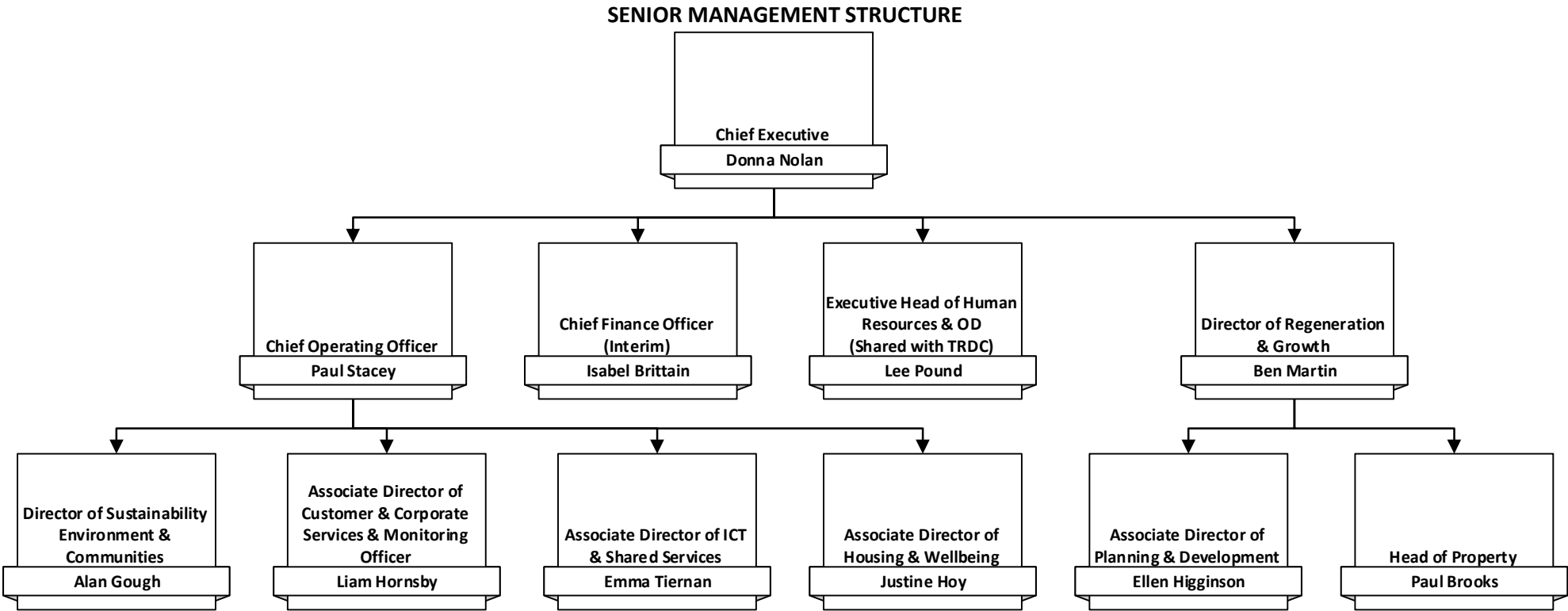


Appendix 1





Job Description / Person Specification

Job Title:	Chief Executive
Service/ Department:	Corporate Services
Salary band:	Chief Executive Band
Purpose of Role: Work with the Elected Mayor to provide effective leadership to the Council, developing and ensuring delivery of the Council's vision and objectives. Take overall responsibility for the effective management of the Council's resources, ensuring efficient, effective, and high-quality service delivery is provided. Working with the Elected Mayor to lead the Council's strategic partnership working, engaging with stakeholders to support a sustainable, prosperous town. To sustain a bold and progressive culture, embedding a customer focused, digitally enabled, and commercially minded approach across all the council's function.	
Key Accountabilities: • 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.	
Management: • 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.
- Comply 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

