



West Berkshire Council

Senior Management Review

STRICTLY CONFIDENTIAL

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1. Context and purpose of review

- 1.1 West Berkshire Council (WBC) is aware that, given the higher age profile of senior managers (many are approaching 60 years of age), a number may retire soon (likely within 2-5 years). Therefore, as part of its workforce and succession planning process, the council seeks to commence early discussions about the current structure and the potential for realignment to meet future service demands and challenges, including scarcer resources and increasing competition in certain areas.
- 1.2 Workforce planning provides the means to review and redefine the senior manager structure to meet emerging demands and challenges in the medium to longer term. Early consideration can be given to the future shape and structure of the senior management team to meet changing service demands prior to vacancies starting to appear.
- 1.3 The development of a 'blue-print' to take the structure forward will inform decision-making for either a planned process of revising the structure, or to manage vacancies individually as they start to arise.
- 1.4 The council needs to be able to respond to any skills shortage areas or particular recruitment or retention difficulties. Is the council positioned to attract high level, or difficult to recruit to, skills to fill senior level vacancies when they arise in the short and medium term?
- 1.5 A planned approach will minimise disruption to service provision in those areas if the situation arises. This needs to take account of implications of vacancies for other senior managers and service areas and is particularly relevant if any changes to salary levels are required to attract the right calibre replacement.
- 1.6 The **first part** of this report looks at the current WBC senior management pay (tiers 1-3) in comparison with other similar sized councils. This is to provide an independent view as to whether any Heads of Service, Corporate Director posts or Chief Executive post should be more highly remunerated than is currently the case, taking account of wider market factors.
- 1.7 The **second part** of this report provides an independent view of options for revisions to the current structure of the top tiers for the future, including remuneration and considers if there is a business rationale to plan for change now or sometime in the future.

Part One

2. Current structure, pay and background

- 2.1 WBC is on local pay with delegated powers to implement the national pay award, normally by 'shadowing', unless this is not in the interests of the council. Job Evaluation is done through Hay.

2.2 The current WBC structure is:

| | |
|-------------------------|---------------------|
| Chief Executive | Spot point |
| 2 x Corporate Directors | SCP 72 – 77 |
| 13 x Heads of Service | Grade N SCP 61 – 68 |

2.3 None of the Corporate Directors or Heads of Service posts have been individually job evaluated. They are 'generic' to provide managerial flexibility at their levels. This means, in most cases, the salaries are in the same grade with a range of 5 or 7 Spinal Column Points (SCPs).

2.4 Whilst the use of generic grades allows for inter-changeability between posts, there could be a perception of 'unfairness' if some posts are considered to be 'larger' than others yet remunerated at the same level. The 'size' considered here could include the relative number of staff managed, value of budget responsibility, complexity of challenges / risks faced.

2.5 'Fair remuneration' is largely dependent on an established 'going rate' for posts at a comparable level. Remuneration is wider than just monetary value and needs to take account of other factors related to the work environment that can be an attraction in deciding who to work for, and who to remain with. Level of turnover is a factor when considering remuneration.

2.6 Staff turnover at these levels is low and most senior managers are at the top of the grade due to length of service. However, there have been recent changes to some key posts. The post of Corporate Director (Communities) with responsibility for Adult and Children's Care as well as Public Health and Safeguarding became vacant in May 2018. Interim measures have been put in place to ensure appropriate levels of leadership and accountability are provided, however, this is not sustainable in the long term.

2.7 A 'Test of Assurance – Arrangements for discharging Director of Children's Services functions' paper was recently commissioned by the Chief Executive (February 2018) and the review was conducted by an experienced senior external practitioner in this professional field.

2.8 Market supplements were abolished in 2013. However, pressure to reintroduce them is growing in some services due to difficulties in attracting and retaining key posts. An additional £15k was provided to the Head of Children's Services as part of the performance review appraisal allowed for under the 'Scheme for Additional Payments' for 'exceptional performance'. Despite this intervention, the post holder was attracted elsewhere. A new Head of Children's Services has been appointed. Such interim measures are currently the means to respond to market forces issues in some key areas of senior management recruitment.

2.9 A subsequent salary review by SEE found that other posts at Head of Children's Services ranged from £78k to mid £90k. The post at WBC at £81k therefore fell in the lower quartile compared to other similar posts.

2.10 It was suggested at the time that a case could be made to review the grade and therefore the salary of this post based on benchmarking across other posts taking

account of the increasing complexities of this area of work and difficulties in recruitment and retention in this particularly challenging and hard to fill area.

