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

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Friday 16 June 2023

Notice of Meeting

Dear Member

Personnel Committee

The **Personnel Committee** will meet in the **Leadership Meeting Room, Civic Centre 3** at **2.30 pm** on **Monday 26 June 2023**.

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 Paul Davies
Councillor Eric Firth
Councillor Naheed Mather
Councillor Cathy Scott
Councillor David Hall
Councillor John Taylor
Councillor John Lawson
Councillor Donald Firth

When a Member of the Personnel Committee cannot attend the meeting, a member of the Substitutes Panel (below) may attend in their place in accordance with the provision of Council Procedure Rule 35(7).

Substitutes Panel

Conservative

B Armer
D Bellamy
A Gregg
R Smith
M Thompson

Green

K Allison
A Cooper
S Lee-Richards

Labour

B Addy
A Anwar
S Hall
Moore
M Sokhal

Liberal Democrat

PA Davies
A Munro
A Pinnock
A Marchington
A Smith

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

To receive any apologies for absence, or notice of substitution.

2: Minutes of Previous Meeting

1 - 2

To approve the Minutes of the meeting of the Committee held on 30 March 2023.

3: Interests

Councillors 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 or vote upon the item, or any other interests.

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.

5: Public Question Time

To receive any public questions.

In accordance with Council Procedure Rule 11, the period for the asking and answering of public questions shall not exceed 15 minutes.

Any questions must be submitted at least three clear working days in advance of the meeting.

6: Deputation/Petitions

The Committee will receive any petitions and/or 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 submit a petition at the meeting relating to a matter on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10, Members of the Public must submit a deputation at least three clear working days in advance of the meeting and shall subsequently be notified if the deputation shall be heard. A maximum of four deputations shall be heard at any one meeting.

7: Pay Policy Statement 2023/24 (Reference to Council) 3 - 22

To consider the 2023/2024 Pay Policy Statement.

Contact: Shauna Coyle, Head of People Services

8: Planning Service - Workforce Issues 23 - 28

To receive the report.

Contact: Edward Highfield, Skills and Regeneration

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

PERSONNEL COMMITTEE

Thursday 30th March 2023

Present: Councillor Shabir Pandor (Chair)
Councillor Eric Firth
Councillor Steve Hall
Councillor John Taylor
Councillor John Lawson
Councillor Charles Greaves

Apologies: Councillor Paul Davies
Councillor Cathy Scott
Councillor David Hall

1 Membership of the Committee

Councillor S Hall substituted for Councillor Mather.

Apologies for absence were received on behalf of Councillors P Davies, D Hall and Scott.

2 Minutes of Previous Meeting

RESOLVED – That the Minutes of the previous Meeting be approved as a correct record, subject to the amendment of Minute 7 to reflect that discussion had taken place with regards to the submission of a report to a future meeting regarding recruitment and succession planning in Planning Services.

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 Update on Senior Management Arrangements

The Committee gave consideration to a report which provided an update on pending changes to the senior management arrangements within the Authority and sought approval for recruitment panels to be convened.

The report advised of the intention of both the Chief Executive and Strategic Director – Children and Families to retire from their statutory roles within the next twelve months.

Personnel Committee - 30 March 2023

The report recommended that an external recruitment process be commenced to replace the current Chief Executive, and that such a process was likely to take at least six months. It was noted that the Council's Constitution required the confirmation of any proposed appointment to be a decision of Council.

The Committee were advised that, in order to enable the incoming Chief Executive to have involvement in the post of Strategic Director, it was recommended that an internal acting up arrangement be put in place to alleviate the need for an immediate recruitment.

RESOLVED –

- 1) That a recruitment process for the post of Chief Executive and Head of Paid Service be commenced.
- 2) That a Member Recruitment Panel be convened to recruit to the post of Chief Executive.
- 3) That an internal recruitment process for the post of Acting Up – Strategic Director for Children and Families be commenced.
- 4) That a Member Recruitment Panel be convened to recruit to the post of Acting Up – Strategic Director for Children and Families.
- 5) That a recruitment process for the post of Strategic Director for Children and Families be commenced when appropriate.
- 6) That a Member Recruitment Panel be convened to recruit to the post of Strategic Director for Children and Families when appropriate.



