
REVISED PAY POLICY STATEMENT 2022/23

1 SUMMARY

- 1.1 This report presents a revised Pay Policy Statement (PPS) for approval by Council (Appendix 1). A PPS must be in place for 2022/23 which has been approved by Council. This was initially approved on 15 February 2022; however, it has been reviewed as part of the partnership arrangements with Brentwood Borough Council. Consequently, the PPS has been updated and will require further approval.
- 1.2 On 25 January 2022 (the “January Meeting”) Council resolved to agree the Strategic Partnership between the Council and Brentwood Borough Council (BBC) and appointed Jonathan Stephenson as the Joint Chief Executive for both Councils and the Council’s Head of Paid Service with effect from 1 February 2022. In addition, Council delegated authority to the Joint Chief Executive to undertake a restructure of Tiers 2 and 3 of the councils in consultation with the Leader of each council.
- 1.3 The creation of a single unified officer team requires both councils’ pay policies to align. A report in like terms is also being brought to Brentwood Borough Council on 22 June 2022 for approval.

2 DISCUSSION

- 2.1 One of the requirements of the Localism Act 2011 (“the Act”) is that local authorities must approve and publish a Pay Policy Statement to articulate their policy towards a range of issues relating to the pay of their workforce and, particularly, senior staff and the lowest paid employees.
- 2.2 The provisions in the Act aim to increase accountability, transparency and fairness in the setting of local pay and ensure that communities have access to the information they need to determine whether remuneration, particularly senior remuneration, is appropriate and commensurate with responsibility. The Act requires Council to approve the PPS and any in year changes and this cannot be delegated to a Committee.
- 2.3 Each local authority is an individual employer in its own right and can make decisions on pay that are appropriate to local circumstances and which deliver value for money for residents. The Act does not seek to change this or determine what pay decisions should be taken, but it does require authorities to be open about their policies in relation to pay and how decisions are made.
- 2.4 The Code of Recommended Practice for Local Authorities on Data Transparency asks councils to consider the way they release data on senior salaries.
- 2.5 The Council already publishes information about the salaries and the role of its Chief Officers on the Council’s website and in the annual Financial Statements.

- 2.6 Since the appointment of the Joint Chief Executive in accordance with the decision of Council on 25 January 2022, which replaced the vacant Managing Director post, further reviews have taken place to consider a structure to support the partnership arrangements at Tiers 2 and 3. As a result of this review there will be 3 Strategic Directors and 9 Directors that will work across both councils. These roles have been benchmarked and job evaluated by the East of England Local Government Association (EELGA).
- 2.7 Details of the benchmarking work undertaken (Appendix 3) and the proposed pay ranges (Appendix 4) for these roles were referenced at the January meeting and therefore the financial implications have already been factored in as part of the #One Team Transformation Programme.
- 2.8 The Pay Policy Statement also outlines updated pay scales. Since the approval on 15 February 2022, the 2021/22 national pay awards were agreed and implemented in March 2022, including the required back pay. With effect from 1 April 2021 an increase of 2.75% on NJC pay point 1 and an increase of 1.75% on all NJC pay points 2 and above, were applied (Appendix 4).

3 REQUIREMENTS FOR THE PPS

- 3.1 The Act sets out in detail the elements which the PPS must include as a minimum. In addition to the determination of senior salaries, authorities must make clear what approach is taken to awarding other elements of pay, including severance payments, additional fees (such as election duties), pay increases, etc.
- 3.2 The Act also requires that Council should be offered the opportunity to vote before large salary packages (in excess of £100,000) are offered to new appointees.
- 3.3 The Statement must set out Council's policies relating to:-
- (a) the remuneration of its Chief Officers,
 - (b) the remuneration of its lowest paid employees, and
 - (c) the relationship between:-
 - (i) the remuneration of its Chief Officers, and;
 - (ii) the remuneration of its employees who are not Chief Officers,
 - (d) the level and elements of remuneration for each Chief Officer,
 - (e) remuneration of Chief Officers on recruitment,
 - (f) increases and additions to remuneration for each Chief Officer,
 - (g) the use of performance related pay for Chief Officers,
 - (h) the use of bonuses for Chief Officers,
 - (i) the approach to the payment of Chief Officers on their ceasing to hold office or to be employed by the authority, and
 - (j) the publication of and access to information relating to remuneration of Chief Officers.
- 3.4 The statement must set out the definition of 'lowest-paid employees' and the authority's reasons for adopting that definition.

