

Isle of Wight Council
PAY POLICY
April 2018

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1.1	January 2013	Revised to accommodate amendments to the Local Government Pension Scheme Discretionary Provisions and additional guidance issued by the Secretary of State for Communities and Local Government and general updating.
2	March 2013	Approved by full Council

3	January 2014	Updated to reflect the Local Government national pay bargaining 1% rise for all employees below chief officer level and to provide clarification on the council's pension policy where employer's consent is required for the early release of pension together with proposed changes to the senior management pay structure.
3.1	May 2014	Updated to reflect the revised senior management structure and changes to the Local Government Pension Scheme Regulations with effect from 1 April 2014.
4	February 2015	Updated to reflect the Local Government national pay bargaining 2.2% rise for all employees except for chief officers who have been awarded 2% with effect from 1 January 2015; changes to the pay structure following implementation of the job evaluation scheme review which will be effective from 1 July 2015.
5	January 2016	Updated to reflect new salary grades, updated job titles and reflect new chief executive role.
6	January 2017	Updated to reflect April 2017 pay award. The premium payments table has been updated to provide further clarification and current pay rates. Update provided on the planned timeframe for implementation of proposed exit payment regulations (recovery and threshold). Chief Officer person specifications have been replaced with the updated generic role profiles. The 'Number of permanent full-time equivalent posts by grade' graph has been updated with this year's figures.
7	February 2018	Updated to reflect the changes to annual leave entitlement as a result of a change to Christmas leave arrangements; current policy with regards to staff car parking permits; current pay bandings for the calculation of pension contributions and clarification of the circumstances where pay protection is afforded.

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1. Introduction

1.1 The purpose of this policy is to provide an open and transparent framework that ensures clarity, fairness and consistency in the remuneration of our workforce and in doing so will also meet the requirements of Section 38 of The Localism Act 2011, which requires local authorities to publish a pay policy statement which has to be adopted by Full Council by 31 March each year. This policy sets out the council's approach to the pay of its workforce for the financial year 1 April 2018 to 31 March 2019. This policy will be published on the workforce information section of the council's transparency pages on iwight.com and be available as a key document located from the council's A to Z document library as well as being easily located by free search text from www.iwight.com or other web search engines.

2. Equal pay commitment

- 2.1 We are committed to the principle of equal pay for equal work for all our employees and seek to eliminate any bias in our pay systems.
- 2.2 As an integral part of our published equality objectives we understand that equal pay between the nine protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation) is a legal right under the Equality Act 2010 and is one of the key indicators of our ability to demonstrate equality of opportunity to those in our employment.
- 2.3 It is in our interest as an employer to ensure that we have a fair and just pay system and one that our employees have confidence in the process of eliminating bias. We are committed to working in partnership with our recognised trade unions/employee representatives to take action to ensure that we provide equal pay. We are confident that this significantly contributes to the necessary trust, morale and engagement of a positive employment relationship.
- 2.4 We believe that in affording openness and transparency in our approach to pay and reward, we are sending a positive message to both our employees and Island residents that we are operating on a basis that is fair and equitable as well as to help us control costs and improve efficiency.
- 2.5 Our objectives therefore are to:
- be open and transparent in our approach to pay and reward;
 - eliminate any unfair, unjust or unlawful practices that impact on pay;
 - take appropriate remedial action where required;
 - develop and maintain pay and reward equity between staff groups;
 - undertake an equal pay review in line with the Equality and Human Rights Commission statutory code of practice every three years;
 - work in partnership with recognised trade unions/employee representatives in determining and monitoring pay policy decisions
- 2.6 In delivering the council's vision and key priorities, together with our commitments to equal pay and a reputation as a good employer, we recognise the importance of administering pay in a way that:

- attracts, motivates and retains appropriately skilled, knowledgeable and talented people needed to maintain and improve the council's performance and meet future challenges;
- is affordable and transparent;
- reflects the market for comparable jobs, within and outside of local government, with skills and competencies required to meet agreed delivery and performance outcomes;
- delivers the required levels of competence within an overall workforce strategy within approved budget parameters

3. Definitions

3.1 For the purpose of this policy, the following definitions apply:

- A chief officer refers to the statutory roles of head of paid service; director of children's services; director of public health; director of adult social services; chief fire officer; section 151 officer and monitoring officer together with those officers designated as chief executive, and heads of service together with any other designated post that requires member appointment under the council's constitutional arrangements.
- The term 'lowest paid employees' refers to those staff earning up to the full time equivalent of £24,965 per annum, including any allowance or other payments made in connection with their role. This is in line with the council's current pay structure which determines that a post is at junior officer level up to this salary point on the pay scale. The actual lowest pay point on the pay scale, excluding apprenticeships is £15,418 as set out in Appendix A. It is possible for a local authority to also apply the living wage at a local level, although this has not been formally adopted by the Isle of Wight Council at present. This is set by the Living Wage Foundation. The council does however pay all staff at or above the National Living wage as set and reviewed annually by Central Government.

4. Pay framework

- 4.1 In the main, the pay and terms and conditions of Isle of Wight Council employment are covered either by local agreements (particularly the IWC Terms and Conditions 2012), local policies, or collective agreements negotiated by the National Joint Council (NJC) for Local Government Services. NJC conditions of service are published in what is commonly known as the "Green Book". The Isle of Wight Council has a locally agreed pay framework, as set out in Appendix A.
- 4.2 The terms and conditions of employment for chief officers are determined either by local agreements (particularly the IWC Terms and Conditions 2012), local policies, or collective agreements negotiated by the Joint Negotiating Committee (JNC) for Chief Executives and Chief Officers of Local Authorities.
- 4.3 The above bodies provide an agreed national framework for pay and terms and conditions but which also contain a number of flexibilities for local modification to suit local service requirements. These are the result of negotiations between trade unions and local government employers.
- 4.4 The terms and conditions of employment for fire and rescue service personnel are determined nationally by the National Joint Council for Local Authority Fire and Rescue Services (commonly known as the "Grey" book). The pay and conditions of Fire Service Personnel are not included within this document.

- 4.5 The School Teachers' Pay and Conditions Document, issued by the Department for Education, contains the statutory requirements for teachers' pay and conditions that maintained schools and local authorities in England and Wales must abide by. The pay and conditions of teachers are not included within this document.

5. Terms and conditions - all staff

- 5.1 The council operates under the national terms and conditions as set out by NJC and JNC in respect of sick leave and sick pay; maternity leave and maternity pay scheme; shared parental leave and shared parental pay scheme; and paternity leave and Paternity Pay Scheme.

5.2 Core working hours

Annual working hours are 1,635 per annum, full time equivalent, agreed between the employee and their line manager. The timing of working hours depends upon role definition (set out in 5.3 below). Core hours are determined by managers according to the specific needs of the service and will cover a period of 14 hours between 6am and 10pm. Work carried out within core hours is paid at plain time rates unless specified otherwise.

5.3 Role definition

Roles within the council are categorised as either "flexible" or "constrained".

- *Flexible roles* are not normally subject to particular operational times or to regular and frequent immediate reactive response to the service or customers within the community. There is occasional requirement to cover at times other than normal hours, but generally staff are able to choose their working patterns and the freedom to exercise that choice does not, in the main, impact adversely on service delivery to the community.
- *Constrained roles* are largely governed by particular working time or patterns because of the needs of the service, or demands regular and frequent immediate reactive response to the community or customers' needs. Staff generally do not have the freedom of choice in their working patterns and to have such would impact adversely on service delivery to the community.

5.4 Pay awards

Pay awards are considered annually for staff and are based on those determined by the national pay bargaining undertaken by the Local Government Employers. Negotiations for a pay award for the period 1 April 2018 and 31 March 2019 are currently underway but without resolution at the time of policy approval by Full Council.

5.5 Appointment

Employees new to the council will normally be appointed to the first point within the salary range within the respective pay grade. Where a candidate's current employment package would make the first point unattractive or where the employee already operates at a level commensurate with a higher salary, the recruiting manager has delegated authority to appoint at a higher point within the salary range. The candidate's level of experience and skills must be consistent with those of other employees already employed in a similar role.

5.6 Recovery of Exit Payment on return to any public sector body

The anticipated legislation for the recovery of exit payments has been further delayed by central government and as such this remains an area for consideration of required policy and procedure once a new timetable for implementation is made available.

5.7 Relocation allowance

It is recognised that it may be necessary to compensate, at least in part, the financial costs incurred by a new employee in relocation to the Island or to a location within commutable distance where required (and the successful candidate's existing residence is beyond 50 miles in distance from the Isle of Wight, or outside of a reasonable commuting time) in order to take up their duties. Granting a relocation allowance as part of the recruitment package requires approval as part of the council's recruitment authorisation process. In determining the business case for the granting of a relocation allowance, consideration has to be given to whether:

- advertisement within a national/international market is required;
- there is a need to increase the potential of recruiting high calibre staff or within particularly hard to recruit occupations;
- it is a permanent post (although if deemed to be a key post on a fixed term contract of up to two years, consideration will be given to 50 per cent of the agreed level of reimbursement).

The current allowance payable is up to a maximum of £8,000. Full conditions of operation are set out in the council's Relocation Scheme.

