



Gwasanaeth Democraidd
Democratic Service
Swyddfa'r Cyngor
CAERNARFON
Gwynedd
LL55 1SH

Cyfarfod / Meeting

PWYLLGOR PENODI PRIF SWYDDOGION
CHIEF OFFICERS APPOINTMENTS COMMITTEE

Dyddiad ac Amser / Date and Time

3:30yp DYDD MAWRTH 24ain o CHWEFROR 2015

3:30pm, TUESDAY 24th of FEBRUARY 2015

Lleoliad / Location

SIAMBR HYWEL DDA
SWYDDFEYDD Y CYNGOR/COUNCIL OFFICES,
CAERNARFON

Pwynt Cyswllt / Contact Point

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PWYLLGOR PENODI PRIF SWYDDOGION
CHIEF OFFICERS APPOINTMENTS COMMITTEE

Aelodaeth/Membership (15)

Plaid Cymru (7)

Y Cynghorwyr/Councillors

Dyfed Edwards Sian Gwenllïan

Selwyn Griffiths Peredur Jenkins

Liz Saville Roberts Dyfrig Siencyn

R.H. Wyn Williams

Annibynnol/Independent (4)

Y Cynghorwyr/Councillors

Trefor Edwards Jean Forsyth

Eric M. Jones Angela Russell

Llais Gwynedd (2)

Y Cynghorwyr/Councillors

Alwyn Gruffydd Jason Humphreys

Llafur/Labour (1)

Y Cynghorydd/Councillor

Brian Jones

Democratiaid Rhyddfrydol/Liberal Democrats (1)

Y Cynghorydd/Councillor

Stephen Churchman

Aelod Ex-officio/Ex-officio Member

Cadeirydd ac Is-gadeirydd y Cyngor
Chairman and Vice-chairman of the Council

RHAGLEN

1. CROESO AC YMDDIHEURIADAU

Derbyn unrhyw ymddiheuriadau am absenoldeb.

2. DATGAN BUDDIANT PERSONOL

Derbyn unrhyw ddatganiad o fuddiant personol.

3. MATERION BRYD

Nodi unrhyw eitemau sy'n fater brys ym marn y Cadeirydd fel y gellir eu hystyried.

4. COFNODION

Bydd y Cadeirydd yn cynnig y dylid llofnodi cofnodion cyfarfod o'r pwyllgor hwn a gynhaliwyd ar 16 o Hydref 2014, fel rhai cywir.

(copi yma – papur gwyn)

5. POLISI TÂL AR GYFER PRIF SWYDDOGION – ADOLYGIAD BLYNYDDOL

Cyflwyno adroddiad y Prif Weithredwr

(copi yma – papur glas)

AGENDA

1. WELCOME AND APOLOGIES

To receive any apologies for absence.

2. DECLARATION OF PERSONAL CONNECTION

To receive any declaration of personal interest.

3. URGENT ITEMS

To note any items that is a matter of urgency in the view of the Chairman for consideration.

4. MINUTES

The Chairman shall propose that the minutes of the meeting of this committee held on 16th October 2014, be signed as a true record

(copy herewith – white paper)

5. PAY POLICY FOR CHIEF OFFICERS – ANNUAL REVIEW

To submit the report of the Chief Executive

(copy herewith – blue paper)

CHIEF OFFICERS APPOINTMENT COMMITTEE, 16.10.14

Present: Councillor Peredur Jenkins (Chairman)

Councillors Dyfed Edwards, Trevor Edwards, Jean Forsyth, Selwyn Griffiths, Alwyn Gruffydd, Siân Gwenllïan, Jason Humphreys, Eric M. Jones, Angela Russell, Dyfrig Siencyn, R.H. Wyn Williams and Gareth Thomas (Cabinet Member for Education).

Also Present: Alwyn Evans-Jones (Head of Human Resources Department), Geraint Owen (Senior Manager – Human Resources), Dilwyn O. Williams (Chief Executive), Iwan Trefor Jones (Corporate Director) and Lowri Haf Evans (Member Support and Scrutiny Officer).

1. WELCOME AND APOLOGIES

The Chairman welcomed everyone to the meeting. He added that he and the Vice-chair had agreed to invite Councillor Gareth Thomas (Cabinet Member for Education) to the meeting as a commentator as it was the Head of Education that was being appointed.

Apologies were received from Councillors Stephen Churchman, Brian Jones and Liz Saville Roberts.

