

## STAFFING COMMITTEE

- Date and Time:-** Monday 10 February 2025  
(at the rising of the Cabinet Meeting (approx. 11.30 a.m.)
- Venue:-** Rotherham Town Hall, The Crofts, Moorgate Street,  
Rotherham. S60 2TH
- Membership:-** Councillors Alam (Chair), Read (Vice-Chair),  
Z. Collingham and Jones.

The items which will be discussed are described on the agenda below and there are reports attached which give more details.

Rotherham Council advocates openness and transparency as part of its democratic processes.

Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Governance Advisor of their intentions prior to the meeting.

### AGENDA

**1. Apologies for Absence**

To receive the apologies of any Member who is unable to attend the meeting.

**2. Minutes of the meeting held on 23rd January, 2025 (Pages 3 - 5)**

To consider the minutes of the previous meeting of the Staffing Committee held on 23<sup>rd</sup> January, 2025 and approve them as a true and correct record of the proceedings and to be signed by the Chair.

**3. Declarations of Interest**

To receive declarations of interest from Members in respect of items listed on the agenda.

**4. Exclusion of the Press and Public**

To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.

**5. Pay Policy Statement 2025-26 (Pages 7 - 21)**

To consider and accept the Pay Policy Statement for 2025-26, recommend approval of the statement by Council and recommend that the Local Government Pay Award for Chief Officers (JNC) 2025-26 is implemented upon agreement.

**6. Gender Pay Gap Statement 2024 (Pages 23 - 36)**

To consider and accept the Gender Pay Gap report and approve publication of the detail at Appendix 1.

**7. Urgent Business**

To determine any item which the Chair is of the opinion should be considered as a matter of urgency.

**STAFFING COMMITTEE**  
**Thursday 23 January 2025**

Present:- Councillor Alam (in the Chair); Councillors Z. Collingham, Jones and Read.

**11. MINUTES OF THE MEETING HELD ON 16 DECEMBER 2024**

**Resolved:-** That the minutes of the previous meeting held on 16<sup>th</sup> December, 2024 be approved as a true and correct record of the proceedings.

**12. DECLARATIONS OF INTEREST**

There were no declarations of interest to report.

**13. EXCLUSION OF THE PRESS AND PUBLIC**

There were no items of business on the agenda that would require the exclusion of the press and public from the meeting.

**14. RECRUITMENT OF DIRECTOR OF PUBLIC HEALTH**

Consideration was given to the report presented by the Strategic Director for Adult Care, Housing and Public Health, which set out proposals to appoint to the Director of Public Health following the current post holder's resignation.

Approval was, therefore, being sought to recruit to this post, which was a statutory function under the Health and Social Care Act. The postholder would continue to lead the public health team and sit under the Adult Care, Housing and Public Health Directorate.

The statutory nature of the process of appointing a Director of Public Health meant this must be done jointly with the Secretary of State and the appointments panel should also include an external professional assessor appointed after consultation with the Faculty of Public Health and agreed by Public Health England.

Due to the nature of the post an acting up arrangement to the Director of Public Health would need to be established until the permanent post holder had commenced in post.

The salary, based on an Assistant Director salary, was £99,174 inclusive of the 2024/25 Chief Officer pay award.

Council previously agreed that in order to compete for suitably qualified candidates, where applicable, a market supplement of between £9,000 to £20,000 was included. On this basis and in accordance with revised market rates it was suggested that the range of the market supplement be

considered to be between £6,000 and £22,000 in order to compete for the recruitment and retention of a suitable candidate. This would provide for a current package for the Director of Public Health post of £119,174.

The Committee were mindful that, should there be a requirement to uplift the market supplement, this would lead to a delay in the recruitment process having to wait for Council for approval.

The Committee, therefore, believed the salary for the post of Director of Public Health to be competitive and comparable with similar sized Local Authorities and suggested it be marketed for recruitment accordingly.

In the event that a suitably qualified applicant could not be secured consideration could then be given to amending the market supplement.

**Resolved:-** (1) That the request to fill the post of the Director of Public Health and refer the process to the Senior Appointments Panel to undertake the recruitment process, with appointment subject to Council approval, be approved.

(2) That the remuneration package of the Director of Public Health remain as is thus not requiring any amendment to the Pay Policy Statement.

## 15. RECRUITMENT OF CHIEF EXECUTIVE

Consideration was given to the report presented by the Assistant Director for Human Resources which set out in detail the request for formal arrangements for the recruitment to the Chief Executive role after the resignation of the incumbent Chief Executive (Head of Paid Service) after nine years of exemplary service.

The salary for the post of Chief Executive was £188,061 (inclusive of the 2024/25 pay award), to be advertised at the current rate and was benchmarked appropriately. As there was no proposal to change the existing salary, it was proposed to refer the process to the Senior Officer Appointments Panel. In accordance with the Localism Act (2011) the appointment would be subject to Council approval.

The Chief Executive was a budgeted post with the current and future costs of the post factored into the Council's financial planning. The role would require external recruitment support and advertising costs, estimated to be around £20k-£25k which could be contained within the wider underspend position within Assistant Chief Executive's Directorate. The engagement of a recruitment agency to assist with the search and selection process would, therefore, be required in accordance with the Council's Financial and Procurement Procedure Rules.

Based on current plans the post would be advertised at the end of January, with the assessment process and final interview panels completed by March, 2025.

Dependent on the interview dates and any resignation periods for candidates it was highly likely that an interim or acting up arrangement would need to be considered for a limited time given the current Chief Executive's agreement to support the Council in the recruitment activity.

The Committee were satisfied that the appointment was in line with other Local Authorities, but received clarification on the anticipated costs associated with the engagement of an agency to assist with recruitment.

The Committee, therefore, welcomed the recruitment process and appointing the right candidate to this attractive position.

**Resolved:-** That the request to fill the post of Chief Executive be approved and this be referred to the Senior Appointments Panel to undertake the recruitment process, with appointment subject to Council approval.

#### **16. URGENT BUSINESS**

The Chair reported that there were no urgent items of business requiring the Committee's consideration.

