



Northumberland
County Council

HUMAN RESOURCES POLICIES AND PROCEDURES

SENIOR MANAGER INCREMENTAL PROGRESSION GUIDANCE

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Policy Sub-Group approval date	
Date ratified by Joint Consultative Committee	
Name of policy author	
Date issued	
Review Date	As required but no later than 1 year from adoption
Carbon Impact Assessment	
Health in all Policies	
Target audience	All Managers covered by the Senior Managers Terms and Conditions on Bands 14, 15, 16 and 17.

This Policy has been Impact Assessed against the Equality Act 2010
History of previous versions of this document:

Approved Where	Approved Where	Version	Issue Date	Review Date	Contact Person

Statement of changes made in most recent version:

Version	Date	Description
1.0	October 2023	New policy

NORTHUMBERLAND COUNTY COUNCIL – SENIOR MANAGER INCREMENTAL PROGRESSION GUIDANCE [HRP-XX-XX]

Contents

OBJ

[_Policy Aim](#)

[_Policy Summary](#)

[_Responsibilities](#)

[_Introduction](#)

OBJ

[_Eligibility](#)

[_Process](#)

[Assessment](#)

[Monitoring and Audit](#)

[_Training and Support](#)

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HUMAN RESOURCES POLICIES AND PROCEDURES

Title Senior Managers Incremental Progression

Reference Number: HRP-

1. Operational Summary

1.1 Policy Aim

The aim of this policy is to provide a framework for the application and assessment process to allow Senior Managers of the Council to progress through the Spinal Column Points within their pay band.

1.2 Policy Summary

This policy sets out the process and criteria for Senior Managers of the Council to enable progression through the spinal column points in their pay band via a objective and transparent review process.

1.3 Responsibilities

All Senior Managers

- Should ensure they are aware of the Council's approach in respect of incremental progression in their role.
- Work to outlined timescales and ensure they keep suitable records of anything that would support their application for progression.

Directors/Executive Directors

- Ensure that appraisals are undertaken promptly and regularly and that realistic, reasonable, measurable and achievable objectives are set as part of it.
- Review applications for progression within set time frames and objectively.

- Be available for assessment panels both as assessors and presenters as required.
- Establish housekeeping rules consistent with applicable Council standards.

Human Resources

- Set time frames for the process.
- Monitor applications in line with the guidelines to ensure consistency and eligibility.
- Oversee and arrange the review process.
- Communicate the outcome to applicant and payroll.

Payroll

- Process increments as directed in a timely manner.

2. Introduction

- 2.1** The County Council recognises that traditionally, those employees covered by the Senior Manager Terms and Conditions have not had a defined or consistent way of being able to progress through the spinal column points within their Pay Band.
- 2.2** This policy provides clear guidance around how and when Senior Managers can apply for increments and the assessment criteria that is applied to determine if one should be granted.

3. Eligibility

- 3.1** Senior Managers of the Council, covering by the NCC Senior Manager Terms and Conditions and whose job has been graded as NCC Band 14, 15, 16 or 17 are eligible to apply for increments. Centrally employed staff operating at a Head of Service or Director level covered by other terms and conditions of employment (i.e. Soulbury) should refer to their own terms with regard the possibility of progression.
- 3.2** Where employees have met their objectives set as part of the annual appraisal process, **2 years in succession**, then they will be able to apply for an increment by entering into the process as outlined below.

- 3.3 If successful in being awarded an increment, the employee will not be able to apply for another increment until a further 2 years' worth of objectives have been achieved.
- 3.4 In the event that an application is unsuccessful, there is no right of appeal, but an application can be submitted after 1 year provided the set objectives have been met.

4. Process

- 4.1 The window for applications for an increment is between 1 April – 30 April each year, with line managers expected to meet their requirements under the process by 31 May and final determinations reached by 30 June.
- 4.2 In the event that an application is successful, the increment will be awarded from 1 April that year.
- 4.3 The attached/electronic form should be completed including any relevant evidence as outlined below. Line managers will then add comments and submit for review.
- 4.4 A panel of 2 Executive Directors, with the support of an HR representative, will be assigned to hear applications and assess them to determine if they have met the criteria for progression. An Executive Director will not sit on the panel for any submissions from their area but Directors, or in the case of a submission from a Director, the Executive Director, will attend to present the applicant's case.
- 4.5 The panel will undertake a review of the submission as a paper-based exercise, though may seek comment from the applicants Executive Director should any points of clarity be required.
- 4.6 Following the assessment, the applicant will be formally notified by letter of the outcome of the process and in the event that they have been successful, payroll will be notified and asked to put the increment in place from 1 April.