2. DECLARATION OF PERSONAL INTEREST

None to note

3. URGENT ITEMS

None to note

4. EXCLUSION OF PRESS AND PUBLIC

RESOLVED to exclude the press and public from the meeting during the discussion on the following item because of the likely disclosure of exempt information as defined in paragraph 12, Part 4, Schedule 12A of the Local Government Act 1972. This paragraph applies because the report contains information relating to specific individuals and those individuals have a right to privacy. There is no public interest that calls for disclosing personal information about the individuals or for them to be identified. Consequently, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

5. INTERVIEWS FOR THE POST OF HEAD OF EDUCATION

Three candidates who were on the short list for the post were interviewed.

Mr Arwyn Reynolds, Independent Consultant from PCS Associates was invited to submit observations from the Assessment Centre held on 07.10.14. A detailed summary of the performances of all candidates was received.

Mr Reynolds was thanked for his observations.

It was proposed and seconded to offer the post to Mr Arwyn Thomas along with the maximum market supplement (in line with the Council's decision 9.10.14)

A discussion was held regarding the candidates' presentations and the propriety of offering the market supplement to the favoured candidate. In light of the reasons that were highlighted at the meeting it was agreed to offer the supplement.

RESOLVED UNANIMOUSLY TO APPOINT MR ARWYN THOMAS TO THE POST OF HEAD OF EDUCATION.

The meeting commenced at 10.00am and concluded at 1.15pm

Meeting	Chief Officers' Appointments Committee
Date	24 February 2015
Title	Pay Policy for Chief Officers
Purpose	To make recommendations to full Council
Author	Chief Executive - Dilwyn O. Williams
Cabinet Member	Councillor Peredur Jenkins

BACKGROUND

- 1 For the first time in 2012, there was a statutory duty on all Councils to adopt a pay policy for Chief Officers on an annual basis. In accordance with the requirements of that duty, it is the full Council's role to adopt the policy.
- 2 When adopting the 2012/13 pay policy, the full Council asked this Committee to review the future sustainability of the pay policy and to report back to the Council. Therefore, this Committee is requested to advise the Council on its pay policy for Chief Officers in 2015/16 which is to be considered by full Council on the 5th March.
- 3 In order for this to happen, in the first instance, the Committee must consider the effects of re-organising services which took place during 2014/15.
- 4 Since establishing last year's pay policy, we have deleted the posts of Head of Customer Care, Head of Legal and one Corporate Director post whilst the Chief Executive intends to combine the posts of Head of Human Resources and Head of Strategic and Improvement by deleting those two posts and creating one new Head of Department post.
- 5 All these steps has amounted to a saving of over £700,000 in a full year but in order to realise these savings, a number of responsibilities had to be reallocated to other Heads of Department.

EVALUATION OF THE REORGANISATION'S EFFECTS

- 6 The Hay Group was commissioned to evaluate those roles where there had been an increase in responsibilities. A copy of Hay's summary of conclusions is provided in Appendix A.
- 7 In brief, the report notes whilst the evaluation shows that there has been a change in the size of the various posts, with the exception of one, there is not sufficient change in order to justify raising the level of salary to the next band.

- 8 It is of course important to note that these Heads have shouldered additional responsibilities as a consequence of the changes but the review of its effect on salaries does not lead to change in salary band and consequently no requirement to pay a higher salary. Even so, the role that they have undertaken to realise more efficiency savings must be acknowledged.
- 9 The only post which has changed according to the Hay Group's assessment is the post of the Head of Finance which has risen substantially because of the reallocation of responsibilities. This report recommends that this post's salary should rise from a maximum of £70,561 to £75,511.
- 10 In 2003, the Council had a Chief Executive, 4 Directors and 14 Heads of Service. As a consequence of acting upon these recommendations, we will have reduced to a Chief Executive, 2 Directors and 9 Heads of Department – which is a reduction of 7 or 37%. My analysis shows that the cost of the Council's senior management would be over £900,000 greater today if these steps had not been taken.
- 11 Following the realisation of all these changes we will be one of the lowest in North Wales in terms of the number of Senior Managers and the cost of those senior managers.

REMAINDER OF THE PAY POLICY

- 12 Whilst that there are a number of factors which effect Gwynedd Council's ability to attract and retain senior managers, I believe that the Pay Policy is generally sustainable at present.
- 13 My predecessor however noted that this could not be guaranteed and we experienced the recent requirement to take special measures in an attempt to appoint a suitable candidate for the post of Head of Education.
- 14 Of course, within the current policy, the salaries of Chief Officers are benchmarked to the market and in the face of movements in the market, there is a requirement to consider any updating.
- 15 The Council decided last year that it would review in 2015/16. The Hay Group assessment suggests that the benchmarks have, by now, increased circa £1,500 for Heads of Department posts.
- 16 However, in the face of the current financial climate and its effect on a number of Council staff, I do not consider it to be an appropriate time to do so at present. I have discussed the matter with the Heads and Directors and they are unanimously in agreement with me that it would not be appropriate to review the benchmarks at the moment.

