



Agenda

Meeting: **Personnel Committee**
Date: **14 April 2022**
Time: **2.00 pm**
Place: **Council Chamber - Civic Centre Folkestone**

To: **All members of the Personnel Committee**

The Committee will consider the matters listed below at the date, time and place shown above. The meeting will be open to the press and public.

Members of the Committee who wish to have information on any matter arising on the agenda which is not fully covered in these papers are requested to give notice prior to the meeting to the Chairman or appropriate officer.

This meeting will be webcast live to the council's website at <https://folkestone-hythe.public-i.tv/core/portal/home>.

Although social distancing rules have been relaxed, for the safety of the public, elected members and staff, we will continue to seat members of the public approximately one metre apart. This means that there will be 13 seats available for members of the public, which will be reserved for those speaking or participating at the meeting. The remaining available seats will be given on a first come, first served basis.

All attendees at meetings are kindly asked to wear face coverings, unless they are addressing the meeting.

1. **Apologies for Absence**
2. **Declarations of Interest (Pages 3 - 4)**

Members of the Council should declare any interests which fall under the following categories:

- a) disclosable pecuniary interests (DPI);

Queries about the agenda? Need a different format?

Contact Jemma West – 01303 853495
Email: committee@folkestone-hythe.gov.uk or download from our
website
www.folkestone-hythe.gov.uk

- b) other significant interests (OSI);
- c) voluntary announcements of other interests.

3. **Minutes (Pages 5 - 6)**

To consider and approve, as a correct record, the minutes of the meeting held on 20 January 2022.

4. **Update on F&H Rewards (Pages 7 - 18)**

This report presents an update on the F&H Rewards platform which is available to all staff and Councillors.

5. **Pay Policy Statement 2022/23 (Pages 19 - 46)**

This report presents the revised pay policy statement for 2022/23 for approval and recommendation to council.

6. **Performance Framework for the Chief Executive and Corporate Leadership Team (Pages 47 - 58)**

This report proposes minor updates to the performance framework for the Chief Executive and members of the Corporate Leadership Team (CLT).

Declarations of Interest

Disclosable Pecuniary Interest (DPI)

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Note to the Code:

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; where a Member knows a person involved, but does not have a close association with that person; or where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer, etc would both probably constitute either an OSI or in some cases a DPI.

This page is intentionally left blank

Minutes

Personnel Committee

Held at:	Council Chamber - Civic Centre Folkestone
Date	Thursday, 20 January 2022
Present	Councillors Mrs Ann Berry, Danny Brook (Vice-Chair), Ray Field, Nicola Keen, David Monk (Chairman), Tim Prater and Rebecca Shoob
Officers Present:	Ewan Green (Director of Place), Ellen Joyce (Democratic Services Trainee), Susan Priest (Chief Executive), Andrina Smith (Chief HR Officer) and Jemma West (Committee Service Specialist)

14. **Declarations of Interest**

Councillor Keen declared a personal interest in respect of Minute Numbers 16 and 18 in that she was a union branch officer at Kent County Council.

15. **Minutes**

The minutes of the meetings held on 10 June, 11 November and 6 December 2021 were submitted, approved and signed by the Chairman.

16. **Pay Award 2022**

The report provided an update to members of the Personnel Committee on the pay negotiations that had taken place for a pay award in April 2022.

Proposed by Councillor Prater,
Seconded by Councillor Mrs Berry; and

RESOLVED:

1. That report P/21/05 be received and noted.

(Voting figures: 7 for, 0 against, 0 abstentions).

17. **Exclusion of the Public**

Proposed by Councillor Monk,
Seconded by Councillor Mrs Berry; and

RESOLVED:

That the public be excluded for the following item of business on the grounds that it is likely to disclose exempt information, as defined in paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 – ‘Information relating to any individual.’

(Voting figures: 7 for, 0 against, 0 abstentions).

18. Senior Management Restructure Update

The report provided an update on the senior management restructure that took place at the end of 2019 (P/19/09) and provides information on the redundancy and pension costs for the Director of Transformation and Transition which will require approval from council.

Following a question by a Member, the Chief Executive confirmed that the payments referred to in the report reflected just the contractual requirement for a redundancy payment to the post holder, and the required pension strain payment to the Local Government Pension Scheme, in line with the pension scheme regulations relating to redundancy. She confirmed this did not include any enhancements and this would be reflected in the report to Full Council.

Proposed by Councillor Mrs Berry,
Seconded by Councillor Brook; and

RESOLVED:

- 1. That report P/21/05 be received and noted.**
- 2. That it be recommended to Full Council that the redundancy of the Director of Transformation and Transition be agreed with the associated costs to be paid from the transformation project, as set out in principle in the council report of 28 February 2018 (A/17/24).**

(Voting figures: 7 for, 0 against, 0 abstentions).

Agenda Item 4

Folkestone
& Hythe



District Council

This Report will be made public on 6 April 2022

Report Number **P/21/08**

To: Personnel Committee
Date: 14th April 2022
Status: Non-executive Decision
Head of Service: Andrina Smith, Chief HR Officer

SUBJECT: UPDATE ON F&H REWARDS

SUMMARY: This report presents an update on the F&H Rewards platform which is available to all staff and Councillors.

REASONS FOR RECOMMENDATIONS:

The Committee is asked to note the contents of the report set out below.

RECOMMENDATIONS:

1. To receive and note Report P/21/08.

1. INTRODUCTION

- 1.1 Since the HR Service has been back in-house at Folkestone & Hythe one of the key focuses has been on employee engagement which includes the range of benefits associated with working for Folkestone & Hythe District Council.
- 1.2 For a number of years now staff have been able to benefit from some locally sourced discounts with businesses within the district, a privilege discount card with MacArthur Glen Designer Outlet in Ashford and wider discounts via the CSSC scheme (Civil Service Sports Council) where for a small fee each month staff could access English Heritage sites at a reduced rate along with discounts locally and nationally for cinema tickets, theatre trips and sporting activities. Most recently a discount has been agreed for staff with the RAC for breakdown cover.

2. STAFF BENEFITS PLATFORM: F&H REWARDS

- 2.1 In August 2018, after discussions with several providers, we launched a new online benefit scheme called F&H Rewards in conjunction with Reward Gateway enabling staff and councillors to access a wide range of online and high street shopping instant discounts or cash back opportunities including supermarkets, general retailers, holidays, insurances, cinemas and restaurants. This remains an extremely popular reward platform.



- 2.2 Since the launch approximately 88% of staff have been active users of the scheme. This percentage also includes councillors who were added to the scheme during the 2019/2020 financial year.
- 2.3 At the end of each calendar year we receive a report outlining the activity on the platform. The main headlines for 2021 are below:

Key Headlines

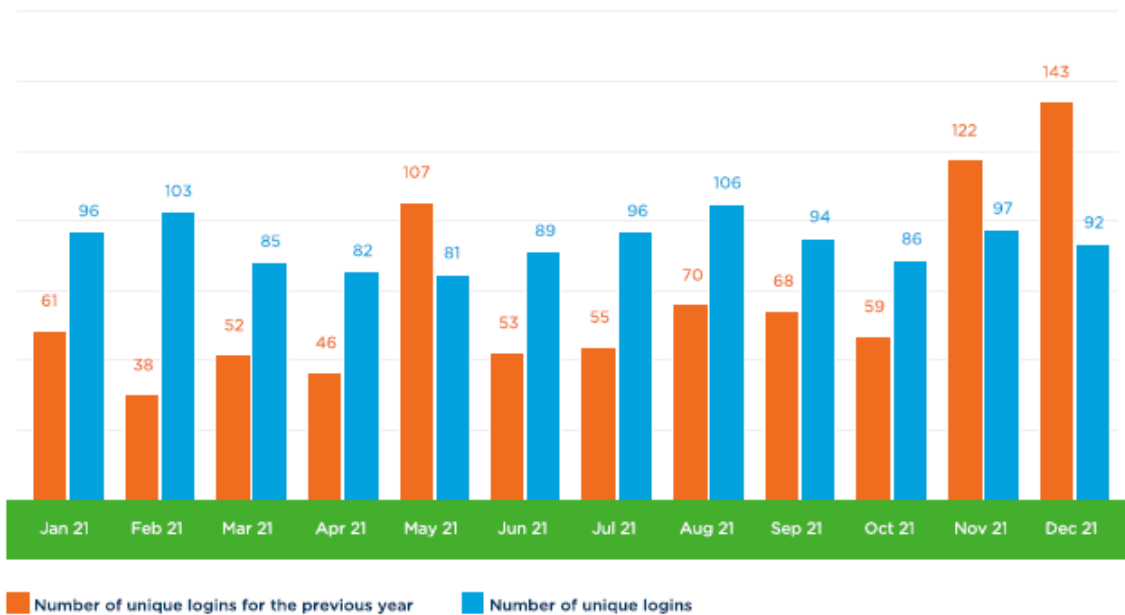
How is F&H Rewards doing?



2.4 Over the last calendar year the number of regular users has been relatively consistent, however a clear peak for November and December 2020 can be seen in the illustration below which reflects the pandemic and lockdown in the approach to Christmas in 2020.

Unique Logins

There has been an average of 92 unique logins per Month during this period




2.5 SmartSpending is the area of the platform where staff can access online and high street instant vouchers, reloadable cards or cashback as well as insurance, holidays, hotels, restaurants and other day to day retailers and hospitality providers. This, as well as all

areas of the platform, can be accessed online via the F&H Rewards web page or via an app which is available on for both Android and iOS.

2.6 As an example, Tesco offers a 4% saving on all purchases in-store via a reloadable card. Through the platform the employee would say how much they wanted to top-up their card with and the 4% discount is applied before you pay for the top-up. In the illustration below a payment of £192 is being requested which would enable the card to have a £200 top-up.

