

# EMPLOYMENT COMMITTEE MEETING

Date: Monday 28 January 2019  
Time: 11.00 am  
Venue: Town Hall, High Street, Maidstone

## Membership:

Councillors Mrs Blackmore, D Burton, Cox, Fissenden, Mrs Gooch, Mrs Grigg (Vice-Chairman), McKay, McLoughlin, Perry, Powell, Mrs Ring (Chairman) and Springett

*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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<u>AGENDA</u>	<u>Page No.</u>
1. Apologies for Absence	
2. Notification of Substitute Members	
3. Urgent Items	
4. Disclosures by Members and Officers	
5. Notification of Visiting Members	
6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosures of exempt information	
8. Minutes of the Meeting held on 4 July 2018	1 - 4
9. Pay Policy Statement 2019	5 - 36
10. Workforce Strategy Update Report	37 - 48

## **PUBLIC SPEAKING AND ALTERNATIVE FORMATS**

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

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting, i.e. by 5 p.m. on 24 January 2019. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

To find out more about the work of the Committee, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk).

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**Issued on Friday 18 January 2019**

*Alison Broom*

**Alison Broom, Chief Executive**

## MAIDSTONE BOROUGH COUNCIL

### EMPLOYMENT COMMITTEE

#### MINUTES OF THE MEETING HELD ON WEDNESDAY 4 JULY 2018

**Present:** Councillor Mrs Ring (Chairman), and  
Councillors D Burton, Mrs Gooch, Mrs Grigg, Harper,  
Newton, Perry, Springett and Mrs Wilson

6. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillors Mrs Blackmore, Cox, Powell and McLoughlin.

7. NOTIFICATION OF SUBSTITUTE MEMBERS

The following Substitute Members were noted:

Councillor Mrs Wilson for Councillor Cox  
Councillor Newton for Councillor Powell

It was also noted that Councillor Newton would be late.

8. URGENT ITEMS

There were no urgent items.

9. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

10. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

11. EXEMPT ITEMS

**RESOLVED:** That the items on the agenda be taken in public as proposed.

12. MINUTES OF THE MEETING HELD ON 15 FEBRUARY 2018

**RESOLVED:** That the Minutes of the meeting held on 15 February 2018 be approved as a correct record and signed.

13. MINUTES OF THE MEETING HELD ON 22 MAY 2018

**RESOLVED:** That the Minutes of the meeting held on 22 May 2018 be approved as a correct record and signed.

14. COMMITTEE WORK PROGRAMME

**RESOLVED:** That the Committee Work Programme be noted.

15. APPOINTMENT OF SUB-COMMITTEES

The Committee considered the report of Mrs Caroline Matthews, the Democratic Services Officer which related to the appointment of Sub-Committees.

The Committee were advised that the Group Leaders had populated the grid in advance of the meeting.

**RESOLVED:** That the various Sub-Committee be appointed to as set out in Appendix A to the report.

16. EMPLOYEE WELLBEING AND MENTAL HEALTH

Mrs Bal Sandher, the Head of HR Shared Services presented a report which updated the Committee on sickness absence levels and mental illness. It also outlined the range of initiatives that had been put in place to proactively manage mental illness and promote wellbeing to improve the health of the workforce.

Councillor Newton arrived at 11.15 a.m. as this item was being discussed.

The Committee made the following observations:-

- That staff should not be put up to fail by taking on extra work when they are short staffed
- That the amount of activities the Council carry out should not increase unless the resource levels are considered adequate
- That there was a growing population but the Council had a shrinking workforce
- That budget cuts in future needed to address the impact that this would have on staff resources
- That the issue of inadequate staff resources should be taken up by Group Leaders at their Strategic Leaders Meeting with the Corporate Leadership Team

In response to a question raised by a Member, Mrs Sandher confirmed that some of the mental illness had been as a result of their existing

illness rather than work related.

Mrs Sandher also confirmed that she would distribute by email a copy of the quarterly reports that provide data on sickness to Members of the Committee.

**RESOLVED:**

1. That the level of sickness absence and absence related to mental illness be noted.
2. That the causes of mental illness be noted.
3. That the on-going actions taken to monitor, manage and promote mental wellbeing across the Council be noted.

17. WORKFORCE STRATEGY UPDATE

The Committee considered the report of Mrs Bal Sandher, the Head of HR Shared Services which provided progress on the Workforce Strategy action plan.

The Head of HR Shared Services advised that there had been progress on all areas within the action plan.

The Committee noted that the gender pay differences at grades 13 and 14 was due to incremental points on the scale and the appointment rules in place. Newly appointed employees were expected to be appointed at the lowest point of the grade and would move up each year provided there was satisfactory performance. The majority of the female employees on these pay grades had been in post for a shorter time than their male counterparts and therefore had not progressed so far on the scale.

In response to questions by Members, Mrs Sandher advised that:-

- the delay in recruiting a new HR Manager had been due to the fact that the successful applicant had to give three months' notice to their existing employer.
- she was not aware of the circumstances as to why there had been a delay in recruiting a Democratic Services Officer.
- The reason the ethnic make up of the Authority was not compared to the local area was due to the data available not being up to date as the last census carried out was in 2011.
- That KCC had not offered up anything to replace the Annual Pension Briefings. At present the Council dealt with any queries from staff.

Members made the following observations:-

- That the gender pay difference should be continually monitored.
- That more Councillors should go along to the One Council Briefing to show their support to staff.

**RESOLVED**: That the progress of the actions as set out in the Workforce Strategy action plan as attached at Appendix 1 to the report be noted.

18. DURATION OF MEETING

11.00 a.m. to 12.00 p.m.