- 17 We must however be alive to the fact that we have experienced recruitment difficulties and it is possible that the Council will need to further consider the matter if a similar situation arises in the next year.
- 18 I do not therefore recommend any change with the exception of that which is recommended in clause 9 and the national pay rise of 2% as paid to all other staff in the Council in accordance with their national agreement.
- 19 The saving noted in clause 5 is approximately £102,600 higher than the target set for the Council's Senior Management and the Cabinet has agreed to use an element of this sum in order to take a further step towards implementing the Living Wage.
- 20 This will therefore mean one small change to the Pay Policy which will lead to point 8 becoming the minimum wage as opposed to point 7 as at present.
- 21 A number of other additions have been incorporated within the Pay Policy this year in order to make it more transparent and these additions have been noted in italic print. They do not change any element of the current policy – they merely provide more information in relation to the relevant conditions of service.

CONCLUSIONS

- 22 Ultimately, both paying too much and not enough can represent poor value to taxpayers and service users. Striking a balance is difficult at the best of times, but the general aim must be the same as with the pay of all other staff – sustainability. Overall, I believe that not changing the policy for the next year will satisfy this aim but I cannot say the same in respect of the longer term.

RECOMMENDATIONS

- 23 That the pay of the Head of Finance, which has just been evaluated, should be set at £75,511 as from the 1st January, 2015.
- 24 That there is no other change to the salary bands of the other Heads of Department posts which were affected by the reorganisation.
- 25 That there is no other change to the Pay Policy in general for the next year in terms of the benchmark levels i.e. median and lower quartile for the same posts.
- 26 That consideration is next given to re-grading real pay to benchmark levels when reviewing the 2016/17 Pay Policy and annually thereafter.
- 27 That the Pay Policy is amended to note that point 8 will become the Council's minimum wage as opposed to point 7 as at present.
- 28 That the Council adopts the appended Pay Policy for 2015/16.

“Hay Group” Summary

Head of Regulatory

The role has taken on the cleaning and caretaking function from provider services, an operational service with c190 staff looking after all non-school buildings (mainly focussed on operational-type activity). The role holder’s involvement in absorbing this will focus on ensuring capability, as well as the need to re-tender for key external contracts. Additionally, property has also moved to this portfolio, key areas of responsibility include responsibility for all Council offices and the estates programme.

Other key changes for the role in this area include:

- Managing stakeholder engagement and communication for the Estates programme and the perceived impact on the public of Gwynedd.
- Property has a budget of £5.169m; manages a challenging schools repair/upgrade programme; responsibility for spending other budget holder’s money in relation to estates projects.
- The cleaning and caretaking function also provides services via contract to CCG, Fire Service and the National Park. The job holder is responsible for overseeing the Management of the contracts and potential changes to these arrangements.
- The Head of Regulatory undertakes strategic work at a regional level attending national and regional boards. The council also run planning services for Anglesey and manage a joint development plan.

Previously the job holder had a portfolio consisting of approximately 200 FTE which has now increased to 240 full time and 180 part time plus responsibility for contractors. The portfolio has a budget of around £11m plus grant aid and capital projects and is challenged with making savings and efficiencies of £1.5m in the next 3 years. In addition the department has income generation responsibility in terms of parking, licensing and planning fees, these function are self-sustaining in terms of cost recovery.

The additional cleaning function will provide a large proportional increase in the department’s workforce, however the work this function delivers is mostly operational in nature. The Council’s property portfolio is more of a front facing function but is a good fit for the overall breadth and complexity associated with a role that manages the planning function of the Council.

*Previous Job Evaluation Score: F II 3 400 E4 (43) 175 E3-P = 230 A2 **Total Hay Points = 805***

*Job Evaluation Score: F II 3 400 E4 (43) 175 E3P = 264 A3**Total Hay Points = 839 (Slight increase)***

The role is a seasoned professional who manages the planning service for the Council (with additional responsibility for operational services). While this has increased the workforce size the role is still accountable for operations and services which are generally related in nature and objective and there is still a requirement for

coordination with associated functions. The role holder is primarily concerned with influencing, developing and motivating people and changing behaviour.

The role has primary responsibility for an increased budget and has a degree of independence needed to achieve annual results and the role holder determines how and when results are to be achieved. However there is a Strategic Director role that provides insight and direction and will hold this service to account alongside cabinet members therefore reducing the role's freedom to act. There is a change to the shape of the role, and total points score, but the role is broadly the same size.