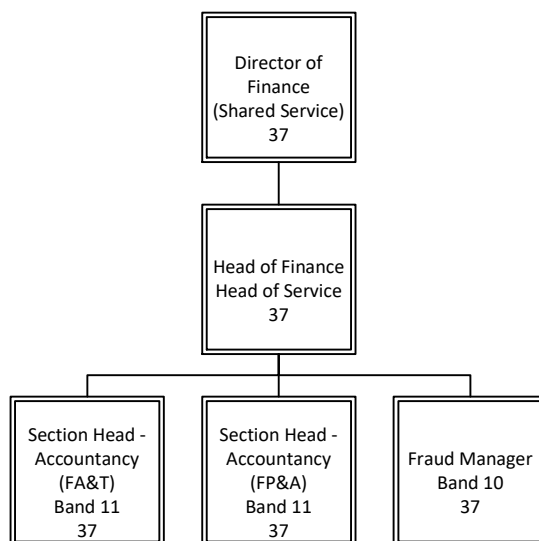
Politically Restricted Posts Under the Local Government and Housing Act 1989 (as amended), posts that are either specified under that Act or posts that are defined as sensitive under the Act because the post holder is required to either give advice on a regular basis to the executive or any committee 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.
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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

Job Title:	Interim 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 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 ensure 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 customers to review satisfaction and practices, and involving them in development of Finance policies and practices.

Responsibilities

- **People and Organisations 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: -

- It 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.
- Comply with these formal requirements and related procedures; and
- Seeks advice from a more senior officer or an officer with specialism in subject areas 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 in 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 organisations 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 about this please contact Human Resources.

This post is a Specified Post 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 can be their very best.
- Embed all elements of Reimagining 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.

Specific Knowledge, Skills and Expertise

- 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 Profile

Role Title: Director of Regeneration and Growth
Service Area: Chief Executive Office
Band: Director Pay Scale
Reporting to: Chief Executive Officer (Head of Paid Service)
Responsible for:

Purpose

In this key leadership role, you will drive forward the Council's ambitions alongside the Chief Executive. You will hold overarching responsibility for crucial corporate core functions and be accountable as the strategic lead for a range of high-impact programmes that are pivotal to delivering the continued success of Watford and South West Hertfordshire.

Beyond these priorities, your remit covers shaping the future direction of the Council by serving as the Senior Responsible Officer (SRO) for various corporate projects and programmes, delivered in partnership with key stakeholders. You will also take up positions on external Boards linked to the Council Plan and joint ventures, with strategic oversight of the commercial estate and high value investments.

You will be an ambassador for the Council working with and alongside a range of stakeholders and partners to ensure the effective delivery of high-quality investment and regeneration strategies. You will foster growth, investment and devolution to benefit Watford and enhance the reputation of Watford, South West Hertfordshire, the county and region, working collaboratively with the Chief Executive and the Corporate Management Team to champion a positive outlook to future changes to local government structures that energises our workforce, develops talent, and fosters an inclusive, high-performance culture.

In fulfilling these responsibilities, you will direct and lead cross-boundary partnerships to provide the most effective services and best outcomes for diverse communities. You will ensure the Council plays a key role in relevant regional and national initiatives, while placing people, community, business, growth and investment at the heart of strategic and operational decisions.

Key responsibilities

Strategic Leadership and Direction

- Work closely with the CEO to advance the devolution agenda, positioning Watford and South West Hertfordshire as a priority locality for new powers and funding within the devolution framework. Ensure resources are strategically allocated to support Local Government Reorganisation (LGR) and devolution initiatives, with a particular emphasis on driving strategy, fostering growth, and enhancing the Council's reputation.
- Contribute to the design and implementation of the new operating model for local government, ensuring alignment with the needs and priorities of both the unitary councils and the strategic authority.
- Provide support and deputise at key meetings and events, assuming strategic leadership responsibilities in the CEO's absence to ensure continuity and effective decision-making.
- Provide high-level advice and guidance to the Chief Executive, elected members, and senior leaders on all matters related to the Council's strategic goals.
- Shape and champion the organisation's long-term vision, aligning operational priorities with the overarching Council Plan.
- Act as a principal advisor on policy, legislative, and regulatory changes affecting the Council, ensuring proactive responses and adaptations.

