

## Cyngor

Rydych dan wŷs trwy hyn i ddod i gyfarfod **Cyngor Dinas a Sir** i'w gynnal yn O bell drwy Microsoft Teams ar Dydd Iau, 1 Hydref 2020 am 10.30 am.

**Geylio ar-lein:** <https://bit.ly/3heb0Wa>

Cynigir trafod y materion canlynol:

1. **Ethol Aelod Llywyddol ar gyfer Blwyddyn Ddinesig 2020-2021.**
2. **Ethol Dirprwy Aelod Llywyddol ar gyfer Blwyddyn Ddinesig 2020-2021.**
3. **Ymddiheuriadau am absenoldeb.**
4. **Datgeliadau o fuddiannau personol a rhagfarnol.**  
[www.abertawe.gov.uk/DatgeluCysylltiadau](http://www.abertawe.gov.uk/DatgeluCysylltiadau)
5. **Cofnodion.** **1 - 6**  
Cymeradwyo a llofnodi cofnodion y cyfarfod(ydd) blaenorol fel cofnod cywir
6. **Cyhoeddiadau'r Aelod Llywyddol.**
7. **Enwau cynghorwyr y mae arweinydd y Cyngor wedi'u dewis i fod aelodau o'r Cabinet. (er gwybodaeth)**
8. **Adroddiad Blynyddol Rheoli'r Trysorlys 2019/20.** **7 - 27**
9. **Datganiad Polisi Tâl 2020/2021.** **28 - 49**
10. **Strwythur yr Uwch-reolwyr.** **50 - 76**
11. **Materion Cyfansoddiadol 2020-2021.** **77 - 100**
12. **Sêl Gyffredin.**

**Gweddarlledu:** Gellir ffilmio'r cyfarfod hwn i'w ddarlledu'n fyw neu'n ddiweddarach drwy wefan y cyngor. Drwy fynd i mewn i Siambr y Cyngor, rydych yn cytuno i gael eich ffilmio ac i'r delweddau a'r recordiadau sain hynny gael eu defnyddio at ddibenion gweddarlledu a/neu hyfforddiant o bosib.

**Mae croeso i chi siarad Cymraeg yn y cyfarfod.**

Dywedwch wrthym erbyn canol dydd, ddeuddydd cyn y cyfarfod.

**Cyfarfod nesaf:** Dydd Mercher, 4 Tachwedd 2020 ar 5.00 pm

*Huw Evans*

**Huw Evans**

**Pennaeth Gwasanaethau Democrataidd**

**Neuadd y Ddinas,**

**Abertawe.**

**Dydd Mercher, 23 Medi 2020**

**I: Bob Aelod o'r Cyngor**

# Agenda Item 5.



City and County of Swansea

## Minutes of the Council

Remotely via Microsoft Teams

Thursday, 10 September 2020 at 4.00 pm

**Present:** Councillor D W W Thomas (Chair) Presided

### Councillor(s)

C Anderson  
P M Black  
J E Burtonshaw  
M C Child  
J P Curtice  
P Downing  
C R Doyle  
M Durke  
C R Evans  
W Evans  
E W Fitzgerald  
R Francis-Davies  
S J Gallagher  
L S Gibbard  
F M Gordon  
K M Griffiths  
J A Hale  
D W Helliwell  
T J Hennegan  
C A Holley  
P R Hood-Williams  
B Hopkins

### Councillor(s)

D H Hopkins  
L James  
O G James  
Y V Jardine  
J W Jones  
L R Jones  
M H Jones  
P K Jones  
S M Jones  
E J King  
E T Kirchner  
M A Langstone  
A S Lewis  
M B Lewis  
W G Lewis  
C E Lloyd  
P Lloyd  
I E Mann  
P M Matthews  
P N May  
H M Morris  
D Phillips

### Councillor(s)

C L Philpott  
S Pritchard  
A Pugh  
J A Raynor  
C Richards  
K M Roberts  
B J Rowlands  
M Sherwood  
R V Smith  
A H Stevens  
R C Stewart  
D G Sullivan  
M Sykes  
G J Tanner  
M Thomas  
L G Thomas  
W G Thomas  
L J Tyler-Lloyd  
G D Walker  
L V Walton  
T M White

Paula O'Connor

Chair of Audit Committee

### Officer(s)

Huw Evans Head of Democratic Services  
Adam Hill Deputy Chief Executive / Director of Resources  
Tracey Meredith Chief Legal Officer / Monitoring Officer  
Phil Roberts Chief Executive  
Ben Smith Chief Finance Officer / Section 151 Officer  
Paula O'Connor Lay Member of Audit Committee

### Apologies for Absence

Councillor(s): N J Davies, A M Day and R D Lewis

**160. Disclosures of Personal and Prejudicial Interests.**

The Chief Legal Officer gave advice regarding the potential personal and prejudicial interests that Councillors and / Officers may have on the agenda.

The Head of Democratic Services reminded Councillors and Officers that the "Disclosures of Personal and Prejudicial Interests" sheet should only be completed if the Councillor / Officer actually had an interest to declare. Nil returns were not required. Councillors and Officers were also informed that any declarable interest must be made orally and in writing on the sheet.

In accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea the following interests were declared:

- 1) Councillors C Anderson, M C Child, J P Curtice, R Francis-Davies, J A Hale, T J Hennegan, A S Lewis, C E Lloyd, M Sherwood, R V Smith and G D Walker declared a Personal Interest in Minute 169 "Statement of Accounts 2019/20".

**161. Minutes.**

**Resolved** that the following Minutes be approved and signed as a correct record:

- 1) Ordinary Meeting of Council held on 2 July 2020.

**162. Written Responses to Questions asked at the Last Ordinary Meeting of Council.**

The Chief Legal Officer submitted an information report setting out the written responses to questions asked at the last Ordinary Meeting of Council.

**163. Announcements of the Presiding Member.**

**1) Condolences**

**a) Former Councillor W Gethin Evans**

The Presiding Member referred with sadness to the recent death of former Councillor W Gethin Evans. Councillor Gethin Evans served the Kingsbridge Ward on the following Councils for approximately 17 years:

- Lliw Valley Borough Council – 2 May 1991 to 31 March 1996
- West Glamorgan County Council – 6 May 1993 to 31 March 1996
- City & County of Swansea – 4 May 1995 to May 2008.

Councillor Gethin Evans also served as Chair of the Panning Committee.

**b) Former Deputy Special Events Manager, John Birmingham**

The Presiding Member referred with sadness to the recent death of John Birmingham, former Deputy Special Events Manager. John retired in March 2018 and was a key figure in helping deliver the National Eisteddfod to Swansea in 2006.

All present stood as a mark as sympathy and respect.

**2) Lucy Moore - Shortlisted for Law Society Excellence Award**

The Presiding Member announced that Lucy Moore, the Childcare Legal Manager, had been shortlisted for a prestigious Law Society Excellence Award, the highest accolade for a solicitor in England and Wales.

Lucy has been shortlisted for the In-House Solicitor category and is the only shortlisted Local Authority solicitor. She has been shortlisted for the excellent work she has undertaken at a national level with the Public Law Working Group Chaired by the Honourable Mr Justice Keehan which will ultimately lead to improvements in the approach to safeguarding children. Winners will be announced in a series of online ceremonies from 13 October 2020.

**3) Corrections / Amendments to the Council Summons**

The Presiding Member stated that Item 15 "Councillors' Questions". Question 4 Response should be in the name of the "Leader of Council".

**164. Announcements of the Leader of the Council.**

**1) Julie Thomas, Head of Child & Family - Retirement**

The Leader of the Council stated that Julie Thomas, Head of Child and Family within the Social Services Department would be retiring soon. He thanked her for her massive contribution to Swansea Council and for her achievements during that time. He gave her the Council's best wishes for the future.

Councillors E J King and P R Hood-Williams echoed the words of the Leader of the Council and also paid tribute to Julie Thomas.

**2) Covid-19**

The Leader of the Council referred to the recent increase in Covid-19 and stated that Swansea Council along with Neath Port Talbot Council were about to release an advice leaflet to all residents in order to give advice about the pandemic and hopefully to prevent or lessen the impact of the second wave.

**165. Public Questions.**

No questions were received.

**166. Audit Committee Annual Report 2019/20.**

The Chair of the Audit Committee (Paula O'Connor) submitted the Audit Committee Annual Report 2019-2020. The reports outlines the work of the Committee during that period.

**Resolved** that:

- 1) The Audit Committee Annual Report 2019-2020 be noted.

**167. Appointment of Additional Lay Member of the Audit Committee.**

The Deputy Chief Executive / Director of Resources submitted a report which outlined the recommendation of the Audit Committee of 30 June 2020 relating to the appointment of an additional Lay Member to the Audit Committee.

**Resolved** that:

- 1) An additional Lay Member be recruited to the Audit Committee.

**168. Report of Audit Wales - Audit of Accounts Report - City & County of Swansea.**

Jason Garcia, Audit Wales presented the "Audit Wales, Audit of Accounts Report 2019-2020 for the City and County of Swansea".

Jason Garcia (Audit Wales) responded to questions of a technical nature whilst Ben Smith (Section 151 Officer) responded to questions relating to the position of the City and County of Swansea.

**Resolved** that:

- 1) The Final Letter of Representation be approved and signed.
- 2) The statement be approved.

**169. Statement of Accounts 2019/20.**

The Section 151 Officer submitted a report which sought approval of the Statement of Accounts 2019-2020 on or before 15 September 2020.

**Resolved** that the 2019-2020 Statement of Accounts as set out in Appendix A of the report be approved.

**170. Honorary Freedom of the City and County of Swansea to the Swansea Branch of the Merchant Navy Association.**

The Cabinet Member for Delivery and Operations submitted a report which sought consideration of conferring Honorary Freedom of the City and County of Swansea to the Swansea Branch of the Merchant Navy Association.

**Resolved that:**

- 1) Honorary Freedom of the City and County of Swansea be conferred on the Swansea Branch of the Merchant Navy Association.
- 2) A Ceremonial Meeting of Council will be organised on a date to be confirmed.

**171. Amendments to the Council Constitution.**

The Presiding Member, Monitoring Officer and Head of Democratic Services jointly submitted an information report setting out the amendments made by the Monitoring Officer to the Council Constitution following management and staffing changes to the Education Department structure.

**172. Interim Designation of the Statutory Education Director.**

The Monitoring Officer submitted a report which sought to designate the Head of Achievement and Partnership as the Statutory Director of Education on an interim basis.

**Resolved that:**

- 1) Helen Morgan-Rees, Head of Achievement and Partnership Service be designated as the Council's Statutory Director of Education on an interim basis. This will be initially for a period of three months and will have effect whilst the current Statutory Director of Education Nick Williams is on sickness absence.
- 2) Delegated authority be given to the Chief Executive in consultation with the Cabinet Member for Education Improvement, Learning and Skills to extend the period of three months if Nick Williams continues to be on sickness absence.

**173. Councillors' Questions.**

**1) Part A 'Supplementary Questions'**

Seven (7) Part A 'Supplementary Questions' were submitted. The relevant Cabinet Member(s) responded by way of written answers contained in the Council Summons.

No supplementary question(s) required a written response.

**2) Part B 'Questions not requiring Supplementary Questions'**

No (0) Part B 'Questions not requiring Supplementary Questions' were submitted.

**174. Notice of Motion: New Curriculum.**

Notice of Motion from Councillors R C Stewart, D H Hopkins, J A Raynor, C A Holley, L R Jones & P N May

*“The New Curriculum and ‘Communities, contributions and cynefin: BAME experiences and the new working curriculum working group.*

*This council welcomes the new Curriculum for Wales and is committed to its successful implementation and the improvement in teaching and learning it will bring.*

*We recognise that embedding the new curriculum requires appropriate resources to ensure that our rich diversity is reflected across all elements of the curriculum and in all our schools.*

*This council supports the Welsh Government appointment of Professor Charlotte Willams to chair the new curriculum working group, to work with Estyn, reviewing and developing the learning resources to support the teaching of themes relating to BAME communities.*

*The Council resolves to:*

- 1. Request the Leader to write to Professor Williams to pledge this council's support to the working group.*
- 2. Instruct the Education department to work with schools, colleges and the local community to contribute to the research and development of resources with the working group.*
- 3. Utilise the West Glamorgan Archive Service to share its fantastic resource of documents and recordings to support the working group.”*

**Resolved** that the Notice of Motion outlined above be adopted.

The meeting ended at 6.25 pm

**Chair**



# Agenda Item 8.



## Report of the Section 151 Officer

Council - 1 October 2020

### Treasury Management Annual Report 2019/20

<b>Purpose:</b>	This report provides details of the Council's Treasury Management activities during 2019/20 and compares actual performance against the strategy laid down at the start of the year.
<b>Policy Framework:</b>	Treasury Management Policy Statement
<b>Consultation:</b>	Finance, Access to Services and Legal
<b>Recommendation(s):</b>	It is recommended that:  1) The details contained in the report be noted.
<b>Report Author:</b>	Jeff Dong
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Deb Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 Under the CIPFA Code of Practice on Treasury Management in Public Services, there is a requirement: "...for the Council to receive reports on its treasury management policies, practices and activities".
- 1.2 This report summarises the activities for the year. The Prudential Code for Capital Finance in Local Authorities also requires the reporting of outturn Prudential Indicators for the year.

#### 2. Executive Summary of Activities during the Year

- 2.1 There was a projected unfunded net capital financing requirement of £33m as at end of 2019/20. No additional external borrowing was undertaken during 2019/20.

- 2.2 The average interest rate on outstanding Council borrowing was 4.11% in 2019/20 down from 4.22% 2018/19.
- 2.3 Internally Managed investments achieved a return of 0.76%. This represents an outperformance of +0.44% from the average 7 day LIBID benchmark rate of 0.32% returning £1.151m of investment income.
- 2.4 The Council has operated within all of the determined Prudential and treasury limits outlined in appendix 1.

### **3. Financial Implications**

- 3.1 There are no direct financial implications arising directly from this report.

### **4. Legal Implications**

- 4.1 There are no legal implications arising directly from the report.

### **5. Equality Impact Assessment Implication**

- 5.1 There are no equality impact assessment implications arising directly from the report.

**Background Papers:** None

#### **Appendices:**

Appendix A – Treasury Management Annual Report 2019/20

# Treasury Management Annual Report

## 2019/20

### *Contents*

#### **Section**

- 1. Executive Summary**
- 2. Introduction and Background**
- 3. Debt Portfolio**
- 4. Treasury Strategy 2019/20**
- 5. Actual Borrowing 2019/20**
- 6. Compliance with Treasury Limits**
- 7. Capital Financing Charges 2019/20**
- 8. Investment Strategy for 2019/20**
- 9. Actual Investments 2019/20**
- 10. Early Debt Repayment**

**Appendices**

# 1. Executive Summary

- 1.1 There was a projected unfunded capital financing requirement of £33m as at end of 2019/20. No external borrowing was undertaken during 2019/20
- 1.2 The average interest rate on outstanding Council borrowing was 4.11% in 2019/20 down from 4.22% 2018/19.
- 1.3 Internally Managed investments achieved a return of 0.76%. This represents an outperformance of +0.44% from the average 7 day LIBID benchmark rate of 0.32% returning £1.151m of investment income.
- 1.4 The Council has operated within all of the determined treasury and prudential limits outlined in Appendix 1.

## 2. Introduction and Background

- 2.1 Treasury Management in local government is regulated by the CIPFA Code of Practice on Treasury Management in Public Services (the Code). The City and County of Swansea has adopted the Code and complies with its requirements. A glossary of terms used throughout this report is included at Appendix 2.
- 2.2 The primary requirements of the Code are the:
  - Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's Treasury Management activities
  - Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives
  - Receipt by the Council of an annual Treasury Management strategy report for the year ahead , a mid term update report and an annual review report of the previous year
  - Delegation by the Council of responsibilities for implementing and monitoring Treasury Management policies and practices and for the execution and administration of Treasury Management decisions
  - Treasury Management, in this context, is defined as:

*“The management of the local authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of the optimum performance or return consistent with those risks.”*
- 2.3 The Council has previously received in February 2019 and updated in February 2020 the Treasury Strategy Statement and Investment Strategy and MRP Strategy for 2019/20 and The Revised MRP Policy approved by Council in Dec 2018.
- 2.4 The Prudential Code for Capital Finance in Local Authorities has been developed as a professional code of practice to support local authorities in determining their programmes for capital investment. The Code was

updated in 2017. Local authorities are required by Regulation under Part 1 of the Local Government Act 2003 to comply with the Prudential Code.

