

Appendix I

Swale Borough Council

Pay Policy Statement

1. Introduction

In 2008 the council agreed its Work Force Strategy and one of its key themes was to ensure that it had a modern, fair employment package which would help to attract, retain and reward people at all levels of the organisation. The council aspired to be known as a performance focused organisation that offered an attractive employment package for a diverse workforce of the 21st century. There followed a review of the reward strategy and pay scales and the development of new terms and conditions for all staff, this work was completed in 2010.

Swale Borough Council has its own employment terms and conditions and undertakes local pay bargaining with UNISON, it is not connected to the Local Government Joint National Conditions (JNC) for any terms other than those that apply for the dismissal processes of Statutory Officers (Head of Paid Service, Section 151 Officer or Monitoring Officer).

2. Terms and Conditions – Decision Making

Terms and conditions for employees are a non-executive function and the responsibility for decisions on these matters is delegated to the General Purposes Committee by full council. The terms of reference for this group are set out in the constitution as:

‘to consider and make decisions on non-executive matters in respect of staff terms and conditions, and the pension scheme’.

The responsibility for agreeing the appraisal and remuneration of the Chief Officers lies with a sub-committee of this group. Senior appointments are also the responsibility of a sub-committee although there is a process to ensure that there are no objections to the recommended candidate from any Cabinet members prior to the offer of a senior position.

Where the decision of the General Purposes Committee has a budgetary implication beyond the agreed in year budget this will also require agreement from Cabinet.

3. Reward Strategy

The Reward Strategy was developed in full consultation with trade unions, staff and Members and was agreed by the General Purposes Committee on 13th September 2010. This was a very thorough piece of work that ensured the Council managed the terms of employees at all levels in the same way

and applied the principles of equal pay and performance management to the scheme that was developed.

The principles for the reward strategy are to:

1. Support a **performance** orientated organisation;
2. Provide an **attractive** employment package at all levels;
3. Be relevant to a **modern** local government authority;
4. Have a pay structure that is **transparent** and straightforward;
5. Reward people **fairly** and consistently;
6. Move toward a **Total Reward** approach; and
7. To be **affordable** within the Medium Term Financial Strategy.

The reward strategy takes a 'Total Reward' approach to the benefits package received by employees at the council to ensure that maximum benefit is gained from all aspects of what is on offer to employees. The key elements of this package are set out below.

3.1 Pay Scale and Pay Progression

Our policy for grades within the organisation is to apply an objective assessment of the relative 'size and value' of all our roles using a formal job evaluation process. Posts are graded through the INBUCON Job Evaluation Scheme and this process identifies the value or size of the role when all the duties are being performed and the employee is fully effective in the role. Job evaluators are drawn from different parts of the organisation and trained to use the INBUCON scheme; every panel has one trade union representative as part of the panel. The **Lowest Paid** employees are defined as those whose posts have INBUCON points of 100 to 120 which place them into grade 1 of the pay scale.

The pay scale has up to five increments which recognise that with development in a role over time an employee is of more value to the organisation and therefore warrants a higher salary. The incremental steps are evenly spaced percentages throughout the scale. There are fewer incremental points in the lower grades and more in the more complex roles. New appointments to post will normally be at the first point of the grade unless there is evidence of a skill shortage in line with the criteria set out in the Market Supplement Policy. The pay scale is at Appendix I(A).

The council has a process of local pay consultation with UNISON to determine whether there should be an annual pay award, taking into consideration both inflation and affordability.

Incremental progression is assessed against the agreed Competency Profile for the role and evidence of the necessary Performance Standards and agreed objectives. Assessment will be on an annual basis but will be linked to the clear and continuous performance at the level required at each incremental step. The rules for pay progression are set out in Appendix I(B).

Incremental progression is assessed by an employee's line manager in consultation with the Head of Service and Director who has to approve the recommendations within their Directorate; this is monitored by Senior Management Team. The process and timetable for appraisals and incremental progression for the Chief Executive and Directors is set out at Appendix I(C).

3.2 Market Supplements

The pay principles recognise that the council needs to be an attractive employer whilst also balancing this with the needs to manage the budget and protect the public purse. Within local government there are several skill areas that have been extremely difficult over the years in both recruitment and retention, this is particularly in fields where there are private sector employers competing for the same skills or in unattractive areas of work.

