

REMUNERATION POLICY

CONTENTS

1.0 EQUAL PAY STATEMENT

2.0 BASE PAY AND CONTRACTUAL WORKING HOURS

- 2.1 Introduction
- 2.2 Contractual Working Hours
- 2.3 Salary Composition
- 2.4 Method of Payment
- 2.5 University Pay Structure
- 2.6 Annual Pay Award
- 2.7 Definition of Base Pay
- 2.8 Part-Time Lecturer Hourly Rates
- 2.9 ESOL Lecturer Hourly Rates (IELTS level courses)
- 2.10 Sports Instructor Hourly Rates

3.0 PAY STRUCTURE PROCEDURES

- 3.1 Placement within Grades
 - 3.1.1 Starting Salaries for New Employees
 - 3.1.2 Starting Salaries for Internal Appointments
- 3.2 Progression within the Grade
 - 3.2.1 Annual Increment
 - 3.2.2 Accelerated Progression through the Grade
- 3.3 Reassessment of Grade of Role

4.0 VARIABLE PAYMENTS

- 4.1 Recompense for Additional Hours Worked
- 4.2 Requirement to Work on Public or Discretionary Days
- 4.3 Payment for Staff Working Away From Their Normal Workbase
- 4.4 Call Out Payments
- 4.5 Weekend Open Day Payments
- 4.6 Consultancy Payments
- 4.7 Honoraria Payments
- 4.8 Market Supplements Policy

5.0 RELATED POLICIES AND TERMS AND CONDITIONS OF EMPLOYMENT

APPENDICES

- 1 University Pay Structure
- 2 Market Supplements Policy
- 3 Accelerated Progression Through the Grade
- 4 Reassessment of Grade Procedure
- 5 Consultancy Payments Procedure
- 6 Honoraria Payments Procedure
- 7 Part time Lecturers Hourly Rates

1.0 EQUAL PAY STATEMENT

- 1.1 Staffordshire University is committed to the principle of equality of opportunity and to ensuring good employment practice in all aspects of its remuneration policy, including the delivery of equal pay for all its employees. It aims to eliminate any bias, whether based upon gender or any other irrelevant factor, in its pay systems, thus delivering equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.
- 1.2 The University understands that fair and equal treatment in relation to pay between men and women is a legal right under both UK and European Law.
- 1.3 The University is committed to ensuring that it has fair and just pay systems in place and will achieve this through consultation with the recognised trade unions.
- 1.4 The University operates a pay structure and factor based job evaluation system that is transparent, based on objective criteria and free from bias. This ensures equal pay for all staff, including those on different contract types.
- 1.5 To underpin the University's commitment to equal pay, the following action plan will be implemented:
 - Regular monitoring of the impact of University's policies and procedures in accordance with employment legislation (including regular equal pay audits)
 - Informing employees of how these practices operate and how their individual remuneration is calculated and composed
 - Providing guidance for University managers involved in decisions relating to pay and financial benefits
 - Discussing and consulting with trade unions representatives on policy matters relating to pay and financial benefits.
- 1.6 Through the implementation of this action plan and the equal pay policy, the University will avoid unfair discrimination on the grounds of pay. This will enable the University to maximise its use of the skills, experience and potential of all staff, and increase its efficiency, productivity and competitiveness, thus enhancing its reputation and image.

2.0 BASE PAY & CONTRACTUAL WORKING HOURS

2.1 Introduction

These terms and conditions apply to all members of staff other than "holders of senior posts" as determined by the Board of Governors on the basis defined in the University's Articles and Instruments of Government.

These terms and conditions were implemented following consultations with the University's recognised trade unions, UCU and UNISON. These terms and conditions modernise and replace a number of former terms and conditions of employment. These are detailed at the end of this document.

2.2 Contractual Working Hours

The baseline for an individual's contractual working hours is stipulated in the contract of employment. These are as follows:-

- *Staff Employed on Grade 1-6 Contracts of Employment*

The normal hours of duty for a full time postholder are 37 hours per week. Recompense for additional hours worked are stipulated later in this document

- *Staff Employed Upon Professional Contracts of Employment*

The nature of these posts is such that an individual will be expected to work flexibly and for such hours as could reasonably be required in order to fulfil the duties in the professional manner.

