

# Employment Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

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Wednesday, 13 November 2024 at 2.00 pm  
Council Chamber - South Kesteven House, St. Peter's Hill,  
Grantham. NG31 6PZ

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**Committee** Councillor Anna Kelly (Chairman)

**Members:** Councillor Gloria Johnson (Vice-Chairman)

Councillor Matthew Bailey, Councillor Rhys Baker, Councillor Ashley Baxter,  
Councillor Harrish Bisnauthsing, Councillor Phil Gadd, Councillor Gareth Knight and  
Councillor Paul Martin

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## Agenda

This meeting can be watched as a live stream, or at a later date, [via the SKDC Public-I Channel](#)

1. **Apologies for absence**
2. **Disclosure of interests**  
Members are asked to disclose any interests in matters for consideration at the meeting.
3. **Minutes of the meetings held on 4 September 2024** (Pages 3 - 8)  
Minutes of the meetings held at 10AM, 4<sup>th</sup> September 2024.  
Minutes of the meetings held at 2PM, 4<sup>th</sup> September 2024.
4. **HR Dashboard and People Plan** (Pages 9 - 26)  
A presentation to update on the HR metrics for the half year period from April 2024 to September 2024.
5. **Corporate Plan 2024-27 Key Performance Indicators: 2024/25** (Pages 27 - 31)  
**Mid-Year (Q2) Report**  
This report outlines South Kesteven District Council's performance against the Corporate Plan 2024-27 Key Performance Indicators (KPIs) from July-September 2024.

**6. Pay Policy Statement** (Pages 33 - 48)  
It is a requirement of the Localism Act 2011 that the Council produces an Annual Pay Policy Statement. This summarises current policies and arrangements in place relating to pay. The Pay Policy Statement is approved each year by Council as part of the budget setting and approval process.

**7. Work Programme 2024 - 2025**  
To consider the Work Programme for 2024-25.

**8. Any other business, which the Chairman, by reason of special circumstances, decides is urgent**

## Meeting of the Employment Committee

Wednesday, 4 September 2024,  
10.00 am



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

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### Committee Members present

Councillor Anna Kelly (Chairman)  
Councillor Gloria Johnson (Vice-Chairman)  
Councillor Matthew Bailey  
Councillor Rhys Baker  
Councillor Ashley Baxter  
Councillor Harrish Bisnauthsing  
Councillor Phil Gadd  
Councillor Gareth Knight  
Councillor Paul Martin

### Officers

Karen Bradford, Chief Executive  
Fran Beckitt, Head of Service – Human Resources and Organisational Development

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### 13. Apologies for absence

There were no apologies noted.

### 14. Disclosure of interests

There were no disclosures of interest noted.

### 15. Exclusion of Press and Public

Having been moved and seconded, and following a vote it was **AGREED** to exclude the press and public during discussion of the remaining agenda items because of the likelihood that information that was exempt under paragraph 1 of Schedule 12A of the Local Government Act 1972 (as amended) would have been disclosed to them.

### 16. Director of Housing and Projects

Further to the undertaking of formal interviews and it having been proposed, seconded and voted upon, it was agreed that an offer of employment would be made for the position of Director of Housing and Projects to appoint Alison Hall-Wright to the position.

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# **Meeting of the Employment Committee (Minutes)**

**Wednesday, 4 September 2024,  
2.00 pm**



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

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## **Committee Members present**

Councillor Anna Kelly (Chairman)  
Councillor Gloria Johnson (Vice-Chairman)  
Councillor Matthew Bailey  
Councillor Rhys Baker  
Councillor Ashley Baxter  
Councillor Harrish Bisnauthsing  
Councillor Phil Gadd  
Councillor Gareth Knight  
Councillor Paul Martin

## **Cabinet Members present**

Councillor Virginia Moran

## **Other Members present**

Councillor Tim Harrison

## **Officers**

James Welbourn, Democratic Services Manager (Deputy Monitoring Officer)  
Fran Beckett, Head of Service – Human Resources and Organisational Development  
Joshua Mann, Democratic Services Officer

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### **13. Apologies for absence**

There were no apologies for absence.

### **14. Disclosure of interests**

There were no disclosures of interest noted.

### **15. Minutes of the meeting held on 8 July 2024**

An amendment was requested by a Member regarding page six of the proposed minutes, under the 'Human Resources Policies' section. The suggested amendment was to include that the following information had not only been discussed with the Unions but also '**accepted**' by the Unions:

- “*The Disciplinary Policy was designed to maintain the standards of conduct and behaviour of staff. The major revision here was the timescales for warnings, alongside further guidance and clarity over the process.*”
- “*The proposed change to the Paternity Policy was a move from one to two week’s fully paid paternity cover.*”
- *More guidance was contained within the refreshed Probation Policy.*
- *There was also a proposed amendment around hearings – if a member of staff’s probation could end in dismissal then that hearing would fall in line with SKDC’s other processes.*
- *The DBS Policy was a new, rather than refreshed policy.*
- *The Attendance Policy contained more information and expectations over officers’ responsibilities in this area. There was also an amendment to the attendance procedure.*
- *There were no changes recommended for either the Recruitment or Flexi-time policies, they were included for completeness.”*

The proposed minutes, with this suggested amendment, were proposed, seconded and **AGREED**.

The restricted minutes from the meeting held on 8 July 2024 were also proposed, seconded and **AGREED**.

## **16. Updates from the previous meeting**

It was noted by members that they had received the statistics regarding South Kesteven District Council (SKDC) staff disciplinaries, requested at the previous meeting.

Regarding the Pay Award, the Democratic Services Manager informed Members that Members allowances had been increased in line with Officer pay. Members would receive this uplift in their September pay slip, and this would also include backdated pay to April 2024.

## **17. Employee Engagement Survey 2024**

**The report was introduced by the Leader of the Council:**

502 colleagues took part in the Employee Engagement Survey 2024, constituting 85% of the SKDC workforce. This was an increase on the 74% participation rate reported in 2023, and 42% in 2022.

The survey had been open for 3 weeks to allow colleagues to take part. The Leader noted that SKDC not only intended to act on the feedback of the

survey, but that some changes had already been implemented such as allowing the Waste Team to vary their uniform in the summer months.

Whilst the responses had been positive overall, the survey had identified that satisfaction levels regarding pay had decreased.

The Leader praised the work of the Head of Paid Services and the wider SKDC workforce for the progress made and positive outcome of the survey.

**The report was continued by the Human Resources Manager:**

The survey identified an increase in the Engagement Index over the last 4 years, recorded as 72% for 2024. This was a significant result as it meant that more colleagues within the SKDC workforce found SKDC to be a happy place to work and were more likely to recommend working for SKDC.

The Wellbeing Index had also increased to 66%, an increase of 2% upon the 64% recorded in 2023. The Wellbeing Index gave colleagues the opportunity to voice their feelings about issues such as work-life balance, employee mental wellbeing, and workloads. All 3 issues received positive responses, increasing by 6%, 7%, and 4% respectively.

39% of colleagues also reported engaging with wellbeing events over the last 12 months. Those that didn't engage cited being too busy or not being aware as the main reasons for not attending.

Not only had the feedback indicated the feelings of the SKDC workforce, but the full details of the survey held by the HR Department allowed results to be broken down into teams and demographics such as age, gender or service duration. This data can be used to formulate future action plans for improving staff engagement and wellbeing.

The following areas were all reported positively within the responses:

- Teamwork,
- Confidence in leadership,
- Treatment by line managers,
- Development & progression,
- Innovation,
- Hybrid working.

Regarding the work environment, it was noted that the percentage of staff members feeling safe at work had slightly decreased by one percent, but this was still a highly positive response at 86% of respondents.

The Human Resources Manager highlighted that the People Panel and Senior Leadership Team were being engaged in the discussions regarding the results.

**During discussion, Members raised the following:**

The highly positive responses were praised, particularly regarding innovation.

Members discussed the responses regarding bullying and harassment in the workplace over the last 12 months. 86% of respondents did not report receiving any instances of bullying or harassment. 7% of respondents were neutral in their response and 6% responded negatively. Members of the committee raised concerns that 6% of those surveyed did respond that they had been bullied or harassed and 8% felt neutral rather than positive about this aspect of their workplace.

*It was proposed, seconded and AGREED to note the findings of the survey.*

**18. Work Programme 2024-2025**

It was suggested that a follow up on the points raised by the Staff Engagement Survey 2024 was included on the Work Programme, particularly reviewing the responses by specific teams.

**19. Exclusion of the Press and Public**

It was proposed, seconded and **AGREED** by vote to exclude the press, public and any non-Members of the Employment Committee during discussion of the next agenda item because of the likelihood that information that was exempt under paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972 (as amended) would have been disclosed to them.

**20. Proposed Director Targets for 2024/2025**

The Director targets for 24/25 were **AGREED** as printed, with amendments.

*A vote took place to re-admit members of the press and public for the remainder of the meeting.*

**21. Any other business, which the Chairman, by reason of special circumstances, decides is urgent**

There was no other business raised by Members.

