

# **Kent and Medway Fire and Rescue Authority**

## **Pay Policy Statement 2013/14**

### **Introduction**

The Pay Policy Statement set out below has been compiled in accordance with Sections 38 to 43 of the Localism Act 2011. The Act requires the Kent and Medway Fire and Rescue Authority to publish a Pay Policy Statement for each financial year.

The information contained in the statement is based on the pay position of employees as at 31 December 2012 unless otherwise stated.

The purpose of a Pay Policy Statement is to provide information to the public on the pay arrangements that apply to employees of the Authority including the Chief Executive and her direct reports. The statement also includes information on how decisions to set or change pay are made.

### **Structure of the Workforce**

As at 31 December 2012 the Authority employed 1638 people. These employees comprise different categories which perform different roles and have different patterns of working to meet service delivery needs. In its simplest form these can be categorised as employees who have an operational role (firefighters working on fire stations, control operators and technical staff working in specialist areas) and wear a uniform, and those who provide administrative and corporate functions such as finance, information systems and human resources, and do not wear a uniform.

The Authority has a third group of employees referred to as the Principal Officer Group. This group consists of the Chief Executive and three Directors. This group consists of employees who wear a uniform and those who do not ([link](#), [summary table](#) below)

### **Pay Policy**

The overarching framework for pay and conditions of service for staff employed by the Authority is governed by three national bodies. These are the National Joint Council for Local Authority Fire and Rescue Services, the National Joint Council for Local Government Services and the National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services. The principal role of each of these national bodies is to reach agreement on a national framework of pay and conditions of service for authorities to apply locally. Each National Joint Council is made up of people who represent the employers and others who represent employees, the latter will typically be trade union representatives. The framework of pay and conditions set by these national bodies are locally referred to as the Grey Book (applies to uniformed staff); the Green Book (applies to staff who do not wear a uniform); and the Gold Book (applies to the Principal Officer Group).

Each National Joint Council acknowledges that the national framework of pay and conditions will need to be adjusted locally to reflect local needs. Where this takes place this will be undertaken through local agreement with recognised trade unions where they exist, and local decision-making processes.

**Local variations to pay and conditions of service** - The national pay and terms and conditions constitute a minimum standard but it is acknowledged that these can be modified through local negotiation to reflect local needs. Where such changes are identified the Authority has a formal decision-making process in place for changes to be approved by Members of the Authority, via its Senior Officer Appointment and Conditions (SOAC) Committee (which deals with the Principal Officer Group), and its Human Resources and Equalities Committee (which deals with all other staff). Consideration and approval is required from the appropriate one of these Committees for any significant amendments to existing policies and procedures, including pay and conditions of service.

**Pay Structure** - Each category of staff will be linked to a separate pay structure which is directly linked to a national pay agreement. Where the pay agreement has been amended to reflect local needs, this is agreed by the appropriate Committee of the Authority.

The pay structure for uniformed staff is based on the national pay agreement. (Link to NJC circular setting out pay levels) Uniformed staff are divided between six roles. The annual salary within each role is a fixed point salary. This means that unless the employee is promoted to a higher role, or a national pay award is agreed, the salary will remain unchanged. Employees may move up the pay structure through promotion into a higher role. For an employee to do this, they must be approved by their line manager as having demonstrated the type of behaviours and skills required of an employee operating at the higher level and then be successful through interview for appointment to a role at the higher level.

The pay structure is different for those staff who do not wear a uniform (link to pay spine) Employees are allocated a grade for the role they perform. Within each grade there will be between 5 and 6 pay points. The experience and skills of the employee against the requirements of the job will determine the pay point to which they are appointed when joining the organisation. Progression to higher pay points for the grade will depend on the employee demonstrating continued development and performance against the requirement of the role.

**Pay Awards** – Any annual pay increases are based upon those agreed through the national pay negotiations process. Based upon the decisions taken at a national level by the National Joint Councils relevant to the Authority, the Authority's Green and Gold Book staff have not received a pay award since April 2009. However, Grey Book Staff received a 1% award effective from 1 July 2012.

**Determining Grades and Roles** - When a post is created or changes significantly its value is determined in order that this can be matched against the appropriate level of salary for the role. A job evaluation process is used to determine the value of a post. The process of job evaluation considers a range of factors relating to the demands of the job, including knowledge necessary to do the job, complexity, level of discretion in decision-making and

potential impact of decisions, and accountabilities in relation to people, finance and physical resources such as equipment or property. The job evaluation process ensures that the principle of equal pay for work of equal value is met and that the demands required of the post are assessed as objectively as possible. The job evaluation process includes input from trained individuals from across the organisation including union representatives.

### **Performance Appraisal**

The Authority does not currently have arrangements in place for Performance Related Pay or 'Buy Back' as part of its performance appraisal process. The Authority does not pay bonuses but does have a process for giving merit awards for outstanding performance or contributions to the work of the Authority.

