



County Offices
Newland
Lincoln
LN1 1YL

13 January 2020

Pay Policy Sub-Committee

A meeting of the Pay Policy Sub-Committee will be held on **Tuesday, 21 January 2020 at 12.30 pm in Committee Room Two, County Offices, Newland, Lincoln Lincs LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink that reads 'Debbie Barnes'.

Debbie Barnes OBE
Chief Executive

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

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

**PAY POLICY SUB-COMMITTEE AGENDA
TUESDAY, 21 JANUARY 2020**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the Pay Policy Sub-Committee meeting held on 29 January 2019	5 - 8
4	CONSIDERATION OF EXEMPT INFORMATION <i>(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)</i>	
5	Chief Officer (Corporate Leadership Team) Pay Review <i>(To receive an exempt report by Vicki Sharpe, HR Services Manager, which provides the Sub-Committee with information in relation to the Chief Officer Pay Review)</i>	9 - 18
6	Pay Policy Statement 2020-21 <i>(To receive a report by Vicki Sharpe, HR Services Manager, which provides the Sub-Committee with an opportunity to consider and agree the updated Pay Policy Statement as detailed at Appendix A)</i>	19 - 36

Democratic Services Officer Contact Details

Name: **Katrina Cope**

Direct Dial **01522 552104**

E Mail Address katrina.cope@lincolnshire.gov.uk

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 29 JANUARY 2019

PRESENT: COUNCILLOR M J HILL OBE (CHAIRMAN)

Councillors Mrs P A Bradwell OBE (Vice-Chairman), Mrs A M Newton, R B Parker, B Young and M A Whittington

Officers in attendance:-

Vicki Sharpe (HR Services Manager), Fiona Thompson (Head of Human Resources) and Rachel Wilson (Democratic Services Officer)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs S Woolley.

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 M A Whittington to the Sub-Committee as a replacement for the vacancy for this meeting only.

2 DECLARATION OF MEMBERS' INTERESTS

There were no declarations of interest at this point in the meeting.

3 MINUTES OF THE MEETING HELD ON 6 FEBRUARY 2018

RESOLVED

That the minutes of the meeting held on 6 February 2018 be signed by the Chairman as a correct record.

4 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 items of business, on the grounds that it involved 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.

2
PAY POLICY SUB-COMMITTEE
29 JANUARY 2019

5 **CHIEF OFFICERS PAY REVIEW**

An exempt report was received which provided the Sub-Committee with information in relation to the Chief Officer salary levels. Members were guided through and the report and officers responded to a number of questions.

RESOLVED

That the Committee confirmed that the base salaries for the Chief Executive and Executive Directors continued at the current level of single spot salary points.

RESOLVED

That the exempt session be closed and the meeting resume in public.

6 **PAY POLICY STATEMENT 2019 - 20 AND GENDER PAY GAP ANALYSIS**

Consideration was given to a report by the Head of Paid Service which set out the Pay Policy Statement and the gender pay gap analysis. The report advised 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 would then subsequently be published. It was noted that there had been some very straightforward updates to the Policy which included updating the job titles in the senior officer structure, and on the pay spine, that the pay award had been applied as previously agreed to the Council's local scheme and maintaining the anchor points which were been linked to the NJC scheme. It was noted that grade 1 had been deleted from the national pay spine but Lincolnshire had decided to retain it for apprenticeships. It was noted that this had been helpful in attracting more apprentices.

Members were also advised that in relation to the Gender Pay Gap analysis, which was now required to be published by March each year, 67% of the workforce was female. The mean gender pay gap was now 7.6% which was an improvement of 3.5%. It was highlighted that the median gender pay gap was now 2.1% which was a massive improvement of 11.2% on the previous year. In comparison, it was noted that the national median figure for 2018 was 8.6%.

