

Leicester
City Council

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

8 March 2017

Sir or Madam

I hereby summon you to a meeting of the LEICESTER CITY COUNCIL to be held at the Town Hall, on THURSDAY, 16 MARCH 2017 at FIVE O'CLOCK in the afternoon, for the business hereunder mentioned.

Monitoring Officer

AGENDA

1. **LORD MAYOR'S ANNOUNCEMENTS**
2. **DECLARATIONS OF INTEREST**
3. **MINUTES OF PREVIOUS MEETING**

The minutes of the meetings held on 22 February 2017 are available to view at:

[http://www.cabinet.leicester.gov.uk:8071/documents/g7904/Printed%20minutes%20Wednesd
Feb-2017%2018.03%20Council.pdf?T=1](http://www.cabinet.leicester.gov.uk:8071/documents/g7904/Printed%20minutes%20Wednesd%20Feb-2017%2018.03%20Council.pdf?T=1)

And:

[http://www.cabinet.leicester.gov.uk:8071/documents/g7531/Public%20minutes%20Wednesda
Feb-2017%2017.15%20Council.pdf?T=11](http://www.cabinet.leicester.gov.uk:8071/documents/g7531/Public%20minutes%20Wednesda%20Feb-2017%2017.15%20Council.pdf?T=11)

Copies are also available from Democratic Support on (0116) 454 6350 or
Committees@leicester.gov.uk

4. STATEMENTS BY THE CITY MAYOR/EXECUTIVE

5. PETITIONS

- Presented by Members of the Public
- Presented by Councillors

6. QUESTIONS

- From Members of the Public
- From Councillors

7. MATTERS RESERVED TO COUNCIL

7.1 Pay Policy Statement 2017/18

8. EXECUTIVE AND COMMITTEES

- To note any changes to the Executive
- To vary the composition and fill any vacancies of any Committee of the Council

9. NOTICES OF MOTION

National Health Service and Social Care

Proposed by the Deputy City Mayor, seconded by the City Mayor:

“This Council believes the NHS is one of Britain’s most cherished institutions; we have serious concerns about the financial pressures facing the NHS and social care and the development of Sustainability & Transformation Plans.”

10. ANY OTHER URGENT BUSINESS

Fire & Emergency Evacuation Procedure

- The Council Chamber Fire Exits are the two entrances either side of the top bench or under the balcony in the far left corner of the room.
- In the event of an emergency alarm sounding make your way to Town Hall Square and assemble on the far side of the fountain.
- Anyone who is unable to evacuate using stairs should speak to any of the Town Hall staff at the beginning of the meeting who will offer advice on evacuation arrangements.
- From the public gallery, exit via the way you came in, or via the Chamber as directed by Town Hall staff.

Meeting Arrangements

- Please ensure that all mobile phones are either switched off or put on silent mode for the duration of the Council Meeting.
- Please do not take food into the Council Chamber.
- Please note that Council meetings are web cast live and also recorded for later viewing via the Council's web site. Tweeting in formal Council meetings is fine as long as it does not disrupt the meeting. Will all Members please ensure they use their microphones to assist in the clarity of the web-cast.
- 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 Members of the public intend to film or make an audio recording of a meeting they 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.

MATTERS RESERVED TO COUNCIL

7.1 PAY POLICY STATEMENT 2017/18

A report is submitted that seeks approval of the Council's Pay Policy Statement for 2017/18, as required by Section 38 of the Localism Act 2011.

Council is asked to approve the Pay Policy Statement for 2017/18.

**Sir Peter Soulsby
City Mayor**

Report to Council

Pay Policy Statement 2017/18

Decision to be taken by: Full Council on 16 March 2017

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 2017/18.

2. Recommendations:

That Council approves the Pay Policy Statement for 2017/18.

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.

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 clearly evidences the position on senior pay where the ratio between the top earner's salary and the median salary has remained unchanged since 2014/15 at 5.74:1. The ratio has also been significantly lower than for neighbouring councils including Nottingham City Council and Coventry City Council, who had a ratio of 8:1 or above over the same time period. The statement also shows a positive picture in managing market pay which is a tool used where salaries are below market rate and posts prove difficult to recruit to as a result. The number of posts being given a market supplement reduced by 80% between 2011 and 2016. The associated cost reduced by £919,000 (85%), during this. This further evidences the robust governance applied in relation to managing pay across the board.

