



**COUNCIL PAY POLICY STATEMENT  
JANUARY 2018**



## **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 207 officers, which represents a full time equivalent, based on a 37 hour week, of 187.72.
- 1.5 The gross salary expenditure for the Council for the financial year 2017/2018 is estimated to be £11,244,390.
- 1.6 Best practice recommends the Council consults a remuneration committee on all proposals relating to pay and reward for Senior Officers thus ensuring openness and accountability. This responsibility is delegated by Full Council to the Chief Officer pay panel.
- 1.7 This policy will be reviewed and approved annually by Full Council, and may be accessed via the Council's external web site.

## **2.0 SCOPE OF THE POLICY**

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

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

See organisation structure chart in appendix 1.

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

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

#### **4.0 PRINCIPLES**

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

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

## **5.0 EQUALITIES**

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

## **6.0 GRADING**

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

6.2 **Job Evaluation** – posts were job evaluated by the LGA Senior manager job evaluation scheme.

### **6.3 Deputy Chief Officers - Section Heads**

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

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

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

Head of Housing

Development Management Section Head

Regeneration & Property Section Head

Parks, Open Spaces and Projects Section Head

### **6.7 All other posts in the Council**

6.8 All other officer posts are job evaluated using the Local Government Job Evaluation Scheme (LGJES), and graded within one of the pay Bands in the 11 grade pay model in appendix 3. No Council post is

graded below Band 3, and minimum pay is £17,072 plus £840 London weighting allowance, (see 8.1 below). Where appropriate posts attract a market supplement and the market forces payments policy should be consulted for further information.

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

Senior Solicitor

Principal Solicitor

LLPG & GIS Officer

Property Team 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. A 1% pay increase was awarded on 1 April 2017.

## **8.0 ADDITIONAL PAYMENTS**

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

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

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

## **9.0 PERFORMANCE RELATED PAYMENTS AND BONUSES**

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

## **10.0 LOCAL GOVERNMENT PENSION SCHEME (LGPS)**

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

10.2 The table below provides the proposed Member contribution table for 2017.

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

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

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

10.4 Early retirement may be granted in the following circumstances:

Early termination of employment for the reason of redundancy

On ill health grounds

On compassionate grounds

Efficiency of the service

Request to go

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

## 11.0 REDUNDANCY

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

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

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

#### **12.0 EARLY RETIREMENT FOR THE REASON OF ILL HEALTH**

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

#### **13.0 EARLY RETIREMENT ON COMPASSIONATE GROUNDS**

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

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

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

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

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

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

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

##### **15.1 Criteria**

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

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

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

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

The post will be replaced

### 15.3 **Benefits**

#### *Under 55*

- Not available

#### *Over 55*

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

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

## 16.0 **FLEXIBLE RETIREMENT**

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

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

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

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

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

- What is the nature of the work to be undertaken?
- How similar is the work to that formally undertaken by the individual?
- Is it work that the individual could have been redeployed to?
- The work should be a specific project or task where the skills/ knowledge set required is unique to that individual

- The work should be such that it could not be undertaken by anyone else currently employed in the Council