<b>Employment Committee</b>	<b>28 January 2019</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>No</b>

## Pay Policy Statement 2019

<b>Final Decision-Maker</b>	Employment Committee
<b>Lead Head of Service</b>	Bal Sandher, Head of HR Shared Service
<b>Lead Officer and Report Author</b>	Bal Sandher, Head of HR Shared Services
<b>Classification</b>	Public
<b>Wards affected</b>	

**This report makes the following recommendations to this Committee:**

1. That the **Committee Recommend to Council** that the proposed Pay Policy Statement, as set out at Appendix 1 to this report, be approved prior to publication on the Council’s web site.

**This report relates to the following corporate priorities:**

- Keeping Maidstone Borough an attractive place for all – this is set out in the terms and conditions for all staff and as such it underpins all our priorities
- Securing a successful economy for Maidstone Borough - this is set out in the terms and conditions for all staff and as such it underpins all our priorities

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Employment Committee	28 January 2019
Council	27 February 2019

# Pay Policy Statement 2019

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 A Pay Policy Statement must be agreed by Full Council for publication by 31st March 2019. The Pay Policy Statement should set out the main aspects of the remuneration strategy of the Council.
- 1.2 The Council met the target to publish a Pay Policy Statement in previous years and the attached document has been updated to reflect changes during the year.

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## 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. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

5.1 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.

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## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Before the report goes to Full Council the tables and organisation structures in Appendix 1(H) will be updated to reflect the most up to date position as the current charts reflect the previous year's information.
- 6.2 Once the format is agreed by Full Council the information will be updated with the actual pay figures for the year ending March 2019 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.
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## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	This statement makes no changes to the current situations and there are no implications due to the content of the pay policy statement	Bal Sandher Head of HR
<b>Risk Management</b>	The risks are reputational if the Council fails to publish a Pay Policy Statement	Bal Sandher Head of HR
<b>Financial</b>	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]
<b>Staffing</b>	This statement makes no changes to the current situations and there are no implications due to the content of the pay policy statement	Bal Sandher Head of HR
<b>Legal</b>	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	Estelle Culligan Principal Solicitor
<b>Equality Impact Needs Assessment</b>	No impact identified as a result of the requirements of the revised code and there have been no changes made to the	Equalities and Corporate Policy Officer

	Council's Policies outlined in the Pay Policy Statement.	
<b>Environmental/Sustainable Development</b>	None identified at this time	Bal Sandher Head of HR
<b>Community Safety</b>	None identified at this time	Bal Sandher Head of HR
<b>Human Rights Act</b>	None identified at this time	Bal Sandher Head of HR
<b>Procurement</b>	None identified at this time	Bal Sandher Head of HR
<b>Asset Management</b>	None identified at this time	Bal Sandher Head of HR

## **8. REPORT APPENDICES**

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

- Appendix I: Pay Policy Statement 2019

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## **9. BACKGROUND PAPERS**

None

## Maidstone Borough Council

### Pay Policy Statement - March 2019

#### 1. Introduction

The key themes of the Workforce Strategy are:

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

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

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

#### 2. Terms and Conditions – Decision Making

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

#### 3. Reward Strategy

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

The principles for the reward strategy are to:

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

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

### **3.1 Pay Scale and Pay Progression**

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

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

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

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

### **3.2 Market Supplements**

Currently there are seventeen 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 lower level contributions with the introduction of the 50/50 scheme.

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

The employer contribution rate for 2019/20 will be 14.1% 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 1/49<sup>th</sup> 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.

## Appendix 1

*(Local Govt. (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2000).*

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

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

### **3.5 Other payments**

#### **Honoraria**

The council has a policy to recognise situations where an employee takes on more responsibility on a temporary basis; this is often as a cost saving measure when there is a vacancy, maternity leave etc. In 2018/19 there were twelve people in receipt of Honoraria during the year and by the end of March this had reduced to six staff.

#### **Cash and Non-cash Awards**

As part of the Total Rewards package the council has mechanisms for recognising exceptional contributions both from individuals and teams. In 2018/19 these were received by twenty seven employees and there was a total of £10,560 paid in cash awards.

#### **Stand-By payments**

These are paid to a small number of employees (thirty two in 2018/19) who are on an out of hours on-call rota for specialist duties such as collecting stray dogs or attending noise complaints. The level of remuneration is up to £147 for each week of being on-call.

#### **Car Allowances**

In 2010 the council removed the facility for lease cars but retained a lease car allowance; in 2012 it was agreed that there would be no further allocation of the Lease Car Allowance in the future and that the current allowance would be frozen. During the period since 2010 cars have been removed as the lease expired and the affected employees have moved onto the allowance and there are no remaining lease cars in the council. In 2010 there were in excess of ninety employees receiving either a lease car or cash alternative and this figure has reduced to eighteen by March 2019 a reduction of two from the previous year. Mileage rates for those receiving this allowance are currently up to 28 pence per mile.

A car allowance of up to £1239 is given to those employees that are required to have a vehicle for their role and by March 2019 there were 112 members of staff in receipt of this allowance. The majority of those staff in receipt of this payment are within the statutory services or shared services which require

## Appendix 1

external visits e.g. planning, environmental health and housing. Mileage rates for those receiving this allowance are at the HMRC level (in 2017/18 this was 45 pence per mile)

### **Bonuses**

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

### **3.6 Special fees and arrangements**

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

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

### **3.7 Other employee benefits**

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

The council supports employees in their role with a development plan and training opportunities to ensure they are fully qualified to give excellent service. The council has been recognised for its development-focussed culture through the achievement of the Investors in People Silver award.

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 and childcare vouchers. In December 2018, the Council introduced another salary sacrifice scheme for the purchase of cars. There is no cost to the Council of these schemes.