4. Details of Scrutiny

The document is essentially a statement of existing policy. Pay Policy Statements from previous years 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 2017/18 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:

7. Summary of appendices:

Proposed Pay Policy Statement 2017/18

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 2017/18

1 Introduction and Purpose

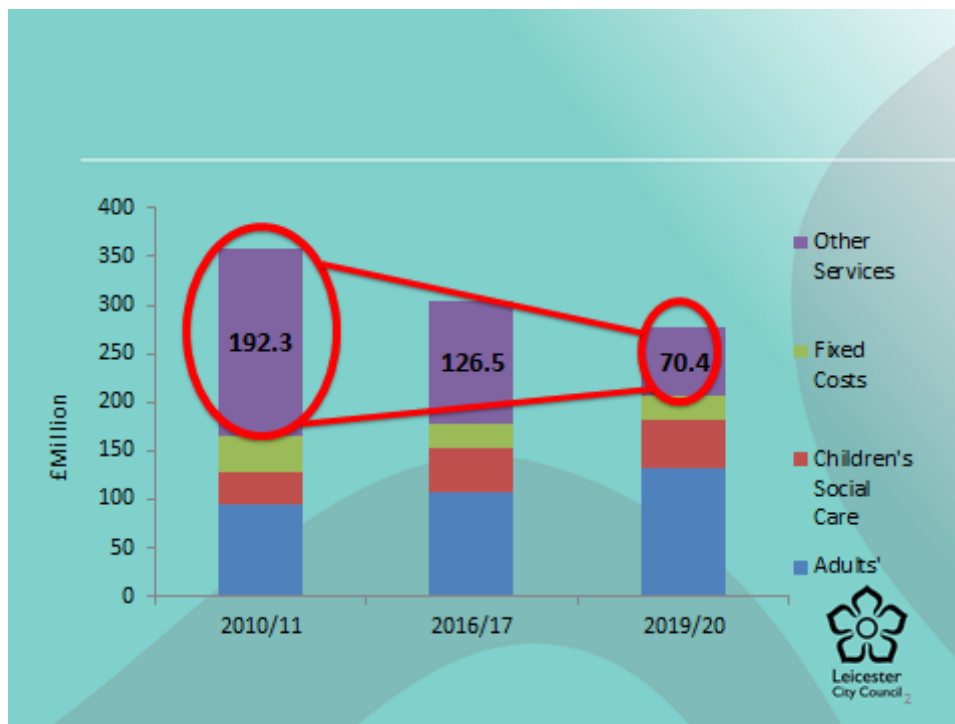
- 1.1 Section 38(1) of the Localism Act 2011 requires all local authorities in England and Wales to produce and publish a Pay Policy Statement for each financial year from 2012/13 onwards. The principle behind this requirement is to increase transparency and accountability in local approaches to public 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 2015](#). It sets out information on the council's pay and conditions of service for its chief officers and the wider workforce.
- 1.3 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 for the most senior staff are set clearly within the context of the pay of the wider workforce.
- 1.5 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. It is the largest employer in the city with a current total workforce of 10,524 (5206 within schools) full time equivalents and a headcount of 14,339. The Council operates under a Mayoral model of governance.

¹ Source: Office of National Statistics Census 2011

- 2.2 The Council provides a comprehensive set of local authority services to the population of the city encompassing social services, environmental services, highways, economic regeneration, planning, libraries, museums, revenues and benefits, housing, parks and open spaces amongst others.
- 2.3 The Council is in the seventh year of the most severe period of spending cuts we have ever experienced. The independent Institute for Fiscal Studies has recently (October 2016) reported that local authority budgets have fallen by 26% in real terms since 2009/10. The 10% of authorities most dependent on grant (generally, the least affluent areas) have cut spending by an average of 33% in real terms. The 10% least dependent on grant have cut spending by only 9%. Our own estimates, comparing cuts to the Index of Multiple Deprivation, point very strongly to the same conclusions.
- 2.4 Our government grant has fallen, on a like for like basis, from £289m in 2010/11 to £174m in 2017/18; and is projected to fall further, to £166m by 2019/20. Grant will have fallen by over 50%, after allowing for inflation, over ten years.
- 2.5 This has resulted in the Council's budget, again on a like for like basis, falling from £358m to an equivalent £277m by 2019/20. These figures, however, mask the fact that additional funding has been required to manage pressures in statutory social care (both for adults and children). The amount available for all other services has consequently fallen by around 70% in real terms over the same period. This can be seen from the graph below:-



- 2.6 There are a number of employees who are on terms and conditions from their previous employer, which they have retained under the Transfer of Undertakings (Protection of Employment) Regulations. For this reason some or all of this pay policy statement may not apply to those employees.
- 2.7 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.
- 2.8 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 Statement 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.

