



Gloucestershire

COUNTY COUNCIL

Meeting papers

Appointments Committee

Friday 6 March 2020 at 3.00 pm

Members' Room - Shire Hall, Gloucester

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Members' Room - Shire Hall, Gloucester	
AGENDA	

1	APPOINTMENT OF CHAIRPERSON To elect a Chairperson for Civic Year (2020/21).	Sophie Benfield
2	APOLOGIES FOR ABSENCE To note any apologies for absence.	Sophie Benfield
3	MINUTES (Pages 1 - 8) To approve the minutes of the meeting held on 5 February 2019.	Chair
4	PUBLIC QUESTIONS To answer any written public questions about matters which are within the powers and duties of the Committee. The closing date/time for the receipt of questions is 10.00am on Friday 28 February 2020. <i>Depending on the nature of the questions asked it may not be possible to provide a comprehensive answer at the meeting, in which case a written answer will be supplied as soon as reasonably possible after the meeting.</i>	Chair
5	MEMBERS' QUESTIONS To answer any written members' questions. The closing date/time for the receipt of questions is 10.00am on Friday 28 February 2020.	Chair
6	PAY POLICY STATEMENT 2019/20 (Pages 9 - 22) To consider the attached report.	Nick Lerry, Mandy Quayle
7	SENIOR MANAGEMENT STRUCTURE (Pages 23 - 26) To consider the attached report.	Mandy Quayle

Membership – Cllr Richard Boyles, Cllr Mark Hawthorne MBE, Cllr Paul Hodgkinson, Cllr Nigel Moor, Cllr Kathy Williams and Cllr Lesley Williams MBE

- (a) **DECLARATIONS OF INTEREST** – Members requiring advice or clarification about whether to make a declaration of interest are invited to contact the Monitoring Officer, Rob Ayliffe ☎ 01452 328506 / e-mail: rob.ayliffe@gloucestershire.gov.uk) prior to the start of the meeting.
- (b) **INSPECTION OF PAPERS AND GENERAL QUERIES** - If you wish to inspect minutes or reports relating to any item on this agenda or have any other general queries about the meeting, please contact: Sophie Benfield, Democratic Services Adviser ☎:01452 324094 / e-mail: sophie.benfield@gloucestershire.gov.uk
- (c) **GENERAL ARRANGEMENTS**
Members are required to sign the attendance list.
- (d) Please note that photography, filming and audio recording of Council meetings is permitted subject to the Local Government Access to Information provisions. Please contact Democratic Services (tel 01452 425230) to make the necessary arrangements ahead of the meeting. If you are a member of the public and do not wish to be photographed or filmed please inform the Democratic Services Officer on duty at the meeting.

EVACUATION PROCEDURE - in the event of the fire alarms sounding during the meeting please leave as directed in a calm and orderly manner and go to the assembly point which is **outside the main entrance to Shire Hall in Westgate Street**. Please remain there and await further instructions.



APPOINTMENTS COMMITTEE

MINUTES of the meeting of the Appointments Committee held on Tuesday 5 February 2019 commencing at 10.00 am at the Meeting Room 6 - Shire Hall, Gloucester.

PRESENT

Cllr Mark Hawthorne MBE
Cllr Ray Theodoulou

Cllr Lesley Williams MBE

SUBSTITUTES:

Cllr Iain Dobie
Cllr Lynden Stowe
Cllr Roger Wilson

1. APPOINTMENT OF CHAIRPERSON

Cllr Mark Hawthorne was appointed as Chairperson for the remainder of the 2018-2019 Civic Year.

2. APOLOGIES FOR ABSENCE

Apologies were received from Cllrs Paul Hodgkinson, Nigel Moor, Kathy Williams and Ray Theodoulou.

Cllrs Iain Dobie, Lynden Stowe and Roger Wilson were present as substitutes.

3. MINUTES

The minutes of the previous meeting held on 9 March 2017 were agreed as a correct record and signed by the Chairperson.

4. PUBLIC QUESTIONS

No public questions were received.

5. MEMBERS' QUESTIONS

No members' questions were received.

6. MANAGEMENT STRUCTURE

6.1 Peter Bungard, Chief Executive and Head of Paid Service, introduced his report, the purpose of which was to update members on the first phase of changes to the Council's senior management structure; seek approval regarding the subsequent decisions and note the progress in recruiting to the re-instated role of Deputy Chief Executive.

6.2 Given a number of recent changes, conversations with the corporate management team had commenced regarding the council's operating model

and senior leadership team to ensure that we are best placed to meet our aims and objectives under '*Gloucestershire – Looking to the future*'. The recent peer review also emphasised the need for review and some clarification of the current arrangements in order to improve understanding of the model.

