



**WE ARE
WATFORD**

**COUNCIL PAY POLICY STATEMENT
April 2024**



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 235 officers, which represents a full time equivalent based on a 37-hour week of 212.35.
- 1.5 The gross salary expenditure for the Council for the financial year 2024/25 is estimated to be £14,484,490.
- 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 Director/Director/Executive Head 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
Section 151 Officer	Chief Finance Officer (seconded by Three Rivers District Council)
Chief Officers - Executive Director/Director/Executive Head of Service	- Executive Director of Place - Director of Performance and Partnerships - Executive Head of Human Resources and Organisation Development
Deputy Chief Officers - Associate Directors	- 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 and Communities - Monitoring Officer*

*The Monitoring Officer role is currently occupied by the Group Head of Democracy and Governance but is expected to be an addition to one of the above posts on an honorarium basis when it becomes vacant from June 2024.

See organisation structure chart and role profiles in appendix 1.

- 2.4 The remuneration of the Executive Director/Director/Executive Head 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 Chief Finance Officer/Section 151 Officer is directly employed by Three Rivers District Council and remunerated in accordance with the Shared Services, Head of Service pay band and is also in receipt of an honorarium payment in respect of these duties.
- 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 and Executive Director/ Director/Executive Head 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 an Executive Director/Director are engaged on National Joint Council (NJC) national terms and conditions. The Council's Chief Finance Officer is also engaged on National Joint Council (NJC) terms and conditions and remunerated as noted in paragraph 2.5 above.
- 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:-

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- 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, considering 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 Director/Director/Executive Head 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 considering 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 Infinistats 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 grades pay model in Appendix 3. No Council post is graded below Band 4, and the minimum pay for Band 4 is £25,119 plus £988 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.

- Building Control Officer (TUPE Shared Services)
- Building Control Surveyor (TUPE Shared Services)
- Compliance and Maintenance Officer
- Economic Development Manager
- Economic Development Officer
- Infrastructure and IT Security Manager
- Programme Manager
- Senior Infrastructure Engineer
- Senior Projects Manager
- Senior Regeneration Manager
- Senior Transport and 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 2024 pay award has yet to be agreed.

8.0 ADDITIONAL PAYMENTS

- 8.1 Local 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 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 £16,500	5.5%
£16,501 - £25,900	5.8%
£25,901 - £42,100	6.5%
£42,101 - £53,300	6.8%
£53,301 - £74,700	8.5%
£74,701 - £105,900	9.9%
£105,901 - £124,800	10.5%
£124,801 to £187,200	11.4%
Over £187,201	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 Head of Service stating grounds and case for consideration and first approval The Executive Director /Director/Executive 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 55, 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 may 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. Local Pensions Partnership Administration (LPPA) 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

