

NORTHAMPTON BOROUGH COUNCIL

GENERAL PURPOSES COMMITTEE

Your attendance is requested at a meeting to be held at the on Tuesday,
14 September 2010 at 6:00 pm.

D Kennedy
Chief Executive

AGENDA

1. APOLOGIES
2. MINUTES
3. DECLARATIONS OF INTEREST
4. DEPUTATIONS / PUBLIC ADDRESSES
5. MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCES THE CHAIR IS OF THE OPINION SHOULD BE CONSIDERED
6. REVISED TERMS AND CONDITIONS OF SERVICE FOR COUNCIL EMPLOYEES.
(Copy herewith)
7. EXCLUSION OF PUBLIC AND PRESS
THE CHAIR TO MOVE:
"THAT THE PUBLIC BE EXCLUDED FROM THE REMAINDER OF THE MEETING ON THE GROUNDS THAT THERE IS LIKELY TO BE DISCLOSURE TO THEM OF SUCH CATEGORIES OF EXEMPT INFORMATION AS DEFINED BY SECTION 100(1) OF THE LOCAL GOVERNMENT ACT 1972 AS LISTED AGAINST SUCH ITEMS OF BUSINESS BY REFERENCE TO THE APPROPRIATE PARAGRAPH OF SCHEDULE 12A TO SUCH ACT."

SUPPLEMENTARY AGENDA

**Exempted Under Schedule
12A of L.Govt Act 1972
Para No:-**

<TRAILER_SECTION>
A6457

Public Participation

Members of the public may address the Committee on any non-procedural matter listed on this agenda. Addresses shall not last longer than three minutes. Committee members may then ask questions of the speaker. No prior notice is required prior to the commencement of the meeting of a request to address the Committee.

General Purposes Committee

AGENDA STATUS: PUBLIC

Report Title	Revised Terms and Conditions of Service of Council Employees
Date of Meeting:	14 September 2010
Directorate:	Chief Executive and Management Board
Ward(s)	None Specifically

1. Purpose of Report

This report seeks approval for the proposals for new pay and conditions of service following Job Evaluation and negotiations, for employees of the Council covered by the National Joint Council for Local Government Services.

2. Recommendations

The Committee is recommended to:

- 2.1 Approve and adopt the proposals for new pay and conditions, for employees covered by the National Joint Council for Local Government Services, attached at Appendix 1
- 2.2 Delegate to the Chief Executive as the Council's Head of Paid Service the power to take any direct or incidental actions required to implement the revised terms and conditions and any other issues arising from this report, subject to the financial implications by Cabinet.
- 2.3 Approve and adopt the pay protection arrangements of one year to run from 1 January 2011 until 31 December 2011.
- 2.4 Approve and adopt the Pay Progression Policy attached at Appendix 2 and delegate to the Chief Executive as the Council's Head of Paid Service the power to amend the policy should the need arise.
- 2.5 Approve and adopt the Market Supplement Policy attached at Appendix 3 and delegate to the Chief Executive as the Council's Head of Paid Service the power to amend the policy should the need arise.

- 2.6 Approve and adopt the revised Essential car mileage allowances and Inland Revenue fixed rate mileage scheme for all employees of the Council, implementation planned for 1 April 2011, subject to completion of consultations with Trade Unions.

3. Issues and Choices

3.1 Report Background

3.1.1 The National Agreement for Local Government Services was signed in 1997 to address historical equal pay issues and to harmonise terms and conditions in Local Government between officers and manual workers. It brought together the terms and conditions of service of these two groups of employees into the new agreement known as the Single Status Agreement. The agreement required that all Local Authorities review terms and conditions of services with a view to ensuring that all employees received equal pay for work of equal value. This position was reinforced in the national pay agreement of April 2004, which incorporated a further Implementation Agreement setting a deadline of April 2007. It has been necessary to review all terms and conditions of service both to address historical equal pay issues and to harmonise terms and conditions in Local Government between officers and manual workers.

3.1.2 In Northampton these differences in pay and conditions may exist

- Within the manual worker groups where bonus is largely paid to men
- Within work group where different allowances rates are paid as a result of the former Compulsory Competitive Tendering regimes
- The interface between the skilled manual worker and former officer grades
- The difference in grading of traditional 'female' types of jobs and 'male' types of jobs

3.1.3 The National Agreement was reached on the principle that solutions should be reached where possible through a process of local bargaining rather than litigation on equal pay claims. Northampton Council has undertaken this review on a previous occasion but failed to reach a satisfactory solution. Some equal pay claims have already been met and others may be forthcoming on the implementation of the new arrangements.

3.1.4 The project began by undertaking a job evaluation exercise (December 2008 – November 2009). This process involved each employee or group of employees who undertook the same role to complete a detailed questionnaire. This questionnaire was then evaluated by a panel who were trained in the national job evaluation scheme. This panel consisted of HR, local management, trade unions and an independent chair from West Midlands Local Government Association. Work on a new grading structure was started in December 2009. Negotiations and pay modelling started with the Trade Unions at a local level on 17 December 2009 and concluded on 19 February 2010 having failed to reach agreement. During this period the negotiation group jointly pay modelled and considered a significant number of alternative pay lines. The group also reviewed all existing terms and conditions and proposed alternative conditions. The full proposals were then sent to the Regional Trade Unions with a request for them to confirm their formal position – and either ballot or register a failure to agree.

- 3.1.5 During the months from March until June discussions on the agreement have continued at a regional and national level with the trade unions. On 11 August the final documents were sent through to the regional trade unions officers, and all equal pay and negotiations issues raised by them have been responded to in writing. This concluded a further five months of negotiations at regional level, following the local failure to reach agreement.
- 3.1.6 Negotiations will continue in September with Trade Unions with a view to continuing to try and reach a collective agreement. Nevertheless because of the delays it is now necessary for the Council to consider moving this matter on.

3.2 Issues

- 3.2.1 The Council is required to meet its obligations under equal pay law and its contractual obligations in respect of National Agreements. Many authorities have taken considerable time to implement the Single Status Agreement because of the costs associated with equal pay. The Council has been able to resolve individual equal pay challenges through compromise agreements which are dependent on the implementation of a new pay and grading structure. Implementing a new contract of employment which is equality proofed is the only way of meeting the Councils obligations in full.
- 3.2.2 The Single Status Agreement allowed for substantial local negotiation around conditions of service such as allowances for unsocial hours working. This was intended to allow the employer to improve and update the general framework of pay and conditions and so improve productivity and quality of services, which might reduce the costs of introducing the agreement, or improve value for money. This aspect had been addressed as part of the pay review as it is also the case that many of the allowances paid are complex administratively, presented equal pay problems of themselves or would be absorbed by the job evaluation scheme which gave points for such items as chargehand payments.

3.3 Choices (Options)

- 3.3.1 The Council face a high level of risk through not implementing a pay review, which identifies equal pay issues. There is not an option to do nothing, and given the previous failed attempts and equal pay claims already made; implementation should happen as soon as it is feasible to do so.
- 3.3.2 Options were available to the Council with regard to the type of terms and conditions that should be implemented. In summary there are approximately 150 different types of allowances that are paid to staff, many of these allowances have built up over a number of years on an almost ad hoc basis, and are paid to different types of roles. These allowances do not provide for a modern and flexible workforce. In their place it is proposed in summary to provide the following allowances;

i) Shift Allowances:-

- Night rate (to include hours between 12 midnight and 5.00 am) –Time and third on all hours except Sundays when it is time and half

- Rotating shift allowances payable to shift worker who work shifts extending over 24 hours (no Sunday allowance payable) – 20% on all hours
 - Alternating shift – payable to employees whose shifts extend beyond 14 hours – 10% payable on all hours (no Sunday Allowance payable)
 - Shift workers must be rostered over the whole shift pattern to receive the allowance i.e. not just morning or evenings.
- ii) Sunday Allowance = x 0.5 (i.e. time and half) on all Sunday hours if worked as part of the normal working week
- iii) Standby = £30 per session; 1 week = 9 sessions i.e. two sessions each Saturday and Sunday for covering full 24 hours. Standby covers first hour of telephone response
- iv) Call out – 2 hours minimum first call out; travel time up to 30 mins; x 1.5 (i.e. time and half) Mon – Fri and x 2 Sunday –Spinal Column Point (SCP) 32 cut off;. SCP 33 – 60 = plain time

3.3.3 Other significant changes to the terms and conditions include;

- i) Working hours not attracting premium payments are defined as hours worked on Monday to Saturday, fixed or varied within a fourteen hour period set between the hours of 05.00 to 12 midnight. The start and finish times for the fourteen hour period may be different for different services. A core service time may also be established within the fourteen hour period or, subject to health and safety considerations, the working day may extend up to the fourteen hour limit.
- ii) Pay progression - Pay progression through each grade will be subject to the pay progression policy, as shown at Appendix 2. Annual service related increments will continue to apply to all employees for April 2011 and for employees on grades one to five in April 2012. Service related increments will cease for all employees on grades 6 to 11 following the payment of the April 2011 increment and for employees on grades one to five after the payment of the April 2012 increment. Following the ending of service related payments progression through the grade will be based on criteria, as set out in the pay progression policy.

The detailed proposed terms and conditions document is attached at Appendix 1.

- ### 3.3.4
- One of the options available to the Council is to determine whether any protection of earnings should be offered to those employees who are adversely affected by the new conditions and, if so, for what period that protection should be in place. Offering protection to its employees may increase the risk of equal pay claims e.g. by affected staff claiming that the protected pay perpetuates inequality. However, it is reasonable for a good employer to mitigate the affects of change and allow a short period of time for employees to adjust to a lower earnings level. The consequences of not doing so may lead to industrial action, loss of morale and increased turnover amongst employees with and adverse effect on performance and service delivery. Therefore the costs of the proposals include an element for one years protection of earnings.

- 3.3.5 As noted in paragraph 3.1.6, negotiations will continue in September with Trade Unions with a view to reaching a collective agreement for the implementation of the new pay and grading structures. This will mean that should the proposals be approved by the National Trade Union Officials, a ballot of trade union members of the workforce will follow. If the proposals are acceptable then they can be implemented within two months of acceptance through the mechanism of a collective agreement.
- 3.3.6 It should be noted that the Council has been in negotiations with the Trade Unions since December 2009, and the Council has responded to all the specific points raised, however the Council and the Trade Unions are still some way off reaching agreement. Although it is still the authority's wish to reach a collective agreement, it is also important to understand the uncertainty that the continued negotiations have on staff and the organisation going forward in the current financial situation.
- 3.3.7 In order to achieve certainty in respect of a date of implementation of a new pay and grading structure it is therefore proposed that if the Council fails to reach a collective agreement in September then the following two step approach be implemented: -
- i) To approach the workforce directly and seek mutual agreement to the new contractual terms. This offer would be time limited to 1 month.
 - ii) Where agreement cannot be reached, to consider implementing the required changes unilaterally through the termination of current contracts and offers for reengagement on the new terms. A formal 90-day consultation process, compliant within Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended) followed by a 3 months notice of dismissal for employees.
- 3.3.8 The trade unions and a number of their members would oppose the approach of termination and offers for re-engagement on the new contract. It may result in industrial action and/or legal action for unfair dismissal by affected staff. However, this approach would ensure implementation on a prescribed date; begin to remove the equal pay issues from the Council and modernise and simplify current conditions of service. In addition it would reduce the risk of legal challenge and wasteful use of public money in fighting and settling legal disputes.