- 6.3 Members were advised that a like-for-like replacement for the Director of Finance had been considered; however advice indicated that there were currently many competing authorities seeking to appoint Finance or Resource Directors.
- 6.4 Research by Hay, the council's recruitment consultants, indicated that the importance, and status, of a Deputy Chief Executive position, with the ability to shape and influence across a broader range of services, would likely prove a more attract proposition to candidates.
- 6.5 It was concluded, therefore, that the best approach was to revise the senior management structure to delete the existing Director of Strategic Finance position post and replace it with the role of Deputy Chief Executive, which would combine the s151 role with oversight of a wider range of services.
- 6.6 A recruitment campaign was launched in advance of the Christmas period with a full advertisement in early January 2019. Having received positive feedback from group leaders for this approach, Hays were commissioned to work with the Head of HR to run the recruitment campaign, with a view to convening a Member Appointments Panel on 22 February 2019.
- 6.7 The Committee heard that the previous Deputy Chief Executive post was graded at Reward Band 10 (RB) within the council's existing grading structure for Chief Officers, and there was currently no intention to change the overall grading structure in respect of this post. A review of the salary for equivalent positions and advice from Hays suggested that the council may need to appoint at the top of the grade to secure the right candidate and the RB10 grade would provide that flexibility.
- 6.8 The proposal's also included amending the grade range for senior directors on RB9 (currently scale points (scp) 38 to 40) to include scp 41 and 42, with effect from 1 April 2019. This would increase the top of the grade from £125,013 to £134,318.
- 6.9 Members noted the proposal had been made in light of the age profile at senior leadership level and the fact that over the coming two to three years the council is likely to face further loss of critical knowledge and skills within this cohort. The proposal to amend the grade range also reflects what is known of market rates for senior critical positions and the experience of other councils that are struggling to recruit to these positions.

- 6.10 The Director of Children's Service is already paid an additional market supplement, which will be reduced to reflect the higher core salary. The Director of Communities and Infrastructure is currently vacant and under review. Therefore it would only be the current Director of Adults' Services post-holder who would benefit from this increase. Individuals in post would receive an increase in pay based on acceptable performance in their role in line with usual practice for an officer on a reward band grade.
- 6.11 The additional full year cost of re-instating the Deputy Chief Executive post is approximately £20,000, and increasing the maximum of the grade for senior directors (from scp 40 to 42) would also be approximately £20,000 in a full year. Therefore the total cost of the revisions to the grading structure is around £40,000, which is included in the MTFs. There are no other resource implications anticipated in respect of Personal Assistant support, ICT or accommodation.
- 6.12 The campaign to recruit the Deputy Chief Executive was launched via an initial brief advert in the Municipal Journal on 13 December 2018 designed to draw attention to a full advert on 10 January 2019. At the same time Hays have been targeting 'passive candidates' (those who are not actively seeking a move).
- 6.13 The long-listed candidates will participate in a selection assessment process, including technical interviews. The final stage will be undertaken by the Appointments Sub-Committee, and is currently planned for 22 February 2019.
- 6.14 The Chief Executive tabled some suggested amendments to the report's recommendations that were intended to create a contingency position in the event that none of the candidates might prove suitable for the Deputy Chief Executive position. This would allow the council, if needs be, to appoint to a Strategic Finance Director role rather than a Deputy Chief Executive.

In response to the report, including the revised recommendations, the Committee agreed that:

- **Subject to a successful appointment process, the post of Strategic Finance Director is replaced with effect from late February 2019 by the re-establishment of the post of Deputy Chief Executive, which will incorporate the statutory s151 Officer role.**
- **The Deputy Chief Executive post would be remunerated at its previous grade of RB10.**

- **An Appointments Sub-Committee will be held on 22nd February 2019 with the intention of appointing the Deputy Chief Executive (and s151 Officer), but with a reserve position of appointing to the Strategic Finance Director post if necessary.**
- **To support successful future recruitment revise the grade for senior directors on RB9 (currently in the range scp 38 to 40) to include two further scale points: scps 41 and 42. This currently includes the following roles: Director Children's Services, Director Adults' Services, Director Communities and Infrastructure (as well as the Director Strategic Finance).**
- **The additional cost of approximately £40k is noted.**

- 6.15 In response to a query from the Committee it was confirmed that managers from CoMT currently deputise in the temporary absence of the Chief Executive. It was therefore already established that senior management can absorb this extra responsibility in the event that a suitable candidate for the Deputy Chief Executive cannot be found.
- 6.16 Finally, the Committee requested that the council should adopt a process to identify and support employees with potential for career progression. In this regard it was noted that the Aspiring Leaders programme is currently focussed on identifying employees with potential to progress up to around head of service level within the organisation, but as currently configured the programme would not necessarily extend as far as progression to 'future director' positions.
- 6.17 The Committee resolved to pass the report's recommendations (including the amended recommendation, as outlined above).

7. PAY AND GRADING REVIEW

- 7.1 Mandy Quayle, Acting Director, HR & Digital, introduced the report by explaining that this item covered both:
- a) the implementation with effect from 1st April 2019 of the new national pay spine as the second part of the 2018-20 two year national pay deal for 'Green Book' employees; and
 - b) a review of the Council's 'Green Book' grading structure, with recommendations to the Committee for a new grading structure to take effect from 1st September 2019.
- 7.2 The proposals regarding year two of the national pay award would move all 'Green Book' employees onto the new pay spine on 1st April, having first

applied under the current pay spine any annual pay increments that are due on that date.