Under the council's Relocation Scheme the council also offers new recruits an allowance to cover some of the costs associated with travelling in order to attract potential candidates within commuting distance but who would not wish to relocate to the Island in the current economic climate.

5.8 Market supplements

There are some occupations which are notoriously difficult to recruit and retain within the public sector. Where there is significant evidence pointing to salary levels which are out of line with the market rate for particular skills or recruitment, the payment of a market supplement may be an appropriate solution. Annual review and analysis of available evidence of whether there have been any changes in the job market will inform whether market supplements will continue to be paid. Full conditions of operation are set out in the council's Market Supplement Policy. Currently, a market supplement is paid to social workers working in childcare, and some leisure staff.

5.9 Additional duties

There may be occasions when an employee is required to undertake the duties of a higher graded post for a continuous period of up to 12 months. In such circumstances, the employee will receive the salary that would apply as if they were promoted to that post. These must be for genuine reasons other than annual leave or the short term sickness absence of another officer.

In the review undertaken by managers when a post becomes vacant, there may be circumstances when a manager determines not to recruit, but to assign a proportion of the full duties and responsibilities to another employee. Where such a situation arises, payment of a responsibility allowance can be made upon submission of a business case. The rate of allowance payable is dependent upon the percentage of additional duties required up to a maximum of a 12 month period, unless there are exceptional circumstances for this to be extended. There are three levels of payment 2.5 per cent, 5 per cent and 7.5 per cent of the difference between the substantive and higher graded post for the period during which the additional duties/responsibilities are undertaken. Full conditions of operation are set out in the council's Acting Up and Secondment Policy. The

council actively encourages the use of secondments both internally and externally within partner organisations.

5.10 **Business travel**

For genuine operational needs and where privately owned vehicles are used for business travel purposes, the council reimburses employees in line with Her Majesty's Revenue and Customs approved level.

Where staff are required to carry substantial equipment on a frequent and regular basis, an additional 5p per mile is payable in recognition of the additional wear and tear in vehicle use.

Staff who undertake more than 8,500 business miles per annum are classed as essential users and receive an annual lump sum, in accordance with the NJC terms and conditions, payable in monthly instalments. This is in recognition of the additional wear and tear that high mileage incurs. This allowance is removed should any employee change job where business travel is not required or is likely to be below the threshold set out above. Current essential user allowances payable are paid at the rate of £963 per annum with a mileage rate of 40.9p per business mile up to 8,500 miles claimed and thereafter a rate of 14.4p per mile.

There is by local agreement with chief officers, no claiming of on Island business travel expenses.

5.11 **Excess travel**

Since 1 April 2012 no reimbursement or allowance has been payable to employees whose on Island work base location is changed by the council.

5.12 **Charging for car parking at work**

Any member of staff who uses a car parking space during the working day which is within a designated area of the council's parking order are required to either pay the daily parking charge or purchase a long stay staff parking permit. The cost of a staff parking permit is £150.00 per annum which allows parking in any council long stay car parks for the full duration of the working day (ie Monday to Friday 8am to 6pm). Employees who are paid at or below Grade 1 (i.e. £15,418 per annum), or who through their contractual hours either earned or would have expected to earn the equivalent or less during the previous tax year, may apply for a staff parking permit at the reduced rate of £100.00 per annum. Full conditions of operation are set out in the council's Charging for Car Parking at Work Policy.

5.13 **Professional fees**

Since 1 August 2011, no reimbursement or payment of professional association membership fees has been made to employees other than those who are appointed into trainee positions and working towards a recognised professional qualification as a requirement of their employment, when payment will be made until they qualify, at which point they will become responsible for the payment of their own fees.

5.14 **Re-engagement**

Employees whose appointment is terminated on a voluntary redundancy basis, or who accept early retirement, will not normally be re-engaged by the council on a directly employed or consultancy basis for a period of two years (pending proposed policy change in 2018 to that of a period of six months or on a consultancy basis for a period of two years to allow increased flexibility for lost skills and experience that may be required in other

service areas not available at the time of voluntary redundancy) unless approved on an exceptional basis by the head of resources and the strategic manager for finance. The appointing manager will be required to complete a business case, setting out the reasons for requesting exemption for consideration.

The general rules relating to re-engagement are as follows:

- Any return to the council's employment must be via the normal process of competitive selection.
- The return must not be to the same or a closely related post, as this would call into question the original decision to declare the post redundant.
- The employee must not take up the post (if they are to be directly employed) any sooner than four weeks after the effective date of redundancy or early retirement, or they will forfeit the original redundancy payment and pension entitlement will be affected.
- Anyone who is re-employed will be treated as a new starter and any previous service with the council or other related body will not count towards entitlements to notice periods, sick leave, annual leave, or other benefits dependent upon continuous service.

5.15 **Annual leave**

Since 1 July 2017, all employees operating under the NJC/JNC for Local Government Services are entitled to 31 days or 229 hours per annum (pro-rata if part-time). The leave year operates from 1 January to 31 December.

5.16 **Public and extra statutory holidays**

All staff are entitled to eight days or 59 hours public holidays per annum (pro-rata if part-time) plus three days or 22 hours for extra statutory/concessionary days (pro-rata if part-time) (which the council reserves the right to use at selected establishments to enable closure of services between Christmas and the New Year). This arrangement remains under review.

5.17 **Pension contribution**

All employees whether designated as in permanent employment or on a fixed term contract (where the contract period is for three or more months) are automatically admitted to membership of the Local Government Pension Scheme (LGPS) although they have the right to opt out if they so wish.

Scheme regulations are made under the Superannuation Act 1972. Changes to the rules are discussed at national level by employee and employer representatives but can only be amended with the approval of Parliament. As scheme members, employees pay contributions and the council pays in the balance of the cost of providing accrued benefits after taking into account investment returns. Every three years, an independent actuary calculates how much the council should contribute to the scheme. The amount will vary, but the current level of contribution made by the council is 23.5% per cent.

In accordance with government guidance the employee contribution rate by pay band that applies for 2018/19 is as follows:

Contribution table 2018/19			
Band	Actual pensionable pay for an employment	Contribution rate for that employment	
		Main section	50/50 section
1	Up to £14,200	5.5%	2.75%
2	£14,201 to £22,100	5.8%	2.9%
3	£22,101 to £35,700	6.5%	3.25%
4	£35,701 to £45,200	6.8%	3.4%
5	£45,201 to £63,100	8.5%	4.25%
6	£63,101 to £89,400	9.9%	4.95%
7	£89,401 to £105,200	10.5%	5.25%
8	£105,201 to £157,900	11.4%	5.7%
9	£157,901 or more	12.5%	6.25%

6. Benefits of employment

- 6.1 The council currently operates a salary sacrifice scheme for childcare vouchers, where employees can make substantial savings to their childcare costs through the payroll in tax and national insurance payments. Employees who pay for Ofsted registered childcare can have payments made directly from their salary to their childcare provider, subject to a maximum amount per week/month. The scheme can be joined anytime of the year and covers children up to the age of 15 (16 if disabled). Savings are dependent on personal circumstances but can be as much as £890 a year. The government are introducing a new tax free childcare scheme, which will restrict new members joining the salary sacrifice scheme from April 2018.
- 6.2 All staff have access to an Employee Assistance Programme (EAP) which is an impartial and completely confidential advice and counselling support service which is available 24/7 via a free phone number. Employees also have access to a website where they can seek information and advice on a wide range of topics including work-life, personal life and health and wellbeing.
- 6.3 Other financial benefits include our list of local retailer discounts which contains over 100 Island businesses that are prepared to offer discounts on their products and services to council employees and our list of miscellaneous discounts contains off-Island and web-based businesses which also provides discounts. In addition, there are several sites designed specifically for those who work in the public sector. They are free to access and enable employees to take advantage of special offers and discounts on a whole range of products and services offered by various well known retailers and other companies.
- 6.4 As part of our wellbeing strategy, the council's 'One Card' employee scheme offers access to the council's leisure and fitness facilities at Medina Leisure Centre, the Heights leisure centre and Westridge tone zone and squash courts at a reduced rate. Discounts are available off the published price of a 'One Card', and there is a choice of two card options

and several different payment methods. The council also has access to the Civil Service Sports Council (CSSC), a not for profit organisation that offers a low rate membership option to a wide range of sport and leisure activities. There are also a range of discounts on public transport. This includes reduction on ticket prices for ferry services to and from the Island with the three operators - Hovertravel, Red Funnel and Wightlink, and a discount on certain Southern Vectis tickets for Island bus travel.

- 6.5 We recognise the importance of investing in the learning and development needs of employees to enable the skills, competencies and behaviours required of staff in their work duties to be carried out effectively and efficiently, to remain safe within their workplace and which enable career development. We also give due consideration to any requests that are made by staff under the Right to Time off for Training legislation. The council also operates a personal development review process (PDR) which is undertaken on an annual basis with a mid-year review to monitor work performance, establish new work priorities and timescales and the identification of learning needs. Within available resources and according to priority needs, learning and development opportunities may take the form (but not exclusively) of course attendance, distance learning, directed research, e-learning, work shadowing, coaching and/or mentoring. All new staff are required to complete an e-learning induction module and attend the corporate induction programme. Some learning and development activities are mandatory to meet expected personal responsibilities in areas such as health and safety, equality and diversity and safeguarding. The council also has a functional skills programme which staff can access to support the improvement of numeracy and literacy skills.
- 6.6 Since 1 April 2012 the council no longer operates a monetary reward scheme for loyalty to local government services. In its place, a celebratory event will continue to be undertaken on an annual basis which formally recognises the significant and/or outstanding contributions that individual or groups of staff make to the community.