For the purposes of payroll calculations and employment rights, an individual employed on a full time professional contract of employment is deemed to work a notional 37 hours per week. Individuals employed upon a fractional contract of employment will have these hours pro-rata'd.

- *Staff Employed Upon Teaching and Related Contracts of Employment*

The nature of the post is such that individuals are expected to work such hours as are reasonably necessary in order to fulfil the duties and responsibilities. The detailed working arrangements for the academic contract of employment are contained within the Academic Workloading Policy.

For the purposes of payroll calculations and employment rights, an individual employed on a full time teaching and related contract of employment is deemed to work a notional 37 hours per week. Individuals employed upon a fractional contract of employment will have these hours pro-rata'd.

As a responsible employer, the University must ensure that individuals work the hours of employment as stipulated in their contract of employment. Wherever possible, the use of working arrangements which involve attendance outside the usual working hours should be avoided. Working hours for staff must be contained in order to provide individuals with the appropriate level of rest in order to enable optimum levels of performance and reduce unnecessary levels of stress and fatigue.

2.3 Salary Composition

At Staffordshire University pay, is comprised the following elements:

- Base Pay
- Incremental Progression
- Contribution Award
- Annual Pay Award

In addition there are a number of different payments and allowances that may be received by an individual in addition to these elements.

2.4 Method of Payment

Payment of salary is by direct credit to a recognised bank/building society or giro account. Employees are paid monthly in arrears, with payments dated the last Wednesday of the calendar month. The payment of salary date during December may be amended by the University, following discussions with the recognised trade unions. Changes to an individuals pay record will be implemented as soon as is practicable.

A statement of salary (pay advice slip) will be issued to every member of staff who will receive payment at the end of each month. Statements of salary shall comply with Section 8, Part One of the Employment Protection (Consolidation) Act 1978 and all other relevant and appropriate legislation, illustrating the amount of salary being paid into the account, together with deductions for income tax, national insurance, superannuation and any subscriptions.

2.5 University Pay Structure

The University's Pay Structure is contained as Appendix 1 to this document.

2.6 Annual Pay Award

The annual pay award is awarded with effect from 1st August each year, following the outcome of national negotiations between the Universities and Colleges Employers Association (UCEA) representing employers and the nationally recognised trade unions from within the Higher Education sector.

These national negotiations will be applied to all staff placed upon the University's single pay spine.

2.7 Definition of Base Pay

All individuals will receive base pay which will be determined by the grade of the role that he/she undertakes. The grade of a role will be determined through the use of the University's factor based job evaluation scheme, known as HERA (Higher Education Role Analysis). The role of base pay is to recognise and reward the individual for his/her enduring contribution to the role and the University more generally.

This contribution is expected to continue in order to receive base pay at this level. The stated norm for individuals to receive base pay will be satisfactory to good. All staff will be expected to be of this standard at appointment and continue to work at this standard throughout his/her employment to justify the base pay level.

2.8 Part-Time Lecturer Hourly Rates

Part-time lecturing posts within the University have been job evaluated, through the HERA Job Evaluation Scheme, like all other posts.

For members of staff employed on a part-time lecturing contract, payment is claimed and received on an hourly basis rather than fixed monthly salary basis.

The University operates a comprehensive hourly rate basis for part time lecturing staff. The comprehensive rate will cover the following duties at Staffordshire University:-

- Payment for scheduled teaching
- Work in connection with teaching:-
 - Preparation for teaching
 - Setting and marking projects and assignments
 - Setting and marking examinations
 - Supervision of examinations
 - Completion of registers
 - Provision of data and related course administration
 - Keeping up to date with knowledge of the subject
 - Attendance at module team meetings
 - Attendance at assessment/award boards
 - Module evaluation

The comprehensive hourly rate can be calculated as follows:

2.5 hours x individuals plain time hourly rate*

* plain time hourly rate is calculated as follows:-

(the individuals annual salary ÷ 52.14 weeks) ÷ 37 hours per week

In addition, the comprehensive hourly rate also includes an element of annual leave payment calculated as 15% of the comprehensive hourly rate.