Name of meeting: Personnel Committee / Council
Date: 26th June 2023 / 12th July 2023
Title of report: Pay Policy Statement 2023/24

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.

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?	Not Applicable
Key Decision - Is it in the Council’s Forward Plan (key decisions and private reports?)	No – Not Applicable
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by Strategic Director & name.	Rachel Spencer-Henshall 30 th May 2023
Is it also signed off by the Service Director (Finance)?	James Anderson 19 th May 2023
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft 19 th May 2023
Cabinet member portfolio	Cllr Shabir Pandor, Leader of the Council

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 2023/24 Pay Policy Statement is attached in more detail for Council approval as follows:

Appendices

- Ai) Kirklees Pay Policy Statement 2023/24
Remuneration of Chief Officers
Kirklees Council Single Status Grades (1st April 2022) this will be subject to the national pay award consultations for 2023/24.
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 2023/24 to implement the attached 2023/24 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 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 Council approve, the annual Pay Policy Statement for 2023-24.
7. **Contact officers.**
Shauna Coyle – Head of People Services
Margaret Lunn – Human Resources Partner, People Services
8. **Background Papers and History of Decisions**

2022-23 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

1 April 2023 to 31 March 2024

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 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 & 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 – Communities & Access Services
 - 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 Improving Population Health
- 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 A. 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, which may include reference to appropriate benchmarks.

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; £10.50 hourly rate.

The pay rate is increased in accordance with any pay settlements which are reached through the National Joint Council for Local Government Services. (The 2022 pay spine shown at Appendix B, will be subject to the national pay award consultations, for 2023/24).

The authority reviewed and implemented apprenticeship rates of pay from the 1st of April 2019. The rates of pay for 2023/24 are Year 1 £10.18 hourly rate and Year 2 onwards £10.42 hourly rate. The rates are paid to all apprentices and is no longer related to the age of the apprentice. The apprenticeship rates are increased in accordance with the national minimum wage and national living wage requirements

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

The highest paid (actual) salary in this authority is £187,087 top of Grade 24 SCP 77, which is paid to Jacqui Gedman. The median (full time equivalent) salary* in this authority (not including Schools or other external organisations) is £25,878 second point of Grade 7 SCP 15.

***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 7.23:1.

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, which may include reference to appropriate benchmarks, 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 C).

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 A (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 or retention 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 or retention through for example market supplements or recruitment and retention payments. 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.

Remuneration of Chief Officers

Appendix A

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
A Head of Paid Service	LGS	Chief Executive	£160,000 - £189,999	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)	£90,000 - £109,999	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	£125,000 - £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	£125,000 - £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,	£125,000 - £139,999	Kirklees has a common set of Terms and Conditions that	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
		Commissioning & Public Health		applies to all staff. Entitled to claim.						
C Statutory Chief Officers	LGS	Service Director - Finance (Section 151 Officer)	£90,000 - £109,999	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	£125,000 - £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	£125,000 - £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	£90,000 - £109,999	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	£90,000 - £109,999	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
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Resources, Improvement & Partnerships	£90,000 - £109,999	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 - Communities & Access Services	£90,000 - £109,999	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	£90,000 - £109,999	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	£90,000 - £109,999	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	£90,000 - £109,999	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 - Homes & Neighbourhoods	£90,000 - £109,999	Kirklees has a common set of Terms and Conditions that	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
				applies to all staff. Entitled to claim.						
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Skills & Regeneration	£90,000 - £109,999	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	£90,000 - £109,999	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	£90,000 - £109,999	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 - Highways & Streetscene	£90,000 - £109,999	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	£90,000 - £109,999	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
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 Improving Population Health	£55,000 - £69,999	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 Accountancy	£55,000 - £69,999	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
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Commercial Services	£55,000 - £69,999	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	£55,000 - £69,999	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	£55,000 - £69,999	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 of 1 April each year.

