

# Public Document Pack



**Service Director – Legal, Governance and  
Commissioning**

**Julie Muscroft**

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Tuesday 23 February 2021

## Notice of Meeting

Dear Member

### Personnel Committee

A Meeting of **Personnel Committee** will take place remotely at **10.00 am** on **Wednesday 3 March 2021**.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read 'Julie Muscroft', on a light-colored background.

**Julie Muscroft**

**Service Director – Legal, Governance and Commissioning**

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

## **The Personnel Committee members are:-**

### **Member**

Councillor Shabir Pandor (Chair)  
Councillor Graham Turner  
Councillor Naheed Mather  
Councillor Peter McBride  
Councillor John Taylor  
Councillor David Hall  
Councillor John Lawson  
Councillor Richard Murgatroyd  
Councillor Lesley Warner

When a Personnel Committee member cannot be at the meeting another member can attend in their place from the list below:-

### **Substitutes Panel**

#### **Conservative**

B Armer  
N Patrick  
R Smith  
M Thompson  
V Lees-Hamilton

#### **Green**

K Allison

#### **Independent**

T Lyons  
C Greaves

#### **Labour**

M Akhtar  
S Hall  
M Kaushik  
W Simpson  
M Sokhal  
H Uppal

#### **Liberal Democrat**

A Munro  
A Pinnock



# Agenda

## Reports or Explanatory Notes Attached

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**Pages**

**1: Membership of the Committee**

This is where Councillors who are attending as substitutes will say for whom they are attending.

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**2: Minutes of Previous Meeting**

1 - 4

To approve the Minutes of the Meeting of the Committee held on 5 March 2020.

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**3: Interests**

Committee Members will be asked to advise if there are any items on the Agenda in which they have a Disclosable Pecuniary Interest, which would prevent them from participating in any discussion on the item or vote upon the item, or any other interests.

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**4: Admission of the Public**

Most agenda items will be considered in public session, however, it shall be advised whether the Committee will consider any matters in private, by virtue of the reports containing information which falls within a category of exempt information as contained at Schedule 12A of the Local Government Act 1972.

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**5: Deputation/Petitions**

The Committee will receive any petitions and hear any deputations from members of the public.

A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

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## **6: Public Question Time**

Members of the public may submit written questions to the Committee. Any questions should be emailed to [executive.governance@kirklees.gov.uk](mailto:executive.governance@kirklees.gov.uk) no later than 10am on 2 March 2021.

In accordance with Council Procedure Rule 11(5), the period allowed for the asking and answering of questions shall not exceed 15 minutes. A maximum of 4 questions per person may be submitted.

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## **7: Pay Policy Statement 2021/2022 (Reference to Council) 5 - 18**

The Committee will receive the Pay Policy Statement, in compliance with the requirements of Sections 38 – 43 of the Localism Act 2011.

Contacts:

Deborah Lucas, Head of People Service / Margaret Lunn, Human Resources

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## **8: Update on Senior Management Arrangements 19 - 26**

To (i) receive an update on a number of changes to the senior management arrangements and (ii) give approval to convene a number of recruitment panels.

Contact: Deborah Lucas, Head of People Service

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Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### PERSONNEL COMMITTEE

**Thursday 5th March 2020**

Present: Councillor Shabir Pandor (Chair)  
Councillor Graham Turner  
Councillor Susan Lee-Richards  
Councillor Naheed Mather  
Councillor Peter McBride  
Councillor John Lawson

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillors D Hall, Taylor and Walker.

**2 Minutes of Previous Meeting**

**RESOLVED** – That the minutes of the meeting held on 4 November 2019 be approved as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

It was noted that all agenda items would be considered in public session.

**5 Deputation/Petitions**

No deputations or petitions were received.

**6 Public Question Time**

No questions were asked.

**7 Pay Policy Statement 2020/2021**

The Committee received, in accordance with the requirements of the Sections 38 – 43 of the Localism Act 2011, the Council's Pay Policy Statement 2020/2021. The report advised that Section 39(1) of the Localism Act 2011 included a requirement for the statement to be approved prior to 31 March, immediately preceding the financial year to which it relates. The Pay Policy Statement was appended to the report, along with details regarding (i) the remuneration of chief officers (ii) single status grades and NHS public health grades (subject to national pay award consultations for 2020/2021) and (iii) a range of policies relating to chief officer remuneration.

The Committee welcomed the report and endorsed that it be considered by Council. It was also requested that the Committee Members be provided with information setting out gender balance of post holders by pay scale category.

**RESOLVED** - That the Pay Policy Statement be submitted to the meeting of Council on 18 March 2020 with a recommendation of approval.