[SmartSpending™ >](#)

[×](#)



Tesco Reloadable Card Top-up
(Andrina's card)

4% Off
Value: £200.00
You save: **£8.00**
You pay: £192.00

Total Savings **£8.00**

Total to Pay £192.00

View basket

Checkout

Alternatively the Co-op offers a percentage cashback on purchases depending on the value of the order:

Earn

10%

on purchases worth £55.01 and more

✔ Use online

Click here to earn Cashback

[Terms & Conditions](#) ▾

Earn

5%

on purchases between £45.01 - £55.00

✔ Use online

Click here to earn Cashback

[Terms & Conditions](#) ▾

Earn

1%

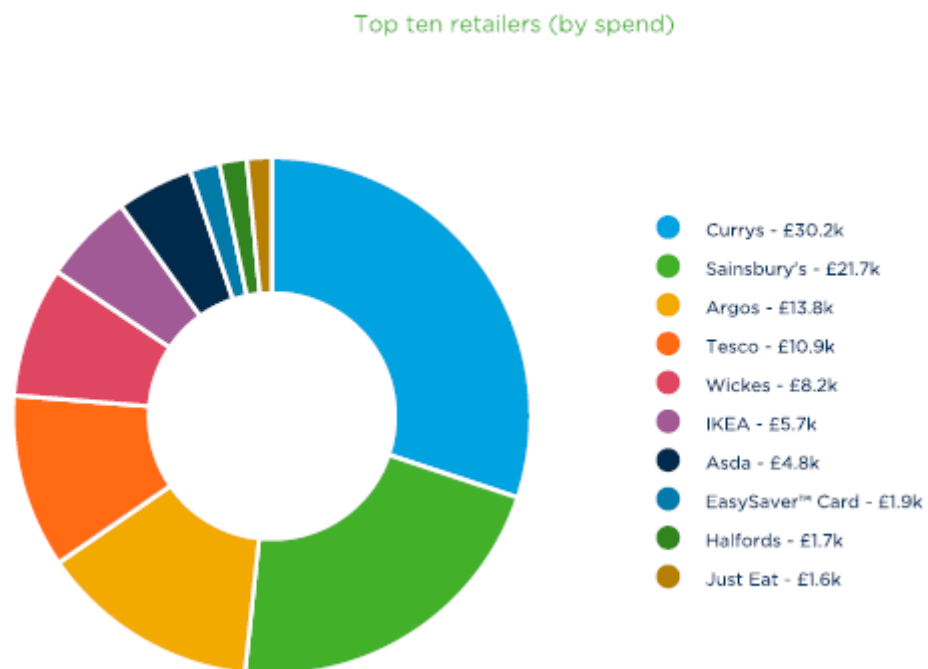
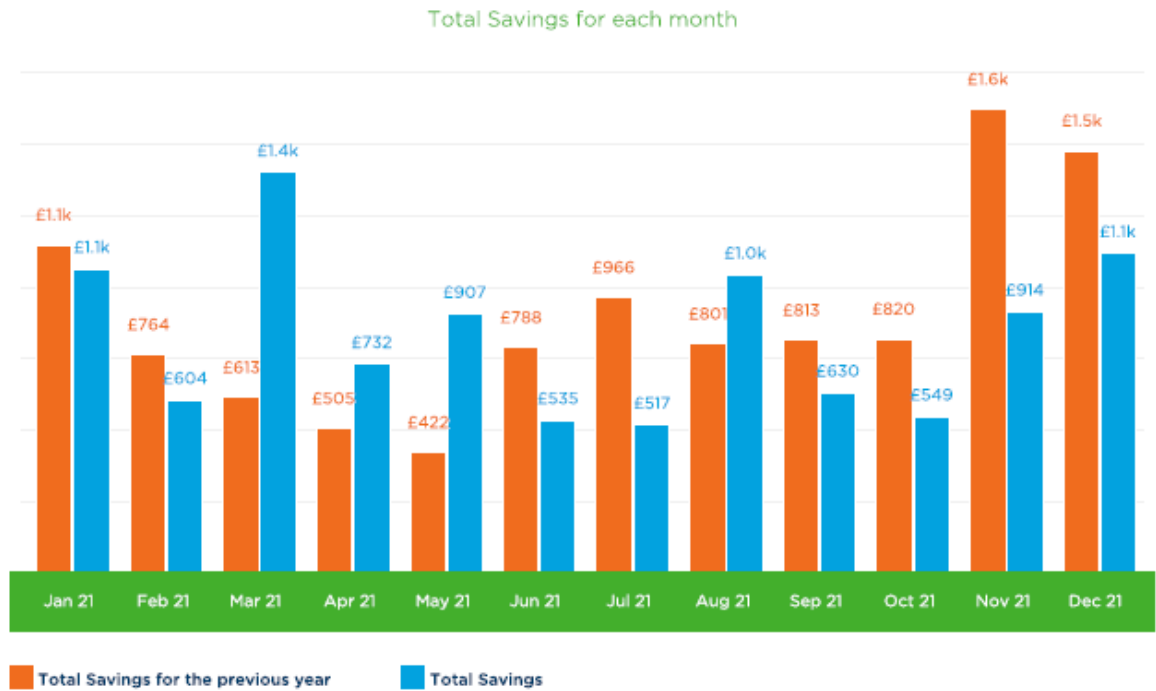
on purchases between £0.01 - £45.00

✔ Use online

Click here to earn Cashback

[Terms & Conditions](#) ▾

2.7 The amount saved by staff over the last year compared with the previous year is outlined in the first image below followed by the top ten retailers by spend:



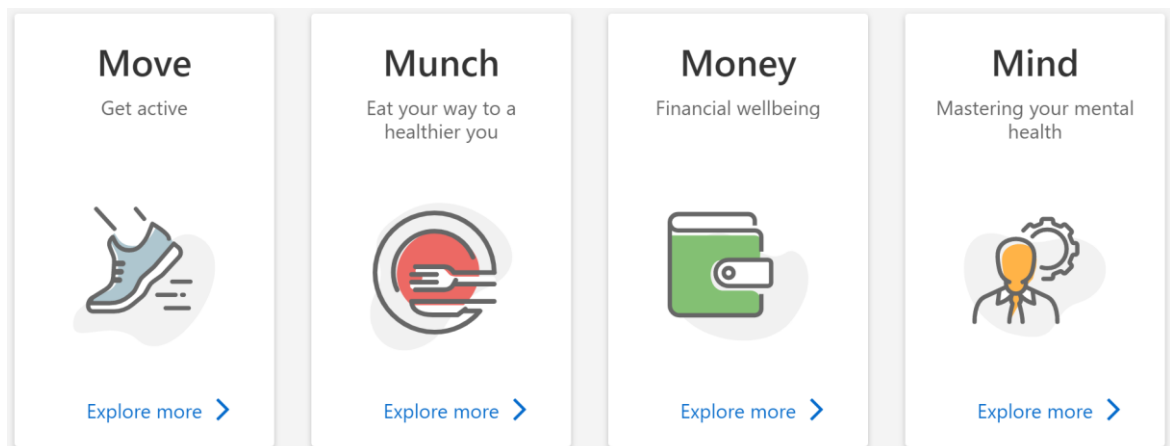
3. Wellbeing

3.1 The F&H Rewards platform also has a 'wellbeing corner' enabling staff and councilors to access our Employee Assistance Programme (provided via Health Assured), healthcare cashplans, discounted gym memberships and a range of wellbeing information contained within the 'wellbeing centre'. These pages of the platform are regularly accessed by a

number of staff and regular health promotions are publicised as part of our internal communications strategy.



3.2 The wellbeing centre focuses on 4 key areas – getting active, eating healthier, financial wellbeing and mastering your mental health.



Within each of the 4 areas there is a wealth of information ranging from health recipes, fitness videos and advice, financial advice including a budget planner, and an area dedicated to improving mental health including videos and advice.

- 3.3 During 2021, following some feedback from staff, we worked with Reward Gateway to change our Employee Assistance Programme (EAP) provider to Health Assured to ensure our staff were getting access to the best possible advice in the most timely way when they most needed it.
- 3.4 The EAP service now provides a complete support network that offers expert advice and compassionate guidance on a 24/7 basis covering a wide range of issues with not only a reactive support mechanism but proactive and preventative support to deliver the best outcomes.
- 3.5 The service provides counselling support through 1,500 counsellor across the UK with up to 6 structured telephone sessions per issue per year for the employee, partner or spouse and dependents (between the ages of 16-24 in full time education). Currently these sessions are delivered via phone or video call however there is a plan to return to some face to face options in the future.

In addition there is a 24/7 confidential helpline providing immediate support including, but not limited to:

- Work related issues
- Anxiety, stress, depression
- Anger management
- Family / marital issues
- Substance and alcohol misuse or dependency
- Bereavement
- Retirement
- Domestic abuse
- Personal legal information

3.6 Finally, a new addition with Health Assured as our EAP, employees and councillors have access to a further Wellbeing Portal run by Health Assured which is a virtual library providing support on a range of health and advisory issues as well as instant guidance to aid an employee's physical and mental health.

The portal offers interactive health assessments, fitness and lifestyle advice such as detoxing methods, 4-week self-help programmes, mini health checks and financial wellbeing articles.

4. Salary Sacrifice through F&H Rewards

4.1 Cycle to Work

From the launch of the F&H Rewards platform a salary sacrifice option has been available using the 'Cycle to Work' scheme where they could order a bicycle (and equipment) worth up to £1,000 which is paid by the council upfront to the relevant store with the staff member repaying the amount over 12 months through the payroll system which enables tax savings of between 32-42%.

Despite the pandemic and national lockdowns, this has remained a relatively popular part of the scheme and during the summer of 2021 we increased the amount that can be applied for to £1,500 to enable staff more opportunity to purchase electric bikes.

4.2 Since the launch of F&H Rewards the total value of Cycle to Work orders up to and including December 2021 totals nearly £16,500.

4.3 In the last 12 months there have been:

Total number of Cycle To Work orders



5

Total value of Cycle To Work orders



£5.6k

Employer NI savings through Cycle To Work



£773

Employee savings through Cycle To Work



£1.8k

4.4 SmartTech

A new addition to the platform in July 2021 was SmartTech. This is run by Currys PC World and operates as a way for staff to purchase white goods and electronics up to the value of £1,000 at 0% interest with monthly deductions over a 12 month period through the payroll system.

We have flexibility within this scheme to enable a higher value and/or longer repayment schemes however in the first instance it was felt more appropriate to have a lower value and to mirror the 12 month repayment that exists within the Cycle to Work scheme. However, as this is not a tax efficient salary sacrifice scheme, the member of staff wholly owns the product from the moment of purchase.

This has been a popular addition as can be seen by the figures for the last 6 months of 2021:

Total number of SmartTech™ Orders



18

Total value of SmartTech™ Orders



£8.3k

5. **Salary Sacrifice – Car Lease Scheme**

- 5.1 As part of our regular discussions with Reward Gateway, work started during 2021 to explore the opportunity of a car lease scheme which would link to initiatives around our carbon footprint, greener travel and climate change.
- 5.2 Where employees provide their own vehicles for commuting and/or business use the Council has no control over the amount of emissions, bar restricting and minimising work mileage. The car lease scheme, which offers numerous benefits to employees, will enable the Council to have an impact on our employee's carbon dioxide emissions by restricting the choice of vehicles to either hybrid or fully electric.
- 5.3 Reward Gateway is making this scheme available (via Tusker) to the council at no additional cost to the current benefits package which includes the Employee Benefits platform plus our Employee Assistance Programme via Health Assured.
- 5.4 Pre-2012 the Council did have a car lease scheme for staff at Grade H and above on the salary scale. The way in which car lease schemes are now administered is massively improved. Car orders and financial calculations are all done via an employee portal on the Tusker website (accessible through the F&H Rewards platform) eliminating the need for HR to undertake manual calculations or paperwork. The website also ensures that employees are not able to order vehicles beyond their financial means or reduce their earnings to below the national living wage. Employees are able to see the entire cost of leasing the vehicle as insurance and road tax are included in the package. Once a vehicle is ordered, the financial information will be sent to payroll to input and arrange monthly deductions straight from salary.

