

**BRISTOL CITY COUNCIL
HUMAN RESOURCES COMMITTEE**

19 FEBRUARY 2009

Report of: Head of Human Resources

Title: 3rd Tier Pay & Grading

Ward: City Wide

Officer presenting report: Robert Britton, Head of Human Resources
Andrew Stephens, Corporate Development HR Manager

Contact telephone number: (0117) 92 22669

Recommendation

It is recommended that a new single status grade of BG18 (scp 61 to 64) (£54297 to £58716) (job evaluation points 816 and above) is created with effect from 1 April 2009.

Summary

This report makes proposals to realign the pay line for BG16 and BG17 posts and to introduce a new 3rd tier grade of BG18. This is based upon a 'benchmarking' exercise carried out in relation to a sample range of 3rd tier posts.

The significant issues in the report are:

Change in the Council's pay scale for single status (Green Book) employees.

1. Policy

- 1.1 The City Council's Pay Policy sets out the pay scales for single status (Green Book) employees. The scales were established by the HR Committee in 2002 upon the completion of the pilot exercise to test the Bristol Job Evaluation Scheme. There are 17 scales from BG1 to BG17. Most 3rd tier officers in the organisation are on BG16, some are on BG17.

- 1.2 The current pay policy for single status employees is underpinned by the Bristol Job Evaluation Scheme.

2. Consultation

2.1 Internal

Discussions on the proposal have taken place at the Officer: Trade Union and the Business Transformation consultation meetings with the trade unions. The trade unions are participating in the joint, benchmarking job evaluation panels (see paragraph 4.2). Both sides agree that no changes to the job evaluation factor definitions/conventions are required.

2.2 External

Dorset County Council have undertaken salary benchmarking for a range of jobs amongst local authorities in the South West and national, private sector organisations. Their 2007 research showed a wide range for 3rd tier managerial posts of £40,000 to £60,000, with the national median being £47,600 to £54,600.

3. Background and Assessment

- 3.1 For comparison purposes, the current 3rd tier grades in BCC are:-

BG16 £44664 - £47947

BG17 £49093 - £52827

- 3.2 The review of the top structure of the City Council is ongoing. The 1st tier structure is now in place and proposals to review the 2nd tier are now being implemented following approval by Cabinet and HR Committee on 3 December 2008. Traditionally Joint National Council for Chief Officers has been that 2nd tier officers should receive around 70 to 80% of 1st tier pay and a similar pay gap should apply between 2nd and 3rd tier. The adoption of the proposals for 2nd tier would widen the pay gap between 2nd and 3rd tier beyond these recommended boundaries. Moreover, it is also appropriate to review the pay scales for 3rd tier officers, given:-

(1) an anticipated reduction in 3rd tier posts and their increased accountabilities and roles (see template job description and employee specification in Appendix C), and

(2) market forces payments above pay and grading maximum have been approved for a small number of 3rd tier posts in the City Council. This is not considered to be an effective approach in the medium to long term, as market supplements are not usually agreed for longer than 3 years.

(3) salary survey information in Section 2.2

4. Proposal

4.1 To achieve the above it is proposed to introduce a new grade of BG18, which would apply to a relatively small number of large 3rd tier jobs:

scp 61 = £54297

scp 62 = £55875

scp 63 = £58293

scp 64 = £58716

4.2 Job Evaluation Solution - It is possible to create a BG18 grade, but it requires amending the pay to points line for BG16 and BG17. The spread of jobs at BG16 and BG17 is shown in Appendix A. It indicates there may be break points at 738, 744, 756 and 800 points. However, an analysis of the job factors (further details are shown in Appendix B) shows the true break points are at 760, 776, 802 and 828 points. The break points between BG16, BG17 and BG18 are being tested by a benchmarking exercise, which will evaluate a sample of around 20 "new" 3rd tier jobs from the new directorates. The benchmarking work will be completed during February 2009.

4.3 Therefore, considering all of the above, the proposed pay bands are as set out in Appendix E, which will be reported to this committee at this meeting, following completion of the "benchmarking" exercise.

Excluding Children, Young People and Skills Directorate, it is anticipated that this may create 7 jobs on BG18, about 30 on BG17 plus and the remaining 54 jobs on BG16. These figures may vary on the final outcome of the benchmarking task.