The Authority operates a Performance Appraisal procedure which applies to all employees. The purpose of the performance appraisal is to look at individual development needs and reflect on performance, and for the manager to provide feedback to the employee on what could be done to improve, as well as considerations around job satisfaction and career planning. The appraisal should reflect the regular ongoing discussions which are already taking place between employees and their managers. This means that any concerns concerning individual performance will not be introduced at the appraisal meeting. These concerns will already have been addressed and an action plan put into place to improve performance. Where this is the case and an individual becomes subject to the Authority's formal capability procedures this may have an effect on their pay and the continued receipt of a Continuous Professional Development payment.

### **The Principal Officer Group**

The Authority is required to publish information relating to the pay of its most senior employees. These are defined as those earning annual pay of £58,200 and above. This information is published on an annual basis in the Authority's Statement of Accounts. The most recent information published is for 2011/12 ([Link to website](#)).

The Senior Officers Appointment and Conditions (SOAC) Committee has specific remit on behalf of the Authority to consider the terms and conditions of employment of the Principal Officer Group including their remuneration.

There have been no leavers from, or joiners to, the Principal Officers Group during the last 12 month period.

### **Decisions made by the SOAC Committee in the 12 months preceding December 2012**

In January 2012 Members approved the closure of the Senior Officers' Car Scheme. This achieved single status in terms of arrangements that would apply to all staff who needed use of a car for a business related journey. All staff will now access a pool car. Access to the car scheme is being phased out over a three year period commencing April 2012 for all staff.

## **Ratio between Highest Earner and Average Earnings of the Organisation, and Definition of ‘Lowest Paid’**

The Authority is required to publish information which expresses as a ratio the difference between the highest paid employee and the average pay for all other employees. The Authority is also required to publish its own definition of ‘lowest paid’ employees.

The Authority has a range of staff employed on different conditions of service. This means that a range of salary levels will be in effect. Some of these staff are employed on contracts which are regarded as secondary employment. This means that they are able to undertake their contract in addition to other full time employment. Specifically, this relates to employees working the ‘On Call’ duty system who provide an on-call availability from home or place of work. These employees have full time work outside the Authority. The Authority also has a group of staff employed on annualised contracts. These are part-time contracts worked by staff who are already employed by the Authority but whose working pattern allows them to work some additional hours whilst still maintaining appropriate levels of rest. For the purposes of publishing information on the comparison of pay in relation to the Authority’s highest earner when compared to the rest of the workforce, and a definition of the ‘lowest paid’ in the context of the service, these staff have not been included. This is because these posts are secondary employment and will typically be for a lower number of hours so that there is no true full-time equivalent salary. They would therefore skew the results of any comparison to full-time salaries.

**Ratio between highest earner and average pay of the organisation** – Table 1 below sets out the difference between the highest paid employee when compared against the average pay for all other employees. The information illustrates that the Chief Executive’s pay is 4.46 times more than the average pay of all other employees as at 31 December 2012. The comparison against the position 12 months previously illustrates a small change which reflects the Chief Executive taking a voluntary cut in salary upon her appointment and the 1% pay rise afforded uniformed staff wef 1 June 2012.

Table 1

	December 2011	December 2012	% change
Chief Executive salary	£142,000	£142,000	0
Mean salary	£30,506	£31,862	+4.45
Ratio	4.65	4.46	-4.09

The ratio is calculated by dividing the Chief Executive’s pay by the Average Mean salary for other staff (excluding secondary contracts)

**The Authority’s definition of ‘lowest paid’ employees** – The Authority regards its lowest paid employees to be those employed on its Green Book conditions of employment. These are employees who do not wear a uniform and work in administrative and corporate function areas. Employees can be employed on grades which range from 2 to 11. An employee on

Grade 2 meets the Authority's definition of the lowest paid. The salary range that applies to this Grade is £14,922 to £16,469. This grade will be attributed to support and administrative roles which have a minimal level of responsibility. This means that the Authority recognises that the necessary training and development can be provided in-house over a relatively short period and therefore specific skills or experience are not specified as essential at the recruitment stage.

### **Re-Engagement of Employees**

During the 12-month period prior to January 2013 the Authority did not re-engage any ex-employees following retirement or redundancy under a contract for services, including the Principal Officers Group.

Table 2

#### **Number of Staff employed by category as at 31 December 2012: 1638**

<b>Staff Group</b>	<b>Definition</b>	<b>Number of staff in Group</b>
Whole-time Firefighters	Firefighters who work 42 hours a week to crew stations 24 hours a day either by firefighters located at the station, or a combination of firefighters located at the station during the day and responding from their own homes on an on-call basis at night.	824
Control Room	Staff who receive 999 fire calls	31
On Call Firefighters	A duty system where firefighters respond from their own homes or workplaces located near to the fire station on an on-call basis	543
Support Staff	Staff who typically do not wear a uniform and work in administrative and corporate functions such as finance, human resources, information systems, procurement, property, engineering, and media and marketing.	236
Principal Officer Group	The Chief Executive and the Directors of Finance and Corporate Services; Operational Policy and Resilience; and Service Delivery	4