In order to be able to respond to recruitment difficulties the council has a market supplement policy which sets clear criteria for the agreement and retention of a market supplement. The policy is at Appendix I(D). Currently there are 16 employees in receipt of Market Supplements all working in either planning or environmental health which are both on the national skill shortage list.

3.3 Pension

The council offers access to the Local Government Pension Scheme (LGPS) which is a significant benefit to employees and is one of the aspects of the Total Rewards package.

The LGPS is a defined benefits scheme which requires contribution rates from employees of between 5.5% and 7.5% depending on earnings in accordance with the following table.

Full-Time Equivalent Pay Rate is:			Contribution rate:
£0	to	£12,900	5.5%
£12,900.01	to	£15,100	5.8%
£15,100.01	to	£19,400	5.9%
£19,400.01	to	£32,400	6.5%
£32,400.01	to	£43,300	6.8%
£43,300.01	to	£81,100	7.2%
More than £81,100			7.5%

The employer contribution rate is around 16 % although this does vary from year to year, this is the future service rate excluding past service deficit.

Although most of the rules associated with the scheme are set centrally there are a few areas where local employers must define their own policy; the discretionary policy is attached at Appendix I(E). In broad terms it is not the policy of the council to increase pension benefits to employees through any form of enhancement.

Kent County Council is the administering authority for the Swale Borough Council scheme.

The provisions of the pension scheme are currently under negotiation with central government to make the scheme more affordable and this will change the terms of the scheme.

3.4 Pay Protection and Redundancy Payments

The council has an Organisational Change Procedure which sets out the approach that must be followed if posts are going to be affected because of organisational change. The procedure sets out the approval process and the consultation timetable, it also sets out the terms for redundancy and the pay protection policy, the pay protection policy is set out at Appendix I(F).

Any payments paid to an employee in relation to redundancy shall be in accordance with the statutory redundancy payments scheme and any other regulations applicable except that the Council will calculate a week's pay on actual earnings where this is in excess of the statutory maximum figure. ***(Local Govt. (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2000).***

The policy of the organisation regarding re-employment following redundancy follow the NJC terms and conditions i.e. if a redundant employee is commences local government employment within one month of the redundancy then the redundancy payment must be returned. Any other re-employment will only be considered where all other council rules on recruitment or procurement have been followed.

3.5 Other payments.

Honoraria

The council has a policy to recognise situations where an employee takes on more responsibility on a temporary basis; this is often as a cost saving measure when there is a vacancy, maternity leave etc. In 2011/12 there were 16 people in receipt of Honoraria.

Flexibility Allowances

Certain members of staff (below management grades) are required to work outside of normal council working patterns. To compensate them for this flexibility they are paid a 10% supplement to their salary. In 2011/12 there were 42 people in receipt of this payment including park rangers and street wardens.

Stand- By payments

These are paid to a small number of employees (fourteen in 2011/12) who are on an out of hours on-call rota for specialist duties such as collecting stray dogs or attending noise complaints. The level of remuneration is

approximately fifty pounds for each week of being on-call. This is only available to members of staff at grades below Head of Service.

Bonuses

The council does not have a bonus system for any grade of staff.

3.6 Special fees and arrangements

Special fees may be paid for certain additional duties, in general these are connected to election duties and the funding for the allowance will not come from the council's own budget. In most councils an additional fee is paid to the Chief Executive for the role of Returning Officer for the District elections', however, remuneration for this activity is incorporated into the Chief Executive's base salary. Fees may be paid in addition to the base salary when the Chief Executive (or other officer) undertakes the role of Returning Officer, Counting Officer or other similar role, on behalf of another authority or organisation.

The council has adopted the Kent schedule of fees which is attached at Appendix I(G).

3.7 Other employee benefits

The council provides access to an Employee Assistance Programme which gives both telephone and face to face counselling on a range of issues. The council has access to an Occupational Health Service which helps to ensure that employees are properly supported to avoid taking sick leave and to return to work as soon as possible.

The council supports employees in their role with a development plan and training opportunities to ensure they are fully qualified to give excellent service. The council has been recognised for its development focussed culture through the achievement of the Investors in People award.

On an annual basis the council has an Awards Ceremony which recognises the best achievements during the preceding year. This ceremony takes the form of a dinner dance for nominees and partners but the cost of the occasion is off set through sponsorship from local businesses.

Salary sacrifice schemes – the council offers a salary sacrifice scheme to employees for the purchase of bicycles and childcare vouchers. There is no cost to the council of these schemes.