7. Official election duties and fees

- 7.1 Official duties for the purposes of Parliamentary and European elections and national referendums are statutory functions that are separate to any other local government statutory role (such as the section 151, head of paid service or monitoring officer) or any other functional requirements of a local government officer. Fees payable to those who carry out official election duties are set by statute and are reclaimable from central government.
- 7.2 Official duties for the purposes of local elections are also statutory functions, as set out above, and fees payable to those who carry out official election duties are set by the Hampshire and Isle of Wight election fees working party. The full arrangements and current fee structure is set out in a Hampshire and Isle of Wight elections fee structure.
- 7.3 In the case of the Isle of Wight Council, returning officer duties are currently undertaken by the Head of Resources who will appoint a number of deputy returning officers.

8. Pay arrangements up to chief executive level

8.1 Pay structure

A new pay structure was introduced on 1st July 2015 following the conclusion of the job evaluation project. Within the overall pay scale there are 20 grades as set out in Appendix A. The grade for each role is determined by a job evaluation process according to the knowledge, skills, effort, responsibilities and demands required of the role. All posts including chief officers are included on the 20 new pay grades, excluding the chief executive. A comparison of the number of permanent full time equivalent posts by salary grade is set out in Appendix F.

8.2 Pay progression

Currently, annual automatic pay progression is in operation between pay points within a pay banding up to the maximum point. Increases are made on 1 April each year. Officers with less than six months' service in the grade by 1 April are granted their first increment six months after their appointment. This has been reviewed as a part of the council's current pay structure and job evaluation scheme review.

8.3 Pay protection

Where, as a result of job evaluation or redeployment there is a reduction in pay, staff will receive salary protection which will be at least limited to a period equivalent to the period of notice to which they would be entitled under their contract of employment. This will only be applicable in circumstances where the employee has compulsorily had a reduction in pay due to restructure or redeployment and will apply to reductions in contractual pay and allowances.

8.4 Premium payments

The council has undertaken an extensive review of all terms and conditions of employees which saw the rationalisation of allowances and premium rates paid to employees whose roles necessitate out-of-hours working. These arrangements are determined under local bargaining arrangements with recognised trade unions.

Since 1 April 2012, posts designated as constrained (as set out in section 5.3) have attracted the following allowances and are payable to eligible employees up to salary grade 10, point E (£31,609). However in exceptional circumstances such as the Isle of Wight Festival, plain time rate pay for additional time will be paid in addition to the contracted hours, if there is a valid authorised business case confirming the circumstances and the reasons why staff are unable to take time off in the normal way.

Element	Enhancement to pay	Description
Overtime	Plain time rate	Applies where: (a) there is a contractual requirement to work more than 37 hours per week or (b) Voluntary overtime worked in a constrained post cannot be reasonably taken as time off in lieu.
Night Duty	Plain time plus one third	Applies to hours worked outside of the service's designated core hours.

Element	Enhancement to pay	Description
		This rate will also apply where shift patterns fall outside the service's designated core hours (see shift allowance below).
Responsibility Allowance	No automatic entitlement	Responsibility allowances will apply only where a cost-effective business case is made to and approved by the authorisation panel. "Acting up" arrangements will be development opportunities and will be time limited.
Shift Allowance	10% of plain time rate will apply to all hours of working shift patterns whose start / finishing times commence / end beyond the designated core hours for the service. Plain time rates only apply to shifts whose start and finish times fall within designated core hours for the service.	Shifts are defined as regular patterns of work carried out at different times either on a daily or weekly basis. All hours of a particular shift where the start / finishing times commences / end beyond core hours for the service. Additionally, where the hours of a shift fall outside the core hours for the service, the night work rate of a one third enhancement to plain time will apply to those hours.
Weekend Work	Plain time rates	This rate applies to all hours worked within the service's designated core hours.
Standby Allowance	Where staff are required to undertake standby duty, a standby session is paid as a single payment which equates to the hourly rate of Grade 10 (point C). Only payable where the standby is additional to contractual hours per week.	A standby session is 24 hours 00:00 hours to 23:59 hours or part thereof but must exceed four hours duration. Where the needs of the service demand, all posts eligible will participate on standby.

Element	Enhancement to pay	Description
Call-Out	Plain Time Rate	All posts may be reasonably required to be called out at times other than normal working patterns. Where an employee is paid a higher substantive grade than that of the role being covered on call-out, they will be paid at the maximum of the grade for the role being performed on call-out. All hours of call-out work will be paid at plain time rate. Staff graded higher than Grade 10 , who are required to be called out, will be paid at their actual rate of pay for time called out.
Public / Bank Holiday Working	Christmas Day (25.12) and / or Boxing Day (26.12): normal pay plus plain time for hours worked plus time off in lieu. All other public and bank holidays -see right.	Work on alternative public holidays when Christmas Day or Boxing Day fall on a Saturday or Sunday and work on all other public holidays will be paid either at normal pay plus time off in lieu, or alternatively at normal pay plus plain time for hours worked (no time off in lieu) where this is a more cost effective approach.
Sleeping In Allowance		Sleep ins paid at £40 per night session (9 hours)
Casual Adult mental health practitioners	Call-Out: £85 per session	Plain time rate

9. Pay arrangements - chief officers

9.1 Pay structure

Our structure for chief officers is included within the 20 pay grades under the job evaluation pay framework, excluding the chief executive whose salary is a spot salary that has been evaluated through market testing.

The scope of each chief officer's job responsibilities are set out in the council's constitution which is published on the council's website and can be found by using the following link: <https://www.iwight.com/documentlibrary/view/council-constitution1>

Generic role profiles have been established for the appointment and performance management of chief officers, which set out the generic requirements to fulfil the duties expected at this level. These can be found at Appendix B and C, and senior management level at Appendix D and E for information.

The Openness and Accountability in Local Pay Guidance under Section 40 of the Localism Act sets out the requirement for Full Council to be given the opportunity to vote before large

salary packages are offered in respect of a new appointment. The secretary of state considers that £100,000 is the threshold for this to be undertaken. The pay-scale for chief officer posts is incorporated into the new pay framework following the job evaluation exercise, as set out as Appendix A and the remuneration for the chief executive has been set by Full Council as being up to a maximum ceiling of £150,000 per annum. Approval by Full Council to this policy document is therefore considered to meet the requirements of the guidance. Should any variation to the pay-scale for chief officers be proposed in any future appointment, this will be a matter for the Appointments Panel to recommend to Full Council during the authorisation process to recruit to a vacant post.

9.2 Pay progression

There is no automatic pay progression for the chief executive as it is a spot salary, although salary will be increased based on national negotiations for annual cost of living pay awards in line with the Joint Negotiating Committee for Chief Officers.

The establishment of annual performance targets for chief officers is a matter for determination by the chief executive and where appropriate in consultation with the lead Cabinet portfolio holder(s).

The establishment of annual performance targets for the chief executive is a matter for determination by the leader of the council in consultation with relevant Cabinet portfolio holder(s), other group leaders and subject to any other constitutional arrangements for their approval and review.

9.3 Emergency response

Chief officers and strategic managers are required to participate in the council's emergency duty scheme. No additional payment is made for such duty.

9.4 Pay ratio

The proposition by the Prime Minister and Chancellor in commissioning the public sector pay review in 2010 was that there should be no more than a 20:1 pay multiple to demonstrate fairness in pay.

The pay differential between the highest paid and the lowest within the Isle of Wight Council (using the full time equivalent (fte) base salary as the indicator of measure), and excluding schools, fire service personnel, trainees and apprentices the following can be identified:

In January 2018:

- the highest salary is £127,513 and the lowest salary is £15,418;
- the median salary is £20,147;
- the mean salary is £24,242.

Which represents:

- a ratio of 8:1 between the highest and lowest salary;
- a ratio of 6:1 between the highest salary and the median salary;
- a ratio of 5:1 between the highest salary and the mean salary

Whilst it is not the intention to establish a target reduction in ratio, close monitoring/benchmarking will to be undertaken to allow ongoing monitoring of median/mean workforce earnings.

10. Discretionary provisions

The Local Government Pension Scheme (LGPS) Regulations require the council to publicise a statement on the way certain discretions available under the pension scheme will be applied. This is a management policy, not an employee right and confers no contractual rights. However, the statement does not commit the council to a scheme of automatic exercise of the discretions and any such variation must be considered on its own merit and undertaken within the required corporate governance arrangements. This places a duty upon the council to provide appropriate, documented evidence to justify a variation being made and that the necessary authorisation has been secured. In all such cases, for the decisions to be lawful, there must be a clearly documented rationale agreed by key elected members for a departure from the policy.

Only the policy which is current at the time a relevant event occurs to an employee will be the one that applies.

This statement is applicable to all employees with the exception of those employed in maintained schools who, as LGPS employers in their own right are required to have their own policy on the application of discretions.