** 2023 Salaries are still to be confirmed salary band based on 2022 salaries.

Kirklees Council Single Status Salary Grades

Appendix B

Grade	SCP	Salary		Grade	SCP	Salary
Apprentice	Year 1	£19,640		14	40	£46,549
Apprentice	Year 2	£20,103		14	41	£47,573
1	1	£20,258		14	42	£48,587
2	2	£20,441		15	43	£49,590
3	3	£20,812		15	44	£50,478
4	4	£21,189		15	45	£51,412
4	5	£21,575		16	46	£52,288
5	5	£21,575		16	47	£53,203
5	6	£21,968		17	48	£54,100
6	7	£22,369		17	49	£55,011
6	8	£22,777		17	50	£55,924
6	9	£23,194		18	51	£56,854
6	10	£23,620	Not used	18	52	£57,605
6	11	£24,054		18	53	£58,746
Unused	12	£24,496		19	54	£59,718
Unused	13	£24,948		19	55	£60,715
7	14	£25,409		19	56	£62,080
7	15	£25,878		19	57	£66,484
7	16	£26,357	Not Used	20	58	£74,395
7	17	£26,845		20	59	£79,677
Unused	18	£27,344		20	60	£85,356
8	19	£27,852		21	61	£84,992
8	20	£28,371		21	62	£91,061
8	21	£28,900	Not Used	21	63	£97,548
8	22	£29,439		22	64	£93,327
9	23	£30,151		22	65	£100,209
9	24	£31,099		22	66	£107,087
9	25	£32,020		23	67	£127,320
9	26	£32,909		23	68	£130,366
10	27	£33,820		23	69	£133,590
10	28	£34,723		23	70	£136,724
10	29	£35,411		23	71	£139,860
10	30	£36,298		24	72	£160,633
11	31	£37,261		24	73	£165,925
11	32	£38,296		24	74	£171,213
11	33	£39,493		24	75	£176,504
12	34	£40,478		24	76	£181,794
12	35	£41,496		24	77	£187,087
12	36	£42,503				
13	37	£43,516				
13	38	£44,539				
13	39	£45,495				

*Revised Pay spine Implemented 1st April 2019

** 2023 Salaries are still to be confirmed salary band based on 2022 salaries

*** Apprenticeship rates of pay are increased in accordance with the national minimum wage and national living wage requirements (rates shown are from 01.04.2023).