4.4 The pros and cons of this option are shown below:

Pros	Cons
Jobs would not need to be re-evaluated, as JE scores would remain unaltered, some would just go up to BG17 or 18.	The new grades would have narrow pay to points bands.
It limits the number of BG16/BG17s receiving a pay increase and hence costs. Estimated costs = £190k at top of grades	Progression to next band could occur through just one JE changing factor.
	Re-evaluation requests are inevitable and could be costly – potential anomalies are highlighted in the lists above.

- 4.5 There are currently 139 3rd tier jobs. The draft 3rd tier proposals being considered by the SLT indicate a reduction to around 110 3rd tier jobs.

5. Other Options Considered

- 5.1 **Market Forces Solution:** The existing pay line is retained and the “hard-to-fill” posts criteria in the current Pay Policy are used to establish market forces supplements for individual 3rd tier posts.

The pros and cons of this option are tabled below:

Pros	Cons
The criteria to apply have been set (hard-to-fill posts) and were tested at HR Committee on 25 January 2007. (NB new pay policy will affirm rules)	Equal pay problems are likely to rise.
	Employment Appeal Tribunal decisions/case law is mixed on the issue of genuine material difference.

Pros	Cons
	What would we do with existing jobholders? Nearly all authorities using market forces supplements award them to new starters and existing employees to avoid equal pay claims
	Likely to be costly and lead to drift away from the pay line

It was considered that the disadvantages outweighed the advantages and hence this option was discounted.

- 5.2 **Use Hay N for some 3rd tier jobs:** The proposals for 2nd tier pay recommend that Hay N is no longer used for Service Director posts. It could, however, be considered for the new 3rd tier jobs. This would involve evaluating 3rd tier jobs under the Hay JE scheme rather than the single status scheme. The table below shows a comparison between BG18 and Hay N.

BG18	Hay N
54297	56142
55875	57511
58293	58919
58716	60380
	61863
	63376

The pros and cons of this option are tabled below:

Pros	Cons
Low costs – could limit to a dozen or so jobs (c£84k at top of grade)	Creates more 2 nd tier jobs with JNC rights? Is this politically acceptable?
	How will The City Council decide which jobs are Hay N and which are BG17?
	Applying two job evaluation schemes to 3 rd tier officers is not an attractive option!

This option was not favoured for the reasons above.

- 5.3 **Broad Band BG17:** The pay band for BG17 could be extended from scp 57 to say scp 64 with the Hay N scale being deleted altogether.

The pros and cons of this option are tabled below:

Pros	Cons
Simple to implement	Moves away from narrow bands, which are favoured by EOP/CRE, and may lead to equal pay problems
Progression could be linked to performance, which may mitigate broad band issues	
Low costs (c£84k at top of scale)	

This option was discounted because of potential equal pay risks around broad banded pay scales. A recent review of Occupational Health Nurses pay also rejected the use of a broad band pay scale (Agenda for Change).

- 5.4 **Increase BG17:** The pay band for BG17 could be increased by four increments to scp 61 to scp 64, leaving points 57 and 60 that will not be used.

The pros and cons of this option are tabled below:

Pros	Cons
Contains increases to the handful of jobs on BG17. Costs c £84k	
Could link to PRP	
Establishes a pay gap between BG16 and BG17	Establishes a pay gap between BG16 and BG17 - increases differential from c8% to 22%

This was considered as a possible alternative to the recommended option, however, the pay gap between most 3rd tier officers and the 2nd tiers would remain too high.

- 5.5 **Broad Band BG16 and BG17:** BG16 could become scp 53 to 58 and BG17 scp 59 to new 64, with Hay N being deleted. Top increments could be linked to performance (in a scheme similar

to that adopted for JNC 1st & 2nd tier employees).

The pros and cons of this option are tabled below:

Pros	Cons
Simple to implement	Very costly (at least £0.75m)
Could link to PRP	

This option was discounted as it would be simple grade drift and it would be too costly.

5.6 Organisational Principles

New guidelines have been drawn up to provide greater consistency in the range/size of 3rd tier posts. This more consistent approach will also be mirrored in the drafting of the job description, job profiles and employee specifications. These will be based upon two types of (3rd tier jobs), namely managers and professional specialists.

6. Risk Assessment

6.1 See pros and cons in section 5.

7. Equalities Impact Assessment

7.1 See Appendix D.

Legal and Resource Implications

Legal:

Under section 112 of the Local Government Act 1972 officers must be appointed on such reasonable terms and conditions as the Council thinks fit. Therefore the level of remuneration must be considered and confirmed as reasonable.