- 3.5 The Act requires authorities to set their policy for the remuneration for their highest and lowest paid staff and to explain what they think the relationship should be. The 2011 Hutton Review of Fair Pay recommended the publication of an organisation's pay multiple – the ratio between the highest paid employee and the median average earnings across an organisation - as a means of illustrating that relationship. This is the approach taken in the attached PPS.

4 RESOURCE IMPLICATIONS

- 4.1 Provision will be made within the 2022/23 budget to reflect the Council's share of the joint Partnership costs of establishment at the agreed pay scales, as set out in the PPS, including any expected cost of living increases which are yet to be confirmed for 2022/23.

5 LEGAL IMPLICATIONS

- 5.1 The PPS is necessary to comply with the Localism Act 2011.


6 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 The application of the PPS should ensure fairness and equality in dealing with issues of pay.

7 RECOMMENDATION

- 7.1 It is proposed that Council **RESOLVES**

That the Pay Policy Statement at Appendix 1 be adopted.



Jonathan Stephenson
Chief Executive

Background Papers:-

None.

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If you would like this report in large print, Braille or another language please contact 01702 318111.

ROCHFORD DISTRICT COUNCIL PAY POLICY STATEMENT 2022/23

1. Introduction

- 1.1 This Pay Policy Statement (PPS) sets out the Council's approach to the remuneration of its employees to comply with provisions of the Localism Act 2011 to increase accountability, transparency and fairness in the setting of local pay.
- 1.2 In addition, it describes the pay arrangements for the leadership team following the partnership agreement with Brentwood Borough Council as part of the #OneTeam Transformation Programme.
- 1.3 This PPS is produced in accordance with Chapter 8 of the Localism Act 2011 ("the Act"). It is made available on the Council's website which also includes separately published data on salary information relating to the Leadership Team.
- 1.4 This PPS complies with the requirements of the Localism Act and the guidance "Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011", published 17 February 2012).

2. Definitions

- 2.1 Pay Spine - For employees subject to the 'National Agreement on Pay and Conditions of Service of the National Joint Council for Local Government Services' (commonly known as the 'Green Book'), the Council uses a pay spine based on national Spinal Column Points up to PO17. The rest of the pay line has been determined based on locally agreed Pay and Conditions. The banded grading structure is shown at the end of this statement.
- 2.2 Section 43 of the Localism Act defines the meaning of a Chief Officer. In relation to Rochford District Council's management structure the following is included in the definition of a Chief Officer:
 - Statutory Chief Officers (Head of Paid Service, Monitoring Officer and Section 151 Officer)
 - Non-Statutory Chief Officers (Strategic Directors)
 - Deputy Chief Officers (Directors)
- 2.3 Employees on Scale 3 are defined as our lowest-paid employees. The Council also employs apprentices who are paid on a fixed rate below the pay spine and receive free professional training as part of their employment. The Council may employ temporary staff to deliver specific time limited activities on occasion. The remuneration may be based on market rates if appropriate.

