

EMPLOYMENT COMMITTEE MEETING

Date: Thursday 1 February 2024
Time: 6.30 pm
Venue: Town Hall

Membership:

Councillors Burton (Chairman), Cleator, Cooper, Cox (Vice-Chairman),
Mortimer, Naghi, Parfitt-Reid, Perry and J Sams

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.

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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 need to be taken in private because of the possible disclosure of exempt information	
8. Minutes of the Meeting held on 30 January 2023	1 - 2
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10. Presentation of Petitions (if any)	
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12. Questions from Members to the Chairman (if any)	
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Issued on 24 January 2024

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

INFORMATION FOR THE PUBLIC

In order to ask a question at this meeting, please call **01622 602899** or email committee@maidstone.gov.uk by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on 30 January 2024). You will need to provide the full text in writing.

If your question is accepted, you will be provided with instructions as to how you can access the meeting.

In order to make a statement in relation to an item on the agenda, please call **01622 602899** or email committee@maidstone.gov.uk by 4 p.m. one clear working day before the meeting (i.e. by 4 p.m. on 30 January 2024). You will need to tell us which agenda item you wish to speak on.

If you require this information in an alternative format please contact us, call **01622 602899** or email committee@maidstone.gov.uk.

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MAIDSTONE BOROUGH COUNCIL

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING HELD ON MONDAY 30 JANUARY 2023

Attendees:

Committee Members:	Councillors Burton(Chairman), Cleator, Cooper, English, Munford, Naghi, Parfitt-Reid, Perry and Round
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1. **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

2. **NOTIFICATION OF SUBSTITUTE MEMBERS**

There were no Substitute Members.

3. **ELECTION OF THE CHAIRMAN**

RESOLVED: That Councillor Burton be elected Chairman for the Committee.

4. **ELECTION OF THE VICE CHAIR**

RESOLVED: That Councillor Parfitt-Reid be elected Vice Chairman for the Committee.

5. **URGENT ITEMS**

There were no urgent items.

6. **NOTIFICATION OF VISITING MEMBERS**

There were no Visiting Members.

7. **DISCLOSURES BY MEMBERS AND OFFICERS**

Councillor Cleator disclosed that she was a UNISON Member, but was not a Member of the Maidstone Borough branch.

8. **DISCLOSURES OF LOBBYING**

All Committee Members were lobbied for Item 14 – Appointment of the Chief Executives Appointments Panel.

9. **EXEMPT ITEMS**

RESOLVED: That the Items on the Agenda be taken in public as proposed.

10. PRESENTATION OF PETITIONS

There were no petitions.

11. QUESTION AND ANSWER SESSION FOR LOCAL RESIDENTS

There were no questions from Local Residents.

12. QUESTIONS FROM MEMBERS TO THE CHAIRMAN

There were no questions from Members.

13. PAY POLICY STATEMENT 2023

The Head of Mid Kent HR introduced the report and explained that as part of the Transparency legislation, the Council was required to update the Pay Policy Statement annually. An overview of the report's contents was provided.

In response to questions, the Head of Mid Kent HR explained that the only car-related payments made to staff were the 'essential car user allowances' and the mileage payment had been reduced.

RESOLVED: 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.

14. APPOINTMENT OF THE CHIEF EXECUTIVES APPOINTMENTS PANEL

The Principal Democratic Services Officer introduced the report.

The nominations received for the Chief Executives Appraisal Panel included Councillors Burton, Cooper and Parfitt-Reid for the Conservative Party, Councillor Gooch for the Independent Party and Councillor English for the Liberal Democratic Party.

The Liberal Democrat Group nomination was amended to Councillor Naghi.

RESOLVED: That

1. The Chief Officers Appointment Panel be appointed to carry out the Annual Appraisal process for the Chief Executive and Directors; and
2. The panel's membership be politically balanced, to include Councillors Burton, Cooper, Gooch, Naghi and Parfitt-Reid.

15. DURATION OF MEETING

6:30 p.m. until 6:45 p.m.

MAIDSTONE BOROUGH COUNCIL

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 23 MAY 2023

Present:

Committee Members:	Councillors Mrs Blackmore, Cleator, Cooper, Cox (Vice-Chairman), Jeffery, Mortimer, Naghi, Parfitt-Reid and Perry
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1. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillors Burton and J Sams

2. NOTIFICATION OF SUBSTITUTE MEMBERS

The following Substitute Members were noted:

Councillor Mrs Blackmore for Councillor Burton
Councillor Jeffery for Councillor J Sams

3. ELECTION OF CHAIRMAN

RESOLVED: That Councillor Burton be elected as Chairman of the Committee for the Municipal Year 2023/24.

4. ELECTION OF VICE-CHAIRMAN

RESOLVED: That Councillor Cox be elected as Vice-Chairman of the Committee for the Municipal Year 2023/24.

In the absence of the Chairman, Councillor Cox then took the Chair to close the meeting.

5. DURATION OF MEETING

6.50 p.m. to 6.53 p.m.

Agenda Item 13

Employment Committee

1 February 2024

Pay Policy Statement 2024

Timetable	
Meeting	Date
Employment Committee	1 February 2024
Council	21 February 2024

Will this be a Key Decision?	No
Urgency	Not Applicable
Final Decision-Maker	Employment 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	None

Executive Summary

A Pay Policy Statement must be agreed by Full Council for publication by 31st March 2024. 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; this has been updated to reflect changes during the year and the amended document at appendix 1 is presented for consideration by the Committee and subsequently to be recommend to Full Council and thereafter publication.

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.