Advice provided by Husinara Islam, Senior Practitioner Solicitor for Head of Legal Services

Financial:

(a) Revenue

Additional costs will be met from the reductions in the number of third tier posts.

Peter Robinson, Service Director, Finance

Additional information will be provided at the meeting with respect to the estimated impact of changing the pay line.

(b) Capital N/A
(Advice from designated Finance Officer)

Land: N/A

Personnel: as set out in this report

Appendices:

- Appendix A: Spread of Job Evaluation 3rd Tier (Points 730+)
- Appendix B: Bristol Job Evaluation Scheme break points
- Appendix C1: Template Employee Specification for new 3rd tier jobs
- Appendix C2: Template Job Description For new 3rd tier jobs
- Appendix D: Equalities Impact Assessment
- Appendix E: Job Evaluation: Points to Pay (To Follow)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:

Spread of Job Evaluation 3rd Tier (Points 730+)

Points	No of Jobs
730	3
732	11
734	4
736	1
738	28
740	3
742	1
744	23
746	7
750	4
752	1
754	1
756	10
758	2
760	1
762	3
764	1
766	1
774	2
776	1
778	6
784	5
790	1
792	2
802	5
804	1
806	1
810	1
816	1
818	1
822	1
824	1
828	2
830	1
842	1
844	1

BRISTOL JOB EVALUATION SCHEME BREAK POINTS

Break Point	Why? Requires factor scores of	Factor Definitions
760 points	Decisions – discretion = top level 6	Posts which have a continuing responsibility for reviewing important policy, service practice and provision affecting a whole service, for making recommendations for fundamental change, managing the implementation and following up and being responsible with the implications of the change.
	Decisions – consequences = top level 5	Decisions which have a major impact on the Council's policies and activities across a number of functions or on large numbers or people or on organisations in receipt of the Council's services.
	Knowledge & skills = penultimate level 7	Ability to undertake work of a highly complex nature, which requires advanced/high level knowledge and skill across a range of specialist disciplines.
776 points	Creativity & Innovation = top level 7	Work carried out in new and challenging situations frequently involving new and/or innovatory response on diverse subjects. These would have extensive policy or strategic implications since the solution derived would fundamentally change service delivery (e.g. leading service reviews, strategic partnership work, ensuring the implementation of new Government initiatives).
	Contacts & relationships = top level 8	Advising the Council on high level complex matters with major implications for the contact/s or organisation contacted, or which <u>require a responsibility to act on behalf of the Council</u> and commit the authority to a course of action involving a substantial impact on resources (e.g. negotiating a high value and/or long term contract). It would be expected that the expert guidance would be accepted and only overruled as a result of a change in policies.
	Knowledge & skills = penultimate level 7	Ability to undertake work of a highly complex nature, which requires advanced/high level knowledge and skill across a range of specialist disciplines.
802 points	Knowledge & skills = top level 8	Ability to undertake work of a highly complex <u>and</u> diverse nature which requires advanced/high level knowledge and skills in a range of specialist disciplines. Typically the job is either a very large service management jobs of several teams or functions, and/or a job that directly influences the provision of a whole service.
828 points	Creativity & innovation = top level 7	Work carried out in new and challenging situations frequently involving new and/or innovatory response on diverse subjects. These would have extensive policy or strategic implications since the solution derived would fundamentally change service delivery (e.g. leading service reviews, strategic partnership work, ensuring the implementation of new Government initiatives).
	Contacts & relationships = top level 8	Advising the Council on high level complex matters with major implications for the contact/s or organisation contacted, or which <u>require a responsibility to act on behalf of the Council</u> and commit the authority to a course of action involving a substantial impact on resources (e.g. negotiating a high value and/or long term contract). It would be expected that the expert guidance would be accepted and only overruled as a result of a change in policies.
	Knowledge & skills = top level 8	Ability to undertake work of a highly complex <u>and</u> diverse nature which requires advanced/high level knowledge and skills in a range of specialist disciplines. Typically the job is either a very large service management jobs of several teams or functions, and/or a job that directly influences the provision of a whole service.

BRISTOL CITY COUNCIL

EMPLOYEE SPECIFICATION

Job Title: Service Manager: *(insert of what)*

Directorate: *(insert)*

ESSENTIAL (must have):**Knowledge & Experience**

Qualified to graduate and/or full Professional level in *(the specialist area of the defined post)* or equivalent experience through Accredited Prior Learning

A proven track record, over a minimum of 3 years at a senior professional and/or managerial level, of successfully carrying out

- a strategy development role
- a service delivery role
- the planning, controlling and monitoring of complex budgets
- the resourcing, motivating and developing of a team
- the management of change and performance improvement

A proven understanding and experience of how Information & Communication Technology can be effectively used in the delivery of services.

