

Pay Policy

Revised 02/2019



1. Scope

This policy applies to all employees of The Information Commissioner's Office.

2. Purpose

To confirm arrangements for pay. This includes the means by which pay increases are determined, staff are able to progress through their pay scale as well as outlining arrangements for other aspects of salaries and remuneration and other pay related issues.

This document updates the previous pay policy and incorporates the changes made as part of the restructuring of pay and salary arrangements carried out during 2018.

3. Introduction

This policy describes how the pay system in the ICO operates.

We are committed to ensuring our pay system operates as effectively, efficiently, equitably and transparently as possible.

The Human Resources team will work closely with our payroll provider so that payments to staff are made accurately and in a timely and efficient manner.

Our payroll provider will in turn provide pay information to the ICO pension administrators each month to ensure that information about pay rates, pension contributions and other necessary information is kept up to date.

We seek to work constructively with our recognised trade unions in respect of pay matters in line with the ICO and Trade Union Recognition Agreement.

We will also ensure that information about our pay systems and their review is made available to all staff.

The current ICO pay scales are appended to this policy at Annex A. This Annex will be updated should pay scales change during the life of this policy.

4. Method of payment and pay advance

Salaries will be paid monthly by bank transfer on or around the 25th of each month, apart from December, when payment will be made approximately one week earlier.

On an occasion when the 25th of the month falls on a weekend or Bank Holiday, payment will be made on the last working day immediately before the 25th.

Staff will receive pay information, in the form of a payslip, advising them of their pay each month on or before the date that payment is due to be made.

In exceptional circumstances, new starters whose pay details have not been received or processed in time for the monthly pay run, may receive an advance from the ICO Finance department. The amount advanced will be fully recovered from the first month for which salary is next paid via the payroll.

Payroll will issue a P60 statement to each member of staff in May each year. A P11d statement will also be issued to staff in receipt of benefits in kind from the ICO, for example, membership of the Health Cash Plan.

5. Salary review

Pay scales will be scheduled for review on 1 July each year and published as soon as possible thereafter. Annual pay increases are not guaranteed at the ICO and are not a contractual entitlement. Pay increases will be considered in the context of affordability and government pay policy.

Where changes to pay scales have not been agreed in time to enable salaries to be increased on 1 July, increases will be backdated to 1 July once settlement has been reached or consultation concluded.

The ICO will keep the value of pay scales under review. This will include an external benchmarking of salary levels at least once every three years.

The ICO's Management Agreement with its sponsor department will describe the extent to which the ICO has flexibility to set pay. It will also describe the extent of any pay remit consultation or approval required by the sponsor department or HM Treasury.

Although the ICO cannot commence pay negotiations before any annual pay remit has been confirmed, preliminary discussions with the trade unions can take place in order to help inform content and nature of the pay remit business case that might be put to the sponsor department or the Treasury.

The ICO and the trade unions will endeavour to reach agreement on pay reviews. Where this is not possible, pay changes will be implemented by the ICO in line with its contractual agreements with staff.

6. Pay scales and the Career Band Progression Framework

The ICO has a pay scale for each job level in the organisation. These are published and available to staff on the intranet, and can also be found at Appendix A of this policy.

Each pay scale starts at Band 0 denoting the bottom of the scale and is structured with four evenly distributed career bands to Level 4 which denotes the top of the pay scale.

Progression through the pay scale is dependent on an individual demonstrating competence, contribution and impact as described in the ICO's Career Progression Framework ("the framework") available at Annex B. This framework assesses individuals against a range of agreed milestones and measurable criteria and 100% of staff have the opportunity to reach the midpoint/market rate.

6.1 The Career Progression Framework

The framework has been designed to create a means by which the ICO can recognise and reward its staff. Progression is based on increased personal competence, contribution and impact within the role, aligned to the organisation's vision and values. This progression seeks to recognise the deployment of developing skills, knowledge and experience.

The framework is based on three areas of assessment which are aligned to the ICO's values. For all people managers and staff of level E or above, a fourth area, leadership qualities, is also assessed. These areas are:-

Ambition Expanding skills, knowledge & experience, working boldly, taking advantage of new opportunities, delivering at pace, accepting ownership and taking risks.

Service Focus Goal oriented, driving continuous improvement and innovation, decision making and effective resource management.

Collaboration Influence, communication, engagement, organisation/team working.

Leadership

Inspiring a shared purpose, ownership, engagement, accountability and influencing. Many leadership competencies are also expressed in the other areas of the framework.

Within each area of the progression framework there are five levels of assessment corresponding with the pay bands within each pay scale.

Band 0 corresponds to the foot of a pay scale and Band 2 represents the market rate for the job level. This is reached by achieving full competence in a job role.

The assumption inherent within the framework is that all staff are able to access the market rate for their Job Level which is positioned at Band 2 of the pay scale.

Bands 3 & 4 of each pay scale provide an opportunity for a staff member to earn above the market rate. Progression to these bands requires consistent contributions and impact above normal expectations. Achievement of these bands will be challenging as they recognise levels of mastery in a role. They are, however, intended to be achievable for highly skilled staff who have a greater impact on the role.

6.2 Exception Zone

In addition to the career progression bands within each pay scale there is also an "exception zone" which gives further flexibility to pay a salary above the top of the pay scale.

Payment of a salary within this zone is intended to reflect very rare circumstances where a staff member is making such an exceptional contribution within their role, that they even exceed the criteria for assessment at Band 4 at the top of their pay scale.