- 5.5 The car lease scheme allows the Council to provide employees with a brand new fully maintained and insured car through flexible benefits at a lower cost that they could normally achieve in the retail market.

The scheme is essentially business contract hire and as such the Council is responsible for any costs associated with the vehicle under its agreement with Tusker. However, these costs and responsibilities are passed on to the employee through the salary sacrifice agreement and scheme policy between the Council and the employee.

The employee agrees to a reduction in their gross salary in return for a non-cash benefit, which in this case is a fully maintained and insured car. This mechanism in turn results in savings on National Insurance contributions (and also tax if the vehicle chosen is an Ultra Low Emission Vehicle) on the gross salary being sacrificed.

5.6 What is included?

- A car of the employee's choice
- Servicing and maintenance
- MOT
- Replacement tyres
- Fully comprehensive business motor insurance (with the option of adding additional drivers)
- Road Tax
- Accident management
- Total Loss Protection
- Comprehensive breakdown and recovery assistance
- Provision for certain lifestyle events (resignation, redundancy, maternity)
- Annual driving licence check
- Carbon offsetting with tailpipe emissions offset by Tusker at their cost.

5.7 Benefits for the Employee

- Simple, fixed cost motoring with considerable savings over retail deals
- No deposit
- No credit check
- Brand new fully insured and maintained car
- All servicing and MOTs are included
- National insurance savings (with additional savings on ULEVs)
- Easy to use online system for quotes and information
- Car is carbon neutral (tailpipe emission offsetting)

5.8 Benefits for the Council

- Minimal risk – lifestyle protection cover provided by Tusker
- Scheme is carbon neutral
- Environmentally friendly low CO2 vehicles available
- Excellent employee benefit at no additional cost to the council
- Staff retention and motivation tool
- Reduction in carbon footprint
- Potential savings on fuel rates for business miles

- Minimal administration required by officers
- Employers pension savings on the salary being sacrificed
- Potential additional savings to be achieved in employers national insurance contributions for ULEVs which can be passed back to the employee

5.9 Risks

Tusker removes the risks associated with the scheme for both the employee and the Council by implementing 'Lifestyle Protections' which are mandatory for all employees entering into a car lease agreement.

The Lifestyle Protection protects the council and subsequently the employee against certain penalty charges incurred as a result of closing a financial agreement early due to the employee leaving the council's employment and returning a vehicle after an initial 3 month exclusion period.

If the employee voluntarily resigns, is made redundant, is subject to a TUPE transfer or retires after the standard exclusion period of 3 months they can choose to simply hand back the vehicle and the commitment will have finished.

There are additional circumstances where risk protection can be utilised, for example:

- The named employee's driving licence is withdrawn for medical reasons
- Death of the named employee
- The named employee or their spouse suffering terminal illness, disablement or mental illness
- The named employee losing their sight or suffering physical separation of one or more limbs at or above the wrist or ankle

Other protections are also put in place to cover maternity, paternity and adoption leave along with long term sickness.

5.10 Eligibility

In essence, the scheme is available to all employees earning in excess of £20,300 per annum based on a full time salary.

As part of the approval process undertaken within HR the following will also be considered:

- Does the employee have a permanent contract of employment? Where a contract is fixed term, the length of the lease will be for no longer than the duration of the fixed term contract.
- Whether the employee has completed their probationary period
- Whether there is a known future risk of redundancy
- Whether there are any known performance or conduct issues

5.11 The take-up under this scheme is extremely difficult to predict. For many employees living in the district, the potential to own an electric car could be difficult as many areas across the district contain houses with no garage or driveway which would limit the opportunity to have a charging point installed, which is exacerbated by not being able to park outside your own home either. For that reason we have extended the scheme to include hybrid cars as many manufacturers have self-charging models.

Information gathered from other councils, for example Leeds City Council, indicates that they experienced low take up initially, however as the infrastructure improves to provide

greater opportunities for charging vehicles in an area the take-up of the scheme should increase.

As part of the HR Annual Review report presented to Personnel Committee each June, it is proposed to bring further updates on this scheme starting from June 2023.

6. LEGAL / FINANCIAL AND OTHER CONTROLS / POLICY MATTERS

6.1 Legal Officers Comments (NM)

There are no legal implications arising from this report.

6.2 Finance Officers Comments (TM)

There are no financial implications arising directly from this report.

6.3 Diversities and Equalities Implications (ASm)

There are no specific Diversities and Equalities Implications arising from this report.

7. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Andrina Smith – Chief HR Officer

Tel: 01303 853405

Email: andrina.smith@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

This page is intentionally left blank

This Report will be made public on 6 April 2022

Agenda Item 5

Folkestone
& Hythe



District Council

Report Number **P/21/09**

To: Personnel Committee
Date: 14th April 2022
Status: Non-executive Decision
Chief Officer: Andrina Smith, Chief HR Officer

SUBJECT: PAY POLICY STATEMENT 2022/23

SUMMARY: This report presents the revised pay policy statement for 2022/23 for approval and recommendation to council.

REASONS FOR RECOMMENDATIONS:

Personnel Committee is asked to note the contents of the report.

RECOMMENDATIONS:

1. To receive and note Report P/21/09.
2. To recommend to council that it approve under S38(1) Localism Act 2011 the Pay Policy Statement appended to this report for 2022/23.
3. To recommend to council that Part 5/5 of the Constitution (Personnel Committee Terms of Reference) is updated at section 3.1(c) to state 'to make recommendations to Council on the appointment of Chief Officers as defined in Part 2/27 para 11.1.2(a)'.

1. INTRODUCTION

- 1.1 All local authorities are required to annually publish, and present to Full Council for adoption, a Pay Policy Statement in accordance with the Localism Act 2011. Folkestone & Hythe District Council's Pay Policy Statement was first approved in January 2012 and since then only minor amendments have been made to the document.
- 1.2 As it is now 10 years since the council's Pay Policy Statement was last fully revised it was considered appropriate to present a complete refresh. Several other local authority Pay Policy Statements were reviewed as part of the preparatory work in presenting this refresh, and as a result a newly worded Statement has been developed for Folkestone & Hythe District Council.

2. PAY POLICY

- 2.1 The Pay Policy Statement for 2022-23 has been redrafted and is attached as **Appendix A**. This document is based on:
- The Department of Communities and Local Government's (DCLG)** Statutory Guidance Under Section 40 of the Localism Act, Openness and Accountability in Local Pay, published at February 2012; and
 - The Department of Communities and Local Government's (DCLG) Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act 2011 – Supplementary Guidance, published February 2013.

** The Department of Communities and Local Government (DCLG) is now known as the Ministry of Housing, Communities & Local Government however the guidance documents still bear the DCLG name.

- 2.2 As part of the redrafting of the Pay Policy Statement additional information has been included to provide more context to our pay framework at Folkestone & Hythe District Council.
- 2.3 Information on the following areas have been added to the Pay Policy Statement:
- More detail on the definitions of Chief Officer (paragraphs 5-7);
 - Detail regarding the National Living Wage compared to the lowest hourly rate at the council paragraphs 9-10);
 - Salary scales for the main pay framework and the Chief Executive & Directors salary scales (paragraphs 16 and 18);
 - More detailed wording around salary packages in excess of £100,000 (paragraph 24);
 - Information on apprenticeships has been added (paragraph 27);
 - Contribution rates for the Local Government Pension Service have been included (paragraph 28);
 - The detail on employee benefits has been expanded (paragraphs 38-44);

- More detailed wording around exit packages in excess of £100,000 (paragraph 47); and
- Gender Pay Gap Reporting is now included (paragraphs 50-51).

2.4 At the Council meeting of 29th September 2021 an additional recommendation to report A/21/13 'Pay Policy – salary and severance packages' was proposed by Councillor McConville, seconded by Councillor Monk and agreed as part of the final resolution 'that the Personnel Committee be asked to consider the possibility of ensuring any staff employed at Grade L or above required the approval of Full Council'. As a result of this recommendation more detailed wording around salary packages in excess of £100,000 has been added to paragraph 24 of the Pay Policy Statement.

2.5 As salary packages for Directors and potentially Assistant Directors (points 63 and 64 within Grade L of the main pay framework) are in excess of £100,000 a recommendation of this report is to make a change to the Terms of Reference for Personnel Committee.

Part 5/5 of the Constitution sets out the Terms of Reference for Personnel Committee and section 3.1(c) currently states 'to appoint chief officers other than the Head of Paid Service'.

It is recommended that section 3.1(c) is updated to state 'to make recommendations to Council on the appointment of Chief Officers as defined in Part 2/27 para 11.1.2(a)'.

2.6 As the 2022-23 Pay Policy Statement has been completely rewritten, rather than present this committee with a tracked change document, the 2021-22 Pay Policy Statement is attached as **Appendix B** with comments against each paragraph to illustrate where the information can be found in the 2022-23 Pay Policy Statement. It was thought that cross-referencing would be easier for the reader to follow than present a single tracked changed version. It should however be noted that no paragraphs have been deleted from last years' Statement.

2.7 At the time of writing this report no further updated guidance notes have been issued by the DLUCH (as was MHCLG), however should an update be issued that requires an amendment to the attached pay policy statement for 2022-23 then a revised statement will be presented to the Personnel Committee at a future meeting.

3. RISK MANAGEMENT ISSUES

3.1 A summary of the perceived risks are as follows:

- No perceived risks

4. LEGAL / FINANCIAL AND OTHER CONTROLS / POLICY MATTERS

4.1 **Legal Officer's Comments (AK)**

There are no legal implications arising directly out of this report, relevant issues having been addressed in each of the report and the Appendix.

4.2 **Finance Officer's Comments (CS)**

Any financial implications arising from any reward strategy will need to be considered within the council's medium term financial planning process.

4.3 **Diversities and Equalities Implications (ASm)**

There are no specific Diversities and Equalities Implications arising from this report.

5. **CONTACT OFFICER AND BACKGROUND DOCUMENTS**

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Andrina Smith, Chief HR Officer

Tel: 01303 853405

Email: Andrina.smith@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendix

Appendix A – Draft Pay Policy Statement 2022-23

Appendix B – Pay Policy Statement 2021-22 cross referenced to the draft pay policy statement 2022/23

Folkestone & Hythe District Council Pay Policy Statement – Financial Year 2022-23

Introduction and Purpose

1. In accordance with section 112 of the Local Government Act, the Council has the ‘power to appoint officers on such reasonable terms and conditions as the authority thinks fit’. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of section 38 of the Localism Act 2011 (as amended) and the ‘Openness and accountability in local pay: guidance under section 40 of the Localism Act 2011 – supplementary guidance’ which requires the council to produce a policy statement that covers a number of matters concerning the pay of the council’s staff.
2. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying:
 - The general principles that underpin the council’s approach to its pay policy;
 - Definitions of the ‘lowest paid employees’ and ‘chief officers’ for the purposes of pay comparison;
 - The methods by which salaries are determined; and
 - The relationship between the remuneration of chief officers and the remuneration of employees who are not chief officers.
3. Once approved by full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis.

