

Leicester
City Council

Democratic and Civic
Support
City Hall
115 Charles Street
Leicester
LE1 1FZ

17 February 2015

Sir or Madam

I hereby summon you to a meeting of the LEICESTER CITY COUNCIL to be held at the Town Hall, on WEDNESDAY, 25 FEBRUARY 2015 at ONE MINUTE PAST FIVE O'CLOCK (OR ON THE RISE OF THE MEETING CONVENED FOR CONSIDERATION OF THE BUDGET) in the afternoon, for the business hereunder mentioned.

Monitoring Officer

AGENDA

CONNECTING LEICESTER - CITY MAYOR PRESENTATION TO COUNCIL

Prior to the formal meeting, the City Mayor will give Council a brief presentation, followed by discussion.

- 1. DECLARATIONS OF INTEREST**
- 2. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 22nd January are available to view at:
<http://www.cabinet.leicester.gov.uk:8071/ieListDocuments.aspx?CId=81&MId=6579&Ver=4>.
Copies are also available from Democratic Support on (0116) 454 6352 or
Committees@leicester.gov.uk.

3. PETITIONS

- Presented by Councillors
- Presented by Members of the Public

4. QUESTIONS

- From Members of the Public
- From Councillors

5. MATTERS RESERVED TO COUNCIL

5.1 Leicester City Council Pay Policy Statement 2015/16

6. EXECUTIVE AND COMMITTEES

To vary the composition and fill any vacancies of the Executive and any Committee of the Council.

7. NOTICES OF MOTION

8. ANY OTHER URGENT BUSINESS

Filming and Recording the Meeting

The Council is committed to transparency and supports efforts to record and share reports of proceedings of public meetings through a variety of means, including social media. In accordance with government regulations and the Council's policy, persons and press attending any meeting of the Council open to the public (except Licensing Sub Committees and where the public have been formally excluded) are allowed to record and/or report all or part of that meeting. Details of the Council's policy are available at www.leicester.gov.uk or from Democratic Support.

If you intend to film or make an audio recording of a meeting you are asked to notify the relevant Democratic Support Officer in advance of the meeting to ensure that participants can be notified in advance and consideration given to practicalities such as allocating appropriate space in the public gallery etc.

The aim of the Regulations and of the Council's policy is to encourage public interest and engagement so in recording or reporting on proceedings members of the public are asked:

- ✓ to respect the right of others to view and hear debates without interruption;
- ✓ to ensure that the sound on any device is fully muted and intrusive lighting avoided;
- ✓ where filming, to only focus on those people actively participating in the meeting;
- ✓ where filming, to (via the Chair of the meeting) ensure that those

present are aware that they may be filmed and respect any requests to not be filmed.

Wednesday, 25 February 2015

25 February 2015

MATTERS RESERVED TO COUNCIL

5.1 Leicester City Council Pay Policy Statement 2015/16

A report is submitted that sets out the Council's Pay Policy Statement, as required by the Localism Act 2011.

Council is recommended to:

- 1) Approve the Pay Policy Statement for 2015/16.

**Sir Peter Soulsby
City Mayor**

Executive Report to Council

Pay Policy Statement 2015/16

Decision to be taken by: Full Council

Decision to be taken on: 25 February 2015

Lead director: Miranda Cannon



City Mayor

Useful information

- Ward(s) affected: None
- Report author: Miranda Cannon, Director of Delivery, Communications and Political Governance
- Author contact details: 37 0102
- Report version number: 1

1. Summary:

Section 38 of the Localism Act 2011 places a requirement on all local authorities to prepare and publish a Pay Policy Statement for each financial year in order to achieve public accountability, transparency and fairness in the setting of local pay. The Statement must be approved by Full Council and published by 1 April each year.

This report seeks approval of the Council's Pay Policy Statement for 2015/16

2. Recommendations:

That Council approves the Pay Policy Statement for 2015/16.

3. Supporting information including options considered:

The Pay Policy Statement is required to focus on the pay of senior staff and to set this in the context of the pay of the wider workforce. The Statement must cover the Council's approach to a number of elements of pay for senior staff including salary scales, any performance related pay, bonuses or additional elements of pay, termination payments and approach to pensions. Similar information must be included in relation to the wider workforce and the remuneration of the lowest paid employees must be specified. The form of the statement is, therefore, laid down to a large degree.

After approval by Full Council in March each year, the Pay Policy Statement must be published on the Council's website for public scrutiny. The intention is to ensure that Members consider how they pay their senior staff and can justify their policy on senior pay in the light of potential public scrutiny. The Statement for 2015/16 is the fourth to be published by the Council.

Please note that Appendix 2 of the Pay Policy Statement, which relates to Departmental/Divisional Budgets, is currently missing. This is because this information will not be available until after the budget meeting on 25th February 2015. Appendix 2 will then be added to the document.

4. Details of Scrutiny

The document is essentially a statement of existing policy. The 2013/14 and 2014/15 Pay Policy Statements were approved by Full Council and remain available for public scrutiny on the Council's website.

5. Financial, Legal and Other Implications

5.1 Financial Implications

The Pay Policy Statement sets out the framework for the Council's employees' pay with a particular focus on senior staff (Head of Paid Service and Directors) in the context of the wider workforce. There are no new financial implications arising from this report, the funding of pay having been considered as part of the 2015/16 budget.

