



County Offices
Newland
Lincoln
LN1 1YL

29 January 2018

Pay Policy Sub-Committee

A meeting of the Pay Policy Sub-Committee will be held on **Tuesday, 6 February 2018 at 11.30 am in Committee Room Two, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Tony McArdle', written over a horizontal line.

Tony McArdle
Chief Executive

Membership of the Pay Policy Sub-Committee
(7 Members of the Council)

Councillors M J Hill OBE (Chairman), Mrs P A Bradwell (Vice-Chairman),
Mrs A M Newton, R B Parker, B Young and 2 Conservative Vacancies

**PAY POLICY SUB-COMMITTEE AGENDA
TUESDAY, 6 FEBRUARY 2018**

Item	Title	Pages
1	Apologies for Absence/Replacement Councillors	
2	Declarations of Councillors' Interests	
3	Minutes of the Meeting of the Pay Policy Sub-Committee held on 7 February 2017	5 - 8
4	CONSIDERATION OF EXEMPT INFORMATION In accordance with Section 100(A)(4) of the Local Government Act 1972, agenda item 5 has not been circulated to the press and public on the grounds that it is considered to contain exempt information as defined in Paragraphs 1, 2 and 3 of Schedule 12A of the Local Government Act 1972, as amended. The press and public may be excluded from the meeting during consideration of this item of business.	
5	Chief Officer (Corporate Management Board) Pay Review <i>(To receive a report from Fiona Thompson (Service Manager – People) which provides information in relation to the Corporate Management Board Pay Review)</i>	9 - 18
6	Gender Pay Gap Reporting <i>(To receive a report by Debbie Barnes (Executive Director with responsibility for People Management) which provides information on the Gender Pay Gap, as at 31 March 2017)</i>	19 - 22
7	Pay Policy Statement 2018-19 <i>(To receive a report from Debbie Barnes (Executive Director with responsibility for People Management) which asks the Pay Policy Sub-Committee to consider and agree the Pay Policy Statement 2018-19)</i>	23 - 40

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Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:

www.lincolnshire.gov.uk/committeerecords



PAY POLICY SUB-COMMITTEE 7 FEBRUARY 2017

PRESENT: COUNCILLOR M J HILL OBE (CHAIRMAN)

Councillors Mrs P A Bradwell (Vice-Chairman), J D Hough, C E D Mair, J R Marriott, Mrs M J Overton MBE and C J T H Brewis

No Councillors attended the meeting as observers

Officers in attendance:-

Fiona Thompson (Service Manager - People), Vicki Sharpe (Strategic People Management Adviser) and Andrea Brown (Democratic Services Officer)

6 APOLOGIES FOR ABSENCE/REPLACEMENT COUNCILLORS

Apologies for absence were received from Councillor Mrs A M Newton.

It was noted that the Chief Executive, having received notice under Regulation 13 of the Local Government (Committees and Political Groups) Regulations 1990, had appointed Councillor C J T H Brewis to the Committee as a replacement member in place of Councillor Mrs A M Newton for this meeting only.

7 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of interest at this point of the proceedings.

8 MINUTES OF THE MEETING OF THE PAY POLICY SUB-COMMITTEE HELD ON 4 JULY 2016

The Chairman noted the following amendments to the minutes which had been highlighted by Officers prior to the meeting. The Chairman indicated his disappointment at the errors as one, in particular, was a serious error.

Bullet Point 1 on Page 3 of the Minutes should read:-

*"It was clarified that the release of a pension was not classed as an exit payment, but a change in contract so there would **not** be a break in their employment".*

Councillor Hough suggested that this be further clarified in relation to the break in pensionable service and it was agreed, therefore, that this minute be further amended to read:-

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PAY POLICY SUB-COMMITTEE
7 FEBRUARY 2017

*"It was clarified that the release of a pension was not classed as an exit payment, but a change in contract **therefore for all purposes, except pension and pensionable service, continuous service applies.**"*

Bullet Point 3 and Resolution 1 on Page 3 of the Minutes should read "*executive director*" rather than "*assistant director*".

RESOLVED

That the minutes of the meeting held on 4 July 2016, with the amendments noted above, be agreed and signed by the Chairman as a correct record.

9 CONSIDERATION OF EXEMPT INFORMATION

RESOLVED

That under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item, on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the act, as amended.

10 CHIEF OFFICER (CORPORATE MANAGEMENT BOARD) PAY REVIEW

An exempt report from the Service Manager – People was considered, which provided information to assist the Sub-Committee in making a decision relating to the Chief Officer (Corporate Management Board) Pay Review.

RESOLVED

That the recommendations as detailed within the exempt report be agreed.

RESOLVED

That the exempt session be closed and the meeting move back into a public forum.

11 PAY POLICY STATEMENT 2017-18

Consideration was given to a report from the Executive Director with responsibility for People Management which advised the Pay Policy Sub-Committee that the Localism Act 2011 required all local authorities to agree on an annual basis, pay policy statements which were compliant with the provisions of the Act and then to subsequently publish them thereafter.

