



AGENDA

NOTE: In the case of non-members, this agenda is for information only

- Committee** - **GENERAL PURPOSES COMMITTEE**
- Date & Time** - WEDNESDAY 16 APRIL, 2014 AT 10.00 AM
- Venue** - ANGLIA ROOM, THE CONFERENCE SUITE, ELIZABETH HOUSE, DEREHAM

Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.

Persons attending the meeting are requested to turn off mobile phones

Members:

Mr P.J. Duigan (Chairman)
Mr T R Carter (Vice-Chairman)
Mr S.G. Bambridge
Mr W.P. Borrett
Councillor M. Chapman-Allen
Mr C. S. Clark

Mr R.F. Goreham
Mrs S.M. Matthews
Mr B J Skull
Mr A.C. Stasiak
Mrs A.L. Steward
Mr D.R. Williams JP

Member Services
Elizabeth House, Walpole Loke,
Dereham Norfolk, NR19 1EE

Date: Monday, 7 April 2014

PART A - ITEMS OPEN TO THE PUBLIC

	<u>Page(s)</u> <u>herewith</u>
1. <u>MINUTES</u> To confirm the minutes of the meeting held on 19 February 2014.	1 - 7
2. <u>APOLOGIES</u> To receive apologies for absence.	
3. <u>DECLARATION OF INTERESTS</u> Members are reminded that under the Code of Conduct they are not to participate and must leave the room, for the whole of an agenda item to which they have a Disclosable Pecuniary Interest. In the interests of transparency, Members may also wish to declare any other interests they have in relation to an agenda item, that support the Nolan principles detailed within the Code of Conduct.	
4. <u>URGENT BUSINESS</u> To note whether the Chairman proposes to accept any item as urgent business, pursuant to Section 100(B)(4)(b) of the Local Government Act 1972.	
5. <u>NON-MEMBERS WISHING TO ADDRESS THE MEETING</u> To note the names of any non-Members who wish to address the meeting.	
6. <u>LOCAL JOINT CONSULTATIVE COMMITTEE : 3 APRIL 2014</u> To adopt the unconfirmed minutes of the Special Local Joint Consultative Committee meeting held on 3 April 2014.	To Follow
7. <u>DEVELOPING STRONGER COMMUNITIES</u> Report of the Assistant Director of Commissioning.	8 - 11
8. <u>PRIDE IN BRECKLAND</u> Report of the Assistant Director of Commissioning.	12 - 16
9. <u>LOCALISM ACT 2011 - PAY POLICY STATEMENT</u> Report of the Director of Commissioning.	17 - 35
10. <u>PRP SCHEME AND PAY AWARD 2014/15</u> Report of the Director of Commissioning.	36 - 42
11. <u>NEXT MEETING</u> To note that the next meeting will be held on 8 May 2014 at 10.00am in the Norfolk Room, Conference Suite, Elizabeth House, Dereham.	

BRECKLAND COUNCIL

At a Meeting of the

GENERAL PURPOSES COMMITTEE

**Held on Wednesday, 19 February 2014 at 10.00 am in
Norfolk Room, The Conference Suite, Elizabeth House, Dereham**

PRESENT

Mr P.J. Duigan (Chairman)	Mr R.F. Goreham
Mr T R Carter (Vice-Chairman)	Mrs S.M. Matthews
Mr S.G. Bambridge	Mr B J Skull
Mr W.P. Borrett	Mr A.C. Stasiak
Councillor M. Chapman-Allen	Mrs A.L. Steward
Mr C. S. Clark	Mr D.R. Williams JP

Also Present

Mr W.H.C. Smith

In Attendance

Ruth Hassall	- HR Manager
Helen McAleer	- Senior Committee Officer
Richard Wills	- Breckland Training Services Manager

Action By

5/14 MINUTES (AGENDA ITEM 1)

The Minutes of the meeting held on 8 January 2014 were confirmed as a correct record and signed by the Chairman.

6/14 NON-MEMBERS WISHING TO ADDRESS THE MEETING (AGENDA ITEM 5)

Councillor Smith was in attendance as Executive Member for Corporate Services and Quality Assurance with responsibility for Human Resources and Training.

7/14 LOCAL JOINT CONSULTATIVE COMMITTEE : 6 FEBRUARY 2014 (AGENDA ITEM 6)

The Minutes of the Local Joint Consultative Committee (LJCC) meeting held on 6 February 2014 had been handed to Members before the meeting commenced.

The Chairman of the LJCC said that they had been very impressed by the presentations.

The recommendations in the Minutes would be taken under the relevant Agenda Items.

8/14 REVIEW OF REMUNERATION PACKAGE (AGENDA ITEM 7)

The Human Resources Manager presented the report.

The aim was to address the perceived inequality in the existing system and to enhance the rewards package. All the options had been looked at and there was a list of recommendations.

Targets would be strengthened to ensure that they were SMART (Specific, Measurable, Achievable, Relevant and Time Limited). Alongside the competency targets there would be assessments of behaviours. A new appeals process would be brought in for staff deemed to be under-performing.

It was felt that the current basic performance increase devalued the 'performing' achievement and therefore a new layer would be introduced below that level. There would be no cost of living increase but the 'performing' increase would be applied to all salary scales. That might mean that some people could end up being paid below the lowest level of their grade but there would be robust evidence to support the reason for that and very limited numbers of staff would be affected.

Underperforming staff would be given prior notification of their failure to maintain the necessary grade and support would be given to reach the required standard before capability measures were introduced.

All appraisers would be given training and briefings would be held for all staff on the changes to the scheme.

A significant change was that the apportionment of Performance Related Pay (PRP) had been made fairer. Currently the percentages for 'Performing' 'Over Achieving' and 'Exceptional' were pre-set and if the number of staff achieving those grades did not match the percentages it meant that some individuals had to be downgraded. In future, PRP would be apportioned on the basis of the number of people achieving each category. The pot of money available would remain unchanged, only the apportionment would change. The Union could negotiate on the split of the pot between the three categories.

It was acknowledged that times were lean and the Council was not in a position to offer large salary increases therefore additional elements of reward had also been looked at, which would not significantly increase costs.

It was proposed to roll-out Total Rewards which would enable staff to buy things through a 'salary sacrifice' scheme. Currently child care

Action By

vouchers could be purchased in that way. In future it was intended that cycling and computing schemes would be introduced along with the chance to buy shop vouchers which would give a small discount. Staff would also have the opportunity to buy up to an additional five days' leave with the reduction in salary being spread across the year. It was not expected that the uptake of that option would be great, but it would be useful for planning parental leave. All cases would have to be agreed by the individual's Manager.

Finally, it was proposed to remove Grade 12 and uplift the bottom of Grade 11 to ensure that the lowest salary equalled the Living Wage.

Councillor Smith said the report was exactly what he had asked for. He wanted to get the linkage between pay and performance management back and to develop a quality assurance scheme in the Council. The new system was designed to motivate. The criticism of the current system was that it was diluted and not worth having. The change would reintroduce a more robust system which would be tied into the Performance Management system with four review periods compared to the current two. There would be a greater 'hands-on' review of performance so that people would know how they were doing.

He thanked Officers for the work they had done. The proposal would not inflate the wage budget but would create the means to reward people.

Councillor Borrett asked what assurance there would be that the setting of targets and the carrying out of reviews would form part of a Managers' targets.

The HR Manager advised that completion of mid-year targets was already a Senior Management target.