- 2.11 Pay comparisons across councils are useful for benchmarking but tend to serve as a guideline and the basis for more in-depth consideration, including local market factors across sectors, changing local needs for services, financial risks, roles and responsibilities and workforce planning to manage current and future risks.
- 2.12 A council's policy on the pay and conditions of senior staff will take account of the expectations of their residents and business communities as well as the expectation, resources and affordability of the council.
- 2.13 The level of senior management remuneration is determined locally in response to the council's own strategic requirements and key market factors. Comparisons across other local authorities provide a useful benchmark or guideline, however, the roles and responsibilities of those posts may vary considerably.

3 Options for the current structure

A. Chief Executive

- 3.1 The table in **Annexe 1** indicates that the Chief Executive post at WBC, whilst not at the lowest salary, is within the lower quartile compared to Chief Executive posts across Berkshire unitary councils. The WBC salary is also towards the lower end when compared to other councils in the SE region, and other councils to the west and north of Berkshire where a London allowance is less likely to be an influencing factor in setting pay and councils further north.

Proposal

- 3.2 I have been given no indication of any impending significant changes to how business is conducted, or services provided, upon which to make a business case for revising the Chief Executive salary level at this time. When the current Chief Executive retires, this will present an opportunity for review and reflection regarding structure, duties, responsibilities and reporting lines for the future. Such a review may, or may not, create any changes to the current salary level.
- 3.3 Notwithstanding the above, it would not be unreasonable to consider bringing the salary of the Chief Executive to a level closer to the median compared to other unitary councils with a similar sized population. This also takes account of the direct reports and additional Corporate Director function held by the Chief Executive post. I would suggest a level of c£145 - £148 would be reasonable, subject to member agreement. This would create a further differential from the Corporate Director (Communities).

B. 2nd Tier level

- 3.4 Data provided in **Annex 2** indicates that the 2nd tier posts at WBC reflect a lower pay grade than other 2nd tier posts in the Berkshire unitary authorities and therefore fall within the lower quartile.
- 3.5 However, when compared to other unitary councils in the south east where the population size is significantly higher than the Berkshire unitary councils, these WBC posts appear to be remunerated at a broadly similar level.
- 3.6 Having a closer proximity to London tends to generate a London or 'London-type' weighting for posts to attract high calibre talent from a more competitive market.
- 3.7 With the exception of WBC having 2 x tier two posts, other councils range from 3 to 5 tier two level managers.
- 3.8 Some local authorities use generic salary levels for posts at tier two and others have created a differential. Where there are differentials, the higher level tends to be in areas such as Children's / Adults Services, Public Health, or where there is a deputising for Chief Executive role.

Proposal

- 3.9 At the time of the planning to recruit to the vacant Corporate Director post in April 2018, SEE discussed with WBC opportunities to review the role and responsibilities, taking account of this being a particularly difficult and competitive area to recruit to and the importance of maintaining stability and the high level of expertise required for this function.
- 3.10 Having benchmarked against broadly comparable posts of Director of Adults and or Children's Services posts, there was a range from c£107,000 to £116,000 p.a. The current salary for Corporate Directors at WBC ranged from £94,087 - £106,537. Whilst there was already an uplift for the post of Corporate Director (Communities) due to the additional level of responsibilities and statutory function, there remained a significant differential between WBC and other councils in this professional area. This was likely to present difficulties in attracting the right calibre of applicant when advertising the vacancy, as well as maintaining stability to this service area.
- 3.11 Benchmarking of Deputy Chief Executive posts in similar councils provided salary data ranging from c£119,000 to £128,000.
- 3.12 The suggestion from WBC that this post be advertised at £120,000 - £125,000 therefore seemed reasonable in light of salaries of other comparable posts.
- 3.13 A post of Deputy Chief Executive / Director of Communities was advertised in June 2018 but attracted a very poor field of applicants, despite the higher salary. This has led to re-thinking how to cover the current gap created by the vacancy and how this will fit with the thinking for a future structure.

C. 3rd Tier level

- 3.14 Pay data in **Annex 2** indicates that the 3rd tier posts at WBC are within the lower quartile across Berkshire. However, other factors are more likely to come into play in determining a 'fair rate' for posts at this level. Differentials between organisations and between roles and responsibilities will vary and reasons for pay differences are not always visible and employee benefits are not always financial.
- 3.15 Considerations here would include the spread of responsibilities across teams, spans of control, budget size, complexity of responsibilities, new or growth areas for local authorities, outside influences and competition, difficulties in recruiting and retaining 'hard to reach' skills or professions.
- 3.16 Some councils, including WBC, have an 'across the board' (generic) rate of pay for this tier of managers. This creates flexibility and inter-changeability between managers and tends to support building resilience and robustness managing across professions or disciplines.
- 3.17 Other comparator councils reflect differentials between the 3rd tier posts where there tends to be a majority of posts at one salary level, then one or two at a higher grade. Other councils reflect a range of grades within this tier of management. These posts are likely to be individually evaluated as 'the rate for the job' within their professional or service area.
- 3.18 Each example of the above brings benefits as well as challenges. Considerations here are ensuring that salary levels for posts can be justified 'on merit' and taking account of the impacts on succession planning, motivation, inter-changeability between managers, and maintaining resilience, particularly during times of change and managing / covering for vacancies or short-term absences