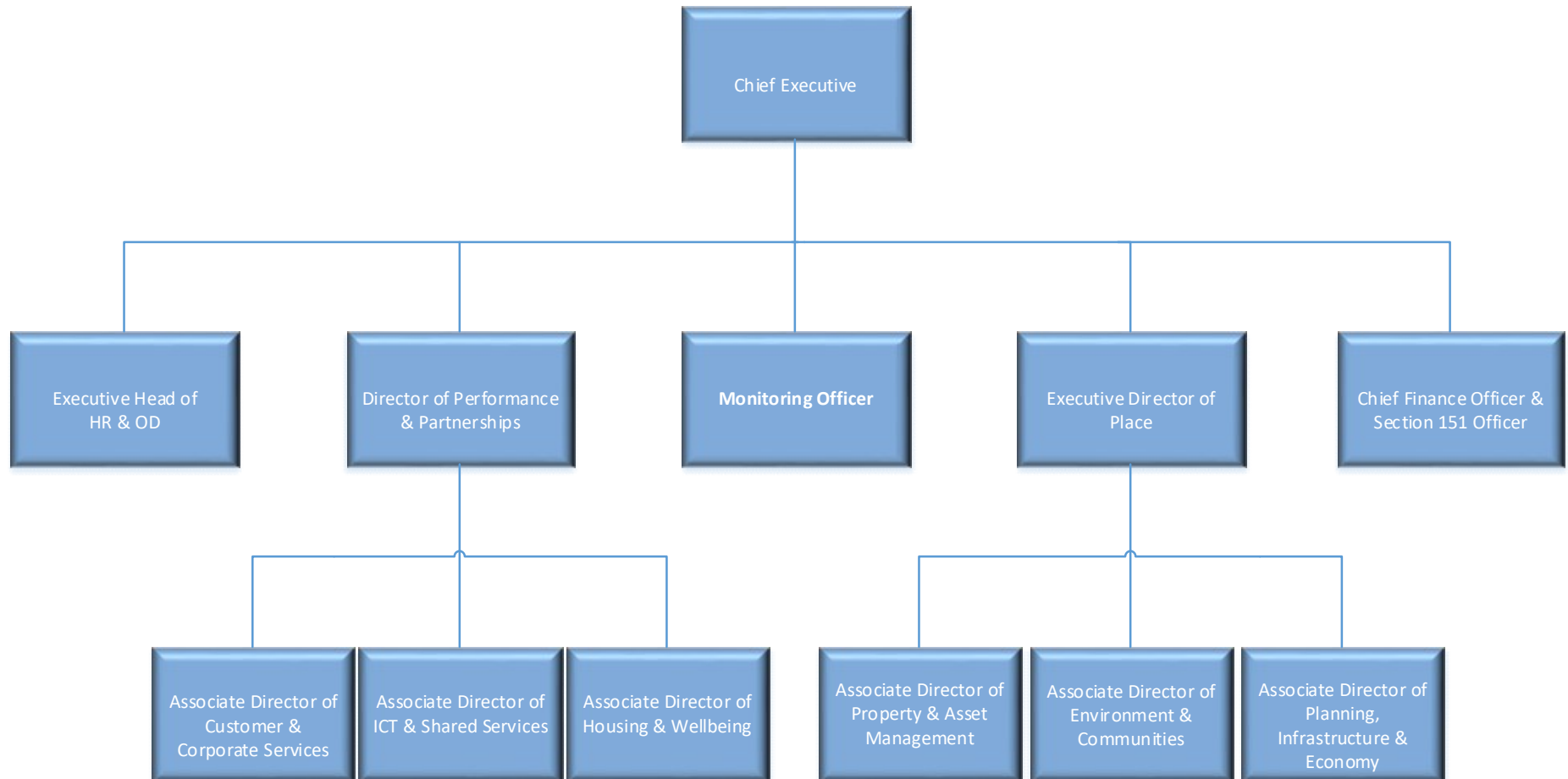
- 17.1 If an officer is in receipt of their Local Government Pension and returns to work for the Council an abatement of their pension may apply if the pay for the new post plus the LGPS pension they receive exceeds the value of the salary for the post from which they retired. LPPA should be consulted 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 below Chief Officer 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 £40,7385 giving a ratio with the highest paid officer of 1:3.6. The median earnings in the Council are £41,418 giving a ratio with the highest paid officer of 1:3.5. Including apprenticeships, the lowest earnings in the Council are £18,876, giving a ratio with the highest paid officer of 1:7.8. Excluding apprenticeship posts, the lowest earnings in the Council are £26,873 giving a ratio with the highest paid officer of 1:5.5.
- 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 £13.93 per hour excluding LW. This is above the real living wage of £12.00 per hour for 2023/24.
- 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 programs 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 other Local Authorities regionally and nationally

Important Notes Relating to Duties:

In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that s/he:-

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

Person Specification

Knowledge/Skills:

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

Experience

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

- Experience of collaborative working with businesses and the third sector to enhance service delivery

ICT/Technical Expertise

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

Personal Qualities

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

Politically Restricted Posts

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

This post is a Specified Post and is politically restricted.

Job Share:

Job Share will not be considered for this post.

Equal Opportunities:

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

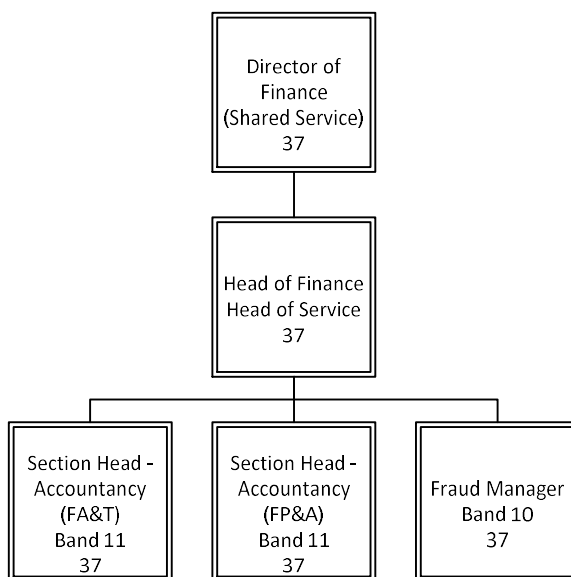
We are also committed to improving opportunities for people with disabilities and are a registered 'Disability Confident' employer. If you have a disability and demonstrate that you fulfil the essential person specification criteria for the role on your application form, you will be invited for an interview.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

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

Job Description

Job Title:	Chief Finance Officer/Section 151 Officer	JE Ref: A2328
Post Number:	RG0501	
Service/ Department:	Finance	Section:
Salary band:	Head of Service	
Location:	You will normally be based at Three Rivers House, Rickmansworth or any such other place of employment within the remit of Finance Services 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.	
Driving Licence requirement:	The post holder will be expected to travel to achieve the requirements of the role.	
Payment Allowance:	Inner Fringe Weighting allowance	
Responsible to:	Joint Committee and reporting to Director of Finance	
Responsible for:	Entire Finance Service for Three Rivers District and Watford Borough Councils	

PLACE IN ORGANISATION CHART OF DEPARTMENT:



Purpose of Role:

- To lead, promote and implement the self service vision for the Finance Service and set up the Finance policies, systems and processes in a way that meets the needs of both organisations.
- To identify, deliver and manage the expectations of the Finance customers on an ongoing basis and enable councils to make the best use of their financial resources and meet their objectives.
- To lead the effective and efficient delivery of the service to agreed SLAs and KPIs together with associated service reporting, managing the wider Financial agenda at management boards, the programme board and the Joint Committee;
- To lead and manage the Finance service so that it is consistently providing a first class Finance service that is efficient, effective, customer and delivery focused and resilient
- To define and lead the delivery of the future strategy and development of the Finance Service;

Key Accountabilities:**Service Delivery**

- Take the strategic lead for the delivery of a first class Finance Service that provides value for money and supports partnering councils to achieve their short term priorities and longer term strategic vision and objectives.
- Lead the negotiation and delivery of Service Level Agreements and ensuring that SLAs are achieved to a high standard, taking corrective action in line with agreed strategies and plans.
- Lead the annual operational planning process for the Finance Service, document and communicate plans, support updates as required and conduct metric-based progress reviews.

Continuous Improvement

- Ensure the service delivery is planned and Finance's performance is monitored effectively, that service level agreements are achieved to a high standard, areas for improvement are identified and actioned according to agreed strategies and plans.
- Demonstrate continuous improvement in service delivery by innovative practices, policies, processes and technology. Add value to customers' performance.

Working in teams

- Establish an effective management and operational team for the service who are clear about service priorities and enabling them to contribute to service delivery.

Communication and Customer Engagement

- Encourage and enable the embedding of efficient financial practices within the Finance Service and new ways of working across the councils, engaging with customers to review satisfaction and practices and involving them in development of Finance policies and practices.

Responsibilities**• People and Organisation Management -**

- Manage, develop and motivate a team of Finance professionals coaching them as required on financial practices, allocating and delegating work and effectively managing their performance.
- Consult with Directors, Heads of Services and other managers to validate decisions and plans and provide regular, accurate and timely reports to the Management boards of both Councils as required.
- Build effective and positive relationships with internal and external stakeholders as appropriate clearly communicating Financial priorities to both councils and to Finance Services team.
- Contribute effectively and positively to cross-service teams and projects.

• Finance and budgetary control – include values of budget and level of authority involvement/ accountability – payment or fund raising activities

- Establish, monitor and control the budget for the service, including developing the annual budget.
- Ensure overall compliance with financial procedures and regulations.
- Identify, assess and, where appropriate, monitor risks.
- Design and implement aligned Finance strategies to ensure value for money, effective use of resources and excellent service delivery.
- Ensure that third party resources are used effectively to deliver financial services solutions where required and that the performance of these third parties is effectively managed and monitored.

• Premises, equipment or information – buildings, vehicles, plant and stock and value of assets, level of accountability and authority

- Professional direction, decision making and authorization of expenditure in relation to Finance service staff in all aspects of people, policy, process, system and financial matters
- Accountable for budget, staff and stakeholder management.

- Representing services at both Watford Borough Council and Three Rivers District Council in relation to Finance matters, including corporate Finance strategy and Finance policy development;
- Finance Professional lead.

Key Performance Indicators:

This role is responsible for the delivery of;

- Financial KPIs according to electronically recorded service data and survey responses from customer departments, including Customer satisfaction during service transition and post implementation of transformed services.
- Programme schedule and budget (e.g. costs and savings as per budget).
- Service improvements as agreed with the Joint Committee and annual councils service plans
- Contribute to achieving IIP and Charter Mark (or its successor).

Key Relationships:

- Members and lead members of partnering authorities
- Directors and Heads of Service at both councils
- Section 151 officers
- Budget Managers
- Auditors
- Local government networks

Important Notes Relating to Duties:

In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-

- Is familiar with the relevant requirements of the 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 a more senior officer or an officer with specialism in subject area if in any doubt about the proper course of action.

PERSON SPECIFICATION

This section presents the knowledge, skills, experience, personal qualities and qualifications that are considered essential for a person being deployed to this role.

Knowledge/skills/qualifications:

- Qualified CCAB Accountant (preferably CIPFA).
- Knowledge of Finance theory and practice, and the skills to adopt Finance service management best practice.
- Knowledge and skills in relation to local government financial regulations and requirements
- Strong business awareness/knowledge in relation to operational management and alignment to strategic objectives.
- Change Management skills to introduce changes and improvements to service
- Knowledge of e-capabilities for Finance services;

- Sufficient knowledge and understanding of Insurance, Payroll Accounting, Internal Audit and Fraud (Benefits and Corporate) to ensure effective service delivery and continuous improvement.
- Sufficient knowledge and understanding Value Added Tax to ensure compliance with legislation and advantageous opportunities are explored.

