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## JOINT HUMAN RESOURCES COMMITTEE (HBC) AGENDA

|   |  |
|---|--|
| <b>Membership:</b> Councillor Carter (Chairman)<br>Councillor Smith K (Vice-Chairman) |  |
| <b>Councillors (EHDC)</b><br>Standish, Budden, Burns, Davies and Glass                | <b>Councillors (HBC)</b><br>Branson, Crellin, Lowe, Scott and Robinson |

**Meeting:** Joint Human Resources Committee  
**Date:** Monday 13 July 2020  
**Time:** 4.00 pm  
**Venue:** Skype for Business - Skype for Business

The business to be transacted is set out below:

Nick Leach  
Monitoring Officer

3 July 2020

Contact Officer: Holly Weaver 02392 446233  
Email: holly.weaver@havant.gov.uk

Page

### PART 1 (Items open for public attendance)

**1 Apologies for Absence**

To receive any apologies for absence.

**2 Minutes**

1 - 4

To approve the minutes of the last meeting of the Joint Human Resources Committee held on 16 October 2019.

|          |  |                |
|----------|--|----------------|
| <b>3</b> | <b>Declarations of Interests</b>       |                |
| <b>4</b> | <b>Chairman's Report</b>               |                |
| <b>5</b> | <b>Senior Pay Policy</b>               | <b>5 - 14</b>  |
| <b>6</b> | <b>Health and Safety Policy</b>        | <b>15 - 30</b> |
| <b>7</b> | <b>Pay Policy Statement - EHDC/HBC</b> | <b>31 - 58</b> |

**PART 2 (Confidential items - closed to the public)**

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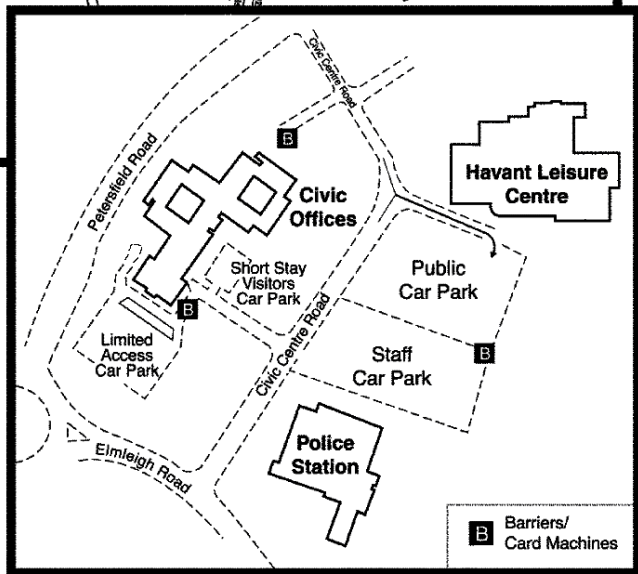
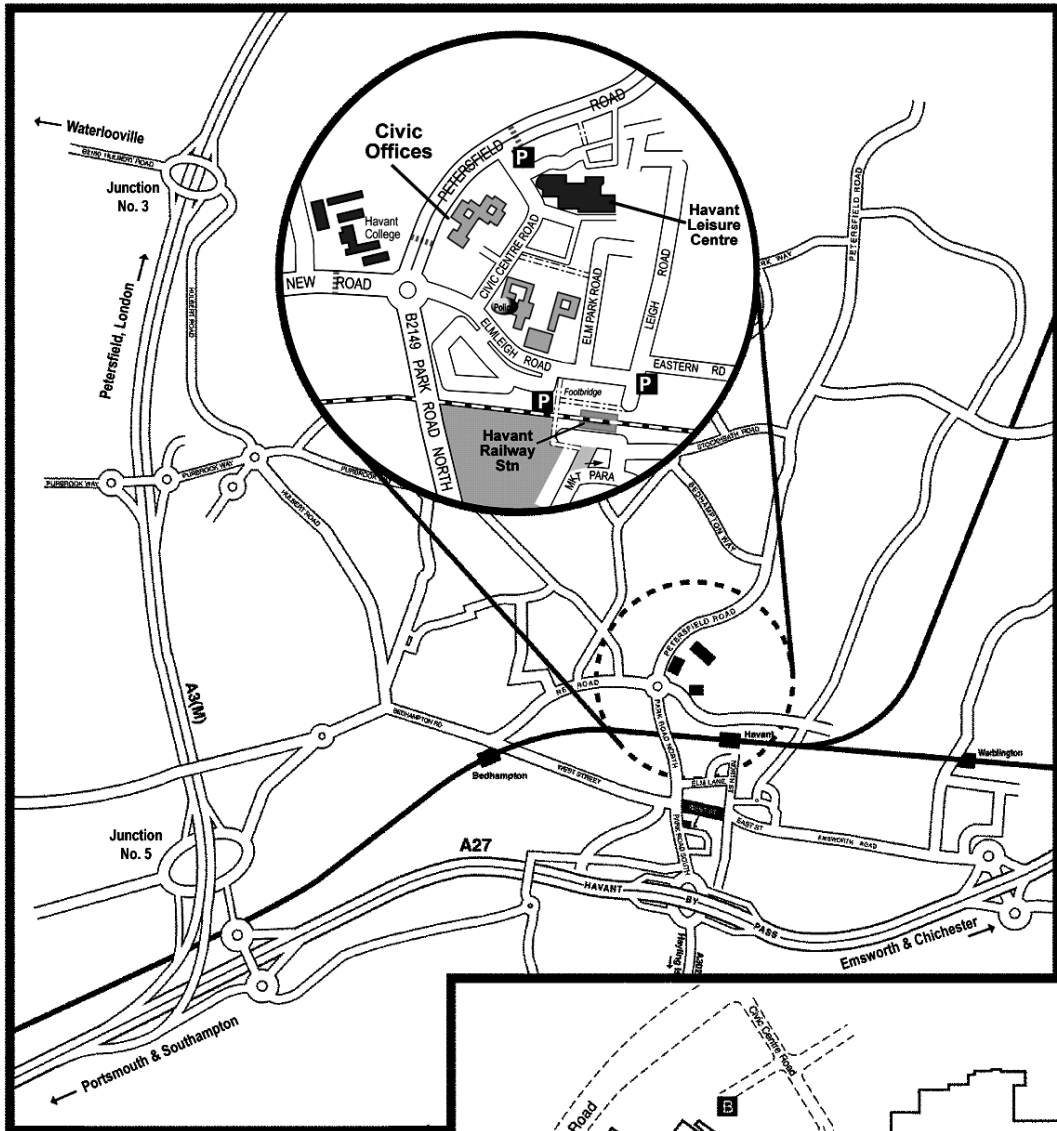
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## **EAST HAMPSHIRE DISTRICT COUNCIL**

At a meeting of the Joint Human Resources Committee held on 16 October 2019

Present

Councillor: K Carter (Chairman)

Councillors: P Crellin, J Lowe, K Smith (Vice-Chairman), K Budden, S Burns and A Glass

### **9. Apologies for Absence**

Apologies for absence were received from Councillors J Branson, P Davies, Mrs G Robinson and I Scott.

### **10. Declarations of Interest**

There were no declarations of interest.

### **11. Confirmation of Minutes**

RESOLVED that the minutes of the meeting of the Joint Human Resources Committee held on 18 September 2019 be approved as a correct record.

### **12. Data Protection Policy Update**

The Information Governance Manager (DPO) introduced the report.

The Data Protection Policy formed part of a suite of policies and procedures relating to Information Governance that would be provided to staff and Councillors. The policy would help to ensure staff understood that there could be repercussions if they were not looking after personal information as they should such as disciplinary action or referring incidents to the Police.

In response to a question as to how to monitor that staff knew and understood the policy, it was confirmed that all staff undertook annual refresher training.

When asked whether Councillors were data controllers the Information Governance Manager (DPO) confirmed that they were. Councillors were responsible for how they looked after their constituents' information.

Some Councillors expressed their concern if they set up an out of office on their emails, their home addresses were in the public domain. The Officer would take this away from the meeting to consider.

RESOLVED that the Joint Human Resources Committee approve the update to the Data Protection Policy.

### **13. Learning and Development Strategy and Policy**

The Head of Organisational Development introduced the report. The Learning and Development (L&D) Strategy would be in the same format as the Organisational Development Strategy and she was keen to ensure that it would be accessible, simple and staff could read and understand the aims of the document.

It was commented that the ability to retain staff was also very important and therefore, page 47 of the report, paragraph 1.2 of the L&D Policy should be amended to read 'The Council aims to attract, develop, promote **and retain...**' The Head of Organisational Development also confirmed that a further bullet point could be incorporated into the L&D Strategy to capture this.

In response to a question raised as to how that fitted within the Performance Management Structure, it was confirmed that within that, there was a requirement for managers to discuss with their teams what their needs were and identify any training. The corporate L&D offer had been procured for three years from this year.

It was RESOLVED that further to the addition identified relating to retaining staff, the Joint HR Committee approved the Learning and Development Strategy and Policy.

### **14. Gender Pay Gap Report 2018-19**

The Head of Organisational Development introduced the report and advised that the gender pay gap had been reported for the last two years. There was a statutory requirement for EHDC to report this as they employed over 250 staff. HBC were not required to as it was under this threshold, but voluntarily provided the information as it was good practice.

