

---

**TIER 2 APPOINTMENTS PROCESSES**  
**APPOINTMENTS PANEL BRIEFING**

---

Version Final Draft 2 7<sup>th</sup> December 2022

## Contents

<b>1. Introduction</b>	<b>2</b>
<b>2. Legal Requirements</b>	<b>2</b>
<b>3. Constitutional Requirements</b>	<b>2</b>
<b>3.1. Appointments Panel</b>	<b>2</b>
<b>3.2. Appointments Committee</b>	<b>3</b>
<b>3.3. Proposals on how to broaden engagement and involvement</b>	<b>3</b>
<b>4. Tiers 2 &amp; 3 Structure for Somerset Council</b>	<b>4</b>
<b>4.1. Structure</b>	<b>4</b>
<b>4.2. Posts in scope</b>	<b>4</b>
<b>4.3. Posts out of scope</b>	<b>4</b>
<b>5. Timeline</b>	<b>5</b>
<b>6. Proposed Selection Process</b>	<b>6</b>
<b>7. Slot-Ins and Ring-Fenced Processes</b>	<b>7</b>
<b>8. Other Considerations</b>	<b>7</b>
<b>8.1. Organisational Change Principles</b>	<b>7</b>
<b>8.2. Job Descriptions</b>	<b>8</b>
<b>8.3. Salary</b>	<b>8</b>
<b>9. Risks</b>	<b>9</b>
<b>10. Other Options</b>	<b>9</b>
<b>11. Guidance needed</b>	<b>10</b>
<b>12. Recommendations</b>	<b>10</b>
<b>Appendix One – Organisational Change Principles</b>	<b>12</b>
<b>Appendix Two – Job Descriptions</b>	<b>13</b>
<b>Appendix Three – Salary Benchmarking – Executive Director of Resources (151)</b>	<b>15</b>
<b>Appendix Four – Salary Benchmarking – Executive Director of Climate &amp; Place</b>	<b>18</b>
<b>Appendix Five – Salary Benchmarking – Executive Director of Communities Services</b>	<b>20</b>
<b>Appendix Six – Salary Benchmarking – Executive Director of Strategy, Performance &amp; Localities</b>	<b>22</b>
<b>Appendix Seven - Executive Pay – example grading models</b>	<b>24</b>

## **1. Introduction**

This document proposes options for consideration by the Appointments Panel, regarding the processes to appoint to Tier 2 at Somerset Council. The paper presents legal, constitutional and process considerations, as well as salary comparisons for the roles. The document deals just with appointments. It excludes consideration of redundancy and dismissal processes which would apply, where relevant, post Vesting Day.

## **2. Legal Requirements**

The merger of one or more organisations into another will result in the transfer of staff under relevant TUPE legislation. In the case of local government reorganisation, this is confirmed in Regulation 4 of the Local Government (Structural and Boundary Changes) (Staffing) Regulations 2008.

- There is a requirement to recruit a 'head of paid services' for the new single-tier authority through open competition. This process concluded in July 2022, with the appointment of Duncan Sharkey and approval by a meeting of Full Council.
- The regulations do not require that other chief officer posts are recruited to through open competition, although there is an 'expectation' that this be done. This point has been considered as part of the recommendations in section 12.
- The functions of advertising, recruiting and appointing chief officers shall be discharged by Somerset County Council as the continuing authority, as delegated.
- The Government has produced guidance on staffing issues arising from Local Government Restructuring - [Staffing\\_Issues\\_Guidance080605.pdf \(lgpsregs.org\)](#)
- There are of course employment law concerns that need to be considered, as part of this paper and subsequent processes. These include: Transfer of Undertakings (Protection of Employment) Regulations 2006, Employment Rights Act 1996, Trade Unions and Labour Relations (Consolidation) Act 1992 and the Equality Act 2010.

## **3. Constitutional Requirements**

Appointment to Senior Leadership Team (SLT) posts must be conducted in accordance with relevant local government requirements, in order to be considered lawful and to avoid potential future challenge. This will need to follow the requirements set out in the constitution of the continuing authority, in the absence of alternative provisions for the new council. In this case, this will mean using Somerset County Council's current Constitution.

The requirements for appointing to Senior Leadership Team posts, at grades 1-3 in Somerset County Council, are as follows:

### **3.1. Appointments Panel**

The consequence of this is that as part of the process, a proposal to appoint to a Senior Leadership Team post will need to be put before an appointments' panel. The panel will consist of the Leader, the Opposition Leader and the Deputy Leader of the Council (or their nominated representatives) plus any relevant Cabinet members as consultees.

The role of the panel is to review the job description and terms & conditions of employment relating to a post, make appropriate recommendations to the Chief

Executive, decide on the process and to appoint the Appointments Committee to undertake the appointments' process.

### **3.2. Appointments Committee**

The Appointments' Panel agrees the process to appoint to the role and then proposes the membership of the Appointments' Committee. This typically includes the leader (or deputy), the relevant Cabinet member and the opposition lead for the area to be recruited to. The Constitution specifies a maximum of 5 members of the committee, with the remaining 2 places assigned based on the rules of political proportionality. The implications of this are that each committee will comprise 3 Liberal Democrats and 2 Conservatives.

The role of the Appointments' Committee is to 'run' the process. This will include agreeing the shortlist for the role, interviewing and then confirming the appointment, With the designation of the s151 and monitoring officer roles, being decided by full Council.

### **3.3. Proposals on how to broaden engagement and involvement**

The Constitution is prescriptive on a number of parts of this process and we do need to be mindful as to the lawfulness of these appointments. However, it is also vital that we ensure that there is representation, involvement and engagement with all 5 local authorities (ahead of Vesting Day) and political parties. In terms of the chair arrangements and voting membership of an Appointments Panel and Appointments Committees then in line with the County Council's Constitution those can only be from the County Council elected members who are appointed to those bodies. The following is therefore proposed:

3.3.1. This document is presented and discussed with the Appointments' Panel in an informal session. Amendments are then agreed virtually. This ensures we maintain pace and momentum through the process (see proposed timeline in section 4, below).

