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JOINT HUMAN RESOURCES COMMITTEE (HBC) AGENDA

Membership: Councillor Buckley (Chairman) Councillor Carter (Vice-Chairman)	
Councillors (EHDC) Johnson, Onslow, Saunders, Thomas and Wherrell	Councillors (HBC) Bolton, Mrs Blackett, Hart, Hilton and Shimbart

Meeting: Joint Human Resources Committee
Date: Friday 27 March 2015
Time: 4.15 pm
Venue: Tournebury Room , Public Service Plaza, Civic Centre Road,
Havant PO9 2AX

The business to be transacted is set out below:

Jo Barden-Hernandez
Solicitor to the Council

19 March 2015

Contact Officer: Mark Gregory (HBC)/James Harris (EHDC) 023 92446232/01730 234098
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PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive and record apologies for absence.

2 Minutes

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To approve the minutes of the Joint Human Resources Committee held on 17 December 2014.

3 Matters Arising

4 Declarations of Interests

To receive and record declarations of interests from members present in respect of the various matters on the agenda for this meeting.

5 Chairman's Report

The Chairman to report the outcome of members attended or other information arising since the last meeting of the Committee.

6 Terms of Reference

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7 Leadership Competency Framework

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PART 2 (exempt items - closed to the public)

8 Exclusion of the Press and Public

The Committee is asked to consider whether to pass a resolution excluding the public from the meeting during consideration of any of the items on the agenda. If members wish to do so then this could be achieved by passing the following resolution. Members are not required to pass the resolution but the Solicitor to the Council recommends this as to the item set out below.

That the public be excluded from the meeting during consideration of the item headed and numbered as below because:

it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information of the descriptions specified in paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 shown against the heading in question; and

in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Item 7 – Terms and Conditions
(Paragraph 4)

Paragraph 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

GENERAL INFORMATION

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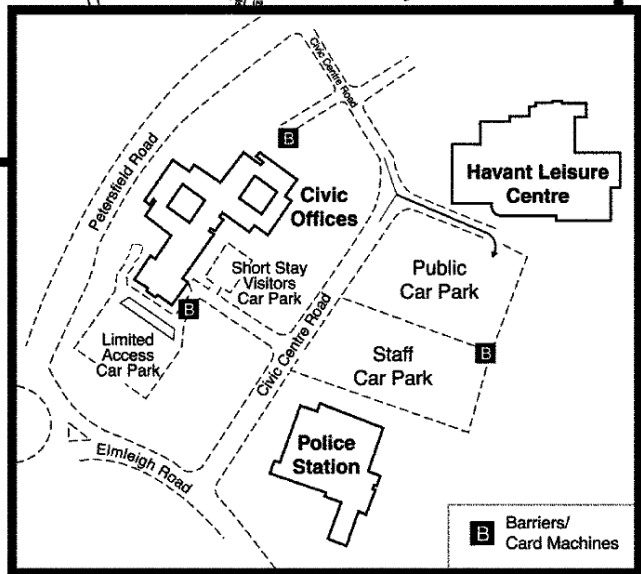
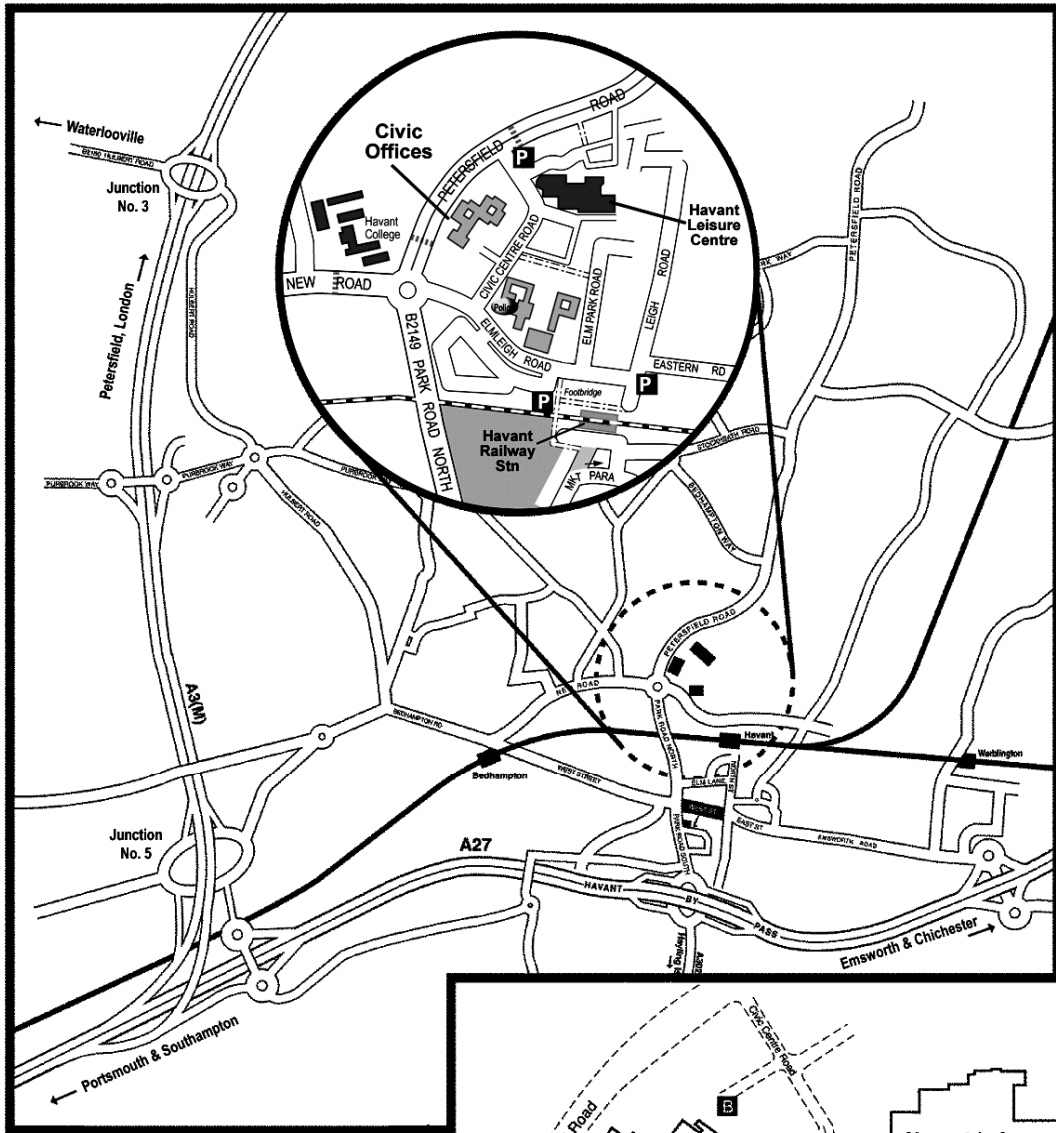
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EAST HAMPSHIRE DISTRICT COUNCIL AND HAVANT BOROUGH COUNCIL