It is noted that there may be a number of other activities that the University may wish a Part Time Lecturer to be involved in, but are not covered by the comprehensive hourly rate. These may include:-

- Role of Personal Tutor
- Role of Module Leader (recognition for the need for greater staff and student interaction, compiling management information and reports, co-ordination of other staff involved in module delivery, quality assurance and enhancement beyond module evaluation etc).
- Development of a new module and associated learning materials
- Assessment marking which is in addition to the proportion of scripts that the part time lecturer would normally be expected to do.
- Supporting faculty approved initiatives or teaching-related duties.
- Participating in Faculty-approved staff development and training activities.
- Attending Faculty/University meetings other than those previously identified.
- Final year project supervision.
- Any other role that would normally be identified as having a remission from teaching workload within the Faculty.

The precise number and nature of these additional hours should be identified and agreed with the member of part time lecturing staff and noted separately on the contract. This should be agreed in advance of the work taking place and approved by the Dean of the Faculty.

These duties will be paid at the plain time rate of the spinal point on which the individual is employed. This is not the same amount per hour as the enhanced comprehensive hourly rate.

Part time hourly paid Lecturers will be paid by the submission of timesheet as follows:-

- Comprehensive Hourly Rate Timesheet – to claim all approved hours worked in accordance with the definition of the comprehensive hourly rate.
- Additional Hours Timesheet – to claim all approved hours worked in accordance with the definition of the Plain Time Rate.
- Part Time Lecturers will be paid for the number of teaching contact weeks, which for the standard undergraduate awards would be 12 weeks per semester.

Where in some cases teaching may not start in week 1, induction for example, or does not take place during a “reading week” the part-time contracted lecturers should be paid for the actual contact teaching time. If the Part Time Lecturer undertakes non comprehensive hourly rate duties these will be paid at the plain time during this period eg staff development.

On an annual basis Human Resources and Organisational Development will liaise with Faculties to review the tenure of part time lecturers with four years completed service, subject to there being a continuing need for the member of staff. This review process will operate during the summer each year, with an effective date of 1st September. Appendix 7 sets out how this procedure operates in more detail.

2.9 ESOL Lecturer Hourly Rates (IELTS level courses)

ESOL (English for Speakers of Other Languages) lecturing posts within the University have been job evaluated, through the HERA Job Evaluation Scheme, like all other posts.

For members of staff employed on an ESOL lecturing contract, payment is claimed and received on an hourly basis rather than fixed monthly salary basis.

The University operates a comprehensive hourly rate basis for ESOL lecturing staff teaching non-credit bearing courses eg IELTS. The comprehensive rate for courses of this level will be as follows:

1.75 hours x individual's plain time hourly rate*

* plain time hourly rate is calculated as follows:

(the individual's annual salary ÷ 52.14 weeks) ÷ 37 hours per week

In addition, the comprehensive hourly rate also includes an element of annual leave payment calculated as 15% of the comprehensive hourly rate.

2.10 Sports Instructor Hourly Rates

Sports Instructor posts within the University have been job evaluated, through the HERA Job Evaluation Scheme, like all other posts.

For members of staff employed on a Sports Instructor rate, payment is claimed and received on an hourly basis rather than fixed monthly salary basis.

The University operates a comprehensive hourly rate basis for Sports Instructor staff.

The comprehensive rate will cover the following duties at Staffordshire University:

- Payment for scheduled instruction at agreed classes
- Work in connection with instruction:
 - Preparation for scheduled classes
 - Setting out of appropriate equipment including health and safety checks
 - Clearing equipment following completion of sessions
 - Keeping up to date with knowledge of the subject

The Comprehensive Hourly Rate can be calculated as follows:

1.75 hours x individual's plain time hourly rate*

* plain time hourly rate is calculated as follows:

(the individual's annual salary ÷ 52.14 weeks) ÷ 37 hours per week

In addition, the comprehensive hourly rate also includes an element of annual leave payment calculated as 15% of the comprehensive hourly rate.

It is noted that there may be other activities that the University may wish a Sports Instructor to be involved in, but are not covered by the Comprehensive Hourly Rate eg team meetings.

The precise number of additional hours likely to be worked by the Sports Instructor staff should be identified by the line manager in advance and approved by the Sports Centre Manager.

These duties will be paid at the plain time rate of the spinal point on which the individual is employed. This is not the same amount per hour as the enhanced comprehensive hourly rate.

Those members of staff who wish to continue to be paid by the submission of a timesheet or who do not have the requisite service to be offered a fractional position should claim their payment on the appropriate timesheet.

