

DEMOCRACY AND GENERAL PURPOSES COMMITTEE MEETING

Date: Wednesday 29 January 2020
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Mrs Blackmore, Chappell-Tay, Mrs Gooch (Chairman), Hastie, Joy, Lewins, Perry, Purle and Webb (Vice-Chairman)

The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.

<u>AGENDA</u>	<u>Page No.</u>
1. Apologies for Absence	
2. Notification of Substitute Members	
3. Urgent Items	
4. Notification of Visiting Members	
5. Disclosures by Members and Officers	
6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8. Minutes of the Meeting Held on 13 November 2020	1 - 5
9. Presentation of Petitions (if any)	
10. Question and Answer Session for Members of the Public (if any)	
11. Questions from Members to the Chairman (if any)	
12. Committee Work Programme	6
13. Reports of Outside Bodies	
14. Reference from Council - Motion - Membership of Committees	7 - 9
15. Planning Committee Terms of Reference - 6 Month Update	10 - 13
16. Pay Policy Statement 2020	14 - 46

Issued on Tuesday 21 January 2020

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

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In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting (i.e. 5 p.m. on Monday 27 January 2020). If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

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MAIDSTONE BOROUGH COUNCIL

DEMOCRACY AND GENERAL PURPOSES COMMITTEE

MINUTES OF THE MEETING HELD ON WEDNESDAY 13 NOVEMBER 2019

Present: Councillor Mrs Gooch (Chairman), and
Councillors Mrs Blackmore, Chappell-Tay, Mrs Gooch,
Hastie, Joy, Kimmance, Perry, Purle and Webb

40. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Lewins.

41. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Kimmance was present as a Substitute for Councillor Lewins.

42. URGENT ITEMS

The Chairman informed the Committee that she had agreed to take an urgent update to Agenda Item 14 – Reference from Council – Motion – Access to Information. The reason for urgency was that the amended agenda provided further information to ensure that the Members of the Committee could make an informed decision.

43. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

44. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

45. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

46. EXEMPT ITEMS

RESOLVED: That all items be taken in public as proposed.

47. MINUTES OF THE MEETING HELD ON 4 SEPTEMBER 2019

RESOLVED: That the minutes of the meeting held on 4 September 2019 be approved as a correct record and signed.

48. PRESENTATION OF PETITIONS

There were no petitions.

49. QUESTION AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

50. COMMITTEE WORK PROGRAMME

RESOLVED: That the Committee Work Programme be noted.

51. PRESENTATION - NEW LOOK CONSTITUTION

The Democratic and Electoral Services Manager gave a presentation to the Committee on the new look for the Constitution.

The Committee noted that:-

- The Constitution could be accessed online and via the modern.gov app.
- The document had been split up into its relevant parts for ease of reference.
- The document would be scrutinised by the Monitoring Officer in terms of content before being agreed by Council in March.

RESOLVED: That the presentation be noted.

52. REFERENCE FROM THE AUDIT, GOVERNANCE AND STANDARDS COMMITTEE - ACTIONS ARISING FROM THE INVESTIGATION INTO THE RELEASE OF EXEMPT INFORMATION CONTRARY TO PART 1 OF SCHEDULE 12A TO THE LOCAL GOVERNMENT ACT 1972

The Committee considered the Reference from Audit, Governance and Standards Committee which related to actions arising from the investigation into the release of exempt information contrary to Part I of Schedule 12A to the Local Government Act 1972.

The Democratic and Electoral Services Manager advised that the Reference from the Audit, Governance and Standards Committee requested that the Committee reviewed how the actions to be taken to manage the risks of exempt information being made public were implemented.

The Committee made the following comments:-

- That there should be an element of trust on both sides.
- The whole investigatory process was unnecessary and that instead efforts should be made to re-establish trust on both sides.

The Committee discussed the action points put forward by the Audit, Governance and Standards Committee and made the following comments:-

- That Action i) should be amended to 'A training course would be made available to Members on Media training and insight if required'
- Action ii) should be agreed
- Actions iii) and iv) should be deleted as they were not necessary and that the Council should move forward on both sides and draw a line under the experience in order that trust could be restored.

RESOLVED:

- 1) That action i) be amended to 'A training course would be made available to Members on Media training and insight if required'.
- 2) That action ii) be agreed – 'Officers will be provided with training from Democratic Services on how to structure reports to minimise the information required to be taken in Part II of a meeting'.
- 3) That actions iii) and iv) be deleted.

53. REFERENCE FROM COUNCIL - MOTION - ACCESS TO INFORMATION

The Committee considered the Reference from Council on a Motion which related to Access to Information.

The Head of Policy, Communications and Governance referred the Committee to the Briefing Note set out in Appendix A to the report which outlined the rights of Members to exempt information.

The Committee was informed that the Motion removed the 'need to know' test by suggesting that Councillors should be given access to all Council documentation by virtue of their decision as a Councillor. Following the discussion at the meeting and the proposal of additional amendments for the Committee to consider, external Counsel advice was sought on the matter.

The Head of Policy, Communications and Governance explained that the external advice was clear in that to pass such a Motion to allow Councillors to request such information, without demonstrating a need to know basis, went beyond the boundaries of the law. Such a change would not be legally compliant if agreed.

The Head of Legal Partnership provided further clarification in regard to the Counsel's Opinion and in summary concluded that the proposal, as set out in the Motion, went beyond the statutory requirements of the law.

In response to a question from a Member, the Head of Policy, Communications and Governance advised that when Councillors had requested exempt information previously, each case was taken on its own merits. Ordinarily if a report was commercially sensitive then it would not be available to all Members unless there was 'a need to know basis', however if a decision on a report would affect a particular Ward, then those Ward Members would be alerted by Officers.

The Head of Legal Partnership emphasised that there was no automatic right to access to exempt information and that the Proper Officer must consider each request.

RESOLVED: That following Counsel's Opinion, the Motion would not be progressed.

54. WHOLE COUNCIL ELECTIONS - CONSULTATION STAGE APPROVAL

The Democratic and Electoral Services Manager introduced a report on moving to Whole Council Elections.

The Committee was informed that following a Motion to full Council in February 2019 on Whole Council Elections, the Council adopted the Motion and requested that a report be provided to this Committee for consideration.

During the debate the Committee made the following comments:-

- Four yearly elections were popular with residents
- There were significant savings to be made for the Council if it changed to four yearly elections
- If four yearly elections were implemented then the Council could lose many experienced Councillors
- The current system of one thirds elections created voter apathy, a low turnout and instability for the Council
- Should a consultation be pursued then it should be carried out at the right time, not just after the General Election
- In the event of no overall control of the Council then it would be difficult to implement decisions

RESOLVED: That the Committee agree not to proceed to the consultation stage for Whole Council Elections and to retain the current election cycle of one thirds elections.

55. COMMITTEE STRUCTURE REVIEW - 6 MONTH UPDATE

The Committee noted the six month update report on the Committee Structure Review.

RESOLVED: That the report be noted.

56. DURATION OF MEETING

6.30 p.m. to 8 p.m.

2019/20 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Planning Committee Terms of Reference - 6 Month Update	D&GP	29-Jan-20	Angela Woodhouse	Ryan O'Connell
Licensing and Planning Committee Membership Motion - Reference from Council	D&GP	29-Jan-20	Council	Debbie Snook
Pay Policy Statement 2020	D&GP	29-Jan-20	Bal Sandher	Bal Sandher
Workforce Strategy Update	D&GP	29-Jan-20	Bal Sandher	Bal Sandher
Democratic Representation Review - Single Member Wards/Community Governance Review	D&GP	11-Mar-20	Angela Woodhouse	Ryan O'Connell
Annual Reports of Outside Bodies and Consideration of Outside Bodies for the Next Municipal Year	D&GP	11-Mar-20	Angela Woodhouse	Mike Nash

Agenda Item 12

MAIDSTONE BOROUGH COUNCIL

DEMOCRACY AND GENERAL PURPOSES COMMITTEE

29 JANUARY 2020

REFERENCE FROM COUNCIL

MOTION – MEMBERSHIP OF COMMITTEES

At the meeting of the Council held on 18 December 2019, the following motion was moved by Councillor Perry, seconded by Councillor McKay:

This motion seeks to amend the current Constitution to allow Members to be appointed to both the Licensing Committee and to the Planning Committee. It is recognised that these are statutory committees, which carry out quasi legal functions; but, there is not a legal requirement to prevent Members from serving on both Committees simultaneously and in fact many Councils do allow this to take place.

These Committees perform important statutory functions and it is essential from a democratic perspective that they are fully appointed and reflect as closely as possible the political make-up of the Council; having this self-imposed restriction makes this more difficult to achieve. It might be argued that there could be a possible conflict of interest but this can only be extremely rare and if it did occur could be easily managed.

Given the above the Council is asked to approve the following amendments to Part 2 of the Constitution:

In paragraph 2.2.5 under Planning Committee delete: (NB – Councillors and substitute members of Licensing Committee cannot be members of Planning Committee).

In paragraph 2.2.6 under Licensing Committee delete: (NB – Councillors and substitute members of Planning Committee cannot be members of Licensing Committee).

In accordance with Council Procedure Rule 17.5, the motion, having been moved and seconded, was referred to the Democracy and General Purposes Committee.

A copy of the briefing note prepared by Officers to assist Members in their consideration of the motion is attached as Appendix A.

RECOMMENDED: That the Committee consider the motion relating to the membership of the Planning and Licensing Committees.

Membership of Committees

Briefing Note

Prepared by Angela Woodhouse

Context

The current rule was created to avoid a conflict where a councillor may be considering an application via planning and licensing and maintain the independence of the functions. Some Councils have created a single committee to deal with Planning and Licensing matters and there is no legal barrier to this or to councillors serving on both committees. It is for each local authority to determine the committee organisation for delivering statutory functions. As with any appointment to committee a councillor must consider carefully any potential conflicts of interest that may arise by serving on more than one committee.

The House of Lords Select Committee post legislative review of the Licensing Act 2003, undertaken in 2017¹ reached the conclusion that responsibility for licensing should be transferred to planning committees:

“To be clear, we are not recommending a merger of licensing law and planning law; we are suggesting that the councillors who sit on planning committees, using the same procedure and practice and with the same support as they already have, should deal with proceedings under the Licensing Act in the same way that they already deal with planning legislation.”

The government response to the recommendation on transferring the functions of licensing committees and sub-committees to Planning Committees states that it is up to each local authority to determine what will work best for them and how those committees should be organised:

“In some English local authority areas there are planning committees and licensing committees made up of the same committee members, or subsets of the same members. It is a matter for local authorities to determine the best arrangements for their area, taking into account the needs of their communities and to provide value for money to the taxpayer. It is up to local authorities to determine how they organise committees to deliver their statutory functions and we do not intend to take the approach recommended by the Committee at this time. Section 7 (5) of the 2003 Act already allows that where a matter relates to a licensing function and to another function of the local authority (for example, planning), the matter may be referred to either committee. This allows for the licensing committee to discharge functions other than licensing matters, and vice-versa, for a planning committee to discharge a licensing function.”

Additional information

The Local Government Association’s handbook² offers the following description of planning and licensing systems highlighting the differences between the two systems:

“The licensing and planning systems operate independently with the planning and licensing regimes involving consideration of different, albeit related, matters. Planning is the regime that is directed at development of land and the use of premises upon it. Licensing is the regime that is directed at

¹ <https://publications.parliament.uk/pa/ld201617/ldselect/ldlicact/146/146.pdf>

² https://www.local.gov.uk/sites/default/files/documents/10%2036_Licensing_Act_2003_V04%203_1.pdf

licensable activities and responsible management of said premises upon that land. Licensing committees are not bound by decisions made by a planning committee, and vice versa. For example, a premises licence or club premises certificate cannot be refused on the grounds that they do not have planning permission. Licensing authorities are also able to specify different opening hours on the licence from those specified under planning permission. This is somewhat incongruous, but the two schemes take different matters into account when determining hours, and the more restrictive set of hours always applies.”