It was believed that there were a number of actions which had contributed to this improvement which were set out in the report. It was specifically highlighted that secondments and acting up opportunities, particularly in children's services and adult services, had played a role in the progression of women into more senior roles. There had also been an increase in the retention and return rate from maternity leave.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- The new appraisal process was summarised for members and it was noted that incremental progression would no longer be automatic under the new process which would be in use from April 2019. Members were advised that only a small percentage of staff were expected to not be successful in attaining the increment. It was also noted that the data from appraisals would also highlight outstanding performance. The Committee confirmed that they would like to see this data after it had been reported to CMB.
- Managers were required to set suitable objectives for staff, and if staff achieved these objectives then they would retain their increment.
- It was queried whether there was an inference that all staff would achieve these targets. It was hoped that all staff would achieve at least level 3 performance (minimum level for the increment award), it was not expected that a majority would also achieve level 4 and 5.
- It was noted that many staff were already at the top of their scale, due to the length of time they had worked for the Council, therefore it would not be an issue in terms of large numbers of additional increments being paid.
- The appraisal data would give an opportunity for the data to be used for other benefits, such as being able to identify high performance for succession planning. It was hoped that this would show an even proportion of men and women achieving high levels of performance. It was confirmed that this would be monitored.
- Concerns were raised regarding the facility for staff to be able to purchase additional annual leave, as it was queried whether there was a risk of service areas being left with gaps in terms of staff levels and expertise, particularly in smaller teams. It was confirmed that there was discretion for managers in approving when leave was taken. It was also highlighted that being able to purchase annual leave had benefits in other areas, such as reducing sick leave levels, increasing staff retention and increasing returns from maternity.
- There was a need to look at the wider issue of resilience of teams, and shared skills so that services were able to continue as normal in the event of people being on leave or off sick for extended periods.
- It was noted that the ability to purchase annual leave was included in the terms and conditions of many other authorities against whom the council competed for many professional skills.
- It was requested that there was closer monitoring by managers to ensure that there were no gaps in service areas.
- It was noted that in 2018, 513 employees purchased additional leave, which lead to a salary sacrifice of £240,000 as well as savings on employer contributions of national insurance and pension contributions of £72,000.
- In terms of the review of HR policies, it was reported that every policy was updated on a rolling programme, but a fundamental review had not been carried out for a number of years.
- It was queried whether the objectives for staff appraisals were set based on job descriptions and priorities for the department, and if the appraisal was unsatisfactory, the employee would remain on their current increment. It was confirmed that this was correct with both work and behavioural performance assessed, and if the result was unsatisfactory a development plan would be put in place to help the employee improve their performance. It was

highlighted that this process demonstrated that the authority was performance managing staff. It was acknowledged that there could be mitigating factors in why a member of staff was under performing, such as health or personal issues and these would be taken into account when deciding which course of action to take. In those circumstances where an employee genuinely needed help, support would be put in place.

- It was noted that if someone was on long term sick or maternity leave, it would be marked as a non-appraisal and the review would be rescheduled for a suitable alternative date following their return.
- In some cases if employees had not had their appraisal arranged by their manager they would automatically receive their increment. However, reports of non-appraisals would be reported to DMT so that managers who were not carrying them out could be identified and the reasons behind this understood.

RESOLVED

1. That the Pay Policy Statement be agreed.
2. That the outcome of the gender pay gap analysis be noted.

The meeting closed at 2.40 pm

Agenda Item 5

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

Document is Restricted

This page is intentionally left blank



Regulatory and Other Committee

Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	Pay Policy Sub Committee
Date:	21 January 2020
Subject:	Pay Policy Statement 2020-21

Summary:

Pay Policy Statement

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:

- Section 25 Pay Multiples updated
- Appendix A - Senior Leadership roles updated

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
Employment Manual	http://www.lincolnshire.gov.uk/jobs/manuals/employment_manual

This report was written by Vicki Sharpe, who can be contacted on 01522 552165 or vicki.sharpe@lincolnshire.gov.uk.

PAY POLICY STATEMENT

**For year 2020/2021
HR Service**

This document applies to all Council employees except:

- Employees on Teachers' Terms & Conditions
- Employees on Soulbury Terms & Conditions

This document may not be applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.

