



**NOTICE OF MEETING**

<b>Meeting:</b>	<b>Staffing Committee</b>
<b>Date and Time:</b>	<b>Thursday 10 February 2022 7.00 pm</b>
<b>Place:</b>	<b>Council Chamber</b>
<b>Telephone Enquiries to:</b>	<b>Committee Services Committeeservices@hart.gov.uk</b>
<b>Members:</b>	<b>Butler, Crampton, Drage, Kennett (Chairman), Neighbour, Oliver, Radley, Wildsmith and Worlock</b>

Joint Chief Executive

CIVIC OFFICES, HARLINGTON WAY  
FLEET, HAMPSHIRE GU51 4AE

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**AGENDA**

**This Agenda and associated appendices are provided in electronic form only and are published on the Hart District Council website.**

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- At the start of the meeting, the Lead Officer will confirm the Fire Evacuation Procedure.**
- The Chairman will announce that this meeting will be recorded and that anyone remaining at the meeting had provided their consent to any such recording.**

**1 MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting held on 17 January 2022 will not be available until after the Full Council meeting on 24 February 2022 due to matters arising.

## **2 APOLOGIES FOR ABSENCE**

To receive any apologies for absence from Members\*.

**\*Note:** Members are asked to email Committee Services in advance of the meeting as soon as they become aware they will be absent.

## **3 DECLARATIONS OF INTEREST**

To declare disposable pecuniary, and any other interests\*.

**\*Note:** Members are asked to email Committee Services in advance of the meeting as soon as they become aware they may have an interest to declare.

## **4 CHAIRMAN'S ANNOUNCEMENTS**

## **5 REVIEW OF CHIEF EXECUTIVES' PERFORMANCE OBJECTIVES AND OBJECTIVE SETTING (Pages 3 - 17)**

To review performance against the 2021/22 performance objectives set at Staffing Committee in February 2021 for the Joint Chief Executives for the year and to consider the performance objectives for the Joint Chief Executives for the coming year, 2022/23. The objectives are used as a basis of evaluation of the Joint Chief Executives' performance.

### **RECOMMENDATION**

Subject to any comments of the Staffing Committee, the performance of the Joint Chief Executives as set out in Appendix 1 be noted and the objectives as set out in Appendix 2 be confirmed for the Joint Chief Executives for the coming year.

## **6 PAY POLICY STATEMENT FINANCIAL YEAR 2022-23 (Pages 18 - 20)**

To seek approval to the Council's Pay Policy for 2022/23.

### **RECOMMENDATION**

- i. That the Pay Policy 2022/2023, attached as Appendix 1 to this report, be recommended to Council for approval.
- ii. That the staff numbers and vacancies provided in Appendix 2 are noted.

**Date of Publication: Wednesday, 2 February 2022**

## **STAFFING COMMITTEE**

**DATE OF MEETING**      **10 FEBRUARY 2022**

**TITLE OF REPORT**      **REVIEW OF CHIEF EXECUTIVES' PERFORMANCE  
AND OBJECTIVE SETTING FOR THE COMING YEAR**

**Report of**                      **Councillor David Neighbour, Leader of the Council**

### **1      PURPOSE OF REPORT**

- 1.1. To review performance against the 2021/22 performance objectives set at Staffing Committee in February 2021 for the Joint Chief Executives for the year and to consider the performance objectives for the Joint Chief Executives for the coming year, 2022/23.
- 1.2. The objectives are used as a basis of evaluation of the Joint Chief Executives' performance.

### **2      RECOMMENDATION**

- 2.1 Subject to any comments of the Staffing Committee, the performance of the Joint Chief Executives as set out in Appendix 1 be noted and the objectives as set out in appendix 2 be confirmed for the Joint Chief Executives for the coming year.

### **3      BACKGROUND**

- 3.1 The Joint Chief Executives play a key role in the corporate leadership of the Council and will contribute to the delivery of all corporate goals, this is recognised in their job description and should be reflected in their annual objectives.
- 3.2 The Joint Chief Executives have had regular performance reviews and objectives, most recently these were considered by Staffing Committee in February 2021.
- 3.3 Last year, due to the ongoing Covid-19 pandemic (recognising we were still subject to a lock down in February 2021 and the commensurate workload associated with this) Staffing Committee took the decision to 'roll over' the previous year's objectives.

## **4 CONSIDERATIONS**

- 4.1 Whilst Covid-19 has once again been a major factor throughout the year, with the Council once again stepping into Major Civil Emergency to support the delivery of the Vaccine Programme, Appendix 1 sets out the Joint Chief Executives performance against those objectives in the past year.
- 4.2 Reflecting that the objectives are now two years old; a range of topics and issues have arisen that have required strategic leadership, but do not directly align to the objectives, these include such matters as
- County Deal conversations and working alongside the NHS on the emerging structures for the new Integrated Care Systems
  - The severance and re-establishment of relationships regarding the Joint Waste Client Team with BDBC.
  - The future of the Frogmore Day Care Centre and the anticipated change in the Citizens Advice property, allowing Oakley Health Practice to operate out of Royal Oak Close as well as work on former The Swan Public House.
  - The appointment of one of the Joint Chief Executives to the Housing Company as a Director, and the workload associated with the creation of Company Business Plans and establishing, running and reporting on the Scrutiny Panel, as well as creation of policies fit for the company.
  - Oversight of the Covid-19 Business Grants and the Welcome Back Fund
  - Review of the Corporate Complaints policy and working with an Overview and Scrutiny task and finish group to bring forward a new approach for adoption
  - Bringing forward a grant scheme for the Platinum Jubilee and supporting delivery of the new Communications and Engagement Strategy.
  - Delivering a Lateral Flow Test Centre, continued use of the Councils buildings for a Mobile Testing Unit, as well as working alongside the NHS to deliver the vaccine programme
  - Worker in partnership with Rushmoor, Basingstoke, and Test Valley to bring forward the 'North Hampshire narrative'.
- 4.3 The Leader has sought feedback from the other Political Group Leaders in entering into his discussions on performance over the last year, as well as key priorities for the next year. This has led to the establishment of the new objectives 2022/23 as set out in Appendix 2, recognising this activity will seek to meet the strategic objectives of the Council.

## **5 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 5.1 The Council has a performance development review process which helps ensure we get the very best from our staff. This report is in compliance with that policy and no alternatives have been considered or rejected

## **6. CORPORATE GOVERNANCE IMPLICATIONS**

- 6.1 Finance and Resource issues – there are no direct costs attributable to this report. The Joint Chief Executives have finite capacity and this report and the objectives set out, seeks to ensure that this valuable resource is directed to ensure the Councils ambitions are delivered.

## **7. EQUALITIES IMPLICATIONS**

- 7.1 The recommendations in this report should not have any impact on any of the protected characteristics as set out in the equalities legislation.