*The Employment Committee meeting of September 4<sup>th</sup>, 2024, ended at 15:14.*



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

## Employment Committee

Wednesday 13<sup>th</sup> November

Report of Councillor Ashley Baxter,  
Leader of the Council and Cabinet  
Member for Finance, HR and Economic  
Development

## HR Dashboard and People Plan

### Report Author

Fran Beckitt, Head of Service (Human Resources and Organisational Development)

fran.beckitt@southkesteven.gov.uk

### Purpose of Report

To present HR metrics for the half year period from April 2024 to September 2024.

### Recommendation

**The Employment Committee notes the information provided in the HR dashboard for the 6-month period.**

### Decision Information

Does the report contain any exempt or confidential information not for publication? No

What are the relevant corporate priorities? Effective council

Which wards are impacted? All Wards

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

1.1 The staffing budget remains the most significant annual cost incurred by the Council. It is important the Council actively reviews and understands the workforce composition, operation, development and performance to ensure it remains motivated, focused and skilled to support the delivery of the Council's Corporate Plan ambitions.

Completed by Paul Sutton (Head of Finance and Deputy S151 Officer)

### ***Legal and Governance***

1.2 There are no specific legal implications arising from this report.

Completed by: Graham Watts (Monitoring Officer)

## 2. Background to the Report

2.1 Appendix A contains a presentation that provides an update on South Kesteven District Council's people metrics for the half-year period from April to September 2024.

2.2 The dashboard covers the following themes from the People Strategy and narrative for each is outlined below:

- Recruitment and Workforce Planning
- Engagement
- Reward and Recognition
- Development
- Equality, Diversity and Inclusion
- Wellbeing

### **2.3 Recruitment and Workforce Planning:**

- The establishment is 570 (305 males and 265 females). During the first half of the year, the Council had 33 new starters and 53 leavers.
- More than half (55%) of our workforce have been working for SKDC for less than 5 years.
- The total combined service of Officers at the Council is 4904 years.

## 2.4 Reward and Recognition

- The Council's recognition strategy includes long service awards, employee awards and #TeamSK Thank You which has received over 1000 nominations since the scheme began.
- The pay award for 2024/25 was paid in July 2024 (backdated to 1<sup>st</sup> April 24) and amounted to between 2.5% and 5.8% for all employees.
- A staff awards evening was held on 9<sup>th</sup> May 2024. More than 200 nominations for the awards were received prior to the event and 13 awards given on the evening.

## 2.5 Engagement

- Employee engagement levels were measured in our survey earlier this year and demonstrated an increase across the Council.
- Feedback sessions have been taking place across all teams to discuss the survey results and understand what actions colleagues would like to see happen in response to the survey.

## 2.6 Equality, Diversity and Inclusion

- A focus on being an inclusive place to work in 2024 has included launching a Carer's network, celebrating Black History Month, holding Menopause Cafes and raising awareness of hidden disabilities.
- Nearly 70% of our workforce are aged over 40, with the largest numbers in the age range of 50-59. In Q2 of 2024, South Kesteven became an accredited 'Age-Friendly Employer'.
- The Council does not have a gender pay gap, as reported to the Employment Committee in March 2024. Women earn £1 for every £1 men earn when comparing median hourly pay.

## 2.7 Development

- There were 462 places filled in learning events during the first half of this year.
- 99% of appraisals have been completed and the outputs have been built into the Workforce Development Plan.
- We have 23 colleagues on apprenticeship programmes in topics ranging from Senior Leadership and Joinery to Facilities Management and IT.
- Developing opportunities since April 2024 has included mentoring, internal work experience, coaching, IT and interview/CV writing skills specifically aimed at Operatives and various bitesize learning sessions.

## 2.8 Wellbeing

- Sick absence has seen a reduction year-on-year with an average 4.7 days lost per FTE compared to 5.05 for the same period last year.
- The top reasons for absence (days lost) remain as stress and mental health related illness, back and neck and other musculoskeletal issues.
- Sick absence increased in July and August compared to 2023 due to an increase in Covid related absences.

- The Council's wellbeing programme has continued to offer a diverse agenda including this year, including launching a 'learning new skills' programme, a football tournament and many other activities to raise awareness, upskill and support.

### **3. Consultation**

3.1 Discussions on the HR metrics in the HR Dashboard take place with the Trade Unions.

### **4. Appendices**

4.1 Appendix 1 – HR Dashboard

# HR Dashboard

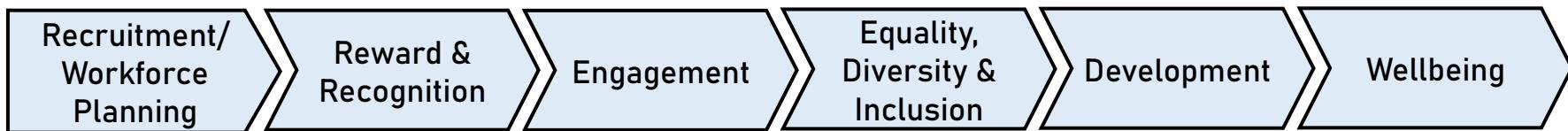
## Employment Committee

### P1 – P6 2024 - 25



# Introduction

- The People Strategy, which was signed off by Employment Committee in 2022, included a focus on the areas outlined below.
- This presentation will discuss each strand, related HR metrics and activity against each taken place April-September 2024.



4

**#TeamSK People Strategy**

Attracting, developing and retaining our most valuable asset, our team

**2022/2025**

**People Strategy Aim**

Our People Strategy is our roadmap for attracting, developing and retaining our most valuable asset - YOU, the people that work here. It is at the heart of how we will become the best district in which to live, work, and visit. Its aim is to create a flexible, innovative organisation that has the skills, resilience and motivation to deliver and achieve the Council's objectives, and is a key component in driving high performance.

**The Strategy sets out:**

- where we are now;
- where we want to be; and
- how we plan to get there.

It describes the expectations we have of you and the behaviours of high performance and #TeamSK culture will help you succeed in your career at the Council.

The Strategy is designed to evolve with the needs of the Council and our employees. The Human Resources team will work with senior management to develop the framework and drive the implementation of the People Strategy.

We want every employee to own our People Strategy and play a role in its success. We will continually measure progress against the People Strategy's objectives using a variety of means, including employee and stakeholder opinion surveys, appraisals, and a dashboard of key performance indicators. Improvements will be made to the strategy as needed along our journey.

**People and Strategy Objectives**

- Recruitment** To attract the right people and retain them
- Development** To develop high-performing individuals and teams
- Engagement** To strengthen employee engagement, creating an inspired workforce
- Equality, Diversity and Inclusion** To improve the equality, diversity and inclusion of the organisation
- Reward and Recognition** Attracting and motivating our people with an attractive reward offer including pay and non-pay elements
- Wellbeing** Providing a safe and healthy working environment for our people