Generic or differentials in grade

- 3.17 I have reviewed where the senior management posts in tier three at WBC 'fit' with other councils' posts in relation to roles, levels of responsibility and salary based on benchmarking comparator councils to inform my proposals.
- 3.18 There is an argument to be made to job evaluate posts individually, and therefore assign pay levels to posts within the range of the third tier of management. This may create a feeling of 'fairness' in that the post holder is paid 'the rate for the job'. This also enables variations to be made to individual posts to address any anomalies or changes without impacting on other posts in that tier (within a defined range).
- 3.19 An option for WBC therefore is to individually evaluate 3rd tier posts and assign a salary level accordingly, either as a spot point or in a range. Any differentials created between posts, should any differentials emerge from a job evaluation exercise, would be based on justifiable and evidenced reasons founded on merit with account taken separately for anomalies created by market forces.
- 3.20 An argument can also be made to retain the current practice of all posts in tier three being at the same grade and range. Benefits include greater flexibility with a generic approach to management and transferability. This is a pragmatic and flexible means

to build resilience and providing cover between professional areas as required. An example is to cover for short term or unexpected gaps at that management level.

- 3.21 The salary level of two statutory posts, Monitoring Officer and Section 151 Officer across the Berkshire unitary councils are provided here to gauge comparability in these areas. Both posts at WBC, whilst not the lowest (Wokingham), are in the lower quartile. Whilst these posts perform a statutory duty, account would still need to be taken of the breadth of wider roles and other differentials that may be influential here when comparing across other councils.
- 3.22 The 'Test of Assurance' report has identified a strengthening of the capacity to improve quality assurance in adult social care and more generally, 'confidence ... in the experienced heads of service and the strong contribution they would make in a transitional phase'. Also, a high level of confidence and resilience at service manager level in this Directorate was reported.
- 3.23 Whichever option is chosen, there are equal pay implications, perceptions of fairness and impact on motivation and retention to be considered. Options going forward are:
- i) maintain the status quo and deal with vacancies as they arise, providing an uplift on salaries 'on merit / skills scarcity' at the time where appropriate. This would create some salary differentials between managers based on defined justification. The rationale for maintaining this approach would be that there is no or little benefit to tax payers to be gained from paying higher salaries for the same outputs with the existing structures in place;
 - ii) increase salary levels to bring WBC to a more competitive level with other councils. Managers would be expected to explore efficiencies and productivity to gain a return on that additional expenditure. This may assist to retain valued knowledge and skills;
 - iii) Start planning for a 'blue print' for a future structure at tiers two and three so that any vacancies arising will start to feed into this as a process for change, or, at a point in time a decision is taken to embark on a managed restructure at these tiers.

Proposal

- 3.24 There is no information available regarding any forthcoming retirements, further planned resignations or career aspirations (either within or outside WBC) of existing managers in tier three. I am not aware that this has been actively sought as part of workforce or succession planning. The current management structure arrangement appears to deliver services, achieve the required outcomes and provides flexibility across the organisation.
- 3.25 The posts of Head of Children and Families Services and Head of Public Health have now been appointed to. Whilst all posts are generic in their grade, discretion has been applied regarding salary and where necessary to address key skills shortage areas under the 'Scheme for Additional Payments' for 'exceptional performance'. This is a pragmatic approach to address an immediate problem.

- 3.26 I suggest that any review of the third tier structure that is not based on a business rationale to deliver more effective services, revise current service delivery arrangements, realise cost or resource efficiencies at this stage, is likely to be disruptive and create unnecessary tensions amongst team members. At the same time, this is unlikely to demonstrate added value to the tax payer. This is particularly relevant at this time given the extent of change already experienced in the Communities Directorate. No business justification for making any significant structural or grading changes at this time has been provided to me.
- 3.27 However, as part of workforce planning, it would be reasonable for WBC to start planning for change in the future in light of potential changes to the way local authority services will be defined and / or delivered, any necessary revisions to financial or people resources, potential further skills shortage areas. Any revisions to the current structure can start to be planned for in outline at this stage together with a business case for change. Planned changes may be triggered by events such as individual posts becoming vacant.
- 3.28 It would be prudent to continue the process of workforce and succession planning for the future to maintain resilience, flexibility and mitigate risks. Input from current managers would be helpful at this stage to gain their professional insights and to make the process open and transparent. However, expectations regarding the purpose and possible outcomes from such a review on individuals personally and professionally would need to be managed. Therefore, I recommend i) and iii) above are considered.

