



**WATFORD  
BOROUGH  
COUNCIL**



# **COUNCIL MEETING**

**16 March 2023**

**7.30 pm**

**3rd floor, Town Hall Annexe, Watford**

## **Contact**

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8 March 2023

Councillor

You are hereby summoned to attend a meeting of the Council of the Borough of Watford to be held on Thursday, 16 March 2023 starting at 7.30 pm at the 3rd floor, Town Hall Annexe, 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 31 January 2023 to be submitted and signed.

4. **Official Announcements**
5. **Mayor's Report (Pages 10 - 14)**
6. **Questions by Members of the Council under Council Procedure Rule 10.0**
7. **Questions by Members of the Public under Council Procedure Rule 11.0**
8. **Petitions presented under Council Procedure Rule 12.0**

A petition has been received in the terms set out below. At the time of agenda publication the petition contains 101 signatures of Watford residents.

**“Lights and CCTV at Cassiobury Park Watford**

We the undersigned petition the council to We, the undersigned, are concerned about the lack of proper lighting and CCTV in Cassiobury Park. We believe that the addition of lighting in key areas of the park would greatly improve the safety of the community. We have been made aware that there have been several incidents of assault happening in the park, which highlights the urgent need for increased security measures. Darkness presents a number of hazards, including the potential for crime and accidents. the undersigned members are concerned after a recent victim of an attack and assault in the park that resulted in serious head injuries, injuries to the body and hospitalisation. More people shared their fears and similar experiences if not worst.

We call on Watford Council to take immediate action to install lighting in the park, specifically in the following areas:

Entrance Cassiobury park by tennis courts , path from entrance to top of the park alongside cricket club, outdoor gym and various benches leading up to town as it is used daily during commuting hours by Watford residents. We would be grateful for more lighting and CCTV cameras across the park. The police was unable in the past to track the offenders due to lack of resources and CCTV. The victims were unable to identify their attackers due to lack of lighting and darkness. We believe that this small investment in the park will have a big impact on the safety and enjoyment of the community. We urge you to take action and make Cassiobury Park a safer and more accessible space for all.”

**9. 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.**

**10. Council Pay Policy Statement 2023 (Pages 15 - 56)**

**11. Motions submitted under Council Procedure Rule 13.0**

1. The following motion has been proposed by Councillor Ezeifedi and seconded by Councillor Khan:

**“Selling Vaping Product to Children and Young people in Watford**

In the past few years, vaping among adolescents has risen sharply, both nationally and internationally. Action on Smoking Health (ASH) data shows that 8.6% of 11- to 18-year-olds in England vaped in 2022, compared with 4% in 2021. The charity also reported that among those who tried vaping, 40.1% had never smoked before.

Recent Chartered Trading Standards Institute research found that 60% of local trading standards services report high street shops selling vapes or vaping products to children. Trading standards teams reported a significant rise in underage vape sales last year, with more than a fifth of youngsters buying vaping products from newsagents while 16.3% buying them from a supermarket. Watford seems to mirror this trend with most secondary schools seizing vaping products in school premises as well as a high number of shops selling these products to underage.

The effects of e-cigarettes and vaping are still not yet fully understood - which is especially important in the context of young people, as their lungs are still developing. There is growing evidence that e-cigarettes can help people manage their nicotine cravings – but this isn’t without risk. While research has shown vaping poses a small fraction of the risks of smoking, it is

deeply worrying that more and more children – who have never smoked – are starting vaping.

The LGA has called on its members to step up enforcement to deal with growing numbers of shops selling vapes to children despite the 18 age limit, with many “especially concerned” by child-friendly marketing, including colourful packages.

This council agrees the following: that the Mayor should

Write to the Secretary of state for tighter regulations on the marketing of vape products, including a ban on brightly-coloured packaging and a review of the flavours vape companies use which are likely to appeal to children.

Call for harsher punishments for companies which flout advertising rules to promote their products on social media, and for more licensing powers to allow local authorities to ban the sale of e-cigarettes in shops near schools.

Also resolves that the Mayor to write to the County Council Trading standards to:

- Carry out regular test purchases and have seized products and issued fixed penalty notices when a business has been found to be in breach of the law.
- Implement mandatory age-of-sale signage on vaping products.
- Implement sanctions for breaching these rules should also be the same as penalties handed out under tobacco display regulations.”

2. The following motion has been proposed by Councillor Turmaine and seconded by Councillor Bell:

**“Support for Passivhaus standards.**

This council notes that:

Watford Borough Council declared a climate emergency in 2019. It has also set a goal of being carbon neutral by 2030.

The council has a partnership with Watford Community Housing to deliver homes, including those for social rent and affordable rent.

This council recognises that:

Passivhaus homes are very energy efficient and can reduce energy bills by huge margins. The Passivhaus approach to building homes, retro-fitting

homes and designing office space is sustainable and growing in popularity.

The cost-of-living crisis and the climate crisis are both emergencies that Watford Borough Council can have a direct impact on through its policies and activities.

Local authorities are using Passivhaus properties to provide housing that is more environmentally sustainable and reduces the costs of energy for their tenants.

This council resolves to:

Initiate conversations with its housing partners and developers to explore the use of a Passivhaus approach to its buildings for the future.

To propose a review of its existing buildings, together with its partner housing providers, with regard to retro-fitting to Passivhaus standards.”

3. The following motion has been proposed by Councillor Stotesbury and seconded by Mayor Taylor:

**“Tackling the climate emergency**

Council notes

- On 29<sup>th</sup> March 2023, the Climate Change Committee, created as a result of the Climate Change Act 2008, will present its biennial Adaptation Progress Report to parliament. This will outline what progress has been made in preparing the UK for the consequences of climate change and set out what the government should do to tackle the climate emergency.
- Thanks to Liberal Democrat policies in government between 2010 and 2015, the UK made major strides in cutting emissions from power generation, with wind power is now the cheapest form of electricity generation. However, little progress has been made since.
- Last year’s heatwave demonstrated that the UK already faces significant challenges from the changing climate; these will intensify as warming continues. The ongoing war in Ukraine and its impact on fuel costs has also highlighted the need to move to renewable energy sources. So far, the Government has been too slow to react to the issue of clean energy and energy security.
- That Watford Council declared a climate emergency in 2019 and an

ecological emergency in 2020.

Council welcomes:

- The recent creation of the Department for Energy Security and Net Zero, reversing the Conservative government's short-sighted and damaging decision to disband the Department for Energy and Climate Change in 2016.
- The decarbonisation works on the Town Hall which will reduce the council's carbon footprint and reduce running costs, saving local taxpayers £300,000 per year.
- The work by Watford Borough Council to create its new environmental strategy. This includes undertaking a wide-ranging consultation on a draft strategy and creation of a final strategy and delivery plan to become a net zero carbon town by 2030.
- The significant capital investment in sustainability and biodiversity improvements agreed as part of the 2023/4 budget, including:
  - Funding for our green spaces strategy - £150,000
  - Continuation of our tree planting programme - £50,000
  - River Colne restoration works - £250,000
  - Cassiobury Park Wetlands project - £75,000
  - Shrub replacement in open spaces - £25,000
  - Supporting sustainable transport through our Transforming Travel in Watford Strategy - £100,000
  - electric vehicle charging programme - £100,000
- The further funding through the council's revenue budget, including £500,000 to implement the Environmental Strategy Delivery Plan and £421,000 as part of the sustainability reserve.

Council calls for:

- Funding from the government to be increased and made available to enable councils including Watford, to reach zero carbon town by 2030.
  - The Mayor to write to the Secretary of State for Energy Security and Net Zero to outline the work Watford is already doing and lobby for more support for local councils so they can achieve their net zero carbon objectives."
4. The following motion has been proposed by Councillor Stotesbury and seconded by Councillor Feldman:

## **“Bus services in Watford**

### Council notes:

- Bus services in Watford and across Hertfordshire are causing significant distress to residents. The Mayor and ward Councillors regularly receive complaints from residents who are frustrated that buses are being cancelled, are irregular and are not well maintained.
- Since 2020 the number of miles covered annually by buses have decreased by one third and even before the COVID pandemic was static or falling over a period of a decade. Despite recovery of passenger numbers since the pandemic, services are not increasing in line with this.
- Many residents who had previously using bus services in Watford are being forced to use their cars and alternative methods such as taxis. For some this is increasing their monthly outgoings at a time of a cost-of-living emergency.
- Watford Council have been proactive in supporting bus services in Watford through the Arriva Click demand-responsive bus service but wider changes are necessary to provide the level of bus service they deserve.

### Council believes:

- A cheap and reliable bus service is vital to support modal shift from polluting private vehicles to more sustainable forms of transport.
- For many people, including the elderly and young people going to school, buses provide independence and freedom for individuals who otherwise would not have that opportunity.
- The TfL model of transport delivery allows for more regular services that are tailored to the needs of residents, not shareholders and is preferable to the system used in Hertfordshire and most parts of the country.
- The unfair imposition of ULEZ by the Labour Mayor of London, which will have knock-on effects locally, underlines the importance of fixing public transport.

### Council calls for:

- The Mayor to write a letter to the Leader of Hertfordshire County Council and demand better services for Watford.

- The Mayor to write to Ministers at the Department for Transport to ask what is being done to improve bus services nationally and what plans they have to allow other areas to apply a TfL model for bus services across the UK.”
5. The following motion has been proposed by Councillor Pattinson and seconded by Councillor Trebar:

“Watford Borough Council notes that:

- i. 51 per cent of the UK population will directly experience the menopause during their lifetime;
- ii. Over 13 million women in the UK are either menopausal or perimenopausal at any time;
- iii. 4.5 million of those 13 million women are in the workplace;
- iv. Three out of four women experience menopause-related symptoms with one in four experiencing serious symptoms;
- v. 1.6 million working days are lost to menopause symptoms annually as a result.

Menopause can see women experiencing a wide range of symptoms including hot flushes, fatigue, anxiety, disturbed sleep, heavy and erratic periods, mood swings, rage, heart palpitations, and itchiness.

The intensity and combination of some of these symptoms can be unsettling. In particular, when oestrogen levels decrease in the lead up to menopause, cognition suffers. Women may struggle with memory, word retrieval, and other cognitive activities. For some, the change in cognitive function is so pronounced they fear they are developing dementia or Alzheimer’s. These changes can also reduce their confidence to manage their work, home and social life.

Hormone levels may exacerbate existing conditions such as ADHD, and medication and strategies for managing those conditions may not work as effectively as they once did.

Many menopausal women are finding it difficult to obtain Hormone Replacement Therapy medicines due to increased demand and supply chain issues, adding to their anxiety.

Support for women with menopausal symptoms in the workplace is variable and understanding by managers and other employees is often limited. In some cases, understanding and empathy is so poor that women receive insults and rude comments from colleagues and managers. As a result, many women end up leaving their workplace as they feel unable to continue in




their role.

Watford Borough Council welcomes steps taken by the Council's HR department in developing and implementing menopause support for its staff.

Watford Borough Council asks its partner organisations, to review their People Management policies to ensure that their staff and WBC retained staff going through the menopause have the understanding and support they need.

The Council also commits to:

- i. Campaign for menopause support to form a central part of the next national Women's Health Strategy;
- ii. Working with Hertfordshire County Council and other local health organisations to ensure that support for those experiencing menopause is a central part of the next Hertfordshire Health and Wellbeing strategy;
- iii. Supporting the #MakeMenopauseMatter campaign which is calling for:
  - a) Mandatory menopause training for all GPs and menopause to be taught as part of every medical school curriculum,
  - b) Menopause guidance and support in every workplace,
  - c) Menopause to be added to the Relationships, Sex and Health Education curriculum for schools throughout the UK."



**Donna Nolan, Chief Executive**

# Agenda Item 5

## Elected Mayor's Report March 2023

### Introduction

As I write this report, the cost of living emergency is continuing. This has now been the case across many of these reports submitted to full council over the past year. As ever, we are working hard to provide support to those who need it by signposting to services and through our network of welcoming hubs across the town which provide a place for residents to go, stay in a warm space, meet others and save on their energy bills. This network has expanded recently and I am pleased that so many of these spaces are now available for residents who need them.