The Service Manager – People advised the Sub-Committee that three areas had been updated within the policy as noted below:-

1. The Pay Multiple between the salary of the highest paid employee and the median full-time equivalent salary was lower than the previous year and was now a pay multiple of 4 (paragraph 25 of the Pay Policy Statement 2017-18 refers);
2. The Gender Pay Gap information requirements had changed in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 which came into force on 6 April 2017. Employers with at least 250 employees were now required to publish annual information as at 5 April each year (paragraph 29 of the Pay Policy Statement 2017-18 refers); and
3. Revised pay bands at Appendix A for the Chief Executive, Corporate Management Board, Senior Leadership roles and the Fire & Rescue Service Management Team.

During discussion, the following points were noted:-

- Members were advised that the publication of the Gender Pay Gap information was required for employees only and did not include Councillors;
- In addition to the comparison of the hourly rates under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, the analysis would also compare any bonus payments between males and females; and
- Paragraph 8 of the Pay Policy Statement 2017-18 referred to supplementary payments in addition to the post grade to attract and maintain a skilled and experienced workforce. It was reported that the only area where supplements were currently applied was within Legal Services.;

At 1.20pm, Councillor C J T H Brewis joined the meeting.

- A full business case had been undertaken to consider the difficulties in recruitment and an agreement reached of the need to implement supplementary payments in order to attract the right employees. Supplementary payments would, however, apply for a maximum of two years prior to a review.

RESOLVED

That the Pay Policy Statement 2017-18 be agreed.

The meeting closed at 1.22 pm

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Agenda Item 5

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Regulatory and Other Committee

Open Report on behalf of Debbie Barnes

Report to:	Pay Policy Sub Committee
Date:	06 February 2018
Subject:	Gender Pay Gap Reporting

Summary:

From April 2017, under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, employers with 250 or more employees are required to publish statutory gender pay gap information on an annual basis.

The Sub-Committee is requested to note the Gender Pay Gap information as at 31st March 2017 contained in this report.

Recommendation(s):

To note the contents of the report and the wider information in it.

Background

From April 2017, under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, employers with 250 or more employees are required to publish statutory gender pay gap information on an annual basis. The Regulations mandate how a standard set of key metrics on gender pay and gender bonus gaps should be calculated and the format and medium in which they must be reported. The methodology is intended to mirror as closely as possible that used by the Office of National Statistics (ONS) in its Annual Survey of Hours and Earnings, to enable meaningful comparison of the data.

The Council is required to publish the following information:

Mean gender pay gap	The difference between the mean hourly rate of pay of male employees and that of female employees as a percentage.
Median gender pay gap	The difference between the median hourly rate of pay of male employees and that of female employees as a percentage.
Mean bonus gap	The difference between the mean bonus pay paid to male employees and that paid to female employees as a percentage.

Median bonus gap	The difference between the median bonus pay paid to male employees and that paid to female employees as a percentage.
Bonus proportions	The proportions of male and female relevant employees who were paid a bonus during the relevant period
Quartile Pay Bands	The proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.

The data has to be published on the Council's website and a government website ([Gender pay gap - GOV.UK](#)):

- The deadline for March 2017 data publication is 30th March 2018.
- 2017 salary data will be based on the snapshot date of 31st March 2017.
- 2017 bonus data will include all bonus payments made in the 12 months up to and including the snapshot date of 31st March 2017.

Once the data has been published it needs to be maintained on the website for at least three years from the date of publication.

The Gender Pay Gap is different to equal pay. Equal pay relates to men and women receiving equal pay for equal work. The Gender Pay Gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.

Salaries are determined through a grading system which evaluates the job and not the postholder. It makes no reference to gender or any other personal characteristics of existing or potential job holders. As such the Council can be confident that it is paying the same grade to roles of equal value so does not have equal pay issues.

Gender Pay Gap information at 31st March 2017

There are a total of 4465 employees in scope for this exercise. 36% of these are men and 64% are women.

The mean gender pay gap is 11.1% and the median gender pay gap is 13.3%.

Bonus payments

Bonus pay is defined in the legislation as pay relating to profit sharing, productivity, performance, incentive or commission.

The mean bonus gap is 15.5% and the median bonus gap is 19.8%.

The proportion of male employees who received bonus pay is 0.7% of all male employees and the proportion of female employees who received bonus pay is 0.5% of all female employees.

Quartile Pay Bands

This calculation requires that the workforce is split into four equal parts and that the proportions of male and female employees in each quartile are shown.

Quartile	Males	Females
Lower quartile	23%	77%
Lower middle quartile	35%	65%
Upper middle quartile	43%	57%
Upper quartile	45%	55%

The gender pay gap data does not highlight any specific issues at Lincolnshire County Council but is reflective of gender pay differences generally in society. This relates to women often being in lower paid roles, specifically part time roles, which tend to be the lower paid roles. This is often because they are the person mainly responsible for childcare.

In 2015, the Office for National Statistics reported that mothers were still providing 74% of total childcare time (*Source: ONS (2016) Changes in the value and division of unpaid care work in the UK: 2000 to 2015*). Also where women have breaks to have children this can impact on their career progression.