The handbook goes on to state that:

“Planning is an important consideration when thinking about what you want your licensing policy to achieve. Your licensing policy should reflect your Local Plan policies core planning documents, and likewise the Local Plan policies planning documents should reflect 14 Licensing Act 2003 what you want to achieve with your licensed premises. Whilst there is a clear distinction and separation between licensing and planning in terms of their remit, councillors have a key role in ensuring that these two different services are fully joined-up and aligned.

Where this doesn’t happen councils can struggle to shape their areas as they would like them to be. It can be helpful to include your expectation that any premises for which a licence is required should normally have the appropriate authorised use under town planning legislation, in the SLP.”

Agenda Item 15

Democracy and General Purposes Committee

29 January 2020

Planning Committee Terms of Reference – 6 Month Update

Final Decision-Maker	Democracy and General Purposes Committee
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications and Governance
Lead Officer and Report Author	Ryan O’Connell, Democratic and Electoral Services Manager
Classification	Public
Wards affected	All

Executive Summary

In April 2019 Council agreed changes to the terms of reference for planning committee and requested that the impact of the changes be reviewed after they had been in place for 6 months. This report sets out the results of the review.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

That no further amendments are required to the Planning Committee Terms of Reference as a result of the review.

Timetable

Meeting	Date
Democracy and General Purposes Committee	29 January 2020

Planning Committee Terms of Reference – 6 Month Update

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The terms of reference for Planning Committee ensure that appropriate decision making is taken for all planning applications which could potentially impact on any of the Corporate Priorities.	Democratic and Electoral Services Manager
Cross Cutting Objectives	None directly, but the terms of reference for Planning Committee ensure that appropriate decision making is taken for all planning applications which could impact on any of the Corporate Priorities.	Democratic and Electoral Services Manager
Risk Management	See paragraph 5.1	Democratic and Electoral Services Manager
Financial	None	Democratic and Electoral Services Manager
Staffing	None	Democratic and Electoral Services Manager
Legal	There are no new legal implications from accepting the recommendation as the changes are functioning as intended.	Democratic and Electoral Services Manager
Privacy and Data Protection	None	Democratic and Electoral Services Manager
Equalities	None	Democratic and Electoral Services Manager
Public Health	None	Democratic and Electoral Services Manager
Crime and Disorder	None	Democratic and Electoral Services Manager
Procurement	None	Democratic and Electoral Services Manager

2. INTRODUCTION AND BACKGROUND

- 2.1 In April 2019 Council agreed to amend the Planning Committee terms of reference. This included amending the provisions relating to referral for Parish Councils in order to bring them in line with those for Ward Members. The main change was that Ward Members and Parishes could only call in applications that impacted on their respective areas.
 - 2.2 When Council made the decision to adopt the changes, because no formal consultation had been carried out with parishes, the Council requested that the impacts be reviewed through consultation with parishes and the outcome be reported back to Committee in 6 months.
 - 2.3 After 6 months, when the terms of reference had been in place for sufficient time to allow for viable feedback, the Democratic and Electoral Services Manager contacted parishes, via Kent Association of Local Councils (KALC) and Tovil Parish Council directly, to receive feedback. Tovil Parish Council did not respond, but KALC invited the Democratic and Electoral Services Manager to attend a KALC meeting (this resulted in this report being delayed from November 2019 to January 2020).
 - 2.4 The feedback from that meeting was that parishes had not noticed a discernible difference as a result of the changes and were assured that if an application impacted on their area they could still call it in. This outcome is considered to be what was expected from the changes.
 - 2.5 It is therefore recommended that the terms of reference be unchanged as a result of the consultation.
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3. AVAILABLE OPTIONS

- 3.1 The Committee could agree with the outcome of the short review and leave the terms of reference unchanged. This is the recommended option.
 - 3.2 The Committee could request further changes to the terms of reference, or to recommend to Council that the changes be reversed. Given the changes were relatively minor and feedback suggests that they have been successful this is not recommended.
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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 See 3.1
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5. RISK

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks

associated are within the Council's risk appetite and will be managed as per the Policy.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Following the decision of Council on 10 April 2019 KALC and Tovil Parish Council were contacted for feedback on the decision. This resulted in the Democratic and Electoral Services Manager attending a meeting of KALC to answer questions and receive KALC's response.
- 6.2 The response from KALC was that no changes had been noticed in terms of the impacts on parishes, and that they were assured that if an application impacted on their parish they could still call it in.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 None. The changes to the terms of reference will remain.

8. REPORT APPENDICES

- 8.1 None

9. BACKGROUND PAPERS

- Report to Democracy and General Purposes Committee 13 March 2019 – Planning Committee Terms of Reference
- Minutes of the Council Meeting Held on 10 April 2019.

Agenda Item 16

Democracy and General Purposes Committee

29 January 2020

Pay Policy Statement 2020

Final Decision-Maker	Democracy and General Purposes Committee
Lead Head of Service	Bal Sandher, Head of HR Shared Service
Lead Officer and Report Author	Bal Sandher, Head of HR Shared Services
Classification	Public
Wards affected	None

Executive Summary

A Pay Policy Statement must be agreed by Full Council for publication by 31st March 2020. The Pay Policy Statement should set out the main aspects of the remuneration strategy of the council.

The Council met the target to publish a Pay Policy Statement in previous years and the attached document has been updated to reflect changes during the year.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

1. That the Council be recommended to agree the proposed Pay Policy Statement set out at appendix 1 to this report prior to publication on the council's web site.

Timetable

Meeting	Date
Democracy and General Purposes Committee	29 January 2020
Council	26 February 2020

Pay Policy Statement 2020

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This statement makes no changes to the current situation and there are no implications due to the content of the pay policy statement.	Bal Sandher Head of HR
Cross Cutting Objectives	There is a legal requirement to publish an annual Pay Policy Statement as outlined below under legal.	Bal Sandher Head of HR
Risk Management	The risks are reputational if the council fails to publish a Pay Policy Statement	Bal Sandher Head of HR
Financial	There are no direct financial implications arising from publication of the pay policy statement. The Council's pay policy reflects its overall strategic and financial priorities.	[Section 151 Officer & Finance Team]
Staffing	This statement makes no changes to the current situations and there are no implications due to the content of the pay policy statement	Bal Sandher Head of HR
Legal	The requirement to publish an annual Pay Policy Statement is set out in Section 38 (1) of the Localism Act 2011. Publication also satisfies the requirements to publish certain data, set out in the Local Government Code on Transparency 2015	Keith Trowell Team Leader (Corporate Governance) MKLS
Privacy and Data Protection	No personal data is contained in the report	Policy and Information Team
Equalities	No impact identified as a result of this update report. As an employer the Council has a duty to fulfil under the Equality Act 2010. This is ongoing and is embedded in the current processes.	Equalities and Corporate Policy Officer
Public Health	No impact identified at this time	[Public Health Officer]
Crime and Disorder	No impact identified at this time	Bal Sandher, Head of HR
Procurement	No impact identified at this time	Bal Sandher, Head of HR

2. INTRODUCTION AND BACKGROUND

2.1 Section 38 (1) of the Localism Act 2011 came into force on 15 January 2012 and required English and Welsh local authorities to produce a pay policy statement for 2012/13 and for each financial year after that. The government consulted on a revised code in 2015 and the draft pay policy statement reflects the requirements of the revised code.

2.2 The matters that must be included in the statutory pay policy statement and the revised code of practice are as follows:

- a local authority's policy on the level and elements of remuneration for each chief officer;
- a local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest-paid employees" and its reasons for adopting that definition);
- a local authority's policy on the relationship between the remuneration of its chief officers and other officers and in particular the pay multiple between the two;
- a local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments, and transparency;
- an organisation chart or description of the number and grades of staff in the top three layers of the organisation, with information on the grades of all those with salaries in excess of £50,000;
- details of trade union facility time including the trade union representatives for each of the recognised trade unions.

2.3 The reference to 'chief officer' refers to the statutory posts of Head of Paid Service, Monitoring Officer and Section 151 Officer plus any Deputy Chief Officers, which in our organisation includes anyone at Head of Service or above.

2.4 With regard to the process for approval, the pay policy statement:

- Must be approved formally by the council meeting
- Must be approved by the end of March each year
- Can be amended during the year
- Must be published on the authority's website
- Must be complied with when the authority sets the terms and conditions for a chief officer

2.5 The Act specifically mentions that the pay policy statement may set out the authority's policies relating to other terms and conditions for chief officers and in the interest of open government there are recommendations that the pay policy statement sets out as much information relating to employee terms and conditions as is practical.

2.6 Terms and conditions of employment for employees is a function for which the Democracy and General Purposes Committee has delegated responsibility within the constitution.

- 2.7 The general approach of the Democracy and General Purposes Committee has been to take the same approach to senior members of staff as that taken with all other employees in relation to the benefits available and the review processes followed. The council has a thorough approach that applies best practice in the areas of remuneration and equal pay.
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3. AVAILABLE OPTIONS

- 3.1 The Council could choose to publicise a reduced version of the Pay Policy Statement that meets the minimum requirements of the Act but this is not recommended as it does not satisfy the need for transparency and means that the data is not seen in the context of the good work already undertaken by the council.
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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is the format of the Pay Policy Statement set out at Appendix I as it gives consistency from previous years and meets the requirements of the legislation.
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5. RISK

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.
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6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 As this is a statement of what is already in place and does not make any changes to the current position there has been no consultation to date; the report to the Democracy and General Purposes Committee forms the basis of consultation to ensure that this format is acceptable before going to full council.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Once the report is agreed by Full Council the information will be updated in the tables and organisation structures in Appendix 1(H) including the actual pay figures for the year ending March 2020 before it is uploaded to the council's web site. These figures cannot be calculated until March payroll is

complete. The most up to date information will also be used for the pension contributions table and the election payments.

8. REPORT APPENDICES

- Appendix I: Pay Policy Statement 2020
-

9. BACKGROUND PAPERS

None

Maidstone Borough Council

Pay Policy Statement - March 2020

1. Introduction

The key themes of the Workforce Strategy are:

- Organisation culture and change;
- Resourcing;
- Development; and
- Reward

These strategic themes recognise the importance of pay and rewards as fundamental to our role as an employer. Our work on pay and rewards began in 2006 with an equal pay audit resulting in significant changes to the council's terms and conditions. The work continued through the implementation of the Work Force Strategy and the development of a Total Rewards approach to remuneration for council staff.

Maidstone Borough Council has its own terms and conditions and undertakes local pay bargaining with trade unions.

2. Terms and Conditions – Decision Making

Terms and conditions for employees are determined by the Democracy and General Purposes Committee but where a decision has a budgetary implication beyond the agreed in year budget this will also require agreement from the Policy and Resources Committee.

3. Reward Strategy

The Reward Strategy was developed in full consultation with trade unions, staff and Members. This was a very thorough piece of work that ensured the Council managed the terms of employees at all levels in the same way and applied the principles of equal pay and performance management to the scheme that was developed. The strategy has been refined over time but the principles have remained in place.

The principles for the reward strategy are to:

1. Support a **performance** orientated organisation;
2. Provide an **attractive** employment package at all levels;
3. Be relevant to a **modern** local government authority;
4. Have a pay structure that is **transparent** and straightforward;
5. Reward people **fairly** and consistently;
6. Move toward a **Total Reward** approach; and
7. To be **affordable** within the Medium Term Financial Strategy.

The reward strategy takes a 'Total Reward' approach to the benefits package received by employees at the council to ensure that maximum benefit is gained from all aspects of what is on offer to employees. The key elements of this package are set out below.

