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Lichfield
District Council

**District Council House, Frog Lane
Lichfield, Staffordshire WS13 6YU**

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Wednesday, 19 June 2024

Dear Sir/Madam

EMPLOYMENT COMMITTEE

A meeting of the Employment Committee has been arranged to take place **THURSDAY, 27TH JUNE, 2024 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

Kerry Dove
Chief Operating Officer

To: Members of Employment Committee

Councillors Banevicius (Chair), S Wilcox (Vice-Chair), Bennion, Bragger, D Ennis, Harvey-Coggins, Hill, Mears, Powell and Warfield



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Previous Meeting 3 - 4
4. Gender Pay Gap 5 - 18
5. Pay Policy 19 - 34



EMPLOYMENT COMMITTEE

26 FEBRUARY 2024

PRESENT:

Councillors Powell (Vice-Chair), Banevicius, Bennion, Harvey-Coggins, Hawkins, Hill, Mears and Robertson

1 APOLOGIES FOR ABSENCE

Apologies of absence were received from Councillors S. Wilcox and Bragger.

2 DECLARATIONS OF INTEREST

No declarations of interests were made.

3 MINUTES OF THE PREVIOUS MEETING

Minutes of the previous meeting were taken as read, approved and signed by the chair as a true record.

4 PAY POLICY

The committee received the updated annual Pay Policy Statement. It was stated that the statements are made annually to clarify the ratios between the lowest paid employees and the Chief Exec.

There was an update on the foundation living wage payments which the council has signed up to, and hoping to formally launch on 1st April 2024. It was said that the council has been approached by a number of other councils to understand how LDC have gone about that process and the implications included. It was also noted that the pay negotiations for 2024 have started and officers are due to have an employer's meeting in the next month.

The committee asked whether it was nationally or locally negotiated. It was discussed that the council is part of the national joint council for general employees and joint national council for senior officers and Chief Executives pay. It was discussed that the council subscribes to the west midlands employers who are effectively the trade union body with representatives from each of the tiers.

The committee went on to discuss the 12 positions that the council have employed as apprentices and how many are over 25 (adult apprentices) and how many are under. It was stated that most are under 25 however officers would double check this to provide a definitive figure.

The pay structure was discussed by the committee. Members asked why there is a difference in local and dangerous building allowance. It was clarified that the reason for the isolation is because it is a specified allowance whereas the other payments are combined within the salary.

The committee discussed the Acting up Recognition Policy and the current 2 honorariums related. The committee asked about the length of time the arrangements have been in place and if there is an impact on service delivery. Officers confirmed they would investigate and make sure this is clarified.

The committee discussed the table in the report and that there are no inflation uplifts. The committee asked what processes and procedures are in place to make sure that the payment remains appropriate. It was agreed that a mechanism needs to be in place. The committee discussed how long do the pay protection periods have left to run as well as the protective annual allowance and a local allowance.

Performance bonuses were discussed by the committee following previous discussions on this topic. The committee discussed that there were expected to go to no more than 5% of employees. However, bonuses were awarded up to 20 employees in total. Some clarification was needed that in previous reports, 20 was the target figure that the bonus structure was always looking to.

Clarification was needed for the committee on the Performance related bonus, as it is stated in the report that it is only payable to people who have not been subject to any form of disciplinary, grievance or performance process during the previous 12 months. The committee questioned if any member of staff who was to be involved in an unproved disciplinary complaint or agreements not upheld, that this does not exclude them from the pay bonus.

RESOLVED: Subject to the agreement of members in relation to items raised:

2.1 amended for this to be subject to email circulation and confirmation of the updates requested to the committee.

2.2 The committee delegated 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 and any updated ratios once the national pay negotiations for 2024 are concluded.