Whilst there was a gender pay gap, the Head of Organisational Development stressed that there was not a pay equality issue. The gender pay gap was mainly as a result of where people were positioned in the salary structure. Due to small staffing numbers, any slight shift resulted in the figures changing more so than if there were a much higher number of employees.

Clarification was sought regarding the opening sentence of paragraph 4.2, page 56 'Potential savings could also result from a reduced number of formal flexible working requests...' It was confirmed that flexible policies were in place and that it may be possible to introduce further opportunities for flexible working such as a job share or consider whether a role needed to be completed as full-time.

It was suggested that more of a contrast of colours be used in the report in order to make it clearer to view. It was very pleasing to see that the Local Authorities were below the benchmark.

The committee commended the document and found that the presentational format was very good.

RESOLVED that the revised format of the gender pay gap reports that had been attached at Appendix A (EHDC) and Appendix B (HBC) be approved.

#### **15. Review of Politically Restricted Posts**

The Head of Organisational Development introduced the report advising of a revised list of politically restricted posts and policy. Staff in these posts would be written to in order to ensure that they were clear as to what they should/should not be doing and that they must act with neutrality. It had previously been held as a policy within the Legal team and had been moved to HR to control and update.

A comment was made as to whether some members of staff in those job roles were currently affiliated with any political parties. The Officer would raise this with the Monitoring Officer to discuss this further and how this information could be ascertained.

It was noted that the recommendation in paragraph 2.2 of the report did not make reference to Appendix 2 and it was agreed that this be amended.

Following the discussion, it was RESOLVED that the review of the politically restricted posts was agreed and the policy and lists of posts in Appendix 1 and Appendix 2 be approved.

**The meeting commenced at 2.00pm and concluded at 3.14pm**

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**EAST HAMPSHIRE DISTRICT COUNCIL  
HAVANT BOROUGH COUNCIL**

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*Joint HR Committee*

**13<sup>th</sup> July, 2020**

**Senior Pay Policy  
Caroline Tickner  
Head of Organisational Development**

**FOR DECISION**

**Portfolio: Portfolio Holder for Governance and Organisational Development Cllr Nick Drew (EHDC) and Cabinet Lead for People and Communications Cllr Lulu Bowerman (HBC)**

**Director:** Lydia Morrison (Director – Corporate Services and Chief Finance Officer)

**Key Decision: No**

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**1.0 Purpose of Report**

- 1.1 This report and the attached policy provides Joint HR Committee members with an overview of the current arrangements in place for the remuneration of chief officers.
- 1.2 The policy sets out all details relating to the senior management remuneration scheme which has been in place for senior managers since March 2016. This policy is intended for use across East Hampshire District Council (EHDC) and Havant Borough Council (HBC).

**2.0 Recommendation**

- 2.1 Councillors are asked to note the content of the report and approve the attached policy.

**3.0 Executive Summary**

- 3.1 The Councils want to ensure that the approach for rewarding their most senior staff is clear, consistent and well understood. As JHR Committee members will no doubt recall, a review of the senior

management structure in 2015/16 resulted in the removal of tiers 3 and 4 of the previous senior management structure (Executive Heads and Service Managers) and the creation of a broader tier 3 in the revised structure (Heads of Service). As part of this review an independent reward consultant was tasked with developing a suitable pay structure which was underpinned with performance related pay. These proposals were ratified at JHR Committee on 5<sup>th</sup> January 2016.

- 3.2 An opportunity has been taken in recent months to review the appropriateness of a performance related pay scheme for senior managers. Research has found that PRP for public sector roles is complex and has very mixed results, positive effects are often small and short-lived with several challenges and unintended consequences arising. These include consequences such as:
- misallocation of effort on incentivised tasks at the expense of others
  - disincentivisation of teamwork and collaborative activity
  - demotivation of staff due to the sole focus on financial reward
  - unwanted behavioural outputs due to manager subjectivity and perceived unfairness
- 3.3 On the basis of these findings and the current financial position of each Council a decision has been reached that it is neither a workable nor affordable solution at this time. In addition to this, as you are all aware the current pandemic has increased pressures on finances even further.
- 3.4 The attached policy has therefore been developed to support the ongoing senior pay arrangements. This policy further supplements the information that was previously provided to senior managers as part of their consultation processes in early 2016. In addition to this a clear policy setting out the guidelines for senior pay will be of benefit to any newly recruited senior managers joining the Councils senior leadership team.
- 3.5 As such, this policy will ensure that the mechanisms for managing senior pay and any future pay awards are well understood by both those making the decisions affecting pay and those receiving any future pay increases. For an additional level of robustness an officer led remuneration board has also been created to review and authorise pay decisions. The members of this panel are the Chief Executive as Head of Paid Service, the S151 Officer, a Director and the Head of Organisational Development<sup>1</sup>.

<sup>1</sup> For pay decisions affecting individual members of the remuneration board, a relevant substitute for the board will be identified.

#### **4 Additional Budgetary Implications**

- 4.4 There is no additional cost to the Councils as the budget has been set for 2020/21 and longer term impacts on the MTFS have also been considered.

#### **5 Background and relationship to the Corporate Strategy and Directorate Business Plan/s**

- 5.1 The adoption of this policy supports the commitment of the Councils to ensure performance is rewarded fairly and consistently. It also ensures that we make best use of the budget available to recruit, reward and retain senior staff.

#### **6 Options considered and reasons for the recommendation**

- 6.1 The adoption of this policy will ensure that any decisions affecting remuneration at this level are made robustly and consistently. This will ensure that the Councils support their own strategic objectives. They will also be able to consider advice from a remuneration specialist for all the diverse professions working across the Councils and Inland Revenue rules governing payments to employees.

#### **7 Resource Implications**

- 7.4 Financial Implications  
None to report.

7.5 Human Resources Implications  
Communication of the policy to the senior team.

- 7.3 Other Implications  
None.

#### **8.0 Risks**

- 8.1 The Councils must ensure through adequate audits that the payroll, budget checks and finances are conducted in a manner which is compliant with all requirements. Having a clear policy in place will support in the mitigation of this risk.

#### **9.0 Consultation**

- 9.1 Consultation has been held with UNISON. There are no concerns to report.

## **10.0 Communication**

- 10.1 Remuneration data at this level is required to be published in the annual Pay Policy statement in line with the local government transparency agenda and published on both Councils' websites.
- 10.2 The policy will be added to the suite of policies available. All staff affected will be signposted to this addition via the usual communication channels.

Appendices:

Appendix A – Senior Pay Policy

Background Papers: N/A

### **Agreed and signed off by:**

Monitoring Officer: 30<sup>th</sup> June 2020

Deputy S151 Officer: 30<sup>th</sup> June 2020

Director: 17<sup>th</sup> June, 2020

Portfolio Holder: 17<sup>th</sup> June, 2020

**Contact Officer: Caroline Tickner**  
**Job Title: Head of Organisational Development**  
**Telephone: 02392 446400**  
**E-Mail: caroline.tickner@havant.gov.uk**

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## SENIOR PAY POLICY

### Summary

|   |  |
|---|--|
| Procedure Ratified  | June 2020  |
| Procedure Review Date<br><i>when under review, this procedure should continue to be used</i>  | June 2023  |
| <p style="text-align: center;"><b>This procedure is contractual</b></p> <p><b>This policy forms part of your contract of employment. The councils are entitled to introduce minor and non-fundamental changes to this policy by notifying you of these changes in writing and will consult all employees and the trades union representatives on any significant changes.</b></p> |  |
| Author  | Caroline Tickner<br>Head of Organisational Development |
| Version   | 1  |
| Related Procedures  | n/a  |

## Contents

| <b>Section</b> | <b>Title</b>          | <b>Page</b> |
|----------------|-----------------------|-------------|
| 1              | Purpose               | 3           |
| 2              | Scope                 | 3           |
| 3              | Outline of the Scheme | 3-4         |
| 4              | Additional Terms      | 5           |
| 5              | Review                | 5           |

## POLICY DOCUMENT

### 1. PURPOSE

The purpose of this document is to set out the detail of the senior management remuneration scheme (tier 3 and above) which was implemented in March 2016.

### 2. SCOPE

2.1 This scheme is applicable to the Councils' Chief Officers specifically the Head of Paid Service/Chief Executive, Directors (including Section 151 Officer) and Heads of Service.

2.2 It is wholly agreed locally and is outside of any nationally agreed pay bargaining arrangements.

### 3. OUTLINE OF THE SCHEME

3.1 Senior pay scales are set at market rate plus. This means that the Councils are committed to paying 5% above the market rate based on relevant market data.

3.2 Senior pay scales are based on a broad band approach. This means that the entry point of the pay scale is 15% below market rate plus and the top of the pay scale is 15% above market rate plus. The mid-point of the scale is set at market rate plus i.e. market rate plus 5%.

The current pay ranges are as follows:

| Role             | Minimum (85%) | Midpoint (100%) | Maximum (115%) |
|------------------|---------------|-----------------|----------------|
| CEO              | £105,494      | <b>£124,110</b> | £142,727       |
| Service Director | £86,368       | <b>£101,609</b> | £116,850       |
| Head of Service  | £62,506       | <b>£73,536</b>  | £84,566        |

3.3 The Councils will conduct a pay benchmarking exercise every two years based on public sector comparison to assess whether there is any movement in the market which needs to be reflected in the pay bands. Every 4<sup>th</sup> year, the Councils will conduct a pay benchmarking exercise which uses both public and private sector data<sup>1</sup>. The Councils retain the right to determine what constitutes comparable market data and to use private sector pay benchmarking where needed in the intervening periods.

