

Report to Cabinet
11 March 2014
Report of Head of HR and learning
Subject Pay Policy Statement 2015/16

Item

5

Purpose

To consider and recommend to full council the pay policy statement for 2015/16.

Recommendation

To:

- (1) note the report (points 7 -15) of the senior pay remuneration panel and agree the recommendations incorporated into the pay policy statement for 2015/16 as applicable.
- (2) consider and recommend to full council to approve the pay policy statement for 2015/16

Corporate and service priorities

The report helps to meet the corporate priority “Value for money services”.

Financial implications

The pay policy statement sets out current remuneration arrangements and there are no additional or increased financial consequences of this report. There is a cost of circa £1000.00 for job evaluation services to be funded from existing budgets

Ward/s: All

Cabinet member: Councillor Waters- Deputy Leader and resources

Contact officers

Dawn Bradshaw, head of HR and learning

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Background documents

None

Report

Pay policy statement 2015/16

1. This report sets out a draft pay policy statement as required under Section 38 (1) of the Localism Act 2011. The Localism Act requires English and Welsh authorities to have considered approved and published a pay policy statement for each financial year. The pay policy statement must be approved by a resolution of the full council by 31 March each year.
2. The pay policy statement has been prepared having regard to the Department of Communities and Local Government (DCLG) publication Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 and supplementary guidance.
3. The pay policy statement must express clearly the council's policies relating to the pay of its workforce, particularly its senior management and lowest paid employees. The pay policy statement must include:
 - The remuneration of its chief officers including the level and elements of remuneration.
 - The remuneration of its lowest paid employees
 - The definition of the lowest paid employees adopted by the council for the purposes of the pay policy statement and the council's reasons for adopting that definition.
 - Remuneration of chief officers on recruitment
 - Use of performance related pay and bonuses for chief officers
 - The approach to the payment of chief officers on their ceasing to hold office under or to be employed by the council
 - The publication of and access to information relating to remuneration of chief officers.
4. The council's pay policy statement is not specific to chief officers but applies to the whole workforce.
5. The pay policy statement for 2015/16 (Appendix A) has been updated to reflect changes during the course of the year, notably:
 - (a) Section 1.3 and 1.5 salaries have been updated to reflect the National Joint Council (NJC) pay award effective from 1 January 2015.
 - (b) Section 2.6 removal of reference to Deputy Chief Executive and increase of senior head of service posts from 3 to 4 and salaries have been updated for senior head of service to reflect the Joint Negotiating Committee (JNC) pay award effective from 1 January 2015.
 - (c) Section 2.7 addition of reference to terms and conditions of employment for Chief Executive and Chief Officers.

- (d) Section 5.2 pay multiples have been updated based on data from 1 January – 31 December 2014.
 - (e) Section 6.1 updated to include living wage accreditation
 - (f) Section 6.12 reference to employee pension contributions added.
 - (g) Section 6.15 clarification on re-engagement of former employees and appointment of interims added.
 - (h) Section 6.16 clarification of the council's recruitment practice and position on tax avoidance.
6. In November 2014 the national employers made a formal offer of a pay award for local authority Chief Executives for 2014-16. The proposed pay offer is 2% of guaranteed FTE basic salary of £99,999 or less as at 31 December 2014 with effect from 1 January 2015. The offer covers the period to 31 March 2016.
7. This proposed pay award would not apply to the post of Chief Executive at Norwich City Council as the current salary range for this post exceeds £99,999 per annum

Report on activity of senior pay remuneration panel and recommendations

8. The senior pay remuneration panel was established from April 2013 to afford good governance in the council's approach to senior pay and to provide a verifiable and accountable process for recommending levels of senior pay and reward that ensure decisions are made in an open and accountable way.
9. Members of the panel are:
- Councillor Alan Waters, cabinet member for resources (Chair)
Councillor Keith Driver – cabinet member
Councillor Judith Lubbock – Liberal Democrat group member
Councillor Marion Maxwell – Labour group member
Councillor Paul Neale – Green group member
Independent representative - not appointed
10. The panel met once during the year and reviewed information on and considered the following:
- Current senior pay composition in the council
 - Benchmarking and market data
 - Terms of reference for the senior pay remuneration
 - The Panel also received updates on the JNC for Chief Executive pay offer and JNC for Chief Officers pay award and the proposals for public sector exit payments. The proposals for public sector exit payments are subject to secondary legislation but are likely to be implemented in April 2016.
11. The panel agreed that based on benchmarking data of comparable posts within local government they were satisfied that the remuneration package for senior posts at Norwich is fair and reasonable; that it reflects the local market and provides good value for money.