- **This post should remain on PG2**

Head of Adults and Wellbeing

This is a new post created in April 2014 which assumes the responsibility for the majority of the social care budget for the council with an overall budget of £50m and 900FTE staff. The incumbent was previously the Head of Customer Care and in taking on this portfolio has divested some of her previous portfolio in exchange for additional areas of Adult Services, Housing, Information Governance and the remainder of the Customer Care portfolio. As part of the work to meet the efficiency targets the role holder will be required to manage a culture shift to one of identifying and managing the consequence and implications of dealing with risk.

Other key changes for the role in this area include:

- Developing joint working arrangements with Health, including cultural change and fundamental realignment of processes.
- Requirement to develop a local market for residential care providers and third sector to develop new service provision as there is currently no market for provision within the locale.

In addition the portfolio includes joint business support and training for both adult and children's services. The job holder is challenged to make savings of £6m over the next three years.

This role has responsibility for adult services within the council alongside wellbeing and integration of services with Health, strategic housing, information governance and some of the customer contact centre. The role will be responsible for looking at alternative service provision including commissioning more services from outside providers. While a large role, Adults and Children's responsibilities were previously delivered by one role and these have been split out across two 'Heads of' positions. Strategic thinking is evident and required however the majority of this requirement will sit with the Strategic Director and Cabinet members.

New Job Evaluation Score: F II 3 400 E4 (43) 175 E3P 264 A3 Total Hay Points = 839

The role is a seasoned professional who delivers services to adults across Gwynedd as well as playing a leading role on the integration of services with Health. The role holder has a diverse range of functions however there is a golden thread that can link adults, wellbeing and strategic housing together. These services complement each other and changes to any of these areas will have an impact on the others.

The role holder is primarily concerned with influencing, developing and motivating people and changing behaviour.

The role has primary responsibility for the budget and has a degree of independence needed to achieve annual results and the role holder determines how and when results are to be achieved. However there is a Strategic Director role that provides insight and direction and will hold this service to account alongside cabinet members therefore reducing the roles freedom to act. The size of the role is limited by the presence of the Director above, and historically a social care role operating Adults and Children's services was positioned at the highest Chief Officer JE score.

- **This post should remain on PG2**

Head of Children and Supporting Families

The role is new since April 2014 and has subsequently assumed responsibility for other areas including Adult Safeguarding and integration of health. The postholder has responsibility for corporate parenting on behalf of the Council and also for providing a qualified skilled social work workforce. The service comprises 400-500 staff with an overall budget of £14m plus grant funded services of around £4m. The service has challenges with efficiencies of £2.4m over the next 3 years.

Other key changes for the role in this area include:

- Taking responsibility for out of hour's services from Adult Services in April and restructuring the department to accommodate the additional responsibility.
- Leading on relations with the Health Service in delivering a contribution to integrated services in order to reduce impact on Council resources.
- The role holder acts as strategic lead in attending regional boards with other heads of service to achieve consistency across policies and procedures.
- Developing the relationship with Anglesey which works well day to day but is politically difficult.

The role emerged following the split of the former Social Services Department into Children's and Adult Services.

The role has a statutory responsibility within the Council and leads one of the most visible services within the council. The role holder is required to deal with complex situations against a background of shrinking budgets ensuring that the Council's statutory requirements are met. The role is responsible for the budget and ensuring that national policy is translated down into workable policies for the Council. While a large role, Adults and Children's responsibilities were previously delivered by one role and these have been split out across two 'Heads of' positions. Strategic thinking is evident and required however the majority of this requirement will sit with the Strategic Director and Cabinet members.

New Job Evaluation Score: F II 3 400 E4 (43) 175 E3P 264 A3Total Hay Points = 839

The role is a seasoned professional who delivers services to Children and families across Gwynedd. The role holder is a qualified social worker and has a statutory responsibility across the council. While having the responsibility for corporate

parenting and ensuring the Council has an appropriately skilled workforce the functions are closely related in nature and objective and there is still a requirement for coordination with associated functions. The role holder is primarily concerned with influencing, developing and motivating people and changing behaviour.

The role has primary responsibility for the budget and has a degree of independence needed to achieve annual results and the role holder determines how and when results are to be achieved. However there is a Strategic Director role that provides insight and direction and will hold this service to account alongside cabinet members therefore reducing the roles freedom to act. The size of the role is limited by the presence of the Director above, and historically a social care role operating Adults and Children's services was positioned at the highest Chief Officer JE score.

- **This post should remain on PG2**

Head of Economy and Community

The role has retained its previous portfolio but the emphasis has shifted from the delivery of services to directing the delivery of services. The portfolio has been expanded to include Libraries from the previous Customer Care service and Leisure and Sports Development. There is an overall revenue budget of £12m plus grant support of £9m (sports development is 100% grant funded) with a staff of 900FTE. The portfolio also includes capital projects of £20m which are managed on behalf of the council.