3.1 Pay Scale and Pay Progression

Our policy for grades within the organisation is to apply an objective assessment of the relative 'size and value' of all our roles using a formal job evaluation process. Posts are graded through the HAY Job Evaluation Scheme and this process measures the requirements of the role against the key criteria of Know How, Problem Solving and Accountability when all the duties are being performed and the employee is fully effective in the role. Job evaluators are drawn from different parts of the organisation and trained to use the HAY scheme; every panel has one trade union representative as part of the panel. The **Lowest Paid** employees are defined as those whose posts have HAY points of 43 to 66 which place them into grade 2 of the pay scale, the same process is applied to Chief Officers whose roles are evaluated at the highest level of points. It is the policy of the organisation to refer to the HAY salary data for Local Government and to reflect the median salary for the south east public and not for profit sector. In 2013 the council moved the lowest pay band in line with the National Living Wage giving a significant increase to the low paid. The council has continued to pay the National Living Wage since this point.

Each pay scale has up to seven increments which recognises that with development in a role over time an employee's skills are of more value to the organisation and therefore warrant a higher salary. There are fewer incremental points in the lower grades and more in the more complex roles. New appointments to post will normally be at the first point of the grade unless there is evidence of a skill shortage in line with the criteria set out in the Market Supplement Policy. The pay scale is at Appendix I(A).

Incremental progression is assessed against the agreed Competency Profile for the role and evidence of the necessary Performance Standards and agreed objectives being met. Assessment takes place on an annual basis but will be linked to the clear and continuous performance at the level required at each incremental step. Standard progression for fully effective performance is not beyond scale point four; in grades 13 – 16 there are an additional three high performance increments which may be awarded for performance which is over that usually required in the post. The rules for pay progression are set out in Appendix I(B).

Incremental progression is assessed by an employee's line manager in consultation with the Head of Service and Director who has to approve the recommendations within their Directorate; this is monitored by Corporate Leadership Team. The process and timetable for appraisals and incremental progression for the Chief Executive and Directors is set out at Appendix I(C).

3.2 Market Supplements

Currently there are eighteen employees in receipt of Market Supplements within the council; this is an increase of one from the previous year; the policy is at Appendix I(D).

3.3 Pension

The council offers access to the Local Government Pension Scheme (LGPS) which is a significant benefit to employees and is one of the aspects of the

Total Rewards package. The LGPS is a defined benefits scheme which requires contribution rates from employees of between 5.5% and 12.5% depending on earnings in accordance with the following table; in April 2014 there was an option to lower level contributions with the introduction of the 50/50 scheme.

Pensionable pay	Main Section	50/50 Section
Up to £14,100	5.50%	2.75%
£14,101 - £22,000	5.80%	2.90%
£22,001 - £35,700	6.50%	3.25%
£35,701 - £45,200	6.80%	3.40%
£45,201 - £63,100	8.50%	4.25%
£63,101 - £89,400	9.90%	4.95%
£89,401 - £105,200	10.50%	5.25%
£105,201 - £157,800	11.40%	5.70%
More than £157,801	12.50%	6.25%

The employer contribution rate for 2020/21 will be 17.6% although this does vary from year to year, this is the future service rate excluding past service deficit.

The pension scheme is standard between all local government employers and in broad terms offers a pension benefit equivalent to 1/49th of pensionable salary per year of service, where pensionable salary is calculated on a career average with benefits paid at state retirement age.

Although most of the rules associated with the scheme are set centrally there are a few areas where local employers must define their own policy; the discretionary policy is attached at Appendix I(E). In broad terms it is not the policy of the council to increase pension benefits to employees through any form of enhancement.

Kent County Council is the administering authority for the Maidstone Borough Council scheme.

3.4 Pay Protection and Redundancy Payments

The council has a Redundancy Policy which sets out the approach that must be followed if posts are going to be affected because of organisational change. The procedure sets out the approval process and the consultation timetable, it also sets out the terms for redundancy and the pay protection policy, the pay protection policy is set out at Appendix I(F).

Any payments paid to an employee in relation to redundancy shall be in accordance with the statutory redundancy payments scheme and any other regulations applicable except that the Council will calculate a week's pay on actual earnings where this is in excess of the statutory maximum figure. *(Local Govt. (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2000).*

The policy of the organisation regarding re-employment following redundancy is that if a redundant employee commences local government employment within one month of the redundancy then the redundancy payment must be returned. Any other re-employment will only be considered where all other council rules on recruitment or procurement have been followed.

The government has also proposed to introduce legislation that will cap exit payments at £95,000 on the total value of the payment for public sector workers and introduce a statutory requirement to recover exit payments made to workers whose minimum salary is £80,000 at the point of leaving employment and returning to work with another public sector employer within a 12 month period. Council policies will be amended to incorporate these requirements once these have been finalised by government.

3.5 Other payments

Honoraria

The council has a policy to recognise situations where an employee takes on more responsibility on a temporary basis; this is often as a cost saving measure when there is a vacancy, maternity leave etc. In 2019/20 there were fourteen people in receipt of Honoraria during the year and by the end of March this had reduced to six staff.

Cash and Non-cash Awards

As part of the Total Rewards package the council has mechanisms for recognising exceptional contributions both from individuals and teams. In 2019/20 these were received by seventeen employees and there was a total of £5,720 paid in cash awards.

Stand-By payments

These are paid to a small number of employees (twenty nine in 2019/20) who are on an out of hours on-call rota for specialist duties such as collecting stray dogs or attending noise complaints. The level of remuneration is up to £147 for each week of being on-call.

Car Allowances

In 2010 the council removed the facility for lease cars but retained a lease car allowance; in 2012 it was agreed that there would be no further allocation of the Lease Car Allowance in the future and that the current allowance would be frozen. During the period since 2010 cars have been removed as the lease expired and the affected employees have moved onto the allowance and there are no remaining lease cars in the council. In 2010 there were in excess of ninety employees receiving either a lease car or cash alternative and this figure has reduced to seventeen by March 2020 a reduction of one from the previous year. Mileage rates for those receiving this allowance are currently up to 28 pence per mile.

A car allowance of up to £1239 is given to those employees that are required to have a vehicle for their role and by March 2020 there were 125 members of staff in receipt of this allowance. The majority of those staff in receipt of this payment are within the statutory services or shared services which require external visits e.g. planning, environmental health and housing. Mileage rates

for those receiving this allowance are at the HMRC level (in 2018/19 this was 45 pence per mile)

Bonuses

The council does not make use of bonuses as part of its own remuneration package. However there are currently two employees in receipt of regular bonuses as part of their TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) transfer terms and conditions from a previous employer; this is fifteen fewer than in 2011/12. These employees are all employed in the grounds maintenance teams and the productivity bonus tops up a lower basic wage. The TUPE regulations give protection to employees when their employment transfers which may only be changed through consultation.

3.6 Special fees and arrangements

Special fees may be paid for certain additional duties. In general these are connected to election duties and the funding for the allowance will not come from the council's own budget. An additional fee is paid for the role of Returning Officer for the District elections, this statutory role may be allocated to the Chief Executive or other officer within the council. Additional fees may be paid when an employee undertakes the role of Returning Officer, Counting Officer or other similar role, on behalf of another authority or organisation.

The council has adopted the Kent schedule of fees which is attached at Appendix I(G).

3.7 Other employee benefits

The council provides access to an Employee Assistance Programme which gives both telephone and face-to-face counselling on a range of issues. The council has access to an Occupational Health Service which helps to ensure that employees are properly supported to avoid taking sick leave and to return to work as soon as possible.

The council supports employees in their role with a development plan and training opportunities to ensure they are fully qualified to give excellent service.

On an annual basis the council has an Awards Ceremony which recognises the best achievements during the preceding year. The council also recognises long service and during 2014 this scheme was changed to recognise service over a longer period with shopping vouchers – the first level of recognition is at ten years and every five years thereafter up to forty years.

Salary sacrifice schemes – the council offers a salary sacrifice scheme to employees for the purchase of bicycles. In December 2018, the Council introduced another salary sacrifice scheme for the purchase of cars. There is no cost to the Council of these schemes.

Buying annual leave – subject to agreement with their manager, employees are allowed to sacrifice some of their salary to buy more annual leave. In 2019/20 there were twenty seven members of staff that used this benefit, one less than the previous year.

4. Monitoring

Salary budgets are monitored through the normal budget management processes by line managers. Members and senior officers regularly consider the Medium Term Financial Strategy and in particular to consider ways to reduce costs to the council.

As required by the Equality Act 2010 the council undertakes an equal pay audit of salaries annually which is published on the council's web site. This helps to identify whether there are significant differences in any employees that have the protected characteristics.

From April 2017 under the Equality Act 2010 employers with more than 250 employees have been required to publish statutory gender pay gap calculations on an annual basis. The data must be a snapshot of salary data on 31 March 2019 and must be published on our own website and a government website by 30 March 2020.

The Code of Recommended Practice for Local Authorities on Data Transparency 2011 required that salary data was published on the highest earning staff within the council; this was actioned by March 2011 as required by the code. There has now been further qualification of the salary threshold for publication which has been set at £50,000 and above. This information is at Appendix 1(H).

The Code of Recommended Practice for Local Authorities on Data Transparency September 2011 (updated 2015) also requires that there is a process established to monitor the rate of growth of senior earnings compared to all other employees in the organisation. The formula required is to calculate the pay multiple of the Chief Executive compared to the median earnings of all other employees and where there is any significant change year on year this should be explained. It is the council's policy to use this pay multiple to monitor the relationship between remuneration of chief officers and other employees.

The recommendation in the 'Hutton Review of Fair Pay' 2011 has been followed:

'the pay multiple should be calculated on the basis of all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind'

The calculation for earnings changed in 2016 from previous years following the guidance from the Local Government Association (LGA). In previous years the calculations have included earnings subject to national insurance contributions but this has been amended to include just the taxable earnings; the main difference between these two is the pension contribution made by the employee.

Taxable Pay

	Chief Executive earnings	Median	Pay Multiple
2017/18	124,063	20,521	6.05
2018/19	121,832	21,367	5.70
2019/20	133,425	22,471	5.94
% change from previous year	9.51%	5.17%	4.21%

The main difference in the Chief Executives pay during 2019/20 was the payment of £12,348 for her role as Returning Officer at the Local, European and General elections.

It is important to emphasise that the pay policy of the council is to pay at the market median and this is only reached at the top of the incremental pay points for each grade. This ensures that people are paid at a lower level than the council policy until they have fully matured into the role and, although these are contractual payments, they are withheld if performance is not satisfactory at the expected level.

5. Trade Union Facility time

The Council recognises three trade unions, UNISON; UNITE and the GMB. However there are only representatives for UNISON and UNITE.

The Trade Union (Facility Time Publication Requirements) Regulations 2017 came into force on 1st April 2017 which requires public sector employers to publish specified information relating to facility time provided by trade union officials. Under the regulations, the relevant information will need to be published on an annual basis for the period 1st April to 31st March.

The council has a history of co-operative employee relations and with a range of fair employment policies there is a low level of trade union activity. None of the trade union representatives spend more than 50% of their working time on trade union duties; the council allows reasonable time for trade union duties (attending management meetings, pay negotiation, etc.) but no time is given for trade union activities (canvassing for additional membership etc.).

The total number of employees who are trade union representatives is:

	Headcount	Full Time Equivalent (FTE)
UNISON	1	1
UNITE	1	1
GMB	0	0

Percentage of time spent by union officials on facility time is:

Percentage of time	Number of employees
0%	0
1-50%	2
51%-99%	0
100%	0

Note: only 6% of facility time is spent by union officials

Percentage of pay bill spent on facility time:

Total cost of facility time	£4,793
Total pay bill	£19,302,093
Percentage of pay bill	0.02%

There has been no time spent on paid trade union activities.