Last Review	January 2019
Next Scheduled Review	January 2021
Last Updated	January 2020

CONTENTS

1	INTRODUCTION	1
2	KEY PRINCIPLES FOR PAY POLICY	1
3	EMPLOYEES IN SCOPE OF THE PAY POLICY STATEMENT	1
4	THE SENIOR MANAGEMENT PAY STRUCTURE	1
	Chief Executive and Executive Directors	1
	Senior Leadership	1
	Fire & Rescue Service Management Team	2
5	OTHER EMPLOYEES' PAY STRUCTURE	2
6	NON-STANDARD TERMS AND CONDITIONS	2
7	THE NATIONAL PAY AWARD	2
8	ATTRACTION AND RETENTION PAYMENTS	3
9	RELOCATION EXPENSES AND DISTURBANCE ALLOWANCES	3
10	STARTING PAY	3
11	PERFORMANCE RELATED PAY (PRP) AND "EARN BACK"	3
12	PAY PROGRESSION	3
13	REVIEWING INDIVIDUAL PERFORMANCE	4
14	RESPONSIBILITY FOR REVIEWING PERFORMANCE	4
15	ACTING UP ARRANGEMENTS	4
16	HONORARIA	4
17	EMPLOYEES ON FIXED TERM/TEMPORARY CONTRACTS	4
18	ALLOWANCES/EXPENSES	5
	Chief Executive, Executive Directors and Senior Leadership	5
	Fire & Rescue Service Senior Managers	5
19	SALARY PROTECTION	5
20	SEVERANCE PAYMENTS	5
21	PAYMENTS FOR RETURNING OFFICERS DURING LOCAL ELECTIONS ..	5
22	PAY POLICY SUB-COMMITTEE	5
23	LCC GREEN BOOK NEGOTIATING TEAM	6
24	RELATIONSHIP BETWEEN SENIOR OFFICERS PAY AND CONDITIONS WITH OTHER OFFICERS	6
25	PAY MULTIPLES (or pay dispersion)	6
26	RE-ENGAGEMENT OF FORMER SENIOR MANAGERS	6
27	THE USE OF CONTRACTS FOR SERVICES AND APPOINTMENT OF CONSULTANTS	7
28	PERSONAL SERVICE CONTRACTS	7
29	GENDER PAY GAP INFORMATION	8
	APPENDIX A	9
	Senior Manager Pay Structure – from April 2019	9
	APPENDIX B	11
	Salary Structure from 1 April 2019 NJC for Local Government Services.	11
	APPENDIX C	13
	Glossary of Terms	13

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 2020-2021.

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 and against the market place. 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 KornFerry / Hay Job Evaluation Scheme. Periodically the pay structure will be reviewed to ensure that salaries offered are competitive in the market place, taking into account information from the annual benchmarking exercise with KornFerry Hay. Individual achievement is assessed using the [Council's Appraisal Scheme](#), twelve months after starting in the role. Performance percentage uplifts are locally determined on an annual basis by the Chief Officer Pay Board and paid at the Council's discretion.

¹ See Glossary Page 12

Fire & Rescue Service Management Team

The pay structure is determined in line with the NJC for Brigade Managers (Gold Book²) 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 payments over £50,000 in a year are available in the Council's published accounts on our website: [Statement of Accounts 2018-19](#).

5 OTHER EMPLOYEES' PAY STRUCTURE

(including lowest paid employees³)

Remuneration for other employees is normally determined by the Council's Job Evaluation (JE) Scheme⁴ 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 Agreement⁵ 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.

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.

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](#).

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 Executives⁶; the JNC for Chief Officers of Local Authorities and the NJC for Local Government Services. The exception to this is the pay rates in respect of the Senior Leadership Pay Band in Appendix A as these are locally determined on an annual basis by the Chief Officer Pay Board and paid at the Council's discretion. The pay rates in respect of the Lincolnshire Payspine in Appendix B are adjusted to reflect the NJC Local Government Services national pay award.

² See Glossary Page 12

³ 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.

⁴ The Job Evaluation scheme ensures that all jobs are graded fairly and equitably between men and women

⁵ A Collective Agreement is a formal agreement signed between the County Council and the recognised Trade Unions

⁶ See Glossary Page 12

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 included 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, from 1 April 2019 onwards.

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 19⁷ - Pay and Allowances.