(The Meeting closed at Time Not Specified)

CHAIR

GENDER PAY GAP REPORT 2023

Enter title of relevant Cabinet Member

Date: 27 June 2024

Agenda Item:

Contact Officer: Jane Dukes

Tel Number:

Email: Jane.Dukes@lichfielddc.gov.uk

Key Decision? NO

Local Ward Members N/A



Lichfield District Council

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. 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 maximised.
- 1.3 Our reported gender pay gap for this period is **-4.3%** (A negative percentage shows that males have lower pay than females), which is lower than last year's figure of 2.4%, and 2.36% the previous year. -4.3% is substantially lower than the national average for the public sector as a whole which is 13.4% and Local Authorities only which was 3.6%. (Data source ONS and LG Inform) However, continuing 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 2023 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 on an annual basis.

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	Not applicable
Financial implications	None arising as a result of this report
Approved by Section 151 Officer	Yes/no*
Legal implications	We have a statutory duty to report these figures annually
Approved by Monitoring	Yes/no*

Officer	
Contribution to the delivery of the strategic plan	This supports the District Council's ambitions, 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 Equalities Officer confirmed not required.
Crime & safety Issues	None
Data assessment	Not applicable
Environmental impact (including climate change and biodiversity)	None
GDPR / Privacy impact assessment	All identifying information has been removed from the report.

	Risk description & risk owner	Original score (RYG)	How we manage it	New score (RYG)
A	That we fail to meet our Transparency and Equality obligations	Likelihood: Green Impact: Yellow Score: Yellow	Publishing this data each year in a timely way	Likelihood: Green Impact: Green Score: Green
B	That our published pay gap causes concern and reputational risk	Likelihood: Green Impact: Yellow Score: Yellow	Publishing a clear narrative for the reasons causing any gaps and our approach to reducing them.	Likelihood: Green Impact: Green Score: Green

Background documents	Any previous reports or decisions linked to this item
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Relevant web links	Any links for background information which may be useful to understand the context of the report
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Gender pay gap report 2023

12/06/2024



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. This snapshot was taken in March 2023 for the period 2022/2023.
 - 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 male and female staff. 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 **-4.3%** (A negative percentage shows that males have lower pay than females), which is lower than last year’s figure of **2.4%**, and **2.36%** the previous year. **-4.3%** is substantially lower than the national average for the public sector as a whole which is **13.4%** and Local Authorities only which was **3.6%**. (Data source ONS and LG Inform) However, continuing 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 males and females differently for the same or equivalent work. Albeit there is an average (mean) gender pay gap of **-4.3%**, this gap is continually being reviewed using the supporting tools provided by the Behavioral Insight Team at the [Government Equalities Office](#)
-

Our Gender Pay Gap is reflective of our workforce make up. Our head count as of the 2023 reporting period was **305 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 males in the lower middle quartile.

Headcount	Job Type		
Gender	Full Time	Part Time	Grand Total
Female	78	45	123
Male	166	16	182
Grand Total	244	61	305

Gender	Full Time	Part Time
Female	25.57%	14.76%
Male	54.43%	5.24%

- 25.57% of the workforce is full time female
- 14.76% of the workforce is part time female
- 54.43% of the workforce is full time male
- 5.24% of the workforce is part time

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 males and females 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.

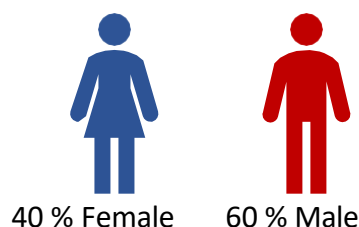
Median The percentage pay difference between the average median hourly rate of pay of male full pay relevant employees and that of female full-pay relevant employees. The median hourly rate is a different way of calculating an “average” hourly rate. This is calculated by sorting the hourly rate of workers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

- 2.3 The report also illustrates the proportion of males and females in each quartile pay band. **See pay quartiles 3.6**
- 2.4 Our report does not show certain calculations, as the council only rolled out performance related bonuses in 2023/2024.
- 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/collections/find-and-compare-gender-pay-gap-data)

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 2023.

3.1 Our workforce gender profile



Our gender split is **40 % Female and 60 % Male**. 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 80% of our workforce is full-time and 20% works part-time. This is a change from previous reporting where 75% were classed as full-time and 25% were part-time.

