



**WATFORD
BOROUGH
COUNCIL**

COUNCIL MEETING

24 January 2017

7.30 pm

Town Hall, Watford

Publication date: 16 January 2017

Contact

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Caroline Harris on 01923 278372 or by email – legalanddemocratic@watford.gov.uk .

Welcome to this meeting. We hope you find these notes useful.

Access

The Council Chamber's Public Gallery is situated at the rear of the Town Hall between the main building and the side entrance to the Colosseum. Access is via the visitors' and Members' car parks.

Visitors may park in the staff car park after 4.00 p.m. This is a Pay and Display car park. From 1 April 2016 the flat rate charge is £2.00.

The Council Chamber is on the mezzanine floor of the Town Hall and a lift is available.

Induction loops are available in the Council Chamber.

Toilets (including disabled)

Toilets are situated on the first floor, near the Committee Rooms.

Fire /Emergency instructions

In the event of a fire alarm sounding, vacate the building immediately following the instructions given by the Democratic Services Officer.

- Do not use the lifts
- Do not stop to collect personal belongings
- Go to the assembly point at the Pond and wait for further instructions
- Do not re-enter the building until authorised to do so.

Mobile Phones

Please ensure that mobile phones are switched off or on silent before the start of the meeting.

Filming / Photography / Recording / Reporting

Please note: this meeting might be filmed / photographed / recorded / reported by a party other than Watford Borough Council for subsequent broadcast or publication.

If you do not wish to have your image / voice captured you should let the Chair or Democratic Services Officer know before the start of the meeting.

An audio recording may be taken at this meeting for administrative purposes only.

Councillor

You are hereby summoned to attend a meeting of the Council of the Borough of Watford to be held on Tuesday, 24th January, 2017 starting at 7.30 pm at the Town Hall, Watford to take into consideration and determine upon the following subjects, namely: -

1. Apologies for Absence

2. Disclosure of Interests

3. Minutes

The minutes of the meeting held on 11 October 2016 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

(All minutes are available on the Council's [website](#).)

4. Official Announcements

5. Mayor's Report (Pages 7 - 14)

6. Questions by Members of the Council under Council Procedure Rule 10.0

7. Petitions presented under Council Procedure Rule 12.0

8. Business especially brought forward by the Chairman or the Head of Paid Service which in the opinion of the Chairman should be considered as a matter of urgency.

9. Financial Planning

Report of Director of Finance

Report of Cabinet 16 January 2017 (to follow)

Please note that this report has been printed separately for Budget Panel on 10 January, Cabinet on 16 January and Council on 24 January. Members are reminded to bring their copy to this meeting, including any updates received.

10. Amendment to the Councils Scheme of Delegation (Pages 15 - 18)

Report of Head of Democracy and Governance

11. Appointment of Auditors (Pages 19 - 28)

Report of Audit Committee

12. Chief Officer Pay Policy (Pages 29 - 50)

Report of Head of Human Resources

13. Motions submitted under Council Procedure Rule 13.0

The following motion has been proposed by Councillor Tim Williams and seconded by Councillor Stephen Cavinder

“This Council notes that high speed accidents are regularly occurring along the A405 from its junction with the A41 and its junction with St. Albans Road (A412). These accidents are often due to excessive speed along this stretch, and due to its close proximity of many local schools we call upon Herts County Council, as our Highways Authority to:-

1) Investigate and implement a safer traffic management scheme along this stretch in particular the junction with Greenwood Drive.

2) Investigate and implement a safer lighted pedestrian crossing point at the long-about outside the Woodside Leisure Park.

3) Investigate and implement other means of addressing the current level of excessive speed including reducing the speed to 40 mph for the whole stretch, installing Speed Indicator Devices and setting up Speed Camera's.

4) Liaise with the Hertfordshire Police Commissioner in order for the police to attend regularly with speed cameras.

We call upon the Mayor to write to:-

i) John Wood, Herts County Council's Chief Executive, to address the excessive speeding along this stretch, to implement a safer crossing point outside the leisure park and to establish a safer traffic management scheme at the junction of the A405 and Greenwood Drive

ii) David Lloyd, Police Commissioner for Hertfordshire, for the police to attend this stretch of the A405 with speed cameras”



Manny Lewis, Managing Director

Mayor's Report – January 2017

Big Events

Big Fireworks

Our popular fireworks display attracted a record crowd to Cassiobury Park on bonfire night – with over £10,000 raised for local charities by Watford Lions.

The event was compered by local radio station Vibe FM and featured performances from local bands and singers.

Many councils no longer hold a public fireworks display, and many more now charge an entry fee. At Watford we are proud to hold this free Big Event which brings people of all ages and backgrounds together to enjoy themselves in our town.

Big Skate

The Big Skate open-air ice rink returned to the events space at the top of the town this year for an extended period – open for the entire Christmas holidays and the first fortnight in January.

The rink has proved popular with adults and children alike, and brings increased footfall to the town, contributing to our thriving town centre economy

Major Projects Update

Thomas Sawyer Way

Thomas Sawyer Way, our new access road to Watford General Hospital opened in November. This major infrastructure project cuts journey times for ambulances, patients, staff and visitors and was crucial to retaining acute provision at Watford General Hospital.

Thomas Sawyer Way is named after Captain Thomas Sawyer who gave his life while serving with the Army in Afghanistan. Tom grew up round the corner from Vicarage Road and went to school locally. Working with Tom's family, the council have installed road signage bearing his regimental insignia and a tribute plaque.

The road was formally opened at a ceremony involving Tom's family and his regimental colleagues from 29 Commando Royal Artillery.

With the NHS now committed to developing the Watford site, this road is a vital piece of infrastructure that underpins the expansion and development of Watford General Hospital but also of the wider Health Campus project, where acres of derelict and contaminated land are being brought back into use to provide space for the Hospital to expand, and much needed new homes, jobs and new public open spaces.

Cassiobury Park

I joined Council colleagues, councillors, contractors and BBC Three Counties for a behind-the-scenes look at the new paddling pools and hub building. Significant progress has been made on site and I am looking forward to the pools and the hub opening in time for the busy summer season.

This building will provide changing facilities, a café, and teaching and learning space – and is part of the £6.6m Heritage Lottery funded restoration project.

The Rickmansworth Road entrance improvements are now complete. A painted metal fence has replaced the previous bollards, new trees and shrubs have been planted, and new paving has been installed in the shape of the footprint of the former Cassiobury Gates.

Trade City

Construction is taking place on our new Trade City industrial zone located at the junction of Wiggshall Road and Thomas Sawyer Way.

When complete this development will provide 180 permanent jobs and will constitute the first completed phase on the Health Campus site.

Metropolitan Line Extension

There has been much speculation regarding the Metropolitan Line Extension after it was not mentioned in a business plan drafted by the Mayor of London last month.

Under the agreement signed by former Mayor Boris Johnson, the majority of funding for the scheme comes from the Government, the Local Enterprise Partnership and Herts County Council (HCC) with TfL only contributing around £16m of the total £284m project budget. TfL have taken over management of the project from HCC and with it have accepted financial risk.

Our understanding is that costs have escalated and TfL are exploring alternative procurement routes, including using smaller contractors to cut overheads.

Preliminary work to reroute utilities in preparation for the installation of a new viaduct have been completed, and a new train has been purchased in order to run the expanded service.

TfL expect the project to be completed by 2020.

Further information can be found at <https://tfl.gov.uk/travel-information/improvements-and-projects/metropolitan-line-extension>

WBC and I as Mayor will continue to lobby TfL as this project is crucial to unlocking economic growth, cutting congestion on Watford's roads and improving connectivity for residents in SW Herts and NW London.

Watford Museum

Watford Borough Council have been awarded initial support for a £1.7m Heritage Lottery Fund grant to redevelop the museum, increase available exhibition space, put more collections on display, fully refurbish the building and increase the museums community engagement.

Housed in a Grade II listed mansion formerly owned by Benskins brewery, Watford Museum is home to more than 30,000 items from prehistoric artifacts to the first trophy won by Watford FC. It is also the official Watford FC Museum.

The first round of funding will enable the Museum team to develop their ideas. Further funding will be awarded once these plans are laid out. This is an exciting project for Watford and along with the HLF funding for Cassiobury Park, it represents real investment into our town to protect and promote our rich heritage.

Digital Watford

Our town centre WiFi service, provided and managed by intechologyWIFI now has over 34,000 registered users. The scheme is free to use and operates at no cost to the council.

A free 'Watford App' is being launched shortly to compliment the WiFi service.

It's all part of our aspirations to create a town with digital infrastructure which will empower residents and businesses to access services in a way which suits them.