3.3.2. The Appointments' Panel comprises the Leader, Opposition Leader and Deputy Leader of Somerset County Council. Leaders of the district councils (or their deputies) are included as consultees (as per the chief executive appointment process). This Appointments Panel oversees the processes for each of the four posts that we are appointing to at Tier 2 (see section 4).

It is proposed that the Panel appoints four Appointments Committees, to run the processes for each post. This will enable specific interests (e.g. executive and shadow portfolio holders, committee chairs) to be represented.

3.3.3. Subject to agreement by the Appointments Panel, each Appointments' Committee (with voting membership comprising 5 elected members of the County Council) will, where possible, include a Somerset County Council elected member who is also a Leader from one of the district councils, the relevant Executive Lead Member, the relevant Opposition Spokesperson and a further member each from the Liberal Democrats and Conservatives. The leader of Sedgemoor District Council will act as a consultee to the relevant panel.

3.3.4. The interviews for the post may include a range of interests, including all 5 authorities (to include staff as well) and partner organisations. However, the

Panel is asked to be mindful of timescales for these processes (see section 5)

3.3.5. The process will be administered by the People Workstream for the Unitary Programme. Other arrangements include:

- The appointment of a recruitment partner, to receive applications, advise on job descriptions and salary levels, help with interview questions, and to provide independence to the process given potential conflicts of interest at senior officer level.
- Assistance from South West Councils, to act as HR advisor to Appointments Committees (again, to avoid potential conflicts of interest).
- Assistance from County & District HR Advisory Services to administer the Appointments Panel meeting(s).
- Assistance from Democratic Services to administer the Appointments Committees' meetings.

## 4. Tiers 2 & 3 Structure for Somerset Council

### 4.1. Structure

The proposed structure for at tiers 2 & 3, for Somerset Council, can be seen in the embedded Powerpoint Presentation:



Somerset Structure  
Considerations - Copy

All staff in the 5 local authorities are currently being consulted with about the structure; this process concludes on 12<sup>th</sup> December. Separate pre-transfer consultations are also being conducted on redundancies that may come about through this structure and the transfer of staff under TUPE from district councils to Somerset Council.

### 4.2. Posts in scope

Appointment processes are proposed for the following posts:

- Executive Director of Communities Services
- Executive Director of Strategy, Performance & Localities
- Executive Director of Climate & Place
- Executive Director of Resources (Section 151 officer)

### 4.3. Posts out of scope

The following posts are excluded from these processes:

- Executive Director of Public Health
- Executive Director of Children's Services
- Executive Director of Adults' Services

The reasons for excluding these posts are as follows:

- They are broadly unchanged, based on the proposed structure, therefore the current incumbents will continue in post.

- There are no other suitable interested parties transferring into Somerset Council from the district councils, therefore there is no competition that would be appropriate under existing employment legislation.

## 5. Timeline

The timeline for appointing to these tier 2 posts is challenging, with Vesting Day on 1<sup>st</sup> April 2023 and an objective of having tiers 2 & 3 commence in role on that day.

The following shows a proposed timeline, to reflect an ambition to offer appointment to Tier 2 posts in January 2023 (thereby enabling us to appoint to Tier 3 posts in February). Please note that the timings are incredibly tight, in order to run interviews w/c 9<sup>th</sup> January, especially in weeks 2 & 3 of December:

Date	Event/Action
10.11.22	Consultation with staff commences, covering the proposed structure for Somerset Council and possible redundancies at tiers 1 – 3.
29.11.22	Informal briefing meeting for the Appointments Panel (also to decide on future meetings)
w/c 05.12.22	Microsite draft ready for Appointments Group to agree/sign off – to be used for applications
09.12.22	HR all-day meeting to produce indicative job descriptions and other information
12.12.22	T2 & T3 Consultation (30-days statutory pre-transfer collective redundancy consultation) ends
12.12.22	Consider responses to the consultation & JDs - finalised. Internal comms to all 5 authorities to go out around the application and matching processes; this will be confirmed at the end of the week, following consideration of responses to the consultation
12.12.22	Appointments Panel meets (virtually) to consider JDs and other information (e.g. salary levels). This information will be confirmed at the end of the week, following consideration of responses to the consultation.
14/12/22	Chief Executive decision to commence the Tier 2 appointments processes, JDs confirmed for those roles (confirm the structure with the Executive and inform full council at next meeting, 22 <sup>nd</sup> February)
14.12.22	Notice of Appointments Committees to consider matches
14.12.22	Write to staff with draft JDs and links to matching processes, with deadline of 19 <sup>th</sup> December
14/12/22	With reference to the consultation responses and management actions, Chief Executive decision report drafted and internal member and officer consultation completed
19.12.22	Formal response to consultation issued, including any slot-in or

	ringfencing processes.
20.12.22	Matching review panel meeting
22.12.22	Appointments Committees meet to consider matches (5 clear working days after the Notice and agendas have been issued)
22.12.22	Microsite to go live and T2 posts open for CVs with a supporting statement (bring forward if no matching requests)  Faerfield to categorise applications for shortlisting (a,b,c), as they are made
02.01.23	Notice of Appointments Committee meetings
03.01.23	Close application window (midnight 2 <sup>nd</sup> January)
03.01.23	Shortlist packs/report finalised and shared with Appointments Committees
04.01.23	Appointments Committees take place to ratify shortlist, with Duncan Sharkey as advisor to the committees and Faerfield in attendance. Draft interview questions discussed
05.01.23	Faerfield to send out invites to interviews.
w/c 09.01.23	Interviews take place 12 <sup>th</sup> – 17 <sup>th</sup> January.  One day per role.  Appointments Committee meet at end of day to confirm recommendation or next course of action if there are no appointable candidates.
w/c 23.01.23	CEO decision reports drafted with recommendations from each of the Appointments Committee.
22.02.23	CEO report to February Full Council to confirm Tier 2 statutory officer designations
1.4.23	Somerset Council Tier 2 appointments come into effect for the roles recruited to

## 6. Proposed Selection Process

An example process includes the following elements:

- Written application including supporting statement and CV;
- Shortlisting
- Appointment Committee/ Member interview panel inc. Duncan Sharkey and SW Council Rep
- Stakeholder panel – committee advise on who they want involved. (3-5 per panel)

- Staff panel (couple from each district and 8 from SCC plus 2 trade union representatives) – Q&A session
- Appointment Committee Decision meeting per role at end of each day.

