



Personnel Committee

Date: **Tuesday 25 February 2014**
Time: **11.00 am**
Venue: **Room 519 County Hall, Norwich**

Agenda

Membership

Mr B Borrett
Mr T Coke
Mr C Jordan
Mr G Nobbs (Chairman)
Dr M Strong

1. Apologies

To receive any apologies.

2. Minutes

To confirm the minutes of the Meetings held on 22 November and 2 December 2013.

(Pages 3
and 5)

3. Members to Declare any Interests

If you have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter.

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an Other Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak

and vote on the matter.

4. Senior Management Structure in Environment, Transport and Development Department (Page 6)

Report by the Acting Head of Human Resources

5. Local Government Pension Scheme 2014 (Page 13)

Report by the Acting Head of Human Resources

6. Exclusion of Public

The committee is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The committee will be presented with the conclusions of the public interest tests carried out by the report author and is recommended to confirm the exclusion.

7. Minutes

To confirm the exempt minutes of the meeting held on 22 December 2013.

Chris Walton
Head of Democratic Services

County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 10 February 2014



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Personnel Committee

Minutes of the Meeting held on 22 November 2013 at 1.00 pm in Room 519 at County Hall

Present:

Mr B Borrett
Mr R Coke
Mr C Jordan
Mr G Nobbs (Chairman)
Dr M Strong

Also Present:

Mr R Graham-Leigh	Reward Manager
Mrs A Sharp	Acting Head of Human Resources
Mr H Davidson	Davidson & Partners

1. Apologies

None

2. Minutes

The minutes of the previous meeting held on 02 September 2013 were agreed as a correct record and signed by the Chairman.

3. Declarations of Interests

None.

4a. Exclusion of Public

The Acting Head of Human Resources presented the Public Interest Tests, as required by the 2006 Access to Information Regulations, for the consideration of the Committee as follows:

Item 4b

This report included information relating to the financial affairs of the Personnel Committee's external adviser.

RESOLVED

That the report at item 4b be excluded from public discussion and disclosure.

4b. Recruitment Process for Role of Chief Executive

The Committee received a report from the Acting Head of Human Resources which asked the Committee to approve the person specification for the Chief Executive role and to determine the process for recruitment to the post.

After carefully considering all the factors mentioned in the report, Members

RESOLVED

- That Option 4 of the options set out in the report be approved as the process for recruitment to the post.
- That the person specification be approved.

The meeting concluded at 1.25 pm

CHAIRMAN

Personnel Committee

Minutes of the Meeting held on 2 December 2013 at 2.00 pm in Room 519 at County Hall

Present:

Mr G Nobbs (Chairman)
Mr B Borrett
Mr R Coke
Mr C Jordan
Dr M Strong

Also Present:

Mrs A Sharp	Acting Head of Human Resources
Mrs S Farrell	Democratic Support Manager
Mr H Davidson	HR Consultant

1. Apologies

There were no apologies.

2. Declarations of Interests

There were no interests to declare.

3. Update on the Process for Recruitment to the Role of Chief Executive

3.1 The Committee received a report from the Acting Head of HR which sought confirmation of the membership of the appointment panel and related HR matters.

3.2 During discussions the following key points were made:

- The Committee was advised that, following the decision by Council, the title of the post to be advertised was that of Chief Executive.
- It was confirmed that an appointment could be made by the end of February if the proposed timetable were followed.
- It was suggested that staff could be surveyed inviting their views on the qualities needed of the appointed candidate.
- Members suggested that the role be advertised, not only in local government publications but other media in order to encourage private sector applicants.

RESOLVED that

1. That the draft timetable set out at Appendix A to the report be noted
2. The five members of the Personnel Committee be confirmed as the Appointment Panel for recruitment to the role of Chief Executive.

The meeting concluded at 3.45pm.

CHAIRMAN

Senior Management Structure in Environment, Transport and Development Department

Report by Acting Head of Human Resources

Summary

The acting Director of ETD, in consultation with acting Chief Executive, is proposing changes to the current senior management structure of Environment, Transport and Development Department (ETD) from April 2014. These changes result in a reduction of two roles, and are subject to staff consultation.