## Recruitment/ Workforce Planning

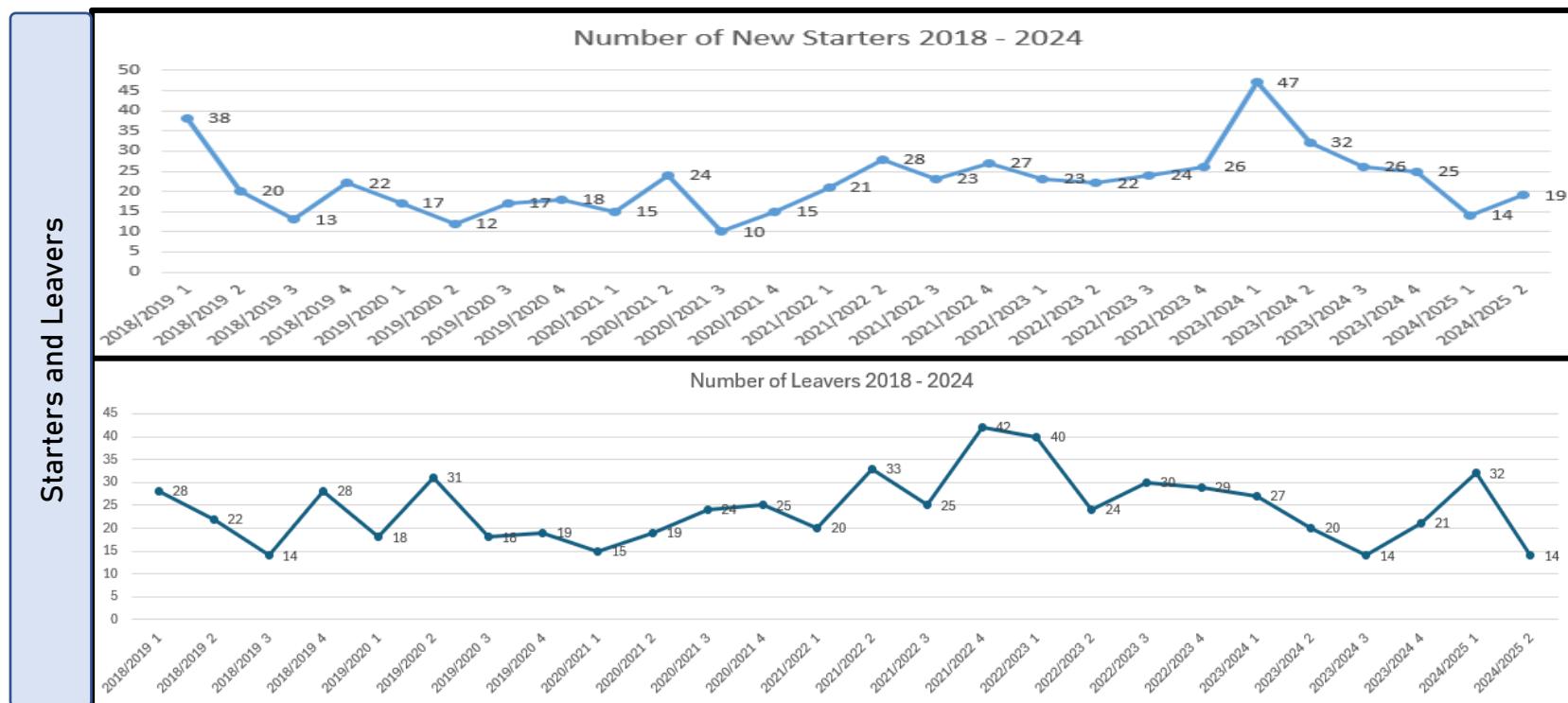
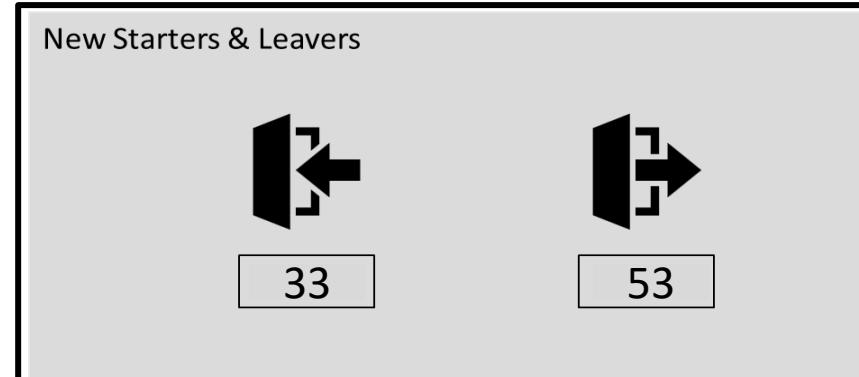
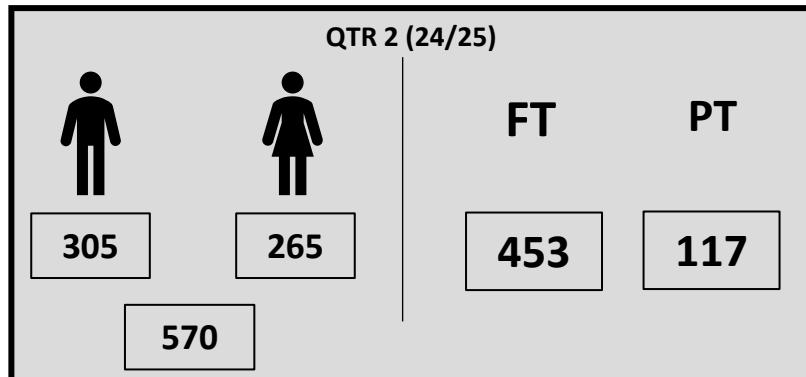
## Reward & Recognition

## Engagement

## Equality, Diversity & Inclusion

## Development

## Wellbeing



## Recruitment/ Workforce Planning

## Reward & Recognition

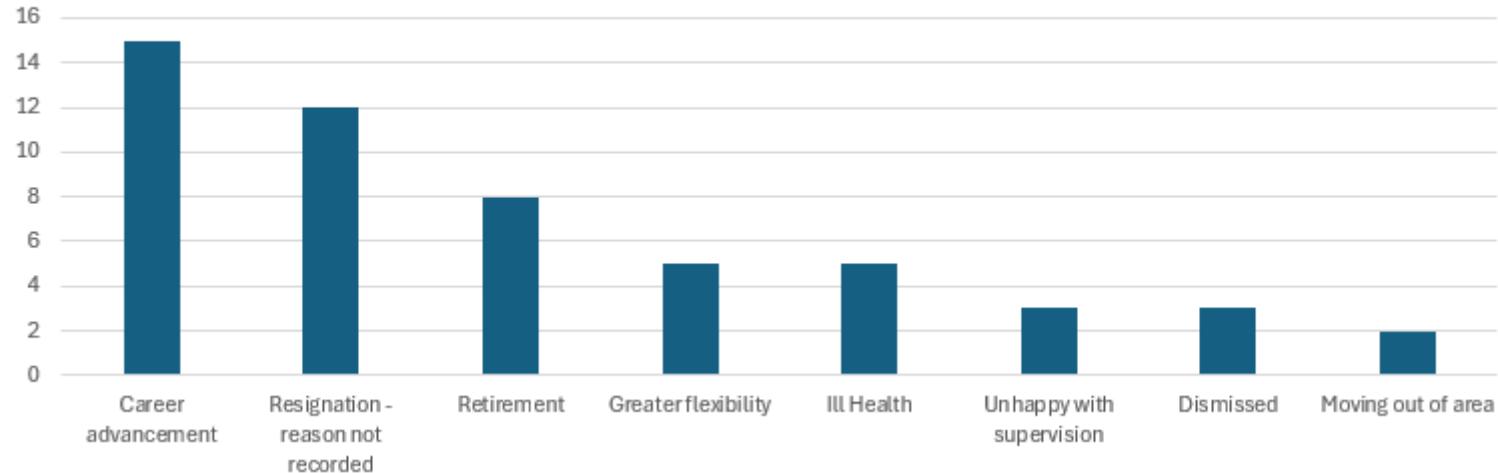
## Engagement

## Equality, Diversity & Inclusion

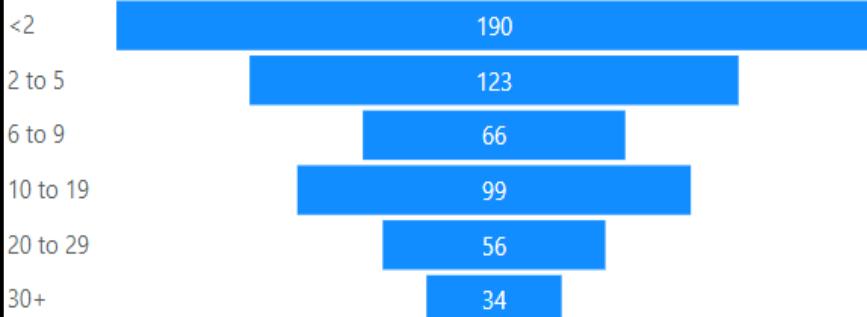
## Development

## Wellbeing

### Reasons for leaving



### Headcount by Service Time (Years)



### Activity

- 5 team restructures
- Exit interviews with HR for all leavers to get feedback, insights and trends, and this is shared with Senior Leadership.
- Recruitment upskilling regularly offered to all Hiring Managers.



Recruitment/  
Workforce  
Planning

Reward &  
Recognition

Engagement

Equality,  
Diversity &  
Inclusion

Development

Wellbeing

## Our #TeamSK Recognition Strategy includes:

### #TeamSK Thank You

Since the launch of #TeamSK  
Thank You, **over 1000**  
**nominations** have been  
made thanking colleagues for  
their hard work, achievements  
and support.



### Thank you cards

### Awards Evening – May 2024



### Long Service

There were 9 long service awards being given this financial year, celebrating 10, 20, 30 and 40 years at the Council.



### Pay Award

Pay award given for 24/25 ranged from 5.8% to 2.5% depending on grade.

