

The Chief Executive of each HSC Organisation¹

For Information:

**The Chair,
Director of Human Resources and
Director of Finance in each
Organisation**

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Our Reference: HSC (SE) 1/2025

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REVISED SENIOR EXECUTIVE PAY STRUCTURES

Summary

1. This circular sets out revised pay arrangements for Chief Executives and Senior Executives employed within the statutory Health and Social Care sector (HSC), and replaces circulars HSS (SM) 2/2001 and HSS (SM) 3/2008 (as amended) with effect from 1 April 2023. Senior Executive staff include Chief Executives, Executive Directors and functional Directors who operate at board level within their respective organisation; staff on other terms and conditions (e.g. Agenda for Change) do not qualify as Senior Executives.
2. These revised arrangements are being introduced in response to the review of Senior Executive pay, independently carried out during 2023, and following the approval of the Minister of Health.

Principles

3. The overall objective of these new arrangements is to achieve a fair, transparent, affordable and defensible pay and grading system for all Senior Executives employed within the HSC. To achieve this objective it is recognised that the new system should:
 - ensure that pay and benefit arrangements for senior executives are compatible with the Department's policy on public sector pay and benefits;
 - recruit, retain and reward senior executives of the highest calibre;

¹HSC Trusts, the Public Health Agency (PHA), the Business Services Organisation (BSO), the Northern Ireland Blood Transfusion Service Agency (NIBTS), the Children's Court Guardian Agency for Northern Ireland, the Northern Ireland Practice & Education Council for Nursing, Midwifery & Health Visiting (NIPEC), the Northern Ireland Social Care Council (NISCC), the Patient & Client Council (PCC), the Northern Ireland Regulation and Quality Improvement Authority (RQIA) and the Northern Ireland Medical and Dental Training Agency (NIMDTA).

- provide appropriate reward for effective performance and contribution to achieving the goals of the HSC;
- afford opportunities for future career progression;
- be robust and flexible and capable of supporting any future restructuring of the HSC.

Job Evaluation

4. A job evaluation system devised by Korn Ferry (formerly the Hay Group) has been used to assess the job weight of all senior executive posts in the HSC and to assign them to grading levels; this has been the case since 2001 and revisited in 2025. These arrangements will continue to be used to evaluate all new posts or posts where the content has been significantly changed.

HSC Senior Executive Weighting/Grading Ranges

JOB UNITS	LEVEL
2551+	1+
2141-2550	1
1801-2140	2
1508-1800	3
1301-1507	4
1091-1300	5
880-1090	6

5. In future years, any request for re-evaluation must come to the Department via the relevant Remuneration Committee, which itself must be satisfied of a significant change to the role, and how that impacts the span of control across the organisation's Senior Executive team. Similarly, any *new* posts to be evaluated prior to recruitment, must be submitted to the Department by the relevant Remuneration Committee.
6. Remuneration Committees must have equal consideration of increasing and diminishing responsibilities; for example, where an increase in responsibility of any role has a corresponding decrease in responsibility in another role, each must be submitted for evaluation. Evaluation reports will be shared with the requesting Remuneration Committee to ensure transparency.

Senior Executive Pay Arrangements

7. The main components of the **new** arrangements are:
 - pay and terms and conditions of service for Senior Executives continue under Departmental direction;
 - previous pay ranges are replaced with incremental scales;

- the pay scales are set for 2023/2024 and 2024/2025 (copy attached at Annex A) and will be reviewed annually. The effective date for any revalorisation of the pay scales following review by the Minister will be 1 April in the year of the review;
- a feature of the new arrangements will be progression through the pay range subject to satisfactory performance;
- a model contract (copy attached as Annex B) will continue to be used for future appointments; and
- a revised performance management scheme (copy attached at Annex C) will underpin these arrangements.

