



**WE ARE
WATFORD**

**COUNCIL PAY POLICY STATEMENT
2022**



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 241 officers, which represents a full time equivalent based on a 37 hour week of 220.36.
- 1.5 The gross salary expenditure for the Council for the financial year 2022/23 is estimated to be £12,430,103.
- 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 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), Group/Executive Heads and Heads 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:
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Head of Paid Service	Managing Director
Director of Finance	Director of Finance (Three Rivers District Council)
Group/Executive Heads of Service	Group Head of Democracy and Governance (Monitoring Officer) Group Head of Community and Environmental Services Executive Head of Commercial Finance and Innovation Executive Head of Corporate Strategy and Communications Executive Head of Human Resources and Organisation Development Group Head of Place Shaping
Heads of Service/Deputy Chief Officers	Heads of Service and other managers that report directly to Officers outlined above.

See organisation structure chart in appendix 1.

2.4 The remuneration of the Group/Executive Heads of Service was last determined by the Council Functions Committee in February 2020 and that of the Managing Director 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.

2.7 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, Director of Finance, and Group/Executive Heads of Service are engaged on Joint National Council (JNC) national terms and conditions of service.

3.2 The Council's Heads of Service/Deputy Chief Officers, i.e. those who report directly to Group/ Executive Heads of Service, are engaged on National Joint Council (NJC) national terms and conditions.

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

4.0 PRINCIPLES

4.1 The Pay Policy reflects the aspirations of the Council's strategic road map and defines the Council's approach to managing reward that is guided by the following principles

4.2 All Council officer jobs are job evaluated using an analytical job evaluation scheme to allocate points to posts and establish relativity between all posts in the organisation.

4.3 The Council reviews appropriate external pay market information to ensure remuneration levels are consistent with Local Government, provide value for money for the taxpayer, and support the Council to remain competitive as an employer in areas of skills shortage.

4.4 If appropriate, market factors are applied to hard to fill posts. Where applied these supplements are reviewed annually in accordance with the market factor policy.

4.5 The MD receives a spot salary the level of which was reviewed in 2020.

4.6 Cost of living inflation increases for Chief Officer pay scales are awarded in accordance with the Joint National Council for Chief Executives and Chief Officers (JNC). Chief Officers are remunerated according to the pay scale applicable to their job, within a four grade pay model. Each grade has four incremental spinal column points, (see Appendix 2). Progression within each grade is time based, subject to satisfactory performance and where appropriate awarded annually to the top of the grade, effective from 1 April.

The independent reviews conducted by LGA of 2013 and 2016 ensured that the pay scales of Chief Officers are comparable to rates of pay for similar jobs in similar sized local authorities in the outer London and Home Counties area.

4.7 Deputy Chief Officers, i.e. Heads of Service, are remunerated within the top three grades of a thirteen 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 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 Deputy Chief Officer role of Head of Property Investment and Regeneration, 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 13 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 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 – MD and Group/Executive Heads of Service**
- 6.2 **Job Evaluation** – posts were job evaluated by the LGA Senior manager job evaluation scheme.
- 6.3 **Deputy Chief Officers – Heads of Service**
- 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** – Comparative East of England Local Authority pay information, Croner Reward Job Evaluation system and the Croner Market Pay analysis for Public Services 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. Market supplements currently apply to the following Chief Officer and Deputy Chief Officer roles and are reviewed annually in accordance with the Market Factor policy –
- Executive Head of Human Resources and Organisational Development
 - Executive Head of Commercial Finance and Innovation
 - Group Head of Place Shaping
 - Head of Housing
 - Head of Parks, Open Spaces and Projects
 - Head of Planning and Development
 - Head of Property Investment and Regeneration
 - Head of Corporate Asset Management
- 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 13 grade pay model in Appendix 3. No Council post is graded below Band 4, and the minimum pay for Band 4 is £20,903 plus £898 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
- Cassiobury Park Manager
 - Electoral Services Manager
 - Senior Infrastructure Engineer
 - Senior Project Manager (Road to Renewal)
 - Programme Manager
 - Economic Development Manager
 - Senior Traffic Engineer
- 7.0 **INCREMENTS**
- 7.1 Posts receive annual time based increments effective on 1 April until remuneration reaches the top of the grade.
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- 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 2021 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, 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%.
- 9.2 The table below provides the proposed Member contribution table for 2021/22.

