

IRP Evidence Gathering Session – Notes of Evidence Received

19 September 2011

Present

Chair of the Panel – Martin Traynor OBE

Panel members – Pat Zadora MBE

Mike Kapur

Professor Dominic Shellard (present for the evidence from City Mayor and Deputy)

Note taker

Prior to the first witness the Chair of the Panel summarised the process and timetable for the session for Panel members. Further written submissions received from Councillor Ross Willmott, Councillor Sarah Russell and the Director of Corporate Governance were distributed to Panel members.

City Mayor – Sir Peter Soulsby

The Chair of the Panel welcomed the City Mayor and explained that the Panel sought his view on:

- His vision for the administration
- His personal role
- His views of the Deputy City Mayor and Assistant City Mayors roles
- His view of current SRAs
- His view of the basic allowance

The City Mayor explained that he had been very critical of the current model of allowances as he was concerned that they risked being used as a system of patronage, and this was why he had voted against them when introduced.

He felt that the City Mayor role was very different to that of the former Leader in terms of public expectation and that he worked over 70 hours per week with many events on Saturdays, Sundays and in the evening. The City Mayor suggested that

the expectation was shown in the recent disturbances where he had spent much of the night working with the Police and local media and compared it to the situation in London where the Mayor had been criticised for not meeting public expectation.

The City Mayor suggested that a key aspect was very strong personal responsibility for the office holder for the actions of a very large (16,000 employees – c£1bn budget pa) and complex organisation, as a unitary authority, for an extremely large range of functions and not a single service such as health care. As such he was not aware of any comparable posts and as a former MP did not see the responsibility as comparable. The City Mayor gave by example the upcoming decision needed regarding Building Schools for the Future which would have major consequences for the City. In addition for example where a child was not properly safeguarded the City Mayor would have to take personal responsibility for the matter, reassure people and ensure that the authority was doing everything it could to prevent such risk.

The City Mayor referred to work undertaken since the election to improve decision making, accountability and strategic direction. This included a decision to delete the post of Chief Executive to reduce duplication and save £250,000 pa. Further work had been undertaken to increase standards and probity. A different Cabinet approach had been defined with detailed portfolios focussing on delivery with Assistant City Mayors reliant on the City Mayor for their posts. The City Mayor noted that the City faced cuts of £30m this year and £20m in subsequent 3 years.

The City Mayor felt that the office holder needed a detailed knowledge of the City, its economy, demography and significant communication skills in order to deal with significant press interest. Further skills needed were political skills, a detailed understanding of local government finance, an understanding of the public and private sector and the sympathy and trust of the voluntary sector.

In terms of remuneration for the role the City Mayor noted the symbolic importance of the remuneration for the post to show its value, define the model and attract a suitable successor.

Following his submission the City Mayor received questioning from the Panel and in response to questions the City Mayor gave the following responses:

Concerning appropriate comparators the City Mayor noted that in London there was a 2 tier system of governance whilst Leicester was a unitary authority and that the Government had identified a figure of £122,000 for a police commissioner role which controlled a less complex organisation.

The City Mayor noted that around half of Mayoral authorities had deleted the post of Chief Executive, though many Mayoral authorities were smaller than Leicester. Since the change the overwhelming majority of the Chief Executive responsibilities had transferred to the City Mayor. In terms of the relationship between City and Lord Mayor's roles he felt that there was some possible overlap and there had been issues as organisations often wished to meet the person with the decision making powers, however there was still a specific civic role. He noted that the Lord Mayor was currently undertaking duties in Cyprus visiting the Royal Anglian regiment which was something he felt would not be appropriate for the role of City Mayor. He suggested that this could be something that a future panel may wish to look at in 12 months.

In terms of the role the City Mayor concurred with the suggestion that all 3 City MPs felt that the City Mayor had greater power than an MP and noted that whilst an MP had significant influence an elected Mayor had more direct power.