There needs to be a ring fenced internal Member appointment process for two posts which will see significantly revised responsibilities in the proposed structure.

This report asks Members to agree the grades of these two changed posts, and the Member composition of the appointment panels.

Action Required

The Committee is asked to:

- i) approve the grade of the Assistant Director – Highways and Transportation as Scale Q.
- ii) approve the grade of the Assistant Director – Planning and Environment as Scale P.
- iii) decide on the number of NCC Members that should be on the Appointment Panels for the two posts which will be subject to an internal appointment process, and note that the Acting Head of Human Resources will consult with the Group Leaders on their nominee(s) for the appointments panels. The Panels should include at least one member of the Executive.
- iv) agree that minor changes arising from the consultation and not affecting the grades can be agreed by the acting Head of HR and the relevant Cabinet Member(s).

1. Background

- 1.1. The acting Director of ETD, in consultation with acting Chief Executive, is proposing changes to the senior management structure of ETD Department.
- 1.2. This change also includes the Strategic ICT function becoming an integrated part of the department, whereas presently the Head of ICT reports to the Director of ETD but is not integrated into the ETD senior management team. These changes are reflected in the Appendices.
- 1.3. The two main reasons for the proposed changes are:
 - to reduce the costs of management within the Department as part of the 2014-2017 budget proposals
 - to create a strategically focused management team.
- 1.4. The proposed structure creates a senior management team of six (including the Director) plus an additional project report to the Director (the Better Broadband for Norfolk Project Director), which is not part of the senior management team. This is a

reduction of two from the current senior management team structure (with ICT excluded).

- 1.5. There are two revised posts in the revised senior management team so their grades need to be determined by the Personnel Committee, as provided in the Council's constitution.
- 1.6. These two revised posts although different to existing posts at this level do significantly cover activities covered by existing post holders. Under the County Council's normal appointments framework these post holders do have rights to be considered for these posts under a ring fenced internal appointment process.
- 1.7. The following are attached:
 - Appendix 1 - The existing management structure, showing main areas of responsibility.
 - Appendix 2 - The proposed management structure, showing main areas of responsibility.
 - Appendix 3 - The Council's pay structure.

2. **Proposed grades of the two revised posts**

- 2.1. Details of the two significantly revised posts and their proposed grades are below. Hay Group management consultants have independently assessed the impact on the jobs using the Hay Job Evaluation methodology, and have advised on appropriate grades.
- 2.2. Assistant Director – Highways and Transportation

The Assistant Director – Highways and Transportation is a new post combining the responsibilities of the current Assistant Director Highways (Scale Q) and Assistant Director Travel and Transport (Scale P) posts.
- 2.3. Members are recommended to approve the proposed grade of Scale Q.
- 2.4. Assistant Director – Planning and Environment

The Assistant Director – Planning and Environment is a new post combining the responsibilities of the current Assistant Director – Public Protection (Scale P) and Assistant Director – Environment (Scale P) posts, but with responsibilities for Emergency Planning going to the Chief Fire Officer. The evaluation takes into account that the Director will retain direct involvement in the Residual Waste project.
- 2.5. Members are recommended to approve the proposed grade of Scale P.
- 2.6. The Assistant Director Economic Development and Skills post has had some proposed change in responsibilities, such as the addition of skills strategy responsibility. Hay Group have reviewed the role and confirm that Scale P is still appropriate.
- 2.7. The other roles on the senior management team have either not changed or are covered for grading purposes by delegated powers to officers.
- 2.8. Members are asked to note that the proposed new structure is subject to staff consultation. If there are any significant changes from this staff consultation which

affects the scales of the post these will be referred back to Members. It is suggested that minor changes are discussed with the relevant Cabinet Member(s).

3. **Appointment process**

3.1. In accordance with our appointments policy it is appropriate to have a ring fenced internal appointment process for these two new posts.