Pay Policy Statement 2024

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 statutory requirement to publish an annual Pay Policy Statement as outlined under legal implications set out below.	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 situation 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	Team Leader (Contentious and Corporate Governance)
Privacy and Data Protection	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council processes.	Information Governance 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 Communities Officer
Public Health	No impact identified at this time	Senior 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
Biodiversity and Climate Change	The implications of this report on biodiversity and climate change have been considered and there are no implications on biodiversity and climate change.	Biodiversity and Climate Change Officer

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 Employment Committee has delegated responsibility within the constitution.
- 2.7 The general approach of the Employment 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 Employment 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(G) including the actual pay figures for the year ending March 2024 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

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

- Appendix 1: Pay Policy Statement 2024

9. BACKGROUND PAPERS

None

Maidstone Borough Council

Pay Policy Statement - March 2024

1. Introduction

The key themes of the new Workforce Strategy are:

- Talent and Development
- Our Brand and Recruitment
- Wellbeing and Reward
- Inclusion and Belonging

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 Employment Committee but where a decision has a budgetary implication beyond the agreed in year budget this will also require agreement from the Executive.

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 up to 76 which place them into grade 3 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 2022, the council carried out a pay benchmark review. This demonstrated several of the pay grades had slipped below the market median. The pay review in April 2023 rectified this by increasing pay for grades and adjusting the pay points in other grades to ensure that pay progression steps remained fair.

Each pay scale has up to four 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. 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. 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 thirty employees in receipt of Market Supplements within the council; this is an increase of three 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 make lower level contributions with the introduction of the 50/50 scheme.

Pensionable pay	Main Section	50/50 Section
Up to £16,500	5.50%	2.75%
£16,501 - £25,900	5.80%	2.90%
£25,901 - £42,100	6.50%	3.25%
£42,101 - £53,300	6.80%	3.40%
£53,301 - £74,700	8.50%	4.25%
£74,701 - £105,900	9.90%	4.95%
£105,901 - £124,800	10.50%	5.25%
£124,801 - £187,200	11.40%	5.70%
More than £187,201	12.50%	6.25%

The employer contribution rate for 2023/24 changed to 19.9% 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.

3.5 Special Severance Payments

In exceptional circumstances the Council may make a payment to an individual under a formal agreement.

Where this is the case the following authorisation process will apply to all staff:

- payments of £100,000 and above must be approved by a vote of full council, as set out in the Localism Act 2011
- payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service, in consultation with the Leader and that of any others who have signed off the payment
- payments below £20,000 must be approved according to the local authority's scheme of delegation.

Where the proposed payment is to the Head of Paid Service, to avoid a conflict of interest it is expected that the payment should be approved by a panel including at least two independent persons.

3.6 Other payments

Honoraria

The council has a policy to recognise situations where an employee takes on more responsibility on a temporary basis; this helps to provide continuity of service delivery and development opportunities. In 2023/24 there were twenty people in receipt of Honoraria during the year and by the end of March this had reduced to ten 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 2023/24 these were received by twenty one employees.

Stand-By payments

A review of standby duties and payments was carried out in May 2020. This resulted in amending the Standby Allowance Policy to ensure that those employees who are required to take part in standby rotas and respond to call out duties are treated consistently across the Council and remunerated fairly for the duties. The standby payments are paid to a small number of employees (forty two in 2023/24) who are on an out of hours on-call rota for specialist duties such as emergency planning or attending noise complaints. The level of remuneration is up to £146.81 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. However, in 2021 a further review on car allowances was carried out which resulted in removing lease car payments from all staff that were receiving this allowance.

The review also included staff receiving a car allowance that are required to have a vehicle in order to deliver the duties of their role. In 2021/22 there were 114 members of staff in receipt of a car allowance and by March 2024 this has reduced to fifty six staff. The majority of those staff in receipt of this payment are within the statutory services which require external visits e.g. planning, environmental health and housing. Mileage rates for those receiving this allowance are at 40 pence per mile.

Bonuses

The Council does not have a bonus system for any grade of staff.

3.7 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.

3.8 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 also introduced 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 2023/24 there were twenty two 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 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 and must be published on our own website and a government website.

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
2020/21	121,958	23,731	5.13
2021/22	139,028	23,706	5.86
2022/23	127,967	24,187	5.29
2023/24	125,853	27,012	4.66
% change from previous year	-1.65%	11.68%	-11.10%

The main difference in the median pay relates to the pay benchmark review in 2022/23 and changes made to the grading structure to reflect the median salary for the south east public and not for profit sector.

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.

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	2	2
UNITE	0	0
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 1% of facility time is spent by union officials

Percentage of pay bill spent on facility time:

Total cost of facility time	£1,925
Total pay bill	£17,511,103
Percentage of pay bill	0.01%

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 2023 – 2024

Grade	Know How Points	Spine Point 1	Spine Point 2	Spine Point 3	Spine Point 4
1	GRADE 1 IS NO LONGER IN USE				
2	GRADE 2 IS NO LONGER IN USE				
3	Up to 76	21,029			
4	87	21,185	21,502		
5	100	22,160	22,712	23,281	
6	115	23,498	24,039	24,593	25,158
7	132	25,856	26,359	26,966	27,585
8	152	29,017	29,815	30,635	31,477
9	175	32,528	33,423	34,342	35,286
10	200	36,422	37,515	38,641	39,801
11	230	40,724	41,845	42,996	44,382
12	264	46,711	48,113	49,556	51,042
13	304	56,474	59,025	61,575	64,125
14	350	75,376	78,939	82,604	85,047
15	400	87,599	90,227	92,933	95,721
16	460	99,539	103,387	107,234	111,512
17	528	114,300	117,157	120,086	123,088
18	608	126,728	130,048	133,366	138,690

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 trades unions, but Full Council 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. 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. 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 and Directors 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 e.g. 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 e.g. 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)

Maidstone Borough Council operate a shared cost Additional Voluntary Contribution Scheme for employees. 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:

- a) action taken in accordance with the Council's disciplinary or capability procedures
- b) the need for re-deployment on health grounds
- c) unacceptable standards of work performance
- d) a request from the individual or by mutual agreement between the individual and the Council
- e) a voluntary application to another position within the Council
- f) the removal of a Market Supplement following an annual review, any loss would be dealt with in accordance with the Market Supplement Policy

Protection Period

Protection of earnings will be given for a period of 24 months. The first twelve months will be protected at the full earnings of the role held by the employee prior to the change. The second period of 12 months will be at half the rate of the new earnings compared to the earnings of the role held prior to the change. After a period of 24 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 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.

