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To: Personnel Committee **Date:** 9 September 2014

Subject: Discretionary Payments

Classification: **Unrestricted**

Summary: This annual report outlines payments made to staff where the Authority can exercise discretion.

1. Market Premium Payments

- 1.1 The Market Premium Policy gives KCC more flexibility where there are areas of particular difficulty to attract and retain staff. For recruitment purposes, payments made under this policy apply to posts which have been previously advertised without successful appointment, and for retention, payments will only be made in exceptional circumstances where difficulties in retaining staff will cause skills shortages that will prevent effective business operations.
- 1.2 Specifically, the Market Premium Policy was introduced to enable KCC to make payments in 3 areas:
- Secure acceptance by an applicant to conclude a recruitment process
 - Provide a mechanism to pay a supplement where the particular grade for a job does not compete with the wider market remuneration
 - Give managers the ability to retain staff when a period of business continuity or critical delivery is paramount by way of a deferred lump sum.
- 1.3 These payments will be in addition to the individual's normal salary and will be subject to the normal income deductions and the Market Pay Premium is pensionable. The agreement of the relevant Director in consultation with the appropriate HR Manager is needed.
- 1.4 From its introduction, the policy was intended to be used only in exceptional circumstances. The table below summarises the payments for 2013/14 where people are still in post and receiving a market premium payment.

Table 1. Summary of Market premium payments 2013/14

Directorate / Previous Directorate	Roles	Amount (£)
BSS	Head of Financial Services Head of Procurement Finance Business Partner – F&SC ASYE Practice Educator Snr/Occupational Health Advisors Occupational Health Business Unit Manager Head of Property Development and Capital Projects ICT	3,151 20,000 20,000 1,365 4,787 2,401 9,005 Special Skills Supplement
CC	Sports and Physical Activity Service Manager Governing Body Support Manager Business Development Manager	5,862 4,125 1,887
EE	Director Highways and Transportation Head of Waste Management	6,000 409
ELS	Director of Education Quality and Standards Corporate Director - Education, Learning and Skills	7,009 7,070
FSC	Specialist Children's Services (SCS) staff Recruitment/Retention payments. Senior Practitioners/Social Workers Newly Qualified Social Workers SCS staff Travel Allowance Market Premium SCS staff for use of Extended Lease Car scheme Independent Child Protection Conference Chairs (total) Independent Reviewing Officers (total) Director SCS Assistant Director – SCS Assistant Director – SCS Assistant Director – SCS Assistant Director – SCS Assistant Director – SCS	2,000/3,000 per annum 2,000 one-off payment 410 1,460 5,235 6,429 14,100 29,159 36,860 3,079 14,159 7,731

- 1.5 Evidence shows the policy meets business need effectively. Where there are acute problems with recruitment, primarily in Children's Specialist Services, the market premium and other payments are kept under regular review.
- 1.6 The changes to enhancements as outlined in the Terms and Conditions Review, Personnel Committee 18 January 2013, recommended taking a broader market premium based approach as already successfully established with the Market Premium Policy. This approach helps ensure greater consistency to the payment of enhancements which are

primarily applied to frontline service delivery roles. A summary of approved business cases is given below:

Table 2. Summary of business cases for pay enhancements.

Directorate / Previous Directorate	Implementation date	Service	Enhancement (T = Time)
E&E	1 June 2013	Highway Operations	Overtime for emergency procedures, works as standby and outside of shift patterns
BSS	1 June 2013	ICT Operational Teams	Overtime as T+1/2 after 10pm and Saturday, Sunday Tx2
FSC	1 October 2013	OPPD KEaH	Overtime during weekends to be T+1/2, T+1/3 nights and weekend nights
FSC	1 April 2014	OPPD KEaH Careline admin	30% enhancement for additional and overtime hours after 8pm
FSC	1 October 2013	OPPD Provision Modernisation Team (Senior Careworkers, Careworkers, Activity Co-ordinators, Assistant Cooks, Cooks, Handypersons, Domestic Assistants, Kitchen Assistants)	T+1/3 for weekend days and nights, T+1/3 w/e nights
	1 October 2013	OPPD Provision Modernisation Team (Team Leaders)	T+1/3 weekend days and w/e nights
	1 October 2013	OPPD Provision Modernisation Team Admin Officers at Broadmeadow	T+1/3 weekend days and w/e nights
FSC	1 October 2013	Children's Residential/Respite (Night Careworkers)	T+1/3 nights and w/e nights, enhancements to be paid during annual leave for staff contracted to work nights only
FSC	1 October 2013	Children's Residential/Respite (Domestics, Cooks, Handypersons)	T+1/3 at weekends
FSC	1 October 2013	LD In-house Respite (Ancillary staff in all units and Team Leaders)	T+1/3 for weekend days and nights, T+1/3 w/e nights
FSC	1 October 2013	LD In-house Respite Careworkers in Southfields, Meadowside and Osborne Court	T+1/3 for weekend days and nights, T+1/3 w/e nights
FSC	1 October 2013	LD In-house Respite	T+1/3 for weekend days and

		Team Leaders in Southfields, Meadowside and Osborne Court	nights
FSC	1 October 2013	LD Supported living (Jubilee House)	T+1/3 for waking nights
FSC	1 October 2013	Specialist Children's Services OOH Service Managers & Team Managers	30% enhancement for night work, 5% on-call
FSC	1 October 2013	Specialist Children's Services OOH Senior Practitioners, Social Workers, Social Work Assistants, Hospital Case Managers and Assessment Officers	30% enhancement for night work, 5% on-call
FSC	1 October 2013	Hospital Case Managers	30% enhancement for night work
FSC	1 October 2013	Specialist Children's Services OOH Business Administrator and Administration Assistants	10% enhancement for night work
FSC	1 October 2013	Approved Mental Health Practitioners	T+1/3 for weekend days and nights
FSC	1 October 2013	Crisis Team - Mental Health STR Worker	15% salary enhancement for all weekday evening hours worked after 5pm 15% on all weekend hours (day & evening)
FSC	1 October 2013	OP Units Children's Short Break Residential Units LD Respite Units LD ILS Out of Hours Night staff and OOH staff	Enhancements to be paid during annual leave for staff contracted to work nights only or unsocial hours only (OOH staff)
FSC	December 2013	OPPD – Co-ordination and Assessment & Enablement Teams	30% enhancement for weekend days and nights
C&C	1 October 2013	Contact Point	10% enhancement on all hours worked for Out of Hours Advisers and Supervisors

2. Enhancement to pension payments

2.1 The Local Government Pension Scheme (LGPS) requires the Authority to have a written policy for the discretionary enhancement for pension provisions. In the past this has been significant in terms of added years and early release of benefits. 'Added years' years have not been part of LGPS regulations since 2008. 'Additional pension' or 'additional pension scheme membership' may be awarded instead. Although KCC

maintains its discretionary ability within LGPS regulations to award early release of pension benefits, there has only been one case in the last year, as reported to Personnel Committee on 17 July 2014.

2.2 Given the size of the organisation, these figures indicate that KCC is not currently spending a significant amount of money through the use of the enhancement discretions available and demonstrates that the principle of only making payments on an exceptional basis is being adhered to.

3. Recommendation

3.1 Personnel Committee are invited to note and comment on the figures.

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