**8 Update on Senior Management Arrangements**

The Chief Executive provided the Committee with an update on senior management arrangements and the Committee gave consideration to a report which sought approval to convene recruitment panels in respect of a number of proposed posts. In terms of an update, the report advised that (i) the posts of Service Director for Customers and Communities, and Service Director for Mental Health and Learning Disabilities, were both filled with effect from 1 March 2020 and (ii) the temporary role of Service Director for Resources, Improvement and Partnerships in Children's Services had shown to have a positive impact and it was therefore proposed that the role be formalised.

The Committee were also advised of a proposal to reconfigure the Economy and Infrastructure Directorate once the current Strategic Director leaves post in the summer. The report set out the significant number of challenges currently facing the services within that directorate and a proposal to disestablish the role of Strategic Director for Economy and Infrastructure and create two new roles; one which would focus upon environmental and climate change matters, property asset functions, the highway network and the delivery of the capital plan, and a separate post to have a strategic focus upon growth and regeneration including housing growth, town centre regeneration, planning and major projects delivery.

In addition, the report advised of a proposal to review the existing Service Director role for Environment and create an additional Service Director role in recognition of the challenges within the service and provide further capacity, whereby the existing post would focus upon modernising waste services, and the proposed post would focus upon the delivery of (i) property and highways (ii) the Council's asset strategy (iii) maintaining the highways network and (iv) the Council's wider capital programme.

The Committee welcomed the proposals as set out within the report and discussion took place with regards to the critical nature of the Strategic Director roles within the future of the organisation and the need for the post holders to be able to deliver against the Council's key challenges, specifically town centre regeneration and the climate emergency. The Committee also gave consideration to the long term capacity of the organisation in supporting these areas of work and it was noted that action was already being taken in terms of building capacity to ensure adequate staffing in the longer term.

The Committee requested that thanks be conveyed to the current Strategic Director (Economy and Infrastructure) for the positive impact which he had made whilst in post in acknowledgement of the demands and challenges facing the service.



## Personnel Committee - 5 March 2020

### RESOLVED –

- 1) That the post of Service Director for Resources, Improvement and Partnerships be formalised.
- 2) That the role of Strategic Director for Economy and Infrastructure be disestablished and two Strategic Director roles be created, one to have a strategic focus upon climate change and environment, property asset functions, the highway network and the capital plan, and a separate post to have a strategic focus upon growth and regeneration including housing growth, town centre regeneration, planning and major projects delivery.
- 3) That an additional Service Director post be created within Environmental Services to focus upon the delivery of the asset strategy, the highways network and the wider capital programme.
- 4) That Member Appointment Panels be convened to recruit to the posts as set out in (1), (2) and (3) above.

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**Name of meeting:** Personnel Committee/Full Council Meeting  
**Date:** 3<sup>rd</sup> March 2021 and 17<sup>th</sup> March 2021  
**Title of report:** Pay Policy Statement 2021/22

**Purpose of report**

To comply with the requirements of Sections 38 – 43 of the Localism Act 2011, that the authority produces a policy statement that covers matters concerning the pay of the authority’s principal Chief Officers.

<b>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	<b>Not Applicable</b>
<b>Key Decision - Is it in the <a href="#">Council’s Forward Plan (key decisions and private reports?)</a></b>	<b>No – Not Applicable</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>No</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Rachel Spencer-Henshall 19/2/2021
<b>Is it also signed off by the Service Director (Finance)?</b>	Eamonn Croston 3/2/2021
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	Julie Muscroft 19/2/2021
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Shabir Pandor, Leader of the Council</b>

**Electoral wards affected:** All

**Ward councillors consulted:** All

**Public or private:** Public

**GDPR:** This report contains no information that falls within the scope of the General Data Protection Regulation.

## 1. Summary

- 1.1 Sections 38 – 43 of the Localism Act 2011 requires that the authority produce a policy statement that covers several matters concerning the pay of the authority's staff, principally Chief Officers. The attached policy statement appendices meet the requirements of the Localism Act.
- 1.2 Section 39 (1) of the Localism Act 2011 specifically include the requirement that a relevant authority's pay policy statement must be approved by a resolution of the authority before it comes into force, and as per Section 39 (3) of the Act, that each subsequent annual statement must be prepared and approved before the end of the 31 March immediately preceding the financial year to which it relates.