## **8. CLIMATE CHANGE IMPLICATIONS**

- 8.1 There are no climate change implications as a result of this report

## **9 ACTION**

- 9.1 To use of the performance objectives for 2022/23, as in Appendix 2, as part of the appraisal system for the Joint Chief Executive's during the coming year.

**Dave Neighbour**  
**Leader of the Council**

## **APPENDICES**

Appendix 1 - Joint Chief Executives Performance against the Objectives set by Staffing Committee in 21/22

Appendix 2 – Proposed objectives for the Joint Chief Executives for 2022/2023

**Appendix 1 – Joint Chief Executives Performance against the Objectives set by Staffing Committee in 21/22**

Link to Corporate Plan	Objective	Measure	Lead	Performance
<p><b>An Efficient and Effective Council</b> To realise our ambitions to deliver</p>	<p>To facilitate and help Members to create a new Corporate Plan, as a delivery mechanism for the new Hart 2040 Vision</p>	<p>A new Corporate Plan will be created, consulted upon and adopted by the Council</p>	<p>Both</p>	<p>Meeting of the sub-group facilitated and created a document providing information on what priorities would need to move forward into next year for completion</p> <p>Have facilitated Informal Cabinet meetings throughout the year, bringing forward items for consideration, as well as providing an almost weekly update of activity of note from around the Council for Cabinet to consider.</p>
<p><b>An Efficient and Effective Council</b> Ensuring our Medium Term Financial Strategy is focused on strategic priorities</p>	<p>To ensure the Council and its ambitions are fully funded</p>	<p>Ensure that the Corporate Plan is considered in light of the funding envelope for the current and future years</p>	<p>Both</p>	<p>DP has been the lead for the broader savings agenda (out of the two Joint Chief Executives)</p> <p>PH has led specifically on the Senior Management Restructure, commissioning consultants etc. to review and report to Staffing Committee and have provided information to the Leader to outline what needs to happen to ensure the Corporate Plan can be delivered, due to the potential implications of insufficient resources being available</p>
<p><b>An Efficient and Effective Council</b> Maximising income opportunities and identifying new opportunities for</p>	<p>Continued implementation of the Commercialisation</p>	<p>Continue to ensure performance against the existing Commercial Strategy whilst exploring opportunities for the mid to long term</p>	<p>Both</p>	<p>DP has been overseeing the opportunities that may be gained from ownership the Swan Public House in North Warnborough</p> <p>DP led on the acquisition of Centenary House, Basingstoke</p> <p>PH has been appointed Director of the Councils wholly owned Housing Company, which is looking to explore new commercial opportunities.</p>

Link to Corporate Plan	Objective	Measure	Lead	Performance
<p>income generation</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 7</p>				<p>We also review and consider other opportunities via our Project Board approach, including seeking an ‘elevator pitch’ for any embryonic ideas to ensure they are likely to meet our ambitions, before placing more resources for further investigation.</p> <p>Following the departure of the Commercialisation Manager replacement resources (Commercialisation Business Partner) has been put in place and a framework put in place to access speedier business advice. The aim in the next year is to secure at least one further commercial acquisition and also to have negotiated an additional residential opportunity for key workers.</p> <p>For countryside services the commercialisation objective will be to explore the success of offering concessions at both Edenbrook and Bramshot Farm Country Park.</p>
<p><b>An Efficient and Effective Council</b> Maximising income opportunities and identifying new opportunities for income generation</p>	<p>Continue to embed opportunities to find efficiencies through commercialization and digitalisation</p>	<p>Continue to creation of a new culture, new ways of working which increases collaboration, reduces duplication and increases available online services (e.g. continued data management along with enhanced broadband)</p>	<p>DP</p>	<p>A refreshed Commercialisation Property Investment Strategy was adopted in July 2021.</p> <p>An Agile Working Policy has been brought in effect to address both pandemic issues as well as reducing impact on the climate. All systems have effectively been digitised to enable remote access from locations away from the office. New “soft” telephony is now being rolled out to complement officer accessibility.</p> <p>A new web site procurement exercise has commenced with full implementation by November 2022. In the meantime, the current website has been confirmed as being fully legally compliant with the accessibility standards required by Public Sector Bodies (Website and Mobile Applications) Accessibility Regulations 2018 (WCAG 2.1).</p>

Link to Corporate Plan	Objective	Measure	Lead	Performance
				<p>We will continue our ongoing work with the M3 LEP to support the delivery of the strategic fibre spine project which will provide gigabit-capable broadband across Surrey and Hampshire.</p> <p>Agile working will be supplemented by the final digitalisation of historic maps.</p>
<p><b>An Efficient and Effective Council</b> Continuing to ensure we have an engaged and motivated workforce</p>	<p>Continued development of the organisation to ensure that it is 'fit for the future'</p>	<p>As part of the Corporate Plan consideration, outline the Councils future approach to Shared Services based on the evidence of the review</p>	<p>PH</p>	<p>We continue to keep shared services under review.</p> <p>The Joint Chief Executives (usually DP) attends the BDBC Partnership Board which looks at shared services that both Councils have. In addition, PH attends on behalf of the Council, the Joint Governance Group that oversees the Joint Waste Contract. A key area of work has been improving our relationship with BDBC further to the transfer of the Joint Waste Client Team.</p> <p>PH attends the 5 Councils Chief Executives Group, as well as the Senior Management Board and the Councils Joint Committee (Member led meeting) all of which oversees the Capita contract and the partnership with other Councils, ensuring both HDC Members of the Joint Committee are kept involved of developments.</p> <p>We have also been heavily involved in the County Deal conversations</p> <p>Subject to the Levelling Up White Paper and decisions of Cabinet and Council, this is foreseeably one of the main areas of work for the year ahead as it will be critical to the success of future relationships to ensure we have an aligned view of vision, goals and objectives.</p>



Link to Corporate Plan	Objective	Measure	Lead	Performance
		Skills Gap analysis, leading to a systematic approach to the development of staff	PH	<p>We have this year undertaken a review of the PDR process, providing training to all Managers in the style and approach we expect associated with the PDR process, and in February, in advance of the year ending/year beginning PDR for staff in March – PH is providing training to all staff on how to make best use of the PDR. This will undoubtedly help us to focus on any skills or training gaps that we may have as an organisation as we look at the objectives for next year and the likely requirements moving forward.</p> <p>From April onwards we will have a calendar of training available for staff which will include our mandatory training (safeguarding, GDPR, equalities, fraud/bribery etc.) as well as training highlighted through the PDR processes and hope to have implemented a new module on our HR system which enables the effective tracking and delivery of training requirements.</p>
		Business re-engineer services to streamline and make them more efficient	DP	<p>The emphasis this year will be to secure the full implementation of the Development Management Service Action Plan (which is monitored by a O&amp;S/Cabinet sub group) and ensure an Action Plan for the Planning Enforcement Service is brought forward</p> <p>A key service agility improvement will be the introduction of the Idox OnSite mobile apps. The product will give offers the tools needed to complete inspections, visits and actions on a mobile device in the field.</p>
		Continue work to enable home or district based working	DP	An Agile Working Policy has been brought in effect to address both pandemic issues as well as reducing impact on the climate. All systems have effectively been digitised to enable remote access from locations away from the office.