This page is intentionally left blank

**Committee Name and Date of Committee Meeting**

Staffing Committee – 10 February 2025

**Report Title**

Pay Policy Statement 2025/26

**Is this a Key Decision and has it been included on the Forward Plan?**

No

**Strategic Director Approving Submission of the Report**

Jo Brown, Assistant Chief Executive

**Report Author(s)**

Lynsey Linton

lynsey.linton@rotherham.gov.uk

**Ward(s) Affected**

None

**Report Summary**

This report provides detail of the Pay Policy Statement for 2024-25 that the council is required to publish under Chapter 8 of the Localism Act 2011.

**Recommendations**

Staffing Committee is asked to:

1. Accept the Pay Policy Statement for 2025-26 (Appendix 1)
2. Recommend to Council the approval of the statement.
3. Recommend to Council that the Local Government Pay Award for Chief Officers (JNC) 2025-26 is implemented upon agreement.

**List of Appendices Included**

Appendix 1 Pay Policy Statement 2025-26

**Background Papers**

Local Government Association

CIPFA Best Value Accounting Code of Practice

Freedom of information

Localism Act 2011

Hutton Review of Fair Pay in the Public Sector: Final Report March 2011

Previous Staffing Committee Reports  
Local Government Transparency Code 2015

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

No

**Council Approval Required**

Yes

**Exempt from the Press and Public**

No



## Pay Policy Statement 2025/26

### 1. Background

- 1.1 The Localism Act 2011, Chapter 8 Pay Accountability, made it a legal requirement for authorities to produce and publish a Pay Policy Statement by the 31 March each year. This must be agreed by the Council and detail the remuneration of its Chief Officers.
- 1.2 The Council must then comply with the Pay Policy Statement for the financial year in making any determination.

The Statement must state:

- Policies relating to remuneration of Chief Officers (definition includes Directors)
  - Remuneration of its lowest paid employees
  - Relationship between remuneration of Chief Officers and employees who are not Chief Officers
  - Remuneration of Chief Officers on appointment
  - Increases and additions to remuneration for each Chief Officer
  - Use of performance related pay for Chief Officers
  - Use of bonuses for Chief Officers
  - Benefits in kind to which the Chief Officer is entitled
  - Any increase of pension enhancement to Chief Officer pension entitlement
  - Approach to payment of Chief Officers and their ceasing to hold office
  - Any amounts payable upon the Chief Officer ceasing to hold office other than that payable by virtue of any enactment
  - Approach to publication and access to information relating to remuneration of Chief Officers.
- 1.3 Council must approve any salary package, as defined in the Council's Pay Policy Statement, of £100,000 per annum or more before it is offered in respect of a new post.
  - 1.4 The Council's Scheme of Delegation has empowered the Staffing Committee to determine conditions of service, employment policies and procedures and remuneration relating to the Chief Executive and Chief Officers, in line with the Pay Policy Statement and to prepare and recommend for approval by the Council the annual Pay Policy Statement.
  - 1.5 Staffing Committee is asked to review the Pay Policy Statement for 2025-26 (Appendix 1) and make recommendation to Council.

### 2. Key Issues

- 2.1 It is a legal requirement for the Council to publish a Pay Policy Statement each year which had been agreed by the Council.

- 2.2 It is anticipated that the Local Government pay award 2025-2026 for Chief Officers (JNC) is unlikely to be agreed by 31<sup>st</sup> March 2025. Once agreed, it is anticipated that salaries of all Assistant Directors listed in the Pay Policy Statement would exceed £100,000 and would require approval by Council.
- 2.3 The Council has an obligation under the terms of collective bargaining, to implement the national agreement, and at the earliest opportunity. Staffing Committee are therefore asked to make the recommendation to Council that an agreed pay award for 2025-26 is implemented.

### **3. Options considered and recommended proposal**

- 3.1 The format and content of the Pay Policy is in accordance with guidance previously issued the regional Local Government Employers Association and reflects good practice examples.

### **4. Consultation on proposal**

- 4.1 Consultation has taken place with the relevant Cabinet Member

### **5. Timetable and Accountability for Implementing this Decision**

- 5.1 The recommendation of the Staffing Committee will go to Council at the meeting scheduled for 5 March 2025.

### **6. Financial and Procurement Advice and Implications**

- 6.1 The financial implications of the pay policy have been factored into the Council's budget position for 2025/26. This ensures that the Council's budgets overall and at a service level are appropriate to support the cost implications of the pay policy statement 2025/26.
- 6.2 The salary scales are based on the current financial year and will need to be adjusted once the 2025/26 pay award is finalised. Should any other salary base adjustments be agreed, the pay policy would need to be further amended and the financial implications of those considered.
- 6.3 There are no direct procurement implications arising from the details contained within this report.

### **7. Legal Advice and Implications**

- 7.1 The report complies with the legislative requirements as outlined in the main body of the report. Failure to provide this information could result in the Council being subject to court orders and fines.

### **8. Human Resources Advice and Implications**

- 8.1 The Pay Policy Statement sets out the arrangements for the salary and related allowances paid to Chief Officers of the Council which have been

negotiated and agreed through appropriate collective bargaining mechanisms (local or national) or because of authority decisions, which are incorporated into contracts of employment.

**9. Implications for Children and Young People and Vulnerable Adults**

9.1 There are no implications for children and young people or vulnerable adults arising from the report.

**10. Equalities and Human Rights Advice and Implications**

10.1 In making any decision the Council is required to have due regard to its equalities duties and in particular with respect to the Equality Act 2010, section 149, part 11 of the public sector duty:

- a) eliminate discrimination, harassment, victimisation and eliminate any other conduct that is prohibited by or under the Act
- b) advance equality of opportunity between persons with protected characteristics and persons who do not share it, and to
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

10.2 The recommendation before Council will not have any adverse impact on anyone with one or more protected characteristics, namely age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

**11. Implications for CO<sub>2</sub> Emissions and Climate Change**

11.1 There is no impact on emissions.

**12. Implications for Partners**

12.1 There are no implications for partners.

**13. Risks and Mitigation**

13.1 There is risk that the authority would face legal action if it failed to comply with legislative requirements to publish the Pay Policy Statement.

**Accountable Officer(s)**

Jo Brown, Assistant Chief Executive

Lynsey Linton, Assistant Director of Human Resources.

Approvals obtained on behalf of:

	<b>Name</b>	<b>Date</b>
Chief Executive	Sharon Kemp	31/01/25
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	30/01/25
Assistant Director of Legal Services (Monitoring Officer)	Phillip Horsfield	30/01/25
Assistant Director of Human Resources (if appropriate)	Lynsey Linton	24/01/25
Head of Human Resources (if appropriate)		Click here to enter a date.
The Strategic Director with responsibility for this report	Jo Brown, Assistant Chief Executive	28/01/25
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Corporate Services, Community Safety and Finance - Councillor Alam	29/01/25

*Report Author:* **Error! Reference source not found.**  
 This report is published on the Council's [website](#).