Jon King
Accountant
Ext: 374043

5.2 Legal Implications

The Localism Act 2011 requires local authorities to prepare a Pay Policy Statement each year. This document must set out the Council's approach to the remuneration of chief officers, the remuneration of its lowest paid employees and the relationship between the remuneration of chief officers and employees who are not chief officers. In preparing a Pay Policy Statement local authorities must have regard to any guidance issued or approved by the Secretary of State. Guidance was issued by the Department for Communities and Local Government initially in November 2011 and supplementary guidance was issued in February 2013. Each year's Pay Policy Statement must be approved by Full Council before it comes into force.

Paul Atreides
Principal Solicitor, Employment Law
Ext 29 6368

5.3 Climate Change and Carbon Reduction Implications

No climate change implications.

5.4 Equality Impact Assessment

No equality impact assessment has been carried out on the Pay Policy Statement itself as it is a statement of existing policy.

5.5 Other Implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply.)

No other implications.

6. Background information and other papers:

'Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act'

'Localism Act: Pay Policy Statements – Guidance for Local Authority Chief Executives'

'Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act – Supplementary Guidance'

7. Summary of appendices:

Proposed Pay Policy Statement 2015/16

8. Is this a confidential report? (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)

No.

9. Is this a “key decision”?

No.

Leicester City Council

Pay Policy Statement 2015/16

1 Introduction and Purpose

- 1.1 Section 38(1) of the Localism Act 2011 requires all local authorities in England and Wales to produce and publish a Pay Policy Statement for each financial year from 2012/13 onwards. The principle behind this requirement is to increase transparency and accountability in local approaches to public sector pay, particularly in respect of senior staff by enabling public scrutiny.
- 1.2 As specified in the Act, this requirement does not extend to schools and therefore, the Statement does not include school based employees. Leicester City Council's Pay Policy Statement is set out in accordance with the mandatory requirements of the Localism Act and also takes account of [The Local Government Transparency Code 2014](#).
- 1.3 It sets out information on the council's Pay and Conditions of Service for its chief officers and the wider workforce.
- 1.4 The Pay Policy is designed to enable communities to access the information they need to determine whether remuneration, particularly senior remuneration, is appropriate and commensurate with responsibility. In addition, it helps to ensure that policies on pay and reward of the most senior staff are set clearly within the context of the pay of the wider workforce.
- 1.5 The Pay Policy Statement is approved by Full Council and is published on the Council's website so that members of the local community have access to it.
- 1.6 The Act recognises that each local authority has the right to determine its own policy towards pay in order to address local priorities, the local market place and its own economic circumstances. However the requirement for the Pay Policy Statement to be approved by Full Council, and encouragement to councils to set up Remuneration Committees to oversee pay policy, involve councillors having a significant role in determining pay. At Leicester City Council, decisions on terms and conditions are made by Employees Committee or the Executive. The Employees Committee serves as the Remuneration Committee.

2 Context

- 2.1 Leicester City Council is a unitary authority serving the largest city in the East Midlands region with a population of 329,839¹. The Council spends around £1 billion each year. It is the largest employer in the city with a current total workforce of 11,472 full time equivalents and a headcount of 14,375. The Council operates under a Mayoral model of governance.
- 2.2 The Council provides a comprehensive set of local authority services to the population of the city encompassing schools, social services, environmental services, highways, economic regeneration, planning, libraries, museums, revenues and benefits, housing, parks and open spaces amongst others.
- 2.3 Due to the effect of Government cutbacks, plans were made to reduce spending by £85m per year between 2010/11 and 2014/15. It is forecast that a further £50m to £60m per year will be required by 2017/18. The continued cutbacks have led to 148 redundancies in 2014 and will lead to further redundancies in 2015/16 and beyond as organisational reviews take place to ensure the Council's services are aligned to the needs of the local community.
- 2.4 In 2013/14, the Council became responsible for the delivery of public health services. The statutory transfer placed a new duty on local authorities to promote the health of their population and as a result, 24 Public Health staff transferred to the Council. Those colleagues continue to be employed on NHS terms and conditions which differ to those of the Council. For this reason some or all of this pay policy statement may not apply to those public health staff whose pay may fall under the definition of chief officer.
- 2.5 Although the Leicester and Leicestershire Enterprise Partnership (LLEP) is a separate legal entity, Leicester City Council is the employing body on behalf of that entity. The Director of the LLEP is employed by the Council on the same conditions of service as its Strategic and Divisional Directors, and the LLEP Director and its staff are covered by this Pay Policy Statement.
- 2.6 A key requirement of the Act is to set senior pay in the context of pay of the wider workforce, and specifically its lowest paid staff. The pay of most staff covered by this Pay Policy is governed primarily by a pay structure and associated terms and conditions of service which were implemented in March 2011 for all staff covered by the National Joint Council for Local Government Services (circa 6,595 staff by headcount).

3 Scope and Definitions

- 3.1 This Pay Policy Statement covers all Leicester City Council employees except those employed in schools, apprentices and casual workers.
- 3.2 The Statement includes policies on:

¹ Source: Office of National Statistics Census 2011

- a) The level and elements of remuneration for Chief Officers
- b) The remuneration of lowest paid employees
- c) The relationship between the remuneration of Chief Officers and other officers
- d) Other aspects of Chief Officer remuneration

3.3 Remuneration in the context of the Localism Act is defined widely to include salary, bonuses, performance related pay, allowances, fees, benefits in kind and contractual arrangements relating to any possible future severance payments.