- 7.3 It was proposed that the current grading structure would remain in place from 1st April 2019 to 31st August 2019, at which point employees would transfer on 1st September 2019 to the appropriate pay points in the new grading structure.
- 7.4 The new grading would remove the lower increments of the current pay grades, which would have the effect of reducing the length of the grades and removing the 'overlaps' between them.
- 7.5 The Committee were reassured that the proposed changes have been subject to an equalities impact assessment and are consistent with the council's statutory obligations under the Equality Act 2010 and the Public Sector Equality Duty. No employee would lose out financially as a result of these changes.
- 7.6 These changes would put the Council in a better position to address current and future pressures to secure effective recruitment and retention in an increasingly tight and competitive labour market.
- 7.7 Members appreciated the Council's concerns regarding its ability to attract and retain critical staff in a number of professions in the current climate. It was recognised managers are increasingly needing to engage new staff above the minimum of the grade, in order to secure appointments, and often toward or on the maximum of the grade in order to attract external candidates of a suitable quality for certain key hard-to-fill posts. In areas where the labour market is particularly 'tight' there is often need to resort to further financial inducements to both recruit and retain key staff.
- 7.8 It was noted that consultations have taken place with the Council's recognised trade unions for Green Book employees (Unison, GMB and Unite), and the unions are supportive of the proposals.
- 7.9 The Committee were then requested to approve the making of a formal offer to the unions to enter a collective agreement to implement the new grading structure and make the corresponding changes to the contracts of employment of the relevant staff. Finalisation of the collective agreement with the unions would be subject to their consultation and/or a ballot of their members to obtain an appropriate mandate.
- 7.10 On a related matter, members requested that officers monitor the effect of contractual notice period requirements to ensure there is no adverse impact on recruitment and retention.
- 7.11 The Committee resolved to pass the recommendations as outlined in the report.

8. PAY POLICY STATEMENT 2019/20

- 8.1 Nick Lerry, Employer Relations Manager, gave a brief overview of the Pay Policy Statement annual review – noting particularly the following points:
- the addition to the list of posts remunerated at £100k+;
 - the intention to review the remuneration of level 1 and 2 apprentice appointments;
 - the proposal to permit accelerated increment within an employee's grade where this is considered necessary to address recruitment and retention issues (at para 17-20);
 - the flexibility to make an appointment in exceptional circumstances only, without an in-year change to the Pay Policy Statement, as set out in paragraphs 28-29; and
 - the revised paragraph regarding restrictions on the reengagement of ex-employees within two years of their leaving the council with a severance package: to clarify that this does not apply to those employees who have exercised their right to retire early at no cost to the council (generally with an actuarially reduced pension to off-set the costs of the early release of benefits)..
- 8.2 Some concerns were expressed about the proposal to delegate authority proposed to the Chief Executive under paragraphs 17-20 and 28-29.
- 8.3 With regard to paragraphs 17-20 members were reassured that appropriate approvals would be required to establish the necessary business case and that a facility to exercise discretion, where necessary to support recruitment and retention challenges, is an increasingly common (and necessary) employment practice within local government.
- 8.4 With regard to paragraphs 28-29 it was acknowledged that informal consultation with the group leaders on any such proposed course of action would always be encouraged. Further, it was emphasised that the potential need for use of these provisions would arise infrequently (if at all) and in genuinely exceptional circumstances.
- 8.5 Specifically on paragraphs 28-29, the Leader highlighted that the wording used does not accurately reflect the Leader's powers delegated under the Constitution. Members agreed the wording should be changed to:
- “Any such arrangement will be subject to express approval by the **Leader and** Chief Executive, **in consultation with the Leader.**”
- 8.6 Members also requested page 6 of the Draft Pay Policy Statement is revised to reflect amendments agreed on for agenda item 6 of this Committee meeting.

Minutes subject to their acceptance as a correct record at the next meeting

The Committee resolved to pass the recommendations, subject to the amendments requested.

ACTION: MANDY TINGLE/NICK LERRY

CHAIRPERSON

Meeting concluded at 11:05

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DRAFT Gloucestershire County Council **The Pay Policy Statement 2020-21**

INTRODUCTION

The purpose of this Pay Policy Statement is to provide a clear and transparent policy on the Council's position on the remuneration of its Chief Officers and other employees which demonstrates to the public openness, accountability and value for money.

The policy also meets the Council's obligations under the Localism Act 2011 and the associated statutory guidance set out in the document *Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act 2011*, together with the *Local Government Transparency Code 2015*.

The Council's pay arrangements reflect the need to recruit, retain and motivate skilled and committed employees to ensure high levels of performance, balanced with accountability to the public purse. They also recognise the importance of maintaining an approach to pay and reward that supports the high levels of flexibility and adaptability essential to the effective delivery of a diverse range of services in a challenging and rapidly changing environment.

