

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga

Dydd Mawrth, 25 Gorffennaf 2017

Dear Cyngorwyr,

## CABINET

Gofynnir i chi fynychu cyfarfod **Cabinet** a gynhelir yn **Conference Room - County Hall, Usk** ar **Dydd Mercher, 9fed Awst, 2017**, am **2.00 pm**.

## AGENDA

1. Ymddiheuriadau am absenoldeb
2. Datganiadau o Fuddiant
3. I ystyried yr adroddiadau canlynol (copdau ynghlwm):

- i. **Ail-Strwylythvro Tim Rheoli**  
Wards/Division Affected: All

1 - 26

Purpose: The purpose of this report is three-fold:

- To re-set the senior officer leadership of the Council to address the consequential impact of the recent appointment to the Chief Officer for Children and Young People;
- To align changes as closely as possible to the emerging policy and strategic agenda set out in the Administration's manifesto and Cabinet portfolio responsibilities; and,
- To modify the leadership pay structure at Head of Service level in order to address issues of equity and bring closer comparability with regional equivalents.

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Yours sincerely,

**Paul Matthews**  
**Chief Executive**

**PORTFFOLIOS CABINET**

<b>Cynghorydd Sir</b>	<b>Maes Cyfrifoldeb</b>	<b>Gwaith Partneriaeth ac Allanol</b>	<b>Ward</b>
P.A. Fox (Arweinydd)	<b>Strategaeth a Chyfeiriad Awdurdod Cyfan</b> CCR Cyd Gabinet a Datblygu Rhanbarthol; Trosolwg Sefydliad; Gweithio Rhanbarthol; Cysylltiadau Llywodraeth; Bwrdd Gwasanaethau Cyhoeddus; WLGA	Cyngor WLGA WLGA Bwrdd Cydlynu Gwasanaethau Cyhoeddus	Porthysgewin
R.J.W. Greenland (Dirprwy Arweinydd)	<b>Menter</b> Cynllunio Defnydd Tir; Datblygu Economaidd; Twristiaeth; Rheoli Datblygu; Rheoli Adeiladu; Tai a Digartrefedd; Hamdden; Ieuencid; Addysg Oedolion; Addysg Awyr Agored; Hybiau Cymunedol; Gwasanaethau Diwylliannol	Cyngor WLGA Twristiaeth Rhanbarth y Brifddinas	Devauden
P. Jordan	<b>Llywodraethiant</b> Cefnogaeth y Cyngor a Phenderfyniadau Gweithrediaeth; Craffu; Safonau Pwyllgor Rheoleiddiol; Llywodraethiant Cymunedol; Cefnogaeth Aelodaeth; Etholiadau; Hyrwyddo Democratiaeth ac Ymgysylltu: Y Gyfraith; Moeseg a Safonau; Perfformiad Awdurdod Cyfan; Cynllunio a Gwerthuso Gwasanaeth Awdurdod Cyfan; Cydlynu Corff Rheoleiddiol		Cantref
R. John	<b>Plant a Phobl Ifanc</b> Safonau Ysgolion; Gwella Ysgolion; Llywodraethiant Ysgolion; Trosolwg EAS; Blynyddoedd Cynnar; Anghenion Dysgu Ychwanegol; Cynhwysiant; Cwricwlwm Estynedig; Derbyniadau; Dalgylchoedd; Cynnig Ôl-16; Cydlynu gyda Choleg Gwent.	Cyd Grŵp Addysg (EAS) CBAC	Llanfihangel Troddi
P. Jones	<b>Gofal Cymdeithasol, Diogelu ac Iechyd</b> Plant; Oedolion; Maethu a Mabwysiadu; Gwasanaeth Troseddu Ieuencid; Cefnogi Pobl; Diogelu Awdurdod Cyfan (Plant ac Oedolion); Anableddau; Iechyd Meddwl; Iechyd Cyhoeddus; Cydlynu Iechyd.		Rhaglan
P. Murphy	<b>Adnoddau</b> Cyllid; Technoleg Gwybodaeth (SRS); Adnoddau Dynol; Hyfforddiant; Iechyd a Diogelwch; Cynllunio Argyfwng; Caffaeliad; Archwilio; Tir ac Adeiladau (yn cynnwys Stadau, Mynwentydd, Rhandiroedd, Ffermydd); Cynnal a Chadw Eiddo; Swyddfa Ddigidol; Swyddfa Fasnachol	Consortium Prynu Prosiect Gwyrdd Cymru	Caerwent

S.B. Jones	<b>Gweithrediadau Sir</b> Cynnal a Chadw Priffyrdd, Rheoli Trafnidiaeth, Traffig a Rhwydwaith, Rheolaeth Stad; Gwastraff yn cynnwys Ailgylchu; Cyfleusterau Cyhoeddus; Meysydd Parcio; Parciau a Gofodau Agored; Glanhau; Cefn Gwlad; Tirluniau a Bioamrywiaeth; Risg Llifogydd.	SEWTA Prosiect Gwyrdd	Goetre Fawr
S. Jones	<b>Cyfiawnder Cymdeithasol a Datblygu Cymunedol</b> Ymgysylltu â'r Gymuned; Amddifadedd ar Arwahanrwydd; Diogelwch y Gymuned; Cydlyniaeth Gymdeithasol; Tlodi; Cydraddoldeb; Amrywiaeth; Y Gymraeg; Cysylltiadau Cyhoeddus; Safonau Masnach; Iechyd yr Amgylchedd; Trwyddedu; Cyfathrebu		Llanofar