2.5 The objective of the Code is to provide a framework for local authority capital finance that will ensure for individual local authorities that:

- Capital expenditure plans are affordable
- All borrowing and long term liabilities are within prudent and sustainable levels
- Treasury Management decisions are taken in accordance with professional good practice

2.6 The Code includes a set of Prudential Indicators, which are designed to support and inform local decision-making. The 2019/20 Prudential & Treasury Management Indicators are detailed in Appendix 1.

### 3. Debt Portfolio

3.1 The Council's external borrowing position at the beginning and end of the year was as follows:

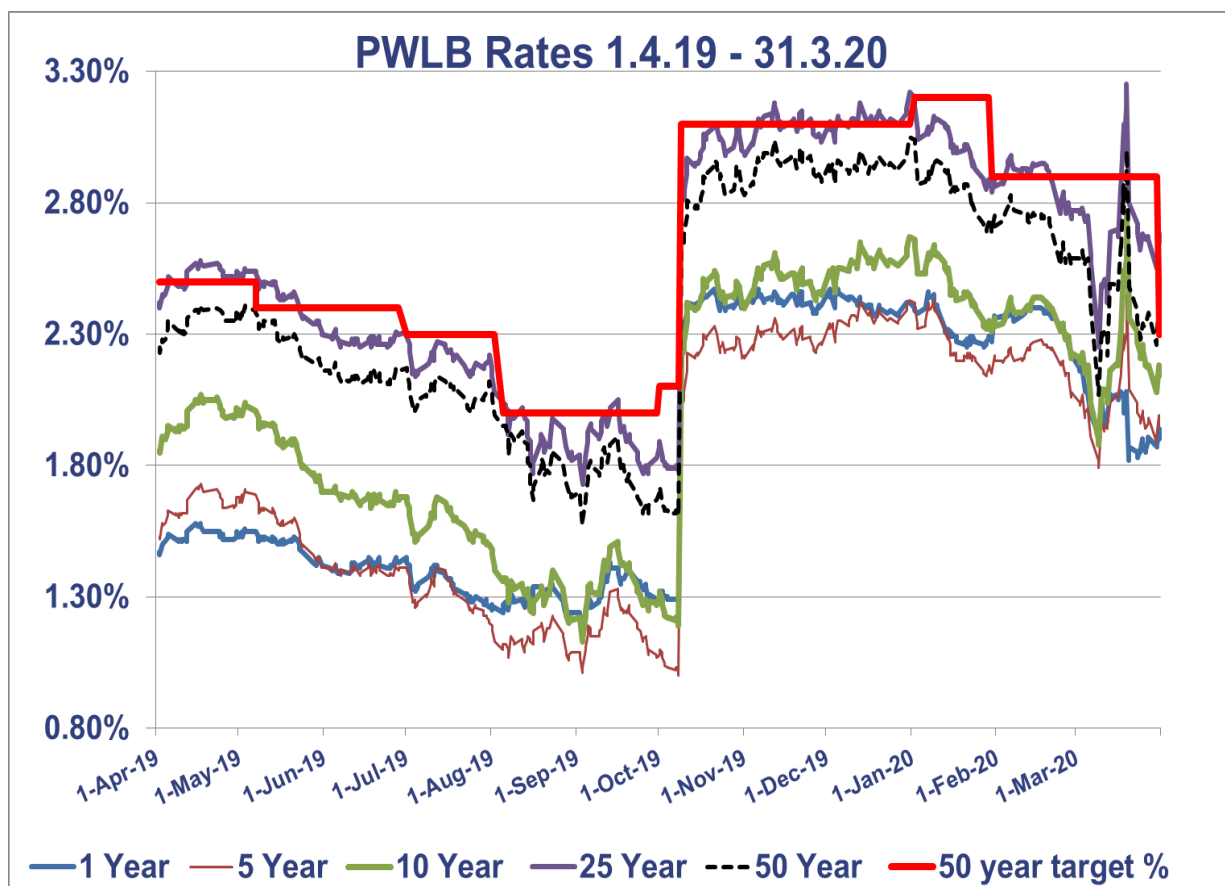
	1 April 2019		31 March 2020	
	Principal £'000	Interest Rate %	Principal £'000	Interest Rate %
<b>Long Term Debt</b>				
PWLB - fixed rate	444,084	4.42	444,082	4.22
Money Market (LOBO)	98,000	4.10	98,000	4.10
Welsh Gov	10,970	-	10,970	-
<b>Short Term Debt</b>				
Market	-	-	40	0.77
External Bodies	969	0.56	2,475	0.9
<b>Total Debt</b>	<b>554,023</b>	<b>4.22</b>	<b>555,567</b>	<b>4.11</b>

3.2 The average external debt portfolio interest rate was 4.11%. ( 2018/19 4.22%)

## 4. Treasury Strategy & Economic Background 2019/20

- 4.1 PWLB rates are based on, and are determined by, gilt (UK Government bonds) yields through H.M.Treasury determining a specified margin to add to gilt yields. There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was heightened expectations that the US could have been heading for a recession in 2020, and a general background of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued; these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. We have therefore seen, over the last year, many bond yields up to 10 years in the Eurozone turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.
- 4.2 Gilt yields were on a generally falling trend during the last year up until the coronavirus crisis hit western economies. Since then, gilt yields have fallen sharply to unprecedented lows as investors have panicked in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks also started quantitative easing purchases of government bonds which will act to maintain downward pressure on government bond yields at a time when there is going to be a huge and quick expansion of government expenditure financed by issuing government bonds; (this would normally cause bond yields to rise). At the close of the day on 31 March, all gilt yields from 1 to 5 years were between 0.12 – 0.20% while even 25-year yields were at only 0.83%.
- 4.3 However, HM Treasury has imposed **two changes in the margins over gilt yields for PWLB rates** in 2019-20 without any prior warning; the first on 9 October 2019, added an additional 1% margin over gilts to all PWLB rates. That increase was then partially reversed for some forms of borrowing on 11 March 2020, at the same time as the Government announced in the Budget a programme of increased spending on infrastructure expenditure. It also announced that there would be a consultation with local authorities on possibly further amending these margins; this ended on 4 June. It is clear that the Treasury intends to put a stop to local authorities borrowing money from the PWLB to purchase commercial property if the aim is solely to generate an income stream.
- 4.4 There is likely to be little upward movement in PWLB rates over the next two years as it will take national economies a prolonged period to recover all the momentum they will lose in the sharp recession that will be caused during the coronavirus shut down period. Inflation is also likely to be very low during this period and could even turn negative in some major western economies during 2020-21.

- 4.5 The policy of avoiding new borrowing by running down spare cash balances has served the Council well over the last few years ( eliminating the ‘cost of carry’ where the interest rates of borrowing are greater than available investment rates). During 2018-19, in light of the planned capital spend in subsequent years, it was determined prudent to materially fund its outstanding capital financing requirement during the year, fixing in some historically low interest PWLB financing for the portfolio during the course of 2018/19, therefore having substantially fulfilled the CFR, no new borrowing was undertaken in 2019/20.
- 4.6 Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Section 151 Officer therefore monitored interest rates in financial markets and adopted a pragmatic strategy to manage interest rate risks, evaluating opportunities to average in the capital financing requirement as opportunities arose during the year during periods of market volatility/ market sentiment caused by Brexit uncertainty and US Trade war rhetoric, however no action was taken to take any new borrowing, noting the material funding undertaken in 2018/19.
- 4.7 As depicted in the graph below, PWLB 5,10, 25 and 50 year rates have been volatile during the year with little consistent trend. The graphs and tables for PWLB rates show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year



## 5. Actual Borrowing 2019/20

- 5.1 The Treasury Management strategy 2019/20 agreed by the Council in February 2019 projected an unfunded capital financing requirement of £127m as at end of 2019/20. Page 13

5.2 As identified in 4.5 above, the general overall strategy is to mitigate the ‘cost of carry’ in the current economic environment, however during 2018/19 it was determined prudent to fully fund the capital financing requirement ahead of planned capital spend in subsequent years, locking in some historically low PWLB long term interest rates which offered long term value. As such, having largely fulfilled its CFR requirement in 2018/19, no new borrowing was undertaken in 2019/20.

## 6. Compliance with Treasury Limits

6.1 During the year, the Council operated within the limits set out in the Council’s Treasury Management Strategy 2019/20 under the Prudential Code. The outturn for the prudential indicators are shown in Appendix 1.

## 7. Capital Financing Charges 2019/20

7.1 The capital financing charges made to the Council’s accounts for 2019/20 including capital repayments net of discounts/premiums and interest receivable are detailed below.

	Actual 2018/19	Actual 2019/20
	£’000	£’000
Housing Revenue A/c	9,689	9,930
General Fund	24,756	24,933

7.2 The net capital financing interest rates charged differ from the average rate of interest for external debt due to the fact that part of the Council’s borrowing for capital purposes is funded by the investment of internal reserves and the use of internal balances and the amortisation of historical discounts/premia applied. The General Fund capital financing charges 2019/20 take into account implementation of the revised Minimum Revenue Provision ( MRP) Policy adopted by Council in Dec 2018.

## 8. Investment Strategy for 2019/20

8.1 Investment returns remained low during 2019/20. The expectation for interest rates within the treasury management strategy for 2019/20 was that Bank Rate would stay at 0.75% during 2019/20 as it was not expected that the MPC would be able to deliver on an increase in Bank Rate until the Brexit issue was finally settled. However, there was an expectation that Bank Rate would rise after that issue was settled, but would only rise to 1.0% during 2020.

8.2 Rising concerns over the possibility that the UK could leave the EU at the end of October 2019 caused longer term investment rates to be on a falling trend for most of April to September. They then rose after the end of October deadline was rejected by the Commons but fell back again in January before recovering again after the 31 January departure of the UK from the EU. When the coronavirus outbreak hit the UK in February/March, rates initially plunged but then rose sharply back up again due to a shortage of liquidity in financial markets. As longer term rates were significantly higher than shorter term rates during the year,



value was therefore sought by placing longer term investments where cash balances were sufficient to allow this.

- 8.3 While the Council has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions. Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure, by having fewer investments placed in the financial markets.
- 8.4 The Council's investment policy is also governed by WAG guidance, which was implemented in the annual investment strategy 2019/20 approved by the Council on February 2019. This policy sets out the approach for choosing investment counterparties, and is based on our Treasury Advisors' investment colour matrix based on credit ratings provided by the three main credit rating agencies supplemented by additional market data such as rating outlooks, credit default swaps information, bank share prices etc. New investments were restricted to UK based institutions only, which satisfied these criteria.

## 9. Actual Investments 2019/20

- 9.1 The Council manages its cashflow and core balance investments internally, having realised its cash balances held with its external cash fund managers previously. These balances were invested on the Money Market via brokers or directly with banks and building societies, other local authorities and the Debt Management Office (DMO) within the criteria set out in 8.4 above. The balances held during the year were as follows:

Balance 1 April 2019	Balance 31 March 2020	Average Value 2019/20	Interest	Rate of Return	Benchmark 7 day LIBID
£'000	£'000	£'000	£'000	%	%
147,288	93,529	151,430	1,151	0.76	0.32

- 9.2 The interest achieved on internally managed investments was £1.151m or 0.76%. This return outperformed the benchmark seven-day rate of 0.32% by +0.44%.
- 9.3 As a further measure to mitigate and control risk following the financial crisis, the Authority determined to restrict investments to UK domiciled only banks and financial institutions in October 2008 resulting in an even smaller number of available counterparties to invest with. This policy was maintained in light

of continued sovereign debt crises throughout Europe. The list of investments as at 31<sup>st</sup> March 2020 is attached at Appendix 3.

## **10. Debt Repayment/Rescheduling**

- 10.1 Market conditions are constantly monitored for opportunities to repay or reschedule debt in line with good Treasury Management practice. Appraising the current portfolio, no such opportunities arose in 2019/20 which would be economically beneficial to the Authority.

## Prudential &amp; Treasury Management Indicators

Prudential Indicators	2018/19	2019/20	2019/20
	Actual	Budget	Actual
	£'000	£'000	£'000
<b>Capital Expenditure</b>			
GF	53,482	102,555	74,720
HRA	43,029	53,384	51,839
TOTAL	96,511	155,939	126,559
<b>Ratio of financing costs to net revenue stream</b>			
GF	6.2	5.78	5.61
HRA	14.77	15.11	12.79
<b>Capital Financing Requirement</b>			
GF	340,841	411,678	364,607
HRA	151,916	164,768	157,846
TOTAL	492,757	576,446	522,453

Treasury Management Indicators	2018/19	2019/20	2019/20
	Actual	Budget	Actual
	£'000 or %	£'000 or %	£'000
Authorised limit for external debt	554,023	789,249	555,567
Operational boundary for external debt	554,023	749,249	555,567
Upper limit for fixed interest rate exposure	82.32%/ £456,023	100%/ £789,249	82.36%/ £457,567
Upper limit for variable interest rate exposure	17.68%/ £98,000	40%/ £315,700	17.64%/ £98,000
Upper limit for total principal sums invested for over 364 days	0	40,000	0

<b>Maturity Structure of Fixed Rate Borrowing in 2019/20</b>			
	<b>Upper Limit %</b>	<b>Lower Limit %</b>	<b>Actual %</b>
Under 12 months	60	0	0.7
12 months and within 24 months	60	0	0.5
24 months and within 5 years	60	0	0.1
5 years and within 10 years	90	0	9.7
10 years and above	95	15	89

The Treasury Management Prudential Indicators identified above as:

- Upper limit for fixed interest rate exposure
- Upper limit for variable interest rate exposure
- Upper limit for total principal sums invested for over 364 days
- Maturity Structure of fixed rate borrowing in 2019/20

are shown as at balance sheet date 31<sup>st</sup> March 2020, however it can be reported that none of the above limits were breached during 2019/20.

## Treasury Management – Glossary of Terms

<b>Annualised Rate of Return</b>	Represents the average return which would have been achieved each year.
<b>Authorised Limit</b> <i>( can also be considered as the affordable borrowing limit)</i>	The authorised limit must be set to establish the outer boundary of the local authority's borrowing based on a realistic assessment of the risks. The authorised limit is certainly not a limit that an authority will expect to borrow up to on a regular basis. It is crucial that it is not treated as an upper limit for borrowing for capital expenditure alone since it must also encompass borrowing for temporary purposes. It is the expected maximum borrowing need, with some headroom for unexpected movement.
<b>Bank Rate</b>	The Official Bank rate paid on commercial bank reserves i.e. reserves placed by commercial banks with the Bank of England as part of the Bank's operations to reduce volatility in short term interest rates in the money markets.
<b>Base Rate</b>	Minimum lending rate of a bank or financial institution in the UK.
<b>Basis Points (bp)</b>	A basis point is 0.01 of 1% (100 bp = 1%)
<b>Borrowing</b>	In the Code, borrowing refers to external borrowing. Borrowing is defined as both:- <ul style="list-style-type: none"> <li>• Borrowing repayable with a period in excess of 12months</li> <li>• Borrowing repayable on demand or within 12months</li> </ul>
<b>Capital Expenditure</b>	The definition of capital expenditure starts with all those items which can be capitalised in accordance with the Statement of Recommended Practice (SORP). To this must be added any items that have/will be capitalised in accordance with legislation that otherwise would not be capitalised. Prudential indicators for current and future years are calculated in a manner consistent with this definition.

