
Senior management posts of Chief Executive, Executive Director (Place), Service Director and Service Lead – Supporting Information

1. Introduction/Background

- 1.1 On 4th April 2019 Jennifer McNeill (Regional Director for South East Employers) produced a report giving expert advice on senior management posts at WBC. This report explains how the expert advice will be implemented.
- 1.2 All salary figures quoted below are 'per annum' unless otherwise stated.

2. Supporting Information

- 2.1 The Executive agreed in December 2018 that an independent review of senior management remuneration should be undertaken. This review was led by South East Employers (SEE) and members decided to ask SEE to undertake a review of the senior management arrangements at the same time. Proposals were circulated to staff and unions for internal consultation in February 2019 and new senior management arrangements were approved by the Executive on 28th March 2019.
- 2.2 This report proposes that an increased salary range is put in place for the post of Chief Executive on 1st April 2020. The post of Chief Executive is currently remunerated at £132,473 - £141,599 plus a car allowance of £5,000. The independent external advice from SEE stated that this is too low in comparison with other Chief Executive posts and recommended an increase to a salary range of £145,000 - £148,000. The SEE independent report noted that the salary level was in the lower quartile across Berkshire unitary authorities; and the report stated that *"it would not be unreasonable to consider bringing the salary...to a level closer to the median"*. The SEE report recommended a salary level for the role of Chief Executive of £145,000 - £148,000. It is proposed that the current Chief Executive is 'slotted in' to the post of Chief Executive on the revised salary scale of £145,000 - £148,000 (a salary scale with intervals of £1000 between salary points). This report recommends that the increased salary range is introduced from 1st April 2020 maintaining a separate car allowance. The existing post-holder will be moved onto this scale on 1st April 2020 on a spinal column point which is no lower than his existing salary. The salary range will increase with the national 'cost of living' award in the NJC national pay award for local government staff on 1st April 2020.
- 2.3 The post of Chief Executive is Tier 1. The Executive Director (Resources), the Executive Director (People) and the Executive Director (Place) are Tier 2.
- 2.4 The posts of Executive Director (ED) (Resources) and Executive Director (People) have been established and appointments have been made on the salary scale £123,000 - £128,000.

- 2.5 This report proposes that the post of Executive Director (Place) is established on 1st April 2020. The post of Corporate Director (Economy & Environment) will be deleted on 1st April 2020.
- 2.6 The post of Corporate Director (Economy and Environment) is currently remunerated at a salary range of £97,888 to £110,841 plus a car allowance of £4,000. The role of Executive Director (Place) was placed £5000 lower level than the other Executive Director posts following evaluation by SEE using the SEE Senior Management JE Scheme (specifically designed for senior managers in local government). This post does not hold or supervise a statutory role (unlike the other two Executive Director posts). The salary level proposed by SEE for the role of Executive Director (Place) is £118,000 to £123,000 (a salary scale with intervals of £1000 between salary points). This report recommends that the post of Executive Director (Place), on the revised salary scale, is established on 1st April 2020 maintaining a separate car allowance. This report proposes that the current Corporate Director (E&E) is 'slotted in' to the post of Executive Director (Place) on 1st April 2020 on a spinal column point which is no lower than his existing salary. The post of Corporate Director (Economy & Environment) will be deleted on 1st April 2020. The salary range for the role of Executive Director (Place) will increase with the national 'cost of living' award on 1st April 2020 and each year thereafter.
- 2.7 The posts of Service Director (SD) are for Adult Social Care (ASC); Public Health and Wellbeing (PH&W); Strategy & Governance; Customer Services; Environment; and Development & Regulation and these posts are Tier 3. The posts of Service Director have been evaluated by SEE and the recommended salary level is £88,000 to £94,000 (a salary scale with intervals of £1000 between salary points).
- 2.8 A post of Service Director will normally be advertised internally first. If no internal appointment is made the post will normally be advertised externally. Essential car user status will not be assumed for the post of Service Director and ECU status will be awarded in accordance with the Essential Car User policy. Subsequent recruitment to the post of Service Director will be advertised externally.
- 2.9 West Berkshire Council abolished 'market supplements' for recruitment and retention some years ago (albeit they have been re-introduced in a different form for Children's Social Workers). The SEE report recommends that the remuneration for Service Directors may need the flexibility of a recruitment and retention supplement which SEE call a "Special Recruitment Payment" (SRP) of £5,000 to £8,000. A governance arrangement will be introduced to scrutinise any request from an Executive Director to pay a SRP to a Service Director (e.g. a report to the Executive based on evidence of recruitment and retention issues in the relevant professional area). SRPs would need to be reviewed every five years by HR. A SRP may be reduced or removed, with one year's notice, if the recruitment and retention issues have changed.
- 2.10 The Service Director post of Children and Young People is subject to a further review and decision by the Executive. This is because the Executive decided in March 2019 that a further review should consider whether this post should include responsibility for Education; or whether there should be an eighth Service Director for Education. A further report will be submitted in due course regarding this issue.
- 2.11 The posts that report to a Service Director (excluding PAs or admin staff) are Tier 4. Within Tier 4 there will be a new post of "Service Lead" in some departments. Other

posts on grade M, L or K that report directly to a Service Director are also Tier 4. Service Directors will decide whether to have Service Leads in their departments and if so how many. HR will produce a guidance note to help Service Directors with this process. The current N grade will be extended downwards to start at £65,000 and end at £68,000 and be used solely for Service Leads (a salary scale with intervals of £1000 between salary points).