Changes in this area include:

- A key transformation project to deliver leisure services in a different way which reduces spend by 40% without the closure of leisure centres by transferring responsibility to another delivery vehicle.
- Managing a reduction programme of 20% across library facilities
- Strategic level involvement with Cardiff re the Economic Agenda involving influencing, lobbying and putting forward the Council's case for funding. Extended from previous role to include Arts, Culture, Archive, Country Parks and Maritime

The post holder is ultimately responsible for the delivery of the service but has latitude to shift funding from one area to another to ensure this is done. The Health Board dovetails with Social Services and Education but others hold the budget.

*Previous Job Evaluation Score: F II 3 400 E4 (43) 175 E2+P = 230 A2 **Total Hay Points = 805***

*Job Evaluation Score: F II 3 400 E4 (43) 175 E3P = 264 A3 **Total Hay Points = 839 (Slight increase)***

The role is a seasoned professional who is required to drive economic development across Gwynedd developing functions and policies that will ensure residents have the opportunity to link into economic growth. The role has taken on the cultural aspects of the council's service including leisure and libraries services and is required to transform the way these services are delivered. These services are an important aspect of a localities economic proposition so are aligned to the previous

portfolio. The role holder is primarily concerned with influencing, developing and motivating people and changing behaviour.

The role has primary responsibility for the budget and this has increased and is reflected in the evaluation. The role holder has a degree of independence needed to achieve annual results and the role holder determines how and when results are to be achieved. However there is a Strategic Director role that provides insight and direction and will hold this service to account alongside cabinet members therefore reducing the roles freedom to act.

- **This post should remain on PG2**

Head of HR / Strategic Improvement (reviewed without interviewing incumbents)

The role is a combination of two distinct portfolios, and brings the previously independent HR and Strategic Improvement functions together. The post holder will have responsibility for the full HR portfolio for all staff within the Council including HR Operations, Learning Development, Talent, Organisational Development. The Strategic Improvement aspects bring performance and scrutiny, Procurement, efficiency and innovation, Strategic Direction and Democratic Services.

Based on the structures of the two parent departments the role holder will have 6 senior managers reporting to it – budgets would be combined. The two portfolios are distinct, and the combination is driven by circumstances rather than structural necessity. That said, there are parallels in the departments – the combined portfolio will support the organisation to drive, develop and implement change in the context of considerable financial and sector challenges. The combined departmental workforce will be 195 FTE (96 in HR and 99 in Strategic Improvement) with an overall budget of £12.3M (£3.8M in HR and £8.5M in Strategic Improvement). The role holder will represent the council at a national level and will be involved in partnerships on a regional basis, often as the lead authority. The role holder will be challenged to make savings and efficiencies and over the next 2 years, mainly from within the Strategic Improvement Department but with smaller savings required from HR.

*Previous Job Evaluation Score: **HR 775 Hay Points; SI 805 Hay Points.***

*Job Evaluation Score: F II 3 400 E4 (43) 175 E4C+ = 230 A2**Total Hay Points = 805***

The role will be a seasoned professional who manages related but distinct services. The role holder will be an agent of change – as you would expect given the context-concerned with influencing, developing and motivating people and changing behaviour. While combinations of unique services offer the opportunity for increase evaluation scores, in this case our view is that the role does not have significant enough weight or impact to be positioned at the higher salary band.

There remains a Strategic Director tier above the role (although there is inevitably a direct to the Chief Executive) that provides insight and direction and will hold services to account alongside cabinet members, therefore limiting the role's freedom to act. This combined role would remain at the middle "Head of" tier.

- **This post should remain on PG2**

Head of Finance

The role has absorbed responsibility for the IT department from the previous Customer Care Department and responsibility for Pensions Investment from the former Corporate Director role which is now vacant with a view to being disestablished. The role has a statutory responsibility for ensuring that the Council has proper financial arrangements in place and the maintenance of appropriate financial systems and reporting. The Finance Department proper consists of approximately 200 staff.

Other key changes for the role in this area include:

- The role is now responsible for devising the financial strategy for the Council which was previously undertaken by the Corporate Director
- Responsibility for investment decisions for the regional Pension Fund. Primarily dealing with the investment committee and the 12 investment companies. Although the role holder has previously shadowed the Corporate Director with responsibility for this area he took over formal responsibility in April. As lead for the regional fund the role now has responsibility to interact with stakeholders, produce the annual report and attend member audit committee meetings.
- The IT Department has moved into the Finance Portfolio from Customer Care. The department consists of between 60 and 70 staff and manages the majority of IT projects within the council as well as Joint Venture with Anglesey on the provision is a service to schools. The department is also supporting technical projects to enable savings in other departments. The primary challenges in this area are resources and funding.