<b>Capital Financing Charges (see financing costs also)</b>	These are the net costs of financing capital i.e. interest and principal, premium less interest received and discounts received.
<b>Capital Financing Requirement</b>	The Capital Financing Requirement is simply the total outstanding capital expenditure, which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need.
<b>CIPFA</b>	The Chartered Institute of Public Finance and Accountancy. One of the leading professional accountancy bodies in the UK and the only one which specialises in the public services.
<b>Counterparty</b>	The organisations responsible for repaying the Council's investment upon maturity and for making interest payments.
<b>Credit Rating</b>	<p>This is a scoring system that lenders issue people with to determine how credit worthy they are.</p> <p>The Credit Rating components are as follows:</p> <ol style="list-style-type: none"> <li>1. The AAA ratings through to C/D are long-term rating definitions and generally cover maturities of up to five years, with the emphasis on the ongoing stability of the institution's prospective financial condition. AAA are the most highly rated, C/D are the lowest. This Council does not invest with institutions lower than AA- for investments over 364 days</li> <li>2. F1/A1/P1 are short-term rating definitions used by Moody's, S&amp;P and Fitch Ratings for banks and building societies based on their individual opinion on an institution's capacity to repay punctually its short-term debt obligations (which do not exceed one year). This Council does not invest with institutions lower than F1/A1/P1 for investments under 364 days.</li> </ol>

<b>Debt</b>	For the purposes of the Code, debt refers to the sum of borrowing (see above) and other long-term liabilities (see below). It should be noted that the term borrowing used with the Act includes both borrowing as defined for the balance sheet and other long terms liabilities defined as credit arrangements through legislation.
<b>Discounts</b>	Where the prevailing interest rate is higher than the fixed rate of a long-term loan, which is being repaid early, the lender can refund the borrower a discount. This is calculated on the difference between the two interest rates over the remaining years of the loan, discounted back to present value. The lender is able to offer the discount, as their investment will now earn more than when the original loan was taken out.
<b>Financing Costs</b>	<p>The financing costs are an estimate of the aggregate of the following:-</p> <ul style="list-style-type: none"> <li>• Interest payable with respect to borrowing</li> <li>• Interest payable under other long-term liabilities</li> <li>• Gains and losses on the repurchase or early settlement of borrowing credited or charged to the amount to be met from government grants and local taxpayers (premiums and discounts)</li> <li>• Interest earned and investment income</li> <li>• Amounts required in respect of the minimum revenue provision plus any additional voluntary contributions plus any other amounts for depreciation/impairment that are charged to the amount to be met from government grants and local taxpayers</li> </ul>
<b>Financial Reporting Standards (FRSs)</b>	These are standards set by governing bodies on how the financial statements should look and be presented.
<b>Investments</b>	<p>Investments are the aggregate of:-</p> <ul style="list-style-type: none"> <li>• Long term investments</li> <li>• Short term investments (within current assets)</li> </ul>

	<ul style="list-style-type: none"> <li>• Cash and bank balances including overdrawn balances</li> </ul> <p>From this should be subtracted any investments that are held clearly and explicitly in the course of the provision of, and for the purposes of, operational services.</p>
<b>IMF</b>	International Monetary Fund
<b>LOBO (Lender's Option/ Borrower's Option)</b>	Money Market instruments that have a fixed initial term (typically one to ten year) and then move to an arrangement whereby the lender can decide at pre-determined intervals to adjust the rate on the loan. At this stage the borrower has the option to repay the loan.
<b>London Inter-Bank Bid Rate (LIBID)</b>	The interest rate at which major banks in London are willing to borrow (bid for) funds from each other.
<b>Managed Funds</b>	<p><u>In-House Fund Management</u> Surplus cash arising from unused capital receipts can be managed either by external fund managers or by the Council's staff in-house. The in-house funds are invested in fixed deposits through the money markets for periods up to one year.</p> <p><u>Externally Management Funds</u> Fund managers appointed by the Council invest surplus cash arising from unused capital receipts in liquid instruments such as bank certificates of deposit and government stocks. The fund managers' specialist knowledge should ensure a higher rate of earnings on the managed funds than would be otherwise obtained.</p>
<b>Maturity</b>	The date when an investment is repaid or the period covered by a fixed term investment.
<b>Minimum Revenue Provision (MRP)</b>	The amount required by statute to be principal repayment each year.
<b>Monetary Policy Committee (MPC)</b>	This is a body set up by the Government in 1997 to set the repo rate (commonly referred to as being base rate). Their primary target (as set by the Government) is to keep



	inflation within plus or minus 1% of a central target of 2% in two year time from the date of the monthly meeting of the Committee. Their secondary target is to support the Government in maintaining high and stable levels of growth and employment.
<b>Money Market</b>	<p>Consists of financial institutions and deals in money and credit.</p> <p>The term applied to the institutions willing to trade in financial instruments. It is not a physical creation, but an electronic/telephone one.</p>
<b>Net Borrowing</b>	For the purposes of the Code, net borrowing refers to borrowing (see above) net of investments (see above).
<b>Net Revenue Stream</b>	Estimates for net revenue stream for current and future years are the local authority's estimates of the amounts to be met from government grants and local taxpayers.
<b>Operational Boundary</b>	This is based on expectations of the maximum external debt of the authority according to probable not simply possible – events and being consistent with the maximum level of external debt projected by the estimates. It is not a limit and actual borrowing could vary around this boundary for short periods.
<b>Other Long Term Liabilities</b>	The definition of other long term liabilities is the sum of the amounts in the Council's accounts that are classified as liabilities that are for periods in excess of 12months, other than borrowing (see definition above).
<b>Premature Repayment of Loans (debt restructuring/rescheduling)</b>	A facility for loans where the Council can repay loans prior to the original maturity date. If the loan repaid has a lower interest rate than the current rate for a loan of the same maturity period the Council can secure a cash discount on the repayment of the original loan. If the loan replaced has a higher rate of interest than the current rate for

	a loan of the same maturity period, a cash penalty is payable to the lender.
<b>Premia</b>	Where the prevailing current interest rate is lower than the fixed rate of a long term loan, which is being repaid early, the lender can charge the borrower a premium. This is calculated on the difference between the two interest rates over the remaining years of the loan, discounted back to present value. The lender may charge the premium, as their investment will now earn less than when the original loan was taken out.
<b>Prudential Code</b>	The Prudential Code is the largely self regulatory framework outlined by CIPFA for managing/monitoring capital investment in local government.
<b>Public Works Loan Board (PWLB)</b>	A Government agency which provides loans to local authorities. Each year, it issues a circular setting out the basis on which loans will be made available. Loans can be either at a fixed rate or on a variable rate basis. They can be repaid on either an annuity, equal instalment of principal or maturity basis. The interest rate charged is linked to the cost at which the Government itself borrows.
<b>Range Trade Accrual</b>	A Callable Range Accrual is so called because it is callable or cancellable by the bank after the initial period, as above. However, where it differs, is that interest accrues only as long as Libor (London Interbank Offer Rate, or another independently derived and published benchmark rate) stays within a pre-agreed range. The lender can choose the range, the non-call period, the Libor they wish to use, the call periods and the potential return they wish to receive.. The bank has the right to cancel this trade after the first 3 months, and every 3 months thereafter. With a range trade, the lender is backing his judgement on interest rate movements and in exchange for that can achieve a significantly enhanced return. This is done as part of portfolio management. The risk of rates going above Libor on a small part of the portfolio (and therefore none, or little payment on a

	<p>range accrual) will be offset by the fact that the rest of the portfolio will be returning more than expected. The key risk to a callable range accrual is obviously that the contractual Libor rate goes outside the specified range. It is possible to mitigate this risk by analysing the historical behaviour of any specified Libor relative to base rate. By taking a view on expected base rate (which is done on all deposits), a lender can minimise exposure, and choose a range to match his risk appetite.</p>
<b>Risk</b>	<p><u>Counterparty Credit Risk</u> The risk that a counterparty defaults on its obligations.</p> <p><u>Inflation Risk</u> The risk that growth in the Authority's investment income does not keep pace with the effects of inflation on its expenditure.</p> <p><u>Interest Rate Risk</u> The risk that changes in rates of interest creates an unexpected or unbudgeted burden on the Council's finances.</p> <p><u>Liquidity Risk</u> The risk that cash will not be available when it is needed.</p> <p><u>Operational Risk</u> The risk of loss through fraud, error, corruption, system failure or other eventualities in Treasury Management dealings, and failure to maintain effective contingency management arrangements.</p> <p><u>Refinancing Risk</u> The risk that the Authority is unable to replace its maturing funding arrangements on appropriate terms.</p>
<b>Set Aside Capital Receipts</b>	<p>A proportion of money received by the Council for the sale of fixed assets must be set aside to repay debt.</p>
<b>SORP</b>	<p>Statement of Recommended Practice, published by CIPFA (Local Authority</p>

	Accounting Body). This sets out guidelines regarding the Council's financial matters.
<b>Specified/Non Specified investments</b>	Specified investments are sterling denominated investments for less than 364 days in line with statutory investment regulations. Non- specified investments are all other investments identified in line with statutory investment regulations.
<b>Supranational Bonds</b>	These are bonds issued by institutions such as the European Investment Bank and World Bank. As with Government bonds (Gilts) they are regarded as the safest bond investments with a high credit rating.
<b>Temporary Borrowing and Investment</b>	Loans which are capable of being repaid within one year. The term of the loans will be negotiated from overnight to 364 days.
<b>Treasury Management</b>	<p>Treasury Management has the same definition as in CIPFA's code of Practice of Treasury Management in the Public Services.</p> <p>"The management of the organisation's cash flows its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."</p>
<b>Yield Curve</b>	The line resulting from portraying interest rate graphically for a series of periods, e.g. 7days, 1month, 3, 6, 9, and 12months. When longer-term interest rates are higher than short-term rates the yield curve slopes upwards and is described as positive. When the opposite prevails the yield curve is referred to as inverse.

Portfolio of Investments 31<sup>st</sup> March 2020

Counterparty	£
Bank of Scotland	24,979,619
Santander Bank	3,050,000
Debt Management Office	4,000,000
Aberdeen City Council	5,000,000
Ashfield District Council	1,000,000
Eastleigh Borough Council	3,000,000
Fife Council	3,000,000
Nottingham CC	9,000,000
Rhondda Cynon Taf CBC	3,000,000
Stirling Council	2,000,000
Surrey County Council	8,500,000
Three Rivers DC	5,000,000
Thurrock Council	22,000,000
<b>Total</b>	<b>93,529,619</b>

## Report of the Cabinet Member for Delivery and Operations

Council – 1 October 2020

### Pay Policy Statement 2020-2021

<b>Purpose:</b>	To approve the Updated Pay Policy Statement 2020-2021.
<b>Policy Framework:</b>	<i>Council Constitution</i>
<b>Consultation:</b>	Human Resources, Legal, Finance and Access to Services.
<b>Recommendation:</b>	It is recommended that Council: 1) Approves the Pay Policy Statement 2020-2021 as attached at Appendix A for publication.
<b>Report Author:</b>	Adrian Chard
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

The Pay Policy Statement for 2020/21 was approved for publication under delegated powers in March 2020 due to COVID 9. The purpose of this updated statement is to reflect pay awards agreed since March and the current position with regard to Exit Cap and Recovery Provisions (Section 4.10).

- 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 Authority thinks fit'. This Pay Policy statement sets out the Council's approach to Pay Policy in accordance with the requirements of 38 (1) 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:
- The Authority's policies towards all aspects and elements of the remuneration of Chief Officers;
  - Their approach to the publication of and access to information relating to all aspects of the remuneration of Chief Officers;

- The Authority's policies towards 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.

1.2 The updated annual Pay Policy is attached at **Appendix A**.

## **2. Content of the Pay Policy Statement**

2.1 The Pay Policy Statement outlines the Council's implementation of:

- The broad principles of the pay strategy which include:
  - Transparency, accountability and value for money
  - Pay and Reward Strategy
  - NJC Pay Structure
  - The national pay grades - Soulbury committee
  - Job evaluation
  - National minimum wage/national living wage/living wage
  - Market Supplements & Honorariums
  - Pay and Performance
  - Exit Cap and recovery provisions
- Chief Officer Pay
- Teachers' Pay
- Publication
- Pay relativities within the Authority
- Independent Remuneration Panel
- Accountability and Decision Making
- Re-employment

## **3. Financial Implications**

3.1 The costs arising from the Council's Pay Policy Statement are reflected in the 2020/2021 Budget

## **4. Legal Implications**

4.1 Under s 38(1) Localism Act 2011, the Council is required to approve its Pay Policy Statement by 31 March each year. Section 39 provides that an Authority may by resolution amend its pay policy statement and thereafter must publish the Pay Policy Statement.

## **5. Equality and Engagement Implications**

5.1 The Council is subject to the Public Sector Equality Duty (Wales) 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 Act.
- 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.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

- 5.2 The Pay Policy Statement for 2020/21 has taken all necessary steps to assure the Council that we meet the required standard.
- 5.3 An EIA screening has been undertaken and the assessment indicated that there was a low impact on the workforce (**Appendix B**).

**Background Papers:** None.

**Appendices:**

Appendix A - Draft Pay Policy Statement 2019/2020.

Appendix B - Equality Impact Assessment Screening.



## PAY POLICY STATEMENT 2020/21

### Table of Contents

1.	Policy Statement .....	5
2.	Legislative Framework .....	5
3.	Policy Scope .....	6
4.	Principles of the Pay Strategy .....	6
4.1	Transparency, accountability and value for money .....	6
4.2	Development of Pay and Reward Strategy .....	6
4.3	NJC Pay Structure .....	7
4.4	National Pay Grades - Soulbury Committee .....	7
4.5	Job Evaluation .....	8
4.6	National Minimum Wage/National Living Wage/Living Wage .....	8
4.7	Market Supplements .....	8
4.8	Honorary Payments .....	9
4.9	Pay and Performance .....	9
4.10	Exit Cap and Recovery Provisions .....	9
5.	Chief Officer Pay .....	10
5.1	Definitions of Chief Officer & Pay Levels .....	10
5.2	Chief Officer Job Evaluation .....	10
5.3	Recruitment of Chief Officers .....	10
5.4	Additions to salary of Chief Officers .....	11
5.5	Pay Increases - Chief Officers .....	11
5.6	Payments on Termination .....	11
6.	Teachers Pay .....	12
7.	Publication .....	12
8.	Pay relativities across the authority .....	13
9.	Independent Remuneration Panel for Wales .....	13
10.	Accountability and decision making .....	14
11.	Re-employment procedures .....	14
11.	Monitoring and review .....	14
	ANNEX A: NJC Pay Scale and Swansea April 2020/21 .....	15
	ANNEX B: Chief Officers Pay 2020/21 .....	16
	ANNEX B: Chief Officers Pay 2019/20 .....	Error! Bookmark not defined.
	ANNEX C Soulbury 2020/21 (implemented from September 2020) .....	17

## 1. Policy Statement

- 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 Authority thinks fit’. This Pay Policy statement sets out the Council’s approach to Pay Policy in accordance with the requirements of 38 (1) 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:
- a) The Authority’s Policies towards all aspects and elements of the remuneration of Chief Officers
  - b) Their approach to the publication of and access to information relating to all aspects of the remuneration of Chief Officers
  - c) The Authority’s Policies towards the remuneration of its lowest paid employees (including the definition adopted and reasons for it)
  - d) The relationship between the remuneration of its Chief Officers and other employees.
- 1.2 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 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.
- 1.3 The global economic crisis and the reduction in budgets during the current Comprehensive Spending Review (CSR) period has necessitated councils going through unprecedented and painful cuts in jobs and services in response. This process has avoided some of the potential financial difficulties for councils but has been essentially reactive, and will require ongoing strategic review going forward.
- 1.4 As required by legislation, full Council approved the 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.

## 2. Legislative Framework

- 2.1 In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the
- a) Equality Act 2010
  - b) Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000
  - c) Agency Workers Regulations 2010 and where relevant, the
  - d) Transfer of Undertakings (Protection of Earnings) Regulations

### 3. Policy Scope

- 3.1 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 Authority, 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 in Local Authority control).
- 3.2 Nothing within the provisions of the Localism Act 2011 detract from the Council's autonomy in making decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. However, this Policy will be complied with in setting remuneration levels for all groups within its scope.

### 4. Principles of the Pay Strategy

#### 4.1 Transparency, accountability and value for money

- 4.1.1 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:-
- i) Swansea Council's Employee Pay Scales, Local Government Services Employees (Annex A)
  - ii) Swansea Council's Chief Officer Pay Scales (Annex B)
  - iii) National Pay Grades - Soulbury (Annex C)
  - iv) JNC Chief Officer Terms and Conditions (available upon request from Human Resources)
  - v) JNC Chief Officer Employment Rules (as per Council Constitution) (<http://democracy.swansea.gov.uk/documents/s31874/CouncilConstitutionNovember2016.pdf>)
  - iii) Policy on Redundancy and Severance Payments (<http://www.swansea.gov.uk/redundancyandredployment>)

#### 4.2 Development of Pay and Reward Strategy

- 4.2.1 The primary aim of a reward strategy is to attract, retain and motivate suitably skilled staff so that the Authority can perform at its best. The biggest challenge for the Council in the current circumstances is to maximise productivity and efficiency within current resources. Pay Policy then is a matter of striking a sometimes difficult balance between setting remuneration levels at appropriate levels to facilitate a sufficient supply of appropriately skilled individuals to fill the Authority's very wide range of posts, and ensuring that the burden on the taxpayer does not become greater than can be fully and objectively justified.