One of the multiple causes of the cost of living emergency, is the ongoing war in Ukraine and since I last reported to full council we have unfortunately commemorated the one year anniversary of the invasion. The increased fuel costs from this war will continue for some time and we remain committed to supporting those who are struggling with their fuel bills. We will also continue to ensure that we remember those who have died or lost loved ones in the conflict and ensure that Watford remains a welcoming place for all those fleeing war.

The past month has seen a number of our Neighbourhood Grant projects begin and I have been fortunate to be able to see some of these take shape. This scheme, which will open for a new round of applications later this year, gave out over £150,000 of funding across 16 projects. These projects ranged from supporting sports and well being to improving community spaces and protecting our natural environment.

### Standing up for Watford

#### **ULEZ**

The potential impact of the rushed and unfair expansion of the Ultra Low Emission Zone continues to feature heavily in the press and in my inbox. Many residents are worried about the prospect of having to pay £12.50 per day to see loved ones in London or even to access life saving cancer treatment or provide care for vulnerable family members.

I continue to press for Watford residents, who pay into TfL through fares, to be included in the scrappage scheme organised by Sadiq Khan. Unfortunately, this has been rejected, as have calls to include all Watford stations into zone 6, ending the absurd situation where stations within the M25 are placed in a higher zone than some deep within Essex. I hope that by the time ULEZ is implemented that our reasonable requests will have been agreed and that the implementation date of ULEZ is postponed, allowing all residents to switch to compliant vehicles or public transport are able to do so. At the moment, however this seems unlikely.

In addition to lobbying Sadiq Khan, I have also written to the Department of Transport to ask them to commit to a nation-wide scrappage scheme. This is necessary as more cities look to reduce air pollution in the most densely populated areas. Unlike areas like Watford, which have a case for being included in the London scrappage scheme, many towns on the edge of schemes will not. If the government were to agree to my plan, Watford would also be able to benefit from it. In the letter I made the point that many Watford residents feel as if they are caught in the crossfire between the Conservative government and the Labour Mayor of London. Both sides should be looking to support residents rather than attacking each other.

## **Warm Spaces expanded**

Over 20 organisations and businesses across Watford have registered to become a Welcoming Space since the scheme was launched and Watford's network of Welcoming Spaces has grown recently. All Welcoming Spaces can receive funding through the Watford Community Fund and will connect with the wider network of Warm Spaces across Hertfordshire.

Welcoming spaces are there to support local people through the ongoing cost of living emergency, but also offer an opportunity for residents who are lonely or isolated to go and meet new people. After a successful launch, Watford is now home to 21 Welcoming Spaces including Watford Cycle Club, the Luther Blissett Hub and North Watford Library.

The council's sports and leisure provider, Everyone Active, recently launched a new hub at Watford Woodside Leisure Centre. The space offers soft play session for parents and toddlers and I was privileged to be able to visit one of their sessions and meet some of the families using this great facility.

## **Neighbourhood CIL grants**

Over the past month I was able to visit some of the sites that were successful in receiving funding from the Neighbourhood Grant Fund. This funding, approved by Cabinet in November, will provide over £150,000 of funding to 16 projects.

### *Random Cafe*

In the last month I have visited Random Café, who received over £7,000 to make improvements to its community garden on the Meriden Estate. Random Café is a local community group who have sustainability at their heart. Not only does it offer food that would otherwise go to landfill, it also serves as a meeting place for the community, providing social events that bring people together.

The funding will be used to make the garden more accessible for wheelchair users, less mobile visitors and families with buggies. It will also help fund the creation of a patio area to provide a pleasant seating area.

### *Everett Rovers*

I was also able to visit Everett Rovers Football Club who were awarded £20,000 funding from the Neighbourhood Grant Fund. This funding will contribute towards a £1million full-size, floodlit 3G artificial grass pitch.

Working in partnership with the Football Association (FA) and Football Foundation, who are also funding the project, it will create an all-weather football pitch at Leggatts Playing Fields that can be used for match play and training by local clubs, community groups, and organisations.

Everett Rovers are a very community-minded club and I know that they are keen to ensure that these new facilities will be used to inspire people from a diverse a range of backgrounds and abilities to engage with football. I am really looking forward to working with Everett Rovers in the future.

### Cherry Tree Primary School

One of the many benefits of the Neighbourhood Grant Fund is the ability to support projects that teach young people the importance of protecting the environment and improving biodiversity.

It was a pleasure, therefore, to visit Cherry Tree Primary School who have been awarded £4,500 from the Neighbourhood Grant Fund to create a biodiversity garden. This outdoor learning area will be used by all students and will attract birds and pollinators and will have wildflowers and homes for a wide range of invertebrate species.

The project also includes sensory equipment with a nature theme, which will provide an opportunity for peace and reflection and help children to manage anxiety. The outdoor space will be available to children during the school day and will also be accessible to families and residents during school events, including summer fairs.

I look forward to visiting the other local projects as they progress. The next round of funding for the Neighbourhood Grants will be open for applications again in summer 2023. However, residents can email [NCIL@watford.gov.uk](mailto:NCIL@watford.gov.uk) to find out more in advance.

### **Watford Colosseum operator to be appointed**

In my manifesto I committed to reopening the Colosseum following its refurbishment. At the time of writing, a recommendation has been made that we appoint AEG as the venue's new operator. This decision will be voted on at Cabinet on 13<sup>th</sup> March.

AEG is a global venue operator and concert promoter which manages more than 120 arenas, stadiums, and theatres across the world, including the O2 arena. Their experience means that we will be able to attract world-class artists to the Colosseum when it reopens. I believe that this is an exciting opportunity for our town and wish AEG success so that we can all get the chance to see great performances in the future.

I know how much local people have missed the Colosseum and so, like me, will be looking forward to next year. With our new partner on board and much-enhanced facilities, the venue will be better than ever before, with plenty of big names and performances heading to Watford.

### **Dispatches programme on Watford General Hospital**

Along with many people across Watford I was shocked by the footage from Watford General Hospital which formed part of the Channel 4 Dispatches programme recently. Unfortunately, the footage showed what we have been saying for a long time – that the NHS as a whole needs more funding and a drive to recruit the correct number of staff, and our local hospital needs the money to be able to upgrade its facilities. I know from many years of visiting Watford General Hospital that the staff there work incredibly hard and always put their patients first. I am truly grateful for the work they do. Unfortunately, they are being let down by not having the equipment and facilities they need to provide the healthcare residents deserve. I will continue to urge the government to bring forward the investment we need.

## **A Greener Town**

### **Beryl Bikes turn 3 years old**

At the beginning of March, the Beryl bike hire scheme in Watford turned three years old. Since we launched our partnership with Beryl over 300,000 journeys have been completed and nearly 900,000Km have been travelled by those using the bikes. Since sharing the news on social media channels, a number of residents have contacted me to say how much they value the scheme.

A cycle hire scheme was a commitment from my first manifesto so I am glad that so many residents, workers and visitors across Watford have used a Beryl bike. Every journey by Beryl bike helps reduce congestion in our town and improve air quality, making our town a healthier and greener place to live and work.

### **Improvements to Meriden Park**

One of my manifesto commitments was investing in improvements in Meriden Park and I was pleased to be able to visit the park recently to see the progress that has been made so far. I want to thank the local councillors for Meriden who have worked so hard to make these works happen and engage the community by meeting local residents and hearing their views.

The works, which include better access to the Community Centre were in my manifesto and are part of the work we are doing to enhance our parks and open spaces across Watford. Later in the year we will see more car park enhancements and more projects to improve biodiversity in the park, as well as work to improve landscaping and plant a new wildflower meadow.

I am particularly pleased that there will be opportunities for the community to assist with bulb and tree planting, and a Friends of Meriden Park will be set up to ensure that the park continues to provide for local residents. I would encourage anyone who is interested to contact [parkconsultation@watford.gov.uk](mailto:parkconsultation@watford.gov.uk).

## **News and Events**

### **Ukraine – One year on**

Watford Council commemorated one year since the barbaric Russian invasion of Ukraine by joining in the national one minute silence. Deputy Mayor Cllr Aga Dychton and Luther Blissett OBE DL also raised the flag of Ukraine at the Town Hall.

Following this ceremony, the town took part in a range of events and services which had been organised by Lauren Blissett, the Sunflower Social Club and its members. The group was set up in the wake of the invasion of Ukraine to support those who had been affected either directly or indirectly by the conflict. I am grateful that we have such generous-spirited people in this town who are dedicated to improving the lives of those in distress and creating a community which is supportive and affirming.

In the afternoon of the anniversary, the Sunflower Social Club organised a conference and exhibition in Watford Central Library. This event allowed members of the community in Watford to find out more about the real world impacts of the war in Ukraine, beyond the headlines. These conversations are vital to ensure continued support for engagement in the conflict and maintain public support for the actions Western powers are taking against Russia.

In the evening I was privileged to take part in a Service of Unity at the Peace memorial followed by a service at St Mary's Church. At the event I was able to thank those in Watford who had supported Ukraine over the last year and made it clear that no matter what happens we would stand in solidarity with the people of Ukraine for as long as is needed.

I made it clear that we would never forget the suffering of the Ukrainian people and would stand in solidarity with Ukraine until they achieve victory over Vladimir Putin's regime. I also reiterated to those Ukrainians who have since made Watford their home that they would be welcome and always a part of our town if and when they return to Ukraine following the end of the war.

### **Forget Me Not Café relaunch**

I was really pleased that the "Forget Me Not" Café is being relaunched this month. By the time we meet at Council the relaunch event will have already taken place and I hope will have been attended by a large group of people. There will be further events on the 21<sup>st</sup> April and 19<sup>th</sup> May from 11:45 to 2pm.

The Forget Me Not Café, which is a collaboration between Watford Council and West Herts College, aims to create an inter-generational Dementia-Friendly dining experience, delivered by students at the college. To ensure diners have a relaxed and pleasant experience, the students have taken their time to become Dementia Friends. This means that they provide dementia-friendly customer service and understand the challenges facing people with dementia.

### **Fairtrade Fortnight**

I am very proud that Watford is a Fairtrade town and that we were able to celebrate Fairtrade Fortnight from the 27<sup>th</sup> February – 11<sup>th</sup> March this year. Fairtrade Fortnight is a great opportunity for people to learn about the positive impact that their buying decisions can have on the world. I was pleased to be able to visit the West Herts Community College Restaurant for their Fairtrade lunch and also spent time meeting Fairtrade campaigners at their stall in Atria. It is so important that we are able to take opportunities such as this to spread the word about the fairtrade movement and the huge difference it has made to farmers and producers in the developing world since the Fairtrade Foundation was founded in 1992.

Part A

**Report to:** Council

**Date of meeting:** Thursday, 16 March 2023

**Report author:** Interim Executive Head of Human Resources

**Title:** Council Pay Policy Statement 2023

## 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. The Council's Pay Policy Statement seeks to ensure the council is able to attract, recruit, retain and engage the right people in order to achieve this. The Pay Policy Statement for 2023/24 is attached at Appendix 1.
- 1.2 The Pay Policy Statement 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 by 1 April each year 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. In the event that a council wishes to change these during the course of the year to which the Pay Policy Statement relates the statement must be revised and approved by a full council meeting.
- 1.4 The recommendation of the Hutton Report into "Fair Pay in the Public Sector" as recognised by the Government in the Code of Recommended Practice for Local Authorities on Data Transparency, was that a pay ratio of the salary of the Chief Executive compared to the median average salary in the organisation should be published. This is set out in Section 18 of the Pay Policy Statement, which shows the ratio to be 1:3.6. The Council does not have a policy on maintaining or reaching a specific pay multiple but is conscious of the need to ensure that the salary of the highest paid employee is not excessive but is consistent with the needs of the Council as expressed in this policy statement.

