



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Organisational Transformation Corporate Delivery Committee

**At:** Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

**On:** Tuesday, 25 October 2022

**Time:** 2.00 pm

**Chair:** Councillor Mandy Evans

**Membership:**

Councillors: P N Bentu, J A Hale, T J Henneagan, M Jones, S Joy, F D O'Brien and L V Walton

**Watch Online:** <https://bit.ly/3SxKdre>

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### Agenda

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<b>2 Disclosures of Personal &amp; Prejudicial Interests.</b> <a href="http://www.swansea.gov.uk/disclosuresofinterests">www.swansea.gov.uk/disclosuresofinterests</a>	
<b>3 Minutes:</b> To approve & sign the Minutes of the previous meeting(s) as a correct record.	1 - 3
<b>4 Reward and Recognition.</b>	4 - 35
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**Next Meeting:** Tuesday, 22 November 2022 at 2.00 pm

A handwritten signature in black ink that reads 'Huw Evans'.

**Huw Evans**  
Head of Democratic Services  
Tuesday, 18 October 2022

**Contact: Democratic Services - (01792) 636923**

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# Agenda Item 3



City and County of Swansea

## Minutes of the **Organisational Transformation Corporate Delivery Committee**

**Multi-Location Meeting - Gloucester Room, Guildhall / MS**

**Teams**

**Tuesday, 27 September 2022 at 2.00 pm**

**Present:** Councillor P Bentu (Vice-Chair) Presided

**Councillor(s)**

J A Hale  
F D O'Brien

**Councillor(s)**

M Jones  
L V Walton

**Councillor(s)**

S Joy

**Officer(s)**

Nick Huffer  
Samantha Woon  
Ness Young

Employment Lawyer  
Democratic Services Officer  
Interim Director of Corporate Services

**Apologies for Absence**

Councillor(s): V M Evans

Councillor D H Hopkins, Cabinet Member for Corporate Service & Performance

Councillor A S Lewis, Cabinet Member for Service Transformation

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### 13 To receive Disclosures of Personal & Prejudicial Interests from Members

Councillors P N Bentu, J A Hale and M Jones declared a personal interest in Minute No.15 - Transformation.

### 14 Minutes

**Resolved** that the minutes of the Organisational Transformation Corporate Development Committee held on 26 July 2022 be approved and signed as a correct record.

### 15 Transformation

The Interim Director of Corporate Services provided a presentation on 'Transformation.' Members noted that the Transformation Strategy and Programme goals were being reviewed in line with one of the Council's first hundred days' policy commitments. A report was scheduled to be presented to Cabinet in November which would include proposed transformation goals for 2023-27.

The Interim Director of Corporate Services sought members' views on and their experience of the council's previous transformation programme Sustainable

Swansea (2015-2019) and the Achieving Better Together (2020-2022) Programme, in terms of what they thought they had achieved and what the priorities should be for the next programme. In response to a Member question about the impact of previous programmes, she explained that a lessons' learned review was currently being undertaken which would not be available until January 2023. As such detailed information on what individual projects had achieved was not available to inform the Committee's discussion.

Members raised the following as being potential priorities for any new transformation programme:

- Workforce (including the need to cut agency costs and create substantive posts)
- Co-production
- Economic development opportunities (e.g., potential bid to become a Freeport)

The Interim Director of Corporate Services informed the Committee that funding had been secured from the Economic Recovery Fund to appoint the not for profit organisation Co-Production Network for Wales (Co Pro Lab) to help the council to improve its co-production capability. In response to a Member question, the Interim Director of Corporate Services agreed to provide details of the contract terms of reference. In response to a specific Member question, the Interim Director of Corporate Services agreed to provide the committee with a note on the council's current position in relation to Welsh Government's Freeport policy.

The Interim Director of Corporate Services then outlined a definition of transformation and explained why further transformation would be needed in the years ahead, particularly in the context of the public finance outlook and impact of inflation and energy costs on the council. She explained that the transformation strategy and goals would need to be developed in conjunction with the development of the new corporate plan (2023-27) and the Medium-Term Financial Plan covering the same period. This would process was ongoing. In the meantime, the Interim Director outlined six possible transformation goals on which she sought members' views.

The Vice Chair highlighted the importance of the sixth goal "*To develop a motivated and committed workforce that is innovative, supported, skilled and customer-focused*" and in particular the challenge for the workforce of managing impact of the current cost-of-living crisis on the council and themselves.

The Interim Director suggested the Committee have a second session on transformation in January 2023 when the report on lessons learned from previous transformation programmes would be available and further work would have been done on the corporate plan and MTFs. The Committee agreed.

**Resolved** that:

- 1) The Interim Director of Corporate Services provide Members with details of the contract terms of reference relating to co-production work that had been commissioned by the council.

- 2) The Interim Director of Corporate Services provide Members with a note on the council's current position in relation to Welsh Government's Freeport policy.
- 3) The committee would have a further meeting on the topic of transformation in January 2023 to include consideration of the lessons learned report.

## 16 Work Plan 2022-2023

The Interim Director of Corporate Services introduced the Work Plan 2022-23.

Members' discussed the detail of the items/timetabling and noted that should there be a requirement, special meetings could be convened. Furthermore, meetings were not subject to one-hour slots and could be extended (with prior notification provided to Members). It was agreed that co-production would be added to the forward work programme.

### **Resolved** that:

- 1) Co-production would be added to the forward work programme.
- 2) The forward work programme would be confirmed up to January 2023 as follows:

25 October 2022	<ul style="list-style-type: none"><li>• Rewards &amp; Recognition of Staff</li></ul>
22 November 2022	<ul style="list-style-type: none"><li>• Agile Working</li></ul>
20 December 2022	<ul style="list-style-type: none"><li>• Recruitment &amp; Selection</li></ul>
24 January 2023	<ul style="list-style-type: none"><li>• Transformation</li></ul>
28 February 2023	<ul style="list-style-type: none"><li>•</li></ul>
28 March 2023	<ul style="list-style-type: none"><li>•</li></ul>
25 April 2023	<ul style="list-style-type: none"><li>•</li></ul>
To be Scheduled	<ul style="list-style-type: none"><li>• Customer Contact Strategy.</li><li>• Swansea as the first Human Rights City.</li><li>• Co-production.</li></ul>

The meeting ended at 2.54 pm

**Chair**

# Agenda Item 4



## Report of the Head of HR and Service Centre

Organisational Transformation Corporate Delivery Committee -  
25 October 2022

### Reward and Recognition

<b>Purpose:</b>	To inform the Committee of the Council's current reward and recognition strategy.
<b>Report Author:</b>	Rachael Davies
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 The Council's approach toward Reward and Recognition is detailed in the annual Pay Policy Statement 2022/23. It is a statutory requirement as per the Localism Act (2011) in which English and Welsh authorities must publish a Pay Policy Statement on an annual basis, setting out their approach to all aspects of pay and remuneration. Swansea Council last adopted the annual pay statement in March 2022.
- 1.2 The Pay Policy Statement covers the Council's approach to financial remuneration, market supplement, honoraria payments, the link to pay and performance, exit payments, voluntary severance and pension schemes. It does not cover any non-financial benefits.