New Pay System and Assimilation

8. Under the new system, each grading level has a pay scale and progress through the scale to the next point on the scale is subject to satisfactory performance. All new incumbents to a post will normally be appointed at the minimum point of the relevant pay scale. The pay scales for each level for the current year are set out in Annex A.
9. All Senior Executives in post at 1 April 2023 should have their salaries uplifted by 5%. For individuals in post on or before 1 January 2023 a further increase of 1% may be awarded, following this revalorisation and subject to satisfactory performance.
10. Following initial revalorisation as set out in paragraph 9, individuals should then be assimilated to the scale appropriate to their role at the next highest point which does not result in a detriment.
11. Individuals appointed to their current post, or another post **at the same level** within any HSC organisation, on or before 1 January 2019 should be placed no lower than point 5 of their respective scale.
12. Individuals appointed to their current post, or another post **at the same level** within any HSC organisation, on or before 1 January 2020 should be placed no lower than point 4 of their respective scale.
13. Individuals appointed to their current post, or another post **at the same level** within any HSC organisation, on or before 1 January 2021 should be placed no lower than point 3 of their respective scale.
14. Individuals appointed to their current post, or another post **at the same level** within any HSC organisation, on or before 1 January 2022 should be placed no lower than point 2 of their respective scale.
15. Individuals appointed to their current post after 1 April 2023 and before the date of this circular, should be assimilated to the next pay point of the scale appropriate to their role which does not result in a reduction to their previous pay on appointment.
16. Individuals who have moved from one senior executive post to another at a higher level prior to 1 April 2023 will already have had the benefit of a promotional increase, and **should not have time in the previous role** recognised for the purposes of assimilation.

(Movement of a *post* to a higher level following a re-evaluation of the post does not count as promotion, and in these circumstances, the time in the post should be recognised for the purposes of assimilation.)

17. In years 2024/25, 2025/26 and 2026/27, the minimum point of each scale shall be removed. Progression through increments shall be “up and across” as below; an individual commencing on point 5 following assimilation will therefore be at the maximum pay value by 2026/27. In these years, and these years alone, progression shall be automatic, and not dependent on satisfactory performance. The Department does expect, however, that robust performance management processes will continue to operate during this period.

Annual Incremental Progression for Transition Years

2023/24	2024/25	2025/26	2026/27
8	7	6	5
7	6	5	4
6	5	4	3
5	4	3	2
4	3	2	1
3	2	1	
2	1		
1			

Operating the system

18. Pay on appointment should ordinarily be at the minimum point of the scale applicable to the level of the role. Remuneration Committees may recommend a starting salary for any candidate, having regard to the experience, skills and salary levels applicable to the role from which they are transferring. Where necessary to attract the right candidate, a starting salary at a point higher than the minimum may be recommended. Where a higher than minimum salary is considered, regard must be taken of the impact on the wider Senior Executive team before making a recommendation.
19. There shall be no 10% promotional increase for individuals taking up post from an Agenda for Change (AfC) role. For appointees taking up a Senior Executive position from an AfC role, the starting salary should be the minimum of the pay range applicable to the

role or the first point on the relevant Senior Executive scale which delivers an uplift in pay. Similarly, an existing Senior Executive taking up a post at a higher level should start at the first pay point in the scale appropriate to the new role which delivers an uplift in pay.

20. In considering substantive starting salaries under paragraphs 18 or 19, Remuneration Committees shall only consider an individual's previous substantive pay; no allowances for on-call, unsocial hours or any other enhancements shall be considered.
21. For a period of temporary promotion from an Agenda for Change role, the individual must be moved onto the Senior Executive pay scales; no other temporary promotion arrangements may be permitted.
22. Where an individual is actively temporarily promoted into a Senior Executive role and is successful in applying for that role or another role *at the same level* in any HSC organisation, they shall retain their existing temporary rate of pay on a substantive basis. The date of appointment in these circumstances shall be the date of appointment to the temporary position.
23. Where an individual had previously been acting into a Senior Executive role and is successful in applying for a Senior Executive role *at the same level* in any HSC organisation all relevant completed years of experience at that level may be considered when determining the starting salary. The date of appointment in these circumstances shall be the date of appointment to the permanent position.
24. All incremental progression is subject to satisfactory performance, as considered by the relevant Remuneration Committee applying the standards as set out in the revised Performance Management Framework. The effective date for incremental progression annually shall be the 1st of April in the relevant year, subject to an individual being in post on or before 1 January in that calendar year.
25. Where individuals take on additional duties which will substantially add to their workload for a period, for example leading on a year-long project, Remuneration Committees may recommend an additional Management Allowance to substantive salaries. Such Management Allowances should ordinarily be up to 5%, but in exceptional cases may be recommended up to a maximum of 10%, of substantive pay based on the pay point appropriate to the individual. Any such arrangements must be regularly, and annually as a minimum, reviewed by the Remuneration Committee.
26. There shall be no further individual performance related pay elements or bonuses.
27. Any proposed deviation from these principles must be submitted to the Departmental Director of Workforce Policy, for submission to, and consideration by, the Permanent Secretary.