3.4 Appointment to the pay band will generally be at the entry point level. Over a two year period it is anticipated that an individual will progress through the pay band to the mid-point of the scale which reflects market rate pay and competence in role. Movement through the band to mid-point will be based on performance in role and will be reviewed on average at six monthly intervals. Progression through the band up to mid-point will be determined according to performance. For ease, this is illustrated overleaf for each level of role:

<sup>1</sup> The pay benchmarking exercise time periods commenced from the implementation of the scheme in 2016.

| Timescale          | Appointment | Typically after Six Months | Typically after 12 Months | Typically after 18 months | Typically after 2 years |
|--------------------|-------------|----------------------------|---------------------------|---------------------------|-------------------------|
| Role               | Entry Point | Performance 1 Review       | Performance 2 Review      | Performance 3 Review      | Performance 4 Review    |
| CEO                | £105,494    | £110,148                   | £114,802                  | £119,456                  | <b>£124,110</b>         |
| Executive Director | £86,368     | £90,178                    | £93,988                   | £97,798                   | <b>£101,609</b>         |
| Head of Service    | £62,506     | £65,263                    | £68,020                   | £70,777                   | <b>£73,536</b>          |

3.5 It is not envisaged that employees will move from entry point to mid-point market rate plus in less than two years. If a manager wishes to fast track an employee through the pay band to mid-point in less than two years, then this will require a business case which will be considered by the remuneration board<sup>2</sup>. A decision by the remuneration board will be documented for transparency purposes. The remuneration boards' decision will be final.

3.6 New appointments to roles will typically be at the entry level of the band. If a manager wishes to appoint a new employee above the entry level of the band then this will require a business case which will be considered by the remuneration board. If market forces determine a higher level of salary at appointment, then the remuneration board will consider the appropriateness of a market supplement until such time as the pay exceeds the market supplement + salary amount. A decision by the remuneration board will be documented for transparency purposes. The remuneration boards' decision will be final.

3.7 National and local pay awards which are applied across the Councils to all grades of staff below senior management will not apply to senior level roles. Pay for senior staff will be determined by the JNC Chief Officer pay negotiations. Any award given will be effective from April of the relevant year and will be formally noted by JHR Committee in line with HR standing orders.

3.8 The performance award for the Chief Executive will be agreed by the Leaders of each Council via Leader delegated decisions and formally noted at JHR Committee. Again, any award given will be effective from April of the relevant year.

3.9 For any employee at the top of the scale, their pay award will be non-consolidated to ensure the pay remains within the benchmarked salary levels for the role.

#### **4. ADDITIONAL TERMS AND CONDITIONS**

4.1 It is not envisaged that any additional payments will be made to the Councils' Chief Officers (as outlined at para 2.1) in respect of additional duties, honoraria or acting up allowances. Instead the broad band for salary at this level will allow for high/exceptional performance to be rewarded through a consolidated pay increase (or non-consolidated where pay is above the market maximum).

<sup>2</sup> The remuneration board consists of the Chief Executive as Head of Paid Service, the Section 151 Officer, a Director and the Head of Organisational Development.



- 4.1 All Chief Officer roles are joint appointments across both Councils and as such there is no reimbursement for travel between EHDC and HBC sites. Participation in the on-call and emergency rotas is expected and additional payments are not made for this. There is no payment for overtime and no formal flexi-time scheme for Heads of Service. Attendance at evening meetings is expected as part of the role. A flexible approach to work, including working from home, where appropriate is encouraged.
- 4.2 Annual leave is 25 days on appointment and 30 days after five years' local government service. For those employed at HBC before April 2017, there is a protected entitlement of 29 days increasing to 34 days after five years' service and for those employed at EHDC before April 2017, the entitlement is as shown below:

| <b>Basic</b> | <b>5 Years plus</b> | <b>10 Years plus</b> | <b>20 Years plus</b> | <b>30 Years plus</b> |
|--------------|---------------------|----------------------|----------------------|----------------------|
| 29 days      | 34 days             | 35 days              | 36 days              | 37 days              |

## **5. REVIEW**

- 5.1 This procedure will be reviewed every three years by Organisational Development with the support of external reward specialists to ensure fairness and equity. It may also be reviewed more frequently, as required, to remain consistent with current employment legislation or may be reviewed earlier if requested by UNISON.

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**EAST HAMPSHIRE DISTRICT COUNCIL  
HAVANT BOROUGH COUNCIL**

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Joint HR Committee

**13th July 2020**

**Health & Safety Policy (EHDC & HBC)  
Caroline Tickner  
Head of Organisational Development**

**FOR DECISION**

**Portfolio: Portfolio Holder for Governance and Organisational  
Development Cllr Nick Drew (EHDC) and Cabinet Lead for People and  
Communications Cllr Lulu Bowerman (HBC)**

**Director:** Lydia Morrison (Director for Corporate Services and Chief Finance Officer)

**Key Decision: No**

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**1.0 Purpose of Report**

- 1.1 This report is submitted to Joint HR Committee for approval and proposes a revised H&S policy for both councils (detailed at Appendix 1).
- 1.2 The H&S policy at each Council was reviewed as part of the H&S Audit conducted by Hampshire County Council (HCC) in late 2018. Recommendations from the audit in early 2019 included recommendations to improve and strengthen the policy at each Council.
- 1.3 Working closely with HCC since this time has enabled the relevant expertise and guidance to be gained. The H&S policy has been updated and revised to fully capture the recommendations from the audit.

**2.0 Recommendation**

- 2.1 Joint HR Committee is asked to approve the H&S policy.

### **3.0 Executive Summary**

- 3.1 The Head of Organisational Development (OD) requested Hampshire County Council (HCC) in late 2018 to conduct a Health and Safety Assurance Audit. The purpose of this audit was to provide the Head of OD with the assurance that there were safe systems in place and to highlight any key areas of focus for the coming year.
- 3.2 The audit used a two-level model to review relevant policies, procedures and risk assessments alongside a series of interviews with a cross section of staff at varying levels in each Council. Site verification was not carried out due to time constraints.
- 3.3 The key areas covered as part of this audit were policies, procedures, risk assessments, consultation, role of the H&S advisor, lone working & violence at work, workplace transport and driving for work and managing contractors. The audit provides a detailed account of the findings in these areas.
- 3.4 The audit highlighted a review and revision to the current overarching H&S policy at each council to ensure that the policy complied with relevant legislation and had clearly defined responsibilities for all appropriate parties.
- 3.5 The attached policy for approval by Joint HR Committee captures all the suggestions from the audit and is therefore compliant with all relevant H&S legislation.

### **4.0 Additional Budgetary Implications**

- 4.1 There are no budgetary implications arising from this recommendation.

### **5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s**

- 5.1 It is key that the Councils operate in a safe way. The revised policy ensures that all roles and responsibilities are clear and the policy is compliant with all relevant legislation.

### **6.0 Options considered and reasons for the recommendation**

- 6.1 A review of the audit and specific suggestions recommended for the H&S policy have been acted on and are captured within the proposed policy at Appendix 1. Experience from H&S SME's at HCC has been utilised to ensure the policy is fit for purpose.

## **7.0 Resource Implications**

- 7.1 Financial Implications  
None to report.
- 7.2 Human Resources Implications  
None to report.
- 7.3 Other Implications  
None.

## **8.0 Risks**

- 8.1 It is key that the findings from the assurance audit are acted upon and that H&S responsibilities of all parties are fully understood.

## **9.0 Consultation**

- 9.1 The suggested amendments for the H&S Policy have been shared with the Joint H&S committee. The committee were content with the changes.

## **10.0 Communication**

- 10.1 The updated H&S policy will be shared with all staff so that the message re H&S and its importance can be reinforced to staff alongside individual responsibilities.

Appendices:

Appendix 1 – Health & Safety Policy EHDC/HBC

### **Agreed and signed off by:**

Monitoring Officer: 30<sup>th</sup> June, 2020

Deputy S151 Officer: 22<sup>nd</sup> June, 2020

Director: 9<sup>th</sup> June, 2020

Portfolio Holder: 8<sup>th</sup> June 2020 and 12<sup>th</sup> June 2020

**Contact Officer:** Rebecca Mundy  
**Job Title:** Safety and Emergency Planning Officer  
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# **Health & Safety Policy**

## **2020 - 2021**

## **1.0 STATEMENT OF INTENT**

The Council regards the management of health and safety as an integral part of our business and as a management priority. It is our policy that all activities and work will be carried out in a safe manner and we will ensure the health, safety and welfare of our employees and others who may be affected by our activities. This will be done in accordance with the Health and Safety at Work etc. Act 1974 (as amended), the Management of Health and Safety at Work Regulations 1999 and other relevant regulations. Compliance with current health and safety legislation is regarded as the absolute minimum standard acceptable.

