

Agenda Item No: 6 **Report No:** 208/13

Report Title: Proposed changes to redundancy compensation and pay protection arrangements; implementation of a new competency framework for all staff.

Report To: Employment Committee

Date: 16 December 2013

Cabinet Member:

Ward(s) Affected: All

Report By: Becky Cooke, Head of Organisational Development

Contact Officer(s)-

Name(s): Becky Cooke
Post Title(s): Head of Organisational Development
E-mail(s): Becky.cooke@lewes.gov.uk
Tel No(s): 07805 812060

1. Purpose of Report:

- 1.1 To provide guidance on proposed amendments to redundancy compensation and pay protection arrangements at Lewes District Council, in order that Employment Committee can make an appropriate recommendation to full Council and changes can be reflected in the 2014 Pay Policy Statement.
- 1.2 To provide guidance on the proposed implementation of a competency framework for all staff at Lewes District Council.

2. Officers Recommendation(s):

- 2.1 To note the contents of the report.
- 2.2 To agree to amend Lewes District Council's redundancy multiplier to 1.75 (see paragraphs 4.1 – 4.7).
- 2.3 To agree to maintain the period of pay protection at a maximum of 3 years, but to introduce a tapering down arrangement of Year 1 – 100%; Year 2 - 66%; Year 3 - 33% (see paragraphs 4.8 – 4.12).
- 2.4 To agree to revise the redundancy policy so that where the difference in salary between the two posts (current and proposed) exceeds 10%, pay protection will not usually apply (subject to exceptional circumstances) on the basis that it is unlikely to be considered a 'suitable alternative' to redundancy.

- 2.5 To make a recommendation to full Council to accept these proposed changes, so that our policy on the use of discretionary powers can be picked up in the revised Pay Policy Statement due to go to Council for annual approval on 26 February 2014.
 - 2.6 To note the implementation of the draft Core and Management Competency Framework attached as Appendix 4 (see paragraphs 4.13 – 4.19).
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3 Reasons for Recommendations

- 3.1 Current pressure on public finances providing an opportunity to scrutinise all expenditure to ensure it represents appropriate value for money.
- 3.2 To bring Lewes District Council's compensation arrangements better into line not only with our neighbouring authorities but also with the national drive to reduce public spending.
- 3.3 To provide Lewes District Council with the opportunity to align individual performance with our overall business objectives by having a defined set of competencies by which to measure that performance.

4 Information

Redundancy Compensation

- 4.1 An employee who has worked with us under a contract of employment for 2 years or more and who is made redundant is entitled to a redundancy payment.
- 4.2 Statutory redundancy pay is:
 - half a week's pay for each full year employed whilst under 22
 - 1 week's pay for each full year employed as 22 or older, but under 41
 - 1 and a half week's pay for each full year employed as 41 or older...with a week's pay being capped at £450. **Appendix 1** is the statutory redundancy calculator.
- 4.3 Under the Local Government Regulations 2006, authorities have the power to base a week's pay for those made redundant on an amount up to the actual weekly pay of the redundant employee. So for employees whose week's pay is above the £450 maximum, local authorities can choose to base the calculation on any sum between £450 and an actual week's earnings. As a general rule, actual week's pay is used (89% of LAs who responded to LGA 2013 survey).
- 4.4 Authorities also have the power to augment the redundancy payment – see table in **Appendix 2** for details of enhancements locally. Compulsory redundancy will always be a last resort after all other alternative options have been considered. The purpose of authorities augmenting the statutory payment is to recognise the impact redundancy has on our staff, that the termination is involuntary, the loss of service related benefits and the risk of

not finding a comparable job.

4.5 Options to consider:

4.5.1 pay only statutory redundancy pay – translates as a maximum of £450 per week. The benefit would be minimal outlay for LEWES DISTRICT COUNCIL but we could predict strong resistance from unions and staff and negative perceptions in terms of the value we place in our staff and around being an employer of choice.