## Cymunedau Cynaliadwy a Chryf

### Canlyniadau y gweithiwn i'w cyflawni

#### **Neb yn cael ei adael ar ôl**

- Gall pobl hŷn fyw bywyd da
- Pobl â mynediad i dai addas a fforddiadwy
- Pobl â mynediad a symudedd da

#### **Pobl yn hyderus, galluog ac yn cymryd rhan**

- Camddefnyddio alcohol a chyffuriau ddim yn effeithio ar fywydau pobl
- Teuluoedd yn cael eu cefnogi
- Pobl yn teimlo'n ddiogel

#### **Ein sir yn ffynnu**

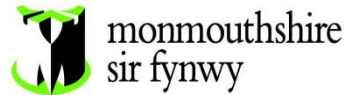
- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

### Ein blaenoriaethau

- Ysgolion
- Diogelu pobl agored i niwed
- Cefnogi busnes a chreu swyddi
- Cynnal gwasanaethau sy'n hygyrch yn lleol

### Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.



<b>SUBJECT:</b>	<b>Leadership Team Re-design</b>
<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>9 August 2017</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

## 1. PURPOSE:

1.1 The purpose of this report is three-fold:

- To re-set the senior officer leadership of the Council to address the consequential impact of the recent appointment to the Chief Officer for Children and Young People;
- To align changes as closely as possible to the emerging policy and strategic agenda set out in the Administration's manifesto and Cabinet portfolio responsibilities; and,
- To modify the leadership pay structure at Head of Service level in order to address issues of equity and bring closer comparability with regional equivalents.

## 2. RECOMMENDATIONS:

2.1 That cabinet approves the following structural adjustments:

- The deletion of the Head of Policy, Governance and Engagement post which carries the statutory Head of Democracy accountability;
- The deletion of Head of Economy and Enterprise post;
- The deletion of the Policy and Improvement Manager post;
- The deletion of the Head of Property Services and Facilities Management post;
- The deletion of the Head of Community Delivery post;
- The post known as Chief Officer, Enterprise be re-assigned as Deputy Chief Executive, with responsibility for Enterprise and subject to the recommendation of the Democratic Services Committee and subsequent approval by Council, be designated as the statutory Head of Democracy;
- To establish a Head of Business Planning & Redesign post, to be funded from the Future Monmouthshire budget reserve for the remainder of 17/18 and into 18/19 before it becomes a core budget consideration;

- To establish a Head of Enterprise and Community Development post, with responsibility for Economic Development, Youth Enterprise, business transition, Museums and oversight of a new Community Development Office;
- To establish a Head of Policy and Governance post, with responsibility for Democracy & Scrutiny, Data, Business & Member Support, Community Hubs, Communications and Improvement; and,
- To establish a Head of Commercial and Integrated Landlord services post, with responsibility for developing the council's strategic commercial offer and whole authority landlord service; and incorporating Property, Assets, Estates, Procurement and Energy,

**2.2** These changes will strengthen the Councils performance in several significant areas.

- Consistent and sequenced governance with heightened focus on option appraisal, evaluation and meaningful engagement;
- Organising officer resources into a Community Development Office which brings together place-based approaches, volunteering, external partnerships and engagement. This will align with the new Social Justice and Community Development cabinet portfolio;
- Organising officer resources into a Commercial Office bringing together one whole-authority 'landlord' approach (in place of our current property maintenance and estates functions) and a whole authority approach to commercial activity;
- Creating the right conditions for a new sustainable and resilient operating model. Indications suggest that a further c£14 million of cost reduction will need to be planned and secured over the next 4 years.

**2.3** That cabinet endorses an adjustment to the core Head of Service tier, assimilating posts on grade bands D & E to C to address issues of equity and parity and respond to threats posed to our recruitment and retention of quality officers, as a result of comparable market pay.

### **3. KEY ISSUES:**

#### **Adapting strategy**

**3.1** Future Monmouthshire is an approved policy position that enables delivery against our core purpose - *creating sustainable and resilient communities*. Our relationship with and understanding of our place is at the heart of this. Our council needs the means to understand the changes that will occur in the future. This means continuing to build evidence, insight and understanding

around 'what matters' – now and for the future in keeping with commitments to the Wellbeing of Future Generations.