Enquiries

28. Employees should direct their personal enquiries to their employer.
29. Employers should direct enquiries about the content of this Circular to Pay and Employment, Room D1, Castle Buildings, Belfast, telephone 02890 528321 or email p&e@health-ni.gov.uk

Further Copies

30. Copies of this Circular can be obtained from the Department's website at: [Workforce policy guidance 2025 | Department of Health](#).



CHRIS WILKINSON
Workforce Policy Directorate

SENIOR EXECUTIVE PAY SCALES 2023/24 and 2024/25

	2023/24							
	Pt1	Pt2	Pt3	Pt4	Pt5	Pt6	Pt7	pt8
1+	£160,464	£168,948	£177,433	£185,918	£194,403	£202,887	£211,372	£219,857
1	£137,763	£145,044	£152,325	£159,605	£166,886	£174,167	£181,448	£188,729
2	£120,734	£127,106	£133,477	£139,849	£146,221	£152,593	£158,965	£165,337
3	£103,706	£109,169	£114,633	£120,097	£125,560	£131,024	£136,488	£141,951
4	£90,936	£95,717	£100,499	£105,281	£110,062	£114,844	£119,625	£124,407
5	£78,162	£82,262	£86,362	£90,463	£94,563	£98,663	£102,763	£106,864
6	£68,584	£72,173	£75,762	£79,351	£82,940	£86,530	£90,119	£93,708
	2024/25							
	Pt1	Pt2	Pt3	Pt4	Pt5	Pt6	Pt7	
1+	£179,643	£188,665	£197,687	£206,708	£215,730	£224,752	£233,774	
1	£154,225	£161,967	£169,708	£177,450	£185,192	£192,934	£200,675	
2	£135,151	£141,927	£148,702	£155,477	£162,252	£169,027	£175,802	
3	£116,080	£121,889	£127,699	£133,508	£139,318	£145,127	£150,937	
4	£101,776	£106,861	£111,945	£117,029	£122,113	£127,198	£132,282	
5	£87,469	£91,829	£96,189	£100,549	£104,909	£109,268	£113,628	
6	£76,742	£80,558	£84,374	£88,191	£92,007	£95,823	£99,639	

MODEL PERMANENT CONTRACT

[NAME OF HEALTH & SOCIAL CARE EMPLOYER]

TERMS AND CONDITIONS OF EMPLOYMENT

NAME

ADDRESS 1
2
3
4

Dear

POST OF CHIEF EXECUTIVE/SENIOR EXECUTIVE

1. On behalf of the board of [Name of HSC Employer, hereafter referred to as the HSC employer] I am pleased to offer you the post of Chief Executive/Job Title of [Name of HSC Employer] with effect from [date to be inserted], on the following terms.
2. This offer of employment is subject to satisfactory pre-employment checks.

Continuity of Employment

3. See Schedule.

Probationary Period

4. Subject to satisfactory performance, your appointment will be confirmed after a probationary period of six months duration. If performance is not satisfactory your probationary period may be extended for a further six months. Your appointment can be terminated during the probationary period.

Scope of the Appointment

5. Your duties are set out in the job description, which accompanies this document. The job description will be reviewed periodically.

Continuation of Contract

6. Continuation of your appointment under this contract is subject to satisfactory performance. Your performance of the duties of the post and your progress in achieving a set of objectives will be reviewed at intervals of not more than 12 months in accordance with arrangements set down in the Senior Executive Performance Management Scheme as determined by the Department.

Accounting Officer Status (Applies to Chief Executive post only)

7. It is a fundamental condition of your employment that you are designated to carry out the duties of the Accounting Officer for the [HSC employer], in accordance with the Appointed Officer Memorandum, for the period of your appointment as Chief Executive. If, after due process and in the reasonable opinion of the board of [Name of HSC Employer] or the Accounting Officer of the Department of Health, you are no longer a fit person to carry out the responsibilities of an Accounting Officer, or it is in the public interest to do, your designation will be withdrawn.

Place of Employment

8. Your normal base will be [HCS's Headquarters/other]. You may, however, be called upon to serve at any location within the [HSC employer]'s area. You may also be required to travel within or outside of Northern Ireland in the performance of your duties.