- 4.2.2 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 (which will ideally include people from the private as well as public sector and from outside as well as within Wales), and the retention of suitably skilled and qualified individuals once in post. It must be recognised that the Council will often be seeking to recruit in competition with other good public and private sector employers.
- 4.2.3 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 & 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.
- 4.2.4 In designing, developing and reviewing its Pay and Reward Strategy, the Council will seek to balance these factors appropriately to maximise outcomes for the organisation and the community it serves, while managing pay costs appropriately and maintaining sufficient flexibility to meet future needs. This Pay Policy will be reviewed on an annual basis in line with our strategy for pay and approved annually by the Full Council.

### **4.3 NJC Pay Structure**

- 4.3.1 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.
- 4.3.2 Pay rates for the period 1<sup>st</sup> April 2020 to March 31<sup>st</sup> 2021 have been agreed and are available in Annex A.
- 4.3.3 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.
- 4.3.4 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.
- 4.3.5 All future pay nationally negotiated pay increases for NJC staff will follow the same process as for Chief Officers; see Paragraph 5.5.1 below. The Authority will therefore pay future pay rises as and when determined in accordance with contractual requirements.

### **4.4 National Pay Grades - Soulbury Committee**

- 4.4.1 The Soulbury Committee has its own pay scales and includes the following groups of staff:-
- i) Educational Inspectors and Advisers
  - ii) Educational Psychologists
  - iii) Youth and Community Service Officers

4.4.2 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 authority they work in.

4.4.3 All future pay nationally negotiated pay increases for Soulbury staff will follow the same process as for Chief Officers; see Paragraph 5.5.1 below. The Authority will therefore pay future pay rises as and when determined in accordance with contractual requirements.

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

#### **4.5 Job Evaluation**

4.5.1. 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.

4.5.2. The Council implemented Single Status for all staff in terms of Pay & Grading and Terms & Conditions on 1<sup>st</sup> April 2014. The concept of equality was central to this work and our Equality Impact Assessment (EIA) process has been utilised throughout. It has already informed the Council's negotiating position 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.

#### **4.6 National Minimum Wage/National Living Wage/Living Wage**

4.6.1 As part of the NJC National Pay Negotiations for 2018/2019 and 2019/2020, there was agreement to completely revise the NJC National Pay Spine to take account of the National Living Wage.

4.6.2 The revised Living Wage rates will be included for consideration and implementation in line with the nationally agreed pay award.

4.6.3 The current NJC pay scales and how they are implemented to the current Swansea Council Pay Structure is included in ANNEX A.

#### **4.7 Market Supplements**

4.7.1 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.

4.7.2 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.

4.7.3 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.

- 4.7.4 2019/20 budget proposals identified savings of 50% of market supplement payments. The review of the Market Supplement Policy deemed that the information was duplicated within the Pay Policy Statement, and therefore was replaced with Procedure and Guidance.

#### **4.8 Honorarium Payments**

- 4.8.1 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.
- 4.8.2 In these circumstances, honoraria payments 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.
- 4.8.3 2019/20 budget proposals identified savings of 50% of honoraria payments and resulted in a review of the policy. The review deemed that the information was duplicated in the Pay Policy Statement, and therefore was replaced with Procedure and Guidance.

#### **4.9 Pay and Performance**

- 4.9.1 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.
- 4.9.2 For Chief Officers, the annual increment (if not already at top of scale) is only awarded once the Performance Review has been deemed to be satisfactory.

#### **4.10 Exit Cap and Recovery Provisions**

- 4.10.1 In 2017, the UK Government intended to introduce Regulations that will impose a cap of £95,000 on exit payments for public sector workers. It also intends to develop regulations to enable the recovery of exit payments made to employees who leave the public sector and return within 12 months; although the timetable for these regulations is not as clear.
- 4.10.2 Consultations have commenced and are ongoing in relation to these proposals. Council Policies will be updated at the appropriate time to take account of any changes.
- 4.10.3 The Strategic HR&OD Manager will ensure that if there is a decision made regarding this matter, the appropriate actions will be taken to ensure compliance.

### 5.1 Definitions of Chief Officer & Pay Levels

5.1.1 For the purposes of this statement, 'Chief Officers' are as defined within S43 of the Localism Act. The posts falling within the statutory definition of S43 of the Localism Act are set out below: (details of the salary of each are included at Annex C).

- a) Chief Executive
- b) Deputy Chief Executive/Director of Resources
- c) Corporate Directors
- d) Chief Officers
- e) Heads of Service

5.1.2 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.

5.1.3 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.

### 5.2 Chief Officer Job Evaluation

5.2.1 Director and Head of Service level posts were job evaluated in 2009 using the GLPC Job Evaluation Scheme for Chief Officers in Local Government (1993). The Scheme was revised in 2016 and is the one currently in use.

### 5.3 Recruitment of Chief Officers

5.3.1 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.

5.3.2 There is a requirement under the Welsh Government Regulations that all vacant posts with a salary of over £100,000 are publicly advertised. The only exception to this new rule is where the appointment is for 12 months or less. It is also possible to divide up the duties from one deleted Chief Officer posts between other existing post holders.

5.3.3 Where the Council remains unable to recruit Chief Officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, 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.

#### **5.4 Additions to salary of Chief Officers**

- 5.4.1. 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.
- 5.4.2 The Council does pay all reasonable travel and subsistence expenses on production of receipts and in accordance with JNC conditions and other local conditions.
- 5.4.3. The cost of membership of one half of a professional body is met by the Authority if it is deemed an essential requirement of the post.
- 5.4.4. The Chief Executive's salary and Job Description include his role as Returning Officer for Local Government Elections. All other Elections and referenda are not included and are covered by the JNC Terms and Conditions of Employment.

#### **5.5 Pay Increases - Chief Officers**

- 5.5.1 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.
- 5.5.2 Pay rates for the period 1<sup>st</sup> April 2020 to March 31<sup>st</sup> 2021 is attached at **Annex B**.

#### **5.6 Payments on Termination**

- 5.6.1 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). Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007 do not apply as the Authority does not increase the total membership of active members (Regulation 12) or award additional pension (Regulation 13).
- 5.6.2 Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Chief Executive and Leader of the Council or relevant Elected Members, Committee or Panel of Elected Members with delegated authority to approve such payments.



- 5.6.3 The Authority will comply with the Welsh Government's guidance that full Council should be given the opportunity to vote before large severance packages beyond a particular threshold are approved for staff leaving the organisation. The guidance states *that "as with salaries on appointment, the Welsh Ministers consider £100,000 is the right level for that threshold to be set. Members must be made aware of any statutory or contractual entitlements due to the employee and the consequences of a non-approval by Council, in which failure to fulfil the statutory or contractual obligations may enable the employee to claim damages for breach of contract"*.
- 5.6.4 When calculating the value of a severance package, the following payments should include the following items:-
- a) salary paid in lieu
  - b) lump sum redundancy/severance payment
  - c) cost to the Authority of the strain on the pension fund arising from providing early access to an unreduced pension

## **6. Teachers Pay**

- 6.1 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.
- 6.2 A Policy is provided to all schools each year within the Authority with a recommendation that the Governing Body adopt it. A copy of the Policy is available on request.

## **7. Publication**

- 7.1 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 Councils 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

## **8. Pay relativities across the authority**

- 8.1 The lowest paid persons employed under a Contract of Employment with the Council are employed on full time [37 hours] equivalent salaries 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.
- 8.2 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.
- 8.3 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 was asked by Government to explore 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 Authority's workforce.
- 8.4 The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive as 1.10 and between the lowest paid employee and average Chief Officer as 1:5.
- 8.5 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.
- 8.6 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.

## **9. Independent Remuneration Panel for Wales**

- 9.1 This is in respect of the salary of the Head of Paid Service/Chief Executive and Chief Officers whereby Authorities will pay due regard to any recommendation received from the Independent Remuneration Panel (IRP) when performing its functions under Section 38 of the Localism Act 2011.
- 9.2 A referral was made to the IRP in 2018 due the senior management restructure. It was determined by the panel that the panel approved the proposal to increase the salary of the Chief Legal Officer and determined that the other proposals for new posts were outside of their remit.
- 9.3 A further referral was made in February 2019 due to the interim appointment of Head of Paid Service/Chief Executive and it was determined by the panel to approve the proposal.

## **10. Accountability and decision making**

- 10.1 In accordance with the Constitution of the Council, the Cabinet is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

## **11. Re-employment procedures**

- 10.1 No Chief Officer who was previously made redundant or granted early retirement from the Council will be later re-employed or re-engaged 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 save for in exceptional circumstances when a meeting of Council may waive this requirement.”
- 10.2 The Authority 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.

## **11. Monitoring and review**

- 11.1 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.
- 11.2 The Policy will be reviewed annually and reported to Council.

## ANNEX A: NJC Pay Scale and Swansea April 2020/21

GRADE	SCP 19/20	HOURLY RATE 19/20	SALARY 19/20	HOURLY RATE 20/21	SALARY 20/21
GRADE 1	1	£9.00	£17,364.00	£9.25	17,842.00
GRADE 2	3	£9.36	£18,065.00	£9.62	18,562.00
GRADE 3	4	£9.55	£18,426.00	£9.81	18,933.00
GRADE 4	5	£9.74	£18,795.00	£10.01	19,312.00
	6	£9.94	£19,171.00	£10.21	19,698.00
GRADE 5	7	£10.14	£19,554.00	£10.41	20,092.00
	8	£10.34	£19,945.00	£10.62	20,493.00
	9	£10.54	£20,344.00	£10.83	20,903.00
GRADE 6	11	£10.97	£21,166.00	£11.27	21,748.00
	12	£11.19	£21,589.00	£11.50	22,183.00
	14	£11.64	£22,462.00	£11.96	23,080.00
	15	£11.88	£22,911.00	£12.20	23,541.00
	17	£12.35	£23,836.00	£12.69	24,491.00
GRADE 7	19	£12.85	£24,799.00	£13.21	25,481.00
	20	£13.11	£25,295.00	£13.47	25,991.00
	22	£13.64	£26,317.00	£14.02	27,041.00
	23	£13.99	£26,999.00	£14.38	27,741.00
	24	£14.46	£27,905.00	£14.86	28,672.00
GRADE 8	25	£14.92	£28,785.00	£15.33	29,577.00
	26	£15.36	£29,636.00	£15.78	30,451.00
	27	£15.81	£30,507.00	£16.25	31,346.00
	28	£16.26	£31,371.00	£16.71	32,234.00
	29	£16.60	£32,029.00	£17.06	32,910.00
GRADE 9	30	£17.04	£32,878.00	£17.51	33,782.00
	31	£17.52	£33,799.00	£18.00	34,728.00
	32	£18.03	£34,788.00	£18.53	35,745.00
	33	£18.63	£35,934.00	£19.14	36,922.00
	34	£19.11	£36,876.00	£19.64	37,890.00
GRADE 10	35	£19.62	£37,849.00	£20.16	38,890.00
	36	£20.12	£38,813.00	£20.67	39,880.00
	37	£20.62	£39,782.00	£21.19	40,876.00
	38	£21.13	£40,760.00	£21.71	41,881.00
	39	£21.60	£41,675.00	£22.20	42,821.00
GRADE 11	40	£22.12	£42,683.00	£22.73	43,857.00
	41	£22.63	£43,662.00	£23.25	44,863.00
	42	£23.13	£44,632.00	£23.77	45,859.00
	43	£23.63	£45,591.00	£24.28	46,845.00
	44	£24.14	£46,582.00	£24.81	47,863.00
GRADE 12	45	£24.65	£47,560.00	£25.33	48,868.00
	46	£25.16	£48,545.00	£25.85	49,880.00
	47	£25.69	£49,558.00	£26.39	50,921.00
	48	£26.22	£50,590.00	£26.94	51,982.00
	49	£26.77	£51,644.00	£27.50	53,065.00

## ANNEX B: Chief Officers Pay 2020/21

<b>CHIEF EXECUTIVE'S PAY SCALE</b>								
£152,671 fixed point								
<b>DEPUTY CHIEF EXECUTIVE/ DIRECTOR OF RESOURCES</b>								
<b>£115,000 - £125,00</b>								
£120,526								
<b>DIRECTORS' PAY SCALES</b>								
<b>£105,671 to £119,576</b>								
<b>Point 1</b>	<b>Point 2</b>	<b>Point 3</b>	<b>Point 4</b>	<b>Point 5</b>	<b>Point 6</b>	<b>Point 7</b>		
£105,671	£108,451	£109,050	£111,777	£114,504	£117,230	£119,956		
<b>CHIEF OFFICERS</b>								
<b>£88,986 to £109,050</b>								
<b>Point 1</b>	<b>Point 2</b>	<b>Point 3</b>	<b>Point 4</b>	<b>Point 5</b>	<b>Point 6</b>	<b>Point 7</b>	<b>Point 8</b>	<b>Point 9</b>
£88,986	£91,767	£94,548	£97,328	£100,109	£102,889	£105,671	£108,451	£109,050
<b>HEADS OF SERVICE BAND 1</b>								
<b>£72,301 to £88,986</b>								
<b>Point 1</b>	<b>Point 2</b>	<b>Point 3</b>	<b>Point 4</b>	<b>Point 5</b>	<b>Point 6</b>	<b>Point 7</b>		
£72,301	£75,082	£77,862	£80,643	£83,423	£86,206	£88,986		
<b>HEADS OF SERVICE BAND 2</b>								
<b>£61,178 to £77,862</b>								
<b>Point 1</b>	<b>Point 2</b>	<b>Point 3</b>	<b>Point 4</b>	<b>Point 5</b>	<b>Point 6</b>	<b>Point 7</b>		
£61,178	£63,958	£66,740	£69,520	£72,301	£75,082	£77,862		
<b>HEADS OF SERVICE BAND 3</b>								
<b>£55,617 to £66,740</b>								
<b>Point 1</b>	<b>Point 2</b>	<b>Point 3</b>	<b>Point 4</b>	<b>Point 5</b>				
£55,617	£58,343	£61,178	£63,958	£66,740				

## ANNEX C Soulbury 2020/21 (implemented from September 2020)

Educational Improvement Professionals SCP	Current	01.09.20
1	35444	36419
2	36713	37723
3	37912	38955
4	39127	40203
5	40334	41443
6	41542	42684
7	42811	43988
8	44032*	45243*
9	45455	46705
10	46724	48009
11	47976	49295
12	49188	50541
13	50561**	51951**
14	51785	53209
15	53137	54598
16	54359	55854
17	55585	57114
18	56788	58350
19	58029	59625
20	58670***	60283***
21	59902	61549
22	60976	62653
23	62158	63867
24	63218	64956
25	64351	66121
26	65457	67257
27	66588	68419
28	67734	69597
29	68883	70777
30	70030	71956
31	71167	73124
32	72322	74311
33	73477	75498
34	74661	76714
35	75841	77927
36	77055	79174
37	78250	80402
38	79457	81642
39	80648	82866
40	81838	84089
41	83035	85318
42	84230	86546
43	85424	87773
44	86624	89006
45	87821	90236
46	89020	91468

47	90224	92705
48	91416****	93930***
49	92613****	95160***
50	93812****	96392***

**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.*

<b>Trainee Educational Psychologists SCP</b>	<b>Current</b>	<b>01.09.20</b>
1	23884	24541
2	25632	26337
3	27378	28131
4	29128	29929
5	30875	31724
6	32623	33520

<b>Assistant Educational Psychologists SCP</b>	<b>Current</b>	<b>01.09.20</b>
1	29359	30166
2	30559	31399
3	31757	32630
4	32950	33856

<b>Educational Psychologists - Scale A SCP</b>	<b>Current</b>	<b>01.09.20</b>
1	37175	38197
2	39062	40136
3	40949	42075
4	42834	44012
5	44721	45951
6	46607	47889
7	48383	49714

8	50159	51538
9	51822*	53247*
10	53488*	54959*
11	55040*	56554

**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.*

<b>Senior and Principal Educational Psychologists SCP</b>	<b>Current</b>	<b>01.09.20</b>
1	46607	47889
2	48383	49714
3	50,159*	51538*
4	51822	53247
5	53488	54959
6	55040	56554
7	55678	57209
8	56869	58433
9	58050	59646
10	59251	60880
11	60428	62090
12	61628	63323
13	62849	64577
14	64029**	65790**
15	65266**	67061**
16	66490**	68318**
17	67723**	69585**
18	68954**	70850**

**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*



## Equality Impact Assessment Screening Form

**Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact the Access to Services team (see guidance for details).**

### Section 1

Which service area and directorate are you from?