12. The panel noted the organisational changes in August 2014 which had resulted in changes in duties and responsibilities of senior posts and wished to ensure that the councils levels of pay and reward are sufficient to retain existing and recruit future talent should the need arise.
13. The panel requested regular monitoring and quarterly updates on trends in senior pay and rewards in local government.
14. The panel recommended meeting a minimum of twice each year.
15. A job evaluation of senior posts was due to be carried out in 2014/15. This work has not been concluded but will be completed in 2015. The job evaluation will be carried out by East of England LGA. The panel will review the results of the job evaluation and make recommendations for Cabinets consideration.
16. The panel have reviewed the value of having a senior pay remuneration panel against the terms of reference and are recommending that the panel continues. The panel have also reviewed the terms of reference and have requested that these are updated to reflect organisational changes. The amended terms of reference are attached (Appendix B).

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Head of HR and learning
Report subject:	Pay Policy Statement 2015/16
Date assessed:	2 March 2014
Description:	

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Job evaluation of senior posts will identify any issues in relation to equal pay Full equality impact assessment carried out prior to implementation of pay and grading structure
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
None
Negative
None
Neutral
None
Issues
None

Norwich City Council Pay Policy Statement 2015 - 16

Introduction

This pay policy statement is provided in accordance with Section 38 of the Localism Act 2011 and is effective from 1 April 2015. The pay policy statement will be updated and approved at full council each financial year.

Norwich city council provides a wide range of services and recognises that levels of reward need to reflect the requirement to develop and sustain a high performance culture to deliver complex and diverse functions. The level of reward therefore needs to be sufficient to attract and retain talented people needed to maintain and improve the council's performance and lead the council, particularly in times of financial challenge.

Scope

This document sets out the council's pay and reward arrangements for all posts within the council including senior pay arrangements. Remuneration for the purposes of this statement includes three elements:

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

Current Pay Policy

1. Employee remuneration up to and including heads of service

- 1.1 Employees up to and including head of service grades are subject to the National Joint Council (NJC) for local government services national agreement on pay and conditions of service. These are supplemented by locally agreed collective agreements reached with trade unions recognised by the council.
- 1.2 The current pay structure was introduced on 1 October 2011 following a review of pay and grading under the national single status agreement and to meet the requirements of equal pay legislation. Executive approved the pay structure on 22 July 2009.
- 1.3 Cost of living pay increases are made in line with NJC national negotiations. Pay scales were updated following notification of the NJC pay award of 2.2% effective from 1 January 2015. The pay agreement also included a non-consolidated payment which was paid in December 2014.
- 1.4 The council uses a pay structure commencing at spinal column point (SCP) 12 up to SCP 65. SCP'S 12 to 49 reflect the NJC national pay points, SCP'S 50 to 65 are locally agreed pay points.

There are 14 grades within the pay structure. Each grade has 4 incremental points, with the exception of Grade 1 and grade 14, which contain 3 incremental points. Grade 1 is the lowest grade and Grade 14 is the highest of these pay grades. Grades 13 and 14 apply to head of service posts. Grade 13 is not currently used.

Posts are allocated to the pay grades through a process of formal job evaluation using the NJC job evaluation scheme.

1.5 Pay and grading structure – pay rates from 1 April 2013

Grade	JE score	SCP	Annual salary	Grade	JE score	SCP	Annual salary
1	Up to 260			8	502-547	39	£33,857
		12	£15,523			40	£34,746
		13	£15,941			41	£35,662
		14	£16,231			42	£36,571
2	261-291	15	£16,572	9	548-593	43	£37,483
		16	£16,969			44	£38,405
		17	£17,372			45	£39,267
		18	£17,714			46	£40,217
3	292-332	19	£18,376	10	594-644	47	£41,140
		20	£19,048			48	£42,053
		21	£19,742			49	£42,957
		22	£20,253			50	£44,367
4	333-373	23	£20,849	11	645-695	51	£45,264
		24	£21,530			52	£46,463
		25	£22,212			53	£47,694
		26	£22,937			54	£48,959
5	374-414	27	£23,698	12	696-751	55	£50,256
		28	£24,472			56	£51,589
		29	£25,440			57	£52,955
		30	£26,293			58	£54,358
6	415-455	31	£27,123	13	752-812	59	£55,799
		32	£27,924			60	£57,277
		33	£28,746			61	£58,796
		34	£29,558			62	£60,353
7	456-501	35	£30,178	14	813 +	63	£61,952
		36	£30,978			64	£63,594
		37	£31,846			65	£65,279
		38	£32,778				

1.6 Employees on Grade 1 are defined as our lowest paid employees.

1.7 A small number of employees have transferred to the council under TUPE Regulations. With the exception of pension provision the transferred employees have retained their previous terms and conditions of employment, in accordance with TUPE legislation, and are not covered by the provisions of this pay policy statement.

