

# Public Document Pack

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Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



To: ALL MEMBERS OF THE COUNCIL

CS/NG

19 March 2014

Nicola Gittins on 01352 702345  
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Dear Sir / Madam

A meeting of the **FLINTSHIRE COUNTY COUNCIL** will be held in the **COUNCIL CHAMBER, COUNTY HALL, MOLD CH7 6NA** on **TUESDAY, 25TH MARCH, 2014** at **2.00 PM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

## **AGENDA**

- 1 **APOLOGIES FOR ABSENCE**
- 2 **DECLARATIONS OF INTEREST**  
To receive any declarations of interests from Members.
- 3 **PETITIONS**
- 4 **PAY POLICY STATEMENT** (Pages 1 - 18)  
Report of Head of Human Resources and Organisational Development attached.

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The Council welcomes correspondence in Welsh or English  
Mae'r Cyngor yn croesawau gohebiaeth yn y Cymraeg neu'r Saesneg

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO  
CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC**

The following item is considered to be exempt by virtue of Paragraph(s) 12, 15 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

It would be detrimental to working relationships and to relations with relevant unions if details were made public prior to those affected being informed directly of decisions taken.

5 **REVIEW OF THE COUNCIL OPERATING MODEL AND SENIOR  
MANAGEMENT STRUCTURE** (Pages 19 - 128)

Report of Chief Executive attached.

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **FLINTSHIRE COUNTY COUNCIL**

**DATE:** **TUESDAY 25<sup>TH</sup> MARCH 2014**

**REPORT BY:** **HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT**

**SUBJECT:** **PAY POLICY STATEMENT FOR 2014/15**

### **1.00 PURPOSE OF REPORT**

1.01 To seek approval of the Council's Pay Policy Statement to be effective from 1 April 2014.

### **2.00 BACKGROUND**

2.01 Under the Localism Act 2011, Councils in England and Wales are required to prepare and agree a Pay Policy Statement. The statement needs to set out the Council's policies on remuneration for its workforce, including Chief Officers, how the statement will be published and accessed, the Council's policies for the remuneration of the lowest paid employees and the relationship between remuneration for Chief Officers and other employees.

2.02 Pay Policy Statements must be produced and published on an annual basis in advance of the beginning of each financial year (i.e before 1 April). The provisions of the Act do not apply to employees of Local Authority Schools.

2.03 The provisions of the Act bring together the need for increasing accountability, transparency and fairness in the setting of local pay which will enable the tax payer to understand and access information on remuneration levels across all groups of Council employees.

### **3.00 CONSIDERATIONS**

3.01 The attached Pay Policy Statement has been drafted in accordance with the requirements of 38 (1) of the Localism Act 2011 and incorporates all existing pay arrangements for the workforce groups within the Council including Chief Officers and the lowest paid employees. The policy is a true and fair statement of current policy as approved by Council over past years.

3.02 The achievement of a Single Status Agreement for Green Book employees, subject to acceptance of the proposals in the Trade Union

ballot, will be effective from 1 June 2014. This will result in a new 'equality proofed' pay and grading structure and new terms and conditions of employment. There will be robust governance arrangements for maintaining the new pay and grading structure to ensure that there is no pay discrimination and that all pay differentials can be justified. Once Single Status is implemented, the Council's Pay Policy for Green Book employees will change and the Pay Policy will need to be republished.

3.03 The Council will later today be considering a report on the senior management structure and, within the report, the pay policy for Chief Officers. If approved then the Pay Policy will be adjusted to reflect these changes and be republished once the new structure is in place.

3.04 The Council is developing a new Additional Payments Policy, to include Honoraria payments and Market Supplements, to ensure that the Council is able to offer competitive rates to attract and retain talented people where there may be limited availability of particular skills or expertise available in the market place. This policy will be introduced as part of the Single Status Agreement arrangements during 2014/2015 and will be reflected in the updated Pay Policy Statement for 2014/15.

#### **4.00 RECOMMENDATIONS**

That the County Council approves the attached Pay Policy Statement for 2014/2015 noting that the Policy will need to be republished later in the year due to the developments summarised in 3.02-04 above.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no new financial implications for the Council arising from this report.

#### **6.00 ANTI POVERTY IMPACT**

6.01 None arising directly from this report.

#### **7.00 ENVIRONMENTAL IMPACT**

7.01 None arising directly from this report or the attached Pay Policy Statement.

#### **8.00 EQUALITIES IMPACT**

8.01 None arising directly from this report or the attached Pay Policy Statement.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None arising directly from this report or the attached Pay Policy Statement.