Policy reviewed and updated September 2021

Appendix I(G)

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	545	£19,694,840	Head of Paid Service
Director of Finance, Resources & Business Improvement	Finance, Resources & Business Improvement	£110,000 - £114,999	58	£8,355,960	Section 151 Officer
Director of Regeneration & Place	Regeneration & Place	£110,000 - £114,999	269	£8,467,010	
Mid Kent Services Director	Mid Kent Services	£100,000 - £104,999	142	-	
Director of Strategy, Insight & Governance	Strategy, Insight & Governance	£100,000 - £104,999	72	£3,121,080	Returning Officer responsible for all elections & Senior Owner Risk Officer
Head of New Business & Development	New Business & Development	£85,000 - £89,999	5	-	
Head of Development Management	Development Management	£85,000 - £89,999	32	£1,149,280	
Head of Environmental Services & Public Realm	Environmental Services & Public Realm	£85,000 - £89,999	117	£3,341,980	
Head of Finance	Finance	£85,000 - £89,999	16	-	
Head of Housing & Regulatory Services	Housing and Regulatory Services	£85,000 - £89,999	89	£1,882,510	
Head of Mid Kent Audit	Mid Kent Audit	£80,000 - £84,999	6	-	Head of shared service with Ashford, Swale and Tunbridge Wells Borough Councils.
Head of Mid Kent HR	Mid Kent HR	£80,000 - £84,999	18	£557,640	Head of shared service with Swale Borough Council
Head of Property & Leisure	Property & Leisure	£80,000 - £84,999	11	-	
Head of Spatial Planning & Economic Development	Spatial Planning & Economic Development	£75,000 - £79,999	13		
Insight, Communities & Governance Manager	Insight, Communities & Governance	£65,000 - £69,999	17		
Democratic & Electoral Services Manager	Democratic & Electoral Services	£55,000 - £59,999	22	-	
Building Control Manager	Building Control	£70,000 - £74,999	7	£98,780	
Housing & Inclusion Manager	Housing and Inclusion	£60,000 - £64,999	43	£433,130	
Chief Technical Officer	Mid Kent ICT	£55,000 - £59,999	0	£0	Manager within shared service with Swale and Tunbridge Wells Borough Councils.

Parking Services Manager	Parking Services	£60,000 - £64,999	13	-£1,491,080	Manager within shared service with Swale Borough Council
Economic Development Manager	Economic Development	£60,000 - £64,999	4	£341,510	
Portfolio Manager	Property & Leisure	£60,000 - £64,999	1		
Strategic Planning Manager	Strategic Planning	£65,000 - £69,999	6	£738,730	
Transformation & Digital Services Manager	Transformation & Digital Services	£60,000 - £64,999	8	£360,690	
Major Projects Team Leader	Spatial Planning & Economic Development	£65,000 - £69,999	0	-£473,660	
Emergency Planning & Resilience Manager	Emergency Planning & Resilience	£50,000 - £54,999	2		
Audit Planning Manager	Mid Kent Audit	£50,000 - £54,999	1		Manager within shared service with Ashford, Swale and Tunbridge Wells Borough Councils.
Benefits Manager	Mid Kent Revenues & Benefits	£50,000 - £54,999	21		Manager within shared service with Tunbridge Wells Borough Councils.
Revenues Manager	Mid Kent Revenues & Benefits	£50,000 - £54,999	22		Manager within shared service with Tunbridge Wells Borough Councils.
Corporate Property Manager	Corporate Property	£50,000 - £54,999	7		
Development Management Team Leader	Development Management	£55,000 - £59,999	4		
Development Management Team Leader	Development Management	£55,000 - £59,999	4		
Development Management Team Leader	Development Management	£55,000 - £59,999	4		
Principal Planning Officer	Development Management	£55,000 - £59,999	0		
Principal Planning Officer	Development Management	£55,000 - £59,999	0		
Senior Planning Officer	Development Management	£50,000 - £54,999	0		
Senior Finance Manager (Client Accountancy)	Finance	£50,000 - £54,999	6		
Finance Manager	Finance	£50,000 - £54,999	2		
Financial Business Analyst	Finance	£50,000 - £54,999	0		
Housing Advice Manager	Housing & Inclusion	£50,000 - £54,999	15		
Communications Manager	Marketing & Communications	£50,000 - £54,999	7		
Mid Kent Learning & Development Manager	Mid Kent HR	£50,000 - £54,999	6		Manager within shared service with Swale Borough Council
Mid Kent HR Manager	Mid Kent HR	£50,000 - £54,999	6		Manager within shared service with Swale Borough Council

Applications Services Manager	Mid Kent ICT	£50,000 - £54,999	6		Manager within shared service with Swale and Tunbridge Wells Borough Councils.
ICT Security Manager	Mid Kent ICT	£50,000 - £54,999	0		Manager within shared service with Swale and Tunbridge Wells Borough Councils.
IT Business Manager	Mid Kent ICT	£50,000 - £54,999	0		Manager within shared service with Swale and Tunbridge Wells Borough Councils.
ICT Technical Manager	Mid Kent ICT	£50,000 - £54,999	8		Manager within shared service with Swale and Tunbridge Wells Borough Councils.
ICT Technical Manager	Mid Kent ICT	£50,000 - £54,999	6		Manager within shared service with Swale and Tunbridge Wells Borough Councils.
Transformation Team Leader	Transformation & Digital Services	£50,000 - £54,999	3		