Buying annual leave – subject to agreement with their manager, employees are allowed to sacrifice some of their salary to buy more annual leave. In 2018/19 there were thirty members of staff that used this benefit, thirteen more than the previous year.

#### **4. Monitoring**

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

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

From April 2017 under the Equality Act 2010 employers with more than 250 employees have been required to publish statutory gender pay gap calculations on an annual basis. The data must be a snapshot of salary data on 31 March 2018 and must be published on our own website and a government website by 30 March 2019.

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**

	<b>Chief Executive earnings</b>	<b>Median</b>	<b>Pay Multiple</b>
<b>2016/17</b>	122,186	20,103	6.07
<b>2017/18</b>	124,063	20,521	6.05
<b>2018/19</b>	121,760	23,761	5.12
<b>% change from previous year</b>	-1.86%	15.79%	-15.37%

The main difference in the Chief Executives pay during 2018/19 was the payment of £6,585 for her role as Returning Officer at the Local elections. In addition, there has been progression of one incremental point on the salary scales which has slightly increased the median pay.

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

**5. Trade Union Facility time**

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

The Trade Union (Facility Time Publication Requirements) Regulations 2017 came into force on 1<sup>st</sup> 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 1<sup>st</sup> April to 31<sup>st</sup> 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:

	<b>Headcount</b>	<b>Full Time Equivalent (FTE)</b>
UNISON	1	1
UNITE	1	1
GMB	0	0

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

## Appendix 1

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

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

Percentage of pay bill spent on facility time:

Total cost of facility time	£2,768
Total pay bill	£18,348,508
Percentage of pay bill	0.02%

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

### **6. Contact for further information**

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

Appendix 1

Appendix I(A)

**Pay Scale 2019 – 2020**

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

Appendix I(B)

**Pay Progression**

1. Annual Inflation Award

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

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

2. Pay progression within grade

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

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

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

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

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

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

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

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

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

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

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

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

### 4. Career Grades and Incremental Progression

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

Appendix I(C)

**Chief Executive and Director Appraisal Process**

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

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

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

<b>Process</b>	<b>Dates</b>	<b>Papers Required</b>
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:

## Appendix 1

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

\* category of worker employed by MBC

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

### **Market Supplement for Recruitment Purposes**

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

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

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

### **Market Supplement for Retention Purposes**

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

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

## Appendix 1

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.

## Appendix 1

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Regulation 30(6) – Flexible Retirement**

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

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

### **Regulation 30(8) Waiving of Actuarial Reductions**

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

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

### **Regulation 31 – Award of Additional Pension**

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

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

### **Regulation 100 (6) – Aggregation of Benefits**

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

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

## **Appendix I(F) PAY PROTECTION POLICY**

### **Introduction**

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

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

### **Scope**

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

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

### **Protection Period**

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

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

### **Calculation of Protection**

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

## Appendix 1

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.

**Appendix I(G)****ELECTORAL REGISTRATION OFFICERS AND STAFF (Kent AEROS) – SCALE OF FEES****Proposed scale of fees for District/Borough and Parish Council elections and Neighbourhood Referendum held on or after 1<sup>st</sup> April 2018**

1. The scale of fees are uplifted annually, by using the NJC award pay award for local government and approved by the Kent Chief Executives Group.
2. Kent County Council's scale of fees uses a calculation based upon per 1000 electorate. Kent AEROS' scale uses a calculation of per 500 electorate because of small parishes.
3. In order to ensure consistency the Kent AERO's scale reflects the KCC 2018 Scale and is in line with the NJC increase
4. The Kent AEROS' scale has been uplifted by 2% using the NJC Pay Award for Local Government Services 2018/2019

	Item	Current 2017 £	Proposed 2018 £
<b>Stationery and Equipment</b>			
1.	Printing and publishing all notices, forms and other documents, providing stationery and sundries, and other miscellaneous expenditure including postage, telephone calls and faxes	Reasonable and appropriate cost	Reasonable and appropriate cost
2.	Stationery and equipment at each polling station, including depreciation		
3.	Hire of any building or room for the purpose of the election and the expenses attending the use of any building or room, including temporary polling stations if necessary		
4.	Fitting-up polling stations including the provision, transport and erection of voting compartments, the hire of necessary furniture (where this is not otherwise available) and the return to store afterwards		
5.	Ballot Papers – provision and printing		
6.	Register of Electors –		
		<b>30</b>	

Appendix 1

	purchase		
7.	Printing or production of official poll cards and postal vote packs		
8.	Delivery of official poll cards by hand	Second class postage rate	Second class postage rate
<b>Travelling expenses</b>			
9.	Travelling expenses to DRO's staff to make arrangements for the poll or otherwise in connection with the conduct of the election	45p per mile	46p per mile
10.	Presiding Officer travelling expenses	14.29	14.58
11.	Poll Clerk travelling expenses	8.30	8.47
12.	Travelling expenses for staff in connection with the counting of votes, at the discretion of the DRO	8.30	8.47
<b>Polling Station Staff</b>			
13.	One Presiding Officer at each Polling Station – single election	208.42	212.59
14.	For each PO at a Polling Station – combined election or difficult station due to local circumstances (at the discretion of the Returning Officer (RO))	256.03	261.15
15.	For a PO who acts as a supervisor at a Polling Place where there is more than one Polling Station	(additional) 10.10	(additional) 10.30
16.	Supervising Officer (SO) – for every 10 polling station overseen	208.42	212.59
17.	For each Poll Clerk (PC) at a Polling Station – single election	125.05	127.55
18.	For each Poll Clerk at a Polling Station – joint election or difficult station due to local circumstances (at the discretion of the Returning Officer (RO))	154.82	157.92
19.	For each training session provided by the DRO for Presiding Officers, Poll Clerks or count staff	178.67	182.24
20.	For each Presiding Officer and Poll Clerk attending training	46.26	47.19
		<b>31</b>	