On an annual basis Human Resources and Organisational Development will liaise with the Sports Centre Manager to review the tenure of Sports Instructors with four years completed service, subject to their being a continuing need for the member of staff. This review process will operate during the summer each

year, with an effective date of 1st September. Appendix 7 sets out how this procedure operates in more detail.

3.0 PAY STRUCTURE PROCEDURES

3.1 Placement within Grades

3.1.1 Starting Salaries for New Employees

All new appointments will ordinarily commence on the lowest spinal point of the appropriate pay grade as the University's standard practice.

However, it will be the responsibility of the appointing manager, in consultation with Human Resources and Organisational Development, to consider the applicability of this practice for the successful applicant in relation to additional supplementary information from the recruitment and selection process. Such information to be considered will include:-

- The candidate's previous salary where relevant to the requirements of the role.
- The candidate's experience and potential contribution to the requirements of the role.

Following the consideration of this additional information a recommendation will be made regarding the starting salary by the appointing manager for approval by Human Resources and Organisational Development. This will be confirmed by Human Resources and Organisational Development in the letter of appointment.

An individual may only be appointed to a spinal point within the grade of the role advertised. The grade of the post cannot be increased following commencement of the recruitment and selection process.

Market supplements may be appropriate in certain circumstances. These are detailed in the University's Market Supplements Policy. (Section 4.8).

3.1.2 Starting Salaries for Internal Appointments

An individual who is appointed to a post at a higher grade as a consequence of internal appointment will be placed on the lowest spinal point of the grade with effect from the date of commencement within the post.

An individual who is appointed to a post graded at the same grade as the individual's current grade will remain on the same spinal point placement within the grade.

3.2 Progression within the Grade

3.2.1 Annual Increment

The annual increment recognises that as part of an individual's length of service within a grade, it is appropriate to reward the acquisition of experience. This is the purpose of the annual increment.

Incremental progression for all individuals employed upon the single pay spine will be harmonised to a single incremental progression date with effect from 1st August 2007.

Increments shall be paid on 1st August each year until the maximum of the incremental scale is reached subject to the following qualifications:

- (i) Increments may be accelerated within the postholder's pay scale in accordance with the Accelerated Progression through the Grade Procedure, subject to the maximum of the scale not being exceeded. Any such advancement will not interrupt the payment of normal increments on the due date.
- (ii) The annual increment may be withheld for any individual who is the subject of management action in accordance with the University's Performance Management Procedure.
- (iii) Postholders with less than six months service in the grade by 1st August of any one year shall be granted their first increment on the first of the month following completion of six months service in the grade, subject to the provisions of clause (ii).

Annual incremental progression will be unaffected by periods of absence where the University has protected the employee's continuity of employment during the period of absence.

3.2.2 Accelerated Progression through the Grade

The University's procedure for Accelerated Progression through the Grade is contained as Appendix 3. This procedure is designed to provide managers with a framework for making permanent adjustments to the remuneration level of individual members of staff. The reason for this is to recognise an exceptional rate of development in the post.

3.3 Reassessment of Grade of Role

The Reassessment of Grade Procedure explains the process of reassessing the grade of a role within the University to ensure that the individual receives the correct remuneration for the role that he/she is undertaking and that the University is fulfilling its legal obligations in respect of equal pay for work of equal value. This process can be instigated by the individual role holder or an appropriate manager. The full procedure is attached as Appendix 4.

4.0 VARIABLE PAYMENTS

4.1 Recompense for Additional Hours Worked

As a responsible employer, the University must ensure that individuals work the hours of employment as stipulated in their contract of employment. Wherever possible, the use of working arrangements which involve attendance outside the usual working hours should be avoided. Working hours for staff must be

contained in order to provide individuals with the appropriate level of rest in order to enable optimum levels of performance and reduce unnecessary levels of stress and fatigue.

It is recognised, however, that due to the business cycle of the University, there may be fluctuations in an individual's workload that will place differing levels of demand upon managers and individuals in order to meet the needs of the service.

4.1.1 Time Off in Lieu for Additional Hours Worked

As a general principle, working additional hours is not to be encouraged within the University and should not be worked unless there is an essential business reason. Managers and staff should ensure that time off in lieu has been fully considered prior to any later decision to request that additional hours be paid. The manager in discussion with the individual will determine the appropriate recompense method. It is therefore expected that staff will normally be compensated for additional hours worked via the granting of time off in lieu wherever this is practicable within the context of the business delivery.