## 7. Slot-Ins and Ring-Fenced Processes

The Organisational Change Principles (section 4.1.11) describe how an employee may be slotted into a post or be part of a ring-fenced process for a post(s) if their existing substantive job is a broad match (75%) to that role.

The initial advice to the Appointments Panel (and the view expressed through the consultation process) is that none of the Tier 2 posts represent the majority of an existing post and that these appointments should be made using competitive selection processes. However, there will be challenge to this and as such, we need to define a process that can assess whether an individual's role is indeed a match to a new post. This process will need to be consistent, fair and demonstrate that we have applied due regard and thinking to each challenge. This could look as follows:

### Candidate Matching Process

- 7.1. To apply for matching to a new role, candidates must provide a copy of their current job description and person specification and organisation structure and demonstrate, using the categories, below, how their current role is a 75% match or more to the new role (*this is particularly important if, for example, a job description is out-of-date*).
- 7.2. A review panel consisting of trade unions representatives, district & SCC HR Leads, a JE specialist and Faerfield, our recruitment partner, will review the pro forma and compare the current job description and person specification with those of the new role.
- 7.3. The review panel will then make recommendations to the Appointments Committee. The decision of the Appointments Committee will be final.
- 7.4. The individual will be provided with a copy of the review panel's recommendation before the Appointments Committee meets and is given the opportunity to make written representation to the Committee on it

### Pro Forma Categories for Job Matching

These are currently being discussed with JE experts and our Recruitment Partner (on 28/11/22), however may include

- Current areas of responsibility
- Budget (perhaps as a percentage of organisational budget)
- Staff Headcount (perhaps as a percentage of organisation)
- Professional Qualifications or relevant registration required
- Current Organisational Tier

## 8. Other Considerations

### 8.1. Organisational Change Principles

A set of principles governing organisational change has been agreed with trade unions and senior managers.

The principles describe how staff can be slotted-in or ring-fenced for a post, based on their current role being a broad match (75%) to the new post(s).

There may be a challenge to this from some staff, therefore the Appointments Committees will need to assess this in accordance with 7.3 above using advice from Faerfield.

The Change Principles can be seen in Appendix One.

## 8.2. Job Descriptions

'Skeleton' job descriptions have been produced and are being worked on through the consultation period, based on feedback from staff and input from our JE partner, Korn Ferry.

These are shown in Appendix 2, please note that these are an outline only and as referred to above, will be put into final draft form in the next few days following feedback from staff and the Appointments Panel, as well as work from job evaluation experts.

## 8.3. Salary

Salary comparisons for similar roles are shown in Appendices Three to Six. One of the roles of the Appointments Committee is to recommend a salary (range) for a post, the following ranges reflect the benchmarking work that has been done:

Executive Director of Climate & Place	£145k-£150k
Executive Director of Communities Services	£130k-£140k
Executive Director of Resources	£140k-£150k
Executive Director of Strategy, Performance & Localities	£120k-£130k

By way of comparison, examples of other Somerset chief exec and director roles are as follows (before application of the 2022-23 pay award, salary details of all those in tiers 1-3 are available):

Organisation	Role	Salary
SCC	Director of ECI & Lead Commissioner	£132,777
SCC	Director of Adults Services	£132,777
SCC	Director of Children's Services	£145,000
SCC	Director of Public Health	£122,100
Mendip	Chief Executive	£116,725
Mendip	Deputy Chief Executive	£86,488
Mendip	Head of Corporate Services	£67,954
Sedgemoor	Deputy Chief Executive	£110k
Sedgemoor	Director of Finance – 151	£95k
SW&T	Chief Executive	£120,526

SW&T	Director Place & Climate Change	£102,750
------	---------------------------------	----------

The work on job evaluation has produced recommendations on how to structure tier 2 salaries. These options include:

- Two spot rates for all Tier 2 roles, based on 2 ‘bands’ of role
- Two ‘bands’ for roles, with incremental progression spread over a number of years

This work is presented in Appendix Seven, from which the recommendation to the Appointments’ Panel is that option 3 is selected (table 1):

Table 1 - Tier 2 Salaries

**Incremental Progression – maximum reached in 3 years**

Grade	Entry Salary	Increment After 1 year	increment after 2 years	Max Salary After 3 years	Maximum salary including recruitment/retention allowance (if applied)
ED1	£139,000	£142,000	£146,000	£150,000	£150,000
ED2	£129,000	£132,000	£136,000	£140,000	£140,000

Any salary over £100k will need to be approved at a meeting of full Council and it is proposed that this happens when the appointments are confirmed at the meeting on 22<sup>nd</sup> February. The proposals exclude the Directors of Adults Services, Children’s Services and Public Health, at this stage, however evaluation will need to be done quickly in order to set parity and avoid potential equal pay claims.

## 9. Risks

There are a number of risks inherent in the senior appointment processes. These are perhaps magnified when running a campaign to recruit to a new leadership team, whilst merging 5 organisations and running TUPE processes:

Risk	Mitigation
Inability to appoint due to either a) no applications or b) inappropriate applications	<ul style="list-style-type: none"> <li>• Assess whether there is suitable alternative employment to be applied to staff</li> <li>• Interims &amp; external advertising</li> </ul>
Employment Tribunal Claims (which could for example, include claims for unfair dismissal and unlawful discrimination) following unsuccessful applications	<ul style="list-style-type: none"> <li>• Use of robust selection processes involving independent advisors</li> <li>• Regular conversation with retained employment lawyer</li> </ul>
Appointments don’t work out	<ul style="list-style-type: none"> <li>• Performance management or protected conversation</li> </ul>

## 10. Other Options

The following alternative options have been considered:

- Advertise posts externally
  - The Regulations set an ‘expectation’ that this is done
  - Advertising externally will add 3-6 months to the appointments process. We will therefore not have tier 2 in place until late-Spring/Early-Summer 2023
  - It would present considerable employment-law risk, regarding unfair dismissal and breach-of-contract claims
- Look to slot as many people into post as we can
  - This would provide a quick process and some certainty to the structure
  - However, it would also present employment-law risks
  - Culturally, it would look wrong and remove ‘legitimacy’ to appointments processes

## 11. Guidance needed

The Appointments Panel is asked to consider and provide guidance for the following:

- The format and composition of Appointments’ Committees to run the Tier 2 processes.
- Salary range for the roles (subject to final recommendation at end of consultation period)
- Appointments Panel input into Job Descriptions
- Recommendation on the format of interviews

Please note that this paper has not been presented for the purpose of agreeing a formal decision.

