

Employment Matters Committee

29 January 2025

Senior Management Leadership Competency Framework

Report from: Sam Beck Farley, Chief Organisational Culture Officer

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Summary

This report focuses on the introduction of a Senior Management Leadership Competency framework that may be used when assessing the performance of senior managers.

1. Recommendations

1.1. The Employment Matters Committee is asked:

1.1. 2 to support the introduction of the Senior Management Leadership Competency Framework to be rolled out from 1 April 2025.

1.1.3 to note that further work will be undertaken to ensure that the principles of Performance, Progression and Pay (PPP) are applied to senior management roles including the principle of progressing through the pay range.

1.1.4 to note that a review of senior manager roles should be undertaken which would include salary benchmarking against other local authorities and, in particular, unitary authorities

1.1.5 to recognise that salary scales for senior managers will require review in order to enable pay progression through the pay ranges and that any proposed changes will require Full Council decision. This review should aim to be undertaken within 6 months.

2. Budget and policy framework

2.1. This decision is within the Council's policy and budget framework.

3. Background

3.1. MedPay Review is being implemented for all Council employees paid on MedPay terms and conditions and includes senior managers.

- 3.2. MedPay Performance, Progression and Pay (PPP) introduces progression through the MedPay pay ranges based on competency assessed against career progression frameworks; but as yet professional frameworks have excluded service managers and above.
- 3.3. The Strategic Working Group (SWG) were supported by a HR working group chaired by Nicola Smith, HR Business Partner, which took on responsibility for the research and scoping options. In August 2024, the HR working group were assisted by the Health Determinants Research Collaboration (HDRC) who offered some independent challenge and quality assurance to the research methodology and findings.
- 3.4. The SWG met on 6 occasions since January 2024. Although attendance was variable, and often low, the SWG have now completed their work. They agreed that whilst the SWG recognised the importance of professional frameworks, the council leadership competency framework should focus on generic leadership qualities aligned with our council values and behaviours, and this was agreed by Corporate Management Team (CMT) on 3 April 2024.
- 3.5. Following consideration of various options and models, the SWG agreed the Medway Management Leadership Competency Framework should, where possible, align with national management standards and the Chartered Manager Institute (CMI). The framework therefore aligns with Level 7 management qualifications and is based on the CMI standard which is considered the national gold standard.
- 3.6. The draft Medway Leadership Competency Framework is attached at Appendix 1 to the report.

4. Advice and analysis

- 4.1 Whilst the framework addresses leadership competencies and is aimed at improving leadership capacity, it does not resolve how pay decisions should be made in relation to senior managers. This requires further work although initial analysis indicates that annual review aligned with the council's annual budget setting and fiscal year may be most appropriate for this group of staff.
- 4.2 The framework would sit within the performance appraisal and career conversation process for senior managers and enable a decision on any pay progression at the end of the year. A graphic on what this could potentially look like is at Appendix 2 to the report.

5. Risk management

- 5.1 The following risks have been identified.

Risk	Description	Action to avoid or mitigate risk	Risk rating
Introducing MedPay PPP principles later than other employees	Some Senior Managers may feel that PPP principles could be adopted earlier and consider leaving in order to attract higher pay elsewhere	Skills Shortage and Retention Allowance policy enables a business case for exceptional cases	BIII
Leadership capability and capacity building is not seen as a priority	Senior leaders in the council do not apply the framework when setting targets for 2025/26	CMT have agreed the competency framework and plans can be put in place to roll this out from 1/4/2025 following EMC approval	CII

Risk Rating:

Likelihood	Impact:
A Very likely	I Catastrophic
B Likely	II Major
C Unlikely	III Moderate
D Rare	IV Minor

6. Consultation

- 6.1. Whilst formal consultation has not been necessary as the model itself does not change terms and conditions, the SWG was established to contribute to the development of the framework which assisted with engagement. They were engaged with the research, the designing of the draft framework and testing out the final draft.
- 6.2 As the framework is rolled out and training provided, senior managers will have an opportunity to test the framework in practice and may suggest improvements which could be taken on board for year 2 of operation.

7. Financial implications

- 7.1. The Proposed Budget for 2025/26 being considered by Cabinet and Council in February includes £15,000 to fund external benchmarking to be undertaken with South East Employers.
- 7.2. The implementation of the MedPay PPP scheme has been reflected in budget additions with £4million added in 2024/25 and a further £1.9million in the

Proposed Budget for 2025/26 and the impact of implementing MedPay PPP for senior leaders is expected to be delivered within these existing allocations.

8. Legal implications

- 8.1. Whilst there are no immediate legal implications, should the MedPay Review require the senior manager pay scale to be altered to enable progression through the pay ranges this would be a matter for full council.

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Appendices

Appendix 1 - Draft Senior Management Leadership Competency Framework

Appendix 2 - Graphic: Draft Senior Manager Appraisal Model 2025-26

Background documents

None