#### 2. Pay Policy Statement 2022/23

- 2.1 Pay is the single largest influencing contributor to overall remuneration packages and the Council adopts the nationally agreed pay award rates as and when they are agreed between national employers and trade unions.
- 2.2 The National Joint Council (NJC) covers most Council employees with the exception of Chief Executives, Chief Officers, teachers, Soulbury officers and Youth and Community workers. The NJC pay spine of 43 spinal column points is exceeded in Swansea by an additional 6 points, making the salary

range Scp 1 £19,650 (£10.00 per hour) to Scp 49 £53,994 (£27.99 per hour).

Within that range there are 12 pay grades, most of which have 5 spinal column points. The lower pay grades have either 1, 2 or 3 spinal column points in them. Appendix A contains a full list of each pay grade.

- 2.3 Pay is determined by the process of job evaluation. All NJC posts were evaluated in 2014 and newly created roles emerging since that time have all been evaluated against the same scheme to determine the correct grade. A panel of trained job evaluators undertake evaluations.
- 2.4 Honoraria payments may be made where an employee is undertaking duties of a higher grade for a temporary period. Circumstances could include covering some duties for a manager who is on long term absence as opposed to the full role.
- 2.5 Pay is increased in line with nationally agreed pay awards each year.
- 2.6 The Council does not pay any bonus payments.
- 2.7 There may be rare occasions where recruitment shortages in a specific workforce group could lead to market supplements to pay being offered. The Council has a market supplement policy to determine how and when these payments might be considered appropriate.

### **3. Local Government Pension Scheme (LGPS)**

- 3.1 Swansea Council employees are automatically enrolled into the Local Government Pension Scheme (LGPS) where they meet the entry criteria and where they do not elect to opt out.
- 3.2 The pension scheme provides a career average pension upon retirement as well as death in service and dependent pension provision. The scheme remains generous and an attractive part of the reward package compared to many employers as the employer contributions far outweigh the contributions made by individual members of the scheme
- 3.3 Members of the pension scheme can also choose to purchase Additional Voluntary Contributions (AVC's) to top up their pension benefits.

### **4. Terms and conditions of employment**

- 4.1 The Council provides a range of terms conditions of employment that help provide a supportive, fair and inclusive package of benefits in order to both attract new recruits and retain members of the existing workforce.
- 4.2 Annual leave is based on length of service. Those with less than 5 years' service receive 24 days, those with 5-9 years' service receive 29 days and those with 10 years or more receive 33 days. The Council operates an

additional annual leave purchase scheme where a proportion of pay can be deducted across the calendar year to buy up to 10 additional annual leave days.

4.3 In addition to annual leave, the Council recognises that there are a minimum of 8 Bank Holidays each year which are given as paid time, and one extra statutory day. Special leave is also available for unexpected absence such as bereavement, serious illness of dependents, jury service and hospital appointments.

4.4 The occupational sickness scheme provides for financial support during periods of illness:

During 1 <sup>st</sup> year of service –	1 month full pay and (after completing 4 months' service) 2 months' half pay
During 2 <sup>nd</sup> year of service –	2 months full pay and 2 months half pay
During 3 <sup>rd</sup> year of service –	4 months full pay and 4 months half pay
During 4 <sup>th</sup> & 5 <sup>th</sup> year of service –	5 months full pay and 5 months half pay
After 5 years' service -	6 months full pay and 6 months half pay

4.5 The Council is supportive of flexible working to enable employees to have a healthy work/life balance and the Flexible Working Policy includes voluntary reduction of hours, part-time working, job sharing, annualised hours, compressed hours, term time working, home working and career breaks as options available to apply for.

Further, the Council operates a Flexi Time Scheme in which those workforce groups who are not on fixed shift patterns due to the nature of the service that they operate within, can use to manage their weekly hours. Employees on flexi time can accrue up to 12 hours on the clock in a period and take one day flexi leave per period (part time staff are pro rata).

4.6 Maternity/Paternity, Adoption, shared parental leave and time off for dependents policies are in place that go beyond the statutory minimum to support the workforce when becoming parents.

## **5. Non-financial benefits**

5.1 The Council currently offers a range of non-financial benefits to staff alongside the nationally set annual pay award increases and the nationally and locally negotiated terms and conditions.

5.2 In September 2022 a new employee benefits platform, Edenred, was launched. This platform provides Swansea Council staff with access to the following:

- Cycle to Work Scheme
- Car Leasing Scheme
- Health Cash Plan
- MyAdvantages – discounts on retail, leisure and health

Additionally, other opportunities have been identified to promote to the workforce including the Civil Service Sports Council which provides membership for discounted leisure, spending discounts and volunteering opportunities, a mobile phone discount for staff and family members through EE Perk, First Cymru bus travel discount and a wide range of locally agreed discounts at hospitality venues, childcare and play facilities, leisure facilities and retailers.

All information on these offers is available on the Staff Intranet and instructions on how to access if staff do not have the Staff Intranet are also issued.

## **6. Recognising Performance**

- 6.1 The Council does not reward financially on the basis of performance. A performance management policy is in place and regular discussions and appraisals are expected between managers and their direct reports. The purpose is to recognise good performance and identify any areas for development.

## **7. Staff Feedback**

- 7.1 The last staff survey was undertaken in 2018 and feedback from the workforce regarding reward and recognition was sought.

When asked how satisfied they were, 77% answered positively to the statement 'The recognition I get for good work,' a slight increase from 75% in 2017. Staff surveys have taken a different approach during Covid due to the increase in displacement and a staff engagement group was established in July 2022 to discuss ways in which engagement can be improved.

