligations regarding pay policy which have been built in to the revised MTFS. The new initiatives are to be funded from within existing budgets.
Approved by Section 151 Officer	Yes
Legal Implications	We have a statutory duty to report these figures annually. A fair and transparent Pay policy provides some assurance regarding equal pay and fair and consistent pay practices in line with collective bargaining agreements.
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	An EIA has been produced to consider the impact of the updates on people with protected characteristics. The new initiatives will be open to all members of staff, across the whole organisation.
EIA logged by Equalities Officer	Yes
Crime & Safety Issues	None
Environmental Impact (including Climate Change and Biodiversity).	None
GDPR / Privacy Impact Assessment	All identifying information has been removed from narrative reporting.

Risk Description & Risk Owner	Original Score (RYG)	How We Manage It	Current Score (RYG)
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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 2023 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	Failure to savings budget related to staff turnover	Yellow Likelihood (Yellow) and Impact (Yellow)	<p>The MTFS assumes a level of staff turnover each year and assumes financial savings of £150,000 per annum and Talent Acquisition fees of £30,000 per annum.</p> <p>The approved savings target of £180,000 per annum equates to 2% of relevant employee budgets (excluding Operational Services and Building Control).</p> <p>Therefore, should the initiatives contained within this report be successful and lower staff turnover below the assumed level, then there would be a budgetary shortfall (each 0.5% is £39,000).</p> <p>The vacancy savings budget will continue to be monitored through Money Matters Reports and any changes will be considered through the MTFS process.</p>	Green Likelihood (Green) and Impact (Green)

Background documents

Relevant web links

https://www.emcouncils.gov.uk/write/Emp_Circ_update_on_2021_pay_round_02Feb22.pdf
<https://www.instituteforgovernment.org.uk/publication/whitehall-monitor-2022/civil-service>

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Lichfield District Council

Pay Policy Statement 2023

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 313 staff (as at 05/01/2023), excluding casual workers, contractors, and agency workers) and provides a wide range of services managed through the Chief Executive's, a Chief Operating Officer, and three Assistant Directors; these AD roles are now permanent within the new Target Operating Model structure that has been in place since 1 October 2022.

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 on all matters
- Undertake the statutory role of Head of Paid Service ensuring all staff support delivery of the Strategic Plan.
- Undertake the statutory role of Returning Officer and management the electoral register.
- Act as Managing Director for the Council owned company LWMTS

Chief Operating Officer

This role takes the strategic lead on

- Lead and support LDC's governance arrangements
- Manage direct reports from the Leadership team and key service areas in the core including:
 - Governance, civic, legal and member services.
 - Corporate lead on equalities.
 - Organisational development and performance management. (HR will sit under Regulation and Enforcement)
 - Customer complaints, ombudsman investigations, Data Protection, Freedom of Information, RIPA and MP enquiries and Licensing.
 - Corporate ICT Service provision.
 - Ecology, Biodiversity, Arboriculture, Climate Change
 - 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, urban design and conservation, building control and land charges.
 - Corporate Communications, consultation and marketing
 - People - Housing & Health Community & Active Lives including community lottery and safeguarding
 - Prosperity - Economic Development Visitor Economy – Events
 - Place - Spatial planning, Conservation
 - Lead on older people, children and young people and safeguarding policy.

- Sustainable economic development, city and town centre regeneration and development including management of leisure centre and theatre contracts.

Assistant Director Operations Regulation and Enforcement

This role takes the strategic lead on

- 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.
- Environmental Health - including food safety, occupational health and safety, infectious disease.
- Environmental Protection, Planning Enforcement - including contaminated land, pollution, nuisance, air quality.
- Parking, CCTV and Community Safety
- Safer and Stronger communities including the Community Safety Partnership
- Emergency planning, with business continuity in conjunction with Staffordshire Civil Contingencies Unit.
- Street scene
- Parks & Open Spaces
- Human Resources, health and safety, insurance and payroll
- Building Control and Land Charges Partnership

Assistant Director Residents and Business

Services - This role takes the strategic lead on

- Customer Services
- 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 over payments and sundry debts.
- Housing Options and homelessness
- Development control and planning matters
- Digitisation and transformation projects including web and digital channels, data analysis and RPA for Being a Better Council.

Assistant Director Finance and Commissioning (S151)

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 through (LWMTS).
- Commissioning

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.

The Council has also made a commitment to ensure all staff are paid in line with the Joseph Rowntree Foundation Living Wage, currently set at £10.90 per hour.

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 \(NJC\)](#) 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 in the new structure have been evaluated through the Hay Job evaluation process and are subject to the terms agreed by the <https://www.local.gov.uk/chief-officers-pay-agreement-2021-2022> ([JNC](#))

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 2022 (as agreed in November 2022). The pay award for April 2023 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.