## 2. Information required to take a decision

- 2.1 The report is submitted to ensure that the Council complies with the requirements of Sections 38 – 43 of the Localism Act 2011. This requires the Council to produce an annual pay policy statement that covers matters concerning the pay of the authority's principal Chief Officers. It also requires a Council resolution to approve the annual statement before the end of the 31 March immediately preceding the financial year to which it relates.
- 2.2 This policy also has some connection with the data on pay and rewards for staff which the Authority publishes under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2015). This policy statement does not cover or include school staff and is not required to do so.
- 2.3 The proposed 2021/22 Pay Policy Statement is attached in more detail for Council approval as follows:

### Appendices

- Ai) Kirklees Pay Policy Statement 2021/22
- Aii) Remuneration of Chief Officers
- Aiii) Kirklees Council Single Status Grades and NHS – Public Health grades (1<sup>st</sup> April 2020) this will be subject to the national pay award consultations for 2021/22.
- Aiv) Range of Policies

## 3. Implications for the Council

- 3.1 Working with people  
N/A
- 3.2 Working with partners  
N/A
- 3.3 Place based working  
N/A

- 3.4 Improving outcomes for children  
N/A
- 3.5 There is sufficient revenue budgetary provision within the approved budget plans for 2021/22 to implement the attached 2021/22 pay policy statement.
4. **Next steps and timelines**  
Publish the Pay Policy Statement on the Council's Internet site, to meet the requirements of the Localism Act.
5. **Officer recommendations and reasons**  
Request that Personnel Committee note, and full Council approve the annual Pay Policy Statement attached to this report in accordance with the 2011 Localism Act.
6. **Cabinet portfolio holder's recommendations**  
That Personnel Committee note, and full Council approve the annual Pay Policy Statement for 2021-22
7. **Contact officer**  
Deborah Lucas – Head of People Services  
Margaret Lunn – Human Resources Partner, People Services
8. **Background Papers and History of Decisions**  
  
2020-21 Pay Policy Statement approved and published on the Council Website.  
Government Pay policy statement guidance: [Openness and accountability in local pay: supplementary guidance - GOV.UK](#)
9. **Service Director responsible**  
  
Rachel Spencer-Henshall – Strategic Director Corporate Strategy, Commissioning and Public Health

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## Kirklees Council – Pay Policy Statement for the period 1 April 2021 to 31 March 2022

### Introduction

Sections 38 – 43 of the Localism Act 2011 requires that the authority produce a policy statement that covers matters concerning the pay of the authority's staff, principally Chief Officers. This policy statement meets the requirements of the Localism Act in this regard and also meets the requirements of guidance issued by the Secretary of State for Communities and Local Government to which the authority is required to have regard under Section 40 of the Act. This policy also has some connection with the data on pay and rewards for staff which the Authority publishes under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2015). This policy statement does not cover or include school staff and is not required to do so.

### Definition of officers covered by the Policy Statement

This policy statement includes the transfer into the Council of the Kirklees Neighbourhood Housing functions, from 1<sup>st</sup> April 2021, it covers the following posts:

- a) Head of the Paid Service, which in this authority is the post of
  - Chief Executive.
- b) Monitoring Officer, which in this authority is the post of
  - Service Director Governance & Commissioning
- c) Statutory Chief Officers, which in this authority are the posts of
  - Strategic Director - Children and Families
  - Strategic Director - Adults & Health
  - Strategic Director - Corporate Strategy, Commissioning & Public Health
  - Service Director – Finance – Section 151 Officer
- d) Non-statutory Chief Officers, which in this authority is the post of
  - Strategic Director - Environment & Climate Change
  - Strategic Director - Growth & Regeneration
- e) Deputy Chief Officers, (those who report directly to a Statutory or Non-Statutory Chief Officer) which in this authority are the posts of:
  - Service Director – Child Protection & Family Support
  - Service Director – Learning & Early Support
  - Service Director – Resources, Improvement & Partnerships
  - Service Director – Adults Sufficiency
  - Service Director – Customers & Communities
  - Service Director – Adults Social Care Operation
  - Service Director – Learning Disabilities & Mental Health
  - Service Director – Development
  - Service Director – Homes & Neighbourhoods
  - Service Director – Skills & Regeneration

- Service Director – Environmental Strategy & Climate Change
- Service Director – Culture & Visitor Economy
- Service Director – Highways & Streetscene
- Service Director – Strategy & Innovation
- Head of People Services
- Consultant in Public Health
- Head of Health Protection
- Head of Accountancy
- Head of Commercial Services
- Head of Welfare & Exchequer Services
- Head of Finance

### **Policy on remunerating Chief Officers**

The authority's policy on remunerating Chief Officers is set out on the schedule that is attached to this policy statement at Appendix aii). It is the policy of this authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities, and qualities that is consistent with the authority's requirements of the post in question at the relevant time.

Following the implementation of Single status, all Chief Officers are paid in accordance with the Council's pay spine including national pay awards.

### **Policy on remunerating the lowest paid in the workforce.**

The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment. This authority revised the pay spine with effect from 1 April 2019 to recognise the implementation of the national minimum wage. The lowest pay point in this Authority, is Grade 1, Spinal Column Point (SCP) 1; £9.25 hourly rate.