Hours of Work

9. This post is full-time, and you will be expected to work such hours as are necessary for the full performance of your duties and responsibilities. For pay purposes the working week will be deemed to be thirty-seven and a half hours.

Remuneration

10. **The Department of Health has determined a pay and grading scheme for [HSC employer] Chief Executives and Senior Executives. Your post grade and salary details are as set out in paragraph 6 of the Schedule. You will enter the scale at [£] and pay progression will be linked to performance as set out in the revised Senior Executive Performance Management Scheme as determined by the Department. Your salary will be paid monthly in arrears by bank credit transfer.**
11. If it comes to light that you have been paid incorrectly, then the [HSC employer] will take action to correct your pay. If you have been overpaid, then the [HSC employer] will discuss with you how to recover the overpayment.

Pension

12. This appointment is pensionable under the Health and Social Care Pension Scheme. If participating in the Scheme your remuneration will be subject to deductions in accordance with the detail of the Scheme. Further details on the Scheme are available at <https://hscpensions.hscni.net/>.
13. As membership of the Scheme is optional you may choose to make alternative provision.

Retirement

14. The minimum age at which you can take your pension is 55. The age at which it can be taken without early payment reductions is dependent on the Scheme in which you are enrolled, as follows:
 - for the 1995 scheme – 60;
 - for the 2008 scheme – 65; and
 - for the 2015 scheme - state pension age.

Notice of Termination

15. The minimum period of notice that you are required to give is three months. In the event that the [HSC employer] terminates the contract, other than in circumstances covered by paragraph 4 or in the case of summary dismissal, you are entitled to receive three months' notice in writing. This does not prevent either party waiving the right to notice, or from accepting payment in lieu of notice.

Expenses

16. Any payments made will be in accordance with the provision and rates as provided for and updated from time to time by the NHS Agenda for Change Terms and Conditions Handbook, or as determined locally by the [HSC employer] where applicable.

Sick Pay

17. Sick pay will be in accordance with the provisions of the NHS Agenda for Change Terms and Conditions Handbook. You may be required to be medically examined at any time during your employment by a doctor appointed by the [HSC employer].
18. If you are absent as a result of an accident involving a third party and you make a claim for and receive damages you will be required to refund to the [HSC employer]

the sick pay received. In the event that the damages received are less than the sick pay received, the total damages must be refunded to the [HSC employer].

Annual Leave/Statutory and Public Holidays

19. Your annual leave entitlement is set out in the Schedule plus 10 statutory and public holidays. The leave year will run from 1 April to 31 March. The taking of annual leave must be approved in advance and will be granted subject to the exigencies of the Service. Up to five days leave may be carried forward from one leave year to another subject to the conditions set down in Section 13 of the NHS Agenda for Change Terms and Conditions Handbook.

Motor Vehicle Provision

20. You will be offered a leased car in accordance with the leased car provisions of Annex 13 and Section 17 of the NHS Agenda for Change Terms and Conditions Handbook.

Other Conditions of Employment

21. In general the conditions of employment other than for remuneration and performance assessment are those laid down in the NHS Agenda for Change Terms and Conditions Handbook which may be amended from time to time.

Confidentiality

22. Confidentiality of patient information and personal information on staff must be preserved at all times. Your appointment will involve you in the [HSC organisation's] commercial activities and other business matters. During and after the termination (howsoever arising) of your appointment with the [HSC employer] you will be subject to a duty of confidentiality in relation to any information of a confidential nature. You will not, except in the performance of your duties with the [HSC employer] or unless ordered to do so by a Court or Tribunal or at the request and direction of the Minister of Health, divulge to any person in any manner whatsoever, any confidential information covering the business or transactions of the [HSC employer] and its activities and/or its patients or staff and you will use all reasonable endeavours to prevent disclosure of such information. Breach of this confidence may result in dismissal.
23. Where you believe that you are being required to act, or you believe that others are acting, in a way which is illegal, improper, unethical or which may involve possible maladministration you should report the matter forthwith to the Chairman and the full Board of the [HSC employer] and, where appropriate, to the Department of Health.

24. All copyright, works, designs, text, records, administrative and financial material and systems made, written or designed or originated by you during the course of your employment with the [HSC employer] and in connection with your appointment with the [HSC employer] shall vest in the [HSC employer]. For the avoidance of doubt copyright as created by you outside working hours, on a private basis and not exclusively in relation to the [HSC employer] shall remain your own property with the agreement of the [HSC employer].