At an extraordinary meeting of the Joint Human Resources Committee held on 17 December 2014

Present

Councillor Buckley (Chairman)

Councillors: G Blakett, R Bolton, K Carter (Vice-Chairman), T Hart, C Hilton, J Onslow and I Thomas

14 APOLOGIES FOR ABSENCE

Apologies were received from Councillors M Johnson MBE, R Saunders, G Shimbart and C Wherrell.

15 CHAIRMAN'S ANNOUNCEMENTS

There were no chairman's announcements.

16 DECLARATIONS OF INTERESTS

There were no declarations of interest.

17 TWO YEAR PAY AWARD

After an introduction by Gill Kneller, Executive Director, the committee discussed the importance of the councils' salaries being competitive in order to attract and retain employees. The loss of employees, particularly in Planning and Built Environment was highlighted as a particular concern. In reply, the Executive Director confirmed that senior management were aware of this issue and were actively looking at ways to address it. Options were available, such as exploring the possibility of introducing market supplements.

Following the discussion, the committee RATIFIED the following two year pay award for Chief Officers:

- (i) a 1.5% increase to pay for 2014-15 (backdated to 1st April 2014); and
- (ii) a 1.5% increase to pay for 2015-16.

In addition, the committee RESOLVED that an update on the options available to attract and retain staff, particularly in Planning and Built Environment, be considered at its next meeting.

The meeting commenced at 5.00 pm and concluded at 5.30 pm

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Chairman

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Joint Human Resources Committee

27th March 2015

Joint HR Committee Terms of Reference Report by Caroline Tickner, Service Manager (HR)

FOR DECISION: YES

Portfolio: Governance & Logistics: Councillors Branson & Millard

Key Decision: No

1.0 Purpose of Report

- 1.1 An opportunity has been taken to review the current terms of reference for Joint HR Committee members. This review has been undertaken to ensure that the terms of reference support a modern way of working.
- 1.2 This report provides Joint HR Committee with proposals for a revised set of terms and seeks Joint HR Committee approval for the implementation of these changes.