The Council's pay and grading arrangements are underpinned by the principles of fairness and equality set out in the Equality Act 2010, the Public Sector Equality Duty and associated codes of practice.

The Council publishes an updated Pay Policy Statement (as approved by Full Council) each financial year (April to March).

This is the Pay Policy Statement for 2020-21.

What's covered in the Pay Policy Statement?

1. This statement sets out the Council's policies for the financial year 2020-21 relating to the remuneration of all non-school employees, including explicitly:
 - Remuneration of Chief Officers
 - Remuneration of the lowest paid employees
 - Relationship between the remuneration of Chief Officers and other employees
2. 'Remuneration' for the purposes of this statement includes:
 - Basic salary
 - Any other allowance or fee arising from employment
 - Pension on early termination of employment
 - Redundancy pay
3. The term 'Chief Officer' as used in this policy refers to those defined as such within the Localism Act 2011. The Chief Officer posts covered by this policy are therefore the Chief Executive and those posts which report directly to the Chief Executive, and also the next management tier below (excluding any secretarial, clerical or administrative support roles), as set out in the Council's constitution.

All references to 'Chief Officers' in this policy statement are therefore in respect of the above roles (i.e. to be distinguished from the wider group of senior staff employed by the Council on Executive Reward Band grades, all of whom are subject to National Joint Council for Chief Officers national conditions of service – these staff are referred to in this Policy as Executive Reward Band employees).

4. For the purposes of the Pay Policy Statement the term '**lowest paid**' is defined as a full-time employee on the lowest salary point of the Local Government Services (Green Book) pay scales.

Who does the Pay Policy Statement apply to?

5. This Pay Policy Statement applies to all non-schools employees of Gloucestershire County Council (the 'Council'), including the Gloucestershire Fire and Rescue Service ('GFRS'), unattached teachers employed centrally by the Council and Educational Psychologists employed under the Soulbury Committee national conditions of service.

6. Maintained schools are not covered by this policy but are separately required to produce an annual pay policy setting out the terms on which the remuneration of their staff (including pay awards) is based. Subject to certain discretionary powers delegated to schools by statute, support staff employed by the Council (in community and voluntary controlled schools) are subject to the same Green Book pay and conditions applicable generally within the Council. Support staff in maintained schools where the governing body is the employer (foundation and voluntary aided schools) may be employed on such pay and conditions as determined by the employer, although in practice these schools have opted to apply the Green Book. Academy schools are stand-alone organisations independent of the Council and therefore not affected by this Pay Policy Statement.
7. For unattached teachers (employed centrally by the Council), pay decisions are as determined by the Unattached Teachers Pay Panel (UTPP), chaired by the Director of Education, in accordance with the national framework set out in the Statutory Pay and Conditions Document (STPCD) for school teachers.

POLICY STATEMENT

Job evaluation

8. The job evaluation ('JE') process is applied to all jobs in the Council unless the salary is set nationally (e.g. firefighters). JE is a process by which organisations evaluate comparative job size by reference to a range of factors that measure and ascribe numerical values to the levels of responsibility to be carried by the job holder and the associated knowledge/skills required for effective job performance. The highest rated jobs are placed at the top of the grading structure and the lowest rated at the bottom. Objective application of a non-discriminatory JE scheme ensures that different jobs of 'equal value' are placed in the same grade.
9. The Council is committed to ensuring the fair and non-discriminatory determination of pay in accordance with equal pay legislation (Equality Act 2010) and the local government 'single status' agreement of 1997. The Council applies nationally recognised JE schemes, which were introduced locally in 2003 in consultation and agreement with our recognised trade unions.
10. The Hay JE scheme is used to evaluate senior manager jobs within the Council, which are those placed within the Executive Reward Band grades. The GLPC (Greater London Provincial Council) JE scheme is used to evaluate all other posts within the Council where the pay rates are not otherwise determined nationally.

11. The Council's JE process does not apply to those job roles for which the pay range is determined through national conditions of service (e.g. the Grey Book for firefighters) or by statute (e.g. the STPCD for school teachers).

Grades and salary bands

12. As noted above, once a job has been evaluated, the total JE score will determine the pay grade or band that will apply to the post.

13. The pay structure for each employment group is as set out under the relevant national conditions of service and/or statute.

14. There are two Chief Officer posts currently on a 'spot salary' (i.e. no incremental progression). These are:

- The Chief Executive (Head of Paid Service)
- The Chief Fire Officer, whose post is also that of a director with wider responsibilities for several other services within the Council

The Council's policy is to apply the nationally negotiated pay awards for the following groups of employees:

- Joint Negotiating Committee for Chief Executives – national Salary Framework and Conditions of Service Handbook
- Joint Negotiating Committee for Chief Officers of Local Authorities (for employees attached to Executive Reward Bands). This pay award is also applied to the Chief Fire Officer and Deputy Chief Fire Officer
- National Joint Council for Local Government Services ('Green Book') conditions of service (for employees attached to Grades 1-11)
- Soulbury Committee national negotiating body (for Educational Psychologists)
- National Joint Council for Local Authority Fire and Rescue Services ('Grey Book') for firefighters
- National Conditions of Service for School Teachers in England and Wales ('Burgundy Book') for unattached teachers. However, most matters relating to the pay of teachers are determined by statute through the annual STPCD, and therefore outside the scope of this policy.