3.2. For posts at this level NCC's constitution states that:

- The Appointments Panel will be appointed by the Chief Executive in consultation with the Group Leaders and must be politically balanced and must include at least one member of the Executive. The Panel may comprise or include some or all of the members of the Personnel Committee.
- An offer of appointment shall not be made until all members of the Executive have been informed of the preferred candidate and of the period within which any objections to the offer of appointment can be made to the Leader.

3.3 The composition of the appointments panel needs to take into account the statutory guidance and our Constitution requirements

3.4 There are a number of options for the Member composition of the panel. These are set out below.

Nos of Members	Political composition
3	1 Conservative; 1 Labour; 1 UKIP
4	2 Conservative; 1 Labour; 1 UKIP
5	2 Conservative; 1 Labour; 1 UKIP, 1 Liberal Democrat

4. **Finance:**

4.1 The new structure combines responsibilities of existing posts at the Assistant Director level, so the revised roles have increased breadth of responsibility. However this has not increased in the pay level of the posts. There is a net reduction of two Chief Officer posts on Scale P on the senior management team, at a saving of approximately £220,000 pa (costed at the grade maxima and including employer's pension and national insurance costs). This figure can only be indicative because salaries actually paid will depend on individuals' positions on the respective salary scales.

4.2 These savings are part of the £1.1 million of management savings detailed in ETD's budget proposals.

4.3 The other potential cost is redundancy-associated costs because the number of Assistant Director posts ETD is reducing. However one post at this level is vacant

(Assistant Director Highways).

5. Other Implications

5.1 Equality Impact Assessment (EqIA) :

The Council uses a common job evaluation scheme for all pay levels, to ensure that all employees are paid fairly and equally for the job that they do.

5.2 Any Other Implications - None

6. Section 17 – Crime and Disorder Act

6.1 There are no identified Crime and Disorder implications.

7. Recommendations

7.1 Members are recommended to:

- i) approve the grade of the Assistant Director – Highways and Transportation as Scale Q.
- ii) approve the grade of the Assistant Director – Planning and Environment as Scale P.
- iii) decide on the number of NCC Members that should be on the Appointment Panels for the two posts which will be subject to an internal appointment process, and note that the Acting Head of Human Resources will consult with the Group Leaders on their nominee(s) for the appointments panels. The Panels should include at least one member of the Executive.
- iv) agree that minor changes arising from the consultation and not affecting the grades can be agreed by the acting Head of HR and the relevant Cabinet Member(s).

Background Papers

None.