2.0 Recommendation

That Joint Human Resources recommend to Full Council that the revised terms of reference as attached at Appendix A are approved.

3.0 Introduction

- 3.1 The Joint HR Committee terms of reference were last amended by Full Council at HBC on 17th October 2012 and EHDC on 25th October 2012 and further amended on 8th May 2013 (HBC) and on 9th May 2013 (EHDC). These revisions were made due to the formation of a Joint HR Committee to support partnership working.
- 3.2 Since this time there have been a significant number of organisational changes to modernise and change the way services are delivered. This has resulted in each Council reviewing current practice to ensure decision making can be made in a business like, risk based and agile way. This includes the way in which we deal with all types of employment matters.

3.3 This paper sets out the purpose and role of Joint HR Committee and proposes a revision to the current terms of reference to reflect the business like and agile way we are dealing with matters to ensure we are a modern employer.

4.0 Subject of the report

4.1 The purpose of the Joint HR Committee is to take a corporate strategic view on each Council's Human Resource policies to ensure they contribute effectively to the overall delivery of the corporate strategy and to ratify officer led decisions on employment matters (where appropriate).

4.2 The role of Joint HR Committee is to act as a reality check for the interface between HR and the rest of the organisation to ensure proposed HR Policy aims support the delivery of the corporate strategy and make sense for the organisation as a whole.

4.3 The main policy areas covered by Joint HR Committee are:

- Recruitment and resourcing
- Pay, pensions and rewards
- Employee relations
- Learning
- Health and absence management
- Health and safety
- Dignity at work/equal opportunities
- Conduct of employees

4.4 The proposed terms of reference can be found at Appendix A. The terms of reference have been amended slightly to a) modernise and b) reduce the risk to the Council and to Councillors when dealing with the conduct of employees specifically regarding appeal processes.

5.0 Conclusions

5.1 In conclusion, ensuring we can respond in a business focused and agile way ensures that we can act as a modern employer. The proposed changes to the Joint HR Committee Terms of Reference meets this aim.

6.0 Implications

Financial

6.1 There are no financial implications associated with this item.

Legal

6.2 There is particular concern about the prospect of a Councillor being put in the position of representing the Council at an Employment Tribunal without the necessary skills and knowledge. The proposals mitigate this risk.

Strategy

6.3 Revisions to the terms of reference reflect modern working practices whilst keeping the important democratic process.

For the Community

6.4 None to report.

Risks

65 As detailed at 5.2

Communications/Public Relations

6.6 None to report.

East Hampshire/Havant

6.7 None to report.

7.0 Links to other projects

7.1 This supports the HR strategy and People Plan.

Background papers: n/a

Appendices:

Appendix A: Joint Human Resources Committee's Terms of Reference

Agreed and signed off by:

Executive Head for Governance and Logistics: 18.3.15 (signed off by Gill Kneller, Executive Director in the absence of the Executive Head for Governance & Logistics)

Legal Services: 18.3.15

Executive Head for Marketing and Development: 18.3.15

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
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APPENDIX A

Joint Human Resources Committee Terms of Reference

Membership: 12 members (6 from each Authority)

The purpose of the Joint HR Committee is to take a corporate strategic view on each Council's Human Resource policies to ensure they contribute effectively to the overall delivery of the corporate strategy and to ratify officer led decisions on employment matters (where appropriate).

(1) With regard to appointments:

- (a) to note the appointment of Chief Executive to the Council;
- (b) with regard to posts of Executive Directors the Committee has the right to comment on proposed appointments (being made by Panels set up for that purpose) but without a right of veto;
- (c) to note any pay award for Chief Officers determined by the Chief Executive in accordance with the Councils' Pay Policy Statements.

(2) With regard to pension matters, appeals and dismissals:

- (a) Agree payments in relation to termination of employment when required and any severance package exceeding £100,000;
- (b) To appoint Panels as appropriate to hear appeals against any officer who is appointed at Service Manager level or above for dismissal or stage two of the Grievance Procedure.
- (c) To appoint one Councillor to represent the Committee on any appeals against dismissal from the Council's employment and appeals at stage two of the Grievance Procedure for officers below Service Manager level.

(3) To adopt new policy aims in respect of the following staffing matters:

- (a) recruitment and resourcing
- (b) pay, pensions and other terms and conditions of employment;
- (c) employee relations;
- (d) learning;
- (e) health and absence management;
- (f) health and safety (in relation to Council staff and Council activities);
- (g) dignity at work/equal opportunities;
- (h) conduct of employees.

