



**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"> - Monitoring Officer (Group Head of Democracy and Governance) - Executive Director of Corporate, Housing and Wellbeing Services - Executive Director of Place - Executive Head of Strategy and Initiatives (Communications, Partnerships and Community)* - Executive Head of Strategy and Initiatives (Sustainability & Culture)* - Executive Head of Human Resources and Organisation Development (interim)
Deputy Chief Officers - Associate Directors	<ul style="list-style-type: none"> - Associate Director of ICT and Shared Services - Associate Director of Customer and Corporate Services - Associate Director of Housing and Wellbeing - Associate Director of Planning, Infrastructure and Economy - Associate Director of Property and Asset Management - Associate Director of Environment - Head of Finance (Three Rivers District Council) - Head of Revenue & Benefits (Three Rivers District Council)

*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.

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%

- 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.

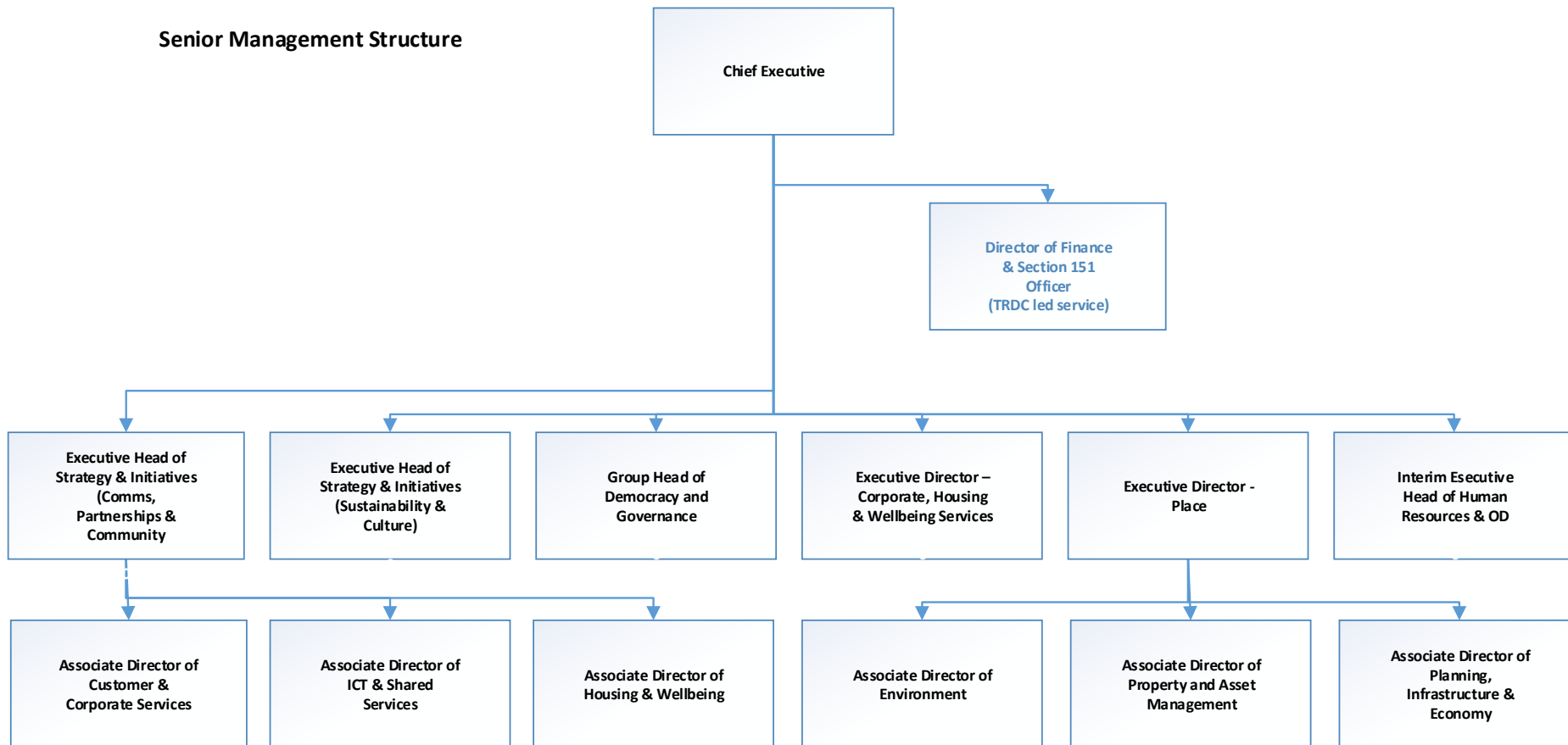
18.3 Including apprenticeship posts, the mean average earnings in the Council are £38,805 giving a ratio with the highest paid officer of 1:3.6. The median earnings in the Council are £39,493 giving a ratio with the highest paid officer of 1:3.6. Including apprenticeships, the lowest earnings in the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





Job Description / Person Specification

Job Title:	Chief Executive
Service/ Department:	Corporate Services
Salary band:	Chief Executive 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 	

- 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

<p>ICT/Technical Expertise</p> <ul style="list-style-type: none"> • Strategic understanding of the application of ICT to local government operations • Good working knowledge of Microsoft Office applications
<p>Personal Qualities</p> <ul style="list-style-type: none"> • 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

<p>Politically Restricted Posts</p> <p>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.</p> <p>This post is a Specified Post and is politically restricted.</p> <p>Job Share:</p> <p>Job Share will not be considered for this post.</p> <p>Equal Opportunities:</p> <p>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.</p> <p>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.</p>
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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 Chief Executive, Watford Borough Council		
Responsible for:	Direct management responsibility for Finance and Revenue and Benefits; relationship role for Human Resources and ICT (which are directly managed by Watford)		
Purpose of Role:			
<ul style="list-style-type: none"> To act as Three Rivers District Council and Watford Borough Council statutory, section 151, Officer providing advice to members and senior management on: <ul style="list-style-type: none"> Financial Planning Financial Control Financial reporting To lead and manage the Finance and Revenue and Benefits Service 			
Important Notes Relating to Duties:			
<p>In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-</p> <p>Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;</p> <p>Complies with these formal requirements and related procedures; and</p> <p>Seeks advice from a more Senior Officer if in any doubt about the proper course of action.</p>			
KEY ACCOUNTABILITIES			
<ul style="list-style-type: none"> 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.

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.

- 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.

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.

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

- 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

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- 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;

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- **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.

- 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 1st April 2022

Chief Executive	£142,719.
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Note:

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

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

Executive Directors	1	£101,925
	2	£106,925
	3	£111,925
	4	£116,925

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

Associate Directors (Extended Pay Band, Grade 12)	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.

Director of Finance (Shared with TRDC)	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.

Heads of Shared Services Finance and Revenues & Benefits (TRDC)	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

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

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.