**Number of employees whose remuneration in 2023/24
is at least £50,000 in brackets of £5,000**

Remuneration band	Number of employees in band
£50,000 - £54,999	24
£55,000 - £59,999	7
£60,000 - £64,999	5
£65,000 - £69,999	2
£70,000 - £74,999	1
£75,000 - £79,999	1
£80,000 - £84,999	3
£85,000 - £89,999	5
£90,000 - £94,999	0
£95,000 - £99,999	0
£100,000 - £104,999	2
£105,000 - £109,999	0
£110,000 - £114,999	2
£115,000 - £119,999	0
£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	53

Data transparency: Maidstone Borough Council organisation chart

Chief Executive
 Department: Chief Executive
 Contact details: 01622 602019
 Contract: Permanent
 Grade: MBC18
 Salary bracket: £135,000-£139,999
 Salary ceiling: £138,690

Director of Strategy, Insight & Governance
 Department: Strategy, Insight & Governance
 Contact details: 01622 602620
 Contract: Permanent
 Grade: MBC15
 Salary bracket: £90,000-£94,999
 Salary ceiling: £95,721

Director of Finance, Resources & Business Improvement
 Department: Finance, Resources & Business Improvement
 Contact details: 01622 602297
 Contract: Permanent
 Grade: MBC16
 Salary bracket: £110,000-£114,999
 Salary ceiling: £111,512

Director of Regeneration & Place
 Department: Regeneration & Place
 Contact details: 01622 602364
 Contract: Permanent
 Grade: MBC16
 Salary bracket: £110,000-£114,999
 Salary ceiling: £111,512

Mid Kent Services Director
 Department: Mid Kent Services
 Contact details: 01622 602168
 Contract: Permanent
 Grade: MBC16
 Salary bracket: £100,000-£104,999
 Salary ceiling: £111,512

Head of Finance
 Department: Finance
 Contact details: 01622 602048
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £85,000-£89,999
 Salary ceiling: £85,047

Head of Property & Leisure
 Department: Property & Leisure
 Contact details: 01622 602120
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £85,000-£89,999
 Salary ceiling: £85,047

Head of Environmental Services & Public Realm
 Department: Environmental Services & Public Realm
 Contact details: 01622 602400
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £85,000-£89,999
 Salary ceiling: £85,047

Head of Housing & Regulatory Services
 Department: Housing & Regulatory Services
 Contact details: 01622 602207
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £85,000-£89,999
 Salary ceiling: £85,047

Head of Development Management
 Department: Development Management
 Contact details: 01622 602214
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £85,000-£89,999
 Salary ceiling: £85,047

Head of New Business & Development
 Department: New Business & Development
 Contact details: 01622 602170
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £85,000-£89,999
 Salary ceiling: £85,047

Head of Mid Kent Audit
 Department: Mid Kent Audit
 Contact details: 01622 602057
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £85,000-£89,999
 Salary ceiling: £85,047

Head of Mid Kent HR
 Department: Mid Kent HR
 Contact details: 01622 602165
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £85,000-£89,999
 Salary ceiling: £85,047

Head of Mid Kent ICT
 Department: Mid Kent ICT
 Contact details: Vacant
 Contract: Vacant
 Grade: MBC14
 Salary bracket: Vacant
 Salary ceiling: £85,047

Head of Mid Kent Legal Partnership
 Department: Mid Kent Legal Partnership
 Contact details: 01622 602124
 Contract: with Swale Borough Council

Interim Head of Mid Kent Revenues & Benefits
 Department: Mid Kent Revenues & Benefits
 Contact details: 01795 417306
 Contract: with Swale Borough Council

Head of Spatial Planning & Economic Development
 Department: Spatial Planning & Economic Development
 Contact details: 01622 602008
 Contract: Permanent
 Grade: MBC14
 Salary bracket: £75,000-£79,999
 Salary ceiling: £85,047

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Agenda Item 14

Employment Committee

1 February 2024

Workforce Strategy 2024-2029

Timetable	
Meeting	Date
Employment Committee	1 February 2024

Will this be a Key Decision?	No
Urgency	Not Applicable
Final Decision-Maker	Employment 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	None

Executive Summary

The Workforce Strategy is one of the key enabling strategies that support the Council's Strategic plan. The strategy was last updated in 2016 and since this time there have been changes in the way services are delivered. The proposed strategy builds on the developments that have taken place to date and identifies the changes that are needed for the future.

Purpose of Report

The purpose of the report is to set out the process followed for the development of the Workforce Strategy 2024-2029 and to gain approval by the Employment Committee .

This report makes the following recommendation to the Employment Committee:

1. That the draft Workforce Strategy 2024-2029 is agreed for publication on the councils web site.

Workforce Strategy 2024-2029

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 report recommendation supports the achievements of all four cross cutting objectives by ensuring the council has staff with the skills and experience to address these issues.	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	There are areas of the Workforce Strategy that may have a financial impact but these would be costed within the normal annual budget process.	Head of Finance
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 that have legal implications there is nothing identifies in the plan overall that will have legal implications.	Team Leader (Contentious and Corporate Governance)
Privacy and Data Protection	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council processes.	Information Governance Team
Equalities	All new/reviewed strategies and policies should have an updated EqIA to support development and evidences that EDI has been considered as part of Public Sector Duty.	Equalities & Communities Officer
Public Health	No impact identified at this time	Senior 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

Biodiversity and Climate Change	The implications of this report on biodiversity and climate change have been considered and there are no implications on biodiversity and climate change.	Biodiversity and Climate Change Manager
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2. INTRODUCTION AND BACKGROUND