3. General Principles Applying to Remuneration of The Leadership Team and other Employees

- 3.1 All posts have been subject to a job evaluation process to determine the correct grading for the post and to ensure consistency and equality.
- 3.2 The recruitment of the Leadership Team is covered by the Council's Constitution.
- 3.3 The salary for new appointments or promotions will be made at a salary point within the range for the post dependent on skills, knowledge, experience and abilities. Full Council, or a meeting of Members, would be offered the opportunity to vote before salary packages exceeding £100,000 in respect of new appointments are offered. For this purpose, salary packages would include salary, allowances and any benefits in kind.
- 3.4 Increments - Employees will normally receive an annual increment, subject to the top of their grade not being exceeded and subject to satisfactory performance. In exceptional circumstances (e.g. examination success), individuals will receive accelerated increments. Again, this is subject to the top of their grade not being exceeded. Some employees are on a career matrix where progression through the increments will depend on meeting certain criteria. For the Leadership Team incremental progression will be determined locally subject to performance. The Leadership Team comprises the Joint Chief Executive, Joint Strategic Directors and Joint Directors (shared with BBC).
- 3.5 Pay Awards - For posts evaluated at PO17 or below the values of the scale points in the pay grades are uprated by the pay awards notified from time to time by the National Joint Council for Local Government Services. For posts evaluated at PO 18-20 the values of the scale points in the pay grades are uprated in line with the pay awards notified from time to time by the National Joint Council for Local Government Services. For the Leadership Team the values of the scale points will be reviewed in line with the JNC nationally agreed cost of living pay award and determined locally in terms of its application.
- 3.6 Market Supplements – Where market fluctuations and demands are such an additional payment may be necessary in order to recruit and retain staff with appropriate and essential knowledge and skills. This is a discretionary payment. A robust business case must be submitted to the Chief Executive/Strategic Director and the Section 151 Officer for consideration. Market supplements will only be paid in exceptional cases where there is evidence submitted such as local and regional benchmarking data and a history or failure to recruit or retain staff in key posts. Market supplements which are in place will be reviewed annually and may be withdrawn at the discretion of the Council. They do not form part of basic pay and there is no contractual right to receive or retain a market supplement. Market supplements allow flexibility for the Council to attract and retain high calibre

staff in key posts which, particularly during times of financial challenge, is crucial if the Council is to retain high performance levels and deliver services to local people. Market supplements are currently only considered for posts within the Planning and Regeneration Service.

- 3.7 The Head of Paid Service has delegated authority to determine and issue guidelines with regard to national and local pay awards.
- 3.8 If there is a future agreement for a pay award this PPS will be updated.
- 3.9 The Council does not apply performance-related pay or bonuses.
- 3.10 On ceasing to be employed by the Council, individuals will only receive compensation in circumstances that:
- (a) are relevant (e.g. redundancy); and
 - (b) are in accordance with the various employer discretions provided by the Local Government Pension Scheme (LGPS);
 - (c) comply with the specific term(s) of a settlement agreement; and/or
 - (d) are in accordance with the public sector exit cap
- 3.11 Any decision to re-employ an individual who was previously employed by the Council and, on ceasing to be employed, was in receipt of a severance or redundancy payment, or to appoint a member of the Leadership Team who is already in receipt of a pension under the LGPS, will be made on merit.
- 3.12 The Council has a Flexible Retirement Policy setting out when this might be allowed. This is where an individual aged 55 or over who reduces their grade or hours of work (or both) may receive all or part of their LGPS benefits immediately, even though they haven't left the Council's employment. This will be allowed only in circumstances where it is demonstrated to be in the Council's interests.
- 3.13 Where changes to a job description result in the downgrading of a post or an employee is permanently redeployed to a post with a lower salary, the individual may be entitled to a limited period of pay protection as per the Council's Managing Organisational Change Policy.
- 3.14 Salary sacrifice schemes are available.

4. Additional Payments for PO20 and below

- 4.1 In addition to the basic salary for the post, staff at PO20 and below may be eligible for other payments including, but not limited to:
- Subsistence in line with the National Agreement on Pay and Conditions.
 - Essential and casual car user payments based on CO2 bandings.

- Acting Up allowance where an officer covers the duties of a higher grade position.
- An award in relation to maintaining 100% attendance during a 6 month period may qualify to receive an award
- The Council may pay subscription or other regulatory fees where membership of a professional organisation is a requirement to carry out the role.
- Overtime is paid in line with the Council's policy, up to staff grade PO2. No overtime is paid to staff above grade PO2, apart from in exceptional circumstances.
- Holiday Pay Adjustment allowance, as determined by case law related to Working Time Regulations

5. Additional Payments for all staff

- 5.1 Additional payments are made to staff who undertake additional duties such as emergency on-call officers, health and safety departmental co-ordinators, first aiders and fire marshals.
- 5.2 An officer undertaking the statutory role of Deputy Returning Officer receives the relevant fee in respect of County, District and Town/Parish Council elections. The fee for undertaking this role is calculated in accordance with a formula previously agreed by the Council. Fees for conducting Parliamentary Elections, European, Police and Crime Commissioner Elections and referenda are determined by way of a Statutory Instrument.