3.4 The definition of Chief Officer includes Head of Paid Service*, Strategic Directors and Divisional Directors (ie, Directors employed on Grade UCOC/T, and the Director of Public Health), as follows:

- Head of Paid Service x 1
- Strategic Director x 3
- Divisional Director x 13

*The Council no longer has a post of Chief Executive but is still legally required to have a Head of Paid Service.

The current senior management structure can be found at Appendix 5.

3.5 The policy for each group is set out in the following sections.

4 Senior Pay

4.1 Head of Paid Service

Under the Mayoral Model, the Council retains a statutory role of Head of Paid Service. The salary range for this post is £123,231 - £127,485 pa (two incremental points). There are no additional performance, bonus or ex gratia payments applicable to this role.

4.2 Strategic and Divisional Directors

Appendix 1 details each Chief Officer's substantive salary range and current salary. At the time of updating this statement the pay scale for Chief Officers remains the same as 2014/15.

The post of Strategic Director, Adult Social Care is currently being covered under an interim arrangement. There is currently one Divisional Director post being covered via an interim arrangement (Director, Children, Young People and Families and one post is vacant (Director, Strategic Commissioning and Business Development).

The conditions of service for Strategic and Divisional Directors are in accordance with the Joint Negotiating Committee for Chief Officers Agreement and the local terms and conditions which apply to other staff. Directors do not receive performance related pay, bonuses, benefits in kind or any other

additional payments. Those who so wish may have access to workplace car parking at a cost of £870 pa, paid through a salary sacrifice arrangement.

Officers at this level are expected to work those hours necessary to fulfil their duties without additional pay. They receive no additional payments for overtime, standby etc.

4.3 Placing on Grades and Incremental Progression

Appointments to both Strategic and Divisional Director grades are normally made on the minimum point of the salary range, unless an appointee is already on a higher salary in which case placing on the grade will reflect this. The only other factor normally taken into account is market forces where necessary. However, market supplements above the grade of the post are not normally awarded at this level. Decisions on placement within the grade are normally taken by the most senior manager involved in the selection process, who may consult the relevant member of the Executive if required.

Progression through the grade is by one increment on 1st April each year, subject to satisfactory performance, until the maximum of the grade is reached.

4.4 Fees

The only Chief Officer who receives fees is the Returning Officer who receives payment in line with the guidelines supplied by the Electoral Commission. The Returning Officer is the Director of Delivery, Communications and Political Governance.

4.5 Termination Payments

The Council's policy on termination payments is the same for all staff.

Redundancy payments are based on the number of weeks' pay staff are entitled to in accordance with statute, with reference to their age and length of service, using an actual week's pay. The Council does not pay enhanced redundancy payments for any staff under the Discretionary Payments Regulations.

In terms of early retirement, the Council's normal position is not to top up pension benefits but it will consider requests to do so on a case by case basis. This approach applies to all staff – there are no special arrangements for senior staff. However, the Council reserves the right to enter into settlement agreements for staff in exceptional circumstances.

Where the cost of redundancy pay plus the capital cost associated with the early release of pension is £60k or more, early retirement is subject to approval by the Head of Paid Service and the Director of Delivery, Communications and Political Governance in consultation with the City Mayor.

The Council has provisions for flexible retirement and for early retirement on compassionate grounds where the employee needs to provide care for a family

member for two years or more. The Council does not award additional membership under Regulation 12.

4.6 Comparison of Senior Pay with Similar Authorities

Geographically, the nearest unitary councils are Derby, Nottingham and Coventry City Councils. A comparison of Leicester's chief officers salary ranges against the salary ranges for similar posts in these authorities is shown in the table below. It should be noted that actual posts and structures vary between authorities and none of these other City Councils is a Mayoral authority. For this reason no comparative salaries are included for Head of Paid Service (as the other Councils have a Chief Executive).

Authority	Top tier – Strategic Directors	Second tier – Divisional Directors
Leicester	£110,484 - £118,983	£76,725 - £85,575
Nottingham	£120,000 - £144,653	£66,765 - £89,017
Derby	£108,084 - £118,890	£67,689 - £79,983
Coventry	£90,462 - £124,295	

The comparison table shows that Leicester has a lower maximum salary for both tiers than Nottingham and Coventry. At present, due to the ongoing insecurity of employment caused by public sector cut-backs, this may not prove a major issue in terms of retention. Much will depend on the state of the employment market for senior roles and the nature of the role occupied.

4.7 Value for Money

One of the key issues underlying the requirement to produce a Pay Policy Statement is consideration of whether senior pay levels represent value for money. What do officers provide in return for these levels of remuneration?

Leicester is a large unitary authority spending over £1 billion each year. It has a workforce of 14,375 headcount, (full time equivalent 11,472) in total and a headcount of 6,942 (6016 full time equivalent) non-school staff. Both Strategic and Divisional Directors have significant responsibilities for the delivery of the services under their control using the workforces and budgets they are responsible for. They advise the City Mayor and elected members on council decisions and on the future direction of the authority, guide major projects, plan and deliver a wide range of council services, are responsible for the effective performance of their service area, lead on complex changes, make tough day to day decisions on 'doing more with less' in an extremely challenging economic environment of cut-backs and commission services from others.

