



9 OCTOBER 2023

PAY POLICY 2023/24

REPORT OF THE INTERIM CHIEF EXECUTIVE

AGENDA ITEM: 8

Reason for this Report

1. To ask the CJC to approve the Pay Policy Statement for 2023/24 in accordance with the requirements of the Localism Act 2011.

Background

2. South East Wales Corporate Joint Committee (CJC) is required to have in place a Pay Policy Statement 2023/24 in order to recruit Chief Officers and Deputy Chief Officers directly by the CJC.
3. The CJC has a statutory requirement under the Localism Act 2011 to prepare a Pay Policy Statement on an annual basis. This is the first statement and future Pay Policy Statements will be produced by 31 March each year and subsequently published to ensure continued compliance with this legislation.

Issues

4. Under section 38 of the Localism Act 2011, a pay policy statement must include the policies relating to:
 - the level and elements of remuneration for each chief officer;
 - remuneration of chief officers on recruitment;
 - increases and additions to remuneration for each chief officer;
 - the use of performance-related pay for chief officers;
 - the use of bonuses for chief officers;
 - the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority; and
 - publication of and access to information relating to remuneration of chief officers.
5. The focus of the legislation is about transparency of pay for Chief Officers and how their pay compares with lower paid employees in the organisation. As this

is the first Pay Policy and there are no current employees it is restricted in its content for 23/24.

Reason for Recommendations

6. To respond to the legal requirement under the Localism Act 2011 by agreeing the Pay Policy Statement, the publication of which will also provide openness and accountability in how the CJC rewards its employees.

Financial Implications

7. There are no direct financial implications arising from this report, which seeks approval of the CJC's Pay Policy Statement in respect of 2023/24.

Legal Implications

8. s38 Localism Act requires the CJC to prepare and publish a Pay Policy Statement for each financial year. The Pay Policy Statement must be approved by the CJC before it comes into effect.
9. The CJC must comply with its Pay Policy Statement when making any determination relating to the remuneration or other terms and conditions of its Chief Officers.

HR Implications

10. The Pay Policy recommendation does not impact on employees across the CJC as it merely outlines in one policy, existing and agreed arrangements for pay and remuneration of employees.

Well-being of Future Generations (Wales) Act 2015

11. In considering this matter regard should be had, amongst other matters, to:
 - a) the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards;
 - b) public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties authorities must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: a. age; b. gender reassignment; c. sex; d. race – including ethnic or national origin, colour or nationality; e. disability; f. pregnancy and maternity; g. marriage and civil partnership; h. sexual orientation; i. religion or belief – including lack of religion or belief, and;
 - c) the Well-being of Future Generations (Wales) Act 2015. The Well-being of Future Generations (Wales) Act 2015 ('the Act') is about improving the social, economic, environmental and cultural well-being of Wales. The Act

places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language and is globally responsible. In discharging their respective duties under the Act, each public body listed in the Act (which includes the CJC) must set and published wellbeing objectives. These objectives will show how each public body will work to achieve the vision for Wales set out in the national wellbeing goals. When exercising its functions, the CJC should consider how the proposed decision will contribute towards meeting the wellbeing objectives set by each Council and in so doing achieve the national wellbeing goals. The wellbeing duty also requires the Councils to act in accordance with a 'sustainable development principle'. This principle requires the Councils to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Put simply, this means that CJC must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, Regional Cabinet must:

- look to the long term;
- focus on prevention by understanding the root causes of problems;
- deliver an integrated approach to achieving the 7 national well-being goals;
- work in collaboration with others to find shared sustainable solutions;
- involve people from all sections of the community in the decisions which affect them.

12. CJC must be satisfied that the proposed decision accords with the principles above. To assist CJC to consider the duties under the Act in respect of the decision sought, an assessment has been undertaken, which is attached as an appendix to this report.

RECOMMENDATIONS

13. It is recommended that the South East Wales Corporate Joint Committee:
 - (1) approves the attached Pay Policy Statement (2023/24) Appendix 1.