- 2.1 To enable the achievement of its priorities the council needs to understand the impact on the workforce and the factors that need to be put in place to ensure success.
- 2.2 The overall purpose of the Workforce Strategy is to ensure that Maidstone Council have sufficient numbers of staff with the appropriate capabilities to deliver high quality services for the people of the borough. The council provides an environment for staff that supports and encourages high performance, provides a fair reward package and recognition for work, and has employment practices which encourage commitment and retention.
- 2.3 The council has had a Workforce Strategy in place since 2008 and this has been regularly reviewed and refreshed over the last few years.
- 2.4 In order to gather information about the changes in the way the council delivers services and the likely future for the workforce a workshop was carried out with the senior management team to consider and address current and future workforce issues in order to support the strategic priorities. In addition, a review of management literature identifying future trends has also been considered in the development of the strategy.
- 2.5 Our new Workforce Strategy identifies 4 key strategic themes for action, which we will focus on during the next few years to support and develop our workforce, strengthen our capabilities as an organisation and modernise how we do things:
- Talent & development
 - Our brand & recruitment
 - Wellbeing & reward
 - Inclusion & belonging

Each of these themes have an associated action plan to ensure that the council is supported in developing the organisations resources to achieve its priorities. The action plan will be reviewed and updated regularly in order to meet the ongoing requirements of the council.

3. AVAILABLE OPTIONS

- 3.1 The council could decide that it does not require a Workforce Strategy and not refresh the current strategy. However the council's most valuable

resource is the workforce and to have no expression of the strategic direction may give rise to uncoordinated actions in the future.

- 3.2 The council may choose to refresh the Workforce Strategy but arrive at a different set of predictions and associated actions to those in the attached draft; however the proposed document follows consultation with Officers and offers significant scope for development and change in the way it is structured.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is to agree the attached draft Workforce Strategy which reflects the views of those involved in the development of the strategy and who have expert knowledge of their own professional areas of work as well as being able to undertake the horizon scanning for the future.

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 senior managers in the organisation and discussed with the trade union.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The Workforce Strategy has an associated action plan which sets out some of the steps required for implementation and this will inform the HR service plans in the future.
- 7.2 The Workforce Strategy will be published on the intranet and the website once agreed.

8. REPORT APPENDICES

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

- Appendix 1: Draft Workforce Strategy 2024-2029

9. BACKGROUND PAPERS

None

Workforce Strategy 2024-2029

How will we support YOU



1 - Talent & Development

We will:

- Support our staff by creating and implementing efficient systems for people, performance, and talent management.
- Continue to enhance the skills and capabilities of our staff, ensuring they meet the organisation's requirements.
- Establish a learning culture with clear and meaningful opportunities that align with the strategic vision and priorities of the organisation. This includes recognising our role as leaders in our place.
- Encourage a growth mindset among our staff, fostering a sense of responsibility for their own learning journey.

2 - Our Brand & Recruitment

We will:

- Create a distinctive and positive employer brand that highlights the unique, exciting, and inspiring aspects of Maidstone Council.
- Promote the Council as an excellent workplace by showcasing the various flexible working options, emphasising our values, and promoting opportunities for growth and development.
- Utilise a variety of recruitment strategies when exploring different work engagements, including permanent positions, interim roles, short-term contracts, or other alternative work arrangements.

3 - Wellbeing and Reward

We will:

- Have a flexible and fair approach to reward and recognition, ensuring that we acknowledge and reward the contributions and achievements of our workforce.
- Have a proactive approach to employee wellbeing, supporting staff in maintaining a sustainable work-life balance.
- Have a transparent and fair pay and reward frameworks that contribute to fostering a sense of wellbeing among our staff.

4 - Inclusion and Belonging

We will:

- Aim for our staff to feel empowered to 'bring their authentic selves' to work. We value their unique perspectives and experiences, considering them essential to our organisational identity.
- Gain a better understanding of the needs of our stakeholders and the communities we represent, ultimately contributing to the achievement of our strategic vision.

How We Will Measure Success

- Feedback from our staff engagement surveys
- Feedback from managers surveys
- Feedback from learning and development activities
- Exit interview feedback
- Key performance indicators
- Quarterly workforce reports
- Feedback on our recruitment process and new starter experiences
- Annual report on equality data and gender pay gap reporting



Workforce Strategy 2024-2029

Introduction

The future of work is predicted to see an increase in the use of automation, changes to models for work and structures, and changes to the way and places that we all work. We will need to ensure that the Council is able to respond to these changes and the demands and needs of our communities. Alongside this are changes needed to make sure that our workforce is involved and engaged in order to deliver the very best for our residents.

This Workforce Strategy sets out our strategic priorities and objectives for our workforce over the next few years which will enable us to get to where we want to be as a council. This includes embedding our organisational values of 'work together, respect everyone, develop and grow, make a difference and care'.

The Strategy and action plan will ensure we proactively meet the future challenges and requirements of the organisation ensuring we have a joined up approach to resource, attract, deploy, develop and retain our workforce to deliver our current and future priorities whilst remaining flexible enough to deal with the levels of change which have become a norm within local government.

We have identified four key themes for the Workforce Strategy:

Theme 1 Talent and Development

Theme 2 Our Brand and Recruitment

Theme 3 Wellbeing and Reward

Theme 4 Inclusion and Belonging



Our Strategic Plan

Our Strategic Plan sets the overarching goals for the future of the borough of Maidstone.

The ambitious priorities set out in the plan recognise the Borough's potential whilst setting long-term aspirations that will benefit our residents, businesses and partners now and in the future.



Our Values

Just as important as what we do, is why and how we do it. Our values support and underpin our organisational culture. Developed by our own staff these five values clearly set out the expectations of how we work with each other to achieve our vision and the priorities in the Strategic Plan.