3.3 Our Full-Time Workforce Pay

The average (**mean**) hourly rate of pay for **females** who work full time is **£15.94 compared to males at £15.29** This shows that females who work full-time within the authority are on average paid more than males.

3.4 Our Part-Time Workforce

The average (**mean**) hourly rate of pay for females working part-time is **£13.94** (previous was £12.53) compared to males at **£14.98** (previous £12.94)

This demonstrates that males who work part-time are on average paid more than females 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 males 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
Female	15.94	13.94
Male	15.29	14.98

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 male and female 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 hourly pay. The calculations are provided by our **third-party payroll provider Stoke City Council**.

A positive percentage shows that females have lower pay than males.

A negative percentage shows that males have lower pay than females.

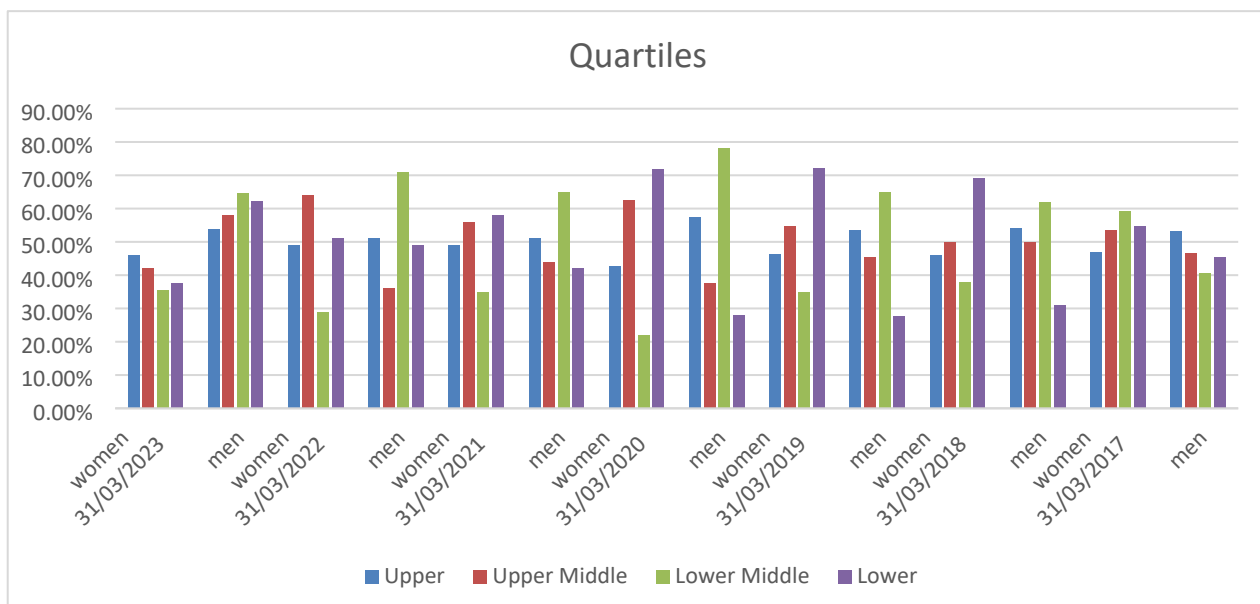
Our gender pay gap – mean and median	
Mean gender pay gap	-4.3%
Median gender pay gap	-1.9%

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 females 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	Male	Female	Description
Lower quartile	62%	38%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower middle quartile	65%	35%	Includes all employees whose standard hourly rate places them at or below the median
Upper middle quartile	58%	42%	Includes all employees whose standard hourly rate places them at the median, at or below the upper quartile
Upper quartile	54%	46%	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, male and female employees 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.