## 12. Recommendations

- The Panel endorses the processes to be run across the 5 councils initially, with any unfilled post going quickly to external search & advertising
  - Temporary arrangements, such as acting-up, reallocation of duties and interim appointments would be discussed at the time.
- Appointments Committees comprise 5 elected members of Somerset County Council: a member who is also a District Council Leader, Executive Lead Member, Opposition Spokesperson, one other from both the Liberal Democrats and Conservatives.
  - Further consideration will need to be applied to the committee with the leader from Sedgemoor District Council.
- The Panel agrees the format for the interviews (section 6).
- The Panel notes the draft job descriptions and awaits further detail on these over the coming days (section 8.2).
- The Panel notes the salary ranges represented and waits for further recommendation following job evaluation and proposed structure for Tier 2 salaries (section 8.3).
- The same procedure will apply for Tier 3 in due course.

Together we are delivering your

**New Somerset Council**

**Chris Squire, Director of Customers, Digital & Workforce, Somerset County Council (Joint Lead for the LGR People Workstream)**

## Appendix One – Organisational Change Principles

The Organisational Change Principles that have been agreed to cover LGR reorganisation can be viewed in the following embedded document:



Organisational%20C  
hange%20Principles%

## **Appendix Two – Job Descriptions**

To be confirmed – skeleton JDs have been produced for JE purposes, the full versions are being written w/c 28/11.

Draft Corporate Responsibilities for the JDs have been produced, to be included in each of the Tier 2 JDs. These are as follows:

### **EXECUTIVE DIRECTOR- CORPORATE OBJECTIVES**

#### **SOMERSET COUNCIL**

Somerset's county and district councils have worked together with partners, City, town and parish councils and residents to create a new council which delivers for everyone.

With a population of 560,000 Somerset is a County of contrasts. Home to farming and engineering; manufacturer of cheese and cider but also the UK'S only helicopter maker; low skill jobs in the tourist industry vs high skilled jobs in the UK Hydrographic Office and Hinkley Point power station; picture postcard villages with limited public transport and bustling, thriving market towns with good road and rail links. The new council will harness the strengths of the previous district and county councils and enable us to put in place solutions that will help address the concerns and challenges that Somerset face now and in the future.

At the heart of this new council is a commitment to local communities to give local people real power and real influence over the decisions that affect the most. Local community networks that engage with local voluntary and community organisations and put parish and town councils front and centre in their own areas are being established and will provide focus for local engagement.

### **EXECUTIVE DIRECTOR - CORPORATE RESPONSIBILITIES**

- Provide strong leadership to drive performance management and to deliver the Council's priorities and meet financial targets, as a member of the Council's Executive Leadership Team.
- Collaborate with elected members to ensure the strategic direction of the services managed reflect statutory requirements and corporate aims and objectives; taking account of any impact those decisions may have on other council services.
- Advise Members in respect of all planning, operational and policy issues relation to this service area, engage in strategic and delivery partnerships and promote and communicate the Council's services.
- Act as an ambassador for the Council promoting, both internally and externally, the council vision and values always.
- Act as a role model for Somerset's vision and values and promote the culture of performance management and the achievement of targets.
- Develop potential and flexibility across the Council and its workforce including the motivation and development of those employees for which the post holder has responsibilities.

- Ensure that all services place a high value on customer responsiveness by demonstrating a commitment to meeting and involving the broadest range of direct and indirect service users, citizens, customers, communities and businesses, as well as defining performance measures linked to customer care.
- Lead the delivery of the councils' key objectives ensuring understanding and commitment from managers and staff from across the executive service in supporting this aim
- Ensure that the council can meet new challenges and initiatives by keeping abreast of challenges and opportunities facing public services, taking proactive steps to exert influence across the broad range of policy makers, public bodies and suppliers.
- Ensures flexibility in reacting to the needs of the council its customers and partners supporting a culture of continuous improvement.
- Ensures compliance with all relevant legislation organisational policy and professional codes of conduct in order to uphold standards of best practise.
- Member of the corporate on call roster at Strategic level to set strategy and co-ordinate at the tactical level activity when responding to internal and external emergencies/Major Incidents which may require response during unsocial hours.
- Undertake relevant training and exercising commensurate with Strategic officer responsibilities including but not limited to Multi-agency Gold Incident Commander (MAGIC)