Kellie Beirne
Interim Chief Executive
South East Wales Corporate Joint Committee
9 October 2023

Appendices

Appendix 1: Pay Policy Statement 2023/24 and Annex 1
Appendix 2: Well-being of Future Generations Assessment

SOUTH EAST WALES CORPORATE JOINT COMMITTEE

PAY POLICY STATEMENT 2023/24

INTRODUCTION

1. The South East Wales Corporate Joint Committee (“the CJC”) has prepared this Pay Policy Statement to comply with the statutory requirement under the Localism Act 2011 and will continue to do so on an annual basis. This Pay Policy Statement covers the period 9th October 2023 to 31st March 2024. It was approved by the CJC on 9th October 2023 and subsequent publication of the 2023/24 Pay Policy Statement ensures continued compliance with legislation.
2. This Pay Policy Statement provides the framework for decision making on pay, and in particular, decision making on senior officer pay within the CJC.
3. The CJC recognises the importance of managing pay fairly and consistently in a way that motivates employees to make a positive contribution to the CJC’s business relating to economic well-being, strategic planning and the development of regional transport policies.
4. The decisions that are taken by the CJC regarding pay are crucial to maintaining equality across the organisation. The production of an annual Pay Policy Statement supports this approach and assists in providing both transparency and accountability.

SCOPE

5. In accordance with the requirements of the Localism Act 2011 this Pay Policy Statement covers all aspects of Chief Officer remuneration (including on ceasing to hold office), and that relating to the ‘lowest paid’ employees in the organisation. The relationship between the remuneration for Chief Officer posts and other employee groups employed by the CJC is explained.
6. In the interests of transparency and accountability the CJC has chosen to take a broader approach than that required by legislation and therefore this Pay Policy Statement covers all employee groups currently employed by the CJC.
7. This Pay Policy Statement does not apply to Members of the CJC as they are not employees and are governed by separate legislation and the requirements of the Independent Remuneration Panel for Wales.

KEY PRINCIPLES

8. This Pay Policy Statement aims to ensure that all employees are rewarded fairly and without discrimination for the work that they do. It reflects fairness and equality of opportunity, the need to encourage and enable employees to perform to the best of their ability and the commitment to operate a transparent pay and grading structure.
9. The CJC recognises that pay is not the only means of rewarding and supporting employees and offers a wider range of benefits, such as flexible working arrangements, access to learning and development, access to Health and Wellbeing initiatives and an Employee Assistance Programme.
10. To ensure these principles are embedded the CJC will ensure that there are clear and transparent processes for setting and reviewing salaries for all employees, and that there is sufficient flexibility to take into account the pay market and recruitment and retention factors.
11. Any policy statement on pay has to be affordable and support the provision of high-quality public services.

LEGISLATION

12. In determining the pay and remuneration of all its employees, the CJC will comply with all relevant legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Agency Workers Regulations 2010 and where relevant the Transfer of Undertakings (Protection of Employment) Regulations 2006.
13. With regard to the Equal Pay requirements of the Equality Act, the CJC will ensure there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

DEFINITIONS

14. The Localism Act 2011 sets out the requirements for Pay Policy Statements and as part of this there are certain terms that are used to define different employee groups and in particular senior officers. This section explains these definitions and how they apply in this authority.

Chief Officers

15. The Localism Act 2011 defines 'Chief Officer' as the Chief Executive ,the Monitoring Officer, Statutory Chief Officers and Non-Statutory Chief Officers.

16. The CJC's Chief Officers are as follows:
- Chief Executive
 - Monitoring Officer
 - Statutory Chief Officers:-
 - Strategic Director Resources who undertakes the role of Section 151 Officer
 - Non-statutory Chief Officers – this refers to non-statutory posts that report directly to the Chief Executive
 - Deputy Chief Executive
 - Strategic Director – Policy, Impact and Partnerships

Deputy Chief Officers

17. The Localism Act 2011 defines 'Deputy Chief Officers' as those officers that report directly to statutory or non-statutory Chief Officers. At this time there are no posts within the CJC that meet this definition.
18. The CJC has no other senior management arrangements currently.