1.5 The Hutton report raised concerns about multiples in the order of 1:20 or higher between the lowest and highest paid employees in local authorities. The Council's current lowest to highest ratio, including apprenticeships, is 1:5.7, which, is considerably lower. Including apprenticeship posts, the lowest pay in use by Watford Borough Council is within Band 4 paying £12.93 per hour (not including Local Weighting). Excluding apprenticeship posts, the lowest earnings in the Council are also £12.93 per hour (not including Local Weighting) giving a ratio with the highest paid officer of 1:5.7. This is above the real living wage of £10.90 per hour for 2022/23.

## 2.0 Risks

### 2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Council does not fulfil requirements of Localism Act 2011 in publishing the pay policy	Localism Act not complied with	The Council Pay Policy Statement is published	treat	2

## 3.0 Recommendations

3.1 That Council approve the Council Pay Policy Statement for 2023/24 attached at Appendix 1.

### Further information:

Lee Pound  
lee.pound@watford.gov.uk

**Report approved by:** Lee Pound

## 4.0 Implications

### 4.1 Financial

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



## 4.2 **Legal Issues** (Monitoring Officer)

4.2.1 The Group Head of Democracy and Governance comments that it is a legal requirement for council to consider, approve and publish its pay policy annually preceding the financial year to which it relates.

## 4.3 **Equalities, Human Rights and Data Protection**

4.3.1 There are no implications.

## **Appendices**

Appendix A - Council Pay Policy Statement - 01 April 2023

## **Background papers**

No papers were used in the preparation of this report.



**WE ARE  
WATFORD**

**COUNCIL PAY POLICY STATEMENT  
April 2023**



## 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 249 officers, which represents a full time equivalent based on a 37 hour week of 228.26.
- 1.5 The gross salary expenditure for the Council for the financial year 2023/24 is estimated to be £14,157,419.
- 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 Council Functions Committee and Chief Officer Pay Panel.
- 1.7 This policy will be reviewed and approved at least annually or as required 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 (Chief Executive), Executive Directors/Directors/Executive/Group Heads of Service and Associate Directors of Service.
- 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	Chief Executive
Director of Finance (Section 151 Officer)	Director of Finance (Three Rivers District Council)
Chief Officers - Executive Director/Directors/Executive/Group Heads of Service	<ul style="list-style-type: none"> <li>- Monitoring Officer (Group Head of Democracy and Governance)</li> <li>- Executive Director of Corporate, Housing and Wellbeing Services</li> <li>- Executive Director of Place</li> <li>- Executive Head of Strategy and Initiatives (Communications, Partnerships and Community)*</li> <li>- Executive Head of Strategy and Initiatives (Sustainability &amp; Culture)*</li> <li>- Executive Head of Human Resources and Organisation Development (interim)</li> </ul>
Deputy Chief Officers - Associate Directors	<ul style="list-style-type: none"> <li>- Associate Director of ICT and Shared Services</li> <li>- Associate Director of Customer and Corporate Services</li> <li>- Associate Director of Housing and Wellbeing</li> <li>- Associate Director of Planning, Infrastructure and Economy</li> <li>- Associate Director of Property and Asset Management</li> <li>- Associate Director of Environment</li> <li>- Head of Finance (Three Rivers District Council)</li> <li>- Head of Revenue &amp; Benefits (Three Rivers District Council)</li> </ul>

\*There is currently an interim arrangement in place for the 2 Executive Heads of Strategy and Initiatives posts to cover the duties of the vacant Executive Director of Corporate, Housing and Wellbeing Services.

See organisation structure chart and role profiles in appendix 1.

- 2.4 The remuneration of the Executive Directors/Directors/Executive/Group Heads of Service was determined by the Chief Officer Pay Panel in June 2022 and that of the Chief Executive in 2019/20 when recruiting to the post.
- 2.5 The Council's Director of Finance/ Section 151 Officer is directly employed by Three Rivers District Council and remunerated in accordance with Three Rivers District Council Chief Officer pay rates for Directors. The Head of Finance and Head of Revenue & Benefits are also directly employed by Three Rivers District Council and remunerated in accordance with the Shared Services, Head of Service pay band.
- 2.6 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 Chief Executive, Director of Finance, and Executive Directors/Directors/Executive/Group Heads of Service are engaged on Joint National Council (JNC) national terms and conditions of service.
- 3.2 The Council's Deputy Chief Officers, i.e. the Associate Directors, who report directly to Executive Directors/Directors, 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 Plan and Council Delivery Plan 2022-2026 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 Chief Executive receives a spot salary the level of which was reviewed in 2020.

4.6 Cost of living inflation increases for the Chief Executive and Chief Officer pay scales are awarded in accordance with the Joint National Council (JNC) for Chief Executives and the Joint National Council (JNC) for Chief Officers. Chief Officers are remunerated according to the pay scale applicable to their job. 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 (see appendix 2).

4.7 Cost of living inflation increases for Deputy Chief Officers, i.e. Associate Directors of Service, are awarded in accordance with the National Joint Council (NJC) for Local Authorities. Deputy Chief Officers are remunerated according to the pay scale applicable to their job. 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 (see appendix 2).

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 their previous job.

4.9 It is not the policy of the Council to award bonuses to its Chief Officers. However, due to the extreme difficulty in filling the Associate Director of Property and Asset Management, a bonus payment is paid to this post as an exceptional case.

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 4 in a 14 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.

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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 however please see paragraph 9.6 below.

## 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 – Chief Executive and Executive Directors/Directors/Executive/Group Heads of Service

6.2 **Job Evaluation** – posts were assessed on data received relating to the external recruitment market and in conjunction with guidance received from the East of England LGA with regard to the Senior Manager job evaluation scheme.

### 6.3 Deputy Chief Officers – Associate Directors of Service

6.4 **Job evaluation** - posts were assessed on data received regarding the external recruitment market, in conjunction with guidance received from the East of England LGA and taking into account the council's job evaluation scheme, ensuring relativity between all Council posts covered by NJC terms and conditions.

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

6.6 **Labour market information** – Comparative East of England Local Authority pay information, Croner Reward Job Evaluation system, Croner Market Pay analysis for Public Services and ePayCheck provides the source of comparative pay information when there is a requirement for a role to be reviewed for example when it is hard to fill or are in areas of skills shortages within the council and are reviewed annually. There are currently no Market supplements applying to Chief Officer or Deputy Chief Officer roles, although as noted in paragraph 4.9 above, a bonus payment is paid to the Associate Director of Property and Asset Management as an exceptional case.

### 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 14 grade pay model in Appendix 3. No Council post is graded below Band 4, and the minimum pay for Band 4 is £23,194 plus £951 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

- Electoral Services Manager
- Infrastructure & IT Security Manager
- Senior Infrastructure Engineer
- Senior Project Manager

- Programme Manager
- Economic Development Manager
- Economic Development Officer
- Building Control Officer (TUPE Shared Services)
  
- Building Control Surveyor (TUPE Shared Services)
- Senior Regeneration Manager
- Senior Surveyor
- Compliance & Maintenance Officer
- Senior Transport & Infrastructure Projects Manager
- Traffic Regulation Order Manager

## 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. At the time of writing this statement the April 2023 pay award has yet to be agreed.

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

## 9.0 LOCAL GOVERNMENT PENSION SCHEME (LGPS)

- 9.1 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 19.1%.
- 9.2 The table below provides the proposed Member contribution table for 2023/24.

Pay Bands	Contribution Rates
Up to £15,000	5.5%
£15,001 - £23,600	5.8%
£23,601 - £38,300	6.5%
£38,301 - £48,500	6.8%
£48,501 - £67,900	8.5%
£67,901 - £96,200	9.9%
£96,201 - £113,400	10.5%
£113,401 to £170,100	11.4%
Over £170,101	12.5%

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- 9.3 The normal retirement age for the LGPS is State Pension Age, or age 65 (whichever is the higher).
- 9.4 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.
- 9.5 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
- 9.6 The Council's Redundancy, early retirement and early termination compensation, pension discretions policy should be consulted as appropriate for further information.
- 10.0 **REDUNDANCY**
- 10.1 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.
- 10.2 Officers aged 55 and above will retire in this circumstance and have access to their accrued pension benefit.
- 10.3 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.
- 11.0 **EARLY RETIREMENT FOR THE REASON OF ILL HEALTH**
- 11.1 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 normal pension age.
- 12.0 **EARLY RETIREMENT ON COMPASSIONATE GROUNDS**
- 12.1 To qualify an officer would have to have a compelling hardship or difficulty that would most usually be due to caring responsibilities.
- 13.0 **SEVERANCE – EARLY TERMINATION OF EMPLOYMENT IN THE INTEREST OF EFFICIENCY TO THE SERVICE.**
- 13.1 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.
- 13.2 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.
- 13.3 Officers aged 55 and above will retire in this circumstance and have access to their accrued pension benefit.



13.4 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.

#### 14.0 **EARLY PAYMENT OF PENSION BENEFITS ON REQUEST TO LEAVE (ASK TO GO)**

##### 14.1 **Criteria**

Initiated by the employee who must be aged 55 or above. Employee submits a written request to the Executive Director/Director/Executive/Group Head of Service stating grounds and case for consideration and first approval The Executive Director /Director/Executive/Group Head of Service and Executive Head of Human Resources and Organisation Development will then submit a report for approval by the Chief Executive.

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

##### 14.2 **Benefits**

###### *Under 55*

- Not available

###### *Over 55*

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

Employees can elect to retire and receive pension benefits from age 60, but there are no added years awarded and accrued pension benefits are actuarially reduced.

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

#### 15.0 **FLEXIBLE RETIREMENT**

15.1 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.

15.2 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.

#### 16.0 **RE-EMPLOYMENT POST SEVERANCE OR REDUNDANCY**

16.1 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

#### 17.0 **OFFICERS WHO HAVE RETIRED AND ARE IN RECEIPT OF PENSION**

17.1 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.

17.2 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.

#### 18.0 **PAY RELATIVITY AND LOWER PAID STAFF**

18.1 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.

18.2 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.

18.3 Including apprenticeship posts, the mean average earnings in the Council are £38,805 giving a ratio with the highest paid officer of 1:3.6. The median earnings in the Council are £39,493 giving a ratio with the highest paid officer of 1:3.6. Including apprenticeships, the lowest earnings in the Council are £24,948, giving a ratio with the highest paid officer of 1:5.7. Excluding apprenticeship posts, the lowest earnings in the Council are also £24,948 giving a ratio with the highest paid officer of 1:5.7.