4 Implications

4.1 Financial Implications

- 4.1.1 Cabinet are considering the financial implications of the proposals at the meeting on 15th September 2010. The financial implications can only be based on the establishment at a specific point in time, and the overall cost will change dependant upon new starters and leavers and future structure changes. Additionally successful job evaluation appeals will have an impact on cost.
- 4.1.2 Based on the current data is it estimated that the cost of the new pay structure including protection as follows:

	2010/11 £'000	2011/12 £'000	2012/13 £'000
Pay & Grading Structure excluding Protection	11,475	46,896	47,628
Pay Protection	347	1,161	0
TOTAL COST	11,822	48,057	47,628
Funded by:			
Approved Employee Budget as per 2009/12 medium term financial plan	11,630	47,170	47,985
Funding Required	192	887	(357)

4.1.3 Based on the current data the General Fund / HRA spit is:

HRA / General Fund Total Cost	2010/11 (3 mths) £'000	2011/12 £'000	2012/13 £'000
General Fund	219	1,069	317
HRA	(27)	(182)	(674)
TOTAL	192	887	(357)

4.1.4 It is estimated that overall protection will cost in the region of £1.508m split between £1.182m in the general fund and £326K in the HRA. The cost of protection will be met from General Fund and HRA Reserves.

HRA / General Fund Protection	2010/11 (3 mths) £'000	2011/12 (9 mths) £'000	2012/13 £'000
General Fund	273	909	0
HRA	74	252	0
TOTAL	347	1161	0

4.1.5 The ongoing costings of the new pay structure will be dealt with in the normal way as part of the Council's medium term financial plan and budget process. Based on the current data it is estimated that the cost of the new pay structure including excluding protection is as follows:

HRA / General Fund Spit excluding Protection	2010/11 (3 months) £'000	2011/12 £'000	2012/13 £'000
General Fund	(54)	160	317
HRA	(101)	(434)	(674)
TOTAL	(155)	(274)	(357)

- 4.1.6 There may be further savings from the essential car user review and the implementation of Inland Revenue car mileage rates in 2012, subject to completion of the review and consultation with the trade unions.
- 4.1.7 A small number of jobs may attract market supplements. This still has to be evaluated and will again be included in the medium term financial plan as part of the budget process.
- 4.1.8 An issue that could cause the actual costs of the proposals to rise is that of Job Evaluation Appeals. Although it is impossible to know how many successful appeals there will be, it is reasonable to assume that the overall impact will be an upward pressure on the costs. A provision of circa £100K will be made in the medium term financial plan to cover the potential impact of any successful job evaluation appeals.

4.2 Human Resources Implications

- 4.2.1 The new pay and grading structure brings all employees within the scope of the national agreement, into the same pay scheme so there will no longer be any division between the former 'blue and white collar' employees. All employees will have access to some incremental progression. This is being linked to the new training and development and performance management strategies.
- 4.2.2 The grading structure also allows for career progression for jobs with a professional training structure and introduces the concept of career pathways to enable unqualified employees to have access to training, which will enable them to enter a career or gain promotion. These will be more fully developed over the next few years. These concepts are important for the Council's success in recruiting and retaining a properly trained workforce for the future. As required by the National Agreement the national pay spine continues to be used. Account has been taken of national and local markets for some key jobs so that the Council is able to compete in the market place and retain the existing workforce. The proposal at Appendix 3 introduces a revised Market Pay Policy for the Council, which should withstand any equal pay claims.
- 4.2.3 The proposals reshape how we pay for unsocial hours by introducing shift allowances to replace the many that currently exist. Weekend working costs have also been reduced. As well as eliminating inequalities, these changes have the effect of reducing the amount of individual claims for allowances, which are currently processed weekly and monthly so there are significant administrative improvements. More importantly it allows for some variation or extension of services to customers to be locally negotiated within a given framework.
- 4.2.4 Other changes have consolidated "on call" and "call out" payments. Rules around pay and overtime have been regularised to eliminate different practices across the Council.
- 4.2.5 For employees a wide range of flexible working approaches have been extended to all employees. It is expected that these will also aid the Council in recruiting and retaining employees.
- 4.2.6 The proposals have raised earning levels for many employees. A number have gained through additions to basic pay and some through equal access to changed allowances. The number of employees gaining on single status is 38.9% (as at

September 10 payroll). 136 employees have gained over £2500.

- 4.2.7 The number of employees who are assimilated i.e. move into the new structure without a direct loss or gain is 33%.
- 4.2.8 27.9% employees will lose earnings as the protection period ends 31 December 2011. There are arrangements within the pension regulations which enable employees whose earnings have been changed by the employer to protect their pension and employees will be given contact details with the Pension Fund Administrators to be able to make their own arrangements within what options are available.
- 4.2.9 There are 111 employees who will be protected at levels above £2500 (pending any appeals).
- 4.2.10 At an earlier stage in the negotiations agreement was reached to implement monthly pay for all employees to take effect in March 2010. This arrangement significantly reduces administration costs.
- 4.2.11 The Management Board have proposed a review of the number of Essential Car Users who are receiving a lump sum payment for use of their car on Council business. They have recommended the inclusion of eligibility criteria of a minimum mileage of 1000 miles per month and/or a designated service requirement. It is also proposed to replace the current rates with the Inland Revenue fixed rate mileage scheme, which pays 40 pence per mile. This change may result in some employees losing or gaining the Essential Car Users Allowance. All car users will lose by the change to the Inland Revenue scheme. These losses will be additional to any loss experienced from the new grading structure.
- 4.2.12 Some of the employees covered by the Car allowance arrangements are outside of the scope of the new pay and grading structure and, therefore must be separately consulted. Trade Unions are being consulted through the Management and Trade Union Consultation Meetings rather than the Pay and Grading Steering Group. Implementation of the new mileage rates will be from 1 April 2011, and protection of essential car user allowances will be until 31 December 2011 (subject to consultation with the trade unions).

4.3 Legal Implications

- 4.3.1 The Council has legal obligations under the equal pay legislation, and it is clear that the Council's current pay arrangements do give rise to equal pay challenges. Approving the revised terms and conditions outlined in this report, will reduce significantly the risk of equal pay challenges against the Council.
- 4.3.2 Should the Collective bargaining route prove unachievable, the option of termination and offers for re-engagement on new terms could give rise to unfair dismissal claims (including constructive dismissal claims) by affected employees who have the requisite length of service. However, the reasons for seeking to implement new terms and conditions are well documented and are capable of being regarded as fair reasons for dismissal. However, the council will also need to show procedural fairness in the way it goes about implementing the changes. In order to do this appropriate consultations will be undertaken.

- 4.3.3 As outlined in the body of the report, pay protection does expose the authority to risks of equal pay claims because of the argument that the protection perpetuates historic pay differentials. However, the benefits of protection in industrial relations terms outweigh the risks.
- 4.3.4 There continues to be a risk relating to back pay. If an employee is not satisfied with the pay review that employee could take a case to tribunal. The risk of back pay claims exists whenever there are equal pay issues whether the revised pay and grading structure is in place or not. The risk of such claims, following implementation, may be higher without a local collective agreement. The unions cannot refuse to represent any employee who wishes to make a claim whether or not there is an agreement in place.

4.4 Equality

- 4.4.1 The completion of the pay review will mean that the Council will achieve one of its most important equalities targets. A full equality assessment has been undertaken. The table below shows the movement of the workforce by gender and grade. The table illustrates the position of men and women in relation to the average total earnings of the each grade based on current earnings, and those that will apply after the single status is implemented.

Table: Percentage difference from average total earnings of each grade by gender (before and after the Pay Review)

Grade	Overall Average Current	Overall Average Proposed	Overall Average Current - Male	Overall Average Current - Female	Overall Average Proposed - Male	Overall Average Proposed - Female	Male Current Diff %	Male Proposed Diff %	Female Current Diff %	Female Proposed Diff%
11	46,632	48,784	48,498	45,629	49,359	48,496	4.0%	1.2%	-2.2%	-0.6%
10	46,763	46,393	46,530	47,927	46,258	47,064	-0.5%	-0.3%	2.5%	1.4%
9	42,483	42,087	42,512	42,360	42,200	41,775	0.1%	0.3%	-0.3%	-0.7%
8	34,532	36,569	34,830	34,220	36,645	36,489	0.9%	0.2%	-0.9%	-0.2%
7	33,291	33,402	33,813	33,034	33,581	33,203	1.6%	0.5%	-0.8%	-0.6%
6	28,506	28,600	28,494	28,302	28,504	28,594	0.0%	-0.3%	-0.7%	0.0%
5	24,250	24,653	25,176	23,653	24,883	24,531	3.8%	0.9%	-2.5%	-0.5%
4	20,433	21,058	20,357	20,758	21,001	21,184	-0.4%	-0.3%	1.6%	0.6%
3	19,059	18,816	19,178	18,950	18,989	18,609	0.6%	0.9%	-0.6%	-1.1%
2	15,374	15,976	15,110	15,303	15,920	15,900	-1.7%	-0.4%	-0.5%	-0.5%
1	14,314	13,488	13,407	15,134	13,287	13,668	-6.3%	-1.5%	5.7%	1.3%

4.5 Other Implications

- 4.5.1 The Council face a high level of risk through not implementing a pay review, which identifies equal pay issues. There is not an option to do nothing and, given the previous failed attempts and equal pay claims already made, implementation should happen as soon as it is feasible to do so.
- 4.5.2 If the collective agreement approach fails, apart from the legal considerations there may be issues to address if industrial action results from a failure to agree. The Chief

Executive has required all Directors to draw up contingency plans in the event of strike action based on established business continuity plans.

5. Background Papers

Back ground Papers are: -

- National Agreement for Local Government Services (Human Resources Service)
- Various internal departmental papers.

Name and Title of Author: Catherine Wilson, Head of Human Resources
Telephone and Email: 01604 837377



NORTHAMPTON BOROUGH COUNCIL

TERMS AND CONDITIONS OF SERVICE

September 2010

This document, together with the policies and procedures below, overwrites previous Council, directorate and other service level agreements that refer to the pay and conditions of the Council for employees covered by the NJC for Local Government Services.