## **8. Workforce Strategy 2022-2027**

- 8.1 Reward and recognition is a key element of a successful attraction and retention strategy. To ensure workforce commitment and high performance, an effective approach to reward and recognition is necessary, and the Council will have to continuously review the pay, terms and conditions and non-financial benefits on offer to ensure they are relevant, appropriate and valued by the workforce.
- 8.2 The Council's Workforce Strategy 2022-2027 identifies 'An Employer of Choice' as one of its four central strands, and highlights 'Recruitment and Retention' and 'Recognising Performance' as the two objectives that will enable Swansea Council to strive to be seen as an employer of choice.
- 8.3 The Workforce Strategy action plan sets out the 'Recognising Performance' actions as follows:



## Strand 7 – Recognising Performance

Review of pay and grading across the Council and for senior roles as identified through the senior management review	To optimise pay and grading arrangements. Review and deliver “future proof” Chief Officer scheme. Review potential for new Officer JE scheme.	TBD on appointment of Pay & Grading Officer	March 2023	Head of HR	Pay and Grading Officer Directors	Funding received for recruitment of Pay & Grading Officer.
Delivery of a revised, “fit for purpose” Performance Management approach, to reflect the future needs of the Council,	Delivery of “Performance and Goals performance management system through Oracle Fusion Delivery of revised Performance Management Policy Corporate and Directorate Objectives Reviewed and Agreed	Oracle Fusion implemented October 2022 Rollout to Council by March 2023	March 2023	Head of HR	Oracle fusion team HR&OD  CMT Leadership Team Trade Unions	Engagement with Oracle Fusion team ongoing
Delivery of Action Plan to address Gender, Disability and Race Pay Gap Issues.	Delivery on Actions identified through Plan Develop readiness for Disability and Race Pay Gap issues	Establishment of Workforce Equalities Group Appointment of Pay and Grading Officer	September 2023	Head of HR	Workforce Equalities Group Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer
Consider re-introduction of “career grades” as part of Pay policy/ strategy	Identified through Staff Focus Group Process to address recruitment and retention issues	Appointment of Pay and Grading Officer	September 2023	Head of HR	Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer

## **9. Future considerations**

9.1 The actions contained in the Workforce Strategy focus primarily on the financial reward element of being an employer of choice, focusing on pay and grading and performance management. Additional areas to explore could include:

- Salary sacrifice AVC schemes – this is becoming a popular choice in the public sector, supporting individuals retirement plans and reiterating the importance of saving for the future.
- Long service awards – whilst financial payments to recognise long service were phased out in 2014 there are non-financial ways in which long term contribution to public service can be recognised and thanked.
- Staff awards – recognising excellence and celebrating success stories by holding staff awards is a further way of demonstrating the value that staff have to the Council, it's senior leadership team and elected members. Allowing colleagues the opportunity to nominate peers helps engage wider audience and can shine a spotlight on individuals and teams deserving of wide recognition from across the organisation.

## **10. Integrated Assessment Implications**

10.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs

10.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in

accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

- 10.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 10.4 There are no integrated assessment implications associated with this report. There is no impact identified on people and/or communities when considering all the impacts identified in the screening. This is a for information report and does not require any decision making which could impact on others.

## **11. Financial Implications**

- 11.1 There are no financial implications directly associated with this report.
- 11.2 Several items referenced in the report could, if adopted, result in additional costs if Cabinet and Council were to pursue them . Any such policy choices would be appropriately considered at the time including affordability and changes if necessary made to budgets.
- 11.3 The single biggest component of cost each year will be the national pay award and whether it is fully funded or not in the settlement the Council receives from Welsh Government.

## **12. Legal Implications**

- 12.1 There are no legal implications associated with this report.

**Background Papers:** None

### **Appendices:**

Appendix A: Pay Policy Statement 2022/23

Appendix B: IIA



**PAY POLICY STATEMENT 2022/23**

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## 1.0 Introduction

- 1.1 Under Section 112 of the Local Government Act 1972 the Council has the power 'to appoint officers on such reasonable terms and conditions as the Council thinks fit'.
- 1.2 This Pay Policy statement sets out the Council's approach to Pay Policy in accordance with the requirements of sections 38 to 43 of the Localism Act 2011 which requires English and Welsh Local Authorities to produce and publish a Pay Policy Statement for each financial year, detailing:
- 1.3 The Council's policies towards all aspects and elements of the remuneration of Chief Officers, including;
  - The approach to the publication of, and access to, information relating to all aspects of the remuneration of Chief Officers;
  - The Council's policy on the remuneration of its lowest paid employees (including the definition adopted and reasons for it);
  - The relationship between the remuneration of its Chief Officers and other employees.
- 1.4 Local authorities are large, complex organisations with multi-million pound budgets. They have a very wide range of functions and provide and/or commission a wide range of essential services. The general approach to remuneration levels may therefore differ from one group of employees to another to reflect the specific circumstances at a local, Welsh or UK national level. It will also need to be flexible when required to address a variety of changing circumstances, whether foreseeable or not.
- 1.5 The Council recognises the role of trade unions in consultation and negotiation of pay at local, regional and national levels. The Council supports the National Joint Councils and Joint Negotiating Committees, which govern the national agreements concerning pay and conditions of service, which are applicable to all of the employee groups referred to in this pay policy statement.
- 1.6 As required by legislation, full Council approved the first Pay Policy in 2012 and this policy statement came into immediate effect. The Policy is subject to review on a minimum of an annual basis in accordance with the relevant legislation. This policy will be submitted to full Council for approval.
- 1.7 This policy has made reference to the Welsh Government Guidance Pay Accountability in Local Government, December 2020 and November 2021.
- 1.8 The Council's Workforce Strategy for 2022/23 identifies that "Recognising Performance" is a key "Strand" to its success "to incentivise our workforce appropriately". There is the objective to "create a culture of "high performance", "so that we have capable staff who are appropriately incentivised, recognised and motivated to achieve a high performance culture across all teams and demonstrating our core values".

## 2.0 Policy Statement

- 2.1 This Policy includes matters concerning the remuneration of Chief Officers, as defined under the Localism Act 2011, including the publication of and access to information relating to all aspects of their remuneration.
- 2.2 The policy includes details on the remuneration of its lowest paid employees (including the definition adopted and reasons for it) and the relationship between the remuneration of its Chief Officers and other employees.
- 2.3 The Council will endeavour to maintain the constructive Social Partnership approach that it has developed with the recognised Trade Unions and will continue to work closely with them on pay related matters. Collective bargaining will be followed as appropriate for any proposed changes to pay and/or allowances

## 3.0 Legislative Framework

- 3.1 In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes:
  - Equality Act 2010
  - Employment Act 1996
  - Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000 and the Fixed-term Employment (Prevention of Less Favourable Treatment) Regulations 2002
  - Working Time Regulations 1998
  - Agency Workers Regulations 2010
  - Transfer of Undertakings (Protection of Employment) Regulations 2006
  - National Minimum Wage (Amendment) Regulations 2021
- 3.2 The Council will ensure there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

### 3.3 DEFINITIONS

The Act sets out the requirements for Pay Policy Statements and as part of this there are certain terms that are used to define different employee groups and in particular senior officers. This section explains these definitions, and how they apply in this Council. The Localism Act 2011 defines 'Chief Officer' as Chief Executive, Monitoring Officer, Statutory Chief Officers and Non Statutory Chief Officers.