Pay Bands	Contribution Rates
Up to £14,600	5.5%
£14,601 - £22,900	5.8%
£22,901 - £37,200	6.5%
£37,201 - £47,100	6.8%
£47,101 - £65,900	8.5%
£65,901 - £93,400	9.9%
£93,401 - £110,000	10.5%
£110,001 - £165,000	11.4%
Over £165,001	12.5%

- 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 should be consulted as appropriate for further information. The Restriction of Public Sector Exit Payments Regulations 2020 make it clear that public sector bodies must not make payments in relation to individual exits in excess of £95k and draft guidelines have been issued. The Council's policy, outlined

below, on redundancy, early retirement and early termination compensation will be updated as soon as the final regulations are known and have been published.

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.

10.2 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.

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 age 65.

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 Group Head of Service stating grounds and case for consideration and first approval.

The Group Head of Service and Executive Head of Human Resources and Organisation Development 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

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

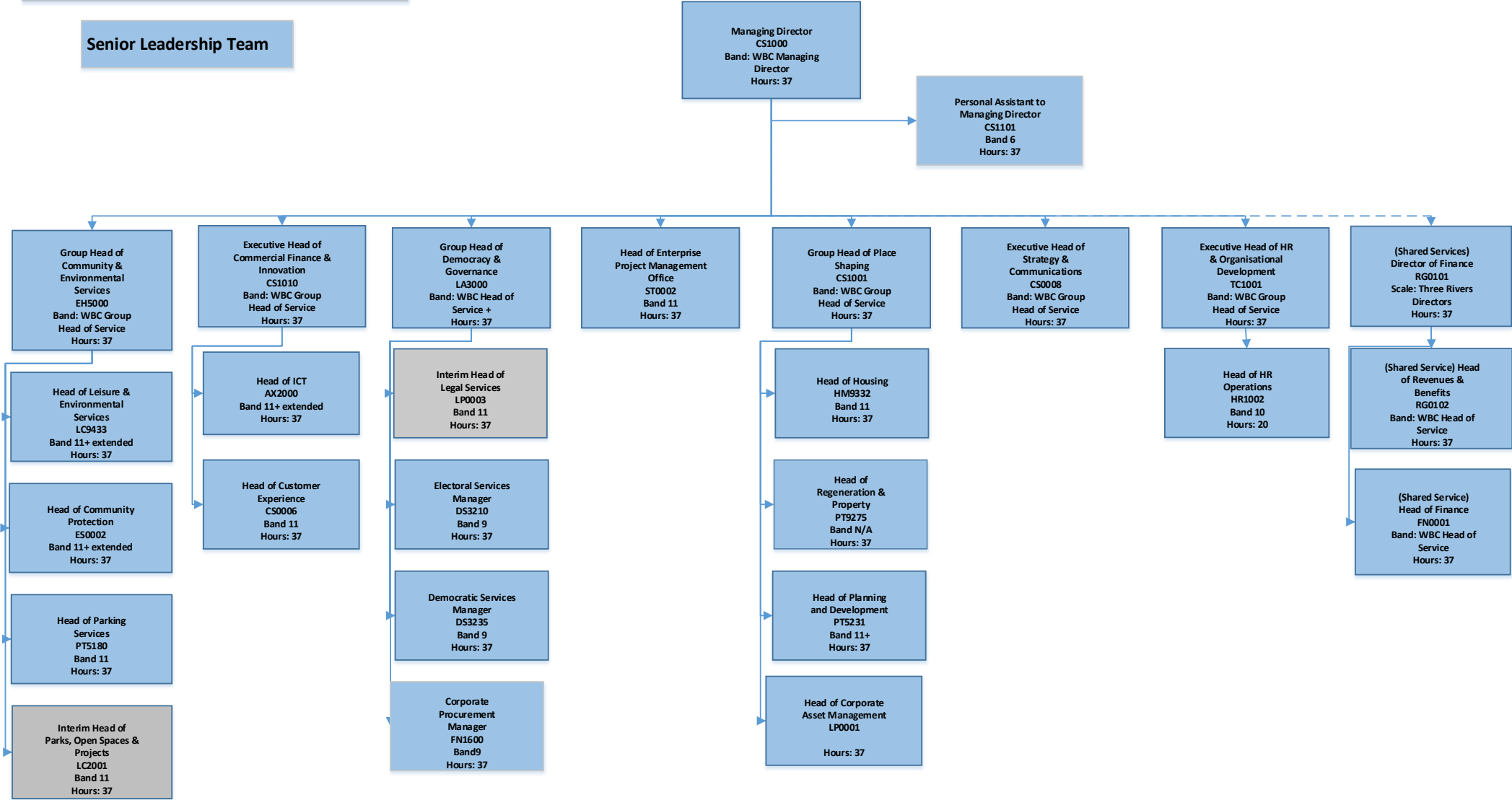
17.0 **OFFICERS WHO HAVE RETIRED AND ARE IN RECEIPT OF PENSION**

- 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 £38,786 giving a ratio with the highest paid officer of 1:3.5. The median earnings in the Council are £36,922 giving a ratio with the highest paid officer of 1:3.8. Including apprenticeships, the lowest earnings in the Council are £21,500, giving a ratio with the highest paid officer of 1:6.5. Excluding apprenticeship posts, the lowest earnings in the Council are £22,627 giving a ratio with the highest paid officer of 1:6.1.
- 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 £11.73 per hour excluding LW. This is above the real living wage of £9.90 per hour for 2021/22.
- 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.
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Appendix 1

Watford Borough Council - Overview

Senior Leadership Team





Job Description / Person Specification

Job Title:	Managing Director