Additional Procedures:

- Market Supplement Policy
- Pay Progression Policy
- Appeals Procedures (Project)
- Job Evaluation and Appeals (Post Project)

CONTENTS

1.	Principles	3
	▪ Statement of equal pay values and principles;	
	▪ approach to monitoring of equal pay;	
	▪ legal compliance	
2.	Scope	3
	▪ Scope of this agreement	
3.	Pay and Grading	3
	▪ Grading structure explanations;	
	▪ Development and progressions;	
	▪ Performance management;	
	▪ Market related pay	
4.	Moving into the new Pay Structure	6
	▪ Assimilation and Protection of Earnings, impact on pensions	
5.	Standard Working and Pay Definitions	7
	▪ Definitions of the standard working week and the pay base for calculation of allowances	
6.	Non- standard Working	11
	▪ Pay rates and arrangements for non-standard working	
7.	Changing Working Hours	11
	▪ Basis for the introduction of flexibility into working arrangements	
8.	Acting-up Arrangements	12
	▪ Cover for the absence of manager/supervisors; relief arrangements	
9.	Public and Annual Holidays	14
	▪ Annual leave scheme,	
	▪ Public Holidays,	
	▪ Banked Leave Scheme, Flexi Leave and Special Leave	
10.	Flexible Working Schemes	15
	▪ Potential for extending schemes e.g. 9-day fortnights	
11.	Job Evaluation and Appeals	16
	▪ Appeal arrangement for project and future evaluation arrangements	
	Glossary of useful terms	17
	Appeals Procedure (Project)	21
	Job Evaluation and Appeals (Post Project)	33

1. PRINCIPLES

- 1.1 The conditions of service will operate within a set of guiding principles, which will also inform local agreements:
- a) High quality services delivered by a well trained and motivated workforce.
 - b) High quality services delivered courteously, timely and efficiently.
 - c) Meets the needs of employees at different life stages and supports life long learning and development.
 - d) Meets the guiding principles of the National Agreement for equality, quality, flexibility and stable industrial relations.
 - e) Improves the recruitment and retention of employees with the right skills, organised in the right ways.
 - f) Clear, consistent, simple and easy to administer conditions of service.
 - g) Improve aspects of equality and diversity by removing barriers to work and improving representation and opportunities for contribution.
 - h) Works within and recognises financial and service constraints.
- 1.2 Continued compliance with the Code of Practice on Equal Pay will be achieved through annual monitoring on the basis of gender, ethnicity, disability, age and part time and fixed term workers.

2. SCOPE

- 2.1 This agreement applies to all employees covered in the National Joint Council (NJC) for Local Government Services (LGS), commonly known as 'Green Book'.
- 2.2 Employee groups specifically not covered by this agreement are:
- Chief Executive
 - Directors and Heads of Service
 - Craft Workers

3. PAY & GRADING

- 3.1 This section of the agreement sets out the Council's arrangement for the pay and grading of posts within the organisation.

Cost Of Living Awards

- 3.2 The council will continue to apply the annual cost of living award that is nationally negotiated and agreed by the NJC (National Joint Council). The council's pay spine, including any locally determined spinal column points, will be increased in line with those pay awards agreed nationally.

Pay Spine

- 3.3 The Council will continue to use the NJC (National Joint Council) pay spine, spinal column points 4 to 49 and as extended to spinal column point 61 by local agreement.

Grading Structure

- 3.4 The councils grading structure is as follows:

Pay Band	Points	SCP Min	SCP Max	Incs	£ Min	£ Max
Grade 1	0 - 290	SCP 6	SCP 11	6	£12489	£14733
Grade 2	291 - 315	SCP 12	SCP 17	6	£15039	£16830
Grade 3	316 - 368	SCP 17	SCP 22	6	£16830	£19621
Grade 4	369 - 425	SCP 22	SCP 27	6	£19621	£22958
Grade 5	426 - 485	SCP 27	SCP 32	6	£22958	£27052
Grade 6	486 - 530	SCP 32	SCP 37	6	£27052	£30851
Grade 7	531 - 580	SCP 37	SCP 42	6	£30851	£35430
Grade 8	581 - 630	SCP 42	SCP 47	6	£35430	£39855
Grade 9	631 - 680	SCP 47	SCP 52	6	£39855	£44199
Grade 10	681 - 756	SCP 52	SCP 57	6	£44199	£48496
Grade 11	757+	SCP 57	SCP 61	5	£48496	£52315

Pay Progression

- 3.5 Pay progression through each grade will be subject to the Pay Progression Policy. Annual service related increments will cease for jobs graded 6 and above following the payment of increments on 1st April 2011. Service related increments will cease for those on grades 1 to 5 following the payment of increments on 1st April 2012. After payment of the final service related increment progression for both groups will be based on a set of criteria, as set out in the Pay Progression Policy.
- 3.6 For those staff moving up into a new grade, their first incremental pay progression will be from April 2012.

Starting Pay On Appointment

- 3.7 The starting salary for all appointments (new recruits, employees who transfer within the organisation and employees promoted) is the first point of the new grade. In exceptional circumstances the Head of Human Resources will approve a starting salary above the minimum where it is necessary to meet an existing salary and the candidate can demonstrate a level of skills and experience that is comparable to existing employees who have progressed through the grade. The approval and reason for it will be recorded on the employee's personal file. Starting salaries will form part of the annual equality audit. Employees who transfer (including redundancy transfers) to an equivalent graded post will transfer over on existing spinal column point.

Employees who move to a lower grade post will move to the spinal column point closest to their existing salary. As grades overlap employees who are promoted to the next grade will receive at least one increment above their current salary.

- 3.8 Pay progression will be in accordance with the Pay Progression Policy from the commencement of employment.

Market Related Pay

- 3.9 The new grading structure aims to meet the current and/or market position for most jobs. At certain times some types of jobs are very scarce either because of national shortages or high demand for certain skills. The consequence of this is recruitment and retention problems in the service. In these circumstances market premiums can be paid in order to attract suitable candidates. The Council's policy on Market Pay is available on the Intranet.

Career Graded Progression

- 3.10 Multi graded posts are no longer available. Each level in a career progression will now be a separately evaluated role. For example, a trainee accountant; assistant accountant; accountant and senior accountant each have separate evaluation score which recognises the differences in knowledge and skills that the higher levels require. Career progressions are governed by criteria which detail the level of knowledge and skills necessary to enable progression to the next evaluated level. Career progressions may also be controlled by establishment numbers, that is, a limit on the numbers at the higher levels, which means that a career progression cannot take place until a vacancy occurs. Recruitment can be directly into any job evaluated level of a career grade as long as the knowledge and skill level requirements are met.

Moving Into The New Pay Structure

- 3.11 Assimilation - The definitions below apply to the substantive job evaluated post. A substantive post is one that the jobholder is contractually bound to return to after the ending of a secondment or acting-up period. Honoraria paid in these or other circumstances will need to be re-calculated based on the new grades. Consideration may need to be given to individual circumstances where a long-term acting up positions is in place. The principle is to most closely match the former earnings, which may be basic pay or a combination of basic pay and allowances.

- Employees whose current annual salary (SCP) matches a spinal column point within the new grade will move directly across into the new grade.
- Employees who currently receive allowances which are to be discontinued, but are protected, will be assimilated at the point in the new grade band which matches the former earnings level or is rounded up to the SCP which most closely matches the former earnings level.
- Employees who have a new basic pay and new allowance will be assimilated to that point in the scale where the total earnings most closely

matches the former earnings or is rounded up to the SCP which, together with the new allowance, most closely matches former earnings.

3.12 Protection – The period of protection will be twelve months from 1 January 2011 to 31st December 2011.

- For the purpose of this agreement, the earnings level to be protected is that which applies immediately prior to the implementation date, and includes all basic and regular contractual allowances but excludes any casual earnings such as casual overtime, stand-by and call out, temporary acting-up allowances or honoraria (these are replaced by alternate schemes).
- Automatic April 2011 increments will be paid to all employees so entitled. Automatic April 2012 increments will be paid to employees on grades 1 to 5 who are entitled to progress. Employee on grade 6 and above will move to the performance progression policy from April 2012. Employees on grades 1 to 5 will move to the performance progression policy from April 2013.

3.13 If pensionable earnings are reduced as a result of this agreement, employees will be advised to contact the pension help line for further information.

4. STANDARD WORKING AND PAY DEFINITIONS

4.1 The standard working week is 37 hours. The working week of individual employees may vary from the standard of 37 hours provided that the individuals average over a pre-determined reference period does not exceed that standard working week over the same period.

4.2 The period for averaging working hours will be the reference period determined by the Working Time Regulations or such other pre-determined operational period up to a maximum of one year, commencing on the 1st January each year. For starters and leavers the part of the reference period or year actually worked is the period used for averaging the first period of employment.

4.3 All employees are covered by the detailed requirements of the Working Time Regulations. These regulations specify the minimum standards with regard to:-

- Unpaid rest breaks and how they must be taken
- Daily and weekly rest periods
- Night work
- Maximum working week.
- Keeping records

Non-compliance with these regulations *and* the associated Council Collective Agreements is a breach of Health and Safety legislation.

- 4.4 Employees basic pay is the spinal column point reached on progression and is the basis from which calculations on premium payments will be made. The annual salary is the basic pay plus any shift payment or contractual overtime or Sunday allowance. For the purposes of calculation this is also known as normal pay. Monthly pay is normal annual pay divided by 12.
- 4.5 Normal pay is paid for periods of sickness, holiday and all forms of approved paid leave of absence, maternity leave and redundancy payments.
- 4.6 Excluded from the calculation for normal pay are casual additional hours, overtime payments and irregular non-standard payments such as on-call, standby.
- 4.7 All payments made within the definition of normal pay are pensionable.
- 4.8 For starters and leavers who do not complete a calendar month at the beginning or end of their service, payment is made on the basis of the number of completed hours in that part month at normal pay rate (see 4.4 above).
- 4.9 Working hours not attracting premium payments are defined as hours worked on Monday to Saturday, fixed or varied within a fourteen hour period set between the hours of 05.00 to 12 midnight. The start and finish times for the fourteen hour period may be different for different services. A core service time may also be established within the fourteen hour period or, subject to health and safety considerations, the working day may extend up to the fourteen hour limit. Hours' ranges apply to Sundays but hours worked on a Sunday as part of a normal working week attract a payment of x 0.5.
- 4.10 Flexi time is standard working and extends to a fourteen hour day over five days within which a core attendance time will be fixed and for which no shift payment is made.

5. NON - STANDARD WORKING

Overtime Working

- 5.1 Any overtime arrangements must comply with the requirements of the Working Time Regulations in respect of the maximum working week; daily and weekly rest periods.
- 5.2 Overtime premium rates are payable to employees on or up to SCP 32 within Grade 5 for work over 37 hours per week. This excludes shift workers or ad hoc irregular working where hours average 37 per week over the roster period; excepting when the hours worked exceed the average.
- 5.3 Overtime premium rates are time plus one half for Monday to Saturday and double time on a Sunday. The basis for calculating the hourly rate is the basic salary as defined in section 4.4 above. (Any other forms of payment e.g. shift allowance are excluded from the calculation.).

- 5.4 The local arrangement provides for the payment of enhanced overtime rates up to the overtime limits specified (SCP 32 within Grade 5). Locally, and subject to mutual agreement, any overtime worked by employees above or below that limit may be banked (at plain time rates) in accordance with time banking scheme arrangements to be taken as holiday as an alternative to payment.
- 5.5 Overtime payments are in full settlement of the overtime worked and do not attract other forms of premium payments.

Sunday Working

- 5.6 Work on a Sunday as part of normal working week will be paid at x 0.5 for all hours worked on that day. Allowances for Sunday will not be paid to employees in receipt of a shift allowance, with the exception of Night Workers where the time plus 1/3 payment will be replaced with time + 50%.

Shift Working

- 5.7 Patterns of work falling into the definitions below attract premium shift payments at various levels. Shift payments are calculated on the basic salary and are part of the normal weeks pay as defined in Section 4.5 above.
- 5.8 A shift worker is an employee who works in the same job over a regular rostered pattern of work, which extends outside the standard fourteen hour day. To attract the shift payment the employee must be rostered into all of the shift sessions over the period of the roster. Overtime hours at plain time or premium rates do not attract any form of shift payment. Night rate is paid for casual or temporary cover in the defined night shift to eligible employees. Other shift allowances are not paid to casual cover unless the full shift range is regularly covered.
- 5.9 In determining working arrangements to suit the needs of the service, managers will take into account the circumstances of the individuals and groups of individuals. Working time arrangements should avoid:
- a) Short notice changes to rostered or expected patterns of work
 - b) Excessive hours in any particular week and
 - c) Unnecessarily long periods over which the weekly hours are arranged.
- 5.10 New rotas and non-standard working patterns may be agreed with employees and their representatives at local level. Payment rates must stay within the terms of this framework agreement unless changes are negotiated centrally to apply across the Council.
- 5.11 Shift Premium Payments are limited to employees on or below SCP 32 within Grade 5 and will fall into one of the following categories:

- a) **Night Rate**
The night rate of 33.3% applies to employees working nights only Monday to Saturday. Sundays are paid at x 0.5 (50%). Night work must include the hours 12 midnight to 05.00 - the core night. Start and finish times may be up to 4 hours either side of the core night, assuming a 1 hour unpaid rest break. If the night shift exceeds the 8 hours the above rates are paid to all of the hours on the shift except for the unpaid break. The unpaid break must be taken if the shift exceeds 6 hours and must be taken during the shift, not at either end.
- b) **Shift Level One**
Hours are worked within a rota covering the full 24 hours in shifts of five or less in seven days, or averaging shifts of five or less in seven over a reference period not exceeding one year. The shift premium is 20% on the basic salary.
- c) **Shift Level Two**
Hours are worked within a rota which extends beyond the standard 14 hour day (excluding the core night) in shifts of five or less in seven days, or averaging five or less in seven over a rostered reference period not exceeding one year. The shift premium is 10% on the basic salary.

Stand By and Call Out

5.12 The following are definitions to determine whether employees are eligible for a Standby and/or Call Out Payment.

- a) **Standby:**
Employees who are on rostered standby duty to provide services out of hours;
- or**
- Employees who are on rostered standby duty to provide support, advice and guidance out of hours, where appropriate in liaison with other agencies and services and must
- Remain available at all times during the standby period;
 - Be directly contactable;
 - Remain fit and capable to return to work to undertake duties required;
 - Be immediately available to return to work;
 - Be able to arrive at work within 30 minutes of being notified.
- b) **Key Holder**
Employees who are key holders and are requested to return to work on an ad hoc basis out of hours, if available to do so, to enable access to Council buildings in an emergency.

c) On-Call

Employees requested, on an ad hoc basis, if they are available to do so, to provide direction over the telephone to enable the maintenance of services and systems out of hours in an emergency.

d) Call Out

Employees who are required to return to work as a consequence of being on a standby duty roster or on an ad hoc basis as a key holder or on-call.

5.13 Rostered standby requirements will attract allowances separate and additional to basic salary. Key Holder and On-Call duties are not eligible for standby payments.

5.14 Overnight standby will be the period from the end of the normal working day to the commencement of the next working day. For standby periods where normal work does not recommence the next day e.g. public holidays or weekends then the standby period will two sessions per standby period (i.e. 24 hours).

5.15 Standby arrangements will be based on the following principles:

- a) Where a formal standby roster is required this will be planned well in advance to minimise disruption to employees.
- b) Employees on rostered standby duty must adhere to the requirements set out in paragraph 15.12 (a) above.
- c) Standby payments will not be made to employees not available for work or off sick.
- d) Formal recording must be maintained for the period of each call out or telephone call and, where required, the completion of call out tasks must be notified to the manager.
- e) Standby payments will be fully recompensed in respect of an employee:
 - being available to return to work out of hours throughout a period of rostered standby duty.
 - responding to telephone contacts made in respect of a rostered standby duty covering one or more calls amounting to one hour response time.

5.16 Standby payments will be £30 per session.

5.17 Call Out payments will be made to:

- a) Employees on rostered standby duty who are required to return to work to provide services.
- b) Employees on rostered standby duty who are required to provide support, advice and guidance out of hours and who do so for response times in excess of one hour.
- c) Employees who are designated key holders and are called out, out of normal hours.
- d) Employees on-call responding to an ad hoc approach out of hours for one or more calls in excess of one hour

- 5.18 A minimum payment of two hours at plain time rate will be made for the first call-out. Travel time payment of up to 30 minutes for each call out will be paid. Travel time will be accumulated and paid to the nearest quarter hour (rounding up/down rules).
- 5.19 Payment above the two hour minimum will be based on an employee's basic hourly rate plus 0.5 on Monday to Saturday and double time on Sunday. These rates apply to both part time and full time employees up to SCP 32 within Grade 5. Plain time rates will apply to employees on SCP 33 to 60.
- 5.20 Where the time spent at work breaches the statutory unpaid rest period entitlements defined in the Working Time Regulations, the line manager will provide compensatory, unpaid time off.

6. CHANGING WORKING HOURS

- 6.1 Changes to working hours are best mutually agreed with the employee or arrived at by collective agreement. Other changes, which mean the need for the work has ceased or diminished, may involve redundancy and this needs to be discussed within the context of those policies. Achieving changes to working hours or arrangements through mutual consent or collective agreement will maintain morale and gain commitment for the service improvement.
- 6.2 There are ways of achieving change through well-established and effective industrial relations so that there are: -
- Joint approaches to solving business problems
 - Implementing change through involvement of employees
 - Emphasizing shared values and shared learning opportunities
 - Using work life balance and flexible working arrangements to meet both customer and employee needs
 - Recognising and understanding the rights and responsibilities of both managers and employees
 - Using external help with developments and ideas
 - Offering transitional arrangements to existing employees
 - Enabling growth and development through new ways of working
 - Empowering self-determination for team rosters including shift swapping schemes

7. ACTING-UP / HONORARIA AND RELIEF ARRANGEMENTS

Cover for Managers / Supervisors

- 7.1 Acting up allowances will be paid in the event of a temporary and unforeseen absence of a manager or supervisor where an employee is required to cover the duties of the post for more than one calendar month. Cover provided for

absences of less than this will not be paid unless there is a designated relief post (see section 7.5).

- 7.2 Where an absence is likely to be lengthy, e.g. maternity leave, managers must consider making an appointment to the temporary vacancy through advertisement to a wider field of potential applicants.
- 7.3 Once cover extends beyond one month then employees will be paid the difference between their own rate and the job-evaluated rate for the job being covered, backdated to the beginning of the period of cover. A minimum of one spinal column point higher will be paid. A percentage of the difference in rate may be made to reflect a lesser range of responsibilities being covered. Percentage acting up allowances may be paid to more than one member of a team if responsibilities are being shared.

Honoraria

- 7.4 On occasions when employees undertake additional responsibilities for a limited period of time the Head of Service (having taken advice from a HR Business Partner) will have the discretion to award an honorarium. This will not be a full job evaluated rate given the time limits on the responsibilities however the job evaluation scheme can be used to help establish a reasonable honoraria rate. If the additional duties are outside the usual knowledge and skill requirements it may be necessary to use market information (in accordance with the Market Policy) to establish a payment level. Honoraria should cease after 12 months. If the additional duties continue then an evaluated rate must be established, if necessary with a market premium in accordance with the Market Policy.

Relief / Casual Arrangements

- 7.5 Where there is a business requirement for a relief manager or duty officer e.g. as part of a duty roster a single fixed job evaluated rate for the relief role should be established and paid as a change of rate for the period during which the employee covers the duty requirements. If the employee is appointed as acting manager because of extended absence then the acting up arrangements apply.
- 7.6 Casual workers are entitled to the evaluated rate for the job unless they are not required to cover the full duties of the job. If this is the case then a casual worker job evaluated rate must be established. The casual worker is entitled to any allowances arising from non-standard working in the same circumstances as an established employee.

8. PUBLIC AND ANNUAL HOLIDAYS

Annual Holidays

- 8.1 All employees are entitled to a minimum of 26 days annual leave (or pro rata thereof) each completed year. This entitlement rises to 31 days per year (or pro rata thereof) after completion of 5 years service. The holiday year will be from April to March.
- 8.2 If any employee does not take their full entitlement of annual leave it cannot be carried over to the next year unless the Council has prevented the leave from being taken because of work requirements. If this is the case the employee can carry up to five days leave over to the next leave year, with the agreement of the Head of Service. Managers will make sure that employees get proper breaks by monitoring annual leave. The working time regulations require that minimum of 28 days holiday is taken each year (this allowance includes 8 days public holiday).
- 8.3 In exceptional circumstances and with the approval of the Director the Council can buy back up to 5 days holiday from an employee as long as the minimum holiday entitlement has been taken. Payment will be made at the hourly rate of the employee based on a 37-hour week (or pro rata thereof) and will be subject to usual deductions.
- 8.4 Holiday requests should be booked in advance and can only be taken with the approval of managers, in accordance with the needs of the service. Holiday requests will not be unreasonably refused.
- 8.5 Casual workers are entitled to a pro-rata entitlement to annual leave according to the hours worked in any one-month accounting period. The leave must be taken as paid leave on the same arrangements that apply to established employees.
- 8.6 Further rules in respect of annual leave are available on the Council's Intranet or from the Human Resources Team.

Public Holidays

- 8.7 The Council will be closed on the following eight days, so these will be counted as public holidays and a day off for most employees:
- Good Friday
 - Easter Monday
 - May Day Monday
 - Spring Bank Holiday Monday
 - August Bank Holiday Monday
 - Christmas Day
 - Boxing Day
 - New Year's Day

Employees required to work on a public or extra statutory day shall, in addition to the normal pay for that day, be paid at plain time for all hours worked within their normal working hours for that day. Alternatively time off with pay shall be allowed as follows:

- Less than half normal hours worked - half day
- More than half normal hours worked - full day

Faith Days

- 8.8 All employees are entitled to a celebration or faith day to allow them to join in their own religious or cultural celebrations. Managers will give automatic approval. Where circumstances allow (i.e. the Council building/service is open or home work is possible) this day can be swapped for one of the Public holidays, alternatively annual leave, TOIL or banked hours can be used.

Banked Hours Scheme

- 8.9 With the agreement of the service manager any *approved* extra hours worked as TOIL or overtime can be saved and “banked” to be taken as time off in the future. Up to five days a year may be banked. This scheme applies to those employees who are unable to work flexi-time because of service requirements. Taking banked hours is subject to the same terms of approval and carry over as annual leave.

Special Leave Arrangements

- 8.10 The Council has policies to provide leave in special circumstances. Details on these may be obtained from the Council’s Intranet or the Human Resources Team. Schemes are as overleaf: -
- Compassionate/Bereavement Leave
 - Dependency/Domestic Leave
 - Unpaid Leave
 - Pre-retirement special leave
 - Interview leave
 - Maternity Leave
 - Paternity Leave
 - Maternity Support Leave
 - Parental Leave
 - Adoption Leave
 - Leave for service in non-regular forces
 - Leave for special constables
 - Leave for Witness or Jury Service
 - Time off for Public Duties
 - Attendance on Professional Bodies
 - Study Leave

9. FLEXIBLE WORKING SCHEMES

Existing Schemes

- 9.1 The Council has established schemes for job share and career breaks. Details on these can be obtained from the Council's Intranet or from the Human Resource Team.

Types of Flexible Working

- 9.2 **Flexi-time** averages working hours (currently over 10 hours to be extended to reflect the standard day. (The full flexitime scheme is available from the Human Resources Team).
- 9.3 **Annualised Hours** are working hours defined on an annual basis and will require different working patterns over the course of the year. The average of annualised hours will be 37 hours, or less, per week. The evaluated annual salary will be paid as 12 equal monthly payments and not vary with changing hours. Annualised working arrangements are reached at service level in consultation with the recognised trade unions.
- 9.4 **V-time (voluntarily reduced hours) Working** is reduced or variable hours on an agreed short term and temporary basis. Salary will be pro-rated for the agreed period.
- 9.5 **Team / Self Determined Rotas** provides teams with the opportunity to propose the patterns they want to work outside of formal shift arrangements. Any arrangements (including mutually agreed shift swaps) will only be approved if service needs are met or improved.
- 9.6 **Working Compressed Weeks / Fortnights** are where the same weekly basic hours are worked over, for example, four and half days or nine days out of ten. This is useful for services where there are longer working days and for employees who get the opportunity to take a longer weekend or different days off. This enables services to offer an evening or Saturday morning service to customers.

10. CAR ALLOWANCES

- 10.1 The existing mileage scheme to be replaced by the Inland Revenue mileage scheme for both essential and casual users, which, provided certain rules are met, mileage payments can be made free of tax and NI. The rule requirements are simple and existing mileage recording arrangements will continue. This scheme is based on a calculation of what it costs to run a car.
- 10.2 Current Rates (listed on web site as 2002/3) are:-
- First 10,000 business miles = 40p per mile -all cars
 - Motor cycles (10,000 business miles) = 24p per mile

- Bicycles (10,000 business miles) = 20p per mile

10.3 Essential users lump sum payments have been revised to more closely meet the Council's carbon emissions targets and Green Agenda. Payments will be made on the following basis to those employees who satisfy the criteria set out in 10.4 below.

BAND	CO2 EMISSION G/KM	12 MONTH TAX RATE	6 MONTH TAX RATE	NJC BAND
A	Up to 100	Not taxable	Not taxable	
B	101-110	£20	N/A	NJC Higher rate £1239 pa
C	111-120	£30	N/A	
D	121-130	£90	£49.50	
E	131-140	£110	£60.50	
F	141-150	£125	£68.75	NJC Middle rate £963 pa
G	151-165	£155	£85.25	
H	166-175	£180	£99.00	
I	176-185	£200	£110.00	
J	186-200	£235	£129.25	
K	201-225	£245	£134.75	NJC Lower rate £846 pa
L	226-255	£425	£233.75	
M	Over 255	£435	£239.25	

10.4 Essential user's lump sum payments will be made to employees who meet the following criteria:

- An employee required to drive 1000 miles per month or more (or 10,000 miles per annum)

and/or

- An employee required by their service to have a vehicle available to respond to service requirements as they arise.*

*Service related criteria are defined as part of the 2010 review of essential users.

11. JOB EVALUATION AND APPEALS

11.1 All employees have the individual right to appeal against their job evaluation result. The basis on which appeals can be made and details of the process, including appeal forms, are on the Intranet. Implementation for Employees accepting the offer will be 1st January 2011. Appeals from these employees must be registered by 1st November 2010 with the full appeal submitted by 1st December 2010.

11.2 Detailed arrangements for job evaluation and appeals post implementation are available on the Intranet.

GLOSSARY OF USEFUL TERMS

Accelerated Increment

- A pay step on the grade which is earned faster and as an addition to normal increments because of excellent performance.

Acting-Up

- When an employee formally covers the job of a higher graded employee.

Assimilation

- The means by which a job holder moves from the old pay structure to the new pay structure when their current earnings do not change or their earnings are rounded to meet a spinal column point in the new grade.

Annual Salary

- The total earnings for the year made up of basic pay and any allowances received. This is usually divided by 12 to arrive at the monthly salary.

Band

- The range of increments which define the maximum and minimum of the grade.

Basic Salary

- The spinal column point reached through incremental progression and the basis on which all allowances are calculated.

Criteria For Progression

- The definitions of skills, knowledge and competencies which are gained by the job holder in their development plan and which are used to approve progression through the gateway to the next band.

Gateway Progression

- This is the movement of the job holder from one grade band to the next because they have attained a higher level of responsibility within their profession through satisfying the criteria or by promotional appointment.

Grading Structure

- The relationship of pay bands to job evaluations scores which define the spinal column points for each grade.

Green Book

- The NJC National Agreement on Pay and Conditions of service. Incorporates key national provisions and guidance on the Job Evaluation Scheme.

Increment

- The step in earnings between one spinal column point and the next.

Honoraria

- A temporary payment made for an employee who undertakes additional duties over a specified period of time.

Job

- A range of tasks, activities and responsibilities defined in the job evaluation questionnaire, which is undertaken by one or more jobholders.

Job Evaluation

- The process by which the different requirements within a job are given a points value according to a set of common factors.

Job Evaluation Panel

- The panel is made up of Human Resources advisors and Trade Union representatives who have been well trained in the National Job Evaluation scheme. They take the information from either a hand written form (or later on - the computerised format) and make sure that the job receives the right scores for all of the factors in the scheme.

Job Evaluation Scheme

- The description of the factors and levels, which determine the job evaluation score. The National Job Evaluation scheme is described in the 'Green Book'.

Job Families

- A group of Jobholders whose jobs contain the same attributes, e.g.: skills, abilities, tasks and a required level of knowledge. These job families can have members across the organisation.

Job holder

- An employee or number of employees occupying a job evaluated as the same job.

Job Questionnaire

- The form (designed nationally) on which the job holder describes the duties of their job under the different factor headings.

LGPS (Local Government Pension Scheme)

- This is the body which manages the pension scheme for all local authority workers (excluding teachers).

Market pay

- An additional level of earnings usually paid for a particular job in the Council in order to recruit and retain certain skills. Market Pay Schemes have to be annually reviewed and approved in accordance with the Market Policy. These will not be consolidated into basic pay.

National Job Evaluation Scheme

- Measures all of the Councils jobs according to a set of common factors. It has been agreed at a national level and is written up in the Green Book.

National Joint Council (NJC)

- The National Joint Council for Local Government Services is the body which decides the pay and conditions of service for many people in local government. These decisions and rules are written into the 'Green Book'.

Normal Pay

- The combination of annual salary and regular allowances which are paid through periods of holidays, sickness and other forms of leave.

Paused Increment

- When normal incremental progression is put on hold whilst issues of training and performance are addressed.

Pay Spine

- The list of annual salaries which make up the grades for the pay structure, there are 56 salaries or spinal column points on the pay spine, each of which represents one increment.

Plain Time Rate

- Plain time rate is the basic hourly rate for the job.

Post

- Each job holder occupies a post within the same job. There may be many posts in the one job – a job family.

Recruitment And Retention

- The purpose of any pay scheme is for an employer to be able to recruit and retain the people able to do the jobs required by the organisation.

Roster / Rota

- The plan for how working hours over the day or week are to be covered by employees.

(SCP) Spinal Column Point

- The pay spine is divided up into money values each of which is called a spinal column point. There are 56 spinal column points (4 – 60) on the new pay spine.

Shifts

- Are the periods of time, within 24 hours, over which the service must be provided.

Shift worker

- An employee whose pattern of work is rostered to cover all of the hours over which the service must be provided and which is defined in the terms and conditions.

Single Status

- This the common name given to the agreement reached in 1997 by the National Joint Council for Local Government Services (Green Book).

Skills

- Techniques gained from knowledge, learning and experience, which enable the jobholder to meet the requirements of the job in the most efficient and effective way.

Working Time Regulations

- These are the rules, which the Government sets, that limit the amount of work people can do, with minimum levels for holidays and rest breaks for the health and safety of employees. Information is available from the Human Resources Team.



NORTHAMPTON BOROUGH COUNCIL

JOB EVALUATION & APPEALS PROCEDURE

1. AIM

This Procedure is to be used by employees appealing against the job evaluation results arising from the single status job evaluation exercise (Pay and Grading).

2. SCOPE

This Appeals Procedure is for those jobs evaluated as part of Single Status (Pay and Grading). This will include new jobs, redesigned jobs and vacant jobs, which are submitted for evaluation before 1st November 2010. On completion of the appeals generated from the Pay and Grading Project the new standard appeals process will apply.

If the appeal is due to a significant change in the job, i.e. the functionality and purpose of the job have altered between the date of the evaluation and 1st November 2010, the pay and grading appeals will not apply. In these cases the new Job Evaluation Scheme and (if necessary) the new standard appeals process should be used.

New Jobs and vacant jobs to be evaluated after 1st November 2010 will be outside of the current project but will be similarly jointly evaluated using the standard job evaluation scheme. This will enable these jobs to be advertised within the new pay and grading structure and will not therefore carry protection rights (further information will be provided at the time of advertising these roles to advise candidates on the pay and grading process). For further guidance refer to the post project job evaluation and appeals procedure. Revised evaluations for occupied posts will carry a right of appeal under the project scheme and will continue to fall within the scope of the project until 31st December 2010, so that existing employees are covered within project protection arrangements.

3. GENERAL GUIDANCE

Appeals can only be submitted on the basis of a disagreement with the level given under any of the thirteen job evaluation factors in the National Scheme. Comparator posts can be used in the appeals process, however this must be substantiated with evidence under any of the thirteen factors. At all stages employees will be expected to provide significant evidence to support their application and/or be able to demonstrate that existing evidence is incomplete or inaccurate. Attached in **Appendix A, Section 1** is a definition of significant evidence.

The evidence must show, under each relevant factor, where the evaluation did not reflect the demands and/or requirements of the job.

Appeals will not be accepted on the basis of comparison with other jobs within the Authority where the only reason for appeal is a view about differences in point scores.

Employees should note that there is the possibility that their score might go down as well as up as a result of an appeal.

The timescale for appeals lodged within the single status project will be dependent upon the number of appeals lodged, however it is expected that all appeals will be dealt with within six months of the final appeal submission in 1st December 2010.

4. PROCEDURE

Unless there are exceptional circumstances employees must abide by the timescales stated. The Head of Service will consider exceptional circumstances but generally appeals will be dismissed if they fall outside the time scales.

4.1 Informal Stage

Trade Union members are advised to seek advice from their Trade Unions before they submit an Appeal. At all stages of the procedure the employee may seek support from one of the signatory trade unions or a colleague. At this stage Line Managers should endeavour to meet with employees to discuss their scoring should the employee(s) request this.

4.2 Stage One

Employees will be notified of their Job Evaluation score and grade in writing by October 2010. Once employees have received notification of their score they are advised to consider whether the score reflects the nature of their role. Trade Union members are advised to do this in conjunction with their Trade Union representatives.

- a) The intention to appeal must be registered with the Employee Relations Officer (address on the form). The intention to appeal must be registered by **1st December 2010**. The appeal registration form is at **Appendix B**. Copies will be made available to the signatory trade unions.
- b) If you are part of a job family and you wish to appeal, you should in the first instance discuss this with your job family colleagues.
- c) Management will facilitate a one-hour meeting for this purpose. Trade Union Representatives can attend this meeting, however it is the responsibility of the employee(s) to arrange for them to be invited. If the employees in the same job family wish to appeal as a job family

they must agree by majority to proceed with the appeal and then must elect not more than two colleagues to complete the process.

- d) Employees may request from the Pay and Grading Team up to five other Job Evaluation Questionnaires from other posts. These posts should be appropriate to the appellant's post and should be one grade up or down from the appellant's post.
- e) The purpose of the meeting is to bring together evidence for the appeals, based on the criteria set out in the general guidance and **Appendix A**.
- f) If sufficient evidence is available to proceed with the appeal then the employee or nominated job family member(s) will be responsible for the completion and submission of the Standard Appeal Form (SAF) at **Appendix C**, (Trade Union members may request the support of their Trade Union Representative). The Job family manager must sign the form and verify the additional information being submitted. Two hours works time for the elected jobholders will be allowed for this purpose. The full final appeal form must be submitted by 14th January **2011** otherwise the appeal will be automatically dismissed.
- g) If an employee who has been designated as part of a job family wishes to appeal on an individual basis (or if there is more than one employee but not a majority) they are urged in the first instance to discuss this with their colleagues as outlined in 4.1 above. If the employee / employees wish to pursue the appeal without a majority decision they should follow the appeals process described in **Appendix A**.
- h) Employees who have been placed in a job family and appeal their job evaluation result should understand that the possible outcomes of the appeal listed in 4.4(c) may apply to the whole job family and not just the appellant(s). It may also be the case that an individual appeal may result in a individual being moved out of the job family and being given a new evaluation score relative to their appealed job.

4.3. Stage Two

- a) A joint assessment panel (comprised of a Human Resources representative and a Trade Union Representative, both trained in the National Scheme) will consider the information in the appeal form together with the information from the original evaluation.
- b) The assessment panel will firstly determine whether or not there are grounds for appeal. Where there is insufficient information or evidence the appeal will be dismissed. If the appeal is dismissed the nominated jobholders will be advised of this in writing and the reasons for this will be explained.

4.4 Stage 3

Once it has been determined that there are grounds for appeal, the appeal will be considered by an appeals panel.

- a) The appeal panel will consist of a Human Resources representative, a senior manager (a Head of Service or Director), a manager and a representative from each of the recognised Trade Unions – GMB and UNISON (all trained in the National Job Evaluation Scheme).
- b) The appeal panel will evaluate the additional evidence using the National Job Evaluation Scheme, with the local conventions, to re-evaluate the job. During the course of this process the panel may find it necessary to ask the jobholder(s) and the job family manager further questions of clarification. The job family manager must be able to verify any further information submitted.
- c) The appeal process will have one of 6 outcomes:
 - Appeal upheld with a revised job evaluation score and higher grade.
 - Appeal upheld with a revised job evaluation score and the same grade.
 - Appeal dismissed with the evaluation score unchanged.
 - Appeal upheld with a lower revised job evaluation score and a lower grade.
 - Appeal upheld with a lower revised job evaluation score and the same grade.
 - A move to a different job family.
- d) The decision of the Panel will be communicated in writing with the rationale on the completion of all appeals.
- e) The Panel will seek a consensus decision on the outcome of the appeal based on the information presented and advice taken where appropriate. The decision of the Appeal Panel will be final. Failing a consensus decision by the evaluation panel the evaluation result will default to the result originally notified.

5. PAY AND GRADING DURING THE APPEAL PROCESS

During the Appeal process and pending the outcome of the appeal employees will remain on the grade designated as part of the original evaluations. Should the appeal be successful and result in a change of grade then an appropriate adjustment to their salary will be made, backdated to the actual implementation date, if 1st January 2011.

Should the appeal be unsuccessful, and the initial evaluation result remains unchanged there will not be any change to salary.

Should the job be evaluated at a lower level upon appeal and result in a reduction in grade the evaluation will be backdated and if necessary the single status protection agreement will apply but no back pay or overpayment will be recovered.

6. AFTER THE APPEAL PROCESS

There are no further opportunities for Appeal once the procedure as described in Section 4 has been completed.

Appendix A

GUIDANCE ON COMPLETING THE APPEALS

This document should be read in conjunction with the formal Job Evaluation Appeals Procedure.

1. Grounds For Appeal

An appeal against a job evaluation can be considered if you can show "significant evidence" to support your view that: -

- The level given under any of the thirteen factors within the Job Evaluation scheme is incorrect;
- The information given on the questionnaire is incomplete or incorrect.
- Or that the job evaluation process has not been applied fairly to your job.
- An individual was incorrectly grouped (or not) to a family

An appeal can be based on one or more of the above reasons, but only one appeal needs to be submitted.

"Significant Evidence" is defined as being:

- Significant and important points of fact which the appellant believes have been under represented or under weighted and which if given further consideration would change the factor level and score.
- A claim of unfair process must be based on a verified failure of the jointly agreed local process.

2. How To Present Your Evidence

It is important that the appeal panel can understand the principal points of your appeal.

- Try to organise your appeal by submitting evidence for each factor on separate pages. To help you complete this you should refer back to your original job evaluation questionnaire, which was split into factors and contained explanatory notes.
- If you wish to, refer to levels in the green book ([NJC Green book](#)) for example, state "My evaluation is at level 2 on this factor and I think I should be considered for level 3" followed by the evidence to support this statement.
- Describe the task, which forms the basis of your evidence. Make sure that, where relevant, you include information on the time taken to complete an activity? How often you have to do it? Who are your contacts? Who gives you work? What is the size of your budget? How many people do you supervise?
- Provide information, which is as brief as possible – one good example will do the work of 3 or 4 poor examples.

- If you wish to refer to the green book, you can quote descriptions contained within it. This **must** be accompanied by the description of the tasks within your job to which you think it refers.

3. Appeal Outcomes

The results of an appeal can be:-

- No change to the score
- A higher score and a higher grade
- A lower score and a lower grade
- A change to a score with no change in grade
- A change in a job family
- Appeal dismissed

4. Appeals Dismissed

Appeals will be dismissed: -

- Where the only basis for the appeal is a view about the relative differentials in the total points score between your job and other jobs that have been evaluated. It is acceptable to use comparators in submitting an appeal, however this must be based on any of the 13 factors, using supporting evidence.
- Where the appeal just gives an opinion about the suitability of the scheme in general to measure the characteristics of any given job.
- Where the evidence given are quotes from the green book without supporting evidence
- Where there is insufficient evidence to change a factor level

5. Getting Help And Information

Green Book factor levels and descriptions are all on the intranet. You can also obtain these documents from the Pay and Grading Team on extension 7590, alternatively you can email the team at:

payandgrading@northampton.gov.uk

You do not need a detailed knowledge of these documents to submit a good appeal but they do provide useful information to help formulate the appeal or to help you decide that you do not have sufficient evidence to meet the requirements of the higher factor level.

Your manager and your trade union representative are available to help you with your appeal. Remember your manager must verify the information on your appeal form.

Remember – Please register your appeal by 1st December 2010 and submit your full appeal by 14th January 2011

Appendix B

APPEAL REGISTRATION FORM

Please return this form by 1st December 2010

APPELLANT

I wish to register my right to appeal against the job evaluation score for my post

Name: _____

Job Code: _____

Job Title: _____

Date: _____

Signature: _____

LINE MANAGER

I acknowledge receipt of the registration form

Name: _____

Designation: _____

Date: _____

Return to: Pay & Grading
Human Resources
3rd Floor
The Guildhall
St Giles Square
Northampton NN1 1DE

Date Received:
Received by:

Or email the form to payandgrading@northampton.gov.uk

Appendix C

STANDARD APPEAL FORM

This appeal form must be completed and submitted with your manager's signature by 14th January 2011.

Full Name, location and contact details.

(Attach a full list of the names of job family members with signatures where appropriate)

Name.

Location.

Telephone number and /or e mail address

.....

Job Title

Job Code

(You must include this code, as we will be unable to trace your evaluation details – if this is missing the form will be returned to you)

Employee's Signature

Manager's Name and Job Title.

.....

Manager's Signature.

The Manager signs to verify that the information you have submitted is correct

Managers contact details

Date of Registration of Appeal

Return to: **Pay & Grading**
 Human Resources
 3rd Floor
 The Guildhall
 St Giles Square
 Northampton NN1 1DE

Or email the form to payandgrading@northampton.gov.uk

Date Received Stamp

Received by:

PLEASE NOTE THAT IF THE APPEAL FORM IS NOT SUBMITTED BY THE DUE DATE WITHOUT GOOD REASON THEN THE APPEAL WILL BE INVALID.

The DUE DATE is 1st December 2010

Grounds of Appeal

PLEASE READ GUIDANCE IN APPENDIX A OF THE APPEALS PROCEDURE CAREFULLY BEFORE COMPLETING THIS FORM

To be completed by the Employee

To support your case for appeal, please give full written details. These must either contain substantial additional evidence or demonstrate the information previously submitted has been incorrectly interpreted. **Please note that substantial does not mean lengthy it means proven. One example can serve to illustrate the point of the appeal.**

Please specify under which of the thirteen job evaluation factors you are providing evidence.

<u>FACTOR</u>	√	<u>FACTOR</u>	√
Knowledge		Emotional Demands	
Mental Skills		Responsibility for People	
Interpersonal & Communication Skills		Responsibility for Supervision	
Physical Skills		Responsibility for Financial Resources	
Initiative & Independence		Responsibility for Physical Resources	
Physical Demands		Working Conditions	
Mental Demands		Check Indirect Entries	

(Please continue overleaf.....)

(continued from overleaf)

Additional pages may be inserted. *If submitting evidence under more than one factor please start a new page for each factor. Number the pages*

Identify Number of additional pages submitted --

Signature of appellant(s) or designated representatives

.....

Date

Signature of Line Manager

.....

Date



NORTHAMPTON BOROUGH COUNCIL

**JOB EVALUATION
APPEALS PROCEDURE
(Post Pay and Grading Implementation)**

1. AIM

This Procedure is to be used by employees appealing against the job evaluation results arising from the job evaluations that are undertaken after the implementation of the single status job evaluation exercise (Pay and Grading).

2. SCOPE

This appeals procedure is for those jobs evaluated after the implementation of the Single Status (Pay and Grading) Scheme. This will include new jobs, and jobs that have substantially changed either due to restructures or over time.

3. GENERAL GUIDANCE

Appeals can only be submitted on the basis of a disagreement with the level given under any of the thirteen job evaluation factors in the National Scheme. Comparator posts can be used in the appeals process, however this must be substantiated with evidence under any of the thirteen factors. At all stages employees will be expected to provide appropriate evidence to support their application and/or be able to demonstrate that existing evidence is incomplete or inaccurate. Attached in **Appendix A, Section 1** is a definition of appropriate evidence.

The evidence must show, under each relevant factor, where the evaluation did not reflect the demands and/or requirements of the job.

Appeals will not be accepted on the basis of comparison with other jobs within the Authority where the only reason for appeal is a view about differences in point scores.