Councillor Smith explained that the Performance Management system was governed by indicators with Member input. Scrutiny and Audit would review the system thereby enhancing the power of Members to influence the motivation and activities of Officers.

Councillor Williams said that the LJCC had suggested that if an appraiser was absent when a review was due, that individual's Manager should take over the appraisal to ensure there was no delay in target setting. The flaw in the existing system was that targets were not updated regularly and therefore were not always relevant. The new system would overcome that problem and the Union were very appreciative of that.

Councillor Clark asked how many staff were under achieving and was advised that there were only two or three a year, based on those taken through the capability procedure.

Councillor Bambridge suggested that 360 Assessment should be used.

The HR Manager explained that 360 Assessment was the gold standard and was a system where individuals received feedback from their managers, peers and those below them. However, to be effective it had to be administered externally which would involve a cost.

Councillor Steward thought the new proposals seemed comprehensive and anything that could incentivise staff was good.

Councillor Goreham agreed in essence but was concerned about the appraisal of those at the top. He wanted assurance that Senior Managers received the same scrutiny and performance management as those at the bottom. He also asked if staff agreed with the changes as the Council needed a happy work force.

The HR Manager confirmed that the scheme was applied across the board from the very top down and all appraisals were recorded by the HR department.

Councillor Williams confirmed that at the LJCC meeting Unison had been in agreement with the majority of the proposals and were pleased that their negotiations had been taken on board. Unison would be involved at every stage of the new process which would be a fair and proportionate system.

The Chairman noted that the recommendations from LJCC had made no changes in principle to the proposals. If approved the details would be sorted out by the Corporate Management Team. He suggested that a Standing Item be added to the Agenda for the next couple of meetings so that Members could receive a verbal update on progress.

Councillor Williams suggested that when the new Chief Executive was in post, their buy-in to the new proposals should be confirmed.

Councillor Goreham thought it would be a good idea to invite the new Chief Executive to visit every Standing Committee.

Subject to the Committee receiving regular updates it was **RESOLVED** that the following changes be made to the remuneration package:

Appraisals

- Introduce capacity to identify an employee as 'underperforming'.
- Integrate appraisal reviews with the existing 1:1's (introducing these if they are not in place), to ensure that adequate levels of support are provided and that targets remain applicable throughout the year.
- Separating the assessment and objective setting meetings.
- Introduce 'first line moderation' whereby assessments and objective setting are moderated by the managers manager,

Action By

followed by a 10% spot check of targets applied, to ensure consistency across the organisation.

- That the completion deadlines for appraisals are staggered, with the more senior managers reviews being undertaken earlier in the year, so that the objectives of their direct reports can reflect the objectives they have been given.
- Introduce the assessment of behaviours alongside SMART targets.
- Employees will be given the opportunity to appeal against the targets set, if they feel that they are unfair, via the first line moderation process.
- Employees will be able to appeal if they are classified as 'under performing', via the first line moderation process.

Performance Related Pay

- No salary increase to be applied to those who are identified as 'under performing' until such time as their performance reaches required levels, (as defined in the appraisal document,) with no arrears paid.
- No longer provide 'cost of living' salary increases, grades will be increased annually at the same rate as the performance increase.
- The apportionment of PRP to be based on the number of people who achieve each category, (for example, it might be decided that all employees who achieve 'performing' or higher receive 0.5% increase, the remaining moneys can then be split between those who receive 'over achieving' or 'exceptional').

Reward

- Adopt a flexible benefit scheme, pending a further report from the Payroll and Reward Manager.
- Adopt a 'Total Reward' approach to remuneration, pending confirmation that the new HR system is able to support this function.
- Provide the option for staff to purchase up to five additional days annual leave.
- Remove grade 12 from the grading system due to its potential to bring the salary bands below the level of the NMW, with the base of the grade being increased to £14,760.00 per annum. This will not preclude paying apprentices or interns at a lower rate should schemes be introduced.

9/14 NEXT MEETING (AGENDA ITEM 8)

The arrangements for the next meeting on 2 April 2014 were noted.

It was agreed that the meeting scheduled for 21 May 2014 should be moved to avoid a clash with the European Parliamentary Elections to be

held on 22 May 2014. Details to be confirmed.

10/14 EXCLUSION OF PRESS AND PUBLIC (AGENDA ITEM 10)

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 they involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

11/14 BRECKLAND TRAINING SERVICES ANNUAL REVIEW 2012-13 (AGENDA ITEM 11)

An amended report had been tabled.

The Breckland Training Services (BTS) Manager gave Members a brief presentation on the progress of the Breckland Training Service so far.

The Service had commenced in September 2012 and all the aims for the first twelve months had been achieved or exceeded.

BTS had been branded and promoted to ensure visibility, with website optimisation work, a prospectus and flyers and a market stall promotional stand which was eye-catching and ensured that they stood out from the crowd at exhibitions.

Members were given examples of the different sorts of courses offered and the variety of organisations and Local Authorities that were clients of the Training Service.

One highlight of 2013 had been the hosting of the LGA challenge which had been so successful that they had been invited to host again in 2014. Another positive from that success was the additional business that had been generated by the delegates from the Challenge returning to their own Authorities and recommending the Training Service.

In fact, word-of-mouth recommendations and the reputation that the Service had achieved had proved to be the most successful promotional tools and had generated business, whereas the prospectus, which had been sent to every Authority in the country had generated none.

With regard to the future, the BTS Manager advised that to achieve the goals set for the next two years it would be necessary to make some changes:

- Improve resilience by getting more customers;
- Amend the organisational structure of BTS to split the work more evenly; and
- Review the pricing structure.

Action By

Two risks to bear in mind were that the BTS Manager post expired on 30 April 2014 and that large numbers of changes could affect the quality of the service.

The Chairman asked about the value of the internal training that BTS provided to Members and Officers at no cost and the BTS Manager thought that it would equate to a large percentage of the annual training budget.

The BTS Manager left the room whilst Members discussed the recommendations.

Councillor Stasiak was concerned that if the BTS Manager left it would have a serious impact on the Service and Councillor Smith agreed. He explained his thoughts on the way forward.

Councillor Williams advised that the LJCC had supported the proposal to keep the BTS Manager.

Other Members agreed and Councillor Goreham remarked that it was brilliant to listen to the BTS Manager as he had such enthusiasm, drive and motivation. He was also appreciative of the enthusiasm of the Executive Member.

RESOLVED that:

- (1) the success of the project's first year as described in the BTS Annual Review be noted;
- (2) the Breckland Training Services Manager's post be made permanent and the Breckland Training Service be continued as a cost recovery service in line with its three year goals; and
- (3) the current HR training team structure be reviewed.

The meeting closed at 11.50 am

CHAIRMAN

BRECKLAND COUNCIL

Report of Portfolio Holder for Community and Environmental Services

To: LJCC 3rd April 2014
General Purposes 16th April 2014

(Author: Riana Rudland – Community Development Manager)

Subject: DEVELOPING STRONGER COMMUNITIES: MARKETING AND COMMUNICATIONS APPRENTICE

Purpose: To provide members with options regarding the allocation of under spend and unallocated external funding for projects that deliver two key corporate objectives.

Recommendation: That Members agree to:

1. Increase the Establishment by 1 FTE and approve the appointment of an apprentice on a two year fixed term contract to support marketing and communication activity on Developing Stronger Communities and Pride in Breckland.