Service Area: HR&OD

Directorate: Resources

### Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Pay Policy Statement 2020-2021 – the statement outlines all of the pay frameworks used across the Council and informs on nationally agreed pay increases. It also covers the annual regulatory requirements for reporting on Local Government Pay matters.

### Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

### (b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

Because they need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an internal basis i.e. Staff
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

### Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18) →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Older people (50+) →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Any other age group →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race (including refugees) →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Asylum seekers →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation →	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Gender reassignment		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh Language	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	→	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Q4 WHAT ENGAGEMENT / CONSULTATION / CO-PRODUCTIVE APPROACHES WILL YOU UNDERTAKE?**

Please provide details below – either of your planned activities or your reasons for not undertaking engagement

HR will consult with CMT and Trades Unions on the new NJC pay scale implementation when the information is available, but there is no change to the main Pay Policy from last year.

**Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?**

High visibility <input type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility <input checked="" type="checkbox"/> (L)
---	---	---

**(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL'S REPUTATION?**  
*(Consider the following impacts – legal, financial, political, media, public perception etc...)*

High risk <input type="checkbox"/> (H)	Medium risk <input type="checkbox"/> (M)	Low risk <input checked="" type="checkbox"/> (L)
---	---	---

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

Yes       No      If yes, please provide details below

**Q7 HOW DID YOU SCORE?**

*Please tick the relevant box*

MOSTLY H and/or M → HIGH PRIORITY →  EIA to be completed  
Please go to Section 2

MOSTLY L → LOW PRIORITY / NOT RELEVANT →  Do not complete EIA  
Please go to Q8 followed by Section 2

**Q8 If you determine that this initiative is not relevant for an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.**

The Pay Policy Statement outlines all of the different pay implementation frameworks used across the Council. There is no change to last year, except where there is nationally agreed % pay rise, which will be shown in the appendices as updated pay scales.

The Pay Structure NJC grades 1-12 has already been assessed under the EIA framework, and no assessment other than a general screening was required.

## Section 2

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 – no electronic signatures or paper copies are needed.

<b>Screening completed by:</b>
Name: Linda Phillips
Job title: Workforce and OD Business Partner
Date: 9 March 2020
<b>Approval by Head of Service:</b>
Name: Adrian Chard
Position: Strategic Manager HR&OD
Date: 9 March 2020

# Agenda Item 10.



## Report of the Chief Executive and Section 151 Officer

Council – 1 October 2020

### Senior Management Structure

<b>Purpose:</b>	The report sets out proposals to create two Heads of Service posts within the wider finance function and appoint on an interim basis to the Head of Service posts.
<b>Policy Framework:</b>	Council Constitution
<b>Consultation:</b>	CMT, Trade Unions
<b>Recommendation(s):</b>	It is recommended that:  1) A Head of Revenues and Benefits post is established and added to the Senior Management Structure.  2) A Head of Service Centre post is established and added to the Senior Management Structure.  3) Council notes that it is proposed that the current Manager of Revenue and Benefits and the current Manager of the Service Centre take on the duties of the Heads of Service on an interim basis until 31 March 2021 whereupon the position will be reviewed.
<b>Report Author:</b>	Ben Smith
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Background

- 1.1 The response to the Covid 19 pandemic has seen a substantial change to all operations of the Council implemented at pace, including the whole finance function, which has seen budgets flexed by over 25%, or well over £100 million in revenue alone and by over £20 million in capital.
- 1.2 The priority has been to deliver rapid financial response and relief to as many people, businesses and as many sectors as possible at pace whilst safely maintaining the Council's own cash flow and financial security throughout, including paying all our own staff and pensioners, housing benefit recipients and suppliers. It has also involved collecting sensitively and pragmatically, in light of all circumstances, council tax, non domestic rates due.

- 1.3 The Section 151 Officer has had necessarily to rely heavily on substantial numbers of finance staff to assist him in delivering this and is instigating a number of restructures and re-gradings to strengthen the finance function, relying on the Constitution to provide, within reason, whatever offices and officers are and where needed to keep services running. The majority can be done by officer delegation. However the s 151 Officer considers that the provision of tangible and personal support in both the revenue and benefits department and service centre is crucial to allow him to be able to respond to the most challenging of financial times and to be able to react to the likely wider economic issues to come.
- 1.4 The overall additional costs will be modest, up to £250,000 in the context of an operating budget of around £30m million net for the finance function, a council budget of around £470 million and the flexing of budgets by over £100 million.
- 1.5 Both Head of Service posts will manage very substantial areas of activity on behalf of the Section 151 Officer. The service centre handles over £400m of payroll, payments and receivables. The revenue and benefits operation handles over £200 million of tax receipts and over £100m of benefits payments.

## **2. Proposed change**

- 2.1 The section 151 officer has drawn up new job descriptions and job evaluation questionnaires for the existing posts of Revenues and Benefits Manager and Service Centre Manager. These job descriptions reflect the work that the managers have been doing and will be expected to do going forward.
- 2.2 Both posts have since been evaluated under the Council's JE scheme for Chief Officer/Head of Service Posts
- 2.3 Both posts are capable of being placed in the lowest Band 3 Head of Service range following job evaluation.
- 2.4 Staff and Trade Unions have been consulted on the proposal and are content for the Section 151 officer to proceed on an interim basis.
- 2.5 The proposed change will strengthen management capacity and resilience and appropriately recognise the work that is now needed within both departments. It also reflects the additional work that has been necessitated by Covid 19 and is anticipated to be long term. As indicated wider change will be done through officer delegation within an overall funding envelope of £250,000, affecting 20-30 posts in total.

## **3. Future Structure**

- 3.1 Council will need to continue to respond and evolve as a whole, as it always does. Covid 19 has exacerbated and accelerated the need for immediate action in the finance function and it is likely that the strengthened arrangements will need to continue in some form for the future.

3.2 Nevertheless that should be as part of wider more permanent arrangements across the whole senior management structure when and if Council and the Chief Executive determine the time is right and appropriate to do so. This seeks a pragmatic interim solution for the functions the Section 151 Officer discharges. Accordingly any permanent change to the finance senior management structure will be subject to a future report and any appointments will follow the normal council recruitment and appointment procedure rules for permanent roles.

#### **4. Equality and Engagement Implications**

4.1 The Council is subject to the Public Sector Equality Duty (Wales) 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 Act.
- 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.

The recruitment process followed within the Council ensures that we have paid due regard to the above.

4.2 An EIA screening has been undertaken and all equality implications including the recruitment to the interim positions have been considered in proposing this change, an EIA screening has been undertaken and all equality implications including the recruitment to the interim positions have been considered in proposing this change.

4.3 No identified potential for any adverse impact or missed opportunity to promote equality with regard to any groups. The integrated post will also still be accountable to the Council's EIA process and reporting structures.

#### **5. Legal Implications**

5.1 Any permanent appointment to the Head of Service post/s if confirmed in the longer term will follow the Appointment Procedure Rules as set out in the Constitution of the Council.

#### **6. Financial Implications**

6.1 The costs of the two regrades at top of scale including oncosts in a full year would be £36,000, with 4 year spay progression. Both posts will be proposed appointed in normal fashion to the bottom of the new pay scale and thus the costs for a full year are under £7,000 including oncosts, half that again for a start date of 1 October.

6.2 Total costs for all finance restructuring is to be kept within the £250,000 envelope. The first quarter report to cabinet in October will seek approval from Cabinet, on the advice of the Section 151 Officer, to release that sum from contingency. Ongoing and future costs will be built into the base budget proposals due to come through Council for 2021-22 in March 2021.

**Background Papers:** EIA Screening Form

**Appendices:** Revised Job Descriptions

## ROLE PROFILE

<b>POST TITLE:</b>	Head of Revenues and Benefits
<b>DIRECTORATE:</b>	Resources
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Chief Finance Officer & Section 151 Officer
<b>SALARY BAND &amp; SALARY:</b>	Head of Service Band 3
<b>POST NO:</b>	
<b>DATE:</b>	June 2020

## PURPOSE

1. To lead and manage the whole revenues and benefits functions on a day to day basis on behalf of the CFO supporting change and transformation across the Council and the region where applicable.
2. To provide strategic advice to the CFO, CMT and Cabinet on all financial matters relating to revenues and benefits.
3. To support the CFO on delivering the Council's long term Financial Strategy
4. To lead and support practical delivery of the financial service plan, the budget, budgetary control framework and statutory returns.
5. To input and advise on financial aspects of key corporate strategies, plans, strategic programmes and projects for the Council.
6. To assist the CFO in providing direction, leadership and guidance to staff in the revenues and benefits functions and ensure the improvement and implementation of Finance standards across the Council and partner organisations.
7. Assist the CFO in discharging corporate responsibility for the management and administration of the Council's finances and the continuous improvement of the efficient use of financial resources across the Council to ensure the effective control of the Council's revenue budget and its benefits giving and tax collection arrangements with Welsh Government and the Department for Work and Pensions in order to enhance the overall value for money to customers, citizens and taxpayers.
8. To influence regional and national public sector services agenda in respect of key revenues and benefits and social care financial matters on behalf of the CFO as directed.

## KEY RESPONSIBILITIES

1. Act as the lead professional officer on all revenues and benefits matters on behalf of the Council and support the CFO as Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations where appropriate.
2. Responsible for developing and producing the service's strategy and plans, Ensuring activity and process comply with Government regulations and legislation at all times.
3. Provide expert advice on all revenues and benefits matters to and ensure the delivery of an effective revenues and benefits service.
4. Services which includes:
  - a. Council Tax collection;
  - b. Non-domestic rates collection;
  - c. Granting of and administering of the Council Tax Reduction scheme;
  - d. Granting of administering all non-domestic rate reliefs ;
  - e. The administration and payment of Housing Benefit including recovery of overpayments;
  - f. Assessment and payment of Discretionary Housing Payments
  - g. The management of Social Care Income and Finance functions which includes financial assessments, payments to care providers, Direct Payments to service users, Childcare Payments including fostering allowances, adoption allowances and special guardianship payments, recharging of nursing care contributions from the Local Health Board, and collection of client contributions for residential, domiciliary and respite services. Ensuring compliance with, and advising on, all Social Care best practice standards, regulations and statutes.
  - h. Administration of and access to schemes operated nationally or locally in relation to other means tested benefits (e.g. Free School Meals, Passport to Leisure).
  - i. Revenues and Benefits customer service which includes face-to-face service at the Contact Centre, telephony and digital services.
5. Responsible for all operations within all of Revenues and Benefits functions.
6. Supporting and attending Council, Cabinet and Committees (e.g. Audit Committee, Pension Fund Committee and Scrutiny) where necessary
7. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Swansea as a place as well as Swansea Council.
8. The post is responsible for assisting the CFO in ensuring the Council has practical and effective arrangements for its internal financial controls and a coherent plan for the management and mitigation of risk within the revenues and benefits functions.
9. Commissioning any required financial services ensuring cost effectiveness, efficiency and responsiveness.
10. Leads, on behalf of the CFO, on practical delivery for all financial and budgetary planning and control within the context of *Sustainable Swansea – Fit for the Future*; and to actively monitor and challenge the financial implications in all projects and programmes operating within the Council in relations to revenues and benefits functions.
11. Leading financial aspects of policy development, in all matters relating to local and contributing to the national taxation and benefits agenda.
12. Supporting financial aspects of the anti-poverty Agenda for the City.



## Person Specification

### Experience

1. Successful track record of making a significant contribution at a senior level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key services innovatively and within budget.
2. Proven experience and understanding of the role and function of Local Government, working directly with elected members to ensure the effective delivery of solutions that meet the council's strategic aims.
3. Extensive experience of working, influencing and engaging at a local, regional and occasionally national political level.
4. Substantial track record of working and managing successfully at a senior level, including strategy development & implementation, managing complex budgets, resourcing, motivating & developing teams, managing change & performance improvement.

### Competencies & Abilities

1. Able to understand strategic 'big picture' issues, understand and articulate linkages across both Swansea and partner organisations and help set clear direction, and goals in order to deliver effective long-term development strategies designed to deliver the Council's aims.
2. Able to demonstrate significant senior management capacity and ability to lead, manage, support and direct the successful delivery of large complex projects through others, in support of the council's strategic aims.
3. Able to establish strong positive relationships across the organisation at all levels including building and maintaining personal and professional credibility and trust with senior leaders and elected members.
4. Able to lead, influence and implement strategic policies and decisions.
5. Ability to apply innovative and analytical approaches to solving complex and challenging problems.
6. Able to demonstrate effective motivational leadership and vision to staff at all levels including a positive attitude to change in order to deliver effective outcomes.
7. Able to command respect, influence and negotiate at a strategic professional and political level locally, regionally and occasionally nationally to ensure delivery of complex high profile projects.
8. Able to communicate effectively through written, oral and presentational means, including the ability to write well-organised, concise and clear reports with good use of evidence supported by data.
9. Able to produce effective strategies and business plans, costed and supported by a coherent and well-development performance framework.
10. Able to work collaboratively as a member of the finance management team, taking shared responsibility for the work and success of the service.
11. In-depth knowledge and understanding of the policy context, strategic challenges and operational realities of services provided by this post.
12. Proven commercial knowledge with a focus on commissioning for outcomes that meet customer needs.
13. Good understanding of the Authority's transformation agenda and how innovation can be used to improve services and outcomes for residents & businesses

ROLE ACCOUNTABILITY	END RESULT
<b>Corporate Management</b>	
Overall responsibility for the management and control of Service projects / cases, policies and initiatives to meet Corporate and business plan objectives	<ul style="list-style-type: none"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Policy</b>	
Assist the CFO with the development and implementation of strategies, policies, procedures and standards for the Service and set and/or contribute to wider strategies and plans	<ul style="list-style-type: none"> <li>• Service policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic service/business planning.	<ul style="list-style-type: none"> <li>• Strategic corporate planning mechanisms supported</li> <li>• Service business plans implemented and monitored and reviewed to timescales</li> <li>• Clear service aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Professional Guidance and Support</b>	
Support and provide advice to senior officers and politicians, team members and direct reports, and other internal and external stakeholders in area of expertise/business context	<ul style="list-style-type: none"> <li>• Members, Chief Executive, Directors, Chief Officers are supported</li> <li>• Managers and teams supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources &amp; Financial Management</b>	
Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives	<ul style="list-style-type: none"> <li>• Effective financial management and probity is maintained for the service</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed/ deployed for service efficiency</li> <li>• Contracts planned, established and monitored – remedial actions taken</li> </ul>
<b>Compliance</b>	
Identify professional and regulatory requirements and best practice for the service and lead the development and the implementation of appropriate compliance standards	<ul style="list-style-type: none"> <li>• Professional and regulatory standards monitored and met</li> <li>• Best practice trends identified and implemented where appropriate</li> <li>• Implications/risks assessed and advice given</li> <li>• Proposals and plans in place to protect the Council position</li> </ul>

ROLE ACCOUNTABILITY	END RESULT
<b>Customer Focus</b>	
Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery	<ul style="list-style-type: none"> <li>• New models of delivery considered and implemented to achieve value for money and efficiencies</li> <li>• Customer needs prioritised and met</li> <li>• Customer complaints dealt with fairly and effectively</li> </ul>
<b>Performance management</b>	
Responsibility for taking action to support delivery of outcomes and monitoring KPIs internally and externally at a senior level. Set and deliver performance targets and standards for own service	<ul style="list-style-type: none"> <li>• Service reporting mechanisms in place</li> <li>• Key risks and issues identified and mitigated</li> <li>• Corrective actions implemented</li> <li>• Service and own performance targets met</li> <li>• Statutory requirements and external standards satisfied</li> <li>• Improvements identified and planned</li> </ul>
<b>Representation</b>	
Put Council case from a service / corporate view and inform and influence outcomes both internally and externally	<ul style="list-style-type: none"> <li>• Council view effectively represented at all levels</li> <li>• Council case understood and promoted effectively locally, regionally and nationally</li> <li>• Beneficial outcomes negotiated appropriately</li> </ul>
<b>People Management</b>	
Lead, manage, develop and motivate the service, teams (internal and external). Undertake regular workforce/succession planning activities to ensure the sustainability of the service	<ul style="list-style-type: none"> <li>• Positive climate</li> <li>• Capable and knowledgeable staff</li> <li>• Achievement of service/work objectives</li> <li>• Service Workforce and Training Plans in place</li> <li>• Council and HR policies and procedures met</li> </ul>
<b>NATURE OF CONTACTS</b>	
<ul style="list-style-type: none"> <li>• Represent the Service / Directorate / Council internally and externally.</li> <li>• Substantial knowledge and experience of navigating the political environment.</li> <li>• External organisations including government bodies, local and regional partnerships.</li> <li>• Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.</li> <li>• Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.</li> <li>• External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.</li> <li>• Support colleagues, managers, Directors, Members and external organisations within own specialist remit.</li> <li>• Consult and communicate with wide range of groups and senior individuals internally and externally to explain situations, give advice, inform and influence their approach and decisions</li> <li>• Colleagues, management, Directors, Members and external organisations, including government bodies – support future corporate planning, deliver reports, present options and inform and influence decision-making.</li> </ul>	

### **WORKING ENVIRONMENT**

Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites. Substantial remote working is possible.