6. Contact for further information

If you require any further information regarding the salary policy of the council you should contact Bal Sandher, Head of HR Shared Services on 01622 602165 or by email on baljinder.sandher@midkent.gov.uk

Appendix I(A)

Pay Scale 2019 – 2020

Grade	Spine point 1	Spine point 2	Spine point 3	Spine point 4	Spine point 5	Spine point 6	Spine point 7
1	GRADE ONE IS NO LONGER IN USE						
2	16,782	16,895					
3	17,001	17,320					
4	17,661	18,103	18,555				
5	19,230	19,711	20,203	20,708			
6	20,923	21,404	21,897	22,400			
7	23,044	23,575	24,117	24,671			
8	25,952	26,665	27,399	28,152			
9	29,002	29,800	30,619	31,461			
10	32,575	33,552	34,559	35,596			
11	36,253	37,250	38,274	39,326			
12	42,165	43,430	44,733	46,075			
13	46,761	48,164	49,608	51,135	53,445	55,754	58,062
14	62,195	65,004	67,815	70,625	73,962	77,397	79,686
15	82,447	86,051	89,658	93,263	96,868	100,474	104,481
16	109,407	112,516	115,627	118,738	121,849	124,958	129,947

Appendix I(B) **Pay Progression**

1. Annual Inflation Award

Annual pay consultation will consider the cost of living, the position of MBC pay in comparison to the market but affordability will be the foremost consideration. Consultation will commence annually in September with the aim to reach agreement within the budget cycle so that payment can be made in April salaries.

The Chief Executive and Head of HR are responsible for undertaking pay negotiation with trade unions but the Policy and Resources Committee takes ultimate responsibility for agreeing the budget.

2. Pay progression within grade

The pay scale has up to four standard increments which recognise that with development in a role over time an employee is of more value to the organisation and therefore warrants a higher salary. There are fewer incremental points in the lower grades and more in the more complex roles. New appointments to post will normally be at the first point of the grade unless there is evidence of a skill shortage in line with the criteria set out in the Market Supplement Policy.

Progress through the grade will be assessed annually. This will not be an automatic progression but will require an assessment against the agreed Competency Profile and Performance Standards for the position. Where the employee has progressed towards the full competency profile they will be awarded an increment. Assessment for incremental progression will take place by October each year. This will therefore not be linked to the annual appraisal but will take place mid-year. Increased increments will be paid with effect from 1st October.

Employees must have six months service in their role by the 1st October to be eligible for assessment, if they are more recently appointed they will receive a review after six months in the position, thereafter they will be reviewed annually for the October increment.

Individuals will need to consistently demonstrate the behaviours required by the Competency Profile and Performance Standards for their role in order to maintain their incremental position. One off performance will not be sufficient to merit or maintain an increment.

Where individuals do not sustain the level of performance or where they have been assimilated to the top of the grade but are assessed as not having the full range of competencies they will be given time to improve but their pay will be frozen until they drop to the pay level that matches their performance, this includes any rise in annual pay as a result of pay inflation. This is outside the normal Pay Protection policy as it does not represent an organisational

change. Where the individual is assessed as not meeting the requirements of the grade their performance will be treated as a capability issue.

3. High Performance Increments (HPI) – Grades 13-16

In addition to the standard incremental progression which is linked to fully meeting performance objectives there are an additional three incremental points in grades 13 to 16. These incremental points will be linked to sustained high performance and should not be awarded for one off projects for which either an ex-gratia payment or cash award may be more appropriate. These HPI's recognise the impact of senior managers on the high performance of the organisation and they should only be used where it is possible to demonstrate that the individual has added significant value over and above what might be seen by other fully effective performers in the same role.

High Performance Increments will be considered in line with the mid year review for effect in October. The HPI may be awarded on either a consolidated or non-consolidated basis. Recommendation for an HPI must be made by a Director to the Corporate Leadership Team for grades 13 and 14, by the Chief Executive to the Member and Employment and Development Panel (MEDP) appraisal sub-committee for Directors (grade 15) and by the Leader to the MEDP appraisal sub-committee for the Chief Executive.

Consideration of some or all of the following factors is appropriate when an award of an HPI is recommended:

- Flexibility to manage new services following structure changes
- Innovative ways of working to improve performance and reduce costs
- Management of services outside the council e.g. shared services
- Continued performance at a level above the current grade but where there are no suitable opportunities for promotion
- Increased income to the council from selling services

It is important to emphasise that the HPI will not be the norm for pay progression and movement onto these increments will be carefully monitored to ensure that there are no equal pay implications.

4. Career Grades and Incremental Progression

A Career Grade offers the opportunity of a long path of progression to a particular professional position. As such the nature of the role and the requisite competencies are likely to vary considerably between the entry point and final destination. This means that through Job Evaluation the Career Grade is likely to span several grades and have many steps. To enable this clear stepped progression there may be some need to have interim points between the normal incremental points e.g. in recognition of the achievement of some particular milestone. These half incremental steps will be allowed providing that there is prior agreement with the Head of HR and that they are applied equally to all those who meet the criteria and are set out as part of the agreed career grade structure. Progress through the career grade will need to be evidence based and the Head of HR will need to agree to the progression if it is between grades.

Appendix I(C)

Chief Executive and Director Appraisal Process

The appraisal panel for the Chief Executive will comprise of a sub-committee of the Employment Committee.

This committee will also take a ‘grandparent’ role to review and comment on the full annual appraisal and objectives for the Directors as set by the Chief Executive.

An indicative timetable and process for the Chief Executive is set out below:

Process	Dates	Papers Required
Chief Executive Appraisal and Director review	March	
Mid-Year Review – CEO with sub-committee	By mid September	Appraisal documents with agreed objectives and development plan – to be reviewed and up-dated
Mid-Year Review - Directors with CEO	September	Appraisal documents with agreed objectives and development plan – to be reviewed and up-dated
Chief Executive preparation Documents complete for circulation to sub- committee	January	Previous years appraisal & Mid Year Review Knowledge, Skills and Performance Standards Strategic Direction Competency Framework Appraisal Preparation document Briefing note on appraisal preparation
Chief Executives appraisal with sub committee	February	Appraisal produced from the meeting
Directors appraisals with CEO	February	Directors appraisals then CEO to write up and agreed by Directors
Sub-committee review of Directors appraisals	March	Previous years appraisal & Mid Year Review Knowledge, Skills and Performance Standards Strategic Direction Competency Framework Appraisal completed by Chief Executive & Director

MARKET SUPPLEMENTS FOR PAY

Introduction

The Council will utilise a Market Supplement to ensure that competitive salaries will attract and retain key workers in skill shortage areas without distorting the pay structures for all other employees. A Market Supplement for recruitment or retention purposes will only be used where there are clear business reasons that cannot be better addressed through the total benefits package, the work environment or department skill mix. It is recognised that pay is only one factor contributing to our attractiveness as an employer and other aspects of employment, particularly those relating to development, should be applied rather than using just a Market Supplement.

All jobs are graded using the HAY Job Evaluation system and the defined pay policy of the Council is to pay at Market Median where the market used is the HAY Local Government salary data. This is also checked against local Kent salary surveys to ensure that it is robust for the geographical region. This approach ensures that the employees of Maidstone Borough Council are paid at a fair level in comparison to other workers in similar employment groups.

However there is recognition that in certain professions there are either national or regional skill shortages and Maidstone needs to be responsive to the competition for these skills. In the longer term our aim will be to train employees to move into these specialist areas and to ensure that the specialists' skills are used properly within the organisation. In the short-term Market Supplements may be used.

Identification of the Skill Shortage

Recruitment Campaigns

Where there is no anticipated shortage there will need to be a minimum of two appropriate external recruitment campaigns within a 12 month period to establish that it is not possible to fill a position before it is agreed there is a requirement for a market supplement.

Salary Survey

The salary survey is conducted on an annual basis and gives details of the comparative salaries for defined positions in the south east. This clearly identifies the median salaries and is particularly relevant for local government roles. This will enable the identification of positions which may be vulnerable and where there is more than a 10% salary difference from the median there should be consideration of the need for a market supplement. The existence of this difference alone is unlikely to be sufficient justification and further analysis will be required to identify whether this has had an adverse impact on the Council's ability to recruit and retain.

National Information

Within local government there are certain identified skill shortage areas. These are identified through data collection from the Employers Organisation. In 2016 these skills were listed as:

1. Children's social workers
2. Planning officers *
3. Building control officers *
4. Environmental health officers *
5. Educational psychologists
6. School crossing patrol
7. Adult social workers
8. Trading standards officers
9. Solicitors and lawyers
10. Mental Health Social Workers

* category of worker employed by MBC

This national picture is the first indicator of a shortage. Where there is an identified shortage nationally the manager will still be required to demonstrate that this applies to the local area. This proof can be gained through the outcome of a relevant recruitment campaign during the previous 12 month period or through information from agencies about the availability of particular skill sets.

Market Supplement for Recruitment Purposes

The level of supplement will be agreed between the Director and the Head of HR in consultation with the Head of Finance. It will be paid as part of monthly salary and will be pensionable. The supplement will not be subject to the cost of living award and will not be taken into account for any salary related enhancements eg overtime which will be paid at the normal salary rate.

The Market Supplement will be given for a minimum two year period initially. This will be annually reviewed to confirm that the supplement is still necessary and at the appropriate level. Where a reduction in level is the outcome of the review this will not take effect until the minimum two years has expired. Reductions will follow the process set out in section 5.

The payment of a Market Supplement must be within the Director's agreed budget. Approval must be given by the relevant Director and the Head of Human Resources who will ensure that all alternative options have been explored.

Market Supplement for Retention Purposes

Whilst the Market Supplement is principally to enable the Council to be able to compete in a highly competitive market to attract new employees, there may be exceptional cases where a supplement should be considered for existing employees. This may occur in situations where a new recruit is offered a supplement which would then cause equally mobile colleagues to leave and seek a similar salary elsewhere. There may also be occasions where an employee with a specialist skill needs to be retained to ensure business continuity.

The level of supplement will be agreed between the Director and the Head of HR in consultation with the Head of Finance. It will be paid as part of monthly salary and will be pensionable. The supplement will not be subject to the cost of living award and will not be taken into account for any salary related enhancements eg overtime which will be paid at the normal salary rate. The Market Supplement will be given for a minimum two year period initially. This will be annually reviewed to confirm that the supplement is still necessary and at the appropriate level. Where a reduction in level is the outcome of the review this will not take effect until the minimum two years has expired. Reductions will follow the process set out in section 5.

Agreement to the Market Supplement (or appointment above the bottom of the grade) will require the completion of the form at Appendix 1.

Payment of a Retention Supplement must only be considered in exceptional circumstances and particular attention must be paid to the Equal Pay issues.

Removal of the Supplement

The availability of skills varies over time. As professions are identified as skill shortage areas and salaries rise they can attract an increased number of trainees. Where this is the case the Council would not wish to incur unnecessary costs, i.e. paying more for a skill than the median rate if this would be sufficient to attract high quality applicants.

Management Team will review the posts attracting a supplement annually in January. When it is clear that a particular profession or skill area no longer necessitates a market supplement this will be withdrawn over a phased period of 2 years – with the withdrawal of 25% of the supplement every six months until the employee returns to the normal rate for the job. The assessment of the on-going need will relate to the national skills assessment combined with local salary reviews and the response to recruitment campaigns. When a market supplement is to be withdrawn the employee will be notified by the end of January and the phased withdrawal will commence in April of that year. In this way the annual pay award should help to offset any reduction.

Appendix I(E)

Maidstone Borough Council Policy and Procedural Issues Local Government Scheme Regulations Employer Discretions

This paper confirms the pension policy of Maidstone Borough Council as it relates to the exercise of discretions contained in the Local Government Pension Scheme Regulations 2013 and the LGPS (Transitional Provisions, Savings and amendments) Regulations 2014. Last updated June 2014.