We also have an honorarium grade where an employee maybe paid at an enhanced rate to recognise additional work or working at a higher level than their substantive post. At the time of writing this report there are currently 3 honorarium payments in place. An honorarium is in place to recognise the additional work created by the appointment to Managing Director of the council's traded services company – LWMTS. As this is potentially only a temporary arrangement until structures in the company are finalised, this is being paid as an honorarium to the Chief Executive.

A supplement is paid to the post assigned the statutory role of Monitoring Officer to reflect the additional responsibilities associated with this role. Payments for the statutory roles of *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 75 employees receiving an essential car user's allowance. This allowance will be subject to review for existing employees and is not part of any terms and conditions for new starters unless the role commands an essential car user allowance. This is due to the council's approach to hybrid work where many meetings now are conducted via digital means.

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

Pay type	Min Annual	Max annual	Emp No.
Pay Protection	386.28	3624.96	5
Essential User Lump Sum	846.00	1239.00	72
LDC Shared Service Honorarium	3528.00	3528.00	1
Market Supplement	2000.00	7800.00	6
Honoraria (Pensionable)	444.12	30000.00	3
LDC Telephone Allowance	117.00	124.32	8
LDC First Aid	96.48	96.48	3
LDC Deputy Section 151 Officer	6007.00	6007.00	1
LDC Dangerous Building Allowance	2979.96	2979.96	1
LDC Local Allowance	2000.00	3000.00	3
LDC Monitoring Officer Allowance	9010.00	9010.00	1
LDC Deputy Monitoring Officer Allowance	6007.00	6007.00	1
LDC Protected Annual Allowance	5666.76	6926.88	2
LDC Contractual Overtime	610.08	662.04	3

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. Our original aim was to recruit 8 new apprentices during 2022/23, we have exceeded that target and currently have 12 positions accessing the apprenticeship levy funding.

A one-off reserve has been used to fund these apprentices and any additional apprentices in targeted areas. 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](#)

Performance Related Bonus

Each year the Council will offer a one-off, annual, performance related bonus for those staff who are assessed and moderated as 'outstanding' at the end-of-year review. Staff who achieve the 'outstanding' assessment will demonstrate exceptional performance against all their OKRs and be working above the OKRs set for their pay grade. We anticipate this award will be applicable to no more than the top performing 5% of staff. These staff will be going above and beyond on a regular basis, and be proactive, positive role models for the values and behaviours that we are striving to embed across the whole council. To be eligible for the performance related bonus staff would need to:

- Have been in employment at LDC for more than 12 months;
- Be permanent employees of LDC or a fixed-term LDC employee;
- Have received a moderated 'outstanding' OKR assessment at both their mid-year and end-of-year review;
- Have not been subject to any form of disciplinary, grievance or performance process during the 12 months.

The performance related bonus amount is offered to all staff, irrespective of grade – a net performance bonus of £1,000.

Annual reporting and monitoring of this bonus and how it is distributed will feature in future pay policy updates and our Gender Pay Gap Reports.

Employee Referral Bonus

The Employee referral bonus incentivises current employees to source new employees from within the networks of current staff, be it family, friends or previous work colleagues. Research shows that employee referral schemes can be very successful in attracting higher quality candidates, candidates that are a good cultural fit, speed up recruitment processes and increase retention rates. For employees there are also multiple benefits, as well as the reward itself, it helps to foster a sense of belonging and wellbeing and increase employee motivation and satisfaction.

The employee referral bonus, set at £250 gross per successful referral will be paid to any employee where:

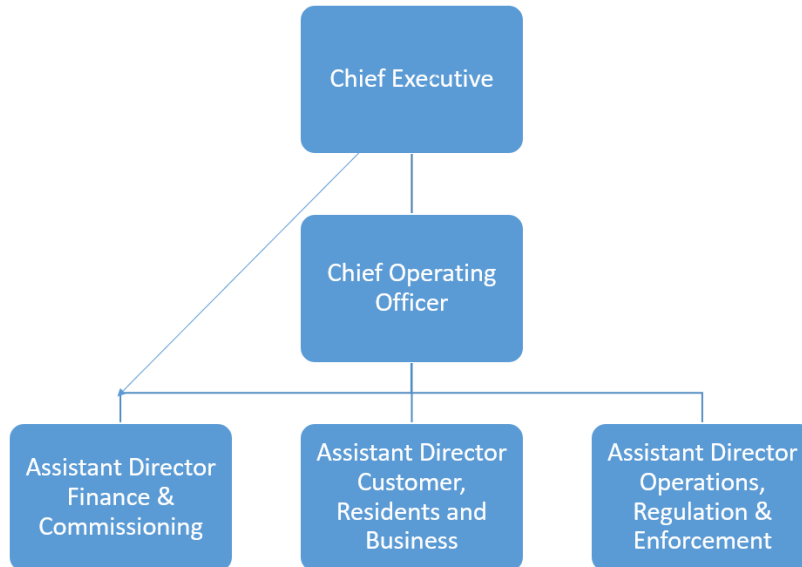
- The referral must be for a permanent or fixed-term position;
- The referred candidate must be successfully hired;
- The referred candidate cannot have worked for LDC as an agency worker in the last 12 months;
- The bonus will be paid to the employee once the referred employee has successfully passed their 6 month probation period.