In terms of measuring performance the City Mayor stated that there would be an annual report created to follow up the 100 Days work. Job descriptions for the Deputy and Assistant City Mayors had measurable criteria attached to them and were directly scrutinised. However the Deputy City Mayor was a very different role to Assistant City Mayors with a statutory responsibility to undertake the roles of an elected Mayor in his/her absence. Also in Leicester the Deputy City Mayor had taken responsibility for delivering the 100 Day project and had the role of making the administration's programme happen. As such the role was more important than any director, with 75-80% of the remuneration of the City Mayor more appropriate than the 50% received by the former Deputy Leader role. The City Mayor confirmed that he supported Councillor Palmer's assertion that he undertook a 'Chief of Staff' type role.

In terms of Assistant City Mayors roles the City Mayor noted that office holders worked to the agenda of the City Mayor and Deputy but that a high degree of competence and a significant time commitment was needed including evenings and weekends. This related to more than full time with ward work especially as the number of portfolios holders had been reduced. As such he noted that a number of

Assistant City Mayors had not been able to retain previous employment whilst undertaking the role. The City Mayor noted that there were some differences in the weight of Assistant City Mayor portfolios but not enough to differentiate remuneration. The City Mayor stated that he sought to empower Assistant City Mayors and was seeking to extend team working, including through meeting 3 times a week.

In terms of the number of Councillors the City Mayor noted that he had been quoted that he didn't believe the number should be cut. In terms of non-executive Councillors he felt that some roles should link to ward Councillor roles and be covered by the basic allowance with some Vice Chair roles not significant roles with risks that they could be used as patronage. In terms of Chairs the City Mayor noted the particular responsibilities of the chairs of Planning & Development Control / Licensing and Overview Select Committee but saw these as less than those of executive Members. He suggested however that if designing a new system there might be benefits in increasing the basic allowance but reducing chairs allowances. In terms of buying out allowances he noted that if Councillors worked 20 hours per week on ward duties the basic allowance equated to a low rate.

Deputy City Mayor – Councillor Rory Palmer

The Chair of the Panel welcomed the Deputy City Mayor and asked him to give the Panel more detail of his current role.

The Deputy City Mayor explained that he saw a closing of the gap between officer and Member roles with the Deputy City Mayor acting as a senior leadership/management role. He felt that the role was unique and could not be compared to the previous system or that of a Deputy Leader. He suggested that it was similar to that of a 'Chief of Staff' acting as the key linkage between the City Mayor and officers shaping officer proposals in a system of operationalised political leadership. The role had responsibilities beyond its portfolio with the 100 Day programme a good example of authoring and creating the programme. The Deputy City Mayor felt that the role was not just an internal one assisting leadership of the City not just the Council.

Following his submission the Deputy City Mayor received questioning from the Panel and in response to questions the Deputy City Mayor gave the following responses:

In terms of comparison of the role of City Mayor with a police commissioner and the Deputy remuneration being set at 75-80% of the City Mayor he felt this was accurate. He saw a necessarily very close link between the Deputy and City Mayor role with the responsibility to pick up the City Mayor's duties when he was not available. He however saw a slightly bigger gap between the Deputy City Mayor and Assistant City Mayors and suggested that in terms of remuneration the gap between Deputy and City Mayors should be not far off twice as much. The Deputy City Mayor saw the role as having a power and influence greater than that of an MP and noted that he had 2 mandates – 1 as a ward Councillor and 1 as a pre-announced Deputy City Mayor candidate.

In terms of changes to the number of Councillors the Deputy City Mayor stated that he was not convinced of the need for change and that any change would require very detailed work. He noted that he combined his duties with that of a ward Councillor and drew attention to London Assembly where the executive was not drawn from the 25 GLA members who held the executive to account.

The Deputy City Mayor stated that he was mindful of the challenges facing the Council and had referred to the need for personal development in his submission. He also noted the senior management review which would reduce costs.