Partnership Working

Watford BID

Watford BID delivered their first 'Winter in Watford' campaign which involved a Christmas lights switch-on celebration at the events space by the pond.

Entertainment was provided by Heart FM, street performers dressed as the Snow Queen and Jack Frost, and a children's choir. The event was well attended and was a good addition to the winter programme of events in the town centre.

Meriden Community Centre

I opened the restored Meriden Community Centre in November with Graham Taylor.

This was to be Graham's last public engagement in Watford and I will remember it fondly. It was clear that even after all these years the community ethos which Graham instilled in the club is still important to the players. Heurelho Gomes, Jerome Sinclair and captain Troy Deeney turned up for a kickabout with young football fans on the new pitch.

Now operated by the Watford FC Community Sports and Education Trust, Meriden Community Centre boasts a '4G' astroturf pitch and a modern, comfortable centre for a range of activities for the whole community – including a fully equipped gym, main hall and rooms for community use and for hire. The entire site has been given a Watford FC makeover

This facility is not only an asset for residents on the Meriden Estate but for the whole town, and it provides Watford with one of the best 4G artificial grass pitches in the area.

Working in partnership with Watford FC CSE Trust we hope that the centre will help expand participation in youth sport across the town. Watford FC's Community Sports and Education trust was one of the first in the country – started under the leadership of Graham Taylor and Elton John.

You only have to look around the town to see Graham's legacy to Watford – the Trust's activities have inspired thousands of young people to take up sport. We're so lucky to have a Football Club that isn't just another business, but an integral part of what makes Watford the town it is.

I know that Watford FC's current management will ensure Graham's community ethos remains at the heart of the club.

NHS Sexual Health Clinic

I joined NHS staff to formally open Watford Sexual Health Clinic, which is located in Watford Borough Council's Town Hall Annexe. It's a good example of our 'Entrepreneurial' ethos.

The centre provides advice, support and treatment including free HIV testing. During HIV testing week I took a test to demonstrate how easy and quick the process is.

As a patron of HertsAid I am aware of the huge advances in HIV treatment which have come about recently – HIV can be effectively treated in the vast majority of cases, allowing patients to live a long and comfortable life, contrary to the views widely held in the past.

This vital resource provides a convenient, confidential service and the NHS are encouraging anybody with concerns or worries about HIV or other sexual health conditions to speak to a professional and take a free HIV test.

Veolia recycling

Working with our waste collection partners Veolia, we have introduced new kitchen caddies for food waste.

Many residents had told us that mess and odours were putting them off recycling more food waste in their green bin, so we have introduced a system where biodegradable sacks can be used to line your kitchen caddy and put straight into the green bin – with no mess and no smells.

I am proud that Watford continues to have one of the best waste collection services in the country with a high recycling rate of 44% and weekly collections. I hope the introduction of the kitchen caddies will allow our recycling rate to increase further, and turn our food waste into compost to be reused.

You can use the caddy for peelings, cooked leftovers, plate scrapings, coffee grounds and meat including bones.

Caddies have been distributed to all houses in the borough, and to residents in flats who have requested one. If you live in a flat and would like to request a kitchen caddy and free roll of biodegradable liners, please contact Veolia on enquiries.watford@veolia.co.uk

Supporting Local Organisations

Stanborough Toy Service

I attended the annual Christmas Toy Service at Stanborough Park Church, where the congregation generously gave toys to our families in need.

Watford Bowls Club

Watford Bowls Club's refurbished clubhouse was official reopened on Saturday 12th November. I attended the ceremony with MP Richard Harrington, and viewed the improved facilities which were made possible thanks to a £75,000 grant from Sport England's 'Inspired Facilities Fund'.

This is another local sports club which has first class facilities and members hope the refurbished clubhouse will help increase participation, and will allow them to hire their facilities to other groups and for private functions.

Watford Gujarati School

I presented GCSE certificates to students at Watford Gujarati School, an organisation which successfully runs language tuition courses and aims to provide young people from a Gujarati background with a link to their family's home region, culture and ancestry. I also took part in their Diwali celebrations.

New Hope

Deputy Mayor Cllr Peter Taylor and I visited New Hope's Haven Centre on Whippendell Road to learn more about the work the organisation does to support rough sleepers in Watford.

We spoke to the centre manager and staff about the challenges facing them and our community. Across the South East homelessness is becoming an increasing problem. Councils do not have a duty to house everybody who finds themselves without a home, only those deemed in priority need (mainly families with children, or people with disabilities and health problems) – so there is a vital role for the charity sector in helping homeless residents get back on their feet.

New Hope operate a night shelter and the Haven Support Centre which provides a free daily breakfast, laundry service and professional advice and support to help rough sleepers turn their lives around.

I am grateful for the dedication and commitment New Hope show to supporting people in some of the toughest circumstances imaginable for most of us.

I also visited the YMCA with Cllrs Steve Johnson and Karen Collett to discuss their work with homeless residents in the town. YMCA are a larger organisation who work with a different client group to New Hope, but play an absolutely vital role in our town looking after homeless individuals who don't fall under the statutory responsibility of local authorities.

With housing a top corporate priority for us as a council I will continue to regularly meet with our partner organisations to ensure we do everything we can to provide a safe nights sleep for those facing such hardship – most often through no fault of their own.

Music Gym

I visited The Music Gym, a local business who provide singing and musical instrument lessons to open their new base at the Meriden Community Centre. They are now anchor tenants at the new community centre, having taken on the upper floor of the building.

I wished them the very best of success in training and inspiring a new generation of local singers and musicians who can one day be part of Watford's rich musical history!

Charity Christmas Card

My Mayor's Christmas card this year celebrated the return of our bandstand to Cassiobury Park, featuring a picture of the bandstand in the snow from 1959. The card was generously sponsored by Warner Brothers, Watford FC, intu Watford, Sigma Pharmaceuticals, Everyone Active, West Herts Golf Club, The Prince of Bengal Restaurant and Humphreys Data Management Ltd.

Thanks to the generosity of these local firms the card raised £3800 for Watford Interfaith Association. The donations mean this important local organisation can expand their work, bringing our town's faith communities together. The money will also help WIFA put the finishing touches to their peace garden in Cassiobury Park, which will become a quiet, peaceful and attractive space for thought, prayer and reflection.

WIFA are looking for volunteers to help with the Peace Garden – if you would like to get involved please email wifasec@aol.com

Remembrance Service

I attended our town's annual Service of Remembrance to commemorate our fallen servicemen and servicewomen, and laid a wreath.

Deputy Mayor Cllr Peter Taylor spoke at the act of remembrance which took place inside the Town Hall for council staff, where a wreath was laid in memory of the Watford Borough Council staff members who lost their lives while serving our country.

Pothawari Community

I spoke at an event in Holywell for local people with a connection to the Pothawar region of Pakistan. The event celebrated the ongoing link between Pothawar and the UK through a news website which has been running for 17 years.

Campaigning and engaging with the Community

Southern Rail

Commuters are facing another year of delays, strikes and cancellations on the Southern network due to industrial action from the RMT and ASLEF unions.

I have consistently lobbied on behalf of local commuters and also businesses, who are suffering due to the poor service provided on this line.

The Southern Rail line from Milton Keynes to Clapham Junction and East Croydon via Watford Junction provides an important route for passengers travelling to south and west London, Gatwick Airport and destinations in Surrey and Sussex.

Given the importance of rail transport for Watford's economy I will continue to lobby both Southern, Government Ministers and the unions.

The dispute causing such misery centres on responsibility for opening train doors. On London Overground trains and the majority of London suburban services the doors are operated by the driver with no adverse impact on safety.

Notwithstanding Southern's failure to tackle a shortage of drivers, it is the view of many of my constituents that these strikes are incredibly damaging not only to confidence in the railway network but to the economies of towns and cities across the South of England.

I am aware that services have often been withdrawn at short notice, and I continue to make regular contact with Southern to get updates on the level of service expected at Watford Junction. I will report back to residents if services patterns are changed or if a resolution to the dispute is found.

Watford Junction Rezone Campaign

My campaign to bring Watford's stations into TfL's zone 6 has now attracted 2500 signatures and is growing by the day.

I continue to work with my colleague Caroline Pidgeon AM to raise this issue at the London Assembly, and our campaign has attracted coverage in print, online, on radio and TV.

With the Met Line due to reach Watford Junction in 2020, and improvements to Watford Junction a priority for Watford Borough Council, Herts County Council, Network Rail and local businesses over the coming years, now is an opportune moment to lobby for inclusion in the same zone as stations such as Epping – which is further away from Central London.