1. BACKGROUND

- 1.1 Currently there are two pots of external funding held in reserve which have been under spent and remain unallocated.
- 1.2 External funding from the Future Jobs Fund was used by the Council from June 2010 to February 2012 for a project focused on getting people back in to employment by giving them work place opportunities in order to learn new skills and enhance their CVs. There is currently £9,243 remaining from this Fund.
- 1.3 In the same year, the Council was allocated resources from the Leadership of Place fund which was aimed at improving access to services and included work on access to the Customer Contact Centres and supporting activity on a mobile bus funded through the Migration Impact Fund. There is currently £24,930 unallocated from this fund.
- 1.4 The Council has not been asked to return this unallocated funding. However, the funding bodies have indicated that the remaining grant funding should be spent in line with the broad parameters of the original funding agreement.
- 1.5 It would therefore be appropriate to use the Future Jobs Fund and the Leadership of Place monies to support an apprentice.
- 1.6 It is proposed that an apprentice be sought to undertake a marketing and communications function which supports two Council priorities – To have Pride in Breckland and Develop Stronger Communities. It is anticipated that this apprentice could focus on the promotion of a number of key Council projects. This additional resource will ensure maximum exposure of opportunities available to community groups and well as ensuring that the Council receives recognition for its contributions towards key projects.
- 1.7 It is proposed that line management of this Officer begins within the Communities Team in order to learn about the service they will support and begin to understand some of the key community groups and projects and then transfer in to the Marketing and Communications Team to ensure that they learn the required skills and corporate approach required by a Marketing and Communications Officer.

2. OPTIONS

- Option 1 – Approve the appointment of an apprentice to support marketing and communications activity focussing on Developing Stronger Communities and Pride in Breckland. This post will ensure that there is improved promotion of events and activities not just those led by the Council, but also activities led by the community. It is proposed that £34,173 is allocated from the remaining Future Jobs Fund under spend and the Leadership of Place monies to fund this post and associated marketing budget.
- Option 2 - Do nothing.

3. REASONS FOR RECOMMENDATION

3.1 The appointment of a Marketing and Communications apprentice and the proposed programme of activity helps achieve two key corporate priorities: To have Pride in Breckland and Developing Stronger Communities.

3.2 By working closely with our communities and partners we will:

- a) Improve communications
- b) Promote community involvement
- c) Create links with the community, business and local self-help groups
- d) Offer advice on improving the environment
- e) Raise standards and promote best practice
- f) Provide a quality service
- g) Engage with hard to reach groups
- h) Provide opportunities to up-skill the community
- i) Promote activities which enhance health, wellbeing and quality of life
- j) Continually monitor and evaluate our services to improve efficiency

3.3 The appointment of a Marketing and Communications Apprentice will ensure that maximum publicity is achieved from activities as well as ensuring the communities are aware of the opportunities available to them. In addition, it will provide support to the communities in terms of publicising their own events and activities to a wider audience.

4. EXPECTED BENEFITS

- A sense of Pride in the district
- Investment directly into community activity
- Improved community engagement
- Improved community cohesion
- Environmental improvements
- Increased volunteering and volunteering opportunities
- Opportunities for member engagement at a local level
- Volunteering / team building opportunities for staff
- Improved profile and publicity
- Enhance stakeholder engagement and partnership working

5. IMPLICATIONS

5.1 Legal N/A

5.2 Risks –

Financial – see proforma B

Pension contribution has not been factored in to this post given that it is a fixed term contract on a relatively low grade. However if the successful candidate wished to join the pension scheme, the cost of this would be minimal and the overall budget would allow for this if required.

5.3 Time-scales

It is proposed that recruitment will commence following approval at General Purposes Committee in April 2014

5.4 Equality and Diversity

N/A

5.5 Stakeholders / Consultation

N/A

5.6 Contracts

N/A

5.7 Section 17, Crime & Disorder Act 1998

N/A

5.8 Other [insert statement as appropriate or delete]

6. WARDS/COMMUNITIES AFFECTED

All

Lead Contact Officer

Name/Post: Riana Rudland

Telephone Number: 01362 656300

Email: riana.rudland@breckland-sholland.gov.uk

Director/Officer who will be attending the Meeting

Name/Post: Rob Walker / Riana Rudland

Key Decision – Yes/No

[use for Cabinet/Council reports or delete]

Appendices attached to this report: none

BRECKLAND COUNCIL PROFORMA B
(CAPITAL AND REVENUE BUDGETS)

FROM: Mandy Ashton (Senior Accountant)

THIS PROFORMA PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED REPORT

REPORT: Pride Apprentice (Developing Stronger Communities)
REPORT DATE: 11th March 2014

	£ Year 1 2014/15	£ Year 2 2015/16	£ Year 3 2016/17	£ Year 4 2017/18	£ Year 5 2018/19
Revenue					
Employee costs	12,200	12,600	Nil	Nil	Nil
Development & Training	4,700	4,700			
Total Revenue	16,900	17,300	Nil	Nil	Nil

Funding required:		Considered by:	Date:
Total capital cost	Nil	CMT	03/03/14
Revenue cost funded from reserve year one	£16,900	LJCC	08/05/14
		GP	21/05/14

Financial Services Comments

This report requests approval to fund a Pride Apprentice for a fixed term of 2 years funded from the Future Jobs fund and Leadership of Place fund. This will be a temporary increase to the establishment.

The costing includes car allowance and mobile phone costs, and the appointment has been estimated at a basic salary cost of £9,000 per year for an apprentice. Other costs will be for development and training over the 2 years.

The balance on the reserve for these funds totals is £34,200 as at the 28th January 2014.

Financial Risk

Should the post be recruited at a higher level than estimated cost of an apprentice then either an additional contribution from the Pride funds will be required or the development and training allocation be reduced.

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BRECKLAND COUNCIL

Report of Portfolio holder for Community and Environmental Services

To: LJCC 3rd April 2014
General Purposes 16th April 2014

(Author: Riana Rudland – Community Development Manager)

Subject: **Pride in Breckland**

Purpose: **To provide members with options regarding the allocation of Pride in Breckland funding.**

Recommendation(s): That the General Purposes Committee recommend to Cabinet that:

1. Breckland Council increases the establishment by 1 FTE and creates a Pride in Breckland Officer post on a 2 year fixed term contract funded by the Second Homes Council Tax Grant received from Norfolk County Council for community related projects.

1. BACKGROUND

- 1.1 Breckland Council receives circa. £100,000 per annum through a Second Homes Council Tax Grant received from Norfolk County Council for community related projects. Historically, this money has been used to fund the Pride in Breckland programme. The Pride Board has been established to steer the future of the Pride in Breckland programme and allocate funding through a grants scheme; it is made up of Breckland Councillors, key members of the community and stakeholder groups from across the district.
- 1.2 There is currently a balance for the Pride in Breckland programme held on reserve of £208,000 and a forecast under spend of £60,000 to be carried forward into the reserve at year end (2013/14) giving a total of £268,000.
- 1.3 The Pride Board makes grants to projects which meet the Pride corporate objective. The amounts applied for are varied and 100% of the total project cost can be awarded. From April 2013 to date, £20,500 has been awarded to projects. In accordance with the terms that the grant was awarded, these funds cannot be used for purposes other than their original intention and therefore any under spend in a given year is moved to the Pride Reserve. In addition, the Pride Reserve cannot be used to fund projects outside the scope of the grant or to supplement general council reserves.
- 1.4 The Pride Board met on 11 February 2014 and reviewed progress of the Pride programme to date and its future. It was agreed that the Pride Board would make a recommendation to Breckland Council to allocate some of the existing reserve to appoint a Pride in Breckland Officer for a fixed term of two years.
- 1.5 The Board recognised the success of the scheme in previous years when the Council employed a Pride in Breckland Officer and aspire to reintroduce some of the activity and community engagement successes that previously existed. The Board however acknowledged that times and community needs have changed in the current economic climate and that this officer will have a slightly different remit than the previous one. The previous campaign focussed largely on environmental activity and while some of this may be reinvigorated, a focus on other areas such as health and well-being will be more appropriate. It is further envisaged that this Officer will work more strategically to ensure that the Council is able to maximise opportunities relating to external funding as well as

ensure that steps are taken to make the Pride programme more sustainable longer term. It will therefore be necessary to strike a balance between small local projects and larger, forward looking initiatives.