Lowest Paid Employees

19. The Localism Act 2011 requires the CJC to define its 'lowest paid employee' within the Pay Policy Statement. Within the CJC's pay structure the lowest paid employees would be those appointed on Spinal Column Point (SCP) 1 of the National Joint Council (NJC) for Local Government Services' nationally agreed pay scale. However, it is not envisaged that there will be any employees employed at this grade during 2023/24. It is not envisaged that there will be significant numbers of employees employed by CJC during 2023/24 and at this stage it is not possible to identify what the lowest grade employed will be.

Pay

20. The Localism Act 2011 defines 'pay' remuneration as 'salary, bonuses, charges, fees or allowances payable, any benefits in kind, increase or enhancement of pension entitlement. This definition is applied in this Pay Policy Statement.

ROLE OF THE CHIEF EXECUTIVE/

21. As the most senior officer the Chief Executive is responsible for a wide range of accountabilities with a total budget of £255,662 for 2023/24, which is referred to as the 'Building the Foundations' phase of the CJC's evolution. In particular they are responsible for:
- (a) the manner in which the exercise by the CJC of its different functions is co-ordinated,
 - (b) the CJC's arrangements in relation to—
 - (i) financial planning,
 - (ii) asset management, and

(iii) risk management,

(c) the appointment, organisation and management of the staff required by the CJC for the exercise of its functions.

22. The role of Chief Executive is a full time and permanent appointment. Post holders are selected on merit, against objective criteria, following public advertisement. They are appointment by the Appointments Committee of the Council, comprising elected members.
23. The Chief Executive works closely with elected members to deliver the agreed programme of projects.
24. The Chief Executive routinely works outside of the standard Monday to Friday business week.

PAY DETAILS

Chief Executive

25. The Chief Executive is employed on Joint National Committee for Chief Executives of Local Authorities (JNC for Chief Executives) terms and conditions. The JNC for Chief Executives negotiates on national (UK) annual cost of living pay increases, and any award of the same is determined on this basis. These pay awards are effective from 1st April each year, however they are not normally confirmed in advance of this date.

Chief Officers and Operational Manager graded posts

26. Any new posts or transferees at graded in the pay structure at Operational Manager and above are employed on Joint National Committee (JNC) Chief Officer terms and conditions and pay levels for these posts have been evaluated using the Korn Ferry Hay (formerly Hay) Job Evaluation Scheme.
27. The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same is determined on this basis. These pay awards are effective from 1st April each year, however they are not normally confirmed in advance of this date.

Chief Officer Pay Decisions

28. Although the annual cost of living pay awards, referred to in paragraphs 25 and 27 above, are part of the nationally agreed terms and conditions, the CJC's Employment Procedure Rules state that any decision to determine or vary the remuneration of Chief Officers (or those to be appointed as Chief Officers) must be made by the CJC.

29. Therefore, in accordance with these rules, the CJC will be asked to agree a Pay Policy Statement by the end of each March and that will constitute agreement to implement the cost of living pay increases determined by the relevant negotiating body effective from 1st April each year, as accounted for in the Budget set and agreed by the CJC each year.
30. Any additional financial implications arising from the national pay agreements determined after this date that cannot be met within the CJC's Revenue Budget will be referred to the CJC for consideration and decision.