To achieve the above the Council aims, so far as is reasonably practicable, to meet the following objectives:

- To ensure that each employee is given clear, relevant and appropriate health and safety information, instruction, training and supervision
- To ensure all employees are properly informed of their responsibilities for health and safety and are encouraged to contribute and participate in the prevention of accidents and ill health
- To provide a safe and healthy working environment, including adequate access, egress and welfare facilities for staff and visitors
- To provide and maintain plant and equipment that is safe and without risk to staff
- To promote safe arrangements for the use, handling, storage and transport of articles and substances
- To continuously improve health and safety performance by effectively managing risk
- To communicate clearly on health and safety matters
- To monitor, review and audit performance ensuring, where possible, improvement of health and safety standards
- To allocate sufficient resources for the implementation of this policy

All employees are expected and encouraged to be proactive on health and safety issues as part of the continued development of the Council's health and safety culture. It is a contractual requirement that all employees must co-operate with the Council to take care of their own health and safety as well as that of other persons who may be affected by their work activities.

In recognition of our duties, the Council fully accepts its responsibilities for providing a safe and healthy working environment for all its employees including the provision of welfare facilities.

This policy shall be reviewed annually or more frequently as deemed necessary and may be amended to ensure its legal and operational requirements.



Gill Kneller – Chief Executive

March 2020



## **2.0 RESPONSIBILITIES**

Management of Health and Safety is not the job of one person but should be distributed throughout the organisation. This section of the Policy sets out the division of health and safety responsibilities.

### **2.1 Chief Executive**

The Chief Executive as Head of Paid Service is responsible for providing health and safety leadership in the Council, taking overall responsibility for health and safety across the authorities and will take the lead in setting corporate policy and direction.

### **2.2 Executive Directors**

The **Executive Directors** have legal and local responsibilities under H&S legislation and will therefore fully support the Chief Executive in the leadership of health and safety. They will be responsible for:

1. Raising any strategic issues related to H&S at Executive Board
2. Providing the main point of contact in the Executive Board for the competent person through regular update meetings
3. Keeping up to date with current health and safety issues affecting the organisation and understanding their implications
4. Promoting a positive health and safety culture on behalf of the management team

### **2.3 Heads of Service**

**Heads of Service** are responsible for the health, safety and welfare of every person affected by the work activities carried out by their services and;

1. Ensuring that this Health and Safety Policy is implemented within their respective services and all risk assessments needed are completed within their areas and reviewed on an annual basis or sooner if required.
2. Ensuring that all staff within their service understand and implement the Health and Safety Policy and the associated safety rules associated with their work
3. Monitoring accident statistics and sickness absence records to identify trends and potential ill health problems
4. Ensuring that the management team are aware of any resources required for health and safety

The **Section 151 Officer** shall ensure that appropriate insurance cover is in place.

The **Head of Organisational Development** will be responsible for:

1. Chairing the Health and Safety Committee and feeding any strategic issues back to the Executive Directors
2. Ensuring periodic checks are undertaken to verify that safety practices and procedures are being carried out and records of inspection and actions are kept and maintained
3. Developing a positive attitude to health and safety by encouraging the participation and involvement of employees in health and safety matters

4. Implementing an effective health and safety management system to ensure the effective planning, control, monitoring and review of preventative methods, including risk assessments
5. Ensuring that adequate resources are available to meet the requirements of the Health and Safety Policy and procedures
6. Reporting cases of work-related occupational disease to the National Incident Centre once this is diagnosed by a medical practitioner
7. Providing and maintaining employee welfare policies and arranging counselling where required
8. Providing employee occupational health support and advice through the Council's contracted service
9. Ensuring the provision of technical health and safety advice

## 2.4 Managers/Team Leaders/Supervisors

Managers, Team Leaders and Supervisors are responsible and accountable to the Heads of Service for the health, safety and welfare of every person affected by their work activities and services provided. They are also responsible for:

1. Ensuring that all significant health and safety risks in the workplace are assessed, documented and periodically reviewed. Risks must be eliminated or reduced to an acceptable level and appropriate safe systems of work implemented
2. Monitoring the performance of all contractors operating within the service to ensure that the terms and conditions of their tasks / roles are being met
3. Ensuring that all incidents, accidents, dangerous occurrences and cases of occupational ill health are investigated in accordance with agreed procedures where necessary ensuring that action is taken to prevent recurrence
4. Ensuring that staff are trained in accordance with the corporate training requirements and that any additional training is provided where needed and records are kept
5. Ensuring that all new starters (including agency, casual staff and contractors) are given the necessary health and safety instruction as soon as reasonably practicable
6. Ensuring that unsafe / unsatisfactory conditions are corrected as soon as possible, including stopping work where appropriate
7. Ensuring that adequate and appropriate safety equipment and protective clothing is provided, maintained and used
8. Resolving any health, safety and welfare issues referred to them by an employee, where appropriate in consultation with Corporate Health and Safety advisors
9. Consulting with union and non-union safety representatives as required by law

**Manager (Facilities)** shall ensure that there is a systematic regime of property maintenance and examination of all buildings for which the Council has overall responsibility, which will be reflected in the Asset Management Strategy and resources identified as appropriate. The following may be included:

- Structural safety
- Management of asbestos
- Water temperature and treatment for Legionella
- Gas safety of boilers, services and pressure systems
- Electrical wiring and portable appliance testing of electrical appliances
- Heating, ventilation and lighting
- Sanitation and cleaning regimes
- Passenger lift examination

- Fire risk assessments are carried out and reviewed annually for all Council owned and managed buildings

## 2.5 Employees

Employees are responsible for:

1. Taking reasonable care of themselves and others who may be affected by their acts or omissions at work
2. Co-operating with the Council to enable compliance with their statutory duties under health and safety legislation
3. Making themselves familiar with, and conforming to, the health and safety policy and associated guidance notes / procedures
4. Reporting any hazardous defects in plant / equipment or any shortcomings in existing safety arrangements to a responsible person (Manager / Team Leader / Supervisor)
5. Reporting all incidents, near misses and dangerous occurrences in accordance with agreed procedures
6. Ceasing any work activity where it is believed that there may be serious or imminent danger to themselves or others

## 2.6 Councillors

Councillors are responsible for:

1. Strategy and policy development and approval, and – through the Scrutiny function – oversight of critical areas of performance
2. Having regard to health and safety in any decisions made
3. Allocating adequate resources for health and safety in response to recommendations from senior management
4. Taking reasonable care of themselves and others who may be affected by their acts or omissions while carrying out their duties

## 2.7 “Competent Person” (Health and Safety Advisor)

The “competent person” is responsible for assisting with the implementation of the Health and Safety Policy and advising / supporting on matters of health and safety, in accordance with Regulation 7 of the Management of the Health and Safety at Work Regulations 1999. The Council’s Health and Safety Advisor is the “competent person”

The **Health and Safety Advisor** is responsible for:

1. Providing appropriate advice and support to managers
2. Keeping up to date with legislation and best practice knowledge
3. Providing a range of services for departments to meet the department’s health and safety needs
4. Ensuring that there are systems in place for consulting with union and non-union safety representatives as required by law

The Competent Person has the authority to stop any activity carried out by the Council, its employees and contractors where he / she considers there is a risk of serious or imminent danger.

## **2.8 Safety Champions and UNISON Safety Representatives**

In accordance with the Safety Committees and Safety Representatives Regulations 1977, the Council has appointed Safety Champions who are responsible for:

1. Assisting in the investigation, reporting and remedial actions of near misses, accidents, acts of violence or dangerous occurrences
2. Promoting co-operation in developing and implementing measures to ensure the health and safety at work
3. Investigation of potential hazards within the workplace
4. Investigation of any complaints made by an employee that he / she represents
5. Carrying out periodic inspections
6. Consultation with Health and Safety Executive inspectors
7. Attendance at relevant health and safety meetings
8. Communicating the findings of the meetings to fellow employees

## **2.9 Fire Personnel**

Fire Marshals have been appointed to ensure the safe evacuation of the building in the event of an emergency, their responsibilities are:

1. Understanding the emergency procedures in place for evacuating their part of the building
2. Knowing the location of fire call points and extinguishers in their area
3. Assisting the evacuations by ensuring that everybody is out of their area
4. Reporting to the Fire Co-ordinators whether the area is clear or not

Fire Co-ordinators' responsibilities are:

1. Ensuring contact with any person within the building who are physically unable to exit the building without assistance
2. Co-ordinating the people movers to assist any persons unable to evacuate themselves
3. Recording the information provided by the fire marshals
4. Reporting to the Fire Controllers the state of the evacuation and the areas that are clear

Fire Controllers are responsible for:

1. Reporting to the Fire and Rescue Service the state of the evacuation and that the areas are clear when they arrive

People Movers are responsible for:

1. Assisting in the evacuation of any person who is not physically able to leave themselves

## **2.10 First Aiders**

First Aiders and Emergency First Aiders have been appointed as required by the Health and Safety (First Aid) Regulations 1981. Their responsibilities are:

1. Maintaining a valid, up to date qualification in First Aid at Work or Emergency First Aid at Work
2. Ensuring that their issued first aid kits have the agreed equipment and that all the items are in date

3. Providing first aid treatment and advice when required in accordance with their level of expertise
4. Attending meetings / training as required

## **2.11 Health and Safety Committee**

The Council is obliged to maintain a Health & Safety Committee comprising relevant executives and managers. Given the management partnership, the Council's Committee is a joint committee covering both East Hampshire District Council and Havant Borough Council. Its terms of reference are as follows.