6. Remuneration of the Leadership Team

- 6.1 On the 25 January 2022 the Council resolved to agree the Strategic Partnership between the Council and Brentwood Borough Council (BBC) and appointed a Joint Chief Executive for both Councils and the Council's Head of Paid Service with effect from 1 February 2022. In addition, Council delegated authority to the Joint Chief Executive to undertake a restructure of Tiers 2 and 3 of the councils in consultation with the Leader of each council.
- 6.2 The Leadership Team comprises the Chief Executive, 3x Strategic Directors and 9x Directors. These roles will be contractually obliged to work across the partnership with Brentwood Borough Council.
- 6.3 The Leadership Team's salary range has been set on the advice of the East of England Local Government Association (EELGA) on the basis of benchmarking against appropriate regional comparators and have been job evaluated using the Senior Manager LGA scheme. Salary details are published on the Council's website and are also detailed below. Staff are subject to ongoing appraisal, and progression on the scale only happens if satisfactory progress is evidenced.

- 6.4 The statutory posts of the Chief Finance Officer (section 151) and Monitoring Officer will be paid an annual allowance of £5,000 if undertaking this role solely for Rochford District Council or £10,000 if undertaking this role across both Councils, this will be in addition to their salary for these responsibilities. The allowance has been benchmarked in consultation with EELGA and will be reviewed periodically. This allowance can be applied up to and including Strategic Director roles.
- 6.5 The salaries and any other applicable payments are shared equally with Brentwood Borough Council. Other conditions of service for these posts are determined by the Joint Negotiating Committee for Chief Executives of Local Authorities and local collective agreements.
- 6.6 Car mileage is paid at HMRC rates. Essential car payments are not paid. Subsistence allowances will be paid in line with those for other staff.
- 6.7 The members of the Leadership Team undertaking the statutory roles of Returning Officer and Deputy Returning Officer receive the relevant fee in respect of County, District and Town/Parish Council elections. The fee for undertaking this role is calculated in accordance with a formula previously agreed by the Council. Fees for conducting Parliamentary Elections, European, Police and Crime Commissioner Elections and referenda are determined by way of a Statutory Instrument.

7. Relationship between the lowest and highest paid employees

- 7.1 The Act requires authorities to set out the relationship between the remuneration for their highest paid staff compared to their lowest paid employees and to explain what they think the relationship should be. The Hutton Review recommended the publication of an organisation's pay multiple – the ratio between the highest paid employee and the median average earnings across an organisation - as a means of illustrating that relationship and this is the approach adopted in this PPS.
- 7.2 The Council's current pay multiples based on its establishment (including vacant posts), set out below for general guidance, are:
- The ratio of the highest earning officer to the median average of all other employees is 5.14
 - The ratio of the median average Chief Officers earnings to the median average of all other employees is 2.83
- 7.3 The relationship between earnings at the highest and lowest levels is controlled by job evaluation.

8. Tax

- 8.1 IR35 rules took effect from 6th April 2017. In some circumstances, it can be more cost effective and appropriate to employ individuals through private companies. In these rare instances, compliance with HMRC tax legislation is checked and value for money would need to be demonstrated.

9. Transparency and Access to Information

- 9.1 This Policy will be published on the Council's website once it has been approved by Full Council. The Council also publishes details and the salary ranges of the Leadership Team on its website.
- 9.2 The Council will publish details of the remuneration for the Leadership Team in its Financial Statements on the website by 30 June after the year end. The Financial Statements will also include a note setting out the number of employees whose remuneration was £50,000 or more in bands of £5,000.