### Extra Leave

**5** extra days annual leave after 5 years continuous service.



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Recruitment/  
Workforce  
Planning

Reward &  
Recognition

Engagement

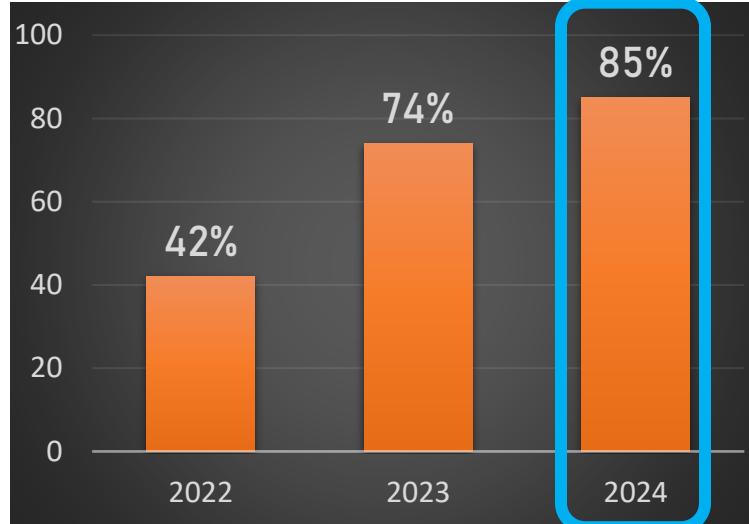
Equality,  
Diversity &  
Inclusion

Development

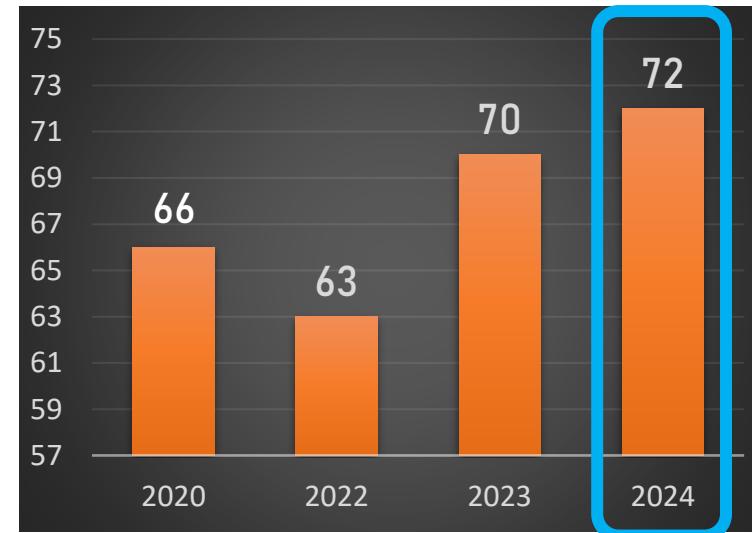
Wellbeing

## Engagement Survey 2024

### RESPONSE RATE



### ENGAGEMENT INDEX



Feedback discussions in every  
team focusing on...

- Teamwork
- Managing change
- Training, development and career opportunities
- Workload
- Morale



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## Recruitment/ Workforce Planning

## Reward & Recognition

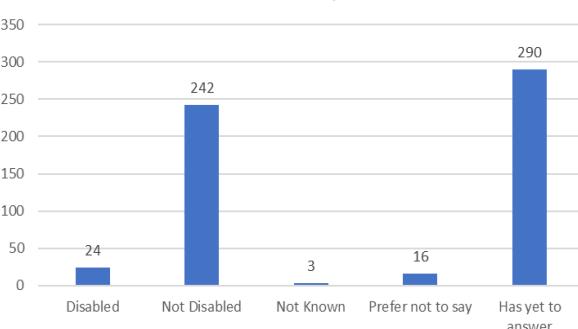
## Engagement

## Equality, Diversity & Inclusion

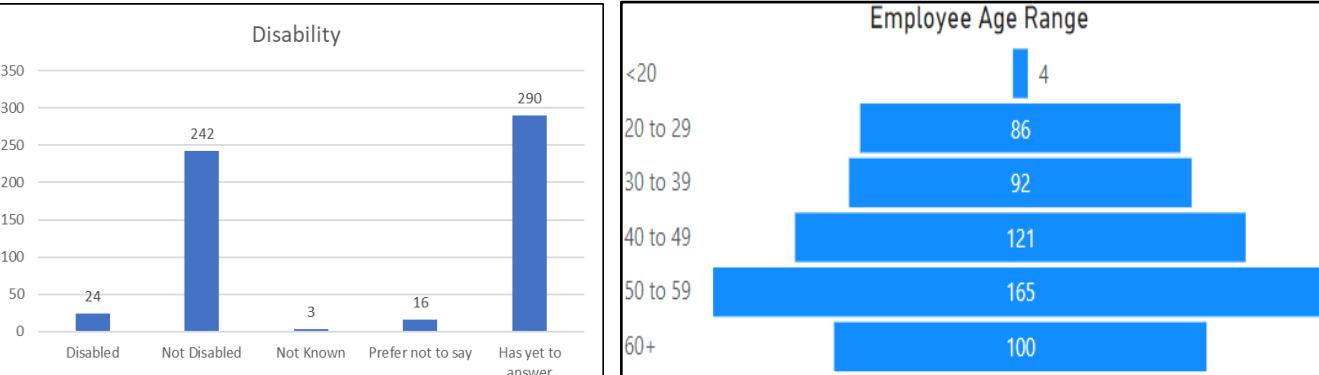
## Development

## Wellbeing

### Disability



### Employee Age Range



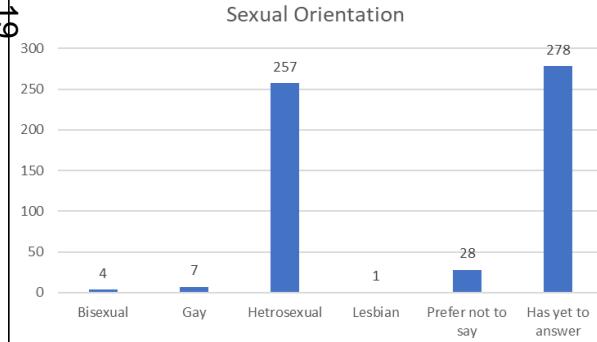
-0.98%

mean pay gap

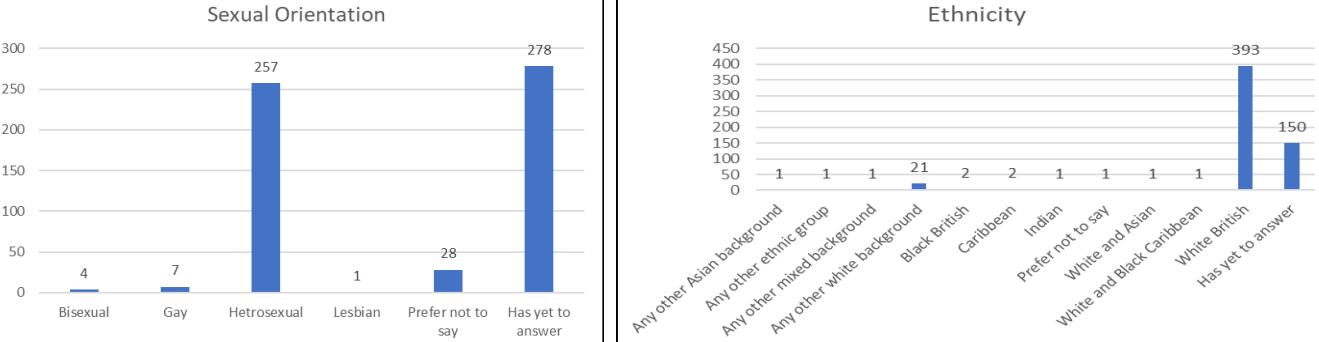
0% median  
pay gap

Gender pay gap 2023  
(2022 mean gender pay gap  
-3.38%)

### Sexual Orientation



### Ethnicity



We're an  
**Age-friendly  
Employer**

## Activity

- EDI focus how we reflect the community and ensure an inclusive internal environment.
- Focus on being an inclusive place to work including the holding the Menopause Café and launching a Carer's network, celebrating Black History Month and raising awareness of hidden disabilities.
- Blind recruitment



Recruitment/  
Workforce  
Planning

Reward &  
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Engagement

Equality,  
Diversity &  
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Development

Wellbeing

## Apprentices



2 23 4

- 23 Apprenticeships
- Second network meeting held 9<sup>th</sup> Oct and well attended

## Line Manager Forum



Line Manager Forum supports the development of 50+ managers across the Council.

4 sessions held to date.

## Appraisals



100% of appraisals completed for 24/25.  
Outputs built into the Workforce Development Plan.

## Training



462 Employees  
attended events

£76,732

73 Learning  
Events

- Combination of paid for, free and internal courses.
- Learning Management System providing many online courses.

## Bitesize Learning



- Training courses sharing knowledge and expertise within the Council so far with more planned.

## Development Drive



- Focus on holistic development including coaching, mentoring, internal work experience etc.