*As amended by Full Council at HBC on 17 October 2012 and EHDC 25 October 2012
As further amended by Full Council at HBC on 17 April 2013, 8 May and by EHDC 9 May 2013*

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL & HAVANT BOROUGH COUNCIL

Joint Human Resources Committee

27th March 2015

Leadership Competency Framework Report by Caroline Tickner, Service Manager (HR)

FOR INFORMATION

Portfolio: Governance & Logistics: Councillors Branson & Millard

Key Decision: No

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the Leadership Competency Framework which has been developed specifically for each Council.
- 1.2 This framework has been developed to describe the key leadership behaviours which will improve organisational performance.
- 1.3 The framework provides a common language for managers to discuss performance with their staff. It will also enhance talent management and career planning processes by targeting learning and development interventions specific to individual needs.

2.0 Recommendation

- 2.1 That the members of Joint HR Committee are asked to note the content of the report and the attached Leadership Competency Framework for use across both Councils.

3.0 Introduction

- 3.1 Competencies are defined as the behaviours which staff need to have or acquire to perform well at work. Competencies therefore describe the behaviours that lie behind competent performance. A competency framework is a structure that sets out and defines each individual competency.
- 3.2 The concept of competency frameworks emerged during the early 1980's as a response to the organisational drive for higher performance. Since this time,

competency frameworks have become an accepted part of modern HR practice. Competency frameworks are seen as an essential vehicle for achieving high organisational performance through focusing and reviewing each individual's capability and potential.

- 3.3 This paper provides JHR Committee with an overview of the Leadership Competency Framework which has been developed specifically for each Council. Rather than buying an off the shelf framework, the opportunity has been taken to develop a tailored framework which describes the key leadership competencies which will drive the future success of each organisation.

4.0 Subject of the report

- 4.1 Competency frameworks are commonly used to support in the achievement of organisational goals such as:

- Underpinning employee appraisal schemes
- Enhancing employee effectiveness
- Achieving greater organisational performance
- Identifying future training needs
- Enhancing career and talent management processes

- 4.2 The main benefits of a competency based system are:

- The clear link between individual input and organisational performance
- A well defined set of behaviours which make it clear to employees what is expected of them in their roles
- The ability to effectively performance manage the behaviours to improve performance
- A common language to help managers to discuss performance with their staff
- Greater understanding of the behaviours valued by the organisation
- More effective targeting of learning and development interventions
- Improved career paths and career planning discussions

- 4.3 Competency based systems have in the past been criticised for being too unwieldy and for not being user friendly. In developing the Leadership Competency Framework care has been taken to produce a product which provides sufficient information to enable it to be useful but not too much that it creates confusion for the end user.

- 4.4 The Leadership Competency Framework outlines seven competencies which have been identified as key leadership behaviours for each Council. These behaviours are:

- Leadership
- Leading Change
- Organisational & Strategic Perspective
- Winning Commitment

- Analysis & Decision Making
- Creativity & Innovation
- Delivering Results

Each competency within the framework consists of a definition, a description of how the competency links to the Council's strategic aims, competency indicators and contra indicators. Please see Appendix A for further detail.

4.5 The Leadership Competency Framework focuses on three levels of management:

- Team Leaders/Supervisors –responsible for operational management
- Service Managers – responsible for bridging the day to day operational management with a focus on strategic management
- JMT – responsible for strategic management

For staff below supervisor level, a separate staff competency framework is in the process of being developed. It is anticipated that this will be ready for implementation during Q1 15/16.

4.5 In developing the Leadership Competency Framework great care has been taken to ensure that it is user friendly and does not become a tick box exercise. The design of the framework means that the competency indicators describe examples of how the competency can be demonstrated in the workplace. Performance discussions should be based on the employee providing examples to their manager of how they have demonstrated each competency or where they feel they need to develop in a competency area rather than the manager going through every indicator and seeking evidence.

4.6 It is intended that the Leadership Competency Framework will be used for recruitment, performance management, development and talent management discussions. HR will be working over the next quarter to integrate and embed the competencies within the HR practices detailed above so they become integral to performance and development for new and existing employees.

4.7 Consultation on the framework has taken place with JMT Members, a number of Service Managers and members of the 'People Performing Effectively' work stream. The feedback received has been positive towards the introduction of a competency framework. In particular, it was felt that the contra indicators would be very helpful for managing performance issues and would enable managers to have productive conversations on this basis.

4.8 To support leaders with the development of their competencies a tailored 360 degree process aligned to the Leadership Competency Framework will be rolled out during Q2 15/16. Again, rather than use an off the shelf 360 degree product, the opportunity has been taken to source a provider who can tailor the product to the Leadership Competency Framework. This will be implemented on a tier by tier basis during the remainder of the financial year to enable leaders to assess development areas as part of the appraisal process for 16/17.