Chief Officer and Operational Manager Pay

31. The following table shows the current pay rates for Chief Officers that it is expected may be employed by the CJC during 2023/24:

Post	Salary
Chief Officers – Spot Salary	
Chief Executive	£124,696
Any roles graded equivalent to Chief Digital Officer (as per Annex 1)	£112,352
Any roles graded equivalent to Assistant Director (as per Annex 1)	£95,474

32. The salary level for Chief Officer and Operational Managers is determined by an independent external evaluation process based on an assessment of relative job sizes and benchmarking against market comparisons for posts of similar size and complexity, using the Korn Ferry (previously Hay) Job Evaluation Scheme.
33. For Chief Officer positions, any report from the external evaluators on grading of new posts or changes to salary levels will be presented to the CJC for approval.
34. Requests for regrading are dealt with by the Chief Executive in accordance with the CJC's Scheme of Delegations at Appendix 10 to the CJC Constitution. It has been agreed that any future such decisions shall be reported in this Pay Policy Statement for transparency.
35. In addition to the above, the Independent Remuneration Panel in Wales (IRP) has specific functions concerning the salary of the Chief Executive. Before making a change to the salary of the Chief Executive, which is not commensurate with a change to the salaries of the CJC's other employees, the CJC must consult the IRP about the proposed change and have regard to any recommendation received from the IRP when deciding whether or not to proceed with making the change.
36. To date during 2023/24 the CJC has not had the need to make a referral to the IRP.

'National Joint Council (NJC) (Green Book)' and 'Joint National Council (JNC) Craft' Employees

37. The pay grades for all former NJC Green Book and JNC Craft positions within the CJC will be evaluated using a job evaluation (JE) process using the Greater London Provincial Council (GLPC) scheme. The JE process uses a consistent set of criteria which ensures that the CJC's grading structure is fair, transparent, and equitable, and that men and women receive equal pay for work of equal value. The CJC will abide by National Collective Agreements in place with UNISON, GMB and Unite (NJC Green Book), and GMB, and Unite (JNC Craft) which set out the pay ranges for each grade, and also relevant terms and conditions.
38. The CJC agreed in May 2023 to replicate the pay and grading structure of Cardiff Council (one of the CJC's constituent Councils). This Pay and grading structure links the scores from the job evaluation process directly to the NJC pay structure. The national pay structure with effect from 1st April 2022 ranged from spinal column point (SCP) 1 to 43 which equates to £20,258 to £49,590. The pay award effective from 1st April 2023 is yet to be agreed.
39. The replicated pay and grading structure of Cardiff Council has in place a locally agreed pay scale which has 10 grades that span across SCPs 2 - 40 of the national pay structure. Overall, the current pay scale equates to £20,258 to £46,549, on 1st April 2022. Each grade has a number of incremental points.
40. The current agreed grades and associated salaries (pay award effective from 1/4/23 yet to be agreed) can be seen at Annex 1.

Pay Differentials

41. In future Pay Policy Statements information regarding pay differentials will be included. This is not possible in this initial statement as there are no current employees employed by the CJC.
42. The CJC does not use performance related pay or bonuses for Chief Officers

Incremental Progression – all employees

43. Incremental progression for 'Green Book', 'Craft' employees and Operational Managers is not automatic but is dependent upon a successful performance review. Following a successful performance review, increments are normally effective from the 1st April each year.

Salary on Appointment – all employees

44. Vacancies are advertised on the agreed grade for the post stating the minimum and maximum salary, or spot point, as appropriate to the post. All Chief Officers are appointed to the spot point. Where salary scales are in place appointments

are made at the bottom point of the range, but there is discretion to appoint at a higher point within the range. This would usually be to match a candidate's current level of pay, or other particular circumstances.

Additional payments

45. Additional payments made include car, motorcycle and bicycle allowances which have been harmonised for all employees using the single rate based on the HMRC arrangements paid for business mileage, i.e. currently 45p per mile.

ANNUAL LEAVE

46. The annual leave entitlement is 28 days, rising to 33 days after 5 years' service, and in addition, there are 8 public holidays.