Our Staff Values



Our Workforce Themes

Theme 1 Talent and Development

We will support our staff by designing and implementing effective people, performance and talent management systems. This will involve reviewing the 'traditional' job roles and creating a more fluid organisation 'where talent flows to work'.

We will continue to develop our staff so they have the skills and capabilities to meet the requirements of the organisation. Our learning solutions will be innovative, creative and will embed learning to enhance our staff's skills and capabilities in order to build a workforce fit for the future.

We will create a learning culture that is understood with meaningful learning opportunities linked to supporting the strategic vision and priorities of the organisation, including recognising our role as leaders in our place. Our staff will have a growth mindset and take responsibility for their own learning journey.

Our Outcomes by 2029

- An inclusive talent management framework that will identify, select and deploy outstanding talent, allowing employees to grow and develop in the organisation.
- Clear talent and succession pipelines to grow our own talent through graduate schemes, apprenticeship schemes and developing our staff.
- We know where we have areas of expertise and where we do not and we work together internally to share and develop skills and knowledge including moving our workforce, so talent flows to work.
- Employees are digitally competent, and confident in using technology to promote and enhance agile and flexible working.
- Our leaders and managers are 'confident', - in both their technical and softer skills adept at listening, applying emotional and personal responses to allow an adaptive style of management.
- We are a learning organisation: a Council that continuously develops and learns from experiences and from other sectors as a leader of our place.

Theme 2

Our Brand and Recruitment

We will develop a clear employer brand outlining what is unique, exciting and inspiring about Maidstone Council. We will promote the Council as a great place to work by promoting the range of flexible working opportunities, our values, the opportunities to grow and develop to attract the best talent with the diversity of skills the organisation and our community needs.

Our high performing culture relies on the strength of our people. As a result, attracting, recruiting and retaining the very best talent is central to our success. To do this we will use a variety of recruitment approaches when considering the full range of work engagements, such as permanent employment, interims, short term contracts or other alternative work arrangements to ensure we achieve the best value for money and quality of service, with the right level of skills.

Our Outcomes by 2029

- Flexible and innovative recruitment practices are in place to ensure we recruit the right people to the right roles.
- Pathways into the organisation are created through apprenticeships, graduate schemes and work experience placements as well as utilising our apprenticeship levy funds to build our talent pipeline for the future.
- A clear, attractive and inclusive employer brand is created to highlight the value of working for us together with a flexible approach to recruitment, acknowledging the needs of different audiences to encourage applicants from a diverse range of backgrounds.
- People are recruited into roles who demonstrate our values through our value based recruitment approach.

Theme 3

Wellbeing and Reward

We will apply a flexible and fair approach to reward and recognition, recognising and rewarding contributions and achievements of our workforce. We want people to feel proud to work at the Council and enjoy their time at work. This will include staff feeling valued, engaged and supported in their roles.

We will have a proactive approach to wellbeing, supporting staff to have a sustainable work life balance. Wellbeing and healthy working practices and initiatives will be central to our culture and actively promoted. Transparent and fair pay and reward frameworks will contribute to staff feelings of wellbeing.

Our Outcomes by 2029

- **Benefits and rewards are inclusive and offer flexibility and choice to suit diverse and changing needs to ensure the Council is competitive in the external market, these are well promoted and understood by our workforce.**
- **High performance is recognised and rewarded for both individual and team contributions.**
- **Wellbeing opportunities are actively promoted and steps are taken to support the physical and mental health of staff in the workplace.**
- **Agile and flexible working practices create a positive work-life balance.**
- **Levels of sickness absence for mental health and other long term conditions are reduced.**
- **Knowledge and skills of managers and staff are increased in order to have better awareness to manage and improve their own and others mental wellbeing.**

Theme 4

Inclusion and Belonging

We want our people to feel they are able to 'bring their authentic self' to work, knowing their unique perspective and experiences are valued as essential to the organisation, and are part of our shared organisational identity.

Having a diverse and engaged workforce will mean we better understand the needs of our stakeholders and communities we represent and help us achieve our strategic vision.

Our Outcomes by 2029

- There is an open and inclusive work environment where everyone can thrive regardless of their background, working pattern or career experience and where core policies and processes are delivered both consistently and fairly.
- Staff led networks are encouraged and created in support of shared interest in particular areas to help foster a sense of belonging and inclusion to the workplace, empowering employees and helping them bring their whole self to work.
- There is a culture of recognising the value of diverse views.
- A workforce that is continually developed through training about equality, diversity and inclusivity for all staff, including broad based awareness and specialist topics.
- Recruitment data and processes ensure the Council appeals to a diverse range of candidates, reflective of our communities, including increasing number of applicants from underrepresented groups to ensure we attract the best talent from as diverse a pool of people as possible.

Our Workforce Expectations

Our workforce expectations are developed to reflect the values of the Council and to ensure we are clear what every employee working at the Council can expect from us as their employer and in return what we can expect from them.

We will

- Provide positive leadership based on integrity and our values.
- Provide a working environment and culture based on trust.
- Respect you, ensuring you are treated fairly in the workplace - including challenging any discrimination or behaviour that is contrary to our values.
- Provide you with working conditions to thrive and succeed.
- Offer opportunities for you to access training and to develop and progress in your careers.
- We take your health, wellbeing and worklife balance seriously, and help you enhance them.
- Listen and support you to make decisions, developing a culture that supports innovation and continuous improvement.