A clear and thorough understanding of the operational context within which Local Government services are intended to operate and how to apply the dynamics of working within a political environment with elected Councillors

Abilities & Aptitudes:

Evidence of applying innovative and analytical approaches to solving complex and challenging problems

Evidence of effective written, oral and inter-personal skills, including presentation, advocacy, negotiation and consultation skills

DESIRABLE (Should have)**Knowledge & Experience**

Previous experience of working in at least one of the following types of organisation:

- Highly diverse
- Service oriented
- Multi-Agency
- Partnership

Proven competence in the use of at least one of the following management tools:

- Performance (e.g. EFQM)
- Quality Assurance (e.g. ISO)
- Business Planning
- Risk Assessment, including Health & Safety
- Projects (e.g. PRINCE2)

Previous experience in representing an employer in a legal and/or public setting

An authoritative grasp of Services as detailed within the Job Roles & Responsibilities

Date: 26 November 2008

BRISTOL CITY COUNCIL

JOB DESCRIPTION

Job Title: *(insert)*

Directorate: *(insert)*

Managed by: Service Director: *(insert)*

Responsible for: Services and their enabling resources in accordance with specific Job Profile.

Purpose of the Job:

Accountable for the performance of a group of services with their enabling resources delivering outcomes in accordance with relevant plans and performance indicators.

Generic Service Manager Accountabilities/Outcomes

1. Ensure that the strategic service objectives and policies for the *(INSERT services)* as agreed with the Service Director through the Service Delivery Plan are planned and delivered effectively through:
 - Integration with the overall objectives of both the City Council and Central Government including as measured by key national and local performance indicators,
 - Planning to succeed through a thorough analysis of all relevant information concerning costs, benefits, impact and risks to the business unit,
 - Translating into successful operational reality by having the right resources in the right place at the right time.
2. To plan, monitor and control revenue and capital budgets, in compliance with regulations, to meet the targets set by the Service Director.
3. To commission, develop and establish services so that the Service Delivery Plan objectives are fully achieved.
4. To take the lead responsibility in accordance with the requirements of the Job Profile attached to this post.

This job description sets out the key outcomes required. It does not specify in detail the activities required to achieve these outcomes.

Generic Leadership Accountabilities and Outcomes:

Key Result Area	Outcomes
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<p>One Council Strategic Leadership</p>	<ul style="list-style-type: none"> • Create and translate the organisation’s vision, mission and values into effective strategy • Balance competing interests and ensure that strategies developed retain the support of major stakeholders • Lead integrated working to design and deliver successful, coherent and cost effective services • Support delivery of key projects within transformation agenda and embed new ways of working • Translate political requirements into managerial action through effective working with elected members and other key stakeholders • Mobilise effective support for projects from within and outside the organisation
<p>Performance Management</p>	<ul style="list-style-type: none"> • Lead and create an accountable performance culture across the service • Improve, design and manage key processes to support the achievement of priorities and continuously improve performance • Develop the confidence and competence of managers to take prompt action to deal with poor performance • Encourage innovation and experimentation
<p>Builds Winning Teams</p>	<ul style="list-style-type: none"> • Provide clarity of vision and purpose to inspire and enable others to act • Plan, manage and improve people resources to enable effective service delivery • Model and promote a leadership style which motivates employees, maximises attendance and inspires excellent performance • Model and promote good equalities practice and value diversity across the service
<p>Partnership Delivery</p>	<ul style="list-style-type: none"> • Identify key partners and strategic partnership opportunities • Build and develop successful partnerships that foster creative thinking and maximise benefit for the city • Represent “One Council” effectively within partnership arena
<p>Communication and Reputation Management</p>	<ul style="list-style-type: none"> • Lead successful internal communication with employees • Deliver results through effective consultation with the public and stakeholders • Deliver a positive reputation through relationships with customers and service users and a quality track record of delivery
<p>Customer Focus</p>	<ul style="list-style-type: none"> • Establish a customer-focused culture across the service • Drive service improvement through clear understanding of different customer and stakeholder needs and motivations • Manage the customer relationship successfully and apply the learning to service design and delivery
<p>Resource Management</p>	<ul style="list-style-type: none"> • Secure resources for the delivery of plans including creating and taking opportunities to gain external funding • Make optimal use of available resources in support of policy and strategy • Utilise effective risk management processes to ensure delivery of agreed outcomes
<p>Civil Contingencies - The Council has a duty under the Civil Contingencies Act 2005 to ensure it can deliver its services at the time of an emergency.</p>	<ul style="list-style-type: none"> • The jobholder will be required to be on the Officers rota and will be called upon at such times to support the response required to an emergency and act as a “Bronze Team Leader”.