The taking of time off in lieu will not be unreasonably refused. Time off in lieu will be granted on a 'time for time' basis and should, wherever practicable, be taken within two months of the additional hours worked.

4.1.2 Payment for Additional Hours Worked

In certain circumstances and following consideration of the practical issues of granting time off in lieu, a manager may determine, in consultation with the relevant member of FMT/SMT where appropriate, that this is not appropriate due to the needs of the service. In such circumstances payment for the additional hours worked may be made as detailed below.

All staff will be required to work 37 hours at plain time in any five day working period, before any relevant enhanced rates will apply. This will be irrespective of whether an individual is employed upon a full time contract (i.e. 37 hours per working week contract), fractional or fixed term contract of employment. Individuals who are employed upon shifts worked over four days are required to work 37 hours in a four day working period before enhanced rates will apply.

Periods of Annual Leave, Family Leave, Special Leave and Sickness Absence taken within the normal working week will be counted as part of the 37 hours plain time requirement.

Hourly paid individuals, who are employed upon a fixed term contract where it is identified there will be a level of variability in the pattern of working hours for the duration of the contract of employment, will not be entitled to additional hours payments or time off in lieu.

4.1.3 Additional Hours Payments for Staff Employed on Grade One up to Grade Six Inclusive (Spinal Point 1-30 inclusive)

Where the need for additional hours is unavoidable and time off in lieu has been determined as inappropriate by the relevant member of FMT/SMT, individuals will be able to claim payment for additional hours worked if they are placed up to and including spinal point 30 on the University's pay scales.

Hours of work within a working week will be paid on the following basis:

The first 37 hours worked during the normal five day working week	Plain time
Hours worked in excess of 37 over the normal five day working week	Time and one half (x1.5)
Day Six:	Time and one half (x1.5)
Day Seven:	Double time (x2)

For individuals employed upon the four day shift pattern the working week will be paid as follows:

The first 37 hours worked during the normal four day working week	Plain time
Hours worked in excess of 37 over the normal four day working week	Time and one half (x1.5)
Day Five:	Time and one half (x1.5)
Day Six:	Time and one half (x1.5)
Day Seven:	Double time (x2)

Additional hours payments may only be authorised by the relevant member of FMT/SMT.

All payments for additional hours worked must be claimed by the last day of the calendar month following the month in which the hours were worked, via the appropriate claim for payment form. Only complete half hours should be claimed and will be paid by the University.

4.1.4 Additional Hours Payments for Staff Employed on Grade Seven and Above (Spinal Point 31 and Above)

Staff paid above spinal point 30 of the University's pay scale will not normally receive payment for additional hours worked due to the nature of the professional position they occupy within the University.

However, it is acknowledged that in exceptional circumstances there may be programmes of work that require periods of additional hours to be worked that are outside of the normal fluctuations of workloads associated with the post.

In such circumstances an individual will be entitled to receive payment for additional hours at plain time over and above the notional 37 hours per week of employment.

Additional hours of work for members of staff employed above spinal point 30 may only be granted by the Dean of Faculty/ Director of Service in consultation with the Executive Director of Corporate Services. In such circumstances a maximum number of additional hours payments will be agreed for the programme of work to be completed within.

All payments for additional hours worked must be claimed by the last day of the calendar month following the month in which the hours were worked, via the appropriate claim for payment form. Only complete half hours should be claimed and will be paid by the University.

4.2 Requirement to Work on Public and Discretionary Days

Staffordshire University has eleven days that fall under the categories of Bank Holidays and Discretionary Days. These are as follows:

- Good Friday (Bank Holiday)
- Easter Monday (Bank Holiday)
- May Day (Bank Holiday)
- Spring Bank Holiday Monday (Bank Holiday)
- Late Summer Bank Holiday Monday (Bank Holiday)
- Christmas Day (Bank Holiday)
- Boxing Day (Bank Holiday)
- 3 working days between Christmas and New Year (Discretionary Days)
- New Year's Day (Bank Holiday)

An individual required to work on a public or discretionary day shall receive normal payment for the day. In addition a double-time rate (x2) for the actual hours worked on that day will also be paid irrespective of grade. Such hours worked will count towards the 37 hour plain time requirement but will be paid at the enhanced rate stipulated above.