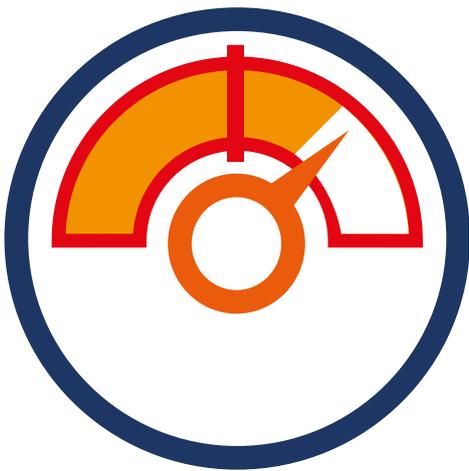
You will

- Be committed to achieving the council's priorities, by delivering well and going the extra mile.
- Actively demonstrate positive relationship skills with colleagues, partners, and residents.
- Be accountable for delivering tasks diligently and to a high standard, providing great results for your team and our communities.
- Respect each other and work proactively to create an inclusive environment and culture, based on trust and where differences are celebrated.
- Be proactive in managing your own wellbeing using the resources provided by the Council.
- Take responsibility for decision making and keeping your knowledge and training up to date, using the opportunities provided by the Council

Monitoring

We will use a range of measures to monitor our progress and success against each of the strategic themes of the workforce strategy, including:

- Feedback from our staff engagement surveys
- Feedback from managers surveys
- Feedback from learning and development activities
- Exit interview feedback
- Key performance indicators
- Quarterly workforce reports
- Feedback on our recruitment process and new starter experiences
- Annual report on equality data and gender pay gap reporting



Theme 1 - Talent and Development

Action	Outcome
Conduct a skills audit across the Council to identify talent and where we have skill gaps	Skills audit will inform our learning and development plan in 2024/25 Agree base line digital skills training for staff as well as tailored digital courses to help employees to maximise systems and technology
Review and develop our talent management framework	Individuals will be identified, selected and deployed to work across the organisation as demand and priorities change
Create career pathways and training programmes for staff at different levels of the organisation, so staff can see how they can develop in order to successfully take on leadership roles	New leaders and future leadership development programmes are created and agreed for 2024/25 Career pathways provide transferable skills that bring together common skills and abilities for professional as well as technical roles
Support and develop a flexible workforce to respond to the changing needs of the organisation	Upskill staff to allow movement across the Council's services through the opportunities provided by the apprenticeship levy
Support the development of our leaders to increase knowledge and expertise	Increase learning and skills through secondments and work shadowing opportunities both internally and externally
Deliver a suite of training for all managers, supervisors and team leaders to meet the requirements set by the Council	Managers are confident and take responsibility on dealing with people related matters and have an improved level of 'softer' skills to manage various situations Managers take responsibility to access people management data through iTrent and HR dashboard to effectively address performance issues and support staff to improve performance
Promote a culture of continuous learning and development by creating a 'time to learn' initiative	Dedicating time away from the 'day job' to develop skills and knowledge through a range of ways – i.e. reading interesting articles, watching videos, listening to podcasts, e-learning modules, joining networks

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Theme 2 - Our Brand and Recruitment

Action	Outcome
Develop our media brand and social media presence to attract a wider and more diverse audience for job opportunities	<p>Better use of social media for advertising</p> <p>Council is attractive place to work through the Council brand</p> <p>Increase in number of applicants for hard to recruit positions by using flexible and innovative recruitment practices</p>
Develop and implement a behavioural framework to support our values	Candidates are recruited with the right skillset and mindset
Establish a values-based recruitment approach	<p>People recruited into roles that demonstrate our shared values</p> <p>Job description templates are value-based to aid the recruitment process</p>
<p>Review and streamline the recruitment process</p> <p>Develop the web recruitment module in iTrent</p> <p>Provide training to managers on the updated recruitment process</p>	<p>Candidate and manager experience is improved and applicants are appointed to roles more quickly</p> <p>Recruitment page is refreshed with focus on personal experience on 'why I work here' and agile working is promoted to attract a wider and diverse pool of talent</p>
<p>Work with partners to promote working at the Council at local schools, colleges and universities</p> <p>Increase our presence at job fairs to attract new talent</p>	<p>A new work experience offer is in place.</p> <p>We have excellent links with schools, colleges and universities as well as utilising our apprenticeship levy funds to builds our talent pipeline for the future</p>
Create 'apprentice first approach' framework so that apprenticeships are routinely considered for entry level roles	Increase in the number of apprentices to support the growth of our talent
Review the exit interview process and monitor reasons for leaving	<p>Increase in the number of staff completing exit interviews</p> <p>Employee experience is improved through our learning on the reasons for leaving</p>
Monitor and continually review the induction process	<p>New starters are fully supported through induction and feedback is provided on their experience</p> <p>New managers including senior managers are provided with knowledge on the Council and supported through the induction process by their managers</p>

Theme 3 - Wellbeing and Reward

Action	Outcome
Continue to promote the benefits package to all staff	Employees have an understanding of rewards and benefits available through the Council
Review our rewards and employee benefits offer to ensure its competitive with other public sector employers	Employees feel valued for their contribution
Develop ways to increase staff recognition to ensure individual and team performance are celebrated and publicised	Employee contribution and achievement is recognised
Support services to develop appropriate career grade structures for succession planning	Employees are provided with opportunities to progress within their current professions Improved retention of talented employees through enhanced development opportunities
Promote and celebrate our non-financial benefits	Staff awareness is increased on the total employee benefits offer that includes hybrid/ flexible working, learning and development and apprentice opportunities to upskill and retain staff, commitment to health and wellbeing of our staff and the importance of staff recognition through Staff Awards
Develop initiatives to increase awareness of resilience and wellbeing Continue promoting national health and wellbeing initiatives	Employees take responsibility for their wellbeing through events and communication on ways to look after your health
Continue roll out of Resilience Training to managers and staff Increase awareness of Mental Health First Aiders	Managers recognise mental illness and sign post staff for further support Reduced levels of mental illness Understanding of the role and responsibilities of a Mental Health First Aider
Work with external organisations to develop proactive health and wellbeing initiatives	Increase understanding and knowledge of health and wellbeing