- 1.6 Members of the Pride Board are also taking positive steps to ensure that the grants process is better publicised and more widely accessed.

2. OPTIONS

- Option 1 – Breckland Council increases the establishment by 1 FTE and creates a Pride in Breckland Officer post on a 2 year fixed term contract funded by Second Homes Council Tax income. It is envisaged that this officer will take an active role in encouraging community activity and ensuring that appropriate support and training is delivered where it is required within the communities.
- Option 2 – to not recommend the appointment of a Pride in Breckland Officer.

3. REASONS FOR RECOMMENDATION

- 3.1 The proposed programme of activity helps achieve two key corporate priorities: To have Pride in Breckland and to develop Stronger Communities. The intention is that this officer will:

- Build on the success of our Pride in Breckland programme and deliver a programme of activity which reinvigorates and strengthens the ethos of Pride Promote street cleanliness, waste minimisation and recycling Work with ward members to develop their role as community champions. Ensure communities are developed in a sensitive and sustainable way to protect our environment. Engage with communities about the delivery of local facilities and recreational spaces. Improve health, well-being of our community using a range of engagement tools and activities as well as act as a point of contact within the Council for the Community.

- 3.2 The following is a list of some of the projects that could be delivered or supported by the Pride Officer to compliment the overall programme of activity. It is not meant to be in an exhaustive or prescriptive list, however it is based on historical successes.

- a) Community Clean Ups and graffiti removal
- b) To act as a point of contact for ward members and community groups for community activity and initiatives
- c) Promoting Tidy Business Standards
- d) Environmental and recycling Education Projects
- e) Healthy Life Styles opportunities
- f) Street Scene Improvements
- g) Citizenship
- h) Anti social Behaviour diversionary activities
- i) Community based activities which enhance community cohesion
- j) Provision of training and up-skilling opportunities for community groups

4. EXPECTED BENEFITS

- A sense of Pride in the district
- Investment directly into community activity
- Improved community engagement
- Improved community cohesion
- Environmental improvements
- Increased volunteering and volunteering opportunities
- Opportunities for member engagement at a local level
- Volunteering / teambuilding opportunities for staff
- Improved profile and publicity

5. IMPLICATIONS

5.1 Legal

N/A

5.2 Risks

Financial – see proforma B

5.3 Timescales

The recruitment will commence immediately following full approval.

5.4 Equality and Diversity

N/A

5.5 Stakeholders / Consultation

The Pride Board is made up of representatives from key community groups across the district as well as statutory agencies like Norfolk Constabulary, Norfolk Fire and Rescue and public health. The Pride Board Members at their last meeting on 11th February 2014 resolved to make a recommendation to appoint a Pride Officer on a fixed term contract of two years to reinvigorate Pride in Breckland as outlined in this report.

5.6 Contracts

N/A

5.7 Section 17, Crime & Disorder Act 1998

N/A

5.8 Other [insert statement as appropriate or delete]

6. WARDS/COMMUNITIES AFFECTED

All

Lead Contact Officer

Name/Post: Riana Rudland

Telephone Number: 01362 656300

Email: riana.rudland@breckland-sholland.gov.uk

Director/Officer who will be attending the Meeting

Name/Post: Rob Walker / Riana Rudland

Key Decision – Yes/No

[use for Cabinet/Council reports or delete]

Appendices attached to this report:

BRECKLAND COUNCIL PROFORMA B
(CAPITAL AND REVENUE BUDGETS)

FROM: Mandy Ashton (Senior Accountant)

THIS PROFORMA PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED REPORT

REPORT: Pride Officer
REPORT DATE: 25th February 2014

	£ Year 1 2014/15	£ Year 2 2015/16	£ Year 3 2016/17	£ Year 4 2017/18	£ Year 5 2018/19
Revenue					
Employee costs	35,100	36,400	Nil	Nil	Nil
Total Revenue	35,100	36,400	Nil	Nil	Nil

Funding required:		Considered by:	Date:
Total capital cost	Nil	CMT	03/03/14
Revenue cost funded from reserve	£35,100	Exec	17/03/14
		LJCC	08/05/14
		GP	22/05/14

Financial Services Comments

This report requests approval to fund a Pride Officer for a fixed term of 2 years funded from the LSP/Pride Reserve funds. This will be a temporary increase to the establishment.

The costing includes car allowance and mobile phone costs, and the appointment has been estimated at mid-point grade 8.

The balance on the Pride/LSP reserve is £208,106 as at the 31st January 2014. In addition, it is forecasted that the projected year end underspend from the 2013/14 revenue grant received totalling £60,000 will be contributed to the reserve for future use for Pride related projects.

Financial Risk

Should the post be recruited at a higher level than mid-point grade 8 then an additional contribution from the reserve will be required.

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BRECKLAND DISTRICT COUNCIL

Report of: Director of Commissioning

To: LJCC, 02 April 2014
General Purposes, 16 April 2014

(Author: Neil Fordham, Payroll & Reward Manager)

Subject: Localism Act 2011 – Pay Policy Statement

Purpose: To approve the Pay Policy Statement 2014/15

<p>Recommendation: To adopt the Council's 'Pay Policy Statement 2014/15'</p>

1. INTRODUCTION

1.1 Background

The Localism Act received Royal Assent on 15th November 2011. A pay policy statement is required to be produced annually from 2012/2013 under section 38 of the Act. Regard is to be had to any guidance from the Secretary of State in producing this statement.

1.1.1 A pay policy statement for a financial year must set out the Authority's policies for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest paid employees
- the relationship between chief officers remuneration and that of other officers

1.1.2 The Pay Policy Statement for 2014/15 must be approved by Council for the forthcoming year. The Authority may amend the policy during the period that the policy covers.

1.1.3 The statement must include the authority's policies relating to:

- a) the level and elements of remuneration for each chief officer
- b) remuneration of chief officers on recruitment
- c) increases and additions to remuneration for each chief officer
- d) the use of performance related pay for chief officers
- e) the use of bonuses for chief officers
- f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
- g) the publication of and access to information relating to remuneration of chief officers.

1.1.4 The term 'remuneration' covers:

- a) the chief officers salary or, in the case of chief officers engaged by the authority under a contract for services,

- b) payments made by the authority to the chief officers for those services
- c) any bonuses payable by the authority to the chief officers
- d) any charges, fees or allowances payable by the authority to the chief officers
- e) any benefits in kind to which the chief officers are entitled as a result of the chief officer's office or employment
- f) any increase in or enhancement of the chief officer's pension entitlement where the increase or enhancement is as a result of a resolution of the authority, and
- g) any amounts payable by the authority to the chief officers on the chief officers ceasing to hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

1.1.5 A pay policy statement for a financial year may also set the Authority's policies for the financial year relating to the other terms and conditions applying to the authority's chief officers.

