

PAY & REWARD

A staff guide to how we've developed our new pay and reward offer and what it will mean for you



SWINDON
BOROUGH COUNCIL



Dear Colleagues,

We know that without you, our staff, we'll never be able to deliver on our ambitions for Swindon and its people. We also know that to keep you, help you progress in your career and attract new, great talent to our organisation, we need a pay and reward structure that reflects the modern world.

That's why I'm proud to share with you all Swindon Borough Council's new pay and reward offer. I know it has taken a while for the project to reach this stage and I want to thank you for your patience.

This information guide sets out, in simple terms, our new scheme, our new career families and the new terms and conditions that have been agreed with our union colleagues.

Reviewing our 13-year-old pay and reward structure and developing a new offer has been long overdue and represents a £4.6 million investment in our people.

We are confident that this new pay and reward offer will make us more competitive and attractive as a local and regional employer and more adaptable to meet the challenges we know are ahead for our residents and for our organisation.

Our new terms and conditions will also give us more flexibility in how we work to ensure that we can deliver better outcomes for our communities.

We've put this guide together so you have all the information you need, in one place, about our new offer, how we've developed it and the next steps. We will also organise briefings to help answer any questions you have, send you regular updates by email and make sure our Swintranet pages are up to date. We'll do everything we can to make information available to those colleagues who don't have work access to email, the intranet or computers, drawing on the help of your line managers.

Finally, before you dig into the detail of our new offer, let me sign off by thanking you all for everything you do to deliver services to our residents and communities across Swindon.



Sam Mowbray
Chief Operating Officer
Swindon Borough Council

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Why we need a new pay structure

We recognise that achieving the ambitions we have set out for our communities across Swindon relies on us creating a workplace where you have fair and equitable pay that reflects the going market rate for your professional skills, modern and flexible working practices, and opportunities to progress in your career so you choose to stay with us, and others choose to join us. The last review of our pay and reward offer took place in 2010 and, since then, our offer has simply not kept pace with the market. We are confident that the new offer we have developed will deliver a transparent, affordable and competitive pay and reward structure.

Key benefits for colleagues include:

- Consistent and transparent pay, regardless of which directorate or team you are in.
- Simplified and clearer terms and conditions which are equal for all.
- Improved opportunities to progress in your career – the career families we have designed make it easier for you to see where and how you can progress in your career across different career families and with different skills.
- Improved employee benefits.

Developing the new structure has been informed by years of work involving hundreds of people and every stage has been independently scrutinised.

To start the process, more than 180 managers across the Council took part in the evaluation of nearly 2,000 different job descriptions which were then assessed, moderated and quality-checked by colleagues in HR, independent experts and senior leaders.

With these outcomes, we have developed a new pay and reward system, which has also been equality-assessed by independent consultants as well as our trade union colleagues at UNISON.

The new offer, supported by our Members, Chief Executive and Corporate Management Team, will see the authority invest £4.6million in the workforce despite the difficult local and national financial climate.



Our current modelling suggests that the vast majority of staff will either see their pay increase or stay the same. However, some will see their salaries reduce and there will be a period of pay protection for these staff.

As well as delivering significant benefits for staff, the new pay and reward programme benefits our residents and communities:

- We believe the new offer will help us reduce our staff turnover rate and improve staff retention, helping us cut the amount we have to spend on agency staff.
- Bringing our pay and reward in line with our competitors will help us attract the best talent to our organisation, supporting us to deliver the best services to our residents.
- Our new terms and conditions will allow the Council to be more agile and flexible for our residents, offering broader service operating hours from 6am to 10pm as appropriate within particular teams (any working pattern changes would be subject to the normal consultation processes).

The proposed new pay, terms and conditions do not apply to the groups below because they have their own distinct terms and conditions:

- Staff employed on Solbury Terms and Conditions.
- Staff employed on Agenda for Change Terms and Conditions.
- Staff employed within schools.

We will engage with non-teaching staff in schools once pay and reward has been embedded into the Council.

How we've developed our new proposed pay and reward structure

In 2020, more than 180 of our managers took part in the evaluation of nearly 2,000 different job descriptions which were then assessed and quality-checked by colleagues in HR, independent experts, and senior leaders.

Using the findings of this exercise, we worked with independent experts to develop a new set of career families (we've dedicated a whole section on career families below) and a pay and reward system that we believe is equitable, market competitive and affordable.

The new offer also proposes changes to allowances.

At every stage, this work has been equality-assessed by independent consultants as well as our trade union colleagues at UNISON.

Career families what they are and how we got to them

As part of our work, we've developed six career families which all the evaluated job descriptions have been matched against.

Career families are widely used by organisations including those in the private sector, third sector, local authorities and government departments.

We have developed our career families to help everyone understand how their work contributes to the organisation as a whole. They are designed to simplify job evaluation, job design and, in the coming months, will help simplify our job profiles from the thousands that exist at the moment.

They will make it easier for you to see how you can progress in your career across the Council, in different career families.

Each family has the same, new, salary ranges (see 'Our new pay and reward offer- new salary levels' section).

Each job role sits at a level within a career family.

Although the amount of responsibility, skill or knowledge will differ between levels, the essential nature of activities carried out is similar across all roles in a job family.

The career family structure is based around the nature of a role and not the position in a team or directorate.

For example, one person could be in a different career family to staff in the same directorate but that would not affect the way people work or the organisation's structure.

Our six career families are:

- **Leading Swindon**

This career family includes senior strategic roles in the organisation and senior managers who lead the Council's services. These roles are accountable for work across the borough and help shape our vision. Strategic planning is a key part of these roles as the scope is to deliver the Council Plan.

- **Health, Care and Wellbeing**

This career family offers direct, critical or specialist support to Swindon residents. The promotion of safeguarding, safety and independence is the key focus. Roles may be social care or social work qualified as well as other roles which are concerned with protecting residents in Swindon. This family features roles which all have aspects of improving quality of life, long-term health and wellbeing.

- **Regulation and Civic Protection**

This career family provides specialist and regulatory services and advice in areas which focus on protecting and improving Swindon. The primary focus is on protecting and enhancing standards and services across the borough and these roles also cover legislation, regulation, licences and permits to ensure safe places and improve public spaces.

- **Facilitating the Council**

This career family is our internal-facing, enabling career family. Roles here provide support to other services to enable, develop and advise them. There will be a variety of professions in this family, all of which focus on ensuring best practice, supporting delivery and the effective management of the organisation. Role holders will be drivers of enabling our modern, effective and efficient organisation.

- **Advising and Enabling**

This career family is wide in scope. Roles matched to this family supply advice, information and support to individual service users, residents and customers in Swindon. Many roles will be part of services who have first contact with customers and residents who need advice, help or support.

- **Operations and Infrastructure**

This career family is focused on the physical place of Swindon. This includes the growth and maintenance of local spaces and assets so there will be a range of front-line operational roles and specialist technical roles in this family. It is likely to be the most diverse career family in terms of the different roles and professions.

How we have worked out your new career family and salary level within it

Your job description (not your performance) has been matched to one of our proposed six career families.

It has also been linked into the Council's HAY evaluation scheme and given a salary level between 1 and 15. This has been independently moderated, scrutinised and assessed.

Your new salary level, within your new career family, will be based on the evaluation of your job description and not on any pre-existing grade.

We stress again that this exercise evaluated job descriptions and not people or individual performances. For further information about the evaluation criteria see Appendix A.

Our new salary levels

Our new pay and reward offer has 15 salary levels replacing the former J--N, Q--U and Director grades.

All levels in the new system are assessed under the Council's HAY method of evaluation and your salary is matched to a level using this process and market information.

For more information about the HAY method of evaluation, please see Appendix A.



Pay Levels

Career Family Level	Minima Salary	Average (median) Salary	Maxima Salary
15	127,714	141,690	169,643
14	95,171	105,531	126,253
13	67,352	74,622	89,161
12	53,114	58,802	70,177
11	46,549	49,590	60,284
10	41,496	45,495	52,662
9	36,298	40,478	46,549
8	32,020	35,411	41,496
7	28,371	31,099	36,298
6	25,878	27,852	32,909
5	23,620	25,409	29,439
4	22,777	23,194	26,357
3	*	21,968*	24,948
2	*	21,189*	23,194
1	*	20,441	22,369

Minimum salary for Levels 1, 2 and 3 have been lifted to the median salary level as part of this process.

There is a salary level for all jobs.

If your current salary is below the minimum salary level, it will increase to the minimum on transition to the new pay and reward offer.

If your current salary is higher than the minimum, but less than the average, your pay will be increased to the next higher spot salary (those at Level 11 or less) or remain the same (those level 12 or above).

If your current salary is higher than the average, your pay is subject to further market review.

If market information shows your pay is justified, you will receive an increase to the next spot salary (those at Level 11 or less) or remain the same (those Level 12 or above). If the market review does not show that your pay is justified, it will be reduced to the average, or the market rate, known as rate for the job.

Pay protection will apply for people whose salaries reduce.

If you are in a group job/role where more than one individual shares the same job description your pay level will be assessed following the three steps above in sequence. Any change will apply to everyone in this same group.

Changes to your terms and conditions

Currently, terms and conditions of employment vary across the Council. One of the key aims of the new pay and reward project is to replace the number of local agreements with a set of terms and conditions that are equitable, fair, clear and simple for you all.

See more information on our revised terms and conditions in Appendix C.

The proposed new pay, terms and conditions do not apply to the groups below because they have their own distinct terms and conditions:

- **Staff employed on Solbury Terms and Conditions.**
- **Staff employed on Agenda for Change Terms and Conditions.**
- **Staff employed within schools.**

We will engage with non-teaching staff in schools once pay and reward has been embedded into the Council.

Our new offer at a glance

The key points of the proposed new pay structure and terms and conditions are:

- **New pay system**
 - ◇ A new pay system with 15 salary levels.
- **Family friendly policies that support colleague wellbeing**
 - ◇ Annual leave increasing from 25 days to 28 days (plus bank holidays), from the day people join, rising to 32 days after five years' service for all.
- **Consistent, transparent and competitive pay**
 - ◇ All colleagues will receive a salary for their role matched to one of the 15 new salary levels, there is no incremental progression within the salary bands.

- **Simplified and clearer terms and conditions**

- ◇ Overtime paid at 1 1/3 x Monday to Sunday and 2 x on bank holidays.
- ◇ Unsocial hours allowance increasing to 30% (after 10pm and before 6am) Monday to Sunday.
- ◇ Standby pay of £2.09 per hour:
 - equivalent to a maximum of £50.16 per day
 - with a maximum frequency of weekends to be one in three
- ◇ Allowances aligned with any annual pay reviews.
- ◇ National Living Wage for sleeping nights.
- ◇ Move to statutory redundancy pay for those in scope.

- **Pay protection**

- ◇ For colleagues who may have a reduction in pay, your salary will be protected for nine months.

- **Governance**

- ◇ Our new Remuneration Panel will review rates of pay based on market rates and will be responsible for monitoring pay to ensure the rates provided through recruitment remain competitive and objectively justified.
- ◇ Our Evaluation Panels will evaluate roles against the HAY job evaluation system to ensure roles are assimilated into the pay system at the appropriate level for the job.

- **Flexible working arrangements that work for our residents**

- ◇ The opportunity to implement broader service operating hours from 6am to 10pm as appropriate within particular teams (any working pattern changes would be subject to the normal consultation processes).
- ◇ Five-in seven-day working patterns for some service areas (subject to local consultation prior to implementation), based on residents' needs and customer demand.

You can read more about the changes to terms and conditions in the attached statement of terms and conditions. **You might also find our Frequently Asked Questions document useful. You can find that on our Swintranet or ask for a copy to be sent or emailed to you by emailing payandreward@swindon.gov.uk**



What happens next?

Full Council approved the proposed pay and reward offer in February 2023, and our trade union colleagues at UNISON will now ballot their members to vote to accept or reject the offer. You can only vote if you are a member of UNISON. As a council, we negotiate with UNISON regarding terms and conditions and pay, which is why GMB and UNITE are not involved in the ballot process.

If UNISON members vote 'yes' to accept the offer, UNISON and Swindon BC will sign what's known as a Collective Agreement.

We will then send you a letter that:

- Tells you how this new pay and reward offer directly impacts you
- Tells you your new pay level
- Tells you your new career family



Appeals

When you receive your letter, you will have five weeks to register an appeal and your manager will support you through this process. You can find more detailed information about the appeals process in the appendices at the back of this booklet.

You can appeal if you do not agree with the level you have been assessed at and you can show:

- **You have evidence that the role has not been fully understood**
- **You have evidence that your role is similar to another that has been assessed differently**

If you believe that your job description does not accurately reflect your duties and responsibilities, you will need to submit an application for a re-evaluation of your job description.

Possible outcome of appeals

- The salary level remains the same
- The salary level is increased
- The salary level is decreased
- **All roles within a generic job group will be affected by the outcome of an appeal**

An appeals process and a job re-evaluation process have been developed and can be seen in more detail in Appendix B.

Moving you to your new salary level

- All staff in scope will be moved onto their new salary level (even if you are not impacted in terms of a monetary salary change).
- You have five weeks from the date of receiving your letter to register an appeal.
- Pay protection arrangements will apply so no one will see an immediate decrease in pay.

Pay protection

- Pay protection will run from the date the pay and reward programme is implemented for nine months.
- If a successful appeal is heard, you change jobs, or are promoted during the period of pay protection, your pay will be changed accordingly.

Support for staff

We know that this programme represents significant change and will impact all of us.

We have arranged the following ways for you to find out more and ask questions through the process. Information sessions will be held within directorates. We will publish details of when these are in Newsround, on our Swintranet and on noticeboards.

You can speak to your manager, or trade union representative, in confidence, at any time.

You can also contact the Pay and Reward team by emailing: payandreward@swindon.gov.uk

You can also visit the Pay and Reward pages on the Swintranet where you'll also find Frequently Asked Questions.

For colleagues reading a paper version of this booklet, please contact payandreward@swindon.gov.uk if you would like copies of these additional documents sent to you or talk to your manager.

Employee counselling and support

There's no doubt that this is a period of change for the organisation. The pay protection arrangements give colleagues who will see their pay reduced time to plan and budget for the change.

It's important to remember that the pay and reward review looks at jobs not people and your new level is not a reflection on your performance. You may find it helpful to talk to your line manager or trade union representative. If you do not feel able to do this, or you need more support than they are able to give you, the employee counselling service, Care First, is there to help you.

The service is free and available 24/7 and all discussions are confidential. The Care First Employee Assistance Programme offers counselling, information services, debt management, legal guidance and financial planning advice. They can be contacted, by telephone, Freephone: 0800 174 319 and also online via the Care First website www.care-first.co.uk. You will need to use the passcode SW1n21.

Care First staff are experienced in dealing with some of the concerns that people may have about the pay and grading review and will give confidential advice.



Appendix (A) HAY evaluation criteria

The new evaluation system

The objective of job evaluation is to compare the relative size of jobs to each other in order to create established jobs that are of a similar overall size and scope.

Job evaluation establishes the relative size of different jobs and from this a pay scale is applied to determine how those roles are rewarded in monetary terms.

We have applied the HAY evaluation method. It operates by providing a number of factors which can be measured as part of the evaluation process to determine a score. This score is then used to determine a specific level with an associated salary range, that is associated with the level.

There are a number of points that must be remembered.

- Evaluation measures job size, not post holders performance. It is what is required of the job that is measured.
- It is not a remuneration package. The process of job evaluation measures the size of the job relative to other jobs. The monetary value of jobs is determined by the salary scale that is associated with the salary level and the market assessment.
- It is a process that measures jobs at a point in time - not what they were in the past or what they might become in the future. Job evaluation is dependent on the information fed into the assessment.

The evaluation criteria

The HAY system measures jobs against three elements common in all jobs. These three elements have been used over many decades in the job evaluation process and have been shown to be a fair way of assessing size, scale and scope of jobs.

These elements are:

KNOW HOW

This measures the knowledge, planning, organising and communication skills.

PROBLEM SOLVING

This measures the complexity and freedom to think aspects of solving problems.

ACCOUNTABILITY

This measures the influence that the job has and the decisions made in achieving the end result.

Each job is measured against these three elements. A numeric score for each is calculated, using charts provided by KornFerry HAY, the owners of the HAY method. The total of the three scores identifies the level into which all jobs fall.

Appendix (B) Appeals Process and Job Re-Evaluation

The appeals process

If you believe your role to have been assessed incorrectly, or you think that the job profile used is no longer correct or similar to the role you are actually performing – please proceed as follows.

STEP ONE: Contact your line manager to discuss your concerns.

If the outcome of this conversation with your manager is that an appeal is necessary, your manager is responsible for registering your appeal via the intranet. They have five weeks from the date you received your outcome letter to register an appeal. Appeals registered after this date will not be heard.

STEP TWO: Once your appeal has been submitted you will receive a confirmation email to your work and/or preferred email. The appeal will be “on-hold” until it has been reviewed by the pay and reward team.

The pay and reward team will conduct a review of your appeal and this review is to determine that the necessary information is available for the appeals panel. The panel is formed of trained evaluation experts, along with representatives from across the Council.

The appeal can be rejected at this stage if the reason for appeal is deemed incorrect by the team. The team may also ask for further information to support your appeal.

STEP THREE: Once the information has been obtained, the team will talk to your manager to arrange the date for the evaluation. This is where the appeal panel will come together to consider the evidence and review.

You are welcome to attend the panel session, along with your Trade Union representative if you would like to bring one. You will be given opportunity to feed into the evaluation process within the session.

This will take around 45-60 minutes to complete.

STEP FOUR: The appeal panel will put its recommendation forward and you will be notified of the outcome. This will happen via email and you will be told if your salary level remains the same, has increased or has been reduced.

You will also receive a letter confirming any noted changes to pay.

Appendix (C) Swindon BC - Terms and Conditions of Service

ANNUAL LEAVE

With effect from implementation, the annual holiday entitlement for staff will be as follows:

Length of Service	Entitlement
Less than 5 years' service	28 days
More than 5 years' service	32 days

The 8 public or statutory holidays are in addition to the above and all other terms of the Holiday Entitlement Policy remains unchanged. The conditions for Chief Officers remain above with the exception of 5 years' service < where the Green Book applies.

OVERTIME

With effect from implementation, overtime entitlement for staff will be as follows when working over the FTE hours thresholds; otherwise standard time would apply.

Day	Entitlement
Monday - Sunday	1 1/3
Bank and Public Holidays	2

Future overtime payments will reflect the new rates. All current Time Off in Lieu arrangements will cease as part of the reforms.

NOTICE PERIODS

Notice after completion of the probationary period that employees will be required to provide Swindon Borough Council upon resignation from employment is as follows:

Career Family Level	Notice
8 or less	4 weeks
9 and up to 13	8 weeks*
14 or more	12 weeks

****Due to business requirements and need, standard 8 weeks' notice may be increased to 12 weeks for some roles at the discretion of the Director responsible for the area which will be agreed within the business area. If this applies to you it will be made clear on transition and for new roles on appointment.***

PROBATION NOTICE PERIODS

Notice while serving the 6-month probationary period will be 4 weeks for all colleagues as standard, excluding statutory position holders with them continuing to be required to serve 12 weeks that must be served in full.

WORKING HOURS

The working week for all colleagues will be defined as 37.00 hours and the business operating hours for all associated policies will be defined as 06:00 (6am) to 22:00 or (10pm) on a Monday to Sunday basis.

WORKING PATTERNS

We are committed to delivering an increasingly modern, efficient and customer focussed workforce for our residents which a 5/7 working arrangement will deliver. Implementation of these arrangements will be consulted on at a local level as required.

Further, we are committed to incorporating into contract the need for flexibility in role requirement to meet the demands of the business.

SICKNESS ABSENCE ARRANGEMENTS

With effect from implementation, sickness absence thresholds and entitlements for staff will be as follows from the commencement of service.

Service	Entitlement
Less and 1 year's service	1 month full, 2 months half
More than 1 year's service	2 month full, 2 months half
More than 2 years' service	4 month full, 4 months half
More than 3 years' service	5 month full, 5 months half
More than 4 years' service	5 month full, 5 months half
More than 5 years' service	6 months full, 6 months half

STANDBY ALLOWANCE

With effect from implementation, standby allowance will be as follows: £2.09 / hour. The allowance will be paid on a rota basis and with a maximum of one in three weekend basis for those on rotation, based on the number of hours being covered.

UNSOCIAL ALLOWANCE

With effect from implementation, unsocial hours allowance will be as follows: the allowance will increase to 30% of basic pay as standard for hours worked while awake between 22:00 (10pm) and 06:00 (6am).

ASSOCIATED ALLOWANCES

With effect from implementation, Council allowances will align with Local Government Administration (LGA) National Employers recommendations.

These are the following:

- Standby Allowance
- First Aid Allowance
- Subsistence
- Celebrants and Registrars Fees

REDUNDANCY PAY

With effect from implementation, redundancy terms will return to the nominal statutory provision by Government and will mirror changes to such moving forwards.

The current statutory provision is as follows:

Age	Per/Year
Under 22	1/2 weeks' pay
Over 22 and Under 41	1 weeks' pay
Over 41	1 1/2 weeks' pay

Length of service is capped at 20 years and weekly pay is capped at £571 (06 April 2022).

ALL OUT / NIGHT WORKING

With effect from implementation, call outs will have maximum frequency of one in three weekends.

With effect from implementation, time spent while asleep on a night will be remunerated at the National Living Wage.

MATERNITY

With effect from implementation, the following will become the Council's Operational Maternity Scheme.

Duration	Per/Year
13 weeks	100% less SMP
13 weeks	50% plus SMP
13 weeks	Statutory Maternity Pay only
13 weeks	NIL