Experience

- Extensive experience of running a Finance Service in a complex organisation.
- At least 5 years CCAB post qualification experience.
- Senior management and Finance experience with a proven track record of supporting complex improvement programmes, and developing and implementing innovative financial solutions at an operational, tactical and strategic level within a complex environment.
- Experience of managing staff within a transition situation, and in an operationally-demanding, service and outcomes focused environment.
- Track record of delivering measurable improvements in Finance service delivery to meet business objectives.
- Track record of robust quality and budget management.
- Experience of managing in a politically sensitive environment.

ICT/ technological aptitude

- Ability to use standard software applications (e.g. MS Office applications, Intermediate/ advanced Outlook, Spreadsheets, database etc) and local applications.
 - Utilises statistical reporting tools for analysis of Finance performance, people management data and web based research methods for benchmarking, best practice and future developments.
 - Uses and presents information for compliance and continuous improvement with relevant statutory, improvement and performance targets for internal or external audits and requirements.
 - Understands the process and applies experience of implementation of technology and e-based solutions to facilitate the most effective and efficient operation of the Finance over time.

Personal qualities

- High level of interpersonal, influencing and persuasion skills
- Strong motivational skills with a track record of developing others
- Confident and enthusiastic about change
- Excellent personal organisation and the ability to organize others
- Maintain a cool, clear head whilst under pressure
- Flexible and resilient

How we work

This is our generic behaviours and attitudes framework against which our performance is measured (For full detail see the How we Work framework)

Clusters	Key Themes	Level needed* (1 – 4) *See guidance below
We deliver results	Manage performance	4
	Manage resources	4
	Manage change	4
We set an example	Fairness	4
	Integrity	4
	Accountability	4

We develop and grow	Image	4
	Personal development	4
	Challenge	4
	Innovation	4
We work together	Working with customers and colleagues	4
	Communication	4
	Leadership	4

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

Grade for WBC and Shared Services	Up to Band 5	Band 6 - 9	Band 10 + / Chief Officers
Do not manage staff	1 or 2	2	4
Manage staff	3	3	4

Grade for TRDC	Up to Scale 6	S0, PO MG1 MG2	MG3, MG4 and above
Do not manage staff	1 or 2	2	4
Manage staff	3	3	4

Politically Restricted Posts

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

This post is a Specified Post is politically restricted.

Job Share:

Job Share will not be considered for this post.

Equal Opportunities:

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

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

Job description:	Name	Date
Written by (Manager)	J Wagstaffe	January 2018
Updated by (Manager)	J Wagstaffe	January 2018
Approved by (Human Resources)	S Popat	January 2018



Role Profile

Role Title: Monitoring Officer

Service Area:

Band:

Reporting to: Chief Executive

Responsible for:

Purpose

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

You will:

- Champion good governance within the council, including keeping the council's constitution up to date.
- Ensure that all decisions made by the council are lawful, including ensuring that the council receives appropriate legal advice in a timely manner to promote high standards of decision making.
- Be responsible for upholding high standards of behaviour amongst members and officers, including having oversight of the council's code of conduct for councillors, keeping the code under review, training members on the code and ensuring any complaints are investigated.
- Together with the Chief Executive and Chief Finance Officer speak truth to power.
- Liaise with the Local Government and Social Care Ombudsman and report to Cabinet and or Council any findings of fault causing injustice.
- In accordance with the Civil Contingencies Act 2004, support the Associate Director of Environment and Communities to deliver new robust approaches to discharge the Council's civil emergencies and business continuity duties.

The Council is committed to becoming carbon neutral by 2030. You will ensure that all services and initiatives are compatible with, promote and support that ambition.

Key Responsibilities

- Champion our core values to enable our people to flourish in a dynamic and agile workplace where they are able to be their very best.
- Embed all elements of Reimaging Watford across your services, ensuring the adoption of hybrid-working practices and the creation of a culture of innovation and creativity.
- Ensure that the council has adequate management arrangements for Health and Safety, in accordance with the council's policy and in line with its legal obligations, and demonstrate effective governance.
- Ensure the organisation understands and complies with the council's constitution, regularly keep it under review, and with the Constitution Working Party, make any recommendations for change to council as required.