4.5.2 continue current arrangements but reduce multiplier. So severance is based on a multiplier of statutory redundancy provisions (Appendix 1) using actual week's pay. Benefits are that the calculation has a basis in statutory provisions as protection against legal challenge, it would allow us to increase payments by the same factor for all staff and would still provide an enhancement to the statutory requirement.

4.6 **Appendix 3** shows potential financial savings in the event that the multiplier is reduced from 2 to 1.75. It shows that financial impact on individuals would be relatively small, but it is anticipated that there would be a more significant collective impact for Lewes District Council over a period of time. A reduction to 1.75 would also bring the Council into line with East Sussex County Council, Eastbourne Borough and Rother District Councils, and is agreed in principle by the Corporate Management Team.

4.7 These proposed changes to current arrangements will need to involve consultation with the unions, consideration by full Council and one month's notice of change publicised before putting into action.

Pay Protection

4.8 Councils can also choose to apply pay protection arrangements in particular circumstances. See table in **Appendix 2** for details of arrangements locally.

4.9 Lewes District Council has historically had a low number of staff on pay protection arrangements, however it's reasonable to assume this picture could change as we embark on this period of change.

4.10 Options to consider:

4.10.1 reducing pay protection period and / or introducing a tapering arrangement

4.10.2 providing further clarification in the Redundancy and Redeployment Procedure around circumstances in which pay protection may or may not apply e.g. guideline around maximum reduction (as % or number of grades)

4.11 CMT have agreed in principle to maintaining the current 3 years protection period, but introducing a tapering arrangement of Year 1 – 100% protection, Year 2 – 66% and Year 3. This seems an appropriate compromise between needing to reduce the generous existing scheme, but also wanting to minimise

the impact as far as practicable for any staff who take up a role at a lesser salary in the new structure in the face of redundancy.

- 4.12 Again, these proposed changes will need to be subject to consultation with the unions and notice given.

Draft Core and Management Competency Framework

- 4.13 Lewes District Council needs to be able to define the attitudes and behaviours that it requires of its staff and have a mechanism by which to support and measure to ensure staff are reaching the required level or standard.

- 4.14 By having a defined set of competencies we are demonstrating the kind of behaviours we value and which we require to help us perform our business.

- 4.15 Competencies have a range of uses:

- Support the selection of the right person for the role
- Provide a consistent measure of performance
- Provide a structured way of describing behaviour
- Shape and define a culture based around strong principles such as customer service, collaborative working and positive attitude
- Provide a tool to help managers give constructive feedback
- Inform staff what they can expect from their managers
- Provide a self assessment tool for individuals
- Provide a mechanism to support the development of personal development plans

- 4.16 The framework (attached as **Appendix 4**) will be a cornerstone to delivering the Corporate Plan and supporting the Council's ambitions to continually improve the services we provide to our customers.

- 4.17 The draft framework consists of 6 core and 4 management competencies, with the core applying to all staff regardless of their role and function, and the management ones applying to any staff who have supervisory responsibility.

- 4.18 They will form an integral part of our appraisal process and employees will be recruited with the competencies in mind.

- 4.19 Briefing sessions and workshops will be held to inform staff of the competencies and what they mean, and to train managers in using them appropriately.

5 Financial Appraisal

- 5.1 See paragraph 4.6 and Appendix 3. Lewes District Council has enjoyed a situation in recent years of very few redundancy and pay protection situations

so there is limited scope for assessing financial impact based on extrapolation of previous arrangements.

- 5.2 This situation is likely to change over the course of the next 2 to 3 years and Lewes District Council needs to be in the best position to react to and accommodate the changes financially.

6 Legal Implications

The Legal Services Department has made the following comments:

- 6.1 *All implications covered in the body of the report.*

7 Sustainability Implications

I have completed the Sustainability Implications Questionnaire and there are no significant effects as a result of these recommendations (*or*)

8 Risk Management Implications

There are no risk management implications arising as a result of these recommendations.

9 Equality Screening

- 9.1 An initial screening will be undertaken to determine whether a full analysis is required for both the proposed policy changes and the implementation of the competency framework. The corporate Equalities Officer has been alerted to the potential changes.