### **PROCEDURAL CONTEXT**

- Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer-term situations.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- The output of the role's impact will be on service issues and will also often extend to influence on matters of corporate or national importance.
- Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums.
- Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, mid and longer term planning situations.
- Lead/support the implementation of Corporate Change Projects.
- Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

### **WORK KNOWLEDGE**

- In depth technical, professional and legislative knowledge across specific areas within the service.
- Thorough understanding of the Council in a local, Regional and National context to develop and implement policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate.
- Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function.
- In depth management experience, including extensive project / programme management applicable to the Service/organisation.

### **EQUIPMENT AND ASSOCIATED SKILLS**

- Standard Office equipment.
- ICT literate in standard office software.
- Associated professional software applications where appropriate.

### **INDICATIVE QUALIFICATIONS**

- Fully qualified member of the Institute of Revenues, Rating and Valuation and substantial relevant experience of the public sector/Local Government political environment.
- Membership of an appropriate professional body (IRRV) is mandatory.
- Post graduate level professional qualification
- Relevant Degree

### **KEY FACTS AND FIGURES**

- Manage diverse functions in one full service area – additional functions may be integrated into the service from time to time.
- Responsible for service budget and service planning and control – budget monitoring and deployment of resources.
- Monitor and control service/corporate budgets.
- To deputise for the CFO (but not as S151 Officer) in absence.

## COMPETENCIES

### A NOTE ON COMPETENCIES

Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

### COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE

All Heads of Service have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy. The level of responsibility and accountability is described in the following statements:

1. The Head of Service shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
2. The Head of Service shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
3. The Head of Service shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
4. The Head of Service shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy

### COMPULSORY REQUIREMENTS FOR EQUALITY AND DIVERSITY (EQUALITY ACT 2010)

The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

#### Managers must:

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
2. ensure that their statutory function/service complies with the requirements of all equality legislation.

### COMPULSORY REQUIREMENTS FOR THE WELSH LANGUAGE ACT

The Authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.

This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

#### Managers must:

1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

## COMPULSORY REQUIREMENTS FOR INTRODUCING CHANGE AND NEW WAYS OF WORKING

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

### **Managers must:**

1. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
2. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

## SAFEGUARDING

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

## ROLE PROFILE SPECIFIC BEHAVIOURS

### A note on Behavioural Competencies

The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

### BEHAVIOUR 1

#### Job Knowledge and Professionalism

Purpose	Heads of Service have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services.
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

### BEHAVIOUR 2

#### Planning and Organising

Purpose	Heads of Service are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	Heads of Service demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	Heads of Service work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	To ensure Heads of Service communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.



<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	Heads of Service demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	Heads of Service understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	Heads of Service understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

**BEHAVIOUR 9**  
**Programme and Project Management**

<b>Purpose</b>	Heads of Service are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk

**BEHAVIOUR 10**  
**People and Performance**

<b>Purpose</b>	Heads of Service understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

## ROLE PROFILE

<b>POST TITLE:</b>	Head of Service Centre
<b>DIRECTORATE:</b>	Resources
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Chief Finance Officer & Section 151 Officer
<b>SALARY BAND &amp; SALARY:</b>	Head of Service Band 3
<b>POST NO:</b>	
<b>DATE:</b>	June 2020

## PURPOSE

1. To lead and manage the whole service centre functions on a day to day basis on behalf of the CFO supporting change and transformation across the Council and the region where applicable.
2. To provide strategic advice to the CFO, CMT and Cabinet on all financial matters relating to service centre matters.
3. To support the CFO on delivering the Council's long term Financial Strategy
4. To lead and support practical delivery of the financial service plan, the budget, budgetary control framework and statutory returns.
5. To input and advise on financial aspects of key corporate strategies, plans, strategic programmes and projects for the Council.
6. To assist the CFO in providing direction, leadership and guidance to staff in the service centre functions and ensure the improvement and implementation of Finance standards across the Council and partner organisations.
7. Assist the CFO in discharging corporate responsibility for the management and administration of the Council's finances and the continuous improvement of the efficient use of financial resources across the Council to ensure the effective control of the Council's revenue budget and its employee and pensioner contractual relations including tax and national insurance collection arrangements with HMRC, benefits matters with DWP and Teachers Pensions in order to enhance the overall value for money to customers, citizens and taxpayers.
8. To influence regional and national public sector services agenda in respect of key employment operational and financial matters on behalf of the CFO as directed.

## KEY RESPONSIBILITIES

1. Act as the lead professional officer on all service centre matters on behalf of the Council and support the CFO as Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations where appropriate.
2. Responsible for developing and producing the service's strategy and plans, Ensuring activity and process comply with Government regulations and legislation at all times.
3. Provide expert advice on all service centre matters to and ensure the delivery of an effective shared service centre.
4. Shared services which includes:
  - a. Workforce (Analytics, Recruitment, Learning & Development & Terms & Conditions Changes)
  - b. Payroll (Employees and Pensioners, Schools & 3<sup>rd</sup> Party Orgs);
  - c. Accounts Receivable & Purchasing
  - d. Accounts Payable;
  - e. Cash Management;
  - f. Provision of shared services to the Swansea Bay Port Health Authority.
5. Responsible for all operations within all of Service Centre functions.
6. Supporting and attending Council, Cabinet and Committees (e.g. Audit Committee, Pension Fund Committee and Scrutiny) where necessary
7. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Swansea as a place as well as Swansea Council.
8. The post is responsible for assisting the CFO in ensuring the Council has practical and effective arrangements for its internal financial controls and a coherent plan for the management and mitigation of risk within the service centre functions .
9. Commissioning any required financial services ensuring cost effectiveness, efficiency and responsiveness.
10. Leads, on behalf of the CFO, on practical delivery for all financial and budgetary planning and control within the context of *Sustainable Swansea – Fit for the Future*; and to actively monitor and challenge the financial implications in all projects and programmes operating within the Council in relation to service centre functions.
11. Leading financial aspects of policy development, in all matters relating to local and contributing to the national taxation and benefits agenda.
12. Supporting financial aspects of the anti-poverty Agenda for the City.

## Person Specification

### Experience

1. Successful track record of making a significant contribution at a senior level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key services innovatively and within budget.
2. Proven experience and understanding of the role and function of Local Government, working directly with elected members to ensure the effective delivery of solutions that meet the council's strategic aims.
3. Extensive experience of working, influencing and engaging at a local, regional and occasionally national political level.
4. Substantial track record of working and managing successfully at a senior level, including strategy development & implementation, managing complex budgets, resourcing, motivating & developing teams, managing change & performance improvement.

### Competencies & Abilities

1. Able to understand strategic 'big picture' issues, understand and articulate linkages across both Swansea and partner organisations and help set clear direction, and goals in order to deliver effective long-term development strategies designed to deliver the Council's aims.
2. Able to demonstrate significant senior management capacity and ability to lead, manage, support and direct the successful delivery of large complex projects through others, in support of the council's strategic aims.
3. Able to establish strong positive relationships across the organisation at all levels including building and maintaining personal and professional credibility and trust with senior leaders and elected members.
4. Able to lead, influence and implement strategic policies and decisions.
5. Ability to apply innovative and analytical approaches to solving complex and challenging problems.
6. Able to demonstrate effective motivational leadership and vision to staff at all levels including a positive attitude to change in order to deliver effective outcomes.
7. Able to command respect, influence and negotiate at a strategic professional and political level locally, regionally and occasionally nationally to ensure delivery of complex high profile projects.
8. Able to communicate effectively through written, oral and presentational means, including the ability to write well organised, concise and clear reports with good use of evidence supported by data.
9. Able to produce effective strategies and business plans, costed and supported by a coherent and well-development performance framework.
10. Able to work collaboratively as a member of the finance management team, taking shared responsibility for the work and success of the service.
11. In-depth knowledge and understanding of the policy context, strategic challenges and operational realities of services provided by this post.
12. Proven commercial knowledge with a focus on commissioning for outcomes that meet customer needs.
13. Good understanding of the Authority's transformation agenda and how innovation can be used to improve services and outcomes for residents & businesses

ROLE ACCOUNTABILITY	END RESULT
<b>Corporate Management</b>	
Overall responsibility for the management and control of Service projects / cases, policies and initiatives to meet Corporate and business plan objectives	<ul style="list-style-type: none"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Policy</b>	
Assist the CFO with the development and implementation of strategies, policies, procedures and standards for the Service and set and/or contribute to wider strategies and plans	<ul style="list-style-type: none"> <li>• Service policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic service/business planning.	<ul style="list-style-type: none"> <li>• Strategic corporate planning mechanisms supported</li> <li>• Service business plans implemented and monitored and reviewed to timescales</li> <li>• Clear service aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Professional Guidance and Support</b>	
Support and provide advice to senior officers and politicians, team members and direct reports, and other internal and external stakeholders in area of expertise/business context	<ul style="list-style-type: none"> <li>• Members, Chief Executive, Directors, Chief Officers are supported</li> <li>• Managers and teams supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources &amp; Financial Management</b>	
Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives	<ul style="list-style-type: none"> <li>• Effective financial management and probity is maintained for the service</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed/ deployed for service efficiency</li> <li>• Contracts planned, established and monitored – remedial actions taken</li> </ul>
<b>Compliance</b>	
Identify professional and regulatory requirements and best practice for the service and lead the development and the implementation of appropriate compliance standards	<ul style="list-style-type: none"> <li>• Professional and regulatory standards monitored and met</li> <li>• Best practice trends identified and implemented where appropriate</li> <li>• Implications/risks assessed and advice given</li> <li>• Proposals and plans in place to protect the Council position</li> </ul>

ROLE ACCOUNTABILITY	END RESULT
<b>Customer Focus</b>	
Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery	<ul style="list-style-type: none"> <li>• New models of delivery considered and implemented to achieve value for money and efficiencies</li> <li>• Customer needs prioritised and met</li> <li>• Customer complaints dealt with fairly and effectively</li> </ul>
<b>Performance management</b>	
Responsibility for taking action to support delivery of outcomes and monitoring KPIs internally and externally at a senior level. Set and deliver performance targets and standards for own service	<ul style="list-style-type: none"> <li>• Service reporting mechanisms in place</li> <li>• Key risks and issues identified and mitigated</li> <li>• Corrective actions implemented</li> <li>• Service and own performance targets met</li> <li>• Statutory requirements and external standards satisfied</li> <li>• Improvements identified and planned</li> </ul>
<b>Representation</b>	
Put Council case from a service / corporate view and inform and influence outcomes both internally and externally	<ul style="list-style-type: none"> <li>• Council view effectively represented at all levels</li> <li>• Council case understood and promoted effectively locally, regionally and nationally</li> <li>• Beneficial outcomes negotiated appropriately</li> </ul>
<b>People Management</b>	
Lead, manage, develop and motivate the service, teams (internal and external). Undertake regular workforce/succession planning activities to ensure the sustainability of the service	<ul style="list-style-type: none"> <li>• Positive climate</li> <li>• Capable and knowledgeable staff</li> <li>• Achievement of service/work objectives</li> <li>• Service Workforce and Training Plans in place</li> <li>• Council and HR policies and procedures met</li> </ul>
<b>NATURE OF CONTACTS</b>	
<ul style="list-style-type: none"> <li>• Represent the Service / Directorate / Council internally and externally.</li> <li>• Substantial knowledge and experience of navigating the political environment.</li> <li>• External organisations including government bodies, local and regional partnerships.</li> <li>• Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.</li> <li>• Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.</li> <li>• External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.</li> <li>• Support colleagues, managers, Directors, Members and external organisations within own specialist remit.</li> <li>• Consult and communicate with wide range of groups and senior individuals internally and externally to explain situations, give advice, inform and influence their approach and decisions</li> <li>• Colleagues, management, Directors, Members and external organisations, including government bodies – support future corporate planning, deliver reports, present options and inform and influence decision making.</li> </ul>	

### **WORKING ENVIRONMENT**

Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites. Substantial remote working is possible.

### **PROCEDURAL CONTEXT**

- Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- The output of the role's impact will be on service issues and will also often extend to influence on matters of corporate or national importance.
- Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums.
- Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, Mid and longer term planning situations.
- Lead/support the implementation of Corporate Change Projects.
- Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

### **WORK KNOWLEDGE**

- In depth technical, professional and legislative knowledge across specific areas within the service.
- Thorough understanding of the Council in a local. Regional and National context to develop and implement policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate.
- Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function.
- In depth management experience, including extensive project / programme management applicable to the Service/organisation.

### **EQUIPMENT AND ASSOCIATED SKILLS**

- Standard Office equipment.
- ICT literate in standard office software.
- Associated professional software applications where appropriate.

### **INDICATIVE QUALIFICATIONS**

- Fully qualified member of the Chartered Institute of Payroll Professionals substantial relevant experience of the public sector/Local Government political environment.
- Chartered membership of an appropriate professional body (CIPP) is mandatory.
- Post graduate level professional qualification
- Relevant Degree

### **KEY FACTS AND FIGURES**

- Manage diverse functions in one full service area – additional functions may be integrated into the service from time to time.
- Responsible for service budget and service planning and control – budget monitoring and deployment of resources.
- Monitor and control service/corporate budgets.
- To deputise for the CFO (but not as S151 Officer) in absence.



## COMPETENCIES

### A NOTE ON COMPETENCIES

Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

### COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE

All Heads of Service have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy. The level of responsibility and accountability is described in the following statements:

1. The Head of Service shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
2. The Head of Service shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
3. The Head of Service shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
4. The Head of Service shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy

### COMPULSORY REQUIREMENTS FOR EQUALITY AND DIVERSITY (EQUALITY ACT 2010)

The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

**Managers must:**

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
2. ensure that their statutory function/service complies with the requirements of all equality legislation.

### COMPULSORY REQUIREMENTS FOR THE WELSH LANGUAGE ACT

The Authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.