2. Chief Executive and Chief Officer Pay

2.1 The Chief executive and corporate leadership team are together accountable for the implementation of agreed strategy and policies and for developing council services and delivering value for money. It is important to the council and local residents to have a highly effective management team in place in these senior roles.

2.2 The grading structure for chief officer pay, excluding heads of service and senior managers who are covered by arrangements detailed in 1, was approved by Executive

on 6 February 2008. The grading structure for the chief executive was approved by Executive on 7 September 2005.

2.3 The current pay arrangements are locally determined and operated. Cost of living pay increases are made in line with Joint Negotiating Committee (JNC) national negotiations for Chief Executives and Chief Officers. No national pay increase has been applied to Chief Executive pay since 1 April 2008. Pay scales for Chief Officers were updated following notification of the JNC pay award of 2% effective from 1 January 2015.

2.4 Recommendations on chief executive and chief officer pay above head of service level are considered and agreed by Cabinet. A senior pay remuneration panel established from April 2013 review the pay and reward arrangements, and make recommendations to Cabinet, in relation to the remuneration of the following posts:

Chief executive

Posts graded at senior head of service

The remit of the senior pay remuneration panel is laid down in the membership and terms of reference agreed at Cabinet on 18 February 2013, updated from 1 April 2015.

2.5 New appointments to be paid a salary package of £100,000 per annum or above are approved by full council. The post of Chief Executive is the sole post which carries a salary range of over £100,000 per annum.

2.6 Chief executive and chief officer grading structure

Post	FTE	Spine point	Salary £
Chief executive (head of paid service)	1	150	£118,891
		151	£121,593
		152	£124,296
		153	£126,997
		154	£129,699
Senior head of service	4.0	106	£69,917
		107	£73,246
		108	£76,575
		109	£79,905

2.7 The terms and conditions of employment for the chief executive and chief officers are determined in accordance with collective agreements, negotiated from time to time, by the JNC for Chief Executives and the JNC for Chief Officers, as set out in the Scheme of Conditions of Service. These are supplemented by local agreements reached with trade unions recognised by the council and by the rules of the council.

3. Heads of service and senior managers

3.1 Some senior officers are classed as non statutory chief officers or deputy chief officers under the Local Government and Housing Act 1989, due to the council's organisational structure.

3.2 In accordance with the Local Government and Housing Act 1989 a non statutory chief officer for the purposes of this pay policy statement is defined as a person who reports directly to or is accountable directly to the head of paid service. A deputy chief officer is defined as a person who reports directly to or is directly accountable to a statutory or

non statutory chief officer. This definition excludes secretarial, clerical and support services.

- 3.3 These senior officers and heads of service are not subject to the pay and conditions of service determined by the JNC for Chief Officers of local authorities but are employed under NJC terms and conditions and are paid on Grades 7, 8, 9, 10, 11, 12, and 14 of the pay structure detailed in 1.5.

4. Other arrangements

4.1 Election Fees

The Returning Officer has overall responsibility for the conduct of elections and is appointed under the Representation of the People Act 1983. The role of returning officer is carried out by an employee of the council but is carried out in a personal capacity and is distinct and separate from their duties as an employee. Election fees are paid for the additional duties and are paid separately to the normal salary arrangements.

The Chief executive is the council's Returning Officer.

Fees for Parliamentary, Police Commissioner, Referendum and European elections are set by parliamentary statutory order.

Fees for undertaking County and District elections are calculated in accordance with a formula agreed annually by the Norfolk Chief Executives Group, supported by the County Electoral Officers Group.

The setting of Returning Officer fees is considered by a meeting of the Chairpersons of the Norfolk authorities' member remuneration panels.

Other employees of the council, including senior officers within the scope of this policy may receive additional payment for specific election duties.