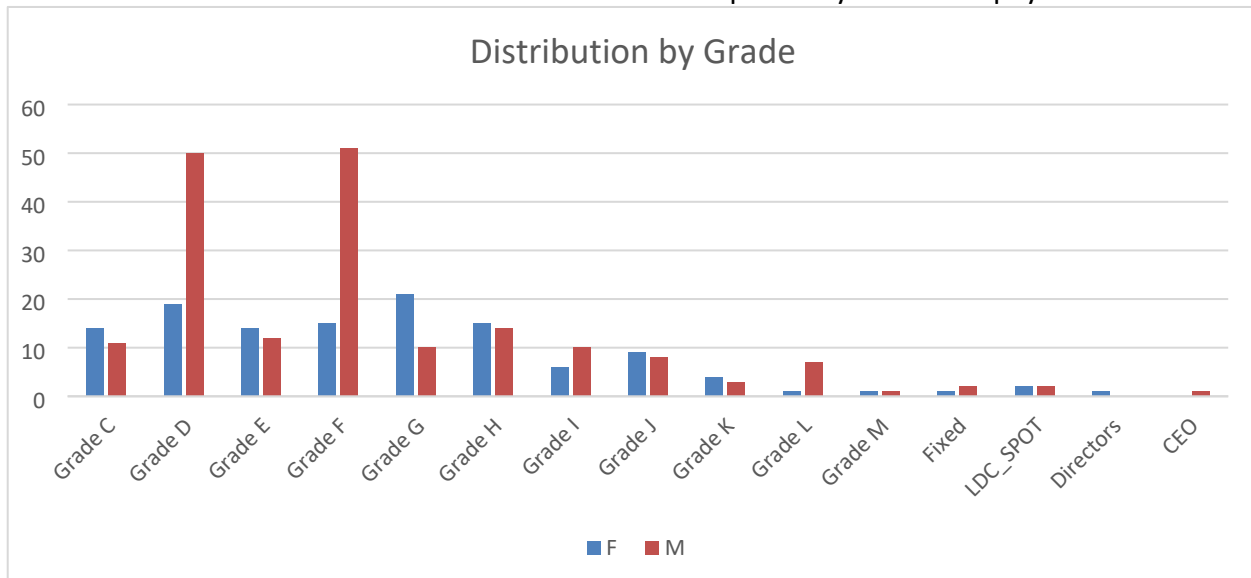
4.4 We are therefore confident that our gender pay gap does not stem from paying male and female differently for the same or equivalent work. Rather our gender pay gap may be as a result of the roles in which male and female employees undertake within the council and the salaries that these roles attract.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

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

4.6 As at 31 March 2023, three out of five LDC individuals are female and occupy our most senior leadership roles. As part of our equality and diversity work, we are actively encouraging career pathways for apprentices - both males and females 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 male and female. 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 the relevant current rate per hour, in line with the Joseph Rowntree – ‘The real Living Wage’. For this reporting period that rate is £10.90 per hour. 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.

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	-4.3%	2.7%	13.4%	3.6%

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

5.2 Benchmarking against our neighboring Councils on their 2023 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	-4.3%	-1.9%
Cannock Chase District Council	11.5%	23.3%
East Staffs Borough Council	1.1%	-1.8%
Tamworth Borough Council	6.4%	1.6%
Stafford Borough Council	2.4%	4.0%
Redditch Borough Council	7.5%	10.4%
Newcastle under Lyme Borough Council	0.2%	2.8%
North Warwick Borough Council	2.0%	0%
Stratford on Avon District Council	15.7%	13.2%
Wyre Forest District Council	-7.1%	-6.0%
Bromsgrove District Council	-8.0%	-8.2%
Rugby Borough Council	-0.1%	0%
Nuneaton and Bedworth Borough Council	0.9%	3.2%

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 males and females.
- 6.3 We have a '**Talent Acquisition**' service that sits within the new company LWMTS. This approach is 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.