**10.00 CONSULTATION REQUIRED**

10.01 None as the attached document captures existing pay and reward arrangements only.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not applicable.

**12.00 APPENDICES**

12.01 Pay Policy Statement is attached as Appendix 1.

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

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# Pay Policy Statement 2014/15

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## **1. Introduction and Purpose**

The Local Government Act 1972, (section 112) sets out the Council's 'power to appoint officers on such reasonable terms and conditions as the Authority thinks fit'. This Pay Policy Statement sets out the Council's pay policy in accordance with the requirements of 38 (1) of the Localism Act 2011, which requires English and Welsh local authorities to produce and publish a Pay Policy Statement for 2014/15 and for each financial year after that, detailing the:

- Council's policies towards the remuneration of Chief Officers;
- publication of and access to information on the remuneration of Chief Officers;
- Council's policies for the remuneration of its lowest paid employees;
- relationship between the remuneration of its Chief Officers and other employees.

The Council is a large complex organisation with a multi-million pound budget. It has a very wide range of functions and provides and /or commissions a wide range of services. Whilst a consistent approach to remuneration will be adopted across the Council, there may be differences to reflect specific circumstances at a local, Welsh or UK national level.

This Pay Policy Statement reflects the current position as at 1 April 2014. The Council is currently working towards achieving a Single Status Agreement for Green Book employees which is planned for implementation on 1 June 2014, subject to acceptance of the proposals via a Trade Union ballot. Secondly, the Council is reviewing its Leadership Structure and the Pay Policy for Chief Officers. This Pay Policy Statement will be updated at an agreed point in time following implementation of the both Single Status and the Leadership Structure.

## **2. Legislative Framework**

The Council will comply with all relevant employment legislation including the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, the Agency Workers Regulations 2010, the Working Time Regulations 1998, the National Minimum Wage Rates and, where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations 2006. The Council will ensure through the Single Status Agreement that there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation.

## **3. Scope of the Pay Policy Statement**

The Localism Act 2011 requires authorities to develop and make public their pay policy on Chief Officer remuneration (including on ceasing to hold office), and their pay policy for the 'lowest paid', explaining the relationship between remuneration of chief officers and other workforce groups.

In the interests of transparency and accountability, the Council has chosen to produce a wider policy statement covering all employee groups (with the exception of school staff appointed by a school governing body) including employees appointed under the terms and conditions agreed with:

- The National Joint Council for Local Government Services;
- The Joint Negotiating Committee for Local Authority Craft and Associated Employees;
- The Joint Negotiating Committee for Youth and Community Workers;
- JNC for Chief Officers;
- JNC for Chief Executives.

#### **4. Background and Principles**

The Council is committed to an open and transparent pay policy which will enable the tax payer to understand and assess information on remuneration levels across all groups of Council employees.

In Flintshire County Council, the term 'Chief Officer' covers the Chief Executive, Directors and the Heads of Service. Throughout the document, the term Chief Officer refers to all three job roles.

The statement is effective from 1 April 2014 and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

The Head of Human Resources and Organisational Development will have the authority to review the policy within the one year period, to make any minor amendments required by legislation.

The following supporting information is available on the Council's website at [www.flintshire.gov.uk](http://www.flintshire.gov.uk):

- **Remuneration data**

- (i) All Employee pay scales
- (ii) Individual remuneration details for senior employees (see footnote on page 8) whose remuneration is over £60,000 per annum and the number of employees whose remuneration exceeds £60,000 as required under the Accounts and Audit (Wales) (Amendment) Regulations 2010

- **Policy documents**

- (i) Honoraria Policy
- (ii) Policy Statement on Redundancy and Severance Payments (including additional pension payments)

- **Development of a Pay and Reward Strategy**

The primary aim of a pay and reward strategy is to attract, retain and motivate suitably skilled employees so that the organisation can perform at its best. The biggest challenge for the Council in the current circumstances is to maximise productivity and efficiency within current resources. Pay policy is a matter of striking a balance between setting remuneration levels to secure a sufficient supply of appropriately skilled individuals to fill the Council's wide range of posts, and ensuring that the burden on the public finances can be fully and objectively justified.

It needs to be recognised that at the more senior grades in particular, remuneration levels need to attract of a suitably wide pool of talent and retain suitably skilled and qualified individuals once in post. It should be recognised that the Council will often be seeking to recruit in competition with other public and private sector employers.