Most are responsible for large numbers of staff or manage highly complex technical areas with smaller staff complements. The numbers of staff managed are included in Appendix 1. Some senior roles hold statutory responsibilities, such as the Head of Paid Service, Section 151 Officer role (in charge of the council's finances), Electoral Registration Officer, Local Returning Officer and

the Monitoring Officer role, or responsibilities for safeguarding vulnerable adults or children.

Strategic Directors, with the City Mayor and the Executive, are responsible for setting out a strategic vision for the way forward for the service areas under their control and providing clear leadership to the organisation. Strategic Directors also provide effective management for their departments. Some senior roles focus around partnership working and relationship management with external partners to integrate strategy, maximise effective use of resources or to facilitate or deliver shared agenda.

Strategic Directors are responsible for overseeing large departments and Divisional Directors manage the divisions within departments. The size of budgets varies according to the nature of the service. Details of divisional budgets are attached at Appendix 2.

The job descriptions for all these roles are available at <http://www.leicester.gov.uk/PayPolicyandDirectorsJD>. The management competencies for Divisional Directors are set out in Appendix 3.

5 The Wider Workforce

- 5.1 Senior pay needs to be set in the context of the pay policy in relation to the rest of the workforce. The Council's current pay structure for all staff covered by the National Joint Council for Local Government Services and the Joint Negotiating Committee for Local Authorities Craft and Associated Employees results from a pay and grading review which was implemented in March 2011, with effect from 1st July 2010. The grading of jobs is determined through job evaluation, using a scheme which is compliant in terms of equal pay for equal value principles.
- 5.2 The structure, which covers the majority of non-schools staff including Heads of Service, has 15 grades – see Appendix 4. Each grade has four increments apart from Grade 1, which has six. Employees are normally appointed to the minimum point of the grade and progress through the grade by one increment on 1st April each year, subject to satisfactory performance, until the maximum of the grade is reached. Sometimes, for market reasons, employees are appointed above the minimum point. Accelerated increments may also be awarded for exceptional performance.
- 5.3 In November 2014, agreement was reached on a national pay award for Local Government Services employees. As a result, an increase of 2.2% on all points took effect from 1 January 2015. In addition, employees in post on 1 December 2014 received one-off lump sum payments as follows:

Local spinal column point	Lump sum
2 - 4	£325
5 - 7	£150
8 - 46	£100

- 5.4 These payments were subject to income tax and national insurance, and were pensionable. Employees on local spinal column points 23 – 46 will receive a further lump sum payment in April 2015.
- 5.5 The top salary in the structure is £63,116pa. The lowest salary – the minimum point of Grade 1 – is £13,500 pa or £6.9974 per hour. On 1 April 2013, the Council adopted the 'Living Wage', resulting in a current minimum hourly rate of £7.85. This is paid via a supplement to all employees on points 1 to 7 of the pay scale, a total of 1,115 by headcount – approximately 8% of the total workforce.
- 5.6 The following local provisions for staff are in place for certain posts:
- Overtime payment at plain time or time and a third
 - Payment at time and a third for work at night, on Saturday and on Sunday
 - Payment at time and a third plus time off in lieu for work on a bank holiday
 - Standby allowance of £100 per week
- 5.7 The Council offers a wide range of training courses and post-entry qualification training to assist staff to progress in their careers. Managers are encouraged to develop career ladders linked to achieving relevant competencies, work of the relevant level and financial provision being available. The staff and management competencies developed in 2011 are attached at Appendix 3.
- 5.8 Full details of the relevant terms and conditions of service can be found here <http://www.leicester.gov.uk/your-council-services/council-and-democracy/key-documents/conditions-of-service/>.
- 5.9 Market Pay

Sometimes job evaluation results in a salary range which is below the market rate for a particular role. Where managers find difficulty with recruitment and retention because of this they may put forward a business case to the Market Pay Working Group which considers both this and independent market pay data in determining whether it is appropriate to award a market supplement. Market supplements are based on lower, median or upper quartile market pay data figures (or a level between these values) depending on the evidence and are reviewed every two years.

In addition to those staff covered by the pay and conditions described above a small proportion of the non-schools workforce is covered by national pay scales for teachers, educational improvement professionals; educational psychologists, young people's/community service managers and youth and community workers.

6 Relationship of Senior Pay to the Pay of the Wider Workforce

- 6.1 The Hutton Report on Fair Pay recommended that local authorities should publish the ratio of top earner to the median earner in the authority (excluding schools staff and apprentices). At Leicester City Council the ratio, based on the top earner's salary of £127,485 and a median salary of £21,734, was 5.87:1 in 2014/15. The ratio is 5.74:1 for 2015/16 (based on a median salary of £22,212). The Council monitors and updates this ratio each year in its Pay Policy.