Annual reporting and monitoring of this bonus and how it is distributed will feature in future pay policy updates and our Gender Pay Gap Reports.

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 Assistant Directors.

The Chief Officers' Structure, (Target Operating Model) 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 between £115, 393, rising to a maximum of £122, 272 not inclusive of any honorarium payment for work undertaken as Managing Director of the wholly owned trading company, LWMTS, or 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 not inclusive of any pay for Deputy Returning Officer duties. The current post also attracts a Market Supplement.

Assistant Directors (ADs)

Following the implementation of the Target Operating Model the new bandings for Assistant Directors range from £72,063 to £79,230 not inclusive of any pay for Deputy Returning Officer duties.

Senior Managers

Within the Target Operating Model structure there exists a number of post that attract a salary range that sits above Band L – this was the highest band that sat underneath HOS in the previous structure. These posts (some are still vacant) have a range of salary from £50,487 to £56,648 and are Band M post and these directly report into Chief Officers along with some band L roles.

They are -

Operations Manager – Operations Regulation and Enforcement salary range - £50,487 to £56,648

This role manages the Joint Waste Service, Streetscene, Parks and Open Space and Car Parking.

Regulation and Enforcement Manager – Operations Regulation and Enforcement salary range - £50,487 to £56,648

This role is responsible for Environmental Health, Environmental Protection, Community Safety and Planning Enforcement.

Finance Manager – Finance and Commissioning - salary range - £50,487 to £56,648 (vacant)

The finance manager will deputise for the Assistant Director for finance and procurement they will be responsible for Treasury, Annual Statement of Accounts and Returns. Assists in the production of the Medium-Term Financial Strategy.

Policy and Strategy Manager - salary range - £50,487 to £56,648

Lead Policy and Strategy Officer for the Council including - Place (Spatial Policy) Housing Strategy, Prosperity (economic development), Active lives, conservation and ecology.

Building Control Partnership Manager salary range - £45,495 to £49,590

Partnership manager for building control and land charges. Deliver the statutory requirements on behalf of 6 councils and act as the central building control host.

Procurement Manager – Finance and Commissioning - salary range - £45,495 to £49,590

Responsible for the e-tendering process and councils contract register. Principal negotiator and procurement adviser/specialist for the council for contracts compliance and agreements.

Governance Manager - salary range - Salary Range £45,495 to £49,590

Lead for the governance team. Provides support for the executive functions of the Council. Provides a full range of governance, democratic, civic and legal services. This role also acts as the councils Monitoring Officer and senior legal advisor.

ICT Manager – Core Services - salary range – £45,495 to £49,590

Responsible for IT Governance, data management and service delivery.

Performance and Programmes Manager Salary Range £45,495 to £49,590

Planning and delivering the Council's key programme of City Centre development projects and other key Council-led development projects within Lichfield District, including Council's Strategic Plan, Local Plan and other key strategies and plans.

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.

An enhanced employee benefit package is provided to benefit all staff, this largely operates on salary sacrifice.

From January 2024 all eligible staff will benefit from private health insurance to support their health and wellbeing.

Annual reporting and monitoring of these benefits will feature in future pay policy updates and our Gender Pay Gap Reports.

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 and the recently developed Voluntary Severance Scheme. These policies apply equally to all LDC employees on development of a business case and in compliance with Exit Payment regulations.

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**)