1.1.6 For the purpose of this Policy Statement, the approach taken regarding the post of Chief Executive has been to base remuneration details on what would be expected of a permanent appointment into that position, whilst still stating the arrangement in place with an interim Chief Executive at the time of publication.

1.1.7 'The Code of Recommended Practice for Local Authorities on Data Transparency', published by the Secretary of State, enshrines the principles of transparency and asks councils to follow three principles when publishing data they hold; responding to public demand; releasing data in open formats available for re-use; and, releasing data in a timely way. This includes data on senior salaries and the structure of their workforce. The pay policy statement has been written using these principles.

1.1.8 Trade Unions officials have been consulted and have made no comment.

1.2 **Issues**

1.2.1 None

1.3 **Reasons for recommendations**

1.3.1 To comply with Localism Act 2011 requirements.

2. **IMPLICATIONS**

2.1 **Risk**

2.1.1 None

2.2 **Financial**

2.2.1 None

2.3 **Legal**

2.3.1 The Council's Pay Policy Statement must be approved by the Authority for the financial year to which it relates.

2.4 Equality and Diversity

2.4.1 Ensuring Fair Pay in the public sector.

3. Alignment to Council Priorities

3.1 The matter raised in this report falls within the following Council priorities:

- Building safer and stronger communities
- Entrepreneurial Council

4. Wards/Communities Affected

4.1 None

Background papers:- None

Lead Contact Officer

Name/Post: Neil Fordham, Payroll & Reward Manager

Telephone Number: 01362 656828

Email: neil.fordham@breckland.gov.uk

Key Decision

This is not a key decision

Appendices attached to this report:

Pay Policy Statement 2014/15

Pay Policy Statement 2014/15 (with tracked changes from 2013/14 statement)



Pay Policy Statement 2014/15

Status of this statement

A pay policy statement is required to be produced annually under section 38 of the Localism Act. Regard is to be had to any guidance from the Secretary of State in producing this statement.

Any decision under powers delegated in the Council's Constitution with regard to remuneration to be taken during 2014/15 will be bound by and must comply with this Statement.

The Head of HR must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

Coverage

This statement sets out the Council's policy with regards to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers remuneration and that of other officers

"Remuneration" for the purposes of this statement includes three elements:

- basic salary
- pension
- all other allowances arising from employment

The Council regards the following as its "Chief Officers":

- Chief Executive
- Deputy Chief Executive
- Director of Commissioning

For the purpose of the pay policy statement the following posts will also be referred to as "Chief Officers".

- Assistant Director (Finance) – Section 151 Officer
- Assistant Director (Commissioning)
- Assistant Director (Democratic Services) – Monitoring Officer

The employing body for the Assistant Director (Democratic Services) is South Holland District Council. Differences in terms and conditions covered by this statement will be highlighted. For the purpose of this statement all posts referred to will be on Breckland Council terms and conditions unless stated otherwise.

In this policy statement the term “Chief Officers” refers to the Chief Executive and 5 Directors/Assistant Directors in that where there are any differences in terms of the policy it is between this group and all other employees.

The Policy for 2014/15

Objectives of the policy

(a) to ensure a capable and high performing workforce

In respect of the Chief Executive, Chief Officers and all other employees the Council’s policy is to set remuneration sufficient to attract and retain adequately experienced, trained and qualified individuals to deliver the Council’s priorities.

(b) simplicity, clarity and fairness between employees and between the Council and the community

The Council aims to be transparent on pay to its staff, prospective staff and the wider community.

(c) To differentiate between remuneration and other employee related expenses

The Council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The Council does not regard such costs as remuneration but as non pay operational costs. This policy is applied consistently to the Chief Executive, Chief Officers and other employees.

Remuneration subject to national and local determination

∇ Pay bargaining

The Council has its own Remuneration and Reward policy incorporating a Performance Related Pay scheme linked to the Council’s annual appraisal scheme. Awards are set locally and agreed by the Corporate Management team and the Council’s General Purposes committee following consultation with the recognised Union.

At the time of publication the award values for 2014/15 are unconfirmed.

The scheme is applied consistently to the Chief Officers and other employees.

The Council’s Pay bands were last increased in April 2013.

∇ **Car Allowances**

The Council pays car allowances for use of private vehicles on council business in accordance with the National Joint Council agreement on pay and conditions of service. These scales are the same for Chief Officers and other staff. The current rates (which were last increased in April 2009) are:

Essential User Rates	451 - 999cc	1000 - 1199cc	1200 & Above
Lump sum per annum (Monthly payment pro rata)	£846 £70.50	£963 £80.25	£1,239 £103.25
Per mile - first 8,500 miles	36.9p	40.9p	50.5p
Per mile - after 8,500 miles	13.7p	14.4p	16.4p
Casual User Rates			
Per mile - first 8,500 miles	46.9p	52.2p	65.0p
Per mile - after 8,500 miles	13.7p	14.4p	16.4p

Car allowance rates available to the Chief Executive and Assistant Director (Democratic Services) also follow the NJC categories and amounts but do not apply the top rates associated with the 1200cc and above category i.e. the top rates payable are as per the 1000 – 1199cc category.

∇ **Lease car scheme**

The Council currently operates a lease car scheme as an alternative to the Essential User Allowance and associated mileage rates for those designated as Essential Users. The scheme has now closed with existing lease agreements coming to a natural end without renewal. The scheme was open to Chief Officers and all other eligible staff (Essential car users). For those remaining agreements under the scheme the Council pays a set maximum amount towards the annual lease of the vehicle; this amount is on a sliding scale dependant on officer grade.

Salary grades 1 to 3	£3,940 per annum
Salary grades 4 to 5	£3,345 per annum
Salary grades 6 to 7	£3,150 per annum
Salary grades 8 to 12	£3,010 per annum

Chief Officers at Breckland would be entitled to a payment of £3,940 towards the annual lease of a vehicle, if they were in the lease car scheme. At the time of publication there are no Chief Officers with a vehicle under the Council's lease car scheme.

Mileage rates payable to lease car holders follow HMRC's Advisory Fuel Rates for Company Cars and are updated accordingly when these rates are reviewed. Rates payable (effective from 1 March 2014) are as follows:

Engine size	Diesel
1600cc or less	12p
1601cc to 2000cc	14p
Over 2000cc	17p

Engine size	Petrol	LPG
1400cc or less	14p	9p
1401cc to 2000cc	16p	11p
Over 2000cc	24p	17p

Benefits

The value of Lease Cars and car allowances are categorised as 'Benefits in Kind' and are reportable to HM Revenues and Customs. The estimated values of these benefits in kind for 2014/15 in respect of Chief Officers will be:

Post	Benefit in Kind 2014/15 (estimated)
Chief Executive	£1,239
Deputy Chief Executive	£1,239
Director of Commissioning	£1,239
Assistant Director Finance	£1,239
Assistant Director Commissioning	£1,239
Assistant Director Democratic Services	£963

The Local Government Pension Scheme and policy with regard to the exercise of discretions

Pension provision is an important part of the remuneration package.

All employees may join the local government pension scheme. The scheme is a statutory scheme with contributions from employees and from employers. For more comprehensive details of the local government pension scheme see <http://www.lgps2014.org/>

Neither the scheme nor the Council adopt different policies with regard to benefits for any category of employee: the same terms apply to the Chief Executive, Chief Officers and other staff.