10.1 **As an employing authority, the Isle of Wight Council's policy as regards available discretions is as follows:**

10.1.1 **Voluntary redundancy/early retirement from age 55, including the impact of the '85 year rule'**

The Isle of Wight Council's current policy is to not "switch on the 85 year rule" where an early retirement application is made between the ages of 55 and 59. This would result in an actuarial reduction to any pension benefits taken by a member aged 55 to 59, regardless of whether the 85 year rule is satisfied. The only exceptions to this rule are redundancy, ill-health and flexible retirements, whereby the 85 year rule, in accordance with pension regulations, is not discretionary and therefore must be honoured in all of these situations.

Early retirement with employer's consent can be applied for between the ages of 60 and Normal Retirement or State Pension Age, whichever is earlier, providing the 85 year rule is not satisfied. Requesting this type of retirement would allow an employee to retire at 60 without actuarial reductions applied to their benefits.

Voluntary and compulsory redundancy has the same effect on pension benefits, whereby no actuarial reduction will be applied to benefits if the redundancy occurs after the pension member's 55th birthday.

The council may not afford employer consent to early retirement or voluntary redundancy, if by leaving local government employment, the resultant loss of skills, knowledge and experience will have a detrimental effect on the service provided by the council. The chief financial officer and head of resources must be satisfied that appropriate savings to meet the capitalised costs associated with release of pension (and payable to the pension fund) can be secured before approval is given. Applications for voluntary redundancy and early retirement with employer's consent must be made in-line with the Isle of Wight Council's policy.

- 10.1.2 **Augmentation of benefits – leavers who have attained age 55 (ie a discretion that allows the employer to purchase extra pension benefits for a pension scheme member)**
Our current policy is that we will not grant any additional benefits or pension under this delegation.
- 10.1.3 **Augmentation of benefits – new employees**
Our current policy is that we will not grant any additional benefits under this delegation upon entry to Isle of Wight Council employment.
- 10.1.4 **Transfer values – acceptance of inward transfers**
When a transfer of pension rights from the private or public sector is permissible, we will only accept such a transfer when the request for us to look into it was made within the first 12 months of employment. Requests received after the first 12 months will be refused. We also refuse to accept transfers (other than from within the Local Government Pension Scheme and the Public Sector Transfer Club), that would result in a membership credit in excess of 40 years. When assessing this 40 year limit we take into account all non LGPS and non-club transfers.
- 10.1.5 **Shared Cost Additional Voluntary Contributions (AVCs) and/or Shared Cost Additional Pension Contributions (ie a discretion that allows the employer to pay a percentage of any additional voluntary contributions an employee makes to their pension)**
Our current policy is that we will not grant any additional benefits under this delegation by way of additional contributions on behalf of an employee. This decision does not preclude any employee from effecting an AVC in their own right. However, the council will be introducing the AVC salary sacrifice scheme during 2018 for LGPS members, which through its operation affords National Insurance contribution and income tax savings for employees and National Insurance contribution savings for the council as the employer.
- 10.1.6 **Redundancy payments**
It is our current policy that redundancy payments will be based on statutory redundancy calculations payable under the Employment Rights Act in terms of the calculation of the number of weeks to be paid based on age and length of continuous local government service. Our current policy is that we will not grant any additional benefits under this delegation for additional compensation under the Discretionary Payment Regulations to be applied. A week's pay will be based on the lesser of:
- An employee's actual contractual pay; or
 - The statutory minimum.
- Voluntary redundancy requests do not attract any enhanced compensation rates.
- 10.1.7 **Flexible retirement**
In-line with Local Government Pension regulations the Isle of Wight Council currently offers flexible retirement to members over the age of 55 as an option to employees who wish to reduce their working hours or grade before retiring fully. Employer's consent must be obtained for all flexible retirements and full retirement benefits will be paid with immediate effect, notwithstanding the fact that they have not retired from their employment. Flexible Retirement will cause the ongoing accrual pensionable benefits to cease on the date of the effect and therefore any

additional service after the date of flexible retirement will not count towards satisfying the '85 year rule'.

For employees who satisfy the 85 year rule at the date of flexible retirement no actuarial reductions will be applied to the resultant pension benefits. The Isle of Wight Council is in no way obliged to grant flexible retirement to members who satisfy the 85 year rule and the same process for approval as voluntary redundancy and early retirement with employers consent will need to be followed. All applications for flexible retirement must be made in-line with the Isle of Wight Council's Flexible Retirement policy.

The Council may not agree to flexible retirement if by reducing the weekly hours worked or grade, will have a detrimental effect on the service provided by the Council. Where a capitalised cost will be incurred because the applicant satisfies the 85 year rule, the Chief Financial Officer and Head of Resources must be satisfied that appropriate savings to meet the capitalised costs associated with release of pension (and payable to the Pension Fund) can be secured before approval is given. Flexible retirement will normally only be granted where there is no cost to the Local Authority or where due consideration has been given to the cost benefit of agreeing such an approach.

10.2 As an administering authority, the Isle of Wight Council's policy as regards available discretions is as follows:

10.2.1 Re-employed pensioners

It is our current policy that the pension of those pensioner members who are re-employed within local government will not be abated. (Abatement is the reduction or suspension of a member's pension where a person in receipt of their pension becomes re-employed with an employer who offers the LGPS.)

10.2.2 Spouses pension payable for life

It is our current policy that there will be continued payment for the whole life of a widows or widowers pension even where the recipient remarries, enters a civil partnership or cohabitates with another person.

10.2.3 Premature release

Once a scheme member has attained the age of 55, they may request access to payment of their benefits on a reduced basis. This requires employer's consent to be given. It is current policy that any such request would only be granted where there is no cost to the local authority due to the early release of benefits.

10.3 Injury Benefit Scheme

Under the Local Government (Discretionary Provisions) (Injury Allowances) Regulations 2011, it is our current policy that we will not adopt a discretionary injury benefit scheme which makes provision for a person what has sustained an injury in the course of carrying out their work.

11. Severance arrangements

- 11.1 There may be exceptional circumstances that occur from time to time when the most economically advantageous option for the council requires some form of compensation arrangement to be entered into or for a variation to be granted to the discretionary provisions set out above and where for example, a consensual arrangement is required in order to avoid delays, tribunal costs or detriment to key service priorities. In doing this, regard must be had to the losses suffered by the individual, future employment prospects and the overall impact on the council's finances of both reaching and not reaching agreement.
- 11.2 The necessary procedures must be followed when such arrangements are proposed and/or in circumstances where termination of employment involves any of the following:
- Early release of pension entitlement (other than on ill-health grounds) which requires capitalised costs to be met.
 - Payments in excess of the statutory redundancy payment.
 - Any other enhancement that requires approval as set out in the Discretionary Provisions.
 - A compensatory payment for loss of office that either relates to a chief officer and / or is in excess of £50,000 for any other employee.
 - Where a combination of the above for any one individual exceeds £50,000.
- 11.3 The government has drafted regulations limiting the amount a public sector worker could be paid for losing their job at £95,000. This threshold will apply to the total amount of pay received by an individual for loss of employment, including redundancy payments, voluntary exit payments and “any other payment” made as a consequence of, in relation to, or conditional upon loss of employment whether under a contract of employment or otherwise. This will also include any capital costs to the service for release of pension. The council will introduce procedures to ensure compliance with the legislation as soon as it is introduced.
- 11.4 **Procedure to be followed:**
Whilst it is accepted that there must be public accountability for any severance package granted, it is considered that there is potential to breach employment obligations under a contract of employment by entering into debate about individual severance arrangements at Full Council, and it would not be in the best interests of efficiency or to allow timely conclusion to sensitive and/or complex matters that need to be resolved swiftly when required. The following procedural process therefore sets out the level of scrutiny that is to be undertaken in respect of any authorisation.
- In all cases and irrespective of the sums involved, an “Authorisation for Early Release of Pension Benefits/Discretionary Payments” form must be completed then discussed with and authorised by the relevant head of service, head of resources and chief executive. The form must set out all the costs and savings associated with the proposal and must be certified by the section 151 officer or other authorised signatory.
- The costs associated with reimbursing the Pension Fund for the capitalised costs of an early retirement must be met from the resultant savings.

Where a settlement relates to a chief officer and/or where for another employee:

- the capitalised costs of reimbursing the pension fund exceed £50,000;
- a compensatory payment for loss of office exceeds £50,000;
- any other discretionary payment exceeds £50,000;
- a combination of the above exceeds £50,000

Then, the leader and Cabinet member for resources in consultation with the relevant Cabinet member must be informed in advance of any offer being made or approval being given.

Where compensatory payments are proposed for loss of office, appropriate legal advice must be taken. This must be secured in writing and also attached to the authorisation form prior to approval. All relevant information utilised in the calculation of a proposed compensatory payment must be retained as evidence on file with the relevant authorisation form.

In any circumstances where pay in lieu of notice is to be considered it must be possible to evidence that one or all of the following criteria can be met:

- that circumstances dictate that it would be untenable or detrimental for the individual to remain at work or to return to work and there is no gainful alternative work during a notice period;
- occupational health/medical advice indicates that the individual is not fit for work during the notice period.

Where the anticipated termination date is known and it is therefore possible to give due notice, this is not considered appropriate circumstances in which authorisation can be given for pay in lieu of notice.