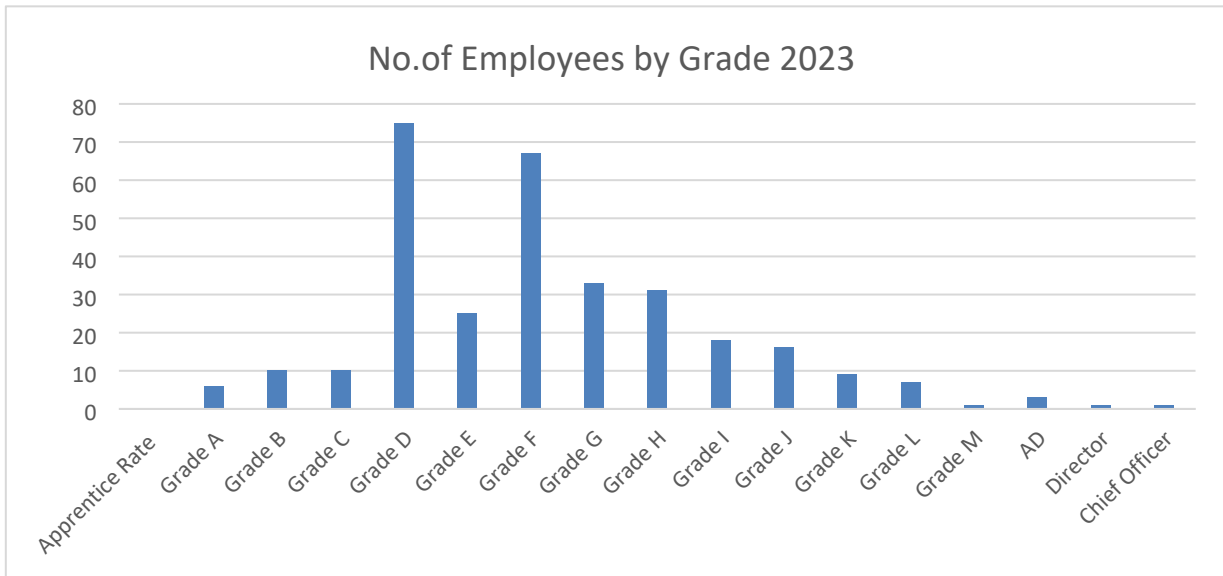
LDC employs apprentices who are not included in the definition of 'lowest paid employees' as the terms and conditions are determined by the National Apprenticeship Services.

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 6.03**
- the lowest paid employee and median average chief officer is **1 to 3.76**.
- the median average full time equivalent earnings and the Chief Executive is **1 to 4.65**
- the median average full time equivalent earnings and median average chief officer is **1 to 2.73**

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 2023 Pay Negotiations is agreed later in the year. Chief Officer Pay has been agreed by the JNC.

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 2022 - March 2023 (pay award pending from 1 April 2023)

* National Minimum & Living Wage Rates - rates effective from 01/04/2023

* Joseph Rowntree Foundation Living wage supplemented to achieve £10.90 per hour - effective 1 Feb 2023

* Deletion of SCP 1 from April 2023 as part of the April 2022 Pay Award

BAND A	Annual	Hourly Rate	JRT Foundation Living Wage	BAND G	Annual	Hourly Rate
2	20441	10.60	10.90	19	27852	14.44
BAND B				20	28371	14.71
2	20441	10.60	10.90	21	28900	14.98
3	20812	10.79	10.90	22	29439	15.26
BAND C				23	30151	15.63
3	20812	10.79	10.90	24	31099	16.12
4	21189	10.98		BAND H		
5	21575	11.18		24	31099	16.12
BAND D				25	32020	16.60
5	21575	11.18		26	32909	17.06
6	21968	11.39		27	33820	17.53
7	22369	11.59		28	34723	18.00
BAND E				BAND I		
7	22369	11.59		28	34723	18.00
8	22777	11.81		29	35411	18.35
9	23194	12.02		30	36298	18.81
10	23620	12.24		31	37261	19.31
11	24054	12.47		32	38296	19.85
12	24496	12.70		BAND J		
BAND F				32	38296	19.85
14	25409	13.17		33	39493	20.47
15	25878	13.41		34	40478	20.98
16	26357	13.66		35	41496	21.51
17	26845	13.91		BAND K		
18	27344	14.17		35	41496	21.51
19	27852	14.44		36	42503	22.03
National Living Wage and NMW				37	43516	22.56
Age Range		01-Apr-23		38	44539	23.09
23+		10.42		39	45495	23.58
21 - 22		10.18		BAND L		
18 - 20		7.49		39	45495	23.58
under 18		5.28		40	46549	24.13
Apprentice		5.28		41	47573	24.66
* Apprentice Rate - <u>under 19 or 19 and over</u>				42	48587	25.18
and in the first year of their apprenticeship :				43	49590	25.70
COACH				BAND M		
Level 1	Asst Coach (UnQ)	10.50	10.90	44	50487	26.17
Level 2	Coach (Qu)	13.62		45	51502	26.69
Level 3	Senior Coach	16.06		46	52538	27.23
Level 4	Advanced Coach	19.08		47	53463	27.71
				48	54516	28.26
				49	55578	28.81
				50	56648	29.36