Appendix 1

21.	An allowance for each polling station to have available a mobile phone on polling day	5.00	5.10
22.	For the employment of persons in connection with the counting of the votes, clerical and other assistance required by the RO – for each 500 electors or part in a contested election	72.91 (per 500)	74.37
23.	For the employment of persons in connection with the issue and opening of postal ballot papers – for each 100 postal voters or part	71.46	72.89
24.	For the recount of votes – for each 500 electors or part	4.20	4.28
25.	Payment to the District/Borough for the use of Council staff to support the RO in the conduct of elections as follows:		
(a)	Contested election – (i.e. <b>without</b> District/Borough) for each <b>500</b> electors (or part)	56.47 (per 500)	57.60 (per 500)
(b)	Contested joint election (i.e. <b>with</b> District/Borough) – for each <b>500</b> (or part)	28.24 (per 500)	28.80 (per 500)
26.	Contested single election – payment to DRO for the management and conduct of the election – for each 500 electors or part	31.56	32.19
27.	Contested joint election – payment to DRO for the management and conduct of the election – for each 500 electors or part	43.58	44.45
28.	For each Counter attending training	15.00	15.30
29.	For each Count Supervisor and Count General Assistant attending training	30.00	30.60
30.	Reasonable refreshments for staff involved in the verification and count	Maximum £5 per head	Maximum £5 per head
32			

## Appendix 1

31.	Payment to District/Borough Council for the use of Council staff at an uncontested election – for each 500 electors or part	15.58 (per 500)	15.89 (per 500)
32.	RO fee for the conduct of elections as follows:		
(a)	Uncontested District/Borough election – single fee	54.05	55.13
(b)	Uncontested Parish election – single fee	18.52	18.89
33.	For clerical and other assistance required by the Returning Officer at an uncontested election – for each 500 electors (or part)	19.83	20.23

### Notes

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

Appendix 1  
Appendix I(H)

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

Position	Department	Remuneration	No of staff	Budget	Other services/responsibilities
Chief Executive	Chief Executive	£135,000 - £139,999	568	£19,362,120	Returning Officer responsible for all elections & Head of Paid Service
Director of Regeneration and Place	Regeneration and Place	£100,000 - £104,999	283	£10,839,150	
Director of Finance and Business Improvement	Finance and Business Improvement	£100,000 - £104,999	114	£5,714,347	Section 151 Officer
Mid Kent Services Director	Mid Kent Services	£90,000 - £94,999	167	£2,321,953	Reports to Chief Executives of Maidstone, Swale & Tunbridge Wells Borough Councils.
Head of Policy, Communications and Governance	Policy, Communications and Governance	£75,000 - £79,999	79	£2,448,770	Data Protection Officer
Head of Planning and Development	Planning and Development	£80,000 - £84,999	43	£1,057,170	
Head of Housing and Community Services	Housing and Community Services	£80,000 - £84,999	65	£4,373,175	
Interim Head of Regeneration and Economic Development	Regeneration and Economic Development	£55,000 - £59,999	58	£1,370,700	
Head of Mid Kent Audit	Mid Kent Audit	£70,000 - £74,999	12	£212,770	Head of shared service with Ashford, Swale and Tunbridge Wells Borough Councils.
Head of Environment and Public Realm	Environment and Public Realm	£65,000 - £69,999	100	£4,803,215	
Head of Mid Kent ICT	Mid Kent ICT	£65,000 - £69,999	33	£1,263,900	Head of shared service with Swale and Tunbridge Wells Borough Councils.
Head of Commissioning and Business Improvement	Commissioning and Business Improvement	£65,000 - £69,999	17	£1,352,260	
Head of Finance	Finance	£60,000 - £64,999	15	£3,138,257	
Head of Mid Kent HR	Mid Kent HR	£60,000 - £64,999	14	£495,170	Head of shared service with Swale Borough Council
Head of Mid Kent Revenues and Benefits	Mid Kent Revenues and Benefits	£60,000 - £64,999	66	-£140,917	Head of shared service with Tunbridge Wells Borough Council
Parking Services Manager	Parking Services	£55,000 - £59,999	12	-£2,031,100	Manager within shared service with Swale Borough Council
IT Programme Manager	Mid Kent ICT	£55,000 - £59,999	2	£0	Manager within shared service with Swale and Tunbridge Wells Borough Councils.
Deputy Head of Audit	Mid Kent Audit	£55,000 - £59,999	4	£0	Manager within shared service with Ashford, Swale and Tunbridge Wells Borough Councils.
Policy & Information Manager	Policy & Information	£50,000 - £54,999	3	£256,410	
Development Manager	Development Management	£55,000 - £59,999	23	-£65,590	