4.9 It is envisaged that the implementation of the framework will commence Q1 2015/16 and will form part of the roll out of the revised appraisal process which HR are in the process of developing.

5.0 Conclusions

5.1 Describing the leadership behaviours that are expected at work provides a common language for what is acceptable and what is not. Having a leadership competency framework in place will enable managers to hold productive conversations on how to enhance performance in role and contribute greater performance to the organisation.

6.0 Implications

Financial

6.1 There are no financial implications to report with this item.

Legal

6.2 There are no legal implications associated with this report.

Strategy

6.3 The Leadership Competency Framework aims to enhance organisational performance and the delivery of the strategy at each Council.

For the Community

6.4 None to report.

Risks

6.5 None to report.

Communications/Consultation

6.6 There will need to be an internal communications campaign to raise awareness and understanding of the leadership competency framework. HR will lead on this aspect.

East Hampshire/Havant

6.7 None to report.

7.0 Links to other projects

7.1 This supports the HR strategy and People Plan.

Appendices:

Appendix A: Leadership Competency Framework

Background Papers: n/a

Agreed and signed off by:

Executive Head for Governance and Logistics: 13.3.15

Legal Services:

Executive Head for Marketing and Development: 18.3.15

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
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Leadership Competency Framework

Introduction to the Leadership Competency Framework

The Leadership Competency Framework focuses on three levels of management:

- Team Leaders/Supervisors –responsible for operational management
- Service Managers – responsible for bridging the day to day operational management with a focus on strategic management
- JMT – responsible for strategic management

The Leadership Competency Framework describes the key competencies which will enable management to:

- Achieve the strategic aims of the Council
- Drive culture change
- Deliver high performance

Competencies describe the behaviour that lies behind competent performance. The behaviours identified are those which the Council value and believe will help to achieve the long term goals.

The Leadership Competency Framework outlines seven competencies which have been identified as the key leadership behaviours which every manager needs to model in the organisation. These are:

- Leadership
- Leading Change
- Organisational & Strategic Perspective
- Winning Commitment
- Analysis & Decision Making
- Creativity & Innovation
- Delivering Results

Each competency in the Leadership Competency Framework consists of:

- A definition
- A description of how it links to the Council's strategic aims and cultural change
- A list of the competency indicators
- Contra indicators which indicate an urgent development need

The Leadership Competency Framework is a really useful tool to describe the behaviours we expect to see from our leaders at every management level. It will provide a common language and consistent framework for assessing and developing behavioural attributes across the management group.

How the Leadership Competency Framework will Support Change

The Leadership Competency Framework will support change by providing a framework to describe the behaviours that are valued in the organisation. Changes to the way people behave will over time drive culture change and improve organisational performance.



How the Leadership Competency Framework will be used

The Leadership Competency Framework will be used for recruitment, performance management, development and talent management discussions. For instance using competencies in the performance review process can help to assess not only whether the individual has fulfilled their objectives but also which competencies they have demonstrated while doing so and which ones they need to work on. The performance review meeting can then be used to discuss the means by which these competencies will be learned and developed with the intention of helping the individual to further improve their performance.

This framework is not intended to be used as a tick box exercise. The competency indicators provide examples of how the competency can be demonstrated in the workplace. Performance discussions should be based on the employee providing examples to their manager of how they have demonstrated each competency or where they feel they need to develop in a competency area.

Leadership Competency	Definition
Leadership	<p>A true leader motivates, inspires and gains support from others through mutual trust without the need to rely on hierarchy and authority. Provides a compelling vision which motivates others to work towards team goals, setting clear objectives and holding people to account for results. Encourages and offers support to others in challenging situations. Enables staff to improve their performance and develop the capability of people.</p>
Leading Change	<p>Understands the need for change and embraces change in a positive manner. Communicates the vision for change by engaging and facilitating others to work collaboratively to achieve real change. Seeks out opportunities to effect change to improve organisational performance. Develops self and others to respond effectively to change communicating change clearly to all those around them.</p>
Organisational & Strategic Perspective	<p>Clearly sees the bigger picture and demonstrates an in depth knowledge of how their role supports the achievement of organisational objectives and the wider public sector. Creates clear strategies which take into account the external and political context to maximise the opportunity to add value to the community and support economic growth.</p>
Winning Commitment	<p>Builds positive and trusting relationships with colleagues, partners and customers to get business done. Develops internal and external networks which enable business to be delivered in an efficient and effective way. Encourages collaboration and commitment with various stakeholders to deliver the best in public service.</p>
Analysis and Decision Making	<p>Identifying the key issues, breaking down problems and establishing facts. Using sound judgement to make informed decisions. Creating evidence based strategies and plans which take into account different options, benefits, risks and solutions to make effective decisions even in time critical situations.</p>
Creativity & Innovation	<p>Standing back from the detail, taking a broader perspective and developing new ideas to take the organisation forward. Creating strategies and plans which take into account innovative, new approaches which are being trialled in other sectors and industries.</p>
Delivering Results	<p>Being energetic and tenacious in the achievement of goals. Takes initiatives which often involve calculated risks and demonstrates the personal drive to do things better, more effectively, and in a way that exceeds goals and targets. It includes looking for new challenges and not being satisfied with the status quo but not making change for change's sake.</p>