Part Two - Options for future revisions to the current WBC management structure

4. Size and shape of senior management structures

- 4.1 The purpose of this part of the report is to outline a shadow structure for the future and establish some points of principal regarding structure, areas of responsibility, differentials, and salary ranges. This will be subject to discussion and consultation where there may be any direct impact on current postholders. For example, if changes to the current posts necessitate some moves towards whatever shadow structure is finally agreed, eg further vacancies arising.
- 4.2 Some of these proposals have already started to feature in new posts being advertised and filled. The timing of any further revisions may be similarly affected by any further vacancies or changes in business direction. Risk to service delivery and resilience, together with the need to mitigate unnecessary costs, will also be taken into account.
- 4.3 A review of structures across a number of unitary authorities in the south east and more widely, provides a range of options regarding their leadership team for consideration. These structures have either evolved through time to meet current needs or have been proactively reviewed to reflect anticipated future requirements for service delivery and management of resources.
- 4.4 The Chief Executive at **WBC** has six 3rd tier Heads of Service and two 2nd tier Corporate Directors as direct reports. The two Corporate Directors line manage the remaining seven Heads of Service. **North Somerset** has a similar 'twin-hatted' Chief Executive and reporting arrangements.

- 4.5 **NE Lincolnshire** follows a similar pattern with a ‘twin-hatted’ Chief Executive line managing five Directors, one at tier 2, and the tier 2 Director managing five functions. In **Blackburn with Darwen**, the Chief Executive directly line manages three 3rd tier Directors and the Deputy Chief Executive, with the Deputy Chief Executive managing the remaining five 3rd tier Directors with an additional ‘Growth Lancashire’ Director.
- 4.6 In **Wiltshire**, responsibility for the top tier and managing posts below is shared across four Corporate Director posts, with a range of Director reports. In **South Gloucestershire**, one Deputy Chief Executive and two Directors manage the 18 3rd tier posts.
- 4.7 Other local authorities have the Chief Executive with second tier reports and no direct management of posts below. The size and number of these posts vary considerably.

5. Considerations regarding structure

- ✚ Role of Chief Executive – relationship with tiers two and three – ‘twin-hatted’ or stand-alone?
- ✚ Any issues of capacity to be addressed?
- ✚ ‘People, Place, Resources’ structure with separate Children’s and Adults Services / Public Health?
- ✚ Generic managerial posts or individually evaluated posts at tier 2?
- ✚ Establish a ‘deputising role’ at tier 2?
- ✚ Generic managerial posts or individually evaluated posts at tier 3?
- ✚ Maintain existing services for the future?
- ✚ Any changes to direct service delivery vs commissioning services?

6. Considerations regarding pay

- ✚ Where does the council wish to position itself in the market to attract and retain managerial talent?
- ✚ Can talented and motivated staff be recruited and retained?
- ✚ Do pay levels compare appropriately with other local authorities?
- ✚ Relativity of senior management pay against the overall workforce
- ✚ How a link is made between pay to performance objectives and standards?
- ✚ Are mechanisms to set pay and reward packages transparent and accountable?
- ✚ Is there a demonstrable justification or mechanism in place for any annual increase in pay?
- ✚ Consider using ‘spot pay’ rather than incremental ranges?
- ✚ Adopt an approach to incremental progression only based on merit?
Consolidated? Bonus?

7. Members views about a future structure for leadership team for WBC

- 7.1 There have been initial discussions with WBC members to ascertain their views regarding a future structure that would work for them. A number of options were discussed and members came to a general consensus that a structure with aspects

similar to that of Blackburn with Darwen Council seemed a possible future model for WBC to explore further.

- 7.2 Members discussed the implications of change which included reviewing the nature of management roles, a focus on creating an environment for increased joint working across functions, increased flexibility, building resilience and having the right people in the right places. Members were also interested in building further resilience for the Chief Executive function by creating an Executive Director (Resources) role at the second tier level.
- 7.3 The above will have implications for tiers 1-3 for any revisions to a future structure and the extent to which third tier level posts will manage multiple functions and what those functions would be. This would have further implications for line management reporting at the next level(s) below the 3rd tier of management.