This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

**Managers must:**

1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

## COMPULSORY REQUIREMENTS FOR INTRODUCING CHANGE AND NEW WAYS OF WORKING

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

### **Managers must:**

1. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
2. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

## SAFEGUARDING

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

## ROLE PROFILE SPECIFIC BEHAVIOURS

### A note on Behavioural Competencies

The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

### BEHAVIOUR 1

#### Job Knowledge and Professionalism

Purpose	Heads of Service have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services.
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

### BEHAVIOUR 2

#### Planning and Organising

Purpose	Heads of Service are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	Heads of Service demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	Heads of Service work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	To ensure Heads of Service communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	Heads of Service demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	Heads of Service understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	Heads of Service understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

**BEHAVIOUR 9**  
**Programme and Project Management**

<b>Purpose</b>	Heads of Service are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk

**BEHAVIOUR 10**  
**People and Performance**

<b>Purpose</b>	Heads of Service understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

# Agenda Item 11.



## Joint Report of the Head of Democratic Services & Monitoring Officer

Annual Meeting of Council – 1 October 2020

### Constitutional Matters 2020-2021

<b>Purpose:</b>	To inform Council of all necessary Constitutional matters in order to enable the efficient and lawful operation of Council.
<b>Policy Framework:</b>	Council Constitution.
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that:
1)	The Independent Remuneration Panel for Wales' determinations in relation to Basic, Civic and Senior Salaries and the Fees for Co-opted Members as set out in <b>Appendix A</b> be noted;
2)	A <b>Senior Salary</b> be paid to the following: <ul style="list-style-type: none"><li>➤ Leader of the Council;</li><li>➤ Deputy Leader of the Council;</li><li>➤ Cabinet Members <b>x 8</b>;</li><li>➤ Chair of General Licensing Committee;</li><li>➤ Chair of Planning Committee;</li><li>➤ Chair of Economy &amp; Infrastructure Policy Development Committee;</li><li>➤ Chair of Education &amp; Skills Policy Development Committee;</li><li>➤ Chair of Equalities and Future Generations Policy Development Committee;</li><li>➤ Chair of People Policy Development Committee;</li><li>➤ Chair of Poverty Reduction Policy Development Committee;</li><li>➤ Chair of Scrutiny Programme Committee.</li></ul>
3)	The Independent Remuneration Panel for Wales (IRPW) determination that the <b>Leader of the Largest Opposition Political Group</b> must be paid a <b>Band 4, Senior Salary</b> (subject to the 10% rule) be noted;
3)	A <b>Civic Salary</b> be paid to the following (subject to them not already being in receipt of a Senior Salary): <ul style="list-style-type: none"><li>➤ Lord Mayor (Civic Head);</li><li>➤ Deputy Lord Mayor (Deputy Civic Head).</li></ul>

4)	The posts of <b>Presiding Member</b> and <b>Deputy Presiding Member</b> be re-established and that they Chair Meetings of Council. These posts will not receive a Senior Salary;
5)	The Council Bodies and the Number of Allocated Seats as listed in <b>Appendix B</b> be appointed;
6)	The Committees listed in <b>Appendix C</b> be exempted by Council from the Local Government (Committees and Political Groups) Regulations 1990 in order to allow greater representation on these Committees by the Opposition Political Groups;
7)	Councillors be allocated to serve on Council Bodies in line with the nominations received from the Political Groups;
8)	The Leader of the Council' decision to allocate Councillors to sit on Outside Bodies be noted;
9)	The Council Constitution ( <a href="http://www.swansea.gov.uk/constitution">www.swansea.gov.uk/constitution</a> ) be reaffirmed and adopted including any amendments made at this meeting;
10)	Councillor L James be elected as Chair of the Democratic Services Committee;
11)	Those Co-opted Members eligible for Co-opted Member payments be paid a maximum of 20 full days per Municipal Year;
12)	The Councillors Handbook ( <a href="http://www.swansea.gov.uk/CllrsHandbook">www.swansea.gov.uk/CllrsHandbook</a> ) be reaffirmed;
13)	The list of Member Champion Areas and Responsible Councillors as outlined in <b>Appendix D</b> be noted;
14)	The Council Bodies Diary 2020-2021 as listed in <b>Appendix E</b> be confirmed and adopted;
15)	Any consequential amendments to the Council Constitution and / or Councillors as a result of this report be carried out.
<b>Report Author:</b>	Huw Evans
<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 operates within a legal framework established by the Local Government Act 1972, the Local Government and Housing Act 1989, the Local Government Act 2000, the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007, the Local Government (Wales) Measure 2011 and other relevant legislation (“the legislation”). Additionally, the Independent Remuneration Panel for Wales (IRPW) determines the remuneration available to Councillors and Co-opted Members.
- 1.2 This report seeks to address the requirements of the legislation and the Council Constitution.

## 2. Independent Remuneration Panel for Wales (IRPW)

- 2.1 The IRPW Annual Report 2020-2021 sets out the new framework for Councillor and Co-opted Member remuneration. Nineteen (19) of the 72 City and County of Swansea Councillors are eligible to receive a Senior Salary payment. The Civic Salary and Senior Salary includes the Basic Salary.
- 2.2 The IRPW have prescribed payment levels for Basic Salary, Civic Salary, Senior Salary and the Fees for Co-opted Member (with Voting Rights) of Local Authorities (**Appendix A**).
- 2.3 Under Section 154 of the Local Government (Wales) Measure 2011, any Councillor or Co-opted Member may elect to forego any part of their entitlement to a salary, allowance or fee by giving notice in writing to the Monitoring Officer.

## 3. Senior Salaries

- 3.1 The IRPW state that each Council should decide whether to pay Senior Salaries and to identify those positions that will attract the payment. It is proposed that the following positions be paid Senior Salaries:
- Leader of the Council;
  - Deputy Leader of the Council;
  - Cabinet Members **x 8**;
  - Chair of General Licensing Committee;
  - Chair of Planning Committee;
  - Chair of Economy & Infrastructure Policy Development Committee;
  - Chair of Education & Skills Policy Development Committee;
  - Chair of Equalities and Future Generations Policy Development Committee;
  - Chair of People Policy Development Committee;
  - Chair of Poverty Reduction Policy Development Committee;
  - Chair of Scrutiny Programme Committee.
- 3.2 A Council **must** pay a Senior Salary to the **Leader of the Largest Opposition Political Group** subject to them having 10% or more of the total number of Council seats in their Political Group.

3.3 A Council can consider whether to pay a Senior Salary to **Leaders of the Other Political Groups** if they have 10% or more of the total number of Council seats in their Political Group. However, if Council resolve to make such a payment, it would be taken from the nineteen Senior Salaries permitted within the Authority.

#### 4. Civic Salary

4.1 The IRPW determined that Authorities are permitted to pay a Civic Salary to the Civic Head & Deputy Civic Head (Lord Mayor and Deputy Lord Mayor). These payments do not count towards the 19 permitted Senior Salaries. A Councillor may not be in receipt of both a Senior Salary and Civic Salary payment.

4.2 Council must decide whether to remunerate the Civic Head and the Deputy Civic Head. Prior to deciding whether or not and / or at what level the Civic Heads should be remunerated, the question 'Who should Chair Council?' needs to be addressed. This question is considered in the "Presiding Member" section of the report.

4.3 The IRPW state that each Council should decide whether to pay Civic Salaries. It is proposed that the following be paid Civic Salaries:

- Lord Mayor;
- Deputy Lord Mayor.

#### 5. Presiding Member

5.1 The Local Government (Democracy) (Wales) Act 2013 allows Councils to appoint an additional post of Presiding Member whose role it will be to Chair meetings of the whole Council. Where appointed, there would be a consequential reduction in the responsibilities of the respective Civic Head.

5.2 As such the Authority must decide whether to appoint a Presiding Member to Chair Council or to allow the Civic Head to do so.

5.3 If a Presiding Member is appointed, and if Council resolves to remunerate the post then the position would be paid in accordance with the amount outlined by the IRPW (**Appendix A**). If remunerated, this would count towards the maximum allowed of 19 Senior Salaries.

5.4 The Authority may also appoint a Deputy Presiding Member; however this post shall not be remunerated.

5.5 Council is asked to determine whether to continue with a Presiding Member or not.

## **6. Annual Meeting of Council**

- 6.1 The Authority's Council Constitution which is based on legislation outlines what needs to be considered at the Annual Meeting of Council (Council Procedure Rule 8). This report seeks to address those requirements.

## **7. Political Balance / Committee Proportionality**

- 7.1 Council is required to decide the allocation of seats to Political Groups in accordance with the Political Balance Rules contained in the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 (SI 1553/90) as amended. A simple explanation of these rules was presented to the Annual Meeting of Council on 24 May 2012.
- 7.2 The Standards Committee is exempt from the above legislation as outlined in Section 12 "Allocation of seats to Political Groups" of the Standards Committee (Wales) Regulations 2001.
- 7.3 The Ruling Group have liaised with the Head of Democratic Services in order to outline its view on the structure and size of Council Bodies. The relevant proportional calculations have been made and shared with all Political Groups. This process culminates with this report to Council seeking approval to the structure and size of Council Bodies.

## **8. Appointment of Committees and Other Council Bodies and their Sizes**

- 8.1 The Council Bodies and the Number of Allocated Seats (in accordance with Political Balance Rules contained in the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 (SI 1553/90) as amended are listed in **Appendix B**. It is proposed that these Council Bodies be established.
- 8.2 In the event of any changes made to the size of these Council Bodies then it will necessitate the recalculation of Political Balance.
- 8.3 A number of Committees are exempted from the Local Government (Committees and Political Groups) Regulations 1990 as they are covered by separate legislation. Council also has the right to exempt a Committee from the legislation providing that it has the unanimous backing of all Councillors voting at the meeting. A list outlining such bodies is shown at **Appendix C**.

## **9. Allocation of Councillors to the Council Bodies**

- 9.1 Councillors be allocated to serve on Council Bodies in line with the nominations received from the Political Groups.
- 9.2 The list showing the allocation of Councillors will be included in the minutes of the Annual Meeting of Council.

## **10. Allocation of Councillors to Outside Bodies**

- 10.1 The Leader of the Council has allocated Councillors to sit on Outside Bodies. This is detailed at **Appendix E**.
- 10.2 The list showing Councillors and their allocation to Outside Bodies will be included in the minutes of the Annual Meeting of Council.

## **11. Democratic Services Committee**

- 11.1 The Local Government (Wales) Measure 2011 states that a Democratic Services Committee and Chair must be appointed by Council. The Committee Chair must be an Opposition Member. The Leader of the Council shall not sit on this Committee. No more than one Cabinet Member shall sit on this Committee. Co-opted Members are not permitted to sit on this Committee.
- 11.2 Councillor L James is the current Chair of the Democratic Services Committee.

## **12. Co-opted Members**

- 12.1 The IRPW has confirmed that reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.
- 12.2 Travelling time to and from the place of the meeting can be included in the claims for payments to Co-opted Members (up to the maximum of the daily rate).
- 12.3 The Head of Democratic Services can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.
- 12.4 Meetings eligible for the payment of the fee include other Committees and Working Groups (including task and finish groups), pre-meetings with Officers, training and attendance at conferences or any other formal meeting to which Co-opted Members are requested to attend by the Head of Democratic Services.
- 12.5 It is proposed to maintain payments to Co-opted Members at a maximum of 20 full days' payments per Municipal Year.

## **13. Councillors Handbook**

- 13.1 The Councillors Handbook [www.swansea.gov.uk/CllrsHandbook](http://www.swansea.gov.uk/CllrsHandbook) provides guidance for Councillors and Co-opted Members. The handbook contains information about Remuneration, Support for Councillors and Co-optee Members, Protocols and Role Descriptions.

13.2 It is proposed that the Councillors Handbook be reaffirmed.

#### **14. Appointment of Chairs & Vice Chairs of Committees**

14.1 Following the close of the Annual Meeting of Council, a number of Committees shall meet in order to elect Chairs and Vice Chairs to those Committees.

#### **15. Member Champions**

15.1 Member Champions provide a voice for traditionally underrepresented groups, or issues which need to be kept at the forefront of Council business although they may not be the responsibility of any individual or Committee.

15.2 Member Champions, (sometimes called Lead Members or Councillor Champions) in addition to their other Council responsibilities make sure that the issue or group that they are championing are taken into account when Policy is being developed and decisions made. The 'Member Champions' report to Council on 17 January 2013 provides further information.

15.3 Member Champions are appointed by the Leader of the Council. The Leader of the Council informs Council of whom he has appointed to these roles. The Leader of Council's appointments are set out in **Appendix D**.

15.4 The Leader of the Council is keen to ensure that Councillors acting as Member Champions and Members serving on Outside Bodies are able to provide feedback to Council or Councillors if required.

#### **16. Review of Councillors Mileage Distances**

16.1 Council, at its meeting on 3 December 2009 resolved to conduct a review of Councillors home to Guildhall / Civic Centre, single and return journeys using the RAC website (RAC Route Planner). The Councillors Mileage Distances to be used for the Council term 2017-2022 were presented to the Annual Meeting of Council on 25 May 2017. These were amended at Council on 24 May 2018 to correct a typographical error.

#### **17. Council Bodies Diary**

17.1 Section 6 "Timing of Council Meetings" of the Local Government (Wales) Measure 2011 places a duty on Authorities to conduct a survey of its Councillors in relation to the timing of its Meetings. The Measure states that such a survey should be undertaken at least once in each Council term.

17.2 The Timing of Council Meetings survey was held between 21 December 2017 and 12 January 2018. Council at its meeting on 6 March 2018 considered the survey responses and resolved to note the responses and to maintain the status quo of timings.

17.3 The Timing of Council Meetings survey responses were considered in preparing the Council Bodies Diary. The Council Bodies Diary 2020-2021 is shown as **Appendix F**.

## **18. Equality and Engagement Implications**

18.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

## **19. Financial Implications**

19.1 All financial impacts of this report are contained within existing budgets.

## **20. Legal Implications**

20.1 There are no legal implications associated with this report other than those identified within it.

**Background Papers:** None

### **Appendices:**

**Appendix A** Basic Salary, Civic Salary and Senior Salary Payments. (Group A Councils) & Fees for Co-opted Members (with Voting Rights) of Local Authorities as Prescribed by IRPW Annual Report 2020-2021

**Appendix B** Council Bodies & Number of Allocated Seats 2020-2021.

**Appendix C** Proposed Exemption from Committee Balance Rules.

**Appendix D** Member Champion Areas & Responsible Councillors

**Appendix E** Outside Bodies

**Appendix F** Council Bodies Diary 2020-2021.

## Appendix A

### Prescribed by the IRPW Annual Report 2020-2021

#### Basic Salary, Civic Salary and Senior Salary Payments (Group A Councils)

<b>Basic Salary</b>	£14,218
<b>Senior Salaries (inclusive of Basic Salary)</b>	
<b>Band 1</b>	
Leader of the Council	£54,450
Deputy Leader of the Council	£38,450
<b>Band 2</b>	
Executive Member (Cabinet Member)	£33,450
<b>Band 3</b>	
Committee Chairs	£22,918
<b>Band 4</b>	
Leader of the Largest Opposition Political Group *1	£22,918
<b>Band 5</b>	
Leader of Other Political Groups *2	£17,918
<b>Civic Salaries (inclusive of Basic Salary)</b>	
Civic Head (Mayor / Chair of Council)	£22,918
Deputy Civic Head (Deputy Mayor / Vice Chair of Council)	£17,918

#### Note:

- \*1 Leader of the Largest Opposition Political Groups** – They are only entitled to a Senior Salary if they have 10% or more of the total number of Council seats in their Political Group. If the 10% rule is achieved then the payment is automatic.
- \*2 Leaders of the Other Political Groups** – They are only entitled to a Senior Salary if they have 10% or more of the total number of Council seats in their Political Group and Council resolve to remunerate them.

#### Fees for Co-opted Member (with Voting Rights) of Local Authorities

Chair of Standards Committee and Chair of Audit Committee	4 Hours and Over	£256
	Up to 4 Hours	£128
Ordinary Members of Standards Committee; Education Scrutiny Committee; Crime and Disorder Scrutiny Committee and Audit Committee	4 Hours and Over	£198
	Up to 4 Hours	£99
Community / Town Councillors sitting on Principal Council Standards Committee	4 Hours and Over	£198
	Up to 4 Hours	£99

## Council Bodies & Number of Allocated Seats 2020-2021

## Appendix B

Body	Seats	Comments	Status
Council	72	Automatically Proportional	
Cabinet	10	Not Part of PR Calculations	SS
<b>Committees</b>			
Appeals & Awards	7		
Appointments	13		
Audit	13	Chaired by an Independent Person. 1 Ind Person & 13 Cllrs.	
Chief Exec Appraisal & Remuneration	9	Leader & Deputy Leader of Ruling Group and Largest Opposition Group, Leader only of other Political Groups and 3 other Labour.	XPR
Chief Officers Disciplinary	13	At least 1 member of Cabinet must sit on this Cttee but no more than 50% of the Cttee are permitted to be Cabinet Members	
Chief Officers Disciplinary Appeals	13	At least 1 member of Cabinet must sit on this Cttee but no more than 50% of the Cttee are permitted to be Cabinet Members	
Democratic Services	13	Chair must be an Opposition Councillor and appointed by Council.	
Family Absence Complaints		As per Council of 12 August 2014	
Economy & Infrastructure Policy Development	12		SS
Education & Skills Policy Development	12		SS
Equalities and Future Generations Policy Development	12		SS
People Policy Development	12		SS
Poverty Reduction Policy Development	12		SS
JCC	7		
General Licensing	12		SS
<i>General Licensing Sub</i>	3	Drawn proportionally from General Licensing Cttee.	
Statutory Licensing	12		
<i>Statutory Licensing Sub</i>	3	Drawn proportionally from Statutory Licensing Cttee.	
Pension Fund	6	Chaired by the Cabinet Member with responsibility for Finance.	
Planning	12	1. Membership between 11 & 21. 2. Quorum is 50%. 3. Only 1 Cllr from an Electoral Ward may sit on the Cttee. 4. Use of Substitute Members prohibited.	SS
Scrutiny Programme	13		SS
Standards	9	Standards Committee (Wales) Regulations 2001. 5 Ind, 3 CCS Cllrs & 1 C/T Cllr	XPR
West Glamorgan Archives	5	Independent Chair	
<b>Panels, Forums, Groups etc.</b>			
Admissions Panel	6		
Armed Forces Community Covenant Signatories Panel	1	Armed Forces Member Champion	XPR
Community / Town Councils Forum	6	Chaired by Delivery Cabinet Member. Better Communities Cabinet Member to also be a Member.	
Corporate Parenting Board	9	5 Ruling Group Cllrs , 2 Largest Opposition Group Cllrs, 1 Representative from each other Political Group.	XPR
Constitution Working Group	9	Presiding Member, Deputy Presiding Member, Leader & Deputy Leader of Ruling Group & Largest Opposition Group, Leader of other Political Groups & Cabinet Member with responsibility for Constitutional Matters.	XPR
Development Advisory Group (DAG)	3	This is a Cabinet Body.	XPR
Gower AONB Partnership Group	6	Chaired by Chair of Planning Committee	
<i>Sustainable Development Fund Panel</i>	2	Chaired by Chair of Planning Committee	
<i>Sustainable Development Fund Appeal Panel</i>	1		
Local Pension Board	1		
Standards Cttee Vacancy Panel	3		
Trustees Panel	17		

SS - Committees that attract Senior Salary

XPR - Bodies exempt from Proportionality.