In terms of ward responsibilities The Deputy City Mayor felt that his first job was that of community representative but though due to the weight of his responsibilities his co-Councillor had taken on some of his ward roles. He stated that he had felt that as a ward Councillor he had much influence.

He stated that he saw himself on a career path and noted that it was very difficult to 'twin track' with work and Council responsibilities. However if roles were seen as full-time they should have set hours / annual leave and severance as professional roles would. Work had been undertaken to develop job descriptions and the Panel's comments on these were welcome.

In terms of SRAs and basic allowances the Deputy City Mayor stated that he had argued against Vice Chair allowances though the position with scrutiny was difficult to judge as it was also new. He felt that a pro-active Councillor could easily do 20+ hours per week.

Councillor Ross Grant – Conservative councillor

Councillor Grant stated that he worked c 12 hours per week on Council duties and suggested that there was a potential bias to show increased hours by including activities such as political campaigning and not using facilities to help Councillors such as the City Warden service and Ward community meetings.

Following his submission Councillor Grant received questioning from the Panel and in response to questions gave the following responses:

Councillor Grant noted that the range of hours could vary and agreed that the level of hours could be linked to factors such as deprivation. Councillor Grant suggested that some Councillors acted as a first point of contact rather than intervening if services were failing. He suggested that this approach could increase the amount of time Councillors had to spend and could create issues by Councillor queries being fast tracked. In terms of training there were difficulties as the Council had few means of compelling Members to attend training.

In terms of changes since the election he had not felt the political balance had increased his workload but felt that he would not wish to be compelled to attend a meeting where he did not see its value.

In terms of chair roles he suggested that the chairs allowance was generous and that his experience had led him to feel that the vice chair role was often not significant.

In terms of the basic allowance Councillor Grant felt that a reduction may be problematic for some Councillors but did not see ward Councillor roles as full time. In terms of allowances he suggested that in some respects these were overly generous such as for broadband which he would have at home anyway.

Please ask for: Councillor Rory Palmer
Direct Line: 0116 252
Our Ref: 172rplt
Date: 13th September 2011



Martin Traylor OBE, FIH
Group Chief Executive
Leicestershire Chamber of Commerce
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Dear Martin

Thank you for your letter dated 22 August 2011 inviting submissions as part of your independent review of allowances following the election of a new council and the introduction of the city's new governance arrangements.

I am also grateful for the opportunity to provide evidence and to answer questions in front of the panel and I am pleased to accept this invitation.

Like the role of City Mayor, the role of Deputy City Mayor is new and unique. With Leicester being the only principal city outside of London to have a directly elected mayor and mayoral team, the role of Deputy City Mayor in Leicester is currently unique to local government across the country.

It is with this in mind, and in recognition of the fact that my role has evolved and developed continuously since day one, that I wanted to take this opportunity to set out for your panel some thoughts which may be of assistance as you develop your recommendations.

I want to make clear first and foremost that this role is challenging, stimulating, demanding and exciting. I consider myself extremely fortunate to have the opportunity to carry out the role of deputy city mayor and it is a privilege to be able to do so.

It is almost impossible to liken the role of Council Leader with that of City Mayor; it is likewise very difficult to equate the role of Deputy City Mayor with the previous Deputy Leader of the Council role. The roles are fundamentally different in scope, responsibility and application, as well as having a significantly different set of functions on a day-to-day basis.

OFFICE OF THE DEPUTY CITY MAYOR
Rory Palmer

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The Role of Deputy City Mayor

There are three broad areas which make up my role, which define my workload and time commitments. I have a set of wide-ranging and senior responsibilities by virtue of being deputy city mayor. I also have a full cabinet departmental and service portfolio like the assistant mayors (Transport and Climate Change); and, unlike the City Mayor, I am also an elected ward councillor.

I will attempt to provide some detail and aim to illustrate how these different areas of responsibility together form the totality of my role of Deputy City Mayor and to give you an impression of the role's demands and responsibilities.