8. Proposals for revisions to create a future leadership structure

- 8.1 Based on discussions to date, the following is proposed as a basis for further discussion with the current management team at tiers 1-3 to assist with future planning.

Chief Executive post (tier one)

- 8.2 That the Chief Executive is no longer 'twin-hatted' and that an Executive Director (Resources) role is created. The possibility of creating further resilience to the leadership team by introducing a deputising element to the currently vacant Corporate Director (Communities) post was not achieved from the recent recruitment exercise.

Corporate Director posts (tier two)

- 8.3 That there remain two Executive Director posts to line manage the remaining 3rd tier posts, with a focus on 'People' and 'Place'. That the Executive Director (People) remains at a higher grade to the other Executive Director post due to one, or both, of the statutory Adult and Children's Services responsibilities and Public Health.
- 8.4 That the Tier 2 structure includes a third post at this level of Executive Director (Resources). This is likely to include a reduction to the number of 3rd Tier posts and re-alignment of roles and responsibilities.

Director posts (tier three)

- 8.5 That the 13 current Heads of Service posts are replaced by seven new Director posts that will manage a broader range of functions. These posts are intended to operate at a more strategic level as part of the Council's Corporate Leadership team (CLT).

Reporting to Chief Executive:

- Director of Finance, Property and Customer Services (S.151 officer)
- Director of HR, Legal, Governance & Corporate Services (Monitoring Officer held within that directorate)

Reporting to Corporate Director (People)

- Director Children and Family Services
- Director of Adult Social Care
- Director of Public Health & Wellbeing and Culture

Reporting to Corporate Director (Place)

- Director of Environment & Leisure
- Director of Growth & Development

- 8.6 It is proposed that the functions reporting to the Director posts will be broadly comparable to those of Blackburn with Darwen, but will take into account local needs of WBC.

9. Pay and grading

- 9.1 In defining an appropriate level of pay for the leadership team, the council will take account of the need to ensure value for money in the use of public expenditure balanced against the need to recruit and retain professional people who are able to meet the service requirements and provide high quality services to the community.
- 9.2 Whilst these proposals refer to a future structure, it remains appropriate to take account of external pay levels in the labour market to attract and retain people with particular experience, skills and capacity now. Where this happens, it will be necessary to prepare objective justification with reference to clear and transparent evidence of relevant market comparators, using appropriate data sources. This provides the council with its audit trail of decision-making.
- 9.3 Taking other councils as broad comparators, it is proposed that the following grades are considered. This will be subject to a process of job evaluation to ensure parity between posts where there is a generic grade, and that any departure from a generic grade is justified in terms of higher (or lower) levels of responsibilities in post. Proposed grades reflect 2018/19 pay levels and will be subject to increase in light of any changes at national level that are reflected at local level.

Chief Executive (tier one)

- 9.4 The Chief Executive post's duties and responsibilities may change at any time as Head of Paid Service, but this is separate to this review.
- 9.5 An appropriate differential of salary levels between tiers 1, 2 and 3 will need to be maintained. Any increases to current tiers 2 and 3 are likely to have a direct impact on the differential with the Head of Paid Service, so to be considered in the final plans.
- 9.6 It is proposed that this salary level will align more closely to the mid quartile of Chief Executive pay scales in the south east region with a similar population size and reflect a level broadly similar with N. Somerset, of up to c £150k.

Executive Directors (People and Places) (tier two)

- 9.7 It is proposed that the current pay differential remains between the two posts, due to the additional duties and responsibilities for Corporate Director (People). Any continuing differential between posts at this level would need to be justified. This is likely to bring the basic level of remuneration closer to current market levels at c£110 - £115k. The new role of Executive Director (Resources) will take some of the additional responsibilities from the move to fewer Director posts.

Director posts (tier three)

- 9.8 Taking account of the wider range of professional responsibilities and higher strategic level of management, it is proposed that the eight revised posts of Director will reflect a grade commensurate with the Tier 3 level at Blackburn with Darwen and N. Somerset councils and some councils in the SE region with similar population sizes of c£88 – 94k.
- 9.9 It is likely that following a job evaluation process to consider any differentials between duties and responsibilities, and taking account of market forces in some professional areas, there may be a requirement for a 'special responsibility allowance' (SRA) to be paid to some posts at this level. This may be in the region of c£7-8k
- 9.10 The council may wish to take this opportunity to start to move to Director posts in Adults and Children's service areas (as outlined in paras 9.7 and 9.8 above). This would create a differential with existing Heads of Service posts in Tier 3 where the changes have not yet taken place.