- 3.2** Our approach cannot be one of simply understanding the ambitious outcomes we seek for our county. New ends, require new means and as such, understanding and investing in the mechanisms, methods, processes and agencies that will advance and accelerate progress, is critical. New approaches that support the development of soft assets and tools – data, business insights, ideas, engagement, capacity building, social capital development and civic participation – are the very things that will enable us to optimise the value of land, buildings, physical infrastructure and connectivity.
- 3.3** The financial situation of the council and the need to find >£14m over the medium-term is our context. The task is to strengthen today by reinventing the core operating model whilst simultaneously creating tomorrow's core business.
- 3.4** There is a new administration, refreshed priorities and a manifesto which captures the need to drive forward and accelerate the pace of the above. Whilst this is just the start of that process, this report makes an early contribution to laying the foundations to make a success of this approach.

### **Re-aligning structures**

- 3.5** In view of the constant stream of challenges upon our county – demographic, social, technological, environmental and economic, we need to equip our council to continuously adjust and evolve. There can be no such thing as fixed structures and it has been accepted since the first structural re-alignment brought by the Chief Executive in 2010, that if our council is to remain responsive, relevant, viable and adaptive; and, in tune with the ever-shifting needs and priorities of our communities - a permanent state of transition must prevail. A recipe for short-term survival is not enough – long-term sustainability is the goal.
- 3.6** With the recent appointment of the former Head of Policy, Governance and Engagement to the role of Chief Officer, Children and Young People, a natural opportunity presents to think forward. Key features are:
- A need to re-assign (rather than re-appoint to) the statutory Head of Democracy accountability and ensure a more even spread of responsibilities across the now condensed Senior Leadership Team;
  - A desire to refresh the emphasis on governance and create stronger connections into democracy, improvement and citizen engagement;
  - To enhance core capability around data and business intelligence;

- To align core capacity around community development and place-based approaches;
- To develop a whole-authority commercial strategy, embedded in which is an integrated 'corporate landlord' bringing together core elements of our physical and revenue generating assets;
- Bring more focus to delivering on the Future Monmouthshire programme

### **3.7** The structural changes required to enact the above, are:

- The deletion of the Head of Policy, Governance and Engagement post which carries the statutory Head of Democracy accountability;
- The deletion of Head of Economy and Enterprise post;
- The deletion of the Policy and Improvement Manager post;
- The deletion of the Head of Property Services and Facilities Management post;
- The deletion of the Head of Community Delivery post;
- The post known as Chief Officer, Enterprise be re-assigned as Deputy Chief Executive, with responsibility for Enterprise and be designated as the statutory Head of Democracy. This is subject to recommendation of the Democratic Services Committee onto full Council for consideration and endorsement;
- To establish a Head of Business Planning & Redesign post, to be funded from the Future Monmouthshire budget reserve for the remainder of 17/18 and into 18/19 before it becomes a core budget consideration;
- To establish a Head of Enterprise and Community Development post, with responsibility for Economic Development, Youth Enterprise, Community Education, business transition, Museums and oversight of a new Community Development Office;
- To establish a Head of Policy and Governance post, with responsibility for Democracy & Scrutiny, Data, Business & Member Support, Community Hubs, Communications and Improvement; and,
- To establish a Head of Commercial and Integrated Landlord services post, with responsibility for developing the council's strategic commercial offer and whole authority landlord service; and incorporating Property, Facilities, Estates, Procurement and Energy,

### **Adjusting pay**

- ### **3.8** In order to complement the above structural changes, there is a need to align and equalise pay for those Head of Service level posts that currently fall within and across grade bands D&E. the proposal is to create consistency with other Heads of Service posts which are currently graded at Band C. In addition, there have been several recent examples, such as those appended to this



report, where neighbouring authorities have advertised directly comparable Head of Service posts on a salary range of £73,840-79,515. If pay equity internally and externally cannot be achieved, there is a significant continuing threat posed to our ability to firstly retain quality officers, secondly, to recruit talent in the future and lastly, to develop robust succession arrangements.

3.9 The attached Pay Policy and appendix sets out the posts currently falling within grade bands, D, E which it is proposed to bring alongside those already falling within grade band C. Whilst this is a modest investment, met in full through re-assignment (and not re-appointment) of the Head of Policy, Governance and Engagement duties and statutory democracy responsibilities - it will pay dividends in ensuring our pay grades remain competitive and our people feel valued. For completeness and with the changes above reflected, these are:

Head of Tourism, Leisure & Culture Head of Commercial Office & Corporate Landlord Head of Planning, Housing & Place Shaping Head of Enterprise and Community Development
Head of Waste & Street Services Head of Business Planning & Redesign Head of Policy and Governance

#### 4. REASONS:

4.1 The reasons for the proposals set out in this report are:

- Begin aligning forward strategy with staffing structures to ensure fitness for future
- Fair distribution of roles and responsibilities across the condensed leadership team, with each member holding a statutory accountability with the Deputy Chief Executive enacting Head of Democracy role
- Financial context and need to adjust to 'new norm' financial reductions, the second instalment of cost reduction, which is a further >£14m over the next four years
- Create the new conditions and structure and delivery mechanisms to align with the outcomes that the Administration is signalling to be important
- Equity in pay across Heads of Service – with a modest investment providing the best chance of retaining quality officers, recruiting talent where openings may occur in the future and adequate succession planning