Service/ Department:	Corporate Services
Salary band:	Managing Director Band
<p>Purpose of Role:</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>Key Accountabilities:</p> <ul style="list-style-type: none"> • Supporting the delivery of the Mayor's and the council's strategies and policies • Assuring understanding, acceptance and support for the Mayor's Executive role • Transacting the Mayor's, Cabinet and Council decisions • Advising the Mayor and Members • Ensuring the effective delivery of the Council's various projects through Programme Management, objective setting for senior Leadership Team and reviews with key stakeholders. • Managing the Officer/Member/Political interface • Aligning corporate values with Political direction • Aligning strategic direction, corporate planning and resource allocation • Budget strategy and delivery of agreed budget • Leading Structural and Cultural change • Engaging with Strategic Partnerships • Ensuring effective performance management • Ensuring effective personal communication – up, down and outwards. 	
<p>Management:</p> <ul style="list-style-type: none"> • All duties and responsibilities as defined in Section 4 of the Local Government and Housing Act (1989) • Delivering the Mayoral and Cabinet objectives through the Leadership Team • Articulating the Mayor and Cabinet agenda in corporate and service objectives • Providing managerial leadership to the Leadership Team • Alignment of cross-cutting programmes with substantive plans 	

<ul style="list-style-type: none"> Management of Deputy MD and Heads of Service – Appraisals/PDRS, Agreement of objectives, Reviewing performance <p>Personal attributes:</p> <ul style="list-style-type: none"> 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
<p>Key Relationships:</p> <ul style="list-style-type: none"> The Elected Mayor and Members Deputy Managing Director Heads 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
<p>Important Notes Relating to Duties:</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"> 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
<p>Knowledge/Skills:</p> <ul style="list-style-type: none"> 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
<p>Experience</p> <ul style="list-style-type: none"> 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.