4. Monitoring

Salary budgets are monitored through the normal budget management processes by line managers. Members and senior officers regularly examine the Medium Term Financial Strategy and in particular to consider ways to reduce costs to the council.

As required by the Equality Act 2010 the council undertakes an equal pay audit of salaries annually which is published on the council's web site. This helps to identify whether there are significant differences in any employees that have the protected characteristics.

The Code of Recommended Practice for Local Authorities on Data Transparency 2011 required that salary data was published on the highest earning staff within the council; this was actioned by March 2011 as required by the Code. There has now been further qualification of the salary threshold for publication which has been set at £58,200 and above. This information plus the inclusion of all additional fees is at Appendix 1(H).

The Code of Recommended Practice for Local Authorities on Data Transparency September 2011 also requires that there is a process established to monitor the rate of growth of senior earnings compared to all other employees in the organisation. The formula required is to calculate the pay multiple of the Chief Executive compared to the average median earnings of all other employees and where there is any significant change year on year this should be explained.

The Code of Recommended Practice for Local Authorities on Data Transparency September 2011 also requires that there is a process established to monitor the rate of growth of senior earnings compared to all other employees in the organisation. The formula required is to calculate the pay multiple of the Chief Executive compared to the average median earnings of all other employees and where there is any significant change year on year this should be explained. The council also calculates the pay multiple against the mean earnings. It is the council's policy to use this pay multiple to monitor the relationship between remuneration of chief officers and other employees.

The recommendation in the 'Hutton Review of Fair Pay' 2011 has been followed:

'the pay multiple should be calculated on the basis of all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind'

The earnings of the Chief Executive were £141,278 (this includes 6 months salary at £135,000 and 6 months at £140,400) plus election fees of £3578.

The median earnings for all other employees was £19,448 and the mean (average) was £ 21,334.

The pay multiple for 2011/12 is therefore 7.26 against the median and 6.62 against the mean.

5. Contact for further information

If you require any further information regarding the salary policy of the council you should contact Dena Smart, Head of HR Shared Services on 01795 417391 or by email on denasmart@maidstone.gov.uk

Appendix I(A)

Pay Scale 2012-13

Grade	1	2	3	4	5
1	11,730	11,970			
2	14,070	14,630	15,220	15,830	
3	17,090	17,770	18,480	19,220	
4	20,170	20,980	21,820	22,690	
5	22,760	23,670	24,620	25,600	
6	25,780	26,810	27,880	29,000	
7	29,040	30,200	31,410	32,670	
8	32,760	34,070	35,430	36,850	
9	38,790	40,340	41,950	43,630	
10	46,230	48,080	50,000	52,000	
11	54,770	56,960	59,240	61,610	64,070
12	65,330	67,940	70,660	73,490	76,430
13	80,400	83,620	86,960	90,440	94,060
14	124,820	129,810	135,000	140,400	146,020

Appendix I(B)

Pay Progression

1. Annual Inflation Award

Annual pay consultation will consider the cost of living, the position of SBC pay in comparison to the market but affordability will be the foremost consideration. Consultation will commence annually in September with the aim to reach agreement within the budget cycle so that payment can be made in April salaries.

The Chief Executive and Head of HR are responsible for undertaking pay negotiation with trade unions but the Cabinet takes ultimate responsibility for agreeing the budget.

2. Pay progression within grade

The pay scale has up to five increments which recognise that with development in a role over time an employee is of more value to the organisation and therefore warrants a higher salary. There are fewer incremental points in the lower grades and more in the more complex roles. New appointments to post will normally be at the first point of the grade unless there is evidence of a skill shortage in line with the criteria set out in the Market Supplement Policy.

Progress through the grade will be assessed annually. This will not be an automatic progression but will require an assessment against the agreed Competency Profile and Performance Standards for the position. Where the employee has progressed towards the full competency profile they will be awarded an increment. Assessment for incremental progression will take place by **October** each year. This will therefore not be linked to the annual appraisal but will take place mid year. Increased increments will be paid with effect from 1st October and the first of these assessments will be 1st October 2010.

Employees must have six months service in their role by the 1st October to be eligible for assessment, if they are more recently appointed they will receive a review after six months in the position, thereafter they will be reviewed annually for the October increment.

Individuals will need to consistently demonstrate the behaviours required by the Competency Profile and Performance Standards for their role in order to maintain their incremental position. One off performance will not be sufficient to merit or maintain an increment.