PENSION SCHEME

47. All CJC employees are entitled to join the local government pension scheme (LGPS) which is offered by the Local Government Employers. If employees are eligible, they will automatically become a member of the scheme (to join they must have a contract for at least 3 months duration and be under the age of 75). Employees can decide to opt out of the scheme. The benefits and contributions payable under the Fund are set out in the LGPS regulations.
48. The current level of contribution to the scheme by employees is:

Contribution table 2023/24			
Band	Actual pensionable pay for an employment	Contribution rate for that employment	
		Main	50/50 section
1	Up to £6,500	5.50%	2.75%
2	£16,501 to £25,900	5.80%	2.90%
3	£25,901 to £42,100	6.50%	3.25%
4	£42,101 to £53,300	6.80%	3.40%
5	£53,301 to £74,700	8.50%	4.25%
6	£74,701 to £105,900	9.90%	4.95%
7	£105,901 to £124,800	10.50%	5.25%
8	£124,801 to £187,200	11.40%	5.70%
9	£187,201 or more	12.50%	6.25%

EXIT (REDUNDANCY/SEVERANCE) PAYMENTS

Voluntary Severance Scheme

49. The CJC will be an administered body of the Rhondda Cynon Taf Pension Scheme and will be covered by Rhondda Cynon Taf County Borough Council's 'Local Government Pension Scheme Discretions Policy'. This Policy provides details of the position on making discretionary payments on early termination of employment under Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. The policy also provides details of the Council's policy on increasing an employee's total pension scheme membership and on awarding additional pension under Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008.
50. The CJC's approach to statutory and discretionary payments on termination of employment, prior to reaching normal retirement age, apply to all staff including chief officers and is set out within the Rhondda Cynon Taf County Borough Council policy statement in accordance with Regulation 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Regulations 30(6), 30(7) and 30(8) of the Local Government Pension Scheme Regulations 2013.
51. Applications under these schemes are made in accordance with the CJC' Constitution and Scheme of Delegations.
52. Redundancy Payments are made in accordance with the Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999, for the purposes of continuous service, as is any such declared re-employment by a body covered by the Modification Order.
53. The Welsh Government recommends that full Councils should be offered the opportunity to vote before severance packages for chief officers of £100,000 and above are approved for senior staff leaving the organisation. This will apply for the CJC and any such packages will be reported to Committee for approval.
54. However, Members must be made aware of the statutory or contractual entitlements due to an employee and the consequences of non approval by Committee which may allow an employee to claim damages for breach of contract. The Welsh Government considers the following components of a severance package for chief officers should be included when determining whether the package exceeds £100k: (i) salary paid in lieu; (ii) lump sum redundancy / severance payment; and (iii) cost to the authority of the strain on the pension fund.
55. Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made in accordance with the Committee's Constitution and Scheme of Delegation.

RE-EMPLOYMENT OF STAFF

56. The CJC's agreed policy is that employees requesting voluntary redundancy have to agree to the condition that given the CJC's obligation to safeguard public funds, they will be precluded from returning to employment (which includes permanent, temporary, casual and agency) within the CJC for a period of 12 months from the date of their termination. Casual engagement includes contracts for services.

NON-GUARANTEED WORKING HOURS

57. In December 2016 the Welsh Government issued principles and guidance on the appropriate use of non-guaranteed hours arrangements in the devolved public services in Wales. These principles and guidance were developed by the Public Services Staff Commission in social partnership with the Welsh Government's Partnership Council and its sector groups.
58. The CJC is committed to the principles determined by Welsh Government which apply to those employees who are employed on a relief, casual or sessional basis. These employees are used in services where there is either a need to bring in an additional workforce in order to cover peaks in workload or where the workload is on a one-off basis.

ACCOUNTABILITY AND DECISION MAKING

59. The members of the CJC are responsible for decision making in terms of pay, terms and conditions and redundancy arrangements in relation to employees of the CJC100. In accordance with the Localism Act 2011, salaries and redundancy packages above £100,000 for Chief Officers must be agreed by the CJC. The redundancy package includes any redundancy payment (statutory and enhanced), contractual notice period and full cost of early release of pension (as required under Regulation 68(2) of the Local Government Pension Scheme).
60. Details of Chief Officers' pay, including any additional payments, will be published in the CJC's annual accounts from 2023/2024.