### *Objectives:*

1. To oversee health and safety policy and implementation at East Hampshire and Havant Councils, and to take decisions for risk mitigation
2. To report quarterly on health and safety performance and governance to the Executive Board
3. To initiate and develop policies and procedures relating to health and safety in response to changes in the working environment, new risks, national legislation/regulations and good practice
4. To facilitate effective communication within the Councils and externally
5. To support and engage with employees in their efforts to manage workplace risks, commissioning advice, training or review where necessary
6. To oversee and advise on health and safety matters as they pertain to the councils' partnerships and contracts

### *Membership:*

- Head of Organisational Development (chair)
- Chair of the EHDC health and safety champions
- Chair of the HBC health and safety champions
- EHDC Unison health and safety representative
- HBC Unison health and safety representative

The councils' Health and Safety Advisors and Governance Manager attend to support the committee.

### *Meeting protocols:*

1. The committee meets at least once per quarter
2. The quorum is four members
3. Other managers may be required to attend on specific matters
4. The committee will agree communications for staff at every meeting.

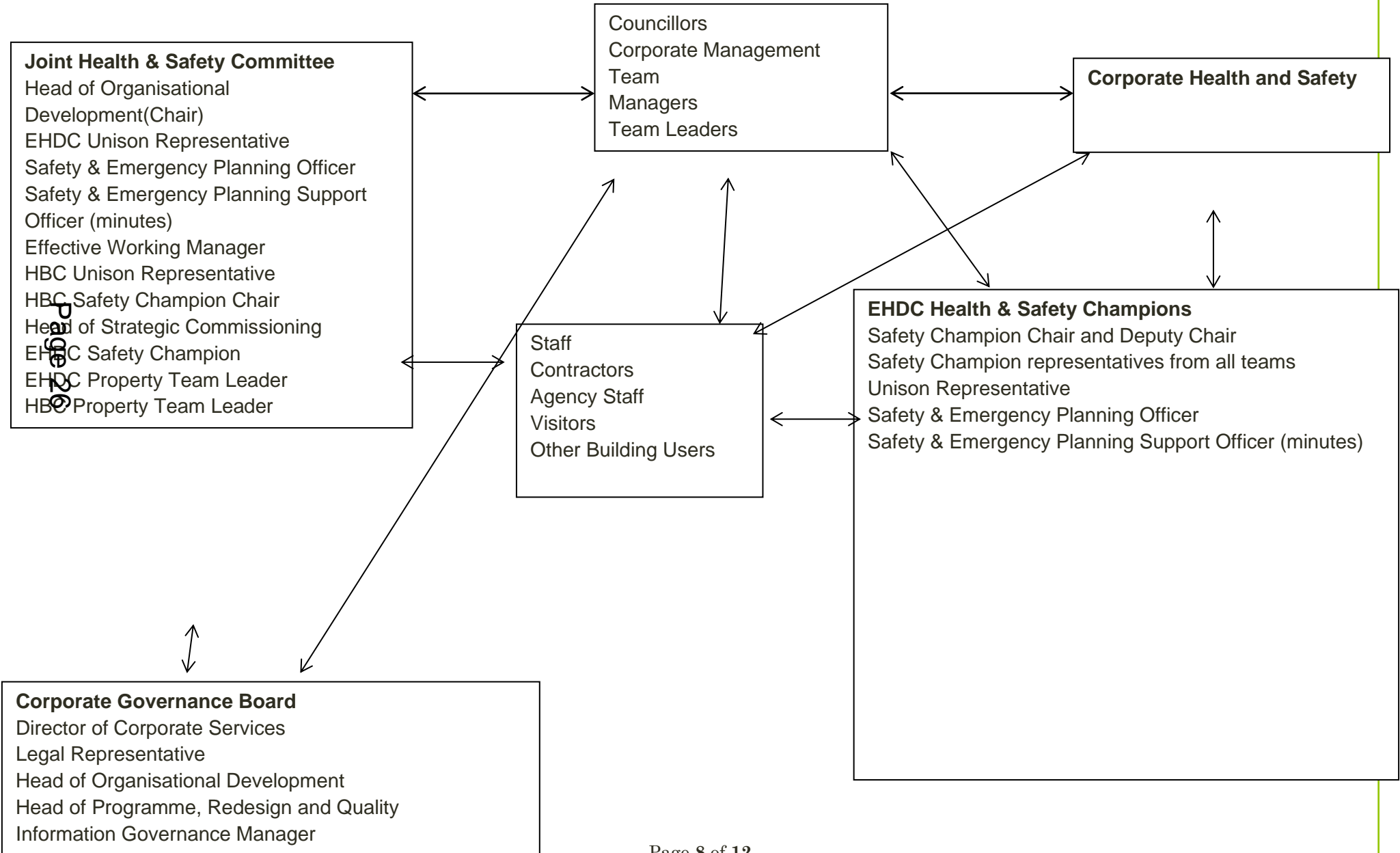
## **2.12 REVIEWING THE POLICY**

The health and safety policy and associated procedures will be reviewed periodically (at least annually) to reflect changes in legislation and working practices or annually where necessary.

The review will be undertaken by the Competent Person. All amendments, alterations and the results of any policy review will be notified to the Health and Safety Committee, the Executive Board and all affected staff and councillors.

**Health and Safety Organisational Structure**

Chief Executive – Gill Kneller



### **3.0 ARRANGEMENTS**

This section of our policy sets out the arrangements we have put in place for implementing our health and safety policy.

#### **Written Standards**

We have documented our health and safety standards in the form of an overall Health and Safety Policy. The Policy has three parts including a statement of intent, organisational responsibilities and this arrangements document. The Chief Executive has signed the statement of intent and ensures that the Corporate Health and Safety Team reviews and updates all parts of the policy on an annual basis.

The overall Health and Safety Policy is supplemented by specific policies and procedures where applicable. Our health and safety documentation includes risk assessments, monitoring checklists, instructions and written procedures as necessary. We have a separate risk assessment procedure which outlines our detailed arrangements in this area.

Our documentation is based on legal requirements and guidance from enforcing authorities.

#### **Organisation**

Our Health and Safety Policy – Organisation statement sets out everyone's responsibility from the Chief Executive through to individual employees. Their successes in fulfilling those responsibilities are measured through regular management meetings and annual staff performance reviews. We have appointed a Safety and Emergency Planning Officer for obtaining health and safety advice.

#### **Incident Reporting and Investigation**

It is our policy that all injury accidents, however minor, are recorded on an accident form. All accidents, near misses and incidents of work-related ill-health are investigated to identify root causes and prevent a recurrence. The Safety Co-ordinator is responsible for reporting incidents which fall within the reporting requirements of the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR) 2013.

We have a detailed procedure about accident / incident reporting which outlines our reporting and investigation arrangements.

#### **Monitoring**

Health and safety standards are monitored via routine inspections by team leaders / supervisors and staff performance reviews. Regular reports on the outcome of this monitoring are provided to the Joint Management Team.

#### **Training**

All employees are trained in the safe working practices and procedures, their responsibilities under this policy and any specific skills required. Employees are given training when they start work with the Council. We have a detailed procedure about training which outlines our arrangements in more detail.

#### **Employees at special risk**

From time to time, some workers may be at increased risk of injury or ill-health resulting from work activities, e.g. those with medical conditions or permanent or temporary disability, those taking medication, young people or those who are pregnant. The Council therefore requires that all employees advise their line manager if they

become aware of any change in their personal circumstances which could result in their being at increased risk. Risk assessments will then be reviewed accordingly and action taken as necessary to control the risks. We have a separate detailed procedure about new and expectant mothers.

We also recognise that due to the nature of their work some of our workers are potentially at increased risk because they work away from our base location. We have therefore developed a detailed procedure to cover the work of lone workers.

### **Consultation**

We recognise that the involvement of staff in their health and safety arrangements is essential to the success of this policy. We therefore consult with staff via team meetings, health and safety committee and one-to-one meetings with managers.

### **Contractors**

Where contractors are engaged e.g. to undertake work on Council premises, steps will be taken to establish that they are competent to undertake the work safely, essential health and safety information will be exchanged prior to them starting work and the safety of their working methods will be monitored. Contractors will be required to comply with our 'site rules for contractors' as detailed in our contractor's procedure.

Close liaison and audit with H&S counterparts in services contracted out e.g. waste and street scene to ensure that the appropriate H&S policies are in place within their organisations and are effectively being put into practice, escalating to the Head of Service (Strategic Commissioning) where required.

### **First Aid**

We have carried out an assessment of first aid needs, and as a result have provided first aid equipment and ensured that there are nominated persons to deliver it. Information has been provided to all employees to ensure awareness of our first aid arrangements. Details are explained within our First Aid Procedure.

### **Personal Protective Equipment (PPE)**

We provide PPE without charge to our employees as required. The type of equipment is selected with regard to the risks of each work activity, the level of protection required and the needs of individuals. We have a separate detailed PPE Procedure.

### **Signs and notices**

Statutory health and safety notices are displayed including 'no smoking' signs, Health and Safety Law poster and the current Employers' Liability Insurance certificate. Signage is also displayed to indicate fire escape routes and fire extinguisher locations, and to highlight particular hazards or precautions required.

### **Arrangements for dealing with specific hazards**

#### **Working environment**

There is a small amount of Asbestos remaining in the building after the refurbishment, there is an Asbestos Management Plan in place to manage this.

We have recognised that our water systems must be properly managed to prevent the growth of legionella bacteria. We have therefore developed a separate procedure in this area



It is our intention to always maintain high standards of housekeeping at our premises for both the safety and health of our staff and any visitors. Responsibilities are clearly allocated and appropriate tasks are assigned.