Theme 4 - Inclusion and Belonging

Action	Outcome
Provide training to create awareness on EDI	Staff have greater understanding on EDI Managers understand their responsibility to being an inclusive manager
Support employees to develop staff network groups i.e. carers, disabilities, LGBT	EDI issues are discussed openly, honestly and respectfully where everyone learns from each other and helps to build an inclusive workplace
Support the outcomes of the staff survey on equalities	Greater understanding and respect for different cultures
Develop team talks on EDI to discuss at team meetings	Greater understanding on EDI within the workplace and how to address issues
Develop creative, inclusive communication mechanisms so all Council staff, including those who don't access information online, are informed of Council news and developments	Staff are more engaged, involved, listened to and invited to contribute their experience, expertise and ideas
Embed our values and behaviours with all staff	Staff feeling valued, included, safe, supported and places inclusivity in everything we do
Encourage staff to declare their protected characteristics confidentially through employee self service	Increase in awareness on the different needs of our workforce and support decision making
Continue to analyse application and shortlisting data to identify ways to make our recruitment more inclusive and to ensure non-discrimination	The Council has a diverse workforce that reflects the community

EMPLOYMENT COMMITTEE

1 FEBRUARY 2023

Appointment of the Chief Officers Appointments Panel

Timetable	
Meeting	Date
Employment Committee	1 February 2023

Will this be a Key Decision?	No
Urgency	Not Applicable
Final Decision-Maker	Employment Committee
Lead Director	Angela Woodhouse, Director of Strategy, Insight and Governance
Lead Officer and Report Author	Oliviya Parfitt, Principal Democratic Services Officer
Classification	Public
Wards affected	All

Executive Summary

This report sets out the process for appointing the Chief Officers Appointments Panel to carry out the annual appraisal for the Chief Executive and Directors.

Purpose of Report

Decision

This report makes the following recommendations to the Committee:

1. That the Chief Officers Appointment Panel be appointed to carry out the Annual Appraisal process for the Chief Executive and Directors; and
2. That the panel's membership be politically balanced, with membership in accordance with the wishes of Group Leaders.

Appointment of the Chief Officers Appointments Panel

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place <p>We do not expect the recommendations will by themselves materially affect achievement of corporate priorities.</p>	Democratic and Electoral Services Manager
Cross Cutting Objectives	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The report recommendations do not materially affect the achievement of cross-cutting objectives.</p>	Democratic and Electoral Services Manager
Risk Management	No impacts identified.	Democratic and Electoral Services Manager
Financial	No impacts identified.	Director of Finance, Resources and Business Improvement
Staffing	We will deliver the recommendations with our current staffing.	Democratic and Electoral Services Manager
Legal	Accepting the recommendations will allow the Council to fulfil the constitutional requirement that the Chief Executive and Directors be appraised via a Member panel.	Democratic and Electoral Services Manager
Information Governance	The recommendations do not impact personal information (as defined in UK GDPR and Data	Democratic and Electoral

	Protection Act 2018) the Council processes.	Services Manager
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment.	Equalities & Communities Officer
Public Health	No impacts identified.	Senior Public Health Officer
Crime and Disorder	No impacts identified.	Democratic and Electoral Services Manager
Procurement	No impacts identified.	Democratic and Electoral Services Manager
Biodiversity and Climate Change	No impacts identified.	Biodiversity and Climate Change Manager

1. INTRODUCTION AND BACKGROUND

- 1.1 The Maidstone Borough Council Constitution sets out that the Chief Officers Appointment Panel carries out the following function:

To review annually the performance of the Chief Executive and Directors, to agree targets for the coming financial year, and agree any corrective action which may be required relating to the previous financial year.

- 1.2 This is to be discharged through a panel of five members of the Employment Committee.

- 1.3 The panel will carry out appraisals for the following roles:

Chief Executive
 Director of Finance, Resources and Business Improvement
 Director of Regeneration and Place
 Director of Strategy, Insight and Governance

- 1.4 The appraisals will take place during the day and will be Part II meetings.

- 1.5 For political balance to be achieved, the panel would consist of two Conservative Group Members, one Liberal Democrat Member, one Independent Group Member and one Green Independent Alliance Member.

2. AVAILABLE OPTIONS

- 2.1 Option 1: Appoint a politically balanced panel to carry out the annual appraisals for the Chief Executive and Directors. This is the preferred option as it would align with the Constitutional requirement for annual appraisals to be carried out, while maintaining good practice of being politically balanced.
 - 2.2 Option 2: Appoint a panel which is not politically balanced but represents all groups to carry out the annual appraisals for the Chief Executive and Directors. The Committee could agree that a Sub-Committee that isn't politically balanced is preferable. However, one Member voting against that proposal would see it fall, in line with Section 17 of the Local Government and Housing Act 1989.
 - 2.3 Option 3: Do not appoint a panel. This would result in the Committee not fulfilling its responsibility set out in the Constitution, and appraisals not being carried out.
-

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 Option 1 is the preferred option as it fulfils the requirement of the constitution and follows the standard practice of achieving political balance.

4. RISK

- 4.1 The risks associated with this proposal, including the risks if the Committee 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. Risks include those arising from an ineffective appraisal process for the Chief Executive and Directors.
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5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 Group Leaders will be consulted ahead of the Committee meeting, and will be asked to make the appointments to fill the places set out in 1.5 of the report.
 - 5.2 The list of Committee Members nominated by their Group Leaders to sit on the panel will be circulated at the Committee.
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6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The next step will be to agree the dates and times for the Sub-Committee to meet.
-

7. REPORT APPENDICES

None

8. BACKGROUND PAPERS

Maidstone Borough Council Constitution, Part B2.