The scheme provides for the exercise of discretion that allow for retirement benefits to be enhanced. The Council's published pension policy is to not enhance benefits for any of its employees. This policy statement reaffirms this in respect of Chief Officers and other employees.

The same principle applies to the Assistant Director of Democratic Services at South Holland District Council.

The pension scheme provides for flexible retirement. It is the Council's policy to allow Flexible Retirement (where the business case permits) where no costs are payable by the employer. In applying the flexible retirement provision no distinction is made between Chief Officers and other employees.

The same principle applies to the Assistant Director of Democratic Services at South Holland District Council.

Job Evaluation and Pay Bands

All employees including Chief Officers have their basic pay grade/band determined by a job evaluation scheme (the Inbucon scheme) which ensures that different jobs having the same value are paid at the same rate / within the same pay band. The “job score” determines the pay band for the post within which there is provision for progression by way of annual consolidated performance related pay increases, until the top of the pay scale is reached.

The Assistant Director of Democratic Services role has been graded according to Breckland District Council’s job evaluations scheme.

Allowances on appointment

The Council’s policy is to not pay any form of “signing on” fee or incentive payment when recruiting.

Where it is necessary for a newly appointed employee to relocate to take up appointment the Council may make a contribution towards relocation expenses.

The same policy applies to Chief Officers and other employees in that payment will be made against a range of allowable costs for items necessarily incurred in selling and buying a property and moving into the area.

Details of the full scheme can be found in the Council’s Relocation Policy.

The same principle applies to the Assistant Director of Democratic Services at South Holland District Council.

Details of the full relocation package scheme can be provided by South Holland District Council.

Termination payments

Redundancy

The Council has a single redundancy scheme which applies to all employees without differentiation.

The redundancy payment is based on the length of continuous local government service which is used to determine a multiplier which is then applied to actual pay; the Council uses the Statutory Redundancy pay calculation method, but bases weekly pay on contractual pay rather than the capped statutory method. The maximum number of years service taken into account is 20 and the resulting maximum potential payment is 30 weeks pay for anyone aged 61 or older. Details of the full scheme can be found in the Council’s Redundancy Policy.

Other termination

The Council does not provide further payment to employees leaving the Council’s employment other than in respect of accrued leave which by agreement is untaken at the date of leaving, or other contractual entitlement.

The Council does however recognise that situations may arise, and where the need for expediency is such, that it may be in the best interests of the authority to make individual payments relating to termination of employment. In such cases these will be approved in accordance with the Council's constitution.

Professional fees and subscriptions.

The Council will meet the cost of employees' professional fees and/or subscriptions where these are relevant to the office or employment, and are included in HM Revenues & Customs 'List 3', in accordance with section 343 and 344 Income Tax (Earnings and Pensions) Act 2003. This applies to both Chief Officers and other staff.

In the case of the Assistant Director of Democratic Services, they shall be reimbursed one subscription arising out of membership of a national, regional or area organisation of professional employees which is of direct benefit to the work of the Council.

Returning Officer Fees

The Council's appointed (Deputy) Returning Officer receives a (Deputy) Returning Officer fee in respect of County, District and Parish Council Elections. The fee for undertaking this role in Norfolk is calculated in accordance with a formula approved annually by a panel made up of the chairmen of the Independent Remuneration Panels of each of the 8 Norfolk Principal Councils, and based on a recommendation by the County Electoral Officers' Group. Fees for conducting Parliamentary Elections are determined by way of a Statutory Instrument.

Setting Salaries

For the post of Chief Executive:

the Council will set the starting salary by way of Full Council agreement, as per the Council's constitution. Where an independent recruitment partner is contracted to deal with the recruiting of a Chief Executive, advice will be taken as to an appropriate starting salary level.

For Chief Officer posts and the Assistant Director of Democratic Services

the Council's 'Staff Appointment panel' will agree terms of employment as per the Council's constitution (B2 – Delegations to Committees (Non-Executive functions)).

Pay ceilings

For 2014/15 the basic pay ceiling for current employees, including Chief officer posts is the maximum of the respective pay band. The pay bands and pay ranges for 2014/15 are as follows (salary bands are subject to change pending the outcome of any pay agreement for 2014/15):

	MIN	MAX
* Grade 1	£101,888	£125,245
* Grade 2	£82,885	£101,888
* Grade 3a	£67,431	£82,885
* Grade 3b	£54,855	£67,431
Grade 4	£46,577	£54,855
Grade 5	£40,916	£46,577
Grade 6	£35,253	£40,916
Grade 7	£30,216	£35,253
Grade 8	£25,181	£30,216
Grade 9	£20,155	£25,181
Grade 10	£16,382	£20,155
Grade 11	£14,760	£16,382

- Chief Officer grades

Chief Officer Pay bands

Chief Executive	Grade 1	*** £101,888 to £125,245
Deputy Chief Executive	Grade 2	*** £82,885 to £101,888
Director of Commissioning	Grade 2	*** £82,885 to £101,888
Assistant Director Finance	Grade 3b	*** £54,855 to £67,431
Assistant Director Commissioning	Grade 3b	*** £54,855 to £67,431
Assistant Director Democratic Services	Grade 3b	*** £54,855 to £67,431

*** Salaries/salary related costs charged to Breckland District Council and South Holland District Council on a 50/50 basis.

Additionally senior officer remuneration for the previous financial year is published on the Council's website.

Pay floor

The pay floor is the remuneration of the lowest paid employees. For the purpose of this statement "Lowest paid" is defined as the average pay of the 2% (5 individuals) of the Council's employees with the lowest full-time equivalent (FTE) annual salary.

As at 31 March 2014 this average was £14,760.

The Council will not pay basic pay less than the amount applicable to the bottom point of the Grade 11 pay band. Employees in this group will be entitled to all other benefits – fringe payments, car allowances, pension, relocation, redundancy as all other employees.

Pay multiples

The council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required.

In terms of overall remuneration packages the Council's policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities but not to differentiate on other allowances, benefits and payments it makes. The only current exception to this is the scale of employer payments under the lease car scheme.

The relationship between remuneration of the highest paid officer in the Council, the Chief Executive, and the remuneration of the lowest paid employee (as defined in the 'Pay Floor' paragraph above), is within a 10:1 ratio.

Future appointments and interim arrangements

In the event of a vacancy – Chief Executive, Chief Officer or other employee – the arrangements set out above will apply in respect of permanent appointments.

If the need arises to provide agency or interim cover the policy is to seek to cap the cost of that appointment at no more than that of the permanent appointment taking into account additional employment costs – pension contributions, national insurance, paid leave etc. However, where necessary a higher "market rate" will be paid to secure a suitable individual and market rate will be established by reference to soft market testing, external advice and dialogue with peer authorities.

Publication and access to information

The publication of and access to information relating to remuneration of Chief Officers will be set out in this document and published on the Council's website.



Pay Policy Statement 2014/15

Status of this statement

A pay policy statement is required to be produced annually under section 38 of the Localism Act. Regard is to be had to any guidance from the Secretary of State in producing this statement.

Any decision under powers delegated in the Council's Constitution with regard to remuneration to be taken during 2014/15 will be bound by and must comply with this Statement.

The Head of HR must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

Coverage

This statement sets out the Council's policy with regards to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers remuneration and that of other officers

"Remuneration" for the purposes of this statement includes three elements:

- basic salary
- pension
- all other allowances arising from employment

The Council regards the following as its "Chief Officers":

- Chief Executive
- Deputy Chief Executive
- Director of Commissioning

For the purpose of the pay policy statement the following posts will also be referred to as "Chief Officers".