Link to Corporate Plan	Objective	Measure	Lead	Performance
		through the use of technology		<p>New “soft” telephony is now being rolled out to complement officer accessibility.</p> <p>Agile working will be supplemented by the final digitalisation of historic maps.</p> <p>A key service agility improvement will be the introduction of the Idox OnSite mobile apps. The product will give offers the tools needed to complete inspections, visits and actions on a mobile device in the field.</p>
Page 10		Create a strong brand for Hart as an employer	PH	<p>The first stages of this have recently been completed with the updated and refreshed Communications Strategy, which should start to see significantly more positive news items which will place Hart favourably amongst our sector. The reach and spread of our media and social media presence is measured via google analytics, additionally the Communications team have monitored social media for impact, but at present, resources do not allow for this on a regular basis.</p> <p>We have also looked to ensuring the outward facing brand of the Council is enhanced by bringing forward new Customer Care Policies and we are also ensuring we improve our opportunities to learn from feedback via a newly refreshed Complaints Policy due to be considered by Cabinet in March.</p> <p>And we have also taken the time to ask our own staff whether they would recommend Hart as an employer.</p>

Link to Corporate Plan	Objective	Measure	Lead	Performance
		Improve social capital	PH	<p>Vital in a time of lockdowns and agile working, social capital ensures that our staff remain connected to the Council and with the colleagues they work alongside.</p> <p>PH takes the lead on Staff Induction, personally taking part in each and every session, meeting new members of staff and taking them through the key points they will need to know about the Council. DP &amp; PH share the provision of information to our staff through the staff newsletter (every two weeks) and all staff briefing (every month) as well as providing a feedback loop via our Management Team (every month)</p> <p>As we move out of Plan B, DP has provided guidance to staff regarding returning to the use of our Agile Working Policy (minimum 20% of time in the office) with the time in the office specifically for collaboration, whether one to one's, team meetings, training etc.</p> <p>We have continued to garner feedback via our Staff Surveys with one in autumn and continued our social events calendar with diverse opportunities to engage from a book club to, gin tasting, a squat challenge and just starting, an exercise challenge</p>
		Continue to create a digital and commercial culture in the Council	DP	<p>The main project for this year is to integrate cyber security as an integral part of the Council's work on digitisation programme using funding secured from DLUCH.</p> <p>The web site project is supported by a Project Board that has a communication and engagement strategy with all staff.</p>

Link to Corporate Plan	Objective	Measure	Lead	Performance
		Introduce new Committee Services management software	DP	<p>Phase 1 (the digitalisation of Committee agenda and integration with the Hart web site) is complete.</p> <p>The objective for the next year is to implement the Committee report workflow management.</p>
<p><b>A Clean, Green and Safe Environment</b></p> <p style="text-align: center;">Page 12</p>	Take a corporate lead for Climate Change recognizing the cross functional nature of the actions needed across the organisation	Provide guidance on the implementation of the draft Climate Change Action Plan, its resourcing and funding	Both	<p>DP and PH have provided oversight to the Climate Change Action Plan via our Project Board, where projects from the Action Plan are brought forward and performance against ambitions assessed. PH has used County Deal discussions as an opportunity to point out that our ambitions and those of HCC are not aligned and it would be reasonable for us to find alignment in any County Deal submission. Further to this, funding has been set aside in the budget 2022/2023 to resource the Action Plan for the coming year and this may be a particular area of work in the future.</p> <p>The service aim is to introduce new Planning Technical advice notes to be used by staff to inform planning decisions on new development.</p>
<p><b>Healthy Communities and People</b></p>	Lead on the delivery of the New Settlement	Continue the exploration of a Garden Community in accordance with the principles adopted by Cabinet	PH	<p>The Administration's approach to the Garden Community has changed due to the DHLUC not providing sufficient financial support, and the decision was taken to close this project down, at a convenient point in the process.</p> <p>In accordance with the Councils project management approach, it would be appropriate to carry out a project closure report.</p>
<p><b>An Efficient and Effective Council</b></p>	Update the constitution to	New constitution is introduced that is	DP	Work has commenced with the current Constitution being rewritten in plain English to 'crystal' standard. The document however needs to be revisited with a view to making it more succinct and user friendly.

Link to Corporate Plan	Objective	Measure	Lead	Performance
	reflect current best practice	easy to read and understand		This is an ongoing project albeit not an overriding priority in times of pressurised workloads. .
<b>An Efficient and Effective Council</b>	Ensure democratic process.	Deliver District /Parish Council, and any Neighbourhood Plan referenda	DP	Last year a challenging COVID compliant combination of HCC, Police & Crime Commissioner, HDC, Parish, and two Neighbour Plan elections/referenda was successfully delivered along with a separate Parish byelection. This year an HDC and any relevant Parish/Town Council election will be delivered.
<b>A Thriving Economy</b> Working in partnership with Town and Parish Councils, Enterprise M3 LEP, Hart Community Covenant	Improve partnership working with (but not exclusive to) Parish and Town Councils, the Military, major employers in the district	Ensure an ongoing effective dialogue that can ensure issues or concerns can be highlighted at the earliest stages and in so doing, help our communities and economy.	Both	<p>Established and attended the inaugural Parish Clerks Forum between HDC and Parishes, with the next meeting planned to include a session on Planning</p> <p>Regular attendance of DP and PH at the HDAPTC meeting, which remains a very useful two-way feedback mechanism</p> <p>Met with a range of major employers in the last year (see below under Brexit)</p> <p>Also kept links with the NHS with meetings at 'Place', (historically North East Hampshire and Farnham CCG), colleagues within the ICS, Primary Care Networks, catching up with the Clinical Leads for both Yateley and Fleet, plus a Healthier Communities Oversight Group, which seeks to pull together key stakeholders with the Hampshire and Isle of Wight ICS and Frimley ICS for the betterment of Hart (as we are the only district which spans both systems).</p> <p>Due to workloads, PH has stepped down from her role as Hampshire and Isle of Wight LGA Chief Executive representative for Health and Wellbeing (attending the Hampshire Health and Wellbeing Board),</p>