The policy statement applies to all members of staff who are eligible to be members of the LGPS, as defined in the regulations i.e. employees with a contract of employment of over 3 month's duration and who are under 75 years of age and are contractually enrolled at the start of employment. Those with contracts of less than 3 months, including casuals, can join but need to elect to do so.

Employees who are members of the pension scheme are only entitled to receive pension benefits if they have 2 years or more service. Under LGPS 2014 Regulation 18, if an employee leaves within 2 years of the start of their employment their contributions can be repaid or transferred to another scheme, unless there is some fraudulent offence or misconduct in connection with the employment

Principles

The Authority will treat any individual retirement case and decisions on its merits.

Decisions relating to retirement will be made taking into account the business case and business implications, the financial implications, employment law consideration, the regulations and the legality of each case. It may also take into account long term savings, affordability, skills and skills retention and impact on service delivery.

The definition of business efficiency shall include, but not be limited to financial savings and/or quality improvements judged on a case by case basis.

Each decision will be made free from discrimination on the grounds of any protected characterising – age, disability, gender reassignment, marriage or civil partnership, pregnancy & maternity, race, religion and belief, sex, sexual orientation or any other personal criteria.

The Authority's decisions relating to retirement and the release of pension benefits will be in line with the current pension regulations. These regulations may be updated from time to time and the Authority will default to the regulations if the policy is not explicit on any current or future regulation.

Decisions relating to the release of deferred benefits to former employees will refer to the relevant pension policies applicable at the time of their employment. In such cases, the decision as to the release of deferred benefits will be on a case by case basis and will take into account the criteria detailed in these principles. Guidance may be sought from the pension administrators as required.

Regulation 9 (1) & (3) - Contributions

Maidstone Borough Council will apply the nationally determined employee contribution rates and bands. These are subject to change and may be varied.

Maidstone Borough Council will pay the rate of contributions determined in the regulations for employees whose pay is reduced through ill health or during authorised unpaid leave, including child related leave.

The calculation of pensionable pay will include basic annual salary plus any other pensionable salary items including – Market Supplement/ Premium, Overtime, Bonus, Honorarium, Salary Supplements. The pensionable pay will be reviewed monthly and based on earnings for that month to identify the appropriate band and contribution percentage

Maidstone Borough Council will notify employees of their individual contribution rates in their payslips or by letter at least annually.

Regulation 16 (2)e and 16 (4)d – Shared Cost Additional Pension Contributions (SCAPC)

It is not Maidstone Borough Council's general policy to operate a SCAPC where a scheme member wishes to purchase extra annual pension (up to the limit defined in the regulations).

Where a scheme member has a period of child related leave or authorised unpaid leave and elects, within 30 days of return to work, to pay a SCAPC to cover the amount of pension 'lost' during the period of absence, in these circumstances Maidstone Borough Council is required to contribute 2/3rds of the cost. If an election is made after the 30 day time limit the full costs will be met by the scheme member.

Employees who have the option to pay contributions in respect of a period of unpaid absence must elect to do so within 30 days of the date of the notice issued to them by the Human Resources Section stating the amount of contributions to be paid. This time limit may be extended by the Head of Human Resources if the employee can demonstrate exceptional circumstances so as to justify an extension of time.

TP Regulations 1(1)(c) of Schedule 2 – whether to allow the rule of 85 to be 'switched on' for members age 55-59.

It is not Maidstone Borough Council's general policy to make use of the discretion to 'switch back on' the 85 year rule protections unless there are clear financial or operational advantages to the council. Each case will be considered on its merits by Head of Human Resources, the Head of Finance and the relevant Director.

Regulation 17 (1) – Shared Cost Additional Voluntary Contributions (SCAVC)

It is not the current policy of the Borough Council to operate a shared cost Additional Voluntary Contribution Scheme for employees. However, this policy will be reviewed from time to time by the Head of Human Resources in conjunction with the Chief Finance Officer, subject to Member's approval.

Regulation 21 (5) – In determining Assumed Pensionable Pay whether a lump sum payment made in the previous 12 months is a 'regular lump sum'.

Maidstone Borough Council will maintain a list which details what Maidstone Borough Council considers being a regular lump sum payment made to our employees to be used in the calculation of the Assumed Pensionable Pay

Regulation 22 (7)(b) & 22 (8)(b) - Aggregation of Benefits

Employees who have previous LGPS pension benefits in England and Wales will automatically have these aggregated with their new LGPS employment unless they elect within 12 months of commencing membership of the LGPS in the new employment to retain separate benefits. Maidstone Borough Council has the discretion to extend this period beyond 12 months and each case will be considered on its own merits by the Head of Human Resources, the Head of Finance and the relevant Director.

Regulation 30(6) – Flexible Retirement

It is Maidstone Borough Council's policy to only provide consent for flexible retirement and the immediate payment of benefits where there are clear financial or operational benefits to the council. Any such consent requires the agreement of the Head of Human Resources and the relevant Director and each case would be considered on its merits.

If consent has been given under Regulation 30 (6) it is not Maidstone Borough Council's general policy to waive any actuarial reduction unless there are exceptional circumstances.

Regulation 30(8) Waiving of Actuarial Reductions

It is not the policy of the Borough Council to give consent to the immediate payment of benefits to employees under this regulation unless there is a demonstrable benefit to the organisation which would take full account of any extra costs to be borne by the Authority. In circumstances where a request is made for an early payment of a deferred benefit this is unlikely to be granted except in the most extreme cases of hardship; circumstances must be exceptional and would not reasonably be expected to prevail i.e. the occurrence of a disaster or accident etc. Financial hardship alone would not normally be deemed sufficient. Any such consent shall be agreed by the Head of Human Resources, Head of Finance and the relevant Director taking account of all the details involved in the case.

Where a scheme member has previously been awarded a preserved benefit, it is not generally the policy of Maidstone Borough Council to give consent under this regulation to the early payment of benefits, however each request will be considered and full account taken of any costs to be borne by the authority. Any consent shall be agreed by the Head of Human Resources, Head of Finance and the relevant Director taking account of all the details involved in the case. It is not the council's general policy to waive any actuarial reduction in these circumstances.

Regulation 31 – Award of Additional Pension

Maidstone Borough Council has the discretion to award additional pension (up to the additional pension limit defined in the regulations) to an active member or within 6 months of leaving the scheme to a scheme member who was dismissed on grounds of redundancy or business efficiency.

Maidstone Borough Council will only exercise this discretion in exceptional circumstances and where there is a proven total benefit to the organisation which includes any costs that might be borne by the authority. Any consent shall be agreed by the Head of Human Resources, Head of Finance and the relevant Director taking account of all the details involved in the case.

Regulation 100 (6) – Aggregation of Benefits

If a scheme member wishes to transfer any pension benefits they have built up in other schemes to the Local Government Pension Scheme, it is the policy of Maidstone Borough Council that the election must be made within 12 months of the Pension Section being notified that the employee has become an active member of the Kent Scheme.

If the 12 month period has elapsed then the member may make a case for any exceptional circumstances to be considered by the Head of Human Resources, the Head of Finance and the relevant Director within Maidstone Borough Council and by the Pension Scheme Administrator, both organisations must agree to the late transfer.

Appendix I(F)

PAY PROTECTION POLICY

Introduction

The Council believes that an integral feature of any successful organisation is its ability to identify the need for change and to manage that change, taking into account management's aspirations as well as the aspirations and well being of its employees.

Whilst the Council is committed to providing security of employment and to minimising the personal impact of organisational change there will be occasions when it will be necessary to reorganise services and the way in which they are delivered. In these circumstances the provisions of this policy will apply.

Scope

This policy applies to any employee who, as a consequence of organisational change, is required by management to move to a new post or suffers a reduction in basic hours worked within the standard working week. The provisions of this policy do not apply where an employee moves to another position as a result of:

- action taken in accordance with the Council's disciplinary or capability procedures
- the need for re-deployment on health grounds
- unacceptable standards of work performance
- a request from the individual or by mutual agreement between the individual and the Council
- a voluntary application to another position within the Council

Protection Period

Protection of earnings will be given for a period of 36 months. The first twelve months will be protected at the full earnings of the role held by the employee prior to the change. The 13-24 month period will be with a 33% reduction of the difference between the new earnings and the earnings of the role held prior to the change. The 25-36 month period will be with a 66% reduction and after a period of 36 months the employee will move to the salary and earnings of the new post. The employee will be moved to the salary point of the pay scale for the grade of the new post that is closest to the salary of the previous post. In most cases this is likely to be the highest incremental point of the relevant grade.

In exceptional circumstances, and where there may be a cost advantage to the organisation (e.g. where redundancy costs would be very high) there may be agreement with the Chief Executive, the Head of Finance and Head of Human Resources to extend this period to a maximum of five years.

Calculation of Protection

Earnings protection will be calculated as an average of the earnings in the four months preceding the organisational change. This will include basic salary, essential car user allowance, lease car cash allowance, stand-by payments and an average of overtime and out of hour's payments.

Earnings in the new post will be off-set against protected earnings and if for any particular pay period the earnings in the new post exceed the protected earnings then the higher earnings will be paid ~~37~~ for that pay period.

Where the period of protection spans the annual pay award the protected pay will be reduced by an amount equivalent to any increase in pay in the new substantive post.

Conditions of Protection

Protection of earnings is conditional upon the employee undertaking any shift work, standby or other duties which may be required in the new post. Where there are increased earnings as a result of these additional duties this will result in an equivalent decrease in pay protection. In circumstance where the employee is required to drive and the post is designated as an Essential Car User or the level of mileage is such that the employee qualifies for the Essential Car User Allowance this will be paid but the level of pay protection will be reduced by the equivalent amount.

Protection of earnings is also conditional upon the employee accepting any subsequent offer of a suitable alternative post which attracts a salary in excess of that of the new post.

Overtime will be paid at the new rate (i.e. the real rate attached to the post) not at the protected rate.

Pension Implication

It has been the Borough Council's policy to issue a certificate of protection of pension benefits to protect employees who suffer detriment by being required to take a cut in pay or who are prevented from having future pay increases by having their pay frozen. Any certificates issued may continue to apply to pension forecasts whilst they are still valid. Following the pension changes on 1 April 2008 there were no further certificates of protection issued but up to 31 March 2014 there are options for pension calculation to be based over a longer time period, affected employees should contact the pension administrator.

Terms and Conditions other than Pay

Annual Leave entitlements and length of notice period required from the employee will not be protected and those applicable to the new post will be effective from the date of transfer.

Appendix I(G)

ELECTORAL REGISTRATION OFFICERS AND STAFF (Kent AEROS) – SCALE OF FEES

Proposed scale of fees for District/Borough and Parish Council elections and Neighbourhood Referendum held on or after 1st April 2019

1. The scale of fees are uplifted annually, by using the NJC award pay award for local government and approved by the Kent Chief Executives Group.
2. Kent County Council's scale of fees uses a calculation based upon per 1000 electorate. Kent AEROS' scale uses a calculation of per 500 electorate because of small parishes.
3. The NJC Pay Award for Local Government Services for both 2018/2019 and 2019/2020 was approved at 2%.
4. The Kent Chief Executives Group has already approved Kent Scale of Fees for 2018/2019. This report seeks approval for the Kent Scale of Fees 2019/2020.

