



SENIOR LEADERSHIP PAY GUIDANCE

This document applies to all Senior Leadership roles that have been evaluated under the KornFerry / Hay Job Evaluation Scheme. Separate arrangements apply for the Chief Executive and Executive Directors.

Last Review	May 2018
Next Scheduled Review	May 2021
Last Updated	Augl 2020

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SENIOR LEADERSHIP PAY GUIDANCE

Rationale

1. This Pay Guidance enables the implementation of the Senior Leadership Pay Scheme and is based on principles that reflect the context of change in the Council. The operation of the guidance directly aligns pay levels to both individual and organisational performance.
2. The Chief Officer Pay Board consists of the Corporate Management Board and a specialist HR Adviser, as appropriate. The Pay Board will oversee the operation of this guidance.

Background Information

3. In line with the Council's Pay Policy, the key principles for this guidance are:
 - To be fair, reasonable and transparent.
 - To reward employees for their contribution to the Council's achievements.
 - To maintain rates of pay which are both competitive in the market place and reflect the need to retain key skills.
 - To be affordable.
4. Pay Ranges are allocated to Pay Zones with each zone containing jobs of a similar size, determined by the KornFerry / Hay Job Evaluation Scheme. The Scheme is based on 40 years empirical research and used extensively to evaluate senior posts within the public sector.
5. The Council's [Pay Policy](#) contains details of both national and local conditions of service and policies relating to the Senior Leadership roles.
6. On an annual basis, an individual's performance will be assessed in accordance with the Council's [Performance and Development Appraisal Policy](#). As a result, the individual's base salary would be uplifted in line with the locally determined annual pay award by the Chief Officer Pay Board. The percentage allocation of awards is at the discretion of the Council and will be reviewed on an annual basis, in line with affordability and external benchmark data.

Core Principles

7. The Senior Leadership Annual Pay Award is informed by the previous twelve months performance as determined by the annual performance review.
8. Pay zones will be reviewed annually, taking into account information provided by KornFerry / Hay to ensure affordability and competitiveness in the market place. All posts in scope of this guidance attract Chief Officer Conditions of Service (with exception of the Chief Officers Disciplinary Procedure). The Council's [Capability Policy & Procedure](#) will apply in performance management issues.
9. The Chief Officer Pay Board will consider all cases of proposed increases in line with the criteria set out in the assessment of performance as referenced in paragraph 19.
10. Individual performance objectives will be linked to Council-wide objectives and the Business Plan.

Starting Pay

11. During recruitment, an assessment will be made against the Senior Leadership Competencies contained within the [Core Values and Behaviours Framework](#) and the required job related knowledge and skills to determine the starting salary.
12. Managers have the flexibility to appoint within the pay range, subject to approval by the Chief Officer Pay Board. Any requests will need to be objectively justified, taking into account factors such as knowledge, skills, previous experience and the pay of existing employees within the

service area. Line Managers should also consider the total remuneration package and external market drivers to ensure that the Council's allowances and benefits are applied appropriately.

Non-Standard Terms and Conditions

13. Individuals transferring into the Council under TUPE arrangements have the right to retain their existing terms and conditions though changes may occur in certain prescribed circumstances.
14. Individuals who transferred from the NHS under TUPE into the Council on 1st April 2013 are protected by the Transfer Agreement, however, the principles of performance management contained within this guidance will be adopted for these post holders. The pay range and the pay system allocated to the Consultant roles in Public Health will apply to any future vacancies.

Local Pay Award

15. Percentage uplifts for individuals will be determined on an annual basis by the Chief Officer Pay Board and paid at the Council's discretion. Those with 6 months service in the role will be eligible for the payment. In instances where uplifts impact on pension thresholds, the facility to convert the uplift to annual leave will be considered. In addition, pay levels for each Zone may be adjusted, taking into account external benchmark data and market conditions provided by KornFerry / Hay.

Market Supplements

16. Market supplements may be applied to specific posts where there is a specialist skills shortage and will be in line with the [Attraction and Retention Policy and Procedure](#). A business case for market supplements will need to be presented by the Line Manager to the Chief Officer Pay Board for agreement.

Honoraria Payments

17. Honoraria payments are not normally paid for posts at this level.

Assessment of Performance and Timescales

18. The criteria for placing individuals within the pay range will be based on a combination of:
 - a. "The What," such as the achievement of measurable business objectives or individual performance indicators as established during the appraisal process ("output measures").
 - b. "The How," such as competencies, skills and behaviours which individuals bring to the role ("input measures").
 - c. This system of performance-related pay takes into account the measurement of the individual performance objectives, point (a) above together with the Senior Leadership Competencies, point (b) to measure an individual's complete performance. These two factors will provide an overall performance rating. This performance rating will then determine the annual pay award and any changes to consolidated pay will be at the discretion of the Council on the 1 April or on the annual anniversary of the start date for those that commence part-way during the performance cycle.
19. The post-holder can use evidence gained from Elected Members, external inspection reports, residents or any other stakeholders of the Council to assist them to demonstrate the achievement of their individual performance indicators that will provide key evidence in the process for assessing Senior Leaders performance.