Net Zero and Carbon Reduction

- Support the organisation's commitment to sustainability and climate responsibility, acting as the strategic driver for Net Zero initiatives and carbon reduction targets.

Social Value, Equality and Inclusion

- Develop and implement strategies that maximise social value outcomes for local communities, ensuring that resources and partnerships deliver meaningful benefits.
- Collaborate with the Chief Executive and the Corporate Management Team to energise the workforce, identifying and nurturing talent, and promoting staff development and wellbeing.

Corporate Programmes and Projects

- Serve as the Senior Responsible Officer (SRO) for key organisation-wide projects and programmes, ensuring clear governance, effective risk management, and timely delivery.

-
- Oversee the Council's commercial regeneration joint ventures, and commercial investment portfolio, ensuring robust asset management, budget management, investment delivery and alignment with the Council's broader strategic objectives.
 - Drive efficiency, innovation, and best-practice standards across all project lifecycles, partnering with internal teams and external experts as needed.
Partnerships, Governance and External Boards
 - Build and maintain strong, collaborative relationships with a diverse range of stakeholders, including government bodies, community groups, commercial partners, cultural institutions, national and international partnerships, ensuring relevant lobbying and pursuing funds and opportunities for Watford.
 - Represent the Council on external Boards and partnership forums relevant to cultural strategy, commercial assets, and strategic priorities.
 - Ensure effective governance mechanisms are in place for all partnership initiatives, providing direction on issues such as finance, risk, and performance monitoring.
Operational Oversight and Performance
 - Oversee the delivery of key Council services, working closely with Strategic Delivery Leads and the Chief Operating Office to meet performance targets and compliance standards.
 - Embed a culture of continuous improvement, encouraging innovation, efficiency, and evidence-based decision-making to elevate service quality.
 - Provide decisive leadership during critical incidents and emergency situations, supporting the Council's resilience and continuity of operations.
Cross-Boundary Working and Partnership Collaboration
 - Direct and lead cross-boundary initiatives that enhance service quality and outcomes for residents, ensuring strong regional and national linkages.
 - Position the organisation as a proactive partner in major collaborations, influencing policy and championing the Council's interests.
 - Explore and pursue opportunities for joint ventures, shared services, and capacity-building activities that support strategic priorities and community wellbeing.
Financial and Resource Stewardship
 - Maximise the use of the Council's assets and estate to achieve growth and regeneration ambitions and plans. Utilise the opportunities of Watford's natural and fixed assets.
 - Challenge conventional local government approaches to enable the Council to drive greater efficiency and effectiveness through innovation and the development of best practice, constantly seeking and creating new opportunities for regeneration and growth.
 - Manage and make decisions on all budgetary requirements associated with this post and make decisions on all associated budgets, ensuring sound financial management and alignment with the Council's strategic and operational objectives.
 - Promote value-for-money principles and transparency across all investments, programmes and initiatives.
 - Identify and secure funding streams that support the Council's long-term ambitions, reinforcing fiscal sustainability and resilience.
Leadership Culture and Workforce Engagement
 - Foster a supportive, empowering environment for staff, with clear objectives, accountability and recognition of achievements.
 - Model exemplary leadership behaviours, driving organisational values, ethical standards and a commitment to public service.
-

- Champion staff development and capacity-building, enabling teams to adapt to changing community needs and policy landscapes.
- The Council is committed to becoming carbon neutral by 2030. You will ensure that the delivery of Regeneration and Growth is compatible with, and promotes, that ambition.
- Take personal responsibility for promoting equality and diversity throughout the Council and ensuring that your job responsibilities are carried out with due regard to the Council's Equality, Diversity and Inclusion Policy.
- Champion and exemplify our core values, enabling our people to flourish in a dynamic and agile workplace where they can be their very best.
- 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.
- 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.

Specific Knowledge, Skills and Expertise

Leadership and Management

- Strong, visible and positive leadership with a proven ability to build and maintain effective networks of support both internally and externally. The ability to harness the full commitment and responsibility of all key stakeholders in delivering the vision of excellence for Watford is critical to success.
- Proven ability to articulate a compelling vision, seamlessly integrating operational priorities with a long-term, positive future for local government, inspiring confidence and commitment from stakeholders.
- Ability to inspire, motivate, and mentor staff to achieve organisational and community outcomes.

Strategic and Analytical Thinking

- Strong skills in developing and implementing strategic and operational plans.
- Ability to interpret and apply complex legislation, policies and regulations relevant to local government.

Community Engagement and Partnership Building

- Demonstrable success in forging effective partnerships with external agencies, voluntary and statutory, and key stakeholders for the continuous improvement of services.
- Cultural awareness and sensitivity, particularly relating to ethnic minority groups and other community stakeholders.

Financial Acumen and Resource Management

- Strong budget management and financial oversight skills, with the ability to balance resource constraints with service delivery needs.
- Experience in overseeing large-scale contracts, procurement processes, and capital projects is advantageous.

Communication and Interpersonal Skills

- Exceptional persuasive skills to build strong relationships, foster collaboration and secure support for key initiatives, ensuring alignment with strategic goals.
- Excellent written and verbal communication skills, including public speaking and presentation abilities.
- Ability to negotiate, influence, and resolve complex issues in a transparent, inclusive manner.

Change Management and Innovation

- Track record of leading organisation-wide change initiatives, encouraging innovation and adopting new technologies or processes.
- Skilled in managing risk while fostering creative solutions to public sector challenges.

Key Relationships**Internal**

- Chief Executive: Provide strategic support, advice and deputise in their absence.
- Corporate Management Team: Collaborate on cross-functional projects and policy development to ensure coordinated service delivery.
- Elected Members: Provide expert advice and support governance processes, aligning Council decisions with community needs.
- Service Delivery Leads: Guide, mentor and supervise operational services to meet strategic and operational goals.
- Employees: Foster a positive culture and high levels of engagement throughout the organisation.

External

- Residents and Community Groups: Consult and engage on Council projects, ensuring decisions reflect community aspirations.
- Local Businesses, Industry and Investors: Collaborate on economic development initiatives, business support, and community wellbeing programmes.
- Regional and National Agencies: Liaise with government bodies, regional councils, and other public sector entities to align efforts and share resources.
- Media and Public Forums: Communicate Council objectives, achievements and key initiatives, cultivating transparency and public trust.

**Role Profile**

Role Title: Chief Operating Officer

Service Area: Chief Executive Office

Band: Director Pay Scale

Reporting to: Chief Executive Officer (Head of Paid Service)

Responsible for:

Purpose

Reporting to the Chief Executive Officer, the Chief Operating Officer (COO) is responsible for ensuring the safe, effective, and timely delivery of appropriate Council services. The COO enables the Council to fulfil its

commitments within the Council Plan of providing high quality public services, fostering a supportive workplace, and achieving best value for the local community.

A key requirement of this role is to establish and nurture a performance-driven culture that promotes both pace and shared vision, ensuring that all services are aligned with the Council Plan. The COO will strengthen management practices across all operational areas, championing transparency, accountability, and continuous improvement.

The COO will contribute to the overall strategic direction, governance and ambition of the organisation, ensuring a positive transition to a new operating model as a result of local government reorganisation. The post holder will also hold leadership for Emergency Planning and will be expected to ensure that robust risk management and preparedness measures are in place.

By assuming accountability for front line operational performance and support services, the COO will free the Chief Executive Officer to focus on broader strategic priorities and external engagement, thereby strengthening the Council's leadership capacity and commitment to the wellbeing of its communities.

Key responsibilities

Operational Leadership & Delivery

- **Service Performance:** Provide corporate and day-to-day leadership across Council services within the remit of the role, ensuring they are delivered safely, effectively, and within specified timelines and budgets.
- **Local Government Reorganisation:** Prepare services for a smooth transition into new local government structures. Ensure resources are allocated to a shared and flexible change resource pool to effectively support Local Government Reorganisation (LGR) initiatives.
- **Infrastructure & Processes:** Streamline internal processes, systems, and infrastructure to support high-quality, efficient service delivery and continuous improvement. This will enable the Council to fulfil its commitments within the Council Plan of providing high quality public services, fostering a supportive workplace, and achieving best value for the local community.
- **Financial Stewardship:** Oversee operational budgeting, resource allocation, and financial performance, ensuring value for money and sound fiscal management of public funds.
- **Emergency Planning:** Act as the lead for Emergency Planning, establishing robust risk management, business continuity plans, and crisis response strategies that safeguard both Council operations and community wellbeing.

Positive Performance Culture

- **Culture Building:** Foster a performance-driven environment that champions both pace and vision, inspiring teams to excel and innovate in service delivery.
- **Leadership Development:** Strengthen operational leadership by setting clear expectations, promoting accountability, and ensuring ongoing professional development for all staff.
- **Alignment with Strategic Objectives:** Ensure that all teams and services align with the Council's overarching strategic goals, working cohesively towards shared success.
- **Workforce Wellbeing & Inclusion:** Champion a supportive, inclusive workplace culture that values diversity, encourages collaboration, and reflects the communities served.

Strategic Planning & Organisational Growth

- **Strategic Alignment:** Collaborate closely with the Chief Executive Officer (CEO) and the Corporate Management Team to shape and implement the Council's long-term vision, ensuring operational plans support broader corporate objectives.
- **Emerging Trends & Needs:** Monitor legislative changes, socio-economic factors, and evolving community expectations, adapting operational strategies to maintain quality and relevance in service delivery.
- **Minimising Project Redesign:** Limit the initiation of new projects and redesign efforts to focus resources on supporting the development and implementation of local government reorganisation.
- **Peer-Level Leadership:** Operate as a key member of the Corporate Management Team, providing expert operational insight and contributing to collective decision-making on strategy, policy and organisational performance.
- **Corporate Governance & Sustainability:** Support the overall governance framework, ensuring transparent accountability, ethical practices and long-term organisational resilience.
- **Cross-Functional Initiatives:** When required, take lead responsibility for corporate issues beyond immediate operational functions, demonstrating agility and commitment to the Council's success.
- **CEO Enablement:** Take full accountability for day-to-day operational performance enabling the CEO to dedicate their focus to broader strategic priorities, cultivating stakeholder relationships, and advocating on behalf of the Council.

Stakeholder Engagement & Community Focus

- **Community Engagement:** Actively engage with local residents, community groups and businesses to identify needs, gather feedback and ensure responsive, people-centric services.
- **Visibility & Trust:** Represent the Council in public forums and partnerships, fostering trust, transparency, and collaborative problem-solving with diverse stakeholders.
- **Partnership Building:** Cultivate strategic relationships that enhance the Council's capacity to deliver effective services, strengthen social capital and reinforce public confidence.
- **Public Communication:** Ensure key messages, policy changes and service updates are communicated clearly and accessibly, reinforcing the Council's commitment to serving the community.

Governance, Compliance & Risk Management

- **Regulatory & Statutory Compliance:** Maintain vigilance over legislative and regulatory changes, ensuring full compliance across all operational areas and upholding the Council's legal obligations.
- **Robust Risk Frameworks:** Drive the identification, assessment, and mitigation of risks, prioritising public safety and the protection of Council resources and reputation.
- **Audit & Quality Assurance:** Oversee internal controls, data integrity measures and quality assurance processes, ensuring accurate reporting and continuous improvement.
- **Ethical Standards:** Uphold high standards of ethics and accountability throughout the organisation, fostering a culture of integrity and public trust.
- **Carbon neutrality:** The Council is committed to becoming carbon neutral by 2030. The COO will oversee and ensure the delivery of the Environmental Strategy.

- **Equality & Diversity:** Take personal responsibility for promoting equality and diversity throughout the Council, ensuring that your responsibilities are carried out with due regard to the Council's Equality, Diversity and Inclusion Policy.
- **Values:** Champion and exemplify our core values, enabling our people to flourish in a dynamic and agile workplace where they can be their very best.
- **Elections:** 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.
- **Local or national emergencies:** Lead the delivery of Council services and response during times of local or national emergencies. This may include duties outside your usual role and/or at a different location.

Specific Knowledge, Skills and Expertise

Sector Knowledge

- In-depth understanding of local government operations, statutory obligations, and public policy.
- Expertise in operational processes, systems and policies to maintain efficiency.
- Familiarity with the social, economic and cultural dynamics of diverse communities within the district.
- Commitment to the success of the Council and the long-term needs and wellbeing of the community, ensuring decisions and actions align with public interest and sustainable outcomes.

Leadership and Management

- Proven ability to lead large, complex teams and drive positive organisational culture, with a track record of coaching, mentoring and developing talent.
- Strong operational thinking and decision-making skills, with the capacity to translate operations into actionable plans that align with strategic vision.
- Excellent business acumen and problem-solving skills, with the ability to analyse complex situations and make sound decisions.
- Strong delegation skills, ensuring tasks are assigned appropriately while maintaining clear oversight and ultimate accountability for outcomes.
- Ability to provide clear direction, make decisive decisions and maintain stability during a crisis, ensuring effective resolution and continuity of operations.
- Ability to proactively identify and mitigate operational, financial and reputational risks, ensuring robust systems and processes are in place.

Financial and Resource Acumen

- Demonstrable experience of managing significant budgets and optimising resources to deliver value for public funds.
- Strong analytical skills to interpret financial and operational data, implementing strategic improvements where needed.

Stakeholder Engagement and Communication

- Exceptional interpersonal and communication skills, with the ability to effectively collaborate and build relationships and trust with stakeholders at all levels.
- Experience of leading effective community and stakeholder engagement processes, ensuring transparency and collaboration.
- Strong presentation skills and the ability to make a convincing case for strategies and actions.

Change and Project Management

- Ability to lead complex projects and change initiatives from conception to completion, delivering on time and within budget.
- Adaptability and a proactive approach to leveraging innovation and emerging technologies while embedding continuous improvement methodologies into operational practices.

Key Relationships

Internal

- **Chief Executive Officer:** Collaborate closely on overall strategy, resource allocation and Council priorities.
- **Elected Council Members:** Provide operational updates, guidance and recommendations to support informed decision-making.
- **Corporate Management Team:** Work in partnership to coordinate activities across services, align on strategic objectives and maintain a cohesive organisational culture.
- **Employees:** Foster engagement, professional development and ongoing communication to maintain high-performance standards.

External

- **Residents and Community Groups:** Engage with the community to understand needs, gather feedback and facilitate meaningful partnerships.
- **Business Sector and Partner Agencies:** Build alliances and collaborative networks that enhance services, encourage local development and support community wellbeing.
- **Government Bodies and Regulatory Authorities:** Ensure compliance with relevant legislation, access funding opportunities and maintain effective relationships at regional and national levels.
- **Service Providers and Contractors:** Manage vendor relationships and service agreements to ensure delivery of high-quality and cost-effective solutions.