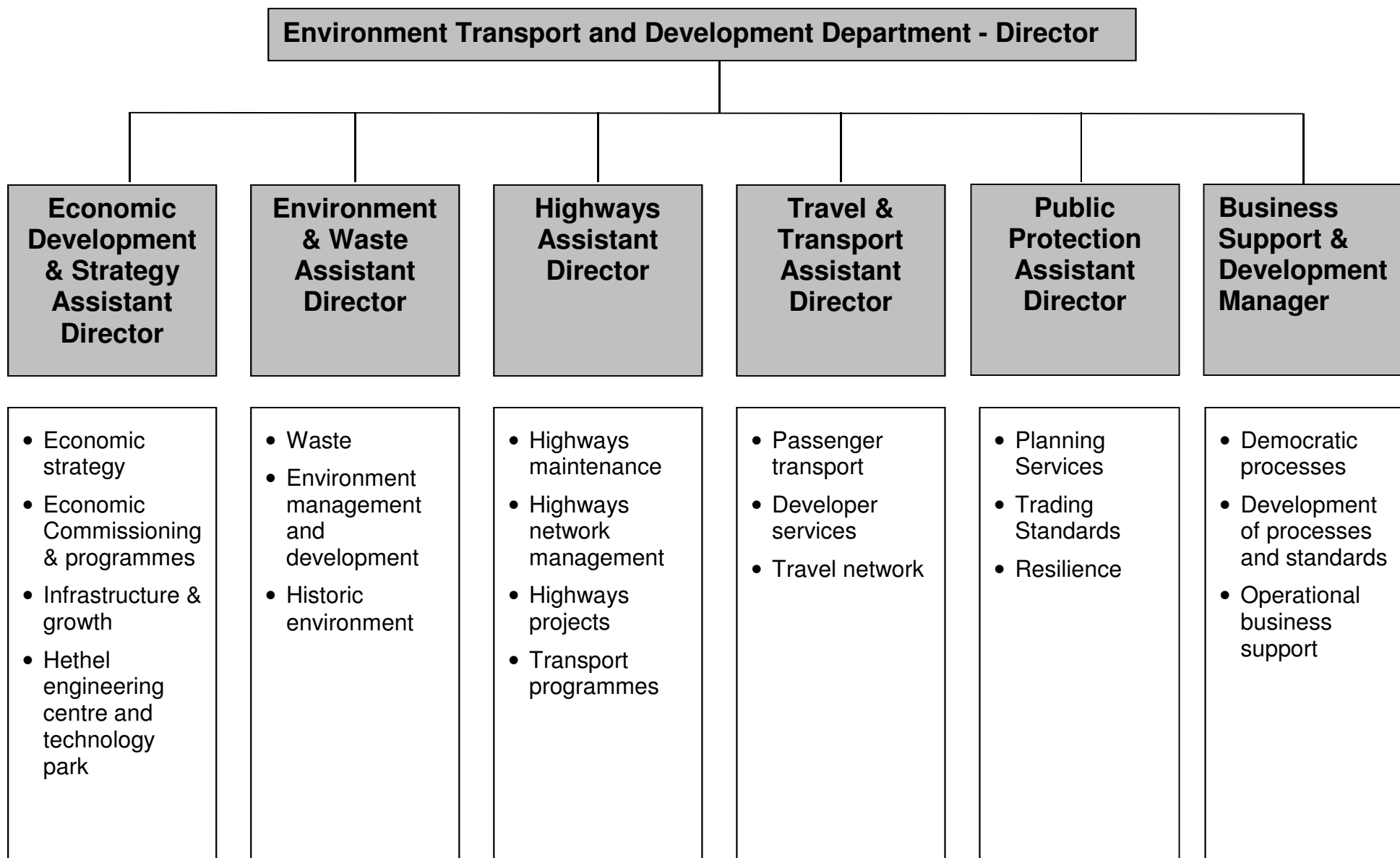
Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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Proposed structure for staff consultation



Economic Development & Skills Assistant Director

- Economic strategy
- Economic Commissioning & programmes
- Infrastructure & growth
- Hethel engineering centre and technology park
- Employment & skills strategy

Highways & Transportation Assistant Director

- Highways maintenance
- Highways projects
- Highways networks management
- Highways developer services
- Passenger transport
- Travel systems

Planning & Environment Assistant Director

- Planning services
- Trading standards
- Historic environment
- Waste
- Environment management and development

ICT & Information Management Assistant Director

- Information management
- ICT strategy
- ICT service delivery

Business Support & Development Manager

- Democratic processes
- Development of processes and standards
- Operational business support

Norfolk County Council Salary Scales from 01 April 2013
G206a

Notes**Scale A**

- Point 4 will be deleted from 1 October 2013.
- Employees on Point 4 will progress to Point 5 on 1 October 2013.

Scale	Salary Point	£
Scale A	4	£12,266
	5	£12,435
	6	£12,614
Scale B	7	£12,915
	8	£13,321
	9	£13,725
Scale C	10	£14,013
	11	£14,880
	12	£15,189
	13	£15,598
Scale D	14	£15,882
	15	£16,215
	16	£16,604
	17	£16,998
Scale E	18	£17,333
	19	£17,980
	20	£18,638
	21	£19,317
Scale F	22	£19,817
	23	£20,400
	24	£21,067
	25	£21,734
Scale G	26	£22,443
	27	£23,188
	28	£23,945
Scale H	29	£24,892
	30	£25,727
	31	£26,539