Appendix A – Pay Framework April 2018 (pay award pending)

Grade	A	B	C	D	E
Grade 1	15,418	15,538	15,664	15,707	15,722
Grade 2	15,722	15,749	15,780	15,807	15,981
Grade 3	15,981	16,127	16,273	16,429	16,595
Grade 4	16,595	16,883	17,141	17,424	17,669
Grade 5	17,780	18,051	18,325	18,597	18,870
Grade 6	18,870	19,189	19,508	19,827	20,147
Grade 7	20,591	20,942	21,295	21,647	22,000
Grade 8	22,728	23,287	23,846	24,406	24,965
Grade 9	25,855	26,558	27,262	27,966	28,670
Grade 10	29,087	29,717	30,348	30,979	31,609
Grade 11	34,658	35,303	35,948	36,593	37,239
Grade 12	37,240	37,772	38,306	38,840	39,372
Grade 13	39,461	40,261	41,061	41,859	42,659
Grade 14	46,915	47,822	48,731	49,639	50,547
Grade 15	54,212	55,299	56,386	57,472	58,559
Grade 16	63,072	64,338	65,613	66,887	68,161
Grade 17	77,889	79,390	80,891	82,393	83,894
Grade 18	84,952	86,577	88,202	89,827	91,452
Grade 19	92,014	93,764	95,515	97,267	99,017
Grade 20	99,077	100,952	102,826	104,701	106,576

Appendix B – Generic Role Profile – Chief Officer (Grade 17)

Job Family	Leadership
Pay Range	Grade 17
Reference	HOS01
Purpose	
To lead and control a major service area to deliver significant operational and /or professional expertise services which support the achievement of the aims and desired outcomes of the Council.	
Service to Customers	
<i>Accountability</i>	<i>End Result</i>
Direct and control the management of the service / professional expertise area for which responsible.	Activities within the service area are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.
	Consultation informs the design, development, delivery and performance management of the service / professional area.
	Customer and client satisfaction are maximised
	Service quality, efficiency and continuity are maximised.
Strategy and policy formulation and implementation for area of responsibility are aligned to the Councils overall corporate strategy and objectives. Actively contribute to the strategic direction of the council.	Service requirements are identified, and priorities established.
	Service area strategy is developed, agreed and implemented.
	Changing priorities and external requirements are anticipated, assessed and effective responses developed.
Lead the development and oversee the implementation of policy, systems, contracts, processes, performance criteria, standards, governance frameworks, and procedures within area of responsibility which meet strategic / operational requirements, internal and external reporting requirements	Council strategic direction is informed and influenced by recommendations.
	Policies, procedures and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.
	Governance frameworks have clear accountabilities and effectiveness is measurable.

and ensure compliance with legislation and regulations.	Compliance is monitored and ensured.
	External inspections are managed effectively.
	Action is taken to resolve any issues identified.
	Policies, systems, frameworks, information management and reporting etc. meet all audit, regulatory and operational requirements.
Advise Strategic Managers, Directors, Members and others on issues relevant to the service area. Provide professional challenge and advice to colleagues, managers and partner organisations.	Expert professional advice, interpretation, information, support and challenge are provided to IWC and external parties on the full range of operational, legislative and strategic issues within the field of expertise.
	Strategic Managers are actively supported, consulted, advised, kept informed and involved in the activities of the service area.
	Responses to major corporate or partner initiatives / complex strategic or operational issues are managed effectively.
Implement a comprehensive risk management programme for the area of responsibility.	Corporate risk management processes are implemented and delivered within the area of responsibility
	Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.
	Mitigation is identified and recommended in prospective high risk areas.
Business Improvement	
<p>Ensure the development and delivery of continuous improvements in all aspects of the service area. Manage and control the planning and implementation of improvements.</p> <p>Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged and innovative solutions are pursued throughout the area of responsibility.</p>	A culture of continuous improvement is established and embedded throughout the area of responsibility.
	The external market, political and regulatory environment and internal drivers which impact the service area are monitored.
	Strategic and operational issues, implications, change requirements and opportunities are identified.
	Improvement of the service area is focussed and driven to meet strategic objectives and service requirements.
	Targets for improvement are developed and agreed with Head of Service
	Agreed improvements are planned and delivered.

Plan and direct / sponsor major projects and / or service wide and partner based programmes/ initiatives.	Scope and objectives of the project / programme are clearly defined.
	Resources required to deliver the project / programme are secured.
	Projects / programmes have clear and assigned accountabilities and achieve their objectives.
	Transition is managed effectively to ensure minimal disruption to service users.
Colleagues, Self and Partners	
Participate in own self development, in order to improve performance at work.	Participate in the Performance Development Review process.
	Keep records of achievements.
	Undertake learning activities as required.
Actively promote and celebrate diversity	When appropriate seek to eliminate unlawful discrimination, harassment and victimisation
	Advance equality of opportunity between those people who possess a protected characteristic and those who do not
	Foster good relations between those people who possess a protected characteristic and those who do not
Ensure that the skills, knowledge and professional standards within the area of responsibility are developed and that the service area is able to meet all operational and regulatory requirements	Changes which impact learning and development are identified and actioned.
	Realistic self assessments of development needs are made by self and management team.
	Management team are supported, coached and mentored in the delivery of their responsibilities.
	A proactive, customer focussed, "can do" culture is developed and embedded throughout the service area.
	Skills and knowledge within the area of responsibility are developed to meet identified requirements.
	Professional competence and integrity within the area of responsibility is ensured.
	Knowledge sharing is established and embedded throughout area of responsibility / influence.
	The workplace is actively championed as a learning environment.

<p>Develop and manage stakeholder relationships. Proactively build good working relationships, develop links and communicate effectively with all stakeholders including Members and Strategic Managers. Represent and make decisions on behalf of the service. Represent IWC at partnership, public and other high profile events, influencing opinions and actions both internally and externally.</p>	Relationships with key stakeholders are established, promoted, managed and sustained.
	Stakeholder consultation is used to develop and manage the area of responsibility
	Council policies and interests are upheld and promoted within the Council and in all external relationships.
	The reputation of the council is enhanced
	Effective lobbying/influencing is demonstrated.
	Beneficial outcomes are negotiated.
	Effective communications / promotional activities are planned and delivered.
	Stakeholder requirements are met.
<p>Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.</p>	Where appropriate, service delivery is achieved / supported through partnerships.
	Responsibilities for the delivery of services are established between the service area and partner organisations.
	Partnership working groups are led effectively.
	Best practice is identified, shared and promoted.
<p>Ensure support is provided in response to a corporate emergency.</p>	Support is provided to meet the identified need.
	Requests made for support are reasonable with regard to both the job and the job holder's circumstances.
Managing Resources	
<p>Provide leadership and direction for the service area, to ensure the delivery of timely and appropriate services to customers.</p>	Leadership of professional teams results in the planning, commissioning and delivery of the services required.
	The service area teams are professional, highly competent, effective, motivated and outcomes focussed.
	Performance and development reviews are completed to the required standards and timescales.
	Deficiencies and underperformance are actively resolved.

	Recruitment, induction development, employee relations and all HR processes and planning are completed to the required standards and timescales.
	Corporate initiatives are actively supported and delivered.
	Effective team meetings take place.
Plan and manage the budgets within area of responsibility. Ensure all financial transactions are authorised, processed and reconciled correctly.	Budgets are developed and agreed with Strategic Manager.
	The service area is delivered within agreed budget.
	Funding from external sources is identified and secured where appropriate.
	Savings and efficiencies are systematically identified and delivered. Value for money is maximised.
	Financial expenditure and procedures are controlled to assure financial integrity, regulatory and Council policy compliance.
Accountable for the strategic and operational planning and delivery of the service area targets and objectives (either directly or through commissioned / managed services). Input to the strategic planning of the wider service and / or organisation.	Service plan and targets for area of responsibility are developed, agreed and communicated within the required timeframe.
Ensure compliance with all internal and external standards.	Robust performance and quality management systems and procedures are in place and meet all requirements.
	Performance, progress against the service plan and contractual compliance are monitored and managed effectively.
	Action plans are developed, implemented and delivered.
	Quality, performance and other management information is produced and published in accordance with council policy, regulations and legislation.
	Compliance with all relevant legislation, policies and procedures is ensured.
Identify, secure, deploy and manage the resources necessary for the service area to meet/exceed its objectives.	Resources are effectively and efficiently deployed to achieve service area objectives.
	Appropriate organisation structures and processes are recommended and agreed with Strategic Managers.
	Agreed structures are implemented.
Ensure the successful implementation of health and safety	There is a proactive and positive culture of health and safety.

legislation, policies and practices.	The organisation meets its statutory health and safety requirements.
	Strategic risks are effectively managed

Knowledge, Skills and Experience	
Significant relevant experience of managing a service / professional expertise area in a large public sector organisation (preferably local government).	
Substantial experience of service planning and delivery.	
Extensive knowledge of local government and wider sector / external influences.	
Extensive and comprehensive knowledge and understanding of the service area; the requirements, systems, policy, practices, procedures, legislation and major issues facing it.	
Proven track record of effectively managing significant budgets and ensuring the delivery of services within agreed resources.	
Proven ability to identify standards and performance requirements for own and partner organisations and deliver effective performance management.	
Significant experience of leading and sustaining partnerships both internally and externally.	
Authority and credibility to work effectively in a political environment establish positive and productive relationships with stakeholders and engage successfully with colleagues, partners and customers.	
Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively and persuasively to a wide range of audiences both horizontally and vertically throughout the organisation.	
Proven track record of managing major projects and policy development.	
Proven track record of success in delivering major organisational change.	
Proven leadership ability, with evidence of developing a multi - disciplinary team approach, managing staff, inspiring confidence, encouraging, motivating and influencing others.	
Proven ability to think innovatively and conceptually and deliver against this.	
Evidence of enthusiasm, drive, commitment and energy demonstrated in achieving goals.	
Resilient and positive in spite of setbacks.	
Demonstrates behaviours which model the Council's values.	
Indicative Qualifications	

Educated to degree level or equivalent standard.