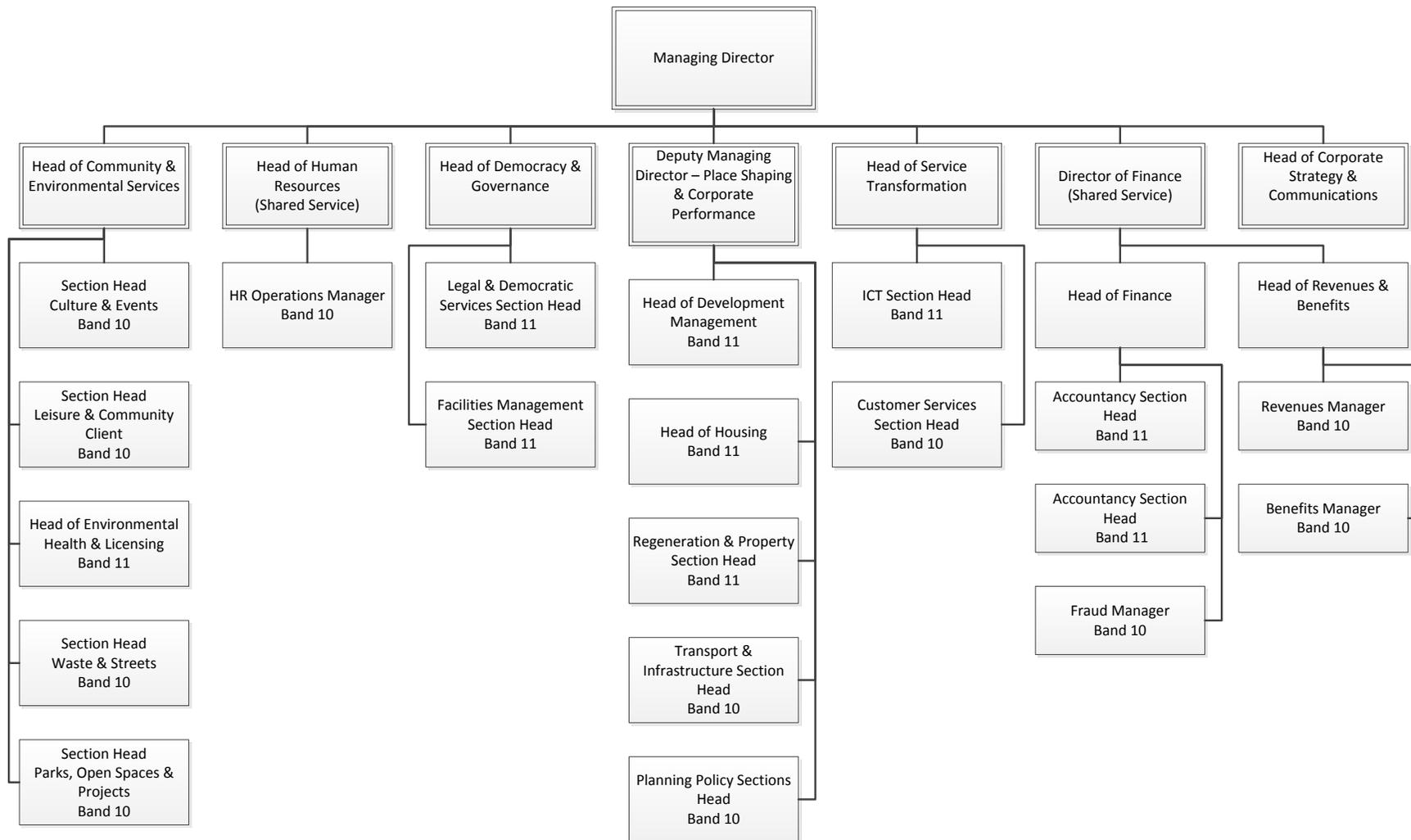
## **18.0 OFFICERS WHO HAVE RETIRED AND ARE IN RECEIPT OF PENSION**

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

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

- 19.1 The Council is committed to the principle of fairness when setting pay levels for all officers. All jobs are job evaluated meaning each has an analytical score providing its relative value in the organisation and each job is linked to a defined pay model.
- 19.2 The Council defines its lowest paid staff as those whose posts are graded on the lowest grade in the pay model. Pay rates are based on whole time equivalent salaries.
- 19.2 The mean average earnings in the Council are £31,543 giving a ratio with the highest paid officer of 1:4.4. The median earnings in the Council are £30,153 giving a ratio with the highest paid officer of 1:4.6. The lowest earnings in the Council are £19,586 giving a ratio with the highest paid officer of 1:7.
- 19.3 The lowest pay band on the pay model (Band 1) is not in use by Watford Borough Council whose lowest remunerated post is within band 3 paying £9.28 per hour including LW. This is above the national living wage.
- 19.4 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.