The Council already has good practice policies and practices in place which seek to achieve gender equality and there are arrangements in place for monitoring recruitment and wider employment practices:

- The Council monitors recruitment processes in terms of gender at the point of shortlisting and appointment through the annual workforce report that is produced as required by the Equality Act 2010.
- The annual workforce report also analyses leavers by gender to understand if there are any particular reasons why female employees may be leaving.
- All employment policies comply with the Council's equality and diversity policy.
- There are specific employment policies to support those in the workplace who may have caring responsibilities such as Flexible Working policies, the option to buy extra annual leave, childcare voucher scheme. In respect of flexible working policy, flexible working practices are not an obstacle to career development for certain roles, including senior roles.
- The staff survey carried out at the end of 2017 asked employees what the best thing was about working at the council and flexible working was the 2nd highest with 23% of those who responded stating this as a factor with more alluding to the favourable flexible working opportunities in the free text.
- The council is also supportive of development opportunities for women to enable them to progress into the higher paid roles. For example the

Leadership Development Programmes are available to all new and middle managers.

The Corporate Management Board considered the Gender Pay Gap information and determined that:

- in accordance with the legislation, the information should be published on the government website ([Gender pay gap - GOV.UK](#))
- the information for Lincolnshire County Council be compared with other Shire Council's information once they have published on the government website and reported to Corporate Management Board and decision to include more detailed narrative will be reviewed
- when the Lincolnshire County Council Gender Pay Gap information is available for 31st March 2018, a comparison is made with the data from 31st March 2017 and reported to CMB

Conclusion

There are no specific issues at Lincolnshire County Council in respect of gender pay. The outcomes of the gender pay gap reporting are reflective of gender pay gap differences generally in society.

Consultation

a) Policy Proofing Actions Required

N/A

Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Fiona Thompson, who can be contacted on 01522 552207 or fiona.thompson@lincolnshire.gov.uk .

Regulatory and Other Committee

Open Report on behalf of Debbie Barnes

Report to:	Pay Policy Sub Committee
Date:	06 February 2018
Subject:	Pay Policy Statement 2018-19

Summary:

The Localism Act 2011 requires all local authorities to agree on an annual basis, Pay Policy Statements, which are compliant with the provisions of the Act, and then subsequently to publish them.

The Sub-Committee is requested to note that the policy has been updated to reflect:

- Recruitment, Retention and Market Force Supplements renamed Attraction and Retention Payments (paragraph 8)
- Pay Progression updated to reflect new Performance & Development Appraisal process implemented January 2018 (paragraph 12)
- Pay Multiples between the salary of the highest paid employee and the median full time equivalent salary (paragraph 25)
- Personal Service Contracts in relation to off-payroll working in the Public Sector (IR35) (paragraph 28)
- Gender Pay Gap Information requirements (paragraph 29)
- Revised pay bands at Appendix A for the Fire & Rescue Service Management Team. (awaiting pay awards from the JNC for the Chief Executive and the Chief Officers)

Recommendation(s):

To agree the Pay Policy Statement in Appendix A.

Background

The requirement for Councils formally to adopt Pay Policy Statements was introduced in the Localism Act 2011, followed by guidance from DCLG. In line with this guidance it is considered good practice for this sub-committee to consider the Statement before it is presented to Full Council for approval. The Statement itself has been prepared in line with the requirements of the legislation and the best practice put forward in the guidance.

Conclusion

The Pay Policy Statement sets out the County Council's policy on pay and conditions for senior managers and employees (excluding operational fire fighters and schools based employees). This ensures that the Council has a fair and transparent approach to these matters.