Link to Corporate Plan	Objective	Measure	Lead	Performance
				<p>which provides capacity to focus on engagement with the ICS's on a more local level, to ensure Districts (and in particular Hart) have a 'voice' in this new and important structure.</p> <p>As well as regular meetings with the local Police Chief Inspector. Other meetings have included those with the Hampshire and Isle of Wight Association of the Local Government Association Chief Executives (with representatives across the public sector including bodies such as the National Parks, NHS, Fire, Police etc.).</p> <p>Active engagement with the Local Resilience Forum, which this year has been a considerable area of workload, including most recently the escalation into Major Incident, to deliver the vaccine programme roll out.</p> <p>PH continues to take a lead on the provision of information to Parishes and our own Councillors via the Parish Newsletter, which goes out fortnightly to all elected representatives in Hart (including MP's and County Councillors)</p> <p>As a result of these conversations, we have been able to help to facilitate discussions around a potential Further Education campus which we hope to see soon in Fleet, and we are also having early conversations about a new NHS facility in the North East of the district.</p>
Monitor and work with businesses and communities to	To help our business communities capture	Build on the economic development work of	PH	Met with a range of senior leaders from major employers within the district including: Ark Data, Waitrose, Heckfield Place, Drew Lambert (agent for Hart Centre), The Elvetham, Wessanen, Sondardyne, Tylney Hall, Four Seasons, William Grant and Sons.

Link to Corporate Plan	Objective	Measure	Lead	Performance
mitigate any impact of Brexit and enable opportunities through this process	opportunities and mitigate impacts	the council to support businesses		<p>This has been a key part of the discussions with the major employers (as outlined above) the implications have been diverse however, as an area with a large sector of high quality hospitality, one of the main impacts has been a dramatic loss of overseas candidates for roles (exacerbated by the Covid pandemic). We have sought to use the connections and networks of our Skills Co-ordinator to try to support this sector. Two of the businesses have indicated a desire to work in partnership with the Council on local bio-diversity off-setting schemes, which we hope to be able to deliver in the near future.</p> <p>We have also promoted a wide range of support and advice available to our employers via our regular business newsletter and also provided ongoing advice on the EU resettlement scheme at key points.</p>

## Appendix 2 – Proposed objectives for the Joint Chief Executives for 2022/2023

Link to Corporate Plan	Objective	Measure	Lead
<p><b>An Efficient and Effective Council</b> To realise our ambitions to deliver</p>	<p>To facilitate and help Members to create a new Corporate Plan, as a delivery mechanism for the new Hart 2040 Vision</p>	<p>A new Corporate Plan will be created, consulted upon and adopted by the Council</p>	<p>Both</p>
<p><b>An Efficient and Effective Council</b> Ensuring our Medium Term Financial Strategy is focused on strategic priorities</p>	<p>To ensure the Council and its ambitions are fully funded</p>	<p>Ensure that the Corporate Plan is considered in light of the funding envelope for the current and future years. This will include the implementation of Tier 2 savings and working with Members to help informed decisions being taken on Tier 3 savings.</p>	<p>Both</p>
<p><b>An Efficient and Effective Council</b> Maximising income opportunities and identifying new opportunities for income generation</p>	<p>Continued implementation of the Commercialisation</p>	<p>Continue to ensure performance against the recently refreshed Commercial and Investment Strategy whilst exploring opportunities for the mid to long term. The objective for the year will be to deliver a further commercial asset along with the completion of negotiations on the potential acquisition of a further 'key worker' residential opportunity.</p> <p>For PH she will continue to work with the other two Directors to develop the Hart Housing Management Company.</p>	<p>Both</p>
<p><b>An Efficient and Effective Council</b> Continuing to ensure we have an engaged and motivated workforce</p>	<p>Continued development of the organisation to ensure that it is 'fit for the future'</p>	<p>Having regard to the Council's financial position to work on potential Tier 3 savings to ensure that the Council puts in place an effective service delivery model that reflects</p>	<p>Both</p>



Link to Corporate Plan	Objective	Measure	Lead
		<p>the resources available to it and the priorities as set out in any new Corporate Plan.</p> <p>Subject to decisions of Cabinet and Council work on behalf of the Council on exploring a strategic partnership approach with another Local Authority and implement other changes such as the Senior Management and Corporate Services restructure.</p>	
<p><b>A Clean, Green and Safe Environment</b></p>	<p>Take a corporate lead for Climate Change recognising the cross functional nature of the actions needed across the organisation</p>	<p>Provide guidance on the implementation of the draft Climate Change Action Plan, its resourcing and funding</p>	<p>Both</p>

## STAFFING

**DATE OF MEETING:** 10 FEBRUARY 2022

**TITLE OF REPORT:** PAY POLICY STATEMENT FINANCIAL YEAR 2022-23

**Report of:** Joint Chief Executive

**Confidentiality** Non Exempt

### 1 PURPOSE OF REPORT

1.1 To seek approval to the Council's Pay Policy for 2022/23.

### 2 OFFICER RECOMMENDATION

2.1 That the Pay Policy 2022/2023, attached as Appendix 1 to this report, be recommended to Council for approval.

2.2 That the staff numbers and vacancies provided in Appendix 2 are noted.

### 3 BACKGROUND

3.1 Section 38(1) of the Localism Act 2011 requires councils to produce a Pay Policy each financial year. The legislation stipulates that the policy must be approved by the full Council before 31 March in the preceding financial year. To comply with the legislation, therefore, councils must approve their Pay Policies for 2022/23 by 31 March 2022.

### 4.0 CONSIDERATION

4.1 The draft Pay Policy for 2022/23 is attached to this report as Appendix 1.

4.2 It is key to note that the draft policy is broadly unchanged from 2021/22 because, at the time of writing, no decision has been made by the National Joint Council (NJC) regarding a 2022/23 pay award. All staff, including Chief Officers' pay is negotiated by the Joint Negotiating Council for many Councils, including Hart District Council.

4.3 Staffing Committee has previously sought information, as part of the pay policy statement on the Council's

- Approach to market supplements.
- Turnover of staff
- Total headcount and
- Salary Budget

4.31 Approach to Market Supplements - The Council has sought opportunities to reduce the number of staff on market supplements during the year, with the level of market supplements reducing from 17 members of staff to 9 members of staff, over the past year. A full review of those remaining market supplements are anticipated as part of the Councils savings agenda in the coming year.

- 4.32 Turnover of Staff - Appendix 2 details the vacancies within the organisation on 31 January 2022 and the new starters for Staffing Committee to note.

The total number of vacancies, excluding those that are currently in the process of being recruited, is 3. There have been 17 new starters since April 2021, and 7 roles are in the shortlisting or offer stage, appendix 2 shows the roles that this relates to.

- 4.33 Total Headcount - Last year (January 2021) the Councils total headcount was 142 people, which equated to 129.4 full time equivalents (FTE's) accounting for the range of part time roles.