- 2.12 The report to the Executive on 28th March 2019 recommended that Service Directors should not have more than six direct reports (excluding PA or admin support). There is no expectation that every Service Director will need to establish one or more Service Leads – it will depend on the criteria and guidance produced by HR and a corporate approval process. When Service Directors are appointed they will take HR advice on restructuring the next level of management using the Organisational Change Policy if appropriate. Service Leads may be necessary in the revised structure (for example to move to a reporting line of no more than six direct reports for the Service Director). A Service Lead post will normally have other Tier 4 posts (possibly including grade M posts) as direct reports. There is no expectation that all Tier 4 posts will become Service Leads.
- 2.13 Heads of Service (HOS) will have the name of their pay grade changed from N to HOS and this will be from £68,864 to £84,704 (i.e. no change). There will be no more appointments at HOS and this grade will not be used when the last Head of Service post becomes vacant and is deleted. As stated in the report to the Executive on 28th March 2019, the Chief Executive will review progress towards the new structure in November/December each year to allow any changes to be put in place by the following April.
- 2.14 A draft pay scale showing all the proposed new pay scales as at 1st April 2020 mentioned in this report is shown at Appendix D for information.
- 2.15 Service Lead posts will normally be advertised internally first (note: this might include another local authority if it is a shared service). If no internal appointment is made the post will normally be advertised externally. Essential car user status will not be assumed for the post of Service Lead and ECU status will be awarded in accordance with the Essential Car User policy. Subsequent recruitment to the post of Service Lead will be advertised externally.
- 2.16 The emergence of Service Leads in the organisation will follow the appointment of Service Directors. No Service Leads will be appointed until a Service Director has been appointed and the new department for that Service Director has been formed.
- 2.17 All the changes proposed in this report, if approved by the Executive, will be included in the next published Statutory Pay Policy in April 2020. The salary figures in this report for the role of Chief Executive, Executive Director (Place), Service Directors and Service Leads will increase by the annual percentage 'cost of living' increase in the NJC national pay award on 1st April 2020 and each year thereafter.

3. Proposals

- 3.1 The SEE report recommended a salary level for the role of Chief Executive of £145,000 - £148,000. This report recommends that the revised salary range is introduced from 1st April 2020.

- 3.2 The SEE report recommended a salary level for the role of Executive Director (Place) of £118,000 to £123,000. This report recommends that the post of Executive Director (Place) is established from 1st April 2020 on the revised salary range.
- 3.3 Introduce the new salary scale for of O for the post of Service Director from £88k to £94k.
- 3.4 Initial appointments to the role of Service Director will normally be advertised internally first. If no internal appointment is made the post will normally be advertised externally.
- 3.5 Introduce the new role of Service Lead on the revised salary scale of N from £65k to £68k. The post of Service Lead will normally only be established where a Service Director believes such a post(s) is necessary. There is no expectation that all Tier 4 posts will become Service Leads. No Service Leads will be appointed until a Service Director has been appointed and the new department for that Service Director has been formed.
- 3.6 Initial appointments to the role of Service Lead will normally be advertised internally first. If no internal appointment is made the post will normally be advertised externally. Appointments of Service Leads will follow the appointment of the relevant Service Director.
- 3.7 Current Heads of Service will have their grade renamed as HOS which will run from £68,864 to £84,704 (i.e. no change). The grade of HOS will not be used when the last Head of Service post becomes vacant and is deleted.

4. Conclusion

- 4.1 The SEE report recommended a salary level for the role of Chief Executive of £145,000 - £148,000. This report recommends that the revised salary range is introduced from 1st April 2020.
- 4.2 This report proposes that the existing post-holder will be moved onto the increased salary scale for Chief Executive on 1st April 2020 on a spinal column point which is no lower than his existing salary. The salary range will increase with the national 'cost of living' award on 1st April 2020 in the NJC national pay award for local government staff and each year thereafter.
- 4.3 The SEE report recommended a salary level for the role of Executive Director (Place) of £118,000 to £123,000. This report recommends that the post of Executive Director (Place) is established from 1st April 2020 on the increased salary range. The salary range will increase with the national 'cost of living' award on 1st April 2020 and each year thereafter.
- 4.4 This report proposes that the existing post-holder for the post of Corporate Director (Economy and Environment) is moved onto the increased salary scale for the post of Executive Director (Place) on 1st April 2020 on a spinal column point which is no lower than his existing salary. The post of Corporate Director (Economy & Environment) will be deleted on 1st April 2020.
- 4.5 This report proposes that the post of Service Director should have a salary level of £88k to £94k on a new grade O. Service Directors are for Adult Social Care (ASC);

Public Health & Wellbeing (PH&W); Strategy & Governance; Customer Services; Environment; Children and Young People (C&YP) and Development & Regulation.

- 4.6 As stated in the report to the Executive on 28th March the Chief Executive will review progress towards the new structure in November/December each year to allow any changes to be put in place by the following April.
- 4.7 All the changes proposed in this report (if approved) will be included in the next publication of the Council's Statutory Pay Policy which is scheduled for April 2020.
- 4.8 The proposals above will allow recruitment to the new level of posts of Service Director and Service Lead (as required) under the structure referred to in the Executive report of 28th March 2019.

5. Consultation and Engagement

- 5.1 The trade unions will be consulted before this report goes to the Executive.

Subject to Call-In:

Yes: x No: ☐

The item is due to be referred to Council for final approval	<input type="checkbox"/>
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>
Delays in implementation could compromise the Council's position	<input type="checkbox"/>
Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months	<input type="checkbox"/>
Item is Urgent Key Decision	<input type="checkbox"/>
Report is to note only	<input type="checkbox"/>

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Appendix D

Draft pay grades attached.