

**APPENDIX A**

**London Borough of Barnet**  
**Pay Policy Statement 2018/19**

**Published**  
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# 1 Background

## Localism Act 2011 - Openness and accountability in local pay

- 1.1. Section 38(1) of the Localism Act requires local authorities to produce an annual pay policy statement.
- 1.2. The provisions in the Act do not seek to change the right of each local authority to have autonomy on pay decisions. However, it emphasises the need to deliver value for money for local taxpayers.
- 1.3. This statement will be presented to Full Council for adoption and any further changes during the year will be brought back to Council for approval.
- 1.4. This statement does not cover schools.

## Related Remuneration and Transparency Context

- 1.5. The Council follows the transparency requirements on remuneration as set out in the Code of Recommended Practice for Local Authorities on Data Transparency issued by the Department for Communities and Local Government in September 2011 and specific guidance relevant to the Localism Act issued by the Department in February 2012 and February 2013.
- 1.6. Part of the Code of Recommended Practice for Local Authorities on Data Transparency includes publishing information relating to senior salaries within a local authority. A full list of all posts that are paid more than £58,200 is published on the Council's website. See <https://barnet.gov.uk/citizen-home/council-and-democracy/finance-and-funding/financial-statements-budgets-and-variance-reports/senior-salaries.html>

# 2. Governance arrangements for pay and conditions of service within London Borough of Barnet

- 2.1. The [General Functions Committee](#) (appointed by [Council](#)) has responsibility for decisions related to the pay and terms and conditions of employment for staff (other than those within the remit of the [Chief Officer Appointment Panel](#)<sup>1</sup>) in accordance with [Article 7 \(Committees, Sub-Committees, Area Committees and Forums and the Local Strategic Partnership\) of the Constitution](#)
- 2.2. Included within its responsibilities, is the duty to develop and publish the annual pay policy statement for approval by Council (being its parent body) which will comprise:
  - the level and elements of remuneration for each Chief Officer
  - relationship of the remuneration of Chief Officers and other officers
  - a description of the relationship between decisions made on the lowest paid and top paid employees in the organisation

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<sup>1</sup> The Chief Officer Appointment Panel deals with chief officer appointments, discipline and capability matters.

- remuneration of the lowest paid (with the definition of the lowest paid and the reasons for adopting that definition)
- remuneration on recruitment, increases and additions to remuneration, use of performance related pay and bonuses, termination payments
- transparency arrangements
- reasons for chosen approach to remuneration levels and how this is to be implemented
- differences of approach to groups of employees and the reasons for them
- pay dispersion
- incremental progression factors
- use of honoraria and ex-gratia payments
- determination of remuneration parameters for officers who have returned to work for a local authority
- appointment and remuneration term.

2.3. In addition the Committee must review remuneration annually and ensure that sufficient flexibility exists within the pay policy to allow responses to unforeseen circumstances without having recourse to revising the policy between annual reviews.

2.4. Council is asked to consider the General Functions Committee's recommendation(s) and is ultimately responsible for approval of the annual pay policy statement.

### **3. Remuneration arrangements for all employees**

#### **Introduction**

3.1. This section sets out the remuneration arrangements for London Borough of Barnet employees.

#### **Senior Management**

- 3.2. The Senior Management Team's pay and reward arrangements include:
- Market based pay structure which links job size to the mid point between Median and Lower Quartile Pay data
  - Evaluation of all roles using Hay job evaluation scheme to size the role.
  - Pay Grade reflect job sizes and evaluated roles are slotted according to the evaluated job size
  - Automatic enrolment into Local Government Pension Scheme (LGPS)
  - Base pay linked to the NJC for Local Government Services
  - 30 days annual leave
  - Sick pay is a maximum of six months at full pay and three months at half pay

#### **Rest of the Council**

- 3.3. The Council is reviewing its pay and reward arrangements for all other employees. Current arrangements are:
- Base pay negotiated through collective bargaining arrangements administered by the Local Government Association

- Adoption of the National Joint Council (NJC) for Local Government Services (LGS) pay spine
- Evaluation of all roles using systematic job evaluation.
- Roles placed on the pay spine using job evaluation
- Automatic enrolment into Local Government Pension Scheme (LGPS)
- Other terms and conditions of employment, such as entitlement to sick pay and annual leave, are governed by the NJC LGS