Recruitment/  
Workforce  
Planning

Reward &  
Recognition

Engagement

Equality,  
Diversity &  
Inclusion

Development

Wellbeing

## Sick Absence:

902

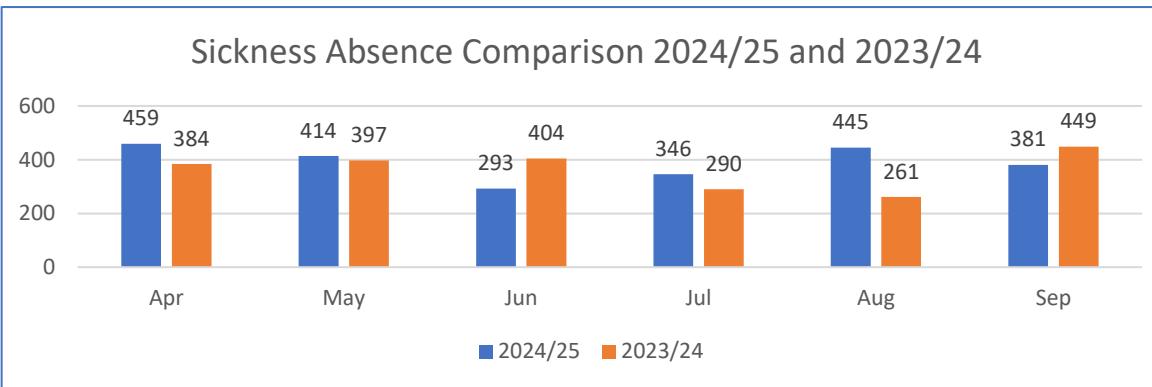
24/25 short term  
sickness YTD

1595

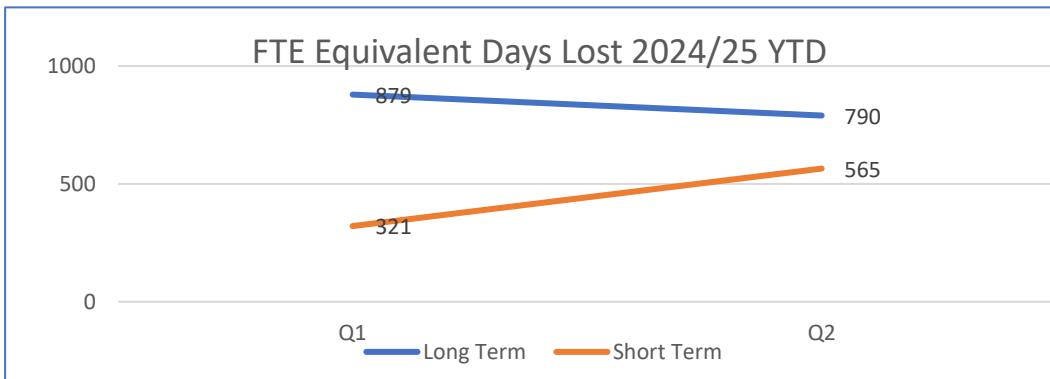
24/25 long term  
sickness YTD

4.7

24/25 YTD Average  
Sickness per FTE



- 4.7 days lost per employee for half year compared to 5.05 days for the same period the previous year.



## Recruitment/ Workforce Planning

## Reward & Recognition

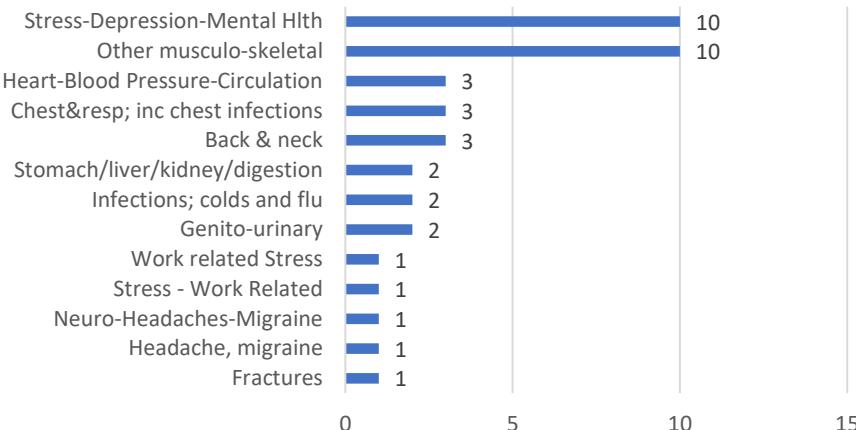
## Engagement

## Equality, Diversity & Inclusion

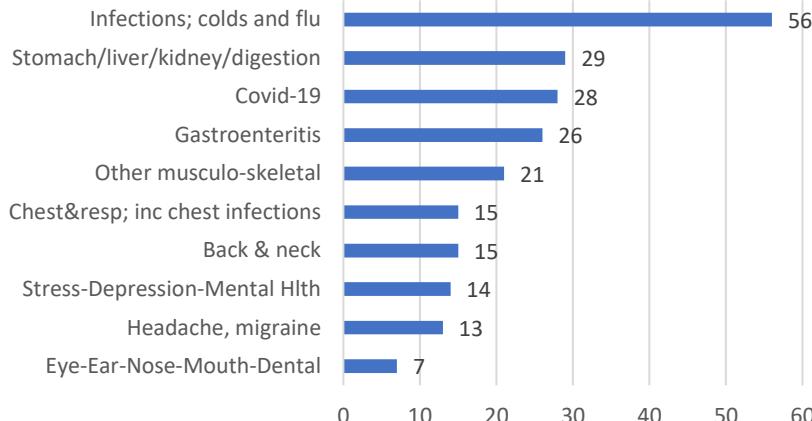
## Development

## Wellbeing

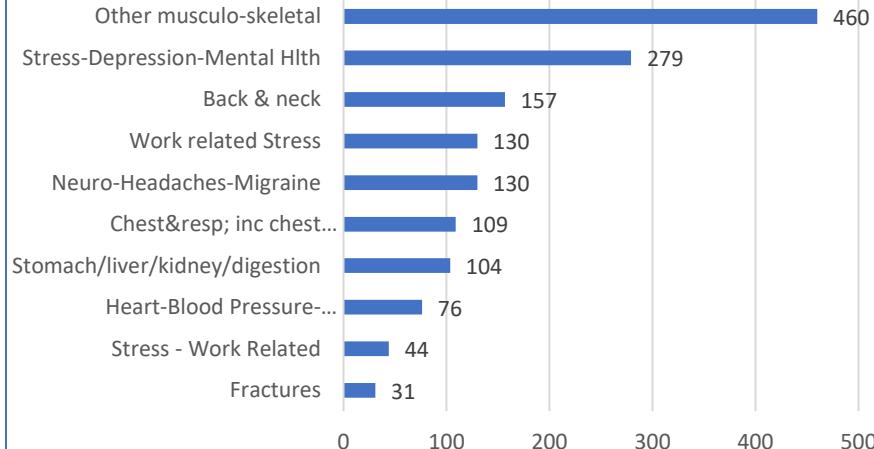
### Top 10 Reasons for Absence (Long Term)



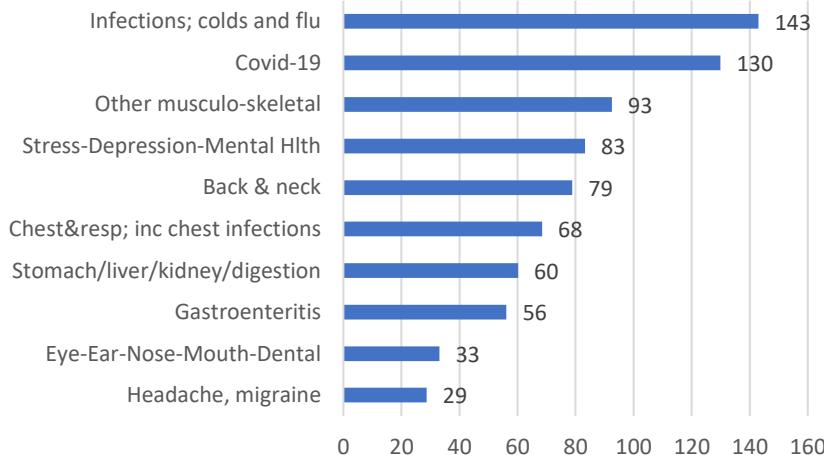
### Top 10 Reasons for Absence (Short Term)



### Days Lost Due to Absence (Long Term)



### Days Lost Due to Absence (Short Term)





Number of visits to  
Employee Assistance  
Programme 24/25 YTD:  
**44 Calls**



99%  
225 return to work  
conversations completed  
24/25 YTD



Number of visits to Mental  
Health First Aiders 24/25  
YTD:  
**96**  
(28 Mental Health First Aiders)  
Network meetings – April &  
September 2024

### Activity

- HR partnering focuses on departments attendance management.
- Longest sick absence cases have been allocated HR support.
- Upskilling on Attendance Management is regularly delivered to team leaders and managers.