Range of Kirklees Policies

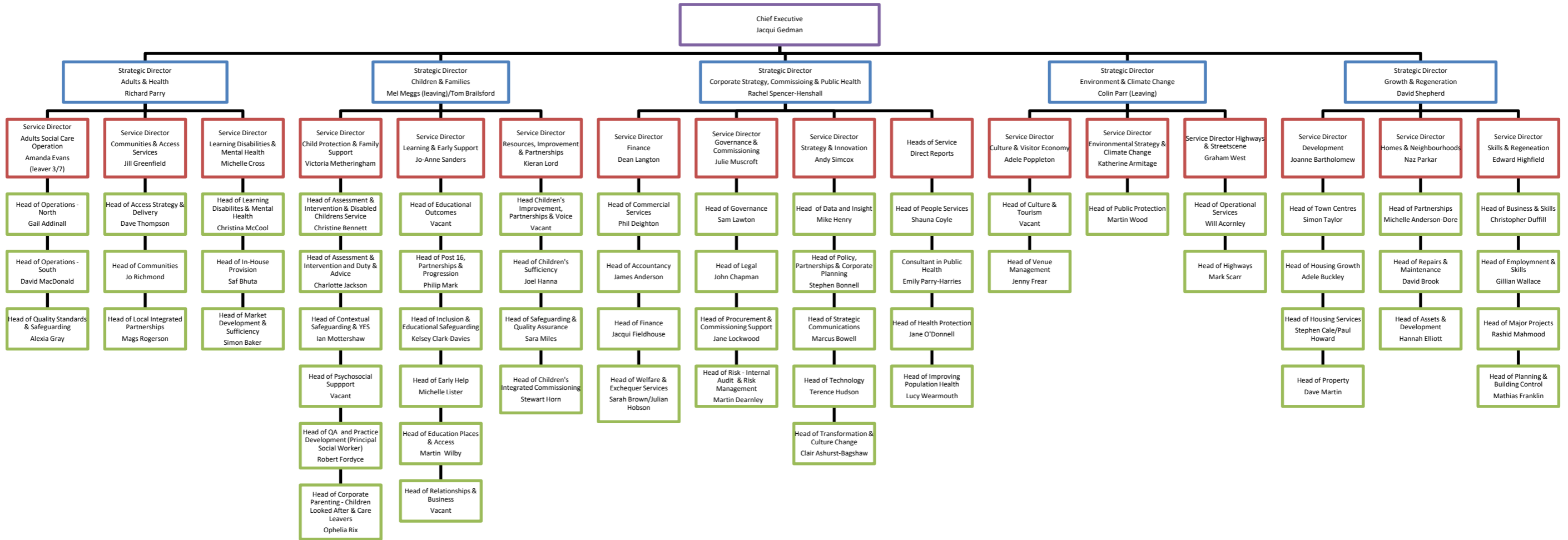
Appendix C

Aspect of Chief Officer Remuneration	Authority Policy
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.

Aspect of Chief Officer Remuneration	Authority Policy
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 a 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>

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Kirklees Council – Senior Management Structure Chart



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Name of meeting: Personnel Committee

Date: 6 June 2023

Title of report: Planning Service – workforce issues

Purpose of report:

This report is prepared to help the Personnel Committee understand the pressures within the Planning Service over the last 2 years and how they relate to the workforce.

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?	Yes/ no or Not Applicable No
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?	Key Decision No This is only applicable to Cabinet reports Private Report/Private Appendix – Yes/No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable Provided for information rather than decision
Date signed off by <u>Strategic Director</u> & name	David Shepherd 15/6/23
Is it also signed off by the Service Director for Finance?	Consulted 26/5/23
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Consulted 26/5/23
Cabinet member portfolio	Cllr Turner, Regeneration

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes – no personal data

1. Summary

This report is prepared to help the Committee understand the pressures within the Planning Service over the last 2 years and how they relate to the workforce.

- There are substantial challenges in the built environment labour market. There is a lack of engineers and town planners nationally and competition for professionals at all levels is fierce amongst Councils, the private sector and the independent consultant market.
- Staff turnover in Kirklees is high - over a third of the service have been with the Council for less than 2 years.
- The reasons for leavers vary - from obtaining new jobs elsewhere for better pay, the end of temporary contracts for student placements, moving into the private sector consultancy market (which has grown in response to local authority need), retirements and career changes.
- Pay is a barrier to attracting and retaining experienced staff. This is evidenced by discussions with leavers, particularly above Grade 10 roles. Discussions with prospective applicants also indicate pay is a barrier to applying for posts.
- In addition, Kirklees has a reputation of being a challenging place to be a town planner compared with other districts where there is seen to be less pressure and less opposition to development from the public.
- A number of roles have been hard to fill and vacancies are being actively managed to off set falling income. Gaps between posts becoming vacant and new staff arriving places ongoing strain on the service.
- Customer satisfaction as a result is low based upon the length of time applications can take to be concluded. This is a function of very high case loads per case officer.
- A service wide Action Plan is being developed which includes a broad range of actions necessary to support effective delivery of the planning service.

2. Background

Staff have worked relentlessly since the adoption of the Local Plan in 2019 and throughout the pandemic period, when planning applications numbers spiked at over 4,000 per year.

Kirklees is the 20th largest Planning Authority in the Country with around 2,450 planning applications received in 2022. In comparison, Wakefield received 1,550 applications per year and Calderdale around 1,100 in 2022. It should be noted these figures are just for planning applications; the service also deals with well over 1,000 other types of consent and applications, such as works to Trees, pre-application enquiries, appeals and drafting and monitoring Legal Agreements (S106).

The Government's position is that Planning Authorities should be largely funded through planning application fees, although overall the hours taken to validate, assess, consider, negotiate and amend planning applications is not covered by the fees received. This makes the Planning Service extremely reliant on external, macro economic conditions. In challenging economic times (like now) when the number of larger applications falls, income levels drop rapidly. This means we are unable to afford to fill vacancies that do occur without over spending.

The budget target for fee income in 2022-23 was £2.4M, over which only around £1.3M was achieved. The service is therefore holding any vacancies it can to reduce staffing costs (by far the biggest expenditure). The result is higher case loads for existing staff and slower determination of applications.