Job description:	Name	Date
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)

Job Title:	Director of Finance		Post Reference No:
Post Number:			RG0101
Service/ Department:	Corporate Resources and Governance	Section:	Finance
Grade:	Chief Officer		
Location:	You will normally be based at Three Rivers House, Rickmansworth and Watford Town Hall, Watford or any such other place of employment within the remit of the service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's licence requirements:	Casual. The post holder will be expected to travel as necessary to achieve the requirements of the role.		
Responsible to:	Joint reporting to Chief Executive Three Rivers District Council and Managing Director, Watford Borough Council		
Responsible for:	Direct management responsibility for Finance and Revenue and Benefits; relationship role for Human Resources and ICT (which are directly managed by Watford)		

Purpose of Role:

- 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
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Job Description – Group/Executive Head of Service

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

Appendix 2

Chief Officer Pay Structure - Watford Borough Council

WBC Chief Officer Pay 1st April 2021

New Band	Spinal Column Point	New Basic	New Salary Including £898 pa Fringe Allowance
Heads of Shared Services (Finance & Revs & Bens)	1	£69,790.00	£70,688.00
	2	£71,309.00	£72,207.00
	3	£72,835.00	£73,733.00
	4	£74,353.00	£75,251.00
Group Head of Service	1	£75,742.00	£76,640.00
	2	£77,306.00	£78,204.00
	3	£78,872.00	£79,770.00
	4	£80,436.00	£81,334.00
	5	£82,081.00	£82,979.00
Group Head of Service + (Monitoring Officer)	1	£80,301.00	£81,199.00
	2	£81,108.00	£82,006.00
	3	£83,383.00	£84,281.00
	4	£84,920.00	£85,818.00
	4	£85,831.00	£86,729.00
Director of Finance (Shared with TRDC)	1	£84,234.00	N/A
	2	£87,212.00	
	3	£90,045.00	
	4	£92,950.00	
	5	£96,127.00	
	6	£99,359.00	
Managing Director	N/A	£140,794.00	N/A

Appendix 3

(2021 pay award remains pending)