Definitions

For the purpose of this pay policy statement, the following definitions will apply:

4. **Pay/remuneration** includes salary (for employees) or payment under a contract of services (for self-employed), expenses, bonuses, as well as contractual arrangements involving possible future severance payments. Also, charges, fees, allowances, benefits in kind, termination payments and increases in/enhancement of pension entitlement as a result of a resolution of the authority.
5. **Chief Officer** is defined within section 43 of the Localism Act 2011 as:
 - The head of the authority’s paid service designated under section 4(1) of the Local Government and Housing Act 1989;
 - The monitoring officer designated under section 5(1) of that Act;
 - A statutory chief officer mentioned in section 2(6) of that Act;

Appendix A

- A non-statutory chief officer mentioned in section 2(7) of that Act; and
 - A deputy chief officer mentioned in section 2(8) of that Act.
6. The following roles within Folkestone & Hythe District Council (FHDC) have therefore been identified as being chief officers for the purposes of this Pay Policy Statement:
- Chief Executive (Head of Paid Service)* (statutory chief officer)
 - Director – Corporate Services* (non-statutory chief officer)
 - Director – Place* (non-statutory chief officer)
 - Director – Housing & Operations* (non-statutory chief officer)
 - Chief Finance Officer & s151 Officer** (statutory chief officer)
 - Monitoring Officer*** (statutory chief officer)
 - In addition, Assistant Directors and those posts which report directly, and are directly accountable, to a statutory or non-statutory chief officer in respect of all or most of their duties****, with the exception of roles which are identified as being solely administrative in nature
7. * Members of the Council’s Corporate Leadership Team (CLT).
** This role is currently undertaken by the Director – Corporate Services.
*** This role is currently undertaken by the Assistant Director – Governance and Law.
**** It should be noted that, whilst identified as chief officers within the terms of the Localism Act 2011, these posts are not designated as chief officers at FHDC.

Please note that the definition of Chief Officer in this Pay Policy Statement is different to that contained within Part 2 Article 11 of the Constitution.

8. **Lowest paid employees** refers to those staff employed within grade B of the Council’s pay framework at point 8 (as point 7 is removed with effect from 1 April 2022). This definition for the “lowest paid employees” has been adopted because grade B is the lowest grade on the Council’s pay framework. It excludes apprentices, whose pay remains subject to other regulations, and has specific reference under this policy. There are no staff governed by National consultation groups.

Based on the financial year 2021/22 –

- Grade B Point 8 is £18,977
- The mode (most frequently used) salary for permanent employees falls within Grade E, the maximum of which is £31,042
- The median (average) salary for full-time employees, excluding overtime and any other additional payments, is £32,790

National Minimum Wage & National Living Wage – April 2022

Appendix A

9. The statutory National Minimum Wage (NMW) for employees aged 21 to 22 is £9.18 per hour with the statutory National Living Wage (NLW) for employees aged 23 and over is £9.50 per hour from 1 April 2022.
10. The Council's lowest grade (£10.09 per hour from 1 April 2022 with the agreed pay award implemented) is £0.59 higher than the NLW.

General Approach

11. This pay policy statement provides a basis on which FHDC can compete in labour markets at all levels and for all roles, enabling the council to attract, retain and fairly reward people with the knowledge, experience, skills and attributes that are essential to the effective delivery of services to residents, businesses and other stakeholders within the district as well as fulfilling the council's business objectives.

In our approach to appointments, particularly senior appointments, consideration is given to the value for money for the whole of the public sector. Consideration includes avoidance of arrangements which could be perceived as seeking to minimise tax payments.

Pay and reward packages for the Chief Executive and Chief Officers will be made in an open and accountable way with a verified, accountable process for recommending any changes to their salary scales.

FHDC will be transparent on pay rises including the publication, on the Council's website, of any above inflation pay rises.

Pay Structure

12. FHDC's pay framework was implemented in 2007 and is based on:
 - Local pay determination for 'all other employees who are not Chief Officers', including those Assistant Directors who hold statutory positions; and
 - With effect from September 2015, local pay determination for Chief Officers who are either designated as a Chief Executive or Director. The pay for this small group of staff will be determined by the Personnel Committee with external independent advice.
13. FHDC's pay grades are locally determined taking into account national guidance, with the grade for each role being determined by a consistent job evaluation process. This followed a national requirement for all Local Authorities and other public sector employers to review their pay and grading frameworks to ensure fair and consistent practice for different groups of workers with the same employer.
14. As part of this, FHDC determined a local pay framework and the overall number of grades is 11, grade B being the lowest and grade L the highest. Grade A on the pay framework was removed as part of the pay

Appendix A

negotiations for April 2020. Grade L was introduced during the 2019-20 financial year following a benchmarking exercise with approval from Personnel Committee. Each employee (with the exception of the Chief Executive and Directors) will be on one of the 11 grades based on the job evaluation of their role. Employees can progress to the salary range maximum of their grade by annual progression unless formal performance interventions are in place.

15. Terms and conditions of employment, including the pay framework, are determined by Personnel Committee. The Personnel Committee comprises elected Councillors and is formed in accordance with the rules governing proportionality.
16. Pay awards are considered annually by the Joint Staff Consultative Panel for all employees, with the exception of the Chief Executive and Directors, unless otherwise by agreement. These are developed using local pay determination in negotiation with the local Trades Unions and staff representatives. The last pay award was made at April 2021 with the next due to be implemented from 1 April 2022.

The current salary scale applicable from April 2021 can be seen at **Appendix 1** which also shows the agreed pay awards for April 2022 and April 2023.

17. FHDC will be transparent on pay rises including the publication, on the Council's website, of any above inflation pay rises.
18. The pay for the Chief Executive and Director roles is subject to local pay negotiation and following a benchmarking exercise undertaken by an external advisor during early 2019 the Personnel Committee approved new pay scales for these roles in June 2019.

The current salary scales for the Chief Executive and Directors can be seen at **Appendix 2**.

19. New appointments to any of the council's pay grades are subject to the Council's recruitment and selection policy and will generally be made at the bottom pay point within a pay grade unless there are special circumstances that objectively justify payment at a higher pay point within the grade, e.g. where the candidate's current employment package would make the first point of the pay grade unattractive. This is determined following discussion with the Human Resources team and will be within the salary range for the role.
20. There are a small number of career-graded posts within the Council where advancement through a grade is based on achievement of relevant qualifications and completion of practical experience. In these cases, a job description has been created and evaluated to cover each stage of the career in order to assess advancement through the grade.

Appendix A

21. For the Chief Executive and Directors, salary on appointment has regard to the relative size and challenge of the role and account is also taken of other relevant available information, including the salaries of comparable posts in other similar sized organisations.
22. FHDC operates a market supplement policy which allows an additional supplement to be applied on top of basic salary in order to attract applicants of the right calibre, and to retain employees with necessary skills and experience especially in professions where there is a particular skills shortage. A supplement of this kind can only be approved via submission of evidence from the recruiting manager to the Chief HR Officer who submits the documentation to the Corporate Leadership Team for review and approval. All such supplements are time limited and subject to appropriate review before consideration is given to an extension.
23. There may from time to time be situations where employees are transferred into FHDC from another organisations which have different pay and conditions. The employees' terms and conditions on transfer may be subject to protection under TUPE or TUPE-like arrangements, and as such may then be outside of the council's main pay structure until such time as it is possible for them to be integrated.
24. It is a recommendation of the DCLG¹ that Full Council should be offered the opportunity to vote before a new employee is offered a salary package of £100,000 or more in respect of a new appointment. At FHDC, all new employee appointments to chief officer posts are made in accordance with the pay grades identified within this statement (see Appendices 1 & 2), which includes those in excess of £100,000 per annum. Any proposed variation to the application of this policy in this regard will be reported to Full Council.

Of the chief officer posts whose salary package exceeds £100,000 upon appointment the following arrangements will apply under the council's constitution:

- The appointment of the Chief Executive is approved and voted on by Full Council following recommendation by the Personnel Committee.
 - Directors are selected by the Personnel Committee. A report will then be prepared for Full Council on the recommended appointment enabling approval and voting by Full Council on that appointment.
 - Assistant Directors are appointed by the Chief Executive. Should the salary package be in excess of £100,000 then a report will be prepared for Full Council on the recommended appointment enabling approval and voting by Full Council on that appointment.
25. Salary packages include the annual salary, bonuses, fees or allowances routinely payable to the appointee and benefits in kind to which the officer is entitled as a result of their employment.

¹ Openness and accountability in local pay: guidance under section 40 of the Localism Act (Feb 2012)

Appendix A

26. The posts with a current salary package above £100,000 per annum are the Chief Executive, Directors and (due to incremental increases and pay awards) Assistant Directors who are appointed within Grade L of the FHDC pay scales.

Apprenticeships

27. With effect from 1 April 2022 the national hourly rate for the first year of an apprenticeship is –
- £4.81 per hour irrespective of age

From the second year of an apprenticeship –

- Aged 17 £4.81 per hour
- Aged 18-20 £6.83 per hour
- Aged 21-22 £9.18 per hour
- Aged 23 and over £9.50 per hour

Local Government Pension Scheme

28. Subject to qualifying conditions, all employees have a right to join the Local Government Pension Scheme. In addition, the Council operates pensions ‘auto enrolment’ as required by the Pensions Act 2008. The table below sets out the pension contribution bands which are effective from 1 April 2022.

Band	Actual annual pensionable pay ²	Employee Contribution (%)
1	Up to £15,000	5.5%
2	£15,001 - £23,600	5.8%
3	£23,601 - £38,300	6.5%
4	£38,301 - £48,500	6.8%
5	£48,501 - £67,900	8.5%
6	£67,901 - £96,200	9.9%
7	£96,201 - £113,400	10.5%
8	£113,401 - £170,100	11.4%
9	More than £170,101	12.5%

The employer contribution rates are set by actuaries advising the Kent Pension Fund and are reviewed on a regular basis in order to ensure the scheme is appropriately funded. The employer contribution rate for 2022/23 will remain at 17.9%.

29. There are no locally agreed enhancements to the pension scheme. With the exclusion of the Head of Paid Service responsibility for any such enhancements would be at the discretion of the Personnel Committee. In

² LGPS define pensionable pay as the total of all salary, wages, fees and other payments paid to an employee (Regulation 20 – Local Government Pension Scheme Regulations 2013) [The Local Government Pension Scheme Regulations 2013 \(legislation.gov.uk\)](#)

Appendix A

relation to the Head of Paid Service, any such enhancements would be at the discretion, and with the approval, of Full Council.

30. Where a senior (chief officer) new starter already receives a public sector pension, this will be declared on the FHDC website and relevant abatement implemented.

Additional Information

31. In addition to incremental progression, FHDC provides the following additional payment schemes applicable to employees on the main pay framework:
 - When temporarily undertaking additional duties e.g. the full, or a proportion of, the duties of a higher graded post (acting up payment)
 - Honorarium payments e.g. for exceptional level of performance
 - Allowances including payments for additional hours, weekend and/or public holiday working, disturbance, eye tests, first aid, car and standby
 - Additional and accelerated increments e.g. for exam success on pre-determined roles and qualifications but subject to the maximum of the pay grade not being exceeded.