Updated Pay Policy Statement 2024

Date: 27 June 2024
 Agenda Item:
 Contact Officer: Jane Dukes
 Tel Number:
 Email:
 Key Decision? **NO**
 Local Ward Members N/A



Lichfield
District Council

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 2024.
- 1.2 To approve publication of the updated Pay Policy Statement, subject to Full Council approval

2. Recommendations

- 2.1 It is recommended that Employment Committee approves the contents of the updated Pay Policy Statement as set out in Appendix A and recommends the policy for approval by Full Council in July 2024.
- 2.2 The committee delegate authority to the Chief Operating Officer in consultation with the Chair of this committee, to update and republish the pay policy in respect of the pay spine set out at Appendix 1 and any updated ratios once the national pay negotiations for 2024 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 Employment Committee received a draft version of the 2024 Pay Policy Statement at its meeting in February. Changes have been made following the feedback, and these changes are highlighted in yellow in Appendix A. Below is a summary of the key questions asked at the February meeting and responses:

Question	Response
Age breakdown of apprentices	An email was sent to the Chair on 18 April 2024 with further details on apprentices following a further question at Full Council
Length of time honorariums are in place and whether there is an impact on service delivery	Of the two honorariums questioned, one has now come to an end, the other is protected by TUPE
What processes and procedures are in place to make sure that allowance payments remain appropriate?	Some allowances are nationally negotiated as part of green book. In terms of local allowances, market supplements have a review date agreed, some allowances are protected by TUPE.
How long do the pay protection periods have left to run?	Pay protection for various effected staff are all due to end in the near future
Performance bonuses – 5% of the workforce, however we awarded 20 bonuses in 2023	Our headcount is variable, therefore to allow us to budget for the performance bonuses we have stated that they will be awarded to the top 5%, or no more than 20 employees. Due to the exceptional performance of staff in 2023, the decision was taken to award the maximum of 20 bonuses.
Performance bonus – confirm that no one who has a not upheld on a disciplinary process has been denied a bonus	Yes, this is correct

- 3.7 Following the departure of the Assistant Director for Regulation, Enforcement and Operations in April 2024, responsibilities for these services have now moved to sit with existing members of Leadership Team. These changes have been reflected in the Pay Policy Statement and have been highlighted in yellow.
- 3.8 Under the Localism Act, the Pay Policy Statement should be approved by the Authority before the start of the new financial year. Whilst it was considered by Employment Committee in February and the Minutes duly submitted to Council, it is considered, and confirmed by the Monitoring Officer, that the statement should receive final approval from Full Council. It will therefore be submitted to Full Council in July and the technical delay, which was due to a change in personnel, noted in the Annual Governance Statement.

Alternative options	None the Pay Policy must be agreed annually to comply with the Local Government Act.
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 MTFs. An assumed inflationary cost pressure of 4% has been built into these assumptions to allow for the 2024/25 pay award.
Approved by Section 151 Officer	Yes/no*
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. Pay audit and impact assessments are ongoing to ensure this.
Approved by Monitoring Officer	Yes/no*
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. Ongoing monitoring and reporting on pay, including the plan to develop a disability pay gap report, is ongoing.
EIA logged by Equalities Officer	Yes
Crime & safety Issues	None
Data assessment	Not applicable
Environmental impact (including climate change and biodiversity)	None
GDPR / Privacy impact assessment	All identifying information has been removed from narrative reporting except those items that must be detailed under transparency regulations.

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	Risk description & risk owner	Original score (RYG)	How we manage it	New score (RYG)
A	Non - compliance with legislation or challenges on equal pay	Yellow Likelihood (Green) and Impact (Yellow)	Through the publication of an annual pay policy statement and maintaining a consistent approach to conducting Job Evaluation.	Green Likelihood (Green) and Impact (Green)
B	Failure to adopt the new settlement for 2024 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 deliver 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. 4% has been budgeted for this years NJC Pay Award</p>	Green Likelihood (Green) and Impact (Green)
D	Pay award exceeds budgeted amount	Yellow Likelihood (Yellow) and Impact (Yellow)	Due regard to advice from the Employers Committee has been taken to set the likely national figure.	Green Likelihood (Green) and Impact (Green)

Background documents	Any previous reports or decisions linked to this item
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Relevant web links	Any links for background information which may be useful to understand the context of the report
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Lichfield District Council Pay Policy Statement 2024

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 05/12/2024), 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;

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.
- Also acts in the capacity of Managing Director of 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.
- 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.
- Corporate health and safety, insurance.