Appendices

Appendix 1 - statutory redundancy calculator

Appendix 2 – local enhancements of neighbouring authorities

Appendix 3 – potential financial savings of reducing redundancy multiplier from 2 to 1.75

Appendix 4 – draft Core and Management Competency Framework

Appendix 1

Age	Service (Years)																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
17*	1																			
18	1	1½																		
19	1	1½	2																	
20	1	1½	2	2½	-															
21	1	1½	2	2½	3	-														
22	1	1½	2	2½	3	3½	-													
23	1½	2	2½	3	3½	4	4½	-												
24	2	2½	3	3½	4	4½	5	5½	-											
25	2	3	3½	4	4½	5	5½	6	6½	-										
26	2	3	4	4½	5	5½	6	6½	7	7½	-									
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-								
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-							
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-						
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-					
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-				
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-			
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-		
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-	
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½	
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24	
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½	
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25	
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½	
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26	
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½	
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27	
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½	
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28	
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½	
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29	
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½	
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30	

Appendix 2 Local enhancements to statutory redundancy payment:

Authority	Multiplier	Pay Protection Arrangements
Arun	2.2	1 year in a redeployment situation following redundancy
Chichester	2.2	No protection where post at risk, offered redundancy but accepted role at lower level. Where post is regraded or employee moves role due to ill health, 3 years protection (tapered)
Crawley	<i>tbc</i>	2 years where individual is redeployed to a post within 2 grades
Eastbourne	1.75	Up to 2 years where employee redeployed into 'same or similar' role
ESCC	1.75	As an alternative to redundancy – pay protected up to 10% for up to 1 year As result of move to single status grade – pay protected for up to 3 years
Hastings	2	
Horsham	2.2 (1.5 times based on actual salary and 0.7 times capped at statutory minimum)	3 years (looking to reduce to 1 year)
Lewes	2	3 years
Mid Sussex	2 for compulsory; 2.1 for voluntary	3 years
Rother	1.75	3 years. If drop is more than 1 grade down, immediate reduction of 1 grade then protected for 3 years.
Wealden	2 (but the multiplied element can be clawed back in part of full to offset pension capital costs)	2 years protection (or up to the equivalent cost of the severance, whichever is the lower). Up to 3 years for cases of ill health.
West Sussex	1.5	3 years, no more than 15%, graded reduction (100%, 60%, 40%)

Appendix 3

* note LDC norm is that total payment will not exceed 60 weeks. Amounts below are not limited to the norm - impact not significant