## Appendix Three – Salary Benchmarking – Executive Director of Resources (151)

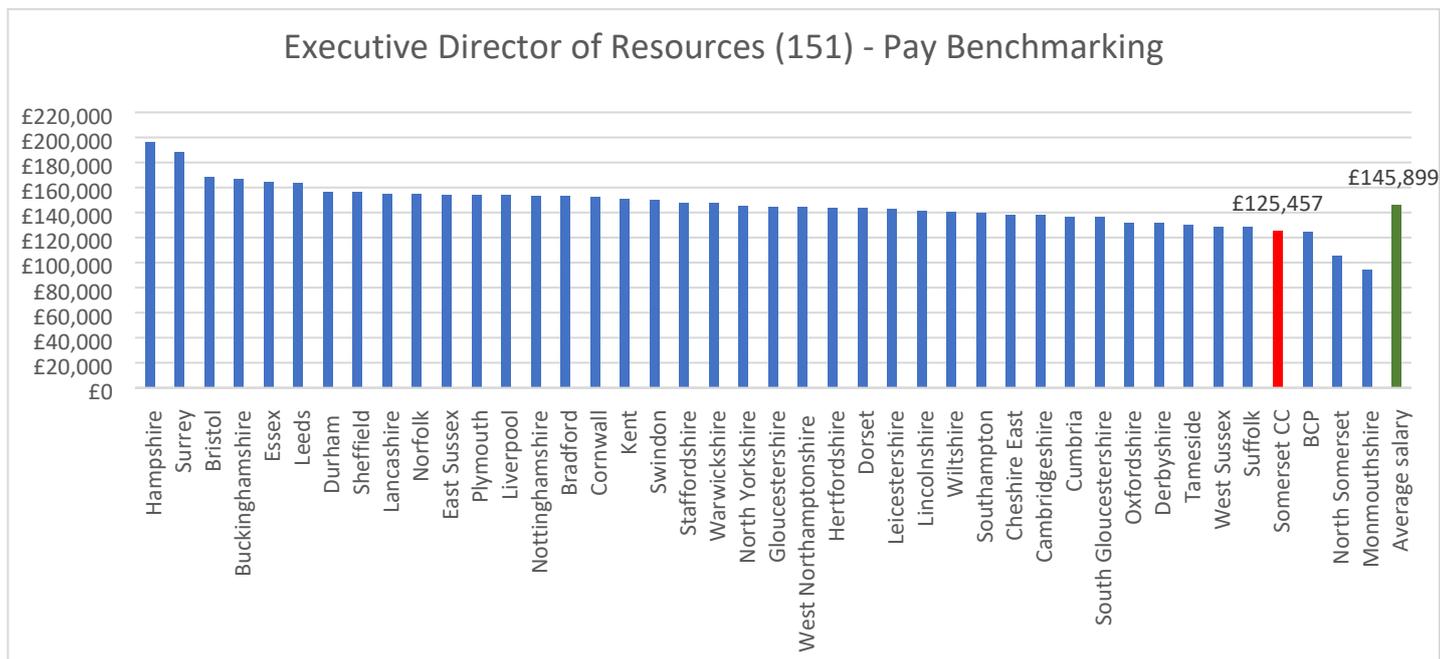


Table 2 - Exec Director of Resources, Salary Benchmarking

Organisation Name	Title	Max Salary	Population	Source
Hampshire	Director of Corporate Resources	£196,719	1,400,000	Town Hall Rich List 2022
Surrey	Executive Director of Resources	£188,700	1,203,100	Town Hall Rich List 2022
Bristol	Executive Director of Resources (and Head of Paid Services)	£168,403	472,400	Council Website
Buckinghamshire	Corporate Director Resources	£166,924	547,060	Council Website
Essex	Executive Director - Corporate Services	£164,546	1,498,181	Direct from Essex
Leeds	Director of Resources	£163,789	793,139	MJ advert Oct 22
Durham	Corporate Director - Resources	£156,884	533,149	Council Website
Sheffield	Executive Director – Resources	£156,257	575,400	Direct from Sheffield
Lancashire	Interim Executive Director of Resources (S151)	£155,000	1,171,300	MJ
Norfolk	Executive Director Finance and Commercial Services	£154,800	926,000	Council Website
East Sussex	Chief Operating Officer	£154,311	558,852	Council Website
Plymouth	Strategic Director for Customer and Corporate Services	£154,125	264,700	Council Website

Liverpool	Finance and Resources	£154,000	486,100	MJ
Nottinghamshire	Corporate Director Finance and Resources (S151)	£153,669	785,800	Council Website
Bradford	Strategic Director - Corporate Resources	£152,987	528,155	Draft 21-22 SOA
Cornwall	Chief Operating Officer and S151	£152,669	568,000	Council, Web site
Kent	Corporate Director Finance (S151)	£151,284	1,589,100	Direct from Kent
Swindon	Corporate Director of Finance and Assets (S151)	£150,489	233,400	Council Website
Staffordshire	Director of Corporate Services	£148,052	870,800	Draft 21-22 SOA
Warwickshire	Strategic Director for Resources (S151)	£147,718	583,786	Town Hall Rich List 2022
North Yorkshire	Corporate Director Strategic Resources	£145,064	620,610	Council Website
Gloucestershire	Executive Director of Corporate Resources	£144,812	640,650	Draft 21-22 SOA
West Northamptonshire	Executive Director of Corporate Services	£144,375	406,733	
Hertfordshire	Director Resources (S151)	£143,850	1,208,074	Town Hall Rich List 2022
Dorset	Executive Director Corporate Development - (S151)	£143,609	380,000	Council Website
Leicestershire	Director of Corporate Resources - (S151)	£142,925	713,085	Direct from Leics
Lincolnshire	Executive Director - Resources	£141,370	751,200	Direct from Lincs
Wiltshire	Corporate Director Resources and Deputy Chief Exec (S151)	£140,844	510,400	Council Website
Southampton	Corporate Director Finance and Commercialisation (S151)	£140,000	269,800	MJ
Cheshire East	Executive Director of Corporate Services	£138,358	398,800	Council Website
Cambridgeshire	Director of Resources and Chief Finance Officer	£138,178	664,600	Council Website
Cumbria	Executive Director, Corporate Customer and Community Services	£136,313	499,800	Town Hall Rich List 2022
South Gloucestershire	Director of Resources and Business Change	£136,302	282,600	Town Hall Rich List 2022
Oxfordshire	Corporate Director Customers and Organisational Development and Resources	£132,168	707,424	Town Hall Rich List 2022
Derbyshire	Executive Director Corporate Services and Transformation	£131,600	816,236	Council Website
Tameside	Director of Resources (S151)	£130,000	215,500	MJ
West Sussex	Director - Finance and Support Services	£128,438	874,991	Town Hall Rich List 2022

Suffolk	Deputy Chief Executive and Executive Director of Corporate Services	£128,282	761,038	Town Hall Rich List 2022
<b>Somerset CC</b>	<b>Finance, Legal and Governance</b>	<b>£125,457</b>	<b>560,000</b>	
BCP	Director of Resources	£124,465	400,000	Town Hall Rich List 2022
North Somerset	Director of Corporate Services	£105,826	216,700	SOA 21-22
Monmouthshire	Deputy Chief Executive (Head of Resources)	£94,213	93,000	Council Website
<b>Average salary</b>		<b>£145,899</b>		