WBC Payscale as at 1 April 2020

Band	New SCP	Basic (inc. LWF at £898 per annum)	Per hour (exc. LWF)	Per week (exc. LWF)	Per month (exc. LWF)
Band 1	1	£ 18,740	£ 9.25	£ 342.18	£ 1,486.83
	2	£ 19,096	£ 9.43	£ 349.00	£ 1,516.50
Band 2	3	£ 19,460	£ 9.62	£ 355.98	£ 1,546.83
	4	£ 19,831	£ 9.81	£ 363.10	£ 1,577.75
Band 3	5	£ 20,210	£ 10.01	£ 370.37	£ 1,609.33
	6	£ 20,596	£ 10.21	£ 377.77	£ 1,641.50
	7	£ 20,990	£ 10.41	£ 385.33	£ 1,674.33
	8	£ 21,391	£ 10.62	£ 393.02	£ 1,707.75
Band 4	9	£ 21,801	£ 10.83	£ 400.88	£ 1,741.92
	10	£ 22,220	£ 11.05	£ 408.92	£ 1,776.83
	11	£ 22,646	£ 11.27	£ 417.09	£ 1,812.33
	12	£ 23,081	£ 11.50	£ 425.43	£ 1,848.58
	13	£ 23,525	£ 11.73	£ 433.94	£ 1,885.58
Band 4+	14	£ 23,978	£ 11.96	£ 442.63	£ 1,923.33
	15	£ 24,439	£ 12.20	£ 451.47	£ 1,961.75
	16	£ 24,910	£ 12.45	£ 460.50	£ 2,001.00
	17	£ 25,389	£ 12.69	£ 469.69	£ 2,040.92
	18	£ 25,880	£ 12.95	£ 479.11	£ 2,081.83
Band 5	19	£ 26,379	£ 13.21	£ 488.68	£ 2,123.42
	20	£ 26,889	£ 13.47	£ 498.46	£ 2,165.92
	21	£ 27,409	£ 13.74	£ 508.43	£ 2,209.25
	22	£ 27,939	£ 14.02	£ 518.60	£ 2,253.42
	23	£ 28,639	£ 14.38	£ 532.02	£ 2,311.75
Band 6	24	£ 29,570	£ 14.86	£ 549.87	£ 2,389.33
	25	£ 30,475	£ 15.33	£ 567.23	£ 2,464.75
	26	£ 31,349	£ 15.78	£ 583.99	£ 2,537.58
	27	£ 32,244	£ 16.25	£ 601.16	£ 2,612.17
	28	£ 33,132	£ 16.71	£ 618.19	£ 2,686.17
Band 7	29	£ 33,808	£ 17.06	£ 631.15	£ 2,742.50
	30	£ 34,680	£ 17.51	£ 647.87	£ 2,815.17
	31	£ 35,626	£ 18.00	£ 666.02	£ 2,894.00
	32	£ 36,643	£ 18.53	£ 685.52	£ 2,978.75
	33	£ 37,820	£ 19.14	£ 708.09	£ 3,076.83
Band 8	34	£ 38,788	£ 19.64	£ 726.66	£ 3,157.50
	35	£ 39,788	£ 20.16	£ 745.84	£ 3,240.83
	36	£ 40,778	£ 20.67	£ 764.82	£ 3,323.33
	37	£ 41,774	£ 21.19	£ 783.92	£ 3,406.33
	38	£ 42,779	£ 21.71	£ 803.20	£ 3,490.08
Band 9	39	£ 43,719	£ 22.20	£ 821.23	£ 3,568.42
	40	£ 44,755	£ 22.73	£ 841.09	£ 3,654.75
	41	£ 45,761	£ 23.25	£ 860.39	£ 3,738.58
	42	£ 46,757	£ 23.77	£ 879.49	£ 3,821.58
	43	£ 47,743	£ 24.28	£ 898.40	£ 3,903.75
Band 10	44	£ 48,749	£ 24.80	£ 917.69	£ 3,987.58
	45	£ 49,757	£ 25.32	£ 937.02	£ 4,071.58
	46	£ 50,767	£ 25.85	£ 956.39	£ 4,155.75
	47	£ 51,784	£ 26.38	£ 975.90	£ 4,240.50
	48	£ 52,811	£ 26.91	£ 995.59	£ 4,326.08
Band 11	49	£ 53,833	£ 27.44	£ 1,015.19	£ 4,411.25
	50	£ 54,905	£ 27.99	£ 1,035.75	£ 4,500.58
	51	£ 55,947	£ 28.53	£ 1,055.74	£ 4,587.42
	52	£ 56,973	£ 29.07	£ 1,075.41	£ 4,672.92
	53	£ 58,022	£ 29.61	£ 1,095.53	£ 4,760.33
Band 11+	54	£ 60,228	£ 30.75	£ 1,137.84	£ 4,944.17
	55	£ 61,832	£ 31.58	£ 1,168.60	£ 5,077.83
	56	£ 63,435	£ 32.41	£ 1,199.34	£ 5,211.42
	57	£ 65,039	£ 33.25	£ 1,230.10	£ 5,345.08

Fringe Weighting Allowance: £898 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): £29.83 per session

Appendix 4

Summary of JNC/ NJC national pay awards previous 5 years

2018	2.0% pay award
2019	2.0% pay award
2020	2.75% pay award
2021	TBC
2022	TBC

* note that there are no posts in the Council that are currently remunerated below spinal column point 13 – (£11.73 excl LW) which is above the Real Living Wage threshold of £9.50 per hour for 2020/21, rising to £9.90 for 2021/22.

Current Real Living wage rate

Real Living wage	£9.90 for 2021/22.
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