Scale	Salary Point	£
Scale I	32	£27,323
	33	£28,127
	34	£28,922
Scale J	35	£29,528
	36	£30,311
	37	£31,160
Scale K	38	£32,901
	39	£33,807
	40	£34,734
	41	£35,691
	42	£36,672
Scale L	43	£38,322
	44	£39,171
	45	£40,044
	46	£40,944
	47	£41,838
Scale M	48	£43,965
	49	£45,069
	50	£46,194
	51	£47,358
	52	£48,543
Scale N	53	£51,369
	54	£52,845
	55	£54,363
	56	£55,923
	57	£57,525
Scale O	58	£60,675
	59	£62,397
	60	£64,176
	61	£66,003
	62	£67,884

SENIOR MANAGEMENT AND CHIEF OFFICER GRADES		£
Scale P		£77,232
		£79,549
		£81,935
		£84,393
		£86,925
Scale Q		£89,533
		£92,219
		£94,986
		£97,835
		£100,770
Scale R		£103,793
		£106,907
		£110,114
		£113,417
		£116,820
Scale S		£120,325
		£123,935
		£127,653
		£131,483
		£135,427
	£139,490	

Local Government Pension Scheme 2014

Report by Acting Head of HR

Summary

This report provides an update on statutory changes in the Local Government Pension Scheme from 01 April 2014, and the implications for employees and the Council as employer. The report is for information only.

Recommendation

Members are asked to note the contents of the report.

1 The background - public sector pensions reform

- 1.1 As previously reported to the Personnel Committee, national developments are affecting all public sector pensions schemes. These reforms have come about due to:
 - people living longer than in previous generations
 - more of people's lives being spent in retirement
 - the increased cost of providing pensions
 - the increased cost having to be borne by the taxpayer.
- 1.2 The Public Services Pension Act 2013 provides a common legislative framework for public sector pensions and improves scheme governance, including a role for the Pensions Regulator to operate a system of independent oversight of the schemes.
- 1.3 A significant change already in place is the automatic enrolment of employees earning above £8,105 a year (or pro rata per pay period) in the appropriate pension scheme, unless they choose to opt out. This took effect for the Council in February 2013.
- 1.4 As a further part of this programme of change, the Local Government Pension Scheme (LGPS) will see significant changes from April 2014. This report summarises these changes to the LGPS, and sets out the plans for the Council to communicate the changes to employees.
- 1.5 Future pensions developments will include changes to the Teachers', NHS and Firefighters' schemes from April 2015. Further reports to the Committee during 2014 will cover these.

2 The Local Government Pension Scheme in the County Council

- 2.1 The LGPS is the largest pension scheme in the Council's workforce, with over 9,000 members in schools and 5,500 outside schools. Overall the LGPS membership is about 43% of the total workforce, and 65% of all pensions membership.
- 2.2 It is a statutory scheme, in that its provisions are set by regulations (allowing certain discretions to employers and administering authorities). Local government employers are obliged to offer the scheme to eligible employees. The Norfolk pension fund is administered by the County Council on behalf of all the employing organisations contributing, which number over 150. The Pensions Committee provides oversight.
- 2.3 The scheme makes a significant contribution to an employee's total reward package and is highly valued by employees. To reinforce the full value of the total package that Norfolk County Council provides for its employees, the contribution that the employer makes to the employee's pension is now included on pay slips.

3 The April 2014 changes to the Scheme

- 3.1 A summary comparison of the two schemes is at Appendix 1. The final regulations on the transitional aspects of the new scheme, including any final adjustments to the new employee contribution rates, are still awaited.
- 3.2 The intentions behind the reforms are to make savings in the short term, and ensure that the schemes remain affordable in the future. In common with all the revised public sector schemes, the changes include:
 - moving away from pension benefits based on final salaries, to benefits based on career average salaries
 - elements of protection for employees who are nearing retirement
 - increases to the normal pension age when benefits become payable.
- 3.3 . The main changes are:
 - 3.3.1 the scheme will change from 'Final Salary' to a 'Career Average' scheme. So pension benefits will be accrued over the course of employment, at the rate of 1/49th of pensionable pay each year, rather than calculated as 1/60th of the final year's salary for each year of membership.
 - 3.3.2 pensionable pay will include non-contractual overtime, including pay for additional hours worked by part-time staff.