Payment of a salary rate within the Exception Zone may also be used to mitigate an exceptionally acute recruitment or retention risk.

Salaries within this zone will be between 5 and 15% above the top of the pay scale.

An award of a salary within the Exception Zone must be recommended by the line manager and the countersigning manager with approval of the relevant Director. The Pay Consistency Panel will be the decision maker in all instances where payment in the Exception Zone has been recommended.

6.3 Assessment on the Framework

Every employee who is not in their probationary period has the opportunity to be assessed on the Framework once in a twelve month period. Staff who are in their Probationary Period will not be assessed on the framework.

There will be two assessment windows each year – in April and October.

The assessment process is usually triggered by the member of staff asking their Line Manager to be assessed against the framework. Line managers should also take the opportunity to encourage their staff to consider being assessed if they believe their contribution and impact may warrant a progression in pay.

The staff member is expected to ensure their Manager is provided with evidence of their growing competence, impact and contribution through the one to one meeting process throughout the year. It is not the intention that a request for assessment should be triggered by the submission of an extensive dossier of information for consideration.

It is expected that this assessment will almost always be the responsibility of the Line Manager who will be provided with appropriate training and a copy of the Career Progression Framework Assessment Guidance document. There may be circumstances where it is more appropriate for a staff member other than the Line Manager to complete the assessment. This may be the case, for example, where a Line Manager has very recently changed, so it is more appropriate for the former Line Manager to complete the assessment, or there may be situations where it is more appropriate for the assessment to be completed by the Counter Signing Manager.

The assessment will take the form of a meeting between the Line Manager and the member of staff where both parties will be able to enter into a dialogue about where the staff member is positioned on the framework.

To this end, the Line Manager will be expected to:-

- a) Confirm that the member of staff is familiar with the framework, this policy and the Career Band Progression Framework Guidance document (these documents will be available on ICON for all staff at all times).
- b) Consider their staff member's view and evidence of where they think they are on the framework and take this into consideration when forming their assessment recommendation.

The assessment process is participative. Line managers must engage with their staff members and discuss the individual's view of their career band positioning.

It is for the Line Manager to make the provisional decision to determine where an employee is most appropriately positioned on the framework. Following the meeting, the Line Manager will complete a Pay Banding Assessment form on which they record their provisional decision and the reason for it.

This form and the provisional decision will then be subject to review and ratification by Countersigning Manager.

Pay banding decisions will not be confirmed until the Pay Consistency Panel has concluded its business.

Line Managers must be able to evidence the reasons for their decision and provide feedback to their team member justifying a) their decision and b) what the staff member might do to develop and progress through the framework.

If the Countersigning Manager supports the decision, it will be included in their submission to the Pay Consistency Panel

If the decision is not supported, the Counter Signing Manager should discuss this with the Line Manager as soon as possible to reach an agreed position. Countersigning Managers must complete and submit a return summarising the provisional pay banding decisions to HR and also send HR the Pay Banding Assessment forms which they have considered.

6.4 Pay Consistency Panel

The Pay Consistency Panel's role is to ensure the consistent application of the pay progression framework across the ICO and oversee its development (see Appendix D for terms of reference). Its meetings will coincide with the Pay Progression assessment windows in April and October. The panel consider the pay banding assessments for grades up to and including Job Level G2.

HR will provide the panel with management information describing the provisional pay banding decisions across the organisation. The panel will scrutinise the information and seek to ensure that the framework has been applied consistently and equitably.

The panel will be chaired by the Deputy Chief Executive and will be attended by the Director of Resources. The rest of the panel will consist of a minimum of three other Executive Directors or Directors drawn from

different parts of the ICO with the emphasis on ensuring cross office representation where feasible.

When considering roles at level G2 the Executive Team will form the panel.

The panel will be advised by an independent equality adviser.

The ICO's recognised trade unions will each be invited to have a representative observe meetings of the panel, aside from where it sits to consider appeals (as described in the terms of reference). Appeals will be paper based and the Pay Consistency Panel will clearly articulate its rationale for the decision it reaches.

If the panel identifies potential inconsistencies, it will make further enquiries to assure itself of the consistent application of the framework. Those enquiries will be channelled through the relevant Executive Director or Director.

If the panel believes that the framework might not have been correctly applied, it may require provisional decisions be reviewed within a team, group, department or directorate, or the panel may conduct such reviews itself. Such a review may result in pay banding decisions made by Line Managers not being approved, or returned to Line Managers for re-consideration. In such circumstances the Line Manager will always be given the reason for their decision being overturned and given the opportunity to discuss it further.

The Pay Consistency Panel may ask to review individual Pay Banding Assessment forms if necessary as part of its work.

6.5 Outcomes of assessments

Once the Pay Consistency Panel has completed its review of provisional decisions, the confirmed outcomes of assessments will be notified to Directors via HR.

It is at this stage that pay banding decisions are regarded as confirmed outcomes.

Pay increases will be processed by HR for payment.

6.6 Informal Consideration of Pay Banding Decisions which are not agreed between Line Manager and Team Member

Provisional pay banding decisions which have not been agreed between the member of staff and their line manager will be notified to the Counter Signing Manager by the Line Manager.

The Counter Signing Manager will consider the provisional decision and the points of disagreement and discuss with the member of staff before deciding whether or not to ratify the Line Manager's provisional decision and communicating it to HR.

The Countersigning Manager will record the fact that the member of staff does not agree with the provisional decision on the return they submit to HR.