5. Assessment

- 5.1 It is essential to ensure that realistic, measurable and achievable objectives are set as part of the annual performance appraisal. These should be

reviewed regularly in supervision and amended if necessary if they have become difficult or impossible to meet due to external factors.

5.2 When all objectives have been met for two years running, employees need to complete the TBC form fully evidencing how they feel they meet each of the criteria, providing evidence where available to support their narrative.

5.3 The criteria that will be assessed are as follows:

- 1) Evidential Impact of having met appraisal targets over the previous 2 years
- 2) Demonstrable ongoing commitment to the role/service and evidence of impact
- 3) Evidence of regional work representing the Council
- 4) Evidence of delivery of BEST and impact

5.4 To be successful applicants should demonstrate how they have achieved in each of the above categories over the previous 2 years, giving clear and evidenced examples. Guidance on what to include for each category is attached as appendix 1.

5.5 The assessment panel will determine if each criterion is sufficiently evidenced and will award it a 'met' or 'not met' status, with a narrative as to why that has been the decision. All 4 criteria need to be met to be successful in the application.

5.6 If the application is unsuccessful, there is no right of appeal.

6. Monitoring and Audit

6.1 Monitoring

The Council will monitor the application of this policy and review it through the appropriate consultation mechanisms as required and no later than 1 year after adoption. This will initially be reviewed by HR with input from the recognised trade unions, and any amendments will be considered by corporate audit. Thereafter, any significant changes will be considered by the Council's joint consultative committee.

6.2 Management Responsibility

Responsibility for the implementation, monitoring and development of this policy lies with the Director of Workforce and OD. Day to day operation of the policy is the responsibility of Executive Directors who will ensure this policy is adhered to.

7. Training and Support

Advice can be gained from the Human Resources department in relation to the implementation of this policy and associated procedure.

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Appendix 1

INCREMENT ASSESSMENT CRITERIA		
Area	Basic Description	Guidance
<p>Evidential impact of having met appraisal targets over the previous 2 years.</p>	<p>This relates to those objectives reasonably set over the previous 2 years as part of your annual appraisal and where they have been met, or if not met, why they were unable to be?</p>	<p>Each appraisal objective over the previous two years should be listed and supplementary evidence provided showing how they were met.</p> <p>This could include empirical evidence such as performance statistics or metrics associated with the objective, narrative around a particular project and the completion/success/impact of it, or links to a internal and external sites where a project has been launched.</p> <p>Where objectives have not been able to be met evidence should be provided showing why, i.e. a clear instruction to focus efforts on something else, cessation of a project due to external or financial factors or resources impacting on the ability to deliver.</p>
<p>Demonstrable ongoing commitment to the role/service and evidence of impact.</p>	<p>What have you done to expand yourself and the service in the previous 2 years?</p>	<p>Evidence should be provided that shows how your own CPD has had a positive impact on the delivery of the service. This could be from attending leadership development and what changes you made following it to benefit the service/team(s), an issue or opportunity you identified and worked on to resolve or improve efficiencies, or where you were required to go 'above and beyond' to deliver for the service or Council as a whole on an important or escalating issue.</p>

<p>Evidence of regional work representing the Council.</p>	<p>Where and how have you promoted or represented the Council?</p>	<p>Evidence could include regular attendance and contributions at regional or national groups for relevant sectors, submission of applications for regional/national awards, press releases about particular work or schemes or attendance and representation of the Council at public events.</p>
<p>Evidence of delivery of BEST and impact.</p>	<p>What has been the workstream you have been leading on for BEST and how you have succeeded in its delivery?</p>	<p>Evidence should include your workstream project plan and the progression of each point with a brief narrative of its inception (if not on the plan) and ultimate impact on the organisation as a result of it. Any points in progress or not started should be explained.</p>

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Appendix 2

INCREMENT APPLICATION		
Name		
Employee Number		
Current Post Title		
Date Of Last Increment		
Date Appointed To Current Post		
Line Manager		
AREA	Evidence of contribution Word limit 250 words	Line manager's comments Word limit 250 words
Development		
Developing the Services		
Improving Standards		
Management & Administration		
Equal Opportunities		
Having discussed the above application, as the line manager of the application I submit the application to the PRG for their assessment. In putting this application forward my recommendation and rationale for this recommendation, for consideration of the panel is follows:		

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