If we are to encourage shift between car usage to public transport, getting a fairer pricing structure in place would be a huge incentive to reduce car usage where the train is a good alternative.

Council News

Garston Park

Garston Park's footpaths and cycle paths have been resurfaced, which will provide a smoother ride for the hundreds of cyclists who use the park every day – and also a better experience for the many children who walk through the park to get to schools, as well as the many dog walkers and visitors who enjoy using this great open space.

Ward Councillors are actively seeking to set up a 'Friends of Garston Park' to improve the park, with the aim of winning a ninth Green Flag award for our borough.

Oxhey Park

Having surveyed residents in the local area, a low metal fence is being installed to protect the park from vehicular incursions. Groups of travellers had driven vehicles onto the park on several occasions, and this fence will protect it as a clean, tidy space for all residents to enjoy.

Temporary Accommodation

Watford Borough Council and Watford Community Housing Trust are working in partnership to deliver a block of temporary accommodation at Croxley View.

Housing is a top priority for this Council, as set out in our corporate plan. We now have over 200 families living in temporary accommodation and along with other South East authorities, Watford Council are having to increase spending on providing accommodation for those who we have a statutory duty to house.

We take our duty to provide accommodation for homeless residents very seriously and I hope this scheme will allow us to house more residents in Watford where they are able to access schools and support networks - and reduce out-of-borough placements.

A decision on whether planning permission should be granted was deferred to a meeting of the council's Development Management committee which will take place on 25 January.

PART A

Report to: Council
Date of meeting: 24 January 2017
Report of: Head of Democracy and Governance
Title: Amendment to the Council Scheme of Delegation

1.0 **Summary**

1.1 This report seeks approval to amend the Council's Scheme of Delegation following the Appointment of the Deputy Managing Director Place Shaping and Corporate Performance

2.0 **Recommendations**

2.1 That the Responsibility for Council Functions A2 –A14 and A26- A34 relating to Town and Country Planning and Development Control be amended to insert the Deputy Managing Director Place Shaping and Corporate Performance.

2.2 That the Responsibility for Council Functions A15-A25, A35,A37, B39, B40, B41 and I 15 be amended to insert the Deputy Managing Director Place Shaping and Corporate Performance.

Contact Officer:

For further information on this report please contact: Carol Chen Head of Democracy and Governance
telephone extension: 8350 email: carol.chen@watford.gov.uk

Report approved by: Managing Director

3.0 **Detailed Proposal**

- 3.1 Cabinet approved proposals at its meeting on 6 June 2016 to restructure the management of the Council. Included in those proposals was the deletion of the post of Head of Regeneration and Development and the creation of a Deputy Managing Director role with a larger remit of services. Council in October amended the Councils Scheme of Delegation to delete reference to the Head of Regeneration and Development as this post had been deleted.
- 3.2 A new Deputy Managing Director Place Shaping and Corporate Performance has now been appointed and is in post, it is therefore necessary to give that post the delegations relevant to their service area.
- 3.3 The proposed amendments are set out below.
- 3.4 Under the Council's Scheme of Delegation it is proposed that the Deputy Managing Director Place Shaping and Corporate Performance will share delegated authority with the Development Management Section Head and Development Management Team Leader for the following functions:
- Town and Country Planning and Development Control including the administration of the Community Infrastructure Levy.
 - Power to Register Common Land or Town or Village greens
 - Functions that are not executive functions delegated by HCC
 - Functions implementing the provisions of s 8 of the Anti-Social Behaviour Act 2003

4.0 **Implications**

4.1 **Financial**

- 4.1.1 The Shared Director of Finance comments that there are no implications

4.2 **Legal Issues (Monitoring Officer)**

- 4.2.1 The Head of Democracy and Governance comments that this replicates the delegations previously held by the Head of Regeneration and Development under the Councils scheme. It provides resilience by adding to the officers who can exercise the delegation.

4.3 **Equalities**

4.3.1 No implications

4.4 **Potential Risks**

Potential Risk	Likelihood	Impact	Overall score
Council does not agree to the amendments	1	2	2
Those risks scoring 9 or above are considered significant and will need specific attention in project management. They will also be added to the service's Risk Register.			

4.5 **Staffing**

4.5.1 No implications

4.6 **Accommodation**

4.6.1 No implications

4.7 **Community Safety**

4.7.1 No implications

4.8 **Sustainability**

4.8.1 No implications

Background Papers

Council Scheme of Delegation

File Reference

- None

Report to Council – 24 January 2017

Report of Audit Committee – 7 December 2016

Audit Committee met on 7 December 2016. The minutes are published on the council's website.

The following Members were present at the meeting:

Present: Councillor Scudder (Chair)
Councillor Williams (Vice-chair)
Councillors Cavinder, Asif Khan and Mauthoor

Also present: Councillor Watkin, Portfolio Holder responsible for Finance

The following was a recommendation to Council:

32. **Appointment of Auditors 2018/19 and beyond**

The committee received a report of the Director of Finance setting out information about the requirement of principal local authorities to appoint their own external auditors for the audit of the 2018/19 accounts by 31 December 2017. The report contained four options for consideration by the committee.

The Head of Finance (shared services) informed the committee that the final decision would be agreed by Council. Officers were recommending the use of the Public Sector Audit Appointments Ltd (PSAA), who had been managing the audit contracts since the abolition of the Audit Commission. By using the PSAA it would give the council some certainty and would ensure better value for money. It was necessary to inform PSAA if the council wished to follow this option by 9 March. The committee's recommendation would be forwarded to Council for consideration at its next meeting in January, thus ensuring the council met the deadline.

The Chair advised that he had recently attended the county council's Audit committee and a similar report had been presented with the same recommendation, due to it providing value for money.

RESOLVED –

that the Audit Committee recommends to Council that for the first round of appointments, the council opt into the PSAA Appointing Person arrangement, subject to confirmation of the details of the scheme.

PART A

Report to: Audit Committee
Council

Date of meeting: 7 December 2016
24 January 2017

Report of: Shared Director of Finance

Title: Appointment of Auditors 2018/19 and beyond

1.0 **Summary**

- 1.1 The Local Audit & Accountability Act 2014 ('the Act') abolished the Audit Commission, and required principal local authorities to appoint their own external auditors for the audit of the 2018/19 accounts by 31 December 2017.
- 1.2 There are four options for local authorities to appoint auditors:
1. by establishing their own auditor panel (which may be an existing committee or sub-committee of the authority, but must also have independent members on it),
 2. by jointly establishing an auditor panel with other authorities,
 3. by using the services of an auditor panel established by another authority, or
 4. by delegating appointment to an Appointing Person as provided for in the Act(which would effectively continue to operate in the same fashion as the Audit Commission).
- 1.3 The purpose of this report is to inform the Audit Committee about the new arrangements and seek comments on the proposed approach, which the Audit Committee is asked to recommend to Council.

2.0 **Recommendations**

- 2.1 That Audit Committee recommends to Council that for the first round of appointments, the Council opt into the PSAA Appointing Person arrangement, subject to confirmation of the details of the scheme.

Contact Officer:

For further information on this report please contact:

Chris Roberts, Finance Business Partner (Projects)

telephone: 07920 253491 email: chris.roberts@watford.gov.uk

Report approved by: Bob Watson, Head of Finance shared services

3.0 Detailed Proposal

3.1 Local authority auditors have, since the mid-1980s been commissioned or been carried out by the Audit Commission. However, the Local Audit & Accountability Act 2014 ('the Act') abolished the Audit Commission, and requires principal local authorities such as WBC and TRDC to appoint their own external auditors for the audit of the 2018/19 accounts by 31 December 2017.

3.2 There are four options for local authorities to appoint auditors:

1. by establishing their own auditor panel (which may be an existing committee or sub-committee of the authority, but with the addition of independent members, one of whom must be the chair),
2. by jointly establishing an auditor panel with other authorities,
3. by using the services of an auditor panel established by another authority, or
4. by delegating appointment to an Appointing Person as provided for in the Act (which would effectively continue to operate in the same fashion as the Audit Commission).

3.3 Where an auditor panel is used, it must have on it at least three independent members and an independent Chair. Where a panel is shared, independence may be differently assessed for different authorities. The independent members must be appointed by full council and the council is obliged to advertise for members.

3.4 As WBC and TRDC have a shared finance service, it will be necessary in terms of the delivery of information to the auditors to have a single contract, and also more cost effective as assurance on internal audit, internal controls and systems will only need to be gained once for the two authorities.