Chief Executives 2017

| | Population size * | Max Salary |
|---|--------------------------|-------------------|
| Berkshire Unitary councils | | |
| West Berkshire | 156,800 | 141,101 |
| Royal Borough of Windsor & Maidenhead | 148,800 | 146,000 |
| Slough Borough Council | 147,200 | 160,645 |
| Wokingham Borough Council | 161,900 | 145,000 |
| Reading Borough Council | 162,700 | |
| Bracknell Forest | 119,400 | 160,000 |
| | | |
| Other SE region Unitary councils | Population size * | Max salary |
| Portsmouth City Council | 214,800 | 151,878 |
| Brighton & Hove City Council | 289,200 | 153,015 |
| Milton Keynes Council | 264,500 | 157,095 |
| Southampton City Council | 254,300 | 168,454 |
| Medway | 278,500 | 155,967 |

| Other councils | Population size * | Max Salary |
|-------------------------|------------------------|---------------------------------------|
| Bath & NE Somerset | 187,800 | 153,015 |
| North Somerset | 211,700 | 148,470 |
| Poole | 151,500 | 126,190 |
| South Gloucestershire | 277,000 | 165,600 |
| Herefordshire | 189,300 (county of) | 145,000 |
| Swindon | 217,900 | 164,240 |
| Wiltshire | 488,400 | 105,809 – 151,265 (Shared 4 posts) |
| Blackburn & Darwen | 147,000 | 152,415 |
| NE Lincolnshire (joint) | 159,100 | 135,000 |
| | | |

*Population figures from NOMIS 2016

2nd and 3rd tier levels**Summary of posts and whether 'generic' or individual grades**

| Council | 2nd tier | Generic / individual salaries | 3rd tier | Generic / individual salaries |
|------------------------------|----------------------------|--------------------------------------|----------------------------|--------------------------------------|
| West Berkshire | 2 | generic | 14 | generic |
| RB Windsor & Maidenhead | 3 | generic | 8 | 2 x levels |
| Slough Borough Council | 4 | generic | 4 | generic |
| Wokingham Borough Council | 3 | generic | 14 | individual |
| Reading Borough Council | 3 | generic | 13 | generic |
| Portsmouth | 1 | Individual | 11 | 4 bands |
| Brighton & Hove City Council | 6 | individual | 29 | |
| Bath & NE Somerset | 3 | generic | 11 | individual |
| North Somerset | 3 | individual | 17 | individual |
| Poole | 3 | generic | 12 | individual |
| South Gloucestershire | 3 | generic | 17 | individual |

| | | | | |
|--------------------|---|------------|----|------------|
| Swindon | 4 | generic | 15 | individual |
| Wiltshire | 4 | individual | 16 | individual |
| Herefordshire | 3 | individual | 12 | individual |
| Blackburn & Darwen | 1 | individual | 7 | generic |
| NE Lincolnshire | 5 | individual | 5 | individual |
| | | | | |

2nd tier posts

| | 2 nd tier Posts | | Max salary |
|--------------------------|----------------------------|-----------------------------------|------------|
| Berkshire Unitary | | | |
| West Berkshire | Corporate Director | | 106,537 |
| West Berkshire | Corporate Director | | 106,537 |
| | | | |
| RB Windsor & Maidenhead | Executive Director | | 132,350 |
| RB Windsor & Maidenhead | Executive Director | | 132,350 |
| RB Windsor & Maidenhead | Director | Children's Services | 132,350 |
| | | | |
| Slough Borough Council | Director | Adult Social Services | 116,878 |
| Slough Borough Council | Director | Children, Learning & Skills | 128,515 |
| Slough Borough Council | Director | Regeneration, Housing & Resources | 128,515 |
| Slough Borough Council | Director | Customer and Community Services | 128,515 |
| | | | |

| | | | |
|---|----------|---|---------|
| Wokingham Borough Council | Director | Corporate Services | 112,695 |
| Wokingham Borough Council | Director | People Services | 112,695 |
| Wokingham Borough Council | Director | Customer and Localities | 112,695 |
| | | | |
| Reading Borough Council | Director | Children, Education & Early Help Services | 116,129 |
| Reading Borough Council | Director | Adult Care & Health Services | 116,129 |
| Reading Borough Council | Director | Environment & Neighb'hood Services | 116,129 |
| | | | |
| Bracknell Forest | | | |
| | | | |
| Other SE region Unitary councils | | | |
| Portsmouth City Council | Director | International Port | 111,629 |
| Portsmouth City Council | Director | Culture and City Development | 83,654 |
| Portsmouth City Council | Director | HR, Legal and Performance | 83,654 |