## **5. RESOURCE IMPLICATIONS:**

5.1 In relation to Human Resources implications, the process to be enacted will be as follows:

- The new posts will be all be advertised in line with current policy and practice
- The restructure process would see those post-holders who face having their posts potentially deleted from the proposed structure, being placed 'at risk' of redundancy and being 'ring fenced' for the new posts in the structure.
- Informal and formal consultation will take place with all those directly affected. This is usually for a defined period and would involve sharing the new job role descriptions with staff, advising on likely timescales /implementation date of new structure etc. and offering support alongside the process such as consultation with Trades Unions
- At risk interviews and relevant support to be provided.
- Expressions of interest for the new posts requested from those 'at risk' - based on the job role descriptions
- Interviews held for the new posts by panel
- Anyone who is 'displaced' is made redundant should they not secure alternative employment.

5.2 Detailed examination of pre and post structure changes are provided in Appendix 1. Financial implications are set out overleaf:

### **Financial Consequences (based on top of grade assumption)**

<b>Post Deletions (Savings)</b>	Salary	NI & Super	Total
Head of Policy, Governance and Engagement	-71,393	-23,560	-94,953
Head of Economy and Enterprise	-51,632	-16,901	-68,533
Policy and Improvement manager	-42,899	-13,825	-56,724
Head of Property & facilities Management	-56,661	-18,698	-75,359
Head of Community Delivery	-60,627	-20,007	-80,634
Sub Total	-283,212	-92,991	-376,203
<b>Post Additions (Costs)</b>			
Head of Enterprise and Community Development	65,160	21,503	86,663
Head of Policy & Governance	65,160	21,503	86,663
Head of Commercial & Integrated Landlord Services	65,160	21,503	86,663
Head of Business Planning & Redesign	65,160	21,503	86,663
Sub Total	260,640	86,011	346,651
<b>Post Regradings (Costs)</b>			
Head of Tourism, Leisure and Culture	4,533	1,496	6,029
Head of Planning, Housing and Place Shaping	4,533	1,496	6,029
Head of Waste & Street Services	8,499	2,805	11,304
Sub Total	17,565	5,796	23,361
Total	-5,007	-1,183	-6,190

- 5.3 Whilst exact implications are difficult to state given uncertainty attaching to who may or may not be successful in a recruitment process, as such the above example does not prejudge that process or any anticipated redundancy costs. Cabinet can comfortably expect this proposal to be cost neutral at worst given that 5 leadership positions are being deleted and 4 are being created.
- 5.4 The above is anticipated to introduce a £6k reduced cost, although in practice if the Head of Business Planning and Redesign post is to be funded from Future Monmouthshire reserve funding then the revenue effect until the end of 2018-19 would be an enhanced saving of £93k.
- 5.5 There is no financial benefit, direct or indirect, flowing from this report attaching to the Chief Executive or any of the four Chief Officers of the Council.

**6. FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:**

- 6.1 The report details the need to be fit for future and sets out what it will take to shift beyond the capability of the council to survive – to a future where both county and council, thrives.

**7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

- 7.1 The appointment will reinforce people and organisational development knowledge and capacity within the senior leadership cohort and this will contribute significantly to our collective safeguarding capability.

**8. BACKGROUND PAPERS:**

- Approved Pay Policy 2016/17

**9. AUTHOR:**

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APPENDIX 1: Re- Aligning Strategy and Structure - HEAD OF SERVICE STRUCTURE CHART

**Existing Structure (2016-17 basis)**

**Proposed Structure**

<b>Band B (Pts 1-4)</b>	Salary	Oncost(33%)	Total	
Pt 4	71,393	23,560	94,953	
Pt 3	70,260	23,186	93,446	
Pt 2	69,126	22,812	91,938	
Pt 1	67,993	22,438	90,431	
Monitoring Officer				Monitoring Officer
Head of Finance/Section 151				Head of Finance/Section 151
Head of Operations				Head of Operations
Head of Integrated Services				Head of Integrated Services
Head of Children’s Services				Head of Children’s Services
Head of People & Information Governance				Head of People & Information Governance
Head of Governance, Engagement & Improvement				(Deleted)

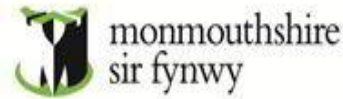
<b>Band C (Pts 1-4)</b>	Salary	Oncost(33%)	Total	
Pt 4	65,160	21,503	86,663	
Pt 3	62,894	20,755	83,649	
Pt 2	60,627	20,007	80,634	
Pt 1	58,391	19,269	77,660	
Head of Public Protection				Head of Public Protection
Head of Achievement & Resources				Head of Achievement & Resources
Head of Achievement & Extended Services				Head of Achievement & Extended Services
				Head of Tourism Leisure and Culture
				Head of Planning, Housing and Place Shaping
				Head of Waste and Street Services
				Head of Enterprise and Community Delivery
				Head of Policy & Governance
				Head of Commercial & Integrated Landlord Services
				Head of Business Planning & Redesign