As stated in the Local Government and Elections (Wales) Act 2021, (with reference to the changes introduction in the Local Government (Wales) Measure 2011, the role of "Head of Paid Service" will be replaced by the role of "Chief Executive" from May 2022 Page 13

## **Chief Officers:**

Swansea Council's Chief Officers are as follows:

- Chief Executive
- Statutory Chief Officers:-
  - Director of Education
  - Director of Social Services
  - Director of Finance who undertakes the role of Section 151 Officer
  - Monitoring Officer – Head of Legal, Democratic Services and Business Intelligence
  - Head of Democratic Services (as of 5 May 2022)
- Non-statutory Chief Officers – this refers to non-statutory posts that report directly to the Chief Executive / Directors
  - Director of Corporate Services who undertakes the role of Deputy Chief Executive
  - Director of Place

## **Deputy Chief Officers**

The Localism Act 2011 defines 'Deputy Chief Officers' as those officers that report directly to statutory or non-statutory Chief Officers. In Swansea Council this includes:

- Deputy Section 151 Officer and Deputy Chief Finance Officer
- Deputy Monitoring Officer and Deputy Chief Legal Officer

The Council's senior management arrangements includes Heads of Service. In addition to the posts identified above there are also some Managers that report directly to statutory or non-statutory Chief Officers.

- Heads of Service:
- Place Directorate
  - Building Services
  - Cultural Services
  - Highways and Transportation
  - Housing and Public Health
  - Planning and City Regeneration
  - Property Services
  - Waste, Cleansing and Parks
- Education
  - Achievement and Partnership
  - Planning and Resources
  - Vulnerable Learners
- Social Services
  - Adult Services
  - Child and Family Services
  - Integrated Services
- Corporate Services
  - Communications and Marketing
  - Human Resources and Service Centre
  - Digital and Customer Services
- Finance

## 4.0 Scope

- 4.1 The Localism Act 2011 required Authorities to develop and make public their Pay Policy on all aspects of Chief Officer Remuneration (including on ceasing to hold office), and that pertaining to the 'lowest paid' in the Council, explaining their Policy on the relationship between remuneration for Chief Officers and other groups. However, in the interests of transparency and accountability the Council has chosen to take a broader approach and produce a Policy covering all employee groups with the exception of School Teachers (as the remuneration for this latter group is set by the Secretary of State and therefore not within Local Council control).
- 4.2 The Council has autonomy in making decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers. However, this Policy will be complied with in setting remuneration levels for all groups within its scope.

## 5.0 Principles of the Pay Policy

- 5.1 The Council is committed to an open and transparent approach to pay policy which will enable the tax payer to access, understand and assess information on remuneration levels across all groups of council employees. To this end the following are provided as Appendices to this policy:

- Swansea Council's Employee Pay Scales, Local Government Services Employees (Annex A)
- Swansea Council's Chief Officer Pay Scales (Annex B)
- National Pay Grades - Soulbury (Annex C)

The following are available on the Council's website:

- JNC Chief Officer Terms and Conditions )
- JNC Chief Officer Employment Rules (as per Council Constitution)
- Policy on Redundancy
- Policy on Employee Performance Management
- Annual Leave Policy
- Policy on Travel and Subsistence
- Partnership arrangements
  - Swansea Public Services Board
  - Swansea City of Sanctuary
  - Swansea Poverty Partnership Forum
  - Regeneration Swansea
  - Safer Swansea Advice

- 5.2 In addition to the above, the Chief Executive also plays a lead role in regional agencies such as ERW/Partneriaeth, Swansea Bay City Deal and the South West Wales Corporate Joint Committee.

- 5.3 In this context, it does need to be recognised that, at the more senior grades in particular, remuneration levels need to enable the attraction of a suitably wide pool of talent. This would ideally include people from the private and



public sector and from inside and outside Wales. It is recognised that the Council will often be seeking to recruit in competition with other good public and private sector employers.

- 5.4 In addition, the Council is the major employer in the area. As such we must have regard to our role in improving the economic well-being of the people of the City and County. The availability of good quality employment on reasonable terms and conditions and fair rates of pay has a beneficial impact on the quality of life in the community as well as on the local economy. The Council also has a role in setting a benchmark example on pay and conditions to other employers in the area for the same reasons.

## 6.0 Pay Structures within the Council

- 6.1 **NJC Pay Structure:** The Council uses the nationally negotiated pay spine as the basis for its grading structure. This determines the salaries of the larger majority of the non-teaching workforce, together with the use of other nationally defined rates where relevant.
- 6.2 Pay increases for NJC staff are nationally negotiated. Pay rates for the period 1 April 2021 to 31 March 2022 are detailed in Annex B.
- 6.3 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy.
- 6.4 New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate.
- 6.5 **The Soulbury Committee** has its own pay scales and includes the following groups of staff:-
- Educational Inspectors and Advisers
  - Educational Psychologists
  - Youth and Community Service Officers

In addition to the annual pay increase, the Soulbury Committee determines the national salary framework. On other conditions of service issues, the Soulbury agreement ensures that Soulbury officers have conditions which are not less favourable than other local government staff employed in the Council they work in.

All future nationally negotiated pay increases for Soulbury staff will follow the same process as for Chief Officers; see below. The Council will therefore pay future pay rises as and when determined in accordance with contractual requirements.

The current pay rates for this group of staff are attached at **Annex C**.

- 6.6 **Teachers:** Teachers' salaries are set nationally, and the Teachers' Pay Policy is available on the Council website.

## 7.0 Job Evaluation

- 7.1 Job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs within an organisation. It aims to make a systematic comparison between jobs to assess their relative worth, for the purpose of establishing a rational pay structure and pay equity between jobs.
- 7.2 The Council implemented Single Status for all staff in terms of Pay, Grading and Terms & Conditions on 1 April 2014. The concept of equality was central to this work and our Equality Impact Assessment (EIA) process has been utilised throughout. It has informed the negotiating position of the Council in relation to a number of Terms and Conditions. The Council engaged Northgate to assist us to carry out an EIA in respect of our new pay model.
- 7.3 The Council currently uses 2 job evaluation schemes: the GLPC Chief Officers Scheme and the methodology of Job Family Allocation.
- 7.4 As part of the Senior Management Review, it is intended that a further review of pay and grading arrangements will be undertaken in 2022/23.

## 8.0 Market Supplements

- 8.1 Job evaluation has enabled the Council to set appropriate remuneration levels based on internal job size relativities within the council. However, from time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity.
- 8.2 It is the Council's policy that any such additional payments be kept to a minimum and be reviewed on a regular basis so that they can be withdrawn where no longer considered necessary, as set out in the Market Supplement Procedure.
- 8.3 Where there are specialist technical roles required within a service, and the recruitment process has failed to deliver appropriately qualified suitable candidates for the role on offer, the Head of Service will submit a full business case for the additional market supplement payment, based on current labour market research for these required skills, to Corporate Management Team for approval.