		Current multiplier 2						Alternative multiplier 1.75						Saving						
Grade: SC03	£18,018																			
	Age	Years service						Years service						Years service						
		5	10	15	20	25	30	5	10	15	20	25	30	5	10	15	20	25	30	Average
	25	2,772						2,426						346						
	35	3,465	6,930	9,702				3,032	6,064	8,489				433	866	1,213				
	45	4,851	8,316	11,781	15,246	19,058		4,244	7,276	10,308	13,340	16,675		607	1,040	1,473	1,906	2,383		
	55	5,198	10,395	15,246	18,711	22,522	25,988	4,548	9,096	13,340	16,372	19,707	22,739	650	1,299	1,906	2,339	2,815	3,249	1,502
Grade: SC05	23,093																			
	Age	Years service						Years service						Years service						
		5	10	15	20	25	30	5	10	15	20	25	30	5	10	15	20	25	30	Average
	25	3,553						3,109						444						
	35	4,441	8,882	12,435				3,886	7,772	10,880				555	1,110	1,555				
	45	6,217	10,658	15,099	19,540	24,425		5,440	9,326	13,212	17,098	21,372		777	1,332	1,887	2,442	3,053		
	55	6,661	13,323	19,540	23,982	28,866	33,307	5,829	11,658	17,098	20,984	25,258	29,144	832	1,665	2,442	2,998	3,608	4,163	1,924
Grade: SO01	28,197																			
	Age	Years service						Years service						Years service						
		5	10	15	20	25	30	5	10	15	20	25	30	5	10	15	20	25	30	Average
	25	4,338						3,796						542						
	35	5,423	10,845	15,183				4,745	9,489	13,285				678	1,356	1,898				
	45	7,592	13,014	18,437	23,859	29,824		6,643	11,387	16,132	20,877	26,096		949	1,627	2,305	2,982	3,728		
	55	8,134	16,267	23,859	29,282	35,246	40,669	7,117	14,234	20,877	25,621	30,840	35,585	1,017	2,033	2,982	3,661	4,406	5,084	2,350
Grade: PO 3-6	34,076																			
	Age	Years service						Years service						Years service						
		5	10	15	20	25	30	5	10	15	20	25	30	5	10	15	20	25	30	Average
	25	5,242						4,587						655						
	35	6,553	13,106	18,349				5,734	11,468	16,055				819	1,638	2,294				
	45	9,174	15,727	22,280	28,834	36,042		8,028	13,761	19,495	25,229	31,537		1,146	1,966	2,785	3,605	4,505		
	55	9,830	19,659	28,834	35,387	42,595	49,148	8,601	17,202	25,229	30,963	37,271	43,005	1,229	2,457	3,605	4,424	5,324	6,143	2,840
Grade: PO 11-14	41,810																			
	Age	Years service						Years service						Years service						
		5	10	15	20	25	30	5	10	15	20	25	30	5	10	15	20	25	30	Average
	25	6,432						5,628						804						
	35	8,040	16,081	22,513				7,035	14,071	19,699				1,005	2,010	2,814				
	45	11,257	19,297	27,337	35,378	44,222		9,849	16,885	23,920	30,955	38,694		1,408	2,412	3,417	4,423	5,528		
	55	12,061	24,121	35,378	43,418	52,262	60,303	10,553	21,106	30,955	37,991	45,730	52,765	1,508	3,015	4,423	5,427	6,532	7,538	3,484

Statutory calculation

£41,810 <-- Annual Salary £804.04

£450.00 <-- Weekly Salary (capped at £450)

20 <-- Completed Years Service

45 <-- Age

29 <-- Row ref = age in table

20 <-- Column ref = years service in table

22 <-- Index = number of weeks equivalent looked up

£9,900.00 <-- Payment

LDC Calculation

£41,810 <-- Annual Salary

£804.04 <-- Weekly Salary (not capped)