- 3.3.3 revised employee contribution rates, to ensure an average contribution of 6.5% of pensionable pay. Lower-paid members will see no increase, while the higher-paid will see significant increases (the present maximum employee contribution is 7.5%). See Appendix 2 (the figures shown are subject to amendment before April 2014 as the final transitional regulations have not yet been published).
- 3.3.4 employee contribution bands will depend on actual earnings, instead of the full-time equivalent salary. This means some part-timers will fall into a lower employee contribution band. It also has significant implications for the complexity of some of the new pay data requirements.
- 3.3.5 the scheme's definition of Normal Pension Age (NPA) will be changed. Instead of being fixed at 65, it will be the individual's State Pension Age (SPA), which is set by the Government to increase in stages to 68 by 2044.
- 3.3.6 members can choose to take their pension benefits from age 55, instead of from 60 as at present. Members choosing to retire before their NPA will have their pension benefits actuarially reduced, to reflect the loss of contributions to the fund and the longer expected duration of benefits payments.
- 3.3.7 as a short term measure in times of financial hardship, members may elect to pay only half of their contribution and build up half the benefit.
- 3.3.8 pensions already being paid, and pension benefits built up before April 2014, will be protected. Pre-April 2014 pensions will still be based on final salary when the employee retires.

4 Implications for employees in the scheme

- 4.1 The cost of the scheme will not increase for the majority of members, and will decrease for some part-time members.
- 4.2 Those who work overtime will now pay contributions on those earnings. This may make additional hours and overtime less attractive.
- 4.3 The higher paid will see their pension contributions increase, for example:
- employees on £46,194 (Scale M) by an additional 1.5% of salary
 - employees on £89,533 (the top of Scale P, including most Assistant Directors and heads of corporate functions such as Procurement, Budgeting) by an additional 3% of salary.
- 4.4 A career average scheme is often a better fit for those members whose opportunity for promotion is limited or who have a short period of service

in the Scheme. Final salary tends to suit some career patterns, usually those with promotion opportunities.

5 Implications for the Council as employer

- 5.1 Implementation of the new scheme by 01 April has been recognised nationally as challenging, given new and complex pay data requirements for the scheme, requiring substantial changes to payroll software functionality. Our payroll software provider is developing a “patch” to facilitate these changes, but this is not expected before the end of January. As a result testing and implementation of the new scheme by 1st April will be an extremely challenging exercise with a risk that the scheme will not be ready for implementation on 01 April. In this respect we are in the same position as other local authorities. Preparations and planning have already started to mitigate this risk as far as possible and has been absorbing resource in both ICT and HR Shared Services. If implementation is delayed we will be consulting unions and communicating with staff on the measures which will be put in place.
- 5.2 Existing policies relating to pensions will not need to be significantly revised, but work is in hand to ensure that policies and guidance properly reflect the terminology and provisions of the new scheme.
- 5.3 The redefinition of pensionable pay to include pay for non-contractual hours and allowances such as overtime will reduce the incentive for employees to work extra hours or undertake additional duties. Although the extent of this is yet to be seen, it may reduce the willingness of employees to work beyond their contracted hours or outside their usual role, as very many do at present, and also constrain the ability of managers to deploy staff in front line roles.
- 5.4 For senior staff, their additional pension contribution costs are in the context of:
 - senior pay levels which have been frozen since 2010
 - the withdrawal of performance-related pay for Scales P and above (also in 2010)
 - the increasing scope and complexity of the challenges facing our senior managers , as the organisation reduces management numbers by combining responsibilities into fewer jobs.
- 5.5 Inevitably then, the increased pension contributions will tend to reduce the attractiveness of senior local government jobs in comparison with the private sector, where other incentives are available to attract senior leaders. Competitiveness for senior talent has been recognised as an issue for local government at national and regional level.