15. Unless otherwise prescribed through national agreements, any changes to the Council's pay scales/grading structure or other local pay arrangements are developed through consultation and negotiation with the relevant recognised trade unions, and subject to final approval by the Council's Appointments

Committee and/or Full Council as appropriate. Full details of the Council's Appointments Committee are set out in the Council's Constitution (a copy of which is available on the Council's web site).

16. Any future changes to salary scales for Chief Officers will be submitted to Full Council as an amendment to this Pay Policy Statement.

17. Senior salaries (over £100,000)

The following senior employees have a full-time equivalent (FTE) salary of £100k or higher as at 1st January 2020:

- Chief Executive (Head of Paid Service)
- Executive Director, Adults Social Care (Statutory Director of Adult Social Care)
- Executive Director, Corporate Resources (S.151 officer)
- Executive Director, Children's Services (Statutory Director of Children's Social Care)
- Executive Director, Economy, Environment and Infrastructure
- Chief Fire Officer
- Director, Children's Safeguarding and Care
- Director, Partnerships and Strategy
- Director, Adult Social Care Operations
- Director, Public Health
- Deputy Chief Fire Officer

Remuneration on recruitment

Subject to (1) the exceptions and flexibilities detailed in this Pay Policy Statement and (2) any overriding provisions set out in national conditions of service or through statute, the same recruitment and remuneration policies apply to all employees regardless of their grade or conditions of service.

18. Where there are difficulties in recruiting to a particular type of post and it can be evidenced that the Council is paying below the market rate for the job, a market rate supplement (MRS) may be paid in addition to the evaluated pay rate.

19. The amount of the MRS is based on market rate data and is reviewed annually. The MRS is removed or adjusted when market data shows that it is appropriate to do so, or otherwise at the Council's discretion. In the case of Chief Officers the MRS must be agreed by Appointments Committee, and for all other employees it must be agreed by the Chief Executive.

20. Candidates are normally appointed on the minimum salary point of the grade for the post. However, if a candidate is already being paid above the minimum point of the post they are applying for, the appointment may be made on the next increment(s) above their current salary subject to not exceeding the maximum of the grade.
21. Where it is considered necessary to support the recruitment and retention of staff in 'hard to fill' posts an employee may be appointed on a higher scale point within the grade than would normally be applicable (see above). However, any such agreement is subject (1) to prior approval of the relevant business case by the Chief Executive, and also (2) by the Director of Digital and People Services who will ensure any such proposal is compatible with equal pay legislation.
22. The Appointments Committee is responsible for recommending to Full Council the appointment (on a permanent or temporary or acting up basis) of the Chief Executive. The Committee is also responsible for the appointment (on a permanent or temporary or acting up basis) of the Chief Finance Officer, the Monitoring Officer, the Chief Fire Officer, the Director of Public Health and all executive directors, including the statutory posts of Executive Director of Children's Services and Executive Director of Adult Social Care. Appointments to these roles are made within the approved salary range for the post.
23. Where it is necessary for a newly appointed employee to relocate in order to take up an appointment the Council may, in exceptional circumstances, make a contribution towards the reimbursement of relocation expenses.

Flexibility to address recruitment issues for vacant posts

24. In nearly all circumstances the provisions of this Pay Policy Statement will enable the Council to ensure that it can recruit effectively to any vacant post. However, exceptional circumstances may arise where there are recruitment difficulties for a particular post and evidence to show that the provisions of this Pay Policy Statement are not sufficient to secure an effective appointment.
25. This Pay Policy Statement recognises that the above situation may arise in exceptional circumstances and that a departure from the Policy can be implemented without having to seek Full Council approval for an in-year change to the Pay Policy Statement. However, any such departure will be expressly justified in each case and will be approved by the Chief Executive in consultation with the Leader or, in the case of the Chief Executive, a special meeting of Cabinet.

Interim 'off-payroll' appointments

26. For these purposes an 'interim' appointment will be an engagement other than through a regular contract of employment on standard Council terms and conditions of service (e.g. engagement through an agency or consultancy arrangement, or through a personal service company).
27. The Council is conscious of the need to secure value for money in the contractual arrangements for all appointments, including the need to ensure no one is inappropriately enabled to achieve a more favourable position in respect of their tax liabilities ('tax avoidance') than might otherwise apply. The Council will therefore have proper regard to this principle in applying the HMRC test for tax status under the IR35 tax provisions for any interim 'off-payroll' engagements.