## Appendix Four – Salary Benchmarking – Executive Director of Climate & Place

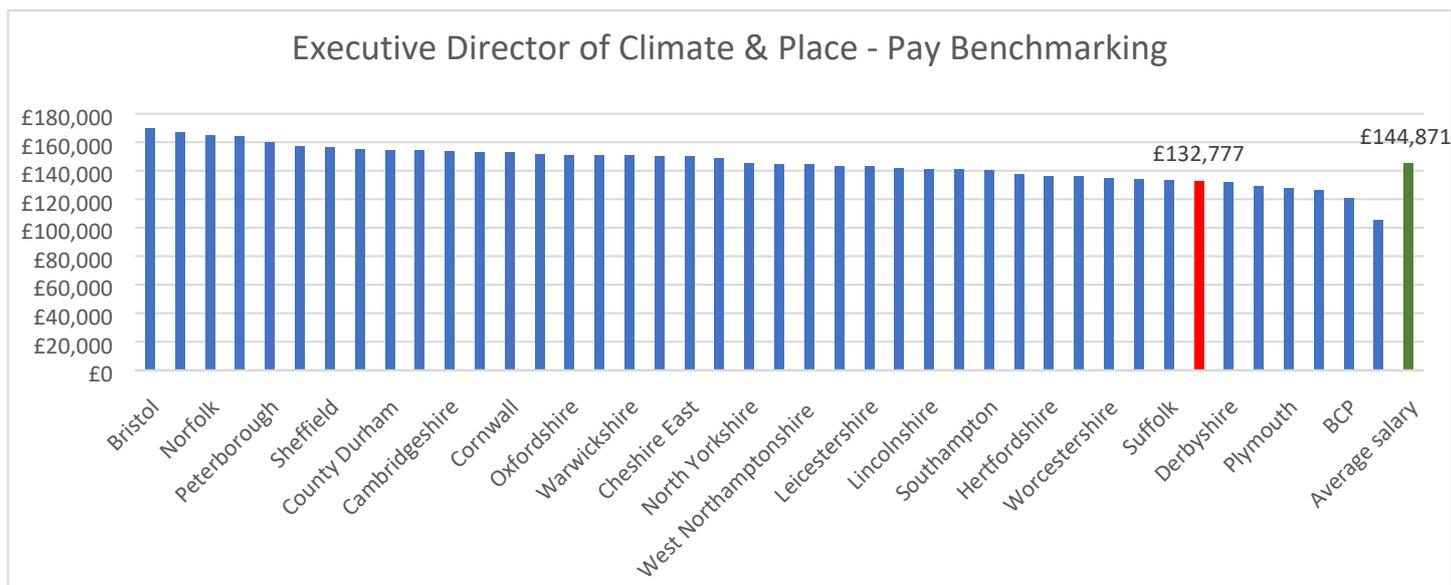


Table 3 - Exec Director of Climate & Place, Salary Benchmarking

Organisation Name	Title	Max Salary	Population	Source
Bristol	Chief Executive resp. for Growth and Regeneration	£170,000	472,400	Council Website
Buckinghamshire	Corporate Director Planning, Growth and Sustainability	£166,924	547,060	Council Website
Norfolk	Executive Director Community and Environmental Services	£164,800	926,000	Council Website
Leeds	Director of Communities and Environment	£163,789	793,139	Draft SOA 21-22
Peterborough	Executive Director: Place and Economy	£160,000	164,000	MJ
Durham	Corporate Director - Neighbourhood and Climate Change	£156,884	558,852	Draft SOA 21-22
Sheffield	Executive Director Operational Services	£156,257	575,400	Direct from Sheffield
Kent	Corporate Director Growth, Environment and Transport	£154,999	1,589,100	Council Website
County Durham	Corporate Director of Neighbourhoods and Climate Change	£154,599	533,149	Council Website
Brent	Corporate Director, Communities and Regeneration	£154,000	329,771	MJ
Cambridgeshire	Joint Exec Director: Place and Economy	£153,599	664,600	Council Website
Bradford	Strategic Director Place	£152,987	528,155	Pay Policy
Cornwall	Strategic Director, Sustainable Growth and Development	£152,669	568,000	Draft SOA 21-22
Bedford	Director of Environment	£151,662	173,237	Draft SOA 21-22
Oxfordshire	Corporate Director Commercial Development Assets and Investments	£151,159	707,424	Town Hall Rich List 2022

East Sussex	Director of Communities, Economy and Transport	£151,040	558,852	Draft SOA 21-22
Warwickshire	Strategic Director Communities (incl. Economy)	£150,492	583,786	Council Website
Staffordshire	Director of Economy, Infrastructure and Skills	£150,244	870,800	Draft SOA 21-22
Cheshire East	Executive Director of Place	£150,000	398,800	Council Website
Lancashire	Executive Director Growth, Environment and Transport	£148,810	1,171,300	Council Website
North Yorkshire	Corporate Director of Business and Environmental Services	£145,064	620,610	Council Website
Gloucestershire	Executive Director: Economy, Environment and Infrastructure	£144,812	640,650	Draft SOA 21-22
West Northamptonshire	Executive Director Place, Economy and Environment	£144,375	406,733	Council Website
Dorset	Director of Place	£143,000	380,000	Council Website
Leicestershire	Director of Adults and Communities	£142,925	713,085	Pay Policy Statement 22/23
Nottinghamshire	Corporate Director of Place	£141,404	785,800	Draft SOA 21-22
Lincolnshire	Executive Director - Place	£141,370	751,200	Direct from Lincs
Wiltshire	Corporate Director Place	£140,844	510,400	Council Website
Southampton	Corporate Director Place	£140,000	269,800	MJ
Surrey	Executive Director for Highways, Transport and Environment	£137,287	1,203,100	Council Website
Hertfordshire	Director of Environment	£136,347	1,208,074	Council Website
Cumbria	Executive Director Economy and Infrastructure	£136,313	499,800	Council Website
Worcestershire	Director of Economy and Infrastructure	£134,507	602,664	Town Hall Rich List 2022
Carmathenshire	Chief Executive resp. for Regeneration and Policy	£134,000	187,568	MJ
Suffolk	Executive Director of Growth, Highways and Infrastructure	£133,375	761,038	Council Website
Somerset	Lead Director for Economic and Community Infrastructure and Director of Commissioning	£132,777	560,000	
Derbyshire	Executive Director Place	£131,600	816,236	Council Website
Redcar and Cleveland	Corporate Director for Growth, Enterprise and Environment	£129,000	139,500	MJ
Plymouth	Strategic Director for Place	£128,000	264,700	Council Website
Wirral	Director of Regeneration and Place	£126,000	322,796	MJ
BCP	Chief Operations Officer	£121,000	400,000	Council Website
Devon	Director of Climate Change, Environment and Transport	£105,669	827,659	Council Website
<b>Average salary</b>		<b>£144,871</b>		