10. Review

- 10.1 The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. Our next Statement will be for 2023/24.
- 10.2 If it should be necessary to amend the Statement during the year that it applies, an appropriate resolution will be made by Full Council. This does not apply to the updating of salary scales if there is a nationally set pay award agreed.

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GRADING STRUCTURE

Grade	Scale Point Range	
	From	To
Scale 1	1	2
Scale 2	3	4
Scale 3	5	6
Scale 4	7	11
Scale 5	12	18
Scale 6	19	22
SO1	23	25
SO2	26	28
PO1 – 20	27	46
Director (Joint role with BBC)	D1	D3
Strategic Director (Joint role with BBC)	SD1	SD3
Chief Executive (Joint role with BBC)	CE1	CE3

LEADERSHIP TEAM REMUNERATION

Grade	Salary Range	
	From	To
Director (Joint role with BBC)	£80,000	£90,000
Strategic Director (Joint role with BBC)	£100,000	£110,000
Chief Executive (Joint role with BBC)	£140,000	£160,000



East of England
Local Government Association

Brentwood and Rochford Councils pay benchmarking report

Improving the East

1. Introduction

Brentwood and Rochford councils have separate staff groups and serve both councils as independent sovereign councils.

Both councils are ambitious for their “places” and are delivering an ambitious and forward focussed agenda.

A new shared arrangement around a shared Chief Executive has recently been put in place. This arrangement is likely to become permanent with a move to a shared senior team then moving to a shared staff group longer term.

The councils want to attract recruit and retain the very best staff, and this is critical to their success especially in delivering on their aspirations.

The council will want and need the best possible staff to deliver the agenda, not just in terms of recruitment but retention too.

2. The shared senior team

It is proposed to move to a three Director model reporting directly to the Chief Executive and working across both councils.

There are currently four roles at the two councils although one post is currently vacant.

The proposed configuration of the roles is;

Strategic Director- Resources, Assets and Place

Strategic Director- Customer and data insight, Partnership and Projects, People and Governance

Strategic Director – Housing, Environment and Communities and Health

The current recruitment market is incredibly competitive, given the changes in working practices during Covid, hybrid and agile working means that staff can now choose to work almost anywhere and in any industry, and this presents both opportunities and threats.

There is the ability to recruit from across wider industry and geographical areas, but also the ability for existing staff to consider roles in other places too, without having to relocate.

The two councils have a good record of recruiting staff when the salaries offered have been competitive and have been less successful when the salaries offered fall short of the market expectations. There is no doubt that salary will play a role when competing for top talent, especially within the public sector.

It will be important to understand the current market including pay and reward arrangements across local government, in order to ensure that Brentwood and Rochford are able to recruit and retain the key staff required to deliver the two councils’ aspirations and objectives and to be the best that they can be for their communities.

A balance must be struck between pay that attracts and retains high calibre staff and good value for the public purse.

Recruiting and retaining the very best staff has a direct impact on outcomes, failure to do so will undermine the organisations’ ability to deliver for residents. It is especially unhelpful if key roles cannot be filled or become vacant as the loss of key staff will impact on the ability to deliver key outcomes.

3. Benchmarking

There are 39 Districts/Boroughs in the East of England, the councils vary in size (geographically and population) and have differing characteristics, e.g., rural/urban mix, proximity to London, Coastal or Port authority responsibilities and differing levels of economic or social challenge. All of these things can influence recruitment and retention and therefore salaries offered.

There are some issues to consider when benchmarking salaries. Whilst every council must have a Head of Paid Service (usually included in a Chief Executive or Managing Director role) and two statutory officers (Monitoring officer and Section 151 officer) the exact configuration of post below the Head of Paid Service differs across councils.

The number of officers at tier two; usually called Director and at tier three, variously called Assistant Directors/Heads of Service can be quite different.

The configuration and content of roles at tiers two and three can also be significantly different.

It is unlikely that roles at tiers two and three will have direct comparators at other councils, except for the level at which they operate.