REVIEW OF THE POLICY

61. This Pay Policy Statement will be kept under review and developments considered in the light of external best practice and legislation. The Pay Policy Statement may also be reviewed as part of the CJC's existing Scrutiny arrangements. The CJC will ensure the Pay Policy Statement is updated on an annual basis in line with the requirement of the Localism Act 2011. The annual Pay Policy Statement will be submitted to the CJC for approval by the end of March of each year.

Salary Scales

SCP	Job Evaluation Scores (GLPC scheme)	FTE SALARY	MONTHLY	HOURLY (National Living Wage £10.42 from 01/04/2023)	Hourly Living Wage £10.90 from
					£21,029

NJC for Local Government (as at 1st April 2022)

GRADE 1				
2	1 - 247	20,441	1,703.42	10.60

GRADE 2				
3	248 - 286	20,812	1,734.34	10.79

GRADE 3				
3	287 - 327	20,812	1,734.34	10.79
4		21,189	1,765.75	10.98
5		21,575	1,797.92	11.18
6		21,968	1,830.67	11.39

GRADE 4				
6	328 - 369	21,968	1,830.67	11.39
7		22,369	1,864.09	11.59
8		22,777	1,898.09	11.81
9		23,194	1,932.84	12.02
11		24,054	2,004.50	12.47

GRADE 5				
11	370 - 409	24,054	2,004.50	12.47
12		24,496	2,041.34	12.70
14		25,409	2,117.42	13.17
15		25,878	2,156.50	13.41
17		26,845	2,237.09	13.91
19		27,852	2,321.00	14.44

GRADE 6				
19	410 - 454	27,852	2,321.00	14.44
20		28,371	2,364.25	14.71
22		29,439	2,453.25	15.26
23		30,151	2,512.59	15.63
24		31,099	2,591.59	16.12
25		32,020	2,668.34	16.60

GRADE 7				
25	455 - 499	32,020	2,668.34	16.60
26		32,909	2,742.42	17.06
27		33,820	2,818.34	17.53
28		34,723	2,893.59	18.00
29		35,411	2,950.92	18.35
30		36,298	3,024.84	18.81

GRADE 8				
30	500 - 544	36,298	3,024.84	18.81
31		37,261	3,105.09	19.31
32		38,296	3,191.34	19.85
33		39,493	3,291.09	20.47
34		40,478	3,373.17	20.98

GRADE 9				
34	545 - 589	40,478	3,373.17	20.98
35		41,496	3,458.00	21.51
36		42,503	3,541.92	22.03
37		43,516	3,626.34	22.56

GRADE 10				
37	590 +	43,516	3,626.34	22.56
38		44,539	3,711.59	23.09
39		45,495	3,791.25	23.58
40		46,549	3,879.09	24.13

Other		0	0.00	0.00
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* SCP 10, 13, 16, 18 & 21 are not i

SCP	FTE SALARY	MONTHLY	HOURLY

NJC CHIEF OFFICERS (as at 1st April 2023)

OM2			
1	52,241	4,353.42	27.08
2	54,884	4,573.67	28.45
3	57,185	4,765.42	29.64
4	59,936	4,994.67	31.07
5	62,691	5,224.25	32.49

OM1			
1	63,391	5,282.59	32.86
2	66,801	5,566.75	34.62
3	70,213	5,851.09	36.39
4	73,438	6,119.84	38.06
5	76,815	6,401.25	39.82

Chief Officer/Assistant Director			
1	95,474	7,956.17	49.49

Chief Digital Officer			
1	112,352	9,362.67	58.24

Director			
1	139,463	11,621.92	72.29

Corporate Director			
1	150,920	12,576.67	78.23

NJC CHIEF EXECUTIVE (as at 1st April 2022)