3.5 Officers have considered the advantages and disadvantages of the four options, which are shown in more detail in appendix 1. Conclusions for each of the four options were as follows:

3.5.1 **Option 1:** The costs involved in setting up a new panel and then carrying out a procurement exercise for an auditor are expected to be significant, and the benefits of procuring locally expected to be limited. This is because the local authority audit market is a limited one (with specific registration required by providers). Neither authority is believed to have an appropriate committee because members are required to offer relevant general knowledge and experience (guidance from the Chartered Institute of Public Finance & Accountancy suggests local authority finance, accountancy, audit process and regulation, and the role and responsibility of auditors as specifically relevant areas). This option is therefore not recommended.

- 3.5.2 **Option 2:** A jointly set-up panel and procurement of an auditor with other partners could be a more attractive option than option 1, as it provides an opportunity to realise more local benefits (such as the procurement of a firm offering commitment to apprenticeships in Hertfordshire). There may also be an opportunity to realise small additional efficiencies, for example through a single assessment of the Shared Internal Audit Service. However, there would still be significant cost involved in the set-up of the panel and carrying out the procurement. Even a shared procurement is unlikely to achieve economies of scale as it would be significantly smaller than those undertaken by a national body (for example, Audit Commission procurements in 2012 and 2014 were for 750 and 260 audited bodies respectively, and achieved savings of 40% and 25%). There is also no guarantee that additional efficiencies would be achieved, or local social value commitments obtained. This option is therefore not recommended.
- 3.5.3 **Option 3:** Use of another authority's panel would effectively be a combination of options 1 and 2, keeping the flexibility (and expense) of individual procurement whilst avoiding the work involved in setting up a panel (though having to share the cost). This option would also require a suitable partner to be identified. Given the conclusions on options 1 and 2, this option is not recommended.
- 3.5.4 **Option 4:** Use of an Appointing Person as specified in the Act to appoint auditors would allow the Councils to retain the benefits of national procurement, allow local procurement resources to be focused on core business activities, and ensure the actual and perceived independence of auditors to be maximised through the separation of the Councils from decision-making. This is therefore the recommended option.
- 3.6 The decision to appoint auditors is a Council Function, as is the appointment of auditor panel members should an option involving an auditor panel be chosen. However, as the committee with responsibility for monitoring corporate governance and considering the Council's assurance framework, the opinion and recommendation of the Audit Committee is sought in advance of a Council decision.
- 3.7 Officers have consulted informally with other Hertfordshire Authorities, via the Hertfordshire Chief Finance Officers' Association. This group felt that there would be limited value in forming a shared panel and procuring locally. This means that it is unlikely that partners would be available for the pursuit of options 2 and 3, even if these were considered to offer value for money.
- 3.8 In the interim period between the abolition of the Audit Commission and this first round of appointments, audit contracts have been managed by Public Sector Audit Appointments Ltd. (PSAA).

3.9 In July 2016, PSAA was specified by the Secretary of State as an Appointing Person and will soon publish a national collective scheme for appointment (Option 4). The timescale for this scheme is currently unknown, but regulations specify that the opt-in period will last for a minimum of 8 weeks, and indications given by PSAA at the CIPFA Conference in July 2016 suggest that this is likely to be the timeframe used. Initial interest has been expressed by 200 authorities, suggesting significant economies of scale.

3.10 Given the likely short timescale for a decision, this report also seeks a recommendation to Council to proceed with the PSAA option 4, subject to the final details of the scheme. Officers' view is that this will continue to provide the best value for money as well as the most independent selection of auditors.

4.0 **Implications**

4.1 **Financial**

4.1.1 The cost of external audit shown in the 2015/16 draft accounts was £54k (TRDC) and £60k (WBC).

4.2 **Legal Issues** (Monitoring Officers)

4.2.1 Failure to appoint an auditor must be reported to the Secretary of State, who may direct an authority to appoint a named auditor or appoint an auditor on that authority's behalf.

4.2.2 The Head of Democracy and Governance comments that the 2014 Act specifies that appointment of an auditor panel and independent members to that panel are decisions to be made by full council only as is the appointment of the auditor or the decision to opt in to the Appointed Persons scheme.

If Council decides not to opt in then a panel must be set up so that auditors can be appointed by no later than 31 December 2017.

Council is required to advertise for the positions of independent members of the audit panel and one of the independent members must be chair of the panel.

4.3 **Equalities**

4.3.1 Officers will seek assurance that appropriate equalities considerations are part of the procurement process, regardless of the method selected.

4.4 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
The Council does not successfully appoint an auditor by 31 December 2017 deadline.	1	3	3
The cost of external audit increases significantly.	1	1	1

Appendices

Appendix 1: Advantages and Disadvantages of the four appointment options.

Background Papers

The following background papers were used in the preparation of this report and are available at the web links:

- The Local Audit and Accountability Act 2014 and associated notes and regulations: <http://www.legislation.gov.uk/ukpga/2014/2/contents/enacted/data.htm>
- Guidance from the Chartered Institute of Public Finance & Accountancy: <http://www.cipfa.org/policy-and-guidance/publications/g/guide-to-auditor-panels-pdf>
- Information on the PSAA Website, including prospectus for sector-led body application: <http://www.psaa.co.uk/supporting-the-transition/>

File Reference: None.

Appendix 1: Advantages and Disadvantages of the four options for appointment

These advantages and disadvantages are principally based on the CIPFA Audit Panel Guidance (see background papers):

Option	Possible Advantages	Possible Disadvantages
1a Set up own separate and individual panel to oversee separate and individual procurement	<p>Full ownership of the process</p> <p>Fully bespoke contract with the auditor</p> <p>Tendering process more based on local circumstances (within EU procurement rules)</p> <p>Option to seek specific social value commitments such as apprenticeships in Watford/Three Rivers</p>	<p>May experience difficulties in appointing majority independent panel members and independent panel chair as per the regulations</p> <p>Will need to ensure that panel members are suitably qualified to understand and participate in the panel's functions</p> <p>Will have to cover panel expenses completely</p> <p>May not be able to procure at a lower cost, for example, depending on authority location, where there will be a risk of limited provider choice and a single authority contract may be less attractive to some providers</p> <p>Will not achieve economies of scale</p> <p>Limited scope for local suppliers as public audit requires a separate registration</p>
1b Use existing committee or sub-committee	<p>Existing administrative structure in place</p> <p>Existing (sub)committee should already have a better basic understanding of the authority's objectives and requirements</p> <p>(As individual panel for procurement)</p>	<p>Will need to appoint new (sub) committee members to comply with independence regulations</p> <p>Likely to require significant training or new members to fulfil knowledge requirements</p> <p>(As individual panel for procurement)</p>
2 Set up a panel jointly with other authority/authorities as part of a procurement exercise for joint contract covering more than one authority or multiple separate contracts	<p>Less administration than a sole auditor panel</p> <p>Will be able to share the administration expenses</p> <p>May be easier to attract suitable panel members</p> <p>Option to seek specific social value commitments such as apprenticeships in Hertfordshire</p> <p><i>If procuring a joint audit contract:</i></p> <p>May still be a relatively locally tailored process</p> <p>May be able to achieve some economies of scale</p> <p><i>If procuring separate audit contracts:</i></p> <p>An opportunity for fully bespoke contracts with the auditor if the group of authorities can agree</p>	<p><i>If procuring a joint audit contract:</i></p> <p>May need to compromise on the arrangements or auditor contract</p> <p>May need to enter into a formal arrangement with the other authority and may be difficult to find an authority willing to enter into such an arrangement</p> <p>May not end up with first choice of auditor compared to an individual auditor panel. If a large group of authorities work together and decide to appoint one joint audit contract across all the authorities, a joint panel may be more likely to advise appointment of an auditor it considers suitable for all authorities taken together</p> <p>Need to agree appointment of members across multiple authorities and set up an appropriate joint decision-making process</p> <p>Limited scope for social value/local suppliers as public audit requires a separate registration.</p>

Option	Possible Advantages	Possible Disadvantages
3 Use another authority's panel	<p>Will not have to set up an auditor panel</p> <p>More independent option for the authority using the host authority's panel, though would need to ensure that independent members fulfil the independence criteria for both authorities</p> <p>(As joint panel for procurement)</p>	<p>The panel may not understand the specific needs of the authority</p> <p>May need to enter into a formal arrangement with the other authority and may be difficult to find an authority willing to enter into such an arrangement</p> <p>May be more difficult to ensure adequate liaison with authority's own audit committee (if one exists)</p> <p>(As joint panel for procurement)</p>
4 Appointing Person	<p>Minimal administrative involvement required from the Authority, in procurement and contract management, allowing resources to be focused on core business activities</p> <p>Likely to offer lowest cost and most independent solution, as little to no opportunity to influence the decision</p>	<p>Very limited opportunities to express preferences and exercise control over the appointment – for example in terms of procuring other services at the same time, or making local arrangements (including social value)</p>

PART A

Report to: Full Council
Date of meeting: 24 January 2017
Report of: Head of Human Resources
Title: Chief Officer Pay Policy

1.0 **Summary**

1.1 The Council's success relies on the talent and contribution of its workforce enabling and ensuring it meets its objectives. Our Chief Officer Pay Policy seeks to ensure the Council is able to attract, recruit, retain and engage the right people in order to achieve this.

