

**Unis
Classification**

Item No.

Open

Meeting:	Employment Panel
Meeting date:	03/02/26
Title of report:	Recruitment to Assistant Director – People & Inclusion
Report by:	Kate Waterhouse – Executive Director Strategy & Transformation
Decision Type:	Non-key
Ward(s) to which report relates	All

Executive Summary:

The role of Assistant Director – People and Inclusion was established following the departure of the former Director of People and Inclusion, and the retirement of the Head of Human resources in spring/summer 2025. The role was advertised in September 2025, three candidates were interviewed by Employment Panel in October 2025, however, it was determined that none were appointable.

Recommendation(s)

That the Employment Panel agrees:

1. To apply a Market Supplement of £5k (total maximum remuneration of £101,251)
2. To the proposed redesign of the People Service to present a more attractive management structure to the market
3. To undertake an external recruitment process
4. Selection process with a panel interview scheduled

KEY CONSIDERATIONS

1. Market supplement

The current AD People and Inclusion role is graded Chief Officer Band C (new JNC pay spine WEF November 2025) with pay range of £88,712 - £96,251. Following a review of

market data provided by Hays, details at Appendix 1, it is recommended that a market supplement of £5k is added to the remuneration in order to take the salary over £100k and appeal to a broader range of applicants. NB – if agreed, Employment Panel will need to recommend this remuneration package to full council for approval, in line with Pay Policy –

The establishment of posts with salary levels at £100K or greater are ultimately subject to approval by full Council in accordance with the Localism Act (2011).

2. People Services structure

A new People and Inclusion Services structure is being prepared to move from 10 direct reports (Appendix 2) to 4 direct reports for the AD position. The new structure (pending funding agreement and formal consultation) proposes new senior management roles to consolidate reporting lines with an indicative additional cost of £150k.

These roles would oversee key elements of service provision – Operational and transactional activities which are valued by customers and Advisory services which ensure a strategic approach to managing and mitigating workforce risks – driving culture change and ensuring effective policy that delivers improved workforce experience and productivity. In addition, following the departure of the Head of OD and Culture Change, other roles will be reviewed with a greater focus on Organisational Development delivered across advisory services.

3. Recruitment process

In line with constitution - Appointment of Chief Officers and Deputy Chief Officers – it is recommended that a sub-group of the Employment Panel of the Council will appoint to this Deputy Chief Officer role. NB – it is expected that the pre-election period will commence in the last week of March.

The following process is recommended –

- 1) Advertisement via Hays/People Management (the website of the CIPD – the professional body for HR/OD) websites (Cost TBC), with executive search support from Hays (Cost £8k) with a four-week application window W/C 09/02/26
- 2) Officer shortlist W/C 09/03/26
- 3) Employment Panel Interview W/C 23/03/26

Community impact/links with Community Strategy

Appointment to this key role is essential to ensuring the effective operation of the organisation and, in turn the delivery of our commitment to the Community Strategy.

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:

- A public authority must, in the exercise of its functions, have due regard to the need to -*
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying ‘due regard’ in our decision making in the design of policies and in the delivery of services.

Equality Analysis Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.

No negative impact identified.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
Vacant AD People post impacts on delivery of People Strategy, with additional costs associated with interim management cover	Prompt recruitment process

Consultation:

N/A

Legal Implications:

There are no immediate legal implications

Financial Implications:

Financial implications of fully funding this post are set out in the report

Report Author and Contact Details:

Kate Waterhouse
Kate Waterhouse – Executive Director
Strategy & Transformation
k.waterhouse@bury.gov.uk

Tim Normanton
interim Assistant Director of People
& Inclusion
t.normanton@bury.gov.uk

Background papers:

Appendix 1 – Hays – Senior HR role market data
Appendix 2 - People & Inclusion structure September 2025
Appendix 3 – proposed People Service structure April 2026

Appendix 1 – Hays – Local Government Senior HR role market data

Organisation	Job	Salary	Date of ad
Tameside Metropolitan Borough Council	Assistant Director – People, Workforce Development & Communications	£104,187	Feb-25
North East Combined Authority	Assistant Director of People and Transformation	£103,286	Jul-25
Southend-on-Sea City Council	Executive Director (HR/People oversight)	£134,813	Mar-25
Southend-on-Sea City Council	Director of People and Transformation	£110,000	Dec-24
Thurrock Council	Assistant Director HR and OD	£106,430	Dec-24
Lincolnshire County Council	Assistant Director of People and Organisational Support	£95,241	Apr 2025 (salary list)
Northumberland County Council	Director of People and Culture	£109,999	Apr 2025 (salary list)
Horsham District Council	Head of Human Resources and Organisational Development	£59,136 – £66,265	May-25
Southwark Council	Head of Organisational Development	£65,726 – £82,023	Nov-23
Richmond & Wandsworth Councils	Head of Organisational Development & Internal Communications	£110,000	Jan-24
Cambridgeshire County Council	Service Director – People & Culture	£114,988	Jun-25
East Lindsey District Council	Assistant Director – People	£61,470	Jun-25
Derbyshire County Council	Assistant Director HR	£77,495	Dec-25
Liverpool City Council	Head of HR Operations	£78297 - £83919	Oct-25
City of Edinburgh Council	Head of HR Operations	£77,845 – £93,154	Dec-25
Horsham District Council	Head of Human Resources and Organisational Development	£59,136 – £66,265	May-25
Tameside Metropolitan Borough Council	Assistant Director – People, Workforce Development & Communications	£104,187	Feb-25
Oldham Council	Assistant Director of Workforce & Organisational Culture	£90,057	Feb-25
Teignbridge	Head of HR and Organisational Development	£71,953–£75,807	
Exeter City Council	Head of HR service - HR workforce & OD	£72,775	Nov-24
Great Yarmouth	Head of Transformation and Digital	upto £76221	Sep-25
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Essex County Council	Assistant Director, People	£104,843	Nov-25
South Derbyshire District Council	Head of Transformation	£75388 - £77753	Dec-25
Lancashire County Council	Director of People and Culture	£117,000	Oct / Nov 25
North Yorkshire Council	Assistant Director Transformation	Up to £108,000	
Derbyshire County Council	Director of People and Organisational Change	£111,491	Feb-25
LB Lambeth	Director of Human Resources & Organisational Development	£132,000	Feb / March 25
	<i>AVERAGE</i>	<i>£105,924</i>	

Appendix 2 - People & Inclusion structure WEF September 2025