7 Pension Issues

- 7.1 All staff belonging to the Local Government Pension Scheme (LGPS) make contributions to the scheme based on their salary level as illustrated below:

LGPS Contribution Band (with effect from 1 April 2014)	Salary Range	Contribution Rate
1	£0 - £13,500	5.5%
2	£13,501 - £21,000	5.8%
3	£21,001 - £34,000	6.5%
4	£34,001 - £43,000	6.8%
5	£43,001 - £60,000	8.5%
6	£60,001 - £85,000	9.9%
7	£85,001 - £100,000	10.5%
8	£100,001 - £150,000	11.4%
9	More than £150,001	12.5%

- 7.2 There is no indication that the employee bandings will alter in 2015.
- 7.3 The Council makes employer's contributions to the scheme at a current rate of 19.7%. This is set to increase to 20.7% on 1 April 2015.
- 7.4 The Council's approach to termination payments is set out in paragraph 4.5 and is the same for staff at all levels.
- 7.5 If a former employee in receipt of a pension re-joins the council, their pension is not normally abated. The only exception is when added years were awarded when the member previously retired. In this case, if new earnings plus existing pension exceed previous salary, then abatement applies.

8 Review

- 8.1 The Pay Policy Statement will be updated annually as required by the Localism Act.

Chief Officers Salaries

Name	Post Title	Salary Range	
		Minimum	Maximum
Head of Paid Service			
MR ANDREW KEELING	Chief Operating Officer	123,231	127,485
Strategic Directors			
MR FRANCIS JORDAN	Strategic Director City Dev & Neighbourhoods	110,484	118,983
INTERIM AGENCY COVER	Strategic Director Adult Social Care	110,144	110,144
FRANCES CRAVEN	Strategic Director Childrens Services	110,484	118,983
Divisional Directors			
MR KAMAL ADATIA	City Barrister & Head of Standards	79,674	85,575
MS ANN BRANSON	Director of Housing	79,674	85,575
MS TRACIE REES	Director Care Services & Commissioning	79,674	85,575
MS RUTH LAKE	Director of Adult Social Care & Safeguarding	79,674	85,575
MR ANDREW SMITH	Director Planning Transport & Economic Development	79,674	85,575
MS MARGARET ANNE LIBRERI	Director of Learning, Quality and Performance	79,674	85,575
MRS MIRANDA CANNON	Director Delivery Comms & Political Governance	79,674	85,575
MS ELIZABETH BLYTH	Director Culture & Neighbourhood Services	79,674	85,575
INTERIM AGENCY COVER	Director Children, Young People and Families	79,674	85,575
MR MARK LLOYD	Director of Investment	79,674	85,575
MRS ALISON GREENHILL	Director of Finance	79,674	85,575
VACANT	Director of Strategic Commissioning and Business Development	79,674	85,575
JOHN LEACH	Director of Local Services and Enforcement	79,674	85,575
MR RODNEY MOORE	Director of Public Health	87,246	87,246
MR CORIN CRANE*	Director LLEP	79,674	85,575

* the Leicester and Leicestershire Enterprise Partnership (LLEP) is a separate legal entity, however, Leicester City Council is the employing body on behalf of that en
The Director of the LLEP is employed by the Council on the same conditions of service as its Strategic and Divisional Directors

Appendix 1

Employees (FTE)		
Central	Schools	Current Salary
6016	5456	127,485
1567		118,983
952		N/A
1500	5456	110,484
91		69,385
975		85,575
358		85,575
574		85,575
353		85,575
462		85,575
206		85,575
413		85,575
735		N/A
260		85,575
701		82,626
303		N/A
509		76,725
21		87,246
19		76,725

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Leicester City Council Staff Competencies

1. Driving Out Inequalities	4. Having a Customer Focus
<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> 1.1 Recognises the contribution that a diverse workforce makes to the business 1.2 Values the views and opinions of all colleagues. 1.3 Treats others fairly and with respect 1.4 Recognises and reports all forms of discrimination 1.5 Ensures that all needs of all individuals are appropriately prioritised 	<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> 4.1 Puts the customer at the centre of the business 4.2 Learns from own and others' experiences and from customer complaints 4.3 Presents a positive image of self and the Council 4.4 Uses plain and simple language in all situations 4.5 Communicates in ways that helps others understand 4.6 Gives customers timely and correct information
2. Delivering Quality Services	5. Joining up What We Do
<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> 2.1 Works flexibly and adapts to accommodate the pace of change 2.2 Delivers services 'right first time' 2.3 Develops service in response to customer feedback 2.4 Contributes ideas for service improvement 2.5 Works actively to develop skills and knowledge 	<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> 5.1 Works collaboratively with service users, partners and colleagues 5.2 Keeps up to date with Council developments and changes to policies and procedures 5.3 Commits to supporting own manager by working to agreed objectives 5.4 Identifies opportunities for working more effectively together 5.5 Challenges traditional ways of working
3. Delivering Outcomes	6. Being Sustainable in Everything We Do
<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> 3.1 Takes responsibility for own performance. 3.2 Understands own contribution to delivering council priorities 3.3 Demonstrates effective team working in order to achieve objectives 	<p><i>An effective Leicester City Council employee:</i></p> <ul style="list-style-type: none"> 6.1 Embraces personal environmental responsibility 6.2 Works to support carbon reduction initiatives 6.3 Actively challenges unnecessary consumption of resources



The LCC Management Competencies

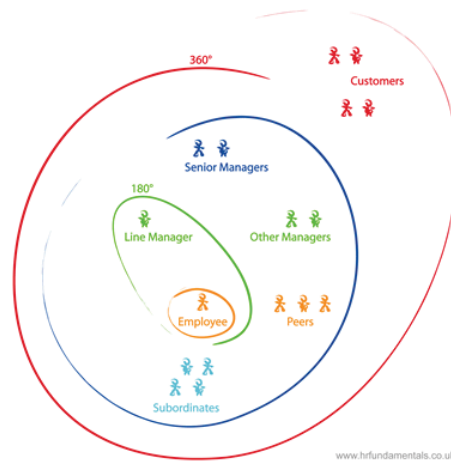
The principles applied to the Staff Competencies are also to be found in the application of the Management Competencies.