Leadership

Definition: A true leader motivates, inspires and gains support from others through mutual trust without the need to rely on hierarchy and authority. Provides a compelling vision which motivates others to work towards team goals, setting clear objectives and holding people to account for results. Encourages and offers support to others in challenging situations. Enables staff to improve their performance and develop the capability of people.

Link to Strategy: Strong leadership supports the delivery of excellent organisational performance. By creating clarity of direction and a common vision leaders can enhance the future performance of their team

Competency Indicators

- Leads from the front communicating and motivating people towards stretching goals
- Takes responsibility for the delivery of the service outcomes
- Clarifies strategies and plans giving a clear sense of purpose and direction to the team
- Makes it clear who is responsible for what and how results will be measured
- Visible to staff and stakeholders undertaking activities to engage and build trust with people
- Promotes the work of the team and plays an active part in supporting the organisations values and behaviours
- Keeps teams informed of progress and shows how their contribution supports the delivery of the corporate strategy
- Identifies and nurtures talent throughout their area to improve organisational performance
- Recognises, respects and rewards the contribution and achievements of others
- Uses a broad range of leadership styles to achieve results
- Maintains personal development to keep up to date with modern/current leadership
- Maintains morale and motivation during times of uncertainty remaining positive and upbeat
- Confronts unacceptable behaviour openly and acts to correct it
- Deals with performance issues identifying areas for improvement and action

Contra Indicators

- Inappropriately uses status to manage others
- Adopts a 'Do as I say, not as I do' approach
- Gives the team total freedom and no guidance
- Operates independently with little communication
- Lacks awareness of different agendas and motivations of others
- Team members left to cope with difficult situations on their own
- Doesn't display a one team ethos
- Steps back and lets the team deal with difficult situations
- Takes the credit for others' achievements
- Gives in readily when challenged
- Unable to translate, articulate and inspire people
- Overlooks opportunities to champion achievements of others
- Doesn't tailor the messages to the audience
- No awareness of the impact of their behaviours on others
- Avoids challenging underperformance/inappropriate behaviour
- Doesn't take responsibility for corporate issues
- Lack of visibility

Leading Change

Definition: Understands the need for change and embraces change in a positive manner. Communicates the vision for change by engaging and facilitating others to work collaboratively to achieve real change. Seeks out opportunities to effect change to improve organisational performance. Develops self and others to respond effectively to change communicating change clearly to all those around them.

Link to Strategy: Effective management of change is a significant contributor to organisational performance. By creating an environment where change becomes the norm allows others to be more flexible and responsive to change and minimises the disruption that change can have on the workplace.

Competency Indicators

- Recognises and accepts the need for change and communicates this in a positive way
- Effectively uses change management processes to implement change
- Monitors progress on the delivery of change in their area delivering results that are aligned to the corporate strategy.
- Gains buy in and commitment to the change through effective consultation and communication processes
- Provides staff with a belief that change is achievable and their contribution matters
- Inspires staff to contribute to and lead on change initiatives within and outside of their area
- Communicates a consistent message to keep all relevant parties informed of change and why there is the need for change
- Builds support and commitment to change through their leadership style
- Takes accountability for the wider implications of change beyond their own area of responsibility
- Finds ways to make new ideas and systems work and implements them in a positive way
- Identifies barriers and obstacles to change and works to remove them
- Networks with stakeholders to generate ideas and explore change opportunities

Contra Indicators

- Fails to provide clarity and direction
- Fails to step up to the leadership role
- Passes the buck when faced with leadership responsibility
- Delivers inconsistent messages to the team
- Provides reasons why change cannot be implemented
- Says 'but we have always done it this way'
- Delivers uncontrolled change that is counter to delivery, too much or is not well thought through
- Does not find ways around obstacles/barriers to deliver the change
- Doesn't use change management processes to implement change
- Does not act as a positive role model towards change
- Works in a silo type way to deliver change
- Does not take on a wider perspective to change, narrow perspective
- Intolerance to failure

Organisational and Strategic Perspective

Definition: Clearly sees the bigger picture and demonstrates an in depth knowledge of how their role supports the achievement of organisational objectives and the wider public sector. Creates clear strategies which take into account the external and political context to maximise the opportunity to add value to the community and support economic growth.