1.2 The Pay Policy pulls together all the elements that make up the Council's financial reward practices. It provides assurances of our consistency, fairness and transparency and gives clarity to all our stakeholders about how and what our people are rewarded for. It defines the level and elements of remuneration for Chief Officers in accordance with the requirements of section 38(1) of the Localism Act 2011.

1.3 The Localism Act 2011 requires the Council to publish its position in relation to specific areas of chief officers pay as follows : - remuneration levels, all other payments, incremental progression, performance related pay, bonus payments, redundancy, severance/ compensation, and retirement payments, and the Council's policy on the re-engagement of chief officers. This Pay Policy statement sets out the Council's position in these areas.

2.0 **Recommendations**

2.1 That Council approve the Chief Officer Pay Policy.

Contact Officer:

For further information on this report please contact: Cathy Watson, Head of Human Resources
telephone extension: 8133 email: cathy.watson@watford.gov.uk

3.0 Implications

3.1 Financial

3.1.1 The Shared Director of Finance comments that there are no financial implications in this report.

3.2 Legal Issues (Monitoring Officer)

3.2.1 There are no implications

3.3 Equalities

3.3.1 There are no implications

3.4 Potential Risks

Potential Risk	Likelihood	Impact	Overall score
Council does not fulfil requirements of Localism Act 2011 in publishing the pay policy	1	4	4

Appendix:

Chief Officer Pay Policy



**CHIEF OFFICER PAY POLICY
DECEMBER 2016**



1.0 Introduction

- 1.1 The Council's success relies on the talent and contribution of its workforce enabling and ensuring it meets its objectives. Our Pay Policy seeks to ensure the Council is able to attract, recruit, retain and engage the right people in order to achieve this.
- 1.2 The Pay Policy pulls together all the elements that make up the Council's reward practices. It provides assurances of our consistency, fairness and transparency and gives clarity to all our stakeholders about how and what our people are rewarded for. It defines the level and elements of remuneration for Chief Officers, and all Senior staff, in accordance with the requirements of section 38(1) of the Localism Act 2011.
- 1.3 The Localism Act 2011 requires the Council to publish its position in relation to specific areas of chief officers pay as follows : - remuneration levels, all other payments, incremental progression, performance related pay, bonus payments, redundancy, severance/ compensation, and retirement payments, and the Council's policy on the re-engagement of chief officers. This Pay Policy statement sets out the Council's position in these areas.
- 1.4 The Council employs 223 officers, that represents a full time equivalent based on a 37 hour week of 199.61.
- 1.5 The gross salary expenditure for the Council for the financial year 2016/2017 is estimated to be £9,691,906.
- 1.6 Best practice recommends the Council consults a remuneration committee on all proposals relating to pay and reward for Senior Officers thus ensuring openness and accountability. This responsibility is delegated by Full Council to the Chief Officer pay panel.
- 1.7 This policy will be reviewed and approved annually by Full Council, and may be accessed via the Council's external web site.

2.0 SCOPE OF THE POLICY

- 2.1 The policy applies to all Chief Officers.
- 2.2 The definition of Chief Officers (as set out in section (43(2)) of the Localism Act 2011 is not restricted to Heads of Paid Service and Directors. It also includes all other Senior Managers (statutory and non statutory officers) who report directly to them and to their direct reports termed as Deputy Chief Officers. That is the Head of Paid Service (Managing Director), Deputy Managing Director, Heads of Service and Section Heads.
- 2.3 The Council's post holders who fall within the definition of Chief Officers are as defined within the Councils Constitution and are shown in the following table:

Head of Paid Service	Managing Director
	Deputy Managing Director – Place Shaping & Corporate Performance
Director of Finance	Director of Finance (Three Rivers District Council)
Heads of Service	Head of Democracy and Governance (Monitoring Officer) Head of Community Services Head of Corporate Strategy and Client Services Head of Human Resources Head of Service Transformation Head of Finance (Three Rivers District Council) Head of Revenues and Benefits (Three Rivers District Council)
Section Heads/Deputy Chief Officers	Section Heads and other managers that report directly to Officers outlined above.

See organisation structure chart in appendix 1.

- 2.4 The remuneration of the Managing Director, Deputy Managing Director and Heads of Service was last determined by the Chief Officers' Pay Panel in 2016.
- 2.5 The Council's Director of Finance/ Section 151 Officer, Head of Finance and Head of Revenue & Benefits are directly employed by Three Rivers District Council and remunerated in accordance with Three Rivers District Council Chief Officer pay rates for Directors/senior managers.
- 2.6 The remuneration of the Managing Director (MD), Deputy Managing Director and Head of Service posts was subject to an external Pay and Grading review that was conducted by the Local Government Association (LGA), in 2016.
- 2.7 Pay bands are attached as appendices 2 and 3
- 3.0 TERMS AND CONDITIONS OF SERVICE**
- 3.1 The Council's Chief officers, i.e. the MD, Deputy MD, Director of Finance, and Heads of Service are engaged on Joint National Council (JNC) national terms and conditions of service.
- 3.2 The Council's Heads of Service and Section Heads/ Deputy Chief officers, i.e. those who report directly to Heads of Service, are engaged on National Joint Council (NJC) national terms and conditions.

- 3.3 It should be noted that different national negotiating machinery applies across the Senior management team.

4.0 PRINCIPLES

- 4.1 The Pay Policy reflects the aspirations of the Council's strategic road map and defines the Council's approach to managing reward that is guided by the following principles
- 4.2 All Council officer jobs are job evaluated using an analytical job evaluation scheme to allocate points to posts and establish relativity between all posts in the organisation.
- 4.3 The Council reviews appropriate external pay market information to ensure remuneration levels are consistent with Local Government, provide value for money for the taxpayer, and support the Council to remain competitive as an employer in areas of skills shortage.
- 4.4 If appropriate, market factors are applied to hard to fill posts. Where applied these supplements are reviewed annually in accordance with the market factor policy.
- 4.5 The MD receives a spot salary the level of which was reviewed in 2013. The Deputy MD also receives a spot salary which was set in 2016.
- 4.6 Cost of living inflation increases for Chief Officer pay scales are awarded in accordance with the Joint National Council for Chief Executives and Chief Officers (JNC). Chief Officers are remunerated according to the pay scale applicable to their job, within a four grade pay model. Each grade has four incremental spinal column points, (see appendix 2). Progression within each grade is time based, subject to satisfactory performance and where appropriate awarded annually to the top of the grade, effective from 1 April.
- The independent reviews conducted by LGA of 2013 and 2016 ensured that the pay scales of Chief Officers are comparable to rates of pay for similar jobs in similar sized local authorities in the outer London and Home Counties area.
- 4.7 Deputy Chief Officers, i.e. Section Heads are remunerated within the top three grades of an eleven grade pay model. Each grade has five incremental spinal column points, (see appendix 3).
- 4.8 The remuneration of a Chief Officer or Deputy Chief Officer on appointment will be at a point on the relevant pay scale for the job appropriate to their experience and salary level in the previous job.
- 4.9 It is not the policy of the Council to award bonuses to its Chief Officers.
- 4.10 The Council is committed to the principle of fairness; is clear about what people are being paid for, and is consistent, systematic and transparent when applying reward practices. Pay models have been developed based upon appropriate pay market information and ensure that the ratio of pay levels between the highest paid officer and the median/ mean average/ low paid earnings in the Council remains consistent and is not distorted as a result of pay awards.
- 4.11 The Council's lowest paid employees are those post holders whose jobs are graded in the lowest pay band, which is Band 3 in an 11 band pay model. Jobs are evaluated using the Local Government Job Evaluation scheme.
- 4.12 Resignation. The Chief Officer's last entitlement to pay will be the last day of service, taking into account notice period and any period of pay in lieu of notice.

Redundancy or early termination in the interests of the service and Pension Benefits of Chief Officers will be made in accordance with the Council's Redundancy and Early retirement and early termination compensation policies.