	Item	Current 2018 £	Proposed 2019 £
Stationery and Equipment			
1.	Printing and publishing all notices, forms and other documents, providing stationery and sundries, and other miscellaneous expenditure including postage, telephone calls and faxes	Reasonable and appropriate cost	Reasonable and appropriate cost
2.	Stationery and equipment at each polling station, including depreciation		
3.	Hire of any building or room for the purpose of the election and the expenses attending the use of any building or room, including temporary polling stations if necessary		
4.	Fitting-up polling stations including the provision, transport and erection of voting compartments, the hire of necessary furniture (where this is not otherwise available) and the return to store afterwards		
5.	Ballot Papers – provision and printing		
6.	Register of Electors – purchase		
		39	

7.	Printing or production of official poll cards and postal vote packs		
8.	Delivery of official poll cards by hand	Second class postage Rate	Second class postage rate
Travelling expenses			
9.	Travelling expenses to DRO's staff to make arrangements for the poll or otherwise in connection with the conduct of the election	46p per mile	47p per mile
10.	Presiding Officer travelling expenses	14.58	14.87
11.	Poll Clerk travelling expenses	8.47	8.64
12.	Travelling expenses for staff in connection with the counting of votes, at the discretion of the DRO	8.47	8.64
Polling Station Staff			
13.	One Presiding Officer at each Polling Station – single election	212.59	216.84
14.	For each PO at a Polling Station – combined election or difficult station due to local circumstances (at the discretion of the Returning Officer (RO))	261.15	266.37
15.	For a PO who acts as a supervisor at a Polling Place where there is more than one Polling Station	(additional) 10.30	(additional) 10.51
16.	Supervising Officer (SO) – for every 10 polling station overseen	212.59	216.84
17.	For each Poll Clerk (PC) at a Polling Station – single election	127.55	130.10
18.	For each Poll Clerk at a Polling Station – joint election or difficult station due to local circumstances (at the discretion of the Returning Officer (RO))	157.92	161.07
19.	For each training session provided by the DRO for Presiding Officers, Poll Clerks or count staff	182.24	185.89
20.	For each Presiding Officer and Poll Clerk attending training	47.19	48.13
21.	An allowance for each polling station to have	5.10	5.20
		40	

	available a mobile phone on polling day		
22.	For the employment of persons in connection with the counting of the votes, clerical and other assistance required by the RO – for each 500 electors or part in a contested election	74.37 (per 500)	75.86
23.	For the employment of persons in connection with the issue and opening of postal ballot papers – for each 100 postal voters or part	72.89	74.35
24.	For the recount of votes – for each 500 electors or part	4.28	4.37
25.	Payment to the District/Borough for the use of Council staff to support the RO in the conduct of elections as follows:		
(a)	Contested election – (i.e. without District/Borough) for each 500 electors (or part)	57.60 (per 500)	58.75 (per 500)
(b)	Contested joint election (i.e. with District/Borough) – for each 500 (or part)	28.80 (per 500)	29.38 (per 500)
26.	Contested single election – payment to DRO for the management and conduct of the election – for each 500 electors or part	32.19	32.83
27.	Contested joint election – payment to DRO for the management and conduct of the election – for each 500 electors or part	44.45	45.34
28.	For each Counter attending training	15.30	15.61
29.	For each Count Supervisor and Count General Assistant attending training	30.60	31.21
30.	Reasonable refreshments for staff involved in the verification and count	Maximum £5 per head	Maximum £5 per head
31.	Payment to District/Borough Council for the use of Council staff	15.89 (per 500)	16.21 (per 500)

	at an uncontested election – for each 500 electors or part		
32.	RO fee for the conduct of elections as follows:		
(a)	Uncontested District/Borough election – single fee	55.13	56.23
(b)	Uncontested Parish election – single fee	18.89	19.27
33.	For clerical and other assistance required by the Returning Officer at an uncontested election – for each 500 electors (or part)	20.23	20.63

Notes

1. The fees are calculated on the number of local government electors on the register of electors and entitled to vote at the last day for publication of the notice of election.
2. At parish polls the fees relating to polling staff **may** be pro rata.
3. **Item 24** – in special circumstances, the RO may recover actual costs
4. **Items 10, 11 and 12** – variable mileage rates may be applied where fixed travel is considered appropriate.
5. **Item 31** – the payment referred to applies (in the case of a parish election) to each ward of the parish.

Appendix I(H)

Details of remuneration and job title of certain senior employees whose basic salary is between £50,000 and £150,000.

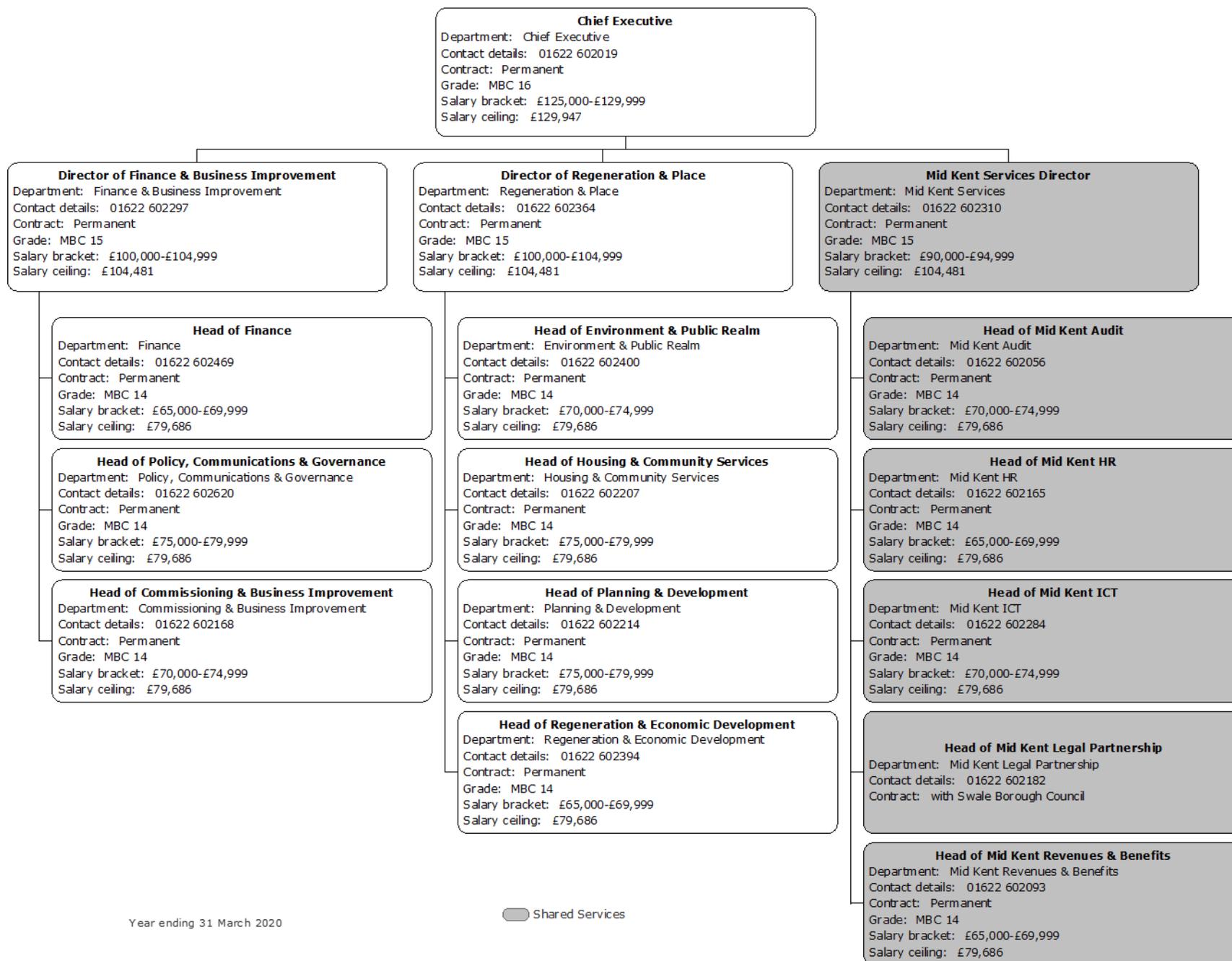
Position	Department	Remuneration	No of staff	Budget	Other services/responsibilities
Chief Executive	Chief Executive	£140,000 - £144,999	597	£19,362,120	Returning Officer responsible for all elections & Head of Paid Service
Director of Regeneration and Place	Regeneration and Place	£115,000 - £119,999	305	£10,839,150	
Director of Finance and Business Improvement	Finance and Business Improvement	£115,000 - £119,999	133	£5,714,347	Section 151 Officer
Mid Kent Services Director	Mid Kent Services	£100,000 - £104,999	186	£2,321,953	Reports to Chief Executives of Maidstone, Swale & Tunbridge Wells Borough Councils.
Head of Policy, Communications and Governance	Policy, Communications and Governance	£85,000 - £89,999	94	£2,448,770	Data Protection Officer
Head of Planning and Development	Planning and Development	£90,000 - £94,999	46	£1,057,170	
Head of Housing and Community Services	Housing and Community Services	£90,000 - £94,999	71	£4,373,175	
Head of Regeneration and Economic Development	Regeneration and Economic Development	£70,000 - £74,999	67	£1,370,700	
Head of Mid Kent Audit	Mid Kent Audit	£80,000 - £84,999	9	£212,770	Head of shared service with Ashford, Swale and Tunbridge Wells Borough Councils.
Head of Environment and Public Realm	Environment and Public Realm	£80,000 - £84,999	102	£4,803,215	
Head of Mid Kent ICT	Mid Kent ICT	£75,000 - £79,999	34	£1,263,900	Head of shared service with Swale and Tunbridge Wells Borough Councils.
Head of Commissioning and Business Improvement	Commissioning and Business Improvement	£75,000 - £79,999	20	£1,352,260	
Head of Finance	Finance	£65,000 - £69,999	16	£3,138,257	
Head of Mid Kent HR	Mid Kent HR	£70,000 - £74,999	15	£495,170	Head of shared service with Swale Borough Council
Head of Mid Kent Revenues and Benefits	Mid Kent Revenues and Benefits	£70,000 - £74,999	72	-£140,917	Head of shared service with Tunbridge Wells Borough Council
Deputy Head of Audit	Mid Kent Audit	£70,000 - £74,999	4	£0	Manager within shared service with Ashford, Swale and Tunbridge Wells Borough Councils.
Parking Services Manager	Parking Services	£65,000 - £69,999	14	-£2,031,100	Manager within shared service with Swale Borough Council
IT Programme Manager	Mid Kent ICT	£65,000 - £69,999	2	£0	Manager within shared service with Swale and Tunbridge Wells Borough Councils.

Policy & Information Manager	Policy & Information	£60,000 - £64,999	11	£256,410	
Development Manager	Development Management	£60,000 - £64,999	22	-£65,590	
Strategic Planning Manager	Strategic Planning	£60,000 - £64,999	7	£633,490	
Building Control Manager	Building Control	£65,000 - £69,999	5	£44,570	
Museums Director	Museum	£55,000 - £59,999	43		
Housing & Inclusion Manager	Housing and Inclusion	£55,000 - £59,999	47		

**Number of employees whose remuneration in 2019/20
is at least £50,000 in brackets of £5,000**

Remuneration band	Number of employees in band
£50,000 - £54,999	15
£55,000 - £59,999	7
£60,000 - £64,999	4
£65,000 - £69,999	5
£70,000 - £74,999	4
£75,000 - £79,999	2
£80,000 - £84,999	2
£85,000 - £89,999	1
£90,000 - £94,999	2
£95,000 - £99,999	0
£100,000 - £104,999	1
£105,000 - £109,999	0
£110,000 - £114,999	0
£115,000 - £119,999	2
£120,000 - £124,999	0
£125,000 - £129,999	0
£130,000 - £134,999	0
£135,000 - £139,999	0
£140,000 - £144,999	1
Total	46

Data transparency: Maidstone Borough Council organisation chart



**DEMOCRACY AND GENERAL
PURPOSES COMMITTEE**

29 January 2020

Workforce Strategy Update Report

Final Decision-Maker	Democracy and General Purposes Committee
Lead Head of Service	Bal Sandher, Head of HR Shared Services
Lead Officer and Report Author	Bal Sandher, Head of HR Shared Services
Classification	Public
Wards affected	No wards

Executive Summary

The Council has had a Workforce Strategy since 2008 and this has been reviewed and developed as the priorities and environment has changed. The most recent version covers the period 2016 - 2020 and was agreed at the Policy and Resources Committee 29 June 2016. As part of the approval the P&R Committee requested that the Employment Committee should receive progress updates twice per year. Following the Committee Structure Review undertaken by the Democracy Committee in the 2018/19 municipal year, the functions of the Employment Committee now fall under the Democracy and General Purposes Committee.