As the same point this year 2022, the headcount was 125 people and 113.6 FTE's with the difference primarily relating to the transfer of the Waste client service function to Basingstoke and Deane.

- 4.34 Salary Budget – Our staff are our biggest asset as well as the biggest charge to the authority. For the year 2022/23, the salary budget (excluding on costs) is £4,739,365, again recognising that the Joint Waste Client Team has been transferred.

## **5 CORPORATE GOVERNANCE CONSIDERATIONS**

### **5.1 Legal and Constitutional Issues**

- 5.11 As outlined above, Councils must have their Pay Policies for 2022/23 approved by Full Council by 31 March 2022.

### **5.2 Financial and Resource Implications**

- 5.21 There are limited financial implications arising from this report. No pay award has been made to the current 2021-22-year salaries however, an offer of 1.8% has been put forward by the LGA. This 1.8% has not been factored into the current year budget.

A 2.2% pay award has been factored into the 2022-23 budget.

### **5.3 Risk Management**

- 5.31 There is a robust vacancy control system in place, vacant posts can only be filled with sign off from both the Head of Paid Service and Section 151 Officer to ensure financial control. Under the current financial savings regime, this is currently also bolstered by the requirement for any recruitment to be carried out with the approval of the relevant Portfolio Holder

## **6 EQUALITIES**

- 6.1 Hart District Council wishes to provide a transparent and fair approach to rewarding our employees through our pay, terms and conditions and benefits offered to our staff. The Council's pay and grading arrangements are

underpinned by the principles of fairness and equality set out in the Equality Act 2010, the Public Sector Equality Duty and associated codes of practice.

- 6.2 The purpose of the statement is to provide an open and transparent framework that ensures clarity, fairness, and consistency in the remuneration of all officers including Chief Officers. This includes officers designated as Chief Executive, Statutory Chief Officers and Non-Statutory Chief Officers. It also ensures that employees at all levels of the council are paid on a fair and equitable basis in accordance with equality legislation.

## 7 ACTION

- 7.1 Subject to any comments of the Staffing Committee, to recommend to Full Council adoption of the Council's Pay Policy for 2022/23.

**Contact Details:** Patricia Hughes – Joint Chief Executive, x 4450,  
[patricia.hughes@hart.gov.uk](mailto:patricia.hughes@hart.gov.uk)

### Appendices

*\*Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 1 of the Local Government Act 1972 by ticking the relevant</i>						
		1	2	3	4	5	6	7
A	Pay Policy Statement 2022/23							
B	Vacant Posts at HDC on 31 January 2022 and new starters							



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Pay Policy Statement  
Financial Year 2022 - 2023

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<b>Date created</b>	24 January 2022	<b>Department</b>	Human Resources
<b>Review date</b>	10 February 2022	<b>Version</b>	0.1
<b>Effective date</b>	1 April 2022		

***Hart District Council believes that interests of staff and the Council are best served by the formulation and implementation of clear and consistent employment policies and procedures. This policy statement details the Authority's policy on pay. It takes into consideration all legal requirements and will be applied in accordance with the Authority's Equality and Diversity Commitment to treat all its employees with dignity and respect.***

## **HART DISTRICT COUNCIL**

### **PAY POLICY APRIL 2022**

#### **1. PURPOSE**

- 1.1 This Pay Policy Statement is provided in accordance with Section 38(1) of the Localism Act 2011 and will be updated annually from 1 April each year.
- 1.2 The Pay Policy Statement sets out Hart District Council's policies relating to the pay of its workforce for the financial year 2022-23, in particular:
1. the remuneration of its Chief Officers
  2. the remuneration of its "lowest paid employees"
  3. the relationship between:
    - a. the remuneration of its Chief Officers and
    - b. the remuneration of its employees who are not Chief Officers
- 1.3 The purpose of the statement is to provide an open and transparent framework that ensures clarity, fairness, and consistency in the remuneration of Chief Officers. This includes officers designated as Chief Executive, Statutory Chief Officers and Non-Statutory Chief Officers. It also ensures that employees at all levels of the council are paid on a fair and equitable basis in accordance with equality legislation.

#### **2. DEFINITIONS**

- 2.1 For the purpose of this statement the following definitions will apply:
- 2.2 **"Pay"** in addition to salary will also include charges, fees, allowances, benefits in kind, increases in/enhancements to pension entitlements, and termination payments.
- 2.3 **"Chief Officer"** refers to the following roles within Hart District Council:
- The Joint Chief Executive (Head of Paid Service)
  - The Joint Chief Executive (Monitoring Officer)
  - and the Chief Finance Officer (Section 151 Officer) as the council's statutory Chief Officers
- 2.4 **"Lowest paid employees"** refers to those staff employed on Grade A of the council's pay framework (i.e., those posts assessed through the job evaluation scheme as having the least amount of complexity and responsibility and therefore attracting the lowest salary).

#### **3. PAY FRAMEWORK**

##### **3.1 General approach**

- 3.1.1 Remuneration for all employees needs to be at the appropriate level to secure and retain high-quality employees dedicated to fulfilling the council's business objectives and delivering services to the public. This has to be balanced by ensuring remuneration is proportionate and appropriate for the role. Each council has

responsibility for balancing these factors and faces its own unique challenges and opportunities in doing so. As a small council with limited staff resources, it is important that Hart District Council retains flexibility within its pay framework to cope with a variety of circumstances that might necessitate the use of market supplements or other such mechanisms for individual categories of posts where appropriate. Using such solutions should only be short term and reviews should ensure that they are discontinued when circumstances change.

### **3.2 Responsibility for decisions on remuneration**

- 3.2.1 It is essential for good governance that decisions on pay and reward packages for Joint Chief Executives and Chief Officers are made in an open and accountable way.
- 3.2.2 Pay for employees at all grades is based on the national agreements on pay as follows:
- National Joint Council for Local Government Services (for Grades A to M and Heads of Service),
  - Joint Negotiating Council for Chief Officers (for Chief Finance Officer)
  - Joint Negotiating Council for Chief Executives (for Joint Chief Executives).
- 3.2.3 The pay and remuneration packages (including pension issues) for the Joint Chief Executives, and Chief Finance Officer, and any other post with a remuneration package in excess of £100,000 per year, are set by Council on the advice of Staffing Committee, which comprises elected Councillors from the main political parties.
- 3.2.4 Responsibility for setting the pay and remuneration of all other officers is delegated to the Joint Chief Executive (Head of Paid Service or his/her nominee) and is carried out in accordance with national agreements and the council's local employment policies and practices as appropriate.