Employees should note that there is the possibility that their score might go down as well as up as a result of an appeal.

4. PROCEDURE

4.1 Stage One

When a post has been evaluated the line manager will be advised of the job evaluation score. The line manager will also be advised of the individual factor scores. If the post is an existing post, the line manager will advise the postholder(s) of the outcome of the job evaluation. An appeal can be made if the line manager or postholder disagree with the evaluation result.

- a) The intention to appeal must be registered with the Employee Relations Officer (address on the form). The intention to appeal must

be registered within 4 weeks of the original job evaluation panel. The appeal registration form is at **Appendix B**. Copies will be made available to the signatory trade unions.

- b) If you are part of a job family and you wish to appeal, you should in the first instance discuss this with your job family colleagues.
- c) Management will facilitate a one-hour meeting for this purpose. Trade Union Representatives can attend this meeting, however it is the responsibility of the employee(s) to arrange for them to be invited. If the employees in the same job family wish to appeal as a job family they must agree by majority to proceed with the appeal and then must elect not more than two colleagues to complete the process.
- d) The purpose of the meeting is to bring together evidence for the appeals, based on the criteria set out in the general guidance and Appendix A.
- e) If sufficient evidence is available to proceed with the appeal then the employee or nominated job family member(s) will be responsible for the completion and submission of the Standard Appeal Form (SAF) at **Appendix C**, (Trade Union members may request the support of their Trade Union Representative). The Job family manager must sign the form and verify the additional information being submitted. Two hours works time for the elected jobholders will be allowed for this purpose. The full final appeal form must be submitted within 8 weeks of the original job evaluation panel otherwise the appeal will be automatically dismissed.
- f) If an employee who has been designated as part of a job family wishes to appeal on an individual basis (or if there is more than one employee but not a majority) they are urged in the first instance to discuss this with their colleagues as outlined in 4.1 above. If the employee/employees wish to pursue the appeal without a majority decision they should follow the appeals process described in Section (e) above.
- g) Employees who have been placed in a job family and appeal their job evaluation result should understand that the possible outcomes of the appeal listed in 4.2 (c) may apply to the whole job family and not just the appellant(s).

4.2 Stage 2

- a) The appeal panel will consist of a human resources representative, a senior manager (a Head of Service or Director), a manager and a representative from each of the recognised Trade Unions – GMB and UNISON (all trained in the national job evaluation scheme and not involved at the evaluation stage). The managers present at the

appeal panel will be from a different work area to the job being appealed.

- b) The appeal panel will evaluate the additional evidence using the National Job evaluation Scheme, with the local conventions, to re-evaluate the job. During the course of this process the panel may find it necessary to ask the jobholder(s) and the job family manager further questions of clarification. The job family manager must be able to verify any further information submitted.
- c) The appeal process will have one of 6 outcomes:
 - Appeal upheld with a revised job evaluation score and higher grade.
 - Appeal upheld with a revised job evaluation score and the same grade
 - Appeal dismissed with the evaluation score unchanged
 - Appeal dismissed with a lower revised job evaluation score and a lower grade
 - Appeal dismissed with a lower revised job evaluation score and the same grade
 - A move to a different job family.
- d) The decision of the Panel will be communicated in writing within 5 working days, with the rationale on the completion of all appeals.
- e) The Panel will seek a consensus decision on the outcome of the appeal based on the information presented and advice taken where appropriate. The decision of the Appeal Panel will be final. It is expected that a consensus would be reached in all but extreme circumstances. Failing a consensus decision the evaluation result will default to the result originally notified.

5. YOUR PAY AND GRADE DURING THE APPEAL PROCESS

Should the appeal be unsuccessful, and the initial evaluation result remains unchanged there will not be any change to salary.

Should the job be evaluated at a lower level upon appeal and result in a reduction in grade the single status protection agreement will apply (if necessary) but no back pay overpayment will be recovered.

If the job is evaluated at a higher level, the pay increase (if applicable) will be backdated to the date that the appeal form was completed and signed by all parties.

6. AFTER THE APPEAL PROCESS

There are no further opportunities for Appeal once the procedure described in Section 4 has been completed.

Appendix A

GUIDANCE ON COMPLETING THE APPEALS

This document should be read in conjunction with the formal Job Evaluation Appeals Procedure.

1. Grounds For Appeal

An appeal against a job evaluation can be considered if you can show "appropriate evidence" to support your view that: -

- The level given under any of the thirteen factors within the Job Evaluation scheme is incorrect;
- The information given on the questionnaire is incomplete or incorrect.
- Or that the job evaluation process has not been applied fairly to your job.
- An individual was incorrectly grouped (or not) to a family.

An appeal can be based on one or more than one of the above reasons, but only one appeal needs to be submitted.

"Appropriate Evidence" is defined as being:

- Points of fact which the appellant believes have been under represented or under weighted and which if given further consideration would change the factor level and score.
- A claim of unfair process must be based on a verified failure of the jointly agreed local process.

2. How To Present Your Evidence

It is important that the appeal panel can understand the principal points of your appeal.

- Try to organise your appeal by submitting evidence for each factor on separate pages. To help you complete this you should refer back to your original job evaluation questionnaire, which was split into factors and contained explanatory notes.
- If you wish to, refer to levels in the green book ([NJC Green book](#)) for example, state "My evaluation is at level 2 on this factor and I think I should be considered for level 3" followed by the evidence to support this statement.
- Describe the task, which forms the basis of your evidence. Make sure that, where relevant, you include information on the time taken to complete an activity? How often you have to do it? Who are your contacts? Who gives you work? What is the size of your budget? How many people do you supervise?
- Provide information, which is as brief as possible – one good example will do the work of 3 or 4 poor examples.

- If you wish to refer to the green book, you can quote descriptions contained within it. This **must** be accompanied by the description of the tasks within your job to which you think it refers.

3. The Outcomes Of An Appeal

The results of an appeal can be:-

- No change to the score
- A higher score and a higher grade
- A lower score and a lower grade
- A change to a score with no change in grade
- A change in a job family

4. Appeals Dismissed

Appeals will be dismissed: -

- Where the only basis for the appeal is a view about the relative differentials in the total points score between your job and other jobs that have been evaluated. It is acceptable to use comparators in submitting an appeal, however this must be based on any of the 13 factors, using supporting evidence.
- Where the appeal just gives an opinion about the suitability of the scheme in general to measure the characteristics of any given job.
- Where the evidence given are quotes from the green book without supporting evidence
- Where there is insufficient evidence to change a factor level

5. Getting Help And Information

Green Book factor levels and descriptions are all on the intranet. You can also obtain these documents from the Employee Relations Officer on extension 7730 or your Trade Union Representative.

You do not need a detailed knowledge of these documents to submit a good appeal but they do provide useful information to help formulate the appeal or to help you decide that you do not have sufficient evidence to meet the requirements of the higher factor level.

Your manager and your trade union representative are available to help you with your appeal. Remember your manager must verify the information on your appeal form.

Appendix B

APPEAL REGISTRATION FORM

Please return this form within 4 weeks of the Job Evaluation panel date

APPELLANT

I wish to register my right to appeal against the job evaluation score for my post

Name: _____

Job Code: _____

Job Title: _____

Date: _____

Signature: _____

LINE MANAGER

I acknowledge receipt of the registration form

Name: _____

Designation: _____

Date: _____

Return to: Human Resources
3rd Floor
The Guildhall
St Giles Square
Northampton NN1 1DE

<p>Date Received Stamp</p> <p>Received by:</p>
--

Or email the form to payandgrading@northampton.gov.uk

Appendix C

STANDARD APPEAL FORM

This appeal form must be completed and submitted with your manager's signature within 8 weeks of the original Job evaluation panel.

Full Name, location and contact details

(Attach a full list of the names of job family members with signatures where appropriate)

Name.

Location.

Telephone number and /or e mail address

.....

Job Title

Job Code

(You must include this code, as we will be unable to trace your evaluation details – if this is missing the form will be returned to you)

Employee's Signature

Manager's Name and Job Title.

.....

Manager's Signature.

The Manager signs to verify that the information you have submitted is correct

Managers contact details

Date of Registration of Appeal

**Return to: Human Resources
 3rd Floor
 The Guildhall
 St Giles Square
 Northampton NN1 1DE**

Or email the form to payandgrading@northampton.gov.uk

Date Received Stamp

Received by:

PLEASE NOTE THAT IF THE APPEAL FORM IS NOT SUBMITTED BY THE DUE DATE WITHOUT GOOD REASON THEN THE APPEAL WILL BE INVALID

Grounds of Appeal

PLEASE READ GUIDANCE IN APPENDIX A OF THE APPEALS PROCEDURE CAREFULLY BEFORE COMPLETING THIS FORM

To be completed by the Employee

To support your case for appeal, please give full written details. These must either contain substantial additional evidence or demonstrate the information previously submitted has been incorrectly interpreted. **Please note that substantial does not mean lengthy it means proven. One example can serve to illustrate the point of the appeal.**

Please specify under which of the thirteen job evaluation factors you are providing evidence.

<u>FACTOR</u>	√	<u>FACTOR</u>	√
Knowledge		Emotional Demands	
Mental Skills		Responsibility for People	
Interpersonal & Communication Skills		Responsibility for Supervision	
Physical Skills		Responsibility for Financial Resources	
Initiative & Independence		Responsibility for Physical Resources	
Physical Demands		Working Conditions	
Mental Demands		Check Indirect Entries	

(Please continue overleaf.....)

(continued from overleaf)

Additional pages may be inserted. *If submitting evidence under more than one factor please start a new page for each factor. Number the pages*

Identify Number of additional pages submitted --

Signature of appellant(s) or designated representatives

.....

Date

Signature of Line Manager

.....

Date

APPENDIX 2



Northampton Borough Council

PAY PROGRESSION POLICY

August 2010

Contents

1.	Introduction	3
2.	Scope	3
3.	Aims of the Scheme	3
4.	The Scheme – General	3
5.	The Scheme – Assessment	4
6.	The Scheme – Reward matrix	6
7.	Eligibility	6
8.	Absence	6
	8.1 Maternity / Paternity Leave	6
	8.2 Long Term Sick Leave	7
	8.3 Unpaid Leave	7
9.	Leavers	7
10.	Appeals	7
11.	Scheme Monitoring and Review	7
12.	Termination of the Scheme	7
13.	Annual Process	8

1. INTRODUCTION

This document sets out the details of the Council's progression scheme.

2. SCOPE

The scheme will apply to all NJC employees of Northampton Borough Council with effect from 1 April 2013. The scheme will be phased in as follows:

- Grade 6 and above 1 April 2012
- Grade 5 and below 1 April 2013

Staff in phase 2 of the scheme (grade 5 and below) will continue on annual service increments in 2012. This phased introduction will allow the Progression Scheme to embed in the organisation. Any amendments to the scheme can then be made prior to rolling the scheme out to the majority of employees.

3. AIMS OF THE SCHEME

The scheme has been designed to provide a more structured and focused link with individual and Council performance. The aims of the scheme are to:

- Recognise and reward employee achievement;
- Recognise and reward organisational performance;
- Align organisational and individual performance targets; and
- Improve motivation.

The scheme has been designed on the principles of being fair, equitable and easy to understand and administer. The scheme must be seen to demonstrate value for money and be affordable for the Council.