At Appendix 1 the report sets out the progress made against the action plan that supports the Workforce Strategy.

Purpose of Report

The report is for noting.

This report makes the following recommendations to this Committee:

1. That the progress of the actions set out in the Workforce Strategy be noted.

Timetable

Meeting	Date
Democracy and General Purposes Committee	29 January 2020

Workforce Strategy Update Report

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Workforce Strategy has an impact on all aspects of the corporate priorities.	Bal Sandher, Head of HR
Cross Cutting Objectives	The Workforce Strategy has an impact on all objectives.	Bal Sandher, Head of HR
Risk Management	The overarching risk is that if the council does not have a Workforce Strategy it may fail to put in place the actions to deliver the priorities.	Bal Sandher, Head of HR
Financial	Workforce costs are the single biggest area of expenditure for the Council, accounting for around half of the Council's total budget. The Workforce Strategy therefore has a financial impact, but this is costed within the normal annual budget. Specific initiatives described within this report are also funded from within existing budgets.	Section 151 Officer & Finance Team
Staffing	The Workforce Strategy will have an impact on staff – this should be a positive impact as we work to ensure that there are improvements.	Bal Sandher, Head of HR
Legal	Although there may be specific actions arising out of the Strategy that require legal input, there is nothing identified in the plan overall that will have legal implications.	Keith Trowell, Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	No personal data is contained in the report.	Keith Trowell, Team Leader (Corporate Governance), MKLS
Equalities	No impact identified as a result of this update report. As an employer the Council has a duty to fulfil under the Equality Act 2010. This is ongoing and is embedded in the processes to deliver the Work Force Strategy	Equalities and Corporate Policy Officer
Public Health	No impact identified at this time	Bal Sandher, Head of HR
Crime and Disorder	No impact identified at this time	Bal Sandher, Head of HR
Procurement	No impact identified at this time	Bal Sandher,

		Head of HR
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2. INTRODUCTION AND BACKGROUND

2.1 The key themes of the Workforce Strategy are:

- Organisation culture and change;
- Resourcing;
- Development, and
- Reward.

2.2 There has been progress against all of the themes, much of which is cross cutting and affects more than one theme.

2.3 Organisation culture and change

2.3.1 The Council's Investors in People (IiP) review took place in January 2017, resulting in achievement of the IIP Silver accreditation. The Council's next assessment was due to take place in January 2020. However, a decision was made by the Council to create our own annual engagement survey that will be designed, developed and analysed in-house. A session with the Wider Leadership team and the Staff Forum was carried out to explore areas we wanted to obtain feedback and to find out from staff what information they wanted to share with us. The information from these sessions has helped to create the key areas of the engagement survey which will help to understand how engaged staff are and to address any particular concerns. The engagement survey will be launched at the One Council event on 22 January and will close at the end of February. In addition, we will also be introducing pulse surveys to establish progress against actions or particular issues. This will help to target hotspots and measure engagement on a regular basis.

2.3.2 The annual engagement plan for the council includes ways to communicate with staff to ensure we are continually engaging with them on key issues. The new Strategic plan outlines the priorities that the council will be working on over the next few years. To ensure staff have a greater understanding of the council's vision a showcase on each priority has been included in the engagement plan. There have been two showcases on the priorities; Safe, Clean and Green and the other on Embracing Growth that has been delivered at the managers and staff forum. The priorities on Homes and Communities and Thriving Place will be presented to staff at a later date in the year.

2.3.3 The One Council event will be held on 22 January 2020 at the Hazlitt Theatre. The event will include an update on the Council and the annual staff awards. The event provides the opportunity to recognise the great contribution of our team members in achieving the council's objectives and delivering great services to the public. This has become an important part of reinforcing our culture and

values. The One Council update also provides an opportunity to remind staff of the priorities that we are all working towards and update them on the progress of various projects.

2.3.4 We continue to support our 27 Mental Health First Aiders (MHFA) with quarterly supervision sessions, which provide support to them as well as to ensure their knowledge and skills remain up to date. We require our Mental Health First Aiders to report when they have had a Mental Health First Aid conversation on a reporting system. The records do not discuss who they have had a conversation with but are there to remind and ensure the MHFA's have covered everything in the conversation that they need to and also let HR know whether the MHFA themselves need any further support. It also allows us to monitor the demands placed on the MHFA's. The council currently has 27 qualified Mental Health First Aiders and 10 conversations have been recorded by 7 different Mental Health First Aider's in the period between 01/04/2019 and 31/10/2019.

2.3.5 Based on the feedback from staff that attended the Mental Health First Aiders training course, we have introduced in November 2019 the first iAct course for managers on Managing and Promoting Positive Mental Health and Wellbeing. This training is intended to raise awareness of mental health and wellbeing issues and provide some tools and signposting to help our managers support their teams. Another programme will run in February, with further sessions in 2020/2021.

2.4 Resourcing

2.4.1 We have introduced a new HR service delivery model from April 2019. This requires HR Advisors to attend Head of Service team meetings with their managers to go through key workforce data on turnover, sickness absence, recruitment, starters and leavers and other areas as required by managers. We have recently obtained feedback from managers on the new HR Advisor model which has resulted in positive feedback in terms of the support, advice and knowledge provided to managers to support them in managing their teams successfully. The purpose of the HR Advisor model was to provide the knowledge and skills to managers to enable them to effectively manage staff as well as the capability and confidence in delivering their role effectively. This seems to have been achieved from the manager feedback on the advisory model.

2.4.2 As part of the HR Advisor model, we have also introduced HR surgeries. The HR surgery takes place every 2 months at each council and provides the opportunity for staff to discuss confidentially any concerns or issues with one of the HR Advisors. The HR surgeries are proving to be useful for staff and some of the information discussed in the meetings include:

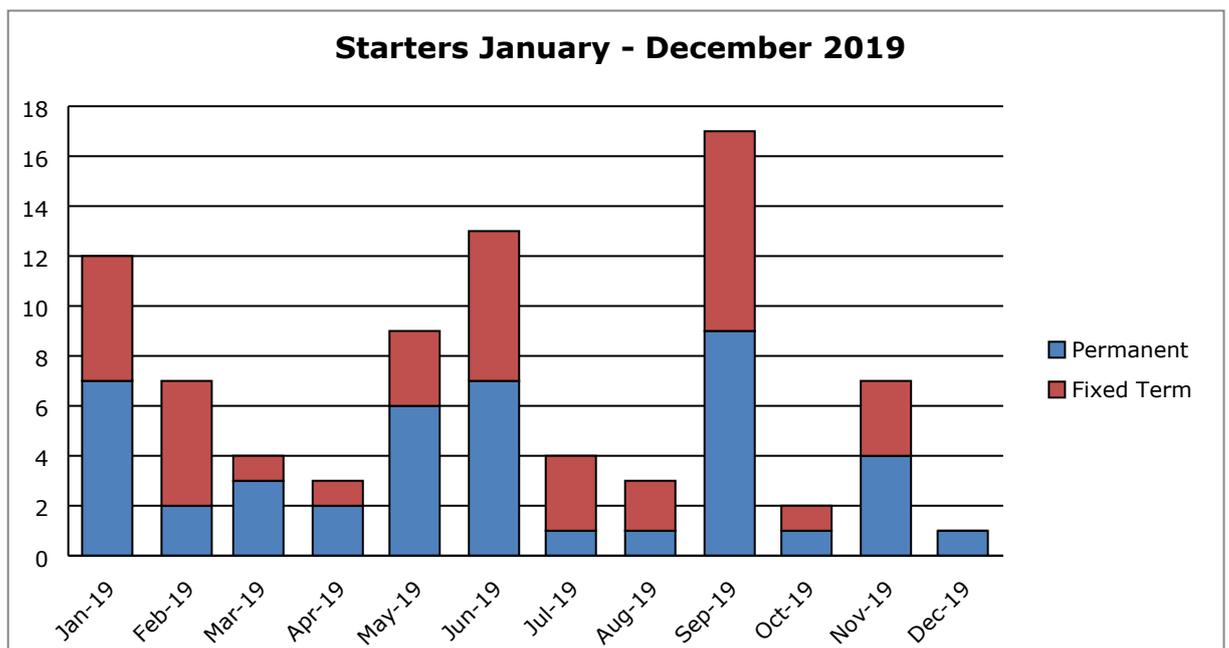
- advice on terms and conditions
- advice on HR policies
- advice on wellbeing and signposting for further support

- information on rewards and benefits
- general support and advice

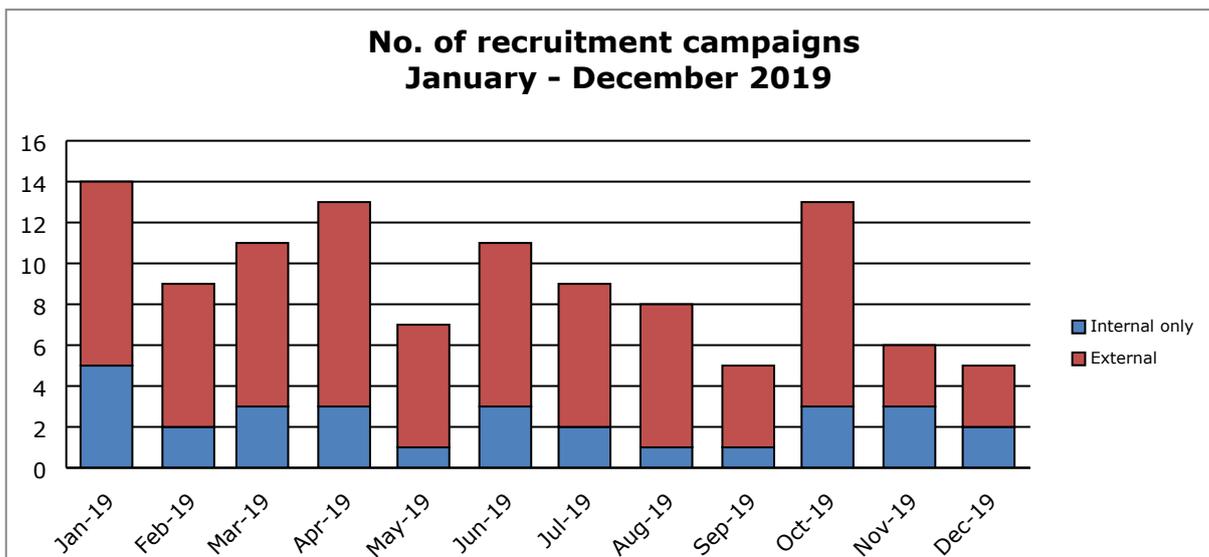
2.4.3 We have been working with the Grow 19 College that help students learn functional and life skills. The students all have additional needs and are aged from 19-25. The council has been able to offer 5 students work experience for one day per week in the Environmental Services Team to help them gain practical skills. This has been a successful project for the council and a positive experience for the students from the Grow 19 College.

2.4.4 During the period from January 2019 to December 2019, the team have supported managers in recruiting 82 new staff at the council. This has included permanent and fixed term contracts to various positions at the council. In addition, there were 49 staff on permanent contracts that left the organisation over this period.