The authority has reviewed and implemented apprenticeship rates of pay from the 1<sup>st</sup> April 2019. The rates of pay for 2020/21 are Year 1 £8.20 hourly rate and Year 2 onwards £8.72 hourly rate. The rates are paid to all apprentices and is no longer related to the age of the apprentice.

The pay rate is increased in accordance with any pay settlements which are reached through the National Joint Council for Local Government Services and the apprenticeship rates are increased in accordance with the national minimum wage and national living wage requirements (the 2020 pay spine shown at Appendix Aiii, will be subject to the national pay award consultations, for 2021/22).

### **Policy on the relationship between Chief Officer Remuneration and that of other staff**

The highest paid (actual) salary in this authority is £171,576 which is paid to Jacqui Gedman. The median (full time equivalent) salary\* in this authority (not including Schools or other external organisations) is £21,748 top of Grade 6 SCP 11.



### **\*Median**

*The median is the value falling in the middle when the data items are arranged in an array of either ascending or descending order. If there is an odd number of items, the median is the value of the middle item. If there is an even number of items, the median is obtained by taking the mid points of the two middle points (add middle points together and divide by 2).*

*Excluded: Kirklees active Leisure, Maintained Schools, Academies, Claiming Teachers, Temp Direct, Teachers pensions, Casual and Paymaster Only Contracts, any record where the actual salary is zero.*

The ratio between the two salaries, the 'pay multiple', is 7.89:1.

This authority does not have a policy on maintaining or reaching a specific 'pay multiple', however the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority as expressed in this policy statement and its wider pay policy and approach.

The authority's approach to the payment of other staff is to pay that which the authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities, and qualities needed for the post in question at the relevant time, and to ensure that the authority meets any contractual requirements for staff including the application of any local or national collective agreements, or authority decisions regarding pay.

### **Policy on other aspects of Chief Officer Remuneration**

Other aspects of Chief Officer remuneration are appropriate to be covered by this policy statement, these other aspects are defined as recruitment, pay increases, additions to pay, performance related pay, earn back, bonuses, termination payments, transparency and re-employment when in receipt of a Local Government Pension Scheme (LGPS) pension or a redundancy/severance payment. These matters are addressed in the schedule that is attached to this policy statement at Appendix Aiv).

### **Approval of Salary Packages in excess of £100k**

The authority will ensure that, at the latest before an offer of appointment is made, any salary package for any new post that is not currently included within Appendix Aii) (not including schools and any initial transfer to the Council under TUPE), that is in excess of £100k will be considered by full Council. The salary package will be defined as base salary, any bonuses, fees, routinely payable allowances, and benefits in kind that are due under the contract.

### **Flexibility to address recruitment issues for vacant posts**

In the vast majority of circumstances, the provisions of this policy will enable the authority to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element or elements of the remuneration package are not sufficient to secure an effective appointment. This policy statement recognises that this situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the policy statement. Such a

departure from this policy will be expressly justified in each case and will be approved through an appropriate authority decision making route.

**Policy for future years**

This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

RENUMERATION OF CHIEF OFFICERS

APPENDIX Aii)

Job Category	Employment Conditions either Chief Execs, Chief Officer or Local Government Scheme (LGS)	Post Title	Salary Band* **	Expenses	Performance Related Pay (PRP) Arrangements	Earn Back Arrangements	Bonus	Non Cash Benefits	Election Fees	Any Joint Authority Payments	Any other comments
A Head of Paid Service	LGS	Chief Executive	£155,000 - £184,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	Contract includes duties of returning officer for District, Parliamentary & European elections. The LA receives the income from National Government for the Parliamentary and European elections. For Referenda separate fees are paid to the officer.	No	
B Monitoring Officer	LGS	Service Director Governance & Commissioning (Monitoring Officer)	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
C Statutory Chief Officers	LGS	Strategic Director Children & Families	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
C Statutory Chief Officers	LGS	Strategic Director Adults & Health	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
C Statutory Chief Officers	LGS	Strategic Director - Corporate Strategy, Commissioning & Public Health	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
C Statutory Chief Officers	LGS	Service Director - Finance (Section 151 Officer)	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
D Non -Statutory Chief Officers	LGS	Strategic Director Environment & Climate Change	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
D Non -Statutory Chief Officers	LGS	Strategic Director Growth & Regeneration	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Child Protection & Family Support	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Learning & Early Support	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Resources, Improvement & Partnerships	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Adults Sufficiency (a)	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Customers & Communities	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director -Adult Social Care Operation	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director -Learning Disabilities & Mental Health	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Development	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	