# Watford Borough Council



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



## Job Description / Person Specification

<b>Job Title:</b>	<b>Deputy Managing Director (DMD)</b>
<b>Service/ Department:</b>	<b>Place Shaping &amp; Corporate Performance</b>
<b>Salary band:</b>	<b>TBC (pending Hay evaluation)</b>
<p><b>Purpose of Role:</b></p> <p>The Deputy MD's key role is to lead the development and delivery of Watford's overarching spatial vision and strategic programmes. The post will develop, commission and lead the Council's place functions securing a wide range of economic growth outcomes. The DMD will undertake the role of programme executive for key major projects ensuring integrated, joined up delivery that fully reflects the Council's strategic priorities. A significant strategic requirement for this role will be to help shape a new vision for partnership working, engaging with the full range of stakeholders to develop and implement delivery solutions. The DMD is also the Council lead for corporate performance, driving continuous improvement and supporting the achievement of upper quartile performance.</p>	
<p><b>Key Accountabilities:</b></p> <ul style="list-style-type: none"> <li>• Leadership of delivery of innovative solutions and initiatives that secure smart growth and economic prosperity</li> <li>• Integration of Housing, Property, Planning, Public Realm &amp; Transport services to shape the Town's development in a smart, coherent way in line with the Core Strategy</li> <li>• Working with the Mayor, Portfolio holders and members, help translate political objectives and place based priorities into a coherent, joined up programme of action</li> <li>• Through a mix of external reviews, benchmarking, market testing, target setting, work with the Mayor, the Cabinet and Leadership Team to identify the key areas for service improvement and efficiency savings</li> <li>• Provide strong visible leadership across the Council and with partners which builds a culture of high performance, inspires people and supports the delivery of the Council's strategic objectives</li> <li>• Maximise external funding into major projects and manage Place budgets and resources ensuring they are allocated effectively in order to achieve corporate goals</li> <li>• Act as Deputy to the Managing Director, making a high level contribution to the corporate leadership of the Council</li> <li>• Leadership roles on Joint Venture companies, Property Investment Board and Asset Management Group</li> </ul>	
<p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Area of Impact: £3b Town wide public &amp; private sector investment programme</li> <li>• People and Organisation Management – direct line management responsibility for: <ul style="list-style-type: none"> <li>○ Section Head, Housing</li> <li>○ Section Head, Planning Policy</li> <li>○ Section Head, Development Management</li> </ul> </li> </ul>	

<ul style="list-style-type: none"> <li>○ Section Head, Regeneration &amp; Property</li> <li>○ Section Head, Transportation &amp; Infrastructure</li> </ul> <ul style="list-style-type: none"> <li>● Finance and budgetary control: <ul style="list-style-type: none"> <li>○ Capital Programme</li> <li>○ Major Project funding</li> <li>○ Service Revenue Budget</li> </ul> </li> </ul>
<p><b>Key Performance Indicators:</b></p> <ul style="list-style-type: none"> <li>● Managing the Business Corporate KPIs</li> <li>● Planning performance KPIs</li> <li>● Major project programme milestones</li> </ul>
<p><b>Key Relationships:</b></p> <p>The Mayor, Portfolio Holders, Members, Leadership Team, Section Heads, Delivery Partners, Local Strategic Partners, Herts County Council, Herts District Chief Executives, Development sector</p>
<p><b>Important Notes Relating to Duties:</b></p> <p>In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that s/he:-</p> <ul style="list-style-type: none"> <li>- 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;</li> <li>- Complies with these formal requirements and related procedures; and</li> <li>- Seeks advice from a more senior officer or an officer with specialism in subject area if in any doubt about the proper course of action.</li> </ul>

Person Specification
<p><b>Knowledge:</b></p> <ul style="list-style-type: none"> <li>● A clear understanding of the key components for successful regeneration, including investment conditions and funding regimes, developer requirements, inward investment, planning issues, access to funding and the current policy environment.</li> <li>● A clear understanding of the issues facing the Watford within its socio-economic, business, cultural and political environment</li> <li>● Evidence of relevant, continuing professional development in leadership &amp; business management</li> </ul>
<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>● Demonstrable track record of working within a fast paced and performance orientated culture.</li> <li>● Strong track record of leading, motivating and managing teams to achieve outstanding results.</li> <li>● Ability to work under pressure and deliver results within a changing environment.</li> </ul>

- Evidence of sound judgement in decision making, creative problem solving and flexibility.
- High level relationship management skills, including developing and maintaining successful strategic and delivery partnerships.
- Ability to work with senior politicians, understanding political priorities and the skills to translate them into corporate action
- Excellent communication and presentation skills, with the ability to communicate ideas, issues, systems and procedures successfully at all levels to a variety of audiences.
- Excellent analytical skills, able to interrogate trends and performance data and draw conclusions to influence future service delivery

#### Experience

- Senior leadership experience in fast moving externally facing organisation with a track record of successful change management and team development
- Significant experience in leading capital investment programmes and/or place based initiatives sufficient to assess programme design, programme delivery and delivery options.
- Substantial experience of implementing project management, governance and performance management regimes.
- Experience of securing major service improvement year on year
- Experience of managing multidisciplinary teams and successfully maintaining a culture of corporate, joined up working