Data Protection

25. Information about you, your appointment and qualifications may be included in relevant computer files and manual records within the [HSC employer]. These files are registered for Data Protection purposes. Further information, if required, may be obtained from the (B/T/A) Human Resources Department.
26. You should also be aware that unauthorised disclosure of data could render you liable to civil action for damages.

Outside Employment and Financial Interests

27. You should not engage in any outside employment or in any activity which would in any way weaken public confidence or impair your usefulness to the [HSC employer] or in any occupation which might conflict with the interest of the [HSC employer] or be inconsistent with your position in the [HSC employer]. If you have any doubt about the propriety of engaging in any additional employment, or other activity, you should seek and accept the advice of the [HSC organisation].
28. You must declare to the [HSC employer] any financial interest or relationship you may have which may affect the [HSC organisation's] policies and decisions.

Gifts, Hospitality, Fees & Emoluments

29. You must not accept gifts or excessive hospitality in the course of your employment. The guidance contained in Departmental Circular HSS (GEN 1) 1/95 must be observed at all times. Any fees or emoluments received by you in the course of your employment under this contract shall, unless otherwise directed by the [HSC employer], be surrendered to the [HSC employer].

Personal Effects

30. The [HSC employer] cannot accept responsibility for articles belonging to members of staff lost or damaged, whether by fire, burglary, theft or otherwise, unless such articles have been handed over for safe custody and receipt obtained. You are

therefore advised to make your own arrangements for appropriate insurance cover with an insurance company of your own choice.

Health and Safety

31. The [HSC employer] has a duty to ensure so far as is reasonably practicable, the health, safety and welfare at work of all its employees. You must co-operate with the [HSC employer] so far as is necessary to enable compliance with that duty. You must also take reasonable care for the health and safety of yourself and the other people you come into contact with who could be affected by your work.

Disciplinary Procedures

1. In the event of misconduct or failure to perform you will be subject to the [HSC organisation's] disciplinary procedures. For further details contact the Human Resources Department.

Grievance Procedure

33. Any grievance, which you may have, should be raised in accordance with the [HSC organisation's] grievance procedures. For further details contact the Human Resources Department.

Criminal Convictions

34. You are required to immediately notify the [HSC employer] if you are: under investigation in regard to; charged with; or convicted of; any criminal offence.

Representation

35. You have the right to join a Trade Union.

Equal Opportunities Policy

36. The [HSC employer] is an equal opportunities employer and has specific statutory duties under Section 75 of the Northern Ireland Act. You as [job title] must ensure that the [HSC employer] complies fully with its obligations in this area.

Code of Conduct

37. You are required to comply with the Code of Conduct for HPSS Managers as set out in Circular HSS(SM) 4/2003. Failure to comply with this Code of Conduct may lead to disciplinary action under the [HSC organisation's] disciplinary procedures.

Acceptance of Terms and Conditions of Employment

38. If you agree to accept the appointment on the terms outlined in this document please sign the form of acceptance on both copies of the document and return one to me retaining the other as your personal copy.

Yours sincerely

CHAIRMAN/CHIEF EXECUTIVE
[HSC employer]

TO CHAIRMAN/CHIEF EXECUTIVE
[HSC employer]

ACCEPTANCE OF TERMS AND CONDITIONS OF EMPLOYMENT

I accept this appointment on the basis of the terms and conditions of employment contained in or referred to in this document.

SIGNED _____ DATE

NAME IN BLOCK CAPITALS

SCHEDULE TO THE [HSC employer] LETTER DATED []

1.	POST	Job Title
2.	DATE OF COMMENCEMENT	Commencement Date
3.	DUTIES	As per job description issued to you
4.	LOCATION OF POST	[HSC employer] Area Initially based at: Location
5.	HOURS OF DUTY	Chief Executives/Senior Executives are expected to work such hours as are necessary for the full performance of their duties and responsibilities.
6.	REMUNERATION	(a) Grade () (b) Salary scale: Min Sal – Max Sal per annum. (c) Entry point
7.	DATE OF COMMENCEMENT OF CONTINUOUS EMPLOYMENT	The date of commencement of your period of continuous employment is (date).
8.	ANNUAL LEAVE	Entitlement: () Annual Leave days (based on a five day week)
9.	PERIOD OF NOTICE	3 Months