5.0 EQUALITIES

5.1 The Council is committed to equality of opportunity. All members of staff will be treated fairly based on ability, performance and contribution irrespective of their employment or contractual status and personal circumstances, i.e. part time, fixed term. The Council monitors equalities data and this policy shall be applied fairly, consistently and equitably for all employees irrespective of race, gender, disability, age, offending past, caring or dependency status, religion or belief, sexual orientation, marital or civil partnership status, pregnancy or maternity or gender identity and it is incumbent on those managing this policy to ensure that this is the case.

6.0 GRADING

6.1 Chief Officers – MD, Deputy MD and Heads of Service

6.2 **Job Evaluation** – posts were job evaluated by the LGA Senior manager job evaluation scheme. The salaries awarded reflect a compact management structure that is flatter due to the deletion of Director posts. Salaries for heads of service reflect the complexity of providing services across multiple Councils. Salaries reflect the full range of duties within the role including any requirement for out of hours working.

6.3 Deputy Chief Officers - Section Heads

6.4 **Job evaluation** – All posts are job evaluated using the Local Government Job Evaluation Scheme (LGJES). The scheme is used to evaluate all non Chief Officer posts in the Council, ensuring relativity between all Council posts covered by NJC terms and conditions. The job evaluation policy should be consulted for further information.

6.5 **Pay model** - The pay model is presented in appendix 3

6.6 **Labour market information** - The Croner Reward Job Evaluation system and the Croner Market Pay analysis for Public Services provides the source of comparative pay information for all officer posts in hard to fill and areas of skills shortages within the Council. Market supplements currently apply to the following Deputy Chief Officer roles and are reviewed annually in accordance with the Market Factor policy –

Head of Housing

Environmental Services Client Manager (P&S)

Development Management Section Head

Regeneration & Property Section Head

6.7 All other posts in the Council

6.8 All other officer posts are job evaluated using the Local Government Job Evaluation Scheme (LGJES), and graded within one of the pay Bands in the 11 grade pay model in appendix 3. No Council post is graded below Band 3, and minimum pay is £16,572 plus £824 London weighting allowance, (see 8.1 below). Where appropriate posts attract a market supplement and the market forces payments policy should be consulted for further information.

6.9 Market factor supplements apply to the following non Chief Officer posts in the Council

Senior Solicitor

Principal Solicitor

LLPG & GIS Officer

Property Team Leader

7.0 INCREMENTS

7.1 Posts receive annual time based increments effective on 1 April until remuneration reaches the top of the grade.

7.2 On appointment, all posts will normally be remunerated at the lowest incremental spinal column point within the grade, (unless 4.8 applies above).

7.3 The Council will apply the annual cost of living percentage increment as negotiated by the NJC national agreement to the values of incremental spinal column points as appropriate. A 2.2% pay increase was awarded on 1 January 2015.

8.0 ADDITIONAL PAYMENTS

8.1 London Weighting (LW) – is the inner fringe London Weighting Allowance and is negotiated as part of the national framework. LW is an additional payment that is made to all officers in the Council, and the rate is negotiated nationally by NJC.

8.2 Chief Officers' Travel Allowance (TA) - £300 per annum is a local allowance paid to all Chief Officers /Heads of Service. The TA payment is intended as compensation for travel around the Borough of Watford and Three Rivers District for which business mileage may not be claimed.

8.3 The Head of Paid Service receives additional payment for duties as Clerk to the West Herts. Crematorium, and fees for Returning Officer duties during elections as and when appropriate.

9.0 PERFORMANCE RELATED PAYMENTS AND BONUSES

9.1 The Council does not operate a performance related payments scheme.

10.0 LOCAL GOVERNMENT PENSION SCHEME (LGPS)

10.1 All officers are eligible to join and contribute to the Local Government Pension Scheme. Officer contribution rates are a percentage of their earnings. Levels of contribution are stated by the scheme, and are based on the whole time equivalent value of all contractual pay excluding any travel allowance payments. The employer's contribution to the scheme is 19%.

10.2 The table below provides the proposed Member contribution table for 2016.

Pay Bands	Contribution Rates
Up to £13,500	5.5%
£13,501 - £21,000	5.8%
£21,001 - £34,000	6.5%
£34,001 - £43,000	6.8%
£43,001 - £60,000	8.5%
£60,001 - £85,000	9.9%
£85,001 - £100,000	10.5%
£100,001 - £150,000	11.4%
Over £150,000	12.5%

10.2 The normal retirement age for the LGPS is State Pension Age, or age 65 (whichever is the higher).

10.3 With the exception of early retirement for the reason of permanent ill health (to which no age restrictions apply), the earliest age an officer can retire and receive pension benefits is 55.

10.4 Early retirement may be granted in the following circumstances:

Early termination of employment for the reason of redundancy

On ill health grounds

On compassionate grounds

Efficiency of the service

Request to go

10.5 The Council's Redundancy, early retirement and early termination compensation, pension discretions should be consulted as appropriate for further information.

11.0 REDUNDANCY

11.1 In the event of redundancy, i.e. where a post to be vacated would not be replaced, the Council pays a discretionary redundancy payment by applying a 2.2 multiplier to each week's redundancy pay, thus providing up to a maximum of 66 weeks' pay based on contractual pay.

11.2 Officers aged 55 and above will retire in this circumstance and have access to their accrued pension benefit.

11.2 The Council does not augment additional pension membership; however the Officer may elect to purchase additional LGPS pension membership with the discretionary payment. Full details are specified in the Council's Redundancy policy and this should be accessed for full details.

12.0 EARLY RETIREMENT FOR THE REASON OF ILL HEALTH

12.1 To qualify an officer must be confirmed by the Council's Medical Adviser as being permanently unable of discharging the duties of their employment because of ill health or infirmity and have a reduced likelihood of obtaining gainful employment before reaching age 65.

13.0 EARLY RETIREMENT ON COMPASSIONATE GROUNDS

13.1 To qualify an officer would have to have a compelling hardship or difficulty that would most usually be due to caring responsibilities.

14.0 SEVERANCE – EARLY TERMINATION OF EMPLOYMENT IN THE INTEREST OF EFFICIENCY TO THE SERVICE.

14.1 There may be situations that are initiated by management to facilitate organisational change where a post to be vacated would be replaced. The Early Retirement and Early Termination Compensation policy applies and should be consulted.

14.2 Where appropriate, the Council will make a discretionary severance/ compensation payment by applying a 2.2 multiplier to each week's severance pay, thus providing up to a maximum of 66 weeks' pay based on contractual pay.

14.3 Officers aged 55 and above will retire in this circumstance and have access to their accrued pension benefit.

14.4 The Council does not augment additional pension membership; however the Officer may elect to purchase additional LGPS pension membership with the discretionary payment. Full details are specified in the Council's redundancy policy and this should be accessed for full details.

15.0 EARLY PAYMENT OF PENSION BENEFITS ON REQUEST TO LEAVE (ASK TO GO)

15.1 **Criteria**

Initiated by the employee who must be aged 55 or above. Employee submits a written request to the Head of Service stating grounds and case for consideration and first approval.

The Head of Service and Head of Human Resources will then submit a report for approval by the Managing Director.

The rationale for agreement will include Improvement in organisational efficiency e.g. needs of job, new skills required, need to work in different ways, improved productivity.

An assessment of the strain on the pension fund in relation to the benefit obtained by the Council will be conducted. The strain cost would normally need to be recovered within 2 years of the retirement.

The post will be replaced

15.2 Benefits

Under 55

- Not available

Over 55

- Actuarially reduced accrued pension benefits
- No added years are awarded by the Council

The Early Retirement and Early Termination Compensation policy applies and should be consulted.

16.0 FLEXIBLE RETIREMENT

16.1 This is subject to agreement by the Council, providing an option for an officer to continue in employment post Local Government Pension Scheme retirement age and to take some or all of their Local Government Pension that is due to them whilst continuing to work on reduced hours or reduced pay. The benefit for the Council is the ability to retain skills, knowledge and experience.

16.2 An abatement of pension will apply if the pay for the new post plus the LGPS pension they receive exceeds the value of the salary for the post from which they retired. London Pension Fund Association (LPFA) should be consulted for advice.

The Early Retirement and Early Termination Compensation policy and flexible retirement policy applies and should be consulted.

17.0 RE-EMPLOYMENT POST SEVERANCE OR REDUNDANCY

17.1 The re-employment of officers who were granted early retirement, are receiving their Local Government pension, or have received a severance/ compensation payment, or a redundancy payment is discouraged. The following criteria should be considered. Refer to the Council's policy for early retirement/ early termination compensation for further information.

- What is the nature of the work to be undertaken?
- How similar is the work to that formally undertaken by the individual?
- Is it work that the individual could have been redeployed to?