In your letter of 22 August 2011 you ask specifically for information about hours worked. My diary since Monday 9 May and my own time-sheet logs show average weekly hours well in excess of 60 hours per week. This includes the very many evening meetings and requirements expected of councillors and executive members. The role of Deputy City Mayor also includes heavy demands on weekends through workload and public events.

Without question this role is full-time and should be formally recognised and defined as such. It would simply be impossible to combine this role with any other paid employment. In my view it would be a perfectly reasonable recommendation for your panel to make that the role of deputy city mayor is designated as full-time and that the post holder should not be allowed to take up any other paid employment alongside the role.

As a clear example of this, the Mayoral team now meets as a full cabinet three times each week, typically for around two hours (this is in addition to the Public Cabinet meetings we hold). These internal cabinet meetings are a key part of the workload and commitment of the Assistant Mayors. Under the previous Leader/Cabinet model such internal cabinet sessions happened around once or twice a month. Furthermore, the cabinet appointed by the City Mayor is smaller than the previous arrangement, having been reduced to City Mayor, Deputy plus six Assistant Mayors from Leader, Deputy Leader and eight cabinet members.

I do not want to rely on the use of clichés but in many ways this role is a '24/7' job. There is not really a time when, like the city mayor, I am not 'on call'. There have been a number of occasions since May when I have taken calls or had to respond to urgent and unforeseen situations.

For example, I spent much of my family holiday this year dealing by phone and e-mail with the response and impact of the city centre disturbances. I do not in any way resent this and I see it is a perfectly acceptable and required expectation and requirement of my role, and absolutely consistent with the level of responsibilities and the leadership role I now fulfil.

It is difficult for me to respond to your request to disaggregate hours spent on my ward councillor duties and my wider responsibilities as Deputy City Mayor. In

essence on a day-to-day and week-to-week basis all my responsibilities merge and represent the totality of my role and workload.

However, it is my determination and desire to continue to be an active and visible ward councillor and I continue to hold regular advice surgeries, ward meetings and attend events in my ward. I am also initiating a number of projects and initiatives in my ward including developing a ten year strategic community plan. I have enclosed a calendar of my ward advice surgeries.

I have enclosed a copy of the current job description for the role of Deputy City Mayor. As you will be aware, this job description – along with those for the roles of City Mayor and Assistant Mayor – are currently published for consultation. I hope that the panel's deliberations and conclusions may contribute usefully to this consultation and the finalising of these job descriptions.

It should be said that this job description has been developed following discussions with me about my role, the responsibilities I have assumed and with some input from those with whom I have worked closely with and alongside since taking office.

The job descriptions have also been modelled and aligned to those of senior officers of the council and have been drafted following research of similar job descriptions of senior politicians.

The job description for Deputy City Mayor clearly shows that this is a role with very significant strategic leadership responsibilities and is a senior level position within the local authority.

There is significant crossover and replication between the job description set out for my role and the job descriptions of the most senior officers and managers of the council. This reflects the fact that the political executive roles are now much more closely aligned to the senior management roles within the council.

There has been a very clear and evident equalisation of responsibilities and roles of political and officer/managerial leadership.

This 'closing of the gap' plays out on a day-to-day basis and places new responsibilities and demands on senior politicians, as would be expected and is appropriate within an executive mayoral system.

My role involves providing political, strategic and organisational leadership. This is reflected in the current job description, which states that the role of Deputy City Mayor involves:

- *To support the City Mayor to build a vision for the City, to undertake the role of community leader and to lead the Council and its partners towards delivering that vision.*
- *To represent the Council and provide leadership of the Local Strategic Partnership and other key local partnerships in the absence of the City Mayor.*