## 9.0 Honoraria Payments

- 9.1 The Council recognises that it may be necessary from time to time to apply an additional payment when an employee is requested to 'act up' into a higher graded post or temporarily undertake additional duties associated with a higher graded post. In these circumstances an honoraria payment may be made, and the Honoraria Procedure seeks to ensure that honoraria payments are transparent, properly considered, subject to proper review and implemented on a consistent basis.

## 10.0 Pay and Performance

- 10.1 The Council expects high levels of performance from all employees and has a performance review process in place to monitor, evaluate and manage performance on an ongoing basis. No performance-related pay is currently applicable to any employee group.
- 10.2 The Chief Executive's performance review is undertaken by the Chief Executive's Appraisal and Remuneration Committee on an annual basis. The Chief Executive publishes the objectives set by the Council in the Chief Executive's blog. The Committee assists the Chief Executive in the annual appraisal of the Deputy Chief Executive.
- 10.3 For Chief Officers, the annual increment (if not already at top of scale) is awarded only when the Performance Review is deemed satisfactory.
- 10.4 The Council has an Employee Performance Management policy that is available on the Council's website.

## 11.0 Chief Executive

- 11.1 The role of Chief Executive is a full time and permanent appointment. The post holder is selected on merit against objective criteria, following public advertisement, and then will be appointed by full Council. The Local Government and Elections (Wales) Act 2021 introduced additional functions for the Chief Executive to keep certain matters including the organisation and appointment of the council's staff under review and where appropriate to do so to report to the council setting out proposals in respect of those matters.
- 11.2 The Chief Executive works closely with elected members to deliver the Council's Recovery Plan – Achieving Better Together.
- 11.3 The Chief Executive routinely works outside of the standard Monday to Friday business week, The Chief Executive also heads the Gold Command 'on call' arrangements particularly to cover emergency planning requirements.
- 11.4 The Chief Executive is employed on Joint National Committee for Chief Executives of Local Authorities (JNC for Chief Executives) terms and conditions. The JNC for Chief Executives negotiates on national (UK) annual cost of living pay increases, and any award of the same is determined on this basis. These pay awards are effective from 1 April each year however they are not normally confirmed in advance of this date.
- 11.5 The Chief Executive will act as the Returning Officer for Local Government Elections. The appointment of Electoral Registration Officer is required by S8 of the Representation of the People Act 1983 and the appointment of Returning officer by S35 of the Representation of the People Act 1983. All other Elections and referenda are not included; and this is covered by the JNC Terms and Conditions of Employment.

- 11.6 The 1.5% Chief Executives Pay Award for 2021/22 will increase the Chief Executive's current salary to £154,962.

## 12.0 Chief Officers

- 12.1 'Chief Officers' are defined within S43 of the Localism Act. The posts falling within the statutory definition of S43 of the Localism Act are as follows;

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

For the purposes of its Pay Policy, Swansea Council includes those who are designated Heads of Service.

- 12.2 No bonus or performance related pay mechanism is applicable to Chief Officers' pay; although the annual increment (if not already at top of scale) is only awarded once the Annual Performance Review has been deemed as satisfactory. The Chief Executive is on a spot salary, with no incremental progression.
- 12.3 In respect of the nationally agreed JNC Pay Award for the Chief Executive's salary, half is afforded automatically with the other half subject to the performance rating at the Annual Performance Review. The current Chief Executive is on a spot salary with no incremental progression.
- 12.4 **Chief Officer Pay Decisions:** Although any pay increases referred to above are part of the nationally agreed terms and conditions, the Council's Constitution Employment Procedure Rules states that any decision to determine or vary the remuneration of Chief Officers (or those to be appointed as Chief Officers) must be made by full Council.
- 12.5 Therefore, in accordance with these rules, the Council's decision to agree this Pay Policy Statement constitutes agreement to implement future pay increases determined by the relevant negotiating body effective from 1 April 2022, as accounted for in the Budget set and agreed by Council.
- 12.6 Any additional financial implications arising from the national pay agreements determined after this date that cannot be met within the Council's agreed Budget will be referred to Council for consideration and decision.
- 12.7 **Additions to salary of Chief Officers:** The Council does not apply any bonuses or performance related pay to its Chief Officers. However, the annual increment (if not already at top of scale) is only awarded once the annual Review has been deemed as satisfactory.
- 12.8 The Council does pay all reasonable travel and subsistence expenses on production of receipts and in accordance with JNC conditions and other local conditions.

- 12.9 The cost of membership of one half of a professional body is met by the Council if it is deemed an essential requirement of the post.
- 12.10 **Pay Increases - Chief Officers:** The Council employs Chief Officers under JNC terms and conditions which are incorporated in their contracts. The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC determined pay rises and this Council will therefore pay these as and when determined in accordance with current contractual requirements.
- 12.11 Agreement has been reached on the pay award applicable from 1 April 2021 for all officers within the scope of the JNC for Chief Officers. This will increase salaries by 1.50 per cent with effect from 1<sup>st</sup> April 2021 to cover the period up to 31<sup>st</sup> March 2022. The Pay Scale for 2021/22 is attached as Annex A.
- 12.12 **Chief Officer Pay:** The current structure and pay remuneration was approved by the Independent Pay Review Panel in 2018 (appended as Annex B). The Council has approved a full review of the Senior Pay and Grading structure which will be undertaken in 2022/23.

## 13.0 Exit Payments

- 13.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers (and all other employees), prior to reaching normal retirement age, is set out within its Early Retirement & Redundancy Policy in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. This is in respect of a redundancy payment being based on actual weekly earnings (Regulation 5) and when an enhanced redundancy payment of up to 45 weeks' pay would be granted (Regulation 6).
- 13.2 Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007 do not apply as the Council does not increase the total membership of active members (Regulation 12) or award additional pension (Regulation 13).
- 13.3 The Council will comply with Chapter 8 Localism Act 2011 and the Council's Constitution which provides that the Council must determine the level, and any change in the level of remuneration to be paid to a chief officer. Remuneration includes any amounts payable to a chief officer on the chief officer ceasing to hold office, other than amounts that may be payable by virtue of any enactment.
- 13.4 The Council will comply with the Welsh Government's guidance that full Council should be given the opportunity to vote on chief officer severance packages to ensure any settlement presents value for money for taxpayers. In presenting information to full council, the authority will set out clearly all the

components of the relevant severance package including any statutory or non-statutory components.