- Have a detailed understanding of the Council, committee and Cabinet procedure rules and be able to give all assistance to members and officers on their interpretation and implementation.
- Attend full Council and Cabinet and such other committees of the council as is required or arrange for attendance by an appropriately qualified substitute.
- Be responsible for ensuring the council acts within its legal powers, ensuring that all decision makers have early access to legal advice and that reports to Council, Cabinet and committees have been seen and commented on by a solicitor or barrister before they are published.
- Ensure that Council, Cabinet, and committees are attended by a solicitor or barrister where necessary.
- Ensure that all claims made against the council are passed to the legal shared service in a timely manner and liaise with the legal shared service to ensure they are being managed.
- Be responsible for keeping the council's seal and making decisions on whether a document needs to be sealed.
- Be the council's proper officer for the purposes of the constitution.
- Uphold high standards of governance.
- Have a close working relationship with the Shared Internal Audit Service, the Shared Fraud Team, the Chief Finance Officer, and the council's external auditors.
- Liaise with the Local Government and Social Care Ombudsman on the investigation of complaints received by them. Ensure timely responses to their enquiries from services and co-ordinate the response. Act on any recommendations in liaison with the service to which the complaint relates ensuring the Ombudsman is kept up to date. Formally report to either Cabinet or Council as appropriate any findings of fault causing injustice.
- Take the Local Government and Social Care Ombudsman's annual letter to corporate management board and audit committee.
- Promote and maintain high standards of conduct by members, having regard to the council's code of conduct for councillors and the Nolan Principles. Keep the code under review. Regularly train members on the code.
- Receive any complaints about member conduct and deal with them in accordance with the council's procedures. Keep the complaints log up to date and publicise how a complaint will be dealt with.
- Be responsible for ensuring the council has sufficient independent persons to liaise with in relation to member complaints.
- Be the lead officer for the Standards Committee.
- Be the lead officer for the Constitution Working Party.
- Be a member of the Corporate Management Team
- Be a member of the Statutory Officers Group.
- Hold the register of members' pecuniary interests and ensure that it is kept up to date and published on the web.
- Keep the register of members' gifts and hospitality
- Keep the register of officers' gifts and hospitality.
- Compile the list of related party transactions for senior officers and members every January for the external auditor.
- Sign off with the chief finance officer the annual governance statement.
- Annually publish the percentage of electors required to trigger a referendum to change the mayoral model of governance.
- You may be required to undertake duties on behalf of the Electoral Registration Officer and/or the Returning Officer relating to the registration of electors and the organisation of elections i.e., processing postal votes, canvassing properties during office hours.
- You may also be required to undertake duties to help to deliver council services during times of local or national emergencies. This may include duties outside your usual role and/or at a different location.

- A good grounding in Local Government Law.
- A thorough knowledge of the elected mayoral and cabinet model of governance.
- A detailed knowledge of the council's constitution, including meeting procedure rules, contract procedure rules and the code of conduct for councillors.
- The ability to problem solve, and think laterally.
- High ethical standards of behaviour.
- Political nous.
- Ability to engender trust from members of all political groups.
- Be able to give training.
- Not be afraid to speak truth to power.
- Excellent communication skills.
- Be able to think on your feet.

Chief Executive

Key Relationships

Chief Finance Officer
 Fellow Corporate Management Team members
 All councillors and the Elected Mayor
 Legal shared service
 Local Government and Social Care Ombudsman
 Independent persons
 Internal Audit Service
 External Auditor
 Internal Fraud Service
 Other officers across the council
 Fellow MOs in Hertfordshire



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;

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- 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 Reimaging Watford and a new Behaviours Framework.

Provide robust corporate governance and assurance

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

Set strategy, delivering success and long-term transformation

- Lead and develop the Council's growth and economic development strategies and plans, working with and influencing a range of key stakeholders and businesses across Watford, Hertfordshire, the UK and the wider global economy to ensure that Watford influences extensively, develops its profile and accesses opportunities and funding.
- Advise the Council on strategic property (community, operational, regeneration and investment) matters, taking steps to ensure that assets both in the Council's ownership, and beyond, are utilised to best effect and exploit appropriate opportunities for growth and income.
- Be responsible for all strategic matters regarding planning and land use, and the protection and enhancement of the environment.
- Together with stakeholders, be responsible for all strategic matters in relation to economic development and the provision of leisure, art, culture and heritage across the borough.
- Develop and implement effective communication and engagement arrangements with service users, stakeholders and partnership agencies, in order to develop a high-level understanding of the roles and delivery of services and to facilitate input to the development of related strategies and plans.

Provide strategic leadership

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

Support a collaborative and inclusive culture

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

- Support the development of individuals and teams to develop career pathways to ensure a talent pipeline for the council.

Portfolio of services

- Building Control
- Cemeteries
- Development Management
- Economic Development
- Parks & Open Spaces
- Facilities Management
- Waste & Recycling
- CCTV
- Museum and Heritage
- Leisure Services
- Parking Services
- Planning Policy
- Planning Enforcement
- Property & Regeneration
- 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: Director of Performance & Partnerships

Service Area: Performance & Partnerships

Band: Chief Officer

Reporting to: Chief Executive

Responsible for: Associate Director of Customer & Corporate Services, Associate Director of ICT & Shared Services, Associate Director of Housing & Wellbeing,

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 arrangements, as well as identifying and delivering new shared service opportunities;
- Deliver the Council's Collaboration & Commercial Strategy to identify and pursue opportunities to develop new income streams, convert new opportunities, maximise partnerships and access external funding;
- Embed the Council's new Continuous Improvement Framework;
- Develop and implement a corporate approach to excellence in customer services, utilising new digital tools;
- 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.
- Have a lead role in 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;
- In accordance with the Civil Contingencies Act 2004, support the Associate Director of Environment & Communities to deliver new robust approaches to discharge the Council's civil emergencies and business continuity duties.