Job Category	Employment Conditions either Chief Execs, Chief Officer or Local Government Scheme (LGS)	Post Title	Salary Band* **	Expenses	Performance Related Pay (PRP) Arrangements	Earn Back Arrangements	Bonus	Non Cash Benefits	Election Fees	Any Joint Authority Payments	Any other comments
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Homes & Neighbourhoods	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Skills & Regeneration	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Environmental Strategy & Climate Change	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Culture & Visitor Economy	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	Pending approval from Personnel Committee on 3/3/21
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Highways & Streetscene	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Strategy & Innovation	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of People Service	£70,000 - £89,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Consultant in Public Health	£70,000 - £89,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Health Protection	£70,000 - £89,999	NHS agenda for change has common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Accountancy	£50,000 - £64,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Commercial Services	£50,000 - £64,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Welfare & Exchequer Services	£50,000 - £64,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Finance	£50,000 - £64,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No	

\* Salary is Full Time Equivalent - salary bands quoted reflect pay levels as at 1 April each year

\*\* 2021 Salaries are still to be confirmed salary band based on 2020 salaries

(a) These positions are held by employee's of North Kirklees CCG

\*Revised Pay Spine Implemented 1/4/2020

Grade	SCP	Salary	Not used SCP
Apprentice	Year 1	£15,820	
Apprentice	Year 2	£16,823	
1	1	£17,842	
2	2	£18,198	
3	3	£18,562	
4	4	£18,933	
4	5	£19,312	
5	5	£19,312	
5	6	£19,698	
6	7	£20,092	
6	8	£20,493	
6	9	£20,903	
6	10	£21,322	Not used
6	11	£21,748	
Unused	12	£22,183	Not used
Unused	13	£22,627	Not used
7	14	£23,080	
7	15	£23,541	
7	16	£24,012	Not used
7	17	£24,491	
Unused	18	£24,982	Not used
8	19	£25,481	
8	20	£25,991	
8	21	£26,511	Not used
8	22	£27,041	
9	23	£27,741	
9	24	£28,672	
9	25	£29,577	
9	26	£30,451	
10	27	£31,346	
10	28	£32,234	
10	29	£32,910	
10	30	£33,782	
11	31	£34,728	
11	32	£35,745	
11	33	£36,922	
12	34	£37,890	
12	35	£38,890	
12	36	£39,880	
13	37	£40,876	
13	38	£41,881	
13	39	£42,821	
14	40	£43,857	
14	41	£44,863	
14	42	£45,859	
15	43	£46,845	
15	44	£47,718	
15	45	£48,636	
16	46	£49,497	
16	47	£50,396	
17	48	£51,278	
17	49	£52,173	
17	50	£53,070	
18	51	£53,984	
18	52	£54,722	
18	53	£55,844	
19	54	£56,799	
19	55	£57,779	
19	56	£59,120	
19	57	£63,449	
20	58	£71,224	
20	59	£76,415	
20	60	£81,996	
21	61	£81,638	
21	62	£87,603	
21	63	£93,978	
22	64	£89,830	
22	65	£96,594	
22	66	£103,353	
23	67	£123,238	
23	68	£126,232	
23	69	£129,400	
23	70	£132,481	
23	71	£135,563	
24	72	£155,978	
24	73	£161,179	
24	74	£166,376	
24	75	£171,576	
24	76	£176,775	
24	77	£181,977	

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**Range of Policies**

**APPENDIX aiv)**

<b>Aspect of Chief Officer Remuneration</b>	<b>Authority Policy</b>
Recruitment	The post will be advertised and appointed to at the appropriate approved salary for the post in question level unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package is appropriate under the authority's policy and any variation will be approved through the appropriate authority decision making process.
Pay Increases	The authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations. Following the implementation of Single status, all Chief officers are paid in accordance with the Council's pay spine including national pay awards. The authority will also apply any pay increases that are as a result of authority decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.
Additions to Pay	The authority would not make additional payments beyond those specified in the appropriate policies i.e. Market Rate Supplement, Recruitment and Retention, Acting Up or Honoraria payments.
Performance Related Pay (PRP)	The authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously by utilising the Performance Management system.
Earn-Back (Withholding an element of base pay related to performance)	The authority does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
Bonuses	The authority does not pay bonus payments to senior officers.