# Assistant Chief Executive's Human Resources

## Pay Policy Statement 2025/2026

### Introduction & Scope

This Policy Statement sets out the arrangements for the salary and related allowances paid to Chief Officers of the Council, meeting the requirements the Localism Act 2011, and also meeting the requirements of guidance issued by the Secretary of State for Communities and Local Government to which the authority is required to have regard under section 38 to 43 of the Act.

It does not cover teaching staff, whose salaries and terms of conditions of employment are set by the Secretary of State or Academy schools as they are separate employers covered by the Academies Act 2010 and are responsible for setting salaries for their employees.

The Authority is required to publish Chief Officer salaries and disclose details of salaries over £50,000 on an annual basis as part of the Statement of Accounts which is available on the Council's website (<http://www.rotherham.gov.uk/>).

The Council is committed to and supports the principle of equal pay for all its employees.

Equal pay between men and women is a legal right. The Equality Act 2010 requires employers not to discriminate on grounds of sex, gender reassignment, race and disability and similar rules apply to sexual orientation, religion, pregnancy and maternity and age.

The Authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of Authority decisions, which are incorporated into contracts of employment.

Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. Local agreements and remuneration are determined by Council on recommendation made by the authority's Staffing Committee.

This also applies to shared management arrangements with partner organisations, where the job continues to be filled by an employee of the Council.

## **Definition of officers covered by the Pay Policy Statement**

This Policy Statement covers the following posts:

1. Head of the Paid Service, which in this Authority is the post of:
  - Chief Executive
2. Statutory Chief Officers, which in this Authority are the posts of:
  - Strategic Director Children and Young People's Services (Director Children's Services)
  - Strategic Director Adults Care, Housing and Public Health (Director Adult Social Services)
  - Strategic Director Finance and Customer Services (Section 151 Chief Finance Officer)
  - Director of Public Health (Director Public Health)
  - Assistant Director Legal Services (Monitoring Officer)
3. Non-statutory Chief Officers, which in this Authority are the posts of:
  - Strategic Director Regeneration and Environment
  - Assistant Chief Executive
  - Assistant Director Children's Social Care
  - Assistant Director Human Resources
  - Assistant Director Financial Services
  - Assistant Director Customer, Information and Digital Services
  - Assistant Director Culture, Sport and Tourism
  - Assistant Director Planning, Regeneration and Transport
  - Assistant Director Community Safety and Streetscene
  - Assistant Director Joint Assistant Director Commissioning and Performance
  - Assistant Director Strategic Commissioning
  - Assistant Director Adult Care and Integration
  - Assistant Director Housing Services
  - Assistant Director Education and Inclusion
  - Assistant Director Family Help
  - Assistant Director Property and Facilities Services (Temporary)

## **Policy on remunerating Chief Officers**

The Authority's Policy on remunerating Chief Officers is set out on the schedule that is attached to this policy statement at Appendix A. It is the policy of this Authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the Authority's requirements of the post in question at the relevant time.

## **Policy on other aspects of remuneration of Chief Officers**

Other aspects of the remuneration of Chief Officers are appropriate to be covered by this Policy Statement. These other aspects are defined as recruitment, pay increases, additions to pay, performance related pay, earn back, bonuses, termination payments, transparency, re-employment when in receipt of a Local Government pension or a redundancy/severance payment and pension legislation. These matters are addressed in the schedule attached to this Policy Statement at Annex B.

## **Pay Relationship**

The lowest pay rate in the authority (excluding apprentice rates) equates to a full time equivalent annual salary of £23,656 and can be expressed as an hourly rate of pay of £12.26. This pay rate and salary was determined by the authority as part of a pay scale for employees employed on the National Joint Council Local Government Services Terms and Conditions.

The highest salary in this Authority is £188061 which is paid to the Chief Executive.

The ratio between the two salaries, the 'pay multiple' is 7.95 to 1. Against the median salary of £27,711 this multiple reduces to 6.78 to 1 and against the average salary of £31,615 to 5.95 to 1.

The Hutton review considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The Authority does not have a policy on maintaining or reaching a specific 'pay multiple', however the Authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the Authority.

These pay rates may increase in accordance with any pay settlements which are reached through the respective national negotiating bodies.

## **Salary Packages over £100,000**

The Authority will ensure that before an offer of appointment is made, any salary package for any new post that is in excess of £100,000 is considered by Council following recommendation by Staffing Committee.

## **Flexibility to address recruitment issues for vacant posts**

In exceptional circumstances where there are recruitment difficulties; there may be a requirement to consider the payment of temporary market supplements such as 'golden hellos', retention payments or regular monthly payments.

In situations where a market supplement is being considered a report detailing the business case is considered by the Assistant Director of Human Resources who makes the final decision as to whether a supplement is payable, the amount and the frequency of review. For Chief Officer graded posts where this would result in a pay package in excess of £100k the case will be considered by Council on recommendation made by the Staffing Committee.

Supplements can be reviewed at any time but a review must be undertaken at least on an annual basis.

## **Policy Amendment**

The Council may seek to change elements within the Pay Policy as part of any necessary efficiency review or as other circumstances dictate.

This Policy Statement is reviewed annually and is presented to Council each year for consideration in order to ensure that a policy is in place for the Authority prior to the start of each financial year.

## **Exit Payments**

For employees in the Local Government Pension Scheme, payments for redundancy and early retirement will be made in line with the Council's 'Restructuring, Redeployment and Redundancy policy'. This includes Chief Officers.

All employees, including Chief Officers, who receive a redundancy payment are subject to the Redundancy Payments (Continuity of Employment in Local Government etc) (Modifications) Order 1998.

