

# Pay Policy Statement 2013/14

## 1.0. Introduction

1.1. Section 38 of the Localism Act 2011 requires each local authority to produce 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.

1.2. The national guidance states:

*'The Act's provisions will ensure that communities have access to the information they need to determine whether remuneration, particularly senior remuneration, is appropriate and commensurate with responsibility. In addition, it will 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.'*

1.3. The Pay Policy Statement must be approved by the authority's Full Council and be published on its website so that members of the local community have access to it.

1.4. 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.

## 2.0. Context

2.1. Leicester City Council is a unitary authority serving the largest city in the East Midlands region. The Council spends over £1 billion each year. It is the largest employer in the city with a current total workforce of 11,341 full time equivalents and a headcount of c.15,000. In May 2011 the Council moved to 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 impact of the Comprehensive Spending Review the Council's grant funding will have reduced by £75 million per year between 2010/11 and 2014/15. This amounts to 29% of the Council's grant (38% in real terms). This reduction has led to 516 redundancies in the last two financial years and will lead to further redundancies in 2013/14 and 2014/15.

- 2.4. In 2012, in the context of significant budgetary constraints, the Council carried out a senior management review which has saved £1.1 million per year. Posts in the next tier down (Heads of Service) are being reviewed as part of ongoing service area reviews, resulting in further savings in management costs.

The review of the senior management structure not only reduced the number of Strategic and Divisional Director posts from 25 to 18 but also reduced the ceilings of the pay bands for these roles by between £5k and £15k pa. The structure, and associated pay scales, were approved by the City Mayor and Executive.

- 2.5. One of the main purposes 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 (C12,000 staff by headcount).

### **3.0. 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:

- 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.

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

- 3.5. Following the senior management review the Council currently has:

- Acting Head of Paid Service x 1
- Strategic Director x 3
- Divisional Director x 15

The senior management structure can be found [here](#). (There is one post on this structure which is below the level of Divisional Director, i.e. City Public Health and Health Improvement Officer.)

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

#### 4.0. Senior Pay

##### 4.1. Head of Paid Service

Following the introduction of a Mayoral model in May 2011 a review of the most senior role in the Council, that of Chief Executive, was undertaken. Under a Mayoral model, the role of City Mayor carries both leadership and executive functions which alters the requirement for the most senior management post. As a consequence of this review, Full Council decided to delete the role of Chief Executive. Subsequently a review of the senior management structure was undertaken, resulting in the retention of the statutory role of Head of Paid Service.

The salary range for this post is £123,231 - £127,485 pa (two incremental points) which reflects the reduced scope and size of the responsibilities under this model compared with those of the former Chief Executive role for which the salary range was £147,737 - £189,102. At present the Chief Operating Officer is acting up as Head of Paid Service. There are no additional performance, bonus or ex gratia payments applicable to this role.

The Acting Head of Paid Service receives pay protection which expires in January 2014.

##### 4.2. Strategic and Divisional Directors

The review of Strategic and Divisional Directors' pay took into account a benchmarking exercise and a wish that levels of remuneration should reflect the significant financial pressures on the council due to substantial reductions in Government funding. This resulted in a reduction of the maxima of the salary ranges as shown below:

	<b>Current</b>	<b>Previous</b>
<b>Strategic Directors</b>	£110,484 £114,735 £118,983	£92,076 - £127,485
<b>Divisional Directors</b>	£76,725 £79,674 £82,626 £85,575	£63,945 - £88,527*

\*There was also an enhanced Divisional Director grade, with a salary range of £92,076 - £99,150 pa, which was abolished and the four posts to which it applied were deleted.

All remaining postholders previously paid in excess of the maximum of the new salary range received two years' pay protection in accordance with the Council's policy. This will expire in January 2014 following which these Directors will see a significant reduction in pay.

Appendix 1 details each Chief Officer's substantive salary range and current salary.

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 (eg casual user car allowance when using their car for work). 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 £852 pa, deducted 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 Assistant Mayor if required.

Progression through the grade is by one increment on 1<sup>st</sup> 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 compromise 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. How does Senior Pay Compare with Similar Authorities?

The geographically nearest unitary councils are Derby, Nottingham and Coventry City Councils. Leicester's salary ranges for Director posts are compared below with these authorities' ranges for comparable management tiers. However, 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).