Z:Payscales:NJC:Payaward Files
ML 14/03/2023

Senior Pay Band

Descriptor	Code	SCP	£ - salary	£- hourly
MANAGING OFFICER	HOS	HOS1	60423	32.32
MANAGING OFFICER	HOS	HOS2	61796	33.03
MANAGING OFFICER	HOS	HOS3	63168	33.74
MANAGING OFFICER	HOS	HOS4	64542	34.45
MANAGING OFFICER	HOS	HOS5	65916	35.17
ASSISTANT DIRECTOR	AD	AD1	72063	37.44
ASSISTANT DIRECTOR	AD	AD2	73704	38.30
ASSISTANT DIRECTOR	AD	AD3	75543	39.25
ASSISTANT DIRECTOR	AD	AD4	77386	40.21
ASSISTANT DIRECTOR	AD	AD5	79230	41.17
DIRECTOR	DD	DIR1	85480	44.42
DIRECTOR	DCOO	DCOO	86236	44.70
DIRECTOR	DD	DIR2	87124	45.27
DIRECTOR	DD	DIR2	88768	46.12
DIRECTOR	DD	DIR4	90412	46.98
CHIEF EXECUTIVE	CE	CEX1	113469	58.96
CHIEF EXECUTIVE	CE	CEX2	115767	60.15
CHIEF EXECUTIVE	CE	CEX3	118062	61.35
CHIEF EXECUTIVE	CE	CEX4	120347	62.53

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Gender Pay Gap Report 2022/23

Date:	29 June 2023
Agenda Item:	
Contact Officer:	Samantha Mills Strategic HR Manager / Christie Tims Assistant Director Operations Regulation and Enforcement
Tel Number:	07712691407
Email:	Samantha.mills@lichfielddc.gov.uk
Key Decision?	NO
Local Ward Members	n/a



EMPLOYMENT COMMITTEE

1. Executive Summary

- 1.1 Each year it is a statutory requirement to publish our gender pay gap using snap-shot data of our workforce as of 31 March. The report has to be published no later than 31 March the following year, but as soon as is reasonably practicable. This report covers the reporting year 1 April 2022 to 31 March 2023.
- 1.2 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 earnings and 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 maximized.
- 1.3 Our reported gender pay gap for this period is **2.4%**, which is marginally higher than last year's figure of **2.36%**, and **5.62%** the previous year. Our narrative report is set out in **Appendix A**.
- 1.4 **2.4%** is substantially lower than the national average for the public sector as a whole which is **13.6%** and Local Authorities only which was **4.1%**. (Data source ONS and LG Inform). However, there is no room for complacency and to enable us to target resources effectively to improve our gender pay gap (GPG) is important to continually review our data to really understand the causes of any imbalance.

2. Recommendations

- 2.1 It is recommended that members note the content of the report and Gender Pay Gap figures for 2022 and approve the data to be published.

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. Reporting has been relaxed for this year as part of the measures due to Coronavirus, however the reporting process at Lichfield District Council has not been disrupted. This is felt to be a sufficiently important aspect of our reporting cycle and programme of assurance for pay equality that it should be maintained.
- 3.2 Benchmark data from our neighbouring Councils on their last reported gap:

Council	Mean Hourly Rate %	Median gender pay gap %
Figures available for 2022		
Lichfield District Council	2.4%	-8.2%
Cannock Chase District Council	11.3%	24.1%
East Staffs Borough Council	1.3%	-4.0%
Tamworth Borough Council	6.0%	5.3%
Stafford Borough Council	3.0%	-3.9%
Redditch Borough Council	12.1%	11.2%
Newcastle under Lyme Borough Council	0.3%	2.8%
North Warwick Borough Council	1.0%	-11.0%
Stratford on Avon District Council	24.3%	21.5%
Wyre Forest District Council	-6.0%	-6.5%
Bromsgrove District Council	-1.8%	-4.4%
Rugby Borough Council	1.9%	0.5%
Nuneaton and Bedworth Borough Council	3.4%	2.1%

National benchmarking is available at [Data and reports | LG Inform \(local.gov.uk\)](https://data.lgform.com/)

3.3 The report shows that women who work full-time within the authority are on average paid more than men. There is no evidence of any disadvantage to women achieving higher paid roles within the authority and our future plans for recruitment and resourcing, promotion and talent management will continue to support our gender balance at these upper quartile levels. We have also seen shifts in recruiting females into the Joint Waste Service since the last report to committee, which will impact future reporting.

Alternative Options	We can choose not to include a narrative report, but this is recognised as good practice and supports our strategic aims of being a good council
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. All costs are built into the 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	This supports the District Council's Strategic Plan 2020 -24 by ensuring we are a good council that has an effective workforce and tackles inequality wherever it exists. Meeting our equality obligations is a core value of the organisation.

Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> 1. This report is a key requirement to fulfilling our Equality Act 2010 obligations. 2. The Equalities Officer has confirmed this report is a monitoring mechanism to assess compliance and does not require a separate EIA
EIA logged by Equalities Officer	No* EIA not required as this report provides detail to assess our Pay Policy
Crime & Safety Issues	<ol style="list-style-type: none"> 1. None arising from this report
Environmental Impact (including Climate Change and Biodiversity).	<ol style="list-style-type: none"> 1. None arising from this report
GDPR / Privacy Impact Assessment	<ol style="list-style-type: none"> 1. All identifying information has been removed from narrative reporting.

	Risk Description & Risk Owner	Original Score (RYG)	How We Manage It	Current Score (RYG)
A	That we fail to meet our Transparency and Equality obligations	Yellow (material)	Publishing this data each year in a timely way ensures we will not fail.	Green (tolerable)
B	That our published pay gap causes concern and reputational risk	Yellow (material)	Publishing a clear narrative for the reasons causing any gaps and our approach to reducing them.	Green (tolerable)

	Background documents Previous Gender Pay Gap reports
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	Relevant web links https://www.lichfielddc.gov.uk/equality/gender-pay-report
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Gender pay gap report 2022

01/06/2023



Executive summary

- 1.1 Lichfield District Council aims to ensure people are treated fairly, whether this is the community we serve, companies and partners we engage with or our employees in the way they are treated at work. Diversity and inclusion are a key priority for us and forms one of our corporate values – ‘Having Respect for Everyone’.
- 1.2 This gender pay gap report developed is in line with a legal requirement for all public-sector bodies under the Equality Act 2010 amended regulations, and forms part of our end of financial year processes. **The snapshot data is taken on 30 March 2023 for the 2022/3 reporting period.**
- 1.3 Transparency is a vital step towards harnessing the power of a diverse workforce. Reporting pay gap information provides employers with an essential foundation on which to identify, and then tackle, any barriers to creating a truly diverse workforce.
- 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 earnings and 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 maximized, and links into our Being a Better Council – ‘Better Performing’ work stream.
- 1.5 Our reported gender pay gap for this period is **2.4%**, which is marginally higher than last year’s figure of **2.36%**, and **5.62%** the previous year. **2.4%** is substantially lower than the national average for the public sector as a whole which is **13.6%** and Local Authorities only which was **4.1%**. (Data source ONS and LG Inform) However, there should be no room for complacency and to enable us to target resources effectively to improve our gender pay gap (GPG) is important to continually review our data to really understand the causes of any imbalance.
- 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. Albeit there is an average (mean) gender pay gap of **2.4%**, this gap is narrowing compared to previous years which means the supporting tools provided by the Behavioral Insight Team at the [Government Equalities Office](#) and the guidance has helped us in our targeted efforts with equal pay for men and women.

Our Gender Pay Gap is reflective of our workforce make up. Our head count as of the 2022 reporting period was **310 contracted staff** made up of full and part time workers. 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 – however recent recruitment drives are starting to change this imbalance which will be reflected in next year’s report. See section 4.0 for more details on quartiles.

Headcount	Job Type		
Gender	Full Time	Part Time	Grand Total
Women	85	65	150
Men	146	14	160
Grand Total	231	79	310

Gender	Full Time	Part Time
Female	27.42%	20.97%
Male	47.10%	4.51%

- 27.42% of the workforce is fulltime female
- 20.97% of the workforce is parttime female
- 47.10% of the workforce is fulltime male
- 4.51% of the workforce is parttime male

Total 100%

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 regardless of the type of work carried out.

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. The mean hourly rate is the ‘average’ hourly rate when adding together the total of the hourly rates of all employees and dividing the total by the number of employees.

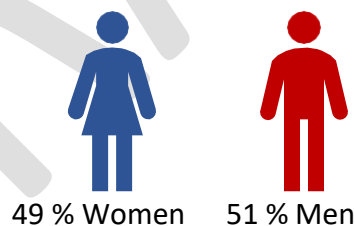
Median The percentage pay difference between the average median hourly rate of pay of male full pay relevant employees and that of female full-pay relevant employees. The median hourly rate is a different way of calculating an “average” hourly rate. This is calculated by sorting the hourly rate of workers from lowest to highest and working out what the middle employee’s hourly rate is.

- 2.3 The report also illustrates the proportion of men and women in each quartile pay band. **See pay quartiles 3.6**
- 2.4 Our report does not show certain calculations, as the council does not currently pay bonuses.
- 2.5 The information must be published available on our website at <https://www.lichfielddc.gov.uk/equality/gender-pay-report> and on the designated government website [Find and compare gender pay gap data - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/compare/gender-pay-gap)

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 on the government website is for 2022.

3.1 Our workforce gender profile



Our gender split is **49 % Women and 51 % Men**. We have seen a shift in the make-up of our work force that is attributed to organisational change and the introduction of our Target Operating Model as a result of Being a Better Council. We will continue to monitor our workforce trend.

