

SALISBURY CITY COUNCIL

Subject : Job Evaluation Project
Committee : Governance, Policy & HR Committee
Date : 28 July 2025
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1. Report Summary:

- 1.1. This report provides an update to the Committee on the Council-wide job evaluation project, including key milestones, current status, and next steps.

2. Background:

- 2.1. During 2025/26 budget setting, it was agreed that the Head of HR would lead a full review of all roles and salaries across Salisbury City Council (SCC). This project is intended to ensure that pay is fair, consistent, and based on the actual duties and responsibilities of each role.
- 2.2. The Council uses a job evaluation framework, in line with public sector best practice, to determine the appropriate salary level for each post. This approach ensures that pay is based on objective criteria. This reduces the likelihood for issues such as equal pay claims.
- 2.3. Job evaluation compares the demands of different jobs using the same set of factors. These factors include:
- Supervision and management of people
 - Creativity and innovation required
 - Working relationships and contact with others
 - Level of decision-making
 - Resources managed (e.g. budgets, equipment)
 - Work environment (e.g. physical effort, hazards)
 - Work demands (e.g. interruptions, deadlines)
 - Knowledge and skills required
- 2.4. Each job is assessed against these factors and given a score. The total score determines which pay band a job fits into. There are 52 different roles across the Council.
- 2.5. Following a market appraisal, South West Councils (SW Councils) were commissioned to carry out the scoring using the Greater London Provincial Council (GLPC) scheme, a well-established framework used across local government. A local example of a local authority using SW Councils and GLPC scheme would be Chippenham Town Council.
- 2.6. To ensure all job information was up to date, managers began working with staff in January 2025 to review every job role across the Council. This involved:

- Completing a Job Evaluation Questionnaire for each post
- Consulting staff on their duties and expectations
- For roles with more than one person in post, one shared questionnaire was completed and signed by all staff in that role

2.7. In April 2025, SW Councils delivered six staff briefings to explain the process and how to complete the questionnaires.

2.8. All questionnaires were submitted to SW Councils by 2 July 2025.

2.9. SW Councils are now assessing each role and assigning scores based on the evidence provided.

3. Next Steps

3.1. Once each role has been scored, SW Councils will be supporting SCC with the process of pay modelling. This means translating scores into appropriate salary bands. For example:

- Scores from 501–550 may form Band A
- Scores from 551–600 may form Band B
- Exact bands will be developed based on the spread of scores)

3.2. A meeting between the CEO, Head of HR, and Responsible Finance Officer and SW Councils is scheduled for Tuesday 12 August 2025 to begin this stage.

3.3. The proposed pay structure will then be costed against the agreed budget to ensure financial viability.

3.4. During the pay modelling stage, the following issues will be considered:

- Gender pay balance: Reviewing whether the proposed structure has any unintended gender bias
- Market benchmarking: Although the GLPC scheme does not rely on external market rates, some benchmarking will be carried out to flag any concerns.
- Consider the current enhancement bar of spinal point 22 (i.e. anyone on spinal point 22 or above does not receive enhancements for working weekend or night time or an overtime rate) E.g. Senior managers cannot be paid for working evening and weekends.
- Consider any other SCC terms that are above the Green Book framework.
- The Green Book framework details the national pay and conditions for local government employees, developed by the National Joint Council (NJC) for Local Government Services. It provides core terms and conditions. The Green Book sets a national foundation, but individual councils can adapt some elements to fit local needs.

3.5. As part of this process, we will also explore whether senior management roles (such as the CEO and Heads of Service) should be evaluated using a different framework.

3.6. The reason for this is that if we use a single scheme for all roles across the Council, from the most junior to the most senior, the wide gap in scores could create challenges when translating those scores into a workable pay structure. This may particularly affect implementation within the agreed budget.

3.7. A separate approach for senior roles is common in local government and can help manage the issues highlighted in paragraph 3.6 while still ensuring fairness and transparency.

3.8. SCC has arranged a meeting with Unison (who are also representing Unite members) on Wednesday 15 October 2025. This meeting will:

- Share the “before and after” data.
- Provide an opportunity for the Union to raise any concerns before implementation.
- Initial union responses were pleased we are using external organisation and the GLPC scheme to work through the council wide project.

3.9. It has been agreed by full council that any changes in pay will be effective from 1 October 2025.

3.10. Should there be a reduction in salary, SCC are agreeing to pay protection for a 2 year period.

4. Recommendation:

It is recommended that the Committee:

4.1. Note the contents of this report

4.2. Note that final pay modelling proposals will be presented to the Committee on 13 October 2025.

Background papers: None

Implications:

Financial: The Job Evaluation project will need to come in on budget, as set aside in the agreed 2025/26 budget .

Legal: A consultation process will be carried out with staff, meeting all legal requirements

Personnel: All staff (including casual staff) employed by the Council will have their role evaluated using the new framework.

Environmental Impact: None.

Equalities Impact Statement: Considerations such as equal pay have been included in the project plan. The framework is a nationally used framework designed to consider the role rather than individuals.