This information will be available to the Pay Consistency Panel when they review the application of the framework across the organisation.

6.7 Formal Appeal Process

If a member of staff wishes to appeal against the pay banding decision following the completion of deliberations of the Pay Consistency Panel they may submit a formal appeal.

Any appeals must evidence how the framework has been incorrectly applied. The staff member will receive a copy of the submitted Pay Banding Assessment form and evidence used by the Line Manager to support this process. This will have been provided by their Line Manager at the point the provisional decision was made.

To trigger the appeal process a member of staff must submit their appeal to HR in writing by the end of June (for the April assessment window) or end of December (for the October assessment window).

Formal appeals will be considered by the Pay Consistency Panel the month before the next assessment window.

If the panel is considering individual appeals, all conflicts of interest will be declared and the relevant members excluded from the process.

If an appeal is upheld, resulting in an increase in the staff member's salary, the pay increase will be back dated as if implemented following the previous assessment window.

6.8 Assessment and Long Term Leave

Extended leave due to family based provisions

Should extended leave due to maternity, adoption, shared parental, or parental leave coincide with an assessment review window, the member of staff will have the opportunity to ask to be assessed against the career band framework upon their return to work. Alternatively they may choose to participate in the assessment during the window as part of a Keep In Touch day(s).

Sabbaticals/Career Breaks

If a sabbatical/career break is taken at any time, causing a staff member to miss an assessment review window, the member of staff will have the opportunity to be assessed against the framework at the next review window following their return to work.

Long Term Sickness

Where a period of long term sickness coincides with an assessment review window, a staff member will have the opportunity to be assessed against the framework immediately upon their return to work taking into account their development, contribution and impact in the period leading up to their sick leave. This will not form part of normal return to work assessments and will be dealt with as part of a separate discussion.

Disciplinary Issues

If a staff member is subject to investigation under the formal stages of the disciplinary policy they will not be able to request assessment against the framework until the formal disciplinary process has concluded. An assessment may be requested after the process has been concluded if it is found there is no case to answer or a sanction up to and including a first written warning has been issued.

No career progression assessment will be available to a member of staff with a live final written disciplinary warning in place.

Capability Issues

If a staff member has a live warning under the Managing Performance (Capability) procedure, they will not be permitted to request assessment against the framework.

External secondments

If a secondees requests that a banding assessment is made whilst they are on secondment, performance information will be requested from the host employer.

If it is not possible for the Line Manager to make a recommendation about the career banding of a team member who is on secondment, the banding decision will be made by the Pay Consistency Panel.

Temporary internal moves

If a member of staff is temporarily moved into another position at the same grade as their substantive role, the assessment will be completed by the most appropriate line manager. Which Line Manager this is will depend on the nature and length of the temporary move.

7. Supplements and allowances

There are four types of allowance, as follows:

1. Additional responsibility allowance
2. Management of other staff at same band
3. Retention
4. On call

Additional Responsibility - occasionally, a role may attract an allowance for undertaking additional responsibilities. This will be discussed and agreed with the individual concerned. This may take the form of an acting up in full or in part allowance depending on whether the full range of increased responsibilities is undertaken or a simple ex gratia payment for a short term and one-off piece of extra responsibility that steps outside the regular level of responsibility.

You will be advised by Human Resources if your job attracts an allowance which will be paid in addition to your basic level of salary.

Management of staff at same Job Level - occasionally, there may be instances in which an individual manages other staff who are paid at the same job level. In such instances, an allowance of 10% of an individual's actual salary may be authorised. This allowance is pensionable.

Retention - pay flexibility exists in order to pay up to an allowance of up to 15% of the top of the pay scale for the job level in the event of a severe individual retention issue. This allowance is pensionable.

On call - in a small number of instances, there may be occasions when a staff member may be required to be contactable and ready to undertake work outside of the normal 7am - 7pm Monday to Friday flexitime band width. The allowance payable is at the time of writing this report set at £20 for each night of being on call. The payment will be made as an allowance and is not pensionable.

In addition, overtime at the rates described in section 13 may be payable for any period that work activity is required whilst on-call, with a minimum claim of 1 hour.

To be eligible for an on-call payment an individual must:

- Be in a role for which an on-call payment has been deemed as appropriate; and be available to undertake work throughout the period of the on-call; and
- Ensure that activities undertaken whilst on-call do not impinge on the ability to respond to required work activity (e.g. by being away from their telephone or IT equipment, or by being incapacitated for work); and
- Ensure that s/he has the resources required to undertake the work required whilst away from the office.

On-call allowance will be paid monthly via payroll and is not pensionable. The process for receiving payment, e.g. whether a monthly claim is required, or a standing payment is to be made, will be determined on a case by case basis. An on-call payment is not payable in the event of sickness absence from work or annual leave on what would have been an on-call night.

The payment of on-call allowances will be subject to continuous review. The allowance may be withdrawn if management determine that there is no longer a need for an individual or group of people to be on-call. At least one calendar month notice will be provided of the withdrawal of this allowance.

Other allowances - both temporary and permanent, may be introduced following consultation with the trade unions and consideration by the Executive Team. The rate payable will depend on the circumstances and the additional responsibilities required.

If, for whatever reason, you no longer undertake the responsibility related to the payment of a temporary allowance, you will no longer be entitled to be paid the allowance whatever its original purpose or origins.

8. Promotions

If you are promoted to a higher job grade you will be appointed to Band 0 of the pay scale for the new grade or receive a 10% increase to your current salary, whichever is the greater.