Increases and additions to remuneration

28. The Council's policy is to apply any nationally negotiated pay awards to employees at all levels of the Council. An exception to this will be where employees have transferred to the Council under the Transfer of Undertaking (Protection of Employment) Regulations 2006 ('TUPE'), retaining statutory protection of the pay and conditions that applied with their previous employer. Any post-transfer local government pay award in such circumstances will not be automatically applied, but will be considered on a case-by-case basis and with due regard to equal pay legislation.
29. For those employed on the Executive Reward Bands, incremental progression through the band is based on verification of satisfactory performance measured over a 12 month period. Increments are paid on 1st April each year; or six months after the start date if commencing employment between October and April, with April increments payable annually thereafter, subject to the performance review.
30. For employees on the Green Book pay scales, annual increments are awarded up to the maximum of the grade subject to the employee meeting the requirements of the job. Increments are paid on the 1st April each year; or six months after the start date if commencing employment between October and April, with April increments payable annually thereafter.
31. Incremental or other pay progression for other staff groups will be as specified under the relevant national conditions of service.
32. In appropriate circumstances and subject to the approval of the Chief Executive, accelerated incremental progression may be applied to support the recruitment

and/or retention of key Green Book or Executive Reward Band staff (see the section on Recruitment and Retention payments, below).

33. There is no provision for payment of an increment at any other time or in any other circumstances for employees covered by this Pay Policy Statement.
34. For both Green Book and Executive Reward Band employees the next annual increment will be withheld from an employee issued a formal warning under the Council's Disciplinary or Capability procedures.
35. Any pay increases for unattached teachers will be as determined by the Unattached Teachers Pay Panel (UTPP) and subject to the relevant provisions of the statutory STPCD. Pay determinations made by UTPP will be formally recorded in the annual Unattached Teachers Pay Policy document.

The use of bonuses

36. The Council does not make any bonus payments.

Payment on ceasing to be employed by the Council

37. With the exception of firefighters and unattached teachers (see paragraphs 38, 41 and 42 below) the Council operates the same redundancy policy for all staff, including Chief Officers and the lowest paid. The payment is based on the statutory redundancy table in respect of the 'age' and 'length of service' factors, but provides a multiplier of 1.75 to the number of weeks' pay due, and payment is calculated on actual weekly pay rather than being restricted to the statutory maximum. The application of a multiplier and use of actual pay are discretions permitted under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 (as amended), and the Council's policy in this regard has previously been approved by the Appointments Committee.
38. For those posts that fall within the remit of the Firefighters' Pension Scheme, redundancy pay is calculated using the statutory redundancy scheme but based on actual weeks' pay, rather than the statutory minimum. This group falls outside the regulations specified above and therefore the Council does not have the discretion to consider further enhancing the redundancy payment for a firefighter.
39. Full Council is responsible for approving any dismissal of the Head of Paid Service, the Monitoring Officer, or the S.151 Officer. The dismissal of the Chief

Fire Officer, the Director of Public Health or any of the executive directors is the responsibility of the Appointments Committee.

40. The Council will only make early payment of pension benefits in line with the relevant pension scheme regulations and the relevant pension policy statement which applies to all those staff who are scheme members. This applies irrespective of grade.
41. Any payments made in respect of early retirement for firefighters will be in accordance with the provisions of the Firefighters' Pension Scheme(s) and/or Injury Compensation Scheme, and for unattached teachers in accordance with the Teachers' Pension Scheme.
42. Any employee of the council employed in a teaching role that is not within in a school's staffing establishment (i.e. an 'unattached teacher') and who is subject to the Burgundy Book (teachers' national conditions of service) will receive only the statutory redundancy payment if exercising their option under the Teachers' Pension Scheme to take an enhanced pension.

Re-engagement

43. The Council will not, for at least two years, re-engage an ex-employee who has left with a redundancy, early pension or other severance payment, unless in exceptional circumstances (e.g. where an employee may have retrained in an area of skills shortage). However, for the avoidance of doubt, these provisions are not intended to apply to the re-engagement of an ex-employee who has simply exercised their right under the relevant pension scheme regulations to retire early and who is in receipt of a pension that has incurred no cost to the Council (this will generally be where any cost associated with the early release of the pension has been met by the employee through an actuarial reduction to the value of their pension entitlement).
44. A business case approved at director level and agreed by the Chief Executive is required before a final decision is made to re-engage within the two year period.
45. Any re-engagement of an ex-employee who is in receipt of pension will also be subject to any regulations and related policies on abatement that may apply under the terms of the relevant pension scheme.

The same policy regarding re-engagement will be applied to all employees irrespective of grade.

Any other allowances arising from employment

The following allowances apply to all employees, with the exception of unattached teachers, firefighters and Soulbury staff whose pay and allowances in such circumstances will be determined in accordance with the relevant national conditions of service and/or STPCD:

Payment for acting up or additional duties

46. Those employed on Executive Reward Band grades are expected to be flexible in managing changing requirements. Therefore an honorarium will only be paid in exceptional circumstances and subject to approval by the Chief Executive. Any such arrangement must be for a designated time-limited period only, and will also be subject to agreement by the Director of Digital and People Services that it does not infringe equal pay legislation.
47. For other staff, in limited situations where an employee may be required or requested temporarily to carry out work of a higher grade, or otherwise undertake significant duties outside the scope of their contract of employment, the Council may consider an honorarium payment, the value of which must be consistent with equal pay and JE principles. Any such payments are subject to review and are entirely at the Council's discretion and will only be made for a specified time-limited period.