Where individuals do not sustain the level of performance or where they have been assimilated to the top of the grade but are assessed as not having the full range of competencies they will be given time to improve but their pay will be frozen until they drop to the pay level that matches their performance, this

includes any rise in annual pay as a result of pay inflation. This is outside the normal Pay Protection policy as it does not represent an organisational change. Where the individual is assessed as not meeting the requirements of the grade their performance will be treated as a capability issue.

3. Career Grades and Incremental Progression

A Career Grade offers the opportunity of a long path of progression to a particular professional position. As such the nature of the role and the requisite competencies are likely to vary considerably between the entry point and final destination. This means that through Job Evaluation the Career Grade is likely to span several grades and have many steps. To enable this clear stepped progression there may be some need to have interim points between the normal incremental points e.g. in recognition of the achievement of some particular milestone. These half incremental steps will be allowed providing that there is prior agreement with the Head of HR and that they are applied equally to all those who meet the criteria and are set out as part of the agreed career grade structure.

Progress through the career grade will need to be evidence based and the Head of HR will need to agree to the progression if it is between grades.

Appendix I(C)

Chief Executive and Director Appraisal Process

The appraisal panel for the Chief Executive will comprise of the Leader, Deputy Leader and Leader of the Majority Opposition Party, supported by an external facilitator.

This panel will also take a 'grandparent' role to review and comment on the full annual appraisal and objectives for the Directors as set by the Chief Executive.

The timetable and process for the Chief Executive is set out below:

Month	Activity
January	The Chief Executive undertakes a self-review of achievements against the annual objectives, and suggests possible objectives for the coming year. This self-review is submitted to the external facilitator.
January	The external facilitator gains informal feedback from the members of the working group on the Chief Executive's performance.
Early February	The facilitator and Chief Executive discuss progress, development and future targets, and to go through the Member feedback.
February	After the budget has been agreed by full Council, the working group and Chief Executive meet formally, supported by the external facilitator, for the formal appraisal and objective setting. The outcome of the agreed objectives will be reported at the next full Council by the Leader. The meeting to be documented by the external facilitator as the Chief Executive's formal appraisal.
September	The working group, facilitator and Chief Executive meet to review mid-year progress, and agree whether performance is satisfactory. If the Chief Executive is performing to a satisfactory level the annual increment will be awarded (up to the top of the grade). The summary of this meeting to be reported back to the General Purposes Committee.

The process for Directors is set out below:

Month	Activity
January	<p>The Director undertakes a self-review of achievements against the annual objectives and suggests possible objectives for the coming year.</p> <p>This self-review is submitted to the Chief Executive.</p>
Early February	<p>The Director and Chief Executive meet to discuss progress, development and future targets.</p>
Early February	<p>The Chief Executive prepares a draft appraisal document with assessment of performance in the previous year and against competencies.</p> <p>Draft forward objectives and a development plan are also documented and agreed between the Chief Executive and Director.</p>
February	<p>The appraisal panel, the Chief Executive and the Director meet formally for the 'grandparent review', and finalisation of the Director's objectives.</p> <p>The meeting to be documented by the Chief Executive as the Directors' formal appraisal.</p>
September	<p>The Chief Executive and Director meet to review mid-year progress and agree whether performance is satisfactory.</p> <p>If the Director is performing to a satisfactory level the annual increment will be awarded (up to the top of the grade).</p>

Appendix I(D)

MARKET SUPPLEMENTS FOR PAY

1. Introduction

The Council will utilise a Market Supplement to ensure that competitive salaries will attract and retain key workers in skill shortage areas without distorting the pay structures for all other employees. A Market Supplement for recruitment or retention purposes will only be used where there are clear business reasons that cannot be better addressed through the total benefits package, the work environment or department skill mix. It is recognised that pay is only one factor contributing to our attractiveness as an employer and other aspects of employment, particularly those relating to development, should be applied rather than using just a Market Supplement.

All jobs are graded using the Inbucon Job Evaluation system and the defined pay policy of the Council is to pay at Market Median where the market used is the Inbucon salary data. This is also checked against local Kent salary surveys to ensure that it is robust for the geographical region. This approach ensures that the employees of Swale Borough Council are paid at a fair level in comparison to other workers in similar employment groups.

However there is recognition that in certain professions there are either national or regional skill shortages and Swale needs to be responsive to the competition for these skills. In the longer term our aim will be to train employees to move into these specialist areas and to ensure that the specialists' skills are utilised properly within the organisation. In the short term Market Supplements may be used.