### Proposed Exemption from Committee Balance Rules

1. A number of Committees are exempt from the Local Government (Committees and Political Groups) Regulations 1990 as they are covered by other separate legislation. Council also has the right to exempt a Committee from the legislation providing that it has the unanimous backing of all Councillors voting at the meeting. The following is a list of the Committees covered by separate legislation together with a reference to that legislation and those proposed to be exempted by Council.
  - 1.1 **Chief Executive's Appraisal and Remuneration Committee.** Council is asked to exempt this from the Committee Balance Rules in order to allow the following membership: Leader & Deputy Leader of the Ruling Group and Largest Opposition Group, Leader only of other Political Groups and 3 other Labour Councillors.
  - 1.2 **Standards Committee.** This is made up of 5 Independent Members, 3 Councillors and 1 Community / Town Councillor. By virtue of Section 53 (10) of the Local Government Act 2000 a Standards Committee and the Standards Committees (Wales) Regulations 2001, the Standards Committee is not required to comply with Section 15 of the Local Government and Housing Act 1989 (duty to allocate seats to Political Groups).
  - 1.3 **Corporate Parenting Board.** Council is asked to exempt this from the Committee Balance Rules in order to allow the following membership: 5 Ruling Group Cllrs (Labour), 2 Largest Opposition Group Cllrs (Lib Dem & Ind Opposition), 1 Representative from each other Political Group (Conservative and Uplands).
  - 1.4 **Constitution Working Group.** Council is asked to exempt this from the Committee Balance Rules in order to allow the following membership and representation by each Political Group: Presiding Member, Deputy Presiding Member, Leader & Deputy Leader of Ruling Group & Largest Opposition Group, Leader of other Political Groups & Cabinet Member with responsibility for Constitutional Matters.

## Member Champion Areas &amp; Responsible Councillors

<b>Member Champion Area</b>	<b>Councillor(s)</b>
Animal Rights	Gloria J Tanner
Anti-Slavery & Ethical Employment	Clive E Lloyd
Armed Forces	Wendy G Lewis
Carers	Paulette B Smith
Children & Family Services	Mark C Child
Councillor Support & Development	Wendy G Lewis
Disability & Access to Services	Paul Lloyd
Diversity	Erika T Kirchner
Domestic Abuse	Erika T Kirchner
Health & Wellbeing	Alyson Pugh
Healthy Cities & Sport	Terry J Hennegan
Human Rights	Mo Sykes
Language (Inc. Welsh)	Robert V Smith
LGBT+ (Lesbian, Gay, Bisexual & Transgender+)	Elliott J King
Looked After Children	Ceri Evans
Natural Environment & Biodiversity	Peter K Jones
Pensions	Louise S Gibbard
Poverty in Communities / Homelessness	Hazel M Morris
Poverty Reduction	Rob C Stewart
Public Transport	Nick J Davies
Rural Economy	Andrew H Stevens
Safeguarding	Mark C Child
Sanctuary & Inclusion	Yvonne V Jardine
UNCRC (United Nations Convention on the Rights of the Child)	Christine Richards & Sam Pritchard
Vulnerable & Older People	Jan P Curtice
Women	Louise S Gibbard
Young Carers	Sam Pritchard

**Leader of the Council's Allocation of Councillors to Sit on Outside Bodies**

<b>ABMU Community Health Council</b>	Wendy Lewis
	Hazel Morris
	Mo Sykes
<b>Association of Public Service Excellence (APSE)</b>	Clive Lloyd
<b>Cambrian Educational Foundation for Deaf Children</b>	Andrea Lewis
<b>EOTAS (Education Other Than At School) Steering Group</b>	Jennifer Raynor
<b>ERW Joint Committee</b>	Rob Stewart
	Jennifer Raynor
<b>Fostering Panel (Friends and Family)</b>	Mo Sykes
<b>Fostering Panel (Mainstream Panel)</b>	Mandy Evans
<b>Gower College Swansea</b>	Sam Pritchard
	Des Thomas
<b>Gower Commoners Association</b>	Andrew Stevens
<b>Heart of Wales Line Forum</b>	Paul Lloyd
<b>Inter Authority Agreement for Food Waste</b>	Mandy Evans
	Mark Thomas
<b>Joint Council of Wales (South Wales Provincial Council)</b>	Rob Stewart
	Clive Lloyd
<b>Loans and Savings Abertawe (LASA) Credit Union</b>	Lesley Walton
<b>Local Government Association (LGA) Executive</b>	Mark Thomas
	Clive Lloyd
	Andrea Lewis
	Rob Stewart
<b>Mid and West Wales Fire Authority</b>	Cyril Anderson
	Jan Curtice
	Terry Hennegan
	Paulette Smith
	Des Thomas
	Gordon Walker
	Richard Lewis

<b>National Association of British Market Authorities</b>	Robert Francis-Davies
<b>National Waterfront Museum (Swansea) Ltd</b>	Erika Kirchner
	Joe Hale
	Robert Francis-Davies
<b>Oystermouth Castle Management Board</b>	Mark Child
<b>PATROL (Parking and Traffic Regulations Outside London) Steering Group</b>	Mark Thomas
<b>PRU (Pupil Referral Unit) Management Board</b>	Jennifer Raynor
<b>Regeneration Swansea Partnership</b>	Rob Stewart
	Robert Francis-Davies
	David Hopkins
<b>South Wales Police and Crime Panel</b>	Will Evans
	Christine Richards
<b>South West Wales Regional Waste Management Committee</b>	Mark Thomas
	Mandy Evans
	Mike White
<b>Standing Advisory Council on Religious Education</b>	Lynda James
	William Evans
	Yvonne Jardine
	Sam Pritchard
	Elliott King
	Peter Jones
<b>Suresprung Board of Trustees</b>	Ryland Doyle
	Alyson Pugh
	Jan Curtice
	Gloria Tanner
<b>Swansea Bay City Region Joint Committee</b>	Rob Stewart
<b>Swansea Bay Port Health Authority</b>	Cyril Anderson
	Joe Hale
	Clive Lloyd
	Robert Smith
	Mike White
	Paul Lloyd
	Mike Lewis
	Chris Holley
	Gareth Sullivan
	Lyndon Jones

<b>Swansea Bay Regional Equality Council</b>	Erika Kirchner
	Sanctuary & Inclusion Member Champion (Yvonne Jardine)
<b>Swansea Business Improvements Ltd (BID)</b>	Robert Francis-Davies
	Rob Stewart
<b>Swansea Community Energy &amp; Enterprise Scheme (SCEES)</b>	Andrea Lewis
<b>Swansea Council for Voluntary Service</b>	Peter Jones
	Jan Curtice
	Ceri Evans
<b>Swansea Cycling Forum (Cycle Action Progress Group)</b>	Nick Davies
<b>Swansea Environment Centre</b>	Peter Jones
<b>Swansea PSB (Public Services Board) Joint Committee</b>	Rob Stewart
	Clive Lloyd
<b>Swansea PSB (Public Services Board) Partnership Forum</b>	Andrea Lewis
	Erika Kirchner
	Mark Child
	Rob Stewart
	Clive Lloyd
	Sam Pritchard
	Jen Raynor
	Andrew Stevens
<b>Swansea St Mary's Choral Trust</b>	Sam Pritchard
<b>University of Swansea Court</b>	Robert Francis-Davies
<b>Vision in Wales (Wales Council for the Blind)</b>	Christine Richards
<b>Wales National Pool (Swansea) Ltd</b>	Robert Francis-Davies
	Mark Child
	Robert Smith
<b>Wales Strategic Migration Partnership</b>	Sanctuary & Inclusion Member Champion (Yvonne Jardine)
<b>Welsh Books Council</b>	Robert Francis-Davies
<b>WLGA (Welsh Local Government Association) Council</b>	Mark Thomas
	Mary Sherwood
	Andrea Lewis

	Clive Lloyd
	Rob Stewart
<b>WLGA (Welsh Local Government Association) Executive Board</b>	Rob Stewart
<b>West Glamorgan Council for Drug and Alcohol Abuse</b>	Terry Hennegan
	Erika Kirchner
<b>Western Glamorgan Adoption Panel</b>	Cabinet Member with Responsibility for SS (Elliott King)
<b>Western Glamorgan Regional Partnership Board</b>	Rob Stewart
	Clive Lloyd
	Elliott King

# October 2020

November 2020

October 2020

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
28 Sep	29	30	1 Oct 09:30 Corporate Briefing 10:30 Council	2 10:00 Standards	3	4
5	6 14:00 Planning	7	8 10:30 Swansea Bay CRJC	9 10:00 General Licensing	10	11
12	13 16:00 Scrutiny Programme	14 16:00 Education PDC	15 10:00 Cabinet 14:00 Econ & Infra PDC	16	17	18
19 10:00 Corporate Parenting	20 14:00 Audit	21 16:00 People PDC	22	23	24	25
26 15:30 Poverty PDC	27 14:00 Equal & Fut PDC	28 School Half Term	29	30	31	1 Nov

# November 2020

December 2020

November 2020

Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Mo	Tu	We	Th	Fr	Sa	Su
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
26 Oct	27	28	29	30	31	1 Nov
2	3 14:00 Planning	4 17:00 Council	5 10:00 Corporate Briefing	6	7	8
9 16:00 Democratic Services	10 14:00 Audit	11 16:00 Education PDC	12 10:00 Pension Fund 10:30 Swansea Bay CRJC	13 10:00 General Licensing	14	15
16 14:00 Armed Forces	17 16:00 Scrutiny Programme	18 16:00 People PDC	19 10:00 Cabinet 14:00 Econ & Infra PDC	20	21	22
23 15:30 Poverty PDC	24 14:00 Equal & Fut PDC	25	26 10:00 Pension Board	27	28	29
30 19:00 Gower AONB	1 Dec	2	3	4	5	6



# December 2020

January 2021

December 2020

Mo	Tu	We	Th	Fr	Sa	Su
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Mo	Tu	We	Th	Fr	Sa	Su
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
30 Nov	1 Dec 10:30 JCC 14:00 Planning	2	3 10:00 Corporate Briefing 17:00 Council	4	5	6
7 10:00 SDF Panel	8 14:00 Audit	9 16:00 Education PDC	10 10:30 Swansea Bay CRIC	11 10:00 General Licensing 11:00 Archives	12	13
14 15:30 Poverty PDC	15 14:00 Equal & Fut PDC 16:00 Scrutiny Programme	16 16:00 People PDC	17 10:00 Cabinet 14:00 Econ & Infra PDC	18	19	20
21	22	23	24	25	26	27
28	29 EXTRA STATUTORY DAY	30 School Christmas Holidays	31 School Christmas Holidays	1 Jan 21	2	3

# January 2021

January 2021							February 2021						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
4	5	6	7	8	9	10	1	2	3	4	5	6	7
11	12	13	14	15	16	17	8	9	10	11	12	13	14
18	19	20	21	22	23	24	15	16	17	18	19	20	21
25	26	27	28	29	30	31	22	23	24	25	26	27	28

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
28 Dec	29	30	31	1 Jan 21	2	3
				NEW YEARS DAY	School Christmas Holidays	
4	5	6	7	8	9	10
			10:00 Corporate Briefing	10:00 General Licensing		
11	12	13	14	15	16	17
	14:00 Planning	16:00 Education PDC	10:30 Swansea Bay CRJC			
18	19	20	21	22	23	24
10:00 Corporate Parenting 14:00 Armed Forces	10:00 Audit 16:00 Scrutiny Programme	16:00 People PDC	10:00 Cabinet 14:00 Econ & Infra PDC			
25	26	27	28	29	30	31
15:30 Poverty PDC	14:00 Equal & Fut PDC		17:00 Council			

# February 2021

February 2021							March 2021						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7	1	2	3	4	5	6	7
8	9	10	11	12	13	14	8	9	10	11	12	13	14
15	16	17	18	19	20	21	15	16	17	18	19	20	21
22	23	24	25	26	27	28	22	23	24	25	26	27	28
							29	30	31				

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1 Feb	2 14:00 Planning	3	4 10:00 Corporate Briefing	5	6	7
8	9 14:00 Audit	10 16:00 Education PDC	11 10:30 Swansea Bay CRUC	12 10:00 General Licensing	13	14
15	16 16:00 Scrutiny Programme	17 School Half Term 16:00 People PDC	18 10:00 Cabinet 14:00 Econ & Infra PDC	19	20	21
22 15:30 Poverty PDC	23 14:00 Equal & Fut PDC	24	25	26	27	28

# March 2021

March 2021							April 2021						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7	5	6	7	8	9	10	11
8	9	10	11	12	13	14	12	13	14	15	16	17	18
15	16	17	18	19	20	21	19	20	21	22	23	24	25
22	23	24	25	26	27	28	26	27	28	29	30		
29	30	31											

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1 Mar 16:00 Democratic Services	2 14:00 Planning	3	4 10:00 Corporate Briefing 17:00 Council	5	6	7
8 10:00 SDF Panel	9 14:00 Audit	10 16:00 Education PDC	11 10:00 Pension Fund 10:30 Swansea Bay CRUC	12 10:00 General Licensing 11:00 Archives	13	14
15 14:00 Armed Forces 19:00 Gower AONB	16 16:00 Scrutiny Programme	17 16:00 People PDC	18 10:00 Cabinet 14:00 Econ & Infra PDC	19 10:00 Standards	20	21
22 15:30 Poverty PDC	23 10:30 JCC	24	25 10:00 Corporate Briefing 17:00 Council	26	27	28
29	30 School Easter Holidays 14:00 Equal & Fut PDC	31	1 Apr	2	3	4

# April 2021

April 2021

May 2021

Mo	Tu	We	Th	Fr	Sa	Su
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Mo	Tu	We	Th	Fr	Sa	Su
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
29 Mar	30	31	1 Apr	2	3	4
			10:00 Pension Board	GOOD FRIDAY	School Easter Holidays	
5	6	7	8	9	10	11
EASTER MONDAY			School Easter Holidays			
				10:00 General Licensing		
12	13	14	15	16	17	18
	14:00 Planning 16:00 Scrutiny Programme	16:00 Education PDC	10:30 Swansea Bay CRIC 14:00 Cabinet			
19	20	21	22	23	24	25
10:00 Corporate Parenting	14:00 Audit	16:00 People PDC	14:00 Econ & Infra PDC			
26	27	28	29	30	1 May	2
15:30 Poverty PDC	14:00 Equal & Fut PDC		10:00 Corporate Briefing			

# May 2021

June 2021

May 2021

Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Mo	Tu	We	Th	Fr	Sa	Su
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
26 Apr	27	28	29	30	1 May	2
3 BANK HOLIDAY	4 14:00 Planning	5	6 Welsh Assembly Elections	7	8	9
10	11	12	13	14 10:00 General Licensing	15	16
17	18 16:00 Scrutiny Programme	19	20 10:00 Cabinet 16:00 Annual Council	21 14:00 Council (Lord Mayor)	22	23
24	25	26	27	28	29	30
31 School Half Term Bank Holiday	1 Jun	2	3	4	5	6