Unsocial hours, overtime and other additional payments

48. The Council does not make unsocial hours, overtime or other additional payments to any employees on Executive Reward Band grades.
49. For Green Book employees, the Council recognises that certain roles and services require employees to work unsocial hours, or be available to work outside normal hours and therefore on standby. In these circumstances the Council has a policy to provide additional payments or time off in lieu for eligible employees (those up to and including Grade 8 of the Council's Green Book grading structure), and has discretion to extend such arrangements to Green Book employees on higher salary points, subject to approval of a business case by the relevant director and Director of Digital and People Services. Full details are set out in the Additional Payments Policy in the Employment Handbook on Staffnet.
50. Any such payments applicable to other staff groups will be as set out in the relevant national conditions of service (Grey Book, Gold Book, Soulbury

Committee and Burgundy Book/STPCD), but if any local arrangements are proposed this will be subject to the approval of the Chief Executive in consultation with the Director of Digital and People Services.

Recruitment and retention payments

51. The Council has discretion to apply recruitment and/or retention payments in appropriate cases (e.g. evidenced recruitment or retention difficulties in respect of a particular type of post). This includes the discretion to apply accelerated increments within an employee's grade where this is considered to be the most effective option in the particular circumstances of the case.
52. The Appointments Committee would agree any such payments for Chief Officers, and for all other employees the decision would be made by (1) the Chief Executive in respect of the business case and (2) the Director of Digital and People Services, to ensure the proposed arrangement is compatible with equal pay legislation.

Car and motor cycle allowances

53. Unless national conditions of service prescribe otherwise, reimbursement of approved business mileage is made in accordance with the Council's locally agreed mileage rates, which currently mirror the approved HMRC rates.
54. The Council is obliged to appoint a County Returning Officer who has specific duties in relation to council elections. A Returning Officer Payment is made in relation to this role, which is reviewed every four years in line with the Council's election cycle.

The relationship between the remuneration of Chief Officers and other employees

55. The Council is not obliged to (and does not) have a specific policy on pay ratios, but recognises that the Hutton Review of *Fair Pay in the Public Sector* recommended a maximum ratio of 1:20 between the highest and lowest remunerated posts.
56. In accordance with the *Local Government Transparency Code (2015)*, the Council uses the principle of pay ratios to inform a wider understanding of the relationship between its highest and lowest paid employees; and information regarding the ratio between the Council's highest and median taxable earnings is published annually on the Council's web-site in accordance with the Code.

Publication of and access to information relating to the remuneration of Chief Officers

57. Further information is available in the following documents on the Council's website:

- Statement of Accounts
- LGPS Pension Policy Statement
- Pay ratios

Apprenticeships

58. As directed in last year's Pay Policy Statement the Council has reviewed the position on remuneration for Level 2 and Level 3 Apprenticeships.

59. It is agreed that, with effect from 1st April 2020, the pay rates will be increased by 5.92% (to reflect the level of increase applied nationally to the lowest pay point of the Green Book national pay spine), and that pay increases for Level 2 and 3 apprentices will mirror the Green Book national pay award thereafter.

60. The rates for apprentices (as of April 2020) are therefore as follows:

- Level 2: £9,524 (previously £9,000)
- Level 3: £11,652 (previously £11,000)
- Levels 4 – 7: continue to be paid at 80% of the bottom scale point of the grade for the job

Gender Pay Gap Reporting

61. From April 2018 all organisations with 250 or more employees are required to publish an annual Gender Pay Gap Report showing the difference in pay between male and female employees both for the organisation as a whole and for each earnings quartile.

The Gender Pay Gap Report is published on the Council's website and also through the government's national data base.

Record of pay-related decisions

62. To ensure appropriate openness and transparency, and compliance with equal pay requirements, where this Pay Policy Statement indicates a pay-related determination is subject to the agreement of a specified officer or officers, this should be recorded as a formal Written Decision.

Policy review

63. The Council may amend this policy at any time with Full Council approval. Unless otherwise prescribed within this Pay Policy Statement any in-year amendments will be published on the Council's website at that time, or otherwise included in the following year's Pay Policy Statement.
64. In this regard it is noted that, at the time of publication, a number of previously delayed government proposals relating to public sector severance payments are anticipated to come into force during 2020-21, which may require amendments to this Pay Policy Statement. Any such amendments resulting from the above will be considered by the Appointments Committee before being submitted to Full Council for approval, or otherwise incorporated in the next year's Pay Policy Statement.
65. This policy will be reviewed again no later than 31st March 2021.