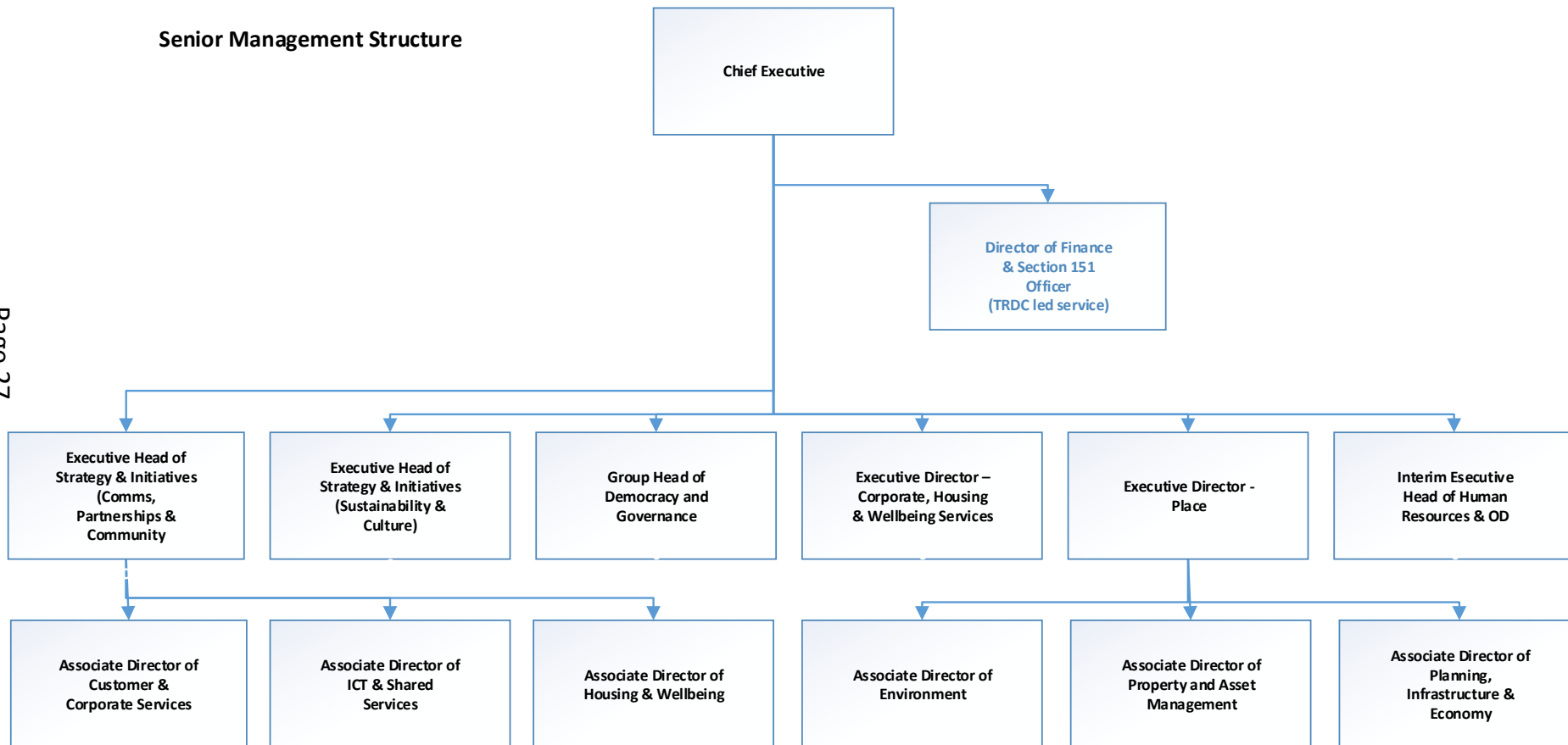
18.4 The lowest pay band on the pay model (Band 1) is not in use by Watford Borough Council whose lowest remunerated post is within Band 4 paying £12.93 per hour excluding LW. This is above the real living wage of £10.90 per hour for 2022/23.

18.5 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

Senior Management Structure

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## Job Description / Person Specification

<b>Job Title:</b>	Chief Executive
<b>Service/ Department:</b>	Corporate Services
<b>Salary band:</b>	Chief Executive Band
<p><b>Purpose of Role:</b></p> <p>Work with the Elected Mayor to provide effective leadership to the Council, developing and ensuring delivery of the Council's vision and objectives.</p> <p>Take overall responsibility for the effective management of the Council's resources, ensuring efficient, effective and high quality service delivery is provided.</p> <p>Working with the Elected Mayor to lead the Council's strategic partnership working, engaging with stakeholders to support a sustainable, prosperous town.</p> <p>To sustain a bold and progressive culture, embedding a customer focused, digitally enabled, and commercially minded approach across all of the council's function.</p>	
<p><b>Key Accountabilities:</b></p> <ul style="list-style-type: none"> <li>• Supporting the delivery of the Mayor's and the council's strategies and policies</li> <li>• Assuring understanding, acceptance and support for the Mayor's Executive role</li> <li>• Transacting the Mayor's, Cabinet and Council decisions</li> <li>• Advising the Mayor and Members</li> <li>• Ensuring the effective delivery of the Council's various projects through Programme Management, objective setting for senior Leadership Team and reviews with key stakeholders.</li> <li>• Managing the Officer/Member/Political interface</li> <li>• Aligning corporate values with Political direction</li> <li>• Aligning strategic direction, corporate planning and resource allocation</li> <li>• Budget strategy and delivery of agreed budget</li> <li>• Leading Structural and Cultural change</li> <li>• Engaging with Strategic Partnerships</li> <li>• Ensuring effective performance management</li> <li>• Ensuring effective personal communication – up, down and outwards.</li> </ul>	
<p><b>Management:</b></p> <ul style="list-style-type: none"> <li>• All duties and responsibilities as defined in Section 4 of the Local Government and Housing Act (1989)</li> <li>• Delivering the Mayoral and Cabinet objectives through the Leadership Team</li> <li>• Articulating the Mayor and Cabinet agenda in corporate and service objectives</li> <li>• Providing managerial leadership to the Leadership Team</li> <li>• Alignment of cross-cutting programmes with substantive plans</li> </ul>	

- Management of Executive Directors/Executive Heads of Service – Appraisals/PDRS, Agreement of objectives, Reviewing performance

**Personal attributes:**

- Able to work constructively and effectively both internally and externally
- Able to lead by example
- Able to promote Watford
- Able to enhance Watford's influence locally, regionally and nationally
- Able to articulate a vision on how the Council's services can be better configured, embracing modern ways of working

**Key Relationships:**

- The Elected Mayor and Members
- Executive Directors/Executive Heads of Service
- Associate Directors of Service and senior leadership team
- External partners and stakeholders
- Peers in other Local Authorities within Hertfordshire, including Hertfordshire County Council and Herts CEO group and also other Local Authorities regionally and nationally

**Important Notes Relating to Duties:**

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 s/he:-

- Is familiar with the relevant requirements of the Council's constitution, Contracts procedures, Rules and Financial Procedure Rules, Officer Code of Conduct and other management guidance that may be given from time to time;
- Complies with these formal requirements and related procedures; and
- Seeks advice from the Head of Democracy & Governance or an officer with specialism in the subject area if in any doubt about the proper course of action.

**Person Specification**

**Knowledge/Skills:**

- Relevant professional and/or post graduate management qualification
- Detailed knowledge of a number of specialist areas within local government.
- Detailed knowledge of legislation governing local authority activities, including contracts and procurement/tendering
- Ability to develop effective strategic partnerships to enable the council to achieve its objectives
- Ability to influence and persuade a wide range of audiences on complex, sensitive and contentious matters
- Commercial nous to advise on long term investments and major financial deals

**Experience**

- Senior Local Government experience (minimum of 5 years at Chief Officer or equivalent)
- Extensive experience of public sector service delivery, both directly and via commissioning
- Experience of working with a wide range of partner organisations and professionals to deliver outcomes
- Experience of presenting effectively and persuasively to diverse audiences
- Experience of delivering services through Joint Ventures
- Experience of collaborative working with businesses and the third sector to enhance service delivery

**ICT/Technical Expertise**

- Strategic understanding of the application of ICT to local government operations
- Good working knowledge of Microsoft Office applications

**Personal Qualities**

- Personal and professional credibility
- Capacity to build effective relationships with partner organisations and stakeholders
- Political sensitivity
- Capacity to work outside office hours and manage a demanding workload

**Politically Restricted Posts**

Under the Local Government and Housing Act 1989 (as amended), posts that are either specified under that Act or posts that are defined as sensitive under the Act because the post holder is required to either give advice on a regular basis to the executive or any committee of the Council, or speak on behalf of the Council on a regular basis to journalists or broadcasters are 'Politically Restricted'. This means that the post holder is restricted in terms of public political activity. For further information with regard to this please contact Human Resources.

This post is a Specified Post and is politically restricted.

**Job Share:**

Job Share will not be considered for this post.

**Equal Opportunities:**

The Council fully supports the terms of The Equality Act 2010. We are an equal opportunities employer and do not discriminate on any grounds. We want a diverse workforce which reflects our community and welcome applications from everyone regardless of age, disability, sex, race, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity and marital or civil partnership status.

We are also committed to improving opportunities for people with disabilities, and are a registered 'Disability Confident' employer. If you have a disability and demonstrate that you fulfil the essential person specification criteria for the role on your application form, you will be invited for an interview. If you feel that you could carry out this post with some adjustments, please let us know. If you require particular arrangements made for interview etc (e.g. signing, access), please indicate this on your application form.

<b>Job description:</b>	<b>Name</b>	<b>Date</b>
Written by (Manager)	Manny Lewis	Feb 2019
Reviewed by (Human Resources)	Terry Baldwin	Feb 2019

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

<b>Job Title:</b>	Director of Finance		<b>Post Reference No:</b>
<b>Post Number:</b>			RG0101
<b>Service/ Department:</b>	Corporate Resources and Governance	<b>Section:</b>	Finance
<b>Grade:</b>	Chief Officer		
<b>Location:</b>	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.		
<b>Hours per week:</b>	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
<b>Driver's licence requirements:</b>	Casual. The post holder will be expected to travel as necessary to achieve the requirements of the role.		
<b>Responsible to:</b>	Joint reporting to Chief Executive Three Rivers District Council and Chief Executive, Watford Borough Council		
<b>Responsible for:</b>	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:**

- To act as Three Rivers District Council and Watford Borough Council statutory, section 151, Officer providing advice to members and senior management on:
  - Financial Planning
  - Financial Control
  - Financial reporting
- To lead and manage the Finance and Revenue and Benefits Service

**Important Notes Relating to Duties:**

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:-

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;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action.

**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



**WATFORD  
BOROUGH  
COUNCIL**

**Role title:** Executive Director of Corporate, Housing & Wellbeing Services

**Accountable to:** Chief Executive

#### Role purpose

Our future leaders will be collaborative, open, influential, strategic and creative, able to build coalitions to drive a culture of innovation and achieve excellent results.

This role will have an impact on every aspect of the Council's activities. You will:

- Work to enhance organisational expertise in performance, programme and contract management;
- Review and develop our existing shared-service arrangement, as well as identifying and delivering new shared service opportunities;
- Deliver the Council's Commercial Strategy to identify and pursue opportunities to develop new income streams, convert new opportunities, maximise partnerships and access external funding;
- Develop and lead implementation of the Council's new Continuous Improvement Framework;



- Develop and implement a corporate approach to excellence in customer services;
- Ensure our services are integrated and easily accessible to all customers and that we are clear in how we manage and engage all those who come into contact with us;
- Bring together and transform services such as strategic housing, housing needs, homelessness, housing support, community cohesion and community protection;
- Enhance our commercial and operational performance to ensure a sustainable and self-sufficient organisation, fuelling our capacity to deliver better outcomes for our community;
- Align our people, project-management and performance strategies with the Council Plan and to meet our carbon neutral 2030 ambitions, ensuring people understand how their contribution matters and are clear on expectations.

As a member of the Council's Strategic Leadership Team and Corporate Management Team, you will be required to demonstrate exceptional strategic leadership skills, inspiring and motivating people to succeed. You will have highly developed relationship skills that will enable you to build successful and effective partnerships to ensure we maintain and enhance our reputation as one of the best district councils in the country.

Through an integrated strategic approach, you will progress a range of programmes and projects that will meet our 2030 carbon-neutral commitments and deliver a number of high-profile commercial projects.

#### **Main accountabilities of the role**

##### **Deliver and drive forward organisational expertise through the provision of high-quality and sustainable services/outcomes**

- Work collaboratively with partners and develop new partnerships to deliver shared-services opportunities.
- Proactively identify opportunities to advance the Council Plan through continuous improvement initiatives that will deliver measurable performance and business improvement and culture change, embedding Reimaging Watford and our new Behaviours Framework.
- Drive the objectives of Reimaging Watford and a new Behaviours Framework.
- Be the senior responsible officer for major transformation and commercial investment programmes and projects across the Council.
- Lead the preparation and delivery of the borough's Nominations Policy, Housing Strategy, Tenancy Strategy and Private Sector Renewal Policy.
- Work collaborate with the Section 115 Officers to develop and manage a commercial risk mitigation and opportunity tracker across the Council's Capital Programme.

##### **Provide robust corporate governance and assurance**

- Empower officers to work within a risk-management and governance framework that sets out decision-making parameters (including budget) and the Council's appetite for risk.
- Maintain overall budgetary responsibility for the Corporate, Housing & Wellbeing Services Directorate.
- Ensure the efficient, effective and economic design, use and deployment of all resources across the Council.
- Ensure that the Directorate's financial resources are maximised to secure the best outcomes for residents within financial restraints, and achieve balanced budgets.
- Ensure that the Directorate has adequate management arrangements for Health and Safety, in accordance with the Council's policy, allowing it to meet legal obligations and demonstrate effective governance.
- Ensure full compliance with all appropriate legislation and statutory obligations.