SENIOR EXECUTIVES' PERFORMANCE MANAGEMENT SCHEME REVISED 2025

Introduction

1. A robust system of performance management is essential to underpin the performance related salary progression for Senior Executives within the context of pay and grading arrangements. It is essential that salary progression is linked to performance and is clearly based on and related to improvements to services. When considering Senior Executives' performance employers must take full account of the progress made towards delivering strategic objectives including those stemming from the policy priorities and the key commitments being made by the Executive and the Department.
2. In order for Senior Executives to qualify for incremental progression, performance management schemes should be in place before the start of the period during which performance is to be assessed. Within this Scheme some flexibility will be required for newly appointed staff.

Aims

3. The overall aims of an effective performance management scheme are to:
 - Set clear, challenging, yet achievable targets for individuals;
 - Help identify where support is required at an early stage, both at individual and organisational level;
 - Drive performance;
 - Reinforce the commitment of Senior Executives to the mission, values, strategies and objectives of the organisation and the HSC;
 - Deliver a clear and positive message about the performance expectations of the organisation;
 - Direct attention and endeavour to those areas which are critical to the success of the organisation by specifying performance goals and standards;
 - Emphasise individual performance as appropriate;
 - Provide the means of assessing development needs of the individual concerned; and
 - Improve the retention and recruitment of highly qualified and experienced staff.

Key Themes

4. The key themes of a successful Performance Management Scheme are:
 - There must be evident commitment to the Scheme by the Chair, Non-Executive Directors and Senior Executives within the organisation in order to monitor and support its use. This means that all of those involved in the Scheme must be prepared to make the necessary time available to ensure its effective operation.
 - Continuous assessment and mid-year reviews are part of the process, a performance review should not be a once-a-year event.
 - The Scheme must give individuals the opportunity to discuss and plan for their own development needs.

Roles

Department of Health

5. The Department will expect the processes governing performance-related salary progression to be subject to the highest standards of governance locally. As Principal Accounting Officer, the Permanent Secretary will wish to be assured that the objectives and targets set for Senior Executives fully reflect those objectives and targets set in the Executive's and Department's policy documents.

Board

6. The role of the Board of the organisation in the Scheme is to determine the strategic and operational corporate objectives of the organisation for the year ahead taking into account the parameters established by the Department and to incorporate them within its business or development plan. It is also to endorse all Remuneration Committee's recommendations relating to the Scheme.

Remuneration Committee

7. Notwithstanding the greater central role over some aspects of Senior Executives' remuneration, the Remuneration Committees will have a crucial continuing role in managing and overseeing the performance management process. The role of the Remuneration Committee in the Scheme is to:
 - Encourage effective appraisal of staff performance;
 - Scrutinise the Senior Executives' performance objectives at the outset of the appraisal period to ensure that they are consistent and robust and reflect broad Executive and Departmental priorities as well as organisational priorities;
 - Ensure that a robust performance appraisal process has taken place in line with the process set out in this Scheme;
 - Recommend whether or not individuals should progress to the next increment; and
 - Monitor consistency of approach and standards of assessment across the range of Senior Executives being reviewed.

Chair

8. The role of the Chair in the Scheme is to:
 - Agree the Chief Executive's performance objectives;

- Carry out mid-year review and continuous assessment by giving the Chief Executive ongoing feedback on performance;
- Complete final report on the Chief Executive's performance and make a recommendation on incremental progression to the Remuneration Committee.
- Serve as a point of review for a Senior Executive who is not satisfied at the outcome of his/her performance assessment.

Chief Executive

9. The role of the Chief Executive in the Scheme is to:

- Agree individual performance objectives with the other Senior Executives;
- Carry out mid-year review and continuous assessment by giving the other Senior Executives ongoing feedback on performance;
- Complete final report on the individual's performance and make a recommendation on incremental progression to the Remuneration Committee.

Senior Executive

10. The role of the Senior Executive in the Scheme is to:

- Agree performance objectives in consultation with the Chief Executive;
- Participate in mid-year review and continuous assessment;
- Take responsibility for personal development in line with agreed objectives.