**GCC Pay Policy Statement
February 2020**

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APPOINTMENTS COMMITTEE REPORT

Committee Date	6 March 2020
Officer	Mandy Quayle, Director of Digital and People Services on behalf of Peter Bungard, Chief Executive and Head of Paid Service
Purpose of Report	To summarise changes to the Council's senior management structure; approve consequent decisions, and note the process for appointing to the revised post of Director of Policy, Performance & Governance which includes the Monitoring Officer role
Recommendations	<p>The committee agrees that:</p> <ul style="list-style-type: none"> • the post of Director of Strategy and Challenge be deleted and replaced with a retitled post of Director of Policy, Performance & Governance, which will incorporate the statutory requirement for a Monitoring Officer. • the candidates for the Director of Policy, Performance & Governance are drawn from existing GCC employees as it is believed there is benefit to supporting internal development and that there are sufficient skills and expertise internally without needing to incur the cost and time in undertaking an external recruitment process. <p>The committee notes the following:</p> <ul style="list-style-type: none"> • that that the internal promotion will allow for the deletion of an Assistant Director or Head of Service position which will result in a financial saving. • Subject to the above recommendations being agreed, an Appointments Sub-Committee will be held on the 11 March 2020 to appoint the Director of Policy, Performance & Governance.
Resource Implications	<p>The revised Director role is a direct replacement of a previous role so there is no additional cost. The post vacated by the internal promotion to the Director of Policy, Performance and Governance will be deleted resulting in a saving of approx. £75,000. This has already been assumed in the Corporate Resources position for 2020/21.</p>

MAIN REPORT CONTENTS

1. Purpose of Report

The purpose of this report is to update members on a further phase of changes to the Council's senior management structure; approve the consequent decisions and to agree the process of appointing to the revised position.

2. Background

Following a number of changes in the senior team, CoMT began conversations regarding our operating model and senior leadership team in 2019 to ensure that we are best placed to meet our 'Gloucestershire – Looking to the future' aims and objectives.

The peer review undertaken in 2018 also emphasised the need for review and clarification of our operating model.

The Appointments Committee agreed at its meeting on 5 February 2019 to delete the Director: Strategic Finance post and replace it with the role of Deputy Chief Executive or Director of Corporate Resources which combined the s151 role with oversight of a wider range of services. This was due to the need to act promptly to address the departure of the then Director Strategic Finance and to position us effectively in the recruitment market.

It was highlighted at the time that this was an initial change in the short term to be followed by a wider review of the operating model and next tier of the leadership team.

3. Senior Management Structure

CoMT agreed at a meeting on the 12 December 2019 to reaffirm its commitment to an operating model which emphasises a corporate approach with shared accountability. It was further agreed:

- the Council should be structured in Directorates not clusters
- there will be consistent leadership job titles with consistent core job profiles as follows:
 - Executive Director - RB9
 - Directors - RB8
 - Deputy Directors – RB7 by exception where deputising for a statutory position
 - Assistant Directors - RB6
 - Heads of Service - RB3-5 as required by the specifics of the service and defined by job evaluation

- to introduce a new strategic board called the Strategic Leadership Team (SLT) made up of the Chief Executive, Executive Director of Children’s Services, Executive Director of Adults Social Care, Executive Director of Economy, Environment and Infrastructure, Executive Director of Corporate Resources, Chief Fire Officer, Director of Public Health and Joint Director & MD City Council
- to replace CoMT with the Corporate Leadership Team (CLT) which includes all of the Directors.

4. Appointment of the Monitoring Officer

The Monitoring Officer is a statutory chief officer role which the authority must have in place. The statutory officer must be appointed to a post with a job description which can contain other duties but must include the requirements of the monitoring officer role.

Since his appointment in August 2019 and following the departure of the previous monitoring officer in September 2019, the Executive Director of Corporate Resources has reviewed the newly created Corporate Resources Directorate. As a consequence of that review, it is proposed to establish the role of Director of Policy, Performance and Governance which will include the Monitoring Officer role.

Recognising that there has been a significant amount of change in the senior team and that there is, therefore, benefit in developing and retaining organisation memory, it is proposed to fill the role by undertaking an internal process by ring fencing a small number of senior officers from within the Directorate with the appropriate skills and experience.

Should the Appointment Committee agree to this approach, there will be an Appointments Sub-Committee held on 11 March 2020 in order to interview shortlisted candidate(s) and appoint to the post.

5. Adults Directorate

The Executive Director of Adult Social Services has advised of her intention to retire in the coming 12 to 18 months. The Chief Executive has started an engagement exercise with SLT and Directors within Adult Services to hear their suggestions and proposals around the senior management structure of that area, so that some recommendations can be prepared for Members on the way forward. Recommendations for appointment to the statutory Director of Adults Social Services will be considered by a future meeting of the Appointments Committee.

6. Resource Implications

The substantive post of the successful candidate appointed to the monitoring officer role will be deleted resulting in a saving of approximately £75k. Therefore no additional cost is anticipated and there are no other resource implications anticipated in terms of Personal Assistant support, ICT or accommodation.