2. Identification of the Skill Shortage

2.1 Recruitment Campaigns

Where there is no anticipated shortage there will need to be a minimum of two appropriate external recruitment campaigns within a 12 month period to establish that it is not possible to fill a position before it is agreed there is a requirement for a market supplement.

2.2 KPOG Salary Survey

The Kent Personnel Officer Group (KPOG) salary survey is conducted on an annual basis and gives details of the comparative salaries for defined positions in the Kent Districts. This clearly identifies the median salaries and is particularly relevant for local government roles. This will enable the identification of positions which may be vulnerable and where there is more than a 10% salary difference from the median there should be consideration of the need for a market supplement. The existence of this difference alone is unlikely to be sufficient justification and further analysis will be required to

identify whether this has had an adverse impact on the Council's ability to recruit and retain.

2.3 National Information

Within local government there are certain identified skill shortage areas. These are identified through data collection from the Employers Organisation and the I&DeA. In 2010 these skills were listed as:

1. Children's social workers
2. Planning officers *
3. Building control officers *
4. Environmental health officers *
5. Educational psychologists
6. School crossing patrol
7. Adult social workers
8. Trading standards officers
9. Solicitors and lawyers *
10. Mental Health Social Workers

* category of worker employed by SBC

This national picture is the first indicator of a shortage. Where there is an identified shortage nationally the manager will still be required to demonstrate that this applies to the local area. This proof can be gained through the outcome of a relevant recruitment campaign during the previous 12 month period or through information from agencies about the availability of particular skill sets.

3. Market Supplement for Recruitment Purposes

The level of supplement will be agreed between the Director and the Head of Organisation Development in consultation with the Head of Finance. It will be paid as part of monthly salary and will be pensionable. The supplement will not be subject to the cost of living award and will not be taken into account for any salary related enhancements eg overtime which will be paid at the normal salary rate. The Market Supplement will be given for a minimum two year period initially. This will be annually reviewed to confirm that the supplement is still necessary and at the appropriate level. Where a reduction in level is the outcome of the review this will not take effect until the minimum two years has expired. Reductions will follow the process set out in section 5.

The payment of a Market Supplement must be within the Directors agreed budget. Approval must be given by the relevant Director and the Head of Organisation Development who will ensure that all alternative options have been explored.

4. Market Supplement for Retention Purposes

Whilst the Market Supplement is principally to enable the Council to be able to compete in a highly competitive market to attract new employees, there may be exceptional cases where a supplement should be considered for existing employees. This may occur in situations where a new recruit is offered a supplement which would then cause equally mobile colleagues to leave and seek a similar salary elsewhere. There may also be occasions where an employee with a specialist skill needs to be retained to ensure business continuity.

The level of supplement will be agreed between the Director and the Head of Organisation Development in consultation with the Head of Finance. It will be paid as part of monthly salary and will be pensionable. The supplement will not be subject to the cost of living award and will not be taken into account for any salary related enhancements eg overtime which will be paid at the normal salary rate. The Market Supplement will be given for a minimum two year period initially. This will be annually reviewed to confirm that the supplement is still necessary and at the appropriate level. Where a reduction in level is the outcome of the review this will not take effect until the minimum two years has expired. Reductions will follow the process set out in section 5. Payment of a Retention Supplement must only be considered in exceptional circumstances and particular attention must be paid to the Equal Pay issues.

5. Removal of the Supplement

The availability of skills varies over time. As professions are identified as skill shortage areas and salaries rise they can attract an increased number of trainees. Where this is the case the Council would not wish to incur unnecessary costs i.e. paying more for a skill than the median rate if this would be sufficient to attract high quality applicants. The economic situation may also change so that scarce skills become available from other sectors or organisations.

Management Team will review the posts attracting a supplement annually, this will usually coincide with the annual KPOG salary survey at the beginning of each year but the date may vary according to information availability. When it is clear that a particular profession or skill area no longer necessitates a market supplement this will be withdrawn over a phased period of 2 years – with the withdrawal of 25% of the supplement every six months until the employee returns to the normal rate for the job. The assessment of the on-going need will relate to the national skills assessment combined with local salary reviews and the response to recruitment campaigns. When a market supplement is to be withdrawn the employee will be notified and given a minimum of 3 months notice that a phased reduction will commence.

