



**Agenda for a meeting of the Appointment Panel to be held on Wednesday, 7 September 2022 at 2.00 pm in Committee Room 5 - City Hall, Bradford**

**Members of the Committee – Councillors**

<b>LABOUR</b>	<b>CONSERVATIVE</b>	<b>GREEN</b>
<b>Hinchcliffe I Khan Duffy</b>	<b>Poulson</b>	<b>Edwards</b>

**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:**

Bryn Roberts  
Interim City Solicitor  
Agenda Contact: Jane Lythgow  
E-Mail: [jane.lythgow@bradford.gov.uk](mailto:jane.lythgow@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.

- (1) *Members must consider their interests, and act according to the following:*

<b>Type of Interest</b>	<b>You must:</b>
<i>Disclosable Pecuniary Interests</i>	<i>Disclose the interest; not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Directly Related)</i> <b>OR</b> <i>Non-Registrable Interests (Directly Related)</i>	<i>Disclose the interest; speak on the item if the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Affects)</i> <b>OR</b> <i>Non-Registrable Interests (Affects)</i>	<i>Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being (a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest; in which case speak on the item <u>only</u> if the public are also allowed to speak but otherwise do not participate in the discussion or and leave the meeting <u>unless</u> you have a dispensation.</i>

- (2) *Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*

- (3) *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.*

- (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.

(Jane Lythgow - 01274 432270)

## **B. BUSINESS ITEMS**

### 3. **EXCLUSION OF THE PUBLIC**

**Recommended -**

**That the public be excluded from the meeting during consideration of the item relating to the appointment to the positions of Chief Executive, Bradford Children's Trust and Strategic Director, Children's Services on the grounds that it is likely in view of the nature of the business to be transacted or the nature of the proceedings, that if they were present, exempt information within Paragraphs 1 (information relating to an individual) and 2 (information identifying an individual) of Section 12A of the Local Government Act 1972 (as amended), would be disclosed and it is considered that, in all the circumstances of the case, the public interest in applying these exemptions outweighs the public interest in disclosing the information.**

### 4. **APPOINTMENT PROCESS TO THE POSITION OF CHIEF EXECUTIVE, BRADFORD CHILDREN'S TRUST**

1 - 24

The report of the Chief Executive (**Document "B"**) will be submitted to the Panel and asks that it considers, in accordance with the Council's Officer Employment Procedure Rules, applications received for the advertised position of:

Chief Executive, Bradford Children and Families Trust and

The Panel is asked to select a short list of qualified applicants and agree to assess and interview those included on the short list.

**Recommended –**

**That the Appointments Panel consider applications received and select a short list of qualified applicants and agree to assess and interview those included on the short list.**

**That the Appointments Panel 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)

**5. APPOINTMENT PROCESS TO THE POSITION OF STRATEGIC DIRECTOR, CHILDREN'S SERVICES** 25 - 46

The report of the Chief Executive (**Document “C”**) will be submitted to the Panel and asks it to consider, in accordance with the Council’s Officer Employment Procedure Rules, applications received for the advertised position of:

- a) Strategic Director, Children’s Service

The Panel is asked to select a short list of qualified applicants and agree to assess and interview those included on the short lists.

**Recommended –**

**That the Appointments Panel consider applications received and select a short list of qualified applicants and agree to assess and interview those included on the short list.**

**That the Appointments Panel 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)



## Report of the Chief Executive to the meeting of Appointment Panel to be held on 7 September 2022

**B**

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### **Subject:**

Appointment process for the position of Chief Executive, Bradford Children and Families Trust.

### **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:

Chief Executive, Bradford Children and Families Trust and

The Panel is asked to select a short list of qualified applicants and agree to assess and interview those included on the short list.

### **EQUALITY & DIVERSITY:**

The appointment to this post will support the successful establishment and operation of the Bradford Children and Families Trust which will have equality of access to services as an essential component. In addition, the appointment will support the Council Equality Objectives and Equality Plan around Leadership and Workforce Diversity.

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Kersten England  
Chief Executive

### **Portfolio:**

Corporate

Report Contact: Anne Lloyd  
Director of Human Resources  
Phone: (01274) 437335  
E-mail: [anne.lloyd@bradford.gov.uk](mailto:anne.lloyd@bradford.gov.uk)

### **Overview & Scrutiny Area:**

Corporate & Regeneration and Environment

## **1. SUMMARY**

- 1.1 On 14<sup>th</sup> June 2022 the Staffing Committee agreed to appoint to position of Chief Executive, Bradford Children and Families Trust and delegated the responsibility to appoint to this position to an Appointment Panel.

## **2. BACKGROUND**

- 2.1. Through a procurement process, the Council has appointed Penna to assist in the appointment to the above post. The Job Profiles and Person Specifications for this role is outlined in Appendix 1.
- 2.2 In accordance with the Council's Officer Employment Procedure Rules set out at Part 3H of the Council's Constitution 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.

## **3. OTHER CONSIDERATIONS**

- 3.1 It was agreed to delegate to the Chief Executive in consultation with the Chair of the Appointment Panel, and the Chair of Bradford Children and Families Trust, the responsibility to liaise directly with the search and selection consultant (Penna), stakeholder participants if involved, and technical advisors to support and ensure an effective and efficient recruitment process.
- 3.2 An overview report detailing candidates, recommendations for shortlist and information on the stakeholder panels will be circulated separately prior to the meeting of the Appointment Panel.
- 3.3 Members should note that it is proposed that the Chief Executive of the Trust will initially be employed by the Council but the employment of the post holder will transfer to the Trust when the Trust becomes operational, which is planned to be 1 April 2023. There is currently an interim appointment in this position.
- 3.4 As members are aware, the Commissioner's Report of January 2022 concluded that operational control of some of the Council's children's services should be removed to an alternative delivery model to support an improvement in services and outcomes. In response the Council agreed to voluntarily establish a Children's Trust to discharge its children's social care functions under a service contract between the Council and the Bradford Children and Families Trust. This has resulted in the issue by the Secretary of State for Education of a statutory direction requiring the Council to take necessary steps to establish the Trust under the supervision of the Commissioner and the Department for Education.
- 3.5 The Council has entered into a Memorandum of Understanding ("MOU") with the Secretary of State for Education dated 20 July 2022) providing for the future provision of the Council's Children's Social Care Services through a wholly owned subsidiary of the Council. The relevant parts of the MOU provide as follows :-

*6.6.2 the Company Chief Executive shall be selected following a recruitment process which shall be undertaken by the Council in consultation with the Secretary of State, Commissioner and the Chair. As part of this recruitment process, a list of suitable candidates shall be selected and agreed between the*

*Council, Commissioners and the Chair. The Commissioners and the Chair shall, subject to paragraph 6.6A, form part of and be actively engaged in the decision-making of the Council's Appointments Panel for the Company Chief Executive. Any disputes whatsoever in relation to such process (including the outcome) shall, prior to any decision being formally made by the Appointments Panel in respect of such appointment, be dealt with pursuant to paragraph 10.5 of this MoU;*

*6.6A The Parties acknowledge and agree that, as part of the participation of the Commissioners, Chair and (where applicable) the Company Chief Executive on the Council's Appointments Panel pursuant to paragraphs 6.6.2 and 6.6.3 above:*

*6.6A.1 they shall form part of, advise and make recommendations to the Council's Appointment's Panel in connection with the appointment of the Company Chief Executive and the Company Finance Director (as applicable); and*

*6.6A.2 the Council's Appointments Panel shall give due consideration to and take such advice and recommendations into account in making any decisions regarding such appointments.*

The disputes resolution process provided at paragraph 10.5 of the MOU states as follows: -

10.5 Any dispute that may arise as to the interpretation or application of this MoU shall be settled by discussion between the Parties in the first instance. However, where the Parties are unable to agree on a resolution to any such dispute within one (1) week of the relevant dispute arising, the Parties agree to use all reasonable endeavours to seek to resolve any such dispute by:

2.1.1 referral of the same to a meeting of the Council's Chief Executive and Trust's Chair; and

2.1.2 should the matter be unresolved following a meeting convened under paragraph 10.5.1 above, the matter shall be escalated for discussion and resolution at a meeting of the Council's Chief Executive, the Trust's Chair and the Commissioners.

3.6 Accordingly, as required by the MOU the Chair and the Commissioners will join the Appointment Panel for the recruitment processes in relation to this post. The role of the Chair and Commissioners is as set out above in paragraph 6.6A of the MOU. If a dispute arises as to the best candidate, such dispute must be dealt with in accordance with paragraph 10.5 of the MOU set out above.

#### **4. FINANCIAL & RESOURCE APPRAISAL**

4.1 In accordance with Section 4 of the Council's Pay Policy Statement 2022/23 appended as Appendix 2 of this report the post 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 are graded as:

a) SD1 Chief Executive Bradford Children and Families Trust £144,091 - £151,062

4.2 It should be noted that in the report to Council dated 12 July 2022 members were asked to note as follows –

The Pay policy at Appendix A provides at paragraph 9 as follows - 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.”*

*In accordance with the above paragraph, members are asked to note in relation to the proposed appointments of the Chief Executive and the Finance Director of the Children’s Trust, initial job evaluations have been carried out in relation to both these roles. However, the full extent and nature of the responsibilities of those two roles have not yet been fully established and there are ongoing discussions between the Council, the Department for Education, the Children’s Commissioner and the recently appointed Chair of the Board. The view is that the Council’s salary scales will not adequately reflect the remuneration packages that the market is likely to dictate in order to attract suitable candidates for these roles. This also applies to the role of Deputy Director Children’s Social Care, which will become the Director of Children’s Social Care in the Children’s Trust. However, it has not yet been possible to arrive at a firm view re the appropriate remuneration package. Accordingly, it is proposed that delegated authority be given to the Chief Executive, in consultation with the Portfolio Holder for Children’s Services, and also after undertaking consultation with the S151 Officer, the Department for Education and the Children’s Commissioner, to authorise an appropriate remuneration package in respect of the Chief Executive and Finance Page 26 Director of the Children’s Trust.*

At the meeting of Full Council on 12 July 2022, where the updated Pay Policy Statement for 2022/23 was approved, it was approved that the Chief Executive be given authority in consultation with the Portfolio Holder for Children’s Services, and also after undertaking consultation with the S151 Officer, the Department for Education and the Children’s Commissioner, to authorise an appropriate remuneration package in respect of the posts of Chief Executive of Bradford Children and Families Trust.

- 4.2 These roles will be funded within the approved budget that will be negotiated with the trust. The roles are required to meet the requirement for the Trust to be operationally Independent and are roles appointed within other trusts.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1 It is essential that a person with the rights skills is recruited to this post to enable the successful performance of the Bradford Children and Families Trust.

## **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 This appointment is being made to enable this key post holder to take up the position as early as possible. The post holder will initially be employed by the Council but will then transfer to the Trust when it becomes operational.

## **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 this post

## **9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None

## **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 posts outlined earlier 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

## **12. RECOMMENDATIONS**

- 12.1 That the Appointments Panel 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 the Appointments Panel 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** – Job Profiles and Personal Specifications

**Appendix 2** – The Council's Amended Pay Policy Statement 2022/23

**14. BACKGROUND DOCUMENTS**

Memorandum of Understanding between the City of Bradford Metropolitan District Council and Secretary of State for Education dated 20 July 2022



## Chief Executive

### Role and Person Specification

Salary: £144,091-151,062 per annum (Negotiable)

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#### Background

Bradford Metropolitan District Council have been working with an appointed Children's Commissioner since September 2021 to focus on improving services for Children and Young People in Bradford.

Whilst improvements have been made, the pace of change must be improved. A decision was taken earlier this year to establish a Children's Trust to support the progress of change with a dedicated focus on Children's Social Care.

Our past failings have been well publicised and have been difficult to hear, added to the findings from the National Panel Review, has strengthened our determination to learn from these findings and take the focused actions needed to improve and create quality Children's Services.

Bradford Children's Trust will be owned by the Council and operate at arm's length, having strategic and operational responsibility for the delivery of Children Social Care Services. There will be focused, clear business and improvement plans agreed with the Council and Department for Education in order to achieve good, safe, sustainable support services for children needing social care or early help intervention.

#### Main Purpose:

To provide the strategic leadership, management, planning and direction for all services within Bradford Children's Trust, in accordance with the decisions of the Board and the relevant legislation and statutory guidance.

Responsible and accountable for ensuring positive outcomes for children and young people and that the required improvements in services are in line with the Trust's business plan and key performance indicators, as agreed with the Council and the Department for Education.

To work with the Chair and the Board to develop and implement the vision, values, aims and objectives of the Trust and to shape the detail of the business plan.

To ensure the Trust effectively delivers services on behalf of the Council enabling them to meet their respective statutory responsibilities for those services delivered by the Trust.

To ensure the Trust achieves strong and effective performance with a focus on quality service by developing an organisation design that inspires achievement in safeguarding, financial and organisational viability and ensuring that all relevant legal, governance and good practice standards are met.

To lead and inspire staff via a culture of engagement, collaboration, continuous improvement and empowerment to foster innovative change for successful outcomes.

## Key Responsibilities

### 1. Working with the Board of Directors

The Chief Executive of the Trust will attend Board meetings as an Executive Director and will be the principal advisor to the Chair and Non-Executive Directors. In addition, the Chief Executive will:

- Develop, maintain and support a strong Board of Directors and ensure the Board receives appropriate advice and information on all relevant matters to enable them to form appropriate judgement and carry out its governance responsibilities;
- Provide Board members with timely and relevant reports, information and advice to enable them to exercise their responsibilities and ensure decisions are well informed, clear and implemented effectively;
- Ensure that the Trust meets all its statutory and legal responsibilities;
- Develop policy proposals which deliver improvements and creative solutions to meet challenges facing the Trust, for discussion and decision at Board level;
- Advise the Chair on the composition of the Board, the membership of its committees and the process of appraising and developing board members' skills;
- Ensure the Board's governance arrangements are in place and efficiently supported;
- Provide regular monitoring reports on performance for submission to the Trust Board, Improvement Board and the Council contract management meetings.

### 2. Strategic leadership

The Chief Executive will provide inspirational and effective leadership to the Trust, and, in conjunction with the Board of Directors, create and implement the organisation's strategy, ensuring a high performance and supportive culture. In doing so, the Chief Executive will:

- Ensure a long-term vision and strategy is in place and establish the key objectives for the Trust in accordance with the Direction from the Secretary of State and the contract with the Council;
- Maintain an Executive Leadership Team that is aligned, has clarity of purpose and the strength to implement successful change programmes;
- Lead and inspire the organisation's workforce, developing and instilling a culture of high performance and child centred practice;
- Be responsible for the strategic and operational planning to deliver the Trust's aims and objectives;

- Have strategic responsibility for the management, deployment and control of budgets and financial resources, and ensure services deliver excellent value for money;
- Ensure the Trust has the resources required to deliver the strategy and operate as effectively as possible;
- Work with the Board in developing effective external relationships to help in securing the aims of the Trust, exercising appropriate influence beyond the scope of the contract and maximising the resources available to undertake its work;
- Ensure a robust performance management culture is embedded within the Trust including setting clear and measurable targets to continually drive improvement.

### **3. Service Delivery**

The Chief Executive will lead the organisation to ensure that a high-quality forward-thinking service is delivered, monitored and reported on. In doing so the Chief Executive will:

- Establish and maintain effective partnership working arrangements including reports and communication links with Members of the Trust, the Board of Directors, the Council's Chief Executive and other senior officers, key partners and stakeholders, including schools, health services, the Police and voluntary sector organisations;
- Listen to and engage service users – children, young people and families, to champion their interests to ensure needs are understood and achieved;
- Consult with and actively engage partner organisations and local communities, in the development of services in order to deliver a programme of sustained improvement;
- Ensure that the range of services commissioned or delivered by the Trust, address the needs of all children and young people in the area including the most disadvantaged and vulnerable, and their families and carers.
- Ensure the effective provision and delivery of children's services within agreed budgetary constraints, and by working in collaboration with key stakeholders and services users;
- Contribute to effective safeguarding and promoting the wider welfare of children and young people across Bradford through the local safeguarding board;

### **4. People management**

The Chief Executive will act as a conduit between the board and staff, ensuring that key messages and objectives are filtered through to the staff. They will role model the values and behaviours of the organisation, setting the culture. In doing so the Chief Executive will:

- Establish and maintain effective means of communication with all staff and maintain good relationships to promote a climate of positive industrial relations, through regular consultation and the timely resolution of issues;
- Ensure that there is in place an effective and dynamic children's workforce development strategy, to deliver an appropriately skilled and competent workforce and to promote continuous service improvement;
- Promote equality and inclusion across all service provision and in employment practices, through best practice, personal example and appropriate policy initiatives;

- Ensure the Council and the Company demonstrate compliance with their statutory obligations as exercised through the contractual arrangement, including meeting health and safety legislation.

## **5. Financial Planning and management**

The Chief Executive will be responsible for the organisation's sound financial management. In doing so the Chief Executive will:

- Present an annual plan and budget for the Board of Director's approval;
- Ensure expenditure is controlled within the parameters of the annual budget and effectively managed and monitored
- Ensure budgets are transparent and fully accounted, that opportunities to deliver improved value for money, and to explore alternative sources of funding are actively explored;
- Provide the Board with comprehensive, regular reports on the revenues and expenditure of the Company;
- Ensure that the organisation complies with all legislation covering taxation and payments;
- Seek innovative ways for the organisation to improve cost effectiveness and sustainability;

## **6. Risk management**

The Chief Executive will be responsible for ensuring the trust has a robust and effective risk management strategy in place, In doing so the Chief Executive will:-

- Ensure that the organisation identifies, evaluates and mitigates the risks in providing children's social care services to children and young people across Bradford;
- Identify, evaluate and mitigate the risks to the organisation's people (service users, staff, management, volunteers), property, finances, goodwill, and image, implementing measures to control and mitigate these risks;
- Ensure that the Board of Directors and the organisation carries appropriate and adequate insurance coverage;
- Promotes a culture that takes the management and mitigation of risk seriously.

## **7. The engagement and representation of the Trust**

The Chief Executive will lead in promoting the work of the trust, representing the organisation to a range of different people. In doing so the Chief Executive will:

- Establish, maintain and promote effective networks with all principal stakeholders;
- Promote good external relations by representing the Company at national, regional and local levels, at public meetings, and by dealing directly with press and media;
- Work to review, build and extend existing partnerships within the local community;
- ensure that the Trust is presented in an appropriate and professional manner to its stakeholders, directly and through the media;

- Represent the Trust in dealing with regulatory bodies and departments of central government;
- Understand the diverse nature of communities and needs within the local area.

This job description reflects the key responsibilities to be carried by the Chief Executive and will be reviewed as required to reflect changing need and circumstances in consultation with the post holder; it is not a definitive or fixed statement of responsibilities at any given time.

## Person Specification

Applicants for the position of Chief Executive of Bradford Children's Trust will be asked to provide evidence of examples of their experience and/or achievements in each of the following selection criteria listed in the Person Specification. These responses will be further developed and discussed with those candidates invited for interview.

## Experience, Knowledge and Skills

### Experience

It is essential that applicants demonstrate the following experience:

- A values led leader, having worked at a senior level in a multi stakeholder and political environment, with broad experience of developing people and high performing teams;
- Demonstrable track record of successful senior leadership and management, delivering improvement in Childrens services in a trust, service, local authority or comparable complex organisation;
- Financial control and budgetary management in a public sector setting, including establishing value for money and reducing costs;
- Providing effective and professional advice and guidance to Board Members, Members and key stakeholders in a public sector environment.
- Significant commercial or commissioning experience or knowledge to enable clear direction in the significant areas of spending.
- Strategy and policy development and implementation for larger organisations.
- Leading transformational change and service development leading to improved outcomes.
- At Director Level able to demonstrate a strong track record of identifying, developing and delivering opportunities for service development with strong negotiation skills.

### Essential Knowledge/Skills

Applicants will have demonstrated the following knowledge and skills:

- An understanding of the complexities involved in delivering high quality children's services;
- Educated to post graduate degree level or equivalent by experience in social care or a similar appropriate field with evidence of continuing professional development;
- Highly effective skills to challenge, support and improve the quality of services;

- Able to establish and communicate a compelling vision and strategy to key stakeholders internally and externally to achieve operational outcomes;
- Ability to work effectively with the Chair of the Board, and with the wider Board members;
- Political sensitivity and an ability to establish positive relationships, which engender confidence and respect;
- Effective analytical skills and the ability to set and achieve demanding objectives;
- Highly effective skills to performance manage and facilitate the development of staff to ensure continuing service improvement;
- Ability to provide strong and credible professional leadership; and
- Exceptional communication skills and the ability to communicate appropriately at all levels of the organisation.

## **Values and Behaviours**

Applicants will be able to demonstrate the following:

- Ability to promote a culture that emphasises high performance and continuous improvement;
- High expectations for themselves and others in achieving and delivering high quality public services;
- Strong, persuasive communication skills that can be adapted to meet specific audiences and differing situations;
- Team player able to work effectively at all levels of an organisation with the ability to influence.





# **PAY POLICY STATEMENT**

## **FOR THE FINANCIAL YEAR**

### **2022/2023**

### Amended Statement of Pay Policy for the year 1 April 2022 to 31 March 2023

#### 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 2021/22 pay policy statement 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 & IT** who is the Authority's Chief Finance Officer under section 151 Local Government Act 1972 and section 6 Local Government and Housing Act 1989
  - Director of Legal & Governance** 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, and the Chief Executive of the Children's Trust.

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 2021 is £197,547 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.

## Pay Policy Statement

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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 2021 are:

Strategic Director 1	£144,091 - £151,062 (SD1)
Strategic Director 2	£118,529 - £130,148 (SD2)
Director 1	£110,686 - £121,753 (Dir 1)
Assistant Director 1	£100,749 - £106,677 (AD1)
Assistant Director 2	£ 88,896 - £100,749 (AD2)
Assistant Director 3	£ 77,045 - £ 88,896 (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 2021 is spinal column point 1 which relates to an annual full time salary of £18,333 p.a. and can be expressed as an hourly rate of pay of £9.50. 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 Council adopted the then current level of the Living Wage Foundation voluntary living wage rate of £9.50 per hour with effect from 1<sup>st</sup> April 2021. This did not have an impact in the last year as the NJC rate of pay for SCP1 was subsequently increased to the same level of £9.50 per hour from 1<sup>st</sup> April 2021.
- 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 remuneration practices. The Authority's pay policies, processes and procedures are

## **Pay Policy Statement**

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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 2021 the highest paid salary in this Authority is £197,547 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 £23,212 p.a. The ratio between the two salaries, the 'pay multiple' is 8.5:1. 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](http://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**

<b>Aspect of Chief Officer Remuneration</b>	<b>Authority Policy</b>
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 £8,000.
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 2022) 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 2022 are:</p> <p>Employees earning up to £15,000 contribute 5.5%                      Employees earning between £15,001 and £23,600 contribute 5.8%                      Employees earning between £23,601 and £38,300 contribute 6.5%                      Employees earning between £38,301 and £48,500 contribute 6.8%                      Employees earning between £48,501 and £67,900 contribute 8.5%                      Employees earning between £67,901 and £96,200 contribute 9.9%                      Employees earning between £96,201 and £113,400 contribute 10.5%                      Employees earning between £113,401 and £170,100 contribute 11.4%                      Employees earning more than £170,101 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 <a href="#">Discretionary Compensation Policy.doc</a></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 <a href="#">LGPS Pension Discretion Policy Statements</a>. There are no separate policies for Chief Officers.</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 Director of Legal &amp; Governance 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. <a href="#">Statement of Accounts   Bradford Council</a></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 April 2021

JOB TITLE	GRADE	SALARY RANGE
Chief Executive	CEX	£197,547
SD Corporate Resources	SD1	£144,091 - £151,062
SD Children's Services	SD1	£144,091 - £151,062
SD Health & Wellbeing	SD1	£144,091 - £151,062
SD Place	SD1	£144,091 - £151,062
<b>CHIEF EXECUTIVE'S OFFICE</b>		
Managing Director of West Yorkshire Pension Fund	SD1	£144,091 - £151,062
Chief Investment Officer	Director 1	£110,868 - £121,753
AD of Investments (UK, Overseas, Alternatives) (3)	AD3	£77,045 - £88,896
AD Finance, Admin and Governance	AD3	£77,045 - £88,896
AD Office of the Chief Executive	AD2	£88,896 - £100,749
<b>CORPORATE RESOURCES</b>		
Director of Legal & Governance	AD1	£100,749 - £106,677
Director of Finance & IT	Director 1	£110,868 - £121,753
Director of Human Resources	AD1	£100,749 - £106,677
AD Revenue & Benefits	AD3	£77,045 - £88,896
AD Estates & Property	AD2	£88,896 - £100,749
<b>CHILDREN'S SERVICES</b>		
(Deputy) Director Children's Social Care	AD1	£100,749 - £106,677
Deputy Director Education & Learning	AD1	£100,749 - £106,677
AD Performance, Commissioning & Partnerships	AD2	£88,896 - £100,749
<b>HEALTH &amp; WELLBEING</b>		
AD Operational Services	AD2	£88,896 - £100,749
AD Commissioning & Integration	AD2	£88,896 - £100,749
Director of Public Health	AD1	£100,749 - £106,677
Programme Director Mental Health Temp 0.65FTE	AD2	£57,782 - £65,487
AD of Adults with Disabilities	AD2	£88,896 - £100,749
<b>PLACE</b>		
AD Waste, Fleet & Transport Services	AD2	£88,896 - £100,749
AD Sport & Culture	AD2	£88,896 - £100,749
AD Neighbourhoods & Customer Services	AD2	£88,896 - £100,749
AD Economy & Development Services	AD2	£88,896 - £100,749
AD Planning, Transportation & Highways	AD2	£88,896 - £100,749
Air Quality Programme Director (Temporary)	AD3	£77,045 - £88,896
<b>Bradford Children's Trust</b>		
Chief Executive	SD1	£144,091 - £151,062

**Pay Policy Statement**

<b>JOB TITLE</b>	<b>GRADE</b>	<b>SALARY RANGE</b>
Finance Director	Director 1	£110,868 - £121,753

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## Report of the Chief Executive to the meeting of Appointment Panel to be held on 7 September 2022

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### Subject:

Appointment process for the positions of Strategic Director, Children's Service;  
Director of Finance and IT and 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 positions of:

- a) Strategic Director, Children's Service

The Panel is asked to select a short list of qualified applicants and agree to assess and interview those included on the short lists.

### EQUALITY & DIVERSITY:

The appointments to these posts 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.

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Kersten England  
Chief Executive

**Portfolio:**

Corporate

Report Contact: Anne Lloyd  
Director of Human Resources  
Phone: (01274) 437335  
E-mail: [anne.lloyd@bradford.gov.uk](mailto:anne.lloyd@bradford.gov.uk)

**Overview & Scrutiny Area:**

Corporate & Regeneration and Environment

## **1. SUMMARY**

- 1.1 On 14<sup>th</sup> June 2022 the Staffing Committee agreed to appoint to positions of Strategic Director, Children's Service, Director of Finance and delegated the responsibility to appoint to these positions to an Appointment Panel. On 15<sup>th</sup> August 2022 the Staffing Committee agreed to appoint to the position of Strategic Director, Place and delegated the responsibility to appoint to the position to an Appointment Panel.

## **2. BACKGROUND**

- 2.1. Through a procurement process, the Council has appointed Penna to assist in the appointment to the above posts. The Job Profiles and Person Specifications for these roles are outlined in Appendix 1.
- 2.2 In accordance with the Council's Officer Employment Procedure Rules set out at Part 3H of the Council's Constitution 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.

## **3. OTHER CONSIDERATIONS**

- 3.1 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 (Penna), stakeholder participants if involved, and technical advisors to support and ensure an effective and efficient recruitment process.
- 3.2 An overview report detailing candidates, recommendations for shortlist and information on the stakeholder panels will be circulated separately prior to the meeting of the Appointment Panel.

## **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1 In accordance with Section 4 of the Council's Pay Policy Statement 2022/23 appended as Appendix 2 of this report the posts are 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 are graded as:

- a) SD1 Strategic Director, Children's Service (£141,091 - £151,062)
- b) SD1 Strategic Director, Place ((£141,091 - £151,062)
- c) DD1 Director of Finance and IT (£110,868 - £121,753)

These being 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.

- 4.2 The Council roles are budgeted roles on the structure and are to replace leavers.

## **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 the Article 4 of the Council's Constitution and the Council's last published Pay Policy Statement for the financial year 2022/23 full Council must approve any proposed salary package of £100,000 pa or more before it is offered in respect of a new post not listed in Appendix B of the Council's Pay Policy Statement 2022/23 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 the pay policy statement applies.

## **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, Children's Service, Director of Finance and IT and Strategic Director, Place.

## **9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None.

## **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 posts outlined earlier 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.

## **12. RECOMMENDATIONS**

- 12.1 That the Appointments Panel 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 the Appointments Panel 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** – Job Profiles and Personal Specifications

**Appendix 2** – The Council’s Amended Pay Policy Statement 2022/23

## **14. BACKGROUND DOCUMENTS**

None





## **Job Profile – Strategic Director Children’s Services (SD1)**

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**Department:** Children’s Services

**Responsible to:** Chief Executive

**Responsible for:** Children’s Services

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**Job purpose:** Fulfil the statutory responsibilities of the Director of Children’s Services (DCS) as set out in the guidance issued by the Secretary of State for Education.

Deliver on our commitment to ensure that every child has the best possible start in life by improving educational outcomes, protecting vulnerable children and young people and reducing the effects of childhood poverty.

Build, nurture and sustain effective multi-agency partnerships ensuring the delivery of needs-led integrated, joined-up, fit for purpose and responsive services.

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### **Corporate responsibilities**

1. Contribute to the strategic leadership of the Council by establishing, leading, developing and implementing effective strategies and plans that will deliver the Council’s priority outcomes.
2. Create, encourage and role model a culture of achievement and service excellence through efficiency and continuous improvement.
3. Inform, support and advise Elected Members so that they can fulfil their executive, scrutiny and representational responsibilities.
4. Design and implement service delivery standards and performance criteria and develop and mature key performance data.
5. Champion employee engagement and experience ensuring Bradford Council is a great place to work and has an inclusive culture in which all staff have a voice and are supported in achieving their potential.

6. Ensure effective, efficient and sustainable use and management of resources in accordance with Council Standing Orders and Financial Regulations.
  7. Ensure all decisions are based on sound risk management principles which comply with Council procedures and processes within its financial, legal, ethical and statutory frameworks.
  8. Take collective responsibility for the delivery of the Council's transformation programmes.
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### **Department focused responsibilities**

1. Build an effective relationship with the Lead Member for Children's Services (LMCS) ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed.
2. Lead the development, promotion and delivery of effective partnership arrangements across the district in delivering our ambitions for children and young people in our community.
3. Pro-actively support and advocate for the voice of children, young people, families and our communities at the heart of decision making.
4. Take responsibility for commissioning and delivery of service outcomes through effective partnerships and contracting of the Bradford Children's and Families Trust; ensuring the effective delivery of Children's social care and early help and prevention services, across the district.
5. Ensure that Children's Education and Early Years services are designed and delivered to the highest Ofsted standards and within legislative requirements; whilst providing value for money and maximising available resources.
6. Work closely with other local partners to improve the outcomes and well-being of children and young people, including developing work related skills, vocational and education opportunities for all.
7. Bring together organisations/services related to education, life-long learning and skills to create better pathways and outcomes for individuals that lead to sustainable employment and respond to labour market requirements.
8. Maximise the outcomes delivered for all children and young people through developing integrated commissioning arrangements that recognise the cultural demography of the district and respond to changing need.
9. Work with partners to ensure that measures are in place to support children and young people to develop healthy lifestyles through access to a range of positive, preventative and early help services and activities to improve wellbeing.
10. Provide the necessary strategic leadership for the development and implementation of any improvement plans, ensuring clear and measurable milestones are identified and delivered.

11. Provide clear leadership to the department 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.
12. Learning through Covid-19 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.

## Person specification – Strategic Director Children’s Services

<p><b>Qualifications</b></p>	<p>A professional, academic or management qualification or relevant professional experience at senior management level</p> <p>Current membership of an appropriate professional body</p> <p>Evidence of sustained personal and professional development</p>
<p><b>Knowledge and experience</b></p>	<p>Successful track record at a senior management level of achieving improved outcomes in a comparable organisational context and environment</p> <p>Understanding of the legal, financial and political workings of local government and current best practice on tackling the kind of challenges that face local government services</p> <p>Extensive experience of working collaboratively in order to drive forward new and innovative approaches to both service development and delivery across all areas</p> <p>Extensive experience of successful financial management including budget formulation, financial planning, monitoring and control, within tight financial limits in a complex organisation</p> <p>Tangible evidence of guiding, motivating and developing people, to achieve high performance</p> <p>A track record of promoting and delivering positive solutions to achieve diversity, equality of opportunity and preventing discrimination</p>
<p><b>Skills</b></p>	<p>Ability to develop rapport and work effectively with a diverse range of people, consulting with, listening to and understanding varying needs</p> <p>Ability to form sound, evidence-based judgments, find solutions to complex issues and problems, assessing risks and taking responsibility</p> <p>High degree of self-awareness, with the ability to own mistakes and move quickly to develop contingency and / or mitigation strategies</p> <p>Ability to inspire, guide, motivate and develop people, to achieve high performance</p> <p>Ability to listen to and influence others, presenting information and arguments convincingly</p>

	IT literate and able to manage information systems as necessary
<b>Other requirements</b>	<p>Prepared to take an active role in the District affairs outside usual office hours, including weekends and holiday periods</p> <p>To participate in the Senior Leadership Team (SLT) Emergency Duty rota</p> <p>This post is subject to DBS requirements</p> <p>This post is politically restricted</p>

<b>Completed by:</b>		<b>Date:</b>	
<b>Quality checked: (HR)</b>		<b>Date:</b>	

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# **PAY POLICY STATEMENT**

## **FOR THE FINANCIAL YEAR**

### **2022/2023**

### Amended Statement of Pay Policy for the year 1 April 2022 to 31 March 2023

#### 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 2021/22 pay policy statement 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 & IT** who is the Authority's Chief Finance Officer under section 151 Local Government Act 1972 and section 6 Local Government and Housing Act 1989
  - Director of Legal & Governance** 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, and the Chief Executive of the Children's Trust.

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 2021 is £197,547 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.

## Pay Policy Statement

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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 2021 are:

Strategic Director 1	£144,091 - £151,062 (SD1)
Strategic Director 2	£118,529 - £130,148 (SD2)
Director 1	£110,686 - £121,753 (Dir 1)
Assistant Director 1	£100,749 - £106,677 (AD1)
Assistant Director 2	£ 88,896 - £100,749 (AD2)
Assistant Director 3	£ 77,045 - £ 88,896 (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.

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### **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 2021 is spinal column point 1 which relates to an annual full time salary of £18,333 p.a. and can be expressed as an hourly rate of pay of £9.50. 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 Council adopted the then current level of the Living Wage Foundation voluntary living wage rate of £9.50 per hour with effect from 1<sup>st</sup> April 2021. This did not have an impact in the last year as the NJC rate of pay for SCP1 was subsequently increased to the same level of £9.50 per hour from 1<sup>st</sup> April 2021.
- 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 remuneration practices. The Authority's pay policies, processes and procedures are

## **Pay Policy Statement**

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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 2021 the highest paid salary in this Authority is £197,547 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 £23,212 p.a. The ratio between the two salaries, the 'pay multiple' is 8.5:1. 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](http://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**

<b>Aspect of Chief Officer Remuneration</b>	<b>Authority Policy</b>
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 £8,000.
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 2022) 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 2022 are:</p> <p>Employees earning up to £15,000 contribute 5.5%            Employees earning between £15,001 and £23,600 contribute 5.8%            Employees earning between £23,601 and £38,300 contribute 6.5%            Employees earning between £38,301 and £48,500 contribute 6.8%            Employees earning between £48,501 and £67,900 contribute 8.5%            Employees earning between £67,901 and £96,200 contribute 9.9%            Employees earning between £96,201 and £113,400 contribute 10.5%            Employees earning between £113,401 and £170,100 contribute 11.4%            Employees earning more than £170,101 contribute 12.5%.</p>

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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 <a href="#">Discretionary Compensation Policy.doc</a></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 <a href="#">LGPS Pension Discretion Policy Statements</a>. There are no separate policies for Chief Officers.</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 Director of Legal &amp; Governance 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. <a href="#">Statement of Accounts   Bradford Council</a></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 April 2021

JOB TITLE	GRADE	SALARY RANGE
Chief Executive	CEX	£197,547
SD Corporate Resources	SD1	£144,091 - £151,062
SD Children's Services	SD1	£144,091 - £151,062
SD Health & Wellbeing	SD1	£144,091 - £151,062
SD Place	SD1	£144,091 - £151,062
<b>CHIEF EXECUTIVE'S OFFICE</b>		
Managing Director of West Yorkshire Pension Fund	SD1	£144,091 - £151,062
Chief Investment Officer	Director 1	£110,868 - £121,753
AD of Investments (UK, Overseas, Alternatives) (3)	AD3	£77,045 - £88,896
AD Finance, Admin and Governance	AD3	£77,045 - £88,896
AD Office of the Chief Executive	AD2	£88,896 - £100,749
<b>CORPORATE RESOURCES</b>		
Director of Legal & Governance	AD1	£100,749 - £106,677
Director of Finance & IT	Director 1	£110,868 - £121,753
Director of Human Resources	AD1	£100,749 - £106,677
AD Revenue & Benefits	AD3	£77,045 - £88,896
AD Estates & Property	AD2	£88,896 - £100,749
<b>CHILDREN'S SERVICES</b>		
(Deputy) Director Children's Social Care	AD1	£100,749 - £106,677
Deputy Director Education & Learning	AD1	£100,749 - £106,677
AD Performance, Commissioning & Partnerships	AD2	£88,896 - £100,749
<b>HEALTH &amp; WELLBEING</b>		
AD Operational Services	AD2	£88,896 - £100,749
AD Commissioning & Integration	AD2	£88,896 - £100,749
Director of Public Health	AD1	£100,749 - £106,677
Programme Director Mental Health Temp 0.65FTE	AD2	£57,782 - £65,487
AD of Adults with Disabilities	AD2	£88,896 - £100,749
<b>PLACE</b>		
AD Waste, Fleet & Transport Services	AD2	£88,896 - £100,749
AD Sport & Culture	AD2	£88,896 - £100,749
AD Neighbourhoods & Customer Services	AD2	£88,896 - £100,749
AD Economy & Development Services	AD2	£88,896 - £100,749
AD Planning, Transportation & Highways	AD2	£88,896 - £100,749
Air Quality Programme Director (Temporary)	AD3	£77,045 - £88,896
<b>Bradford Children's Trust</b>		
Chief Executive	SD1	£144,091 - £151,062



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JOB TITLE	GRADE	SALARY RANGE
Finance Director	Director 1	£110,868 - £121,753

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