Link to Strategy: Being able to see the bigger picture and develop strategies which take into account the external and political environment contributes to the achievement of the corporate strategy and the longer term vision for public service. It also enables the organisation to anticipate challenges, understand the changing political environment and put in place plans to ensure that the organisation continues to deliver on its corporate strategy.

Competency Indicators

- Understands the organisational structure, objectives and priorities to ensure there is joined up thinking across service areas
- Actively seeks out information to understand how the different services work and how they link to the corporate strategy
- Translates and communicates corporate objectives in a practical way to the team to enhance overall performance
- Focuses on the overall goal of what the team is looking to achieve rather than the task
- Challenges the status quo in own and other service areas to drive organisational improvement
- Focuses on delivering the longer term strategic priorities aligning short term objectives to longer term plans
- Develops an understanding of the wider issues facing the public sector and the impact this will have
- Recognises when the policy/legislation is in conflict with service priorities and challenges to effect change
- Regularly reviews policy, process and procedures in line with the corporate vision to improve delivery
- Identifies issues/trends which may impact or benefit own team's work
- Understands the priorities of other areas to identify opportunities for partnership/efficient service delivery

Contra Indicators

- Focus on the task rather than the overall goal
- Fails to take into account the wider perspective
- Doesn't consider how their work impacts on other areas
- Adopts a 'one size fits all' approach to work
- Lacks insight into the wider context
- Takes a short term view
- Is narrow and silo'd in approach
- Lacks interest/commitment in gaining wider understanding of other stakeholders
- Significant focus on own team delivery with little regard for other areas
- Fails to take into account changes in the external environment

Winning Commitment

Definition: Builds positive and trusting relationships with colleagues, partners and customers to get business done. Develops internal and external networks which enable business to be delivered in an efficient and effective way. Encourages collaboration and commitment with various stakeholders to deliver the best in public service.

Link to Strategy: Being able to win the hearts and minds of colleagues, focusing their efforts on the delivery of the corporate strategy is key to success. Influencing is critical in a diverse organisation which delivers a variety of different services and adopts a variety of different service delivery models to deliver public service.

Competency Indicators

- Uses proposals based on factual data and information to convince others
- Retains belief in their proposal even when facing opposition from more powerful others
- Adapts the content, style, message and tone of interaction to the needs and preferences of the audience
- Sensitive to the diverse views and beliefs that people hold and anticipates and prepares for others' reactions based on this understanding
- Understands their own impact and uses a range of influencing skills and techniques to achieve the best outcomes
- Identifies key decision makers or 'people of power' and builds positive relationships to influence and gain support
- Uses chains of indirect influence to build relationships of trust in order to get things done
- Uses influence rather than hierarchical position to build commitment from a variety of different stakeholders
- Creates 'win-win' outcomes by developing relationships which will provide mutual, long term benefit
- Uses a wide variety of influencing skills to achieve the best results with stakeholders

Contra Indicators

- Uses positional power to build support
- Fails to get support for ideas or projects
- Doesn't build positive relationships with others
- Believes that good ideas will sell themselves
- Isn't aware of own impact and creates disharmony
- Doesn't tailor the delivery of proposals to the audience
- Insensitive to different views and opinions
- Listens to defend rather than to understand
- Uses a 'one size fits all' approach to influencing and negotiating
- Limited networks – internal and external
- Circumvents the system to achieve own goals

Analysis and Decision Making

Definition: Identifying the key issues, breaking down problems and establishing facts. Using sound judgement to make informed decisions. Creating evidence based strategies and plans which take into account different options, benefits, risks and solutions to make effective decisions even in time critical situations.

Link to Strategy: Being able to critically analyse and evaluate information in time pressured situations mitigates the decision making risk for the organisation. Making informed decisions based on evidence ensures that the decision aligns to the overall achievement of the corporate strategy. Clarity of thought is vital to ensuring the continued performance of the organisation.