There is no provision for bonus payments across the Council.

Any allowance, or other payments, will only be made to staff in connection with their role and/or the patterns of hours they work and must be in accordance with the Council's internal Pay Policy statement which explains related procedure and practice.

32. FHDC also provides a car allowance payment for the Chief Executive and Directors.
33. In addition to basic salary, employees (including Chief Officers) are eligible for payments under the reimbursement of expenses policy e.g. for business travel.
34. FHDC also reimburses the cost of one practicing certificate fee or membership of a professional organisation provided it is relevant or essential to the post that an employee occupies within the council. In exceptional circumstances, and with the authorisation of a Director or the Chief Executive, the Council will reimburse more than one professional fee.
35. Chief Officers (Chief Executive and Directors) are performance managed differently from the performance management process applying to other employees. This includes input from, and assessment by, identified FHDC Members on an annual basis with a 6-monthly review of objectives. Targets are set and performance against those targets is assessed. Chief Officers receive incremental progression until the top of their grade is reached.

Appendix A

Charges, Fees or Allowances

36. The following charges, fees or allowances are paid to the Chief Executive: Election Duties including as Returning Officer, paid separately from salary payments. The Council's Returning Officer, who is also the Chief Executive, receives separate fees for local elections under S36 of the Representation of the People Act 1983. The Council has chosen to adopt the Kent Scale of Fees and Charges for local elections (see: [Cabinet decision and report](#) of 28 September 2011). The Returning Officer must not exceed the maximum fees and charges as laid down in the scale unless further approval is given by a decision of Cabinet or Full Council.
37. Employees receive Election Fees when participating.

Employee Benefits

38. The Council offers a discount at Folkestone Sport Centre Trust and a daily free swim at Hythe Pool to all employees.
39. An employee recognition scheme runs quarterly which recognises individual and team achievements across the council based on the core values plus a separate award for the employee of the year.

In addition it also recognises long service with the first level of recognition at 5 years and then every five years thereafter.

Employees recognised under these scheme receive a choice of vouchers or donation to charity.

40. The Council provides access to an Employee Assistance Programme which provides telephone and face to face counselling on a range of issues.

The Council also has access to an Occupational Health Service which helps to ensure that employees are properly supported enabling a return to work following an absence as soon as possible.

41. Employees are able to register with F&H Rewards, provided by Reward Gateway, which is a voluntary online platform providing access to discounts for high street / online shopping, holidays, insurance and household goods.
42. As part of the F&H Rewards scheme, employees are able to participate in a salary sacrifice scheme for the purchase of bicycles under a 'Cycle to Work' scheme and the purchase of white goods and electronics under the 'SmartTech' scheme.

Appendix A

43. At the time of writing, a salary sacrifice car lease scheme within F&H Rewards is also being launched to employees during the 2022/23 financial year.
44. These salary sacrifice schemes and their operation are regulated by HM Revenues and Customs and there are strict rules around the management of the schemes. The schemes permit employees to 'sacrifice' part of their salary in exchange for a benefit. This means that tax and national insurance are not paid on the amount sacrificed effectively reducing the cost of the benefit to the employee. These schemes are open to all employees at the council with the proviso that their salary exceeds the National Minimum Wage after the deduction.

Payments on Termination

45. We are required to publish –
- Our policy on discretionary payments on early termination of employment and our policy on increasing an employee's total pension scheme membership and on awarding additional pension (Regulation 66 of the Local Government Pension Scheme [Administration] Regulations 2008). These are covered in the Early Termination of Employment Policy which can be found on FHDC's website.
 - Statements relating to remuneration. Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 requires an authority to formulate, review and publish its policy on making discretionary payments on early termination of employment.
46. FHDC pays statutory redundancy payments in accordance with the Employment Relations Act 1998, which provides for a maximum calculation of up to 30 weeks' pay. The payment will be based on an employee's actual weekly salary rather than the figure set by the Government.
47. Full council will be offered the opportunity to vote on exit packages which are greater than £100,000³. In such circumstances, the employee will be made aware that before an exit package can be confirmed the information will firstly be considered by the Personnel Committee who will then recommend that the decision be taken by Council.

When presenting the information to Personnel Committee and Council the components within the package will be clearly outlined. These components may include:

- Salary paid in lieu of notice
- Redundancy
- Compensation for loss of office
- Pension entitlements
- Pension costs required to be paid by the council to the LGPS

³ Openness and accountability in local pay: guidance under section 40 of the Localism Act (Feb 2012)

Appendix A

- Holiday pay
- Any bonuses, fees or allowances

Any such payments will be subject to compliance with all relevant legislation.

48. It is important that the Council has flexibility to respond to unforeseen circumstances as regards re-employing a former employee as a Chief Officer. If we re-employ a previous employee who received a redundancy or severance package on leaving, or if that person returns on a 'contract for services', or if they are in receipt of a Local Government / Firefighter Pension Scheme (with same or another local authority), we require that the requirements of the following are observed:
- The Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999
- And/or
- Relevant abatement.
49. It is the Council's policy that in normal circumstances a FHDC employee whose employment has been terminated on grounds of voluntary redundancy and/or voluntary early retirement and who has received a severance payment and/or early retirement benefits will not be re-engaged. In exceptional circumstances there may be a justifiable case for re-engaging such an employee but this may only occur following agreement by members of the Corporate Leadership Team.

Gender Pay Gap Reporting

50. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 introduced a mandatory gender pay gap reporting duty for employers of 250 or more employees and came into force for qualifying public sector employers from April 2017. The pay information provided must be based on data from a specific pay period with the overall mean and median pay gap information being published before the 30th March each year.
51. As FHDC employs more than 250 staff the requirement to publish information has been met annually with the relevant calculations be presented to the Corporate Leadership Team in February before publication in March each year. The details are also provided to Personnel Committee annually in June which enables more benchmarked comparisons to be reported.

Publication and Access to Information

52. FHDC is required to publish pay related information. This includes the Code of Recommended Practice for Local Authorities on Data Transparency requirements to publish a Pay Multiple and information on senior salaries. The Pay Multiple is the ratio between the highest paid salary and the median average salary of the whole authority's salaries.

Appendix A

53. For the Statement of Accounts, Accounts and Audit Regulations and CIPFA Accounting Code of Practice requires us to publish:
 - Senior officer remuneration details on a post by post level
 - Disclosure of remuneration amounting to £50,000 and over in bands of £5,000
 - Exit package disclosures
54. Information on pay will be published on the FHDC website, as follows and by:
 - 1 June – the Pay Multiple figure and information on senior salaries
 - 30 September – the accounts as audited by the Council's external auditors.
55. This pay policy statement, once approved by Full Council, will be published on the Council's public website.
56. This statement is for the financial year 1st April 2022 – 31st March 2023.
57. Full Council may, by resolution, amend this statement (including after the beginning of the financial year to which it relates). An amended statement will be published on the Council's public website.

Appendices:

Appendix 1 – FHDC Salary Scale

Appendix 2 – Chief Executive & Directors Salary Scale

This page is intentionally left blank

Grade	Point	Effective Date		
		1st April 2021	1st April 2022	1st April 2023
A	3	Grade Removed	Grade Removed	Grade Removed
	4			
	5			
	6			
B	7	£18,538	N/A	N/A
	8	£18,977	£19,477	£19,977
	9	£19,437	£19,937	£20,437
	10	£19,938	£20,438	£20,938
C	11	£20,435	£20,844	£21,261
	12	£20,845	£21,262	£21,687
	13	£21,642	£22,075	£22,516
	14	£22,450	£22,899	£23,357
D	15	£23,278	£23,744	£24,218
	16	£23,893	£24,371	£24,858
	17	£24,589	£25,081	£25,582
	18	£25,402	£25,910	£26,428
	19	£26,222	£26,746	£27,281
E	20	£27,061	£27,602	£28,154
	21	£27,968	£28,527	£29,098
	22	£28,898	£29,476	£30,065
	23	£30,043	£30,644	£31,257
	24	£31,042	£31,663	£32,296
F	25	£31,769	£32,404	£33,052
	26	£32,708	£33,362	£34,029
	27	£33,681	£34,355	£35,042
	28	£34,648	£35,341	£36,048
	29	£35,369	£36,076	£36,798
	30	£36,310	£37,036	£37,777
G	31	£37,340	£38,087	£38,849
	32	£38,438	£39,207	£39,991
	33	£39,695	£40,489	£41,299
	34	£40,746	£41,561	£42,392
	35	£41,827	£42,664	£43,517
	36	£42,895	£43,753	£44,628
H	37	£43,965	£44,844	£45,741
	38	£45,045	£45,946	£46,865
	39	£46,063	£46,984	£47,924
	40	£47,180	£48,124	£49,086
	41	£48,269	£49,234	£50,219
	42	£49,318	£50,304	£51,310
I	43	£50,379	£51,387	£52,414
	44	£51,467	£52,496	£53,546
	45	£52,572	£53,623	£54,696
	46	£53,709	£54,783	£55,879
	47	£54,859	£55,956	£57,075
J	48	£56,046	£57,167	£58,310
	49	£57,090	£58,232	£59,396
	50	£58,247	£59,412	£60,600
	51	£59,402	£60,590	£61,802
	52	£61,703	£62,937	£64,196
K	53	£63,381	£64,649	£65,942
	54	£65,668	£66,981	£68,321
	55	£67,195	£68,539	£69,910
	56	£69,711	£71,105	£72,527
	57	£72,231	£73,676	£75,149
	58	£74,743	£76,238	£77,763
	59	£77,264	£78,809	£80,385
L	60	£84,139	£85,822	£87,538
	61	£86,446	£88,175	£89,938
	62	£88,706	£90,480	£92,290
	63	£93,495	£95,365	£97,272
	64	£96,806	£98,742	£100,717

This page is intentionally left blank

SENIOR MANAGEMENT GRADES

Effective 14th June 2019

(Personnel Committee report dated 13th June 2019)

	Chief Executive / Head of Paid Service	Corporate Directors
Point 1	£118,236	£99,577
Point 2	£124,148	£103,306
Point 3	£130,355	£107,039
Point 4	£136,872	£110,772
Point 5	£143,715	N/A

This page is intentionally left blank

Appendix B

Folkestone & Hythe District Council Pay Policy Statement – Financial Year 2021-22

Purpose

1. This Pay Policy Statement is provided in accordance with Section 38(1) of the Localism Act 2011. This will be updated annually, or more frequently, i.e. by the end of March each year. Approval of the Pay Policy, and any amendments, will be made by resolution of the full council.
2. This pay policy statement sets out Folkestone & Hythe District Council's (FHDC) policies relating to the pay of its workforce for the financial year 2021-22. In particular the:
 - Remuneration of its Chief Officers
 - Remuneration of its "lowest paid employees"
 - Relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers

Commented [SA1]: Pay Policy Statement 2022-23 Paragraph 1

Commented [SA2]: Pay Policy Statement 2022-23 Paragraph 2

Definitions

3. For the purpose of this pay policy the following definitions will apply:
4. **Pay/remuneration** includes salary (for employees) or payment under a contract of services (for self employed), expenses, bonuses, performance related pay, as well as contractual arrangements involving possible future severance payments. Also, charges, fees, allowances, benefits in kind, termination payments and increases in/enhancement of pension entitlement as a result of a resolution of the authority.
5. For the purposes of this Pay Policy, 'Chief Officer' refers to the following roles within FHDC as defined within section 2 of the Local Government and Housing Act 1988:
 - Chief Executive (Head of Paid Service)* (statutory Chief Officer)
 - Director – Corporate Services* (non-statutory Chief Officer)
 - Director – Place* (non-statutory Chief Officer)
 - Director – Housing & Operations* (non-statutory Chief Officer)
 - Director – Transformation & Transition (non-statutory Chief Officer)
 - Development Director (non-statutory Chief Officer)
 - Chief Finance Officer & s151 Officer** (statutory Chief Officer)
 - Monitoring Officer*** (statutory Chief Officer)
 - In addition, Assistant Directors and those posts which report directly, and are directly accountable, to a statutory or non-statutory Chief Officer in respect of all or most of their duties.

