

**Agenda for a meeting of the Appointments Panel
(Strategic Director Place) to be held on Wednesday, 19
May 2021 at 10.00 am in Ernest Saville Room - City Hall,
Bradford**

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT AND INDEPENDENT GROUP
Hinchcliffe I Khan Ross-Shaw	Davies	R Sunderland

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar
City Solicitor
Agenda Contact: Yusuf Patel
Phone: 07970 411923
E-Mail: yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

2. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Yusuf Patel – 07970 411923)

B. BUSINESS ITEMS

3. EXCLUSION OF THE PUBLIC

Recommended –

That the public be excluded during consideration of the recruitment documentation to be considered by the Appointment Panel when short listing, assessing and interviewing for the post of Strategic Director Place on the grounds that it contains both confidential information and exempt information within Paragraphs 1 (Information relating to an individual) and 2 (information identifying an individual) of Schedule 12A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information.

4. APPOINTMENT PROCESS TO THE POSITION OF STRATEGIC DIRECTOR, PLACE

1 - 20

The Chief Executive will submit a report (**Document “B”**) which asks Members to consider, in accordance with the Council’s Officer Employment Procedure Rules, applications received for the advertised position of Strategic Director, Place, select a short list of qualified applicants and agree to assess and interview those included on the short list.

Recommended –

- (1) That Members consider applications received and select a short list of qualified applicants and agree to assess and interview those included on the short list.
- (2) That Members consider progress made on the recruitment process so far and agree the final stage of the recruitment process including specific elements of the formal assessment, stakeholder panels and interview process including elements around timetabling and presentation/interview questions.

(Anne Lloyd - 01274 437335)

Note:

Please note that you will receive the shortlisting documents via email from HR and paper copies will be circulated on the day of the meeting. If you have problems accessing the shortlisting documents please ring Shabana Asghar – 01273 432018.

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Report of the Chief Executive to the meeting of Appointment Panel to be held on 19 May 2021

B

Subject:

Appointment process to the position of Strategic Director, Place

Summary statement:

The Appointment Panel is asked to consider, in accordance with the Council's Officer Employment Procedure Rules, applications received for the advertised position of Strategic Director, Place, select a short list of qualified applicants and agree to assess and interview those included on the short list.

EQUALITY & DIVERSITY:

The appointment to the post will support a number of priority outcome areas in the Bradford Council Plan 2021 – 2025 and in particular the priority of 'An Enabling Council' and working towards making the Council a great place to work and reflects the communities we serve. In addition, it will support the Council Equality Objectives and Equality Plan around Leadership and Workforce Diversity.

Kersten England
Chief Executive

Portfolio:

Corporate

Report Contact: Anne Lloyd
Human Resources Director
Phone: (01274) 437335
E-mail: anne.lloyd@brdford.gov.uk

Overview & Scrutiny Area:

Corporate & Regeneration and Environment

1. SUMMARY

- 1.1 On 14th January 2021 Staffing Committee agreed to appoint to the permanent position of Strategic Director Place and delegated the responsibility to appoint to the position to an Appointment Panel.
- 1.2 On 22nd March 2021 the Appointment Panel discussed the key elements of the recruitment process.

2. BACKGROUND

- 2.1. At the meeting of the Appointment Panel on 22nd March 2021, the Panel were advised that, through a procurement process, the Chief Executive had appointed Tile Hill to assist in the appointment to the Strategic Director Place.
- 2.2 In accordance with the Council's Officer Employment Procedure Rules the Appointment Panel needs to consider the applications received for the post, select a short list of qualified applicants and agree to assess and interview those included on the final short list. Appendix 1 shows the Job Description and Personnel Specification for the post of Strategic Director Place.

3. OTHER CONSIDERATIONS

- 3.1 At the meeting of the Appointment Panel on 22nd March 2021 it was agreed to delegate to the Chief Executive in consultation with the chair of the Appointment Panel, the responsibility to liaise directly with the search and selection consultant (Tile Hill), stakeholder participants if involved and technical advisors to support and ensure an effective and efficient recruitment process.
- 3.2 Appendix 2a gives an overview of the recruitment process so far and next steps in the recruitment process. Appendix 2b also details the participants for the two Stakeholder panels.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 In accordance with Section 4 of the Council's Pay Policy Statement 2021/22 the post of Strategic Director Place is subject to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Officers as amended and supplemented by local agreements and decisions and is graded at Strategic Director 1 with a salary level of £141,962 rising to £148,830 being one of the grade ranges and salary levels within the Council's Pay Policy Statement. Other aspects of the remuneration for the post are set out in the Pay Policy Statement at Appendix 3.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 It is important that the Council has the right skills and knowledge within the Senior Management team of the Council

6. LEGAL APPRAISAL

- 6.1 Section 112 of the Local Government Act 1972 allows the Council to appoint such Officers that it thinks necessary for the proper discharge by the Authority of its functions. Such officers shall hold office on such reasonable terms and conditions as the Council thinks fit.
- 6.2 The Council is under a statutory duty to appoint on merit pursuant to section 7 of the Local Government and Housing Act 1989.
- 6.3 In accordance with Article 4 of the Council's Constitution, the Officer Employment Procedure Rules and the Council's Pay Policy Statement 2021/22 full Council must approve any salary package of £100,000 or more before it is offered in respect of a new appointment.