## Appendix Five – Salary Benchmarking – Executive Director of Communities Services

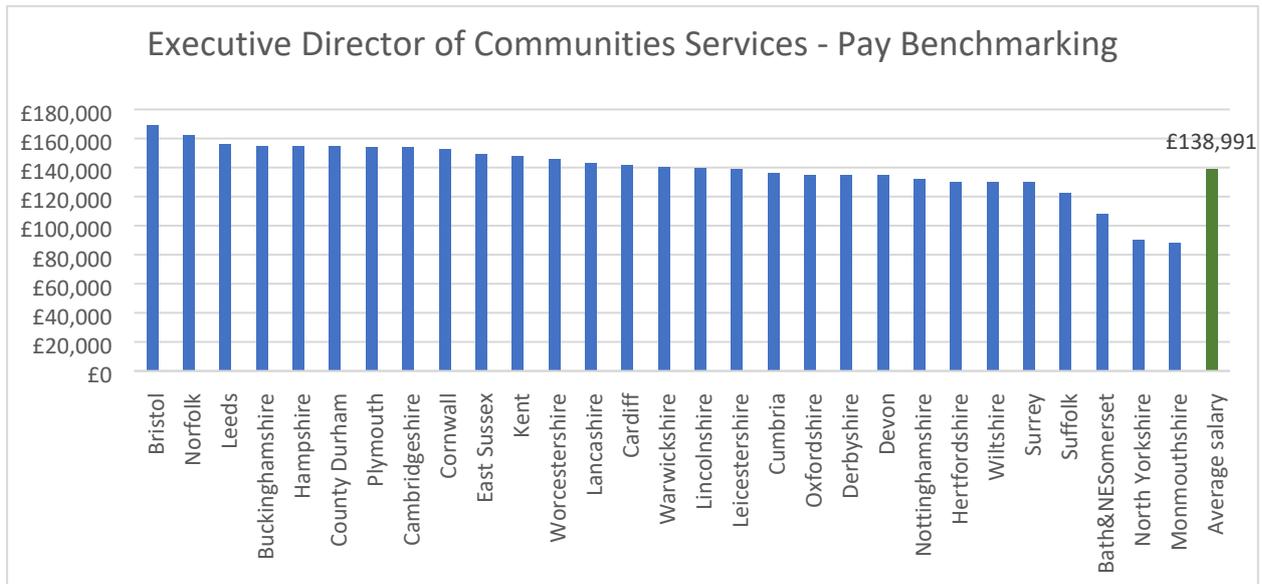


Table 4 - Exec Director of Communities Services, Salary Benchmarking

Organisation Name	Title	Max Salary	Population	Source
Bristol	Executive Director Growth and Regeneration	£169,538	472,400	Council Website
Norfolk	Executive Director of Community and Environmental Services	£162,000	926,000	Town Hall Rich List 2022
Leeds	Director of Communities and Environment	£156,000	793,139	Town Hall Rich List 2022
Buckinghamshire	Executive Director Communities	£155,000	547,060	Somerset identification
Hampshire	Director of Community, Culture and Business Services	£154,774	1,400,000	Town Hall Rich List 2022
County Durham	Corporate Director of Neighbourhoods and Climate Change	£154,599	533,149	Somerset identification
Plymouth	Strategic Director for Place	£154,125	264,700	Council Website
Cambridgeshire	Executive Director People and Communities	£153,898	664,600	Council Website
Cornwall	Strategic Director Neighbourhoods	£152,669	568,000	Council Website
East Sussex	Director of Communities, Economy and Transport	£149,000	558,852	Town Hall Rich List 2022
Kent	Corporate Director Growth, Environment and Transport	£147,888	1,589,100	Council Website
Worcestershire	Strategic Director for People	£145,758	602,664	Council Website
Lancashire	Executive Director Growth, Environment and Transport	£143,360	1,171,300	Council Website
Cardiff	Corporate Director of People and Communities	£141,764	485,000	Somerset identification
Warwickshire	Strategic Director for Communities	£140,282	583,786	Town Hall Rich List 2022

Lincolnshire	Executive Director of Adult Care and Community Wellbeing	£139,445	751,200	Council Website
Leicestershire	Director of Adults and Communities	£139,000	713,085	Town Hall Rich List 2022
Cumbria	Corporate, Customer and Community Services	£136,000	499,800	Somerset identification
Oxfordshire	Corporate Director Adults and Housing Services	£134,963	707,424	Town Hall Rich List 2022
Derbyshire	Executive Director, Commissioning, Communities and Policy	£134,800	816,236	Town Hall Rich List 2022
Devon	Chief Officer for Communities, Public Health, Environment & Prosperity	£134,600	800,000	Town Hall Rich List 2022
Nottinghamshire	Corporate Director Adult Social Care and Health	£132,356	785,800	Council Website
Hertfordshire	Executive Director Sustainable Growth	£130,240	1,208,074	Council Website
Wiltshire	Corporate Director Place	£130,044	510,400	Council Website
Surrey	Executive Director of Customer and Communities	£129,734	1,203,100	Town Hall Rich List 2022
Suffolk	Director of Adults and Community Services	£122,258	761,038	Council Website
Bath&NESomerset	Director of Sustainable Communities	£108,192	193,400	Council Website
North Yorkshire	Corporate Director Business and Environmental	£90,382	620,610	Council Website
Monmouthshire	Chief Officer – Communities and Place	£88,095	93,000	Council Website
<b>Average salary</b>		<b>£138,991</b>		