* Members of the Council's Corporate Leadership Team (CLT).
** This role is currently undertaken by the Director – Corporate Services.
*** This role is currently undertaken by the Assistant Director – Governance and Law.

Commented [SA3]: Pay Policy Statement 2022-23 Paragraph 4

Commented [SA4]: Pay Policy Statement 2022-23 Paragraphs 5, 6 & 7

Appendix B

6. 'Lowest paid employees' refers to those staff employed within grade B of the Council's pay framework. There are no staff governed by National consultation groups. This definition for the "lowest paid employees" has been adopted because grade B is the lowest grade on the Council's pay framework.

Commented [SA5]: Pay Policy Statement 2022-23 Paragraph 8

7. 'Employee who is not a Chief Officer' refers to all staff who are not covered under the 'Chief Officer' group above. This includes the 'lowest paid employees' i.e. staff on grade B. There are no staff governed by National consultation groups.

Commented [SA6]: Pay Policy Statement 2022-23 Paragraph 8

Pay framework and remuneration levels

General approach

8. Remuneration at all levels needs to be adequate to secure and retain high-quality employees dedicated to fulfilling the council's business objectives and delivering services to the public. This has to be balanced by ensuring remuneration is not, nor is seen to be, unnecessarily excessive. Each council:

- Has responsibility for balancing these factors;
- Faces its own unique challenges and opportunities in doing so; and
- Retains flexibility to cope with various circumstances that may arise that might necessitate the use of market supplements or other such mechanisms for individual categories of posts where appropriate.

Commented [SA7]: Pay Policy Statement 2022-23 Paragraph 11

9. FHDC will be transparent on pay rises including the publication, on the Council's website, of any above inflation pay rises. The size of the award paid to employee(s) should be commensurate with the work being rewarded. Advice and guidance is available to decision takers on this including with regard to equal pay provisions.

Commented [SA8]: Pay Policy Statement 2022-23 Paragraph 11

Responsibility for decisions on remuneration

10. It is essential for good governance that decisions on pay and reward packages for the Chief Executive and chief officers are made in an open and accountable way and that there is a verified and accountable process for recommending the levels of top salaries. FHDC will review the terms of senior appointments, to ensure value for money, including where arrangements could be perceived as seeking to minimise tax payments.

Commented [SA9]: Pay Policy Statement 2022-23 Paragraph 11

11. The pay for the "lowest paid employees" and "all other employees who are not Chief Officers" is determined by the Personnel Committee. The Personnel Committee comprises elected Councillors, and is formed in accordance with the rules governing proportionality and has responsibility for local terms and conditions of employment for staff within FHDC's pay framework.

Commented [SA10]: Pay Policy Statement 2022-23 Paragraph 15

12. FHDC's pay framework was implemented in 2007 and is based on:

- Local pay determination for 'all other employees who are not Chief Officers', including those Assistant Directors who hold statutory positions; and
- With effect from September 2015, local pay determination for Chief Officers who are members of the Corporate Leadership Team. The pay will be

Appendix B

determined by the Remuneration Committee comprising members of the Personnel Committee with external independent advice.

Commented [SA11]: Pay Policy Statement 2022-23 Paragraph 12

13. Full Council will be offered the opportunity to vote on salary packages, at the time of an employee's appointment, which are greater than £100,000 a year. Salary packages include the annual salary, bonuses, fees or allowances routinely payable to the appointee and benefits in kind to which the officer is entitled as a result of their employment.

Commented [SA12]: Pay Policy Statement 2022-23 Paragraphs 24, 25 & 26

Salary grades and grading framework for 'all other employees who are not Chief Officers'.

14. Grades are locally determined taking into account national guidance, with the grade for each role being determined by a consistent job evaluation process. This followed a national requirement for all Local Authorities and other public sector employers to review their pay and grading frameworks to ensure fair and consistent practice for different groups of workers with the same employer.

Commented [SA13]: Pay Policy Statement 2022-23 Paragraph 13

15. As part of this, FHDC determined a local pay framework and the overall number of grades is 11, grade B being the lowest and grade L the highest. Grade A on the pay framework was removed as part of the pay negotiations for April 2020. Grade L was introduced during the 2019-20 financial year following a benchmarking exercise with approval from Personnel Committee. Each employee will be on one of the 11 grades based on the job evaluation of their role. Employees can progress to the salary range maximum of their grade by annual progression and subject to assessment of their performance in the process.

Commented [SA14]: Pay Policy Statement 2022-23 Paragraph 14

16. Pay awards are considered annually for all employees with the exception of the Chief Executive and Directors, unless otherwise by agreement. These are developed using local pay determination in negotiation with the local Trades Unions and staff representatives. The last pay award to 'all other employees who are not Chief Officers' was made at April 2020.

Commented [SA15]: Pay Policy Statement 2022-23 Paragraph 16

17. The pay for the Chief Executive and Director roles is subject to local pay negotiation, with the most recent pay award being April 2017. However, following a benchmarking exercise, Personnel Committee approved new pay scales for these roles in June 2019.

Commented [SA16]: Pay Policy Statement 2022-23 Paragraph 18

18. For the Chief Executive and Directors, salary on appointment has regard to the relative size and challenge of the role and account is also taken of other relevant available information, including the salaries of comparable posts in other similar sized organisations.

Commented [SA17]: Pay Policy Statement 2022-23 Paragraph 21

19. The posts with a current salary package above £100,000 are the Chief Executive and Directors.

Commented [SA18]: Pay Policy Statement 2022-23 Paragraph 26

'Chief Officers' who are Assistant Directors

20. Pay for Assistant Directors is within the main pay framework, at grade L, and they are treated in accordance with the arrangements detailed above for 'lowest paid employees' and 'all other employees who are not Chief Officers'. Pay is determined by the Personnel Committee in accordance with arrangements detailed

Appendix B

above for the 'lowest paid employees' and 'all other employees who are not chief officers'.

Commented [SA19]: Pay Policy Statement 2022-23 Paragraph 14, 15 & 26

'Lowest paid employees'

21. Each "lowest paid employee" is paid within the salary range for grade B with due regard paid to the National Living Wage which was introduced in April 2016.

Commented [SA20]: Pay Policy Statement 2022-23 Paragraphs 8 & 9

Allowances

22. There is no provision for bonus payments for the 'lowest paid employees', for 'employees who are not Chief Officers' or for 'Chief Officers'.
23. In addition to incremental progression, FHDC provides the following additional payment schemes to the main scheme for 'employees who are not Chief Officers' and Assistant Directors. These schemes include:
- When temporarily undertaking additional duties e.g. the full, or a proportion of, the duties of a higher graded post
 - Honorarium e.g. for exceptional level of performance
 - Allowances e.g. for additional hours, weekend and/or public holiday working, disturbance, eye tests, tools, telephone use, emergency co-ordination, first aid, car and standby
 - Additional and accelerated increments e.g. for exam success and consistent exceptional performance. This is subject to the maximum of the scale not being exceeded.
 - Childcare vouchers (for those enrolled in a scheme prior to October 2018)
24. FHDC provides a car allowance for Directors and the Chief Executive.
25. FHDC has the flexibility to introduce additional schemes if required and to respond to changing conditions in the employment market including skills shortage.

Commented [SA21]: Pay Policy Statement 2022-23 Paragraph 31

Commented [SA22]: Pay Policy Statement 2022-23 Paragraph 31

Commented [SA23]: Pay Policy Statement 2022-23 Paragraph 32

Commented [SA24]: Pay Policy Statement 2022-23 Paragraph 22

Other pay elements

26. 'Chief Officers' (Chief Executive and Directors) are performance managed differently from the performance management process applying to the 'lowest paid employees' and 'employees who are not Chief Officers'. This includes input from, and assessment by, identified FHDC Members.
27. Targets are set and performance against those targets is assessed. Chief Officers receive incremental progression until the top of their grade is reached. Where pay progression is considered, performance will be taken into account when determining whether any award will be made.

Commented [SA25]: Pay Policy Statement 2022-23 Paragraph 35

Commented [SA26]: Pay Policy Statement 2022-23 Paragraph 35

Charges, fees or allowances

28. Any allowance, or other payments, will only be made to staff in connection with their role and/or the patterns of hours they work and must be in accordance with the Council's internal Pay Policy statement which explains related procedure and practice.

Commented [SA27]: Pay Policy Statement 2022-23 Paragraph 31

Appendix B

29. The following charges, fees or allowances are paid to the Chief Executive: Election Duties including as Returning Officer, paid separately from salary payments. The Council's Returning Officer, who is also the Chief Executive, receives separate fees for local elections under S36 of the Representation of the People Act 1983. The Council has chosen to adopt the Kent Scale of Fees and Charges for local elections (see: [Cabinet decision and report](#) of 28 September 2011). The Returning Officer must not exceed the maximum fees and charges as laid down in the scale unless further approval is given by a decision of Cabinet or Full Council.

Commented [SA28]: Pay Policy Statement 2022-23 Paragraph 36

30. Employees receive Election Fees when participating.

Commented [SA29]: Pay Policy Statement 2022-23 Paragraph 37

Benefits in kind

31. The Council offers a discount at Folkestone Sport Centre Trust and a free swim at Hythe Pool.

Commented [SA30]: Pay Policy Statement 2022-23 Paragraph 38

Other Employee Benefits

32. The Council provides access to an Employee Assistance Programme which provides telephone and face to face counselling on a range of issues. The Council also has access to an Occupational Health Service which helps to ensure that employees are properly supported enabling a return to work following an absence as soon as possible.