- The work should be a specific project or task where the skills/ knowledge set required is unique to that individual
- The work should be such that it could not be undertaken by anyone else currently employed in the Council

18.0 OFFICERS WHO HAVE RETIRED AND ARE IN RECEIPT OF PENSION

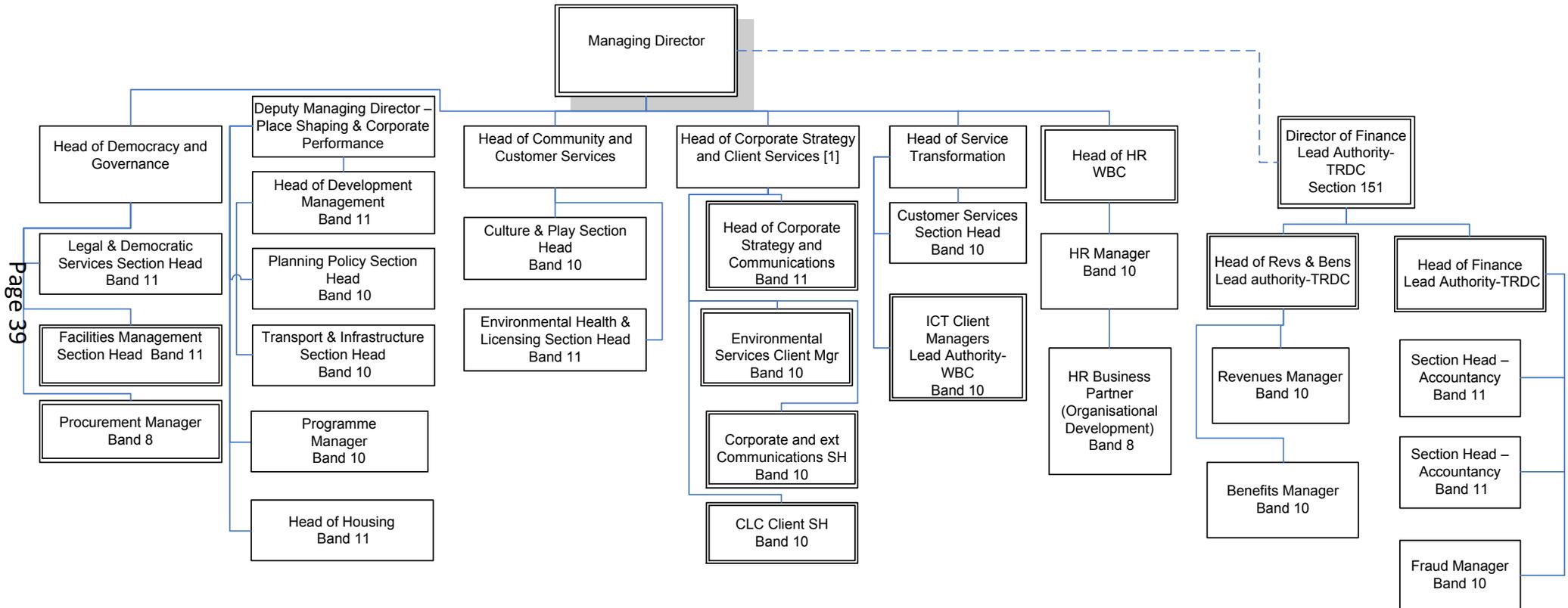
- 18.1 If an officer is in receipt of their Local Government Pension and returns to work for the Council an abatement of their pension will apply if the pay for the new post plus the LGPS pension they receive exceeds the value of the salary for the post from which they retired. LPFA should be consulted for advice.
- 18.2 Flexible retirement subject to agreement by the Council provides an option for an officer to continue in employment post retirement age and to take some or all their pension working on reduced hours or reduced pay. The flexible retirement policy should be accessed for full information.

19.0 PAY RELATIVITY AND LOWER PAID STAFF

- 19.1 The Council is committed to the principle of fairness when setting pay levels for all officers. All jobs are job evaluated meaning each has an analytical score providing its relative value in the organisation and each job is linked to a defined pay model.
- 19.2 The Council defines its lowest paid staff as those whose posts are graded on the lowest grade in the pay model. Pay rates are based on whole time equivalent salaries.
- 19.3 The mean average earnings in the Council are £25,840. giving a ratio with the highest paid officer of 1:5.3.
The median earnings in the Council are £28,451 giving a ratio with the highest paid officer of 1:4.8.
The lowest earnings in the Council are £19,392 giving a ratio with the highest paid officer of 1:7.
- 19.4 The lowest pay band on the pay model (Band 1) is not in use by Watford Borough Council whose lowest remunerated post is within band 3 paying £8.59 per hour including LW. This is above the living wage for London and the South East and the ratio with National Minimum Wage is 1:1.2.
- 19.5 Cost of living pay increases in the Council are awarded consistently in line with those negotiated nationally by NJC. An analysis of pay awards for the previous 5 years is provided at appendix 4.

Appendix 1

Watford Borough Council



Page 39

[1] = Until 1st April 2017

Job Description - Managing Director		
Corporate Accountabilities	Management Accountabilities	Personal Accountabilities
<ul style="list-style-type: none"> • Supporting the delivery of the Mayor's and the Council's strategies and policies. • Assuring understanding, acceptance and support for the Mayor's Executive role • Transacting the Mayor's, Cabinet and Council decisions • Advising the Mayor • Advising Members • Managing the Officer/Political interface • Aligning corporate values with Political direction • Aligning strategic direction, corporate planning and resource allocation • Budget strategy • Defining / delivering priorities • Structural and Cultural change • Supporting Strategic Partnerships • Leading on performance management • Corporate values • Strategic Direction • Officer/Member interface • Advising Members • Defining/delivering priorities • Structural and cultural change • Budget strategy • Management standards • Strategic Partnerships <ul style="list-style-type: none"> • Ensuring effective communication – up, down and outwards 	<ul style="list-style-type: none"> • Carrying the Mayor and Cabinet agenda through the Management Team • Articulating the Mayor and Cabinet agenda in corporate and service objectives • Delivering these objectives • Giving managerial leadership at all times • Managing the corporate and service management matrix • Alignment of cross-cutting programmes with substantive plans • Setting management standards • Setting the tone and style • Ensuring good communications - up, down and outwards • Challenging departmental absurdities • Resolving conflict • Management of Executive Directors: <ul style="list-style-type: none"> • Appraisals • Agreement of objectives • Reviewing performance • Conflict resolution • Service integration • Direction of cross cutting programmes • 'Setting the tone'/style • Tight/ loose management 	<ul style="list-style-type: none"> • Being a personal aide and confidant to the Mayor. • Leading by example • Promotion of Watford • Promotion of good public relations • Enhancing Watford's influence locally, regionally, nationally and overseas. • Enhancement of personal external profile • Personal accountability for civil emergencies. • Specific 'cross functional' projects or accountabilities <p>major physical developments</p> <p>complex procurement</p> <p>e-government</p> <p>regionalism</p> <p>cultural change</p> <p>local strategic partnership</p> <ul style="list-style-type: none"> • PR and representation of Watford Borough Council • Good external relations • Enhancement of external profile of Watford Borough Council • Personal development

Job Description – Director of Finance (employed by Three Rivers District Council)

Job Title:	Director of Finance	Post Reference No:	
Post Number:		RG0101	
Service/ Department:	Corporate Resources and Governance	Section:	Finance
Grade:	Chief Officer		
Location:	You will normally be based at Three Rivers House, Rickmansworth and Watford Town Hall, Watford or any such other place of employment within the remit of the service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's licence requirements:	Casual. The post holder will be expected to travel as necessary to achieve the requirements of the role.		
Responsible to:	Joint reporting to Chief Executive Three Rivers District Council and Managing Director, Watford Borough Council		
Responsible for:	Direct management responsibility for Finance and Revenue and Benefits; relationship role for Human Resources and ICT (which are directly managed by Watford)		
Purpose of Role:	<ul style="list-style-type: none"> To act as Three Rivers District Council and Watford Borough Council statutory, section 151, Officer providing advice to members and senior management on: <ul style="list-style-type: none"> Financial Planning Financial Control Financial reporting To lead and manage the Finance and Revenue and Benefits Service 		
Important Notes Relating to Duties:	<p>In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-</p> <p>Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;</p> <p>Complies with these formal requirements and related procedures; and</p> <p>Seeks advice from a more Senior Officer if in any doubt about the proper course of action.</p>		

KEY ACCOUNTABILITIES

- To act as the joint statutory section 151, Officer to both Councils, ensuring an even spread of time is available to each Authority. In this role you will provide key strategic and financial advice to both authorities whilst recognising that they are separate and independent bodies and may well have different aims and priorities.
- To play a key role in the successful achievement of major regeneration projects at both authorities.
- To provide accurate medium term financial strategies to both authorities to enable future service delivery to be planned in a controlled environment.
- To identify opportunities to realise efficiency savings over the short and medium term which could include in house re-structuring or potential outsourced, partnership arrangements.
- To play an active role in guiding and advising the Senior Management Teams and key elected Members in achieving the vision of best performing authorities.
- To chair and coordinate the Management Team meetings
- To oversee the operation of Revenues and Benefits and Financial Services to both authorities. This role will necessitate a continuous review of both services to ensure that they remain fit for purpose, provide value for money and strive to be 'best in class' service providers. Every opportunity should be taken to harmonise processes within the overall constraint that the two authorities may wish to apply different policies.
- To be a lead client officer for the Internal Audit Service provided by Herts. County Council and the provision of an ICT outsourced service (Capita);
- To provide impartial advice to elected members at all key decision taking and scrutiny committees.
- To represent both councils at countywide and national forums.
- To undertake any other duties, commensurate with the grade and seniority of the post, as may reasonably be required.