While the other 'Heads still have a Strategic Director role sitting above them acting as decision makers and having overall accountability for delivery, this role no longer has that direct strategic guidance. This role now has the responsibility to drive the strategic financial output of the Council and this will be done directly with the CEO and cabinet members. Therefore due to the type of additional responsibilities this role has taken on, and this strategic accountability, the evaluation score has increased:

Previous Job Evaluation Score: FI13 = 400 E4(43) 175 E4C+230 A2Total Hay Points = 805

New Job Evaluation Score: FI1+3 460 E4(43) 200 E4C+ 230 A1Total Hay Points = 890

The role is a seasoned professional with considerable breadth and depth of experience in finance. The role now has responsibility for developing the strategy as well as ensuring policies are in place to ensure delivery. The role leads financial strategy, the finance department, the IT department as well as now having decision making accountabilities across the pension trust. The role involves high levels of

leadership and interaction with other authorities, agencies and the Welsh Government.

As the authority's financial lead, the role owns the development of strategy alongside the delivery of policy and standards, with this role ultimately accountable for ensuring the financial competence of the council is maintained. The role no longer has a Strategic Director position that will help set direction and manage the Cabinet and therefore the accountability now lies with this role.

- ***This post should be regraded to PG3***

Remuneration

On the basis of re-evaluating the roles, while many of these roles have grown larger in size, we would recommend the middle PG2 grade for the following positions:

- Head of Adults and Wellbeing
- Head of Children and Supporting Families
- Head of Regulatory
- Head of Economy and Community
- Head of HR / Strategic Improvement

The one role which has increased markedly in size is the Finance position, it has taken on more services and does not have a Director leading Finance Strategy. Remunerating the role using the same policy (Lower Quartile) as standard PG3 grade would be appropriate.

Pay Policy Statement – 2015/16

INTRODUCTION

The Council is required by Section 38(1) of the Localism Act 2011 to prepare pay policy statements. These statements must articulate the Authority's own policies towards a range of issues relating to the pay of its workforce, particularly its senior staff (or 'chief officers') and its lowest paid employees. Pay policy statements must be prepared for each financial year. They must be approved by full Council.

PAY POLICY FOR CHIEF OFFICERS

The Council defines its chief officers as being its Chief Executive, Strategic Directors and Heads of Department. *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. 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.*

Salaries

The policy appertaining to the salaries of Heads of Department and Strategic Directors was originally adopted by the full Council in October 2009 and subsequently in June 2012 as part of the overall Policy's annual review.

It is based on an independent report by the Hay Group and is based on their job evaluation scheme.

Strategic Directors' salary is set just under the lower quartile of the National Public Sector Market, as shown in January 2012, for jobs of corresponding size (lower quartile means that 75% of the sector are paid more).

The Head of Education's salary is based on the median of the National Public Sector Market for jobs of corresponding size, as shown in January 2012 (median means that 50% of the sector are paid more).

The Head of Finance's salary is based on the lower quartile of the National Public Sector Market for jobs of corresponding size, as shown in January 2012 (lower quartile means that 75% of the sector are paid more).

All other Heads of Departments' salaries are based on the median of the National Public Sector Market for jobs of corresponding size as shown in January 2012 (median means that 50% of the sector are paid more).

Consideration to the reviewing of actual pay in relation to the benchmark levels will take place annually.

The Chief Executive's salary has been set in accordance with the scale of £100,536 - £108,264.

The Council does not pay any bonus payments or performance related pay to its Chief Officers. *The Council's local terms and conditions of service are relevant to Chief Officers, as for all other staff, unless otherwise noted within individual policies.*

The salaries of the Council's Chief Officers are available on the Council's website on the following link -www.gwynedd.gov.uk/employmentbenefits(See Appendix 1)

LOWER PAID

The Council's pay policy for its remaining staff is based on the Council's equal pay policy and its collective agreement with the recognised trade unions as introduced on the 1st April 2008. The Council's pay structures are subject to equal pay audits.

The Council has adopted the GLPC Job Evaluation Scheme criteria as the basis for setting salary grades for all posts employed under the Local Government Workers' Conditions of Service. The Council is committed to pay salaries in accordance with equal Pay legislation and the "single status" agreement between local government employers and the recognised trade unions in 1997.

The Council defines its lowest paid, as spinal pay point 8 on the national pay scale as agreed by the National Joint Council. The Council does not pay any bonus payments nor pay which is based on workers' performance.