Performance Objectives

11. Personal Performance plans and associated objectives must be linked to the employer's business or development plan. This plan will encompass objectives set out in the Executive's and Department's current strategic documents, the objectives of which should be translated by Senior Executives into goals and constraints for their own functions and for those of their staff.
12. Individuals must be clear about the targets and standard of performance required and these should be agreed with them in advance. Everyone should be able to track their own performance against those targets and standards throughout the period over which performance is being assessed. There should be no surprises revealed when performance is formally assessed against objectives.
13. It is important to avoid short-term thinking. Long-term as well as short-term goals should be set.
14. All those involved in the Scheme should have an input into the determination of the critical success factors and performance indicators both for themselves and the organisation.
15. The prime purpose of an individual's performance plan should be to make clear and explicit the contribution that the individual has agreed to fulfil over the performance review period, and to identify steps to support individual development and achievement.

Personal Development Plans

16. In the same way that business planning is needed to provide direction for the business, careful planning is an essential element in personal development. Individuals perform better when they know clearly what they should be doing to be effective in their job. Alongside the setting of objectives, the individual's performance planning process should include dialogue to identify any training or development needed by the individual to deliver the agreed service for the period and to consider appropriate development for likely future roles within the HSC.

Review of Objectives and Progress

17. The responsibility for preparing an individual performance plan at the start of the performance year will be a joint one between the individual and their immediate line manager. In the case of the Chief Executive the Chair of the HSC organisation will fulfil the line manager role. Similarly, it will be a joint responsibility to ensure that appropriate face to face discussion takes place in the course of the performance period to support the performance review and appraisal processes.
18. As a minimum this will require:
- A meeting at the start of the period to discuss and agree objectives and targets for an individual performance plan and a personal development plan.
 - At least one mid-year meeting. This recognises that objectives are susceptible to changing circumstances and progress against them needs to be reviewed more frequently than once a year. Apart from reviewing whether the objectives and their relative priorities are still relevant, and agreeing adjustments to these if necessary, such meetings also provide the opportunity to address any difficulties that the individual or the line manager is encountering. However, it is also important to keep in mind that difficulties or concerns should be addressed as soon as possible and not necessarily left to wait for a mid-year review meeting.
 - An end-of-period meeting to review overall performance, including personal development, against the individual plan and discuss the individual performance for the year. This end of period meeting should coincide with the meeting to discuss and agree objectives and targets to prepare an individual performance plan and personal development plan for the following performance period.
 - The Remuneration Committee to endorse objectives and agree performance ratings for all Senior Executives.

Evidence of Performance

19. Evaluation of performance should be based entirely on evidence of achievement of service or task objectives. Clearly therefore the outcome measures for each of the service objectives or targets will be the yardstick against which performance against these objectives must be evaluated.

Relating Pay to Performance

20. The performance of each individual will be assessed and rated each year as either "satisfactory", or "not satisfactory", according to how successfully objectives or targets have been met. Individual Performance Review definitions are as follows:

- Satisfactory - A positive, effective and creditable performance, fully attaining the level expected in achieving all objectives and targets set either fully or partially, where mitigating factors have contributed to any delay in full achievement.
 - Not satisfactory - Achievement is below that required. Weaknesses are apparent and some improvement is necessary to bring performance up to the level expected in the job.
21. Individuals who have a minimum of 90 days in post prior to the end of the relevant reporting period, and with satisfactory performance, may be recommended to progress to the next incremental point on their relevant pay scale, according to the Level of the post they are in, until reaching the maximum pay point for that scale. Once the range maximum has been reached there is no further consolidated pay progression.
22. Each pay scale will be reviewed annually. The Minister will decide on an appropriate uplift, with the average award made to those within Agenda for Change Bands 8 (on average) being the minimum reference value.

Timing of Performance Review and Progression

23. The annual performance review cycle will run from 1 April to 31 March each year, linking with the organisational performance management cycle. Accordingly, incremental progression is payable with effect from 1 April of the year immediately following the end of the performance review cycle, but may not be processed until an end of year assessment has been completed.
24. End of year reviews should be completed as soon as is practicable following the end of the performance review period on 31 March each year. This process should coincide with the process of agreeing objectives for the current year. Once the performance assessment is carried out a recommendation should be made to the Remuneration Committee on individual progression to the next increment on the pay scales.
25. The Remuneration Committee will consider the performance assessments and make formal recommendations to the Board.
26. Once the process has been completed and the performance assessments endorsed by the Board, payment of the relevant incremental pay increases may be implemented.