### Pay Scales - Senior Management Team

3.4. The Senior Management grade structure and salaries were agreed by General Function Committee on 3rd May 2017. The General Functions Committee (subject to Council approval) sets the pay rates applicable to the grade structure on an annual basis and this pay policy statement is updated. The table below sets out the salaries associated with the pay grades for the Senior Management Team and the Statutory Officer posts. Salaries are reviewed during April each year and an updated pay policy statement is approved and published by the Council as necessary.

| Pay Grade | Pay point for Entry<br>On 1 April 2018 | Pay point for Fully Competent<br>On 1 April 2018 | Chief Officer and Senior Management Posts                                                                                                                                                                                                                        |
|-----------|----------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1         | £181,165                               | £191,365                                         | Chief Executive*                                                                                                                                                                                                                                                 |
| 2         | £151,433                               | £161,633                                         | Deputy Chief Executive*                                                                                                                                                                                                                                          |
| 3         | £129,540                               | £150,960                                         | Strategic Director for Children & Families* (incorporates statutory Director of Children's Services);<br>Strategic Director for Adults & Health* (incorporates Statutory Director for Adults and Social Services)<br>Strategic Director for Environment*         |
| 4         | £116,280                               | £129,540                                         | Assistant Chief Executive*<br>Director of Resources(Section 151 Officer)*;<br>Director of Adults and Communities                                                                                                                                                 |
| 5         | £106,080                               | £116,280                                         | Commercial Director<br>Director of Development & Regeneration<br>Operational Director (Early help, Children in need of help & protection)<br>Operational Director (Corporate Parenting, Disability and Permanence)<br>Streetscene Director<br>Assurance Director |
| 6         | £86,700                                | £106,080                                         | Senior Management – mainly Assistant Director posts                                                                                                                                                                                                              |
| 7         | £74,460                                | £83,640                                          |                                                                                                                                                                                                                                                                  |

| Pay Grade | Pay point for Entry<br>On 1 April 2018 | Pay point for Fully Competent<br>On 1 April 2018 | Chief Officer and Senior Management Posts |
|-----------|----------------------------------------|--------------------------------------------------|-------------------------------------------|
| 8         | £66,300                                | £74,460                                          |                                           |

**\*Chief Officer posts**

- 3.5. Each Pay Grade comprises a minimum (entry pay point) and a maximum (fully competent) pay point. The Fully Competent pay point reflects the evaluated level of the job. The Council does not pay beyond the evaluated level of the job and there is no automatic progression within the Grade.
- 3.6. The appropriate pay point at recruitment will normally depend upon the applicant's assessed level of competence.
- 3.7. All Chief Officer appointments (those officers listed in Article 9) will be conducted by the Chief Officer Appointment Panel, which comprises five elected members appointed to the panel by Council. The Panel includes the Leader of the Council, the Deputy Leader of the Council, the Chairman of the General Functions Committee, the Leader of the Opposition and a further member of the opposition group. The post holder's remuneration will be voted on by the General Functions Committee and reported to Council at the earliest opportunity.
- 3.8. In accordance with supplementary guidance issued by the Department for Communities and Local Government, Council have been given the opportunity to vote on Chief Officer Salary packages, salaries at or above £100,000 per annum and any severance packages per individual of £95,000 or more (see section 4 below). Council delegated this function to the General Functions Committee.
- 3.9. The General Functions Committee is responsible for the appointment of all chief officers with the exception of the Head of Paid Service (Chief Executive) as Council retains the responsibility to confirm the appointment or dismissal of the Head of Paid Service.

**Pay Scales - Rest of the Council**

- 3.10. The council in accordance with its single status agreement currently has two pay bands in operation for the remainder of the Council as follows:

| Pay Band         | Relevant employees                          | Lowest Pay Point on 1 April 2018 | Highest Pay Point on 1 April 2018 |
|------------------|---------------------------------------------|----------------------------------|-----------------------------------|
| Hay band M       | Senior Managers and some professional staff | £49,947                          | £64,389                           |
| Barnet Broadband | All other employees                         | £18,375                          | £66,916                           |

- 3.11. The evaluated grade for a role is normally 4 spinal column points. However the Single Status Agreement allows for some discretion in the number of spinal column points within a grade ranging from single spot grade through to a career grade; this discretion must be in line with the single status agreement.
- 3.12. The pay point on recruitment is normally at the bottom point of the grade for each post unless there is a justifiable reason for doing otherwise. An example might be that for particular roles there is difficulty in recruitment and retention and to ensure that the successful candidate accepts the job offer a salary above the bottom of the grade is required.
- 3.13. Progression through the grade is assessed through the annual performance review cycle with pay awards being subject to those outlined in Table A below until the top of the pay grade is reached.