The relationship between the remunerations of its Chief Officers and its other employees is designed to secure the ability of the Council to be able to recruit and retain the best suitable candidates to its various posts, whilst maintaining the differentials as defined by the job's evaluation scheme.

The Hutton Review of Fair Pay in the Public Sector recommends a maximum ratio of no more than 1:20 between the highest and the lowest paid. The ratio within the Council is 1:7.8.

LOCAL CONDITIONS OF SERVICE

Salary on Commencement in Post

The number of increments within each grade reflects the possible period of development in post that could be relevant to individuals on that grade. Members of staff will be appointed to the salary point within the grade which reflects the time required for development in order that they are able to undertake the full responsibilities and duties of the post.

Normally, each employee is appointed to the lowest pay point within the appropriate pay grade. If an employee is already being paid above the lowest pay point or if there is sufficient evidence to demonstrate that the employee is already fully competent to fulfil a number of aspects relating to the post, a manager can, in consultation with the Head of Human Resources, appoint on a higher pay point within the appropriate pay grade.

If there is a capacity within the job grade, all members of staff will receive an annual pay increment on the 1st April dependent upon those terms noted in the Council's Policy on Dealing with Underperformance and on condition that they have been appointed to their current post for more than six months prior to that date.

Re-location Expenses

The scheme is relevant to staff appointed as a result of an advertisement or following an internal re-organisation where they have to move house.

The employee's present home must be more than 20 miles from his/her administrative centre in order to consider an application to reimburse costs.

In such circumstances, the cost of the removal of furniture and belongings will be reimbursed subject to accepting the lowest of three estimates as well as the full cost of storing furniture for up to three months. A contribution of up to £3,270 to cover legal expenses, estate agent fees, change of carpets and curtains and other incidental costs of removal will be paid subject to the receipt of supporting invoices.

Market Supplement

The grading of posts is based on the Council's job evaluation scheme as this ensures that the pay system is based on equality as defined in the Equal Pay Act 1970 and ensures consistency in pay decisions. For these reasons any deviation from this system may create a risk to the Council that must be tightly regulated and must be for significant and clear reasons. There must be clear and detailed evidence in order to justify any deviation from this arrangement.

However, there may be occasions when market forces lead to recruitment and/or retention problems related to a particular post. The Council may in exceptional circumstances, and in order to attract and retain an individual to a particular post, offer an additional temporary supplement to the salary grade identified through the Authority's grading scheme.

In this respect a market supplement will only be used when there is adequate documented evidence of failure to attract and/or retain an employee to a post. A market supplement is not a permanent addition to the salary. Should circumstances related to the market rate of the post change, or where a member of staff is transferred by the Council to a different post that does not attract a market supplement, their entitlement to the payment will cease and the supplement will be withdrawn in line with agreed notice.

The Council, at its meeting on the 9 October, 2014, approved a market supplement provision of up to £3,000 for Chief Officers where it can be justified

by a business case. There is no ceiling set in respect of market supplement levels for other posts.

Honoraria (Undertaking Additional Responsibilities)

An additional payment can be approved when an employee agrees to temporarily undertake some specific additional duties and responsibilities which are beyond the normal duties and responsibilities of their substantive post. The proportion of higher level of duties and responsibilities must be significant, evaluated at a higher salary level and over an extended period prior to being able to offer temporary additional remuneration.

On-Duty, Standby and Call-Out Payments

The Council is committed to providing services according to the needs of the people of Gwynedd. This means that at times it is necessary for staff to be called upon to carry out work at times outside their normal working pattern and at unsociable times. The Council meets the need for these services by:

- *having suitably trained staff on duty to take calls and to decide upon the relevant course of action*
- *having a suitably trained workforce on standby and able to be called out at short notice to respond to emergency work*
- *rewarding the above staff at suitable rates that recognise the inconvenience and disruption that this work causes.*

On duty is defined as a period of time when an officer is on duty outside of their normal hours of work for a specific period of time and is available to respond to calls from residents, emergency services, etc.

Standby is defined as a specific period of time that an officer is available for call out outside of their normal hours of work.

In some cases on duty or being on standby will form a part of officers' basic salary and their contract of employment will specifically state this. They will not be entitled to any extra payment whilst on duty or on standby.

Payment for other officers will be by way of an additional, separately identified payment that will reflect the level of inconvenience and disruption to the officers' normal home life that is incurred. Officers will receive a minimum of two hours at the appropriate rate of pay for each time they are called out (including travelling time).

On-duty/standby payments will be updated annually in line with the annual salary increase agreed by the National Joint Council for Local Government Services.