Consultation

a) Policy Proofing Actions Required

N/A

Appendices

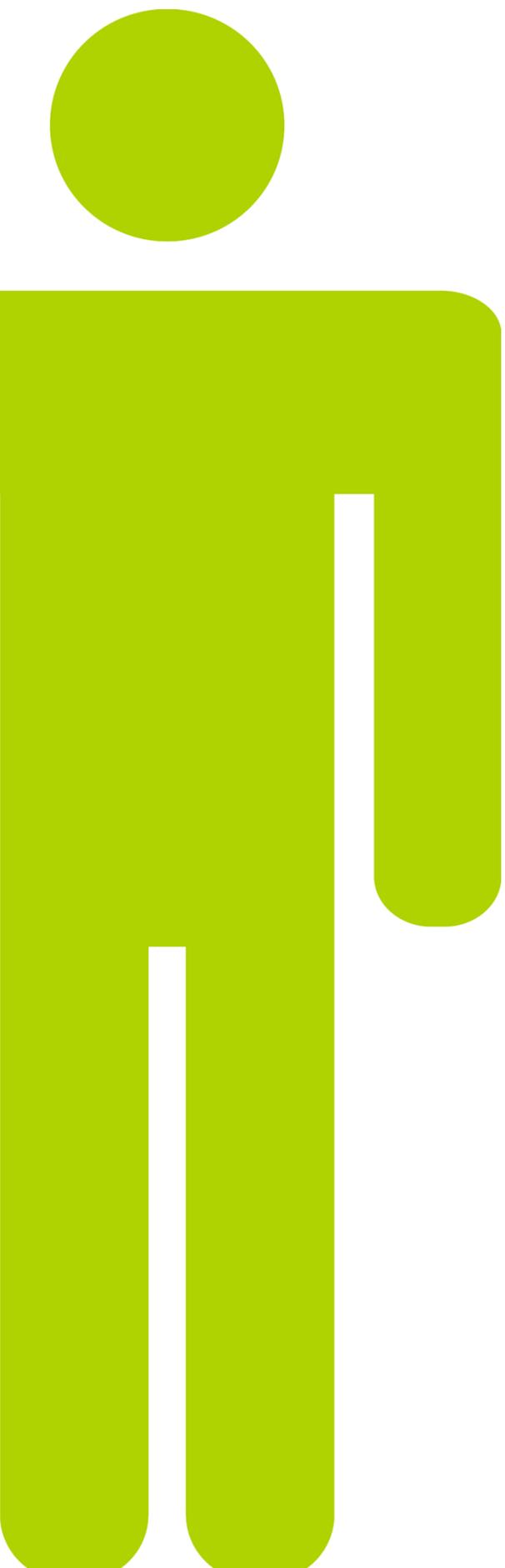
These are listed below and attached at the back of the report	
Appendix A	Pay Policy Statement

Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
http://www.lincolnshire.gov.uk/jobs/manuals/employment_manual	

This report was written by Fiona Thompson, who can be contacted on 01522 552207 or fiona.thompson@lincolnshire.gov.uk .



Employment Manual

PAY POLICY STATEMENT

For year 2018/2019
People Management Service

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1 INTRODUCTION

This Pay Policy Statement sets out Council policy on pay and conditions for senior managers and employees (excluding operational Fire Fighters and schools' based employees) for 2018-19.

The Council aims to attract and retain employees to deliver the Council's objectives. In determining pay policy for senior managers and all other employees, the Council is committed to ensuring a fair and transparent approach. Within this, it is recognised that different approaches may be required between groups of employees reflecting factors such as difficulties in attracting and retaining key skills.

2 KEY PRINCIPLES FOR PAY POLICY

- To be fair, reasonable and transparent
- To be affordable
- To reward employees for their contribution to the Council's achievements
- To maintain rates of pay which are both competitive in the market place and reflect the need to retain key skills

3 EMPLOYEES IN SCOPE OF THE PAY POLICY STATEMENT

This Pay Policy Statement covers all employees (except teachers and uniformed fire fighters except those defined as Senior Managers.) As such, it goes wider than minimum legal requirements of the Localism Act 2011.

4 THE SENIOR MANAGEMENT PAY STRUCTURE

Senior Managers are defined for this purpose as the Chief Executive; Executive Directors – (referred to as Chief Officers); Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officer and Senior Leadership Pay Band. The senior pay structure is attached at Appendix A.

Chief Executive and Executive Directors

Remuneration is determined by the Pay Policy Sub-Committee and is based on salary comparison against similar posts in other Shire Counties in the Eastern and Midlands region, against the market place and taking into account information from the annual benchmarking exercise with Korn Ferry Hay. The aim is to ensure the Council retains and motivates key employees by maintaining rates of around median pay which are both competitive in the market place and reflect the need to retain key skills. The Chief Executive post is paid on a spot salary¹. Executive Director posts are all paid at the same single spot salary point because all roles have collective responsibility for the success of all service areas and for the Council as a whole.

Senior Leadership

Remuneration is determined by the Head of Paid Service and underpinned by the Hay Job Evaluation Scheme. Employees will be appraised in line with agreed objectives. Periodically the pay structure will be reviewed to ensure that salaries offered are competitive in the market place, taking into account the advice set out in the Joint Negotiating Committee² (JNC) for Chief Officers of Local Authorities Conditions of Service.

¹ See Glossary Page 12

² See Glossary Page 12

Fire & Rescue Service Management Team

The pay structure is determined in line with the NJC for Brigade Managers (Gold Book³) with the Deputy Chief Fire Officer and Assistant Chief Fire Officer receiving 80% and 75% respectively of the Chief Fire Officer salary.

In accordance with the 2011 Code of Recommended Practice for Local Authorities on Data Transparency, information on senior salaries is published on the Council's website - [Data on Senior Salaries](#) together with information about the structure of the workforce. Additional legal provisions about reporting payments over £50,000 in a year are in the Accounts & Audit (England) Regulations⁵, also available in the Council's published accounts on our website: [Statement of Accounts 2016/17](#).

5 OTHER EMPLOYEES' PAY STRUCTURE

(including lowest paid employees⁴)

Remuneration for other employees is normally determined by the Council's Job Evaluation (JE) Scheme⁵ which covers all staff on NJC Local Government Services terms and conditions of service. This includes the lowest paid council employees. The Council Pay spine for staff up to and including Service Managers is attached at [Appendices A and B](#).