Post graduate qualification may be required or ability to demonstrate equivalent ability.

Relevant professional qualification may be required.

May require relevant certifications including evidence of fluency in English language.

Appendix C – Generic Role Profile – Chief Officer (Grade 18)

Job Family	Leadership
Pay Range	Grade 18
Reference	HOS02
Purpose	
To act as lead officer providing strategic policy direction and leadership, operational management and financial control for a service or strategic function within the Council. Support the Executive and other Members, Chief Executive and Corporate Management Team, to achieve the aims and desired outcomes of the Council.	
Service to Customers	
<i>Accountability</i>	<i>End Result</i>
Direct, develop and control the service. Responsible for all operational decision making and management of the service.	Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.
	Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.
	Customer and client satisfaction are maximised
	Service quality, efficiency and continuity are maximised.
Service strategy and policy formulation and implementation are aligned to the Councils overall corporate strategy and objectives. Actively contribute to the corporate management and strategic direction of the council as part of the Leadership Group.	Service priorities are established.
	Service strategy is developed, agreed and implemented.
	Changing priorities and external requirements are anticipated and assessed
	Innovative approaches and responses are developed and delivered.
	Council strategy is developed jointly with partners where appropriate.
Policy options for future council plans are developed.	
Ensure the development and implementation of policy, systems, processes, performance criteria governance	Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.

frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations.	Governance frameworks have clear accountabilities and effectiveness is measurable.
	Compliance is monitored and ensured.
	Action is taken to resolve any issues identified.
	All internal and external audit and reporting requirements are met.
	Policies, systems, frameworks, information management and reporting etc. meet all strategic, regulatory and operational requirements.
Advise Chief Executive, Directors and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.	Act as lead professional adviser in area of responsibility.
	Chief Executive, Directors and Executive Members are actively consulted on, supported, advised, kept informed and involved in the plans and activities of the service.
	Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.
Direct and implement a comprehensive risk management programme for the service.	Corporate risk management processes are implemented and delivered within the service.
	Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.
	Mitigation is identified and recommended in prospective high risk areas.
Business Improvement	
Work with Council Members, Chief Executive, Directors, own management team, other Heads of Service and partner agencies to identify and address issues which impact on the service and across the wider council and community.	A culture of continuous improvement is established and embedded throughout the service.
	External market and the political and regulatory environment are monitored.
	Strategic issues, implications and opportunities and internally and externally driven change requirements are identified.
	Strategies for the management and delivery of change are developed and implemented.
Ensure that the capacity to respond positively to change is enhanced, "traditional thinking" is challenged and innovative	Necessary changes to culture and practice are implemented and sustained.
	Conditions for others to perform and to innovate are created.

solutions are pursued throughout the area of responsibility.	Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.
Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.	Major change /complex multi-disciplinary programmes are monitored and directional control provided.
	Scope and objectives of the project / programme are clearly defined.
	Resources required to deliver the project / programme are secured.
	Projects / programmes have clear and assigned accountabilities and achieve their objectives.
	Transition is managed effectively to ensure minimal disruption to service users.
Colleagues, Self and Partners	
Participate in own self development, in order to improve performance at work.	Participate in the Performance Development Review process.
	Keep records of achievements.
	Undertake learning activities as required.
Actively promote and celebrate diversity	When appropriate seek to eliminate unlawful discrimination, harassment and victimisation
	Advance equality of opportunity between those people who possess a protected characteristic and those who do not
	Foster good relations between those people who possess a protected characteristic and those who do not
Ensure that the skills and knowledge within the service are developed and that the service is able to meet the challenges it faces. Responsible for professional standards throughout the service. Drive the cultural changes needed to ensure customer focus is at the heart of organisational and individual behaviour	Changes which impact learning and development are identified and actioned.
	Realistic self assessments of development needs are made by self and management team.
	Management team is supported, coached and mentored in the delivery of their responsibilities.
	A proactive, customer focussed, “can do” culture is developed and embedded throughout the service.
	Empowerment of staff and / or the wider community is enabled.
	Skills and knowledge within the service and where appropriate partner

	organisations, are developed to meet identified requirements.
	Knowledge sharing is established and embedded throughout the council and partner organisations.
	Professional competence and integrity within the service is ensured.
	The workplace is actively championed as a learning environment.
Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.	Where appropriate, delivery of the service is achieved / supported through partnerships.
	A clear framework of accountabilities for the effective discharge of their respective responsibilities and the delivery of services is established between the service and partner organisations.
	Partnership working is led effectively.
	Best practice is identified, shared and promoted.
Ensure support is provided in response to a corporate emergency.	Support is provided to meet the identified need.
	Requests made for support are reasonable with regard to both the job and the job holder's circumstances.
Managing Resources	
Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.	Strategic leadership of integrated professional teams results in the planning, commissioning and delivery of the services required.
	The service is led by a professional, motivated and effective management team.
	Performance and development reviews are completed to the required standards and timescales.
	Deficiencies and underperformance are actively resolved.
	Recruitment, induction development, employee relations and all HR processes and planning are completed to the required standards and timescales.
	Corporate initiatives are actively supported and delivered.
	Effective team meetings take place.
Direct and control the financial expenditure and integrity of	Budgets are developed and agreed with appropriate Executive Member(s) /

the service.	Strategic Manager.
	Budgets and financial risk are monitored and managed in compliance with organisational requirements.
	The service is delivered within agreed budget.
	Funding from external sources is identified and secured where appropriate.
	Value for money is maximised.
	Regulatory and Council financial policy and procedural compliance is assured.
Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) result in the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation.	Service strategic and medium term plans support Council objectives.
	Policy direction is translated into service outcomes.
	Service and business plans and targets are developed, communicated, cascaded and monitored.
	Robust performance and quality management systems and procedures are in place and meet all requirements.
	Monitoring / measurement of performance and standards is planned and delivered.
	Performance, quality and contractual compliance are managed effectively.
	Action plans are developed, implemented and delivered.
	Compliance with all relevant legislation, policies and procedures is ensured.
Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.	Resources are effectively and efficiently deployed to achieve service objectives.
	Assets within the service are controlled and managed effectively.
	Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.
Ensure the successful implementation of health and safety legislation, policies and practices.	There is a proactive and positive culture of health and safety.
	The organisation meets its statutory health and safety requirements.
	Strategic risks are effectively managed

Knowledge, Skills and Experience
Significant experience of leading and managing a related / relevant service area in a large public sector organisation (preferably local government).
Proven track record of successfully developing and championing a customer focussed service function.
Extensive and comprehensive knowledge and understanding of the national policy context, requirements and major issues facing the service area.
Proven track record of effectively managing significant budgets and ensuring the delivery of services within agreed resources.
Proven ability to deliver effective performance management within own service and understanding of the performance management process in partnership arrangements.
Understanding of appropriate professional standards and how these can be achieved.
Significant experience of leading and sustaining partnerships both internally and externally to achieve shared objectives and synergies.
Authority and credibility to work effectively in a political environment and establish positive and productive relationships with stakeholders.
Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively and persuasively to a wide range of audiences both horizontally and vertically throughout the organisation.
Proven track record of operating strategically on corporate projects and policy development.
Proven track record of accountability for and success in delivering major organisational change.
Proven leadership ability, with evidence of developing a multi - disciplinary team approach, managing staff, inspiring confidence, encouraging, motivating and influencing others.
Proven ability to think innovatively and conceptually and deliver against this.
Evidence of enthusiasm, drive, commitment and energy demonstrated in achieving goals.
Resilient and positive in spite of setbacks.
Demonstrates behaviours which model the Council's values.
Indicative Qualifications
Educated to degree level or equivalent standard.
Post graduate qualification may be required or ability to demonstrate equivalent ability.

Relevant professional qualification may be required.

May require relevant certifications including evidence of fluency in English language.

Appendix D – Generic Role Profile – Senior Manager (Grade 19)

Job Family	Leadership
Pay Range	Grade 19
Reference	SM01
Purpose	
To provide strategic leadership and direction in the management of the Council, working with Council Members, the Chief Executive and other members of the Corporate Management Team, to develop the culture and achieve the aims and desired outcomes of the Council.	
Service to Customers	
<i>Accountability</i>	<i>End Result</i>
Direct and control corporate management of a portfolio of services. Support and assure the leadership and management of these services.	Activities within the portfolio of services are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.
	Customer and client satisfaction are maximised.
	Member input, community consultation and customer feedback inform the design, delivery and performance management of services.
	Service quality, efficiency, continuity and commercial viability are maximised.
Actively contribute to the formulation and implementation of Council strategies and objectives from the Councils political directives, as a member of the Corporate Management team. Ensure that innovative approaches, which meet the long term needs of the Isle of Wight and its residents, are identified, developed and delivered.	The Councils strategic plans are consistent with the democratically derived political and social intentions.
	Changing priorities and external requirements are anticipated and assessed.
	Innovative approaches and responses are developed and delivered.
	Service strategies deliver the Councils vision and objectives.
Undertake the formal responsibilities required for assigned regulated designations on behalf of the Council.	Policy options for future Council plans are developed.
	All statutory functions as outlined in the relevant legislation are met.
	Constraints and opportunities posed by regulatory changes are identified and incorporated into strategic decision making.