General Accountabilities

- A. So far as is reasonably practicable, the post holder must ensure that safe working practices are adopted by employees and in premises/work areas for which the post holder is responsible to maintain a safe working environment for employees and service users. These are defined in the Corporate Health, safety and Welfare Policy, departmental policies and codes of practice.
- B. Work in compliance with the Codes of Conduct, Regulations and policies of the City Council, and its commitment to equal opportunities
- C. Ensure that output and quality of work is of a high standard and complies with current legislation / standards

This post is designated as politically restricted under the 1989 Local Government and Housing Act by virtue of the remuneration level being on or exceeding spinal column point 44 or equivalent. This means that unless written exemption is obtained from the Head of Paid Service, the post holder is restricted from certain political activities.

Date of job description: 26 November 2008

ACC	17	4	13		17					
CYPS	16	5	11		15	1				
PTSD	17	14	3		16		1			
CEO	8	5	3	3	6			1	1	
CSS	34	22	12	4	34					
NHS	30	20	10	3	28	1		1		
CLS	8	3	5	1	7					1
ALL	130	73	57	11	123	2	1	2	1	1

Disability:

% of 3rd Tier workforce declared disabled	2001 Census Figure %
8.46	7.07

Ethnic Diversity:

% 3rd Tier Not WB	2001 Census Figure %
5.38	6.70

Gender:

	% 3rd tier	2001 Census Figure %
Female	43.84	46.19
Male	56.16	53.81

2. If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data for this area? If not, specify the arrangement you intend to make; if not please give a reason for your decision.

Not applicable.

3. Please list any consultations that you may have had and/or local/national consultations, research or practical guidance that will assist you in completing this EqlA

The original pay policy has been extensively consulted with the trade unions, management, equalities groups. This amendment relates to 3rd tier pay and was subject to consultation prior to HR Committee

C: Your Policy or Function

1. What is the main purpose of the policy or function?

The Pay Policy sets out the City Council's pay and conditions aims, objectives and procedures. The review of 3rd tier pay is a small part of the overall policy. It aims to bring pay back into proportion with 1st and 2nd tier pay and to a lesser extent the marketplace

2. Are there any other objectives of the policy or function, if so what are they?

No.

3. Do any written procedures exist to enable delivery of this policy or function?

Not applicable.

4. Are there elements of common practice in the service area or function that are not clearly defined within the written procedures?

Not applicable.

5. Who are the main stakeholders of the policy?

**HR Committee
Head of HR
Employees
Trade unions
Self organised groups**

6 Is the policy associated with any other Council policy (s)?

No.

7 Are there any areas of the service that are governed by discretionary powers? If so, is there clear guidance as to how to exercise these?

Yes. See Appendix A of the Pay Policy, which is published on The Source.

8 Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, what responsibility, and which bodies?

Not applicable.

D: The Impact

Assess the potential impact that the policy could have on each of the target groups. The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will need to also assess whether that negative potential impact is high, medium or low – see glossary in the attached guidance notes for definitions.

1.

a) Identify the potential impact of the policy on men and women:

Gender	Positive	Reason
Women	Yes	The proposal will create three scales for 3 rd tier officers (BG16 to BG18).
Men	Yes	As above

b) Identify the potential impact of the policy on different race groups:

Race	Positive	Reason
Asian (including Bangladeshi, Pakistani, Indian, Chinese, Vietnamese, Other Asian Background – please specify _____)	Yes	As 1a
Black (including Caribbean, Somali, Other African, Other black background – please specify _____)	Yes	
White (including English, Scottish, Welsh, Irish, Other white background – please specify _____)	Yes	
Mixed Dual heritage (White and Black Caribbean, White and Black African, White and Asian, Other mixed background - please specify _____)	Yes	
Other (please specify)		

c) Identify the potential impact of the policy on disabled people:

Disability	Positive	Reason
	Yes	As 1a

d) Identify the potential impact of the policy on different age groups:

Age Group (specify, for example younger, older etc)		Reason
	Yes	As 1a

e) Identify the potential impact of the policy on lesbian, gay men, bisexual or heterosexual people:

Sexual Orientation	Positive	Reason
Lesbian	Yes	As 1a
Gay Men	Yes	
Bisexual	Yes	
Heterosexual	Yes	

f) Identify the potential impact the policy on different religious/faith groups?