Chief Executive			
1	190,091	15,840.92	98.53

Future Generations Assessment Evaluation

(includes Equalities and Sustainability Impact Assessments)






Name of the Officer completing the evaluation: Kellie Beirne E-mail: kellie.beirne@cardiff.gov.uk	Please give a brief description of the aims of the proposal: 1. To ask Committee to approve the Pay Policy Statement for 2023/24 in accordance with the requirements of the Localism Act 2011.
Proposal: CJC Pay Policy 202324	Date Future Generations Evaluation form completed: 9 October 2023

1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The pay policy statement will ensure that staff are paid fairly and competitively	The pay policy statement is developed to be fair and transparent, and it should be clear how decisions about pay are made. This will help to build public trust and confidence in the CJC.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Fair pay helps to create a more stable and resilient society, where people are less likely to fall into or experience financial hardship.	As above
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Fair pay helps people to afford the basics of life, such as food, housing, and healthcare. This can lead to better health and well-being for individuals and families.	As above
A Wales of cohesive communities	Fair pay helps to create a sense of fairness and social cohesion. This can lead to stronger	As above

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Communities are attractive, viable, safe and well connected	communities and better relationships between people.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Fair pay helps to reduce poverty and promote sustainable development around the world.	As above
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Fair pay supports people to participate in cultural activities and learn the Welsh language. This can help to create a more vibrant and inclusive society.	As above
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Fair pay helps to reduce income inequality and create a more just and equitable society.	As above

2. How has your proposal embedded and prioritized the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>By reviewing the pay policy statement annually, we can ensure that it is aligned with long-term strategic goals and objectives. This can help to ensure that the organization is able to attract and retain the talent it needs to succeed in the long term. For example, the organization may have a long-term goal of increasing the diversity of its workforce. The pay policy statement can be used to ensure that the organization is offering competitive salaries and benefits to attract and retain employees from diverse backgrounds.</p>	
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Pay Policy is developed with Trade Unions / employee representation groups etc. to implement a fair pay policy statement</p>	
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The Pay Policy is developed with Trade Unions / employee representation groups etc. to implement a fair pay policy statement</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>A fair pay policy statement can help to prevent problems such as pay discrimination and pay inequality. By reviewing the pay policy statement annually, the CJC can identify and address any potential problems before they occur or get worse.</p>	
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>An annually reviewed fair pay policy statement can help to achieve a number of important principles, including balancing short-term need with long-term planning for the future, working together with other partners to deliver objectives, involving those with an interest and seeking their views, putting resources into preventing problems occurring or getting worse, and considering impact on all well-being goals together and on other bodies.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Not relevant in this context since the principles, approach and ways of working apply to all prospective interests and stakeholders	As projects and programmes develop under the CJC, each will be subject to comprehensive assessments against the plans and procedures put in place to protect certain characteristics.	The decisions that are taken regarding pay are crucial to maintaining equality across the organisation. The production of an annual Pay Policy Statement supports this approach and assists in providing both transparency and accountability
Disability	As above	As above	As above.
Gender reassignment	As above	As above	As above.
Marriage or civil partnership	As above	As above	As above.
Pregnancy or maternity	As above	As above	As above.
Race	As above	As above	As above.
Religion or Belief	As above	As above	As above.
Sex	As above	As above	As above.
Sexual Orientation	As above	As above	As above.
Welsh Language	As above	As above	As above.

4. Safeguarding & Corporate Parenting. Are your proposals going to affect either of these responsibilities?

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not directly relevant –however, building the future economy should have a profoundly positive impact on ability to safeguard the future of our residents		This is dependent upon the brief for regional education consortia and whether or not, it is intended to be grouped within CJsCs.
Corporate Parenting	Not directly relevant – however building strength in the economy should create opportunities for all of the young people entrusted in our care and makes a direct contribution to wellbeing.		

5. What evidence and data has informed the development of your proposal?

As above.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

As above, the main implications will be in the implementation of this policy

7. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on: Annual Business Plan CJC Update Report	
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