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.
- Act as the strategic HR & OD lead for each Council.

Main Accountabilities

- 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 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 2026**

Chief Executive	£182,000
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Note:

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

Director of Sustainability, Environment & Communities	1	£97,442
	2	£100,809
	3	£104,013
	4	£107,300
	5	£110,893
	6	£114,547

Director of Regeneration & Growth	1	£97,442
	2	£100,809
	3	£104,013
	4	£107,300
	5	£110,893
	6	£114,547

Chief Operating Officer	1	£97,442
	2	£100,809
	3	£104,013
	4	£107,300
	5	£110,893
	6	£114,547

Executive Head of Service	1	£87,838
	2	£89,607
	3	£91,377
	4	£93,147
	5	£95,007

Associate Directors (Extended Pay Band, Grade 12)	1	£79,035
	2	£81,781
	3	£84,529
	4	£87,276
	5	£90,023

Note:

1. The above Pay bands exclude the London Weighting Fringe Allowance of £1,013, which is paid for these roles.
2. Pay bands are reviewed in line with the annual pay review.

Monitoring Officer	£5,000 honorarium payment is paid in addition to substantive salary of postholder.
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Interim Chief Finance Officer/Section 151 Officer		£82,790
	1	
	2	£84,545
	3	£86,308
	4	£88,059

Note:

1. The above Pay bands exclude the London Weighting Fringe Allowance of £1,045, which is also paid for this role.
2. Pay bands are reviewed in line with the annual pay review.

Appendix 3

WBC Payscale as at 1 April 2025

Band	New SCP	Basic (inc. LWF at £1045 per annum)	Per hour (exc. LWF)	Per week (exc. LWF)	Per month (exc. LWF)	Basic Salary (exc LWF)
Band 2	3	£25,841.00	£12.85	£475.54	£2,066.33	£24,796.00
	4	£26,230.00	£13.05	£483.00	£2,098.75	£25,185.00
Band 3	5	£26,628.00	£13.26	£490.63	£2,131.92	£25,583.00
	6	£27,034.00	£13.47	£498.42	£2,165.75	£25,989.00
	7	£27,448.00	£13.69	£506.36	£2,200.25	£26,403.00
	8	£27,869.00	£13.90	£514.43	£2,235.33	£26,824.00
Band 4	9	£28,299.00	£14.13	£522.68	£2,271.17	£27,254.00
	10	£28,739.00	£14.35	£531.12	£2,307.83	£27,694.00
	11	£29,187.00	£14.59	£539.71	£2,345.17	£28,142.00
	12	£29,643.00	£14.82	£548.46	£2,383.17	£28,598.00
	13	£30,109.00	£15.06	£557.39	£2,422.00	£29,064.00
Band 4+	14	£30,585.00	£15.31	£566.52	£2,461.67	£29,540.00
	15	£31,069.00	£15.56	£575.80	£2,502.00	£30,024.00
	16	£31,563.00	£15.82	£585.28	£2,543.17	£30,518.00
	17	£32,067.00	£16.08	£594.94	£2,585.17	£31,022.00
	18	£32,582.00	£16.35	£604.82	£2,628.08	£31,537.00
Band 5	19	£33,106.00	£16.62	£614.87	£2,671.75	£32,061.00
	20	£33,642.00	£16.90	£625.15	£2,716.42	£32,597.00
	21	£34,188.00	£17.18	£635.62	£2,761.92	£33,143.00
	22	£34,744.00	£17.47	£646.28	£2,808.25	£33,699.00
	23	£35,479.00	£17.85	£660.38	£2,869.50	£34,434.00
Band 6	24	£36,457.00	£18.35	£679.13	£2,951.00	£35,412.00
	25	£37,408.00	£18.85	£697.37	£3,030.25	£36,363.00
	26	£38,325.00	£19.32	£714.96	£3,106.67	£37,280.00
	27	£39,265.00	£19.81	£732.99	£3,185.00	£38,220.00
	28	£40,197.00	£20.29	£750.86	£3,262.67	£39,152.00
Band 7	29	£40,907.00	£20.66	£764.48	£3,321.83	£39,862.00
	30	£41,822.00	£21.14	£782.03	£3,398.08	£40,777.00
	31	£42,816.00	£21.65	£801.09	£3,480.92	£41,771.00
	32	£43,884.00	£22.20	£821.57	£3,569.92	£42,839.00
	33	£45,120.00	£22.85	£845.27	£3,672.92	£44,075.00
Band 8	34	£46,136.00	£23.37	£864.76	£3,757.58	£45,091.00
	35	£47,187.00	£23.92	£884.92	£3,845.17	£46,142.00

	36	£48,226.00	£24.46	£904.84	£3,931.75	£47,181.00
	37	£49,271.00	£25.00	£924.88	£4,018.83	£48,226.00
	38	£50,327.00	£25.54	£945.14	£4,106.83	£49,282.00
Band 9	39	£51,314.00	£26.06	£964.06	£4,189.08	£50,269.00
	40	£52,401.00	£26.62	£984.91	£4,279.67	£51,356.00
	41	£53,458.00	£27.17	£1,005.18	£4,367.75	£52,413.00
	42	£54,505.00	£27.71	£1,025.26	£4,455.00	£53,460.00
	43	£55,540.00	£28.25	£1,045.11	£4,541.25	£54,495.00
Band 10	44	£56,661.00	£28.83	£1,066.61	£4,634.67	£55,616.00
	45	£57,788.00	£29.41	£1,088.22	£4,728.58	£56,743.00
	46	£58,918.00	£30.00	£1,109.89	£4,822.75	£57,873.00
	47	£60,056.00	£30.59	£1,131.72	£4,917.58	£59,011.00
	48	£61,202.00	£31.18	£1,153.70	£5,013.08	£60,157.00
Band 11	49	£62,345.00	£31.77	£1,175.62	£5,108.33	£61,300.00
	50	£63,544.00	£32.39	£1,198.61	£5,208.25	£62,499.00
	51	£64,709.00	£33.00	£1,220.95	£5,305.33	£63,664.00
	52	£65,856.00	£33.59	£1,242.95	£5,400.92	£64,811.00
	53	£67,029.00	£34.20	£1,265.45	£5,498.67	£65,984.00
Band 11+	54	£69,495.00	£35.48	£1,312.74	£5,704.17	£68,450.00
	55	£71,288.00	£36.41	£1,347.13	£5,853.58	£70,243.00
	56	£73,082.00	£37.34	£1,381.53	£6,003.08	£72,037.00
	57	£74,874.00	£38.27	£1,415.90	£6,152.42	£73,829.00
Band 12	58	£80,080.00	£40.97	£1,515.74	£6,586.25	£79,035.00
	59	£82,826.00	£42.39	£1,568.40	£6,815.08	£81,781.00
	60	£85,574.00	£43.81	£1,621.11	£7,044.08	£84,529.00
	61	£88,321.00	£45.24	£1,673.79	£7,273.00	£87,276.00
	62	£91,068.00	£46.66	£1,726.47	£7,501.92	£90,023.00

Fringe Weighting Allowance: £1,045 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): £34.71 per session.

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

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.
2024	£1,290 per annum across points 2 to 43. 2.5% increase for salaries above point 43. 2.5% pay award to Chief Officers and Chief Executive Officer.
2025	3.2% pay award
2026	3.3% award to Chief Officers. NJC and Chief Executive awards for 2026 are yet to be agreed

* Note that there are no posts in the Council that are currently remunerated below spinal column point 10 – (£14.35 per hour excluding Local Weighting) which is significantly above the Real Living Wage threshold of £13.45 per hour for 2026/27.

Current Real Living wage rate

Real Living wage £13.45 for 2026/27.