**Existing Structure (2016-17 basis)**

**Proposed Structure**

<b>Band D (Pts 1-2)</b>	Salary	Oncost(33%)	Total
Pt 2	60,627	20,007	80,634
Pt 1	56,661	18,698	75,359
Head of Tourism Leisure and Culture			
Head of Community Delivery			(Deleted)
Head of Planning, Housing and Place Shaping			

<b>Band E (Spot Pt)</b>	Salary	Oncost(33%)	Total
Pt 1	56,661	18,698	75,359
Head of Property & Facilities Management			(Deleted)
Head of Waste and Street Services			



## **MONMOUTHSHIRE COUNTY COUNCIL PAY POLICY 2017**

### **1. INTRODUCTION**

The purpose of a Pay Policy Statement is to increase accountability in relation to payments made to senior employees in the public sector by enabling public scrutiny.

Monmouthshire County Council recognises that in the context of managing scarce public resources remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or excessive.

The publication of a Pay Policy supports Monmouthshire County Council's values of openness and fairness. This policy aims to ensure that all staff are rewarded fairly and without discrimination for the work that they do. It will reflect fairness and equality of opportunity, the need to encourage and enable staff to perform to the best of their ability and the desire to operate a transparent pay and grading structure.

Monmouthshire County Council recognises that pay is not the only means of rewarding and supporting staff and offers a wider range of benefits, e.g. flexible working, access to learning and a wide range of family friendly policies and procedures.

It is important that local authorities are able to determine their own pay structures in order to address local priorities and to compete in the local labour market.

In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often national and local pressures conflict.

Monmouthshire County Council's ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during these times of financial challenge is crucial.

### **2. LEGISLATION**

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 section 38 of the Localism Act 2011.

The Localism Act requires local authorities to develop and make public their pay policy on all aspects of Chief Officers remuneration (including when they cease to hold office), and that of the 'lowest paid' in the local authority. It also explains the relationship between the remuneration for Chief Officer and other groups of staff. The Act and supporting guidance provides details of matters that must be included in this statutory pay policy, but also emphasises that each local authority has the autonomy to take its own decisions on pay.

The Pay Policy must be approved formally by Council by the end of March each year, but can be amended in year, and must be published on the Monmouthshire County Council's website and must be complied with when setting the terms and conditions for Chief Officers and employees.

In determining the pay and remuneration of all its employees, Monmouthshire County Council will comply with all relevant legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Agency Workers Regulations 2010 and where relevant the Transfer of Undertakings (Protection of Earnings) Regulations (TUPE). With regard to the Equal Pay requirements contained within the Equality Act, the Council ensures that all arrangements can be objectively justified through the use of job evaluation techniques.

In its application, this policy seeks to ensure that there is no discrimination against employees either directly or indirectly on grounds prohibited by the Equality Act 2010 which covers age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation This policy is inclusive of partners of the opposite or same sex.

### **3. SCOPE AND DEFINITIONS**

This Pay Policy includes-

- The level of remuneration for Chief Officers
- The remuneration of the lowest paid employees
- The relationship between the remuneration of Chief Officers and other officers
- Other specific aspects of Chief Officers' remuneration, fees and charges, and other discretionary payments.

The Localism Act 2011 defines '**Chief Officers**' as being -

**The Head of Paid Service.** This is the Chief Executive Officer.

**Statutory Chief Officers.** In Monmouthshire County Council these are the-

- Chief Officer, Children and Young People
- Chief Officer, Social Care and Health
- Head of Finance / S151 Officer.
- Monitoring Officer

**Non-statutory Chief Officers** – These are non-statutory posts that report directly to the Head of Paid Service. In Monmouthshire County Council these are the-



- Chief Officer, Enterprise & Deputy CEO
- Chief Officer, Resources
- Head of Governance, Engagement & Improvement
- Head of Operations

**Deputy Chief Officers** – These are officers that report directly to statutory or non-statutory Chief Officers.

In Monmouthshire County Council, posts on Chief Officers' terms and conditions are -

- Future Schools Programme Manager
- Head of Achievement & Learning Infrastructure
- Head of Achievement & Extended Services
- Head of Tourism, Leisure & Culture
- Head of Planning, Housing & Place Shaping
- Head of Community Delivery
- Head of People & Information Governance
- Head of Public Protection
- Head of Integrated Services
- Head of Children's Services
- Head of Property & Facilities Management
- Head of Waste & Street Services

#### **Senior Leadership Team.**

In Monmouthshire County Council, our Senior Leadership Team consists of:

Chief Executive Officer

Chief Officer, Children & Young People

Chief Officer, Social Care & Health

Chief Officer, Enterprise & Deputy CEO

Chief Officer, Resources

Head of Governance, Engagement & Improvement

Gender make-up: 4 male; 2 female

The Localism Act 2011 requires the Council to define its 'lowest paid employee' within our pay policy statement. Within Monmouthshire County Council our lowest paid employees are those paid in accordance with the Living Wage.

