



Report of the Chief Executive

Council – 21 March 2024

Chief Officer Job Evaluation Scheme

Purpose:	To update Council on the progress of the new Job Evaluation Scheme for Chief Officers and next steps.
Policy Framework:	Pay Policy 2023, Workforce Strategy 2022/27.
Consultation:	Legal, Finance, Access to Services.
Report Author:	Martin Nicholls
Finance Officer:	Chris Davies
Legal Officer:	Stephanie Williams
Access to Services Officer:	Not applicable as report for information
For Information	

1. Introduction

- 1.1 Council considered a Report of the Chief Executive to Council on 4th May 2023 which outlined the options to progress a new Job Evaluation scheme and agreed to proceed with the appointment of the LGA to assist in its delivery. In addition, Council also approved the requirement to make appropriate changes to the Council's Pay Policy.
- 1.2 The requirement to develop a replacement scheme was in line with the Council's Workforce Strategy for 2022/27. In addition, the previous scheme has been in place for a considerable period of time thus a new scheme was required to ensure it was fit for purpose.
- 1.3 The LGA have completed the process and produced a "Rank Order Report" and this report provides an update accordingly.

1.4 Council are asked to:

- * note the progress and outcomes on the new Job Evaluation scheme for Chief Officers;
- * note that the Chief Executive will implement the outcomes of the evaluation process under the new Job Evaluation Scheme subject to an appropriate appeals process;
- * note the comments regarding a future amended pay model and changes to the senior management structure in section 6 of this report which will be the subject of a future report to Council.

2. Local Government Association (LGA) Chief Officer Scheme

2.1 As stated above council approved the appointment of the LGA to progress the job evaluation scheme and the process including the following: -

- The LGA would evaluate the posts in this cadre. As part of this process, they requested that postholders provide information via a bespoke questionnaire.
- Sessions were held with all affected postholders with additional drop-in session as needed.
- A member briefing was also undertaken and meetings with the trade unions was also held.

2.2 The LGA process looks at four areas each with two sub factors; knowledge requirement, creative thinking / policy direction involved, impact on people / organisation, responsibility for resources. The Council provided data on budgets and numbers of FTEs to support the evaluation process and “local conventions” used to reflect the size and complexity of the organisation. A summary of the scheme matrix was shared with all postholders for completion.

3. Outcome of Evaluation and Rank Order Report

3.1 As stated questionnaires were completed by postholders and these completed forms were verified by their line manager and submitted to LGA who undertook the evaluation independently and developed a rank order report.

3.2 These scores and subsequent rank order report is a matter of fact based on the scheme and evaluation process approved by Council and is for noting not approval.

3.3 For information the following score “ranges” were determined for all roles.

Directors: - score range 1580 to 1680 (5 posts scored)

Chief officers: - 1340 (one post scored)

Remaining chief officers/Heads of service: - 930 to 1270 (20 posts)

3.4 To complete the job evaluation part of the process it is necessary to determine the thresholds or JE criteria for each current pay band without changing the pay model itself which will have the following result:

- **Directors and Chief Officers**

These roles are determined by the senior management structure approved by Council. In addition, there is currently one pay band for each of these designations and no min/max score threshold so there is no need or ability to make any suggested changes within the current pay model. It is worth noting that even though there is only one officer currently appointed to the chief officer band it is intended to retain the grade within the structure to enable future flexibility.

- **Heads of Service/Deputy Chief Officers**

The remaining heads of service/deputy chief officers fall across a wide range of scores would fall between 930 and 1270.

3.5 The current pay model has 3 bands for this cohort and in retaining the same pay model, the same number of bands remain. However, it is necessary to set thresholds for each of these pay levels and the following has been proposed by the LGA consultants.

Band 1 1200 and above

Band 2 1199 to 1100

Band 3 1099 and below

3.6 The impact on current postholders across all above would be as follows (and subject to appeal):

19 posts remain in the same pay bands

2 post increase 1 pay band

4 posts reduce by 1 pay band

3.7 Notes: -

1. There would be no upper limit on Head of Service band 1. i.e. a post holder could not score high enough to become a chief officer as only Council could determine any structural changes.
2. Any postholders suffering detriment would be subject to pay protection in line with the relevant policy.
3. There would be no lower threshold in band 3. i.e. post holders would remain as heads of service unless Council chose in the future to amend the senior management structure accordingly.