- *To represent the City Mayor and the Council, and be accountable for, discussions and negotiations with the community, and regional, national and international organisations or events.*
- *To assist the City Mayor with the development and promotion of strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, improving the quality of life of local people and supporting the regeneration of the City, the Council and the effective delivery of services.*
- *To act as an advocate for the City and the Council at local, regional, national and international levels, where necessary negotiating with key stakeholders for the benefit of the City.*
- *To assist the City Mayor to effectively lead the Council's Senior Management Team and to ensure the Council's strategic objectives are met.*
- *To lead the delivery of all promises, pledges, manifesto or other commitments within your portfolio area.*

These inclusions in the job description for my role also illustrate that the executive mayoral team do not just lead the council but also have strategic leadership responsibilities for the city. This has always been the intention and reality of the executive mayoral model of governance, and there is no doubt that there is a much greater expectation under this model aligned to the notion and requirement of city leadership and place-shaping leadership.

By definition, my role also carries with it clear responsibilities to deputise for the City Mayor. This is set out constitutionally and in legislation, but is also reflected in both the job description for my role and in the letter of appointment from the City Mayor (also enclosed):

From the job description:

- *To represent the City Mayor and the Council and promote Leicester by playing a major role on a strategic local government or other body.*
- *To be Deputy Chair of Cabinet and contribute to the performance management of the Assistant Mayors.*
- *To provide guidance to the Assistant Mayors where necessary.*
- *To undertake the full range of functions of the City Mayor if for any reason the City Mayor is unable to act.*

From my letter of appointment:

- *As Deputy City Mayor you will deputise for me on all areas of policy, responsibilities and all other matters as is required.*

It is also set out in my letter of appointment that I have specific responsibilities for emergency planning and resilience, alongside the city mayor.

The City Mayor has also asked me to take on a set of key strategic responsibilities including:

- Policy development, strategy and delivery – including full oversight of the delivery of the policy programme and priorities.
- Communications.
- Partnerships.

The 100 days programme was something I initiated, compiled, authored and co-ordinated and led the delivery of. With the support of senior officers I project managed the 100 days programme and oversaw its successful delivery.

Extending from this, I am now developing new delivery arrangements and processes inside the council, linking to the current Organisational Development and Improvement team and their work. This will align more closely to the political leadership of the organisation as we develop a new focus on delivery, and again illustrating the 'closing of the gap' between the political leadership and officer/management divide.

Through our determination to continue to ensure the City Mayor, Deputy City Mayor and Assistant Mayors have a very hands-on role in the development, progression and delivery of policy, work programmes will be developed for each Assistant Mayor portfolio which will be published and which I will provide oversight of. This also emphasises again the individual responsibility and accountability which each member of the Mayoral team will be expected to fulfil.

As you will see from my letter of appointment, including those aligned to my departmental cabinet portfolio and the cross-cutting and corporate pledges, I was asked to lead on the delivery of 25 of our 100 pledges we undertook to complete within our first 100 days.

I am managing the political delivery of the Cabinet work programme, interacting with senior officers to plan and execute the delivery of our strategic priorities.

I am currently overseeing a review of the council's partnership arrangements and authoring a paper which will include recommendations on the future set-up of citywide partnerships and the Local Strategic Partnership. This review will respond to the changing nature and demand on partnerships as a result of the new governance and city leadership arrangements.

I have also been tasked with leading on a number of citywide and corporate priorities and projects. I have established and will chair our new Child Poverty Commission and our Fairness Commission. I am also leading, alongside the Assistant Mayor for Heritage, Leisure and Sport, our work in preparation for the 2012 Olympics. I am chairing the community partnership group for the Leicester stretch of the 2012 Torch Relay and I have been invited by the Assistant Chief Constable to join the county-wide 2012 Strategic Planning Group.

It is difficult to define my role, which as I have stated, is new and unique. Beyond my cabinet and departmental responsibilities I am managing a large and varied portfolio of corporate and cross-cutting programmes and projects, I am also managing the delivery programming and planning of our manifesto commitments and policy priorities.

Alongside the City Mayor, I provide leadership to the council and work closely with the senior management team on a day-to-day basis, and it could be said that a key part of my role informally – and which is difficult to define formally in a job description – is being the key interface and conduit between the City Mayor's office, the political body and the senior management team and officer administration.