Termination Payments	The authority applies its normal redundancy payments arrangements to senior officers and does not have separate provisions for senior officers. The authority also applies the appropriate Pensions regulations when they apply. The authority has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. Any costs that are incurred by the authority regarding senior officers are published in the authority accounts as required under the Accounts and Audit (England) Regulations 2015.
Transparency	The authority meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.
Re-employment of staff in receipt of an Local Government Pension Scheme Pension or a redundancy/severance payment	<p>The authority is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.</p> <p>The authority will therefore consider all applications for candidates to try to ensure the best available candidate is appointed. If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the authority. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.</p> <p>The authority will apply the provisions of the Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.</p>





Name of meeting: Personnel Committee

Date: 3<sup>rd</sup> March 2021

Title of report: Update on Senior Management Arrangements

Purpose of report: To update Personnel Committee on a number of changes to the senior management arrangements and to seek approval to convene a number of recruitment panels

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a>	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by Chief Executive	Jacqui Gedman – 22 <sup>nd</sup> February 2021
Is it also signed off by the Service Director Finance?	Eamonn Croston – 22 <sup>nd</sup> February 2021
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – 22 <sup>nd</sup> February 2021
Cabinet member <a href="#">portfolio</a>	Cllr Shabir Pandor, Leader of the Council

Electoral wards affected: N/A

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered: Yes

## **1.0 Purpose of Report**

- 1.1 To receive an update from the Chief Executive on changes to senior management arrangements
- 1.2 To seek approval to realign the Service Director, Environment, and the Service Director, Highways and Property posts by operational and strategic areas of responsibility across the new Service Director portfolios of Climate Change and Environmental Strategy and Highways and Streetscene.
- 1.3 To establish a new post of Service Director, Culture and Visitor Economy, to report to the Environment and Climate Change Directorate.
- 1.4 To note the structure implemented within the Growth and Regeneration Directorate to accommodate incoming staff and functions from Kirklees Neighbourhood Housing.
- 1.5 To seek agreement to convene member appointment panels to recruit to the above roles
- 1.6 This report builds on the reports to Personnel Committee of 5<sup>th</sup> March 2020, 4<sup>th</sup> November 2019, 29<sup>th</sup> October 2018, 30<sup>th</sup> July 2018, 25<sup>th</sup> April 2018, 13<sup>th</sup> February 2018, 18<sup>th</sup> December 2017, 19<sup>th</sup> September 2017 and 25<sup>th</sup> January 2017
- 1.7 Further changes will be required at Head of Service level and these will be considered at a later date, once the senior appointments have been made.

## **2.0 Strategic Director Appointments**

- 2.1 On 5<sup>th</sup> March 2020 Personnel Committee agreed to disestablish the post of Strategic Director, Economy and Infrastructure, and create two new Strategic Director portfolios of Environment and Climate Change, and Growth and Regeneration. It was noted in the report that this split of Place-based functions has become common across large unitary authorities as they seek to allow a focus for both regeneration and place shaping, but also the delivery of excellent and efficient front-line services. Within Kirklees the addition of an ambitious climate change programme, delivery of the Town Centre blueprints, the end of the waste services PFI contract and the insourcing of KNH were also strategic drivers for the split.
- 2.2 Member appointment panels were convened over the Summer of 2020 and both posts were appointed to.
- 2.3 The new Strategic Directors were both in post with the Council by the end of September 2020.
- 2.4 The new Strategic Directors developed initial 100-day plans for their directorates which included accelerating the delivery of existing programmes of work, developing strategic priorities and reviewing existing organisational capacity to deliver the ambitions set out above. During this time the Strategic Directors also considered the split of the services which had been agreed before they joined the Council and whether this model was still the most appropriate to enable a framework for delivery of the Council's ambitions.
- 2.5 The review of organisational capacity was aided by the learning and recommendations from the 2019 LGA Peer Review which highlighted concerns

regarding organisational capacity, the agreement to bring KNH into the Council and the associated scrutiny process that went before it and recent Overview and Scrutiny Management Committee items on both Climate Change and the Culture, Tourism and Heritage Strategies.

- 2.6 The processes and considerations detailed above have resulted in the proposed senior management structures detailed at Sections 3 and 4 of this report.

### **3.0 Environment and Climate Change**

- 3.1 It is proposed to seek approval to realign the Service Director, Environment; and the Service Director, Highways and Property posts by operational and strategic areas of responsibility across the new Service Director portfolios of Climate Change and Environmental Strategy and Highways and Streetscene.
- 3.2 The realignment of these Service Director portfolios will create capacity to deliver on the Council's ambitious climate change programme, both in terms of the Council's and the Borough's journeys towards net zero carbon and greenhouse gases. The realignment will also allow the Service Director, Environmental Strategy and Climate Change, to ensure that the Council's climate change ambitions are embedded across all Council services. This post will also have responsibility for overhauling the Council's regulatory functions and will ensure that they are aligned to our wider climate commitments, are focused on place-based delivery and are supporting economic recovery and the businesses we regulate.
- 3.3 As part of the review of the split of services inherited by the incoming Strategic Directors, it was agreed by the Executive Team that the Council's Visitor Economy, Culture and Tourism Services, Museums, Galleries and Markets would transfer to the Environment and Climate Change Directorate. It is proposed that the services detailed above, along with the Council's Venues services (Town Halls, Venues, Catering Services and Cleaning Services) would sit in a new Service Director portfolio of Culture and Visitor Economy.
- 3.4 The new post of Service Director, Culture and Visitor Economy will create additional senior management capacity to drive forward the Council's cultural development aspirations. This will include overseeing the development of a new Visitor Economy strategy framework, acting as the client/end user for the development of the Cultural Heart Town Centre regeneration blueprint programme and leading the development of the Kirklees Year of Music 2023 programme. Against this backdrop, this post will have an overtly commercial focus and support the development of the well-established commercial service areas with the Service Director's portfolio, lead on the development of the business cases for the cultural assets proposed as part of the new Cultural Heart regeneration proposals, and support the wider Council in developing its corporate commercial strategy.
- 3.5 It should be noted that funding for the above post will be contained within the overall approved budgetary provision for 2021/22.
- 3.6 The proposed new structure for the Environment and Climate Change Directorate is attached at Appendix A to this report.