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
- Digitisation and transformation projects including web and digital channels, data analysis and RPA for Being a Better Council.
- Building Control and Land Charges Partnership
- 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.
- Parks & Open Spaces
- Parking, CCTV and Community Safety
- Safer and Stronger communities including the Community Safety Partnership

Director Finance, Regulation and Enforcement

–

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.
- Environmental Health - including food safety, occupational health and safety, infectious disease.
- Environmental Protection, Planning Enforcement - including contaminated land, pollution, nuisance, air quality.
- Emergency Planning with business continuity in conjunction with Staffordshire Civil Contingencies Unit.

2. Legislative framework

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

With regard to the Equal Pay requirements contained within the Equality Act, the council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed job evaluation mechanisms, which directly relate salaries to the requirements, demands and responsibilities of the role.

LDC also complies with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which require public sector employers with 250 or more employees to publish their gender pay gap information. Work is progressing to develop a mechanism and collect data for the authority to publish as Disability Pay Gap report in 2024/25.

The Council has also voluntarily adopted Foundation Living Wage to pay in excess of the National Living Wage rate set by Government.

3. Pay structure

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

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

The Single Status Agreement ensures that there is consistency and fairness in its terms and conditions, including pay that the council offers to its employees. The grades of Chief Officers in the new structure have been evaluated through the Hay Job evaluation process and are subject to the terms agreed by the [Joint Negotiating Council](#).

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 2023 (as agreed in November 2023). The pay award for April 2024 is yet to be negotiated and settled.

The Local Government Association (LGA) represents LDC in national pay negotiations with trade unions and the government over pay and conditions.

In determining its grading structure and setting remuneration levels for all posts, LDC also takes into account the need to ensure value for money in respect of the use of public funds and affordability balanced against the need to recruit and retain employees who are able to meet the requirements of their respective roles, and provide timely high quality services to the community, delivered effectively and efficiently.

New appointments will be made at the relevant rate to ensure the best candidate is secured and wherever possible this should be the lowest scale point within the grade. If an internal candidate is appointed on promotion then as a point of principle, they should be offered the next available rate within the grade as a minimum and where a grade overlaps they should be offered the role on a point on the scale which ensures remuneration for the additional responsibility of the new role.

From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, LDC will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector. This is known as a 'market supplement'.

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

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

In addition, we have an *Acting up Recognition Policy* (payment of an Honorarium), where a lower graded employee may be asked to take on the duties of a higher graded post, due to vacancy or other absence, where the employee possesses the appropriate skills and is agreeable to do so. At the time of writing this report there are currently 2 honorarium payments in place. One was given to a colleague to cover long term sickness in Operations and was for the period September 2023 until 31 March 2024 when it ended. The other was for a colleague who was in receipt of the allowance which is protected under TUPE.

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

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.

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 70 employees receiving an essential car user's allowance. This allowance will be subject to review for existing employee's and is not part of any terms and conditions for new starters unless the role commands an essential car user allowance. This 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

<i>Pay type</i>	<i>Min Annual</i>	<i>Max annual</i>	<i>Emp No.</i>
<i>Pay Protection</i>	<i>386.28</i>	<i>3624.96</i>	<i>5</i>
<i>Essential User Lump Sum</i>	<i>846.00</i>	<i>1239.00</i>	<i>72</i>
<i>LDC Shared Service Honorarium</i>	<i>3528.00</i>	<i>3528.00</i>	<i>1</i>
<i>Market Supplement</i>	<i>2000.00</i>	<i>7800.00</i>	<i>6</i>
<i>Honoraria (Pensionable)</i>	<i>444.12</i>	<i>832.92</i>	<i>2</i>
<i>LDC Telephone Allowance</i>	<i>117.00</i>	<i>124.32</i>	<i>8</i>
<i>LDC First Aid</i>	<i>96.48</i>	<i>96.48</i>	<i>3</i>
<i>LDC Managing Director of LWMTS – Honoraria*</i>	<i>30,000.00</i>	<i>30,000.00</i>	<i>1</i>
<i>LDC Deputy Section 151 Officer</i>	<i>6007.00</i>	<i>6007.00</i>	<i>1</i>
<i>LDC Dangerous Building Allowance</i>	<i>2979.96</i>	<i>2979.96</i>	<i>1</i>
<i>LDC Local Allowance</i>	<i>2000.00</i>	<i>3000.00</i>	<i>3</i>
<i>LDC Monitoring Officer Allowance</i>	<i>9010.00</i>	<i>9010.00</i>	<i>1</i>
<i>LDC Deputy Monitoring Officer Allowance</i>	<i>6007.00</i>	<i>6007.00</i>	<i>1</i>
<i>LDC Protected Annual Allowance</i>	<i>5666.76</i>	<i>6926.88</i>	<i>2</i>
<i>LDC Contractual Overtime</i>	<i>610.08</i>	<i>662.04</i>	<i>3</i>
<i>Performance Related Bonus</i>	<i>1000.00</i>	<i>1000.00</i>	<i>20</i>
<i>Employee Referral Bonus</i>	<i>250.00</i>	<i>250.00</i>	<i>0</i>