Commented [SA31]: Pay Policy Statement 2022-23 Paragraph 40

33. An employee recognition scheme runs quarterly which recognises individual and team achievements across the council based on the core values plus a separate award for the employee of the year. In addition it also recognises long service with the first level of recognition at 5 years and then every five years thereafter. Employees recognised under these scheme receive a choice of vouchers or donation to charity.

Commented [SA32]: Pay Policy Statement 2022-23 Paragraph 39

34. Employees are able to register with F&H Rewards, provided by Reward Gateway, which is a voluntary online platform providing access to discounts for high street / online shopping, holidays, insurance and household goods. [41](#)

Commented [SA33]: Pay Policy Statement 2022-23 Paragraph 41

35. As part of the F&H Rewards scheme, employees are able to participate in a salary sacrifice scheme for the purchase of bicycles under a 'Cycle to Work' scheme.

Commented [SA34]: Pay Policy Statement 2022-23 Paragraphs 42 & 44

Pension

36. As a result of their employment, all employees are eligible to join the Local Government Pension Scheme. There are no locally agreed enhancements. With the exclusion of the Head of Paid Service responsibility, any such enhancements would be at the discretion of the Personnel Committee. In relation to the Head of Paid Service responsibility, any such enhancements would be at the discretion, and with the approval, of Full Council.

Commented [SA35]: Pay Policy Statement 2022-23 Paragraphs 28 & 29

Severance Payments

37. We are required to publish:

Appendix B

- Our policy on discretionary payments on early termination of employment and our policy on increasing an employee's total pension scheme membership and on awarding additional pension (Regulation 66 of the Local Government Pension Scheme [Administration] Regulations 2008). These are covered in the Early Termination of Employment Policy which can be found on FHDC's website.
- Statements relating to remuneration. Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 requires and authority to formulate, review and publish its policy on making discretionary payments on early termination of employment.

Commented [SA36]: Pay Policy Statement 2022-23 Paragraph 45

38. Full Council will be offered the opportunity to vote on severance packages which are greater than £100,000. Severance payments may include salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid. Bonuses may include any payment not normally paid to the employee and not formally identified within this document.

Commented [SA37]: Pay Policy Statement 2022-23 Paragraph 47

39. It is important that the Council has flexibility to respond to unforeseen circumstances as regards re-employing a former employee as a Chief Officer. If we re-employ a previous employee who received a redundancy or severance package on leaving, or if that person returns on a 'contract for services', or if they are in receipt of a Local Government / Firefighter Pension Scheme (with same or another local authority), we require that the requirements of the following are observed:

- The Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999
- And/or
- Relevant abatement.

Commented [SA38]: Pay Policy Statement 2022-23 Paragraph 48

40. It is the Council's policy that in normal circumstances a FHDC employee whose employment has been terminated on grounds of voluntary redundancy and/or voluntary early retirement and who has received a severance payment and/or early retirement benefits will not be re-engaged. In exceptional circumstances there may be a justifiable case for re-engaging such an employee but this may only occur following agreement by members of the Corporate Leadership Team.

Commented [SA39]: Pay Policy Statement 2022-23 Paragraph 49

New starters joining the Council

41. In our approach to appointments, particularly senior appointments, consideration is given to the value for money for the whole of the public sector. Consideration includes avoidance of arrangements which could be perceived as seeking to minimise tax payments.

Commented [SA40]: Pay Policy Statement 2022-23 Paragraph 11

42. Employees new to the Council will normally be appointed to the first point of the salary range for their grade. Where the candidate's current employment package would make the first point of the salary range unattractive (and this can be demonstrated by the applicant in relation to current earnings) or where the employee already operates at a level commensurate with a higher salary, a higher salary may be considered by the recruiting manager, with guidance from the HR department. This will be within the salary range for the grade. The candidate's

Appendix B

level of skill and experience should be consistent with that of other employees in a similar position on the salary range.

Commented [SA41]: Pay Policy Statement 2022-23 Paragraph 19

43. In professions where there is a particular skills shortage, and as a temporary arrangement, it may be necessary to consider a market premium to attract high quality applicants. With senior manager salaries, there can be scope for negotiation over the exact starting salary at the point of job offer, and a range of factors will be considered. The final decision as regards any discretion lies with members of the Corporate Leadership Team.

Commented [SA42]: Pay Policy Statement 2022-23 Paragraph 22

44. Where a senior (chief officer) new starter already receives a public sector pension, this will be declared on the FHDC website and relevant abatement implemented.

Commented [SA43]: Pay Policy Statement 2022-23 Paragraph 30

Relationship between remuneration of “Chief Officers” and “employees who are not Chief Officers”

45. We are required to publish pay related information. This includes the Code of Recommended Practice for Local Authorities on Data Transparency requirements to publish a Pay Multiple and information on senior salaries. The Pay Multiple is the ratio between the highest paid salary and the median average salary of the whole authority’s salaries.

Commented [SA44]: Pay Policy Statement 2022-23 Paragraph 52

46. For the Statement of Accounts, Accounts and Audit Regulations and CIPFA Accounting Code of Practice requires us to publish:
- Senior officer remuneration details on a post by post level
 - Disclosure of remuneration amounting to £50,000 and over in bands of £5,000
 - Exit package disclosures

Commented [SA45]: Pay Policy Statement 2022-23 Paragraph 53

47. Information on pay will be published on the FHDC website, as follows and by:
- 1 June – the Pay Multiple figure and information on senior salaries
 - 30 September – the accounts as audited by the Council’s external auditors.

Commented [SA46]: Pay Policy Statement 2022-23 Paragraph 54

Conclusion

48. This pay policy statement, once approved by Full Council, will be published on the Council’s public website.

Commented [SA47]: Pay Policy Statement 2022-23 Paragraph 55

49. This statement is for the financial year 1st April 2021 – 31st March 2022.

Commented [SA48]: Pay Policy Statement 2022-23 Paragraph 56

50. Full Council may, by resolution, amend this statement (including after the beginning of the financial year to which it relates). An amended statement will be published on the Council’s public website.

Commented [SA49]: Pay Policy Statement 2022-23 Paragraph 57

This page is intentionally left blank



This Report will be made public on 6 April 2022

Report Number **P/21/07**

To: Personnel Committee
Date: 14 April 2022
Status: Non-executive Decision
Chief Officer: Dr Susan Priest, Head of Paid Service

SUBJECT: PERFORMANCE FRAMEWORK FOR THE CHIEF EXECUTIVE AND CORPORATE LEADERSHIP TEAM

SUMMARY: This report proposes minor updates to the performance framework for the Chief Executive and members of the Corporate Leadership Team (CLT).

REASONS FOR RECOMMENDATIONS:

Personnel Committee is asked to consider the updated performance frameworks with a view to formally adopting the frameworks.

RECOMMENDATIONS:

1. To receive and note Report P/21/07.
2. To approve the updated performance framework for the Chief Executive from April 2022.
3. To approve the updated performance framework for members of the Corporate Leadership Team from April 2022.

1. INTRODUCTION

- 1.1 Following discussions and approval at Personnel Committee in September 2019, a performance framework for the Chief Executive and members of the Corporate Leadership Team (CLT) was introduced with effect from April 2020.

2. BACKGROUND

- 2.1 There is agreement at national level that councils should establish performance frameworks for their chief executives/senior teams. This is also considered to be good practice in public and private sector organisations.
- 2.2 The purpose of a performance framework includes, but is not limited to:
- Provide support and to ensure that the Chief Executive and members of CLT continuously improve their performance to achieve their full potential;
 - Identify and recognise achievements along with areas for further development; and to
 - Demonstrate the shared responsibility of both the Chief Executive and the Leader of the Council in setting relevant objectives and performance standards.
- 2.3 During the covid pandemic, given the unprecedented exceptional situation affecting the way in which we all adapted to working from home and the potential impact of the pandemic on council budgets, Personnel Committee agreed to a revised version of the framework for CLT members which enabled the Chief HR Officer to undertake the role of advisor to the Chief Executive and Leader of the Council (see report P/20/03).

3. PROPOSED AMENDMENT TO THE PERFORMANCE FRAMEWORK

- 3.1 The current framework has worked well over the last 18 months enabling the Chief Executive and members of CLT to have a performance review at the start of a financial year followed by a review approximately half way through the year.
- 3.1 The current performance frameworks have therefore been updated to enable the facilitator to the panel to *either* be an external facilitator *or* the Chief HR Officer as follows:
- Appendix A – updated performance framework for the Chief Executive
 - Appendix B – updated performance framework for other members of the Corporate Leadership Team (CLT).
- Appendices C and D show the previous versions of the performance framework with tracked changes so that it is clear where changes have been made.
- 3.2 Throughout the updated frameworks there is still reference to an external facilitator. The recommendation remains that South East Employers provide the external facilitator if it is requested by *either* the employer *or* employee.

4. LEGAL / FINANCIAL AND OTHER CONTROLS / POLICY MATTERS

4.1 Legal Officer's Comments (NM)

There are no legal implications arising directly out of this report.

4.2 Finance Officer's Comments (TM)

The use of an external facilitator, if required, will be at a cost to the council therefore there will need to be approximately £2,000 per annum budget provision identified. It is likely that this will be met from the HR Central Costs budget and any in-year savings will be carried forward to subsequent years.

4.3 Diversities and Equalities Implications (ASm)

There are no specific Diversities and Equalities Implications arising from this report.

5. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Andrina Smith, Chief HR Officer
Tel: 01303 853405
Email: Andrina.smith@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices

Appendix A – updated performance framework for the Chief Executive
Appendix B – updated performance framework for other members of the Corporate Leadership Team (CLT)
Appendix C – previous performance framework for the Head of Paid Service with tracked changes
Appendix D – previous performance framework for the other members of the Corporate Leadership Team (CLT) with tracked changes

This page is intentionally left blank

Appendix A

Performance Framework for the Chief Executive

- 1.1 The performance framework should be a two way process between the Chief Executive and a panel of elected members and will provide a structured opportunity to review annual performance during an appraisal, set agreed objectives and development opportunities for the forthcoming year, and to provide a mechanism for reviewing the objectives during the year.
- 1.2 The panel of elected members would comprise the following:
 - The Leader of the Council (Chair)
 - The Deputy Leader of the Council
 - A nominated opposition member who is also on Personnel committee

The panel will be supported by a facilitator who will act as advisor to the panel. The facilitator should be formally appointed by the Leader of the Council in conjunction with the Chief HR Officer; however the Chief Executive should have final authority over the appointment. It is recommended that the facilitator be either an external appointment or the Chief HR Officer.