Flooring is in good condition and kept under repair. We also ensure that any spillages are cleaned up promptly and that tripping hazards are dealt with.

Our workplace is provided with suitable lighting, heating and ventilation to ensure the comfort of users as well as appropriate kitchenettes, toilet and washing facilities.

### **Work equipment**

All work equipment supplied by the Council is assessed for suitability. Employees are encouraged to report defects to their team leader or supervisor, at which point the equipment is repaired or replaced. Equipment is maintained in accordance with manufacturers' instructions.

Portable electrical equipment including office equipment is subject to a programme of portable appliance testing.

### **Electricity**

Our employees are not permitted to carry out electrical repairs or to work on the electrical installation. All work on electrical installations are carried out by qualified electricians, who are required to follow standard working practices as defined by Building Regulations and the Electricity at Work Regulations. Our own installations will be tested and inspected periodically by a competent electrician and improvements implemented as necessary to ensure its continuing safety.

### **Manual Handling**

Certain aspects of our business involves an element of manual handling. Where we have not been able to eliminate the manual handling risk we undertake detailed risk assessments and proscribe risk control measures for the protection of our employees. Employees are instructed in the outcome of the assessments and the risk control measures including safe lifting techniques. They are instructed to report to their manager any health concerns that may make manual handling less safe for them.

### **Other specific hazards**

We have also identified the following areas of risk and have documented separate procedures as follows:

Display Screen Equipment

Violence

Stress

Smoking

Work at Height

COSHH

Fire Safety

Noise at work

Mobile phones

Driving at work



**NON EXEMPT**

## **EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH COUNCIL**

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**Joint Human Resources Committee**

**13<sup>th</sup> July, 2020**

**Pay Policy Statement 2020/21**

**FOR RECOMMENDATION TO COUNCIL**

**Portfolio: Portfolio Holder: Cllr Nick Drew  
Cabinet Member: Cllr Lulu Bowerman**

**Head of Service: Caroline Tickner, Head of Organisational  
Development**

**Key Decision: No**

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### **1.0 Purpose of Report**

1.1. This report is submitted to Joint Human Resources Committee (JHR) in order to meet a statutory requirement to publish a Pay Policy statement annually.

### **2.0 Recommendation**

2.1. JHR is recommended to approve the Pay Policy Statement for each Council, for approval at Full Council.

### **3.0 Executive Summary**

3.1. The Localism Act 2011 places specific obligations on local authorities to be transparent and accountable for the way in which pay, and awards are applied.

3.2. The Act requires each authority to produce a pay policy statement annually to ensure pay information is available to members of the public for all levels of staff from chief officer level to the lowest paid employee. Whilst salary is a central feature of the statement, there is also a requirement for transparency on other types of remuneration such as fees, allowances, benefits in kind, termination payments etc.

3.3. The current pay policy statements for each council have been reviewed to ensure their accuracy for publication for 2020/21.

#### **4.0 Additional Budgetary Implications**

4.1. Nil

#### **5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s**

5.1. The publication of pay policy statements is a statutory requirement under the Localism Act 2011.

#### **6.0 Options considered and reasons for the recommendation**

6.1. N/A

#### **7.0 Resource Implications**

7.1. Financial Implications

None identified

7.2. Human Resources Implications

None identified

7.3. Information Governance Implications

None identified

7.4. Other Resource Implication (*if appropriate*)

None identified

#### **8.0 Legal Implications**

8.1. The publication of the pay policy statements is a statutory requirement. We are fulfilling all legal obligations by publishing the statements.

#### **9.0 Risks**

9.1. There is a risk of non-compliance in respect of the authorities executing their statutory duties however by providing this statement of fact on pay, this is mitigated.

#### **10.0 Consultation**

10.1. Executive Board have been consulted on the pay policy statements of each authority and have approved the attached.

## **11.0 Communication**

11.1 The pay policy statements will be published on the respective council website and become available to the public following approval at Full Council.

12.0 Appendices:

Appendix 1 – Havant Borough Council Pay Policy Statement 2020/21

Appendix 2 – East Hampshire District Council Pay Policy Statement 2020/21

13.0 Background Papers: None

Agreed and signed off by:

Monitoring Officer: 30<sup>th</sup> June, 2020

S151 Officer: 25<sup>th</sup> June, 2020

Director: 26<sup>th</sup> June 2020

Portfolio Holder: Cllr. Drew 25<sup>th</sup> June, Cllr. Bowerman 30<sup>th</sup> June, 2020

**Contact Officer: Gina King**  
**Job Title: HR Advisor**  
**Telephone: Ext 46110**  
**E-Mail: gina.king@easthants.gov.uk**

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# PAY POLICY STATEMENT

**Financial Year 2020-21**

# 1. Purpose

This Pay Policy Statement is provided in accordance with Section 38(1) of the Localism Act 2011 and this will be updated annually from April each year.

This pay policy statement sets out East Hampshire District Council's policies relating to the pay of its workforce for the financial year 2020-21, in particular:

- The remuneration of its Chief Officers
- The remuneration of its "lowest paid employees"
- The relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers

This Policy Statement is an annual revision. It is available on the council's website. The council's website also includes separately published data on salary information relating to Chief Officers.



# 2. Definitions

For the purpose of this Pay Policy Statement the following definitions will apply:

**2.1** "Pay" in addition to salary includes charges, fees, allowances, increases in/enhancements to pension entitlements, and termination payments.

**2.2** "Chief Officer" refers to roles within East Hampshire District Council within the senior leadership team, which comprises Statutory and Non Statutory Chief Officer posts:

- Joint Chief Executive
- Director
- Head of Service

Officers within this Chief Officer group will normally hold statutory functions (Head of Paid Service, S151 Officer, Monitoring Officer) unless delegated by exception.

East Hampshire District Council has a partnership agreement with Havant Borough Council. Shared posts are covered by the Inter Authority Agreement.

**2.3** "Lowest paid employees" refers to those staff employed within grade 1 of the council's pay framework. There are no staff governed by National consultation groups.

The above definition for the "lowest paid employees" has been adopted because grade 1 is the lowest grade on the council's pay framework.

**2.4** "Employee who is not a Chief Officer" refers to all staff who are not covered under the "Chief Officer" group above. This includes the "lowest paid employees" i.e. staff on grades 1.

# 3. Pay framework and remuneration levels

## 3.1 General approach

Remuneration at all levels needs to be adequate 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 not, nor is seen to be, unnecessarily excessive. Each council has responsibility for balancing these factors and each council faces its own unique challenges and opportunities in doing so and retains flexibility to cope with various circumstances that may arise, including the use of market supplements or other such mechanisms for individual categories of posts where appropriate.

## 3.2 Responsibility for decisions on remuneration

It is essential for good governance that decisions on pay and reward packages for Chief Executives and Chief Officers are made in an open and accountable way and that there is a verified and accountable process for recommending the levels of top salaries.

Pay for the "lowest paid employees" and "all other employees who are not Chief Officers" is determined by negotiation between UNISON and the senior management team through an annual pay claim instigated by UNISON at a local level.

The East Hampshire District Council pay framework was agreed and implemented on 1 April 1991.

In 2019-20, work began to align the payscales within Havant Borough Council and East Hampshire District Council to ensure consistency in pay across both councils. This is particularly important where roles are shared across both councils. This work will be built upon in 2020-21 to ensure that there is an even spread of points within each grade.

### 3.3 Salary grades and grading framework

Salary grades for staff who are not Chief Officers are determined in line with the HAY job evaluation scheme, with the grade for each role being determined by a consistent job evaluation process. This approach 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.

As part of this requirement, East Hampshire District Council determined a local pay framework which consists of an overall number of 11 grades with grade 1 being the lowest and grade 11 the highest. In 2020-21 we will be working to even out the number of incremental steps within each of the grades.

Each employee will be on one of the 11 grades based on the job evaluation of their role. Employees can progress to the salary range maximum of their grade subject to assessment of their performance in the annual performance appraisal process.

Pay awards are considered annually for staff in negotiation with the trade unions locally.

### 3.4 Reward Principles

In order to fulfil the strategic priorities set out within the Corporate Strategy, the council recognises that the approach to pay and reward needs to reflect modern employment practices and continuously keep abreast of the employment market. Reward linked directly to performance, enhanced employee benefits, market supplements, retention payments and salaries based on benchmark data against similar professional roles in the public and private sector are considered as appropriate measures to attract and retain a skilled workforce.