| | | | |
|------------------------------|---|---|---------|
| Portsmouth City Council | Director | Integrated Commissioning Unit | 83,654 |
| Portsmouth City Council | Director | Transport, Environment & Business Support | 83,654 |
| Portsmouth City Council | Director | Adult Services | 97,598 |
| Portsmouth City Council | Director | Community and Communication | 83,654 |
| Portsmouth City Council | Director | Property and Housing | 97,598 |
| Portsmouth City Council | Director | Finance and Information Services | 97,598 |
| Portsmouth City Council | Director | Public Health | 111,629 |
| Portsmouth City Council | Director | Children Services and Education | 111,629 |
| Portsmouth City Council | Director | Deputy Chief Executive Monitoring Officer | 111,629 |
| | | | |
| Brighton & Hove City Council | Corporate/Executive /Strategic Director | Strategy Governance & Law | 98,848 |
| Brighton & Hove City Council | Corporate/Executive /Strategic Director | Families Children & Learning | 117,312 |
| Brighton & Hove City Council | Corporate/Executive /Strategic Director | Neighbourhoods Communities & Hsg | 107,111 |

| | | | |
|------------------------------|---|------------------------------------|---------|
| Brighton & Hove City Council | Corporate/Executive /Strategic Director | Health & Adult Social Care | 117,312 |
| Brighton & Hove City Council | Corporate/Executive /Strategic Director | Economy Environment & Culture | 117,312 |
| Brighton & Hove City Council | Corporate/Executive /Strategic Director | Finance & Resources | 117,312 |
| | | | |
| Milton Keynes Council | Director | Strategy & Futures | 107,110 |
| Milton Keynes Council | Corporate/Executive /Strategic Director | Place | 142,814 |
| Milton Keynes Council | Corporate/Executive /Strategic Director | People | 142,814 |
| Milton Keynes Council | Corporate/Executive /Strategic Director | Resources and Commercial Dev'pment | 142,814 |
| | | | |
| Southampton City Council | | | |
| | | | |
| Medway | | | |
| | | | |

| Other councils | | Range or generic | Max salary |
|-----------------------|----------------------------|----------------------|------------|
| Bath & NE Somerset | x 3 Strategic Directors | | 132,609 |
| North Somerset | x 3 Directors | Range 108,104 | 123,656 |
| Poole | x 3 Strategic Directors | | 100,284 |
| South Gloucestershire | x 3 Directors | | 126,239 |
| Swindon | x 4 Corporate Directors | | 140,774 |
| Wiltshire | x 4 Corporate Directors | Range 105,809 | 151,265 |
| Herefordshire | x 3 Directors | Range 107,172 | 120,000 |
| Blackburn & Darwen | x 1 Deputy Chief Executive | (7 Director reports) | 128,530 |
| NE Lincolnshire | 5 x Directors | Range 90,000 | 125,000 |
| | | | |

3rd tier managers

| Berkshire Unitary councils | Post | Responsibility | Max salary |
|-----------------------------------|-----------------|-----------------------------|-------------------|
| West Berkshire | Head of Service | Legal Services (MO) | 81,414 |
| West Berkshire | Head of Service | Finance & Property (S151) | 81,414 |
| West Berkshire | Head of Service | Education | 81,414 |
| West Berkshire | Head of Service | Human Resources | 81,414 |
| West Berkshire | Head of Service | Strategic Services | 81,414 |
| West Berkshire | Head of Service | Customer Services & ICT | 81,414 |
| West Berkshire | Head of Service | Public Health & Wellbeing | 81,414 |
| West Berkshire | Head of Service | Street care & Transport | 81,414 |
| West Berkshire | Head of Service | Public Protection & Culture | 81,414 |
| West Berkshire | Head of Service | Development & Planning | 81,414 |
| West Berkshire | Head of Service | Children & Family Services | 81,414 |

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|-------------------------|--------------------|---------------------------------------|---------|
| West Berkshire | Head of Service | Prevention & Safeguarding | 81,414 |
| West Berkshire | Head of Service | Adult Social Care | 81,414 |
| West Berkshire | Head of Service | Commissioning | 81,414 |
| | | | |
| RB Windsor & Maidenhead | Deputy Director | Strategy and Commissioning | 100,800 |
| RB Windsor & Maidenhead | Deputy Director | Finance | 100,800 |
| RB Windsor & Maidenhead | Head of Service | Communities and Highways | 91,627 |
| RB Windsor & Maidenhead | Head of Service | HR | 91,627 |
| RB Windsor & Maidenhead | Head of Service | Planning | 91,627 |
| RB Windsor & Maidenhead | Head of Service | Library and Resident Services | 91,627 |
| RB Windsor & Maidenhead | Head of Service | Community Protection and Enforcement | 91,627 |
| RB Windsor & Maidenhead | Head of Service | Law and Governance | 91,627 |
| | | | |
| Slough Borough Council | Assistant Director | Assets, Infrastructure & Regeneration | 88,279 |