## **4.0 Growth and Regeneration**

- 4.1 The Strategic Director for Growth & Regeneration has undertaken a review of the Service Director roles within the directorate. Whilst there are no proposed increase in the number of roles, there are changes to portfolios and changes that relate directly to the transfer back to the Council of KNH.
- 4.2 The two existing Service Director posts have been reviewed to better align the portfolios with the Council's requirements. The reviewed roles are now Service Director Skills & Regeneration and Service Director Development. The Service Director Skills & Regeneration is currently vacant and being covered on an interim basis. This role will shortly be advertised and will be subject to selection by a member recruitment panel. The post of Service Director Development has been filled by an existing Service Director within the directorate.
- 4.3 To prepare for the transfer of KNH into the Council, the position of Chief Executive at KNH has been redesigned and redesignated as Service Director Homes and Neighbourhoods. This position will have full responsibility for the Council's housing functions that were previously KNH. This role has been filled by an existing Service Director from within the Growth and Regeneration directorate.
- 4.4 The revised structure for the Growth and Regeneration Directorate is attached at Appendix B to this report.

## **5.0 Recommendations**

- 5.1 It is recommended that this committee agrees to:
- Realign the Service Director, Environmental Services, and the Service Director, Highways and Property posts by operational and strategic areas of responsibility across the new Service Director portfolios of Climate Change and Environmental Strategy and Highways and Streetscene.
  - Establish a new post of Service Director, Culture and Visitor Economy, to report to the Environment and Climate Change Directorate.
  - Note the arrangements implemented for the accommodation of KNH as well as the realignment of Service Director portfolios in the Growth and Regeneration directorate.
  - Convene member appointment panels to recruit to the above roles

## **6.0 Contact Officers**

Jacqui Gedman, Chief Executive

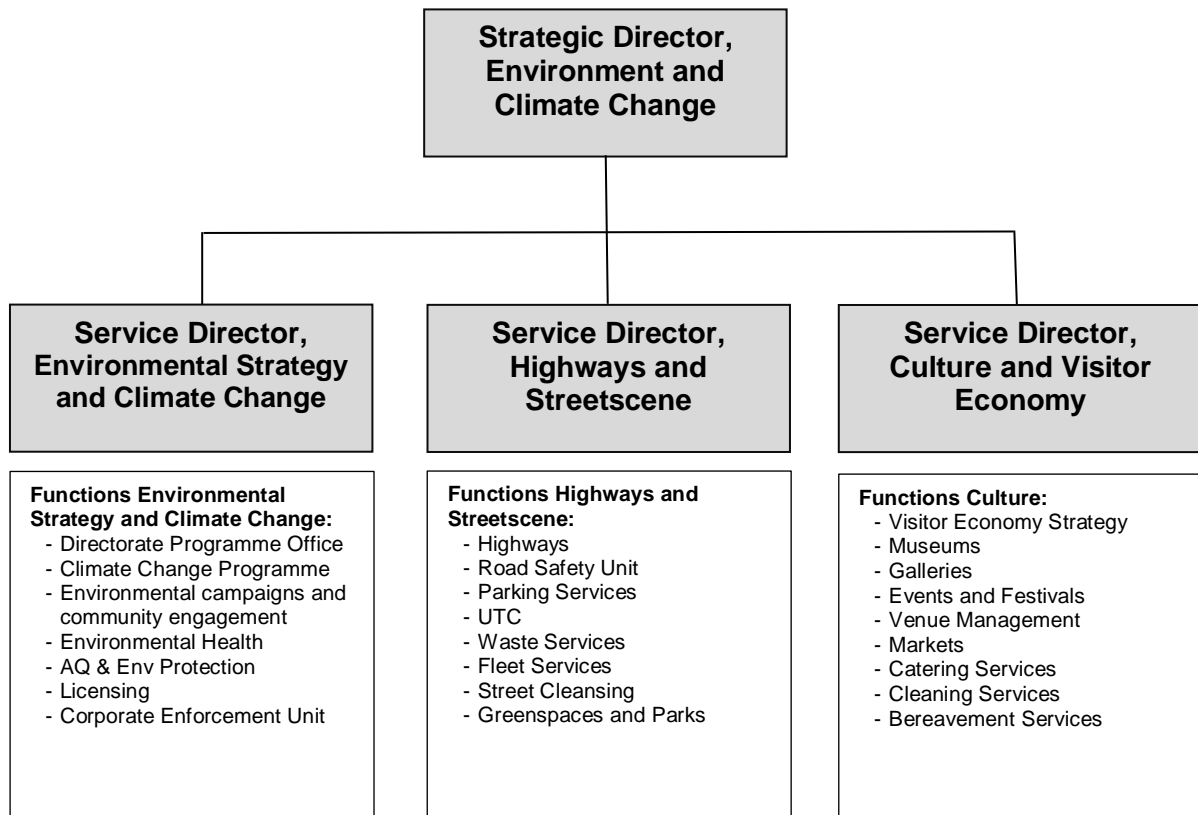
Colin Parr, Strategic Director, Environment and Climate Change