Competencies

20. The Senior Leadership Competencies [Core Values and Behaviours Framework](#) are the expected standard of performance for Senior Leaders.

Setting and Measuring Objectives

21. Individual performance indicators are objectives allocated to Senior Leaders based on the Council's Business Plan. The following principles will be applied in managing this process:
 - a. Whilst there is no formal requirement as to the number of objectives, it is recommended that individuals are set no more than six to eight objectives to ensure they have sufficient impact.
 - b. Inevitably some objectives will be more important than others, and it should be made clear which objectives are the key priorities when they are set.
 - c. The Council's objectives may be changed during the course of the year as responsibilities and/or business priorities change. Such changes should be agreed with the post-holder.
 - d. The assessment of performance against objectives should be evidenced based and also require a qualitative assessment, based on the judgment of the line manager and other stakeholders. The skill with which that judgment is exercised and communicated is crucial in this process.

Assessment Levels

22. The performance assessment at each year-end will result in one of the following outcomes for payment levels:
 - a. **Outstanding**, an uplift to consolidated pay will be paid in the April preceding the end of the performance cycle with the exception of those individuals starting part-way through the annual cycle, as referenced in paragraph 13.
 - b. **Highly Accomplished**, an uplift to consolidated pay will be paid in the April preceding the end of the performance cycle with the exception of those individuals starting part-way through the annual cycle, as referenced in paragraph 13.
 - c. **Successful**, an uplift to consolidated pay will be paid in the April proceeding the end of the performance cycle with the exception of those individuals starting part-way through the as referenced in paragraph 13.
 - d. **Inconsistent or low performer**, will be paid a cost of living uplift determined locally by the Chief Officer Pay Board with the exception of those individuals starting part-way through the as referenced in paragraph 13.
23. Following performance reviews, all proposed ratings will be subject to Chief Officer Pay Board calibration to ensure fairness and consistency in application. Performance ratings could be subject to change as a result of this process and must be evidentially based.

Appeal against Performance Assessments

25. If a Senior Leader believes that their performance has not been appropriately assessed or recognised, this should be discussed with their Line Manager. If the Senior Leader is dissatisfied with the outcome of this discussion, they have the right of appeal to the Officer Pay Board, whose decision is final.
26. The grounds for such an appeal must be based upon the Senior Leader submitting corroborative evidence.

Calibration of Performance Assessments

27. Following the Performance Assessment period, all assessments will be calibrated by the relevant Executive Director, or Chief Executive in the case of Directors, to ensure consistency.
28. Calibrated assessments will be forwarded to the Chief Officer Pay Board to ensure this guidance is being applied consistently and that performance assessments are being carried out fairly and equitably. The final decision rests with the Chief Officer Pay Board. Any changes to overall assessments will be communicated to the Senior Leader through their Line Manager.

Annex A Pay Zones and Pay Range

Pay Zone	Zones	Post Titles	Pay Range		
			Max	Med	Min
Director Band	Single Zone	Director of Public Health	130,608	113,770	104,817
Senior Leadership	Zone A	Assistant Director Strategic Finance	110,845	93,774	84,896
		Assistant Director Children's (Lead Early Help)			
		Assistant Director Children's (Safeguarding)			
		Assistant Director - Joint Commissioning and Specialist Services (Adults)			
		Assistant Director - Adult Frailty and Long-term Conditions			
		Assistant Director IMT			
		Assistant Director Commercial			
		Assistant Director Education			
		Assistant Director Highways			
		Assistant Director Communities			
		Assistant Director Growth			
		Assistant Director Corporate Services			
		Assistant Director Corporate Transformation, Programmes and Performance			
		Chief Legal Officer			
		Assistant Director Human Resources & Organisational Support			
		Assistant Director Corporate Services			
		Assistant Director Corporate Transformation, Programmes & Performance			
	Zone B	Assistant Director Commissioning	95,103	80,381	73,288
		Consultant in Public Health			
		Assistant Director Corporate Property			
		Head of Prevention & Early Intervention			
	Zone C	Head of Business Intelligence & Performance	81,281	69,753	64,387
		Head of SEND			
		Head of Locality			
		Head of Regulated Services (Fostering)			
		Head of Regulated Services (Adoption)			
		Head of Safer Communities			
		Head of Human Resources			
		Head of (Adult Frailty & Long Term Conditions; Learning Disability; Special Projects and Hospital Services; Adult Safeguarding; Mental Health Services; Integration & Transformation)			
		Head of Business Support			
		Head of Transport Services			
		Head of Highways Infrastructure#			
		Head of Highways Asset Management			
		Head of ICT			
		Lead Nurse in Children's Health			
		Head of Commercial Services, Procurement & Contract Management			