This element of the role evolved quickly in the opening days and weeks and this unique range of responsibilities generated a wide and varied workload. Those who have observed the development of this role closely, and who have worked alongside me and the mayoral team, have remarked, anecdotally, but it is perhaps a fair and accurate assessment, that my role has become very similar to a chief of staff type position.

This is not an attempt to over-state my role, it is a way of describing the position in a way which endeavours to capture my formal responsibilities as set out in the job description and letter of appointment, my wider responsibilities and workload and the day-to-day realities of the role – particularly what is now a very close and fully integrated interface between the senior politicians and mayoral team and the council's senior management team.

The individual mandate of the City Mayor immediately and naturally leads into personal and direct responsibilities of all the mayoral team. This sense of personal accountability differs dramatically from the previous leader/cabinet system, which I experienced first-hand as a cabinet member. This personal accountability is emphasised through my responsibilities and functions as deputy city mayor – and is reflected in the nature of scrutiny we are now, rightly, subject to through revised scrutiny arrangements at the council, but also through the media and by the public generally.

The profile of the mayoral team roles is without question higher than those of the previous political roles of the council. Our Meet the Mayor events continue to be busy and well attended. We receive many questions via our new online 'Ask the Mayor' system and the volume of correspondence both I and the city mayor receive is very significant. Given the citywide basis of our positions and responsibilities the

nature and volume of our correspondence is more comparable, and is probably higher, to that received by Members of Parliament.

From my experience to date the role of Deputy City Mayor covers a number of important and demanding areas including strategic and organisational leadership of the council; leadership of the city and locality; acting as an advocate and figurehead for the city to internal and external audiences; and being an active and senior member of the council's leadership team.

The role may well evolve and develop further, in response to shifting and new priorities, or in response to new powers which may be devolved to city mayor administrations from central government.

I have attempted here to provide an accurate and clear overview of my formal responsibilities and the day-to-day duties and realities of this job.

Professional Development

If the panel concludes that the role of Deputy City Mayor -- together with the other executive leadership roles -- are full-time and constitute senior and strategic leadership roles within the council and the city, then I believe it to be important that the panel considers making recommendations in relation to our approach to continuing professional development.

We rightly expect the council's senior officers and managers to be appropriately performance managed, to assess their personal development requirements and to undertake relevant professional development opportunities, for both quality of service and leadership, and career progression, reasons. If we see the new political leadership roles as being roles which are professionalised then the same should be required of those of us currently carrying out these roles.

I have always taken my personal professional development seriously. In my first term as an elected councillor (2007-2011) I completed a number of development courses to support me in undertaking new responsibilities as a councillor.

In 2009 I became a graduate of the Common Purpose Leicestershire Matrix leadership course. I have also completed the Improvement and Development Agency (IDeA) Fast-track Leadership Academy for councillors and the Leadership Centre for Local Government's Next Generation programme.

I have already met the director of City Learning, the city council's professional development and training service, to discuss personal development opportunities relevant to my new role of Deputy City Mayor. In the next few weeks I will be meeting with a senior IDeA peer through the Labour Group office at the Local Government Association. I am also actively exploring under-taking an Executive Leadership MBA course either this year or next.

Wider Considerations

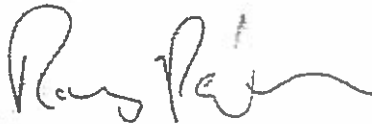
Beyond continuing professional development, if the panel concludes that political leadership positions are full-time, are fully professionalised and are senior leadership positions then further recommendations should be considered to align these roles to senior manager roles inside the council. For example, it should be considered that we are given a specified annual leave entitlement and pay for car parking at the council's office building on the same staggered pricing structure in the same way that senior officers and managers do.

Where positions are considered full-time and in effect become the post holder's career then other issues could be considered including pension arrangements and arrangements in the event of loss of office for whatever reason.