3 Scope and Definitions

- 3.1 This Pay Policy Statement covers all Leicester City Council employees except those employed in schools, apprentices, casual workers, and those employed on terms and conditions from a previous employer (see paragraph 2.6).
- 3.2 The Statement includes policies on:
- 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 service², strategic directors and divisional directors (i.e. directors employed on grade UCOC/T, and the director of public health).
- 3.5 In line with the local government transparency code 2015, the Council publishes a senior management structure chart on its website.

<http://www.leicester.gov.uk/your-council/how-we-work/data-protection-and-foia/transparency-and-open-data>

² The Council does not have a post of Chief Executive but is still legally required to have a Head of Paid Service.

4 Senior Pay

Head of Paid Service

- 4.1 Under the mayoral model, the Council retains a statutory role of head of paid service. The salary range for this post is £125,709 - £130,048 pa (two incremental points). There are no additional performance, bonus or ex gratia payments applicable to this role.

Strategic and Divisional Directors

- 4.2 Appendix one details each chief officer's substantive salary range and current salary. The pay scale for Chief Officers increased by 1% on 01/04/2016 and will increase by a further 1% on 01/04/2017.
- 4.3 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 additional performance, bonus or ex gratia payments. Those who so wish may have access to workplace car parking at a cost of £870 pa, paid through a salary sacrifice arrangement.
- 4.4 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.

Placing on Grades and Incremental Progression

- 4.5 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.
- 4.6 Progression through the grade is by one increment on 1 April each year, subject to satisfactory performance, until the maximum of the grade is reached.

Fees

- 4.7 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.

Termination Payments

- 4.8 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.
- 4.9 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.
- 4.10 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.
- 4.11 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.
- 4.12 The government announced in 2015 that it is their intention to cap public sector exit payments to a maximum of £95,000. They also intend to recover exit payments for those who receive remuneration in excess of £80,000 in the last 12 months of service and re-join a public sector employer within 12 months. At the time of writing this statement these proposals have not been finalised.

Comparison of Senior Pay with Similar Authorities

- 4.13 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 (from 01.04.2017)	Second tier – Divisional Directors (from 01.04.2017)
Leicester	£112,705 - £121,375	£79,834 - £89,042
Nottingham	£121,200 - £146,100	£93,930 - £107,060
Derby	£110,257 - £121,280	£70,430 - £83,223
Coventry	£76, 272 – £125,538	

- 4.14 The comparison table shows that Leicester has a lower maximum salary 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.

Value for Money

- 4.15 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.
- 4.16 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.
- 4.17 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 one. 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.
- 4.18 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.
- 4.19 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 two.
- 4.20 The job descriptions for all these roles are available on the Council's website:
<http://www.leicester.gov.uk/your-council/how-we-work/performance-and-spending/senior-salaries-and-job-descriptions/>
- 4.21 The management competencies for divisional directors are set out in appendix three.

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 1 July 2010. The grading of jobs is determined through job evaluation, using a scheme which is compliant in terms of equal pay for work of equal value principles.
- 5.2 The structure, which covers the majority of non-schools staff including most heads of service³, has 15 grades – see appendix four. Each grade has four increments. Employees are normally appointed to the minimum point of the grade and progress through the grade by one increment on 1 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 All employees on the Leicester Local Government Services salary scale are due to receive an increase of 1% on 1 April 2017. From 1 April 2017 the top salary will be £64,385pa, and lowest salary - the minimum point of grade one - £15,014pa.
- 5.4 The Council has made a positive commitment to support lower paid staff and their families, as such on 1 April 2013 the Council adopted the 'UK Living Wage'⁴, to provide a better standard of living for lower paid employees. The rate has risen each year, and is currently set at £8.45 per hour. This is paid via a supplement to all employees on points 3 to 9 of the pay scale, approximately 700 by headcount.
- 5.5 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, Sunday or Bank Holiday
 - Standby allowance of £100 per week

³ There are six heads of service paid on 'city officer' grade, which sits outside of this structure, Pay for the city officer grade will be between £66,536 and £71,644 from 1 April 2017 and is determined in line with the joint negotiating committee for chief officers agreement, See para 4.3.

⁴ The UK living wage is an hourly rate set independently and updated annually by The Living Wage Foundation, which Leicester City Council has signed-up to on a voluntary basis. It is different to the 'national living wage', which came into effect on 1 April 2016, set at £7.50 per hour from 1 April 2017, for workers aged 25 and over.

- 5.6 The Council offers a wide range of 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 are attached at appendix three.
- 5.7 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.