## Appendix Six – Salary Benchmarking – Executive Director of Strategy, Performance & Localities



*n.b. This has been a hard role to benchmark, with few equivalents*

Table 5 - Exec Director of Strategy, Performance & Localities - Salary Benchmarking

Organisation Name	Title	Max Salary	Population	Source
Surrey	Executive Director Partnerships, Prosperity and Growth	£178,500	1,203,100	Town Hall Rich List 2022
Buckinghamshire	Deputy Chief Executive	£174,999	547,060	Council Website
Norfolk	Executive Director of Strategy and Transformation	£162,500	926,000	Council Website
Plymouth	Strategic Director for Customer and Corporate Services	£154,125	264,700	Council Website
Oxfordshire	Corporate Director Customers and Organisational Development and Resources	£151,159	707,424	Town Hall Rich List 2022
Merton	Executive Director of Innovation and Change	£150,000	206,263	Somerset identification
Cumbria	Executive Director – Corporate, Customer and Community Services	£136,313	499,800	Town Hall Rich List 2022
Devon	Executive Director, Commissioning, Communities and Policy	£134,880	827,659	Town Hall Rich List 2022
Worcestershire	Director of Commercial and Change	£127,230	602,664	Town Hall Rich List 2022
Waltham Forest	Corporate Director of Customer Strategy and Digital Channels: Interim	£127,000	278,400	Council Website
Durham	Head of Legal and Democratic Services (Monitoring Officer)	£119,994	533,149	Town Hall Rich List 2022
Wiltshire	Director Legal and Governance	£115,090	510,400	Town Hall Rich List 2022
Dorset	Corporate Director (Legal and Democratic Services Monitoring Officer)	£111,696	380,000	Council Website

BathNES	Director of People and Policy	£108,192	193,400	Council Website
BCP	Director of Law and Governance	£107,100	400,000	Council Website
Bristol	Executive Lead for Strategy Governance and Law	£105,667	472,400	Town Hall Rich List 2022
Cambridgeshire	Executive Director of Strategy and Partnerships	£102,212	664,600	Council Website
Torfaen	Chief Officer – Customer Services, Digital and Communities	£92,600	92,300	Faerfield Placement
Monmouthshire	Chief Officer – People and Governance	£88,095	93,000	Council Website
<b>Average salary</b>		<b>£128,808</b>		

## Appendix Seven - Executive Pay – example grading models

### 1. Spot Salary

Grade	Spot Salary	Spot Salary including recruitment/retention allowance (if applied) <sup>1</sup>		
ED1	£145,000	£150,000		
ED2	£130,000	£140,000		

### 2. Incremental Progression –

maximum reached in 2 years

Grade	Entry Salary	Increment	Final Salary	Max Salary including recruitment/retention allowance (if applied) <sup>1</sup>
ED1	£139,000	£142,000	£145,000	£150,000
ED2	£129,000	£132,000	£135,000	£140,000

### 3. Incremental Progression – maximum reached in 3 years

Grade	Entry Salary	Increment After 1 year	increment after 2 years	Max Salary After 3 years	Maximum salary including recruitment/retention allowance (if applied) <sup>1</sup>
ED1	£139,000	£142,000	£146,000	£150,000	£150,000
ED2	£129,000	£132,000	£136,000	£140,000	£140,000

### 4. Delayed Incremental Progression

Grade	Entry Salary	Incremental increase After 2 years	Incremental increase after 4 years	Maximum salary after 6 years	Max Salary including recruitment/retention allowance (if applied) <sup>1</sup>
ED1	£139,000	£142,000	£145,000	£150,000	£150,000
ED2	£129,000	£132,000	£135,000	£140,000	£140,000

<sup>1</sup>assumes normal application of recruitment and retention allowance policy

### Notes/Options

#### NOTES

- Based on the recent evaluations ED1 posts would be – Exec Director Climate & Place. ED2 posts would be Exec Directors- Resources (S151), Community Services & Strategy & Performance & Localities. The evaluation for the remaining three posts requires clarification., but Exec Directors- Adults & Children would likely to be ED1 and Public Health ED2.
- All salaries and figures quoted do not include NI, Pension, or any other cost
- Salaries are based on the figures presented to the Appointments Committee
- The benchmark table below shows the average salary comparison for the new posts in the structure.
- At this stage there has not been the opportunity for anyone else to see, challenge or put forward alternatives to the information provided.

- The tables do not take into account normal Cost of Living increases.
- The options below are highlights, and there may be other considerations not noted here.
- This assumes the new grade salaries would also apply to the three Executive Director post not part of the consultation exercise.
- The current Pay Policy statement will need to be reviewed, updated, and approved.

## Option 1

- All the increased salary costs would need to be met in the first year of the new council
- Based on current SCC employees being appointed to any of the roles, this could result in salary increases of between £10,000 and £20,000 per annum. (Further work is needed to consider the impact to district appointees.)
- Based on the previous incumbent’s salary, the permanent recruitment for the DCS may require a market supplement.
- At both levels of Executive Director, the payment of market supplement will introduce differences between what they are each paid. It will therefore be essential that normal policy is applied when deciding recruitment & retention allowances in order to justify such payments.

## Option 2

- The lower entry level salary would mean that the full costs would not be met until year 2
- The level of increase, based on SCC employees being appointed will be between £4000 and £29000 per annum, although potentially one employee would only receive £1500
- As option 1 this could mean that at each level of Executive Directors there might be a salary differential and therefore the payment of a recruitment/retention allowance would need to justify, as per the policy.

## Option 3

- As option 2 but spreads costs over three years
- Although there could be a period when there is a salary differential between ED’S at each level applying a maximum salary would see this come to an end when all reach the maximum salary range.

## Option 4

- As option 2 & 3 but spreads cost even further

## BENCHMARK DATA

<b>Executive Director</b>	<b>Average salary</b>
<b>Resources (S151)</b>	<b>£128,808</b>
<b>Climate &amp; Place</b>	<b>£144,871</b>
<b>Community Services</b>	<b>£138,991</b>
<b>Strategy, Performance and Localities</b>	<b>£128,808</b>
<b>Resources</b>	<b>£145,899</b>