Appendix 1

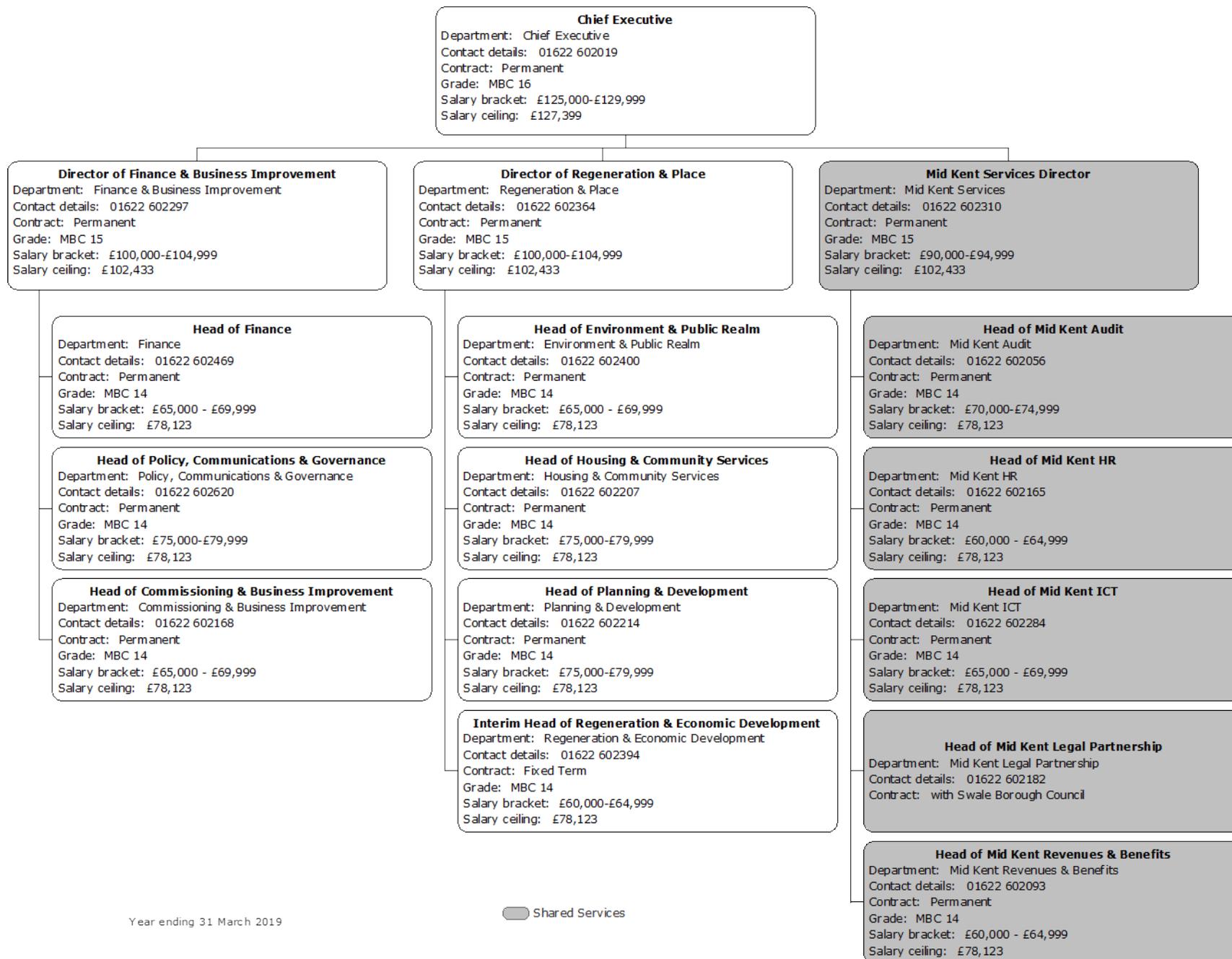
Strategic Planning Manager	Strategic Planning	£55,000 - £59,999	8	£633,490
Building Control Manager	Building Control	£55,000 - £59,999	4	£44,570

**Number of employees whose remuneration in 2018/19 is at least £50,000 in brackets of £5,000**

35

Remuneration band	Number of employees in band
£50,000 - £54,999	4
£55,000 - £59,999	7
£60,000 - £64,999	3
£65,000 - £69,999	3
£70,000 - £74,999	1
£75,000 - £79,999	1
£80,000 - £84,999	2
£85,000 - £89,999	0
£90,000 - £94,999	1
£95,000 - £99,999	0
£100,000 - £104,999	2
£105,000 - £109,999	0
£110,000 - £114,999	0
£115,000 - £119,999	0
£120,000 - £124,999	0
£125,000 - £129,999	0
£130,000 - £134,999	0
£135,000 - £139,999	1
Total	25

## Data transparency: Maidstone Borough Council organisation chart



## EMPLOYMENT COMMITTEE

**28 January 2019**

### Workforce Strategy Update Report

<b>Final Decision-Maker</b>	Employment Committee
<b>Lead Head of Service/Lead Director</b>	Stephen McGinnes, Mid Kent Services Director
<b>Lead Officer and Report Author</b>	Bal Sandher, Head of HR Shared Services
<b>Classification</b>	Public
<b>Wards affected</b>	No wards

#### **Executive Summary**

The Council has had a Workforce Strategy since 2008 and this has been reviewed and developed as the priorities and environment has changed. The most recent version covers the period 2016 - 2020 and was agreed at the Policy and Resources Committee 29 June 2016. As part of the approval the P&R Committee requested that the Employment Committee should receive progress updates twice per year.

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

#### **This report makes the following recommendations to this Committee:**

1. That the Committee note the progress of the actions set out in the Workforce Strategy.

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Employment Committee	28 January 2019

# Workforce Strategy Update Report

## 1. INTRODUCTION AND BACKGROUND

1.1 The key themes of the Workforce Strategy are:

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

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

### 1.3 Organisation culture and change

1.3.1 A report was presented to the Employment Committee in June 2018 on Employee Wellbeing and Mental Health. There were a number of initiatives outlined in the report to support mental wellbeing and this has been further enhanced with the launch of a new online resource for staff on mental health. The online platform provides advice and information on how to look after your mental health, links to videos on mindfulness and where to find further support if needed.