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.

You will also lead the Council's response to the sustainability/climate emergency, ensuring it is intrinsic to everything we do. You will translate the global ambitions of COP28 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.

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.

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

- 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 the new People Strategy, including our values 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 collaboratively with the Section 115 Officer and the Associate Director of Customer & Corporate Services to develop a new approach to risk management, and to develop 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 Performance & Partnerships 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 regeneration 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 Collaboration & Commercial Strategy and delivery plan to balance commercial and collaborative opportunities against good governance and sound strategic and financial principles.
- Lead, develop and deliver the borough's Housing Strategy, Tenancy Strategy and Private Sector Renewal Policy.
- Embed 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.
- Embed our Customer Experience Strategy.

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- 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, and transparent risk and governance culture across the Council.
 - Work with the Executive Head of HR & OD to deliver of the Council's People 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 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 Performance & Partnerships 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 and 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
- Corporate Health and Safety
- Customer Experience
- Elections
- Enterprise Project Management Office
- Environmental Health Services, including food safety, pest control and sustainable energy and homes
- Homelessness
- Housing, including private sector
- ICT
- Licensing
- Mailroom and print
- Performance Management
- Procurement
- Shared Building Control and Planning Enforcement (contract management of shared service)
- Shared Finance (relationship management of the shared service)
- Shared HR and OD (contract management of shared service)
- Shared Legal (relationship management of the shared service)
- Shared Revenues and Benefits (relationship management of the shared service)
- Support the Chief Executive in the delivery of the Communications and engagement 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.



Role Profile

Role Title:	Executive Head of Human Resources and Organisational Development Watford Borough Council and Three Rivers District Council
Service Area:	Human Resources and Organisational Development
Band:	TBC

Reporting to: TBC
Responsible for: HR Operations Lead, HR Business Partners and OD Business Partner

Role Purpose

You will be the strategic lead and responsible for the day-to-day operations, improvement and development of the Human Resources and Organisational Development (HR & OD) service, shared across Watford Borough and Three Rivers District Councils. You will deliver collaboratively and creatively, alongside our leaders, demonstrating Watford's values and behaviours.

As a member of both senior management teams, you will champion employee talent, attraction, retention and capability, taking pride in supporting and working to deliver against the Councils' corporate and strategic plans, enabling each Council to achieve their visions.

You will:

- Work closely with the Heads of Paid Service and their Senior Management Teams, contributing to the development of a Values and Behaviours framework and People/Organisational Development Strategy.
- Lead the development of the Councils' employer proposition and people-focused policies and processes that enable them to attract, manage, engage and retain the talent and capabilities needed to deliver the Councils' individual ambitions.
- Be the leading expert on people matters at the Councils', supporting the delivery of each Councils' vision and Council Plan.
- Support the Heads of Paid Service and Senior Management Teams to deliver on each Councils' individual internal Equalities, Diversity, and Inclusion agenda, ensuring that this work delivers sustainable, positive and tangible change.
- Work with the Heads of Paid Service and their Senior Management Teams to drive a continuous improvement agenda, deliver efficiencies, and develop new and innovative service-delivery models.
- Support the Councils' approach to agile working, including leading on HR & OD service specific requirements.
- Support the commitment by the Councils' to become carbon neutral by 2030.

Main Accountabilities

- Act as the strategic HR & OD lead for each Council.
- Transform our HR & OD shared service, optimising opportunities for collaboration across both Councils', Hertfordshire and beyond, supporting the development of the employees of each Council.
- Review the role of Corporate Health and Safety in each Council, making recommendations to the Heads of Paid Service for each Council on future models of delivery. (Currently under review. Please note responsibility may be transferred to a different service)

MAIN ROLE:

- Contribute to the commercial agenda by building and maintaining a viable commercial offer for the HR & OD function.
- Effective management of people related contracted services, such as Payroll, Occupational Health, Employee Support, Temporary Staff and Health and Safety.
- Ensuring high quality, best value services are provided to both Councils'.
- Lead engagement discussions and negotiations with Trade Unions and representative bodies on all workforce issues on behalf of both Councils' as employers.
- Responsible for advice on all employee relations matters.

- Connect the Councils' corporate and strategic objectives to the HR & OD Service Plan, and through to individual objectives, ensuring that every team member is engaged and connected to the role they play in delivering these commitments.
- Working with the Senior Management Teams and Heads of Paid Service of both Councils', embed all elements of an agile way of working, ensuring the adoption of hybrid-working practices and the creation of a culture of innovation and creativity.

Provide robust corporate and service governance and assurance:

- Ensure effective financial and operational management of all services and functions with the HR & OD service.
- Ensure HR & OD service planning is shaped by the objectives of the Councils'.
- Manage service performance through the accountability of the team, allocation of resources, management of risks, and strong, inspirational leadership.
- Ensure that the HR & OD shared service has adequate management arrangements for Health and Safety, in accordance with the policy, allowing it to meet legal obligations and demonstrate effective governance (Currently under review. Please note responsibility may be transferred to a different service)
- Monitor performance across the HR & OD service using key performance indicators to interpret and analyse management data and contract management tools.

Provide corporate leadership based on collaboration, innovation, transformation and risk management:

- Work collaboratively with Heads of Paid Service and their Senior Management Teams.
- Discharge corporate responsibility and duties in connection with elections, emergency resilience and response, and other cross-cutting responsibilities.
- Lead the development, delivery, continuous improvement and ongoing review of HR & OD and communication of service processes, policies and strategies in relation to the functions covered by this role.

Integrated service delivery:

- Ensure effective partnership and stakeholder relationships across all functions covered by this role.
- Direct the service response in the event of an emergency.
- Be the strategic and professional lead for the HR & OD business operations, ensuring that they underpin delivery of all services for both Councils'.
- Support the Senior Management Teams and Heads of Paid Service of both Councils', to embed a whole-council approach to raise awareness and understanding of the progress and actions required to deliver the Councils' goal of carbon neutrality by 2030.
- Support the Heads of Paid Service to deliver continuous improvement of services, shared-service opportunities, and commercial initiatives.

Collectively responsible for organisational development and transformation:

- Support organisational development activities and embed through service engagement.
- Support the development of individuals, teams and both Councils' to develop career opportunities across the functions, and both Councils' where appropriate.

Knowledge, Experience and Qualifications

- FCIPD qualification
- OD qualification or equivalent experience in a complex environment
- Demonstrable recent experience of delivering and managing shared services, with a clear track record of leading change and transformation across service areas/teams.
- Demonstrable commitment to personal development and ongoing learning.

- Experience of operating in a senior management 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 staff and teams.
- Strong political awareness and commercial and financial acumen and demonstrable experience within these areas.
- 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.
- Demonstrable experience of building and developing effective working relationships with partners and working in collaboration to ensure high-quality and seamless service delivery.

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.
- Effective problem-solving skills within a complex organisation.
- Ability to work in a highly complex, dynamic environment and deal with ambiguity.
- Political acumen and an understanding of operating in a political environment.
- 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.
- Demonstrable commitment to continued professional development.

Appendix 2

Chief Officer Pay Structure - Watford Borough Council

WBC Chief Officer Pay 1st April 2023

Chief Executive	£147,714.
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Executive Director	1	£105,492
	2	£110,667
	3	£115,842
	4	£121,017

Note:

1. The above Pay bands are reviewed in line with the annual pay review.

Director	1	£89,175.00
	2	£92,257.00
	3	£95,189.00
	4	£98,196.00
	5	£101,484.00
	6	£104,829.00

Executive Head of Service	1	£80,385.00
	2	£82,004.00
	3	£83,625.00
	4	£85,244.00
	5	£86,946.00

Associate Directors (Extended Pay Band, Grade 12)	1	£74,716.00
	2	£77,313.00
	3	£79,910.00
	4	£82,507.00
	5	£85,104.00

Note:

1. The above Pay bands exclude the London Weighting Fringe Allowance of £988, which is paid for these roles.
2. Pay bands are reviewed in line with the annual pay review.

Monitoring Officer	With effect from 01 June 2024, a £6,000 honorarium payment in addition to substantive salary of postholder will be paid.
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Shared Services - Chief Finance Officer/Section 151 Officer		
	1	£75,766.00
	2	£77,372.00
	3	£78,985.00
	4	£80,589.00

Note:

1. The Chief Finance Officer/Section 151 Officer is also in receipt of an honorarium payment of £5,000 per annum in respect of these duties.
2. The above Pay bands exclude the London Weighting Fringe Allowance of £988, which is also paid for these roles.
3. Pay bands are reviewed in line with the annual pay review.