If a 10% increase in pay places your new salary between the salary band points of your new Job Level, you will mark time on that salary until such a time that your career banding assessment places you on the next pay banding point.

Staff promoted to a higher-level post who are in receipt of a permanent allowance will have the allowance taken into account when the salary for their new post is being calculated.

'On-call' allowances or temporary responsibility allowances are not taken into account when calculating promotion pay and may well be discontinued or altered depending on whether the new role demands them.

9. Temporary promotions

The level of pay for a temporary promotion will be calculated in the same way as for a permanent promotion, as described in section 9. Upon completion of your temporary promotion your salary will return to the level that it would have been had you remained in your original position for the duration of your temporary promotion.

10. Temporary upgrading

There may be occasions where it is necessary to temporarily upgrade a member of staff without undertaking a full recruitment and promotion exercise. This is sometimes referred to as 'acting up'.

Where the full responsibilities of a higher graded post are to be undertaken, then the salary to be paid during the period of upgrading will be calculated in accordance with the provisions set out in section 9.

Where only a proportion of the responsibilities of a higher graded post are to be undertaken, then an allowance may be payable for the period of upgrading. The size of the allowance will be determined depending on the circumstances at the time.

Upon completion of a temporary upgrading your salary will return to the level that it would have been had you remained in your original position for the duration of your upgrading.

11. Starting salaries for external appointees

The norm will be for new starters to start on the entry level salary (Band 0) for the grade.

In exceptional circumstances a successful external candidate may be offered a starting salary above the bottom of the pay scale (up to and including the exception zone). This may occur if the individual has considerable relevant experience and appointment would not be possible on the entry level salary. Factors also to be taken into account should include if there are suitable alternative candidates who would take the

position at the entry level and the possible consequences of not filling the post.

The decision to allow a higher starting salary must balance the need to ensure that an effective appointment is made, the need to give value for money to the ICO, and the need to be fair and equitable to all new starters. The Head of Human Resources and Facilities must authorise any starting salaries above the entry level for the grade, with appropriate authority from Director of Resources or the Deputy Chief Executive Officer for more senior roles.

A report will be submitted to the Management Board and Pay Consistency Panel for consideration at each year providing information about circumstances where a staff member has started working with the ICO on a salary above the entry rate. This will provide an opportunity for Management Board members to observe if this aspect of the policy is being implemented fairly.

12. Overtime

Any overtime working must be authorised in advance by your line manager. Claims for overtime or additional hours worked will not be accepted unless a full record of the hours worked has been kept.

The rates of overtime payable are set out in the following tables, as is the alternative of claiming overtime hours as Time Off in Lieu.

Hours worked or spent travelling on business at the request of management at weekends or Bank/Public holidays are treated as overtime or travelling time. Job levels B to F can claim for business travel time or overtime hours worked on Monday to Fridays before 07.00 or after 19.00. Staff in levels B to D can also claim for time travelled or overtime worked between 07.00 to 07.55 and 17.55 to 19.00 rather than flexi credit if they choose.

Travelling time can alternatively be claimed as flexi time as described in the flexi time procedure.

PERIOD	OPTION	LEVELS B AND C	LEVEL D - F	LEVEL G and G2
Monday to Friday	Payment	1.5 x overtime hours 1 x hours travelled	1 x overtime hours 1 x hours travelled	No compensation

	Time off in lieu *	1 x overtime hours 1 x hours travelled	1 x overtime hours 1 x hours travelled	No compensation
Saturday	Payment	2 x o/time hours	1.5 x overtime hours for Levels E and F or 1.75 x overtime hours for Level D	1.0 x overtime hours
	Time off in lieu *	2 x o/time hours	1.5 x hours travelled	1.0 x hours travelled
Sunday/ Public or Bank holidays	Payment	2 x overtime hours	2 x overtime hours	1.0 x overtime hours
	Time off in lieu*	2 x hours travelled	2 x hours travelled	1.0 x overtime hours

13. Call out payments

A call out payment may be made to members of staff who are called out from home to conduct emergency maintenance, repairs or other work on ICO facilities or infrastructure.

A call out fee may be paid to staff for other reasons in exceptional circumstances.

In order to be eligible for a call out payment you must either:

- a) have been called out from home to deal with an emergency; or
- b) have received less than 12 hours' notice of being required to work for at least three hours duration after 7.00pm.

The rate of payment for a call out in these circumstances is £60 per call out.

14. Payments errors and overpayments

Occasionally errors may occur regarding the amount paid to you.

If you have been underpaid, the correct payment will be made to you, together with any arrears due, in the next available salary payment.

In exceptional circumstances an interim payment may be made to you via payroll or the ICO finance department. You should discuss this arrangement with Human Resources if necessary.

Human Resources will advise you if it is discovered that you have been overpaid. All overpayments will be recovered by the ICO.

Human Resources will agree the means for recovering the overpayment with you. This may, for example, be via cheque or by deductions from subsequent salary payments.

Where an overpayment is to be recovered by deductions to salary payments, Human Resources will agree a schedule of deductions with you. This may involve a single deduction or deductions over the course of several months. It is expected that recovery of an overpayment through payroll deductions would not normally take more than one year, though this may be varied in exceptional circumstances.

15. Unpaid leave, buying and selling leave

There may be occasions when you may be granted unpaid leave e.g. to care for a dependent. If this is the case a deduction will be made from your salary to account for the unpaid day(s).