## Feedback on Wellbeing

- 'Good support'
- 'I think the wellbeing efforts this past year have been the best yet'

- Increase session visibility
- Vary session locations and times and session content

## Wellbeing Spotlight



#TeamSK Spotlight  
Internal Wellbeing

Team spotlight session (Sept) raised employee awareness of:

- The wellbeing groups' role
- The upcoming Wellbeing Plan
  - MHFA network
  - Signpost support

## 'Learning New Skills' Sessions'



- Crochet (Oct)
- Djembe Drumming (Nov)
- Wreath Making (Nov)
- Festive Crafts (Dec)

## Mental & Social Wellbeing



- Development of the Mental Health First Aider Network (May)
- Breast Cancer Afternoon Tea (Aug)
- Gardening Session (Aug)
- World Mental Health Day – Tea and Talk Sessions (Oct)

## Carers Forum



- Launch of the #TeamSK carers forum

## Physical wellbeing



- 5K a Day (May)
- Football (July)
- #TeamSK Spin Session (Sept)
- Self defense session (Sept)
- CPR training session (Sept)
  - Health Checks (Oct)

### Disciplinaries



Factfinding  
Investigation

9



No case to  
answer

0



Awaiting  
outcome

0



1<sup>st</sup>  
Written  
Warning

3



Final  
Written  
Warning

2



Dismissal

4

### Grievances



0

### Activity

- New disciplinary policy (approved by Employment Committee in June 2024)
- Accompanying guides, templates and flowcharts launched.
- All managers invited to disciplinary training to upskill on the new policy and completing investigations.

Recruitment/  
Workforce  
Planning

Reward &  
Recognition

Engagement

Equality,  
Diversity &  
Inclusion

Development

Wellbeing

## HR Future Focus

### Employment Rights Bill

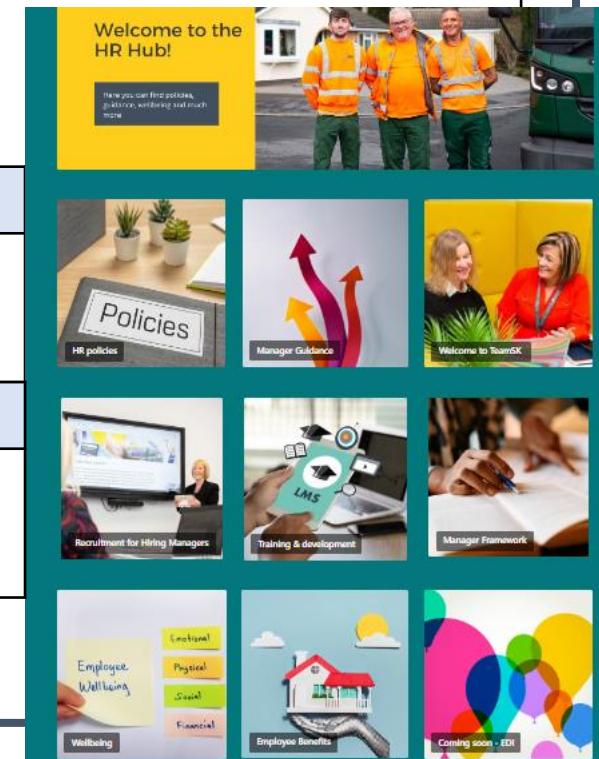
- Changes to zero hours contracts
- Unfair dismissal rights – 2 year qualifying period to bring an unfair dismissal claim is set to be removed.
- Flexible working rights
- Increased protection for pregnant and new mothers

### HR Hub Development

- Launching new section on the HR Hub on Equality, Diversity and inclusion.
- Continuing policy updates and manager guidance

### Other HR Focuses for H2 2024/25

- Code of conduct refresh
- Training needs analysis
- Engagement, wellbeing and development plans deployment





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COUNCIL

## Employment Committee

Wednesday, 13 November 2024

Report of Councillor Philip Knowles,  
Cabinet Member for Corporate  
Governance and Licensing

## Corporate Plan 2024-27: Key Performance Indicators Report - Mid-Year (Q2) 2024/25

### Report Author

Charles James, Policy Officer

[Charles.James@southkesteven.gov.uk](mailto:Charles.James@southkesteven.gov.uk)

### Purpose of Report

To present the Council's performance against the Corporate Plan 2024-27 Key Performance Indicators (KPIs) for quarter 2 2024/25.

### Recommendations

#### That the Committee:

1. **Reviews and scrutinises the performance against the Corporate Plan Key Performance Indicators in relation to the delivery of the Corporate Plan 2024-27.**

### Decision Information

Does the report contain any  
exempt or confidential  
information not for publication? No

What are the relevant corporate  
priorities? Effective council

Which wards are impacted? All

## **1. Implications**

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 There are no specific financial implications arising from this report, which is to be noted.

Completed by: Paul Sutton Interim Head of Finance (Deputy 151)

### ***Legal and Governance***

- 1.2 Regular monitoring of service area performance by the relevant Committee of the Council is to be welcomed and represents good governance. This report is for noting and there are no significant legal or governance implications arising from the report.

Completed by: Graham Watts, Assistant Director (Governance & Public Protection) and Monitoring Officer

## **2. Background to the Report**

- 2.1 The Corporate Plan 2024-2027 was adopted by Council on 25 January 2024. It was proposed actions, key performance indicators (KPIs) and targets would be developed by the relevant Committees, which would retain oversight of the performance management arrangements at a strategic level.
- 2.2 The actions within the remit of this Committee with accompanying measures were presented to and agreed by the Committee on 20 March 2024.

## **3. Key Considerations**

- 3.1 This report is the first of the new reporting cycle, and covers the period July to September 2024 (Quarter 2 2024/25).
- 3.2 Appendix A presents the overall performance against the single action being presented in this session. Commentary by the responsible officer is provided for each action. Performance is summarised using a RAG system as follows:
- 3.3 The action is rated Green. These are actions which are on or above target as planned.

- 3.4 Zero actions are rated as Amber. These are actions which are under target by less than 10% or where milestone achievement is delayed but with resolution in place to be achieved within a reasonable timeframe.
- 3.5 Zero actions are rated as Red. These are actions that are significantly below target.
- 3.6 The KPIs have been developed in close consultation with the relevant Officers for each service. It is expected that the KPI suite will experience a degree of evolution over the next four years. This improvement will be prompted by the needs of decision makers and the Committees, and further consideration of how to best meet those needs by Officers.

#### **4. Other Options Considered**

- 4.1 As Council has agreed the Committees will lead monitoring performance, there are no viable alternatives. An absence of performance arrangements would mean the delivery of the Corporate Plan is unmonitored and prevent continuous improvement. A purely internal KPI suite would prevent effective and transparent scrutiny and accountability.

#### **5. Reasons for the Recommendations**

- 5.1 This is a regular report where Members are invited to scrutinise and comment on performance.

#### **6. Appendices**

- 6.1 Appendix A – Corporate Plan 2024-27 KPI Report: Employment Committee Mid-Year (Q2) 2024/25

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Corporate Plan 2024-27: KPI Summary Report Q2 2024/25 – Employment Committee							
Index	Priority	Action	Owner	Target/s	Q2 Value	Q2 Status	Manager Commentary
COUN13	Effective Council	Continue to embed the People Strategy and accompanying action plan.	HR Manager	*Progress on completion of the People Plan (% of actions completed/on target to assess whether the work is progressing to expected)	100%	On Target	<p>The actions from the People Strategy (2022 – 2025) focus on key areas of HR including:</p> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Development</li> <li>• Engagement</li> <li>• Equality, Diversity and Inclusion</li> <li>• Reward and Recognition</li> <li>• Wellbeing</li> </ul> <p>All actions identified in the People Strategy have now been delivered and work is starting to develop a new strategy to be launched next year.</p>
				*Engagement index score, year on year improvement (>70)	72		<p>The Engagement Survey is complete with both targets exceeded. The response rate increased year-on-year by 11%, resulting in 85% of our people completing the survey. The Engagement Index, which is a calculation of 6 key engagement question responses, increased year-on-year from 70 to 72. The survey results have been communicated to colleagues. The People Panel have analysed the results and identified actions they feel would build engagement levels. Each team has or is planning to hold sessions to delve into their team results, gain a better understanding of reasons behind the scores and identify actions at both team and corporate level that colleagues would like to see moving forwards. These actions are being built into a plan and an update is planned to be shared with Employment Committee in the relevant agenda item at the January 2025 committee.</p>
				*Engagement survey response rate, year on year improvement (>74%)	85%		

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13 November 2024

Report of Councillor Ashley Baxter,  
Leader of the Council and Cabinet  
Member for Finance, HR and Economic  
Development

## Pay Policy Statement 2025/26

### Report Author

Sam Fitt, Senior HR Officer

 sam.fitt@southkesteven.gov.uk

### Purpose of Report

It is a requirement of the Localism Act 2011 that the Council produces an Annual Pay Policy Statement. This summarises current policies and arrangements in place relating to pay. The Pay Policy Statement is approved each year by Council as part of the budget setting and approval process.

### Recommendations

#### That the Committee:

- 1. Recommends that the Pay Policy Statement 2025/26 be submitted to Full Council for approval.**

### Decision Information

Does the report contain any  
exempt or confidential  
information not for publication?

No

What are the relevant corporate  
priorities?

High performing Council

Which wards are impacted?

All Wards

## **1. Implications**

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The financial considerations of the Pay Policy Statement are incorporated into the budget setting proposals for 2025/26 and these proposals will be presented to Council for approval on 30 January 2025. Employee costs are the largest financial element of the budget, and it is important that salary budgets and staffing resourcing requirements are kept under regular review.