Appendix I(E)

Swale Borough Council Policy and Procedural Issues Local Government Scheme Regulations Employer Discretions September 2010

This paper confirms the pension policy of Swale Borough Council as it relates to the exercise of discretions contained in the Local Government Pension Scheme Regulations 1997 (as amended), the Local Government Pension Scheme (Administration) Regulations 2007¹ and the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007².

- Regulation 4 (1) (a)²

The calculation of pensionable pay will include basic annual salary plus any other pensionable salary items from the following categories – Market Supplement/ Premium, Contractual Overtime, Contractual Bonus, Pensionable Salary Supplement eg for Flexibility. The pensionable pay will be reviewed annually with effect from 1st April to identify the appropriate Band and Contribution percentage. If the Pay Award is not made on 1st April the review of contribution rates will be delayed until the award is applied.

- Regulation 11(2)²

Where a scheme member's pensionable pay consists of fees, it is the policy of Swale Borough Council that, if this produced a higher figure, an average of all such fees for any 3 consecutive years ending 31 March within the period of 10 years ending with the last date of active membership may be used in the calculation of benefits.

- Regulation 12 and 13²

It is the policy of the Borough Council only to grant extra pension scheme membership to employees where there is a proven total benefit to the organisation which includes any costs that might be borne by the authority. Any such granting of extra scheme membership needs to be agreed between the Head of Organisation Development and the Chief Executive. Additional service will not be granted in respect of pre April 1972 service, which at the point of retirement has not been up rated.

- Regulation 14(3)(b)²

A manual worker who returns to Local Government employment having left after a statutory transfer will be given the opportunity to rejoin the pension scheme and pay contributions at the protected rate of 5.25% from 01/04/08, 5.5% from 01/04/09, lesser of 6.5% or relevant figure from normal banding tables from 01/04/10 and from 01/04/11 the relevant figure from normal

banding tables, following another statutory transfer. He or she must elect to do so within 30 days of the date of notification of this option sent to him or her by the Borough Council.

- **Regulation 16 (4)ii**¹

If a scheme member wishes to aggregate the most recent of their periods of previous scheme membership with their current membership, it is the policy of Swale Borough Council that the election must be made within 12 months of the Pension Section of Kent County Council being notified that the employee has again become an active member. If the 12 month period has elapsed then the member may make a case for any exceptional circumstances to be considered by the Head of Human Resources, the Head of Finance and the relevant Director.

- Regulation 18(1)²

It is Swale Borough Council's policy to only provide consent for flexible retirement and the immediate payment of benefits where there is no detrimental effect on the service. Any such consent requires the agreement of the Head of Organisation Development and the relevant Director.

- Regulation 18(3)²

If consent has been given under Regulation 18(1), it is not Swale Borough Council's policy to waive, in whole or part, any actuarial reduction to the scheme member's benefits.

- Regulation 22(2)¹

Employees who have the option to pay contributions in respect of a period of unpaid absence must elect to do so within 30 days of the date of the notice issued to them by the Human Resources Section stating the amount of contributions to be paid. This time limit may be extended by the Head of Organisation Development if the employee can demonstrate exceptional circumstances so as to justify an extension of time.

- Regulation 25(3)¹

It is not the current policy of the Borough Council to operate a shared cost Additional Voluntary Contribution Scheme for employees. However, this policy will be reviewed from time to time by the Head of Organisation Development in conjunction with the Chief Finance Officer, subject to Member's approval.

- Regulation 30(2) and (5)²

It is not the policy of the Borough Council to give consent to the immediate payment of benefits to employees under this regulation unless there is a demonstrable benefit to the organisation which would take full account of any extra costs to be borne by the Authority. In circumstances where a request is

made for an early payment of a deferred benefit this is unlikely to be granted except in the most extreme cases of hardship. Any such consent shall be agreed by the Head of Organisation Development and the Chief Executive taking account of all the details involved in the case.

Where consent is given on the grounds of compassionate circumstances, full consideration must be given to the Kent County Council guidelines, and only after agreement between the Head of Organisation Development and the relevant Chief Executive. In compassionate circumstances the Borough Council will be responsible for any additional costs deriving from the decision to release benefits prematurely.

- **Regulation 83(8)**¹

If a scheme member wishes to transfer any pension benefits they have built up in other schemes to the Local Government Pension Scheme, it is the policy of Swale Borough Council that the election must be made within 12 months of the Pension Section being notified that the employee has become an active member of the Kent Scheme. If the 12 month period has elapsed then the member may make a case for any exceptional circumstances to be considered by the Head of Human Resources, the Head of Finance and the relevant Director.