The Pay and Grading structure used by the Council was implemented by Collective Agreement⁶ in July 2008, backdated to be effective from 1 April 2007 and is anchored to the national NJC pay spine for Local Government Services. The JE Scheme, the Greater London Provincial Council Scheme, was selected through a process of consultation with staff and Trade Unions and complies with equal pay requirements.

The Council and Unions signed a Collective Agreement in 2015 incorporating changes to modernise the local conventions for Job Evaluation.

The Council has a locally determined Apprentice Rate which is a spot salary and is included in the Lincolnshire Payspine at Appendix B.

6 NON-STANDARD TERMS AND CONDITIONS

Staff transferring into the Council under The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) arrangements, have the right to retain their existing terms and conditions. The largest group includes those staff who transferred from Public Health.

Additionally some specialist posts, mainly in education related services, such as Educational Psychologists and the Youth Service are recruited to specific terms and conditions although they are in scope of the [Local Scheme of Conditions of Service](#).

³ See Glossary Page 12

⁴ The Council's definition of "lowest-paid employee" is an employee paid at SCP1 on the Pay Spine attached at Appendix B. The reason for adopting this definition is that SCP1 represents the lowest FTE salary paid by the Council.

⁵ The Job Evaluation scheme ensures that all jobs are graded fairly and equitably between men and women

⁶ A Collective Agreement is a formal agreement signed between the County Council and the recognised Trade Unions

7 THE NATIONAL PAY AWARD

Pay levels are adjusted to take account of any cost of living increase negotiated nationally by the JNC for Local Authority Chief Executives⁷; the JNC for Chief Officers of Local Authorities and the NJC for Local Government Services. The pay rates in Appendix A were adjusted to reflect the 1% national pay award for 2017 (NB: the percentage increases apply to individual salaries as well as pay points). The pay rates in respect of the NJC for Local Government Services in Appendix B are adjusted to reflect the 1% national pay award for 2017.

8 ATTRACTION AND RETENTION PAYMENTS

The Council recognises that at times it may be difficult to recruit new employees or retain existing staff in key posts. To ensure the Council attracts and retains a skilled and experienced workforce, salary supplements may be paid in addition to the post grade. Further details can be found in the [Attraction and Retention Payments Procedure](#).

9 RELOCATION EXPENSES AND DISTURBANCE ALLOWANCES

Relocation Expenses and Disturbance Payments are paid to employees to cover additional costs they may incur as a result of a change or disturbance to work base. These are paid in accordance with the [Relocation Expenses and Change of Workbase Policy](#).

10 STARTING PAY

Employees, when appointed to posts within the Council are paid on an incremental scale and will normally be appointed at the minimum point of the pay grade for that post. However, in certain circumstances it may be appropriate to appoint to a higher point within the pay grade. This should be objectively justifiable and have regard to the pay of existing employees within the service area. See [Green Book Employees Pay and Conditions Policy](#).

It is also necessary to be aware of any restrictions to this, e.g. the requirement of a qualification which prevents this normal sequence of events from occurring.

Where an employee is appointed who does not yet meet the minimum competency requirements for that role, they are appointed in accordance with the [Appointed One Point Below Policy](#).

11 PERFORMANCE RELATED PAY (PRP) AND “EARN BACK”

There is a performance related pay framework for employees in scope of Senior Leadership Pay Band.

12 PAY PROGRESSION

The Chief Executive, Executive Directors and Fire & Rescue Senior Managers are excluded from this scheme within the Council. They are appointed to a spot salary so no pay progression applies.

For other employees, from January 2018 all performance and development appraisal reviews will include a rating of the employee's performance. This rating will be used to inform incremental pay progression decisions (award of scale points) for employees on GLPC grades, which will be applicable from 1 April 2019.

⁷ See Glossary Page 12

The expected minimum level of performance for all employees is an overall performance and development appraisal rating of successful (i.e. 3) The impact of ratings on incremental pay progression will only affect employees who are on GLPC grades and is not applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.

For those on GLPC grades it will only affect those who have not reached the top of their current GLPC scale as at 31st March 2019.

The pay of employees who are at the top scale point of their GPLC grade will not be affected.

To be eligible for a pay progression increment, employees must achieve an overall performance and development appraisal rating of successful or above. (i.e. 3 or above).

For other employees, eligibility for incremental progression will be in accordance with the [Green Book Employees Pay and Conditions Policy](#) covering the NJC for Local Government Services Group.

A pay increment may be withheld following an adverse report on an employee's performance (subject to the Council's capability / disciplinary procedures being followed).

Any pay increments withheld may subsequently be paid if the employee's performance becomes satisfactory, but are not backdated.

13 REVIEWING INDIVIDUAL PERFORMANCE

Individual achievement is assessed using the [Council's Appraisal Scheme](#) and all employees will take part in an appraisal process. In most cases this will be the full Council appraisal process; however, there may be some cases where the process is amended so that it is appropriate to the role of the employee.