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- Assistant Director (Finance) – Section 151 Officer
- Assistant Director (Commissioning)
- Assistant Director (Democratic Services) – Monitoring Officer

The employing body for the Assistant Director (Democratic Services) is South Holland District Council. Differences in terms and conditions covered by this statement will be highlighted. For the purpose of this statement all posts referred to will be on Breckland Council terms and conditions unless stated otherwise.

Deleted: It should be noted that at the time of publication the employing body for the Chief Executive is Luton Borough Council. The appointment is a joint arrangement between Breckland District Council, South Holland District Council and Luton Borough Council, on a temporary basis, until such time as an alternative is agreed. For the purpose of this statement, elements of pay relating to the post of Chief Executive will be based on what would be expected for a permanent appointment into that post.¶

In this policy statement the term “Chief Officers” refers to the Chief Executive and 5 Directors/Assistant Directors in that where there are any differences in terms of the policy it is between this group and all other employees.

The Policy for 2014/15

Objectives of the policy

(a) to ensure a capable and high performing workforce

In respect of the Chief Executive, Chief Officers and all other employees the Council’s policy is to set remuneration sufficient to attract and retain adequately experienced, trained and qualified individuals to deliver the Council’s priorities.

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The Council aims to be transparent on pay to its staff, prospective staff and the wider community.

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The Council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The Council does not regard such costs as remuneration but as non pay operational costs. This policy is applied consistently to the Chief Executive, Chief Officers and other employees.

Remuneration subject to national and local determination

❖ Pay bargaining

The Council has its own Remuneration and Reward policy incorporating a Performance Related Pay scheme linked to the Council’s annual appraisal scheme. Awards are set locally and agreed by the Corporate Management team and the Council’s General Purposes committee following consultation with the recognised Union.

At the time of publication the award values for 2014/15 are unconfirmed.

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The scheme is applied consistently to the Chief Officers and other employees.

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The Council’s Pay bands were last increased in April 2013.

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❖ **Car Allowances**

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Pension provision is an important part of the remuneration package.

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<http://www.lgps.org.uk/lge/core/page.do?pageId=1¶>

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Setting Salaries

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For the post of Chief Executive:

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For Chief Officer posts and the Assistant Director of Democratic Services

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- Chief Officer grades

Chief Officer Pay bands

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Assistant Director Commissioning	Grade 3b	*** £54,855 to £67,431
Assistant Director Democratic Services	Grade 3b	*** £54,855 to £67,431

*** Salaries/salary related costs charged to Breckland District Council and South Holland District Council on a 50/50 basis.

Additionally senior officer remuneration for the previous financial year is published on the Council's website.

Pay floor

The pay floor is the remuneration of the lowest paid employees. For the purpose of this statement "Lowest paid" is defined as the average pay of the 2% (5 individuals) of the Council's employees with the lowest full-time equivalent (FTE) annual salary.

As at 31 March 2014, this average was £14,760.

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The Council will not pay basic pay less than the amount applicable to the bottom point of the Grade 11 pay band. Employees in this group will be entitled to all other benefits – fringe payments, car allowances, pension, relocation, redundancy as all other employees.

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Pay multiples

The council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required.

In terms of overall remuneration packages the Council's policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities but not to differentiate on other allowances, benefits and payments it makes. The only current exception to this is the scale of employer payments under the lease car scheme.

The relationship between remuneration of the highest paid officer in the Council, the Chief Executive, and the remuneration of the lowest paid employee (as defined in the 'Pay Floor' paragraph above), is within a 10:1 ratio.

Future appointments and interim arrangements

In the event of a vacancy – Chief Executive, Chief Officer or other employee – the arrangements set out above will apply in respect of permanent appointments.

If the need arises to provide agency or interim cover the policy is to seek to cap the cost of that appointment at no more than that of the permanent appointment taking into account additional employment costs – pension contributions, national insurance, paid leave etc. However, where necessary a higher "market rate" will be paid to secure a suitable individual and market rate will be established by reference to soft market testing, external advice and dialogue with peer authorities.

Publication and access to information

The publication of and access to information relating to remuneration of Chief Officers will be set out in this document and published on the Council's website.

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BRECKLAND COUNCIL

Report of: Ruth Hassall, Shared HR Manager

To: Local Joint Consultative Committee – 3 April 2014
General Purposes Committee – 16 April 2014

Subject: PRP Scheme and Pay Award 2014/15 for Breckland Council

Purpose: To seek approval of the PRP and pay awards (for 2014/15)

Recommendation(s):

It is recommended that the Council/Committee:

- 1) Consider the pay claim from UNISON
- 2) Agree the proposed response, (at paragraph 2.3) as follows:
 - Award staff a Basic Performance Increase (BPI) of 1% of salary;
 - Award staff consolidated PRP payments to be made, using the following ratings to determine % values (ratings taken from the 2012/13 annual appraisals):
 - Exceptional = 1.0%
 - Overachieving = 0.5%
 - Performing = 0%
- 3) Uplift pay scales (minimum and maximums) by 1.0%;
- 4) Use the agreed process and eligibility guidelines applied from 2013/14 (at Appendix C).

1. BACKGROUND

1.1 The agreed budget for pay awards for 2014/15 is 1.325%. This compares to 1.325% in 2013/14 and 0.325% in 2012/13.

1.2 Under the current scheme, staff PRP and pay awards are made up of the following two elements:

- A Basic Performance Increase (BPI) – consolidated to an individual's annual salary rated Performing and above. This percentage would also be the basis for reviewing and increasing the top and bottom of the salary scales for each grade;
- Performance Related Pay (PRP) award – consolidated into an individual's annual salary. This award would be dictated by an individual's performance rating. Performance related pay was introduced following the withdrawal of the former incremental pay scheme.

1.3 Under the current PRP scheme award values (%) have been applied based on the individual Officer's performance rating from the Annual Appraisal scheme. Pay awards processed in these previous years were applied as follows:

- Performing = 1% (the Basic Performance Increase)
- Overachieving = Basic Performance Increase plus an additional 0.5%
- Exceptional = Basic Performance Increase plus an additional 1.0%

Based on the expected split of these ratings (what % of staff should be awarded each rating) this was costed on the basis of the average of 1.325%.

- 1.4 Unison have submitted a pay claim and have requested that the overall 'pot' for pay awards be 2%.

2 OPTIONS

- 2.1 Agree that no pay award will be granted this year. This option carries risk in relation to the effectiveness of appraisals, as it removes the incentive to achieve high performance for increased remuneration.
- 2.2 To agree to the pay award requested by UNISON of a 2% increase to the overall pay-bill. This option would require an increase in the budgeted funds, as at present an increase of 1.325% has been included in the budget for 2014/15.
- 2.3 Agree to the payment and awarding of salary increases as applied in 2013/14, i.e.:

Basic Performance Increase

- Apply a 1.0% consolidated (up to the maximum of the pay band) 'Basic Performance Increase' to all staff in post on 31st March 2014;
- Uplift the pay scale minimums and maximums by 1.0% with effect from 1 April 2014 (see appendix A); the BPI to be applied to salaries first, before the scales are uplifted;
- To be effective from 1 April 2014.

Performance Related Pay

- In addition to the BPI award above, consolidated PRP payments to be made, using the following ratings to determine % values (ratings taken from the 2012/13 annual appraisals):
 - Exceptional = 1.0%
 - Overachieving = 0.5%
 - Performing = 0%
- Awards consolidated up to the maximum of the respective pay band, meaning that non-consolidated PRP payments will be made where employees reach the maximum of their pay band.
- To be effective from 1 April 2014.