## **Pay Policy References**

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations
- Localism Act 2011
- National Joint Council for Local Government Services
- Representation of the People Act 1983
- Rotherham Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2015
- HM Treasury Recovery of Public Sector exit payments



## Appendix A – Policy on Remunerating Chief Officers

### Head of Paid Service and Statutory Officers

Post	Salary Ceiling	Additional Allowances	Bonus	Profit Related Pay	Earn Back	Pension Enhancement
Chief Executive	£188,061	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Strategic Director Children and Young People's Services	£165,680	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Strategic Director Adults Care, Housing and Public Health	£146,070	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Strategic Director Finance and Customer Services	£135,183	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Director of Public Health	£99,174	£20,300 market pay supplement	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Legal Services	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)

## Non-statutory Chief Officers

Post	Salary Ceiling	Additional Allowances	Bonus	Performance Related Pay	Earn Back	Pension Enhancement
Strategic Director Regeneration and Environment	£135,183	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Chief Executive	£115,945	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Children's Social Care	£108,258	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Human Resources	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Financial Services	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Customer Information and Digital Services	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Culture, Sport and Tourism	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Planning, Regeneration, and Transport	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)

<b>Post</b>	<b>Salary Ceiling</b>	<b>Additional Allowances</b>	<b>Bonus</b>	<b>Profit Related Pay</b>	<b>Earn Back</b>	<b>Pension Enhancement</b>
Assistant Director Community Safety and Streetscene	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Strategic Commissioning	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Joint Assistant Director Commissioning and Performance	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Adult Care and Integration	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Housing Services	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Education and Inclusion	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Family Help	£108,258	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Assistant Director Property and Facilities Services	£99,174	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)

## Appendix B - Policy on other aspects of remuneration of Chief Officers

Aspect of Chief Officer Remuneration	Authority Policy
Recruitment	<p>Posts are advertised and appointed to at the appropriate approved salary for the post unless there is evidence that a successful appointment of a person with the required knowledge, experience, skills, abilities and qualities cannot be made without varying the remuneration package.</p> <p>In such circumstances a variation to the remuneration package is appropriate under the Authority's policy. Any changes will be approved through the Authority's appropriate decision making process.</p> <p>Salary packages over £100,000 require Council approval.</p>
Pay Increases	<p>The authority applies any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations.</p>
Additions to Pay	<p>The Authority does not make additional payments beyond those specified in the contract of employment.</p>
Performance Related Pay	<p>The Authority does not operate a performance related pay system for Chief Officers as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior managers.</p> <p>Any areas of under-performance would be addressed through capability procedures.</p>
Earn-Back (withholding an element of base pay related to performance)	<p>The authority does not operate an earn-back pay system whereby a proportion of the employee salary is held back and only paid if specific targets are achieved as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior managers.</p> <p>Any areas of under-performance would be addressed through capability procedures.</p>
Bonuses	<p>The authority does not have or intends to introduce any bonus schemes.</p>
Termination Payments	<p>The authority's normal redundancy payment arrangements apply to all staff including Chief Officers and the Chief Executive. The authority also applies the appropriate Pensions regulations in circumstances where employees qualify for release of pensions.</p> <p>Council will also be given the opportunity to vote on any severance package with a cost in excess of £100k. The components of any such package will be clearly set out and will include pay in lieu</p>

	of notice, redundancy payment, pension release costs, settlement payments, holiday pay and any fees or allowances paid.
Transparency	The Authority meets its requirements under the Localism Act, the Local Government Transparency Code 2015 and the Accounts and Audit Regulations in order to ensure it is open and transparent regarding senior officer remuneration.
Re-employment of staff in receipt of a Local Government Pension or a redundancy/severance payment	<p>The Authority is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The Authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.</p> <p>If a candidate is a former employee in receipt of a Local Government pension, or received a redundancy payment, this will not rule them out from being re-employed by the Authority. Clearly where a former employee left the Authority on redundancy terms then the old post has been deleted and the individual cannot return to that post as it will not exist.</p> <p>The Authority will apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.</p> <p>The Authority will apply the reforms to exit payments in the public sector, which includes the recovery of exit payments, a cap on exit payment value and associated reforms of redundancy payment limits and related pension scheme provisions, as they become law.</p>
Election Fees	<p>The duties of Electoral Registration Officer are undertaken by the Authority's Chief Executive, the remuneration for which is included in their annual salary.</p> <p>The Authority's Chief Executive is also the Returning Officer for elections, referendums and other polls. The Returning Officer may appoint deputies and by convention, has chosen to appoint the Director of Legal Services as a Deputy Returning Officer.</p> <p>For national elections, referendums or other polls which may be required by statute, fees are paid in accordance with the amounts specified for each poll by the statutory order issued by the Secretary of State.</p> <p>For local Borough and Parish elections a local scale of fees, which has not increased since 2008, is approved by Council</p>

This page is intentionally left blank

**Committee Name and Date of Committee Meeting**

Staffing Committee – 10 February 2025

**Report Title**

Gender Pay Gap Statement 2024

**Is this a Key Decision and has it been included on the Forward Plan?**

No

**Strategic Director Approving Submission of the Report**

Jo Brown, Assistant Chief Executive

**Report Author(s)**

Paul Rollinson, Snr HR Consultant

[Paul.rollinson@rotherham.gov.uk](mailto:Paul.rollinson@rotherham.gov.uk)**Ward(s) Affected.**

None

**Report Summary**

This report provides detail of the Gender Pay Gap information as at the 31 March 2024 that the Council is obliged to publish under reporting legislation.

**Recommendations**

Staffing Committee is asked to:

1. Accept the Gender Pay Gap report at appendix 1.
2. Approve publication of the Gender Pay Gap Report at appendix 1.

**List of Appendices Included**

Appendix 1 Gender Pay Gap Statement 2024

**Background Papers**

The Gender Pay Gap in Local Government (Local Government Association)  
Equality Act 2010

Gender Pay Gap: Reporting in the Public Sector (Government Equalities Office)

Gender Pay Gap: Closing it Together (Government Equalities Office)