Completed by: Paul Sutton (Interim Head of Finance / Deputy 151)

### ***Legal and Governance***

- 1.2 Article 11 of the Council's Constitution, which sets out the remit of the Employment Committee, states one of its functions is the review of the annual Pay Policy Statement and recommending it to Council for approval in order that it can be published. The Council is required to produce and publish a Pay Policy Statement for each financial year under Sections 38-39 of the Localism Act 2011. The Council must have regard to guidance issued by the Secretary of State under Section 40 of the Localism Act 2011.

Completed by: Graham Watts (Monitoring Officer)

## **2. Background to the Report**

- 2.1 The Council's Pay Policy Statement is reviewed annually to ensure that it accurately reflects the Council's position and is aligned with the outcomes and objectives of the Council's Corporate Plan. The 2024/25 Pay Policy Statement was presented to Full Council on 25 January 2024.
- 2.2 A review of the Pay Policy Statement has been carried out to ensure compliance with the requirements of the Localism Act 2011.
- 2.3 The key changes include the updating of the posts in scope under the definition of officers covered by the Pay Policy Statement (paragraph 3).

2.4 The Pay Policy Statement refers to the collective agreement that the Council has in place for local cost of living pay awards and the fact that we determine these pay awards locally for all staff, based on this agreement.

2.5 The Pay Policy Statement details:

- The Council's decision to adopt the Real Living Wage in March 2021.
- The pay increase arrangements for our lowest grade and a number of other lower grades which are impacted by the Real Living Wage increase.
- These pay increases are an alternative to the annual cost of living pay award and not in addition to.

2.6 A review of pay and reward arrangements was completed during the year 2023/24. This included:

- The development of a career development policy
- Implementation of the 2024 real living wage rate for all eligible employees as part of our commitment to fair compensation.
- The development of a revised job evaluation procedure and market supplement procedure

2.7 A standby and call out policy was implemented during 2023/24. This policy sets out a separation of 'on-call' and 'standby' to recognise the difference and ensure a clearly defined compensation structure.

### **3. Key Considerations**

3.1 It is a legal requirement that the Council publishes an annual Pay Policy Statement and no other options have been considered.

### **4. Reasons for the Recommendations**

4.1 The reason for the recommendation is to satisfy a legislative requirement.

4.2 Other considerations on the content for the pay policy have been considered but this version is deemed most suitable as it aligns to the Council's pay structure, local agreements and regulatory standards.

### **5. Consultation**

5.1 Consultation has taken place with the Trade Union.

## **6. Background Papers**

### 6.1 Pay Policy Statement 2024-25

[https://www.southkesteven.gov.uk/sites/default/files/2024-02/Pay\\_Policy\\_Statement\\_2024-25%20%28Final%29.pdf](https://www.southkesteven.gov.uk/sites/default/files/2024-02/Pay_Policy_Statement_2024-25%20%28Final%29.pdf)

## **7. Appendices**

### 7.1 Appendix A – Draft Pay Policy Statement 2025-2026

# **PAY POLICY STATEMENT 2025/26**



## **1. INTRODUCTION AND POLICY STATEMENT**

- 1.1 South Kesteven District Council aims to ensure that its remuneration packages are fair, equitable and transparent, leading to the employment of professional staff who have appropriate skills and experience to provide high quality services to its residents and visitors.
- 1.2 South Kesteven District Council recognises that remuneration at all levels needs to enable the Council to attract and retain high quality employees dedicated to the service of the public.
- 1.3 Under Section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as the authority thinks fit". This Pay Policy Statement (the 'statement') sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011.
- 1.4 It is important that local authorities are able to determine their own pay structures in order to address their strategic aims and to compete in the local and national market.
- 1.5 Once approved by the full Council, this policy statement will come into immediate effect, superseding the 2024/2025 Pay Policy Statement, and will be subject to review in accordance with the relevant legislation prevailing at that time, currently annually.
- 1.6 The Council may amend the pay policy statement at any point in the year.

## **2. LEGISLATIVE FRAMEWORK**

- 2.1 In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010, and where relevant, the Transfer of Undertakings (Protection of Employment) Regulations 2006.
- 2.2 With regard to the equal pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination in its pay structures and that all pay differentials are objectively justified through the use of a job evaluation mechanism, which directly relates salaries to the requirements, demands and responsibilities of the role.

### 3. SCOPE

3.1. This Pay Policy Statement includes a policy on:

- The level and elements of remuneration for the Chief Executive
- The remuneration of the lowest paid employee
- The relationship between the remuneration of Chief Officers<sup>1</sup> and other officers
- Other specific aspects of Chief Officer remuneration such as fees, charges and other discretionary payments.

3.2. Remuneration in this context is defined widely to include not just pay but also charges, fees, allowances, benefits in kind, increases in enhancements of pension entitlements and termination payments.

3.3 The definition of officers covered by this policy are detailed in Appendix A to the Pay Policy Statement. For South Kesteven District Council the following posts are covered:

- Head of the Paid Service, which in this authority is the post of *Chief Executive*

Statutory Chief Officers, which in this authority are the posts of:

- *Deputy Chief Executive and Section 151 Officer*
- *Assistant Director (Governance & Public Protection) and Monitoring Officer*

Non-statutory Chief Officers (those who report directly to the Head of the Paid Service) which in this authority are the posts of:

- *Director of Growth and Culture*
- *Director of Housing and Projects*
- *Assistant Director (Planning and Growth)*
- *Assistant Director (Leisure, Culture and Place)*

Deputy Chief Officers, (those who report directly to a non-statutory or statutory Chief Officer) which in this authority are the posts of:

*Assistant Director Finance (Deputy Section 151 Officer)*

*Head of Service (Human Resources & Organisational Development)*

*Head of Service (Revenues, Benefits, Customer Service and Community)*

*Head of Service (Corporate Projects, Performance and Climate Change)*

*Head of Service (Public Protection)*

*Head of Service (Economic Development and Inward Investment)*

*Head of Service (Waste Management and Market Services)*

*Head of Service (Housing)*

*Head of Service (Housing Technical Services)*

*Head of Service (Property and IT)  
 East Midlands Building Control Manager  
 Emergency Planning, Health and Safety Manager  
 Electoral Services Manager  
 Democratic Services Manager  
 Development Management & Enforcement Manager  
 Planning Policy Manager  
 Communications Manager  
 Arts and Cultural Services Manager  
 Leisure, Parks and Open Spaces Team Leader  
 Street Scene Manager*

3.4 The Accounts and Audit Regulations 2015 require councils to publish the number of employees who are paid over £50,000 by job title using salary bands. Historically at South Kesteven District Council these bands are published in the pay policy statement using a minimum range bracket of £5000, this is based on the Local Government Transparency Code 2015.

3.5 Pay details for posts graded Service Manager or above are shown in Table 1. These will also be published on the Council's website.

Table 1

<b>Job Title</b>	<b>FTE</b>	<b>Salary Band</b>
Chief Executive	1.0	£140,000 - £150,000
Deputy Chief Executive	1.0	£105,000 - £115,000
Directors	2.0	£95,000 - £105,000
Assistant Directors	4.0	£80,000 - £90,000
Heads of Service	10.0	£62,000 - £72,000
Service Managers	9.0	£46,000 - £56,000

#### **4. CHIEF EXECUTIVE PAY**

4.1. The Chief Executive in South Kesteven discharges the accountability of Head of Paid Service – a statutory role defined by the Local Government

and Housing Act 1989. The Council determines the level of pay for its Chief Executive through the Employment Committee. The committee and its remit are contained in the Council's Constitution.

- 4.2. The Chief Executive of South Kesteven District Council has been appointed as Returning Officer. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Council, the role of Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Council.
- 4.3. Special fees are paid for Returning Officer duties which are not part of the post holder's substantive role. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The fees are set by either Central Government for the General Election and across Lincolnshire for local elections.

## **5. CHIEF OFFICER PAY DETERMINATION**

- 5.1. The Localism Act refers to Chief Officers. The Chief Officers at South Kesteven District Council are the following:
  - The Chief Executive who is Head of Paid Service,
  - Deputy Chief Executive and Section 151 Officer,
  - Monitoring Officer (the "Statutory Officers"),
  - Directors
- 5.2. The Council does not have a separate pay policy in relation to Chief Officers.
- 5.3. The remuneration package defined in employment contracts for the Chief Executive and Chief Officers is the same as all staff. It includes a spot rate salary or salary band, the same sick pay arrangements and the same pension scheme arrangements.
- 5.4. The Council publishes senior management salary rates and gender pay details on its website in line with the requirements of the Government's transparency agenda.

## **6. LOWEST PAID EMPLOYEES**

- 6.1. The lowest paid staff within the Council's pay structure are on Grade 2. For this reason, we have chosen staff employed on Grade 2 as our definition of the 'lowest paid' for the purposes of this policy. Grade 2 for 2024/2025 is £23,694 per annum.
- 6.2. The terms and conditions of employment for Grade 2 staff are in accordance with collective agreements, negotiated from time to time, by the National Joint Council for Local Government Services, as set out in the Scheme of Conditions of Service (commonly known as Green Book). These are supplemented by

local collective agreements reached with the trade union recognised by the council and by the rules of the council.