1.3.2 We rolled out Mental Health First Aid training in October 2018. Fifteen staff attended the training and we have another 16 staff booked on the course in January 2019. This training is delivered by our Learning and Development Officer who has completed the training and qualified to deliver this in-house. The training teaches how to recognise warning signs of mental ill health, encourage staff to talk more freely about mental health, reduce stigma and to feel confident to guide staff to the appropriate support. The list of trained mental health first aiders has been published across the council to enable staff to contact one of the mental first aiders if required. In addition, a policy on Mental Health First Aid has been developed and introduced to inform staff and managers about the role of a Mental Health First Aid as well as responsibilities of managers.

1.3.3 The One Council update in September was carried out in a different format compared to previous One Council events. This was based on staff feedback from previous briefings where a more informal event was expressed as the preferred format. The event was held at the Maidstone Invicta Park Barracks and a number of stalls were arranged by the army to allow staff the opportunity to find out about their work as well as a tour of the barracks. There were also other stalls organised by the council which included an activity on the new strategic plan and information provided by Kent Connected on 'let's talk travel' in relation to how they can support staff to explore different travel arrangements.

1.3.4 The next One Council will be held on 27th February 2019. This will include the Council update and the annual staff awards. This event will

take place at Maidstone's Leisure Centre for all staff to attend and gives the opportunity to recognise the great contribution our team members have made to achieving the council's objectives and delivering great services to the public. This has become an important part of reinforcing our culture and values. The One Council update also provides an opportunity to remind staff of the priorities that we are all working towards and update them on the progress of various projects. This year we will update staff on the Council's recently adopted Strategic Plan.

- 1.3.5 We have developed an engagement plan by working with the Communications team that clearly informs the way the council will communicate to staff on a number of important messages. This includes communication from the corporate, manager and staff level. The plan sets out the different times in the year that we will be engaging with staff in order to ensure we continually improve the way we involve and communicate with all employees.
- 1.3.6 The Council has been delivering a payroll service for Dartford Borough Council from April 2018. We have held two review meetings and the feedback from Dartford has been very positive, with Dartford reporting that there has been a huge improvement in the payroll service that is being delivered by our Payroll team compared to their previous payroll provider. The success is a testament of the hard work and professionalism of our Payroll team.

#### **1.4 Resourcing**

- 1.4.1 We will be introducing a new HR service delivery model within the next couple of months that involves HR Advisors working more closely with department management teams to provide a department specific proactive service. The aim of this model is to add value to the business by creating a "key" allocated resource for departments. The HR Advisor's role will be to listen and communicate more meaningfully with the business to gain a greater understanding of the business. By offering solutions to these challenges, HR Advisors will not only improve the capability of managers but also build up the manager's confidence in them.
- 1.4.2 To ensure we continue to attract high calibre candidates to employment opportunities at the council, we have designed a new on-line job page which provides candidates with information on Maidstone as a borough, priorities of the council, benefits and rewards that are available to staff. The aim of the job page is to ensure the council is presented in the best light to attract good candidates and improve the candidate experience in applying for roles.
- 1.4.3 All employers with a pay bill over £3 million per annum must pay an apprenticeship levy of 0.5% of their monthly pay bill. In addition, we are required to have 2.3% of the workforce on apprenticeships as an average from period 01/04/2017 to 31/03/2021. For Maidstone Borough Council this equates to approximately 14 apprentices a year on average.

An apprentice can be a newly appointed member of staff, employed into an apprentice post, or can be an existing member of staff undertaking an apprenticeship qualification. We currently have five apprentices within the Council. We also recently ran drop-in sessions for staff to explain how the qualifications work under an apprenticeship and to invite expressions of interest. There was a number of staff interested in studying an apprentice qualification. Currently we have 12 staff studying for a qualification through this route with another 8 staff interested in completing apprentice qualification in 2019-2020. A breakdown of the type of qualification and cost from the levy has been provided below:

<b>Team</b>	<b>Qualification</b>	<b>Cost from levy</b>	<b>Start/End date</b>
Grounds Maintenance	L2: Horticulture	£4,000	Completed Sept 2019
Grounds Maintenance	L2: Horticulture	£4,000	Completed Sept 2019
Development Management	L3: Public Service Operational Delivery	£3,000	Completed Sept 2019
Grounds Maintenance x 2	L2: Horticulture	£4,000	Jan 2019
Street Scene	L2: Local Environmental Services Skills	£1,500	Jan 2019
Customer Services	L2: Customer Services	£1,500	Dec 2018
Grounds Maintenance	L2: Horticulture	£2,000	Jan 2019
Grounds Maintenance	L3: Horticulture	£2,500	Jan 2019
Waste & Street Scene	L2: Team Leader	£5,000	Nov 2018
Grounds Maintenance x 2	L2: Team Leader	£10,000	Nov 2018
Museum	L2: Team Leader	£5,000	Nov 2018
Policy & Information	L4: Data Analyst	£15,000	

The following will start their apprenticeship qualification in 2019-2020:

<b>Team</b>	<b>Qualification</b>	<b>Cost from levy</b>
Housing	L4 Construction Management	£12,000
Grounds Maintenance	L3: Horticulture	£2,500
Mid Kent Planning Support	L7: Senior Leaders Master's Degree	£18,000
Environmental Improvement	L3: Learning & Development	£2,500
Street Scene	L2: Team Leader	£5,000
Customer Services	L4: Associate Project Management	£9,000
Environmental Improvement	L4: Associate Project Management	£9,000
Economic Development	L4: Associate Project Management	£9,000

1.4.4 On 14<sup>th</sup> November 2018 the council was awarded with the Disability Confident Committed certificate. Disability confident are working with employers to ensure that disabled people and those with long term health conditions have the opportunities to fulfil their potential and realise their aspirations.