The managerial competencies are more detailed reflecting their role in the Council and their impact upon staff. These competencies are cumulative, with senior managers expected to meet competencies at their own level and below.

The general range statement on the left is further illustrated by the three different levels of management. These are indicative statements. and assessment should be made in the round.

Discretion by the reviewing manager allows him/her to bring a focus to the discussion, by concentrating on those aspects of the individual's observed performance that demand attention, rather than systematically addressing every item in the respective lists of performance criteria. This approach allows the full set of competencies to be **tailored** to each individual, whilst still applying the same framework performance standards.

Management Competencies



Competency Framework for Leicester City Council Managers	Team Manager (All operational managers)	Head of Service (inc. Service Managers)	Divisional Director
Competency description	Performance criteria within a team	Performance criteria within a service	Performance criteria across a division
<p>M1 Managing people performance</p> <ul style="list-style-type: none"> • Manages individual and team performance to achieve objectives • Understands and consistently applies all HR and organisational policies and procedures • Ensures a fair, equal and consistent approach towards all people 	<ul style="list-style-type: none"> • Establishes performance objectives for the team • Informs, listens, supports and motivates the team • Gives due praise and reward for good performance • Empowers others • Guides and develops team members • Supports and evaluates their learning • Responds positively to differences between team members • Challenges inadequate performance or unacceptable behaviour • Takes unpopular decisions in the interests of the organisation • Provides stimulating, lively and enthusiastic approach to work. • Manages time effectively • Delegates effectively and appropriately 	<ul style="list-style-type: none"> • Promotes equality and diversity policies and contributes to equality review processes • Uses devolved authority, delegation of work and special projects to develop and motivate staff • Takes responsibility for handling more complex people problems • Guides his/her managers in handling more complex people issues • Ensures that HR policies are applied fairly and consistently • Ensures conflicts between staff are tackled appropriately • Manages his/her managers and staff effectively to maximise performance against objectives • Sets example of effective leadership to his/her team 	<ul style="list-style-type: none"> • Builds an effective management team through cohesive relationships • Provides clear direction and inspiration to managers and staff to facilitate achievement of results • Engenders positive culture of responsibility and accountability • Uses power and authority fairly and equitably • Sets example of collaborative working across divisional boundaries to achieve corporate goals • Ensures corporate approach within division • Ensures effective communications within division
<p>M2 Delivering service excellence</p> <ul style="list-style-type: none"> • Challenges and improves ways of working in the commissioning context - Analyse, Plan, Do, Review • Plans service delivery, sets and monitors performance targets and manages risks • Manages business processes to ensure 	<ul style="list-style-type: none"> • Translates Service Plans into team plans, using these to manage and monitor work • Collaborates with other services. Identifies and implements customer focused improvements. • Ensures team understands and works 	<ul style="list-style-type: none"> • Contributes to divisional service plan and develops plan for own operational area. • Drives joined up working process and performance improvements • Takes ownership of service performance 	<ul style="list-style-type: none"> • Provides a strategic commissioning lead • Leads service planning process, ensuring alignment to corporate and community priorities • Ensures compliance with corporate planning and budget timetable.

Competency Framework for Leicester City Council Managers	Team Manager (All operational managers)	Head of Service (inc. Service Managers)	Divisional Director
Competency description	Performance criteria within a team	Performance criteria within a service	Performance criteria across a division
efficiency and effectiveness. <ul style="list-style-type: none"> • Understands cost, time and value for money principles and practice • Sets and works to agreed budgets • Manages assets effectively • Manages information to achieve the best outcomes 	to support corporate activities <ul style="list-style-type: none"> • Ensures team members capture and share information appropriately 	<ul style="list-style-type: none"> • Anticipates issues and the likely impact on the service • Promotes customer-focused culture • Turns strategic goals into service and team plans • Ensures the availability of quality information to services 	<ul style="list-style-type: none"> • Challenges service(s) in context of emerging/best practice • Applies value based approach to work • Sets clear and consistent priorities for division and delivery expectations • Provides strategic direction for the management of information across divisions
M3 Managing money and resources <ul style="list-style-type: none"> • Manages resources to optimise delivery of services • Understands, and works within LCC Financial and EMAS regulatory framework • Recognises the responsibility associated with the use of public finance • Appreciates the reasons for focussing on driving down costs 	<ul style="list-style-type: none"> • Manages effectively within reduced budgets • Controls budgets and the financial implications of other resources • Understands value and cost and uses budgetary information to make good financial decisions • Evaluates costs, benefits and risks when making decisions 	<ul style="list-style-type: none"> • Plans change, taking account of impact on organisation • Assesses and manages risks • Delivers service to budget • Reviews and evaluates 'whole life' costs of projects • Demonstrates commercial awareness and associated business acumen 	<ul style="list-style-type: none"> • Applies financial rules and sets budget • Provides critical challenge to test financial integrity and sustainability of key projects
M4 Leading change <ul style="list-style-type: none"> • Leads, manages and implements sustainable change directly or through the effective use of others 	<ul style="list-style-type: none"> • Promotes and implements change positively and realistically • Influences changes in others by being a role model • Understands the needs of the job • Secures co-operation from the team • Understands reactions to change and 	<ul style="list-style-type: none"> • Determines priorities during period of change • Plans the change in line with organisational protocols • Ensures benefits of change are realised 	<ul style="list-style-type: none"> • Leads on complex change • Champions and sponsors change • Sets a clear compelling vision and purpose for change • Demonstrates ability to lead and complete difficult and unpopular changes in the interests of the