**full cost of this honoraria (including on cost and pension) is recharged to LWMTS.*

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. **The cohort consists of 7 people who are over and 5 people who are under 25.**

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](#).

More new apprenticeships are planned for 2024 for Environmental Health and further roles for Business Analysts.

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 with a maximum 20 number of staff budgeted for.

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. (NB: any member of staff who has been involved in an unproved disciplinary process would not be excluded from receiving the bonus.)

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 the trial of the bonus scheme and how it is distributed will feature in future pay policy updates and our Gender Pay Gap Reports. 20 payments were issued in the 2023 OKR cycle.

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:

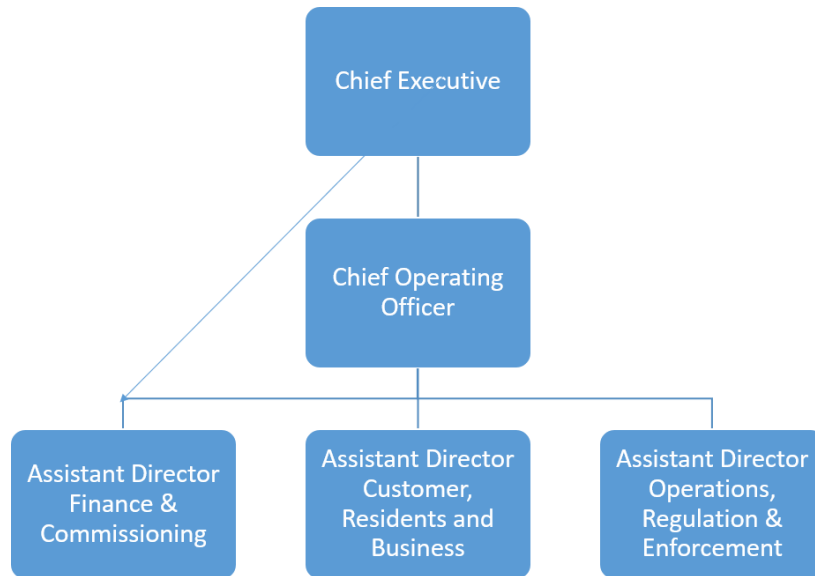
- The referral must be for a permanent or fixed-term position;
- The referred candidate must be successfully hired;
- The referred candidate cannot have worked for LDC as an agency worker in the last 12 months;
- The bonus will be paid to the employee once the referred employee has successfully passed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

No payments have been issued in this scheme.

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 £119,432 rising to a maximum of £126,551 not inclusive of any payment for Returning Officer duties, with the exception of District and Parish elections, payment for which is included in the salary.

Chief Operating Officer

This sits within the banding previously set out for Directors within the structure with five incremental points ranging from £90,464 to £95,569. 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 £76,578 to £83,995.

Senior Managers

Within the Target Operating Model structure there exists a number of posts 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 £52,446 to £58,846 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 - £52,446 to £58,846

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 £52,446 to £58,846

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

Finance Manager – Finance and Commissioning - salary range £52,446 to £58,846

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 - £52,446 to £58,846

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

Procurement Manager – Finance and Commissioning - salary range £52,446 to £58,846

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

Building Control Partnership Manager – Operations Regulation and Enforcement salary range - £47,420 to £51,515

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.