In order to understand the current market EELGA has undertaken benchmarking into pay at Chief Executive, tiers two and three for similar councils and for the types of roles that exist in Brentwood and Rochford.

EELGA has recently surveyed councils on salary levels at tiers 1 to 4. This historical data is contained in a report submitted to the region's Chief Executives however evidence suggests that senior salaries are being reviewed across the region.

The data that has been used for benchmarking is current published data for councils according to their pay policies and information about role content provided by councils directly to EELGA as part of a research project into senior pay across the region.

Particular attention has been paid to shared arrangements and to District/Borough councils in Essex.

4.1 Shared arrangements

The proposed shared arrangement at the two councils creates an additional dimension to roles at a senior level. Supporting two sovereign councils with two (currently) separate teams is more complex both practically and politically and will need to be reflected in the senior roles.

The additional dimension of the geographical distance between the two councils also introduces further complexity.

Whilst there are shared services across councils for a wholly shared workforce, specific service areas or for individual shared posts, there are no other district/borough in the East of England that have the complexity of a newly shared Chief Executive across geographically distances areas and introducing a shared team.

Four "pairs of councils" have previously set up shared arrangements, all of which have wholly shared workforces and adjacent geographical boundaries.

Babergh and Mid Suffolk have a wholly shared workforce as have South Norfolk and Broadland. In these cases, as with Brentwood and Rochford they serve two sovereign councils.

Both East Suffolk (Suffolk Coastal and Waveney) and West Suffolk (Forest Heath and St Edmundsbury) which had a previously shared workforce have now formed a single councils from the previous shared

arrangements, and as the salaries were set when the sharing was in place, they still reflect the additional complexities of shared arrangements.

As all of these comparator authorities are in Suffolk and Norfolk, the salary levels will be lower than might be found in Essex where competition for talent within Essex, into Hertfordshire and in London typically means that salaries are higher than those in Suffolk and Norfolk.

Salary levels for shared arrangements are shown in the table below.

Table one

Council	Chief Exec/MD	Directors	ADs (or equivalent)	Total number in senior team
Babergh/Mid Suffolk These salaries are currently under review	£118,767-£138,202	£82,170-£96,804 (1 Director post)	£59,658 to £74,292 (9 posts, including 1 post 50% funded by Health) Additional payments for MO, S151 and AD Assets and Investments.	11
Broadland/South Norfolk	£140,000-£160,000	£80,000-£100,000 (3 Director posts)	£61,200, - £80,999 (8 Assistant Director posts)	12
East Suffolk	£153,615.	£96,215 - £105,022. (2 Director posts)	£63,956 - £75,080 £77,861 - £88,503 (13 posts - total including two partnership-shared roles)	14 + two shared roles
West Suffolk	£130,000 to £142,500.	£97,500-£106,875 (2 Director posts)	£78,000 -£85,500 (6 posts)	9

4.2 Chief Executive pay

The pay of the Chief Executive essentially provides a “ceiling” and caps the pay of staff at the levels below.

It is often used to determine pay at lower levels within the organisation by expressing senior pay as a percentage of Chief Executive pay which broadly equates to the “weight” of the role.

The Chief Executive pay for districts and boroughs in the region varies significantly. This is related to a number of factors; the size of the council often linked to population size. The complexity of the council; key features such as commercial activity, specific features such as ports/airports or coastal responsibilities and the affordability for the council in relation to market forces at play when the post was last recruited to.

In terms of Chief Executive pay in shared (or previously shared) arrangements Babergh/Mid Suffolk is the lowest (£118,767- £138,202) and no longer reflects the market. The most recent shared appointment in the region is at South Norfolk/Broadland at £140,000-£160,000. This salary was market tested after benchmarking at the point of advertising the role.

In Essex (district and boroughs) salary levels vary due to a number of factors; population size was once used to inform Chief Executive and Director salaries as part of a national formula. This is no longer used however long standing pay arrangements may still retain vestiges of this practice. The timing of the most recent appointment to the role and the market conditions at the time may have impacted on the advertised salary on appointment. The financial position of the authority can also have a bearing. Finally, the authority is free to set and review pay rates and will also set its pay policy on an annual basis.