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**Set strategy, delivering success and long-term transformation**

- Lead and develop the Council's corporate and commercial strategies and delivery plans, working with, and influencing, a range of key stakeholders across Watford, Hertfordshire, the UK and the wider global economy, to ensure that Watford influences extensively, and develops its profile and accesses opportunities and funding.
- Develop and implement a Commercial Strategy and delivery plan to balance commercial opportunities against good governance and sound financial principles.
- Lead, develop and deliver the borough's Housing Strategy, Tenancy Strategy and Private Sector Renewal Policy.
- Lead and direct the development of a robust, strategic, continuous improvement framework that enables the delivery of council-wide, high-performing, customer-focused services for Watford.
- Lead the development and implementation of the Council's digital strategy, balancing technology, processes and people to deliver efficient, effective customer and community-focused services across the Council.
- Lead and promote a customer-focused approach to Council and service planning and improvement, leading the development and implementation of our Customer Experience Strategy.
- Lead the development and implementation of a robust contract-management framework to strengthen financial assessment and the monitoring of suppliers.
- Develop a risk-management and governance framework with the Monitoring Officer and S151 Officer that sets out decision-making parameters (including budget) and the Council's appetite for risk.
- Work in partnership with the management team to develop a thorough approach to risk management that underpins all that we do, and ensure that Elected Members can make decisions on commercial projects that are well informed and evidence based.
- Develop and implement effective communication and engagement arrangements with service users, stakeholders and partnership agencies, in order to develop a high-level understanding of the roles and delivery of services and to facilitate input to the development of related strategies and plans.
- Formulate and implement corporate strategies and policies promoting a strong performance, transparent, risk and governance culture across the Council.
- Lead the delivery of the Council's Organisational Development Strategy, including a new Pay and Reward Strategy, to ensure the Council can attract and retain a high-calibre workforce to support the delivery of high-performing and customer-focused services.
- Develop and implement corporate services strategies for the provision of corporate services that are dynamic and respond to client needs.

**Provide strategic leadership**

- Provide strong strategic leadership and support to the Chief Executive, the Elected Mayor, Portfolio Holders and Elected Members, ensuring they receive high-quality advice on strategy and policy issues in the development and implementation of commercial projects to underpin the Council's financial resilience.
- Provide inspirational, constructive and decisive leadership to the Corporate, Housing & Wellbeing Directorate and create the conditions for a high-performance, networked operating model and culture across the Council, encouraging innovation and hybrid working
- Sit as a Director on a number of Boards of the Council's joint ventures.
- Continuously horizon scan for opportunities to improve services, deliver efficiency savings and develop commercial opportunities.
- Support the democratic process, providing advice to elected members on the appropriate response to local, national, European and international matters that have implications for the services.
- Demonstrate a commitment to own personal and professional development to meet the changing demands of the role.

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- Provide strategic leadership to the Council's Equality, Diversity & Inclusion journey to deliver for both residents and staff. Driving through Equality, Diversity & Inclusion improvements/change across all services.

### **Support a collaborative and inclusive culture**

- Play a key role in the collective and corporate leadership of the Council, setting strategic direction and personally providing the constructive leadership and vision needed to create the conditions for success within a supportive and transparent Strategic Leadership Team.
- Promote an organisational culture that is positive, forward-looking and embraces change, is outcomes orientated and community focused, in an environment that is fair, supportive and open, enabling employees to feel empowered and valued.
- Ensure effective and open communication and good working relations with the Chief Executive, Strategic Leadership Team, Corporate Management Team, Members, Directorates, Groups, external agencies and partnerships, to eliminate silo working and support delivery of the Council's strategic aims.
- Take on corporate duties in connection with elections, emergency resilience and response and other cross-cutting responsibilities.
- Support all organisational development activities and embed through service engagement.
- Support the development of individuals and teams to develop career pathways to ensure a talent pipeline for the Council.

### **Portfolio of services**

- Business Intelligence and GIS
- Community Protection
- Customer Experience
- Environmental Health Services, including food safety, pest control and sustainable energy and homes
- Enterprise Project Management Office
- Human Resources and Organisational Development
- ICT
- Homelessness
- Housing, including private sector
- Licensing
- Mailroom and print
- Performance Management
- Shared Building Control and Planning Enforcement (contract management of shared service)
- Shared Finance (relationship management of the shared service)
- Shared Legal (after a shared-services model with our partner St Albans District Council has been implemented)
- Shared Revenues and Benefits (relationship management of the shared service)

*This is not a complete statement of all duties and responsibilities of this post. The post holder may be required to carry out any other duties as directed by the Chief Executive that are commensurate with the level of the post.*

*The accountabilities outlined in the job description will be supplemented by annual key objectives, which will be developed and reviewed with the post holder as part of the annual appraisal process.*

### **Person specification**

#### **Part one**

**Knowledge, experience and qualifications**

- Relevant degree or equivalent qualification in a relevant management and leadership discipline.
- Strong and recent experience of driving and enhancing organisational performance and capability, with a solid track record of leading complex change and transformation at pace and scale, and developing/delivering organisational strategies.
- Experience of developing and embedding a commercial strategy, tools and approach across a complex, service-delivery-based organisation.
- Experience leading on procurement and contract management activities/organisational approach.
- Experience of identifying and working within shared-service arrangements.
- Substantial experience of operating in a senior leadership role and providing clear leadership, direction and advice within a complex, regulated environment.
- Proven leadership and people-management experience with the ability to empower and develop great managers
- Strong, political awareness and commercial and financial acumen.
- Background in a relevant sector, with sound knowledge of local government and the environment in which it operates.
- Experience of financial planning and budgeting and oversight and control of public funds.
- Experience of engaging with internal and external stakeholders at all levels.
- Strong and recent experience of building and developing effective working relationships with partners and working in collaboration to ensure high-quality and seamless service delivery.

**Part two****Skills and abilities**

- Well-developed strategic and critical thinking.
- Acknowledged as role model, expert and thought leader.
- Ability to identify opportunities for change and execute a new path forward.
- Ability to lead and manage change to deliver significant and continuous improvement.
- Sound decision making and leadership judgement.
- Ability to work in a highly complex, dynamic environment and deal with ambiguity.
- A strong community focus, with a reputation for getting things done.
- A proven flair for building positive, productive and influential relationships.
- Agile, adaptable and resilient; able to prioritise a large workload.
- Compelling communication and influencing skills.
- Collaborative, supportive team player.
- Demonstrate a commitment to continued professional development.

**Part three****Behavioural competencies**

The council is currently working on a framework to reflect the competencies and behaviours we expect from our officer leaders and senior managers. This draws on the views of all staff who have been invited to participate in a series of focussed workshops.

The emerging draft framework encapsulates a range of key behaviours, which will be critical for our officer leaders and senior managers, including:

- **Working Together** – collaborating with one another, engaging with our stakeholders (both customers and partners), problem solving to achieve results and ensure performance and delivery;
- **Empowerment** – being agile and adaptable, resilient to pressure and change, accountable for our actions and creative in how we find solutions to any problems we encounter;
- **Developing our people** – guiding, motivating and developing staff to achieve high performance and deliver our ambition;
- **Organisational awareness** – understanding and being sensitive to organisational dynamics, culture and politics across and beyond the council and shaping our approach accordingly;
- **Strategic** – being visionary, seeing the big picture and balancing risks and opportunities whilst being aware of the context of the challenge, applying innovative thinking to issues to achieve results;
- **Underpinning** – communicating information clearly and convincingly, demonstrating leadership and ensuring sound, evidence based decision-making.



**Role title:** Executive Director of Place

**Accountable to:** Chief Executive

### Role Purpose

Our future leaders will be collaborative, open, influential, strategic and creative, able to build coalitions to drive a culture of innovation and achieve excellent results.

This role is for the leader who will be the champion for our place. You will:

- Enhance and protect Watford, lead and enable growth, development, inward investment, and regeneration across the borough;
- Lead our approach to the economic development of Watford;
- Maintain an attractive, sustainable and well run town for residents, business and visitors through the effective management of waste and recycling services;
- Ensure all strategies deliver accessible and excellent parks, open spaces and public realm;
- Ensure that our services are integrated and easily accessible to all customers and that we are responsive and efficient in how we manage and engage with all who come into contact with us.

As a member of the Council's Strategic Leadership Team and Corporate Management Team, you will be required to demonstrate exceptional strategic-leadership skills, inspiring and motivating people to succeed. You will have highly developed relationship-building skills that will enable you to build successful and effective partnerships that will ensure we continue to maximise the enormous potential in Watford.

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Through an integrated, place-based approach, you will progress a range of programmes and projects that will protect and enhance our borough, develop our economy, meet our 2030 carbon neutral commitments and deliver a number of our high-profile regeneration projects.

### **Main accountabilities of the role**

#### **Drive forward 'our place' through delivery of high-quality and sustainable outcomes**

- Lead the sustainable development of Watford's economy and physical infrastructure to realise the Council's vision for the borough.
- Work collaboratively with existing partners and develop new partnerships to secure major investment and sustainable growth in the borough.
- Through an integrated strategic approach, progress a range of programmes and projects that will meet our 2030 carbon neutral commitments and deliver a number of our high-profile, place-shaping projects.
- Be the senior responsible Officer for all major capital programmes and projects for capital delivery across the Council, and ensure they are delivered within the Council's project-management methodologies, and at pace.
- Lead the identification of regeneration projects and ensure they are delivered within the Council's project-management methodologies, and also at pace.
- Lead the delivery of the Council's Sustainable Transport Strategy, Local Plan, Town Centre Strategy and Planning Framework for Watford town centre.
- Scope and develop a plan to assess the viability of the Watford to Croxley link.
- Lead the delivery of the Neighbourhoods Project as part of the Town Hall Quarter Programme.
- Lead the delivery the Council's ambitions in relation to the provision of affordable rented homes.
- Lead the Council's response to the Environment Act 2021.
- Drive the objectives of Reimagining Watford and a new Behaviours Framework.

#### **Provide robust corporate governance and assurance**

- Empower officers to work within a risk-management and governance framework that sets out decision-making parameters (including budget) and the Council's appetite for risk.
- Maintain overall budgetary responsibility for the Place Directorate.
- Ensure that the best use is made of the Council's resources corporately to secure the best outcomes for residents within the resources available.
- Ensure that the best use is made of the Directorate's financial resources to optimise outcomes for residents within financial restraints and achieve balanced budgets.
- Ensure that the directorate has adequate management arrangements for Health and Safety, in accordance with the Council's policy, allowing it to meet legal obligations and demonstrate effective governance.
- Ensure full compliance with all appropriate legislation and statutory obligations.

#### **Set strategy, delivering success and long-term transformation**

- Lead and develop the Council's growth and economic development strategies and plans, working with and influencing a range of key stakeholders and businesses across Watford, Hertfordshire, the UK and the wider global economy to ensure that Watford influences extensively, develops its profile and accesses opportunities and funding.
- Advise the Council on strategic property (community, operational, regeneration and investment) matters, taking steps to ensure that assets both in the Council's ownership, and beyond, are utilised to best effect and exploit appropriate opportunities for growth and income.

- Be responsible for all strategic matters regarding planning and land use, and the protection and enhancement of the environment.
- Together with stakeholders, be responsible for all strategic matters in relation to economic development and the provision of leisure, art, culture and heritage across the borough.
- Develop and implement effective communication and engagement arrangements with service users, stakeholders and partnership agencies, in order to develop a high-level understanding of the roles and delivery of services and to facilitate input to the development of related strategies and plans.

### **Provide strategic leadership**

- Provide strong strategic leadership and support to the Chief Executive, the Elected Mayor, Portfolio Holders and Elected Members, ensuring they receive high-quality advice on strategy and policy issues in the development and implementation of growth, regeneration and economic development.
- Provide inspirational, constructive and decisive leadership to the Place Directorate and create the conditions for a high-performance, networked operating model and culture across the Council, encouraging innovation and hybrid working.
- Sit as a Director on a number of Boards of the Council's joint ventures.
- Continuously horizon scan for opportunities to improve services, deliver efficiency savings and develop commercial opportunities.
- Support the democratic process, providing advice to elected members on the appropriate response to local, national, European and international matters that have implications for the services.
- Demonstrate a commitment to own personal and professional development to meet the changing demands of the role.
- Provide strategic leadership to the Council's Equalities, Diversity & Inclusion journey to deliver for both residents and staff. Driving through Equalities, Diversity and Inclusion improvements/change across all services.