7. OTHER IMPLICATIONS

- 7.1 There are no sustainability, greenhouse gas emission impacts, community safety, Human Rights Act, Ward or Area Committee Action Plan, Corporate Parenting or Privacy Impact Assessment Implications.

8. TRADE UNION

The Trade Unions have been informed of the intention to appoint to the permanent position of Strategic Director Place.

9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

The organisation appointed will need to demonstrate compliance with data protection and information security as part of the procurement process.

10. NOT FOR PUBLICATION DOCUMENTS

- 10.1 The recruitment documentation to be considered by the Appointment Panel when short listing, assessing and interviewing for the post of Strategic Director Place is Not for Publication on the grounds that it contains both confidential information and exempt information within Paragraphs 1 (Information relating to an individual) and 2 (information identifying an individual) of Schedule 12A of the Local Government Act 1972 (as amended) and the public interest in applying this exemption outweighs the public interest in disclosing the information.

11. OPTIONS

- 11.1 That Members consider whether to agree to the recommendations or not.

12. RECOMMENDATIONS

- 12.1 That Members consider applications received and select a short list of qualified applicants and agree to assess and interview those included on the short list.
- 12.2 That Members consider progress made on the recruitment process so far and agree

the final stage of the recruitment process including specific elements of the formal assessment, stakeholder panels and interview process including elements around timetabling and presentation/interview questions.

13. APPENDICES

- **Appendix 1** – SD Place Job Description and Person Specification
- **Appendix 2a and 2b** – Overview of Recruitment Process and Next Steps
- **Appendix 3** - The Council's Pay Policy Statement 2021/22

14. NOT FOR PUBLICATION

Appendix 2a and 2b are not for publication and is exempt from disclosure in accordance with paragraph 3 (financial or business affairs) of Schedule 12A of the Local Government Act 1972. It is considered that, in all the circumstances, the public interest in maintaining these exemptions outweighs the public interest in disclosing the information.

15 BACKGROUND DOCUMENTS

None



Job Description – Strategic Director, Place (SD1)

Accountable to: Chief Executive Officer

Responsible for: Department of Place

PURPOSE OF JOB

- Provide strategic and inspiring leadership across the service, in a way that puts the needs and aspirations of our citizens at the heart of everything we do and builds a culture of achievement and excellence in delivering real outcomes
- Build, nurture and sustain effective multi-agency partnerships across the locality ensuring the delivery of needs-led integrated, joined-up, fit for purpose and responsive services
- Create, encourage and role model a culture of achievement and excellence in service delivery

The Strategic Director Place is a key member of the Corporate Management Team (CMT); and this role will contribute to collaborative, corporate working.

Corporate responsibilities

1. As a member of the Council's Corporate Management Team, provide strategic leadership, direction and service expertise to Elected Members in the development and delivery of corporate Council Priorities and transformation Agenda in consultation with all locality partners.
2. Communicate and promote the Council's vision for the district both locally and regionally with our partners to raise Bradford's profile. Project the image and corporate identity of the Council within and outside of the district.

3. Contribute to the delivery of effective and accessible services against changing demands and external challenge through efficiencies and service improvement by embedding the principle of value for money throughout service design and delivery - with a particular emphasis on efficiency and productivity.
 4. Be collectively responsible and accountable for the delivery of the Council's transformation programmes.
 5. Ensure effective performance management and continuous improvement across the Council and the District partnership securing optimum outcomes and continuous improvement for Citizens of the District.
 6. With CMT colleagues proactively champion increasing organisational capacity and productivity through strategic workforce planning, provision of good people management and organisational development principles are implemented across all services.
 7. Champion social inclusion, equity, inclusion and diversity both across service provision and employment.
 8. Champion, promote and role model effective employee engagement, communication with, and the Health and Safety and Well-Being of the Bradford workforce in compliance with Council Policy and Legislation.
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Department focused responsibilities

1. Build an effective relationship with the Lead Executive Member for Place that enables members to fulfil their political leadership role and advocate for the Council.
2. Provide the necessary strategic leadership for the development, maintenance and implementation of any improvement plans as may be required and ensure that clear and measurable milestones to achieve improved outcomes are identified and delivered.
3. Provide clear leadership to the Department's workforce that promotes their development and provides a framework through which first class performance is the norm and innovation and improvement is a fundamental part of the culture.
4. Provide effective strategic management and be accountable for the department finances in accordance with council Standing Orders and Financial Regulations.
5. Ensure that all decisions made across the Department are based on sound risk management principles which comply with Council procedures and processes within its financial, legal, ethical and statutory frameworks.
6. Learning through Co-vid and other local and national events, ensure that effective disaster plans and business continuity arrangements are in place and constantly reviewed to take into account a range of events.
7. Lead the implementation of economic strategy including the continued regeneration of our city and town centres and the promotion of Bradford to investors, businesses and skilled workers.

8. Own strategic relationships with partners, local communities and key stakeholders, working together to deliver a high-value, high-skill economy driven by innovative and productive businesses that delivers growth, jobs and opportunity for all.
9. Establish and foster relationships with city, region and national partners to increase investment in our transport infrastructure improving transport links across the UK enhancing our offer nationally and internationally.
10. Lead on the development of the image of the District's culture, heritage, arts, environment and leisure activity. Locally, Regionally and Nationally.
11. Responsibility for development and implementation of environmental strategies covering energy use, resource utilisation and purchasing, leading to improvement in performance.
12. Lead on the development of policies for sustainability, collaborating with partners to achieve improvement in the District and working to develop sustainable development in the Yorkshire and Humber region. Work with the Environment Partnership to further the District Wide Environmental Strategy and influence its implementation.
13. Lead and shape the Council's strategic development plan, including housing growth and our renewable energy offer.
14. Be accountable for developing the Council's approach to tackling child sexual exploitation, domestic violence, modern slavery (including human trafficking) and extremism in all forms.
15. Ensure the Council's response to antisocial behaviour and crime in key areas is forceful and decisive.
16. Deputise for the Chief Executive where necessary and ensure those duties are taken out in line with organisation values.
17. Undertake any other duties that may be necessary to support the delivery of the Bradford Council plan.

Person Specification – Strategic Director, Place

Job Title: Strategic Director, Place (SD1)

Accountable to: Chief Executive Officer

Responsible for: Place

Guidance Note

This post is underpinned by the Bradford Senior Management Competencies Framework for Strategic Directors, Directors, Deputy Directors and Assistant Directors.

The experience, knowledge and skills and personal qualities highlighted in this person specification are priority areas. However, post holders are expected to be able to demonstrate that they align with all aspects of the competencies framework.

Section 1 – Experience

1. Demonstrable and successful track record of working at a senior leadership level in and working collaboratively to lead and embed a high performance culture.
2. Successful experience of working in a complex political environment with multiple stakeholders including but not limited to, elected politicians, senior officers, multi-agency partners and communities.
3. Evidence of large scale transformational experience either in response to regulatory input or internally driven need for change, which delivers sustainable change over the longer term.
4. Experience of establishing whole system, multi-agency working for effective design, development and delivery of needs-led services that address the needs and aspirations of our communities.
5. Extensive experience of working at a strategic and corporate management level with proven contribution to developing appropriate governance frameworks, strategies and policy.
6. Experience of successful strategic and operational resource and budget management, including the evaluation of competing priorities and the application of rigorous but appropriate management control arrangements.
7. A history of promoting and delivering proactive, and innovative solutions to deliver inclusive and equitable outcomes to address any inequities that exist across the District.

Section 2 – Knowledge and skills

1. Evidence of a professional, academic or management qualification.
2. Appropriate and current membership of a professional or regulatory body.
3. Demonstrable evidence of ongoing professional and personal development.
4. Extensive knowledge of relevant National, Regional and Local Government issues, developments and best practice
5. Thorough understanding of appropriate statutory, regulatory, strategic and operational frameworks relevant to the post.
6. Maintain and apply an up to date knowledge of current thinking and developments with an ability to maximise contribution to the council as a whole by being aware of broader Council and other local public services.

Section 3 – Personal qualities

1. Strategic thinking combined with a strong commitment to working corporately balanced with operational experience and accountability for large scale service delivery.
2. Demonstrates an inclusive, collaborative and engaging working style.
3. Highly developed communications skills that are able to convey information to a range of audiences in a way that secures ongoing engagement with colleagues and citizens.
4. Exceptional networking, partnership, negotiations, influencing and advocacy skills.
5. A commitment to openness, transparency, approachability, diplomacy and building positive working relationships.
6. Commitment to collaborative working and the capacity to challenge and be challenged.
7. Demonstrable commitment to inclusion, equality and equity.
8. Professional and personal integrity and prepared to speak truth to power.

**SENIOR MANAGEMENT COMPETENCIES FRAMEWORK FOR STRATEGIC DIRECTORS, DIRECTORS,
DEPUTY DIRECTORS AND ASSISTANT DIRECTORS**

Leadership	Developing High Performing People and teams	Delivering Successful Performance	Project and Programme Management.
<p>Our managers motivate their staff to exceed expectations through raising their awareness of goals and moving them beyond self-interest for the sake of the team or service. They consider serving the District in all that they do.</p> <p><i>Behaviours which demonstrate this:</i></p>	<p>Our managers coach individuals and teams to achieve their potential and take responsibility for continuous improvement. They champion the Council's values and goals.</p> <p><i>Behaviours which demonstrate this:</i></p>	<p>Our managers monitor performance of services, teams & individuals against targets & celebrate great performance. They promote the District's vision & work to achieve Council's values & agreed outcomes.</p> <p><i>Behaviours which demonstrate this:</i></p>	<p>Our managers work to ensure that outcomes and objectives are achieved within desired timescales, make best use of resources and take a positive approach to contingency planning.</p> <p><i>Behaviours which demonstrate this:</i></p>
<ul style="list-style-type: none"> • Develops policy & strategy and takes corporate decisions based on systematic analysis of data • Sets and communicates clear vision, values & direction in order to achieve client focused outcomes and put the citizen at the heart of what we do • Applies a finely tuned political antenna and understanding of democratic process to advise Elected Members • Demonstrates understanding of public sector functions and processes, corporate accountability and citizen accountability • Enables joint partnership working based on collaboration, clear governance, accountability and agreed responsibilities at Council and partnership level • Ensure that the Council is financially sound by planning & utilising finances effectively to deliver strategic priorities • Inspires confidence, acts with integrity, listens and considers differing needs • Promotes the general well-being of the District's communities & citizens and enables community engagement & cohesion. 	<ul style="list-style-type: none"> • Persuasive & articulate communicator with the ability to present ideas on a wide range of issues • Creates a District-wide focus by supporting cross-service teams and enhancing customer focus • Effectively leads multi-functional teams by creating & maintaining good working relationships & motivation • Demonstrates good people skills by promoting a productive environment • Creates high performance by building team commitment & empowerment and nurturing innovation, creativity and questioning • Improves longer term capacity through workforce planning, development, succession & career plans and appraisal • Manages social diversity fairly and sensitively by promoting inclusive behaviour, equality of opportunity and employee wellbeing • Works constructively with Trades Union on complex issues • Demonstrate understanding of roles, responsibilities and legislative requirements of workforce planning and training. 	<ul style="list-style-type: none"> • Moves the Council forward by planning, commissioning, securing and monitoring outcome focused services to meet District needs and achieve value for money • Develops productive strategies & data to guide work with key internal & external partners • Demonstrates the ability to achieve and sustain measurable improvements and transformational change whilst ensuring economy, efficiency and effectiveness • Contributes to local, regional & national strategies by engaging with people at all levels from customer to minister • Works with partners & community groups to maximise use of resources to create beneficial outcomes and sustainable communities • Implements and uses systems to control complex operations and creates well defined performance management reporting systems • Seeks opportunities to celebrate great performance and make results known • Uses external challenge to drive organisational & service improvement and productivity. • Applies multi-agency/multi-disciplinary/partnership working including private sector/third sector, where appropriate, within the Council framework to deliver outcomes. • Able to facilitate partnership working to develop and implement strategies that deliver improved outcomes for local citizens. 	<ul style="list-style-type: none"> • Understands the impact that major projects have on different communities • Creates and communicates a picture of the long-term needs of the community • Involves those affected in the planning processes • Brings together elected members, partners and the community to develop strategic plans and solutions • Makes effective use of natural resources, physical assets and people to meet current and future corporate priorities, standards and deadlines • Creates well defined projects and programme management processes • Utilises budget profiling to maintain financial grip, achieve efficiencies, savings and benefits realisation • Develops a climate which values planning, takes account of risk, avoids crisis management and operates within the Council's legal & ethical frameworks • Manages ambiguity and uncertainty and demonstrates commitment and tenacity • Starts with the outcome in mind. Ends by reviewing the actual against what was planned.



PAY POLICY STATEMENT

FOR THE FINANCIAL YEAR

2021/2022

Statement of Pay Policy for the year 1 April 2021 to 31 March 2022

1. Introduction

Sections 38 – 43 of the Localism Act 2011 require the Authority to produce a policy statement that covers a number of matters concerning the pay of the Authority's staff, principally its Chief Officers and the Authority's lowest paid employees. This pay policy statement meets the requirements of the Localism Act 2011 and takes account of the guidance issued by the Secretary of State for Communities and Local Government in February 2012 and the supplementary guidance issued in February 2013 both entitled "Openness and accountability in local pay: Guidance under section 40 of the Localism Act" together with the Local Government Transparency Code 2015 where applicable.

This pay policy statement does not apply to employees of schools maintained by the Authority and is not required to do so.

In accordance with the provisions of the Localism Act 2011 this pay policy statement is required to be approved by a resolution of the Authority before it comes into force.

Once approved by the full Council, this policy statement will come into immediate effect, superseding the 2020/21 pay policy statement (as amended in January 2020), and will be reviewed annually.

2. Definitions used in this Pay Policy Statement

All the posts below are collectively referred to as **Chief Officer**.

- **Chief Executive**, who is the Authority's **Head of the Paid Service** under section 4(1) Local Government and Housing Act 1989.
- **Statutory Chief Officers**, which in this Authority are:-
 - Strategic Director - Children's Services**
 - Strategic Director - Health & Wellbeing** who is the Authority's designated Director of Adult Social Services.
 - Director of Finance** who is the Authority's Chief Finance Officer under section 151 Local Government Act 1972 and section 6 Local Government and Housing Act 1989
 - City Solicitor** who is the Authority's Monitoring Officer under section 5 Local Government and Housing Act 1989.
 - Director of Public Health**
- **Non-statutory Chief Officers and Deputy Chief Officers**, which in this Authority are:-

All other Strategic Directors, Directors, Deputy Directors and Assistant Directors.

The **Lowest Paid Employees** are defined as employees paid on Spinal Column Point 1 of the National Joint Council (NJC) for Local Government Services pay scales. This definition has been adopted as it is the lowest level of remuneration attached to a post in this Authority (see section 5 below).

3. The Overall Approach to Pay and Remuneration

The Authority's overall approach to pay and remuneration for its employees is based on:

- Ensuring that the overall remuneration aligns with:-
 - The responsibilities and accountabilities of particular posts
 - Market norms for the local government and public sectors
 - Pay levels in the local area, including neighbouring public sector employers.

The Authority seeks to maintain this overall approach by carefully monitoring pay data provided by the Joint Negotiating Committees (JNCs) for Chief Officers and Chief Executives of Local Authorities, Local Government Association/Employers and other pay surveys.

4. Policy on Remunerating Chief Officers

Policy on Remunerating the Chief Executive

The Chief Executive is employed pursuant to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities as amended and supplemented by local agreements, decisions and the rules of the Council.

The Authority recognises that the role of Chief Executive is to lead the Authority's workforce, has the greatest level of accountability and so warrants the highest pay level in the Authority.

When setting the remuneration for the Chief Executive the Authority will compare the current salary of the post with comparable salaries for Chief Executives at councils of a similar size, type and location. Specialist advice will normally be sought on an appropriate starting salary.

The Chief Executive is employed on a defined salary (not a grade range) and this salary is increased in accordance with any nationally agreed pay awards as determined by the national Joint Negotiating Committee for Chief Executives of Local Authorities.

Salary of the Chief Executive as at 1 April 2020 is £194,628 p.a. which has been increased in accordance with the nationally agreed pay award as determined by the national Joint Negotiating Committee for Chief Executives of Local Authorities.

Policy on Remunerating other Chief Officers

Chief Officers are employed pursuant to the terms and conditions of employment of the Joint Negotiating Committee (JNC) for Chief Officers as amended and supplemented by local agreements and decisions.

Grades for Chief Officer posts are determined through job evaluation which is a systematic way of determining the value of a job in relation to other jobs in the organisation and provides an analytical approach to evaluating the job value through allocating points to different factors (responsibilities and duties) of the job role, the total score of which equates to a grade range within the Authority's pay and grading structure for Chief Officers. These grade ranges are set out below.

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A grade range consists of a number of incremental salary points through which employees may progress until the top of the grade is reached. Progression within each grade range will normally be by annual increment at 1 April each year until the top of the grade range is reached.

The grades and salary ranges as at 1 April 2020 are:

Strategic Director 1	£141,962 - £148,830 (SD1)
Strategic Director 2	£116,777 - £128,225 (SD2)
Director 1	£109,050 - £119,954 (Dir 1)
Assistant Director 1	£ 99,260 - £105,100 (AD1)
Assistant Director 2	£ 87,582 - £ 99,260 (AD2)
Assistant Director 3	£ 75,906 - £ 87,582 (AD3)

All the posts referred to as 'Chief Officer' for the purpose of this pay policy statement and the respective salary ranges are attached at Appendix B.

Other Aspects of Chief Officer Remuneration

Other aspects of Chief Officer remuneration covered by this pay policy statement include the policies in respect of recruitment, pay increases, performance related pay, earn back (withholding an element of base salary related to performance), bonuses, ex gratia payments, honoraria (payment for increased duties and responsibilities), termination payments and re-employment when in receipt of a Local Government Pension Scheme (LGPS) pension or a redundancy/severance payment. These matters are addressed in the schedule that is attached to this pay policy statement at **Appendix A**.

Public Health

Following the transfer of responsibility for public health to local authorities on 1 April 2013, those employees of the NHS assigned to the area transferring, transferred to the employment of the Authority and remain on their current terms and conditions of employment including salary and membership of the NHS pension scheme.

There are a number of the Public Health Consultants who report to the Director of Public Health on NHS pay rates which fall within the pay ranges assigned to JNC Chief Officers within the Council. As such, some or all of this pay policy statement may not apply to them.

Tax Avoidance Measures

All chief officers are remunerated via monthly salary payments through PAYE. Appropriate tax and national insurance deductions are made in accordance with HMRC regulations and there are no arrangements in place for the purpose of minimising tax payments.

Where the Council is unable to recruit senior managers, or there is a need for interim support to provide cover for a substantive Chief Officer role, the Council will, where necessary, consider engaging individuals under a "contract for service". These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition. In these cases, appropriate tax and national insurance deductions will be assessed and deducted as required in accordance with HMRC regulations.

Pay Policy Statement

5. Policy on Remunerating the Lowest Paid Employees in the Workforce

Pay levels for specific posts are determined through a job evaluation system. Job Evaluation is a systematic way of determining the value of a job in relation to other jobs in the organisation. The job evaluation scheme provides an analytical approach to evaluating the job value through allocating points to different factors (responsibilities and duties) of the job role, the total score of which equates to a grade within the Authority's pay and grading structure. The Authority uses the National Joint Council Local Government Services Job Evaluation Scheme (the NJC Scheme) to evaluate all posts on Bands 1 to 8 (this covers spinal column points 1 to 22 of the NJC pay spine.)

The pay levels are increased in accordance with any nationally agreed pay awards as determined by the National Joint Council (NJC) for Local Government Services.

Remuneration of Lowest Paid Employees

- a. The lowest pay point in this Authority as at 1 April 2020 is spinal column point 1 which relates to an annual full time salary of £17,842 p.a. and can be expressed as an hourly rate of pay of £9.25. This pay point and salary is the lowest pay point routinely used by the Authority for its substantive roles determined by the Authority as part of its pay and grading structure for employees employed on Local Government Services Terms and Conditions. This is the definition of the "lowest paid employees" adopted by the Authority for the purposes of this Pay Policy Statement and is only increased in accordance with any nationally agreed pay awards as determined by the NJC for Local Government Services. The full Council meeting on 20th February 2020 adopted the then current level of the Living Wage Foundation voluntary living wage rate of £9.30 per hour with effect from 1st April 2020. This will impact on any employee paid on SCP1 or equivalent as the NJC rate of pay for SCP1 is £9.25 from 1st April 2020.
- b. There is no bonus pay.
- c. Additional allowances or other payments are made in connection with an employee's pattern of hours e.g. shift work, but these are only paid in accordance with the terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of Authority decisions.
- d. There are no benefits in kind.
- e. Redundancy payments are paid in accordance with the Authority's Discretionary Compensation Policy. [Discretionary Compensation Policy.doc](#)
- f. Based on the application of the job evaluation process, the Council uses the nationally negotiated, National Joint Council (NJC) pay spine as the basis for its local grading structure for all posts graded up to and including Band 8 (this covers spinal column points 1 to 22 of the NJC pay spine.)

6. Policy on the Relationship between Chief Officer Remuneration and that of Other Staff

This section sets out the Authority's overall approach to ensuring pay levels are fairly and appropriately dispersed across the organisation, including the current pay multiple which applies within the Authority.

The Authority believes that the principle of fair pay is important to the provision of high quality and well-managed services and is committed to ensuring fairness and equity in its

Pay Policy Statement

remuneration practices. The Authority's pay policies, processes and procedures are designed to ensure that pay levels are appropriately aligned with, and properly reflect, the relative demands and responsibilities of each post and the knowledge, skills and capabilities necessary to ensure that the post's duties are undertaken to the required standard, as well as taking account of relevant market considerations, if necessary. This includes ensuring that there is an appropriate relationship between the pay levels of its senior managers and of all other employees.

The Local Government Transparency Code 2015 requires the Authority to publish its 'pay multiple', i.e. the ratio between the highest paid salary and the median average salary of the whole of the Authority's workforce. Guidance issued under the Localism Act 2011 recommends that the 'pay multiple' is included in the Authority's pay policy statement.

From 1 April 2020 the highest paid salary in this Authority is £194,628 p.a. which is paid to the Chief Executive. The median average salary in this Authority (not including employees in schools maintained by the Authority) is £22,102 p.a. The ratio between the two salaries, the 'pay multiple' is 8.8:1. This Authority does not have a policy on maintaining or reaching a specific 'pay multiple', however the Authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the Authority as expressed in this pay policy statement.

7. Approval of New Posts with a Salary Package of £100,000 p.a. or more

All the posts referred to as 'Chief Officer' for the purpose of this pay policy statement and the respective salary ranges are attached at Appendix B.