KEY PERFORMANCE INDICATORS:

- The budget process, including account closing, budget setting, Council tax levy and external audit is completed on time and within specified procedures;
- Accurate, timely and detailed budget information is provided for members and senior management
- Achievement of sustainable budgets for both Councils
- On going review of cost base for both Councils, achieving increased value for money

Job Description – Head of Service

<i>Corporate Accountabilities</i>	<i>Management Accountabilities</i>	<i>Personal Accountabilities</i>
<ul style="list-style-type: none"> • Ensuring customer focus through high quality service delivery • Maintaining capacity • Specific support for corporate projects • Specific delivery of corporate priorities • Advising Members • Service standards and policies • Communications up, down and outwards • Liaison and integration • External partnerships 	<ul style="list-style-type: none"> • Planning: <ul style="list-style-type: none"> • Research and intelligence • Service and substantive plans • Budgetary planning • Organising: <ul style="list-style-type: none"> • Structure and staffing • Systems and operational efficiency • Quality assurance • Controlling: <ul style="list-style-type: none"> • Performance management • Budget monitoring • Staff control and discipline • Leading: <ul style="list-style-type: none"> • Managerial leadership • Professional leadership • Motivation of staff • Staff training and development • Resourcing: <ul style="list-style-type: none"> • Service budgets • Achieving best value 	<ul style="list-style-type: none"> • PR and representation of Watford • Good external relations • Major service projects • Service innovation • Enhancement of professional profile and promotion of Watford • Personal development

Appendix 2

Chief Officer pay structure - Watford Borough Council

Band	Spinal Column Point	New Basic Salary	New Salary Including £832pa Fringe Allowance and £300pa Travel Allowance
Heads of Service			
	1	67,633	68,765
	2	68,728	69,860
	3	70,206	71,338
	4	71,795	72,927
Heads of Service +			
	1	70,134	71,266
	2	70,869	72,001
	3	72,946	74,078
	4	74,349	75,481
Director of Finance			
	1	76,862	N/A
	2	79,579	
	3	82,165	
	4	84,816	
	5	87,715	
	6	90,665	
Deputy Managing Director	N/A	100,000	-
Managing Director	N/A	137,821	-

Appendix 3

Pay Scale for Watford Borough Council 2016-17

Band	SCP	Per hour ex LW	Per week ex LW	Per mth ex LW	p.a. ex LW	Basic (ex LW)
Band 1	6	£7.52	£278.35	£1,210	£14,514	£14,514
	7	£7.58	£280.29	£1,218	£14,615	£14,615
	8	£7.66	£283.28	£1,231	£14,771	£14,771
	9	£7.76	£287.19	£1,248	£14,975	£14,975
Band 2	10	£7.90	£292.24	£1,270	£15,238	£15,238
	11	£8.04	£297.39	£1,292	£15,507	£15,507
	12	£8.20	£303.46	£1,319	£15,823	£15,823
	13	£8.39	£310.61	£1,350	£16,196	£16,196
	14	£8.54	£316.07	£1,373	£16,481	£16,481
Band 3	15	£8.69	£321.66	£1,398	£16,772	£16,772
	16	£8.90	£329.27	£1,431	£17,169	£17,169
	17	£9.10	£336.52	£1,462	£17,547	£17,547
	18	£9.27	£343.12	£1,491	£17,891	£17,891
	19	£9.62	£355.95	£1,547	£18,560	£18,560
Band 4	20	£9.97	£368.95	£1,603	£19,238	£19,238
	21	£10.33	£382.39	£1,662	£19,939	£19,939
	22	£10.60	£392.31	£1,705	£20,456	£20,456
	23	£10.91	£403.83	£1,755	£21,057	£21,057
	24	£11.27	£417.03	£1,812	£21,745	£21,745
Band 5	25	£11.63	£430.24	£1,870	£22,434	£22,434
	26	£12.01	£444.28	£1,931	£23,166	£23,166
	27	£12.41	£459.03	£1,995	£23,935	£23,935
	28	£12.81	£474.03	£2,060	£24,717	£24,717
	29	£13.32	£492.76	£2,141	£25,694	£25,694
Band 6	30	£13.76	£509.29	£2,213	£26,556	£26,556
	31	£14.20	£525.36	£2,283	£27,394	£27,394
	32	£14.62	£540.88	£2,350	£28,203	£28,203
	33	£15.05	£556.80	£2,419	£29,033	£29,033
	34	£15.47	£572.54	£2,488	£29,854	£29,854
Band 7	35	£15.80	£584.55	£2,540	£30,480	£30,480
	36	£16.22	£600.04	£2,607	£31,288	£31,288
	37	£16.67	£616.84	£2,680	£32,164	£32,164
	38	£17.16	£634.91	£2,759	£33,106	£33,106
	39	£17.72	£655.81	£2,850	£34,196	£34,196
Band 8	40	£18.19	£673.02	£2,924	£35,093	£35,093
	41	£18.67	£690.78	£3,002	£36,019	£36,019
	42	£19.15	£708.38	£3,078	£36,937	£36,937
	43	£19.62	£726.04	£3,155	£37,858	£37,858
	44	£20.11	£743.90	£3,232	£38,789	£38,789
Band 9	45	£20.56	£760.60	£3,305	£39,660	£39,660
	46	£21.05	£779.00	£3,385	£40,619	£40,619
	47	£21.54	£796.87	£3,463	£41,551	£41,551
	48	£22.02	£814.57	£3,540	£42,474	£42,474
	49	£22.49	£832.08	£3,616	£43,387	£43,387

Band 10	50	£22.97	£849.95	£3,693	£44,319	£44,319
	51	£23.46	£867.85	£3,771	£45,252	£45,252
	52	£23.94	£885.78	£3,849	£46,187	£46,187
	53	£24.43	£903.86	£3,927	£47,130	£47,130
	54	£24.92	£922.10	£4,007	£48,081	£48,081
Band 11	55	£25.41	£940.27	£4,086	£49,028	£49,028
	56	£25.93	£959.31	£4,168	£50,021	£50,021
	57	£26.43	£977.79	£4,249	£50,985	£50,985
	58	£26.92	£996.04	£4,328	£51,936	£51,936
	59	£27.42	£1,014.65	£4,409	£52,907	£52,907

Fringe Weighting Allowance: £832 per annum

Essential Car User (where applicable): Lump sum allowance

Up to 999 cc: £846.00 per annum
 1000 cc and above: £963.00 per annum

Stand by duty allowance (where applicable) : £27.35 per session

Appendix 4

Summary of JNC/ NJC national pay awards previous 5 years

2012 No pay award

2013 1.0% pay award

2014 No national or local pay award

2015 2.2% pay award

2016 1.0% pay award

* note that there are no posts in the Council that are remunerated below spinal column point 15 – (£8.59 inc LW).

Current National Living wage rate (over 25s):

Living wage £7.20 per hour (increasing to £7.50 in April 2017)

Current National Minimum Wage Rates:

25 years+ £7.20 per hour (increasing to £7.50 in April 2017)

21-24 years £6.95 per hour (increasing to £7.05)

18 – 20 yrs £5.55 per hour (increasing to £5.60)

16 – 17 yrs £4.00 per hour (increasing to £4.05)

Apprentice* £3.40 per hour (increasing to £3.50)

*applies to under 19, or in the first full year of apprenticeship. If aged over 19, or past the first year the rate applicable to age applies.