### **3.3 Salary grades and grading framework**

- 3.3.1 Grades for all posts governed by the National Joint Council for Local Government Services (i.e., Grades A to M and Heads of Service) are determined by the council's job evaluation process. This followed a national requirement for all Local Authorities and other public sector employers to review their pay and grading frameworks to ensure fair and consistent practice for different groups of workers with the same employer.
- 3.3.2 The council uses the Hay Job Evaluation Scheme. Job Evaluation is a systematic process for ranking jobs within an organisation ensuring consistency of approach and outcomes appropriate to the complexity and accountability of the role.
- 3.3.3 The council's pay structure is based on the pay spine issued by the National Joint Council (NJC) as part of the National Agreement for Local Government Services. This incorporates posts on Grade A to M and Heads of Service. There are 15 grades in total. The incremental rises occur on each 1 April, subject to satisfactory performance in the role, until the maximum pay point for the grade is reached. Annual increments will not be awarded to employees who commence employment on or after 1 October. Increments will be withheld where performance has not met

the required standard and where the issue has been raised with the employee formally.

- 3.3.4 Chief Officers are appointed to a fixed salary point so incremental progression does not take place for these posts. The precise salary level is determined at the time of appointment by negotiation with the successful candidate, taking account of their skills and experience and market conditions at the time.
- 3.3.5 Pay awards are normally made in line with the national agreements detailed in 3.2.2 on an annual basis for all employees, in conjunction with the nationally recognised trade unions. In the financial year 2010/11 the council did not pay the nationally agreed award due to the financial constraints it was facing; instead, staff were given an additional day's annual holiday.
- 3.3.6 At the time of preparing this report no decision has been made by the National Joint Council regarding a 2021/22 or a 2022/23 pay award.
- 3.3.7 Full details of the Councils pay structure (A to Heads of Service) is attached as Appendix I.
- 3.3.7 The Council has run Apprenticeship programs for a number of years, and this continued with the introduction of the Apprenticeship Levy in April 2017. In 2021 two apprentices joined Hart District Council via the scheme.

### **3.4 Market Comparison**

- 3.4.1 The council benchmarks its pay and benefits by comparing pay and rewards for similar posts in neighbouring areas. The council seeks to position itself within the median salary levels in order to keep costs down while still being able to attract a good range of suitable candidates for posts.
- 3.4.2 The council pays a market supplement to certain posts where it has not proved possible to recruit staff at the salary level resulting from Job Evaluation of the post. An Internal Audit carried out in 2019 recommended that the council review market supplements and their use. The Market supplement review was considered in the savings plan to be explored this financial year. As of the 31<sup>st</sup> of January 2022, there are 9 staff with a Market Supplement, compared to 17 at the same time last year.

## **4. REMUNERATION**

- 4.1 Remuneration details including benefits in kind are set out in the Council's published Annual Statement of Accounts.
- 4.2 **"Chief Officers"**, as defined in paragraph 2.3 of this statement, are paid within the council's pay framework which applies to all other employees. Typically, Chief Officers have received the same percentage pay award as other managers and staff groups within the council. Current chief officer remuneration levels are shown in the following table:



<b>ROLE</b>	<b>REMUNERATION</b>
<b>Joint Chief Executive (2 post*)</b>	<b>£104,673x2 = £209,346</b>
<b>Chief Finance Officer/ Head of Corporate Services</b>	<b>£84,769</b>

\* Includes all charges, fees, allowances, and benefits in kind

### **4.3 “Lowest paid employees”**

4.3.1 The lowest paid employee employed by Hart earn above the living wage, which in April 2022 will rise to £9.50.

In addition, Apprentices employed by Hart, earn at least £9.25 per hour, which is above national minimum for their age group (£6.83).

### **4.4 Honoraria and Acting Up Allowances**

4.4.1 The Joint Chief Executives (or his/her nominee) have the discretion to award an honorarium payment to recognise temporary increased responsibility or work of a particularly high standard. Generally, it should be the case that this must have been carried out for at least one month before an honorarium payment will be considered. The amount awarded should reflect the nature and duration of the work or responsibility and not normally exceed the value of an increment point in the employee’s salary scale.

4.4.2 Where the employee has been covering in the absence of a more senior officer (e.g., maternity leave cover or long-term sickness absence), honoraria payments are calculated based on the difference between the employee’s scale point and the bottom scale point of the role they are covering. Temporary acting-up arrangements of this nature will not exceed more than 12 months duration and should generally be undertaken for at least one month before payment will apply.

### **4.5 Other pay elements**

4.5.1 Chief Officers are subject to the same performance management process as all other employees. The Joint Chief Executives have an appraisal involving the Leader of the Council in consultation with all Political Group Leaders.

4.5.2 Targets and objectives are set, and performance is assessed through an appraisal process. All employees apart from Chief Officers receive incremental progression until the top of their grade is reached unless they fail to perform adequately against targets and objectives.

### **4.6 Charges, fees or allowances**

4.6.1 Any allowance or other payment will only be made to an employee in connection with their role or the patterns of hours they work and must be in accordance with the council’s employment policies.

4.6.2 No fees for election duties are included in the salaries of any employee. Any additional fees payable for such responsibilities are calculated in accordance with the statutory rules and recommendations of the Hampshire and Isle of Wight Election Fees Working Party for all local government elections and by central government for Parliamentary elections. Special fees are paid for Returning Officer duties which are not part of the post holder's substantive role. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. Daryl Phillips, Joint Chief Executive, is Hart District Council's present Returning Officer.

4.6.3 The Returning Officer is an officer of the District Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the District Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the District Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

4.6.4 Paid overtime will be paid in line with NJC Terms and Conditions, if the equivalent of 37 hours per week has been completed at a rate of time and a half for any day other than a Sunday or public holiday and a rate of double time on Sunday. Special rates apply on public holidays. Officers that are contracted to work weekends and evening attract a shift allowance of 6%.

4.6.5 The council offers car allowances to staff who are required to use their cars for business purposes, in accordance with the appropriate NJC/JNC schemes. **This is being considered as part of the proposed savings plan this financial year.**

4.6.6 **The contractual remuneration package for the Joint Chief Executives includes a lease car Emolument allowance which attracts a lower mileage rate.**

4.6.7 The Council pays a standby allowance to certain key posts in Environmental Health and Housing to ensure 24-hour emergency cover for the provision of vital public services. Allowance rates are dependent on the level of unsocial hours and qualifications gain to carry out those roles.

4.6.8 For certain posts the council pays the membership subscription fees to recognised professional bodies, where the employee's continued membership of that body is in the council's interests.