20 <-- Completed Years Service

45 <-- Age

29 <-- Row ref = age in table

20 <-- Column ref = years service in table

44 <-- Index = number of weeks equivalent looked up

£35,377.69 <-- Payment

2 FACTOR

Appendix 4

Core Competency Framework

Competency & Description	Outstanding Performance	Expected Performance	Negative Indicators
<p>1. Sharing the Vision -Shaping the Future Understands the Council's vision and values, and behaves consistently with them. Engages with others to encourage this across the Council.</p>	<ul style="list-style-type: none"> • Uses customer information to inform the development of relevant strategies and plans • Is openly positive about the future of the Council and counters negativity in others • Goes out of way to help colleagues to understand and stay informed about the Council and its goals • Is a champion for the vision and values of the Council 	<ul style="list-style-type: none"> • Understands how own tasks and team objectives contribute to service delivery and Council's strategic objectives • Identifies with and behaves in line with the Council's standards, principles and Code of Conduct • Positively promotes the work of the Council 	<ul style="list-style-type: none"> • Lacks awareness of the Council's vision and values, acting in a way that is inconsistent with the Council's standards, principles and Code of Conduct. • Is habitually negative about the Council. • Does little to understand wider LDC
<p>2. Effective Communication & Engagement Contributes to and participates in an organisation where high quality information flows smoothly internally and externally. Works positively to gain understanding from others.</p>	<ul style="list-style-type: none"> • Influences others to seek solutions when problems arise • Demonstrates and inspires positive responses even when dealing with unpopular information • Shows consistency in words and actions • Develops positive relationships and outcomes within and beyond team. 	<ul style="list-style-type: none"> • Open, honest, professional and respectful in communicating with others • Actively participates constructively, giving feedback appropriately • Ensures communication is in line with the vision and values 	<ul style="list-style-type: none"> • Makes little effort to communicate well in writing or orally; hides behind emails • Does not always demonstrate emotional control or diplomacy • Provides inaccurate or incomplete information regularly • Encourages/condones negativity in others
<p>3. Personal Learning & Development Adopts a positive approach to life long learning and development of self and others. Seeks to continuously develop personal knowledge, skills and expertise, and find opportunities to use in the workplace.</p>	<ul style="list-style-type: none"> • Prioritises personal learning and development, making connections with LDC's values and vision • Consistently seeks to enhance own skill level • Embraces learning opportunities and shares them with others 	<ul style="list-style-type: none"> • Seeks to understand personal development needs and improve personal capabilities • Seeks and acts on feedback for improvement • Actively participates in team meetings, 1-2-1s, appraisals and training 	<ul style="list-style-type: none"> • Wastes time and resources and fails to prioritise work. • Avoids tasks and projects which involve learning new skills. • Lacks follow through on commitments
<p>4. Leading Self Self motivated and professional. Is organised and uses time and technology efficiently. Adopts a flexible approach to change.</p>	<ul style="list-style-type: none"> • Acts as a role model to others in setting and maintaining quality standards • Promotes a positive, flexible approach to service and organisational change • Benchmarks own performance internally and externally, adopting others' good practice where appropriate • Works smarter not harder 	<ul style="list-style-type: none"> • Is reliable and consistently delivers agreed commitments • Demonstrates awareness of own strengths and limitations • Seeks views of others to develop own ideas • Adapts to changing demands & conditions 	<ul style="list-style-type: none"> • Works one day at a time with little allowance for flexibility • Shows little enthusiasm, commitment or interest in their work • Reluctant to take on new tasks or new ways of working
<p>5. Quality Customer Service Demonstrates a desire to identify and give priority to meeting the changing needs of internal and external customers. Actively strives to meet and exceed customer service objectives and expectations of customers.</p>	<ul style="list-style-type: none"> • Engages customers early in the development of new products or services to ensure they are fit for purpose. • Champions customer service. Motivates others to achieve high customer satisfaction, especially from hard to reach groups. • Works positively with other departments to deliver coordinated approach to problem solving 	<ul style="list-style-type: none"> • Sets high customer service standards and assists other to reach them • Resolves customers' issues promptly and efficiently taking ownership until resolution • Uses knowledge of Council's services to meet customers' wider needs • Turns customer complaints into service improvement opportunities 	<ul style="list-style-type: none"> • Treats customers as a nuisance • Leaves customer unclear; generates customer complaints • Displays personal mood to customer • Uses inappropriate language • Customer focussed to the exclusion of wider considerations.
<p>6. Working with Others Actively contributes to team working, sharing information, valuing the contribution of others. Works collaboratively and is committed to building, productive, positive relationships. Treats everyone with dignity and respect.</p>	<ul style="list-style-type: none"> • Promotes the team positively to others and works collaboratively with other departments to resolve issues. • Identifies and hooks up team member strengths to deliver positive outcomes. • Makes time for responsibilities beyond own role to help team. • Develops appropriate relationships beyond the service to promote the delivery of objectives. • Mentors and develops others within the organisation. 	<ul style="list-style-type: none"> • Is an active and effective member of the team or service area, sharing ideas and information • Works as a problem-solver, collaborating with others to find solutions and form action plans • Works effectively with a variety of people including councillors • Keeps colleagues informed of whereabouts • Actively works with others to resolve conflict • Builds relationships of trust and respect 	<ul style="list-style-type: none"> • Builds few relationships with immediate peers and does not interact with the wider team • Works in cliques, excluding others • Creates conflict within the team • Is often negative and frequently moans • Does not take responsibility • Works to achieve own rather than team goals