4.2 Monitoring Officer (S51 Local Government and Housing Act 1989)

The council's monitoring officer is provided by an employee of Norfolk County Council who carries out the role under a delegation of function agreement. The remuneration arrangements for the post of monitoring officer are not covered under this pay policy statement.

4.3 S151 officer (S151 Local Government Act 1972)

The function of s151 officer is provided by Cambridgeshire County Council under a delegation of function agreement. The remuneration arrangements for the post of S151 officer are not covered under this pay policy statement.

5.0 Lowest and highest paid employees

- 5.1 The councils lowest paid employees are paid on Grade 1 of the pay structure. The minimum pay point paid to any employee is SCP 12 of the pay structure. This equates to a basic salary of £15,523 per annum. The salary range for Grade 1 is £15,523 to £16,231 per annum.

The council's highest paid employee is the chief executive. The chief executive salary scale ranges from £118,891 to £129,699.

5.2 Pay Multiples

The ratio between the highest paid employee and other employees based on the median earner is:

The ratio of the highest and lowest pay point is:

The pay multiple has been calculated based on all taxable earnings for the period 1 January to 31 December.

In calculating the pay ratios, full time equivalent salaries have been used.

- 5.3 The council does not have a policy on maintaining or reaching a specific pay ratio between the highest and lowest paid employees.

6.0 General principles applying to remuneration of all employees

6.1 Living wage

The Council is an accredited Living Wage Employer and has adopted a Living Wage policy for employees, agency workers and contractors engaged through the Council's procurement processes.

The minimum point of the pay structure is currently above the national Living Wage.

6.2 Pay on appointment

Starting salary on appointment is determined by assessment of relevant experience and competence to undertake the job role and taking account of current salary level. Salary on appointment will be within the salary range for the post.

6.3 Pay progression

All employees are remunerated on a pay range. The pay policy recognises that movement through defined pay ranges should continue as employees increase their effectiveness and expertise through knowledge and experience and employees will normally receive an annual increment on 1 April each year. Employees appointed between 1 October and 31 March receive their first increment after 6 months in post and any subsequent increments on 1 April each year. Any progression is subject to the maximum of the pay grade.

Accelerated increments can be awarded on the basis of special merit or ability, subject to the maximum of the scale not being exceeded.

6.4 Relocation and disturbance

Relocation expenses may be granted where new employees are required to move to the area in order to take up employment and their circumstances meet the criteria laid down in the relocation assistance scheme.

Existing employees required to move home for their employment or who incur additional costs as a result of a decision of the council in respect of their employment may be eligible for reimbursement of some expenses depending on the circumstances.

6.5 Expenses and Travel

- Travel for work

Employees are not required to provide a car for work purposes and pool cars are available for official work travel.

Employees may choose to use their own transport for official work travel and are reimbursed at the following rates:

Mileage per mile first 8,500 miles	46.9 p
Mileage per mile after 8,500 miles	18.7 p

These rates are reviewed and, where appropriate, updated in line with the NJC car allowance rates.

Employees required to have access to a vehicle, because of the nature of their duties are classified as operational users. Operational users have access to pool cars but may also use their own vehicle and be reimbursed mileage.

- **Car Parking**

Operational users who work in or from city hall are provided with a city centre car park pass for work purposes if they use their own vehicle for work.

Employees who are required to remain at work or return to work to attend an evening meeting will be provided with a city centre car park pass to enable them to attend the evening meeting.

Employees working at other council offices may use the parking at the site, where this is available.

- **Subsistence**

Subsistence will be paid to employees who necessarily incur additional expense in the course of their work. Claims will generally be supported by a receipt. Actual expenditure is reimbursed, subject to locally agreed maximum amounts.

6.6 Bonus scheme

The council does not operate a bonus scheme.

6.7 Performance related pay

The council does not operate a performance related pay scheme.

6.8 Professional fees and subscriptions

The council reimburses professional fees and subscriptions to employees undertaking approved studies towards a professional qualification, which require professional membership. The subscription is paid for the period of the studies, subject to satisfactory progress being made.

The council reimburses professional fees to statutory chief officers where the professional membership is a requirement in accordance with their statutory function.

6.9 Overtime and enhancements

Some posts within the council attract enhancements and/or overtime payments. Overtime and enhancements are applied in accordance with set criteria which are nationally and locally agreed.

6.10 Honoraria

If it is appropriate for an honorarium to be paid, this will be in accordance with agreed principle for payment of honoraria.