- 1.3 The Chief Executive should prepare 2 presentations in advance of the annual appraisal meeting (see 1.5 and 1.7 below), and submit these in accordance with agreed timescales to the panel. The Chief Executive may choose to discuss the presentations with the facilitator prior to the meeting. The content of the presentations should clearly link to both the Council's Corporate Plan and to the Council's Core Values and Behavioural Framework.
- 1.4 The panel will have the opportunity to hold a pre-meeting to discuss and formulate a shared view of the major challenges facing the Council and begin to turn these into objectives to be discussed with the Chief Executive.
- 1.5 During the annual appraisal, the Chief Executive should firstly present a review of his/her achievements and outcomes compared against the objectives set for the preceding 12 month period.
- 1.6 The panel should then have the opportunity to feedback to the Chief Executive on the presentation content and highlight any areas that they believe may require further attention along with a discussion on lessons learned during the period being reviewed.
- 1.7 The second presentation from the Chief Executive should then focus on his/her understanding of the objectives and challenges to be achieved within the forthcoming 12 months (or longer depending on the nature of each objective) and any personal development requirements.

Appendix A

- 1.8 The panel should then enter into a discussion with the Chief Executive around the suggested objectives and personal targets with a view to reaching agreement on the objectives from all parties.
- 1.9 Following the appraisal meeting, a short report will be written by the facilitator and reviewed by the Chief Executive. The report will then be kept on the Chief Executive's personal file.
- 1.10 If appropriate, after the appraisal, the Chief Executive should prepare a short action plan and personal development plan outlining how he/she plans to achieve each of the agreed objectives ready for a discussion with the Leader of the Council in order to reach a final agreement on the content of the action plan and personal development plan. The action plans could include methodology, timescales, milestones, dependencies and success criteria. A copy of the action plan and personal development plan should be sent to the Chief HR Officer to keep on the Chief Executive's personal file.
- 1.11 Within the performance framework, the objectives agreed during the annual appraisal should be formally reviewed mid way through the 12 month period; however they should also form the basis of any 1-2-1 meeting between the Leader of the Council and the Chief Executive.

Appendix B

Performance Framework for Other Members of the Corporate Leadership Team (CLT)

- 1.1 The performance framework should be a two way process between the CLT member and an agreed panel and will provide a structured opportunity to review annual performance during an appraisal, set agreed objectives and development opportunities for the forthcoming year, and to provide a mechanism for reviewing the objectives during the year.
- 1.2 The panel would comprise the following:
 - The Chief Executive (Chair)
 - The Leader of the Council

The panel will be supported by a facilitator who will act as advisor to the panel. The facilitator should be formally appointed by the Chief Executive in conjunction with the Chief HR Officer; however the CLT member will be consulted over the choice of the facilitator. It is recommended that the facilitator be either an external appointment or the Chief HR Officer.

- 1.3 The CLT member should prepare 2 presentations in advance of the annual appraisal meeting (see 1.5 and 1.7 below), and submit these in accordance with agreed timescales to the panel. The CLT member may choose to discuss the presentations with the facilitator prior to the meeting. The content of the presentations should clearly link to both the Council's Corporate Plan and to the Council's Core Values and Behavioural Framework.
- 1.4 The panel will have the opportunity to hold a pre-meeting to discuss and formulate a shared view of the major challenges facing the Council and begin to turn these into objectives to be discussed with the CLT member.
- 1.5 During the annual appraisal, the CLT member should firstly present a review of his/her achievements and outcomes compared against the objectives set for the preceding 12 month period.
- 1.6 The panel should then have the opportunity to feedback to the CLT member on the presentation content and highlight any areas that they believe may require further attention along with a discussion on lessons learned during the period being reviewed.
- 1.7 The second presentation from the CLT member should then focus on his/her understanding of the objectives and challenges to be achieved within the forthcoming 12 months (or longer depending on the nature of each objective) and any personal development requirements.
- 1.8 The panel should then enter into a discussion with the CMT member around the suggested objectives and personal targets with a view to reaching agreement on the objectives from all parties.

Appendix B

- 1.9 Following the appraisal meeting, a short report will be written by the facilitator and reviewed by the CLT member. The report will then be kept on the CLT member's personal file.
- 1.10 If appropriate after the appraisal, the CLT member should prepare a short action plan and personal development plan outlining how he/she plans to achieve each of the agreed objectives ready for a discussion with the Chief Executive in order to reach a final agreement on the content of the action plan and personal development plan. The action plans could include methodology, timescales, milestones, dependencies and success criteria. A copy of the action plan and personal development plan should be sent to the Chief HR Officer to keep on the CLT member's personal file.
- 1.11 Within the performance framework, the objectives agreed during the annual appraisal should be formally reviewed mid way through the 12 month period; however they should also form the basis of any 1-2-1 meeting between the Chief Executive and the CLT member.

Appendix C

Performance Framework for the ~~Head of Paid Service~~Chief Executive

- 1.1 The performance framework should be a two way process between the ~~Head of Paid Service~~Chief Executive and a panel of elected members and will provide a structured opportunity to review annual performance during an appraisal, set agreed objectives and development opportunities for the forthcoming year, and to provide a mechanism for reviewing the objectives during the year.
- 1.2 The panel of elected members would comprise the following:
 - The Leader of the Council (Chair)
 - The Deputy Leader of the Council
 - A nominated opposition member who is also on Personnel committee

The panel will be supported by an ~~external~~ facilitator who will act as advisor to the panel. The ~~external~~ facilitator should be formally appointed by the Leader of the Council in conjunction with the Chief HR Officer; however the ~~Head of Paid Service~~Chief Executive should have final authority over the appointment. It is recommended that the facilitator be either an external appointment or the Chief HR Officer.
- 1.3 The ~~Head of Paid Service~~Chief Executive should prepare 2 presentations in advance of the annual appraisal meeting (see 1.5 and 1.7 below), and submit these in accordance with ~~committee agreed~~ timescales to the panel. The ~~Head of Paid Service~~Chief Executive may choose to discuss the presentations with the ~~external~~ facilitator prior to the meeting. The content of the presentations should clearly link to both the Council's Corporate Plan and to the Council's Core Values and Behavioural Framework.
- 1.4 The panel ~~should~~will have the opportunity to hold a pre-meeting to discuss and formulate a shared view of the major challenges facing the Council and begin to turn these into objectives to be discussed with the ~~Head of Paid Service~~Chief Executive.
- 1.5 During the annual appraisal, the ~~Head of Paid Service~~Chief Executive should firstly present a review of his/her achievements and outcomes compared against the objectives set for the preceding 12 month period.
- 1.6 The panel should then have the opportunity to feedback to the ~~Head of Paid Service~~Chief Executive on the presentation content and highlight any areas that they believe may require further attention along with a discussion on lessons learned during the period being reviewed.
- 1.7 The second presentation from the ~~Head of Paid Service~~Chief Executive should then focus on his/her understanding of the objectives and challenges to be achieved within the forthcoming 12 months (or longer depending on the nature of each objective) and any personal development requirements.

Appendix C

- 1.8 The panel should then enter into a discussion with the ~~Head of Paid Service~~Chief Executive around the suggested objectives and personal targets with a view to reaching agreement on the objectives from all parties.
- 1.9 Following the appraisal meeting, a short report will be written by the ~~external facilitator~~ for signature and reviewed by the ~~Head of Paid Service~~Chief Executive, and the ~~Leader of the Council (on behalf of the panel)~~. ~~A copy of this~~ The report will ~~be sent to the Chief HR Officer to keep~~ then be kept on the ~~Head of Paid Service's~~Chief Executive's personal file.
- 1.10 If appropriate, ~~A~~after the appraisal, the ~~Head of Paid Service~~Chief Executive should prepare an short action plan and personal development plan outlining how he/she plans to achieve each of the agreed objectives ready for a discussion with the Leader of the Council in order to reach a final agreement on the content of the action plan and personal development plan. The action plans could include methodology, timescales, milestones, dependencies and success criteria. A copy of the action plan and personal development plan should be sent to the Chief HR Officer to keep on the ~~Head of Paid Service's~~Chief Executive's personal file.
- 1.11 Within the performance framework, the objectives agreed during the annual appraisal should be formally reviewed mid way through the 12 month period; however they should also form the basis of any 1-2-1 meeting between the Leader of the Council and the ~~Head of Paid Service~~Chief Executive.

Appendix D

Performance Framework for Other Members of the Corporate Leadership Team (CLT)

- 1.1 The performance framework should be a two way process between the CLT member and an agreed panel and will provide a structured opportunity to review annual performance during an appraisal, set agreed objectives and development opportunities for the forthcoming year, and to provide a mechanism for reviewing the objectives during the year.
- 1.2 The panel would comprise the following:
 - The ~~Head of Paid Service~~Chief Executive (Chair)
 - The Leader of the Council

The panel will be supported by an ~~external~~ facilitator who will act as advisor to the panel. The ~~external~~ facilitator should be formally appointed by the ~~Head of Paid Service~~Chief Executive in conjunction with the Chief HR Officer; however the CLT member will be consulted over the choice of the ~~external~~ facilitator. It is recommended that the facilitator be either an external appointment or the Chief HR Officer.
- 1.3 The CLT member should prepare 2 presentations in advance of the annual appraisal meeting (see 1.5 and 1.7 below), and submit these in accordance with ~~committee agreed~~ timescales to the panel. The CLT member may choose to discuss the presentations with the ~~external~~ facilitator prior to the meeting. The content of the presentations should clearly link to both the Council's Corporate Plan and to the Council's Core Values and Behavioural Framework.
- 1.4 The panel ~~should~~will have the opportunity to hold a pre-meeting to discuss and formulate a shared view of the major challenges facing the Council and begin to turn these into objectives to be discussed with the CLT member.
- 1.5 During the annual appraisal, the CLT member should firstly present a review of his/her achievements and outcomes compared against the objectives set for the preceding 12 month period.
- 1.6 The panel should then have the opportunity to feedback to the CLT member on the presentation content and highlight any areas that they believe may require further attention along with a discussion on lessons learned during the period being reviewed.
- 1.7 The second presentation from the CLT member should then focus on his/her understanding of the objectives and challenges to be achieved within the forthcoming 12 months (or longer depending on the nature of each objective) and any personal development requirements.

Appendix D

- 1.8 The panel should then enter into a discussion with the CMT member around the suggested objectives and personal targets with a view to reaching agreement on the objectives from all parties.
- 1.9 Following the appraisal meeting, a [short](#) report will be written by the [external facilitator](#) ~~for signature and reviewed~~ by the CLT member ~~and the Head of Paid Service (on behalf of the panel)~~. ~~A copy of this~~ The report will ~~then~~ be ~~sent to the Chief HR Officer to keep~~ [kept](#) on the CLT member's personal file.
- 1.10 ~~If appropriate,~~ [A](#)fter the appraisal, the CLT member should prepare an [short](#) action plan and personal development plan outlining how he/she plans to achieve each of the agreed objectives ready for a discussion with the [Head of Paid Service](#) [Chief Executive](#) in order to reach a final agreement on the content of the action plan and personal development plan. The action plans could include methodology, timescales, milestones, dependencies and success criteria. A copy of the action plan and personal development plan should be sent to the Chief HR Officer to keep on the CLT member's personal file.
- 1.11 Within the performance framework, the objectives agreed during the annual appraisal should be formally reviewed mid way through the 12 month period; however they should also form the basis of any 1-2-1 meeting between the [Head of Paid Service](#) [Chief Executive](#) and the CLT member.