	Responses to Scrutiny Committee enquiries are led effectively.
Ensure the development and implementation of policy, systems, processes, governance frameworks and procedures meet all strategic / operational requirements, all internal and external reporting requirements and ensure compliance with external legislation and regulations.	Policies and controls ensure that the Council is compliant with all relevant legislation, codes, regulations, guidelines and standards.
	Compliance within the services for which responsible is monitored and ensured.
	Action is taken to resolve any issues identified.
	All internal and external reporting requirements are met.
	Policies, systems, frameworks etc. meet all strategic, regulatory and operational requirements.
Advise Elected Members and Council Committees. Provide challenge and advice to colleagues, partner organisations and Heads of Service.	Members of the Council are actively consulted on, supported, kept informed and involved in the activities of the Council.
	Executive is advised on Council plans and policy and on the achievability of these.
	Executive is advised of the implications of decisions and actions.
	Strategic advice, critical challenge and moderation are provided in relation to own services areas and wider Council / partner activities.
Ensure a comprehensive risk management programme is in place for the services for which responsible	Corporate risk management processes are implemented and delivered across the services.
	Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.
	Mitigation is identified and recommended in prospective high risk areas.
Ensure organisational safeguarding strategies reflect statutory requirements and best practice. Ensure these are understood and implemented within the area of responsibility.	There is a proactive and positive Safeguarding Culture.
	The organisation meets its statutory Safeguarding requirements.
	Strategic risks are effectively managed.
Business Improvement	
Work with Council Members, other Strategic Directors, Heads of Service and partner agencies to identify and	A culture of continuous improvement is established and embedded throughout the organisation.

address issues which impact on Councils services and the wider community.	External political and regulatory environment is monitored.
	Strategic issues / implications and opportunities for “ground breaking” developments are identified.
	Strategies for the management and delivery of change are developed and implemented.
	Improvements are planned and targets set.
Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged and that risk taking in identifying innovative solutions is encouraged where appropriate.	Innovative changes to culture and practice are identified, assessed, implemented and sustained.
	Conditions for others to perform and to innovate are created.
	Transformation of services and behaviours is focussed and driven to meet strategic objectives.
Plan and direct / sponsor significant strategic or Council-wide programmes, projects and initiatives.	Corporate change programmes are monitored and directional control provided.
	Transformational change to organisational culture, behaviours, practice and process is driven and directed.
	Projects / programmes have clear and assigned accountabilities and achieve their objectives.
Colleagues, Self and Partners	
Participate in own self development, in order to improve performance at work.	Participate in the Performance Development Review process.
	Keep records of achievements.
	Undertake learning activities as required.
Actively promote and celebrate diversity	When appropriate seek to eliminate unlawful discrimination, harassment and victimisation
	Advance equality of opportunity between those people who possess a protected characteristic and those who do not
	Foster good relations between those people who possess a protected characteristic and those who do not
Ensure that skills and knowledge are developed to meet future organisational and regulatory requirements and that	Changes which impact learning and development are identified and actioned.
	Realistic self assessments of development needs are made by self and Heads

<p>the Council is able to meet the challenges it faces.</p> <p>Accountable for the professional standards within the services for which responsible.</p> <p>Drive the cultural changes needed to ensure customer focus is at the heart of organisational and individual behaviour.</p>	of Service.
	Heads of Service are supported, coached and mentored in the delivery of their responsibilities.
	A proactive, customer focussed, “can do” culture is developed and embedded throughout the organisation.
	Empowerment of staff and the wider community is enabled.
	Skills and knowledge across the services and where appropriate partner organisations are developed to meet identified requirements (e.g. commercial, partnership working and commissioning skills)
	Knowledge sharing is established and embedded throughout the Council and partner organisations.
	Professional competence and integrity is ensured.
	The workplace is actively championed as a learning environment.
<p>Manage and develop stakeholder relationships. Ensure the services for which responsible have good relationships with Council Members, other service areas, customers, stakeholders, the public and the media.</p>	Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.
	Council policies and interests are upheld and promoted within the Council and in all external relationships.
	Heads of Service use Councillor, employee and public consultation as key integral components of their service management.
	The Council is represented on local, regional and national forums.
<p>Drive innovation in models of service delivery through leading and developing relevant partnerships between the Council and other public, private, voluntary and community sector bodies.</p>	Delivery of services is achieved / supported through partnerships.
	A clear framework of accountabilities is established between services and partner organisations.
	Members are supported in building and sustaining partnerships.
	Best practice is identified, shared and promoted.
<p>Ensure support is provided in response to a corporate emergency.</p>	Support is provided to meet the identified need.
	Requests made for support are reasonable with regard to both the job and the job holder’s circumstances.

Managing Resources	
Provide leadership and direction across the portfolio of services for which responsible.	Strategic leadership in the planning, commissioning and delivery of services is effectively provided.
	The services are led by professional, motivated and effective management teams.
	The performance of the Heads of Service is effectively managed.
	Deficiencies and underperformance are actively resolved.
	Heads of Service and their management teams lead, actively support and deliver corporate initiatives.
	Effective team meetings take place.
Ensure the effective financial management of the services within the portfolio.	Budgets are agreed.
	Services are delivered within allocated budgets.
	Value for money is maximised.
	Regulatory and Council financial policy and procedural compliance is assured.
Ensure the targets and objectives of the services for which responsible, result in the delivery of agreed Council strategies, policies and desired outcomes.	Strategic plans within the services support the Council objectives
	Policy direction is translated into service outcomes.
	Service and business plans are developed, communicated, cascaded and monitored.
	Robust performance and quality management, reporting, governance and audit systems and procedures enable services to be monitored and managed effectively.
	High performance against all external measures is achieved.
	Executive / Executive Members are advised on actual or potential under achievement and plans for improvement.
	Action plans are developed, implemented and delivered.
	Compliance with all relevant legislation, policies and procedures is ensured.
Operate strategically across the whole Council to ensure the	Internal and external organisational boundaries do not impede the delivery of

<p>effective deployment of resources. Ensure appropriate organisation structures and processes are developed and implemented.</p>	<p>the Councils aims and priorities.</p>
	<p>Resources are effectively and efficiently deployed to achieve Council objectives.</p>
	<p>Appropriate organisation structures and processes are developed to meet organisational requirements.</p>
<p>Ensure the successful implementation of health and safety legislation, policies and practices.</p>	<p>There is a proactive and positive culture of health and safety.</p>
	<p>The organisation meets its statutory health and safety requirements.</p>
	<p>Strategic risks are effectively managed</p>
<p>Knowledge, Skills and Experience</p>	
<p>Significant senior strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of services in a large public sector organisation (preferably local government).</p>	
<p>Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee their achievement of the organisations strategic goals.</p>	
<p>Extensive knowledge of the major issues facing local government.</p>	
<p>Extensive and comprehensive knowledge and understanding of the national policy context, requirements and future direction for relevant service areas.</p>	
<p>Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.</p>	
<p>Proven ability to drive through and deliver effective performance management within own organisation and understanding of the performance management process in partnership arrangements.</p>	
<p>Significant experience of creating, leading and sustaining partnerships both internally and externally to achieve shared objectives and synergies.</p>	
<p>Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.</p>	
<p>Authority and credibility to work effectively in a political environment and establish positive relationships with Members.</p>	
<p>Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically throughout the organisation.</p>	
<p>Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.</p>	
<p>Proven track record of accountability for and success in delivering major organisational change.</p>	

Proven leadership ability, with evidence of developing and embedding vision, setting direction, inspiring confidence, encouraging, motivating and influencing others.

Proven ability to think innovatively and conceptually and deliver against this.

Evidence of enthusiasm, drive, commitment and energy demonstrated in achieving goals.

Resilient and positive in spite of setbacks.

Demonstrates behaviours which model the Council's values.

Indicative Qualifications

Educated to degree level or equivalent standard.

Post graduate qualification may be required or ability to demonstrate equivalent ability.

Relevant professional qualification may be required.

May require relevant certifications including evidence of fluency in English language.