6.11 **Severance arrangements**

On ceasing to be employed by the council, employees will only receive compensation where this is appropriate as outlined below:

Employees who are dismissed for redundancy and who have a minimum of two years' continuous service with the council will normally be entitled to be paid statutory redundancy pay, which is calculated according to the individual employee's age, length of service and gross weekly pay subject to a statutory maximum.

The Local Government (early termination of employment) (Discretionary Compensation) England and Wales Regulations 2006 enable local authorities to increase redundancy payments above the statutory maxima subject to certain limits and to pay discretionary compensation in certain circumstances. Norwich city council has exercised its discretion to increase the redundancy payment as follows:

- The council will disregard the statutory upper pay limit when calculating a week's pay for the purposes of the statutory redundancy payment. This means that the employee's actual week's gross pay will be used for this purpose.

and

- The statutory redundancy payment with the upper pay limit disregarded as set out above will be enhanced by a factor of 2.2.

Such discretionary enhanced redundancy payments will be made to employees who:

- are entitled to receive a statutory redundancy payment;

or

- have voluntarily agreed to the termination of their employment where, had they been dismissed, the dismissal would have been by reason of redundancy.

Redundancy payments paid by the council may therefore comprise the required element: which is the statutory redundancy payment and the discretionary element: which provides for a discretionary enhanced redundancy payment.

Redundancy calculation is the same across the council irrelevant of position and pay grade.

Employees aged 55 and over and who are redundant and are members of the local government pension fund immediately become entitled to receive their pension benefits. Pension benefits are not increased or augmented in these circumstances.

Outplacement support is offered to all employees who are redundant.

Severance packages in excess of £100,000 will be considered at full council.

6.12 **Pension**

All employees who have a contract of employment for at least 3 months and are under age 75 are eligible to join the Local Government Pension Scheme. Employees who are

eligible for membership automatically become members of the scheme unless they opt out.

The council make a contribution to the employee's pension, expressed as a percentage of the employee's pensionable pay. The contribution rate is assessed and set every three years following an actuarial valuation of the Norfolk Pension Fund.

The employee also makes a contribution to their pension. The contribution rates vary from 5.5% to 12.5% of actual pensionable pay.

From 1 October 2013 Norwich city council auto enrolls all eligible employees into the Local Government Pension Scheme in accordance with legislative requirements.

6.13 Flexible retirement

The council gives consideration to requests for flexible retirement from employees aged 55 and over who reduce their grade and/or hours of work. This enables the employee to have immediate access to their Local Government Pension Scheme benefits whilst retaining employment.

Requests are normally only granted when the overall financial impact is neutral or results in savings for the council.

The council does not waive any actuarial reductions resulting from early payment of pension benefits for flexible retirement.

6.14 Market supplements

The council does not currently pay market supplements. Should there be a future requirement for payment of market supplements a protocol for payment of market supplements will be agreed.

6.15 Re- engagement

All posts are advertised in accordance with the council's recruitment policies and appointment and any decision to re-employ a former employee, who left their employment in receipt of a severance or redundancy payment, will be made on merit.

Interim management appointments are made in accordance with the council's procurement policies and the provisions for contract for services.

The council will not engage an ex city council employee within the scope of this policy outside of these arrangements.

6.16 Tax avoidance

The council will seek to appoint individuals to vacant posts using the recruitment procedures on the basis of contracts of employment and apply direct tax and national insurance deductions from pay through the operation of PAYE.

Where consultants are recruited the council will seek to avoid contractual arrangements which could be perceived as being primarily designed to reduce significantly the rate of tax paid by that person, such as paying the individual through a company, effectively controlled by him or her

6.17 Salary sacrifice

The council provides salary sacrifice arrangements for childcare vouchers and the cycle to work initiative.

7.0 Proposals for 2015/16

A job evaluation process will be carried out in relation to the senior posts identified in section 2.

8.0 Amendment and review of pay policy

The council's pay policy statement will be reviewed and agreed by full council on an annual basis and before 31 March each year.

Subject to circumstances it may be necessary to amend the pay policy statement during the year that it applies. Any amendment will be by resolution of the full council.

The policy and any subsequent amended policy will be published on the council's website within 21 days of full council approval. Information on senior management salaries is published on the website in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency and will be updated on 1 April each year.