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 1999⁸.

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](#).

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.

⁷ See Glossary Page 12

⁸ 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.

23 LCC GREEN BOOK⁹ 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 2019-20 the pay multiple is 4 which is the same as the previous 2 years.

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.

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

⁹ See Glossary Page 12

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 2019

Salary (£)	Chief Executive - 1/4/19 - £182,070
	Executive Directors: 1/4/19 - £133,707

Senior Leadership Pay Band

Pay Zone	Zones	Post Titles	Pay Range		
			Max	Med	Min
Director Band	Single Zone	Director of Public Health	127,112	110,725	102,012
Senior Leadership	Zone A	Assistant Director Strategic Finance Assistant Director Children's (Lead Early Help) Assistant Director Children's (Safeguarding) Assistant Director - Joint Commissioning and Specialist Services (Adults) Assistant Director - Adult Frailty and Long-term Conditions Assistant Director IMT Assistant Director Commercial Assistant Director Education Assistant Director Highways Assistant Director Communities Assistant Director Growth Assistant Director Corporate Services Assistant Director Corporate Transformation, Programmes and Performance	107,878	91,264	82,624
	Zone B	Assistant Director Commissioning Chief Legal Officer Consultant in Public Health Assistant Director Corporate Property Head of Prevention & Early Intervention Head of Business Intelligence & Performance	92,558	78,230	71,327
	Zone C	Head of SEND Head of Locality Head of Regulated Services (Fostering) Head of Regulated Services (Adoption) Head of Safer Communities Head of Human Resources Head of (Adult Frailty & Long Term Conditions; Learning Disability; Special Projects and Hospital Services; Adult Safeguarding; Mental Health Services; Integration & Transformation) Head of Business Support Head of Transport Services Head of Highways Infrastructure Head of ICT Lead Nurse in Children's Health Head of Commercial Services, Procurement & Contract Management	79,106	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 – from 1 July 2019	
Chief Fire Officer	£120,163
Deputy Chief Fire Officer	£ 96,130
Assistant Chief Fire Officer	£ 90,122

APPENDIX B

Lincolnshire County Council

Salary Structure from 1 April 2019 NJC for Local Government Services

LCC Pay Spine for staff up to and including Head of Service			
	1 April 2019	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 & 33 Business Support Assistant – Foundation (BSA –Foundation) – scp 1 (scp 2 from age 25)	GLPC Points Score
1	£15,709		BSA - Foundation
2	£17,364		
3	£17,711	G1	Grade 1 = 182 - 227
4	£17,847		
5	£17,937		
6	£18,065	G2	Grade 2 = 228 - 267
7	£18,419		
8	£18,816		
9	£19,171	G3	Grade 3 = 268 - 307
10	£19,208		
11	£19,866		
12	£20,344	G4	Grade 4 = 308 - 347
13	£21,149		
14	£22,032		
15	£22,911	G5	Grade 5 = 348 - 387
16	£23,682		
17	£24,451		
18	£25,295	G6	Grade 6 = 388 - 427
19	£26,068		
20	£26,987		
21	£27,905	G7	Grade 7 = 428 - 467
22	£29,119		
23	£30,222		
24	£31,371	G8	Grade 8 = 468 - 507
25	£32,518		
26	£33,651		
27	£34,788	G9	Grade 9 = 508 - 547
28	£36,129		
29	£37,472		
30	£38,813	G10	Grade10 = 548 - 587
31	£40,429		
32	£42,045		
33	£43,662	G11	Grade 11 = 588 - 627
34	£45,917		
35	£48,173		
36	£50,430	G12	Grade 12 = 628 - 667
37	£52,122		
38	£53,812		
39	£55,503	G13	Grade 13 = 668 - 707
40	£57,194		
41	£58,887		
42	£60,578	G14	Grade 14 = 708 - 747
43	£62,268		
44	£63,960		
45	£65,651	G15	Grade 15 = 748 - 787
46	£67,342		
47	£69,033		
48	£70,725	G16	Grade 16 = 788 - 827

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

1 April 19
£36.08

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

1 April 19
£29.03

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.

This page is intentionally left blank