The Localism Act 2011 defines remuneration as 'salary, bonuses, charges, fees or allowances payable, any benefits in kind, increase or enhancement of pension entitlement. This definition is adopted for the term "pay" used in this policy.

#### **4. PAY INFORMATION – PAY RANGES for NJC (National Joint Council) 'GREEN BOOK' STAFF**

All National Joint Council (NJC) 'Green Book' positions within Monmouthshire County Council have been subject to a job evaluation (JE) process using the Greater London

Provincial Council (GLPC) scheme back dated to 1st April 2009 following the signing of a collective agreement with UNISON and GMB on 2nd December, 2010.

Monmouthshire County Council has linked the scores from the job evaluation results directly to the NJC pay structure and we have expanded the range from Spinal Column Point (SCP) 49 up to SCP 57.

Monmouthshire County Council's grading structure has 13 grades with 5 increments in each grade that span across SCP's 6 - 57 with associated salaries from £14,514 (SCP 6) to £51,121 (SCP 57). More information about the GLPC and the grades can be found in the Council's Single Status Collective Agreement.

When negotiating the Single Status Collective Agreement it was agreed that within Monmouthshire County Council we would not use the lowest point of SCP4 and so we have deleted that from our pay range. This has had a positive impact on the lowest paid staff of the Council.

Monmouthshire County Council introduced the real Living Wage in April 2014. The Living Wage payment is higher than the National Living Wage (£7.50) and is set independently by the Living Wage Foundation and is calculated according to the basic cost of living in the UK. Employers choose to pay on a voluntary basis. Monmouthshire County Council isn't accredited for the Living Wage, and it is optional for Monmouthshire to apply any Living Wage pay increases when they arise. We will be increasing the Living Wage in April 2017 to the new national level (£8.45)

## **5. PAY INFORMATION – CHIEF EXECUTIVE OFFICER ON CHIEF EXECUTIVE TERMS AND CONDITIONS**

The salary for the Chief Executive Officer is a local grade established following an analysis of the degree of responsibility in the role and market rates at the time the post was last advertised (2009) and approved by Council. The salary for the Chief Executive Officer is £111,100.00.

There are no additional bonus, performance, honoraria or ex gratia payments. The salary is subject to nationally agreed pay rises for JNC for local authority Chief Executive Officers.

## **6. PAY INFORMATION – CHIEF OFFICERS & HEADS OF SERVICE ON CHIEF OFFICER TERMS AND CONDITIONS**

Monmouthshire County Council employs Chief Officers under JNC for chief officers' 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 contractual requirements. All salaries within this range are as follows:

<b>POST</b>	<b>RANGE</b>	<b>SALARY</b>
Chief Executive Officer	N/A	£111,100
Chief Officer, Enterprise & Deputy CEO	Band A+ Points 1-3	£84,992 £86,125 £87,258
Chief Officer, CYP Chief Officer, Resources Chief Officer, SCH Future Schools Programme Manager	Band A: Points 1 – 4	£78,192 £79,325 £80,459 £81,592
Monitoring Officer Head of Finance/Section 151 Head of Operations Head of Integrated Services Head of Children’s Services Head of People & Information Governance Head of Governance, Engagement & Information	Band B: Points 1 – 4	£67,993 £69,126 £70,260 £71,393
Head of Public Protection Head of Achievement and Resources Head of Achievement & Extended Services	Band C: Points 1 – 4	£58,391 £60,627 £62,894 £65,160
Head of Tourism, Leisure & Culture Head of Community Delivery Head of Planning, Housing & Place Shaping	Band D: Points 1 - 2	£56,661 £60,627
Head of Property & Facilities Management Head of Waste & Street Services	Band E Spot salary	£56, 661

There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments etc., paid to these senior staff, as they are expected to undertake duties outside their contractual hours and working patterns without additional payments. There is no performance related pay and no bonuses. As an equal opportunity employer all posts are advertised.

Posts at Chief Officer and Heads of Service level are employed on JNC Chief Officer terms and conditions. Chief Officers and Heads of Service whose grades offer incremental progression must achieve at least a 'satisfactory' judgement in their annual appraisal process to advance to the next incremental point within grade.

Monmouthshire County Council publishes pay details for Chief Officers on the website. The information can be found in the 'Statement of Accounts.'

Monmouthshire County Council is the 'host' local authority for the employment of the Programme Director for City Deal. This appointment is on a fixed term basis on a salary of £99,000 per annum, on JNC chief officer terms and conditions of employment. This temporary post is being hosted by Monmouthshire County Council on behalf of the City Deal Partnership and is wholly funded by the City Deal Partnership.

#### **7. PAY INFORMATION – STAFF ON 'GREEN BOOK' TERMS AND CONDITIONS REFERRED TO AS "OPERATIONAL MANAGERS"**

Operational Managers are those who fall within the definition of Deputy Chief Officer but who are paid on NJC (National Joint Council) terms and conditions rather than Chief Officers' terms and conditions. Their salaries span from Grades I – M, with the lowest being SCP 37 (£32,164) and the highest being SCP 57 (£51,121).