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	<ul style="list-style-type: none"> responds with empathy. Keeps staff involved during change 		organisation, as needed
M5 Engaging with the community <ul style="list-style-type: none"> Actively listens, influences and works positively with colleagues, Councillors, partners, community groups and the general public to achieve the Council's objectives Makes a positive impact and gains agreement by using a variety of methods to convey information, advice or concepts 	<ul style="list-style-type: none"> Communicates in a way that is easily understood by others Listens to feedback from individuals and community groups Uses appropriate ways to convey information to diverse audiences Encourages others to communicate effectively 	<ul style="list-style-type: none"> Identifies and engages with hard to reach groups Engages with community leaders on matters of policy Manages within a strategic framework for community involvement ensuring appropriate resources are available 	<ul style="list-style-type: none"> Balances the needs of hard to reach groups with that of the wider community Responds effectively to identified community needs within available resources Predicts future needs of the community Presents logical and well-structured arguments on complex topics to wide audiences, influencing and handling challenges confidently Ensures essential messages passed to elected members appropriately
M6 Develops talent <ul style="list-style-type: none"> Acquires, applies and provides guidance to others on relevant functional knowledge. Utilises expertise in others effectively Keeps up to date with changes in area of expertise and continuously develops own functional knowledge and skills 	<ul style="list-style-type: none"> Provides regular supervision and appraisal Coaches effectively where appropriate Uses the full potential of staff Seeks out ways to improve own learning and that of others 	<ul style="list-style-type: none"> Promotes a learning culture Ensures the practical resourcing of development across the service Actively supports all appropriate forms of development e.g. mentoring, coaching etc Demonstrates an organised commitment to developing talent 	<ul style="list-style-type: none"> Champions the development of staff Seeks innovative ways to improve learning. Responsive to the development needs of hard to reach groups within the organisation Sponsors effective talent management within division
M7 Working with partners <ul style="list-style-type: none"> Understands, sets up and manages a 	<ul style="list-style-type: none"> Supports the Council's approach and culture of partnering as a way to 	<ul style="list-style-type: none"> Seeks opportunities for partnering and promotes them to management and 	<ul style="list-style-type: none"> Leads on development of key partnerships where needed

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<p>variety of ways of delivering service through others, such as procurement, informal and formal partnerships, joint ventures and outsourcing</p> <ul style="list-style-type: none"> Collaborates with external organisations to deliver mutually beneficial outcomes 	<p>improve and deliver services</p> <ul style="list-style-type: none"> Develops working relationships with partners Contributes to development of practices that support partnership working Promotes partnership internally 	<p>others</p> <ul style="list-style-type: none"> Manages and works collaboratively with partners to meet mutual objectives Uses influence and authority to drive partnering activities forward. Negotiates with partners to achieve a win/win solution Looks for opportunities to work with other services 	<ul style="list-style-type: none"> Maintains market awareness of market and possible partnering opportunities Maintains overview of divisional activities and the interactions with partners Seeks strategic partnerships and exploits them to meet Council objectives. Engages the trust and confidence of partners in the achievement of corporate priorities
<p>M8 Solving problems and being creative</p> <ul style="list-style-type: none"> Takes appropriate initiatives, anticipates and resolves problems systematically by fact finding, analysis and considering options to come up with realistic and achievable solutions Thinks laterally, using flair and imagination to develop and implement improvements Makes informed decisions, engaging and involving others as appropriate 	<ul style="list-style-type: none"> Identifies cause, generates options and makes decisions Encourages discussion and is open to new ways of working Learns from mistakes Provides feedback and encourages others to contribute ideas 	<ul style="list-style-type: none"> Breaks down complex situations into achievable components and effective solutions Demonstrates original thinking to develop ideas Encourages innovation and is open to ideas from all 	<ul style="list-style-type: none"> Makes difficult decisions on strategic/corporate matters and deals with implications with confidence
<p>M9 Strategic working and political awareness</p> <ul style="list-style-type: none"> Develops and applies the strategic agenda of the council and/or 	<ul style="list-style-type: none"> Applies corporate governance policies Understands and applies basics of 	<ul style="list-style-type: none"> Manages issues of trust between officers, members and partners Thinks ahead to avoid pitfalls and 	<ul style="list-style-type: none"> Considers wider influences at all times Manages politically sensitive situations with tact and diplomacy, responding to