### **Support a collaborative and inclusive culture**

- Play a key role in the collective and corporate leadership of the Council, setting strategic direction and personally providing the constructive leadership needed to create the conditions for success within a supportive and transparent Strategic Leadership Team.
- Promote an organisational culture that is positive, forward-looking and embraces change, is outcomes orientated and community focused, in an environment that is fair, supportive and open, enabling employees to feel empowered and valued.
- Ensure effective and open communication and good working relations with the Chief Executive, Corporate Management Team, Members, Directorates, Groups, external agencies and partnerships, to eliminate silo working and support delivery of the Council's strategic aims.
- Take on corporate duties in connection with elections, emergency resilience and response and other cross-cutting responsibilities.
- Support all organisational development activities and embed through service engagement.
- Support the development of individuals and teams to develop career pathways to ensure a talent pipeline for the council.

### **Portfolio of services**

- |                          |                           |
|--------------------------|---------------------------|
| • Building Control       | • Museum and Heritage     |
| • Cemeteries             | • Leisure Services        |
| • Development Management | • Parking Services        |
| • Economic Development   | • Planning Policy         |
| • Parks & Open Spaces    | • Planning Enforcement    |
| • Facilities Management  | • Property & Regeneration |

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- Waste & Recycling
  - CCTV
  - Street Scene & Market
  - Transport

*This is not a complete statement of all duties and responsibilities of this post. The post holder may be required to carry out any other duties as directed by the Chief Executive that are commensurate with the level of the post.*

*The accountabilities outlined in the job description will be supplemented by annual key objectives, which will be developed and reviewed with the post holder as part of the annual appraisal process.*

## **Person specification**

### **Part one**

#### **Knowledge, experience and qualifications**

- Relevant degree or equivalent qualification in a relevant management and leadership discipline.
- Strong and recent experience of place shaping, with a solid track record of leading complex change and transformation at pace and scale.
- Substantial experience of operating in a senior leadership role and providing clear leadership, direction and advice within a complex regulated environment.
- Proven leadership and people-management experience with the ability to empower and develop great managers.
- Strong, political awareness and commercial and financial acumen.
- Background in a relevant sector, with sound knowledge of local government and the environment in which it operates.
- Significant experience of financial planning and budgeting and oversight and control of public funds.
- Experience of engaging with internal and external stakeholders at all levels.
- Strong and recent experience of building and developing effective working relationships with partners and working in collaboration to ensure high-quality and seamless service delivery.

### **Part two**

#### **Skills and abilities**

- Well-developed strategic and critical thinking.
- Acknowledged as role model, expert and thought leader.
- Ability to identify opportunities for change and execute a new path forward.
- Ability to lead and manage change to deliver significant and continuous improvement.
- Sound decision making and leadership judgement.
- Ability to work in a highly complex, dynamic environment and deal with ambiguity.
- A strong community focus, with a reputation for getting things done.
- A proven flair for building positive, productive and influential relationships.
- Agile, adaptable, and resilient; able to prioritise a large workload.
- Compelling communication and influencing skills.
- Collaborative, supportive team player.
- Demonstrate a commitment to continued professional development.

### **Part three**



## Behavioural competencies

The council is currently working on a framework to reflect the competencies and behaviours we expect from our officer leaders and senior managers. This draws on the views of all staff who have been invited to participate in a series of focussed workshops.

The emerging draft framework encapsulates a range of key behaviours, which will be critical for our officer leaders and senior managers, including:

- **Working Together** – collaborating with one another, engaging with our stakeholders (both customers and partners), problem solving to achieve results and ensure performance and delivery;
- **Empowerment** – being agile and adaptable, resilient to pressure and change, accountable for our actions and creative in how we find solutions to any problems we encounter;
- **Developing our people** – guiding, motivating and developing staff to achieve high performance and deliver our ambition;
- **Organisational awareness** – understanding and being sensitive to organisational dynamics, culture and politics across and beyond the council and shaping our approach accordingly;
- **Strategic** – being visionary, seeing the big picture and balancing risks and opportunities whilst being aware of the context of the challenge, applying innovative thinking to issues to achieve results;
- **Underpinning** – communicating information clearly and convincingly, demonstrating leadership and ensuring sound, evidence based decision-making.



**Role title:** Executive Head of Strategy and Initiatives (Communications, Partnerships and Community)

**Accountable to:** Chief Executive

### Role Purpose

Our future leaders will be collaborative, open, influential, strategic and creative, able to build coalitions to drive a culture of innovation and achieve excellent results. They will show an affinity to our new values, and take pride in making our borough an inspiring, thriving and creative place to live, work and visit.

This dynamic role is for the leader who will help support the Chief Executive to champion our future, as a borough and Council. You will work closely with the Executive and Associate Directors to deliver the strategic objectives set out in our Council Plan. You will have the skills to adapt and respond to growing external complexity. Strong corporate knowledge and local understanding will be critical to inform and assist the transition of the Council's services to the new operating model, and ensure the overall successful and effective delivery of all Council services. You will have exceptional leadership skills enabling you to lead, or matrix lead, a range of cross organisational initiatives and to deputise for the Chief Executive in her absence.

## Main Accountabilities

You will you will lead, or matrix lead, a range of initiatives including, but not restricted to:

- Developing and embedding the strategies required to deliver the commitments made in our Council Plan 2022-2026;
- Our new marketing service to promote Watford's profile and embed the borough's new place brand narrative to galvanise stakeholders and ensure the brand is part of the fabric of our place;
- The development of our communication, engagement and events services to ensure they can successfully deliver the Council's ambitious agenda, and that effective channels are in place with different stakeholders to promote and protect the Council's reputation;
- Promoting and embedding the Council's cultural and organisational changes enshrined in Reimagining Watford to support our ambitions for the future;
- The transformation of the Council's relationship with our community-based partnerships, by the development of a Community Framework to prioritise and define the value of these relationships;
- Leading the development of a Community Asset Strategy to ensure we make best use of our land and property portfolio to support community and voluntary sector organisations, whilst ensuring that financial and community benefits are maximised for the benefit of residents;
- Ensuring that our new Community Framework, Community Asset-Management Strategy, Commissioning Framework and Grants Programme are complementary, and that we understand the value of the support we provide to the community and voluntary sector;
- Supporting our response to the macro drivers impacting the Council such as the effects of the Covid-19 pandemic; the cost of living crisis, inflation and the implications for the community and Council service delivery; levelling up and devolution; public service reform (including shared services) in areas such as waste and planning; and optimising approaches needed to implement reform in the health and care sectors;
- Ensuring that Council strategies, policies and protocols are developed, integrated and embedded in a consistent, timely and holistic fashion;
- Increasing the Council's effectiveness in partnership working, including the implementation of a framework to coordinate service activities, making more effective use of resources and ensuring the Council reaches the full potential of partnership working;
- Delivering White Ribbon accreditation as part of our commitments to tackle Violence Against Women and Girls;
- Leading a programme of celebrations commemorating 100 years since the formation of the borough of Watford;
- Working with the Council's partners to represent and maintain the cohesiveness of the community, supporting debate and ensuring all voices are heard around key focus areas, including mental health and wellbeing, veterans, young people, pensioners and those with disabilities;
- Developing and maintaining effective, but proportionate, systems of consultation, community involvement and engagement;
- Working closely with the Mayor to ensure his office provides him with proactive support, underpinned by excellent customer and community support.

As a member of the Council's Strategic Leadership Team and Corporate Management Team, you will be required to demonstrate exceptional strategic leadership skills, inspiring and motivating people to succeed. You will have strong relationship skills that will enable you to build successful and effective partnerships that will ensure we maintain and enhance our reputation as a Council that places the community at the heart of everything we do.

## Build strong, vibrant and sustainable communities

- 
- Work with the Executive Director of Place and members of the Corporate Management Team to deliver a new vision and strategy for the town to ensure its continued future success.
  - Work with members of the Corporate Management Team to ensure the delivery of an integrated, whole-system approach to developing and supporting sustainable communities.
  - Work across multiple relationships within the Corporate Management Team and within the senior relationships of multiple organisations across Watford and Hertfordshire to ensure that our town centre and the surrounding area remain resilient and vibrant.
  - Work with the Council's partners to represent and maintain the cohesiveness of the community, support debate and ensure all voices are heard around key focus areas, including mental health and wellbeing, veterans, young people, pensioners and those with disabilities.
  - Develop and maintain effective, but proportionate, systems of consultation, community involvement and engagement and partnership working.

#### **Provide robust corporate governance and assurance**

- Ensure that the financial resources of Strategy & Initiatives Group are maximised to secure the best outcomes for residents within financial restraints and achieved balanced budgets.
- Maintain joint overall budget responsibility for the Strategy & Initiatives Group.
- Ensure the efficient, effective and economic design, use and deployment of all resources across the Council.
- Ensure that the Group has adequate management arrangements for Health and Safety, in accordance with the Council's policy, allowing it to meet legal obligations and demonstrate effective governance.
- Formulate and implement corporate strategies and policies promoting a strong performance, transparent, risk and governance culture across the Council.
- Ensure full compliance with all appropriate legislation and statutory obligations.

#### **Set strategy, delivering success and long-term transformation**

- Lead the delivery of the Public Service Reform Agenda and develop and implement associated Council plans and policies.
- Lead and direct the strategic and general management of the service-planning process, and service-performance monitoring.
- Work collaboratively with partners to secure external funding to deliver agreed partnership outcomes.
- Work with the political leadership to advise, support, challenge and deliver their vision.
- Support the Chief Executive with strategic overview of the Council's political priorities, developing the Council's role as a place leader and pursuing the best collective interests of our residents, communities and businesses.
- Develop and implement a community and commissioning framework, managing the appropriate service-delivery options and the effective implementation of services, programmes and policies.
- Develop and implement an asset-based community strategy, working to ensure that they have the tools that will support vibrant and involved communities.
- Use existing and emerging channels to deliver and effectively target the Council's marketing activities to ensure optimum visibility and impact.
- Develop and implement a partnership framework to define the Council's approach to partnership working to strengthen accountability, governance, manage risks and rationalise working arrangements.
- Develop and implement effective communication and engagement arrangements with service users, stakeholders and partnership agencies, in order to develop a high-level understanding of the roles and delivery of services and to facilitate input to the development of related strategies and plans.

#### **Provide strategic leadership**

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- Provide strong strategic leadership and support to the Chief Executive, the Elected Mayor, Portfolio Holders and Elected Members, ensuring they receive high-quality advice on strategy and policy issues generally.
  - Provide inspirational and constructive, decisive leadership to the Strategy & Initiatives Group, creating the conditions for a high-performance, networked operating model and culture across the Council, encouraging innovation and hybrid working.
  - Support the development and maintenance of strategic relationships with key external stakeholders to optimise opportunities for collaboration with other service providers, or to utilise alternative methods of service delivery.
  - Take responsibility for the Elected Mayor's Office, ensuring that the Mayor receives proactive support, underpinned by excellent stakeholder and customer engagement.
  - Support the democratic process, providing advice to Elected Members on the appropriate response to local, national, European and international matters that have implications for the services.
  - Demonstrate a commitment to own personal and professional development to meet the changing demands of the role.
  - Provide strategic leadership to the Council's Equalities, Diversity & Inclusion journey to deliver for both residents and staff. Driving through Equalities, Diversity and Inclusion improvements/change across all services.