It is worth noting that some salaries quoted in the benchmarking are based on flexible retirement/part time roles and will therefore not be comparable to full time costs. Also of note is that some salaries are currently under review.

The table below contains salary levels for Chief Executives/Managing directors in Essex. The detail is based on published data and does not include any recent pay awards or any pending changes to pay rates as a result of restructures or pay reviews.

Table two

Local Authority	Tier 1
Basildon	189804
Braintree	140754
Brentwood	125000
Castle Point	143200
Chelmsford	182160
Colchester	133189
Epping forest	143000
Harlow	138971
Maldon	90088
Rochford	124992
Tendring	135076
Uttlesford	122006

4.3 Director pay

Pay for the Directors can vary significantly both in shared arrangements and more widely regionally and nationally and again is sensitive to market conditions particularly on appointment. The title “Director” can relate to a functional, corporate or strategic role and again this may impact on salary.

Table one (above) shows the pay rates for Directors in shared arrangements as well as Chief Executives and tier three roles.

The table below (table three) shows pay for tier two in district/borough authorities in Essex. Again, caution is required as the roles described at tier two in authorities will differ in terms of responsibility, configuration of strategic/corporate/service responsibilities and the size, shape and range of the role and when pay was last reviewed or the organisation was last restructured. Authorities in Essex do not have shared arrangements of the type envisaged in Brentwood and Rochford of a shared senior team.

When setting pay for the new Brentwood and Rochford shared senior roles consideration will be needed of the additional complexity of a shared role. This usually requires an enhancement to salary beyond that paid to a Director, working for a single authority in recognition of the complexity of the role.

Table three

Basildon	146954
Braintree	111006
Brentwood	88492
Castle Point	102842
Chelmsford	125000
Colchester	115797
Epping forest	115000
Harlow	107181
Maldon	86812*
Rochford	96126
Tendring	99465
Uttlesford	96094

* Three Director/Head of Paid Service model.

4.4 Assistant Director pay

The Third tier (often called AD roles) are much more difficult to benchmark as tier three can be very different in each council. The numbers of tier three posts and the organisation of work make direct comparisons difficult.

In some councils tier three roles are wholly operational, especially where there are a larger number of posts at tier two, in others they are more corporate with a balance of cross cutting themes and operational responsibilities. Generally. the more corporate the role the higher the salary to reflect the higher level at which they operate.

In Brentwood/Rochford salaries will be dependent on responsibilities, for example where roles are more strategic with a corporate focus and responsibility across both councils these are likely to attract higher salaries than purely operational roles.

5. Recommendations on pay and reward

The benchmarking exercise has identified that Brentwood and Rochford will need to consider salaries carefully to ensure that they are set fairly and in line with the market. Whilst simultaneously providing good value for the public purse. Consideration will also need to be given to existing salaries for the current posts.

The Chief Executive at Brentwood is currently paid a spot salary of £125,000. This is the same level as a Director at Chelmsford.

The Managing Director at Rochford was paid £124,992

Strategic Directors at Brentwood are paid between £83,230 and £90,262.

The Director at Rochford is paid between £84,818 to £96,126.

For the new shared arrangements, the responsibilities of the roles change substantially to include both corporate and functional responsibilities across both councils. The recommendations below take this into account.

5.1 Chief Executive

The salary at shared arrangements are as follows;

West Suffolk is, £130,000 to £142,500, East Suffolk it is a spot salary of £153,615, South Norfolk/Broadland-£140,000 to £160,000. Babergh and Mid Suffolk are not included as these are currently under review.

Salaries for a Chief Executive for a single authority in Essex vary from the smallest £ 90088 (which relates to a Director post which also holds the statutory responsibility of Head of Paid Service) to the highest of £189804 at Basildon. Basildon has traditionally had higher rates of pay than the rest of Essex.

Taking both Maldon and Basildon aside, and Chelmsford (a City Council) salaries range from £122,006 (Uttlesford) to £143,200 (Castle Point).

The current Chief Executive at Brentwood is paid £125,000 with the previous MD at Rochford paid £124,992.

The closest comparator is likely to be the most recently appointed Joint Chief Executive at South Norfolk Broadland and therefore the recommended salary for the Chief Executive at Brentwood and Rochford is £140,000 to £160,000. With annual progression through a grade of three points (£140,000, £150,000 and £160,000) based on performance.

5.2 Strategic Director

Salaries for Strategic Director roles differ across the region, Broadland and South Norfolk have three Director roles but these are configured differently to those proposed at Brentwood and Rochford, both East Suffolk and West Suffolk have two Directors whilst Babergh and Mid Suffolk have only one Strategic Director.

The salary for Director roles at Broadland and South Norfolk is £80,000-£100,000, West Suffolk is, £97,500-£106,875, at East Suffolk it is £96,215 - £105,022 and at Babergh and Mid Suffolk it is £82,170-£96,804 , although this is under review.

Across districts and boroughs in Essex, salaries for tier two range from £86812 in Maldon to £146954 in Basildon. Taking these two extremes aside, salary levels range from between £96094 (Uttlesford and £115797 (Braintree)

The current Director salaries in Brentwood are £88,492 and in Rochford is £96,126.

it is recommended that the salary for the Strategic Director should be set at £100,000 to £120,000 with a scale of 3 points (£100,000, £110,000, and £120,000). This recommendation acknowledges the strategic nature of the roles , the operation across two councils, with two sets of members and more accurately reflects the responsibilities of the role.

5.3 Assistant Directors

The salary for roles at tier three should not be set until these have been developed as part of the shared arrangement. The size, shape and content of the roles will drive the salary level and can be compared with benchmark information available before the roles are offered as part of the restructure.

It is worth noting that EELGA is currently supporting a number of restructures across the region. In all cases tier three is proving the most difficult to recruit to; salaries are being adjusted to aid recruitment in response to the market.

APPENDIX 3

BRENTWOOD BOROUGH COUNCIL and ROCHFORD DISTRICT COUNCIL

Leadership Pay Scales

2022

Director Grade

SCP	Annual Salary	Monthly Salary	Hourly Rate
1	80,000	6,667	41.47
2	85,000	7,083	44.06
3	90,000	7,500	46.65

Strategic Director Grade

SCP	Annual Salary	Monthly Salary	Hourly Rate
1	100,000	8,333	51.84
2	105,000	8,750	54.43
3	110,000	9,167	57.02

Chief Executive Grade

SCP	Annual Salary	Monthly Salary	Hourly Rate
1	140,000	11,667	72.57
2	150,000	12,500	77.75
3	160,000	13,333	82.94



Appendix 4

RDC SCP		01.04.2021
1	Scale 1	£18,333
2	End of Scale 1	£18,516
3	Scale 2	£18,887
4	End of Scale 2	£19,264
5	Scale 3	£19,650
6	End of Scale 3	£20,043
7	Scale 4	£20,444
8		£20,852
9		£21,269
10		£21,695
11	End of Scale 4	£22,129
12	Scale 5	£22,571
13		£23,023
14		£23,484
15		£23,953
16		£24,432
17	End of Scale 5	£24,920
19	Scale 6	£25,927
20		£26,446
21		£26,975
22	End of Scale 6	£27,514
23	SO1	£28,226
24		£29,174
25	End of SO1	£30,095
26	SO2	£30,984
27		£31,895
28	End of SO2	£32,798
27	PO 1	£31,895

28	PO 2	£32,798
29	PO 3	£33,486
30	PO 4	£34,373
31	PO 5	£35,336
32	PO 6	£36,371
33	PO 7	£37,568
34	PO 8	£38,553
35	PO 9	£39,571
36	PO 10	£40,578
37	PO 11	£41,591
38	PO 12	£42,614
39	PO 13	£43,570
40	PO 14	£44,624
41	PO 15	£45,648
42	PO 16	£46,662
43	PO 17	£47,665
44	PO 18	£50,064
45	PO 19	£51,391
46	PO 20	£52,696