Appendix 3

WBC Payscale as at 1 April 2023

Band	New SCP	Basic (inc. LWF at £988 per annum)	Per hour (exc. LWF)	Per week (exc. LWF)	Per month (exc. LWF)	Basic Salary (exc. LWF)
Band 1	2	£23,354.00	£11.59	£428.94	£1,863.83	£ 22,366
Band 2	3	£23,725.00	£11.79	£436.05	£1,894.75	£ 22,737
	4	£24,102.00	£11.98	£443.28	£1,926.17	£ 23,114
Band 3	5	£24,488.00	£12.18	£450.69	£1,958.33	£23,500.00
	6	£24,881.00	£12.38	£458.22	£1,991.08	£23,893.00
	7	£25,282.00	£12.59	£465.91	£2,024.50	£24,294.00
	8	£25,690.00	£12.80	£473.74	£2,058.50	£24,702.00
Band 4	9	£26,107.00	£13.02	£481.73	£2,093.25	£25,119.00
	10	£26,533.00	£13.24	£489.90	£2,128.75	£25,545.00
	11	£26,967.00	£13.47	£498.23	£2,164.92	£25,979.00
	12	£27,409.00	£13.69	£506.70	£2,201.75	£26,421.00
	13	£27,861.00	£13.93	£515.37	£2,239.42	£26,873.00
	14	£28,322.00	£14.17	£524.21	£2,277.83	£27,334.00
Band 4+	15	£28,791.00	£14.41	£533.21	£2,316.92	£27,803.00
	16	£29,270.00	£14.66	£542.40	£2,356.83	£28,282.00
	17	£29,758.00	£14.91	£551.75	£2,397.50	£28,770.00
	18	£30,257.00	£15.17	£561.32	£2,439.08	£29,269.00
Band 5	19	£30,765.00	£15.43	£571.07	£2,481.42	£29,777.00
	20	£31,284.00	£15.70	£581.02	£2,524.67	£30,296.00
	21	£31,813.00	£15.98	£591.17	£2,568.75	£30,825.00
	22	£32,352.00	£16.26	£601.50	£2,613.67	£31,364.00
	23	£33,064.00	£16.63	£615.16	£2,673.00	£32,076.00
Band 6	24	£34,012.00	£17.12	£633.34	£2,752.00	£33,024.00
	25	£34,933.00	£17.59	£651.00	£2,828.75	£33,945.00
	26	£35,822.00	£18.06	£668.05	£2,902.83	£34,834.00
	27	£36,733.00	£18.53	£685.52	£2,978.75	£35,745.00
	28	£37,636.00	£19.00	£702.84	£3,054.00	£36,648.00
Band 7	29	£38,324.00	£19.35	£716.03	£3,111.33	£37,336.00
	30	£39,211.00	£19.81	£733.04	£3,185.25	£38,223.00
	31	£40,174.00	£20.31	£751.51	£3,265.50	£39,186.00
	32	£41,209.00	£20.85	£771.36	£3,351.75	£40,221.00
	33	£42,406.00	£21.47	£794.32	£3,451.50	£41,418.00
Band 8	34	£43,391.00	£21.98	£813.21	£3,533.58	£42,403.00
	35	£44,409.00	£22.51	£832.73	£3,618.42	£43,421.00
	36	£45,416.00	£23.03	£852.04	£3,702.33	£44,428.00
	37	£46,429.00	£23.55	£871.47	£3,786.75	£45,441.00
	38	£47,452.00	£24.08	£891.09	£3,872.00	£46,464.00
Band 9	39	£48,408.00	£24.58	£909.43	£3,951.67	£47,420.00
	40	£49,462.00	£25.13	£929.64	£4,039.50	£48,474.00
	41	£50,486.00	£25.66	£949.28	£4,124.83	£49,498.00
	42	£51,500.00	£26.18	£968.72	£4,209.33	£50,512.00
	43	£52,503.00	£26.70	£987.96	£4,292.92	£51,515.00
Band 10	44	£53,565.00	£27.25	£1,008.33	£4,381.42	£52,577.00
	45	£54,631.00	£27.80	£1,028.77	£4,470.25	£53,643.00
	46	£55,698.00	£28.36	£1,049.23	£4,559.17	£54,710.00
	47	£56,774.00	£28.92	£1,069.87	£4,648.83	£55,786.00
	48	£57,858.00	£29.48	£1,090.66	£4,739.17	£56,870.00
Band 11	49	£58,938.00	£30.04	£1,111.37	£4,829.17	£57,950.00
	50	£60,072.00	£30.62	£1,133.12	£4,923.67	£59,084.00
	51	£61,173.00	£31.20	£1,154.23	£5,015.42	£60,185.00
	52	£62,257.00	£31.76	£1,175.02	£5,105.75	£61,269.00
	53	£63,367.00	£32.33	£1,196.31	£5,198.25	£62,379.00
Band 11+	54	£65,698.00	£33.54	£1,241.02	£5,392.50	£64,710.00
	55	£67,393.00	£34.42	£1,273.52	£5,533.75	£66,405.00
	56	£69,088.00	£35.30	£1,306.03	£5,675.00	£68,100.00
	57	£70,783.00	£36.18	£1,338.54	£5,816.25	£69,795.00
Band 12	58	£75,704.00	£38.73	£1,432.91	£6,226.33	£74,716.00
	59	£78,301.00	£40.07	£1,482.72	£6,442.75	£77,313.00
	60	£80,898.00	£41.42	£1,532.52	£6,659.17	£79,910.00
	61	£83,495.00	£42.77	£1,582.33	£6,875.58	£82,507.00
	62	£86,092.00	£44.11	£1,632.13	£7,092.00	£85,104.00

Fringe Weighting Allowance: £988 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): £32.81 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 £1,925 per annum across points 2 to 43. 3.88% increase for salaries above point 43. 3.5% pay award to Chief Officers and Chief Executive Officer.

* note that there are no posts in the Council that are currently remunerated below spinal column point 13 – (£13.93 excluding Local Weighting) which is above the Real Living Wage threshold of £12.00 per hour for 2023/24.

Current Real Living wage rate

Real Living wage £12.00 for 2023/24.