Management Competency Framework

Competency & Description	Outstanding Performance	Expected Performance	Negative Indicators
<p>1. Leading Organisation and Others Inspires and engenders commitment in others. Leads from the front and by example. Presents a united corporate view.</p>	<ul style="list-style-type: none"> • High level of emotional stability and ability to engender in others • Recognises when compromise is not possible; knows when to walk away • Inspires others to feel a personal stake in the Council's future • Engenders a natural desire to accept ownership for actions/objectives and applauds these behaviours • Is seen as a role model for leadership, especially in challenging times 	<ul style="list-style-type: none"> • Shows recognition of own emotions, personal style and impact on others • Communicates a clear and positive vision for the Council and own service • Demonstrates belief and trust in the ability of others; involves other and encourages the team to use their initiative • Demonstrates an awareness of equalities duties and commitment to equalities in day-to-day behaviour and language • Ability to exercise control • Admits when they get things wrong and tries to put them right 	<ul style="list-style-type: none"> • Is inconsistent or unpredictable in attitude • Says one thing, then does something else • Acts to keep the peace rather than resolve issues • Is inconsistent in treatment and involvement of others • Demonstrates a lack of knowledge and awareness of equalities duties in their behaviour • Abdicates responsibility and contributes to the creation of a blame culture
<p>2. Continuous Service Development Coaches and supports individuals and teams to perform at their best, motivating and developing them to achieve high performance.</p>	<ul style="list-style-type: none"> • Is looked to by the organisation for their innovative talent and commercial outlook • Is able to think radically and take acceptable risks to reach ambitious strategic or service goals • Identifies potential in others and creates a pool of talent to meet future service needs • Creates development opportunities for individuals • Drives outstanding performance through coaching, mentoring and sharing their knowledge • Actively benchmarks progress and continually raises the bar 	<ul style="list-style-type: none"> • Identifies, encourages and recommends opportunities for change • Provides clear direction on what needs to be achieved and agrees measures and progress reviews • Makes time to give regular, constructive feedback on service/team/individual performance • Delegates stretching tasks and projects to help employees develop improved and new skills • Tackles performance concerns promptly and appropriately 	<ul style="list-style-type: none"> • Gives too little or inconsistent direction to others • Avoids addressing performance issues • Gives more negative than positive feedback • Shows little or no interest in self or others' development • Is too close or too distant in monitoring performance
<p>3. Managing Resources Ensures the Council's priorities are achieved through planned action programmes. Makes best use of resources, ensuring value for money</p>	<ul style="list-style-type: none"> • Translates corporate goals into clear, deliverable plans • Anticipates changing circumstances, redirecting/acquiring new resources as necessary & communicating need for change with stakeholders • Forward looking approach, translating longer term goals and objectives to deliver improvement, value for money and best outcomes for customers • Networks with external organisations and individuals to build value adding partnerships 	<ul style="list-style-type: none"> • Contributes to and influences the corporate planning Cycle • Oversees and allocates the use of resources within agreed limits • Understands and harnesses the depth and breadth of skills across the team/service • Manages staff time effectively and takes appropriate measures to improve attendance levels • Recognises and manages risk associated with work • Manages financial performance within allocated budgets and takes action to address shortfalls 	<ul style="list-style-type: none"> • Lacks financial and political awareness • Fails to predict and plan the necessary resource to deliver required outputs • Uses resource constraints as a reason for lack of performance • Handles risk taking and systems of control inappropriately • Tolerates waste, inefficiency and poor service in others • Avoids addressing staff absence issues
<p>4. Championing Change Embraces, facilitates, implements and manages change to improve and develop services</p>	<ul style="list-style-type: none"> • When presented with viable innovative ideas, is tenacious in seeing them through • Inspires creativity and innovation in others • Takes time to anticipate and understand resistance to change; works tirelessly to win necessary support • Actively involves all those affected, especially customers • Evaluates the outcomes of change programmes and builds the learning into future activity 	<ul style="list-style-type: none"> • Engages with organisational and cultural changes and communicates them positively and confidently to the team. • Is resilient in changing and demanding circumstances • Spots and reacts to new and appropriate strategic opportunities • Prepares and supports team members during periods of change • Is willing to advocate difficult and unpopular decisions to bring about needed service improvements 	<ul style="list-style-type: none"> • Is complacent about existing performance and impact of service • Understands the need for change but does not take active steps towards achieving it • Has an inflexible approach to change • Ignores new ideas and proposals without giving them consideration