ICO staff are paid on the basis of a seven-day week. The value to be deducted from your salary will therefore be calculated as follows:

$$\frac{\text{Annual salary} \times \text{No. of days of unpaid leave}}{365}$$

This is also the calculation which will be applied for deductions from salary because of strike action.

ICO staff may purchase up to five additional days annual leave per year. This will entail a deduction being made from salary. The value of that deduction will be calculated as follows:

$$\text{Hourly rate} \times 7.4 \times \text{No. of days of leave purchased}$$

Staff who work compressed hours may also buy up to five of their days of additional annual leave. For staff on compressed hours the calculation for deductions from salary will be:

Hourly rate x No. of hours in your standard compressed day x No. of days of leave purchased.

Additional annual leave can be purchased at any time during the year. Deductions from salary to account for annual leave purchases will be made over a period of one to three months, in agreement with you.

If you leave the ICO having taken more annual leave than you have accrued by your leaving date a deduction will be made from your salary. This will be calculated as follows:

Hourly rate x 7.4 x No. of days of leave taken above accrued entitlement

If you do not have sufficient salary to account for the cost of leave taken over your accrued entitlement, you will be invoiced for the amount owed.

Subject to provisions about the amount of leave that must be taken in the year, ICO staff may sell back up to ten days annual leave per year. This includes the selling back of annual leave that has previously been banked.

Selling annual leave will entail a payment being made to you. The value of the payment will be calculated as follows:

Hourly rate x 7.4 x No. of days of leave sold

Annual leave can only be sold back to the ICO in the final month of your annual leave year.

Payment for more than ten days annual leave is permitted if you have remaining annual leave or banked leave when you leave the ICO.

In the examples cited above Annual Salary refers to full time equivalent salary.

16. Advance payments

The ICO can make advance payments to new starters if payroll have been unable to process their payment in time, resulting in a long period between starting with the ICO and receiving a salary payment from payroll.

Advances given in such circumstances will be deducted from the first salary payment made to you via payroll.

17. Demotions

There are a number of reasons why a person may be demoted, for example as the outcome to a disciplinary hearing, re-deployment restructuring or because a person has chosen to apply for or take up a lower graded post.

In the event of a demotion for disciplinary reasons or a restructure, you will continue to receive your current rate of pay, but your salary will be frozen until the maximum salary for your new job catches up with your rate of pay. Your salary will then increase in line with the maximum for that job level.

If you choose to apply for, or voluntarily request to take, a lower graded post, you will move to the same career band point at the lower job level.

18. County Court Order, attachment to earnings and student loan repayments

If you are subject to a county court judgement order or an attachment to earnings order the information will be forwarded to payroll and the appropriate deductions will be taken from your monthly salary. The deduction will be indicated on your payslip.

If you have a student loan you may be required to make repayments direct from your salary. This will depend on your rate of salary. If deductions are required they will be indicated on your payslip.

19. Remuneration Advisory Panel

The Remuneration Advisory Panel will comprise the non-executive members of the ICO's Management Board and the Commissioner.

The terms of reference for the Remuneration Advisory Panel describe in detail the role, make-up and parameters of the committee and are attached at Annex C

The main function of the Remuneration Advisory Panel will be to act as a sounding board to The Commissioner in determining the salary levels of senior staff at job level H.

Annex A – Pay scales

Pay ranges from 1 July 2020

	CB0	CB1	CB2	CB3	CB4
Level B	20925	21436	22152	22869	23585
Level C	22999	24413	26054	27695	29337
Level D	29024	30808	32879	34948	37019
Level E	37964	40295	43001	45706	48413
Level F	49549	52593	56129	59665	63200
Level G	61832	66288	70745	75200	79656
Level G2	78239	83912	89585	95257	100930
Level H	102801	113798	124795	135792	146789

If you are promoted to a higher Job Level your salary on appointment will be the greater of Level 0 of the new Job Level's pay scale or 10% increase in the level of your current salary.(see section 9 of the ICO's Pay Policy for further details)

Annex B – Career Progression Framework

Value Area – Ambitionⁱ

The strongest contributors demonstrate a continuous drive to master the skills and expertise required to excel in their role. They are committed to develop their skills in line with, and to further the ambition of, the organisation. They are known for making the most telling of contributions, especially at times of critical pressure or importance. They will work boldly, taking ownership of their own work and development and undertaking their duties with pride and adherence to the organisation's vision and values. Successful post-holders will be outcome focused, delivering their work with a genuine sense of urgency, taking measured risks to achieve their goals and exploiting opportunities.

Bottom of Pay-scale		▶ Market Median Pay Rate		Role Mastery		▶ Top of Pay-scale		Exception Zone
0	1	2	3	4				
<p>Entry level – Requires routine support from peers and line managers and has yet to demonstrate sufficient skill, knowledge and experience to justify progression to level 1.</p>	<p>Not yet fully competent in all aspects of the role and may need regular support from peers/line managers but is consistently demonstrating progression towards full competence. Knows when to ask for support in relation to new tasks</p> <p>Works confidently with a focus on delivering work on time. Instils confidence in others and demonstrates an</p>	<p>Demonstrates the skills and knowledge required to be competent in all aspects of the role.</p> <p>Takes personal responsibility for own work and needs little or no support from peers and/or managers.</p> <p>Understands and appropriately manages and mitigates risks within scope of responsibility.</p>	<p>Routinely engages in the most complex aspects of the role relying on a level of skill, knowledge and experience not likely to be sufficiently developed in those at a lower level.</p> <p>Shows a willingness to push boundaries to achieve success in the role, putting in extra effort and/or taking on additional responsibilities especially when doing so is critical.</p>	<p>Routinely contributes to the work of the team in such a way that is out of the ordinary and beyond the normal expectations of the role.</p> <p>Routinely delivers outcomes that have a significant positive impact on the reputation of the team and/or organisation.</p> <p>Routinely acts as a champion for the team/service/organisation or profession.</p>			<p>Widely recognised as being the embodiment of the ICOs approach to work, exemplifying its vision and values.</p> <p>Stands out as having a mastery of the role such that they are able to work at such a pace, delivering a level of quality outputs/ interventions not commonly achieved by others, even amongst the organisation's highest contributors.</p> <p>Has a level of skill, knowledge</p>	