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

No

**Council Approval Required**

No

**Exempt from the Press and Public**

No



**Gender Pay Gap Statement 2024**

1.	<b>Background</b>
1.1	In 2017, the government introduced the Gender Pay Gap Information Regulations which require employers with 250 or more employees to publish statutory calculations every year, showing how large the pay gap in their organisation is between their male and female employees. A positive pay gap indicates that men are paid more than women and a negative pay gap that women are paid more than men.
1.2	Like many organisations Rotherham Metropolitan Council utilises Job evaluation and a common grading structure to ensure that like work is remunerated consistently regardless of the job holder's gender.
1.3	The gender pay gap shows the difference in the average pay between all men and women in a workforce regardless of job role. The smaller the value of the gap, the more equal the pay gap is between genders. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with and individual calculations may help to identify what those issues are.
1.4	The Council has up to 12 months following the annual snapshot date of 31 March, to publish this information on the Council and Government website. The deadline to report on details taken at the snapshot date of 31 March 2024 for public sector employers is 30 March 2025.
1.5	The Council has chosen to include a narrative with its calculations to explain the reasons for the results and details of actions being taken to reduce or eliminate the gender pay gap.
1.6	The Government Equalities Office, in their research report "Gender pay gap: employers' action and understanding", has identified that best practice action plans should focus on the full employee lifecycle.
1.7	<p>Key elements are set out below:</p> <ul style="list-style-type: none"> <li>• how the employer approaches recruitment (content and appeal of job adverts, approach to short-listing, potential for unconscious bias during the interviewing process)</li> <li>• how the employer approaches induction and introduction to the organisation (how women and men are treated at this point and how this might impact their future aspirations)</li> <li>• working conditions and hours (availability of flexible working, shift arrangements, parental leave policies)</li> <li>• training and development policies and opportunities (relevance to different genders, availability, impact, and outcomes)</li> </ul>

	<ul style="list-style-type: none"> <li>• access to support and mentoring (whether sufficient support was available and how to improve provision)</li> <li>• the mechanisms for remuneration, personal development, and promotion (how the systems work, and whether they potentially disadvantage women)</li> <li>• employee satisfaction and engagement (how this is measured, and any feedback elicited which indicates issues that could be relevant to their GPG)</li> </ul>																																	
<p><b>2.</b></p>	<p><b>Key Issues</b></p>																																	
<p>2.1</p>	<p>The mean value is based on total pay for the group, divided by the number in the group being measured. The mean gender pay gap for the Council at the end of March 2024 has continued to reduce to 5.5%, from 7.3% in 2023 and 8.5% in 2022.</p> <p>The median measure (the middle numerical value in the male and female salary lists for every member of staff in the Council, ranked highest to lowest) also shows a further reduction in the overall pay gap at 8.1%, down from 8.7% in 2023 and 10.2% in 2022.</p>																																	
<p>2.2</p>	<p>The Council's pay gap results from the fact that the Council has a greater number of female employees working in traditionally low-paid cleaning and catering roles, where there is an over-representation of female workers. In the upper quartile, where the jobs tend to be professionally qualified or dependent on several years of management or other types of experience, women are under-represented but make up 60% of the top 5% of earners and over half of the Strategic Leadership Team.</p>																																	
<p>2.3</p>	<p>The Council's pay gap shows that overall men are still paid more than women, however, the figures compare favourably with the average UK gap 13.1% in April 2024 (Source: Office for National Statistics) and EU average 13% in 2021 (Source: European Commission website).</p> <p><b>RMBC Gender Pay Gap over time.</b></p> <table border="1" data-bbox="304 1576 1390 1854"> <thead> <tr> <th>Year</th> <th>2024</th> <th>2023</th> <th>2022</th> <th>2021</th> <th>2020</th> <th>2019</th> <th>2018</th> <th>2017</th> <th>2016</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td><b>Median Pay Gap</b></td> <td>8.1%</td> <td>8.7%</td> <td>10.2%</td> <td>11.2%</td> <td>11.2%</td> <td>10.6%</td> <td>9.9%</td> <td>11.5%</td> <td>12.3%</td> <td>18.2%</td> </tr> <tr> <td><b>Mean Pay Gap</b></td> <td>5.5%</td> <td>7.3%</td> <td>8.5%</td> <td>9.2%</td> <td>9.1%</td> <td>13.4%</td> <td>13.3%</td> <td>12.5%</td> <td>13.0%</td> <td>21.8%</td> </tr> </tbody> </table>	Year	2024	2023	2022	2021	2020	2019	2018	2017	2016	2013	<b>Median Pay Gap</b>	8.1%	8.7%	10.2%	11.2%	11.2%	10.6%	9.9%	11.5%	12.3%	18.2%	<b>Mean Pay Gap</b>	5.5%	7.3%	8.5%	9.2%	9.1%	13.4%	13.3%	12.5%	13.0%	21.8%
Year	2024	2023	2022	2021	2020	2019	2018	2017	2016	2013																								
<b>Median Pay Gap</b>	8.1%	8.7%	10.2%	11.2%	11.2%	10.6%	9.9%	11.5%	12.3%	18.2%																								
<b>Mean Pay Gap</b>	5.5%	7.3%	8.5%	9.2%	9.1%	13.4%	13.3%	12.5%	13.0%	21.8%																								

2.4	Over the last ten years the Council's mean gender pay gap has reduced considerably from 21.8% to 5.5% and the median from 18.2% to 8.1%.															
2.5	<p>There is no legislative requirement to publish information on other protected characteristics, however analysis for Black, Asian, and Minority Ethnic (BAME) employees showed the Council had a negative 6.11% median pay gap and a negative 0.17% mean figure demonstrating that BAME employees on average are paid more per hour. This is due to a higher proportion of BAME workers being employed in the 'upper' and 'upper middle' quartile.</p> <p>For disabled employees, there is a negative median of 7.01% and a negative 3.10% mean figure demonstrating that disabled employees are paid more than non-disabled employees by both measures. This is due to a higher proportion of disabled workers being employed in the 'upper middle' quartile.</p>															
2.6	<p>Regional benchmarking is available up to 2023, however, it is difficult to make like for like comparison with our neighbouring authorities, as each has outsourced different services, some of which can have a significant impact where they include jobs traditionally undertaken by lower paid women.</p> <table border="1" data-bbox="300 922 1390 1115"> <thead> <tr> <th>Council</th> <th>Median</th> <th>Mean</th> </tr> </thead> <tbody> <tr> <td>Barnsley</td> <td>-1.8%</td> <td>-0.9%</td> </tr> <tr> <td>Doncaster</td> <td>10.79%</td> <td>9.17%</td> </tr> <tr> <td>Rotherham</td> <td>8.7%</td> <td>7.3%</td> </tr> <tr> <td>Sheffield</td> <td>0.25%</td> <td>-1.10%</td> </tr> </tbody> </table>	Council	Median	Mean	Barnsley	-1.8%	-0.9%	Doncaster	10.79%	9.17%	Rotherham	8.7%	7.3%	Sheffield	0.25%	-1.10%
Council	Median	Mean														
Barnsley	-1.8%	-0.9%														
Doncaster	10.79%	9.17%														
Rotherham	8.7%	7.3%														
Sheffield	0.25%	-1.10%														
<b>3.</b>	<b>Options considered and recommended proposal.</b>															
3.1	To publish on the Council website as in previous years with a narrative to support and explain the information.															
3.2	Progressing key activities in the Council's Workforce Plan that will further address the pay gap.															
3.2	<p>It is recommended that options at 3.1 and 3.2 above are implemented.</p> <p>Not publishing is not considered as an option as this would mean that Council would be in breach of the statutory duty.</p>															
<b>4.</b>	<b>Consultation on proposal</b>															
4.1	Consultation has taken place with the relevant Cabinet Member.															
<b>5.</b>	<b>Timetable and Accountability for Implementing this Decision.</b>															
5.1	The deadline for publishing the 2024 gender pay gap is 30 March 2025.															
<b>6.</b>	<b>Financial and Procurement Advice and Implications</b>															