Professional Fees

One fee per annum will be reimbursed to officers in respect of membership to recognised bodies which are relevant to their professional function and where that membership is a requirement by the Council.

Car Users

All staff are denoted as casual car users and reimbursements are paid for business travel on HMRC rates.

Subsistence Payments

Subsistence repayments will be made when travelling out of County for breakfast, dinner, tea and supper up to the maximum of the Council's subsistence allowances on production of receipts. For those whose normal work covers more than one County, e.g. Gwynedd and Môn, "Out of County" is defined as outside that normal area of work.

Working Additional Hours

Employees, in receipt of basic pay at or below point 28 who are required to work additional hours beyond the 37 hour working week are entitled to receive enhancements at the rate of basic pay at time and a half (alternative arrangements in place for those workers with work patterns where those hours worked are on a fortnightly/monthly or annual basis). Employees paid above point 28 who work planned additional hours beyond the 37 hour week, and where prior approval has been given by the Head of Department, will be paid at their basic rate of pay for those additional hours or will be entitled to time off in lieu.

Working Unsociable Hours

Salary is paid at the basic rate on weekends for work within the 37 hours. Enhanced pay is due to those employees who work during the following hours;

- *basic pay and one fifth of hourly rate for work conducted between 8 and 10 in the evening*
- *basic pay and one third of hourly rate for work conducted between 10 at night and 6 in the morning*

Salary is paid in accordance with the national agreement for work conducted on bank holidays and additional statutory days.

First Aid Allowance

An annual allowance is paid to employees who act as designated First Aiders.

Local Election Duties

The Council's fees for payments to its Returning Officer and Deputy Returning Officer for local election duties are included in Appendix 2.

Severance and Retirement

The Council's severance and retirement schemes are applied equally and fairly to all staff regardless of grade, age or gender and are implemented in accordance with the regulations of the relevant pension schemes. There are no exceptions

for Chief Officers. The relevant policies are available on the Council's website on the following link - www.gwynedd.gov.uk/employmentbenefits

Financial Detriment Scheme

Financial detriment is defined as a loss due to a change in salary grade and contractual terms and conditions. The Council provides financial assistance to staff who face financial loss (as a consequence of re-structuring or re-designation of responsibilities) for a period of three years from the date that the change in the employment package becomes operational. That financial assistance will cease after three years unless the individual member of staff has in the meantime been appointed to another post where he/she is not facing financial detriment.

Re-employment

The Council does not have a policy which excludes former officers, who were in receipt of severance, redundancy or pension payments, from being re-employed.

The Council will however consider each candidate on their own merits and will appoint with a view of achieving the best efficiency for the service and best value for its ratepayers. Such appointment, if made, would be subject to any abatements stipulated in the Local Government Pension Scheme Regulations.

Appointment of New Chief Officer (Salary of £100,000 and above)

The Full Council will approve any amendment to the salary package of any such post prior to its recruitment. Recruitment to any such post will be advertised externally.

Chief Officers' Salaries

Chief Executive	£100,536 - £108,264
Strategic Directors x 2	£81,665 - £90,739
Head of Education	*£76,412 - £84,903
Head of Finance	£69,319 - £77,021
Head of Customer Care, Democracy and Legal, Economy and Community, Highways & Municipal, Regulatory, Corporate Support and Organisational Development, Children & Supporting Families, Adults, Health and Wellbeing	£64,502 - £71,668
Head of Consultancy	£54,486 - £60,540
Monitoring Officer	£54,660 - £57,361

*A "Market Supplement" is paid in addition to the basic salary for this post

APPENDIX 2

ELECTION PAYMENT SCHEME AS APPROVED BY GWYNEDD COUNCIL

Fees for the general conduct of the election and performance of all duties which a Returning Officer is required to perform under any order or other enactment relating to the election of Councillors		
Returning Officer and Deputy Returning officer Fees	Contested	Uncontested
Returning Officer	117.00	
For the general conduct of the election and performance of all duties which a Returning Officer is required to perform under any order or other enactment relating to the election of Councillors.)	
)	
For each Electoral Division, Community/Town Council, Community/Town Council Ward)	75.00
)	
Deputy Returning Officer	80.00	
Specific duties to include attending to receive nomination papers, examining them and adjudicating on their validity; dealing with candidates; notifying candidates of decisions on nominations, publishing statements of persons nominated and attending to receive withdrawals and conducting the counts.)	
)	
For each Electoral Division, Community/Town Council, Community/Town Council Ward)	
By-Elections		
In any by-election where a Deputy Returning Officer is employed to manage the count:		
For each Electoral Division, Community/Town Council, Community/Town Council Ward	32.00	