#### How we work: our generic behaviours/attitudes framework against which our performance is measured

Clusters	Key Themes	Level needed* (1 – 4)
We deliver results	Manage performance	4
	Manage resources	4
	Manage change	4
We set an example	Fairness	4
	Integrity	4
	Accountability	4
	Image	4
We develop and grow	Personal development	4
	Challenge	4
	Innovation	4

<b>We work together</b>	Working with customers and colleagues	4
	Communication	4
	Leadership	4

How to map the 'How we work' levels to posts

<b>Payband</b>	Up to Band 5	Band 6 - 9	Band 10 + / Chief Officers
Do not manage staff	1 or 2	2	4
Manage staff	3	3	4

### **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 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 'Two Ticks' 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	June 2016
Reviewed by (Human Resources)	Cathy Watson	June 2016

## 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 Managing Director, 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)		
<b>Purpose of Role:</b>			
<ul style="list-style-type: none"> <li>To act as Three Rivers District Council and Watford Borough Council statutory, section 151, Officer providing advice to members and senior management on: <ul style="list-style-type: none"> <li>Financial Planning</li> <li>Financial Control</li> <li>Financial reporting</li> </ul> </li> <li>To lead and manage the Finance and Revenue and Benefits Service</li> </ul>			
<b>Important Notes Relating to Duties:</b>			
<p>In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-</p> <p>Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;</p> <p>Complies with these formal requirements and related procedures; and</p> <p>Seeks advice from a more Senior Officer if in any doubt about the proper course of action.</p>			

**KEY ACCOUNTABILITIES**

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

**KEY PERFORMANCE INDICATORS:**

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

## Job Description – Head of Service

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

## Appendix 2

Chief Officer pay structure - Watford Borough Council - 1<sup>st</sup> April 2017

<b>New Band (incorporating a 1% pay increase)</b>	<b>Spinal Column Point</b>	<b>New Basic Salary</b>
<b>Heads of Service(incorporating a 1% pay increase)</b>	1	68,309
	2	69,415
	3	70,908
	4	72,513
<b>Heads of Service + (incorporating a 1% pay increase)</b>	1	70,835
	2	71,578
	3	73,675
	4	75,092
<b>Director of Finance (incorporating a 1% pay increase)</b>	1	77,631
	2	80,375
	3	82,987
	4	85,664
	5	88,592
	6	91,572
<b>Deputy Managing Director</b>	Spot Salary	100,000
<b>Managing</b>	Spot Salary	137,821
<b>Director (no award)</b>		