4. THE SCHEME – GENERAL

The key features of the recognition scheme are:

- Time-served incremental pay progression will be discontinued;
- Pay progression through a grade will be earned by assessment;
- Employees will be placed into one of four ratings following their Appraisal and Performance Review each year;
- Pay Progression increments will be consolidated;
- The "Performance Year" will be 1st April through to 31st March.

5. THE SCHEME - ASSESSMENT

Overall performance will be based on either an assessment of both the organisation and the individual or individual dependent on the grade the individual falls within.

Individual Employee Assessment

Individual employee assessment will be provided by the Council's Appraisal and Performance Review Scheme. The appraisal and Performance review scheme is based on an annual cycle of April to March and is linked to the corporate plan and service plan process. This measures the employee's overall performance against objectives and behaviour levels. As such it provides a rounded assessment of the individual contribution made by the employee to the Council.

Employees will be placed into one of four 'ratings' as follows:

Rating	Description
Exceeds expectations	<p>The employee has exceeded most/all objective targets and target behaviours required.</p> <p>It is anticipated that relatively few employees will be in this category. This rating should be used for employees who make a consistently high and valued contribution to the organisation.</p>
Meets expectations	<p>Most/all objective targets and target behaviours have been achieved to a satisfactory standard.</p> <p>It is anticipated that the majority of employees will be in this category. This rating should be used for employees who make a consistent and valued contribution to the organisation.</p>
Meets some expectations	<p>A number of objective targets and target behaviours have not been met. Improvement is required in a number of areas in order to reach satisfactory standards.</p> <p>It is anticipated that relatively few employees will be in this category.</p>
Fails to meet expectations	<p>All round poor performance. No objective targets or behaviours have been met. Significant and immediate improvement is required. The employee requires an immediate action plan agreed with their manager and HR.</p> <p>It is anticipated that few employees will be in this category.</p>

Employees' individual performance ratings will be subject to a moderation process to ensure consistency of approach across the Council.

Moderation Process

Following the collection and analysis of employee ratings by human resources a report will be produced for each service area. A moderation panel will review the results for the service. The role of the moderation panel will be:

- To critically review the distribution of employee ratings;
- To review evidence for poor and exceptional ratings;
- To challenge employee ratings that appear inconsistent with the scheme's objectives;
- To recommend changes to employee ratings if appropriate; and finally
- To propose acceptance of amended ratings.

The moderation panel will be consist of:

- The Chief Executive
- Service Director (not from the service being moderated);
- Head of Human Resources or nominated representative;

The Management Board will have responsibility for approving the overall final set of progression results for the Council.

Organisational Performance

The council's overall performance will be assessed based on a number of performance indicators. These indicators include:

- Summary of the internal Corporate Action, Improvement and Performance Plan;
- The Audit and Inspection Letter, which includes the Direction of Travel Report;
- Key Lines of Enquiry;
- Peer Review reports (subject to availability).

Using the above measures organisational performance will be placed into one of 3 categories, as follows:

Category	Description
Under Performing	The Council is failing to deliver most/all of its services to a satisfactory level. Significant improvement is required immediately to reach adequate levels of council performance. Link to CAA
Performing	The Council is delivering services to a satisfactory level in most/all areas. Performance improvement is required in most/all areas in order to achieve Highly Performing. Link to CAA
Highly Performing	The Council is delivering most/all services to a consistently high standard. Most/all BVPI's will be in the upper quartile. Link to CAA

6. THE SCHEME – REWARD MATRIX

For those staff who are linked to organisational and individual performance rating the progression structure to be paid to employees will be based on the following matrix:

Organisational Assessment	Individual Performance Rating			
	Fails to meet expectations	Meets some expectations	Meets expectations	Exceeds expectations
Under Performing	0	0	1	1
Performing	0	1	1	2
Highly Performing	0	1	2	2

For those staff who are linked to individual performance rating the progression structure to be paid to employees will be based on the following matrix

Individual Performance Rating			
Fails to meet expectations	Meets some expectations	Meets expectations	Exceeds expectations
0	1	1	2

7. ELIGIBILITY

To be eligible for the scheme employees must have at least six months qualifying service in post.

7.1 Disability Discrimination

All employees who are covered by the DDA will as part of their annual appraisal have reasonable adjustments considered when objectives are set with regard to potential absence due to DDA and adjustments to objectives if appropriate.

8. ABSENCE

In general employees who are absent will continue to be eligible for inclusion in the progression scheme.

8.1 Maternity Leave

Employees absent for part of the performance year will have their performance assessment based on the time they were present. If employees are absent for an entire year the previous year's rating will be used. If this is

not available a rating of “meets expectations” will be used. The employee will have a right of appeal upon return to work. Consideration will need to be given if an employee is not present over 2 consecutive progression years.

8.2 Long Term Sick Leave

Employees on long term sick leave will continue to be eligible for the scheme (up to a limit of six months absence, after which they will no longer be eligible). Individual performance will be rated for the part of the performance year they worked. If the employee is not present for their appraisal and performance review then the previous year’s rating will be used. If this is unavailable then a rating of “Meets some expectations” will be used.

8.3 Unpaid Leave

Employees who take more than six months unpaid leave in the performance year will not be eligible for the scheme.

9. LEAVERS

Employees must be employed in April of that year and have completed a Appraisal and Performance Review prior to their contract ending.

10. APPEALS

Employees will have a right of appeal against their individual performance assessment. Appeals must be made in writing to the relevant Director. Appeals must be made within 10 working days of the date of the review being signed off by the senior manager. This will need to be prior to the moderation process.

11. SCHEME MONITORING & REVIEW

This scheme has been developed to achieve the stated criteria above. The Council reserves the right to monitor, investigate or change the scheme and to review its operation following implementation. The Council will periodically review the scheme to ensure that it continues to meet its objectives. This review will be carried out in conjunction with the recognised trade unions through the consultative process adopted by the Council (currently MTUCM).

12. TERMINATION OF THE SCHEME

The scheme will be terminated if it is deemed to have fallen into disrepute and/or is clearly not contributing to achieving the desired outcomes.

The scheme will be terminated by providing three months written notice to employees affected. In this event alternative arrangements will be agreed through a consultative process with the recognised trade unions.

13. ANNUAL PROCESS

The following table describes the annual process to be followed each year.

Action	Action by	When By
Appraisal and Performance Review meeting between individual and their line manager.	Individual and their line manager	TBD
Personal Appraisal and Performance Review signing off process.	Head of Service is responsible for ensuring all PPR are signed off	TBD
All Appraisal and Performance Review documentation and employee ratings collected and analysed by Human Resources.	Head of Human Resources	
All Appraisal and Performance Review ratings are moderated by Human Resources, Directors and Heads of Service.	Head of Human Resources in conjunction with relevant Heads of Service and Directors	
Performance ratings are equality analysed by Human Resources and report produced for Management Board.	Head of Human Resources	
Progression results approved by Management Board.	Head of Human Resources and Management Board	
Results actioned by Payroll <ul style="list-style-type: none"> ▪ Increments backdated to 1st April. 	Payroll	

APPENDIX 3



NORTHAMPTON BOROUGH COUNCIL

MARKET RELATED PAY

August 2010

1. POLICY STATEMENT

- 1.1 At times applicants for some job roles are very scarce due to shortages or variations in demand for certain skills. The consequence of both of these restrictions may result in recruitment and retention issues. There are a number of reward factors to be considered in terms of recruiting and retaining quality staff and clearly pay is one of the key factors.
- 1.2 Paying a market rate (which is different from the evaluated rate) for certain skills does provide a material factor defence against any potential equal pay claim provided that:
- The market position is kept under review annually. A clear review period will be detailed in the employment offer.
 - The market supplements are withdrawn in the event of change in the market place (with notice).
 - The market comparisons are untainted by gender (this is only likely to be relevant where the jobs are predominantly occupied by either gender).
- 1.3 The criteria for payment of market premiums, which must be established before any payments are offered to either recruit or retain, are:
- A high pay market - where credible market benchmarking data advises of high rates of pay.

And

- Recruitment issues - identified by the failure of at least one recruitment campaigns (within the last six months).

And/Or

- Retention issues - following analysis of turnover data agreed by the Head of Service and Head of Human Resources.

2. PROCESS

- 2.1 The recruitment and retention issue needs a thorough analysis to determine the market pay proposal over the short to medium term and the longer term.
- 2.2 Actions to address reward issues other than evaluated pay may involve:
- Bursary or sponsorship schemes
 - Graduate trainees
 - Training up existing employees
 - Career graded posts offering progression to higher evaluated jobs (once appropriate qualifications have been obtained etc)
 - In house training and development, mentors and coaches
 - Training allowances for course fees, guaranteed minimum training days

- Inter city / county shadowing / secondment arrangements
- Partnerships with Colleges and Universities
- Recruitment campaigns / fairs / university milk rounds

2.3 If there is a need to pay some form of pay supplement then the market rates for the job need to be established through reliable data. Reliable data is gained through independent sources wherever possible: -

- Income data services
- National or local surveys of relevant sectors
- Local government surveys
- HAY market data
- Office of national statistics pay surveys
- Recognised trade unions

Professional organisations data can be useful but will sometimes encourage leapfrogging by reflecting the current shortage through pay rates. If survey material is unavailable or not specific enough then job advertisements can be reviewed. The data should cover a reasonable range of organisations or solely public services (e.g. avoiding high pay sectors such as merchant banks in financial services sector) and a reasonable period of time e.g. three months. Jobs should be matched as far as possible particularly in respect of starting level skills, experience and qualifications.

2.4 Proposals giving information on the issues, analysis of solutions, proposals for short, medium and long term solutions should be submitted to the Management Board via the recommendation of the Head of Human Resources who will advise on the submission. The Trade Unions will be kept advised of the proposals for market supplements and their comments will be conveyed to the Management Board.

3. APPROVAL

3.1 The Management Board will approve all new market arrangements before being paid / implemented. The initial period of payment will be two years to ensure the applicant has some financial stability. The payment and payment period/notice will also apply to existing employees holding the same evaluated job. The exceptions shall be where the employee (either existing or newly appointed) is subject to the capability procedures in which instance payment of the supplement will be withheld until a satisfactory performance level is reached; or is on long term sick, which is defined as a certificated period of sickness extending beyond four weeks for the same condition, for which the market supplement will be withheld until the employee has returned to work at full fitness level i.e. after any staggered return to work plan is complete. All market supplements will be reviewed annually and will need to be resubmitted for annual approval.

3.2 The approved market supplement, which is pensionable, will be identified separately and shown in contracts of employment as subject to annual review.

If, on review, the market premium is no longer required the employee(s) concerned will be given notice of the removal of the premium. The period of notice of removal of the supplement will vary and will be determined at the time of the review, but will be a minimum of six months and maximum of one year.

- 3.3 Other long term arrangements, sponsorships or new policy arrangements may also need the separate approval of elected members.
- 3.4 All proposals to withdraw payments will be notified to the recognised trade unions and can be subject to challenge via the authority's grievance procedure for resolution within the notice period.

4. REVIEW

- 4.1 This policy will initially be reviewed twelve months following implementation. The application of market supplements will be reviewed annually as part of the annual equality audit with the Trade Unions.