The Council is a major employer in the County and the region. The availability of good quality employment on reasonable terms and conditions and fair rates of pay has a beneficial impact on the quality of life in the community as well as on the local economy. The Council should be a role model in setting a benchmark example on pay and conditions to other employers.

In designing, developing and reviewing pay and reward strategy the Council will seek to balance these factors to have a workforce which will help it met its objectives for public services. This Pay Policy will be reviewed an annual basis.

- **Pay Structure**

- **Job Evaluation**

Job evaluation is a systematic way of determining the value/worth of a job compared to other jobs within an organisation. It aims to make a systematic comparison between jobs to assess their relative worth in a rational pay structure ensuring pay equity. For all jobs that are not nationally prescribed, and are not Chief Officer posts, the Council uses the Greater London Provincial Committee (GLPC) Scheme.

Based on the application of the job evaluation process, the Council currently uses the nationally negotiated pay spine as the basis for its local grading structure. This determines the salaries of the large majority of the non-teaching workforce, together with the use of other nationally defined rates where relevant. A 1% pay increase on the national pay spine was applied in April 2013 and Spinal Column Point 4 (SCP4) was deleted with effect from 1 October 2013.

Employees who were previously on SCP 4 progressed to SCP5 on 1 October 2013.

- **Chief Officer Job Evaluation**

For Chief Officers, the Council uses the Hay Scheme for job evaluation purposes. The Council undertook reviews of all Chief Officers roles and associated pay arrangements in 2007 and 2008.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy.

- **Honoraria**

There may be occasions when an employee is asked to carry out additional duties to those of their substantive post for a period of time. In such circumstances an additional payment may be made in line with the Council's Honoraria Policy.

## **5. Responsibility for Decisions on Remuneration**

Where there are significant changes to remuneration arrangements which are locally set, such proposed changes will be agreed by full County Council.

## **6. Remuneration of Chief Officers**

For the purposes of this statement, senior management means 'Chief Officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2014.

The pay and grading structures for Chief Officers were reviewed in two phases. The first tier (Chief Executive and Directors) was reviewed in 2007/08 and the second tier (Heads of Service) was reviewed in 2008/09. Specialist advice was provided by the Hay Consultancy Group on the conduct of the reviews. The Council was able to access data on comparative market rates within the public sector to ensure that the pay and grading arrangements were sufficiently competitive to recruit and retain capable employees, that the differentials between grades were justifiable and that the pay and grading structures were affordable and appropriate. These pay and grading structures, and the associated arrangements, were approved by full County Council prior to implementation. The salary rates for each Chief Officer post are as follows:

- (i) **Chief Executive**

The salary falls within a range of 1 – 4 incremental points between £120,737 rising to a maximum of £131,233.

(ii) **Directors**

The salaries of posts designated as Director fall within a range of 1 – 3 incremental points between £89,132 rising to a maximum of £97,328.

(iii) **Heads of Service**

The salaries of posts designated as Head of Service fall within a range of 1 – 7 incremental points between £63,519 rising to a maximum of £81,960.

The Head of Finance and Head of Legal and Democratic Services hold additional statutory responsibilities (Section 151 Officer and Monitoring Officer respectively) and fall within the higher range of 4 - 7 incremental points between £71,715 rising to a maximum of £81,960. All other Heads of Service fall within the range of 1 - 4 incremental points between £63,519 rising to a maximum of £71,715.

Progression through the incremental scale is subject to satisfactory performance, which is assessed on an annual basis. The level of remuneration is not variable dependent on the achievement of defined targets.

The above arrangements are currently under review (at March 2014) and, subject to approval at County Council, a revised Leadership Structure and Pay Policy will be implemented from early 2014/15 (date to be agreed).

**Additions to Remuneration for Chief Officers**

The Council does not offer any bonuses or any additional performance related pay to its Chief Officers.

In addition to basic salary, the details below define ‘additional pay’ which is chargeable to UK Income Tax and does not solely constitute reimbursement of expenses incurred in the fulfillment of duties:

- The Returning Officer for the County Council is the Chief Executive. Returning Officer duties are not part of the Chief Executive’s substantive role. Fees for these duties are paid separately and are determined by the full Council.
- Lump Sum for Essential Car User – see Appendix 1 (the eligibility criteria for Essential Car User lump sum will change as a result of the implementation of a new Single Status Agreement).
- Where membership of an approved professional body is deemed to be essential for an employee to carry out their duties, the employee will be reimbursed for the cost of the professional membership fees.

Reimbursement can only be for one professional body per person and only one claim can be submitted each financial year. (This policy will be subject to change during the early part of 2014/15).