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<p>service by understanding the bigger picture and through joined up working</p> <ul style="list-style-type: none"> • Understands and manages the expectations of, and is accountable to Councillors and customers • Understands the role of politics and politicians 	<p>officer and member codes of conduct</p> <ul style="list-style-type: none"> • Relates to service and corporate aims of the authority • Ensures activities are within scope of responsibility of position held • Liaises in appropriate and timely ways with colleagues and elected members, to ensure shared and accurate knowledge 	<p>ensure senior mgt. is kept informed</p>	<p>and supporting members</p> <ul style="list-style-type: none"> • Relates to national and local strategic drivers, using these to formulate corporate thinking • Regularly makes effective decisions that involve political considerations.
<p>M10 Project and programme management</p> <ul style="list-style-type: none"> • Organises own work and that of others to meet project and/or programme objectives 	<ul style="list-style-type: none"> • Manages small work-based projects • Understands recommended LCC standards for small projects • Plans ahead, taking responsibility through to completion • Sets priorities and allocates tasks to team effectively • Monitors work and progress 	<ul style="list-style-type: none"> • Co-ordinates multiple small work based projects and ensures their effective management • Represents service effectively on programme and project boards • Understands LCC Programme and Project Management standards and ensures these are applied in practice • Deals effectively with problems/obstacles affecting successful completion of projects • Monitors plans and prepared to change direction if needed 	<ul style="list-style-type: none"> • Owns and directs medium and major programmes and projects. • Leads and chairs programme and Project Boards • Understands LCC programme and project management standards and ensures these are applied in practice. • Understands project interdependencies and their impact • Evaluates results and shares learning • Sponsors and leads service and corporate projects
<p>M11 Using technology</p> <ul style="list-style-type: none"> • Utilises technology for own work • Supports others in their use of technology • Harnesses the potential of technology to improve service delivery 	<ul style="list-style-type: none"> • Guides and trains others on the use of all appropriate technology • Recommends the use of technology to improve service. • Ensures online information is up to date and accurate 	<ul style="list-style-type: none"> • Ensures the strategic application of technology to improve the service • Sets the standard across the service for ICT usage 	<ul style="list-style-type: none"> • Ensures divisional strategies are consistent with ICT standards • Ensures self and HOS are aware of ICT standards • Promotes e-government agenda in organisation

LG Bands 2015 - WEF 1st January 2015

LG Band	SCP	Annual £	Monthly £ p	Hourly Rate £ p
1	2	£13,500	1,125.00	6.9974
	3	£13,614	1,134.50	7.0565
	4	£13,715	1,142.92	7.1088
	5	£13,871	1,155.92	7.1897
	6	£14,075	1,172.92	7.2954
2	7	£14,338	1,194.83	7.4318
	8	£15,207	1,267.25	7.8822
	9	£15,523	1,293.58	8.0460
	10	£15,941	1,328.42	8.2626
3	11	£16,231	1,352.58	8.4130
	12	£16,572	1,381.00	8.5897
	13	£16,969	1,414.08	8.7955
	14	£17,372	1,447.67	9.0044
4	15	£17,714	1,476.17	9.1816
	16	£18,376	1,531.33	9.5248
	17	£19,048	1,587.33	9.8731
	18	£19,742	1,645.17	10.2328
5	19	£20,253	1,687.75	10.4977
	20	£20,849	1,737.42	10.8066
	21	£21,530	1,794.17	11.1596
	22	£22,212	1,851.00	11.5131
6 (1 month notice)	23	£22,937	1,911.42	11.8889
	24	£23,698	1,974.83	12.2833
	25	£24,472	2,039.33	12.6845
	26	£25,440	2,120.00	13.1862
7 (2 month notice)	27	£26,293	2,191.08	13.6284
	28	£27,123	2,260.25	14.0586
	29	£27,924	2,327.00	14.4738
	30	£28,746	2,395.50	14.8998
8 (2 month notice)	31	£29,558	2,463.17	15.3207
	32	£30,178	2,514.83	15.6421
	33	£30,978	2,581.50	16.0567
	34	£31,846	2,653.83	16.5066
9 (2 month notice)	35	£32,778	2,731.50	16.9897
	36	£33,857	2,821.42	17.5490
	37	£34,746	2,895.50	18.0098
	38	£35,662	2,971.83	18.4846
10 (3 month notice)	39	£36,571	3,047.58	18.9557
	40	£37,483	3,123.58	19.4284
	41	£38,405	3,200.42	19.9063
	42	£39,267	3,272.25	20.3531
11 (3 month notice)	43	£40,217	3,351.42	20.8455
	44	£41,140	3,428.33	21.3240
	45	£42,053	3,504.42	21.7972
	46	£42,957	3,579.75	22.2658
12 (3 month notice)	47	£44,050	3,670.83	22.8323
	48	£45,145	3,762.08	23.3999
	49	£46,234	3,852.83	23.9643
	50	£47,331	3,944.25	24.5329
13 (3 month notice)	51	£48,523	4,043.58	25.1508
	52	£49,721	4,143.42	25.7717
	53	£50,910	4,242.50	26.3880
	54	£52,107	4,342.25	27.0084
14 (3 month notice)	55	£53,413	4,451.08	27.6854
	56	£54,728	4,560.67	28.3670
	57	£56,046	4,670.50	29.0501
	58	£57,354	4,779.50	29.7281
15 (3 month notice)	59	£58,732	4,894.33	30.4424
	60	£60,158	5,013.17	31.1815
	61	£61,620	5,135.00	31.9393
	62	£63,116	5,259.67	32.7147

LCC Senior Management – Top Three Levels January 2015