- 13.5 When calculating the value of a severance package, the following payments should include the following items:-
- salary paid in lieu
  - lump sum redundancy/severance payment
  - cost to the Council of the strain on the pension fund arising from providing early access to an unreduced pension
- 13.6 Exit Payment Cap: Previous Pay Policy Statements have referred to the potential introduction of a cap on exit payments. The Restriction of Public Sector Exit Payments Regulations 2020 came into force across the United Kingdom on 4 November 2020; however, in February 2021 the UK government issued a Treasury Direction to dis-apply the regulations whilst the process of formal revocation can take place, (Revocation of Restriction of Public Sector Exit Payments Regulations 2020).
- 13.7 On 12<sup>th</sup> February 2021 the UK Government announced its decision to revoke the above Regulations in full and has dis-applied the key Regulations until this can be done by the UK Parliament. This means that the cap has been removed in both England and Wales, and there is no current requirement for public bodies to request waivers for exit payments over £95,000.
- 13.8 The Strategic HR&OD Manager will ensure that if there are further decisions made regarding this matter, the appropriate actions will be taken to ensure compliance.

## 14.0 Voluntary Severance

- 14.1 The Voluntary Redundancy Policy provides details of the position on making discretionary payments on early termination of employment under Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. Details of the Council's policy on whether to increase an employee's total pension scheme membership and on awarding additional pension under Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008 is included in our Employer's Pensions Discretions statement.
- 14.2 Further to the EAT decision *University of Sunderland v Drossou* (13 June 2017, the Council will take into consideration any pension contributions that form part of the overall package of 'remuneration' offered to an employee in return for their services. The result of this is that, where appropriate, the employer's pension contributions are included in the calculation of weekly pay subject to the current maximum allowed.

## 15.0 Pay relativities across the Council

- 15.1 The "lowest paid employees" under a Contract of Employment are defined as those employed on a full time [37 hours] equivalent salary in accordance



with the minimum spinal column point currently in use within the Council's grading structure. The Council employs Apprentices [and other such Trainees] who are not included within the definition of 'lowest paid employees' as they are not employed under Contracts of Employment.

- 15.2 The relationship between the rate of pay for the lowest paid and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this Policy Statement.
- 15.3 The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton Report explored the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Council's workforce.
- 15.4 The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive as 1:11 and between the lowest paid employee and average Chief Officer as 1:6
- 15.5 The multiple between the median (average) full time equivalent earnings and the Chief Executive is 1:5 and between the median (average) full time equivalent earnings and average Chief Officer is 1:3.
- 15.6 As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

## 16.0 Support for Lower Paid Employees and Workers

- 16.1 The Localism Act 2011 requires the Council to define its 'lowest paid employee' within the Pay Policy Statement. Within the Council, there are currently 1200 employees at Grades 1, 2 and 3 that are paid below the current Real Living Wage (RLW) rate of £9.90 per hour (including schools based). This is subject to agreement on the NJC Pay Award for 2021/22.

It is recognised that there are clear benefits to the Council, as well as its employees, to support our workforce at that level. As a result, with effect from 1st April 2022, the Council will implement a minimum rate of £10 / hour, i.e. in excess of the Real Living Wage and equates to a minimum annual full-time equivalent salary of £19,240.

This recognises the key contribution our front line, and other lower-paid workers, have made in the delivery of essential services to our residents during the pandemic.

The Council would be Wales' first local authority to provide a £10 minimum rate.

16.2 The current NJC pay scales for 2021/22 are included in Annex A.

## 17.0 Independent Remuneration Panel for Wales

- 17.1 Section 143A Local Government (Wales) Measure 2011 refers to the Independent Remuneration Panel for Wales (IRPW) and sets out their functions in relation to salaries of Chief Executives.
- 17.2 Any changes to remuneration for the Chief Executive role will be referred to the IRPW and any recommendations received from the IRPW will be put before Council when determining any change in remuneration. Council will have regard to any recommendation received from the IRPW when deciding whether or not to proceed with any change to Chief Executive salary.
- 17.3 The Council is required to identify in this pay policy statement whether any such referral has been made to the IRPW, and if so, the nature of the referral, the IRPW's decision and the council response.
- 17.4 The Council has not made a referral to the IRPW relating to the salary payable to the Chief Executive. .

## 18.0 Accountability and decision making

- 18.1 In accordance with the Constitution of the Council, Full Council is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to Chief Officer employees of the Council.
- 18.2 This policy has considered all the recommendations in the Welsh Government guidance notes on Pay Accountability in Local Government in Wales, and has been referred to throughout this Policy statement.

## 19.0 Non-Guaranteed Working Hours

- 19.1 In December 2016 the Welsh Government issued principles and guidance on the appropriate use of non-guaranteed hours arrangements in the devolved public services in Wales. These principles and guidance were developed by the Public Services Staff Commission in social partnership with the Welsh Government's Partnership Council and its sector groups.
- 19.2 The Council is committed to the principles determined by Welsh Government which apply to those employees who are employed on a relief, casual or sessional basis. These employees are used in services within the Council where there is either a need to bring in an additional workforce in order to cover peaks in workload or where the workload is on a one off basis.

## 20.0 Recruitment and Talent Management



- 20.1 Recruitment of Chief Officers: The Council's Policy and Procedures with regard to recruitment of Chief Officers is contained within the Officer Employment Procedure Rules as set out in Part 4 of the Constitution. The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.
- 20.2 Where the Council remains unable to recruit Chief Officers under a contract of service, or there is a need for an interim appointment to provide cover for a vacant substantive Chief Officer post or for any other reason, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any Chief Officers engaged under such arrangements.

## 21.0 Re-employment procedures

- 21.1 No Chief Officer who was previously made redundant or granted early retirement from the Council, will be later re-employed or re-engaged. This would be either as an employee (Contract of Service), as a Consultant (Contract for Service) or through an external contractor commissioned to work on behalf of the Council unless in exceptional circumstances when a meeting of Council may waive this requirement.
- 21.2 The Council will inform Chief Officers on appointment who are in receipt of a pension under the LGPS from a previous employer that they must inform their Pension Fund Provider of their re-employment in Local Government. The appropriate abatement rules can then be applied.

## 22.0 Teachers Pay

- 22.1 The Teachers Pay Policy provides a framework for making decisions on Teachers' pay. It has been developed to comply with the requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been the subject of consultation with ASCL, ATL, NAHT, NASUWT, NUT AND UCAC.