Competency Indicators

- Demonstrates accountability for decision making and reaches decisions in an unbiased way
- Empowers team members to identify solutions to problems faced and make decisions where appropriate
- Identifies patterns and trends in information and draws conclusions based on the evidence available
- Recognises when more information is required to make a decision, critically analysing the data available
- Identifies and analyses a range of options and assesses the short and long term impacts of the decision
- Puts the needs of the organisation ahead of the needs of their own area to ensure that objective, sound decisions are made
- Collaborates with key stakeholders to support or challenge the decisions made for their area
- Makes timely logical decisions based on risk in a pragmatic way without excessive deliberation of the facts
- Communicates clear direction to relevant parties on decisions made
- Records decisions in a manner that is suitable for evidencing for all levels of governance
- Takes corporate ownership for decisions which have wider implications outside of their area including external stakeholders and partners

Contra Indicators

- Only uses information that supports their argument
- Fails to take into account the wider perspective
- Limited consideration given to the impacts of a decision
- Makes decisions in isolation or is inconsistent in their decision making
- Defers decisions to line managers that fall within their own remit
- Deliberates for too long over decisions
- Over consultative
- Fails to take into account the strategic perspective
- Lacks confidence in making decisions
- Constantly changes direction based on challenge
- Fails to critically analyse the information available
- Relies too heavily on gut instinct
- Doesn't use robust analysis to make informed decisions
- Goes for the path of least resistance
- Endlessly takes into account the strategic perspective at the cost of short term deliverables.

Creativity & Innovation

Definition: Standing back from the detail, taking a broader perspective and developing new ideas to take the organisation forward. Creating strategies and plans which take into account innovative, new approaches which are being trialled in other sectors and industries.

Link to Strategy: Leaders will seek to develop strategies and plans for their area which break existing patterns of working when it improves the service. The ability to look across and outside of the organisation by taking a broader perspective will be key to ensuring functional boundaries do not create a barrier to success.

Competency Indicators

- Encourages a culture of innovation by genuinely listening to ideas and allowing time to be creative
- Creates time and space for 'thinking' for self and team
- Thinks 'outside the box' even if this sometimes may go against popular opinion
- Identifies patterns and trends when looking at situations or data and uses the information to generate ideas/solutions
- Actively encourages ideas from staff using these ideas to inform their own thinking, developing proposals to take forward at a senior level
- Reviews working practices and comes up with ideas to improve the way the service is delivered
- Works with others and seeks the opinions of others to reach a creative solution
- Challenges the status quo and acts against the way things have traditionally been done to identify new ways of delivering service
- Allows for failure, fails fast and embeds any learning in the organisation
- Uses ideas that have improved business performance in other businesses/sectors and adapts them to suit the organisation
- Sees beyond the current business model to envisage new ways of delivering public service
- Delivers pragmatic outcomes to achieve results

Contra Indicators

- Gets too involved in the detail
- Takes a short term view with no longer term focus
- Always applies the same concept/approach irrespective of the situation
- Risk averse and narrow approach
- Always re-inventing the wheel
- Misses opportunities to use alternative delivery models
- Contributes to a culture of inaction
- Creates a punitive environment for risk taking
- Rigid in approach/resistant to new ideas
- Avoids considering different approaches
- Says 'we have always done it this way' – satisfied with the status quo

Delivering Results

Definition: Being energetic and tenacious in the achievement of goals. Takes initiatives which often involve calculated risks and demonstrates the personal drive to do things better, more effectively, and in a way that exceeds goals and targets. It includes looking for new challenges and not being satisfied with the status quo but not making change for change's sake.

Link to Strategy: A strategy is only as good as its implementation and delivery. Delivering results is about making things happen and driving performance.

Competency Indicators

- Constantly displays a passion for delivering and striving to exceed
- Understands how their role leads on achieving corporate goals and objectives
- Organises their work and the work of their teams to ensure optimum delivery
- Actively agrees the responsibilities and accountabilities of all team members holding them to account for the delivery of work
- Consistently monitors performance of service and takes action to address any shortfalls
- Responds to pressures by prioritising and re-prioritising service deliverables supporting the decision if challenged
- Seeks feedback on a regular basis from others to measure progress of plans
- Takes ownership for achieving results against performance objectives/plans
- Leads on key projects ensuring that all project members are clear on their responsibilities and tasks
- Collaborates with others using resources efficiently to achieve the best results for the organisation

Contra Indicators

- Satisfied with mediocre achievement
- Gives in when faced with barriers or obstacles
- Focuses on non value added measures of performance
- Fails to measure performance
- Fails to take action to address underperformance
- Lack of concern for improving performance
- Sets easily attainable objectives
- Makes change for changes sake
- Keeps going with a project that is clearly failing

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