6.1	This report provides a retrospective update on the gender pay gap, as such the costs of staff pay have already been factored into the Council's budget position for 2024/25 and the Council's financial outturn position for 2024/25.
6.2	There are no identifiable financial implications to note at this point. As the Council continues to close the gap identified, the financial implications of any proposal to do so will be reviewed.
6.3	There are no direct procurement implications arising from the details contained in this report.
<b>7</b>	<b>Legal Advice and Implications</b>
7.1	The report and recommendation ensure that the Council complies with the statutory requirements to publish their gender pay gap information annually. Failure to report and publish the gender pay gap information means the Council will be in breach of the Equality Act 2010 and therefore open to enforcement action by the Equality and Human Rights Commission (EHRC).
7.2	The EHRC will initially send a warning letter to organisations who fail to report. They will then investigate any breach of the legislation and have the power to serve a statutory 'unlawful act' notice. The Council as a public body can also be subject to a public sector assessment and served with a statutory compliance notice, failure to comply with this notice can result in court proceedings against the Council. The EHRC also publishes the names of organisations who fail to report and are investigated on their website.
<b>8.</b>	<b>Human Resources Advice and Implications</b>
8.1	An appropriately rewarded workforce motivates employees and meets standards of fairness and equality required by employment legislation.
<b>9.</b>	<b>Implications for Children and Young People and Vulnerable Adults</b>
9.1	There are no implications for children and young people or vulnerable adults
<b>10.</b>	<b>Equalities and Human Rights Advice and Implications</b>
10.1	In making any decision the Committee is required to have due regard to its equalities duties and with respect to the Equality Act 2010, section 149, part 11 of the public sector duty: <ul style="list-style-type: none"> <li>a) eliminate discrimination, harassment, victimisation and eliminate any other conduct that is prohibited by or under the Act,</li> <li>b) advance equality of opportunity between persons who are a protected characteristics and persons who do not share it and to</li> <li>c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul>

	<p>The recommendation before the Committee will not have any adverse impact on anyone with one or more protected characteristics, namely age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.</p> <p>Monitoring of the gender pay gap enables the Council to identify any issues in relation to fair pay in the organisation and to put in place actions to mitigate.</p>
<b>11.</b>	<b>Implications for CO<sub>2</sub> Emissions and Climate Change</b>
11.1	There is no impact on emissions.
<b>12.</b>	<b>Implications for Partners</b>
12.1	There are no implications for partners.
<b>13.</b>	<b>Risks and Mitigation</b>
13.1	There is a risk that the authority would face legal action if it failed to comply with legislative requirements to publish information on the Gender Pay Gap.
	<p><b>Accountable Officer(s)</b>          Jo Brown, Assistant Chief Executive</p> <p>Lynsey Linton, Assistant Director Human Resources</p>
	Approvals obtained on behalf of:

	<b>Name</b>	<b>Date</b>
Chief Executive	Sharon Kemp	31/01/25
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	30/01/25
Assistant Director of Legal Services (Monitoring Officer)	Phillip Horsfield	30/01/25
Assistant Director of Human Resources (if appropriate)	Lynsey Linton	24/01/25
Head of Human Resources (if appropriate)		Click here to enter a date.
The Strategic Director with responsibility for this report	Jo Brown, Assistant Chief Executive	28/01/25
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Corporate Services, Community Safety and Finance - Councillor Alam	29/01/25

This report is published on the Council's [website](#).

This page is intentionally left blank

# Rotherham Metropolitan Borough Council

## Gender Pay Gap Report March 2024

## Introduction

This is the eighth edition of our published report, based on data from March 2024. Approximately half of the workforce live in the Borough and ensuring equality of opportunity for our workforce and tackling workplace exclusion remain critical for the continued success of the Council and to set an example for all other employers within the Borough.

During early 2022, the Council's hybrid working policy came into effect enabling, where appropriate, additional flexibility to work from alternative locations for a proportion of the week whilst ensuring that the Council delivers the best possible service for our residents. The policy continues to be reviewed to ensure services are delivering the best possible services for residents whilst retaining the flexibility required to help us to attract and retain the best possible people.

The Council's Equality, Diversity and Inclusion Strategy was launched in June 2022. The Council is committed to creating an inclusive Borough, where no-one is left behind and everyone is welcome and treated fairly and to do this, we will listen to our residents and our workforce and seek to involve all voices. The Council has set out an intention to reach and then maintain 'excellent' under the Equality Framework for Local Government (EFLG). The EDI Strategy encompasses high-level actions to deliver this including a range of activity delivered internally with our workforce, ensuring equality of opportunity for all.

In 2022 the Council launched an updated Workforce Plan. Key strands include becoming an employer of choice, reviewing our ways of working, engaging with our workforce, developing our capability, and providing health and wellbeing support. There has also been extensive work done through the Workforce Strategy Board to identify and deliver career pathways for the Council's most critical roles, enabling staff to join the Council in entry level jobs but then to be supported in pursuing their long-term career ambitions within the organisation.

Equality, diversity and inclusion considerations underpin all of those activities and good progress is being made in ensuring all staff, including under-represented groups, have a voice across the organisation. This includes the creation of a range of Staff Networks, including the establishment of a women's network.

Our commitment to developing our workforce continues, including opportunities for apprenticeships and a range of development programmes to grow skills and enhance career progression.

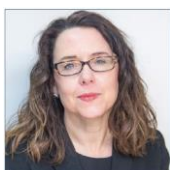
As at March 2024, the proportion of women in senior positions (top 5% of earners) stands at 60% and over half (four of the seven) of the Council's Strategic Leadership Team were women.

These developments help to demonstrate the Council's continued commitment to undertaking action which will support a positive reduction in the gender pay gap through staff development, career progression and the direct employment of front-line services.

Although there is no requirement to do so, the Council also monitors the pay gap of BAME and disabled employees. I am pleased to report that BAME and disabled colleagues continue, on average, to be paid more than their non BAME and non-disabled colleagues.

The insights in this report help to inform our delivery of the EDI strategy and Workforce Plan.

### **Sharon Kemp OBE**



**Chief Executive**  
**Rotherham Metropolitan Borough Council**



## Background

The Council is required by law to carry out Gender Pay Reporting on an annual basis in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

From 2017, any organisation that has more than 250 employees must publish and report specific figures about their gender pay gap. The gender pay gap is defined in the regulations as the difference between the average earnings of men and that of women, calculated relative to men's earnings. These calculations must be made using payroll information correct as on a specific date.

For public sector organisations the specific date, or snapshot date is the 31 March and information on pay gaps based must be published by 30 March each year.

Maintained schools are responsible for publishing their data separately from the Council, which means that schools data is not included in this report.

Data must be published and reported on the following differences between male and female employees:

- Mean gender pay gap in hourly pay
- Median gender pay gap in hourly pay
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus payment
- Proportion of males and females in each pay quartile

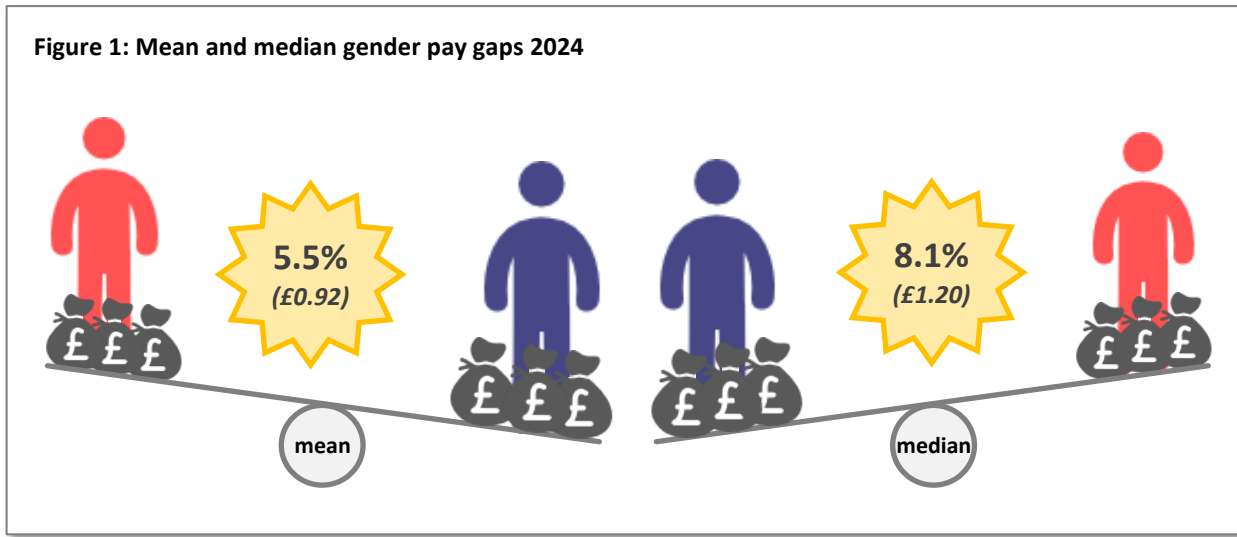
On the snapshot date of 31 March 2024, the Council had 5102 employees, females accounted for approximately three quarters of the workforce predominantly in part-time permanent positions, whilst the male workforce was predominantly full-time workers in permanent positions. Since 2010, the number of males working part-time has gradually increased to over one in five, compared to almost two out of three females.

Women in the top 5% of earners in the Council stands at 60% and over half of the Strategic Leadership Team are female.

The Council has a clear understanding of the overall gender composition of its workforce and regularly monitors its workforce in relation to the other protected characteristics e.g., ethnicity, age, as these can also impact on the extent of any pay gaps.

## Data and analysis

### Mean and Median Gender Pay Gap

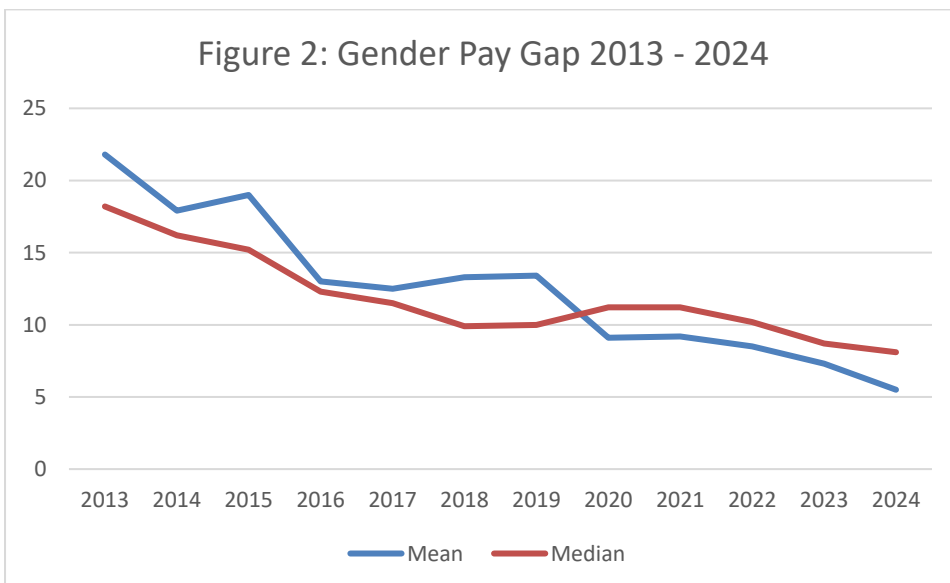


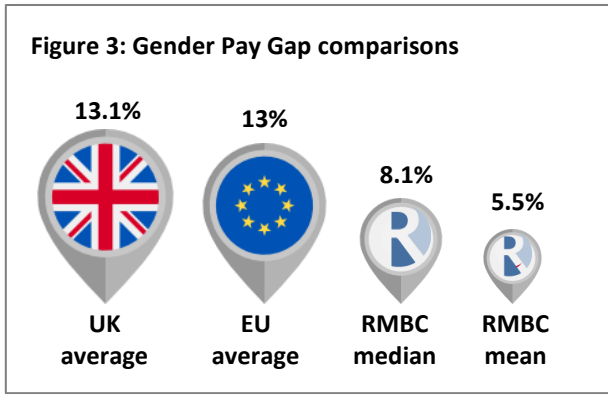
A positive pay gap indicates that men are paid more than women and a negative pay gap that women are paid more than men.

The mean gender pay gap for the Council at the end of March 2024 reduced from the previous year, from **7.3% to 5.5%**. The median measure (the middle numerical value in the male and female salary lists for every member of staff in the Council, ranked highest to lowest) shows a reduction in the overall pay gap from **8.7% to 5.5%**.

Analysis of the underlying data did not identify any significant change in the gender composition of the workforce compared to the previous year and the change will therefore be down to fluctuations in the number of and demographics of the workforce.

**Over the last nine years the Council’s mean gender pay gap has reduced considerably from 18.2% to 7.3% and the median from 21.8% to 8.7%.**





The Council’s pay gap shows that men were paid more than women, however, the figures compare favourably with the average UK gap 13.1% in April 2024 (Source: Office for National Statistics) and EU average 13% in 2021 (Source: European Commission website).

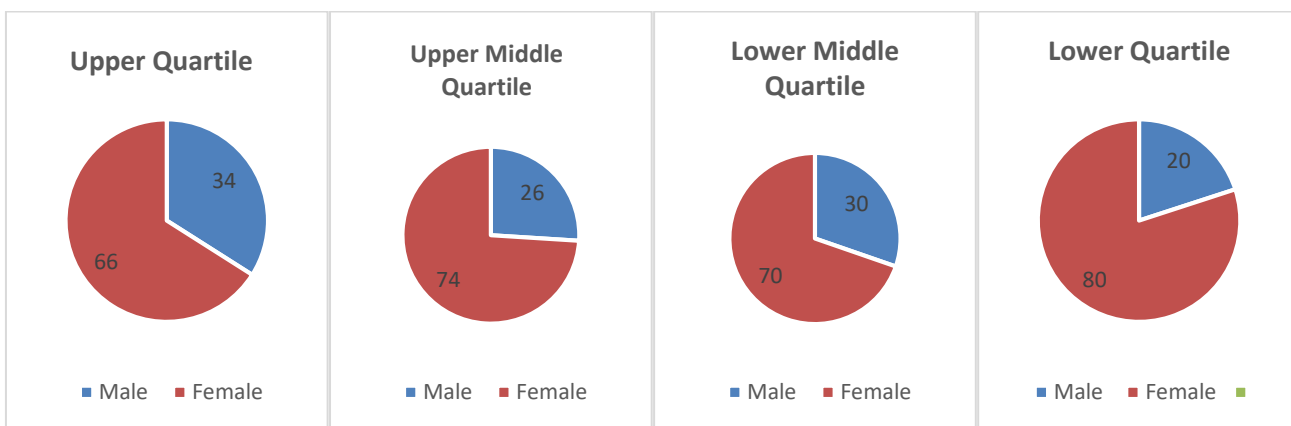
Currently there is no legislative requirement to publish information on other protected characteristics, however analysis for Black, Asian, and Minority Ethnic (BAME) employees showed the Council had a negative 6.11% median pay gap and a negative 0.17% mean figure demonstrating that BAME employees on average are paid more per hour than their counterparts.

For disabled employees, there is a negative median of 7.01% and a negative 3.10% mean figure demonstrating that disabled employees are paid more than non-disabled employees by both measures

### Mean and Median Bonus Gender Pay Gap

The Council does not operate any bonus schemes.

### Proportion of males and females by pay quartile



The gender distribution in the two middle quartiles is broadly in line with the overall workforce representation. In the lower quartile, where the Council has a large number of female employees working in traditionally low-paid cleaning and catering roles, there is an over-representation of female workers. In the upper quartile, where the jobs tend to be professionally qualified or dependent on several years of management or other types of experience, women are under-represented but make up 65% of the top 5% of earners and over half of the Strategic Leadership Team.

When looking at the spread of employees across the pay quartiles, the ideal would be to see 27% of all males and 73% females in each of the four quartiles, mirroring workforce representation. This

has almost been achieved for female employees, however, for male employees there is a discrepancy of ten percentage points between the upper and lower quartiles.

## How we are working to close the Gender Pay Gap

The Council continues to take positive steps to improve workplace equality, implementing best practice in line with best practice guidance by providing transparency in promotion, pay and reward processes, a range of workforce development opportunities and flexible and hybrid working opportunities designed to enable employees to achieve a work life balance whilst providing support for parents and carers. The Council's offer often goes beyond the minimum statutory requirements, through maternity/adoption leave, paternity leave, maternity support leave and parental leave to help women returning to work to continue their career.

Detailed analysis of the workforce helps identify areas for improvement and informs further action planning for the Year Ahead Plan, the Workforce Plan and EDI Strategy.

Key activities include:

- Engaging with the workforce and with our communities to understand and address barriers to recruitment and progress
- Ensuring policies are up to date and follow best practice and do not adversely impact those with protected characteristics
- Ensuring recruitment campaigns and job adverts are gender neutral and look to recruit through a variety of channels and selection processes that are proportionate to the role being recruited to
- Having a workforce that reflects the diversity of Council communities
- Seeking feedback on our policies and practices from the Council's Staff Networks
- Ensuring there is a flexible, fair and transparent reward framework
- Examining and removing barriers to flexible working wherever possible
- Supporting staff with caring responsibilities
- Supporting staff to more effectively balance home and work commitments
- Reviewing our ways of working across the organisation to identify and promote increased flexibility in working practices, dependent on service need
- Developing digital skills to support new ways of working
- Enhancing the Council's Learning and Development offer and approach to supporting development and career progression
- Delivering career pathways, linked to a professional development offer, that enables all to identify and pursue the career they want.