## 23.0 Pension Scheme

- 23.1 All Council employees (with the exception of teachers) are entitled to join the local government pension scheme (LGPS) which is offered by the Local Government Employers. If employees are eligible they will automatically become a member of the scheme (to join they must have a contract for at least 3 months duration and be under the age of 75). Employees can decide to opt out of the scheme. The benefits and contributions payable under the Fund are set out in the LGPS regulations.
- 23.2 The current level of contribution Page 24  
1<sup>st</sup> April 2022, is outlined in the following table:



<b>Contribution table 2022/23</b>			
<b>Band</b>	<b>Actual pensionable pay for an Employment (per annum)</b>	<b>Contribution rate for that employment</b>	
		<b>Main</b>	<b>50/50 section</b>
1	Up to £15,000	5.50%	2.75%
2	£15,001 to £23,600	5.80%	2.90%
3	£23,601 to £38,300	6.50%	3.25%
4	£38,301 to £48,500	6.80%	3.40%
5	£48,501 to £67,900	8.50%	4.25%
6	£67,901 to £96,200	9.90%	4.95%
7	£96,201 to £113,400	10.50%	5.25%
8	£113,401 to £170,100	11.40%	5.70%
9	£170,101 or more	12.50%	6.25%

23.3 Teachers are entitled to join the Teachers' Pensions scheme. As the Teachers Pensions scheme is operated externally further information can be found on [www.teacherspensions.co.uk](http://www.teacherspensions.co.uk).

23.4 the Council's Pensions Discretions Policy statement has been updated and agreed during in 2021 and, as required is published on the Council's website as required by regulations and as follows;

[https://www.swansea.gov.uk/media/5047/Employers-pensions-discretions-policy-2021/pdf/Employers\\_pensions\\_discretions\\_policy.pdf?m=1642597102047](https://www.swansea.gov.uk/media/5047/Employers-pensions-discretions-policy-2021/pdf/Employers_pensions_discretions_policy.pdf?m=1642597102047)

## 24.0 Off-Payroll Arrangements

24.1 Where the Council is unable to recruit to a job under a contract of service, or where there is a need for specialist support for a specific project, the Council will, where necessary, consider engaging individuals under a contract for service. These will be sourced through the relevant procurement process under the Council's Contract Procedure Rules, ensuring the council is able to demonstrate value for money from competition in securing the relevant service.

## 25.0 Publication

25.1 Upon approval by the full Council, this statement will be published on the Council's Website. In addition, for posts where the full time equivalent salary is at least £60,000, as required under the Accounts and Audit (Wales) (Amendment) Regulations 2010, the Council's Annual Statement of Accounts will include a note setting out the total amount of:

- salary, fees or allowances paid to or receivable by the person in the current and previous year;

- any bonuses so paid or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above

## 26.0 Monitoring and review

- 26.1 The Policy outlines the current position in respect of pay and reward across the Council and it will continue to be monitored over the next year to ensure that it meets the principles of fairness, equality, accountability and value for money for citizens of Swansea.
- 26.2 This Pay Policy Statement will be kept under review and developments considered in the light of external best practice and legislation. The Pay Policy Statement may also be reviewed as part of the Council's existing Scrutiny arrangements. The Council will ensure the Pay Policy Statement is updated on an annual basis in line with the requirement of the Localism Act 2011.
- 26.3 This Pay Policy Statement will be reviewed and updated on an annual basis for consideration and agreement by full Council, with the next Pay Policy Statement to be in place for the 2022/23 financial year.

**ANNEX A: NJC Pay Award 2021/22**

GRADE	SCP	HOURLY RATE 20/21	SALARY 20/21	HOURLY RATE 21/22	SALARY 21/22
GRADE 1	1	£9.25	17,842.00	£9.50	£18,333.00
GRADE 2	3	£9.62	18,562.00	£9.79	£18,887.00
GRADE 3	4	£9.81	18,933.00	£9.99	£19,264.00
GRADE 4	5	£10.01	19,312.00	£10.19	£19,650.00
	6	£10.21	19,698.00	£10.39	£20,043.00
GRADE 5	7	£10.41	20,092.00	£10.60	£20,444.00
	8	£10.62	20,493.00	£10.81	£20,852.00
	9	£10.83	20,903.00	£11.02	£21,269.00
GRADE 6	11	£11.27	21,748.00	£11.47	£22,129.00
	12	£11.50	22,183.00	£11.70	£22,571.00
	14	£11.96	23,080.00	£12.17	£23,484.00
	15	£12.20	23,541.00	£12.42	£23,953.00
	17	£12.69	24,491.00	£12.92	£24,920.00
GRADE 7	19	£13.21	25,481.00	£13.44	£25,927.00
	20	£13.47	25,991.00	£13.71	£26,446.00
	22	£14.02	27,041.00	£14.26	£27,514.00
	23	£14.38	27,741.00	£14.63	£28,226.00
	24	£14.86	28,672.00	£15.12	£29,174.00
	GRADE 8	25	£15.33	29,577.00	£15.60
26		£15.78	30,451.00	£16.06	£30,984.00
27		£16.25	31,346.00	£16.53	£31,895.00
28		£16.71	32,234.00	£17.00	£32,798.00
29		£17.06	32,910.00	£17.36	£33,486.00
GRADE 9		30	£17.51	33,782.00	£17.82
	31	£18.00	34,728.00	£18.32	£35,336.00
	32	£18.53	35,745.00	£18.85	£36,371.00
	33	£19.14	36,922.00	£19.47	£37,568.00
	34	£19.64	37,890.00	£19.98	£38,553.00
	GRADE 10	35	£20.16	38,890.00	£20.51
36		£20.67	39,880.00	£21.03	£40,578.00
37		£21.19	40,876.00	£21.56	£41,591.00
38		£21.71	41,881.00	£22.09	£42,614.00
39		£22.20	42,821.00	£22.58	£43,570.00
GRADE 11		40	£22.73	43,857.00	£23.13
	41	£23.25	44,863.00	£23.66	£45,648.00
	42	£23.77	45,859.00	£24.19	£46,662.00
	43	£24.28	46,845.00	£24.71	£47,665.00
	44	£24.81	47,863.00	£25.24	£48,701.00
	GRADE 12	45	£25.33	48,868.00	£25.77
46		£25.85	49,880.00	£26.31	£50,753.00
47		£26.39	50,921.00	£26.86	£51,813.00
48		£26.94	51,982.00	£27.42	£52,892.00
49		£27.50	53,065.00	£27.99	£53,994.00

**The minimum local pay rate with effect from 1st April 2022 will be £10.00/ hour irrespective of the prevailing national pay scale; current rates above.**

**CHIEF EXECUTIVE'S PAY SCALE**

£154,962 fixed point

**DEPUTY CHIEF EXECUTIVE/ DIRECTOR OF RESOURCES  
£122,334 to £126,875**

£126,875

**DIRECTORS' PAY SCALES  
£107,257 to £121,756**

Point 1	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7
£107,257	£110,078	£110,686	£113,454	£116,222	£118,989	£121,756