**Senior Pay Remuneration Panel
Membership and Terms of Reference**

1. Background and purpose

Section 38(1) of the Localism Act 2011 requires English and Welsh local authorities to produce a pay policy statement for each financial, which has to be approved by a resolution of the full Council by 31 March. There are various requirements within the Localism Act specific to Chief Officer pay policies and how local decisions on senior pay are made.

The purpose of establishing and maintaining a remuneration panel is to ensure good governance in the Councils approach to senior pay. It will provide a verified and accountable process for recommending levels of senior pay and reward, ensuring that decisions are made in an open and accountable way.

2. Definition of senior pay in Norwich City Council

The remuneration panel will review and make recommendation on the pay and reward relating to the chief executive and posts defined in the Local Government and Housing Act 1989 as statutory or non statutory chief officer posts, excluding head of service posts. These include:

- Executive head of business relationship management and democracy
- Executive head of customers, communications and culture
- Executive head of strategy, people and neighbourhoods
- Executive head of regeneration and development

3. Composition

The remuneration panel will consist of:

- Portfolio holder for Resources (Chair of the Panel)
- 1 x Cabinet member
- 1 x Representative of each political group
- 1 x independent representative (optional)

The Head of HR and learning will act as Advisor to the panel and will engage independent external pay market and grading advice, as required.

The Cabinet member representative will be selected by the Portfolio holder for Resources in consultation with the Leader of the Council.

Political group representatives will be selected by Group Leaders.

There is no requirement for the panel to be politically balanced.

The Head of HR and learning in consultation with the Group Leaders will propose suitable candidates for the independent representative.

It would be advantageous to have continuity of knowledge and build expertise of panel members. Panel members are therefore encouraged to remain on the remuneration panel for a period of three years, subject to any change in circumstances which mean they are not eligible to be panel members.

Substitutes: substitutes will not be permitted.

4. Remit

The panel will provide advice and make recommendations to Cabinet on the Council's senior pay and reward in relation to the posts of Chief Executive and Executive heads of service.

The panel will make recommendations on elements of the remuneration package and strategy, which are not set nationally. These will include pay levels; pay relativities – job sizing, pay structure and recruitment and retention. Should a post covered by the senior pay arrangements become vacant and it is anticipated that there will be difficulties recruiting the panel may be asked to review the senior remuneration package outside of the normal cycle.

Cabinet will consider and approve recommendations made by the remuneration panel. Any changes will be incorporated into the annual pay policy statement for approval at full council.

The Head of HR and learning will ensure appropriate consultation on proposed changes with employees affected and trade unions.

5. Exclusions

The remuneration panel will not consider new appointments to posts covered by these arrangements, which will be conducted in accordance with the Council's constitution.

The remuneration panel will not consider whether any annual pay award negotiated and awarded as part of national terms and conditions of employment will apply.

6. Protocols

The remuneration panel will agree to abide by the following protocols

- Maintain confidentiality regarding all discussions, and not disclose information in respect of Panel recommendations or Cabinet/Council decisions until these are published.
- Undertake to attend panel meetings and relevant training and carry out any pre panel preparation
- Act with respect towards officers whose remuneration is being discussed and other panel members
- Agree that recommendations will be made by consensus
- Be accountable for all recommendations made irrelevant of personal views

7. Process

The Panel will meet in accordance with an agreed timetable and at twice each year.

Suggested meeting cycle and topics for consideration:

April	<p>Briefing on latest trends and report on current issues and external market competitiveness.</p> <p>Review total remuneration composition for senior posts</p> <p>Determine requirement for formal review of the relevant pay market and identify benchmarking data required.</p> <p>Identify other areas to be reviewed as part of overall pay and reward strategy.</p> <p>If necessary, commission relevant research and analysis.</p>
July	<p>Review outcomes of market analysis and benchmarking</p> <p>Propose initial recommendations to be modelled.</p> <p>Review pay ratio and dispersion</p>
December	<p>Review and agree recommendations</p> <p>Report to Cabinet on activity and any recommendations (to include report on risk)</p> <p>Review panels effectiveness and value added</p> <p>Review effectiveness of external and internal advice</p>

The Panel will make recommendations based on data, advice and evidence. Data to be reviewed may include:

- information on current workforce profile and issues
- national and regional employers information
- independent external pay data and benchmark information
- ALACE/SOLACE
- projections for future needs

8. Review of Remuneration Panel and terms of reference

The requirement for a remuneration panel and the panel terms of reference will be reviewed annually.