ICT Manager – Core Services - salary range – ££47,420 to £51,515

Responsible for IT Governance, data management and service delivery.

Performance and Programmes Manager -Core Services - Salary Range £47,420 to £51,515

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.

Governance Manager - Core Services salary range - Salary Range £43,421 to £47,420

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.

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.

Provision of an Enhanced Employee Benefits Package

An enhanced employee benefit package is being developed, along with private health insurance to benefit all staff. This is a trial and from January 2024 all eligible staff will benefit from private health insurance to support their health and wellbeing once in place.

Annual reporting and monitoring of this benefit 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**) as the Council has taken the decision to supplement any employee to match the Foundation Living Wage, this is now £12.00 per hour or £23,150 per annum.

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 Service.

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 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 2024 Pay Negotiations is agreed later in the year.

10. Accountability and decision making

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

Appendix 1

BAND A	Annual	Hourly Rate	(NJC Rate)	BAND G	Annual	Hourly Rate
2	23150	12.00	22366	19	29777	15.43
BAND B				20	30296	15.70
2	23150	12.00	22366	21	30825	15.98
3	23150	12.00	22737	22	31365	16.26
BAND C				23	32076	16.63
3	23150	12.00	22737	24	33024	17.12
4	23150	12.00	23114	BAND H		
5	23500	12.18		24	33024	17.12
BAND D				25	33945	17.59
5	23500	12.18		26	34834	18.06
6	23893	12.38		27	35745	18.53
7	24294	12.59		28	36648	19.00
BAND E				BAND I		
7	24294	12.59		28	36648	19.00
8	24702	12.80		29	37336	19.35
9	25119	13.02		30	38223	19.81
10	25545	13.24		31	39186	20.31
11	25979	13.47		32	40221	20.85
12	26421	13.69		BAND J		
BAND F				32	40221	20.85
14	27334	14.17		33	41418	21.47
15	27803	14.41		34	42403	21.98
16	28282	14.66		35	43421	22.51
17	28770	14.91		BAND K		
18	29269	15.17		35	43421	22.51
19	29777	15.43		36	44428	23.03
National Living Wage and NMW				37	45441	23.55
Age Range	01-Apr-23			38	46464	24.08
23+	10.42			39	47420	24.58
21 - 22	10.18			BAND L		
18 - 20	7.49			39	47420	24.58
under 18	5.28			40	48474	25.13
Apprentice *	5.28			41	49498	25.66
* <i>Apprentice Rate - <u>under 19 or 19 and over and in the first year of their apprenticeship:</u></i>				42	50512	26.18
				43	51515	26.70
COACH				BAND M		
Level 1	Asst Coach (UnQ)	12.00	11.50	44	52446	27.18
Level 2	Coach (Qu)	14.62		45	53500	27.73
Level 3	Senior Coach	17.06		46	54576	28.29
Level 4	Advanced Coach	20.08		47	55537	28.79
				48	56631	29.35
				49	57734	29.93
				50	58846	30.50

Senior Pay Band

Negotiating Body	Grades	SCP	Apr-23
JNC Chief Officer	Asst Director	1	76578.00
JNC Chief Officer	Asst Director	2	78276.00
JNC Chief Officer	Asst Director	3	80179.00
JNC Chief Officer	Asst Director	4	82087.00
JNC Chief Officer	Asst Director	5	83995.00
JNC Chief Officer	Chief Op Officer		91246.64
JNC Chief Officer	Director	1	90464.00
JNC Chief Officer	Director	2	91247.00
JNC Chief Officer	Director	3	92166.00
JNC Chief Officer	Director	4	93867.00
JNC Chief Officer	Director	5	95569.00
JNC Chief Exec	Chief Exec	1	119432.56
JNC Chief Exec	Chief Exec	2	121810.83
JNC Chief Exec	Chief Exec	3	124186.73
JNC Chief Exec	Chief Exec	4	126551.94