The Council's turnover during the year January to December 2019 was 9.26%. According to a Local Government Workforce Survey report dated June 2019, the average turnover has been reported as 13.4%. The Council's turnover is therefore generally below that of other local authorities.



The number of recruitment campaigns completed during the same period has been 111; this includes internal and external recruitment.



2.4.5 All employers with a salary cost of over £3 million per annum must pay an apprenticeship levy of 0.5% of their monthly pay bill. In addition, we are required to have 2.3% of the workforce on apprenticeships as an average from period 01/04/2017 to 31/03/2021. For Maidstone Borough Council this equates to approximately 14 apprentices a year on average.

An apprentice can be a newly appointed member of staff, employed into an apprentice post, or can be an existing member of staff undertaking an apprenticeship qualification.

We currently have 5 apprentices within the Council, with potentially a further 5 joining in the next few months. We also have 8 staff studying for a qualification through this route. This will support the Council in meeting the public sector targets of 2.3% of the workforce undertaking an apprenticeship programme.

2.5 Development

2.5.1 In 2019-2020, a central training budget of £44,140 was allocated. The central training plan provides training to staff in areas including health and safety, safeguarding, management development, personal effectiveness, wellbeing, customer service and IT. Between 01/04/2019 – 31/12/2019, there have been 48 training sessions delivered to staff, attended by 462 delegates. Nearly half of the programmes were delivered by our internal team.

The cost of the Council's eLearning system is met from within the training budget. The eLearning system, elms, provides training on; health and safety, safeguarding, management development, personal effectiveness, mental health, wellbeing, information governance, and equality & diversity. Between 01/04/2019 – 31/12/2019, 2217 courses have been completed by staff.

- 2.5.2 In the latter part of 2019 we ran a pilot with teams from Commissioning and Business Improvement, and the Street Scene team within the Environment and Public Realm Service Unit, to trial a fresh approach to performance review and planning which sees staff having more regular 1:1's with their manager, rather than the bi-annual appraisal process. The pilot includes testing some software to support both the manager and team member with keeping a record of their progress, actions, development needs, as well as an opportunity to give and receive feedback to and from others. The results of the pilot will be reviewed and presented in early 2020 to the management team.
- 2.5.3 We continue to run the Personal Best programme for staff, and this year we have introduced Personal Best for Leaders. This is similar training for managers as it is designed to support people in developing a growth mind-set, vital in organisations undergoing change and needing staff to get involved in innovation and developing new ideas. The Leaders programme aims to develop our managers and supervisors so they are better able to support their team members in developing growth mind-sets and meeting the challenges being placed on them. As part of the programme, the group are split into smaller project groups to work on projects identified by the management team which include Modernising Democracy, Reducing Health Inequalities, The Workplace of the Future, and Reducing your carbon footprint. The outcomes of the projects will be presented back to the management team in the final workshop.

2.6 Reward

- 2.6.1 There have been a number of benefits that have been promoted as well as wellbeing events organised over the last few months. In August 2019, we promoted the Cycle to Work scheme enabling staff to benefit from tax and national insurance savings, promoting a healthier journey to work and reducing pollution and congestion. We also provided communication to staff on the corporate discounts available to them from the Maidstone Leisure Centre including staff savings from the Employee Benefit portal.

In September 2019, information was provided to staff on Migraine Awareness week. In addition, we celebrated National Dementia Carers Day on September, Stress Awareness day in November and provided advice and support in managing stress. We also promoted our Volunteering policy for teams or individuals to participate in a voluntary activity within the local community. The main purpose for these wellbeing events is to encourage individuals to take preventative measures to avert the onset or worsening of an illness or disease and to adopt healthier lifestyles.

- 2.6.2 We have recently designed and delivered workshops on menopause for staff and managers which was launched on World Menopause Day on 18 October 2019. The purpose of the sessions

was to raise awareness of the symptoms that women can suffer from when they experience the menopause, how it can impact upon their working life and how the work environment can sometimes exacerbate the symptoms. The sessions also raised the importance of managers developing a work environment that is more understanding and supportive of employees experiencing menopausal symptoms. At the council, women comprise more than half (55%) of the council's workforce and menopause symptoms can affect a number of women at work. Feedback from staff that attended one of these sessions found the information presented very useful and that a specific session should be delivered to all managers at the council. As an employer we have a duty to look after the health and safety of our workers, and the launch of the menopause sessions has raised the importance for the council to take steps to support our female workers and their managers to talk and think about what adjustments could be made to the working environment to mitigate the impact of the menopause at work.

2.6.3 The next annual Wellbeing week has been arranged to take place between 10- 14 February 2020. A number of events have been organised across the council including our satellite offices in order to promote the importance of being healthy and active. The aim of the week is to raise awareness on wellbeing by arranging opportunities for staff to get involved in activities that will improve their fitness, mental health and their overall wellbeing.

2.6.4 The Council has introduced long service awards in 2014 to reward staff that have been working at the council for a significant period and to recognise their contribution to the council. The long service award scheme provides a financial reward in the form of shopping vouchers for reaching particular milestones. To improve the employee experience we have recently changed the suppliers for long service awards so that staff are able to purchase goods online as well as the High Street. The previous supplier provided vouchers in a paper format which staff were not able to use online. The changes will support the on-going improvements to processes for staff.

2.7 The Workforce Strategy sets out the key themes for the period 2016-2020, there is an associated action plan that will be updated on a regular basis to ensure the council continues to develop. The action plan that was agreed in June 2016 is at Appendix I and it has been updated with the progress to date.

3 AVAILABLE OPTIONS

3.1 The Committee is asked to note the progress to date, and agree that work continues on the current action plan. Members could substitute alternative actions or add to the existing ones.

4 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is for the Committee to note the developments and support the on-going work.
-

5 RISK

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.
-

6 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The Workforce Strategy was developed with input from the managers in the organisation and discussed with both the trade unions and Staff Forum.
-

7 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Developments based on the Workforce Strategy are regularly communicated to managers and staff through the council's newsletter, Team Talk activities, consultation with trade unions, Staff Forum and by email.
- 7.2 Actions within the Workforce Strategy are regularly reviewed by the Wider Leadership Team and twice a year by the Committee.
-

8 REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Workforce Plan 2016-2020 Progress January 2020
-

9 BACKGROUND PAPERS

Workforce Strategy

https://www.maidstone.gov.uk/_data/assets/pdf_file/0007/164653/MBC-Workforce-Strategy-2016-to-2020-final-002.pdf

Appendix I Workforce Plan 2016-2020 Progress January 2020

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update / Timescale	
56	Organisational culture and change	Increased partnership work.	Flexibility in workforce movement.	Secondments arranged into and out of partner sector	HR Manager	Ongoing
	Maintain and develop the organisation culture to be consistent with the values and priorities	Increased levels of employee engagement	Employee engagement survey Team talks/briefs; One Council meetings; Service planning and appraisal Develop a Council engagement plan	Wider Leadership Team (WLT)	To be launched on 22 January 2020	
					Team talks ongoing. One Council briefing in February and July 2019 delivered. One Council briefing on 22 January 2020 to include staff awards. Planned events on engagement plan being delivered regularly – monitored by CLT	
	Increased income generation including through regeneration and commercialisation	Organisation structure designed to meet key priorities	Senior management structure and development programme Strengthen project and programme management capacity and skills	Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress	L&D Manager	Resilience training on-going. Mental Health First Aid training delivered and supervision sessions regularly organised.
						Training for managers n mental heal and wellbeing delivered with further sessions organised
Senior Leadership is visible	Employees feel that senior leaders are approachable, listen and live the values	One Council briefings, back to the floor and attending local team meetings Staff Forum meetings to gain	Policy, Wider Leadership Team (WLT)	One Council briefing twice per year		
Back to the floor carried out by the WLT						
			CLT	Staff forum review complete		

			representative views		
			WLT to visit staff during wellbeing week and birthday teas	WLT	Ongoing
	Employees are engaged with organisation purpose	Employees know where they fit in to the organisation and how they help deliver priorities	Team talks delivered by line managers	WLT Line managers	Ongoing
Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/ Timescale
57	The organisation is fully resourced with the right skills to deliver council priorities	Streamlined processes for greater efficiency	Review induction programme for all staff	Head of HR (HHR) Web Team	Ongoing - process to be more on-line
		Council is presented in the best light to attract good candidates	Council job page with attractive information for candidates	HR Manager	New job page created with information on the borough and the council.
		Competitive employment package to attract and retain good people	Appropriate use of market supplements in skill shortage areas	HR Manager	Ongoing and has improved recruitment in hard to fill areas (Planning and Building Control)
		Maximise effectiveness of the full team to deliver council priorities	Line managers are trained and address performance and absence issues	Line managers	Absence management and Performance management training on-going, absence monitored by Wider Leadership Team
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	Training and qualifications agreed for existing staff through the apprenticeship levy. Careers fairs at local schools and colleges to continue
	A representative and balanced workforce	Council that values equality, diversity and inclusion	Meet the Disability Confident employer status Calculate and report on the Gender Pay Gap	HHR	Ongoing – further supported by the work experience opportunities provided to the students from the Grow 19 college. To provide an update on figures by the deadline of 31 March 2020. Minimal difference between male and female pay rates
	The organisation is fully resourced with the right	No skill / knowledge gaps because of retirements or	Succession planning and multi-skilling to ensure	WLT	'Developing Everyone' analysis to be carried out following Appraisal

	skills to deliver Council priorities	turnover Organisational effectiveness increased, workloads reduced	business continuity Change in mind-set of employees to overcome challenges in their roles	L&D Manager	March/April 2020 Personal Best training for staff - ongoing. Personal Best for Leaders – introduced programme for managers and supervisors.
Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/Timescale
Development	Develop consistency of approach by leaders and managers	Managers and leaders know what is expected of them as a 'Maidstone Manager'	Management development; 360° feedback. All new managers to go through the manager induction programme Review the appraisal process to ensure still meets business requirements	L&D Manager and WLT	Line manager induction programme to be developed and communicated to managers via Managers Forum and Intranet. To develop manager skills in 1:1 meetings with their staff. Pilot new software on check-in's and evaluate feedback
	The organisation is fully resourced with the right skills to deliver council priorities	Blended approach to learning All employees engaged in personal development	All employees have development plan; training plan in place to address future skill gaps	L&D Manager Line managers	Reinforced through the introduction of the 'Developing Everyone' appraisal process
			Development of new eLearning package with tailored programmes	L&D Manager	Ongoing
	A flexible workforce	Internal recruitment and selection enables horizontal movement to develop careers and give employment stability	Streamline processes for internal re-deployment. Training for new roles and ways of working eg arising from service reviews and business transformation	HHR	Ongoing
	A flexible workforce	Develop a range of skills	Secondments encouraged	HHR	Ongoing
			Work shadowing process developed to facilitate people spending time in other areas	HHR	WLT/CLT Job Swap programme in place.
A safe workforce	A strong health and safety culture with minimal accident levels.	Deliver the Health and Safety action plan	Health and Safety Officer Line managers	Ongoing monitoring through the Health & Safety Committee.	
Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/Timescale
Rewards	Retain competitive position as an employer	Reinforce benefits package so that employees feel they are fairly rewarded.	Update and re-issue employee handbook	HR Manager	To update with new Strategic Plan
			Health and wellbeing	HR Manager	Ongoing, Well-being week to be

			initiatives developed	Community Development	arranged for February 2020. Roll out wellbeing events during the rest of the year. Flu vaccinations delivered in Nov 2019
			Total benefits statement developed	HHR	Developed TRS in iTrent and delivered statements to all staff
			Enhance rewards and benefit provision at the Council	HR Manager	On-going
		Employees feel they are fairly rewarded	Review and promote current rewards and benefits	HHR	Regular communication on staff benefits and promote any new ones
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	To be included as part of the One Council event in February 2020
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced