

Birmingham City Council

Finance and Resources Overview and Scrutiny Committee

16 November 2023



Subject: Job Evaluation and Pay Equity System
Report of: Katy Fox, Director of People Services
Report author: Paul McLaughlin, Programme Director, Permanent Pay Equity

1 Purpose

To update on the Pay Equity System agreed with the 3 trade unions and timescales for implementation to meet the deadline of End March 2025.

2 Recommendations

- 2.1 To note the content of the report.

3 Any Finance Implications

- 3.1 The financial implications are as detailed within the Cabinet Report of 25th July 2023, the Council Business Management Committee report of 1st September 2023, and the Section 114 (3) report of 5th September 2023, all of which are appended to the Section 5 Report at Appendix 1.

[Microsoft Word - Agenda CC 06012015.doc \(cmis.uk.com\)](#)

4 Any Legal Implications

- 4.1 Equality Act 2010: the new JE scheme needs to be reliable and non-discriminatory to provide a statutory shield to future EP claims. Local Audit and Accountability Act 2014: external auditors have duties and responsibilities under this act, which they have indicated they will employ if BCC does not curb its potential EP liability.
- 4.2 Local Government Finance Act 1998: the s 151 Officer would have to make a report under s114(3) if BCC's potential liability leads to expenditure exceeding the resources available to meet it. Local Government and Housing Act 1989: the Monitoring Officer would have to make a report under s5A if a decision or

omission constitutes a contravention of the law, or if there is any maladministration in BCC's statutory administration obligations. Local Authorities (Functions and Responsibilities) (England) Regulations 2000: the executive does not have the power to appoint staff or to determine the terms and conditions on which they hold office. Therefore, decisions on methodology, etc. would vest with the non-executive Council Business Management Committee, which will oversee the PPE programme. The JE Principles Agreement with the TUs does not place legal obligations on BCC to use Gauge or JE panels, and it is unlikely to create individual employment rights. The Green Book is unlikely to create individual employment rights, nor does it create directly enforceable legal obligations towards BCC to use Gauge. New EP claims are likely to arise on implementation of a new JE scheme, regardless of which methodology is used. This is an expected, normal consequence of implementing a new JE study, but a robust, objective and consistent study will ensure any such claims are not viable insofar as they relate to the period after implementation.

5 Any Equalities Implications

- 5.1 There are no equalities implications directly arising from this report.

6 Appendices

- 6.1 Appendix 1: Status report on the Permanent Pay Equity Programme

Appendix 1

Status report on the Permanent Pay Equity Programme

This programme has been influenced by two recent, related, events.

- The decision of the extraordinary meeting of the full Council on 12 October to adopt an NJC-based job evaluation study.
- The subsequent signing of an addendum (“JEA”) to modify the terms of the Job Evaluations Joint Principles Document (of December 2020) with an aim of implementing a new pay structure and new terms and conditions of employment by April 2025.

The programme team are responsible for a number of workstreams designed to deliver the necessary programme of work.

Project and Internal Governance Controls

- The JEA requires the establishment of an Operational Steering Group (“OSG”) and Terms of Reference and membership have been drafted for discussion and agreement.
- In addition, proposals have been drafted for a Governance Board for the programme to report into the Improvement Board.
- Key Milestones for the programme designated by the JEA have been established for presentation at the first OSG.
- A communication plan and programme SharePoint site have been established alongside a key stakeholder engagement plan to ensure that the aims and progress of the programme are communicated to all interested parties.
- Continuation of current reporting through the CPMO

Job Information

Accurate and up to date Job information is the key stage prior to the evaluation phase of the programme.

- Population of RoleMapper with current Job Descriptions and Person Specifications (“JDPS”)
 - 2083 uploaded by 31/10/23.
 - 417 added during October.
 - Completion by 30/11/23
- Training of Managers at Grade 6 and above in principles of JDPS writing/updating to ensure that all JDPS are updated and reflect current operation of the role.
 - Target audience of 535 managers
 - Circa 87% of target trained – 465 managers.
- RoleMapper training sessions held for draft list of benchmark roles to deliver competence in use of software in order to update JDPS and establish a properly curated, digitised catalogue.
 - 155 roles in draft benchmark list – list to be informed by TUs as per JEA
 - Facilitated sessions held to ensure comfort with process, plus drop-in sessions to answer questions and provide support.

- We will use the learning for the benchmark sessions to streamline processes for the remaining roles.
- The JEA proposes the use of the NJC Job Description Questionnaire (“JDQ”) via a two-month trial followed by a review. A job questionnaire, together with a JDPS completes the job information for each role.
- Recognising the fact that we have some 43% of employees without regular access to BCC digital systems, we have developed proposals for completion of the JDQ via facilitated face to face and digital meetings as appropriate. To support this, we are taking the following actions:
 - The acquisition of exclusive use of the first floor at Woodcock Street as a Job Evaluation Hub, plus a programme room at the Council House
 - A JDQ training session for all those required to complete the document.
 - A JDQ pre-session and session structure proposal to ensure that those completing the JDQ will have all information necessary.

Analyst recruitment

We ran an open secondment recruitment exercise over the late summer to find people within BCC that were both interested and had the aptitude to train to become a role evaluator. The results were as follows:

- 206 applied to take the aptitude test of which 65 chose not to
- 16 achieved upper quartile results and an additional 10 achieved higher than the 60th percentile, but lower than upper quartile.
- The top 16 were progressed to an assessment centre where personality and practical tests plus interviews were conducted. This resulted in selecting 9 of the 16 for secondment.
- We did not pursue further recruitment due to the uncertainty of the future direction of the programme at that time.
- Subsequent to the signing of the addendum, we have taken two actions.
 - Offered 65 candidates, who did not take an aptitude test, another opportunity to take the test – 15 have chosen to do so.
 - Invited the 10 who were next below the 75th percentile to an assessment centre.
 - By these actions, we hope to reach a total evaluator cohort of 20.
- Job information training for the first batch of secondees will begin from 6 November, following by evaluation training in the NJC JE system and Gauge + software.

Preparation for evaluation of jobs

The areas set out above are the current key focus of the Programme team and in addition, we are holding planning sessions with Lesley Shore, Lorna Wells and James Gilbert of West Midlands Employers, our independent strategic partners in the programme. The purpose of these sessions is to develop how we will work together to deliver the evaluation and moderation phases of the programme.