As a Disability Confident Committed Employer we have committed to:

- Ensuring our recruitment process is inclusive and accessible
- Communicating and promoting vacancies
- Offering an interview to disabled people
- Anticipating and providing reasonable adjustments as required
- Supporting any existing employee who acquires a disability or long term health condition, enabling them to stay in work
- One activity that will make a difference for disabled people

We will be working towards Level 2 (Disability Confident Employer) and Level 3 (Disability Confident Leader).

## **1.5 Development**

1.5.1 Following last year's cycle of appraisals we carried out an internal survey to understand staff's view on our appraisal process and system and the impact it had on their motivation. The results were largely positive with more than 90% of staff feeling that they received useful feedback from their line manager in their appraisal. 62% of staff said they felt motivated after their appraisal, and 70% of staff said they were having regular 1:1's with their line manager. Regular discussions and feedback are an important element of staff engagement, and going forward we will be working with line managers to develop their skills in 1:1 meetings and ensure that they take place regularly for all staff.

1.5.2 We have delivered two pilot programmes of a new programme called Personal Best. The programme is intended to help people move from a fixed mind-set to a growth mind-set by achieving a personal goal, supported by 1:1 coaching and workshops. The challenge of engaging staff that have a fixed mind-set was highlighted in the Investors in People Review last year, and the programme is part of our action plan as a way of changing people's mind-sets which in turn would increase their level of engagement with the Council and empowerment to take responsibility in line with our STRIVE values. The programme has been piloted with 2 groups - Environment & Public Realm and Revenues & Benefits. The evaluation of the programme has shown that it was well received and staff felt more confident in their own abilities and the contribution they make to the council as well as generating ideas for the council. It has been agreed to run two further programmes during which our Learning and Development Manager will be training to deliver the programme going forward.

## **1.6 Reward**

- 1.6.1 There have been a number of wellbeing events organised and promoted over the last few months. In September, we promoted Migraine Awareness week to educate staff on causes, support and management of migraines. On the National Dementia Carers Day in September, we organised training sessions on Dementia Friends Champion to raise awareness on dementia. In October, on World Mental Health Day a webinar was organised for managers to equip them with the tools to manage mental wellbeing. The main purpose for these wellbeing events is to encourage individuals to take preventative measures to avert the onset or worsening of an illness or disease and to adopt healthier lifestyles. In addition, we organised and delivered free flu vaccinations for staff in November.
- 1.6.2 The next annual Wellbeing week has been arranged to take place between 25 February and 1 March 2019. A number of events will be organised across the council to promote the importance of being healthy and active. The aim of the week is to raise awareness on wellbeing by arranging opportunities for staff to get involved in activities that will improve their fitness, mental health and their overall wellbeing.
- 1.6.3 In order to further enhance the employee benefits and rewards we have implemented a salary sacrifice scheme in December through which employees can lease a car at a significantly reduced cost. Under the scheme, employees are able to lease a brand new, fully maintained and insured car. All servicing and maintenance of the vehicle is included in the monthly salary reduction along with fully comprehensive motor insurance. There is no cost for the council in implementing this benefit apart from small amount of admin time in processing applications.
- 1.7 The Workforce Strategy sets out the key themes for the period 2016-2020, there is an associated action plan that will be updated on a regular basis to ensure the council continues to develop. The action plan that was agreed in June 2016 is at Appendix I and it has been updated with the progress to date.

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## **2. AVAILABLE OPTIONS**

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

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## **3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 3.1 The preferred option is for the Committee to note the developments and support the on-going work.
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#### **4. RISK**

- 4.1 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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#### **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

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

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#### **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 6.1 Developments based on the Workforce Strategy are regularly communicated to managers and staff through Wakey Wakey, Team Talk activities, consultation with trade unions, Staff Forum and by email.
- 6.2 Actions within the Workforce Strategy are regularly reviewed by the Wider Leadership Team and twice a year by the Employment Committee.

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#### **7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The Workforce Strategy has an impact on all aspects of the corporate priorities.	Bal Sandher, Head of HR
<b>Risk Management</b>	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
<b>Financial</b>	Workforce costs are the single biggest area of expenditure for the Council, accounting for around half of the Council's total budget. The Workforce Strategy therefore has a financial impact, but this is costed within the normal annual budget. Specific initiatives described within this report are also funded from	Section 151 Officer & Finance Team

	within existing budgets.	
<b>Staffing</b>	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
<b>Legal</b>	Although there may be specific actions arising out of the Strategy that require legal input, there is nothing identified in the plan overall that will have legal implications.	Estelle Culligan (Principal Solicitor)
<b>Privacy and Data Protection</b>	No personal data is contained in the report.	[Legal Team]
<b>Equalities</b>	No impact identified as a result of this update report. As an employer the Council has a duty to fulfil under the Equality Act 2010. This is ongoing and is embedded in the processes to deliver the Work Force Strategy	Equalities and Corporate Policy Officer
<b>Public Health</b>	No impact identified at this time	Bal Sandher, Head of HR
<b>Crime and Disorder</b>	No impact identified at this time	Bal Sandher, Head of HR
<b>Procurement</b>	The Workforce Strategy has an impact on all aspects of the corporate priorities.	Bal Sandher, Head of HR

## 8. REPORT APPENDICES

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

- Appendix I: Workforce Plan update

## 9. BACKGROUND PAPERS

Workforce Strategy

<http://aluminum:9080/documents/s49435/Enc.%201%20for%20Workforce%20Strategy%202016-2020.pdf>