Learning and development needs will be linked to the [County Council's Core Values & Behaviours Framework](#) which are interchangeable with occupational national standards of competence where appropriate.

14 RESPONSIBILITY FOR REVIEWING PERFORMANCE

The Chief Executive's individual performance will be assessed by the Leader of the Council together with the appointed cross-party group. For individual Executive Directors, the assessment will be made by the Chief Executive and reported to the cross-party group.

For all other employees, the assessment will be made by the individual's line manager, as appropriate.

15 ACTING UP ARRANGEMENTS

Employees temporarily acting up into a role which is normally graded on a higher level should be paid at the appropriate level for the duties they are asked to perform. Further details can be found in the Council's [Green Book Employees Pay and Conditions Policy](#) covering the NJC for Local Government Services Group.

16 HONORARIA

An honorarium payment may be made for exceptional or special work undertaken on a short term basis of not more than 6 months and will be in accordance with the Council's

[Green Book Employees Pay and Conditions Policy](#) covering the NJC for Local Government Services Group.

17 EMPLOYEES ON FIXED TERM/TEMPORARY CONTRACTS

The Council will not treat employees on fixed term or temporary contracts less favourably than employees on a permanent contract. See [Fixed Term and Temporary Contracts Policy and Procedure](#).

18 ALLOWANCES/EXPENSES

Chief Executive, Executive Directors and Senior Leadership

Allowances will be in accordance with the [Local Scheme of Conditions of Service](#) or jointly agreed schemes in Director Areas. Business Travel will be reimbursed in accordance with the [Travel Policy](#). This policy applies to all staff in scope of the Local Scheme of Conditions of Service.

Fire & Rescue Service Senior Managers

Allowances and expenses will be in accordance with the NJC for Brigade Managers Conditions of Service and Service Order 19⁸ - Pay and Allowances, available on George.

19 SALARY PROTECTION

Where an employee accepts a post on a lower grade as result of a restructuring or change in the workforce, personal salary protection will apply in accordance with the [Local Scheme of Conditions of Service](#) or Collective Agreement on Pay Protection for those in the Fire & Rescue Service, available on George.

20 SEVERANCE PAYMENTS

For those in the Local Government Pension Scheme, (including Chief Officers) payments relating to redundancy and early retirement will be paid in accordance with the Council's [Redundancy and Early Retirement Policy](#) or [Flexible Retirement Policy](#).

All employees / recruits (including Chief Officers) in receipt of a redundancy payment will be subject to the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modifications) Order 1999⁹.

21 PAYMENTS FOR RETURNING OFFICERS DURING LOCAL ELECTIONS

Payments for the Chief Executive and Executive Directors who are Returning Officers are made in accordance with their respective JNC Conditions of Service. The current Head of Paid Service relinquishes this payment in the favour of the District Chief Executives who fulfil the role of the Deputy Returning Officers.

Payments for employees at Head of Service and below for Local Election duties are made in accordance with the [Local Scheme of Conditions of Service](#).

⁸ See Glossary Page 12

⁹ Under the Employment Rights Act 1996 (ERA), an employee can count service with an 'associated employer' towards the service requirement for a redundancy payment (i.e. two years) and, if appropriate, for calculating that payment.

22 PAY POLICY SUB-COMMITTEE

The Pay Policy Sub-Committee undertakes an annual review of the salaries of the Chief Executive and Executive Directors. The Sub-Committee comprises of Councillors from the Appointments Committee, representing the political balance of the Council overall in accordance with the terms of the Local Government and Housing Act 1989.

23 LCC GREEN BOOK¹⁰ NEGOTIATING TEAM

The Negotiating Team considers pay issues relating to all employees within the scope of NJC pay awards.

24 RELATIONSHIP BETWEEN SENIOR OFFICERS PAY AND CONDITIONS WITH OTHER OFFICERS

(including the lowest paid)

The approaches for determining senior management pay are set out in paragraph 4 above.

The approach for determining other employees' pay, including the lowest paid employees, is set out in paragraph 5 above.

25 PAY MULTIPLES (or pay dispersion)

Pay multiple is the ratio between the salary of the highest paid employee and the median full time equivalent salary of the organisation. The pay multiple is often referred to as 'pay dispersion.'

For 2018-19 the pay multiple is 4 which is the same as the previous year.

There is no formal mechanism for direct comparison between pay levels of the wider workforce with Senior Manager Pay and there are no Council policies on reaching or maintaining a specific pay multiple.

26 RE-ENGAGEMENT OF FORMER SENIOR MANAGERS

The policy for appointing or re-engaging any Senior Manager who has previously been made redundant by the Council, or who is in receipt of a local government pension, is that there should be a presumption against re-employment for a period of 6 months following the end of their employment. However, in exceptional circumstances Senior Managers may be re-employed by the Council more quickly provided that it is not within one month and one day of their leaving date.

In approving a re-employment of a Senior Manager, Members will need to be satisfied that:

- the employee is not being re-employed in a role or capacity, which is broadly similar to the role from which they were made redundant;
- the rate of pay applied to the work undertaken by the re-engaged employee should be that appropriate to the work to be done and not the grading which applied to the employee prior to the end of their current contract;
- the employment should be for a fixed term, not exceeding one year, unless there are exceptional circumstances; and the arrangement must provide financial / operational advantage to the Council.