	<b>Top tier – Strategic Directors</b>	<b>Second tier – Divisional Directors</b>
<b>Leicester</b>	£110,484 - £118,983	£76,725 - £85,785
<b>Nottingham</b>	£120,000 - £144,653	£66,765 - £89,017
<b>Derby</b>	£108,084 - £118,890	£67,689 - £79,983
<b>Coventry</b>	£90,462 - £124,295	

It can be seen that Leicester has a lower maximum salary for both tiers than Nottingham and Coventry. At present, due to the insecurity of employment caused by public sector cut-backs, this may not prove a major issue in terms of retention. However, when pay protection ends for staff in receipt of this, retention may become an issue in some cases. Much will depend on the state of the employment market for senior roles at that time 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 c 15,000 headcount, (full time equivalent 11,341 in total, 7822 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) 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.

## **5.0. 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<sup>st</sup> July 2010. The structure, which covers the majority of non-schools staff including Heads of Service, has 15 grades – see Appendix 4. The grading of jobs is determined through job evaluation, using a scheme which is compliant in terms of equal pay for equal value principles. The top salary is £61,146 pa.

- 5.2 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 1<sup>st</sup> 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 The lowest salary in the structure – the minimum point of Grade 1 – is £12,145 pa or £6.29 per hour. However, with effect from 1 April 2013, the Council has adopted the ‘Living Wage’ resulting in a minimum hourly rate of £7.45 which equates to an annual salary of £14375. This is paid via a supplement to all employees on points 1 to 7 of the pay scale, a total of 1140 by headcount (of which 506 are in schools) – 8.6% of the total workforce.
- 5.4 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. New staff and management competencies were developed in 2011. These are attached at Appendix 3.
- 5.5 The following local provisions were developed as part of the new pay arrangements:
- 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

The above represented an overall reduction in the level of allowances paid which enabled the new basic pay to be affordable. Full details of the relevant terms and conditions of service resulting from the pay and grading review can be found [here](#).

#### 5.6 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.

- 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.

## **6.0. Relationship of Senior Pay to the Pay of the Wider Workforce**

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 this ratio, based on a median salary of £21,519, is currently 6.5:1. This figure is well within the acceptable tolerance of 10:1. The Council will continue to monitor this ratio each year in its Pay Policy.

## **7.0. Pension Issues**

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

Local Government Pension Scheme Contribution Band (with effect from 1 April 2013)	Salary Range	Contribution Rate
1	£0-£13,700	5.5%
2	>£13,701-£16,100	5.8%
3	>£16,101-£20,800	5.9%
4	>£20,801-£34,700	6.5%
5	>£34,701-£46,500	6.8%
6	>£46,501-£87,100	7.2%
7	More than £87,100	7.5%

7.2. The Council makes employer's contributions to the scheme at a current rate of 18.7%.

7.3. The Council's approach to termination payments is set out in paragraph 4.5 and is the same for staff at all levels.

7.4. If a former employee in receipt of a pension rejoins the Council pension is not normally abated except where the employee has been granted added years. In this case if new earnings plus existing pension exceed previous salary, then abatement applies.

## **8.0. Disclosure**

This Pay Policy Statement will be published on the Council's website. The Council already publishes details of all staff in scope of this Policy Statement paid above £58,200.

## **9.0. Review**

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

**Chief Officer Salaries**

**Appendix 1**

Name	Post Title	Salary Range		Employees (FTE)		Salary as at 1 April 2013	Protected Pay
		Minimum	Maximum	Central	Schools		
<b>Head Of Paid Service</b>							
Andrew Keeling	Acting Head of Paid Service	£123,231	£127,485	6214	4949	£140,233	£140,233
<b>Strategic Directors</b>							
Interim cover - external secondment	Strategic Director, Adult Social Care, Health & Housing	£110,484	£118,983	1970		N/A	N/A
Rachel Dickinson	Strategic Director, Children's Services	£110,484	£118,983	1521	4949	£123,231	£123,231
Frank Jordan	Strategic Director, City Development & Neighbourhoods	£110,484	£118,983	1667		£114,735	N/A
<b>Divisional Directors</b>							
Kamal Adatia	City Solicitor/Barrister & Head of Standards	£76,725	£85,575	95		£85,575	N/A
Ruth Lake	Director, Adult Social Care & Safeguarding	£76,725	£85,575	597		£85,575	N/A
Tracy Rees	Director, Care Services & Commissioning	£76,725	£85,575	410		£85,575	N/A
Andy Smith	Director, Children's Social Care & Safeguarding	£76,725	£85,575	487		£82,626	N/A
Elizabeth Blyth	Director, Culture & Neighbourhood Services	£76,725	£85,575	421		£82,626	N/A
Miranda Cannon	Director, Delivery, Communications & Political Governance	£76,725	£85,575	142		£99,150	£99,150
Sarah Harrison	Director, City Centre	£63,945	£68,853	1		£68,853	N/A
Adrian Russell	Director, Environmental & Enforcement Services	£76,725	£85,575	627		£85,575	N/A
Alison Greenhill	Director, Finance	£76,725	£85,575	388		£79,674	N/A
Ann Branson	Director, Housing	£76,725	£85,575	963		£85,575	N/A
Vacant	Director, Human Resources & Workforce Development	£76,725	£85,575	153		N/A	N/A
Jill Craig	Director, Information & Customer Access	£76,725	£85,575	277		£85,575	N/A
Margaret Libreri	Director, Learning Services	£76,725	£85,575	398		£88,527	£88,527
Andrew Smith	Director, Planning, Transportation & Economic Development	£76,725	£85,575	419		£88,527	£88,527
Interim agency cover	Director, Property	£76,725	£85,575	199		N/A	N/A
Trevor Pringle	Director, Young People's Services	£76,725	£85,575	631		£85,575	N/A

