

INDEPENDENT REVIEW

CHIEF EXECUTIVE OFFICER AND CHIEF OFFICER REMUNERATION

MONMOUTHSHIRE COUNTY COUNCIL

SUMMARY OF RECOMMENDATIONS

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Recommendations - introduction

- set out in the report at pages 16-22 are a number of risk assessed options for each senior management tier, together with my recommendations for a preferred option.
- There is no correct approach – there will be a need to assess which approach will work best for the organisation given a range of competing drivers – needs to be “felt fair”
- In each option I have suggested a pay range for the tier – but not all staff in that tier might start at the bottom of the range and move to the top. At senior level there are a number of approaches to managing salary scales,
 - Within a scale an appointments can be on a spot salary basis – no automatic progression
 - Or an initial increment after 12 months service after then a spot salary as above.
 - The range becomes a scale with two/three increments in agreed timescale

CEX Tier 1

- that the CEX pay point is revised in line with option 2 above to better fit in terms of overall salary and population comparators in other Local Authorities and to provide scope to adjust the structures below if needed for business reasons.
- that the increased is phased over two years to allow the cost to be more easily managed from a budgetary perspective while retaining the benefits of the higher rate.
- that increments within the scale are set at £3k intervals and that after 12 months there is automatic movement up to £141k – at this point I would suggest that the salary becomes a spot salary with future changes related to any additional job weight – e.g. budget/scope of role etc.

Tier 2

- that the tier 2 pay point is revised in line with option 2 above to better fit in terms of overall salary and population comparators in other Local Authorities and to provide scope to ensure that supporting salary structures are fit for purpose.
- that the increased is phased over two years to allow the cost to be more easily managed from a budgetary perspective while retaining the benefits of the higher rate.

- that increments within the scale are set at £4k intervals and that after 12 months there is automatic movement up to £116k – at this point I would suggest that the salary becomes a spot salary with future changes related to any additional job weight – e.g. budget/scope of role etc.

Tier 3

- that the tier 3 pay point is revised in line with option 2 above to better fit in terms of overall salary and population comparators in other Local Authorities and to provide scope to adjust the structures below.
- that the increased is phased over two years to allow the cost to be more easily managed from a budgetary perspective while retaining the benefits of the higher rate.
- that increments within the scale are set at £3k intervals but that after 12 months there is automatic movement up to £107k– at this point I would suggest that the salary becomes a spot salary with future changes related to any additional job weight – e.g. budget/scope of role etc.

Tier 4

- that the tier 4 pay point is revised in line with option 2 above to better fit in terms of overall salary comparators in other Local Authorities and to provide scope to provide a run through salary structure for grades below.
- that there is no transitional arrangement for these job holders. I would recommend that the increased is phased over two years to allow the cost to be more easily managed from a budgetary perspective while retaining the benefits of the higher rate.
- that the two increments within the scale are set at £3k intervals and that after 12 months there is automatic movement up to £88k – at this point I would suggest that the salary becomes a spot salary with future changes related to any additional job weight – e.g. budget/scope of role etc.

General Notes on Recommendations

- Criteria that might influence individual pay points on relevant scales include: levels of accountability including statutory requirements, budgets, staff numbers and complexity - any increase in salary – outside an annual award – would only take place if there has been an increase in job scope or weight.
- The movement of several of the existing strategic leadership roles to a higher band and the overall repositioning of those jobs should create a

salary structure that offers opportunities to increase responsibility and remuneration opportunities within Monmouthshire as posts become vacant.

- A run through pay scale would also provide a better salary structure in terms of managing talent and succession planning which would support the Organisation strategic goals.
- Suggested levels of salary increase allow for pay to be increased on promotion at all levels
- To ensure value for money from a revised pay scale, I would recommend that managers ensure that staff at all levels have job descriptions that are up to date and fully reflect the roles needed within the council and that these are appropriately evaluated within the existing job evaluation systems
- It is fundamental throughout any organisation that pay systems are supported by robust performance management arrangements.

Anne Phillimore FCIPD

18th September 2024