#### **4.7 Performance related pay**

4.7.1 The council does not offer performance related pay to any employee.

#### **4.8 Benefits in kind**

4.8.1 The council provides free workplace parking to all its staff.

#### **4.9 Pensions**

- 4.9.1 All employees, as a result of their employment, are eligible to join the Local Government Pension Scheme (LGPS). Employee contribution rates vary depending on their whole-time equivalent pay, as follows:

<b>Whole-time equivalent pay band</b>	<b>Employee contribution rate from 1 April 2021</b>
Up to £14,600	5.5%
£14,601 to £22,900	5.8%
£22,901 to £37,200	6.5%
£37,201 to £47,100	6.8%
£47,101 to £65,900	8.5%
£65,901 to £93,400	9.9%
£93,401 to £110,000	10.5%
£110,001 to £165,000	11.4%
£165,001, and more	12.5%

- 4.9.2 The LGPS at the time of writing this report has not confirmed the contributions rates for 2022-23. In addition to the employee's own contribution, the council contributes towards the pension of each member of the LGPS scheme. This was at a rate of 17.5% for 2021-22.

#### **4.10 Termination of employment**

- 4.10.1 The LGPS requires employers to prepare and publish a written statement of policy in relation to pensions. The council's policy on pensions and discretionary redundancy payments is set out in the 'Early Retirement & Discretions Policy'

- 4.10.2 The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. The following arrangements apply

##### 4.10.3 Approval of Full Council

In accordance with Section 40 of the Localism Act 2011, any proposal to grant a severance package in excess of £100,000 is subject to Full Council approval.

##### 4.10.4 Early termination of employment (for reasons other than redundancy)

The council may award additional years' service in cases of early termination of employment in exceptional circumstances, in accordance with the Early Retirement & Discretions Policy.

##### 4.10.5 Compromise agreements

In exceptional circumstances, and specifically so as to settle a claim or potential dispute, the Joint Chief Executives can agree payment of a termination settlement sum for any post. In such cases, each decision as to the level of payment will be taken on its individual merits and with the advice of the Chief Finance Officer.

##### 4.10.6 Re-employment of officers

The council needs to retain the flexibility to respond to unforeseen circumstances as regards re-employing former local government employees. Such an occurrence would be considered very much the *exception* rather than the *rule*. If the council were to re-employ a previous local government employee who had received a redundancy or severance package on leaving, or who was in receipt of a pension covered by the *Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999* (known as the Modification Order) (with the same or another authority), then the council's policy is to ensure that the rules of the Modification Order are applied. In addition, the council will ensure that an open and fair selection process has taken place before any appointment is confirmed. The same principle would be applied to such a person if they were to be engaged by the council on a 'contract for services' basis.

#### **4.11 Remuneration on appointment and promotion**

- 4.11.1 The starting salary on appointment or following promotion will normally be at the lowest incremental level on the salary scale. In exceptional circumstances, a Head of Service can approve appointment on a higher incremental point within the salary scale, following consultation with the relevant Joint Chief Executive, based on the appointee's level of relevant experience, difficulty in recruiting to a post or other relevant factors.
- 4.11.2 As regards Chief Officer posts, pay and remuneration is determined by council at the time of appointment, following negotiation with the successful candidate, taking account of their skills and experience and market conditions at the time.

#### **4.12 Annual Leave entitlement**

- 4.12.1 The following table shows the annual leave entitlement to all Hart employees which reflects the new pay scales.

<b>Salary Point</b>	<b>Period of continuous service</b>		
	<b>0-5 years</b>	<b>after 5 years</b>	<b>After 10 years</b>
Heads of Service and above	31 days	31 days	34 days
SCP 34 and above	30 days	30 days	33 days
SCP 23 to SCP 33	28 days	29 days	31 days
SCP 12 to SCP 22	26 days	29 days	29 days
Up to and including SCP 11	25 days	29 days	29 days

### **5. RELATIONSHIP BETWEEN REMUNERATION OF CHIEF OFFICERS AND OTHER EMPLOYEES**

- 5.1 The Local Government Association has offered advice on the Government's requirement in reporting remuneration relationships. The advice is that the measure of the relationship between Chief Officers and other employees be considered by the ratio between the highest paid employee and the median earnings across the organisation as a multiple. This has been calculated as follows:

	<b>2022-23</b>	<b>2021-22</b>
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Remuneration for the Joint Chief Executives (excluding pension contributions)	104,673	£104,673
Median remuneration for all employees at the council	34,382	£34,382
Ratio Chief Executive to Median	3.56	3.56

## 6. DATA TRANSPARENCY

6.1 In line with the revised Local Government Transparency Code 2015, the Council is required to publish details under the Accounts and Audit Regulations 2015 of the following information:

- The number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000
- Details of remuneration and job titles of certain senior employees whose salary is at least £50,000, and
- Employees whose salaries are £150,000 or more must also be identified by name

6.2 Information relating to senior staff remuneration and budgets etc can be found as part of the council's statement of accounts, which can be found on the website at: [hart.gov.uk/council-finances](http://hart.gov.uk/council-finances) under 'Statement of Accounts and Audit Statement'

6.3 Information relating to senior staff's role and responsibilities can be found on the website at: [hart.gov.uk/about-council](http://hart.gov.uk/about-council) under 'Senior Management and Staff'

6.4 Taken from the Statement of Accounts, the remuneration paid to the council's senior employees is shown below.

		Salary, Fees and Allowances £	Expenses Allowances £	Pension Contributions £	Total £
Joint Chief Executive	<b>2020/21</b>	<b>100,804</b>	<b>3,869</b>	<b>17,641</b>	<b>122,314</b>
	2019/20	98,106	3,969	15,795	117,870
Joint Chief Executive	<b>2020/21</b>	<b>100,804</b>	<b>3,869</b>	<b>17,641</b>	<b>122,314</b>
	2019/20	104,460	3,969	15,795	124,224
Section 151 Officer and Head of Corporate Services*	<b>2020/21</b>	<b>24,467</b>	<b>0</b>	<b>3,664</b>	<b>28,131</b>
	2019/20	79,078	2,555	12,731	94,364
Section 151 Officer and Head of Corporate Services**	<b>2020/21</b>	<b>56,521</b>	<b>0</b>	<b>9,891</b>	<b>66,412</b>
	2019/20	0	0	0	0
Head of Place***	<b>2020/21</b>	<b>84,769</b>	<b>0</b>	<b>14,835</b>	<b>99,604</b>
	2019/20	27,278	0	4,391	31,669
	<b>2020/21</b>	<b>85,011</b>	<b>0</b>	<b>14,877</b>	<b>99,888</b>

Head of Environmental and Technical Services	2019/20	69,096	3,000	10,649	82,745
Head of Community Services	<b>2020/21</b>	<b>85,011</b>	<b>0</b>	<b>14,877</b>	<b>99,888</b>
	2019/20	69,629	1,895	11,210	82,734

\* Section 151 Officer left the council in June 2020.

\*\* Section 151 Officer joined the council in August 2020.

\*\*\* Head of Place in 2019/20 started in December 2019. Figure for 2019/20 is not a full financial year comparable.