# 4. Remuneration – level and element

## 4.1 Salaries

### 4.1.1 “Chief Officers”

Chief Officers are paid outside of the Council’s pay framework and the following principles are applied to Chief Officer pay;

- Chief Officer pay is based on a broad band approach and is set at market rate plus. This means that the entry point of the pay scale is 15% below market rate plus and the top of the scale is 15% above market rate plus. The mid-point of the scale is set at market rate plus. Market rate plus means the council is committed to paying 5% above the market rate based on relevant market data
- There are different bands for each of the different Chief Officer roles
- The Chief Officer pay band is benchmarked to ensure pay remains competitive in the market place. In determining Chief Officer pay, relevant available information, including the salaries of Chief Officers in other similar sized organisations is considered
- Each Chief Officer is paid a spot salary within the pay band described above
- Progression through the Chief Officer pay band is determined by performance in the role from entry level to competent midpoint.
- A remuneration board is in place to formally ratify Chief Officer pay and pay progression. The remuneration board members are the Head of Paid Service, the Section 151 Officer, the Head of Organisational Development and a Director. Any decision by the remuneration board will be documented for transparency purposes. The remuneration boards’ decision on pay will be final
- Pay for chief officers will be determined by the JNC Chief Officer pay negotiations. Any award given will be effective from April of the relevant year.
- A performance award is applicable to the Chief Executive and is agreed by the leaders of each council via leader delegated decisions
- All pay awards for this group are noted by Joint HR Committee

#### **4.1.2 Joint Chief Executive**

The Joint Chief Executive is the Council's Head of Paid Service. The remuneration for the Joint Chief Executive is paid outside of the Council's pay framework. The level of pay for this role is determined by the Leaders of both Councils taking into account benchmarking. There is a broad band of salaries in place which is reviewed each April and the Joint Chief Executive is paid a spot salary within this range.

The annual pay review for the Joint Chief Executive is considered by the Leaders of both Councils. The annual pay review takes place annually each year from 1 April.

#### **4.2 "Lowest paid employees"**

Each "lowest paid employee" is paid within the salary range for grade 1.

#### **4.3 Other pay elements**

"Chief Officers" are subject to the same performance management process as the "lowest paid employees" and "employees who are not Chief Officers".

Targets are set and performance against those targets is assessed. Chief Officers do not receive any incremental or step progression as they are on a spot salary which is reviewed on an annual basis by the Joint Chief Executive.

Where an incremental pay award is made to a non Chief Officer, performance will be taken into account when determining whether this is appropriate.

#### **4.4 Charges, fees or allowances**

Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Council's collective agreement and subsequent amendments.

Any honorarium that is paid will be paid in accordance with East Hampshire District Council's arrangements for such additional payments. Further details can be provided on request.

Any travel expenses reasonably incurred by an employee in the course of their duties will be reimbursed upon production of appropriate receipts and must be authorised by their line manager before payment will be made. Further detail can be provided on request.

Any subsistence allowance that is paid will be in accordance with the Council's policy, details of which can be provided on request.

An allowance is paid to the Returning Officer for East Hampshire District Council in accordance with accepted national and regional scales and criteria.

Electoral duty payments are paid to all roles employed within the Elections team at East Hampshire District Council. These are calculated in accordance with a formula approved annually by the Home Office and Electoral Claims Unit.

Further details on allowances and payments are available on request.

## 4.5 Performance related pay

High levels of performance are expected of our employees. Performance and contribution during the course of the year is reviewed within the annual appraisal process.

This process provides for the setting of targets on an annual basis and review of the employee's achievement against those targets.

Where a member of staff is employed within the salary and grading framework set out in 3.3, following assessment of the employee's achievement against targets the reviewing manager will recommend a rating for each employee. This will be subject to consistency checks and once finalised will be taken into account in determining any salary progression on an incremental basis within the salary range or no progression.

**Achieved performance:** This will normally result in the progression of one incremental step but will not take the salary above the salary range maximum. This rating is awarded to the majority of staff. If an employee is at top of the grade range there will be no further increase.

**Improvement required:** There is normally no step progression for anyone who does not meet the satisfactory levels of performance.

The staff recognition scheme 'You're a Star' offers rewards to staff, one of which is a one off payment as a reward for going above and beyond in their given role. A staff recognition panel awards payment.

Any salary changes following assessment under the Appraisal process will normally be effective from 1 April each year.

## 4.6 Other

a) There is a formal provision for a payment to the Joint Chief Executive based on performance which is determined through the normal appraisal system conducted by the leaders of both councils.

b) Staff members are entitled to access corporate rates for dental and health cash plans through a third party supplier.

c) A single financial benefit is payable upon death of any member of staff. The benefit is paid to either widows, widowers, civil partners, cohabiting partners without a legal status or dependent children under the age of 19 who are still in full time education. The benefit is equivalent to the greater of; one twelfth of one year's salary, or £1500 after five years' service, or £2,000 after ten years' service or £2,500 after twenty years' service.

## 4.7 Car Loans

The current scheme offers car loans to employees based on one third of their annual salary or the value of the car (whichever is lower):

These loans are only available to those staff who are deemed to be 'essential car users'. The loan rate is in line with the Bank of England base rate plus 1.5%, fixed at the point of taking out the loan.

The term of the car loan is up to a maximum of five years.

## 4.8 Pension

All employees as a result of their employment are eligible to join the Local Government Pension Scheme. There are no increases or enhancement to pension entitlements.

## 4.9 Severance Payments

On ceasing to be employed by East Hampshire District Council, individuals will only receive compensation:

- a) in circumstances that are relevant (e.g. redundancy)
- b) that is in accordance with our published policy statement on how we exercise the various employer discretions provided by the Local Government Pension Scheme (LGPS), and/or
- c) that complies with the specific term(s) of a settlement agreement

We are already required to publish our policy on discretionary payments on early termination of employment as well as publishing our policy on increasing an employee's total pension scheme membership and on awarding additional pension.

It is important that the Council has flexibility to respond to unforeseen circumstances as regards re-employing former employees as a Chief Officer.

If we re-employ a previous employee who received a redundancy or severance package on leaving, or if that person returns on a 'contract for services', or if they are in receipt of a Local Government Pension Scheme (with same or another local authority), then the decision to re-employ will be made on merit, taking into account the use of public money and the exigencies of the Council. Decisions taken in respect of re-employment of former employees in receipt of a redundancy/severance package will be taken in line with legislation in force at that time.

## **4.10 New starters joining the Council**

Employees new to the Council and who are not Chief Officers will normally be appointed to the first point of the salary range for their grade. Where the candidate's current employment package would make the first point of the salary range unattractive (and this can be demonstrated by the applicant in relation to current earnings) or where the employee already operates at a level commensurate with a higher salary, a higher salary may be considered by the recruiting manager. This will be within the salary range for the grade. The candidate's level of skill and experience should be consistent with that of other employees in a similar position on the salary range.

Employees new to the Council who are appointed to Chief Officer or posts outside of the salary and grading structure (see 3.3) will be paid a fixed salary for the post (see 4.1.1)

## **4.11 Apprenticeship Posts**

The Council employs apprentices through an approved Apprentice Framework. Apprentices are appointed onto the grade appropriate for the post.



## 5. Relationship between remuneration of “Chief Officers” and “employees who are not Chief Officers”

The pay multiple based on the ratio between the highest paid employee and the mean average earnings across East Hampshire District Council is 1: 4.4

The pay multiple based on the ratio between the highest paid employee and the lowest paid employee across East Hampshire District Council is 1: 7.6

# 6. Review

The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. East Hampshire District Council's annual statement is normally scheduled for approval by Full Council in advance of 1 April each year, unless there are exceptional circumstances.

If it should be necessary to amend this statement during this financial year, an appropriate resolution will be made by Full Council.

**Havant**  
BOROUGH COUNCIL

PAY POLICY  
**STATEMENT**

**Financial Year 2020-21**

# 1. Purpose

This Pay Policy Statement is provided in accordance with Section 38(1) of the Localism Act 2011 and this will be updated annually from April each year.

This pay policy statement sets out Havant Borough Council's policies relating to the pay of its workforce for the financial year 2020-21, in particular:

- The remuneration of its Chief Officers
- The remuneration of its "lowest paid employees"
- The relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers

This Policy Statement is an annual revision. It is available on the Council's website. The Council's website also includes separately published data on salary information relating to Chief Officers.

# 2. Definitions

For the purpose of this Pay Policy the following definitions will apply: -

**2.1** "Pay" in addition to salary includes charges, fees, allowances, increases in/enhancements to pension entitlements, and termination payments.

**2.2** "Chief Officer" refers to roles within Havant Borough Council within the senior leadership team, which comprises Statutory and Non Statutory Chief Officer posts:

- Joint Chief Executive
- Director
- Head of Service

Officers within this Chief Officer group will normally hold Statutory functions (Head of Paid Service, S151 Officer, Monitoring Officer) unless delegated by exception.

Havant Borough Council has a partnership agreement with East Hampshire District Council. Shared posts are covered by the Inter Authority Agreement.

**2.3** "Lowest paid employees" refers to those staff employed within grade A of the Council's pay framework. The above definition for the "lowest paid employees" has been adopted because grade A is the lowest grade on the Council's pay framework.

**2.4** "Employee who is not a Chief Officer" refers to all staff who are not covered under the "Chief Officer" group above. This includes the "lowest paid employees" i.e. staff on grade A.

# 3. Pay framework and remuneration levels

## 3.1 General approach

Remuneration at all levels needs to be adequate 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 not, nor is seen to be, unnecessarily excessive. Each Council has responsibility for balancing these factors and each Council faces its own unique challenges and opportunities in doing so and retains flexibility to cope with various circumstances that may arise, including the use of market supplements or other such mechanisms for individual categories of posts where appropriate.

## 3.2 Responsibility for decisions on remuneration

It is essential for good governance that decisions on pay and reward packages for Chief Executives and Chief Officers are made in an open and accountable way and that there is a verified and accountable process for recommending the levels of top salaries.

Havant Borough Council's pay framework was implemented in April 2007 in line with national guidance, with the grade for each role being determined by a consistent job evaluation process. This followed a national requirement for all Local Authorities, and a number of 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. As part of this Havant Borough Council determined a local pay framework reducing the overall number of grades to 12.