#### **8. PAY INFORMATION – STAFF OTHER THAN 'GREEN BOOK' AND CHIEF OFFICERS**

Monmouthshire County Council also has staff on other national terms and conditions, i.e. JNC Soul-bury and Teacher terms and conditions. Pay for these is based on the relevant nationally agreed rates of pay.

#### **9. INCREMENTAL PROGRESSION – ALL STAFF**

For staff employed under NJC (National Joint Council) terms and conditions of employment, the 'Green Book', incremental progression is automatic. Increments are normally awarded on 1st April each year.

Where Chief Officers and Heads of Service have incremental pay grades, progression is dependent upon satisfactory performance appraisal.

#### **10. SALARY ON APPOINTMENT – ALL STAFF**

Posts are advertised on the agreed grade/range for that particular post. Information regarding the minimum and maximum pay is provided in the advert. In practice most

appointments are made at the bottom of the range. However, there is discretion to appoint at a higher point on the range. This would normally only apply if there is a need to match a candidate's current level of pay.

#### **11. PAY REVIEW – ALL STAFF**

All pay is reviewed in line with the national pay awards negotiated for the cost of living increases when these occur.

#### **12. MARKET SUPPLEMENTS – ALL STAFF**

It is recognised that there will be exceptional occasions where the market rate for certain key jobs is higher than that provided for by the new pay and grading structure. In these circumstances, the grading of the post will be reviewed in accordance with the Market Forces Policy.

#### **13. ADDITIONAL PAYMENTS – NJC (National Joint Council) 'GREEN BOOK' STAFF**

Additional payments are made to this staff group as detailed in Monmouthshire County Council's single status package. The types of additional payments made include-

- Weekend Working payments are made for Saturday (Time and a Quarter) and Sunday (Time and a half).
- Bank Holiday – Paid at double time or plain time plus a day off in lieu.
- Night Workers – Employees who work night shifts between the hours of 10.00 pm and 6.00 am are paid time and a third.
- Overtime can be paid for employees who are requested to work in excess of 37 hours and who are paid on NJC Bands A to E.

Other payments that could be made are first aid allowance, relocation payment and payment for professional subscriptions.

#### **14. ADDITIONAL PAYMENTS – CHIEF OFFICERS & HEADS OF SERVICE**

- Business mileage incurred by the employee is refunded at the HMRC rate.
- Relocation – Monmouthshire County Council may provide financial assistance to new recruits as part of the employment package under the terms of our Relocation Scheme.
- Returning Officer Fees – the appointment of Electoral Registration Officer is required by S8 of the Representation of the People Act 1983 and the appointment of Returning officer by S35 of the Representation of the People Act 1983.
- In Monmouthshire County Council, the role of the Electoral Registration Officer and Returning Officer is held by the Chief Executive Officer. The fee for parliamentary, European Union, Welsh Government, Police and Crime Commissioner Elections and all referenda are set by legislation. Local Authorities have the discretion to set the fee for local elections. In the Council the fee for

local elections is set in line with the fee agreed for the Welsh Government elections.

- Honorarium is paid to officers when carrying out duties in another local authority.

## **15. HONORARIA AND ACTING UP SCHEME**

Monmouthshire County Council has a scheme for an additional payment to be made where an employee acts up into a post at a higher level of pay or where they undertake additional duties at a higher level of responsibility. This scheme is applicable for all employees.

## **16. MULTIPLIERS**

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 Local Authority's workforce.

The multiples of pay for Monmouthshire County Council are as follows-

- Multiple between lowest paid FTE employee and CEO is 7:1
- Multiple between lowest paid FTE employee and average chief officer is 4:1
- Multiple between the median FTE employee and CEO is 5:1
- Multiple between the median FTE employee and the average chief officer is 3:1

## **17. PAYMENTS/CHARGES AND CONTRIBUTIONS**

All Monmouthshire County Council employees (except teachers) are entitled to join the local government pension scheme (LGPS) which is offered by the Local Government Employers. If staff are eligible they will automatically become a member of the scheme under the auto enrolment provisions (to join they must have a contract for at least 3 months duration and be under the age of 75).

Employees can decide to opt out of the scheme within one month of auto enrolment. The benefits and contributions payable under the pension fund are set out in the LGPS regulations.