¹⁰ See Glossary Page 12

The policy of the Lincolnshire Pension Fund is not to abate pensions should any officer retire and then return to work for the Council.

27 THE USE OF CONTRACTS FOR SERVICES AND APPOINTMENT OF CONSULTANTS

The HMRC requires the Council to determine whether an arrangement with a consultant or contractor constitutes a contract of employment or can be deemed to be on a self-employed basis.

The determination will need to be made for every agreement that is proposed as the decision on status relates to the contract, not the individual. This must be undertaken before any engagement is agreed or any contract signed.

Where it is determined that an engagement constitutes a contract of employment, normal Council terms and conditions will apply and the work must be paid for at the evaluated rate for the job.

It may be appropriate to re-engage a former employee as a consultant with a contract for service in certain circumstances. This may be appropriate:

- For discrete pieces of work where the former employee has the appropriate skill and experience which is not available elsewhere in the Council.
- Where it is more cost effective
- Where it is difficult to recruit due to market conditions
- Where work of an urgent nature arises at short notice.

Such arrangements should be time limited, and be subject to appropriate written agreements covering the nature, duration, quality standards, and the basis on which the agreement will be terminated. The written agreement must be signed before the arrangement commences.

Initial consideration for providing cover for urgent work should be through the use of temporary employment contracts advertised in the usual manner or through acting up or secondment arrangements made available to existing staff. This should particularly be true where the work relates to the normal business of the service area, as opposed to defined projects or one off tasks.

It is our duty under the Pensions Act 2008 to comply with auto-enrolment Regulations and an assessment will be made on whether the contractor is an employee rather than a contractor and therefore pensionable under the Act.

In determining whether a consultant is genuinely self-employed, the Council will take into account, not only the contractual terms agreed, but also the realities of the employment relationship. This will include whether there is provision for substitution and whether resources are provided by the Council or by the consultant. These examples are not exhaustive and are purely illustrative of the type of factors to be taken into account.

28 PERSONAL SERVICE CONTRACTS

In the contracting sector, the generally accepted definition of a personal service company is a limited company that typically has a sole director, the contractor, who owns most or all of the shares.

Many contractors choose to work for clients using their own [limited companies](#) for many reasons. Limited companies can be a tax efficient way for contractors to work, as they often split their income between [salary and dividends](#), which means they do not pay, employers' or employees' Class 1 National Insurance Contributions on a large part of their overall income.

Personal Service contracts prevent the risk of there being a contract of service, or an employment relationship with the Council which eliminates any income tax liability on the Council.

By using a limited liability company, contractors are also insulated to a certain extent from business risk.

The Council does not currently have any such contracts in place for normal employment.

From the 6 April 2017, the Government changed the rules in relation to [off-payroll working in the Public Sector for intermediaries](#). The Council's policy on [Agency and Other Off-Payroll Working Guidance](#) was updated in line with these changes.

29 GENDER PAY GAP INFORMATION

In accordance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, which came into force on the 31 March 2017, employers with at least 250 employees are required to publish annual information as at 31 March each year. This information is published on the Council's website and also externally and on the [Governments Gender Pay Gap website](#).

APPENDIX A

Senior Manager Pay Structure – from April 2017

Salary (£)	Chief Executive - £176,708
	Executive Directors - £128,515

Senior Leadership Pay Band

Pay Zone	Zones	Post Titles	Pay Range		
			Max	Med	Min
Director Band	Single Zone	Director of Public Health	125,438	110,725	102,012
Senior Leadership	Zone A	Chief Operating Officer (Development Services) County Finance Officer Assistant Director Children's (Lead Early Help) Assistant Director Children's (Safeguarding) Consultant in Public Health (Medically Qual) Assistant Director - Joint Commissioning and Specialist Services (Adults) Assistant Director - Adult Frailty and Long-term Conditions Chief Digital Officer	104,056	91,264	82,624
	Zone B	Chief Commercial Officer Chief Commissioning Officer – Learning Chief Commissioning Officer - Children's Chief Legal Officer Consultant in Public Health County Commissioner for Economy & Place	89,278	78,230	71,327
	Zone C	Children's Services Manager (SEND) Children's Services Manager (Locality) Children's Services Manager (Regulated North/Fostering) Children's Services Manager (Regulated South/Adoption) Planning & Environment Commissioner Safer Communities Manager Service Manager – People County Manager (Older Adult Frailty & Long Term Conditions; Learning Disabilities; Special Projects and Hospital Services; Adult Safeguarding) County Manager – Business Support Highway Asset Manager Highway Network Manager Group Manager – Transport Services Infrastructure Commissioner Head of ICT	76,278	67,886	62,664

Consultant (Public Health) reporting to Director of Public Health	
Band 8 *	
	£65,922.00
	£67,805.00
	£70,631.00
	£74,084.00
	£77,850.00
	£81,618.00

Band 9 *	
	£77,850.00
	£81,618.00
	£85,535.00
	£89,640.00
	£93,944.00
	£98,453.00

* N.B. Director and Consultant roles in Public Health transferred into the Council on the 1 April 2013 from the NHS as part of the Health and Social Care Act 2012. The transfer was under TUPE, therefore terms and conditions of employment, including salary, are protected.