	<p>eagerness to learn and progress.</p> <p>Sets high standards for self to achieve objectives. Works with a clear sense of purpose and ensures all activity is meaningful and linked to the team/organisational goals.</p>		<p>Stretches self to achieve excellence and innovation developing a mastery of the role such that they are able to give great service. Enjoys significant personal success within own work/team and more widely.</p>		<p>and experience or a particular area of expertise, coupled with a consistent level of outstanding performance, impact and productivity that any need for replacement would present a significant challenge and potential risk to the organisation.</p>
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Value Area – Service Focus ii

The strongest contributors will be goal-oriented and will have an excellent knowledge and understanding of the expertise required to achieve and exceed the organisation’s objectives. This includes how their own role fits with and supports the achievement of them. They will be focused on maximising their own personal contribution to the service and will routinely demonstrate a growth mindset, actively seeking out powerful feedback from which they can develop and improve. They will use sound judgement to reach effective decisions, take initiative to innovate, seek out opportunities to improve, embrace change and take ownership of service issues or improvements and follow up.

Bottom of Pay-scale		► Market Median Pay Rate		► Top of Pay-scale		Exception Zone
0	1	2	3	4		
<p>Entry level – Requires routine support from peers and line managers and has yet to demonstrate sufficient skill, knowledge and experience to justify progression to level 1.</p>	<p>Demonstrates understanding of own role and how it contributes to the delivery of organisational objectives.</p> <p>Goal focused and effectively plans and prioritises work such that goals are routinely achieved to a high standard.</p> <p>Shows an appreciation of the nature and</p>	<p>Reliably delivers on all aspects of the role to the required standard, ensuring that own activities align with needs of the service/ organisation and that focus remains on the overall goal and not only the task at hand.</p> <p>Seeks and actively reflects upon feedback to help them to improve the quality of service they provide, embracing new ideas and ways of working and can evidence examples of contribution to service improvement in own work area.</p>	<p>Engages positively with challenging tasks to help to improve the service. Uses expertise to understand risk and benefits with decision making/thinking about the wider impact.</p> <p>Adds value by taking an active interest in and contributing positively to the work of others across the wider team/organisation/ externally.</p> <p>Drives the development of high-quality standards in</p>	<p>Postholder demonstrates a tangible and sustained increase in contribution, outputs and impact in relation to service delivery.</p> <p>Proactively drives forward interventions to improve own work area/ team/organisation or wider audience relying on own expertise to anticipate, and respond to, the need for change.</p> <p>Confidently takes decisions based on evidence and</p>	<p>Influences the development of the role and the culture of the wider team/ directorate/organisation.</p> <p>Has an extensive track record of providing services which meet, exceed and anticipate customer needs and produce a lasting positive impact on the organisation’s reputation.</p> <p>Has acquired a level of expertise such that post holder’s personal contribution, impact and outputs contributes substantially to</p>	

	service provided and who the customer is. Identifies, takes ownership and follows up any issues or problems.	Can be relied upon to make sound judgements in relation to their own work. Works with confidence to ensure that things are done correctly and is prepared to challenge when things are not being done correctly.	own team /directorate /ICO /nationally.	analysis to mitigate risks or issues that could negatively impact on delivery of objectives. Thinks of solutions and assesses impacts in the round	improvement and/or mitigation of risk.
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Value Area – Collaboration ⁱⁱⁱ

The strongest contributors will be highly self-aware, constantly looking to improve themselves and the ICO’s goals through effective collaboration. They will show excellent team working skills, sharing knowledge and information and building good relationships founded on trust and confidence. Through the development of excellent working relationships successful individuals will be able to influence and engage others to achieve own/team and/or organisational objectives.

Bottom of Pay-scale		Market Median Pay Rate		Role Mastery		Top of Pay-scale		Exception Zone
0	1	2	3	4				
<p>Entry level – Requires routine support from peers and line managers and has yet to demonstrate sufficient skill, knowledge and experience to justify progression to level 1.</p>	<p>Understands the relationship between the team/directorate and the ICO and its stakeholders. Chooses appropriate and effective methods of communication to achieve an effective impact.</p> <p>Is approachable, open and honest when dealing with colleagues and stakeholders. Works supportively to help others and treats people fairly, showing respect for their abilities and opinions.</p> <p>Is self-aware and understands how own</p>	<p>Understands the political and legislative landscape as it applies to the role/ICO. Shares knowledge and information that will enable colleagues and the team to work effectively.</p> <p>Actively collaborates to ensure continuous improvement and change projects are successful.</p> <p>Builds team spirit by working with others to create positive working relationships.</p> <p>Deals effectively with difficult situations/conflict</p>	<p>Actively contributes to building relationships beyond immediate colleagues to enhance work of self and others.</p> <p>Is proactive, using own knowledge and skills to anticipate the needs of team members/service users/stakeholders and making or influencing improvements in a timely way.</p> <p>Builds appropriate working relationships and networks to enhance work area and broaden the reach of own</p>	<p>Furtheres the goals of the ICO and makes a significant impact through targeted collaboration.</p> <p>Shapes, promotes and exemplifies desired team/service/organisational values. Is highly credible and self-aware, communicating with purpose and enthusiasm on the most complex matters encountered in the role, presenting complex ideas confidently in a range of formats to a variety of audiences in such a way that facilitates understanding and gains</p>				<p>Demonstrates highly collaborative behaviours that are not common in others. Postholder will have worked hard to develop key working relationships and networks through which they can influence or gain support to achieve goals.</p> <p>Coaches others and builds coalitions around issues by identifying the right mix of people to come together and by subtly influencing partnership formation.</p> <p>Displays the ability to mobilise and energise others to create a common vision to solve</p>