I trust that you will share this submission with the panel members for their consideration. I am happy to provide any further information which may be of assistance to the panel, including diary and schedule excerpts. Should you wish to consider a job evaluation exercise for these new roles I would of course be happy to co-operate.

I look forward to meeting with the panel.

Yours sincerely



RORY PALMER
Deputy City Mayor

Enclosures

1. Deputy City Mayor Job Description
2. Letter of appointment from the City Mayor
3. Calendar of ward advice surgeries

Jobs and Careers



Job Description

Post Title: Deputy City Mayor

Date: 16th August 2011

Responsibilities

Public Image

1. To act as figurehead for the City and the Council.

Strategic Leadership of the City and the Council

2. To support the City Mayor to build a vision for the City, to undertake the role of community leader and to lead the Council and its partners towards delivering that vision.
3. To represent the Council and provide leadership of the Local Strategic Partnership and other key local partnerships in the absence of the City Mayor.
4. To represent the City Mayor and the Council, and be accountable for, discussions and negotiations with the community, and regional, national and international organisations or events.
5. To represent the City Mayor where necessary and promote Leicester by playing a major role on a strategic local government or other body.
6. To assist the City Mayor with the development and promotion of strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the City, improving the quality of life of local people and supporting the regeneration of the City, the Council and the effective delivery of services.
7. With the City Mayor, to pursue the interests of the City and the Council at local, regional, national and international levels to achieve, within the overall strategy, maximum benefit for the residents, communities and businesses of Leicester.
8. To act as an advocate for the City and the Council at local, regional, national and international levels, where necessary negotiating with key stakeholders for the benefit of the City.
9. To assist the City Mayor to effectively lead the Council's Senior Management Team and to ensure the Council's strategic objectives are met.

Organisational Leadership

10. To contribute to the preparation and delivery of the Community Plan, the Council budget and policy arrangements, and divisional service delivery plans.
11. To lead the delivery of all promises, pledges, manifesto or other commitments within your portfolio area.
12. To support the development and implementation of arrangements that enable the effective management of the political interface.
13. To work with the City Mayor to develop the Council budget for presentation to full Council.
14. To work with the City Mayor to provide strong, fair, visible leadership and direction within the Council and to partners in order to ensure that high quality, cost effective services are delivered to the Community, and that potential and performance is maximised to produce excellent outcomes.
15. To be responsible for the development, promotion and delivery of an organisational culture that is positive, forward looking, results orientated and customer focused; an environment which is supportive, fair and open, encouraging and enabling all staff to meet required performance standards. An environment that also ensures high standards of probity, integrity and customer confidence.
16. With the City Mayor, to encourage a real sense of ownership of the Council's corporate plans across the Council and inspire and motivate all staff to develop the confidence and commitment to achieve objectives and outcomes.
17. With the City Mayor, to develop a learning organisation that is not afraid to take measured risks, focuses all times on the customer and uses its own growth and experience to learn and develop.
18. To build effective working relations with Councillor colleagues, senior officers, and external partners.

Communication – with the City and beyond

19. To lead the Council in effective communication, engagement and consultation with the residents, businesses and voluntary sector partners throughout the City of Leicester.
20. To communicate clearly, concisely and in a timely manner so that people local people, businesses, voluntary organisations, community groups and staff are involved in decision making where appropriate.
21. To represent the City Mayor and the Council, and to maintain the Council's reputation when dealing with residents, partners, and other organisations.
22. To promote, develop and maintain good relationships with the media and public to ensure an effective communication strategy for the City.