- 2.4 To agree to an increase of 1.325%, but implement the apportionment of awards as per the agreed process for the next financial year, i.e.:

Performance Increase

- Apply a 1.0% consolidated (up to the maximum of the pay band) 'Basic Performance Increase' to all staff in post on 31st March 2014;
- Uplift the pay scale minimums and maximums by 1.0% with effect from 1 April 2014 (see appendix A); the BPI to be applied to salaries first, before the scales are uplifted;
- To be effective from 1 April 2014.

Awards for Overachieving and Exceptional

- Applying awards for Exceptional and Overachieving on the basis of the numbers who are identified as achieving either category. This means that at present the % increase applicable can not be identified, but the overall cost can be limited to 0.325% of the overall salaries budget.
 - Awards consolidated up to the maximum of the respective pay band, meaning that non-consolidated PRP payments will be made where employees reach the maximum of their pay band.
 - To be effective from 1 April 2014.

3 REASONS FOR RECOMMENDATION(S)

- 3.1 Award payments as at 2.3 above.
- 3.2 This option ensures that the same process is in place at the time of completion of this year's appraisals, as was in place at the start of the appraisal year, so it is not 'changing the goal posts' at the end of the appraisal year.
- 3.3 This option is affordable under current budgets forecasts, (though it should be noted that budget setting does not dictate levels of award).

4 EXPECTED BENEFITS

- 4.1 Although the recommendation is for a pay award which is not at the level of the pay claim UNISON have submitted, it is anticipated that it will meet the union objective that 'everyone receives something', which has not always been possible.
- 4.2 Continued use of previous practice in the apportionment of performance related pay means that employees are likely to have a better understanding of how the awards will be applied.

5 IMPLICATIONS

5.1 Carbon Footprint / Environmental Issues

- 5.1.1 It is the opinion of the Report Author that there are no implications.

5.2 Constitution & Legal

- 5.2.1 It is the opinion of the Report Author that there are no implications.

5.3 Contracts

- 5.3.1 If the recommendation of this report are agreed it will provide a change in pay rates for the majority of staff and change the salary grades of Breckland Council, this could be considered to be a positive contractual change in the employment contract.

5.4 Corporate Priorities

- 5.4.1 It is the opinion of the Report Author that there are no implications.

5.5 Crime and Disorder

- 5.5.1 It is the opinion of the Report Author that there are no implications.

5.6 Equality and Diversity / Human Rights

5.6.1 It is the opinion of the Report Author that there are no implications.

5.7 **Financial**

5.7.1 If the recommendation of this report are agreed there will be an overall increase in the salaries bill for Breckland Council of 1.325%, as currently forecast.

5.8 **Risk Management**

5.8.1 It is the opinion of the Report Author that there are no implications.

5.9 **Staffing**

5.9.1 If the recommendation of this report are agreed, staff will be positively impacted by an increase in pay if they qualify for PRP and/or the Basic Performance Increase.

5.10 **Stakeholders / Consultation / Timescales**

5.10.1 If the recommendation of this report are agreed UNISON will be provided with a response to their pay claim and this report will be submitted to LJCC and GP.

5.11 **Other**

5.11.1 It is the opinion of the Report Author that there are no other implications.

6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 It is the opinion of the Report Author that there are no implications.

7.0 **ACRONYMS**

7.1 PRP - Performance Related Pay
BPI - Basic Performance Increase

Lead Contact Officer

Name and Post: Neil Fordham

Telephone Number: 01362 656828

Email: neil.fordham@breckland.gov.uk

Director / Officer who will be attending the Meeting: Ruth Hassall, Shared HR Manager

Key Decision: No

Exempt Decision: No

Appendices attached to this report:

Appendix A: Proposed Pay Scales 2014/15

Appendix B: Proforma B

Appendix C: Pay Scheme Eligibility guidance

SALARY RANGES 2013/14

	MIN	MAX
Grade 1	£102,907	£126,498
Grade 2	£83,714	£102,907
Grade 3a	£68,106	£83,714
Grade 3b	£55,404	£68,106
Grade 4	£47,043	£55,404
Grade 5	£41,326	£47,043
Grade 6	£35,606	£41,326
Grade 7	£30,519	£35,606
Grade 8	£25,433	£30,519
Grade 9	£20,357	£25,433
Grade 10	£16,546	£20,357
Grade 11	£14,760	£16,546

BRECKLAND COUNCIL PROFORMA B
(CAPITAL AND REVENUE BUDGETS)

FROM: Alison Chubbock (Accountancy Manager)

THIS PROFORMA PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED REPORT

REPORT: PRP Scheme and Pay Award 2014-15
REPORT DATE: 24 March 2014

	£ Year 1 2013-14	£ Year 2 2014-15	£ Year 3 2015-16	£ Year 4 2016-17	£ Year 5 2017-18
Revenue					
Salaries	-	-	-	-	-
Total	-	-	-	-	-
Funding required:			Considered by:	Date:	
Total capital cost	£Nil		CMT	24-03-14	
Revenue cost	Within budget				

Financial Services Comments

This report (option 2.3) recommends a 1% Basic Performance Increase (BPI) plus Performance Related Pay (PRP) awards.

The 2014-15 budgets were set based on these increases and therefore the recommendations are within the current budget.

Financial Risk

If an alternative option is approved there may be financial implications:

- Option 2.1 would generate a saving
- Option 2.2 would create additional budget costs
- Option 2.4 would be within current budget cost

This PB is valid for 3 months from PB date	If this PB is not longer required please advise Finance	If there are changes to the original report it may invalidate this document, it must be reviewed by Finance.
03/04/2014	Page 1 of 1	D:\moderngov\Data\AgendaItemDocs\9\6\5\AI00019569\z3fx2fzg.doc

APPENDIX C

Breckland Pay Scheme Eligibility Guidance - April 2014

Process & Eligibility

- Staff in post before 1 April 2013 (i.e. 31 March 2013 and earlier) will be entitled to the Basic Performance Increase. Staff who may have joined on or after 1 April 2013 may receive an uplift to salary if the new grade minimum 'overtakes' their current salary.
- Staff eligible for PRP awards will be those who have received an appraisal; any probationary period must have been completed before 31 March 2013.
- Any staff who may have received increases to pay in the 6 months previous to 1 April 2013, including grade changes resulting in increases in salary, will not be entitled to the PRP element.
- - The general test for such cases where an individual has changed role or grade is whether, at 31 March 2013, they have been in that post sufficient time to be adequately appraised.
 - Additionally where someone has been on long-term leave, including maternity leave, whilst (depending on timings) a full appraisal may be carried out, it should be considered whether the Officer has been carrying out his/her duties for 'enough of the year' to be able to be rated anything other than 'Performing'. The general principle has to date been that the Officer must have been 'in-post' for at least 6 months of the Appraisal year (at 31 March 2013) to reasonably qualify for a rating other than 'Performing'.
- Staff on 'Protected Pay' will not receive any consolidated increase to pay. As per the Redeployment Policy non-consolidated payments may be made. For the purpose of clarity staff on Protected pay will be entitled to a non-consolidated payment equal to the appropriate PRP award due only; award value calculated on actual salary at 31 March 2013.
 - Underlying' salary (the salary that the officer will revert to) will be reassessed to reflect the BPI plus PRP award due if they were on that salary at the effective date of the pay award