Pay awards are considered annually for staff. For those staff up to and including grade K and senior Manager level posts, the outcome of the national consultations by the Local Government Employers in negotiation with the Trades Unions is applied.

In 2019-20, work began to align the payscales within Havant Borough Council and East Hampshire District Council to ensure consistency in pay across both councils. This is particularly important where roles are shared across both councils. This work will be built upon in 2020-21 to ensure that there is an even spread of points within each grade.

### 3.3 Salary grades and grading framework

Salary grades for staff who are not Chief Officers are determined in line with the NJC job evaluation scheme, with the grade for each role being determined by a consistent job evaluation process.

There are 12 grades (A-K) in the pay framework, grade A being the lowest and grade K the highest. Each employee will be on one of the 12 grades based on the job evaluation of their role. Grade A consists of two spinal column points. Grades B – E consist of between 3 and 7 incremental steps. Grades F – K consists of between 5 and 7 incremental steps.

Employees can progress to the salary range maximum of their grade subject to assessment of their performance in the appraisal performance process.

In 2020-21 we will be working to even out the number of incremental steps within each of the grades.

### 3.4 Reward Principles

In order to fulfil the strategic priorities set out within the Corporate Strategy, the Council recognises that the approach to pay and reward needs to reflect modern employment practices and continuously keep abreast of the employment market.

Reward linked directly to performance, enhanced employee benefits, market supplements, retention payments and salaries based on benchmark data against similar professional roles in the public and private sector are considered as appropriate measures to attract and retain a skilled workforce.

# 4. Remuneration – level and element

## 4.1 Salaries

### 4.1.1 “Chief Officers”

Chief Officers are paid outside of the Council’s pay framework and the following principles are applied to Chief Officer pay;

- Chief Officer pay is based on a broad band approach and is set at market rate plus. This means that the entry point of the pay scale is 15% below market rate plus and the top of the scale is 15% above market rate plus. The mid-point of the scale is set at market rate plus. Market rate plus means the council is committed to paying 5% above the market rate based on relevant market data
- There are different bands for each of the different Chief Officer roles
- The Chief Officer pay band is benchmarked to ensure pay remains competitive in the market place. In determining Chief Officer pay, relevant available information, including the salaries of Chief Officers in other similar sized organisations is considered
- Each Chief Officer is paid a spot salary within the pay band described above
- Progression through the Chief Officer pay band is determined by performance in the role from entry level to competent midpoint.
- A remuneration board is in place to formally ratify Chief Officer pay and pay progression. The remuneration board members are the Head of Paid Service, the Section 151 Officer, the Head of Organisational Development and a Director. Any decision by the remuneration board will be documented for transparency purposes. The remuneration boards’ decision on pay will be final
- Pay for chief officers will be determined by the JNC Chief Officer pay negotiations. Any award given will be effective from April of the relevant year.
- A performance award is applicable to the Chief Executive and is agreed by the leaders of each council via leader delegated decisions
- All pay awards for this group are noted by Joint HR Committee



#### **4.1.2 Joint Chief Executive**

The Joint Chief Executive is the Council's Head of Paid Service. The remuneration for the Joint Chief Executive is paid outside of the Council's pay framework. The level of pay for this role is determined by the Leaders of both Councils taking into account benchmarking. There is a broad band of salaries in place which is reviewed each April and the Joint Chief Executive is paid a spot salary within this range.

The annual pay review for the Joint Chief Executive is considered by the Leaders of both Councils. The annual pay review takes place annually each year from 1 April.

#### **4.2 "Lowest paid employees"**

Each "lowest paid employee" is paid within the salary range for grade A.

#### **4.3 Other pay elements**

"Chief Officers" are subject to the same performance management process as the "lowest paid employees" and "employees who are not Chief Officers".

Targets are set and performance against those targets is assessed. Chief Officers do not receive any incremental or step progression as they are on a spot salary which is reviewed on an annual basis by the Joint Chief Executive.

Where an incremental pay award is made to a non Chief Officer, performance will be taken into account when determining whether this is appropriate.

#### **4.4 Charges, fees or allowances**

Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Council's collective agreement and subsequent amendments.

Any honorarium that is paid will be paid in accordance with Havant Borough Council's arrangements for such additional payments. Further details can be provided on request.

Any travel expenses reasonably incurred by an employee in the course of their duties will be reimbursed upon production of appropriate receipts and must be authorised by their line manager before payment will be made. Further detail can be provided on request.

Any subsistence allowance that is paid will be in accordance with the Council's policy, details of which can be provided on request.

An allowance is paid to the Returning Officer for Havant Borough Council in accordance with accepted national and regional scales and criteria.

Electoral duty payments are paid to all roles employed within the Elections team at Havant Borough Council. These are calculated in accordance with a formula approved annually by the Home Office and Electoral Claims Unit.

Further details on allowances and payments are available on request.

## 4.5 Performance related pay

High levels of performance are expected of our employees. Performance and contribution during the course of the year is reviewed within the annual appraisal process.

This process provides for the setting of targets on an annual basis and review of the employee's achievement against those targets.

Where a member of staff is employed within the salary and grading framework set out in 3.3, following assessment of the employee's achievement against targets the reviewing manager will recommend a rating for each employee. This will be subject to consistency checks and once finalised will be taken into account in determining any salary progression on an incremental basis within the salary range or no progression.

**Achieved performance:** This will normally result in the progression of one incremental step but will not take the salary above the salary range maximum. This rating is awarded to the majority of staff. If an employee is at top of the grade range, there will be no further increase.

**Improvement required:** There is normally no step progression for anyone who does not meet the satisfactory levels of performance.

The staff recognition scheme 'You're a Star' offers rewards to staff, one of which is a one off payment as a reward for going above and beyond in their given role. A staff recognition panel awards payment.

Any salary changes following assessment under the Appraisal process will normally be effective from 1 April each year.

Performance related payments for the Chief Officer group are referred to in 4.1.1.

## 4.6 Other

a) There is a formal provision for a payment to the Joint Chief Executive based on performance which is determined through the normal appraisal system conducted by the Leaders of both Councils.

b) Staff members are entitled to access corporate rates for dental and health cash plans through a third party supplier.

c) A single financial benefit is payable upon death of any member of staff. The benefit is paid to either widows, widowers, civil partners, cohabiting partners without a legal status or dependent children under the age of 19 who are still in full time education. The benefit is equivalent to the greater of; one twelfth of one year's salary, or £1500 after five years' service, or £2,000 after ten years' service or £2,500 after twenty years' service.

## 4.7 Car Loans

The current scheme offers car loans to employees based on one third of their annual salary or the value of the car (whichever is lower).

These are only available to those staff who are deemed to be 'essential car users'. The loan rate is in line with the Bank of England base rate plus 1.5%, fixed at the point of taking out the loan.

The term of the car loan is up to a maximum of five years.

## 4.8 Pension

All employees as a result of their employment are eligible to join the Local Government Pension Scheme. There are no increases or enhancement to pension entitlements.

## 4.9 Severance Payments

On ceasing to be employed by Havant Borough Council, individuals will only receive compensation:

- a) in circumstances that are relevant (e.g. redundancy)
- b) that is in accordance with our published policy statement on how we exercise the various employer discretions provided by the Local Government Pension Scheme (LGPS), and/or
- c) that complies with the specific term(s) of a settlement agreement

We are already required to publish our policy on discretionary payments on early termination of employment as well as publishing our policy on increasing an employee's total pension scheme membership and on awarding additional pension.

It is important that the Council has flexibility to respond to unforeseen circumstances as regards re-employing former employees as a Chief Officer.

If we re-employ a previous employee who received a redundancy or severance package on leaving, or if that person returns on a 'contract for services', or if they are in receipt of a Local Government Pension Scheme (with same or another local authority), then the decision to re-employ will be made on merit, taking into account the use of public money and the exigencies of the Council. Decisions taken in respect of re-employment of former employees in receipt of a redundancy/severance package will be taken in line with legislation in force at that time.

## **4.10 New starters joining the Council**

Employees new to the Council and who are not Chief Officers will normally be appointed to the first point of the salary range for their grade. Where the candidate's current employment package would make the first point of the salary range unattractive (and this can be demonstrated by the applicant in relation to current earnings) or where the employee already operates at a level commensurate with a higher salary, a higher salary may be considered by the recruiting manager. This will be within the salary range for the grade. The candidate's level of skill and experience should be consistent with that of other employees in a similar position on the salary range.

Employees new to the Council who are appointed to Chief Officer or posts outside of the salary and grading structure (see 3.3) will be paid a fixed salary for the post (see 4.1.1)

## **4.11 Apprenticeship Posts**

The Council employs apprentices through an approved Apprentice Framework. Apprentices are appointed onto the grade appropriate for the post.

## 5. Relationship between remuneration of “Chief Officers” and “employees who are not Chief Officers”

The pay multiple based on the ratio between the highest paid employee and the mean average earnings across Havant Borough Council is 1: 4.4

The pay multiple based on the ratio between the highest paid employee and the lowest paid employee across Havant Borough Council is 1: 7.2

# 6. Review

The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. Havant Borough Council's annual statement is normally scheduled for approval by Full Council in advance of 1 April each year, unless there are exceptional circumstances.

If it should be necessary to amend this statement during this financial year, an appropriate resolution will be made by Full Council.