All employees who are members of the Local Government Pension Scheme make individual contributions to the scheme in accordance with the following table:

<b>Employee Pay</b>	<b>% Contribution</b>
Up to £13,600	5.5
£13,601 to £21,200	5.8
£21,201 to £34,400	6.5
£34,401 to £43,500	6.8
£43,501 to £60,700	8.5
£60,701 to £86,000	9.9
£86,001 to £101,200	10.5
£101,201 to £15,800	11.4
Over £151,800	12.5

*(The contribution bands with effect from 1 April 2016. Final confirmation of % contribution rates for 2017-18 not yet released).*

## **18. DISCRETIONARY PAYMENTS**

The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. The following arrangement applies for redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

- Payment of an overall lump sum of 1.7 times the statutory redundancy payment multiplier based on actual weeks' pay up to a limit of Spinal Column Point 49. This is payable to employees made redundant with 2 or more years local government service regardless of their age, subject to them being eligible to join the pension scheme.
- Monmouthshire County Council introduced the Living Wage in April 2014. Monmouthshire County Council isn't accredited for the Living Wage, and it is optional for it to apply any Living Wage pay increases when they arise. We will be increasing the Living Wage in April 2017 to the national level (£8.45 per hour). Payment for the Living Wage is paid as an additional amount to an employee's grade

## **19. DECISION MAKING**

In accordance with the Constitution of the Council the Executive is responsible for the decision making in terms of pay, terms and conditions and severance arrangements in relation to employees of Monmouthshire County Council, except for the appointment of the Chief Executive Officer and the statutory chief officers which is a function of Council. Details of severance packages are reported and approved by the CEO and the relevant Chief Officer and Cabinet Member and have robust business cases justifying departure & representing value for money.

## **20. REVIEW OF THE POLICY**

This Policy will be kept under review and developments considered in the light of external best practice and legislation. Monmouthshire County Council will ensure the policy is updated on an annual basis in line with the requirement of the Localism Act 2011. The Public Services Staff Commission in Wales has recently (December 2016) published observations and advice to Welsh Government in respect of the 'Transparency of Senior Pay in the Devolved Public Sector'. Although much of the guidance is reflected in this policy, we await to see the Welsh Government response to this work.










## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Paul Matthews</p> <p><b>Phone no:</b> 01633 644041 <b>E-mail:</b> paulmatthews@monmouthhsire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>Senior Leadership Redesign</b></p>
<p><b>Name of Service</b></p> <p>Chief Executive's</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>July 2017</p>

- 1. Does your proposal deliver any of the well-being goals below?** The proposal seeks to create the conditions for the organisation to be well led, well governed and well designed, in order to position the council and county to be fit for the future. The proposal is thus, a precursor to developing and implementing the kinds of strategy, policy and practice that enable the seven wellbeing goals to be embedded in all we do.
- 2. How has your proposal embedded and prioritised the sustainable governance principles in its development?** The proposal seeks to improve governance and sustainability and accountability principles across the board – through getting the right balance of leadership roles and responsibilities. In particular, the new post to be established 'Head of Policy and Governance' is to align with the new cabinet portfolio on Governance and make a contribution to ensuring clear lines of reporting and a strong sense of collective accountability and assurance.

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p> <p>The report is about ensuring we have leaders, teams and portfolio responsibilities that are fit for the future and resonate most clearly with the evidence base re: anticipating future developments and requirements.</p>	<p>Addition of future-facing Business Planning and Redesign post</p>
 <p>Working together with other partners to deliver objectives</p>	<p>The gearing up of the team will enable the forging of partnership and collaborative links to deliver future strategy and direction – as set out in report.</p>	<p>-</p>
 <p>Involving those with an interest and seeking their views</p>	<p><i>Who are the stakeholders who will be affected by your proposal? Have they been involved?</i></p> <p>The stakeholders involved have all been engaged and as the proposal develop, will have opportunity to feed into role profile development.</p>	<p>Early engagement of all those impacted</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>As a council navigating an extremely turbulent environment, it is important to have in place, the people resources with the capability and capacity to prevent costly problems, undertake cost avoidance and engage our social capital in developing solutions and outcomes.</p>	<p>Bringing forward report post-bedding in of new administration at earliest opportunity</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="331 256 517 485">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="546 213 1308 347"><i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts</i></p> <p data-bbox="546 384 1308 528">Key to this proposal is the Council adopting a more commercial and enterprising mind-set – both in terms of outward enterprise enabling and creating conditions for the council itself to be more enabling.</p>	

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p><b>Positive:</b> the project is not about just young people or those who may be coming into the world of work. It's equally about safeguarding jobs and protecting current interests and investment so the whole region optimises. Our desire is that nobody or no company gets left behind – there are opportunities for all.</p>			
Age	None	None	See above
Disability	None	None	See above
Gender reassignment	None	None	See above
Marriage or civil partnership	None	None	See above
Race	None	None	See above
Religion or Belief	None	None	See above
Sex	None	None	See above
Sexual Orientation	None	None	See above
Welsh Language	<p><i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills</i></p>	None	None

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4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	This proposal seeks to make a contribution to safeguarding the interests of current and future generations by providing opportunities now and in the future	None	n/a
Corporate Parenting	Solidifies our commitment, through having the right people in the right places, to our looked after children.	None.	n/a

5. **What evidence and data has informed the development of your proposal?**

new direction emerging from new administration, market data and research.

6. **SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

*This section should give the key issues arising from the evaluation which will be included in the Committee report template.*

It is in the implementation of the proposal and the ongoing impact of new posts and their capacity for delivery that will be of most importance.

7. **Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

8. **Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.**

**The impacts of this proposal will be evaluated through:**

Leadership exercised by Head of Paid Service in relation to productivity of roles.