

## SUMMARY OF THE HAY GROUP

### RECOMMENDATIONS

#### Head of Education

While considerable challenges remain, and the department has taken on an additional operational service (catering and cleaning), the role is broadly the same size and shape. The role remains one of the larger Heads of Service roles.

*Job Evaluation Summary: F II+ 3 460 E4(43) 200  
E4-S+ 264 = 924 Total Hay Points*

*The role is a seasoned professional with considerable breadth and depth of experience in education (strategy, policy and delivery). The role leads (directly and indirectly) education improvement, resources and performance for the authority – with medium and long term planning, including collaborative work. The role involves high levels of leadership and interaction with schools, other authorities, agencies and the Welsh Government. As the authority's primary Education lead, the role owns delivery of policy and standards, with schools ultimately accountable for performance. The policy landscape is complex and changeable. The role is accountable for education policy for Gwynedd, sharing direct accountability with Head Teachers for achievement.*

- **The role should remain HS3**

#### Head of Customer Care

The role is broad and very much a 'corporate' rather than functional post. While the additional cleaning function will provide a large proportional increase in the department's workforce – the overall breadth and complexity is essentially the same. The role has increased in accountability (and hence job size) slightly, but is broadly the same (remaining in the same grade).

*Job Evaluation Summary: F II 3 400 E4 (43) 175  
E4-S 264 = 775-839 Hay Points Range*

*The role is a seasoned professional who is required as much for corporate/customer understanding as professional expertise. The role has breadth across a range of diverse areas (libraries, IT, information, land and property, emergency planning, customer care, cleaning), with complexity to coordinate and integrate/align over time. The role is a key change agent corporately, and hence requires high levels of leadership and influence. The role determines how things must be done across services to develop and implement change (e.g. IT), tackling challenges with no natural 'right answer'. The role is accountable across the authority directly, particularly for customer, information, communication and transformation aspects.*

- **The role should remain HS2**

## **Head of Highways and Municipal**

The role is the largest amongst the second tier, with examples of scale, complexity, budget and timeframes for policy/development. The newest addition to the department (convenience cleaning) does not provide the rationale for a high grade, and while strategic thinking is evident, it is not an ongoing element of the role (which should rest with the Director level).

*Job Evaluation Summary: F II 3 400      E4 (43) 175  
E3P 264 = 775-839 Hay Points Range*

*The role is a seasoned professional who is required for a range of operational and strategic engineering expertise. The role has breadth across a range of diverse areas (maintenance, waste, cemeteries, street scene, fleet, grounds maintenance, conveniences and playing areas, CCTV), with complexity to coordinate and integrate/align over time – as well as plan and develop long term responses to Council issues (waste). The role must drive change and lead a considerable function which responds to immediate and long term issues. The role determines the approach across services to develop and deliver performance, tackling challenges with no natural ‘right answer’. The role is very directly accountable for performance in its area, as well as for longer term provision.*

- **The role should remain HS2**

## **Head of Strategic and Improvement**

The role is critical in developing and delivering Council priorities, and increasingly key in developing and engaging with Members (particularly) non-executive Members. The reach and scope of the role has not changed markedly enough to justify an increase in grade, as the current level reflects the current level of responsibility.

*Job Evaluation Summary: F II 3 400      E4 (43) 175  
E4C+ 230 = 775-839 Hay Points Range*

*The role is a seasoned professional with a range of policy, performance, governance and transformational expertise and experience. The role leads a small service area, but has corporate reach in improving and driving change/performance. The role must integrate and align priorities, plans and measures to deliver a critical change plan. The role must lead officers and Members, as well as drive cooperation with other stakeholders across the region.*

*The role develops the approach to service and policy delivery, and faces considerable challenges which require innovative and adaptive approaches. Accountability lies for immediate services (including Democratic Services now) and supporting the authority more widely to deliver and improve. The role has increased in size, having taken on more direct service activity, but overall the level of work / grade has remained the same.*

- **The role should remain HS2**

## **Head of Social Services, Housing and Leisure**

*Job Evaluation Summary for the role:*

*F II+ 3 460 E+4 (50) 230 E+4-P 350 = 1040 Total Hay Points*

*The role is a seasoned professional across care and varied provision, as well as a statutory position, the role requires varied expertise and experience in change and service leadership. The integration of services is complex, with sub functions being varied and diverse (larger in scale than most others). The leadership challenge is considerable – internally and externally – in driving high levels of performance in a complex and critical service. The role, in having access and influence at the senior leadership team, is more strategic than many of its peers.*

### **Remuneration**

On the basis of re-evaluating the role as 1040 Hay Points, we would recommend remunerating the role using the same policy (Lower Quartile) as standard HS3 and Strategic Director grades. Based on the January 2012 data which informed the most recent pay review, the lower quartile market rate for roles of 1040 Hay Points is £80,972.

<b>Role size</b>	<b>UD</b>	<b>UQ</b>	<b>Median</b>	<b>LQ</b>	<b>LD</b>
1040	115,551	100,825	89,897	80,972	73,428

- We would recommend a salary rate of around the lower quartile (£80,972).