Market Pay

- 5.8 Sometimes job evaluation results in a salary range which is below the market rate for a particular role. Where there is significant difficulty with recruitment and retention because of this the manager may put forward a business case to the Market Pay Panel 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.
- 5.9 The use of market pay is subject to robust governance and control procedures. The number of posts being given a market supplement reduced by 80% between 2011 and 2016. The associated cost reduced by £919,000 (85%), during this period.

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 £130,048 and a median salary of £22,658, is 5.74:1 for 2017/18. The ratio of 5.74:1 has remained unchanged since 2014/15. The ratio has been significantly lower than for neighbouring councils including Nottingham City Council and Coventry City Council, who over the same time period had a ratio of 8:1 or above.

7 Pension

- 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	Salary Range	Contribution Rate
1	£0 - £13,600	5.5%
2	£13,601 - £21,000	5.8%
3	£21,201 - £34,400	6.5%
4	£34,401 - £43,500	6.8%
5	£43,501 - £60,700	8.5%
6	£60,701 - £86,000	9.9%
7	£86,001 - £101,200	10.5%
8	£100,201 - £151,800	11.4%
9	More than £151,801	12.5%

- 7.2 At the time of writing this statement the Council makes employer's contributions to the scheme at a rate of 21.7 percent, this is set to increase to 22.7 percent on 1 April 2017.
- 7.3 The Council's approach to termination payments is set out in paragraphs 4.8 to 4.12 and is the same for staff at all levels.
- 7.4 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.

Appendix 1 - Chief Officers Salaries

Name	Post Title	Salary Range		Employees (FTE)		Salary at 01/04/2017
		Minimum	Maximum	Central	Schools	
Head of Paid Service						
Andrew Keeling	Chief Operating Officer	125,709	130,048	5733	5206	130,048
Strategic Directors						
Frances Craven	Strategic Director Childrens Services	112,705	121,375	1384		121,375
Philip Coyne	Strategic Director City Dev & N'Hoods	112,705	121,375	2345		117,042
Steven Forbes	Strategic Director Adu Soc Care & Health	112,705	121,375	743		117,042
Divisional Directors						
Andrew Leach	Director of Local Services & Enforcement	79,834	89,042	609		89,042
Andrew Smith	Director Planning Transport & Econ Dev	79,834	89,042	325		89,042
Chris Burgin	Director of Housing	79,834	89,042	983		85,974
Caroline Tote	Director of of Social Care and Early Help	79,834	89,042	813		85,974
Mandip Rai	Director of LLEP*	79,834	89,042	22		82,902
Matthew Wallace	Director of Estates and Building Services	79,834	89,042	226		89,042
Mike Dalzell	Director of Tourism, Culture and Inward Investment	79,834	89,042	173		89,042
Ruth Lake	Director of Adult Social Care & Safeguarding	79,834	89,042	423		89,042
Tracie Rees	Director of Adult Socail Care & Commissioning	79,834	89,042	315		89,042
Alison Greenhill	Director of Finance	79,834	89,042	604		89,042
Kamal Adata	City Barrister & Head of Standards	79,834	89,042	82		72,196
Miranda Cannon	Director Delivery Comms & Political Gov	79,834	89,042	176		89,042
Ruth Tennant	Director of Public Health	98,219	98,219	196		78,575

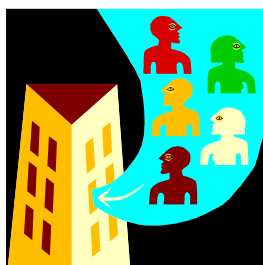
17

* the Leicester and Leicestershire Enterprise Partnership (LLEP) is a separate legal entity, however, 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

APPENDIX 2 - DEPARTMENTAL/DIVISIONAL BUDGETS

	Budget Ceiling 2016/17	
		(000s)
<u>City Development & Neighbourhoods</u>		
Neighbourhood Services and Enforcement	£	30,472.6
Tourism, Culture & Inward Investment	£	6,690.1
Planning, Transportation & Economic Development	£	16,501.8
Investment	£	7,793.1
Housing Services	£	4,013.0
Departmental Overheads	£	659.3
Fleet Management	£	11.3
DEPARTMENTAL TOTAL	£	66,141.2
<u>Adults</u>		
Adult Social Care & Safeguarding	£	97,952.9
Adult Social Care & Commissioning	£	7,684.8
Health and Wellbeing	£	22,337.0
DEPARTMENT TOTAL	£	127,974.7
<u>Education & Children's Services</u>		
Strategic Commissioning & Business Support	£	661.6
Learning Quality & Performance	£	7,996.2
Children, Young People and Families	£	58,909.2
Departmental Resources	-£	3,971.6
DEPARTMENT TOTAL	£	63,595.4
<u>Corporate Resources Department</u>		
Delivery, Communications & Political Governance	£	5,712.3
Financial Services	£	11,898.5
Human Resources	£	4,321.1
Information Services	£	8,972.5
Legal Services	£	2,069.4
DEPARTMENT TOTAL	£	32,973.8
Subtotal Service Budget Ceilings	£	290,685.1
<i>less public health grant income</i>	-£	27,519.0
Housing revenue account	£	82,640.0
Total Service Budget Ceilings	£	345,806.1