Appendix E – Generic Role Profile – Senior Manager (Grade 20)

Job Family	Leadership
Pay Range	Grade 20
Reference	SM02
Purpose	
To advise the Council, directing and controlling the Councils corporate management, to ensure the effective deployment of resources and the development and implementation of the Councils culture, aims and objectives.	
Service to Customers	
<i>Accountability</i>	<i>End Result</i>
Direct and control the corporate management of the Council. Support and assure the Leader and Executive in the development of the strategic direction of the Council. Ensure an integrated approach to complex community issues and challenges is co-ordinated across the Council and that customer focus is at the heart of council strategy.	A clear management framework for the development and achievement of policies and objectives is set.
	Community consultation and member input informs the strategic direction of the Council.
	Resident and service user satisfaction is maximised.
	Service quality, efficiency, value for money, commercial viability and continuity are maximised.
Formulate, communicate and implement Council wide targets from the Councils political directives. Ensure that innovative approaches, which meet the long term needs of the Isle of Wight and its residents, are identified, developed and delivered.	The Councils strategic direction and plans are consistent with the democratically derived political and social intentions.
	Changing priorities and external requirements are anticipated and assessed.
	Innovative approaches and responses to corporate culture, values, strategy, policy, plans and targets are developed, communicated and delivered.
Undertake the formal responsibilities required for assigned regulated designations on behalf of the Council.	Act as the Councils Head of Paid Service as prescribed by legislation.
	All statutory functions as outlined in the relevant legislation are met.
	Constraints and opportunities posed by regulatory changes are identified and incorporated into strategic decision making.
Establish and direct the management approach to	Policies and controls ensure that the Council is compliant with all relevant

<p>compliance in the Council and that the development and implementation of internal policies and procedures ensures adherence to external legislation and regulations.</p>	<p>legislation, codes, regulations, guidelines and standards.</p>
	<p>Executive, scrutiny, non-executive functions and service delivery are separated, balanced and effectively resourced.</p>
	<p>Compliance within the Council is ensured.</p>
	<p>Action is taken to resolve any issues identified.</p>
	<p>All internal and external reporting requirements are met.</p>
<p>As principal policy advisor, provide expert advice and challenge to Members, committees, colleagues, partner organisations, Directors, Strategic Managers, Heads of Service and other stakeholders.</p>	<p>Policy and strategy are discussed with Elected Members, unions, wider stakeholders and the business community as appropriate.</p>
	<p>Executive is consulted on Council plans and policy and on the achievability of these.</p>
	<p>Executive is advised of the implications of decisions and actions.</p>
	<p>Recommendations are made to Executive.</p>
	<p>Members of the Council are advised on appropriate responses to local, national and where required, international matters.</p>
<p>Ensure a comprehensive risk management programme for the Council is developed and implemented.</p>	<p>Corporate risk management processes and crisis management plans are developed and implemented.</p>
	<p>Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.</p>
<p>Ensure organisational safeguarding strategies reflect statutory requirements and best practice. Ensure these are understood and implemented throughout the Council.</p>	<p>There is a proactive and positive Safeguarding Culture.</p>
	<p>The organisation meets its statutory Safeguarding requirements.</p>
	<p>Strategic risks are effectively managed.</p>
<p>Business Improvement</p>	
<p>Initiate and develop with Council Members, Directors, Strategic Managers and Partners, strategies for the management of change in issues which impact on both the</p>	<p>A culture of continuous improvement is established and embedded throughout the Council.</p>
	<p>The external political and regulatory environment is monitored.</p>

Councils services and the wider community.	Strategic issues / implications and opportunities for “ground breaking” developments are identified.
	Priorities are identified.
	Strategies for the management of and delivery of change are developed and implemented.
Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged and that risk taking in identifying innovative solutions is encouraged where appropriate. Lead organisational development.	Transformational change to organisational culture, practice and process is driven and directed.
	Conditions for others to perform and to innovate are created.
	Corporate change programmes are monitored and directional control provided.
	The Council remains “fit for purpose”.
Colleagues, Self and Partners	
Participate in own self development, in order to improve performance at work.	Participate in the Performance Development Review process.
	Keep records of achievements.
	Undertake learning activities as required.
Actively promote and celebrate diversity	When appropriate seek to eliminate unlawful discrimination, harassment and victimisation
	Advance equality of opportunity between those people who possess a protected characteristic and those who do not
	Foster good relations between those people who possess a protected characteristic and those who do not
Act as a leadership role model; instigate and reinforce an explicit set of declared business and ethical values, behaviours and codes of conduct. Drive the cultural changes needed to ensure customer focus is at the heart of organisational and individual behaviour and that the Council is able to meet the challenges it faces.	A proactive, customer focussed, “can do” culture which achieves the strategic objectives of the Council and is supported by the Elected Members, regulators, employees and community, is developed and embedded throughout the organisation.

<p>Ensure that the skills and knowledge within the Council are developed to meet all strategic, operational and regulatory requirements. Accountable for the professional standards throughout the Council.</p>	<p>Directors and Strategic Managers are supported and mentored in the delivery of their responsibilities.</p>
	<p>Realistic self assessments of development needs are made by Directors, Strategic Managers and Heads of Service.</p>
	<p>Skills and knowledge throughout the Council and where appropriate partner organisations are developed to meet strategic goals.</p>
	<p>Knowledge sharing is established and embedded throughout the Council and partner organisations.</p>
	<p>Professional competence and integrity is ensured.</p>
	<p>The workplace is actively championed as a learning environment.</p>
<p>Manage and develop relationships between Members, political groups, services, officers, the public and the media. Act as an advocate and ambassador for the Isle of Wight.</p>	<p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</p>
	<p>The roles of all stakeholders are clear and promote effective delivery of Council aims.</p>
	<p>Council policies and interests are upheld and promoted within the Council and in all external relationships.</p>
	<p>External decisions and policy which affect the Isle of Wight and its residents are influenced to achieve positive outcomes.</p>
	<p>A positive image and profile of the County is consistently presented to media, visitors and all stakeholders.</p>
	<p>The Council is represented externally as agreed with the Council's Executive.</p>
	<p>Communication within and by the Council is effective and efficient.</p>
<p>Actively promote and sustain partnership working. Drive innovation through leading and developing effective partnerships with key stakeholders within the community, in government and other public bodies, the voluntary sector and the business community.</p>	<p>Opportunities to develop partnerships are identified, promoted and pursued.</p>
	<p>Delivery of Council strategy is achieved / supported through partnerships.</p>
	<p>Accountabilities between the Council and partner organisations are clearly established and defined.</p>
	<p>Members are supported in building and sustaining partnerships.</p>

Ensure support is provided in response to a corporate emergency.	Support is provided to meet the identified need.
	Requests made for support are reasonable with regard to both the job and the job holder's circumstances.
Managing Resources	
Provide leadership, motivation and direction for the Corporate Management Team and employees throughout the Council.	Strategic leadership in the planning, commissioning and delivery of Council services is effectively delivered.
	The Council is led by a professional, motivated, effective and integrated corporate management team.
	The performance of Directors, Strategic Managers and Heads of Service are effectively managed.
	Deficiencies and underperformance are actively resolved.
	Effective team meetings take place.
Direct and control the oversight of all financial activities of the Council.	Budgets are assigned and reflect strategic objectives.
	Services are delivered within the overall Council operating budgets.
	Accurate financial reporting meets all internal and external requirements.
	Accounts are authorised.
	Regulatory and Council financial policy and procedural compliance is assured.
Direct and control the oversight of all operational planning and service activities of the Council. Ensure the effective deployment of resources across the Council. Champion performance management and best value throughout the organisation.	Strategic plans deliver Council objectives
	Appropriate leadership and organisation structures are in place to deliver against strategic goals.
	An appropriate internal control environment ensures services are delivered efficiently and effectively,
	Performance across the organisation is measured and monitored.
	High performance against all external measures is achieved.
	Executive is advised as to actual or potential under achievement and plans for improvement.
	Action plans are developed, implemented and delivered.

Ensure the successful implementation of health and safety legislation, policies and practices.	There is a proactive and positive culture of health and safety.
	The organisation meets its statutory health and safety requirements.
	Strategic risks are effectively managed
Knowledge, Skills and Experience	
Significant senior strategic management experience, within a local authority.	
Demonstrable experience of developing and effectively delivering an organisation's vision, values and strategic objectives within a political environment.	
Demonstrable evidence of developing close, strategic relationships with a wide range of external organisations.	
Demonstrable experience of driving organisational development and cultural change within a large organisation.	
Demonstrable experience of leading effective corporate performance and planning processes.	
Demonstrable experience in the control and oversight of significant organisational finances.	
Proven track record of promoting, leading and managing change and of harnessing the strengths and talents of employees at all levels in a large organisation.	
Demonstrable evidence of proven success in the achievement of equality of opportunity in employment and service delivery.	
Extensive knowledge and understanding of the major issues facing local government.	
A clear understanding of and commitment to, corporate and partnership working.	
Proven ability to champion performance management and best value within a large organisation.	
Proven ability to work across service boundaries and to facilitate the delivery of cross cutting activity.	
Proven ability to maintain clarity about organisational priorities, how to define them and how to use resources effectively to achieve them.	
Proven ability to identify and pursue the potential of ICT and e-services in securing service improvement and increased efficiency.	
Proven ability to gain and retain the confidence of elected members of all political parties.	
Proven ability to assist elected members in their development of the Councils overall policy, direction and strategy.	
Proven ability to align political policy imperatives with service outcomes to achieve the overall strategies of the Council.	
Proven ability to represent the Council in a variety of settings.	
Demonstrate behaviours which model the Council's values.	

Indicative Qualifications
Educated to degree level or equivalent standard.
Post graduate qualification may be required or ability to demonstrate equivalent ability.
Relevant professional qualification may be required.
May require relevant certifications including evidence of fluency in English language.

Appendix F: Number of permanent full time equivalent posts by grade

Number of full time equivalent posts by grade