Religious/Faith groups (specify)	Positive	Reason
Buddhist	Yes	As 1a
Christian	Yes	
Hindu	Yes	
Jewish	Yes	
Muslim	Yes	
Sikh	Yes	
Other (please specify)		

g) As a result of completing Question 1 a-f above what is the potential impact of your policy?

The pay policy will be updated to help meet the needs of the City Council under its Business Transformation Programme.

BENCHMARKING ANALYSIS, PAY LINE PROPOSAL AND FINANCIAL PROJECTIONS

Pay Line Recommendation

The following pay line is recommended in light of the evidence in the report, especially the findings in this appendix.

Grade	Current Job Evaluation Points	Proposed Job Evaluation Points
BG16	730 to 799	730 to 767
BG17	800 plus	768 to 815
BG18		816 plus

Financial Projection

There will be a saving of around £1.3m after all of the fixed term contracts have expired. This saving has already been reported in the savings for the 2nd tier review.

Benchmarking Analysis - Job Evaluation Factors

Joint panels looked at an adequate sample of new and probably unchanged 3rd tier jobs from the new structures prepared by the Strategic Directors. Their findings are shown in the table below:

Factor	Level	Reasons
Supervision	5	Job manages more than one group of employees carrying out tasks in broadly the same type of work. Planning and coordinating is undertaken by another rjob or is shared with another/other jobs. Job indirectly plans and coordinates the work of others, for example through commissioning. The direct management of these other employees is undertaken by another BCC manager or partner organisation.
	6	Benchmark level. The job plans, coordinates and manages groups of employees carrying out work across a wide range of activities . Typical of service managers who have over 50 subordinate employees

	7	Job plans, coordinates and manages groups of employees carrying out work across a wide range of functions and other 3 rd tier managers.
Creativity & Innovation	6	Jobholder develops and implements new ideas. These ideas will change policies and procedures to improve service delivery
	7	Job involves work in new and challenging situations across a range of diverse subjects. Solutions provided will fundamentally change service delivery.
Contacts & Relationships	7	Benchmark level. Will apply to most 3 rd tier jobs. Job daily deals with a range of complex and contentious matters, involving a high degree of support, persuasion and advocacy. The outcomes will have substantial implications for the service users or the Council. The jobholder will act on behalf of the Council.
	8	Outcomes commit the Council to actions that will have a substantial impact on all resources. The jobholder's advice will be final on any service.
Decisions - Discretion	5	Benchmark level. Job has major responsibilities of monitoring and evaluating policy, service practice and provision affecting a whole function/work area. The jobholder will make recommendations for change and manage their implementation.
	6	Job has continuing responsibility for reviewing policy, service practice and provision affecting several functions/work areas. The jobholder will recommend a number of fundamental changes to direct service delivery and will implement those changes across functions/work areas. Jobholder will have freedom to act usually assigned to 2 nd tier.
Decisions - Consequences	4	Benchmark level. Jobholder's decisions will have a major impact on service provision, service users, BCC employees and those in partner organisations.
	5	Decisions will have a major impact of the Council's policies and procedures across a number of functions/work areas affecting very large numbers of service users and employees. Direct accountability for service outcomes is essential for this level, therefore it is unlikely that commissioning roles will score level 5
Work Demands	4	Benchmark level. Jobholder has deal with frequently changing circumstances and conflicting priorities.
	5	Work involves dealing with diverse and challenging functions, constant change and continuous management of conflicting priorities and deadlines usually across a range of functions/work areas. Some conflicts (e.g. Balancing care resources verses needs of a child) are almost irresolvable.

Knowledge and Skills	7	Benchmark level. Job manages and undertakes work of a highly complex nature which requires advanced level of know how and skills across specialist disciplines
	8	Job manages and undertakes work of a highly complex and diverse nature, which requires advanced level of know how of all directorates and/or skills across a range (must be at least three) specialist disciplines, functions/work areas and directly influences the provision of at least three functions/work areas.