**Table A**

| <b>Rating</b>     | <b>Percentage increase</b> |
|-------------------|----------------------------|
| Development Needs | 0%                         |
| Satisfactory      | 0.5%                       |
| Good              | 2.25%                      |
| Outstanding       | 3%                         |

### **Barnet Living Wage**

- 3.14. The Council has developed a fair pay policy to ensure that it applies a minimum wage for Council employees.

***“London Borough of Barnet is a fair pay employer and will apply the principles of a living wage (including taking into account the National Minimum Wage, National Living Wage, London Living Wage and national pay awards in the public sector), subject to affordability.”***

- 3.15. Employees whose pay rate is less than the agreed amount will receive a pay supplement to bring their pay up to an equivalent of the published Barnet Living Wage rate. The minimum rate will be reviewed on an annual basis.

### **Other Elements of Remuneration**

#### **Pay Protection**

- 3.16. The Council’s Managing Organisational Change Policy is applicable to all employees and sets out the Council’s pay protection policy.

### **Recruitment and Retention Premia**

- 3.17. The Council has a recruitment and retention payments policy applicable to all employees which describes when and how the Council may pay beyond the evaluated level of the job. Any market payment will need to be supported by clear market evidence before it can be brought into payment.

## **Other**

- 3.18. The Council does not pay bonuses or performance related pay to senior managers.
- 3.19. The Council does not offer any benefits in kind.
- 3.20. The Council does not use ex-gratia payments.

## **Payment for election duties**

- 3.21. The role of Returning Officer is considered to be secondary employment and any Senior Officer undertaking this role will be expected to either take annual leave or special unpaid leave when fulfilling this function.
- 3.22. Any employee who undertakes election duties is paid for this through the Returning Officer. The level of Fees & Charges payable for election duties are set by the Cabinet Office & London Councils.

## **Pension Arrangements**

- 3.23. The percentage rate of contributions is set according to pension regulations.
- 3.24. Employees of the London Borough of Barnet are automatically enrolled into the LGPS but can opt out if they so wish.
- 3.25. All pension matters are dealt with by LGPS Scheme Rules.

## **Redundancy Terms**

- 3.26. The Council's Managing Organisational Change Policy is applicable to all employees, including Chief Officers, and Head of Paid Service, and sets out redundancy compensation.
- 3.27. Compensation is calculated as 1x actual salary x number of weeks. Number of weeks is calculated using the statutory matrix of Age and Years of Completed Service. The minimum is 1 week's actual gross pay and the maximum is 30 weeks.
- 3.28. The Council's redundancy terms do not enhance pension entitlements.
- 3.29. The Council as part of its duty to mitigate the consequences of redundancy puts in place appropriate employee support, which includes career advice, workshops and trial periods for employees.

## **Appointment and Remuneration Terms**

- 3.30. The Council appoints to roles on a variety of terms and the final decision about the appointment and remuneration terms will be a reflection of the requirements of the role; the evaluated level of the role; the longevity of the role; budgetary constraints and broader value for money considerations.

## **4. Severance arrangements**

- 4.1. The Council does not enhance severance packages beyond statutory and contractual entitlements. In practice this means severance package consist of redundancy pay (see 3.26), any holiday pay the employee is contractually entitled to and pension payments that the employee is entitled to in accordance with the Local Government Pension Scheme (LGPS). The Total severance payment to any individual will be capped at a maximum of £95,000 and includes all payments relating to the employee's contract termination. In respect of the local government pension scheme this will mean that mandatory and discretionary payments towards premature retirement compensation will be included in the assessment of the severance payments made to an individual.
- 4.2. Where an employee is aged 55 or above and is made redundant then by virtue of the LGPS scheme rules the employee's pension will automatically come into payment. It should be noted that an employer cost, known as 'Pension Strain' will be crystallised and is a cost to be paid by the employer to LGPS subject to the £95,000 cap not being exceeded.
- 4.3. For the purposes of calculating the component parts of a severance package this will include:
- redundancy pay
  - holiday entitlement earned but not taken
  - 'pension strain' cost payable by the Council to the Pension Scheme.
- 4.4. Council has been given the opportunity to vote on severance packages at or above £95,000 per annum and have delegated this function to the General Functions Committee.