Appendix I(F)

Swale Borough Council Protection of Earnings Policy

1. Introduction

The Council believes that an integral feature of any successful organisation is its ability to identify the need for change and to manage that change, taking into account management's aspirations as well as the aspirations and well being of its employees.

Whilst the Council is committed to providing security of employment and to minimising the personal impact of organisational change there will be occasions when it will be necessary to reorganise services and the way in which they are delivered. In these circumstances the provisions of this Policy will apply. This policy needs to be read in conjunction with the Organisational Change Policy.

2. Scope

This policy applies to any employee who, as a consequence of organisational change, is required by management to change their grade or method of working or suffers a reduction in basic hours worked within the standard working week or suffers a reduction in basic pay and allowances.

The provisions of this policy **do not** apply as a result of:-

- a) action taken in accordance with the Council's Disciplinary or Capability procedures
- b) the need for re-deployment on health grounds
- c) unacceptable standards of work performance
- d) a request from the individual or by mutual agreement between the individual and Council
- e) a voluntary application to another position within the Council
- f) the removal of a Market Supplement following an annual review, any loss here would be dealt with in accordance with the Market Supplement Policy.

3. Protection Period

Protection of earnings will be given for a period of 24 months. The first twelve months will be protected at the full earnings of the role held by the employee prior to the change, the second period of 12 months will be at half the rate of the new earnings compared to the old earnings. After a period of 12 months the employee will move to the salary and earnings of the new post. The employee will be moved to the salary point of the pay scale for the grade of the new post that is closest to the salary of the previous post. In most cases this is likely to be the highest incremental point of the relevant grade.

In exceptional circumstances, and where there may be a cost advantage to the organisation there may be agreement with the Chief Executive, the Head of Finance and Head of Organisation Development to extend this period.

4. Calculation of Protection

Earnings protection in respect of payments/allowances other than basic salary will be calculated as an average of those earnings paid within the three month period prior to the organisational change taking place as compared with the new earnings package. Such earnings will include market supplements, essential car user allowance, shift payment, irregular working hours payment, and an average of overtime, if considered appropriate. The protection figure so calculated will be applied on a “stand still” basis ie with no inflation award or incremental movement.

Earnings in the new post will be off-set against protected earnings and if for any particular pay period the earnings in the new post exceed the protected earnings then the higher earnings will be paid for that pay period.

If an employee with a lease car agreement is redeployed to a post that does not carry eligibility for a lease car, that employee will be permitted to retain the lease car until the end of the lease period.

5. Conditions of Protection

Protection of earnings is conditional upon the employee undertaking any shift work or other duties which may be required in the new post up to the level at which the earnings in the new post equal the protected earnings.

Protection of earnings is also conditional upon the employee accepting any subsequent offer of a suitable alternative post which attracts a salary in excess of that of the new post.

Overtime will be paid at the new rate (ie the real rate attached to the post) not at the protected rate.

6. Pension Implication

With effect from 1st April 2008, no further certificates of protection of pension benefits will be issued. However, those issued prior to that date will still be valid.

As from 1st April 2008 the pension scheme rules changed such that those whose pay is restricted or downgraded in the ten years prior to them leaving the scheme, will have the option to have their benefits based on the average of any three consecutive years in the last ten years.

7. Terms and Conditions other than Pay

Annual Leave entitlements and length of notice period required from the employee will not be protected and those applicable to the new post will be applicable. Annual leave entitlement will change with effect from the next full leave year and notice with effective from the date of transfer.

8. Review

This Policy is subject to review.

September 2010

Appendix I(G)