### **Severance Payments for Chief Officers and all Employees**

The Council's approach to discretionary payments on termination of employment of Chief Officers and all employees, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 Regulation 12 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.

Any other payments falling outside the provisions or the relevant periods of contractual notice for Chief Officers shall be subject to a formal decision made by a committee or panel of elected members with delegated authority to approve such payments.

### **7. Recruitment of Chief Officers**

The Council's policy and procedures with regard to recruitment of Chief Officers is set out within Article 15, 15.01 sub section (b) of the Constitution. When recruiting to all posts the Council will take full and proper account of equality in accordance with our Diversity and Equality Policy and Recruitment procedures. Determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate.

Where the Council remains unable to recruit Chief Officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider engaging individuals under 'Contracts for Service'. These will be sourced through a competitive procurement process. The Council does not currently have any Chief Officers engaged under such arrangements.

### **8. Publication of Pay Policy Statement**

Upon approval by the full Council, this statement will be published on the Council's Website at [www.flintshire.gov.uk](http://www.flintshire.gov.uk) and the Council's Internal Infonet site. In addition, for senior employees<sup>1</sup> where the full time equivalent salary is at least £60,000, the Council's Annual Statement of Accounts sets out the amount of:

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<sup>1</sup> For the purpose of the Council's Annual Statement of Accounts Senior Employees are defined as the Chief Executive, Strategic Directors and Statutory Chief Officers (Head of Finance and the Head of Legal and Democratic Services).

- pensionable pay;
- any expense allowance;
- total remuneration excluding pension contributions;
- employer's pension contributions;
- total remuneration including pension contributions.

## **9. Remuneration of the Lowest Paid Employees**

The lowest paid persons employed under a contract of employment with the Council are employed on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1<sup>st</sup> April 2014, this is £12,435 per annum. The Council employs Apprentices who are not included within the definition of 'lowest paid employees' as they are employed under a separate 'apprenticeship' / learning fixed term contract and paid at the current national minimum wage.

## **10. Pay Relativities within the Council**

This Pay Policy Statement includes the ratio (multiple) of pay between the Council's top earner, who is the Chief Executive, and the median earner. The multiple between the median full time equivalent earnings and the Chief Executive is 1:6.58.

For this calculation pay includes all taxable earnings for the given year including base salary, variable pay, bonuses, allowances, and the cash value of any benefits in kind.

This multiple will be monitored each year within the Pay Policy Statement

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

## Salary Scales

### Chief Executive Pay Scale

Scale	SCP	Salary 01/04/2008 and continuing
CEO Point 01	1	£120,737.00
CEO Point 02	2	£124,234.00
CEO Point 03	3	£127,734.00
CEO Point 04	4	£131,233.00

### Chief Officer Pay Scale

Scale	SCP	Salary 01/04/2008 and continuing
Director Grade 1	1	£89,132.00
Director Grade 2	2	£93,742.00
Director Grade 3	3	£97,328.00

### Second Tier Officer Pay Scale (Heads of Service)

Scale	SCP	Salary 01/11/2008 and continuing
Point 01	1	£63,519.00
Point 02	2	£66,593.00
Point 03	3	£69,154.00
Point 04	4	£71,715.00
Point 05	5	£76,325.00
Point 06	6	£79,399.00
Point 07	7	£81,960.00

### Craft & Associated Employees (excludes apprentice grades)

Scale	Salary 01/04/2013 and continuing
Band 1 - Electrician	£21,632.30
Band 1 - Joiners & Builders	£19,383.39
Band 1 - Labourer	£17,669.95
Band 1 - Plumber	£20,561.40
Band 2 - Diag/Electrician	£23,559.94
Band 2 - Joiners & Builders	£21,418.12
Band 2 - Labourer	£19,811.77
Band 2 - Plumber	£22,489.03
Band 2 - Plumber (Gas Qual)	£23,559.94
Band 3 - Diag/Electrician	£25,166.29
Band 3 - Joiners & Builders	£22,810.31
Band 3 - Plumber	£24,095.39
Band 3 - Plumber (Gas Qual)	£25,166.29