## **5. Relationship between the remuneration of its chief officers, and the remuneration of its employees who are not chief officers**

### **Remuneration of the Lowest Paid**

- 5.1. The definition of the lowest paid is based on the Council's living wage - see section 3.10.

### **Pay Dispersion**

- 5.2. The highest paid role in the Council is the Chief Executive with earnings of £181,165. The median average paid role is £28,953 and this covers a wide range of roles. The ratio between the highest paid in the authority (Chief



Executive Officer) and the median average paid role is 1:6.26. The lowest paid role in the Council is scp 11 earning £19,557 per annum. The ratio between the highest and lowest paid roles is 1:9.26.

5.3.

5.4. A comparison between the current year and previous year is shown below:

| Description             | 2015/16  | 2016/17  | 2017/18  | 2018/19  |
|-------------------------|----------|----------|----------|----------|
| Highest Paid            | £187,613 | £187,613 | £187,613 | £181,165 |
| Median                  | £25,710  | £27,251  | £28,385  | £28,953  |
| Lowest paid             | £16,518  | £16,518  | £17,981  | £19,557  |
| Highest to median ratio | 1:7.3    | 1:6.9    | 1:6.6    | 1:6.26   |
| Highest to lowest ratio | 1:11.4   | 1:11.4   | 1:10.4   | 1:9.26   |

### Elements of Chief Officer Remuneration

5.5. All Chief Officers receive only base pay. In common with all other roles in the Council if there was clear market evidence that the evaluated level of the job did not reflect the market then a market supplement would be considered. Any market supplement would need to be agreed by the General Functions Committee.

## 6. Gender Pay

6.1 Mandatory gender pay gap reporting in the public sector is required as part of the Equalities Act 2010(Specific Duties and Public Authorities) Regulations 2017. This requires the Council to publish the:

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus
- Proportion of males and females in each quartile band

The required information is outlined below:

| Description                                       | Female                                              | Male                                                |
|---------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|
| Mean gender pay gap                               | £29,110 (966)                                       | £27,546 (684)                                       |
| Median gender pay gap                             | £28,562                                             | £28,562                                             |
| Mean bonus gender pay gap                         | N/A – the Council does not pay bonuses to any staff | N/A – the Council does not pay bonuses to any staff |
| Median bonus gender pay gap                       | N/A – the Council does not pay bonuses to any staff | N/A – the Council does not pay bonuses to any staff |
| Proportion of males and females receiving a bonus | N/A – the Council does not pay bonuses to any staff | N/A – the Council does not pay bonuses to any staff |

### Proportion of males and females in each quartile band

| <b>Quartile Banding</b> | <b>Females</b> | <b>Males</b> |
|-------------------------|----------------|--------------|
| £19,557 - £59,959       | 928            | 657          |
| £59,960 – £100,362      | 32             | 20           |
| £100,363 - £140,746     | 4              | 4            |
| £140,747 - £181,165     | 2              | 3            |

## **7. Staff moving posts within the public sector**

- 7.1. The Council operates a recruitment policy based on merit - in line with section 7 the Local Government and Housing Act 1989.
- 7.2. Should a successful candidate be in receipt of a severance payment or pension the London Borough of Barnet applies the Rules of the Local Government Pension Scheme and Modification Order to manage the following scenarios, should they occur:
- Where previously employed by the same authority, left with a severance or redundancy payment, and have come back as a Chief Officer
  - Are in receipt of a Local Government Pension Scheme or Firefighter pension (whether their previous service was with the same authority or not).
- 7.3. Where the successful candidate was previously employed by the Council then there would normally be a 12 month break before the Council would re-employ either as an employee or under a contract for services

## **8. Publication of and access to information regarding remuneration of Chief Officers**

- 8.1. Remuneration information about Chief Officers is published on the London Borough of Barnet's website which is accessible to all members of the public.
- 8.2. The Council's Annual Accounts set out actual remuneration including all elements of pay for roles paid above £58,200. These accounts are published on the Council's website.

## **9. Amendments to this Pay Policy Statement**

- 9.1. The tables in paragraphs 3.4 and 3.10 includes the recommended NJC Pay Offer.
- 9.2. There is a requirement to keep this Pay Policy Statement as up to date as possible. Therefore, mid-year amendments to the statement will be approved and published by the Council as appropriate.