**KENT ASSOCIATION OF ELECTORAL REGISTRATION
OFFICERS AND STAFF**

**Proposed scale of fees for District/Borough and
Parish Council elections held on or after 1st April 2012**

ITEM	Current 2011 £	Proposed 2012 £	% increase
1. For each Presiding Officer at a Polling Station – single election	197.25	197.25	nil
2. For each Presiding Officer at a Polling Station – combined election or difficult station due to local circumstances (at the discretion of the Returning Officer)	242.32	242.32	nil
3. For a Presiding Officer who acts as a supervisor at a Polling Place where there is more than one Polling Station	(additional) 9.56	(additional) 9.56	nil
4. Presiding Officer travel (see note 4 below)	13.52	13.52	nil
5. For each Poll Clerk at a Polling Station – single election	118.35	118.35	nil
6. For each Poll Clerk at a Polling Station – combined election (at the discretion of the Returning Officer)	146.52	146.52	nil
7. Poll Clerk travel (see note 4 below)	7.86	7.86	nil
8. Supervising Officer – for every 10 polling stations overseen	–	197.25	–
9. For each Presiding Officer, Poll Clerk and Supervising Officer attending training	43.78	43.78	nil
10. For each training session provided by the Returning Officer to Presiding Officers and Poll Clerks	169.09	169.09	nil
11. For the delivery of official Poll Cards by hand	0.34	0.34	nil
12. For the employment of persons in connection with the counting of votes, clerical and other assistance required by the Returning Officer – for each 500			

ITEM	Current 2011 £	Proposed 2012 £	% increase
electors (or part) in a contested election	69.01	69.01	nil
13. For the employment of persons in connection with the preparation, issue and opening of postal ballot papers – for every 100 (or part) postal ballot papers issued. (Further resources may be needed to meet the effects of the Electoral Administration Act 2006)	67.63	67.63	nil
14. For each recount of the votes – for each 500 electors (or part) (see note 3 below)	3.97	3.97	nil
15. Travel of staff in connection with the counting of votes (at the discretion of the Returning Officer – see note 4 below)	7.86	7.86	nil
16. For clerical and other assistance required by the Returning Officer at an uncontested election – for each 500 electors (or part)	18.77	18.77	nil
17. Payment to the District/Borough for the use of Council staff to support the Returning Officer in the conduct of elections as follows:			
(a) contested election – (i.e. without District/Borough) for each 500 electors (or part)	53.45	53.45	nil
(b) contested joint election (i.e. with District/Borough) – for each 500 electors (or part)	26.72	26.72	nil
18. Payment to the District/Borough for the use of Council staff at an uncontested election – per uncontested election (see note 5 below)	14.74	14.74	nil
19. Returning Officer's fee for the conduct of elections as follows:			
(a) contested District/Borough OR Parish election – for each 500 electors (or part)	29.87	29.87	nil
(b) contested joint District/Borough AND Parish election – for each 500 electors (or part)	41.26	41.26	nil
(c) uncontested District/Borough election – single fee	51.15	51.15	nil
(d) uncontested Parish election – single fee	17.52	17.52	nil

Appendix I(H)

Information published in accordance with the guidance associated with The Code of Recommended Practice for Local Authorities on Data Transparency which requires the publication of senior salaries within a £5000 range.

Body	Body name	Name	Job Title	Service Area	FTE	FTE pay floor	FTE pay ceiling
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	Amber Christou	Head of Housing Services	HOUS	1	70000	74999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	David Thomas	Head of Commissioning & Customer Contact	CORP	1	75000	79999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	Louise Matthews	Head of Corporate Strategy & Communications	CORP	1	70000	74999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	Brian Planner	Head of Service Delivery	CORP	1	75000	79999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	Anthony Bullock	Head of ICT	CORP	1	60000	64999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	James Freeman	Head of Planning Services	PLAN	1	75000	79999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	Emma Wiggins	Head of Economy & Community Services	CRSP	1	75000	79999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	Mark Radford	Corporate Services Director	CORP	1	90000	94999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	Pete Raine	Director of Regeneration	CRSP	0.8	90000	94999
http://statistics.data.gov.uk/id/local-authority/29UM	Swale Borough Council	Abdool Kara	Chief Executive	CORP	1	140000	144999

Organisational Scale: Employment - Headcount & FTE as at 01 January 2012

	Headcount			FTE		
	Full time	Part time	Total	Full time	Part time	Total
Permanent	211	112	323	211	68.31	279.31
Temp/Casual	4	21	25	4	8.34	12.34
	215	133	348	215	76.65	291.65

Individual Accountability: Staff under direct or indirect management responsibility as at 01 January 2012

Name	Job Title	No. of staff under management responsibility
Abdool Kara	Chief Executive	347
David Thomas	Head of Commissioning & Customer Contact	50
Louise Matthews	Head of Corporate Strategy & Communications	13
Brian Planner	Head of Service Delivery	103
Mark Radford	Corporate Services Director	68
Anthony Bullock	Head of ICT	11
Emma Wiggins	Head of Economy & Communities	29
Pete Raine	Director of Regeneration	107
Amber Christou	Head of Housing Services	32
James Freeman	Head of Planning Services	42