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

Around 75% of our workforce is full-time and 25% works part-time. This is a change from previous reporting where 61% were classed as full-time and 39% were part-time.

3.3 Our Full-Time Workforce Pay

The average (**mean**) hourly rate of pay for **women** who work full time is **£15.94 compared to men at £15.00** This shows that women who work full-time within the authority are on average paid more than men.

3.4 Our Part-Time Workforce

The average (**mean**) hourly rate of pay for women working part-time is **£12.53** (previous was £12.71) compared to men at **£12.94** (previous £12.75)

This demonstrates that men who work part-time are on average paid more than women who work part-time. Following the departure of a number of female part-time staff in the last year, we are now seeing a continued trend where more men and women are requesting part time working and some of these are from the more technical professional posts. Work life balance and hybrid/flexible working is important, and this trend reflects the performance outcomes culture we are supporting as a council.

Average of Hourly Rate	Job Type	
Gender	Full Time	Part Time
Women	15.94	12.53
Men	15.00	12.94

3.5 Mean and median gender pay gap

As expressed earlier:

Mean is the entire range of pay expressed as an average by gender. The % difference is calculated between men and women’s average pay.

Median is the mid-point in the range of salaries for both men and women employees from which the % difference is calculated with regards to the difference in hourly pay. The calculations are provided by our **third-party payroll provider Stoke City Council**.

A positive percentage shows that women have lower pay than men.

A negative percentage shows that men have lower pay than women.

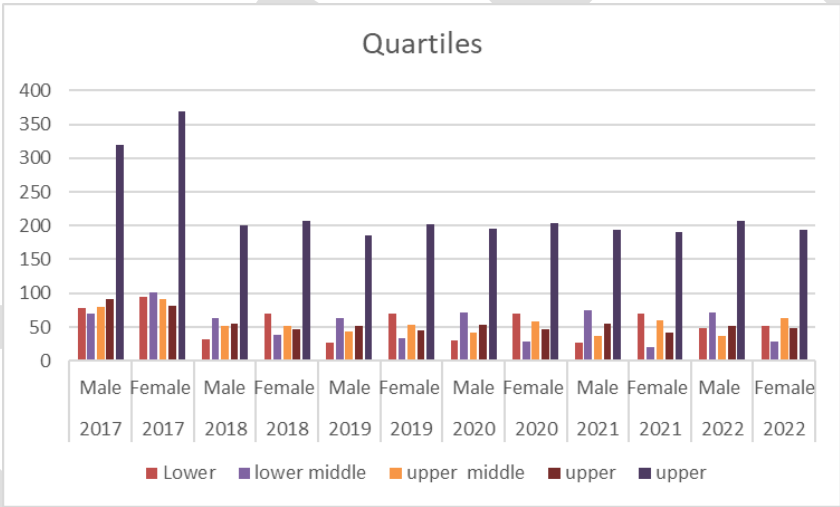
Our gender pay gap – mean and median	
Mean gender pay gap	2.4%
Median gender pay gap	-8.2%

Pay Quartiles

3.6 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. 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 the changes within the organisation through Being a Better Council and our future plans for Talent Acquisition, recruitment and retention will continue to support our gender balance at these upper quartile levels.

Quartile	Men	Women	Description
Lower quartile	49%	51%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower middle quartile	71%	29%	Includes all employees whose standard hourly rate places them at or below the median
Upper middle quartile	36%	64%	Includes all employees whose standard hourly rate places them at the median but at or below the upper quartile
Upper quartile (Unchanged from previous year)	51%	49%	Includes all employees whose standard hourly rate places them above the upper quartile

The graph below shows how our quartiles have changed over time.



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 protected characteristics.

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.

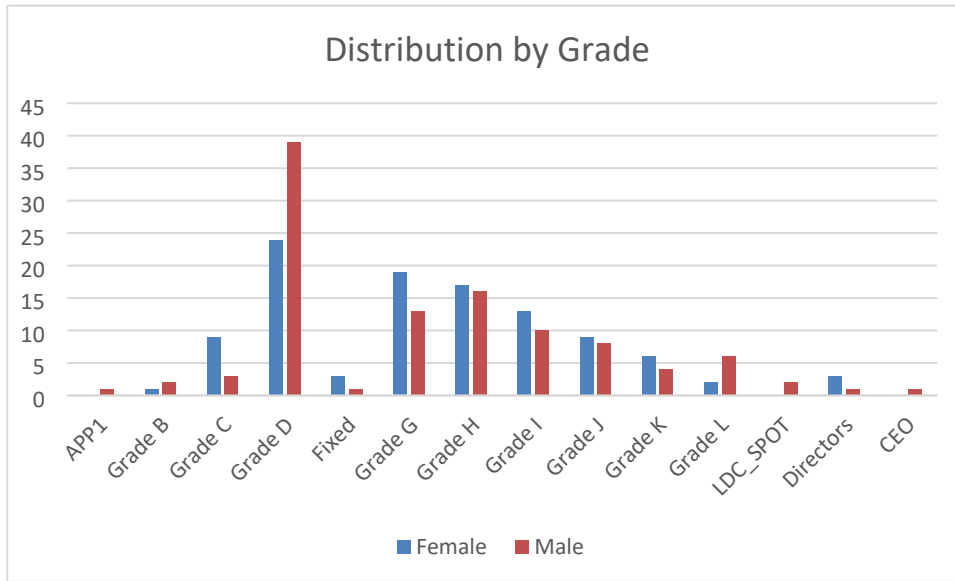
4.4 We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather our gender pay gap may be as a result of the roles in which men and women undertake within the council and the salaries that these roles attract. There are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