### Appendix I Workforce Plan 2016-2020 Progress January 2019

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update / Timescale	
45	Organisational culture and change	Increased partnership work.	Flexibility in workforce movement.	Secondments arranged into and out of partner sector	HR Manager	Ongoing
		Maintain and develop the organisation culture to be consistent with the values and priorities	Increased levels of employee engagement	Employee engagement survey Team talks/briefs; One Council meetings; Service planning and appraisal	Wider Leadership Team (WLT)	Ongoing One Council briefing in September 2018 delivered. To organise the One Council event for February 2019 Engagement 'pulse' survey Posters in all buildings for staff feedback on engagement levels Engagement plan developed with details of events across the council
				Develop a Council engagement plan		
				Minimise stress amongst the workforce		
				Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress	L&D Manager	Resilience training on-going. Mental Health First Aid training delivered. Mental Health First Aid policy developed and delivered on role of MHFA and line managers
		Increased income generation including through regeneration and commercialisation	Organisation structure designed to meet key priorities	Senior management restructure and development programme  Strengthen project and programme management capacity and skills	Chief Executive Officer (CEO) with Corporate Leadership Team (CLT) and WLT	On-going capital projects Payroll service for Dartford Borough council - ongoing.
	Senior Leadership is visible	Employees feel that senior leaders are approachable, listen and live the values	One Council briefings, back to the floor and attending local team meetings	Policy, Wider Leadership Team (WLT)	One Council briefing twice per year	

			Staff Forum meetings to gain representative views	CLT	Ongoing
			WLT to visit staff during wellbeing week and birthday teas	WLT	Ongoing
	Employees are engaged with organisation purpose	Employees know where they fit in to the organisation and how they help deliver priorities	Team talks delivered by line managers	WLT Line managers	Ongoing
Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/ Timescale
46	The organisation is fully resourced with the right skills to deliver council priorities	Streamlined processes for greater efficiency	Electronic authorisation process and appropriate delegations	Head of HR (HHR) Web Team	Completed
		Council is presented in the best light to attract good candidates	Council job page with attractive information for candidates	HR Manager	New job page created with information on the borough and the council.
		Competitive employment package to attract and retain good people	Appropriate use of market supplements in skill shortage areas	HR Manager	Ongoing and has improved recruitment in hard to fill areas (Planning and Building Control)
		Maximise effectiveness of the full team to deliver council priorities	Line managers are trained and address performance and absence issues	Line managers	Absence management training delivered, absence monitored by Wider Leadership Team
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	Apprenticeship road shows completed. Training and qualifications agreed for existing staff through the apprenticeship levy.
	A representative and balanced workforce	Council that values equality, diversity and inclusion	Meet the Disability Confident employer status  Calculate and report on the Gender Pay Gap	HHR	Awarded Disability Confident Committed certificate in November 2018.  To provide an update on figures by the deadline of 31 March 2019. Minimal difference between male and female pay rates
Resourcing Development	The organisation is fully resourced with the right skills to deliver Council priorities	No skill / knowledge gaps because of retirements or turnover	Succession planning and multi-skilling to ensure business continuity	WLT	'Developing Everyone' analysis to be carried out following Appraisal March/April 2019
		Organisational effectiveness increased, workloads reduced	Managers trained to use 'lean processing' approach	L&D Manager WLT	Complete

			to streamline work  Change in mind-set of employees to overcome challenges in their roles		Pilot on Personal Best training completed. To roll out further training to key areas.	
47	Development	Develop consistency of approach by leaders and managers	Managers and leaders know what is expected of them as a 'Maidstone Manager'	Management development; 360° feedback. All new managers to go through the manager induction programme  Review the appraisal process to ensure still meets business requirements	L&D Manager and WLT	Team talk rolled out on 'the Maidstone Manager' Management Development Framework updated, Line manager induction programme to be developed and communicated to managers via Managers Forum and Intranet. Appraisal survey sent to all staff and feedback received. To develop manager skills in 1:1 meetings with their staff.
		The organisation is fully resourced with the right skills to deliver council priorities	Blended approach to learning All employees engaged in personal development	All employees have development plan; training plan in place to address future skill gaps  Development of new eLearning package with tailored programmes	L&D Manager Line managers  L&D Manager	Reinforced through the introduction of the 'Developing Everyone' appraisal process  Ongoing – roll out new GDPR eLearning training to all staff
		A flexible workforce	Internal recruitment and selection enables horizontal movement to develop careers and give employment stability	Streamline processes for internal re-deployment. Training for new roles and ways of working eg arising from service reviews and business transformation	HHR	Ongoing
	<b>Key Theme</b>	<b>Need / Driver</b>	<b>Outcome</b>	<b>Action</b>	<b>Responsibility</b>	<b>Update/Timescale</b>
	Development	A flexible workforce	Develop a range of skills	Secondments encouraged  Work shadowing process developed to facilitate people spending time in other areas	HHR  HHR	Ongoing  WLT/CLT Job Swap programme in place, started with AB in May "swapping" with Homeless Outreach Officer.
		A safe workforce	A strong health and safety culture with minimal accident levels.	Deliver the Health and Safety action plan	Health and Safety Officer Line managers	Ongoing monitoring through the Health & Safety Committee.
Rewards	Retain competitive position as an employer	Reinforce benefits package so that employees feel they are	Update and re-issue employee handbook	HR Manager	Completed	

		fairly rewarded.	Health and wellbeing initiatives developed	HR Manager Community Development	Ongoing, Well-being week to be arranged for February 2019. Roll out wellbeing events during the rest of the year. Flu vaccinations - delivered
			Total benefits statement developed	HHR	On pilot project with MHR (iTrent self-service)
			Enhance rewards and benefit provision at the Council	HR Manager	Implemented a salary sacrifice car scheme through Tusker
			Annual Pension briefings organised	HR Manager	Delete – no longer offered by KCC
		Employees feel they are fairly rewarded	Review an promote current rewards and benefits	HHR	PM&M roadshow to refresh available benefits
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	To be included as part of the One Council event in February 2019
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced