



## **Agenda for a meeting of the Staffing Committee to be held on Tuesday, 31 January 2023 at 1.00 pm in Committee Room 5 - City Hall, Bradford**

### **Members of the Committee – Councillors**

<b>LABOUR</b>	<b>CONSERVATIVE</b>
<b>Hinchcliffe I Khan Lal</b>	<b>Davies Poulsen</b>

### **Alternates:**

<b>LABOUR</b>	<b>CONSERVATIVE</b>
<b>Ferriby Tait Jabar</b>	<b>Pollard Birch</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:**

Asif Ibrahim  
Director of Legal and Governance  
Agenda Contact: Yusuf Patel  
Phone: 07970 411923  
E-Mail: [yusuf.patel@bradford.gov.uk](mailto:yusuf.patel@bradford.gov.uk)

### **To:**

## A. PROCEDURAL ITEMS

### 1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

### 2. DISCLOSURES OF INTEREST

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

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

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

*Notes:*

- (1) *Members 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 <u>only</u> 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;</i>

*in which case speak on the item only if the public are also allowed to speak but otherwise do not participate in the discussion or vote; and leave the meeting unless you have a dispensation.*

- (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.*

### **3. INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

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

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

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

(Yusuf Patel - 01274 434579)

## B. BUSINESS ITEMS

### 4. APPOINTMENT PROCESS TO THE POSITION OF CHIEF EXECUTIVE FOR BRADFORD COUNCIL

1 - 24

The Chief Executive will submit a report (**Document “D”**) which requests the Staffing Committee to establish an Appointments Panel to appoint to the position of a permanent Chief Executive of Bradford Council and an Interim Chief Executive (if required).

#### **Recommended –**

**That Staffing Committee establish an Appointments Panel to appoint a permanent Chief Executive and if required an interim Chief Executive, and such panel should comprise of five Elected Members (three Labour, one Conservative and one Lib Dem/Green) with the membership to be on the nomination of the Leader of Council and Leader of the Conservative Group and in consultation with the Lib Dem/Green Group (and shall include at least one Member of Executive).**

(Anne Lloyd)



## Report of the Chief Executive to the meeting of Staffing Committee to be held on 31 January 2023

**D**

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**Subject:**

**Appointment process to the position of Chief Executive for Bradford Council in accordance with the Council's Constitution and Pay Policy Statement.**

**Summary statement:**

This report requests the Staffing Committee:

- To establish an Appointments Panel to appoint to the position of a permanent Chief Executive of Bradford Council and an Interim Chief Executive (if required) and that the Panel comprises five Elected Members, at least one of which must be a Member of Executive. It should be noted that the appointment of a Chief Executive is subject to the approval of Full Council.

**Equality & Diversity:**

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

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Kersten England  
Chief Executive

**Report Contact:** Anne Lloyd  
Director of Human Resources  
Email:  
anne.lloyd@bradford.gov.uk

**Portfolio:** Corporate

**Overview & Scrutiny Area:**  
Corporate

## **1. SUMMARY**

- 1.1 In accordance with the Council's Constitution the appointment of an Interim Chief Executive and permanent Chief Executive is a function of Staffing Committee.
- 1.2 The Council's Officer Employment Procedure Rules provide "Where there is a vacancy in the post of Chief Executive an appointment panel will be established by the Staffing Committee to decide how the post will be filled, including on what terms and conditions, advertising, short listing and interviewing."
- 1.3 This report recommends that Staffing Committee set up an appointment panel to appoint a permanent Chief Executive and an interim Chief Executive (if necessary), following the resignation of the current post holder, Kersten England, whose employment will end on 30 June 2023.
- 1.4 The role of Chief Executive is to lead the Authority's workforce; it has the greatest level of accountability and so warrants the highest pay level in the Authority. When setting the remuneration for the Chief Executive we will benchmark 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.

## **2. BACKGROUND**

- 2.1. In January 2023 Kersten England, Chief Executive, resigned from the Council's employment. Ms England's resignation takes effect on 30 June 2023. It is recommended that the Staffing Committee moves to appoint a Chief Executive to be appointed without delay, to ensure stability and continuity in a period of significant change.
- 2.2. On 13 December 2022 Full Council approved the Council's Pay Policy Statement for the year 1 April 2022 to 31 March 2023.

## **3. OTHER CONSIDERATIONS**

- 3.1 In accordance with Article 12A.4 and Part 3H (the Officer Employment Procedure Rules) of the Constitution it is a function of Staffing Committee to appoint chief officers including Chief Executive. This function is normally delegated by Staffing Committee to a sub – committee, an appointment panel.
- 3.2. In accordance with Section 4 of the Council's Pay Policy Statement the post of Chief Executive 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. The Chief Executive post is graded at CEX with a range of £199,472 per annum being one of the grade ranges and salary levels within the Council's Pay Policy Statement. Other aspects of the remuneration for these posts are set out in Appendix A of the Pay Policy Statement.

- 3.3 It is recommended that the appointment of the Interim Chief Executive could also be made by the same Appointments Panel as designated by the Staffing Committee.
- 3.4 It should be noted that under Article 14 of the Constitution the Chief Executive is appointed as the proper office for the purpose of fulfilling the duties of Returning Officer, and any interim Chief Executive will accordingly also have to fulfil these duties, with the appropriate fee payments.
- 3.5 Staffing Committee is asked to establish an Appointments Panel to appoint to the post of Chief Executive in accordance with the Council's Pay Policy Statement and note that the job profile require review, job evaluation and approval.
- 3.6. A process is currently taking place to secure a credible and experienced selection consultant to assist with this appointment.

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

- 4.1 It is proposed that the appointment of the Chief Executive of Bradford Council is in accordance with the provisions of the Council's Constitution and Pay Policy Statement as set out in section 3 above and as detailed in Appendix 2.

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

- 5.1 It is a legal requirement that the Council designate one of its officers as Head of Paid Service. If Staffing Committee decide that there be no appointment to the position of Chief Executive as detailed in paragraph 3.4 above, then Staffing Committee is asked to instruct officers to prepare alternative proposals to fulfil the legal requirement to have a Head of Paid Service.

#### **6. LEGAL APPRAISAL**

- 6.1 Local authorities are required by Section 4 of the Local Government and Housing Act 1989 to designate one of their officers as Head of Paid Service, so there must be a Head of Paid Service at all times. At this Authority, as at most, that person is the Chief Executive.
- 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 Any proposed appointment must be approved by Full Council.
- 6.4 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 or Privacy Impact Assessment Implications.

## **8. TRADE UNION**

- 8.1 The Trade Unions will be informed of the intention to appoint to the position of Chief Executive of Bradford Council.

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

- 9.1 The selection consultants will be asked to demonstrate compliance with data protection and information security as part of the procurement process.

## **10. NOT FOR PUBLICATION DOCUMENTS**

- 10.1 The recruitment documentation to be considered by the Appointment Panel when short listing, assessing and interviewing for these posts 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 As referred to above at paragraph 6.1, it is a legal requirement that the Council designate one of its officers as Head of Paid Service. If Staffing Committee decide that there be no appointment to the position of Chief Executive as detailed in paragraph 3.4 above, then Staffing Committee is asked to instruct officers to prepare alternative proposals to fulfil the legal requirement to have a Head of Paid Service.

## **12. RECOMMENDATIONS**

- 12.1 That Staffing Committee establish an Appointments Panel to appoint a permanent Chief Executive and if required an interim Chief Executive, and such panel should comprise of five Elected Members (three Labour, one Conservative and one Lib Dem/Green) with the membership to be on the nomination of the Leader of Council and Leader of the Conservative Group and in consultation with the Lib Dem/Green Group (and shall include at least one Member of Executive).



**13. APPENDICES**

Appendix 1: The Council's Pay Policy Statement 2022/23  
Appendix 2: CEX Job Profile

**14. BACKGROUND DOCUMENTS**

None

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# **AMENDED 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 previous 2022/23 pay policy statement, which was itself previously amended on 12 July 2022 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 2022 is £199,472 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.

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.

## Pay Policy Statement

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The grades and salary ranges as at 1 April 2022 are:

Strategic Director 1	£146,016 – £152,987 (SD1)
Strategic Director 2	£120,454 - £132,073 (SD2)
Director 1	£112,611 - £123,678 (Dir 1)
Assistant Director 1	£102,674- £108,602 (AD1)
Assistant Director 2	£ 90,821- £102,674 (AD2)
Assistant Director 3	£ 78,970- £ 90,821 (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.

## 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

## Pay Policy Statement

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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 2022 is spinal column point 1 which relates to an annual full time salary of £20,258 p.a. and can be expressed as an hourly rate of pay of £10.50. 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. 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 £10.50 per hour from 1<sup>st</sup> April 2022.
- 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 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

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## **Pay Policy Statement**

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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 2022 the highest paid salary in this Authority is £199,472 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 £25,409 p.a. The ratio between the two salaries, the 'pay multiple' is 7.9:1. 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

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## **Pay Policy Statement**

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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 2022**

<b>JOB TITLE</b>	<b>GRADE</b>	<b>SALARY RANGE</b>
Chief Executive	CEX	£199,472
SD Corporate Resources	SD1	£146,016 - £152,987
SD Children's Services	SD1	£146,016 – 152,987
SD Health & Wellbeing	SD1	£146,016 – 152,987
SD Place	SD1	£146,016 – 152,987
<b>CHIEF EXECUTIVE'S OFFICE</b>		
Managing Director of West Yorkshire Pension Fund	SD1	£144,091 - £151,062
Chief Investment Officer	Spot Salary	£199,999
AD of Investments (UK, Overseas, Alternatives) (3)	AD3	£78,970 – £90,821
AD Finance, Admin and Governance	AD3	£78,970 - £ 90,821
AD Office of the Chief Executive	AD2	£ 90,821 - £ 102,674
<b>CORPORATE RESOURCES</b>		
Director of Legal & Governance	AD1	£102,674 - £108,602
Director of Finance & IT	Director 1	£112,793 - £123,678
Director of Human Resources	AD1	£102,674 - £108,602
AD Revenue & Benefits	AD3	£ 78,970 - £90,821
AD Estates & Property	AD2	£90,821 - £102,674
<b>CHILDREN'S SERVICES</b>		
Director Children's Social Care and Practice	Director 1	£112,611 - £123,678
Deputy Director Education & Learning	AD1	£102,674 - £108,602
AD Performance, Commissioning & Partnerships	AD2	£90,821 - £102,674
<b>HEALTH &amp; WELLBEING</b>		
AD Operational Services	AD2	£90,821 - £102,674
AD Commissioning & Integration	AD2	£90,821 - £102,674
Director of Public Health	AD1	£102,674 - £108,602
Programme Director Mental Health Temp 0.65FTE	AD2	£59,034 - £66,738
AD of Adults with Disabilities	AD2	£90,821 - £102,674
<b>PLACE</b>		
AD Waste, Fleet & Transport Services	AD2	£90,821 - £102,674
AD Sport & Culture	AD2	£90,821 - £102,674
AD Neighbourhoods & Customer Services	AD2	£90,821 - £102,674
AD Economy & Development Services	AD2	£90,821 - £102,674
AD Planning, Transportation & Highways	AD2	£90,821 - £102,674
Air Quality Programme Director (Temporary)	AD3	£78,970 - £90,821
<b>Bradford Children's Trust</b>		
Chief Executive	Spot Salary	£170,000

## Pay Policy Statement

JOB TITLE	GRADE	SALARY RANGE
Director of Finance & Resources	Director 1	£112,611 - £123,678

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**CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL  
JOB PROFILE**

<b>DEPARTMENT: Chief Executive</b>	<b>SERVICE GROUP: N/A</b>
<b>POST TITLE: Chief Executive</b>	<b>REPORTS TO: Executive and Council</b>
<b>GRADE: JNC for Chief Executives</b>	<b>SAP POSITION NUMBER : 50009856</b>

The following information is furnished to help Council staff and those people considering joining the City of Bradford Metropolitan District Council to understand and appreciate the general work content of their post and the role they are to play in the organisation. The following points should be noted:

- 1 Bradford is an Equal Opportunities Employer and requires its employees to comply with all current equality policies both in terms of equal opportunity for employment and access to the Council Services.
- 2 The Council is committed, where possible, to making any necessary reasonable adjustments to the job role and the working environment that would enable access to employment opportunities for disabled job applicants or continued employment for any employee who develops a disabling condition.

**Key Purpose of Post:**

Working with Elected Members, you will simultaneously manage the political interface between Elected Members and Senior Officers to protect and promote the wellbeing, prosperity and self-reliance of citizens and communities, while raising the ambition and profile of Bradford at local, regional and national level.

You will provide inspirational leadership to the Corporate Management Team and other key stakeholders to ensure that political priorities are understood, and excellent services are enabled, through effective partnership working and by playing a pivotal role in leading staff through necessary transformational change.

Through leading and influencing local partnerships and communities to redesign, develop and provide integrated and effective services, you will support local economic growth and ensure that Bradford Council plays a lead role in shaping the future of the region through the Combined Authority and City Region.

**Main Responsibilities of the post:**

**External facing**

- Lead large transformational agendas across partnerships within a complex and challenging environment of reducing public resources.
- Lead and develop strong partnerships across the local community to promote the best interests of the city and the district in order to deliver priority outcomes for the District and its people.
- Promoting Bradford regionally, nationally and internationally to attract investment to the District.
- Playing a leading coordinating role in public sector reform across all appropriate agencies in the Bradford District and West Yorkshire including health and social care integration and closer collaboration across local government, police, fire etc.
- Create a culture for the organisation that promotes and supports an integrated local state and changes the relationship between the citizen and the local state towards greater self-reliance.

## Competency Based Job Profile

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- Promote the ambition of Bradford, enhancing our influence through constructive and effective relationships/partnerships with local and national, private, public and voluntary sector organisations.
- Maintain awareness of both the external and internal opportunities for innovation, social enterprise and income generation linked to key outcomes for Bradford.
- Working with Elected Members, West Yorkshire Police, and other public and voluntary sector organisations to enhance community relations throughout the Bradford District.

### Internal facing

- Managing the interface between leading Elected Members, Corporate Management Team and Senior officers to formulate and deliver the Council's policy priorities.
- Provide strong, inspirational and visible leadership and direction, encouraging and enabling managers to motivate and inspire their teams
- Fulfilling the statutory role of Head of Paid Service and working closely with the Monitoring Officer and S.151 Officer to ensure good governance in the conduct of all Council business.
- To have overall accountability for the delivery of the Council's budget and for leading the implementation of the structural and cultural change necessary to achieve this in a challenging economic climate and public finance context.

### Job Dimensions:

- (a) Gross Expenditure including schools - **£1,300m**
- (b) Annual Net Revenue Expenditure – **£420.6m**
- (c) Capital Investment Programme for next 3 years – **£254m**
- (d) Workforce of **approximately 18,000 headcount** (including schools)
- (e) District population (estimate) – **526,400** (4<sup>th</sup> largest metropolitan district)

### Decision making responsibility:

Influencing, negotiating and partnership working skills across the public, private and third sector, providing a shared direction and consensus approach to delivering priority outcomes.

### Key Contacts/Relationships:

Leader of the Council, opposition leaders, all elected members, Corporate Management Team and assistant directors, chief executives and leaders of partner organisations/agencies including private sector businesses and regional and national governments in delivery of the Council's agenda for the District.



## Competency Based Job Profile

ORGANISATIONAL STRUCTURE							
<b>CHIEF EXECUTIVE</b> Political Offices Director WYPF Public Affairs and Communications Policy, Programmes and Change							
Strategic Director (SD) Children's Services	SD Regeneration & Culture	Director of Finance	SD Environment & Sport	SD Adult & Community Services	Director of Human Resources	City Solicitor	Director of Public Health
Education and School Improvement.  Access and Inclusion  Children's Specialist Services  Deputy Director	Climate, Housing, Employment & Skills  Planning, Transportation & Highways  Economic Development & Property  Culture & Tourism	Revenues, Benefits & Payroll  Commissioning and Procurement  Information Services	Sport & Leisure  Neighbourhood and Customer Services  Waste & Collection Service  Environmental Health & Regulatory Services	Operational Services  Integration and Transition	Human Resources  Transactional Services	Legal Services  Mortuary Service  Registrars Service  Committee Secretariat  Overview & Scrutiny Function	Public Health
<b>Senior Management Competencies relevant to the post are attached as Appendix 1</b>							
<b>Education/Qualifications (Essential):</b>  Educated to degree level  Recognised professional or management qualification							
<b>Experience of (Essential):</b>  Leading large transformational agendas within a complex organisation and challenging environment; delivering new operating models whilst dealing with reductions in financial and other resources.  Developing economic growth strategies and initiatives, working with public and private sector partners to deliver local growth and job creation.  Responding to democratic decisions and delivering key outcomes for an organisation and its citizens or customers.  Senior leadership experience in leading multi-sector partnerships and engaging and influencing a wide range of stakeholders through change leadership.  Proven track record of success in leading, managing, planning, developing and operating successfully at a senior level within a complex organisation and environment. Including an ability to analyse, calculate and manage risks to ensure that strategic risk management is an integral part of the organisation.  Proven track record of implementing robust governance arrangements and maintaining credible relationships with partners and stakeholders.  Lobbying, negotiation and influencing at Central Government level.  Influential, strong and adaptive interpersonal skills, with an ability to provide purpose and direction.							

## Competency Based Job Profile

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Ability to foster a culture of excellence where high standards and performance are valued, respected and delegated effectively throughout the organisation.

**Working Conditions:** Legally entitled to work in the UK.

**Special Conditions:** Management will require a DBS check be carried out as part of the recruitment process.

**Compiled by: SD/AH**

**Grade Assessment  
Date: April 2006**

**Post Grade:**

**Date: Revised Jan  
2015**

**JNC for Chief Executive**

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

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

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