Divisional & Departmental Budgets 2013/14

APPENDIX 2

	£000s
Environmental & Enforcement Services	24,981.5
Culture & Neighbourhood Services	14,918.9
Planning, Transportation & Economic Development	21,071.6
City Centre	478.2
Property Services	7,018.4
Departmental Overheads	810.3
<b>City Development &amp; Neighbourhoods Total</b>	<b>69,278.9</b>
Adult Social Care & Safeguarding	65,156.2
Care Services & Commissioning	23,537.1
Housing	1,815.6
<b>Adult Social Care &amp; Housing</b>	<b>90,508.9</b>
Young People's Support	22,104.2
Learning Services	5,635.6
Children's Social Care & Safeguarding	35,459.0
Adult Skills & Learning Service	(897.5)
Departmental Resources	(4,637.0)
<b>Education &amp; Children's Services</b>	<b>57,664.3</b>
Delivery, Communications & Political Governance	9,078.20
Financial Services	7,793.50
Human Resources	3,945.70
Information Services	9,909.50
Legal Services	2,059.10
<b>Corporate Resources</b>	<b>32,786.00</b>
<b>GRAND TOTAL</b>	<b>250,238.1</b>



## Leicester City Council Staff Competencies

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



## The LCC Management Competencies

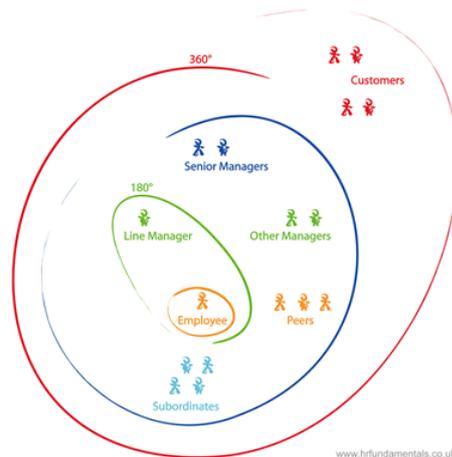
The principles applied to the Staff Competencies are also to be found in the application of the Management Competencies.

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

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

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

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

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



**Local Government Pay Grade Structure 2013-2014**

**Appendix 4**

<b>LG Band</b>	<b>SCP</b>	<b>Annual £</b>
<b>1</b>	1	12266.00
	2	12435.00
	3	12614.00
	4	12915.00
	5	13321.00
	6	13725.00
<b>2</b>	7	14013.00
	8	14880.00
	9	15189.00
	10	15598.00
<b>3</b>	11	15882.00
	12	16215.00
	13	16604.00
	14	16998.00
<b>4</b>	15	17333.00
	16	17980.00
	17	18638.00
	18	19317.00
<b>5</b>	19	19817.00
	20	20400.00
	21	21067.00
	22	21734.00
<b>6</b> (1 month notice)	23	22443.00
	24	23188.00
	25	23945.00
	26	24892.00
<b>7</b> (2 month notice)	27	25727.00
	28	26539.00
	29	27323.00
	30	28127.00
<b>8</b> (2 month notice)	31	28922.00
	32	29528.00
	33	30311.00
	34	31160.00
<b>9</b> (2 month notice)	35	32072.00
	36	33128.00
	37	33998.00
	38	34894.00
<b>10</b> (3 month notice)	39	35784.00
	40	36676.00
	41	37578.00
	42	38422.00
<b>11</b> (3 month notice)	43	39351.00
	44	40254.00
	45	41148.00
	46	42032.00
<b>12</b> (3 month notice)	47	43,102
	48	44,173
	49	45,239
	50	46,312
<b>13</b> (3 month notice)	51	47,478
	52	48,651
	53	49,814
	54	50,985
<b>14</b> (3 month notice)	55	52,263
	56	53,550
	57	54,840
	58	56,119
<b>15</b> (3 month notice)	59	57,468
	60	58,863
	61	60,294
	62	61,757