Fire & Rescue Service Management Team	
Chief Fire Officer	£115,497
Deputy Chief Fire Officer	£ 92,489
Assistant Chief Fire Officer	£ 86,709

APPENDIX B

Lincolnshire County Council Salary Structure from 1 April 2016-18 NJC for Local Government Services

LCC Pay Spine for staff up to and including Head of Service				
	1 April 2016	1 April 2017	This Pay Spine is anchored to salary points on the NJC National Pay Spine and these salaries are shown in bold. The relevant Lincolnshire points are scp's 2, 3, 6, 9, 12,15, 18, 21, 24, 27, 30 and 33 Scp 1 – Apprentice Rate & Business Support - Foundation	GLPC Points Score
1	13449	13583		Apprentice Rate
2	14514	15014		Grade 1 = 182 - 227
3	14771	15246	G1	
4	15107	15495		
5	15284	15624		
6	15507	15807	G2	Grade 2 = 228 - 267
7	16070	16370		
8	16606	16906		
9	17169	17419	G3	Grade 3 = 268 - 307
10	17839	18017		
11	18540	18725		
12	19238	19430	G4	Grade 4 = 308 - 347
13	20073	20273		
14	20910	21119		
15	21745	21962	G5	Grade 5 = 348 - 387
16	22476	22700		
17	23205	23437		
18	23935	24174	G6	Grade 6 = 388 - 427
19	24808	25056		
20	25682	25939		
21	26556	26822	G7	Grade 7 = 428 - 467
22	27711	27988		
23	28762	29049		
24	29854	30153	G8	Grade 8 = 468 - 507
25	30945	31255		
26	32025	32345		
27	33106	33437	G9	Grade 9 = 508 - 547
28	34382	34726		
29	35660	36017		
30	36937	37306	G10	Grade10 = 548 -587
31	38474	38859		
32	40013	40413		
33	41551	41967	G11	Grade 11 = 588 - 627
34	43697	44134		
35	45844	46302		
36	47992	48472	G12	Grade 12 = 628 - 667
37	49602	50098		
38	51211	51723		
39	52820	53348	G13	Grade 13 = 668 - 707
40	54430	54974		
41	56040	56600		
42	57649	58225	G14	Grade 14 = 708 - 747
43	59258	59850		
44	60868	61476		
45	62478	63102	G15	Grade 15 = 748 - 787
46	64087	64727		
47	65695	66352		
48	67305	67978	G16	Grade 16 = 788 - 827

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment

1 April 16
£34.34

1 April 2017
£34.68

Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session

1 April 16
£27.62

1 April 2017
£27.90

APPENDIX C

Glossary of Terms

Spot Salary:

Spot salaries within the Council are fixed to a specifically defined spinal column point. There is no progression up to or beyond the rate for each position. Spot salaries are one of the least discriminatory of pay methods because everyone is paid the rate for the job from day one and the pay structure cannot be distorted by differential progression.

JNC for Local Authority Chief Officers

The primary role of the Joint Negotiating Committee is a national body to reach agreement on a national framework on all national pay and service conditions and items related to any dispute for all chief officers.

NJC for Brigade Managers (Gold Book)

The primary role of the National Joint Committee for Brigade Managers of Fire and Rescue Services (the NJC) is to reach agreement on a national framework of pay and conditions for Brigade Managers for local application throughout the Fire and Rescue Service in the UK.

JNC for Local Authority Chief Executives

The Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities is the national negotiating body for the pay and conditions of service of Chief Executives in England and Wales. The Authorities' Side consists of elected members nominated by the Local Government Association. The Staff Side consists of Chief Executives nominated by the Association of Local Authority Chief Executives (ALACE). ALACE is registered as an independent trade union.

NJC for Local Government Services

The pay and terms of conditions of employment for Local Government Services' workers is determined by the National Joint Council for Local Government Services. The NJC for Local Government Services has 70 members: 12 on the employers' side and 58 on the trade union side.

In 1997, the NJC for Local Government Services agreed a national framework with potential for local modification to suit local service requirements. Known as The Single Status Agreement, these pay and conditions of service agreements are published in [The Green Book: Local Government Scheme of Conditions of Service](#).

Greater London Provincial Council (GLPC) Job Evaluation Scheme

The Council use the scheme developed to support local authorities in carrying out their obligations under the national agreement on single status. The job evaluation scheme was the subject of consultation with the Equal Opportunities Commission. The scheme is jointly agreed by the employers and unions in London local government. It was developed by a working party of experienced evaluators and tested jointly at regional and local authority levels.

The scheme is accompanied by a code of good practice and a framework procedure to inform local arrangements.

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