All payments for additional hours worked must be claimed by the last day of the calendar month following the month in which the hours were worked via the appropriate claim for payment form. Only complete half hours should be claimed and will be paid by the University.

4.3 Payment for Staff Working Away From A University Workbase

It is acknowledged that an individual, who works away from a University workbase as part of the duties of the role, may be required to work additional hours. Recompense for the additional hours will be made on the following basis:

4.3.1 Staff Employed on Grade One – Six inclusive (Spinal Point 1-30 inclusive)

An individual will be entitled to receive either time off in lieu or additional hours payment in accordance with section 4.1 of this policy upon completion of the 37 hours working week. Travelling time will be included as part of this process and will be paid at plain time outside the working day.

4.3.2 Staff Employed on Grade Seven and Above (Spinal Point 31 and Above)

An individual will be expected to work flexibly and for such hours as could reasonably be required in order to fulfil the duties of their role. Therefore, additional hours worked during the normal working week for the individual whilst away from the workplace will not receive any further recompense. However, an individual who works additional hours on the weekend will be entitled to claim time in lieu or additional hours payments in accordance with section 4.1 of this policy. Travel time will be included as part of this process if this falls at the weekend and will be paid at plain time.

Individuals who are required to work away from the workplace as a requirement of their role, must discuss their travel itinerary with the relevant line manager in advance of departure to ensure approval of any time off in lieu or additional hours payments.

4.4 Call Out Payments

It is recognised within the University there are some posts that may be required to attend University premises outside of an individual's normal working pattern. To reflect this flexibility in approach, should a call out be effected, a minimum call-out payment will apply.

The minimum Call Out payment will be 2 hours paid at double time (x2). In Call Out situations where the total call out time (including attendance and travel time to and from the workplace) exceeds 2 hours, the actual total call out time will be paid at double time (x2). Individuals who receive a 'call out' will not be entitled to claim any other payment for the period of work which was subject of the 'call out'.

Time worked during a call out situation will not count towards the 37 hour plain time requirement for additional hours payments.

Where practicable, individuals who are 'on call' will be informed in advance by the appropriate line manager to ensure minimal restriction of postholders freedom during such periods.

Call Out payments will be applicable only to a limited number of posts within the University and will be at the discretion of the Dean of Faculty/ Director of Service in consultation with the Executive Director of Corporate Services.

All call out payments must be claimed by the last day of the calendar month following the month in which the hours were worked via the appropriate claim for

payment form. Only complete half hours should be claimed and will be paid by the University.

Call out payments apply in Estates, Campus and Commercial Services and Information Services where this is managed as appropriate to the needs of the service.

4.5 Weekend Open Day Payments

Due to the importance of weekend open days for the future viability of the University, it is important that that all appropriate staff actively engage in these events.

- For staff grades seven and above involved at these events, additional hours worked will be taken as time off in lieu.
- For staff grades one to six inclusive only, where it is not possible to take the time off within a reasonable period following the Open Day, payment may be made at the rates in accordance with Section 4.1 of this Policy. Payment must be discussed and agreed by the Dean/Director prior to the Open Day taking place.

4.6 Consultancy Payments

The University actively encourages consultancy work in specific areas linked to the University Plan. Consultancy work organised and administered through the University can be undertaken as part of an individual's normal duties and responsibilities, or outside normal duties for which appropriate payments will be made. The full Consultancy Payments Procedure is contained as Appendix 5.

4.7 Honoraria Payments

The Honoraria Payments Procedure is designed to provide a framework for the recognition of staff temporarily undertaking duties of a higher level of responsibility and providing an appropriate remuneration process to reward such activities. The full Honoraria Procedure is contained as Appendix 6.

4.8 Market Supplements Policy

The full Market Supplements Policy is contained as Appendix Two.

5.0 RELATED POLICIES AND TERMS AND CONDITIONS OF EMPLOYMENT

This document replaces the Remuneration Policy and Associated Procedures (July 2007)

The University will review the applicability of its remuneration policies and supporting procedures from time to time in consultation with the recognised trades unions.

6.0 OPERATIVE DATE

This procedure was approved at the meeting of the Board of Governors' Employment and Finance Committee held on 18 June 2014. This revised policy will take effect from 1 August 2014.