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|---------------------------|--------------------|---------------------------------------|--------|
| Slough Borough Council | Assistant Director | Procurement & Commercial Services | 88,279 |
| Slough Borough Council | Assistant Director | Finance and Audit | 88,279 |
| Slough Borough Council | Assistant Director | Consultant in Public Health | 88,279 |
| | | | |
| Wokingham Borough Council | Head of Service | Support Services | 74,216 |
| Wokingham Borough Council | Head of Service | Strategic Commissioning | 79,994 |
| Wokingham Borough Council | Head of Service | Joint Head of Customer Services & IMT | 65,897 |
| Wokingham Borough Council | Head of Service | Consultant in Public Health | 81,618 |
| Wokingham Borough Council | Head of Service | Commercial Services | 65,897 |
| Wokingham Borough Council | Head of Service | Development Policy & Planning | 74,216 |
| Wokingham Borough Council | Head of Service | Finance Services | 79,994 |
| Wokingham Borough Council | Head of Service | Highways & Transport | 74,216 |
| Wokingham Borough Council | Head of Service | Learning & Achievement | 79,994 |

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|---------------------------|-----------------|---|--------|
| Wokingham Borough Council | Head of Service | SDL Delivery | 74,216 |
| Wokingham Borough Council | Head of Service | Town Centre Regeneration | 79,994 |
| Wokingham Borough Council | Head of Service | Joint Head of Integrated Mental Health | 74,216 |
| Wokingham Borough Council | Head of Service | Adult Social Care & Safeguarding | 74,216 |
| Wokingham Borough Council | Head of Service | Community Services | 79,994 |
| | | | |
| Reading Borough Council | Head of Service | Adult Care | 89,277 |
| Reading Borough Council | Head of Service | Education Services | 89,277 |
| Reading Borough Council | Head of Service | Planning, Development and Regulatory Services | 89,277 |
| Reading Borough Council | Head of Service | Economic and Cultural Development | 89,277 |
| Reading Borough Council | Head of Service | Legal Services & Democratic Services | 89,277 |
| Reading Borough Council | Head of Service | Commissioning & Improvement | 89,277 |
| Reading Borough Council | Head of Service | Communications | 71,283 |
| Reading Borough Council | Head of Service | Children's Services | 89,277 |

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| Reading Borough Council | Head of Service | Early Years Services | 89,277 |
| Reading Borough Council | Head of Service | Transportation and Street care | 89,277 |
| Reading Borough Council | Head of Service | Finance | 89,277 |
| Reading Borough Council | Head of Service | Customer Services | 89,277 |
| Reading Borough Council | Head of Service | Housing and Neighbourhood | 89,277 |
| | | | |
| Bracknell Forest | | | |
| | | | |

| Other councils | | Range or generic | Max salary |
|-----------------------|------------------------------------|-------------------------|------------|
| Bath & NE Somerset | Directors x 11 | Range 89,076 | 101,211 |
| North Somerset | Directors & Heads of x 17 | Range 77,259 | 96,447 |
| Poole | Head of x 12 | Range 74,938 | 91,768 |
| South Gloucestershire | Head of x 17 | Range 79,159 | 86,546 |
| Swindon | Directors x 15 | Range 67,529 | 116,139 |
| Wiltshire | Directors x 16 2 and 3 tier mix | Shared range 105,809 | |
| Herefordshire | Assistant Directors x 12 | Range 55,734 | 98,040 |
| Blackburn & Darwen | Directors x 7 | | 90,337 |
| NE Lincolnshire | 5 x Directors | Range 90,000 | 100,000 |
| | | | |

Statutory officer posts

Monitoring Officer

| Berkshire unitary councils | Max salary |
|----------------------------|------------|
| West Berkshire | 81,414 |
| RB Windsor & Maidenhead | 91,627 |
| Slough | 88,279 |
| Wokingham | 79,994 |
| Reading | 89,277 |

Section 151 Officer – Berkshire unitary councils

| | Max salary |
|-------------------------|------------|
| West Berkshire | 81,414 |
| RB Windsor & Maidenhead | 100,800 |
| Slough | 88,279 |
| Wokingham | 79,994 |
| Reading | 89,277 |