4. Pay Model

4.1 As stated above the job evaluation process is separate from any changes to the pay model itself. The proposals above once completed would conclude the Job evaluation process the outcomes of which can

be accommodated within the current pay policy which has already had Council approval.

- 4.2 There may be a desire to subsequently review the pay model although it is suggested that this is not an urgent priority for the following reasons: -
1. The Council has been able to recruit to all relevant posts in recent years although the depth of candidates could be improved.
 2. The pay levels are largely comparative and competitive with other authorities for roles of a similar standing.
 3. Any proposed changes pay levels at a senior level may appear to be inappropriate timing given the current financial pressures the authority faces.
 4. If there was a need to change the pay model it is probably best done at the same time as any changes to the Council's Senior management structure both of which would require Council approval.

5. Appeals

- 5.1 Staff affected would have the right of appeal against the outcome of the job evaluation once implemented. The LGA have confirmed that any appeals process would need to be undertaken by someone trained in their scheme and as such will either be by an LGA consultants who have not been connected to the process in Swansea or by an independent trained senior officer from another local authority.

6. Future Senior Management Changes

- 6.1 Notwithstanding the rationale for not changing the pay model at this time it has become apparent over recent times that there may well need to be some changes at chief officer level to align with budget changes and future changing demands placed on the Council. In addition there are some roles within the council that whilst classed as a grade 12 they actually are either difficult to recruit or retain or operate at a strategic level thus attracting either a market supplement or honoraria in line with the appropriate policy.
- 6.2 A number of other Councils have formalised such roles and it is proposed that further work is undertaken to consider the establishment of a small number of "strategic managers" across the council. This would involve developing a new set of criteria to determine eligible posts that would be suitable to be employed on JNC terms and conditions. If any of these posts report directly to Chief Officers, they would become Deputy Chief Officers and would become within the decision-making realm of Council as part of a future senior management structure.
- 6.3 If implemented it is felt such a proposal would assist both in recruitment and retention within key roles of the Council thus also aiding future resilience and succession planning. In addition, members of the Chief Officer appointment committee have raised concerns about the lack of

experienced internal candidates when recruiting Chief Officers and it if felt such an arrangement would also assist in addressing this issue.

- 6.4 However, as this would potentially have a cost it is best considered separately by Council as part of a future report on any changes to the senior management structure.

7. Next Steps

- 7.1 The Chief Executive will advise the affected staff and Trade Unions on the outcome of the job evaluation process.
- 7.2 The Chief Executive will also develop in consultation with the LGA consultants an appropriate appeal process.
- 7.3 Following determination of any appeals lodged the Chief Executive will implement the outcomes which are in line with Councils approved pay policy.
- 7.4 The further recommendations around senior management structure and strategic manager roles would be subject to a further report to Council in due course.

8. Integrated Assessment Implications

- 8.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage.
 - Consider opportunities for people to use the Welsh language.
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 8.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals.

8.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

8.4 As this report is for information and IIA screening is not required.

9. Financial Implications

9.1 The recommendation, and decision by Council, to commission an evaluation, was explicitly on the basis of understanding that there would be no additional costs to the senior management structure longer term. Although it should be recognised that the grade and salary of some posts may go up whilst others may go down and there may be elements of pay protection in line with the appropriate policy. The remuneration bands for Chief Officers in the Councils Pay Policy remain the same and the evaluation process will utilise these existing bands.

Notwithstanding this, the actual immediate financial implications are estimated to be circa £15k including pay protection in the first year following implementation. However, these costs may be affected by the date of implementation and the outcomes of any appeals lodged.

10. Legal and HR Implications

10.1 Councils are required to have a legally sound job evaluation scheme, including appeal provisions, which meets the requirements of equal pay provisions. The LGA scheme has been approved previously by Council for Chief Officers as being such a scheme. This report outlines the outcome of the job evaluation process but does not change the pay model and the remuneration that is applied to the posts. Because of this no changes are required to the Councils Pay Policy.

10.2 For those staff who would suffer detriment that the intention would be to apply the following pay protection.

Staff losing up to 9.9% 12 months' pay protection.

Staff losing between 10% and 19.9% 18 months' pay protection.

Staff losing 20% or more 24 months' pay protection.

Background Papers: None

Appendices: None