David Shepherd, Strategic Director, Growth and Regeneration

Deborah Lucas, Head of People Services

## Appendix A

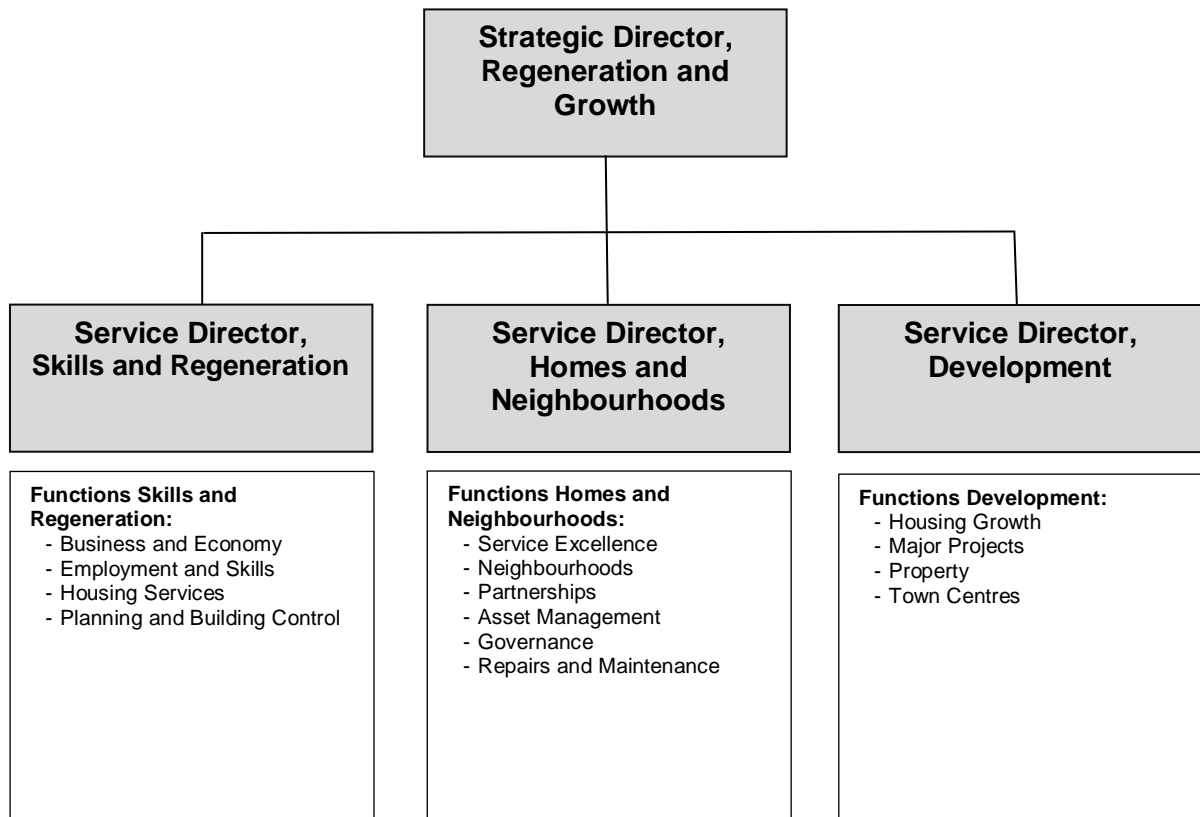
### Proposed Environment and Climate Change Structure



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## Appendix B

### Proposed Regeneration and Growth Structure



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