6 Financial implications

- 6.1 Employer contribution rates for the Local Government Pension Scheme are determined by the triennial valuation of the scheme by its actuaries. The latest valuation exercise was completed in 2013, taking account of the 2014 scheme changes, and the NCC employer contribution rate has been set accordingly. This resulted in a change from 15% to 15.5% from April 2014.
- 6.2 Some increase in employer's pension contributions costs can be expected as a result of the change in pensionable status of non-contractual pay elements Any additional costs will be dependent on future patterns of work, and will be managed within existing budget provision.

7 Communicating the changes

- 7.1 The Norfolk Pensions team commenced a comprehensive programme of communications in 2013, including a letter to all Norfolk LGPS members and information on the LGPS website. That is being supplemented by the HR Reward Team communicating the changes through management and team information routes.
- 7.2 The future communications programme will include:
- online guidance, including links to the national LGPS information which is comprehensive and clear
 - further communications through team management channels in January, February and March
 - roadshows across the county in March
 - a further letter to every member from Norfolk Pensions soon after implementation
 - continuing support through online resources and response to individual enquiries.

8 Equality Impact Assessment

- 8.1 There are no implications

9 Any Other implications

- 9.1 Officers have considered all the implications which members should be aware of. Apart from those set out above, there are no other implications to take into account.

10 Section 17 Crime and Disorder Act

- 10.1 There are no implications

11 Recommendation

- 11.1 Members are asked to note the contents of this report.

Acting Head of Human Resources

Background Papers

None

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

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Guidance to LGPS 2014 from national LGPS website

Main Provisions of the LGPS from 2014

The table below shows the main provisions of the proposed new Local Government Pension Scheme (LGPS 2014) for membership from 1 April 2014 compared with those of the current scheme (LGPS 2008). These changes apply only in England and Wales (not Scotland or Northern Ireland):

	LGPS 2014	LGPS 2008
Basis of Pension	Career Average Revalued Earnings (CARE)	Final Salary
Accrual Rate	1/49th	1/60th
Revaluation Rate	Consumer Prices Index (CPI)	Based on Final Salary
Pensionable Pay	Pay including non-contractual overtime and additional hours for part time staff	Pay excluding non-contractual overtime and non-pensionable additional hours
Employee Contribution Rates	See LGPS 2014 Employee Contribution Rate	See LGPS 2008 Employee Contribution Rate
Contribution Flexibility	Yes, members can pay 50% contributions for 50% of the pension benefit	No
Normal Pension Age	Equal to the individual member's State Pension Age	65
Lump Sum Trade Off	Trade £1 of pension for £12 lump sum	Trade £1 of pension for £12 lump sum
Death in Service Lump Sum	3 x Pensionable Pay	3 x Pensionable Pay
Death in Service Survivor Benefits	1/160th accrual based on Tier 1 ill health pension enhancement	1/160th accrual based on Tier 1 ill health pension enhancement

Ill Health Provision	<p>Tier 1 - Immediate payment with service enhanced to Normal Pension Age</p> <p>Tier 2 - Immediate payment with 25% service enhancement to Normal Pension Age</p> <p>Tier 3 - Temporary payment of pension for up to 3 years</p>	<p>Tier 1 - Immediate payment with service enhanced to Normal Pension Age (65)</p> <p>Tier 2 - Immediate payment with 25% service enhancement to Normal Pension Age (65)</p> <p>Tier 3 - Temporary payment of pension for up to 3 years</p>
Indexation of Pension in Payment	CPI	CPI (RPI for pre-2011 increases)
Vesting Period	2 years	3 months

Proposed Member Contribution Table

Note that these contribution rates are subject to amendment in the regulations still to be published.

Pay Bands	Contribution Rates
Up to £13,500	5.5%
£13,501 - £21,000	5.8%
£21,001 - £34,000	6.5%
£34,001 - £43,000	6.8%
£43,001 - £60,000	8.5%
£60,001 - £85,000	9.9%
£85,001 - £100,000	10.5%
£100,001 - £150,000	11.4%
More than £150,000	12.5%