Corporate Governance

23. To ensure that all decisions made in Cabinet or otherwise by you are transparent and understandable to all.

Service Delivery

24. Reporting to the City Mayor, to lead on the development and delivery of effective Council services, within available budgets and that provide value for money, cost effective services.
25. Reporting to the City Mayor and working with Directors and Heads of Service, to ensure that the Council has effective long term service planning with focused delivery and action plans which link targets to service objectives and commissioning.
26. Reporting to the City Mayor and working with Directors and Heads of Service, to develop Council services that are driven by quality and customer focus, judged on results and determined by the needs of the people and different communities of the area.
27. To support the development of effective multi-functional working across all Council services and partnerships to meet customers' needs, deliver corporate strategies, and achieve local objectives.
28. Reporting to the City Mayor and working with Directors and Heads of Service, to develop Council services concerned with continuous improvement.
29. Reporting to the City Mayor and working with Directors and Heads of Service, to deploy available resources in the best possible way to achieve Council priorities.
30. Reporting to the City Mayor and working with Directors and Heads of Service, to ensure that the Council fulfils its legal obligations in the delivery of services and is statutorily compliant.

Leadership & Performance Management

31. To be Deputy Chair of Cabinet and contribute to the performance management of the Assistant Mayors.
32. To provide guidance to the Assistant Mayors where necessary.

Deputising

33. To undertake the full range of functions of the City Mayor if for any reason the City Mayor is unable to act.
34. To act in place of the City Mayor where the City Mayor is prevented from acting due to personal or prejudicial interests in a matter.

Diversity

35. Through personal example, open commitment and clear action, value and celebrate the diversity of Leicester's communities, ensuring equality of access and treatment in employment and service delivery.
36. To recognise the broader definitions of diversity and support programmes to promote social inclusion and community cohesion.

Local Democracy

37. To support the City Mayor to build strong and positive relationships with Councillors

and to support them in the performance of their functions.

38. With the City Mayor, to be innovative in encouraging participation in the democratic process.

Ward Councillor

39. Alongside the role of Deputy Mayor, to undertake all the duties, responsibilities and commitments expected of a Ward Councillor.
40. To act in accordance with the Code of Conduct for Councillors and with regard for any other local requirements placed on Councillors as contained within the Council's Constitution.

Skills and Knowledge

Leadership

- Advanced Leadership Skills
- Ability to develop a vision for and drive the Council and its partners towards achieving that vision.
- Advanced ambassadorial skills to be able to represent the Council both within and outside the Council, particularly at the sub-regional, regional and national level.
- Ability to lead the Council towards continuous improvement.
- Ability to provide political leadership.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the community.
- The ability to develop and maintain effective partnership arrangements both internally and externally.
- Ability to build effective relationships with other parts of the political management structure e.g. full Council and the Scrutiny function.
- Political sensitivity to be able to address difficult issues across all groups.

Chairing

- Advanced chairing skills.

Organisational Skills

- Ability to plan and prioritise the business of Council, Cabinet and its committees having regard to the terms of reference and the key challenges facing the Council.

Communication

- Ability to facilitate effective communication within and across the council to ensure the community are able to engage in the Council's decision making processes.
- Advanced skills in working with the media whilst being able to identify when additional support from public relations specialists is required, to ensure the Council is positively represented.
- An ability to communicate effectively to a wide range of people and organisations, together with a high degree of skill in using and improving communication networks across the City and within a large multi-disciplined organisation.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.

Knowledge

- A detailed understanding of the strategic role of the City Mayor and Deputy City Mayor.
- Detailed understanding of the statutory roles of the Senior Responsible Officers.
- Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- Detailed understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing elected Members and the practical implications for Members.

Personal Qualities

- A strong personal commitment to the value of public service, local democratic processes and the concept of community governance.
- Innovative and resourceful, with a demonstrable ability to link the needs of the City to the Council's vision and values and to the cohesive policy framework.
- Strong personal credibility with the ability to form sound inter-personal relationships.
- A strong commitment to promoting and progressing equality of opportunity.
- Resilience under pressure.

Work Related Circumstances

- This is a full time position. It is also expected that there is a willingness to work such additional hours as necessary to fulfil the duties of the post.
- Willingness to travel to other locations both within and outside the UK to represent the Council.