**6.5** The council's other employees whose remuneration, excluding employer's pension contributions, was £50,000 or more in bands of £5,000 were:

	Number of Employees 2019/20	Number of Employees 2020/21
£50,000 to £54,999	5	6
£55,000 to £59,999	1	5
£60,000 to £64,999	1	1
£65,000 to £69,999	1	2
	<b>8</b>	<b>14</b>

## **APPENDICES**

Appendix I – Scales 1<sup>st</sup> April 2022 (no pay award has been made for the 2021-22 salaries, salary scale still as 1 April 2021).

<b>Salary Scales 1st April 2022</b>					
<b>Job Evaluation Score</b>	<b>Grades</b>	<b>New SCP</b>	<b>£ per annum 22/23</b>	<b>Per month 22/23</b>	<b>£ per hour 22/23</b>
<b>99 or below</b>	<b>A</b>	1	£17,842	£1,487	£9.25
		2	£18,199	£1,517	£9.43
		3	£18,562	£1,547	£9.62
	<b>B</b>	3	£18,562	£1,547	£9.62
<b>100-122</b>		4	£18,933	£1,578	£9.81
		5	£19,312	£1,609	£10.01
	<b>C</b>	5	£19,312	£1,609	£10.01
<b>123-134</b>		6	£19,699	£1,642	£10.21
		7	£20,092	£1,674	£10.41
	<b>D</b>	8	£20,494	£1,708	£10.62
		9	£20,904	£1,742	£10.84
		10	£21,322	£1,777	£11.05
<b>135-191</b>		11	£21,749	£1,812	£11.27
		12	£22,183	£1,849	£11.50
		13	£22,627	£1,886	£11.73
		14	£23,080	£1,923	£11.96
	<b>E</b>	15	£23,542	£1,962	£12.20
		16	£24,012	£2,001	£12.45
<b>192-227</b>		17	£24,492	£2,041	£12.69
		18	£24,982	£2,082	£12.95
		19	£25,481	£2,123	£13.21
		20	£25,991	£2,166	£13.47
		21	£26,511	£2,209	£13.74
	<b>F</b>	22	£27,041	£2,253	£14.02
<b>228-268</b>		23	£27,468	£2,289	£14.24
		24	£28,389	£2,366	£14.71
		25	£29,286	£2,441	£15.18
	<b>G</b>	26	£30,148	£2,512	£15.63
<b>269-313</b>		27	£31,037	£2,586	£16.09
		28	£31,916	£2,660	£16.54
		29	£32,585	£2,715	£16.89
	<b>H</b>	30	£33,449	£2,787	£17.34
<b>314-370</b>		31	£34,383	£2,865	£17.82
		32	£35,390	£2,949	£18.34
		33	£36,557	£3,046	£18.95
	<b>I</b>	34	£37,516	£3,126	£19.45
<b>371-438</b>		35	£38,505	£3,209	£19.96
		36	£39,487	£3,291	£20.47
		37	£40,471	£3,373	£20.98
	<b>J</b>	38	£41,466	£3,456	£21.49

**PAPER B**  
**Appendix I**

<b>439-509</b>		<b>39</b>	<b>£42,398</b>	<b>£3,533</b>	<b>£21.98</b>
		<b>40</b>	<b>£43,422</b>	<b>£3,619</b>	<b>£22.51</b>
	<b>K</b>	<b>41</b>	<b>£44,418</b>	<b>£3,702</b>	<b>£23.02</b>
<b>510-559</b>		<b>42</b>	<b>£45,405</b>	<b>£3,784</b>	<b>£23.53</b>
		<b>43</b>	<b>£46,381</b>	<b>£3,865</b>	<b>£24.04</b>
	<b>I</b>	<b>44</b>	<b>£47,595</b>	<b>£3,966</b>	<b>£24.67</b>
<b>560-639</b>		<b>45</b>	<b>£48,809</b>	<b>£4,067</b>	<b>£25.30</b>
		<b>46</b>	<b>£50,025</b>	<b>£4,169</b>	<b>£25.93</b>
	<b>M</b>	<b>47</b>	<b>£51,236</b>	<b>£4,270</b>	<b>£26.56</b>
<b>640-739</b>		<b>48</b>	<b>£52,446</b>	<b>£4,371</b>	<b>£27.18</b>
		<b>49</b>	<b>£53,648</b>	<b>£4,471</b>	<b>£27.81</b>
	<b>HS1</b>	<b>50</b>	<b>£54,858</b>	<b>£4,572</b>	<b>£28.43</b>
<b>740-900</b>		<b>51</b>	<b>£56,075</b>	<b>£4,673</b>	<b>£29.07</b>
		<b>52</b>	<b>£57,289</b>	<b>£4,774</b>	<b>£29.69</b>
		<b>53</b>	<b>£58,502</b>	<b>£4,875</b>	<b>£30.32</b>
	<b>HS2</b>	<b>54</b>	<b>£65,188</b>	<b>£5,432</b>	<b>£33.79</b>
		<b>55</b>	<b>£66,667</b>	<b>£5,556</b>	<b>£34.56</b>
<b>900-1100</b>		<b>56</b>	<b>£68,150</b>	<b>£5,679</b>	<b>£35.32</b>
		<b>57</b>	<b>£69,633</b>	<b>£5,803</b>	<b>£36.09</b>
		<b>58</b>	<b>£71,113</b>	<b>£5,926</b>	<b>£36.86</b>



## Appendix 2

### New Starters and Recruitment

Role	Start date
Commercial Finance Manager (FTC)	Apr-21
Business Support Officer	Apr-21
Elections & Information Manager	Apr-21
Committee & Members Service Officer	Apr-21
Committee & Members Service Officer	Apr-21
Flood Risk Infrastructure Engineer	May-21
Committee & Members Service Officer	May-21
Environmental Health Officer	Jun-21
Sr Environmental Health Tech Officer	Aug-21
Business Support Officer	Aug-21
Planner	Sep-21
Infrastructure Apprentice Engineer	Sep-21
Business Support Officer	Sep-21
Housing Projects Officer	Nov-21
Business Support Apprentice	Dec-21
IT Technical Officer	Dec-21
Website Project Officer (FTC)	Dec-21

Recruitment in progress	
x2 Principal Planner	TBC
x1 Senior Planner	TBC
x1 Estates Surveyor	TBC
x1 Community Partnerships and Projects Officer	TBC
x1 Business Support Officer - Finance	TBC
x1 Community Projects Officer (Internal 12mth secondment)	TBC

### Vacancies

Directorate	Area	Role
Environmental and Technical Services	Countryside	Senior Tree Officer
Environmental and Technical Services	Countryside	Arboriculture Officer
Environmental and Technical Services	Countryside	Ranger

In addition to this council is investigating use of the Apprenticeship scheme