### **Support a collaborative and inclusive culture**

- Play a key role in the collective and corporate leadership of the Council, setting strategic direction and personally providing the constructive leadership and vision needed to create the conditions for success within a supportive and transparent Strategic Leadership Team.
- Promote an organisational culture that is positive, forward-looking and embraces change, is outcomes orientated and community focused, in an environment that is fair, supportive and open, enabling employees to feel empowered and valued.
- Ensure effective and open communication and good working relations with the Chief Executive, Strategic Leadership Team, Corporate Management Team, Members, Directorates, Groups, external agencies and partnerships, to eliminate silo working and support delivery of the Council's strategic aims.
- Take on corporate duties in connection with elections, emergency resilience and response and other cross-cutting responsibilities.

### **Portfolio of services**

- Communication and Engagement Services
- Marketing, Events and Filming Services
- The Elected Mayor's Office

*This is not a complete statement of all duties and responsibilities of this post. The post holder may be required to carry out any other duties as directed by the Chief Executive that are commensurate with the level of the post.*

*The accountabilities outlined in the job description will be supplemented by annual key objectives, which will be developed and reviewed with the post holder as part of the annual appraisal process.*

### **Person specification**

#### **Part one**

#### **Knowledge, experience and qualifications**

- Relevant degree or equivalent qualification in a relevant management and leadership discipline.
- Strong and recent experience of working with partners to deliver services and developing strategic relationships/partnerships to support the delivery of organisational objectives and priorities.
- Experience of developing and embedding strategy and frameworks that work holistically across and within an organisation.
- Demonstrable experience of operating in a senior leadership role and providing clear leadership, direction and advice within a complex regulated environment.
- Proven leadership and people-management experience with the ability to empower and develop great managers.
- Strong, political awareness and commercial and financial acumen.
- Background in a relevant sector, with sound knowledge of local government and the environment in which it operates.
- Demonstrable experience of financial planning and budgeting and oversight and control of public funds.
- Experience of engaging with internal and external stakeholders at all levels.
- Strong and recent experience of building and developing effective working relationships with partners and working in collaboration to ensure high-quality and seamless service delivery.

## Part two

### Skills and abilities

- Well-developed strategic and critical thinking.
- Acknowledged as role model, expert and thought leader.
- Ability to identify opportunities for change and execute a new path forward.
- Ability to lead and manage change to deliver significant and continuous improvement.
- Sound decision making and leadership judgement.
- Ability to work in a highly complex, dynamic environment and deal with ambiguity.
- A strong community focus, with a reputation for getting things done.
- A proven flair for building positive, productive and influential relationships.
- Agile, adaptable, and resilient; able to prioritise a large workload.
- Compelling communication and influencing skills.
- Collaborative, supportive team player.
- Demonstrate a commitment to continued professional development.

## Part three

### Behavioural competencies

The council is currently working on a framework to reflect the competencies and behaviours we expect from our officer leaders and senior managers. This draws on the views of all staff who have been invited to participate in a series of focussed workshops.

The emerging draft framework encapsulates a range of key behaviours, which will be critical for our officer leaders and senior managers, including:

- **Working Together** – collaborating with one another, engaging with our stakeholders (both customers and partners), problem solving to achieve results and ensure performance and delivery;
- **Empowerment** – being agile and adaptable, resilient to pressure and change, accountable for our actions and creative in how we find solutions to any problems we encounter;

- **Developing our people** – guiding, motivating and developing staff to achieve high performance and deliver our ambition;
- **Organisational awareness** – understanding and being sensitive to organisational dynamics, culture and politics across and beyond the council and shaping our approach accordingly;
- **Strategic** – being visionary, seeing the big picture and balancing risks and opportunities whilst being aware of the context of the challenge, applying innovative thinking to issues to achieve results;
- **Underpinning** – communicating information clearly and convincingly, demonstrating leadership and ensuring sound, evidence based decision-making.



**Role title:** Executive Head of Strategy and Initiatives (Sustainability & Culture)

**Accountable to:** Chief Executive

### Role Purpose

Our future leaders will be collaborative, open, influential, strategic and creative, able to build coalitions to drive a culture of innovation and achieve excellent results. They will show an affinity to our new values, and take pride in making our borough an inspiring, thriving and creative place to live, work and visit.

This dynamic role is for the leader who will help support the Chief Executive to champion our future, as a borough and Council. You will work closely with the Executive and Associate Directors to deliver the strategic objectives set out in our Council Plan. You will have the skills to adapt and respond to growing external complexity. Strong corporate knowledge and local understanding will be critical to inform and assist the transition of the Council's services to the new operating model, and ensure the overall successful and effective delivery of all Council services. You will have exceptional leadership skills enabling you to lead, or matrix lead, a range of cross organisational initiatives and to deputise for the Chief Executive in her absence.

### Main Accountabilities

You will you will lead, or matrix lead, a range of initiatives including, but not restricted to:

- Developing and embedding the strategies required to deliver the commitments made in our Council Plan 2022-2026;
- Leading the Council's response to the sustainability/climate emergency, ensuring it is intrinsic to everything we do. You will translate the global ambitions of COP26 to local ambitions and inspire the workforce, delivery partners and stakeholders to reach our commitment to be carbon neutral by 2030. You will lead and develop the Council's Sustainability Strategy and Action Plan (Watford 2030), working with and influencing a range of key stakeholders and businesses across Watford, Hertfordshire and the UK to ensure that Watford develops its profile and accesses opportunities and funding;
- Leading, operationalising and performance managing the Council's commitment to sustainability;

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- Leading the rejuvenation of the Town Hall and Watford Colosseum, delivering solutions which will see these buildings maximised for civic, community, business and cultural use;
  - Enhancing Watford's reputation as a regional centre for culture and the arts, and leading the appointment of a new operator for the Colosseum;
  - Developing business cases and delivering new commercial opportunities to deliver a financial return to support the Council's activities, including those that contribute to net carbon zero;
  - Leading and delivering a local Blue Plaque scheme, a new local lottery scheme and installation of a public memorial recognising Covid-19;
  - Leading the development and delivery of our Values and Behaviours Programme. Developing and promoting a Competency Management Framework to embed the Council's values and behaviours, ensuring these values and behaviours become rooted in the Council's culture and ethos securing the continuous improvement of Council services;
  - Leading a one team approach across the council by championing the development of cross-service and corporate working to improve the Council's capacity and ability to deliver;
  - Leading the Council's response to the cost of living crisis, working across stakeholders to develop a locally focused and targeted action plan;
  - Leading the implementation and ongoing monitoring and review of the Council's business continuity, resilience and emergency-planning strategies and arrangements. Preparing for and leading the Council's response to all black swan events;
  - Supporting our response to the macro drivers impacting the Council such as the effects of the Covid-19 pandemic; the cost of living crisis, inflation and the implications for the community and Council service delivery; levelling up and devolution; public service reform (including shared services) in areas such as waste and planning; and optimising approaches needed to implement reform in the health and care sectors.

As a member of the Council's Strategic Leadership Team and Corporate Management Team, you will be required to demonstrate exceptional strategic-leadership skills, inspiring and motivating people to succeed. You will have strong relationship skills that will enable you to build successful and effective partnerships that will ensure we maintain and enhance our reputation as a Council that places the community at the heart of everything we do.

### **Build strong, vibrant and sustainable communities**

- Work with the Executive Director of Place and members of the Corporate Management Team to deliver a new vision and strategy for the town to ensure its continued future success.
- Work with members of the Corporate Management Team to ensure the delivery of an integrated, whole-system approach to developing and supporting sustainable communities.
- Work across multiple relationships within the Corporate Management Team and within the senior relationships of multiple organisations across Watford and Hertfordshire to ensure that our town centre and the surrounding area remain resilient and vibrant.
- Work with the Council's partners to represent and maintain the cohesiveness of the community, support debate and ensure all voices are heard around key focus areas, including mental health and wellbeing, veterans, young people, pensioners and those with disabilities.
- Establish and implement methods to bring about culture change and organisational development with a focus on building a confident, energetic and customer focused organisation by:
  - connecting the vision to action and providing clear accountability to all levels,
  - encouraging and supporting personal development across the organisation,
  - providing the managerial leadership and vision that will enable the development and implementation of innovative, flexible and community focussed approaches to service delivery,
  - ensuring services are delivered around the needs and choices of individuals and the wider community, are targeted on improving outcomes and are provided in a culturally sensitive way.

**Provide robust corporate governance and assurance**

- Ensure that the financial resources of the Strategy & Initiatives Group are maximised to secure the best outcomes for residents within financial restraints and achieved balanced budgets.
- Maintain joint overall budget responsibility for the Strategy & Initiatives Group.
- Ensure the efficient, effective and economic design, use and deployment of all resources across the Council.
- Ensure that the Group has adequate management arrangements for Health and Safety, in accordance with the Council's policy, allowing it to meet legal obligations and demonstrate effective governance.
- Formulate and implement corporate strategies and policies promoting a strong performance, transparent, risk and governance culture across the Council.
- Ensure full compliance with all appropriate legislation and statutory obligations.

**Improving performance, delivering success and long-term transformation**

- Support the Chief Executive with improving the overall performance management of the Council by:
  - monitoring the Council's effectiveness and efficiency by setting and monitoring performance targets, and ensuring targets reflect Council priorities
  - ensuring the Council complies with the benefits of its procurement, purchasing and commissioning arrangements, and that there are robust arrangements for supervising contracts, where services have been outsourced or commissioned from another agency, and monitoring the quality and timely delivery of those services
  - ensuring strategies for continuous improvement are in place
  - establishing benchmarks for service development and customer service, monitoring progress against them and taking remedial action when required
  - ensuring there are clear and appropriate accountability arrangements in place to scrutinise the work of services
  - ensuring there are systems in place to deal with poor performance by Council provided services and those provided by partners, contractors and other agencies
  - ensuring information requested by the Government, regulatory bodies and other national agencies is provided, management of the service-planning process, and service-performance monitoring.
- Work collaboratively with partners to secure external funding to deliver agreed partnership outcomes.
- Work with the political leadership to advise, support, challenge and deliver their vision.
- Support the Chief Executive with strategic overview of the Council's political priorities, developing the Council's role as a place leader and pursuing the best collective interests of our residents, communities and businesses.
- Develop and lead policies to realise the Council's net zero carbon commitment, influencing internal and external stakeholders to deliver measurable results which will meet our sustainability targets.
- Lead and deliver the Council's Town Hall Quarter transformation programme, providing solutions to see the buildings maximised for civic, community, business and cultural use.
- Develop and implement a competency management framework, embedding the Council's values and behaviours and securing the continuous improvement of Council services.
- Develop and implement effective communication and engagement arrangements with service users, stakeholders and partnership agencies, in order to develop a high-level understanding of the roles and delivery of services and to facilitate input to the development of related strategies and plans.

**Provide strategic leadership**

- Provide strong strategic leadership and support to the Chief Executive, the Elected Mayor, Portfolio Holders and Elected Members, ensuring they receive high-quality advice on strategy and policy issues generally.



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- Provide inspirational and constructive, decisive leadership to the Strategy & Initiatives Group, creating the conditions for a high-performance, networked operating model and culture across the Council, encouraging innovation and hybrid working.
  - Support the development and maintenance of strategic relationships with key external stakeholders to optimise opportunities for collaboration with other service providers, or to utilise alternative methods of service delivery.
  - Support the democratic process, providing advice to Elected Members on the appropriate response to local, national, European and international matters that have implications for the services.
  - Demonstrate a commitment to own personal and professional development to meet the changing demands of the role.
  - Provide strategic leadership to the Council's Equalities, Diversity & Inclusion journey to deliver for both residents and staff. Driving through Equalities, Diversity & Inclusion improvements/change across all services.

### **Support a collaborative and inclusive culture**

- Play a key role in the collective and corporate leadership of the Council, setting strategic direction and personally providing the constructive leadership and vision needed to create the conditions for success within a supportive and transparent Strategic Leadership Team.
- Promote an organisational culture that is positive, forward-looking and embraces change, is outcomes orientated and community focused, in an environment that is fair, supportive and open, enabling employees to feel empowered and valued.
- Ensure effective and open communication and good working relations with the Chief Executive, Strategic Leadership Team, Corporate Management Team, Members, Directorates, Groups, external agencies and partnerships, to eliminate silo working and support delivery of the Council's strategic aims.
- Take on corporate duties in connection with elections, emergency resilience and response and other cross-cutting responsibilities.