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

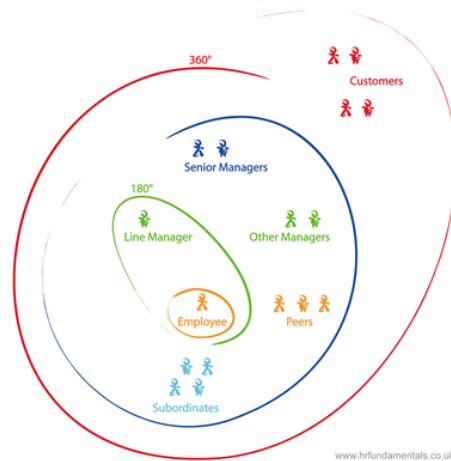
The principles applied to the Staff Competencies are also to be found in the application of the Management Competencies.

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.

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<p>efficiency and effectiveness.</p> <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 	<p>to support corporate activities</p> <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
<p>M3 Managing money and resources</p> <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
<p>M4 Leading change</p> <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 2017 - WEF 1st April 2017

LG Band	SCP	Annual £	Monthly £ p	Hourly Rate £ p
1	3	£15,014	1,251.17	7.78
	4	£15,115	1,259.58	7.83
	5	£15,246	1,270.50	7.90
	6	£15,375	1,281.25	7.97
2	7	£15,613	1,301.08	8.09
	8	£15,807	1,317.25	8.19
	9	£16,123	1,343.58	8.36
	10	£16,491	1,374.25	8.55
3	11	£16,781	1,398.42	8.70
	12	£17,072	1,422.67	8.85
	13	£17,419	1,451.58	9.03
	14	£17,772	1,481.00	9.21
4	15	£18,070	1,505.83	9.37
	16	£18,746	1,562.17	9.72
	17	£19,430	1,619.17	10.07
	18	£20,138	1,678.17	10.34
5	19	£20,661	1,721.75	10.71
	20	£21,268	1,772.33	11.02
	21	£21,962	1,830.17	11.38
	22	£22,658	1,888.17	11.74
6	23	£23,398	1,949.83	12.13
	24	£24,174	2,014.50	12.53
	25	£24,964	2,080.33	12.94
	26	£25,951	2,162.58	13.45
7	27	£26,822	2,235.17	13.90
	28	£27,668	2,305.67	14.34
	29	£28,485	2,373.75	14.76
	30	£29,323	2,443.58	15.20
8	31	£30,153	2,512.75	15.63
	32	£30,785	2,565.42	15.96
	33	£31,601	2,633.42	16.38
	34	£32,486	2,707.17	16.84
9	35	£33,437	2,786.42	17.33
	36	£34,538	2,878.17	17.90
	37	£35,444	2,953.67	18.37
	38	£36,379	3,031.58	18.86
10	39	£37,306	3,108.83	19.34
	40	£38,237	3,186.42	19.82
	41	£39,177	3,264.75	20.31
	42	£40,057	3,338.08	20.76
11	43	£41,025	3,418.75	21.26
	44	£41,967	3,497.25	21.75
	45	£42,899	3,574.92	22.24

	46	£43,821	3,651.75	22.71
12	47	£44,935	3,744.58	23.29
	48	£46,052	3,837.67	23.87
	49	£47,163	3,930.25	24.45
	50	£48,282	4,023.50	25.03
13	51	£49,498	4,124.83	25.66
	52	£50,720	4,226.67	26.29
	53	£51,933	4,327.75	26.92
	54	£53,154	4,429.50	27.55
14	55	£54,487	4,540.58	28.24
	56	£55,828	4,652.33	28.94
	57	£57,173	4,764.42	29.63
	58	£58,507	4,875.58	30.33
15	59	£59,913	4,992.75	31.05
	60	£61,367	5,113.92	31.81
	61	£62,859	5,238.25	32.58
	62	£64,385	5,365.42	33.37