## **7. PAY DETERMINATION ARRANGEMENTS**

- 7.1. The Council employs all staff on local terms and conditions. It has a collective agreement in place for local cost of living pay awards that is based upon pay reviews by the National Joint Council and Local Government Services (NJC).
- 7.2. The Council makes its own determination of cost of living pay awards for all staff in accordance with this local agreement, taking account of the rate of inflation (current and Bank of England forecast), labour market conditions, the level of previous years' cost of living awards and any specific budgetary constraints.
- 7.3. Where salary bands are used, appointment within these will be based on an assessment against the levels of competency required for the role.
- 7.4. The salary for newly appointed staff is determined on appointment in relation to the job evaluation score for the post. The job evaluation score assumes full competence at the job. Where a new appointee for the job has some development needs, the Council may choose to place the employee on a salary progression until full competence has been confirmed or qualifications have been completed.
- 7.5. In April 2021 the Council adopted the Real Living Wage to ensure that we pay a wage rate based on what people need to live. It is calculated based on rising living costs.
- 7.6. The Real Living Wage for 2024 was £12.00 per hour. The Real Living Wage for 2025 is £12.60 per hour. There is an expectation the Real Living Wage increase will be implemented by May 2025.
- 7.7. In 2023/2024, Grade SK1 was removed from the pay scale structure, with SK2 now being the lowest grade. This was due to the gap between the lower grades reducing due to the adoption of the real living wage.
- 7.8. Pay grades which receive the Real Living Wage increase may not also receive the annual cost of living pay award agreed by the Council, but they will receive the difference in the two amounts if the cost of living payment is higher.
- 7.9. The Council's current pay and reward arrangements have been designed to ensure consistency through the job evaluation process and with reference to the external market.

- 7.10 The Council has updated its job evaluation procedure and guidance during the last 12 months, which includes the setting up of a job evaluation panel to review and moderate evaluations.
- 7.11 The Council will monitor pay locally and nationally as required and will undertake market reviews in relation to specific posts. Where a post is hard to recruit to at any level, particularly where there are supply pressures, the Council has a process in place to consider applying market supplements, or to offer recruitment incentives. Market supplements will be reviewed annually and may be withdrawn if market conditions change.
- 7.12 Local government elections and neighbourhood planning referendums are a separate statutory responsibility and rates of pay for local elections are set in accordance with a Lincolnshire wide election scale of fees and charges. These rates differ according to the size of the ward contested.

## **8. ALLOWANCES**

- 8.1 The Council will pay job related allowances to staff where it is a requirement of the job to do so. Staff who are required to respond to emergencies outside normal working hours are also currently in receipt of standby and call out allowances, depending on the nature of the work.
- 8.2 A policy on standby and call out arrangements has been introduced which details the relevant pay allowances.
- 8.3 Overtime is payable at flat rate and can only be done with the prior approval of the line manager. There may be circumstances where overtime is paid at enhanced rates. Chief Officers and managers may be required to work evenings and weekends to meet the requirements of the job and this does not attract overtime.
- 8.4 The Council does not pay essential car allowances or provide cars to any individual member of staff but operates a pool car system available to all employees. Where the Chief Executive, Chief Officers or staff use their own cars for Council business they are reimbursed at a flat rate of 45p per mile in line with the HMRC guidelines. This practice will be reviewed as part of the overall review of pay and reward.
- 8.5 Honoraria and acting up payments may be paid for those staff who have taken up additional responsibilities for a defined period of time to cover absence, or additional duties. Where possible such payments will be based on the job evaluated rates of pay for those responsibilities. Each case will be considered on its own merits and a fair recompense will be calculated.
- 8.6 Temporary short-term appointments of staff will be paid in line with the job evaluated rate for the job and the prevailing market rate for such short term appointments.
- 8.7 Remuneration for staff on secondment will be in line with the Council's Secondment Policy

## **9. APPRENTICES**

9.1 The Council actively supports the employment of apprentices. The salary paid to all newly recruited apprentices is based on the National Living Wage (for those aged 21 and over) or the National Minimum Wage (for those up to the age of 20) and is increased in line with Government recommendations.

9.2 Current National Minimum Wage/National Living Wage rates for employees are as follows:

April 2024		21+	18-20	Under 18
		£11.44	£8.60	£6.40

April 2025		21+	18-20	Under 18
		£12.21	£10.00	£7.55

National Minimum Wage and National Living Wage rates are reviewed annually by the Government and any increases take effect from 1<sup>st</sup> April each year.

9.3 In accordance with the Apprentice Levy any existing employees can be signed up to an appropriate apprenticeship in line with identified professional development needs. These employees receive the job evaluated salary for the post that they are employed in.

## **10. LOCAL GOVERNMENT PENSION SCHEME**

10.1 All staff who are members of the Local Government Pension Scheme make individual contributions to the scheme depending on their salary. Contribution rates for 2024- 2025 range from 5.5% to 12.5%.

10.2 The Council makes employer's contributions into the scheme, which are reviewed by the actuary. The current employer contribution rate is 24.8%.

## **11. PAY MULTIPLIERS**

11.1 Whilst job evaluation and the market determine the relationship between the highest and lowest paid employees, an analysis of pay multiples has been undertaken in the light of the requirements of the Localism Act 2011.

- 11.2 The Council defines its lowest paid employees in relation to their grade. This definition has been selected to enable fair comparison on a Full Time Equivalent basis.
- 11.3 The Ratio of the highest paid employee to mean salary per Full Time Equivalent (FTE) is 1 : 4.8 (based on actual salary paid).
- 11.4 The Council has no policy about the maximum or minimum levels of such ratio statistics.

## **12. TERMINATION PAYMENTS**

- 12.1 The Council recognises that staff leave the Council for a range of reasons including: retirement, redundancy, career move, moving location, voluntary resignation, or employment termination. Where a termination payment may apply, each case will be treated on its own merit and will comply with Council policies and the law.
- 12.2 The Council reserves the right to make any appropriate payments to protect the reputation of the Council and manage risk of litigation. This will be in line with legislation and with reference to best value.
- 12.3 The Council does not have any specific termination payments built into any employee's employment contract. It reserves the right to do so should such a need arise in the interests of the efficiency of the service.
- 12.4 The Council has a redundancy policy in place in accordance with current legislation which applies equally to all staff. Where redundancy payments are made to any employee the Council reserves the right to recover the redundancy severance payment.
- 12.5 Termination payments should be kept to a minimum and it must be demonstrated that they are in the best interests of the Council. The purpose of this would be to ensure a clear process and to demonstrate that the Council always works to ensure residents receive the best value for money.

## **13. RE-ENGAGEMENT OF EMPLOYEES**

- 13.1 Employees who are offered another post with any organisation covered by the Modification Order Act prior to their redundancy leaving date and commence within 4 weeks of leaving, are not eligible to receive a redundancy payment.
- 13.2 Employees who have been made redundant are eligible to apply for vacancies which may arise after they have left the Council's employment. Any such applications will be considered together with those from other candidates and the best person appointed to the post. Any necessary adjustment to pension would be made in accordance with the scheme regulations.

## **14. GENDER PAY GAP REPORTING**

- 14.1 The Government introduced a requirement for mandatory gender pay gap reporting for public sector employers with 250 or more employees. The deadline for publishing the data is 31 March each year. The Council publishes its annual data in accordance with the regulations and reports to Employment Committee with supporting commentary and any action points arising.

**43 Interpretation**

(2) In this Chapter "chief officer", in relation to a relevant authority, means each of the following—

- (a) the head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- (b) its monitoring officer designated under section 5(1) of that Act;
- (c) a statutory chief officer mentioned in section 2(6) of that Act;
- (d) a non-statutory chief officer mentioned in section 2(7) of that Act; (e) a deputy chief officer mentioned in section 2(8) of that Act.

**Local Government and Housing Act 1989 – Section 2**

6) In this section "the statutory chief officers" relevant to South Kesteven District Council means—

- (a) the officer having responsibility, for the purposes of [section 151](#) of the Local Government Act 1972, [section 73](#) of the Local Government Act 1985, [section 112](#) of the Local Government Finance Act 1988[, [section 127\(2\)](#) of the Greater London Authority Act 1999] or section 6 below or for the purposes of [section 95](#) of the Local Government (Scotland) Act 1973, for the administration of the authority's financial affairs.

(7) In this section "non-statutory chief officer" means, subject to the following provisions of this section—

- (a) a person for whom the head of the authority's paid service is directly responsible;
- (b) a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service; and
- (c) any person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the local authority themselves or any committee or sub-committee of the authority.

(8) In this section "deputy chief officer" means, subject to the following provisions of this section, a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.

(9) A person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a non-statutory chief officer or a deputy chief officer for the purposes of this Part.