	behaviour impacts on others and works to ensure that own behaviour is constructive and not detrimental to work or working relationships.	in a timely way.	influence.	support from others. Communicates with conviction and clarity in the face of tough negotiations or challenge.	problems.
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Value Area – Leadership ^{iv}
FOR ALL PEOPLE MANAGERS AND E-H GRADE STAFF

The strongest contributors will demonstrate a strong sense of purpose, a clear sense of direction and a well-developed vision for the future for their area of responsibility. Leaders will take ownership of the work and responsibility for the outcomes and will constantly strive to work in the most effective way, with the right people, systems and processes that will enable the achievement of the ICO’s goals and their own objectives. This means being the visible tip of the whole iceberg that makes up a successful team or area of work, encouraging others, sharing accolades and taking responsibility when things go wrong.

Bottom of Pay-scale		Market Median Pay Rate	Role Mastery		Top of Pay-scale	Exception Zone
0	1	2	3	4		
Entry level – Requires routine support from peers and line managers and has yet to demonstrate sufficient skill, knowledge and experience to justify progression to level 1.	Focused on delivery, setting clear direction and high standards for self and others to achieve objectives. Works with a sense of purpose and ensures all activity is meaningful and linked to the team/organisational goals. Is accessible and available to colleagues, team, service users etc	Displays resilience and holds to principles and values under pressure. Actively displays and promotes the values of the organisation in all activities. Builds capability in self/others to meet future challenges. Assists others to appreciate how their work contributes to the achievement of own goals/team/organisation goals. Sets clear standards for self and others and gives	Connected to stakeholders in a way that helps self and others understand present and future need. Works flexibly with people who have different approaches to achieve a common goal. Builds strategic relationships to make valuable links across the team/organisation/externally. Advocates a mindset of high ambition for self, team and/or organisation.	Display courage and confidence to challenge beyond work remit/grade even in the face of strong opposition. Takes initiative to put things right. Uses expert skills, knowledge and experience as well as perceptive analysis of data and information to create strategies, develop new concepts, systems and/or processes which are innovative and not obvious to others. Stretches self and others to	Is commonly regarded by service users (internal/external) as being the leader in their sphere of responsibility. Displays confidence and integrity in the most complex and difficult situations. Champions the purpose of the work and the organisations vision and values and continuously and consistently demonstrates what it is to be an ICO leader – in line with our People Strategy.	

	Acts quickly and effectively to combat errors, omissions or poor performance.	and takes balanced, constructive feedback and support to improve performance.		achieve excellence and build success within own work/team and more widely.	
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- i Ambition – expanding skills, knowledge & experience, working boldly, exploiting opportunities, delivering at pace, accepting ownership, taking risks.
- ii Business Focused – goal oriented, driving continuous improvement and innovation, decision making and resource management
- iii Collaborative – influence, communication, engagement, organisation/team working
- iv¹Leadership – inspiring a shared purpose, ownership, engagement, accountability and influencing. Many leadership competencies are also expressed in the other areas of the framework.

Annex C – Remuneration Advisory Panel

Terms of Reference - Remuneration Advisory Panel

1. Purpose

The Remuneration Advisory Panel is constituted as a committee of the ICO's Management Board

The panel's terms of reference may be amended at any time by the Management Board. Details of such changes would be shared for information, consultation or negotiation with our recognised trade unions consistent with our formal recognition agreement.

The advisory panel provides challenge, advice and scrutiny to the Commissioner on matters of Executive Team pay, development and succession planning.

The Commissioner shall retain decision making responsibility for all matters relating to ICO pay and remuneration.

Nothing in these terms of reference shall detract from the authority of the Information Commissioner as Accounting Officer and as a Corporation Sole.

2. Authority

The Board's authority derives from the Commissioner. The panel is authorised to:

Undertake business within its terms of reference;

Obtain external legal or other professional advice where required;

Secure the attendance of anyone it considers has relevant experience, expertise or knowledge. The panel may also invite the recognised Trade Unions and staff representatives to attend part or all of the meetings; and

Give free and confidential access to the Chair of the Remuneration Panel and the Commissioner to representatives from internal and external auditors.

3. Objectives

To provide challenge, advice and appropriate scrutiny to the Commissioner on the remuneration strategy for the Executive Directors within the ICO.

To ensure that no person shall be involved in any decisions on their own remuneration.

To consider Executive development and succession planning.

In considering these objectives, the panel will take account of the wider pay environment and shall have regard to the ICO's commitments to equality, diversity and inclusion.