**CHIEF OFFICERS  
£90,321 to £110,686**

Point 1	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7	Point 8	Point 9
£90,321	93,144	£95,967	£98,788	£101,611	£104,433	£107,257	£110,686	£110,686

**HEADS OF SERVICE  
BAND 1  
£73,386 to £90,321**

Point 1	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7
£73,386	£76,209	£79,030	£81,853	£84,675	£87,500	£90,321

**HEADS OF SERVICE  
BAND 2 £62,096 to 79,030**

Point 1	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7
£62,096	£64,918	£67,742	£70,563	£73,386	£76,209	£79,030

**HEADS OF SERVICE  
BAND 3 £56,452 to £67,742**

Point 1	Point 2	Point 3	Point 4	Point 5
£56,452	£59,219	£62,096	£64,918	£67,742

**ANNEX C: Soulbury Award 2021**

<b>SCP</b>	<b>01.09.20</b>	<b>01.09.21</b>
1	36419	37056
2	37723	38383
3	38955	39637
4	40203	40907
5	41443	42168
6	42684	43431
7	43988	44758
8	45243*	46035*
9	46705	47522
10	48009	48849
11	49295	50158
12	50541	51425
13	51951**	52860**
14	53209	54140
15	54598	55553
16	55854	56831
17	57114	58113
18	58350	59371
19	59625	60668
20	60283***	61338***
21	61549	62626
22	62653	63749
23	63867	64985
24	64956	66093
25	66121	67278
26	67257	68434
27	68419	69616
28	69597	70815
29	70777	72016
30	71956	73215
31	73124	74404
32	74311	75611
33	75498	76819
34	76714	78056
35	77927	79291
36	79174	80560
37	80402	81809
38	81642	83071
39	82866	84316
40	84089	85561
41	85318	86811
42	86546	88061
43	87773	89309
44	89006	90564
45	90236	91815

46	91468	93069
47	92705	94327
48	93930****	95574****
49	95160****	96825****

**Notes to Educational Improvement Professionals above**

Salary scales to consist of not more than four consecutive points based on the duties and responsibilities attaching to posts and the need to recruit and motivate staff.

*\*normal minimum point for EIP undertaking the full range of duties at this level.*

*\*\*normal minimum point for senior EIP undertaking the full range of duties at this level.*

*\*\*\*normal minimum point for leading EIP undertaking the full range of duties at this level.*

*\*\*\*\*extension to range to accommodate structured professional assessments.*

**Trainee Educational Psychologists**

SCP	01.09.20	01.09.21
1	24541	24970
2	26337	26798
3	28131	28623
4	29929	30453
5	31724	32279
6	33520	34107

**Assistant Educational Psychologists**

SCP	01.09.20	01.09.21
1	30166	30694
2	31399	31948
3	32630	33201
4	33856	34448

**Educational Psychologists - Scale A**

SCP	01.09.20	01.09.21
1	38197	38865
2	40136	40838
3	42075	42811
4	44012	44782
5	45951	46755



### Notes to Educational Psychologists - Scale A above

Salary scales to consist of six consecutive points based on the duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

*\*Extension to scale to accommodate structured professional assessment points.*

SCP	01.09.20	01.09.21
1	47889	48727
2	49714	50584
3	51538*	52440*
4	53247	54179
5	54959	55921
6	56554	57544
7	57209	58210
8	58433	59456
9	59646	60690
10	60880	61945
11	62090	63177
12	63323	64431
13	64577	65707
14	65790**	66941**
15	67061**	68235**
16	68318**	69514**
17	69585**	70803**
18	70850**	72090**

### Notes to Senior and Principal Educational Psychologists above

Salary scales to consist of not more than four consecutive points based on the duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

*\*Normal minimum point for the principal educational psychologist undertaking the full range of duties at this level.*

*\*\*Extension to range to accommodate discretionary scale points and structured professional assessments.*

# Appendix B - Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

## Which service area and directorate are you from?

Service Area:

Directorate:

### Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

### (b) Please name and fully describe initiative here:

To inform the Organisational Transformation CDC of the Council's current Reward and Recognition strategy. This report is for information only and informs the committee of the existing ways in which the Council rewards and recognises the workforce, giving options for further exploration.

### Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Appendix B - Integrated Impact Assessment Screening Form

Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Q3** What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?  
Please provide details below – either of your activities or your reasons for not undertaking involvement

N/A

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**Q4** Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

No, as this is not an initiative to implement.

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?  
Yes  No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
Yes  No
- c) Does the initiative apply each of the five ways of working?  
Yes  No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
Yes  No

**Q5** What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

**Q6** Will this initiative have an impact (however minor) on any other Council service?

Yes  No If yes, please provide details below

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**Q7** Will this initiative result in any changes needed to the external or internal website?

Yes  No If yes, please provide details below

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**Q8** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

## Appendix B - Integrated Impact Assessment Screening Form

*(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)*

There is no impact identified on people and/or communities when considering all the impacts identified in the screening. This is a for information report and does not require any decision making which could impact on others.

### Outcome of Screening

**Q9 Please describe the outcome of your screening using the headings below:**

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

**There is no impact as a result of the screening undertaken.**

(NB: This summary paragraph should be used in the 'Integrated Assessment Implications' section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

<b>Screening completed by:</b>
<b>Name:</b> Rachael Davies
<b>Job title:</b> Head of HR and Service Centre
<b>Date:</b> 18/10/2022
<b>Approval by Head of Service:</b>
<b>Name:</b> Rachael Davies
<b>Position:</b> Head of HR and Service Centre
<b>Date:</b> 18/10/2022

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 5



## Report of the Chair

### Organisational Transformation Corporate Delivery Committee – 25 October 2022

### Work Plan 2022-2023

Date of meeting	Agenda items and Format
28 June 2022	<ul style="list-style-type: none"><li>• Work Plan Discussion.</li></ul>
26 July 2022	<ul style="list-style-type: none"><li>• Work Programme 2022-2023.</li></ul>
27 September 2022	<ul style="list-style-type: none"><li>• Transformation.</li></ul>
25 October 2022	<ul style="list-style-type: none"><li>• Reward and Recognition.</li></ul>
22 November 2022	<ul style="list-style-type: none"><li>• Agile Working.</li></ul>
20 December 2022	<ul style="list-style-type: none"><li>• Recruitment &amp; Selection.</li></ul>
24 January 2023	<ul style="list-style-type: none"><li>• Transformation.</li></ul>
28 February 2023	<ul style="list-style-type: none"><li>•</li></ul>
28 March 2023	<ul style="list-style-type: none"><li>•</li></ul>
25 April 2023	<ul style="list-style-type: none"><li>•</li></ul>
To be Scheduled	<ul style="list-style-type: none"><li>• Customer Contact Strategy.</li><li>• Swansea as the first Human Rights City.</li><li>• Co-production.</li></ul>