To support and retain staff, a retention payment scheme was created and introduced in 2022. This places roughly £230,000 per year additional budget demands upon the Planning and Development service.

Unexpected periods of extended leave for staff due to sickness or personal circumstances have also had a detrimental effect upon staff wellbeing by adding to workloads. Customer satisfaction with the planning service is variable with concerns regularly raised relating to timeliness of responses and decision making.

Morale in Development Management in particular is low due to staff changes, high workloads per officer, challenging relationships with some customers and extensive requests for amendments to plans or supporting information. Allied technical services across the council who are often consultees on planning applications face similar challenges, meaning they are often not being able to provide timely responses or find pragmatic solutions to engineering challenges which all presents to the public as delays with “planning”. Public participation in the planning process is often extensive and often from a position of opposition to applications. All these factors cause fatigue and erosion in staff welfare. These factors also affect the council’s reputation with investors when considering decisions on new developments in our district.

3. Staffing

- There are 49 FTE posts in Development Management, across the 6 teams, comprising 3 planning officer teams, one compliance team, a highway development management team and a Conservation, Design, Trees and Ecology Team.
- In the Planning Policy and Strategy group there is approximately 15 FTE members of staff
- There are currently 8 vacant posts (all in Development Management) with 3 more critical posts soon to leave, including the Group Leader for Planning Policy and Strategy, a senior planner from the Majors Team and one of the two experienced Tree Officers.
- There is also one Area Planning Team leader on long term leave and one member of the team has just returned from long-term sickness
- Around 25 members of the Planning Service have left the Council during the last 2 years and 28 new members of staff being recruited in this time period.
- In response to national shortages of experienced planners, Kirklees has been successful in ‘growing its own’ staff from apprentices through to Group Leaders but this approach is very demanding on existing experienced staff who need to train and mentor new starters, whilst also handling their own case loads.
- So whilst overall headcount is roughly comparable, periods of vacancies the impact of inexperienced staff being recruited in most instances to replace more experienced leavers places strains on a stretched service.

Beyond the sheer number of leavers, a critical factor for the service is the experience of the staff we have been able to recruit to replace them with.

- The 17 staff members in Development Management who’ve left between March 2020 – Oct 2022 had an average of 15.5 years of experience per officer. In addition to the length of experience, many of the officers also had extensive local knowledge of both sites and the wider area which takes a significant amount of time to replace.
- The 17 staff members who have joined in Development Management between March 2020 – Oct 2022 have an average of 5.3 years of experience per officer.
- Within the Area teams within Development Management, 54% have less than 5 years’ experience.

4. Service improvement

A number of linked actions have been taken or are being developed to help respond to these unprecedented challenges:

- **Staff retention payments:** The retention payment scheme was introduced to rebalance the disparity in pay and to make Kirklees a more attractive employment location for professional planners. This has been successful to a point. Staff have felt supported and more inclined to progress their careers at Kirklees in general but there are still significant numbers leaving for better paid roles elsewhere in Local Authorities and concerns that this payment will need to be withdrawn to meet budget pressures.
- **Governance reforms:** The service is examining ways to make the decision making process quicker and more efficient, thereby releasing officer time that can be redirected to improve the through put of planning decisions and allow officers more time to focus on ensuring quality decision are made, sites are monitored and S106 obligations are received and services across the council who deliver the schemes from the S106 money received are supported to bring forward the benefits of the planning gain.
- **Civic Centre 1 reopening:** Bringing staff back into a 50-50 hybrid way of working between office based and remote working will be a positive step to ensuring staff are appropriately supported and able to work in person with colleagues. This will allow leaders and managers the opportunity to support staff development, work through put and enable collaboration and, critically, promote greater collaboration with other professional teams that are critical to the planning process such as Highways. The accommodation provided by the improved and refurbished CC1 will also make prospective candidates to Kirklees Council more attracted to our Council.
- **Local Plan Review:** The current Local Plan is required to be reviewed by the end of 2024. It is expected that the Government's impending reforms to Planning will clarify the new requirements for setting housing and job targets by the summer 2023. This will help the Council understand what is required to produce a future Local Plan. Once a new Local Plan is produced, it will stimulate a new wave of development sites in Kirklees and provide clarity on applications that are in conformity to the Local Plan and associated adopted planning guidance documents.
- **Staff welfare:** The Council is a good employer with opportunities to learn, train and succeed. Our apprenticeship programme is well established and the 'grow your own' strategy to developing our staff into experts in their technical disciplines and leadership roles is well established.
- **Effective consultees:** We are working with the internal consultees, most importantly Highways Service to ensure their contribution to the planning process is not out of step with the practises and approaches of other councils. The time spent on condition discharge process, comparable to the small fee received for the application to discharge conditions means fees do not cover the officer time spent.
- **Attracting investment:** In combination with a range of Council services, the Planning Service supports the Council's ambitions to create the homes our communities need and the good job opportunities our residents and business need to thrive and succeed. Working with partners in the district and across the region the Council is attracting inward investment opportunities and working collaboratively with our business community, large and small, to support their aspirations and retain businesses within our district wherever possible. Engaging with stakeholders is vitally important, from architects, consultants, local builders and landowners and businesses to try to help them get the best from our services.

5. Conclusion

There is no one single solution to improve service delivery and staff retention. Pay is currently the biggest barrier to attracting experienced staff or retaining individuals and uncertainty in budget forecasting weighs on staff when they are deciding where to work.

Public participation in the planning system is a key component and is not an area which should be diluted or discouraged. However, changing the narrative around the benefits of new development, regeneration, house building, and job creation would significantly help to improve the attractiveness of working in Kirklees.

6. Implications for the Council

The planning service is a critical interface with residents and businesses in Kirklees and is a fundamental function of local democracy. It is therefore vitally important that we are able to discharge the functions of the Local Planning Authority in a robust and transparent manner.

6.1 Working with People

The planning process provides a crucially important role for public engagement. We receive over 8,000 individual comments or inquiries from residents each year, each of which needs to be processed and weighed in the planning process.

6.2 Working with Partners

An efficient and transparent planning system in Kirklees is important for partner organisations. A good reputation for planning helps partners plan effectively and have the confidence to invest. As a result, the issues outlined in this paper are of relevance to a wide range of partners in Kirklees.

6.3 Climate Change and Air Quality

Tackling the climate emergency, reducing emissions and improving air quality are key long-term priorities for the Council to improve the quality of life for our residents and create a borough that is healthier, more sustainable and fairer for everyone. The planning system has a key role in creating the policies that will help deliver this change as well as shaping and approving applications for the built environment.

6.4 Other (eg Integrated Impact Assessment/Legal/Financial or Human Resources)

There are no direct legal or financial implications of this report. No decisions are being sought, however it is important to recognise that some of the issues outlined in this report are affected by financial considerations. As outlined in the report, falling fee income associated with a slowing macro economy impact on the service's ability to cover its costs. As a result, a high number of vacancies are being held which has a knock on impact on delivery. An Integrated Impact Assessment (IIA) has not been completed for this report since it is an update for Personnel Committee and no decision is sought.

7. Consultees and their opinions

We have not directly consulted on this report since it is an update and is not seeking a decision. The Planning service has a range of forums to seek the opinions of customers. The report references customer opinions in a number of places.

8. Next steps and timelines

The report is presented to Personnel Committee for discussion and comment. The wider, ongoing actions for the service are set out in section 4

9. Officer recommendations and reasons

- The committee are asked to note the challenges of the local and national job market The committee are asked to note the work that the department has done to mitigate against these challenges.
- The Planning Service will continue to work with Workforce Strategy to explore opportunities to addresses the issues set out in this paper.

9. Cabinet Portfolio Holder's recommendations

Whilst many of the issues as to why the planning service is under strain are not matters which Personnel Committee can control, it is hoped this report is helpful to set out the context under which staff in the Planning Service are required to operate.

Cllr Turner, Regeneration

10. Contact officer

Edward Highfield, Service Director, Skills and Regeneration

11. Background Papers and History of Decisions

None

12. Service Director responsible

Edward Highfield, Service Director, Skills and Regeneration