4. Responsibilities

The role of the panel is to provide challenge, advice and scrutiny to the Commissioner in determining the remuneration of the Executive Team.

The panel will consider proposals from the Commissioner about the remuneration of the Executive Team and provide advice on such proposals.

These proposals will take account of both organisational and individual performance. Executive Directors pay scales and pay progression system will be determined by collective bargaining and subject to pay negotiations as with the rest of the organisation.

In providing its advice, the panel shall have regard to:

- The ICO's Information Rights Strategic Plan, other relevant strategies and performance against them;
- The individuals objectives and performance against them;
- The overall pay budget;
- Value for money; and
- Any other factors which it deems necessary, including internal and external comparative information and benchmarking data where appropriate

Comment upon and advise the Commissioner on Executive Team pension arrangements and other employee benefits.

The panel shall consider executive development and succession planning taking into account the challenges and opportunities facing the ICO and the skills and expertise required in the future.

Advise and provide appropriate challenge to the Commissioner in regard to pay and remuneration arrangements and changes which apply across

the ICO, including commenting upon changes to the pay strategy and offer guidance on its effect and implementation.

5. Membership and frequency

The panel shall be appointed by the Commissioner from amongst the Management Board membership and shall consist of not less than three members including two Non-Executive Directors and the Commissioner.

The panel shall be chaired by a Non-Executive Director.

In the absence of the panel chair, the remaining members present shall elect one of their number to chair the meeting. The Panel is quorate with two members present.

The panel may appoint an Independent Member with appropriate experience in remuneration matters.

The panel shall be required to meet at least twice per annum. These will, at a minimum, include one meeting to advise the Commissioner on objective setting for the Executive Team and one to advise the Commissioner on the remuneration of the Executive Team and provide advice on such proposals. The panel may also meet on an ad hoc basis as required.

The ICO shall provide secretariat support to the panel.

The minutes will be reported to the Management Board.

6. Information requirements and reporting

The panel should ensure that arrangements are in place to enable it to discharge its responsibilities effectively, including the timely provision of information in an appropriate form and quality.

To produce an annual report of the organisation's remuneration policy and practices which will form part of the annual report.

To ensure that all provisions regarding disclosure of remuneration, including pensions are fulfilled.

7. Budget

The panel is not responsible for a specific budget.

Annex D – Pay Consistency Panel Terms of reference

1. Purpose

The Pay Consistency Panel's role is to ensure the consistent application of the Pay Progression Framework (the framework) as described in the Pay Policy, across the ICO and oversee its development.

The panel will receive management information describing the pay progression decisions across the organisation. The panel will scrutinise the information and seek to ensure that the framework has been applied consistently and equitably. The Panel will also consider any formal appeals made by staff concerning the application of the pay progression framework.

2. Authority

The Board's authority derives from the Commissioner. The panel is authorised to:

Ensure the framework is applied consistently across the organisation

Be the final arbiter for all decisions made using the framework

Provide the Commissioner with management information concerning the application of the framework and the pay of staff across the organisation.

If the panel believes that the framework might not have been correctly applied, it may require recommendations to be reviewed within a team, group, department or directorate, or the panel may conduct such reviews itself.

Such a review may result in pay banding recommendations made by Line Managers not being approved.

3. Objectives

To ensure that the framework is applied consistently and fairly across the organisation and that all staff's pay is applied consistently.

4. Responsibilities

The role of the panel is to receive the appropriate management information describing the pay progression decisions across the organisation. The panel will scrutinise the information and seek to ensure that the framework has been applied consistently and equitably.

If the panel identifies potential inconsistencies, it will make further enquiries to assure itself of the consistent application of the framework.

In ensuring that the framework is applied consistently and equitably, the panel shall have regard to:

- The ICO Pay Policy
- Management information, produced in line with a comprehensive privacy impact assessment, which shows the application of the framework.
- Equality and diversity information and analysis

The panel will be the final arbiter of all decisions with regard to the application of the framework except of staff at level H. Staff at level H will have their pay considered by the organisation's Remuneration Advisory Panel.

The panel will hear and consider all formal appeals made by staff concerning the application of the framework.

The panel will receive recommendations and make decisions concerning the award of salaries in the exception zone.

5. Membership and frequency

The panel will be chaired by the Deputy Chief Executive and the Director of Resources will be a permanent member. The rest of the panel membership will consist of a minimum of three other Executive Directors or Directors drawn from different parts of the ICO.

When the pay of staff at grade G2 is being considered the panel will only consist of members of the Executive Team and the attendees listed below:

- The panel will be advised by an independent equality adviser.
- The ICO's recognised trade unions will each be invited to have a representative attend and observe meetings of the panel.
- Human Resources shall provide secretariat support to the panel.

Decisions and actions will be reported to the Executive Team for information.

The panel will meet a minimum of twice a year following the two assessment windows.

6. Appeals

The members of the panel will meet separately, and without other attendees, to consider appeals.

If a member of the panel has either recommended or decided the outcome of the case under appeal they will be considered conflicted and will excuse themselves from the proceedings. An alternative chair from the Executive Team will be appointed if necessary.

7. Information requirements and reporting

The panel should ensure that arrangements are in place to enable it to discharge its responsibilities effectively, including the timely provision of information in an appropriate form and quality.

To produce an annual report of the application of the framework to the Commissioner.

Version	Date	Author	Change description
1.2	26/11/18		refresh
1.3	17/1/19		Pay rates updated
1.4	1/3/19		refresh
1.5	22/2/21	SG	Pay rates updated