The Authority will ensure that full Council must approve any salary package of £100,000 p.a. or more before it is offered in respect of a new post not listed in Appendix B or if it is proposed to pay more than the top of the salary range for an existing post in Appendix B (excluding pay awards) unless paragraph 9 of this pay policy statement applies. This does not apply to offers of appointment made to employees employed in schools maintained by the Authority. The salary package will be defined as base salary, routinely payable allowances and any benefits in kind that are due under the contract.

8. Severance Payments for Chief Officers

If the Council is considering making a severance payment to a Chief Officer the decision as to whether such a payment should be made will be taken by Staffing Committee or a sub-committee of Staffing Committee both of which are sub-committees of full Council provided that if the proposed severance payment is £100,000 or more, (excluding accrued pension rights) then the decision as to whether the payment should be made will be taken by full Council.

9. Flexibility to Address Recruitment Issues for Vacant Posts

In the vast majority of circumstances the provisions of this pay policy statement will enable the Authority to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element of the overall remuneration is not sufficient to secure an effective appointment. This pay policy statement recognises that this situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the pay policy statement. Such a departure from this pay policy statement will be expressly justified in each case and will be approved through an appropriate Authority decision making process.

10. Amendments to the Policy

If a major change to this pay policy statement is considered to be appropriate during the year, then a revised draft pay policy statement will be presented to full Council for consideration.

11. Policy for Future Years

This pay policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the Authority prior to the start of each financial year.

12. Publication

The Authority will publish this pay policy statement on its website (www.bradford.gov.uk) as soon as is reasonably practicable after it has been approved by Council. Any subsequent amendments to this pay policy statement made during the financial year to which it relates will also be similarly published. The Authority currently publishes information on Chief Officer Remuneration in its Annual Statement of Accounts in accordance with the requirements of the Accounts and Audit Regulations 2015 and the Local Government Transparency Code 2015 [Statement of Accounts | Bradford Council](#)

Other Aspects of Chief Officer Remuneration

Aspect of Chief Officer Remuneration	Authority Policy
Recruitment	The post will be advertised and appointed to at the appropriate approved salary grade and salary range for the post in question (as set out in Section 4 and Appendix B) unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the overall remuneration. In such circumstances a variation to the remuneration package may be appropriate under the Authority's pay policy statement and any variation will be approved through the appropriate decision making process. The Authority has a relocation scheme that provides assistance to all new employees including Chief Officers meeting the relocation criteria up to a maximum of £5,750.
Pay Increases	The Authority will apply any pay increases that are determined by relevant national negotiating bodies.
Performance Related Pay	The terms of the contract of employment do not provide for performance related pay.
Earn-Back (Withholding an element of base salary related to performance)	The terms of the contract of employment do not provide for an element of base salary to be withheld related to performance. Any areas of underperformance are addressed in accordance with relevant Authority procedure.
Bonuses	The terms of the contract of employment do not provide for the payment of bonuses.
Ex-Gratia Payments	The Authority does not make ex gratia payments.
Honoraria	Honoraria payments are additional payments paid to employees for increased duties and responsibilities. Honoraria will only be considered where employees take on additional duties and responsibilities beyond the remit of their substantive role and would be subject to approval through the appropriate decision making process.
Expenses	The Authority pays reasonable out-of-pocket expenses actually incurred.
Local Government Pension Scheme (LGPS)	<p>The Authority provides access to the Local Government Pension Scheme for Chief Officers in accordance with the statutory provisions of the scheme.</p> <p>The employer's contribution rate for all Authority employees who are members of the LGPS is currently 17.1% (at 1 April 2020) of salary and is set by actuarial valuation of the West Yorkshire Pension Fund every 3 years. How much employees pay themselves in pension scheme contributions depends on how much they earn. The employee contribution rates from 1 April 2020 are:</p> <p>Employees earning up to £14,600 contribute 5.5% Employees earning between £14,601 and £22,800 contribute 5.8% Employees earning between £22,801 and £37,100 contribute 6.5% Employees earning between £37,101 and £46,900 contribute 6.8% Employees earning between £46,901 and £65,600 contribute 8.5% Employees earning between £65,601 and £93,000 contribute 9.9% Employees earning between £93,001 and £109,500 contribute 10.5%. Employees earning between £109,501 and £164,200 contribute 11.4%. Employees earning more than £164,201 contribute 12.5%.</p>

Pay Policy Statement

Aspect of Chief Officer Remuneration	Authority Policy
Termination Payments and payment of pension benefits on termination	<p>There are no separate provisions for termination payments for Chief Officers. Redundancy payments will be paid in accordance with the Authority's Discretionary Compensation Policy.doc</p> <p>The Authority has agreed written policies on how it will apply any discretionary powers it has under the LGPS regulations. The Authority's policies are provided at LGPS Pension Discretion Policy Statements.</p> <p>The Restriction of Public Sector Exit Payments Regulations 2020 now apply to prohibit local authorities and other public bodies from making an exit payment which exceeds the exit payment cap, currently £95 000.</p> <p>Other than payments referred to above the Authority's policy is not to make any other termination payments, other than where it has received specific legal advice to the effect that a payment may be necessary in appropriate cases to eliminate risk of successful legal claims or to settle legal proceedings against the Authority.</p>
Election Fees	<p>The Chief Executive receives fee payments pursuant to his/her appointment as Returning Officer at national elections. The fees paid in respect of national elections vary according to the size of the electorate and number of postal voters and are calculated in accordance with an allowance set by central government. Fee payments for national elections are, in effect, not paid by the Authority as the fees are reclaimed.</p> <p>The Chief Executive does not receive any additional payment for the role of Returning Officer for local government elections.</p> <p>Separate payments set by the Authority are made to the City Solicitor as Deputy Returning Officer, in accordance with the same principles for the Returning Officer as described above.</p> <p>The amounts paid are published on the Authority's website in the Annual Statement of Accounts in accordance with the requirements of The Accounts and Audit Regulations 2015. Statement of Accounts Bradford Council</p>
Re-employment of Chief Officers in receipt of a LGPS Pension or a redundancy/ severance payment	<p>The Authority is under a statutory duty to appoint on merit (section 7 Local Government and Housing Act 1989) and has to ensure that it complies with all appropriate employment and equalities legislation. The Authority will always seek to appoint the best available candidate who has the skills, knowledge, experience, abilities and qualities needed for the post. The Authority will therefore consider all applications from candidates to try to ensure the best available candidate is appointed. If a candidate is a former employee in receipt of a LGPS pension or a redundancy payment this will not rule a candidate out from being re-employed by the Authority. If a former employee leaves the Authority by reason of redundancy the individual cannot be reappointed to their old post as it will not exist. The Authority will apply the provisions of the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999 regarding the recovery of redundancy payments where appropriate. Pension Regulations also contain provisions to reduce pension payments in certain circumstances to those in receipt of a pension who return to work within the local government service.</p>
Car allowance payment	Chief Officers will be paid Car Allowances in accordance with HMRC rates.
Provision of Mobile Telephones/Communication device/ICT equipment	Where appropriate these will be provided for business use and any work related costs will be met by the Authority.
Professional subscriptions	A professional subscription is only paid if membership is required by statute.

SENIOR MANAGEMENT STRUCTURE AND SALARY RANGES AT 1/4/20

JOB TITLE	GRADE	SALARY RANGE
Chief Executive	CEX	£194,628
SD Corporate Resources	SD1	£141,962 - £148,830
SD Children's Services	SD1	£141,962 - £148,830
SD Health & Wellbeing	SD1	£141,962 - £148,830
SD Place	SD1	£141,962 - £148,830
CHIEF EXECUTIVE'S OFFICE		
Director of West Yorkshire Pension Fund	Director 1	£109,050 - £119,954
Deputy Director of Investments	AD2	£87,582 - £99,260
Assistant Director of Investments (UK, Overseas, Alternatives) (3)	AD3	£75,906 - £87,582
Assistant Director Finance, Admin and Governance	AD3	£75,906 - £87,582
AD Office of the Chief Executive	AD2	£87,582 - £99,260
CORPORATE RESOURCES		
City Solicitor	AD1	£99,260 - £105,100
Director of Finance	AD1	£99,260 - £105,100
Director of Human Resources	AD1	£99,260 - £105,100
AD Revenue & Benefits	AD3	£75,906 - £87,582
AD Information Services	AD3	£75,906 - £87,582
AD Estates & Property	AD2	£87,582 - £99,260
CHILDREN'S SERVICES		
Deputy Director Children's Social Care	AD1	£99,260 - £105,100
Deputy Director Education & Learning	AD1	£99,260 - £105,100
AD Performance, Commissioning & Partnerships	AD2	£87,582 - £99,260
HEALTH & WELLBEING		
AD Operational Services	AD2	£87,582 - £99,260
AD Commissioning & Integration	AD2	£87,582 - £99,260
Director of Public Health	AD1	£99,260 - £105,100
Air Quality Programme Director (Temporary)	AD3	£75,906 - £87,582
PLACE		
AD Waste, Fleet & Transport Services	AD2	£87,582 - £99,260
AD Sport & Culture	AD2	£87,582 - £99,260
AD Neighbourhoods & Customer Services	AD2	£87,582 - £99,260
AD Economy & Development Services	AD2	£87,582 - £99,260
AD Planning, Transportation & Highways	AD2	£87,582 - £99,260