### **Portfolio of services**

- Sustainability
- With the Chief Executive, the strategic leadership of the Town Hall Quarter Programme, the Behaviours Framework, and other staff delivering key strategic initiatives

*This is not a complete statement of all duties and responsibilities of this post. The post holder may be required to carry out any other duties as directed by the Chief Executive that are commensurate with the level of the post.*

*The accountabilities outlined in the job description will be supplemented by annual key objectives, which will be developed and reviewed with the post holder as part of the annual appraisal process*

### **Person specification**

#### **Part one**

#### **Knowledge, experience and qualifications**

- Relevant degree or equivalent qualification in a relevant management and leadership discipline.
- Strong and recent experience of working with partners to deliver services and developing strategic relationships/partnerships to support the delivery of organisational objectives and priorities.

- Experience of developing and embedding strategy and frameworks that work holistically across and within an organisation.
- Demonstrable experience of operating in a senior leadership role and providing clear leadership, direction and advice within a complex regulated environment.
- Proven leadership and people-management experience with the ability to empower and develop great managers.
- Strong, political awareness and commercial and financial acumen.
- Background in a relevant sector, with sound knowledge of local government and the environment in which it operates.
- Demonstrable experience of financial planning and budgeting and oversight and control of public funds.
- Experience of engaging with internal and external stakeholders at all levels.
- Strong and recent experience of building and developing effective working relationships with partners and working in collaboration to ensure high-quality and seamless service delivery.

## Part two

### Skills and abilities

- Well-developed strategic and critical thinking.
- Acknowledged as role model, expert and thought leader.
- Ability to identify opportunities for change and execute a new path forward.
- Ability to lead and manage change to deliver significant and continuous improvement.
- Sound decision making and leadership judgement.
- Ability to work in a highly complex, dynamic environment and deal with ambiguity.
- A strong community focus, with a reputation for getting things done.
- A proven flair for building positive, productive and influential relationships.
- Agile, adaptable, and resilient; able to prioritise a large workload.
- Compelling communication and influencing skills.
- Collaborative, supportive team player.
- Demonstrate a commitment to continued professional development.

## Part three

### Behavioural competencies

The council is currently working on a framework to reflect the competencies and behaviours we expect from our officer leaders and senior managers. This draws on the views of all staff who have been invited to participate in a series of focussed workshops.

The emerging draft framework encapsulates a range of key behaviours, which will be critical for our officer leaders and senior managers, including:

- **Working Together** – collaborating with one another, engaging with our stakeholders (both customers and partners), problem solving to achieve results and ensure performance and delivery;
- **Empowerment** – being agile and adaptable, resilient to pressure and change, accountable for our actions and creative in how we find solutions to any problems we encounter;
- **Developing our people** – guiding, motivating and developing staff to achieve high performance and deliver our ambition;

- **Organisational awareness** – understanding and being sensitive to organisational dynamics, culture and politics across and beyond the council and shaping our approach accordingly;
- **Strategic** – being visionary, seeing the big picture and balancing risks and opportunities whilst being aware of the context of the challenge, applying innovative thinking to issues to achieve results;
- **Underpinning** – communicating information clearly and convincingly, demonstrating leadership and ensuring sound, evidence based decision-making.

## Appendix 2

## Chief Officer Pay Structure - Watford Borough Council

WBC Chief Officer Pay 1<sup>st</sup> April 2022

<b>Chief Executive</b>	£142,719.
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## Note:

1. The above Pay band is reviewed in line with the annual pay review.

<b>Monitoring Officer</b>	1	£82,226.00
	2	£83,033.00
	3	£85,308.00
	4	£86,845.00
	5	£87,756.00

<b>Executive Directors</b>	1	£101,925
	2	£106,925
	3	£111,925
	4	£116,925

<b>Directors and Executive Heads of Service</b>	1	£77,667.00
	2	£79,231.00
	3	£80,797.00
	4	£82,361.00
	5	£84,006.00

<b>Associate Directors (Extended Pay Band, Grade 12)</b>	1	£71,925.00
	2	£74,425.00
	3	£76,925.00
	4	£79,425.00
	5	£81,925.00

## Note:

1. The above Pay bands exclude the London Weighting Fringe Allowance of £951, which is paid for these roles.
2. Pay bands are reviewed in line with the annual pay review.

<b>Director of Finance (Shared with TRDC)</b>	1	£86,159.00
	2	£89,137.00
	3	£91,970.00
	4	£94,875.00

	5	£98,052.00
	6	£101,284.00

## Note:

1. The above Pay band is reviewed in line with the annual pay review.

<b>Heads of Shared Services Finance and Revenues &amp; Benefits (TRDC)</b>	1	£73,887.00
	2	£75,433.00
	3	£76,986.00
	4	£78,530.00

## Note:

1. The above Pay bands exclude the London Weighting Fringe Allowance of £951, which is also paid for these roles.
2. Pay bands are reviewed in line with the annual pay review.

## Appendix 3

## WBC Payscale as at 1 April 2022

Band	New SCP	Basic (inc. LWF at £951 per annum)	Per hour (exc. LWF)	Per week (exc. LWF)	Per month (exc. LWF)	Basic Salary (exc LWF)
Band 1	1	£21,209.00	£10.50	£388.51	£1,688.17	£ 20,258
	2	£21,392.00	£10.60	£392.02	£1,703.42	£ 20,441
Band 2	3	£21,763.00	£10.79	£399.13	£1,734.33	£ 20,812
	4	£22,140.00	£10.98	£406.36	£1,765.75	£ 21,189
Band 3	5	£22,526.00	£11.18	£413.77	£1,797.92	£21,575.00
	6	£22,919.00	£11.39	£421.30	£1,830.67	£21,968.00
	7	£23,320.00	£11.59	£428.99	£1,864.08	£22,369.00
	8	£23,728.00	£11.81	£436.82	£1,898.08	£22,777.00
Band 4	9	£24,145.00	£12.02	£444.82	£1,932.83	£23,194.00
	10	£24,571.00	£12.24	£452.99	£1,968.33	£23,620.00
	11	£25,005.00	£12.47	£461.31	£2,004.50	£24,054.00
	12	£25,447.00	£12.70	£469.79	£2,041.33	£24,496.00
	13	£25,899.00	£12.93	£478.46	£2,079.00	£24,948.00
Band 4+	14	£26,360.00	£13.17	£487.30	£2,117.42	£25,409.00
	15	£26,829.00	£13.41	£496.29	£2,156.50	£25,878.00
	16	£27,308.00	£13.66	£505.48	£2,196.42	£26,357.00
	17	£27,796.00	£13.91	£514.84	£2,237.08	£26,845.00
	18	£28,295.00	£14.17	£524.41	£2,278.67	£27,344.00
Band 5	19	£28,803.00	£14.44	£534.15	£2,321.00	£27,852.00
	20	£29,322.00	£14.71	£544.10	£2,364.25	£28,371.00
	21	£29,851.00	£14.98	£554.25	£2,408.33	£28,900.00
	22	£30,390.00	£15.26	£564.58	£2,453.25	£29,439.00
	23	£31,102.00	£15.63	£578.24	£2,512.58	£30,151.00
Band 6	24	£32,050.00	£16.12	£596.42	£2,591.58	£31,099.00
	25	£32,971.00	£16.60	£614.08	£2,668.33	£32,020.00
	26	£33,860.00	£17.06	£631.13	£2,742.42	£32,909.00
	27	£34,771.00	£17.53	£648.60	£2,818.33	£33,820.00
	28	£35,674.00	£18.00	£665.92	£2,893.58	£34,723.00
Band 7	29	£36,362.00	£18.35	£679.12	£2,950.92	£35,411.00
	30	£37,249.00	£18.81	£696.13	£3,024.83	£36,298.00
	31	£38,212.00	£19.31	£714.60	£3,105.08	£37,261.00

	<b>32</b>	£39,247.00	£19.85	£734.44	£3,191.33	<b>£38,296.00</b>
	<b>33</b>	£40,444.00	£20.47	£757.40	£3,291.08	<b>£39,493.00</b>
<b>Band 8</b>	<b>34</b>	£41,429.00	£20.98	£776.29	£3,373.17	<b>£40,478.00</b>
	<b>35</b>	£42,447.00	£21.51	£795.81	£3,458.00	<b>£41,496.00</b>
	<b>36</b>	£43,454.00	£22.03	£815.13	£3,541.92	<b>£42,503.00</b>
	<b>37</b>	£44,467.00	£22.56	£834.55	£3,626.33	<b>£43,516.00</b>
	<b>38</b>	£45,490.00	£23.09	£854.17	£3,711.58	<b>£44,539.00</b>
<b>Band 9</b>	<b>39</b>	£46,446.00	£23.58	£872.51	£3,791.25	<b>£45,495.00</b>
	<b>40</b>	£47,500.00	£24.13	£892.72	£3,879.08	<b>£46,549.00</b>
	<b>41</b>	£48,524.00	£24.66	£912.36	£3,964.42	<b>£47,573.00</b>
	<b>42</b>	£49,538.00	£25.18	£931.81	£4,048.92	<b>£48,587.00</b>
	<b>43</b>	£50,541.00	£25.70	£951.04	£4,132.50	<b>£49,590.00</b>
<b>Band 10</b>	<b>44</b>	£51,564.00	£26.23	£970.66	£4,217.75	<b>£50,613.00</b>
	<b>45</b>	£52,590.00	£26.77	£990.34	£4,303.25	<b>£51,639.00</b>
	<b>46</b>	£53,618.00	£27.30	£1,010.05	£4,388.92	<b>£52,667.00</b>
	<b>47</b>	£54,653.00	£27.84	£1,029.90	£4,475.17	<b>£53,702.00</b>
	<b>48</b>	£55,697.00	£28.38	£1,049.92	£4,562.17	<b>£54,746.00</b>
<b>Band 11</b>	<b>49</b>	£56,737.00	£28.92	£1,069.87	£4,648.83	<b>£55,786.00</b>
	<b>50</b>	£57,828.00	£29.48	£1,090.79	£4,739.75	<b>£56,877.00</b>
	<b>51</b>	£58,888.00	£30.03	£1,111.12	£4,828.08	<b>£57,937.00</b>
	<b>52</b>	£59,932.00	£30.57	£1,131.14	£4,915.08	<b>£58,981.00</b>
	<b>53</b>	£61,000.00	£31.13	£1,151.63	£5,004.08	<b>£60,049.00</b>
<b>Band 11+</b>	<b>54</b>	£63,244.00	£32.29	£1,194.66	£5,191.08	<b>£62,293.00</b>
	<b>55</b>	£64,876.00	£33.13	£1,225.96	£5,327.08	<b>£63,925.00</b>
	<b>56</b>	£66,507.00	£33.98	£1,257.24	£5,463.00	<b>£65,556.00</b>
	<b>57</b>	£68,139.00	£34.83	£1,288.54	£5,599.00	<b>£67,188.00</b>
<b>Band 12</b>	<b>58</b>	£72,876.00	£37.28	£1,379.39	£5,993.75	<b>£71,925.00</b>
	<b>59</b>	£75,376.00	£38.58	£1,427.33	£6,202.08	<b>£74,425.00</b>
	<b>60</b>	£77,876.00	£39.87	£1,475.28	£6,410.42	<b>£76,925.00</b>
	<b>61</b>	£80,376.00	£41.17	£1,523.22	£6,618.75	<b>£79,425.00</b>
	<b>62</b>	£82,876.00	£42.46	£1,571.17	£6,827.08	<b>£81,925.00</b>

**Fringe Weighting Allowance:** £951 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):** £33.36 per session

**Appendix 4****Summary of JNC/ NJC national pay awards previous 5 years**

2019	2.0% pay award
2020	2.75% pay award
2021	1.75% pay award
2022	£1,925 per annum across all pay points
2023	TBC

\* note that there are no posts in the Council that are currently remunerated below spinal column point 13 – (£12.93 excluding Local Weighting) which is above the Real Living Wage threshold of £10.90 per hour for 2022/23.

**Current Real Living wage rate**

Real Living wage           £10.90 for 2022/23.