## Appendix 3

## Pay Scale for Watford Borough Council 2017-18

Band	SCP	Per hour ex LW	Per week ex LW	Per mth ex LW	p.a. ex LW	Basic (Inc LW)
Band 1	6	£7.78	£287.94	£1,251.17	£15,014	£15,854
	7	£7.83	£289.88	£1,259.58	£15,115	£15,955
	8	£7.90	£292.39	£1,270.50	£15,246	£16,086
	9	£7.97	£294.86	£1,281.25	£15,375	£16,215
Band 2	10	£8.09	£299.43	£1,301.08	£15,613	£16,453
	11	£8.19	£303.15	£1,317.25	£15,807	£16,647
	12	£8.36	£309.21	£1,343.58	£16,123	£16,963
	13	£8.55	£316.27	£1,374.25	£16,491	£17,331
	14	£8.70	£321.83	£1,398.42	£16,781	£17,621
Band 3	15	£8.85	£327.41	£1,422.67	£17,072	£17,912
	16	£9.03	£334.06	£1,451.58	£17,419	£18,259
	17	£9.21	£340.83	£1,481.00	£17,772	£18,612
	18	£9.37	£346.55	£1,505.83	£18,070	£18,910
	19	£9.72	£359.51	£1,562.17	£18,746	£19,586
Band 4	20	£10.07	£372.63	£1,619.17	£19,430	£20,270
	21	£10.44	£386.21	£1,678.17	£20,138	£20,978
	22	£10.71	£396.24	£1,721.75	£20,661	£21,501
	23	£11.02	£407.88	£1,772.33	£21,268	£22,108
	24	£11.38	£421.19	£1,830.17	£21,962	£22,802
Band 5	25	£11.74	£434.54	£1,888.17	£22,658	£23,498
	26	£12.13	£448.73	£1,949.83	£23,398	£24,238
	27	£12.53	£463.61	£2,014.50	£24,174	£25,014
	28	£12.94	£478.76	£2,080.33	£24,964	£25,804
	29	£13.45	£497.69	£2,162.58	£25,951	£26,791
Band 6	30	£13.90	£514.40	£2,235.17	£26,822	£27,662
	31	£14.34	£530.62	£2,305.67	£27,668	£28,508
	32	£14.76	£546.29	£2,373.75	£28,485	£29,325
	33	£15.20	£562.36	£2,443.58	£29,323	£30,163
	34	£15.63	£578.28	£2,512.75	£30,153	£30,993
Band 7	35	£15.96	£590.40	£2,565.42	£30,785	£31,625
	36	£16.38	£606.05	£2,633.42	£31,601	£32,441
	37	£16.84	£623.02	£2,707.17	£32,486	£33,326
	38	£17.33	£641.26	£2,786.42	£33,437	£34,277
	39	£17.90	£662.37	£2,878.17	£34,538	£35,378
Band 8	40	£18.37	£679.75	£2,953.67	£35,444	£36,284
	41	£18.86	£697.68	£3,031.58	£36,379	£37,219
	42	£19.34	£715.46	£3,108.83	£37,306	£38,146
	43	£19.82	£733.31	£3,186.42	£38,237	£39,077
	44	£20.31	£751.34	£3,264.75	£39,177	£40,017
Band 9	45	£20.76	£768.22	£3,338.08	£40,057	£40,897
	46	£21.26	£786.78	£3,418.75	£41,025	£41,865

	47	£21.75	£804.85	£3,497.25	£41,967	£42,807
	48	£22.24	£822.72	£3,574.92	£42,899	£43,739
	49	£22.71	£840.40	£3,651.75	£43,821	£44,661
<b>Band 10</b>	50	£23.20	£858.45	£3,730.17	£44,762	£45,602
	51	£23.69	£876.54	£3,808.75	£45,705	£46,545
	52	£24.18	£894.64	£3,887.42	£46,649	£47,489
	53	£24.67	£912.90	£3,966.75	£47,601	£48,441
	54	£25.17	£931.33	£4,046.83	£48,562	£49,402
<b>Band 11</b>	55	£25.67	£949.66	£4,126.50	£49,518	£50,358
	56	£26.19	£968.90	£4,210.08	£50,521	£51,361
	57	£26.69	£987.58	£4,291.25	£51,495	£52,335
	58	£27.19	£1,005.99	£4,371.25	£52,455	£53,295
	59	£27.70	£1,024.80	£4,453.00	£53,436	£54,276
<b>Band 11 Extended Pay Band*</b>					£54,660	£55,500
					£56,160	£57,000
					£57,660	£58,500
					£59,160	£60,000

**NB: London Fringe Weighting Allowance:** £840 per annum

\*Progression to these pay points is discretionary and subject to sign-off by the Senior Officer Pay Panel

**Essential Car User (where applicable): Lump sum allowance**

Up to 999 cc: £846.00 per annum

1000 cc and above: £963.00 per annum

**Stand by duty allowance (where applicable) :** £27.90 per session

#### Appendix 4

##### Summary of JNC/ NJC national pay awards previous 5 years

2013 1.0% pay award

2014 No national or local pay award

2015 2.2% pay award

2016 1.0% pay award

2017 1.0% pay award

\* note that there are no posts in the Council that are remunerated below spinal column point 15 – (£9.28 inc LW).

**Current National Living wage rate (over 25s):**

Living wage      £7.50 per hour (increasing to £7.83 in April 2018)

**Current National Minimum Wage Rates:**

25 years+          £7.50 per hour (increasing to £7.83 in April 2018)

21-24 years        £7.05 per hour (increasing to £7.38 in April 2018)

18 – 20 yrs        £5.60 per hour (increasing to £5.90 in April 2018)

16 – 17 yrs        £4.05 per hour (increasing to £4.20 in April 2018)

Apprentice\*       £3.50 per hour (increasing to £3.70 in April 2018)

\*applies to under 19, or in the first full year of apprenticeship. Apprentices aged 19 or over in their second year of apprenticeship must receive the national minimum wage or national living wage rate their age entitles them to.