## **NJC Payscales**

<b>Scale</b>	<b>SCP</b>	<b>Salary @ 01/04/2014 and continuing</b>
Scale 1	05	£12,435
Scale 1	06	£12,614
*Scale 1	*07	*£12,915
Scale 1	08	£13,321
*Scale 1	*09	*£13,725
Scale 1	10	£14,013
Scale 1/Scale 2	11	£14,880
Scale 2	12	£15,189
Scale 2 / Scale 2a	13	£15,598
Scale 2a / Scale 3	14	£15,882
Scale 2a / Scale 3	15	£16,215
Scale 3	16	£16,604
Scale 3	17	£16,998
Scale 4	18	£17,333
Scale 4	19	£17,980
Scale 4	20	£18,638
Scale 4	21	£19,317
Scale 5	22	£19,817
Scale 5	23	£20,400
Scale 5	24	£21,067
Scale 5	25	£21,734
Scale 6	26	£22,443
Scale 6	27	£23,188
Scale 6	28	£23,945
Senior Officer 1	29	£24,892
Senior Officer 1	30	£25,727
Senior Officer 1	31	£26,539
Senior Officer 2	32	£27,323
Senior Officer 2	33	£28,127
Senior Officer 2 / Management 1	34	£28,922
Management 1	35	£29,528
Management 1 / Management 2	36	£30,311
Management 1 / Management 2	37	£31,160
Management 2	38	£32,072
Management 2 / Management 3	39	£33,128
Management 3	40	£33,998
Management 3	41	£34,894
Management 3 / Management 4	42	£35,784
Management 4	43	£36,676
Management 4	44	£37,578
Management 4 / Management 5	45	£38,422
Management 5	46	£39,351
Management 5	47	£40,254
Management 5 / Management 6	48	£41,148
Management 6	49	£42,032
Management 6	50	£42,944
Management 6	51	£43,848
Senior Management 1	52	£45,144
Senior Management 1	53	£46,449
Senior Management 1	54	£47,748
Senior Management 1	55	£49,050
Senior Management 2	56	£50,358

Senior Management 2	57	£51,662
Senior Management 2	58	£52,961
Senior Management 2	59	£54,270
Senior Management 3	60	£55,562
Senior Management 3	61	£56,869
Senior Management 3	62	£58,178
Senior Management 3	63	£59,473

**Young People's/Community Service Managers Spine (Youth and Community Officers)**

<b>Scale</b>	<b>SCP</b>	<b>Salary 01/09/2013 and continuing</b>
Y&C Officers Point 01	1	£33,891.00
Y&C Officers Point 02	2	£35,000.00
Y&C Officers Point 03	3	£36,109.00
Y&C Officers Point 04	4	£37,240.00
Y&C Officers Point 05	5	£38,389.00
Y&C Officers Point 06	6	£39,511.00
Y&C Officers Point 07	7	£40,659.00
Y&C Officers Point 08	8	£41,962.00
Y&C Officers Point 09	9	£42,681.00
Y&C Officers Point 10	10	£43,791.00
Y&C Officers Point 11	11	£44,895.00
Y&C Officers Point 12	12	£46,001.00
Y&C Officers Point 13	13	£47,099.00
Y&C Officers Point 14	14	£48,208.00
Y&C Officers Point 15	15	£49,319.00
Y&C Officers Point 16	16	£50,432.00
Y&C Officers Point 17	17	£51,552.00

**Youth Workers**

<b>Scale</b>	<b>SCP</b>	<b>Salary 01/09/2013 and continuing</b>
Point 01	1	£14,283.00
Point 02	2	£14,880.00
Point 03	3	£15,477.00
Point 04	4	£16,077.00
Point 05	5	£16,674.00
Point 06	6	£17,271.00
Point 07	7	£17,874.00
Point 08	8	£18,474.00
Point 09	9	£19,236.00
Point 10	10	£19,833.00
Point 11	11	£20,796.00
Point 12	12	£21,741.00
Point 13	13	£22,713.00
Point 14	14	£23,721.00
Point 15	15	£24,408.00
Point 16	16	£25,125.00
Point 17	17	£25,830.00
Point 18	18	£26,541.00
Point 19	19	£27,246.00
Point 20	20	£27,951.00
Point 21	21	£28,746.00

Point 22	22	£29,646.00
Point 23	23	£30,522.00
Point 24	24	£31,401.00
Point 25	25	£32,289.00
Point 26	26	£33,174.00
Point 27	27	£34,062.00
Point 28	28	£34,959.00
Point 29	29	£35,850.00
Point 30	30	£36,741.00

### Essential Car User Allowance from 1 April 2010

	<u>451 - 999cc</u>	<u>1000 - 1199cc</u>	<u>1200 - 1450cc</u>
<b>Essential Users</b>			
Lump sum per annum	£846	£963	£1,239

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By virtue of paragraph(s) 12, 15 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted - Not for Publication

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