4.5 **March 2022 reporting period:** Analysis by the Chartered Management Institute (CMI) has found that fewer than half (41%) of management roles in the UK workplace are held by women. The figure falls to 38% when examining the number of women in senior business leading positions. This is despite the fact that women make up nearly half (48%) of the UK working population.

4.6 At Lichfield DC three out of five individuals are women and occupy our most senior leadership roles. As part of our equality and diversity work, we are actively encouraging career pathways for apprentices - both men and women in choosing a career in local government.

Grade Scale Data and Graph by Gender

The graph below demonstrates the spread across the pay bands split between men and women. Fixed means there is no increment allocated with that post only a national pay award.



At Employment Committee in October 2022, it was agreed to increase our minimum pay rates to everyone on Bands A – C to £10.90 per hour, in line with the Joseph Rowntree – ‘The real Living Wage’. This is a voluntary supplement we currently pay those individuals on those bands up to SCP3, it is a rate of pay that is based on the actual cost of living and will feature more in the 2023 gender pay reporting.

5.0 Benchmarking

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

	Lichfield District Council	Mean for all LA in the West Midlands	All Sectors public and private *	Local Authorities Only Mean *
Mean Gender pay gap	2.4%	5.2%	13.9%	4.1%

* 2022 ONS, LGA, LG Inform and Government Equalities Office

5.2 Benchmarking against our neighbouring Councils on their 2022 published data also shows we fair well with other councils in our area.

5.3 This link is to the [Data and reports | LG Inform \(local.gov.uk\)](#)

Council	Mean Hourly Rate %	Median gender pay gap %
Figures available for 2022		
Lichfield District Council	2.4%	-8.2%
Cannock Chase District Council	11.3%	24.1%
East Staffs Borough Council	1.3%	-4.0%
Tamworth Borough Council	6.0%	5.3%
Stafford Borough Council	3.0%	-3.9%
Redditch Borough Council	12.1%	11.2%
Newcastle under Lyme Borough Council	0.3%	2.8%
North Warwick Borough Council	1.0%	-11.0%
Stratford on Avon District Council	24.3%	21.5%
Wyre Forest District Council	-6.0%	-6.5%
Bromsgrove District Council	-1.8%	-4.4%
Rugby Borough Council	1.9%	0.5%
Nuneaton and Bedworth Borough Council	3.4%	2.1%

6.0 Going forward

- 6.1 We will continue to embed principles of diversity and inclusion in all our activities. We recognise that the world has changed not just because of the pandemic but because the economy itself is in crisis and that effects pay. Our aim is to continue to be an inclusive, fair and a transparent employer. So, our approach to workforce management and monitoring needs to have an element of rigor to ensure our strategies are aligned with practice. This will be achieved through quarterly monitoring of reports around workforce and using benchmarking data to help us keep focused.
- 6.2 We are looking at how our HR practices and processes work in delivering efficient and real time data. We will do this by adopting smarter virtual recruitment methods, greater use of digitalisation and technology to better understand the nature of the labour market in different sectors. In addition, we will look inwardly to have greater insight in how our workforce is changing and respond to those needs, for example: early and flexible retirement trends / part time working arrangements and the impact of shared parental or caring responsibilities of both men and women.
- 6.3 We have a '**Talent Acquisition**' service that sits within the new company LWMTS t. This approach to attracting talent into the council will ensure we have the right cultural fit and skill set, competencies, attributes, and capabilities to help us achieve our strategic ambition.
- 6.4 Exit monitoring is also carried out that is used to identify issues that may affect the gender pay gap.
- 6.5 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.
- 6.6 Flexible / hybrid working is offered throughout the council for all levels of jobs wherever this is possible.
- 6.7 Support is offered following shared parental/maternity/ caring and adoption leave and is included in our family friendly policies.