

Competency Framework for Leaders' and Managers'

Our competency framework is important to the Council and it is seen as a vital part of what makes us successful. The framework will help staff to work collaboratively as *'One Council'* in support of corporate objectives as well as contributing towards operational plans and policies. It will also encourage and support the way we engage and communicate with each other to ensure that the Council is providing innovative customer focused services to agreed standards.

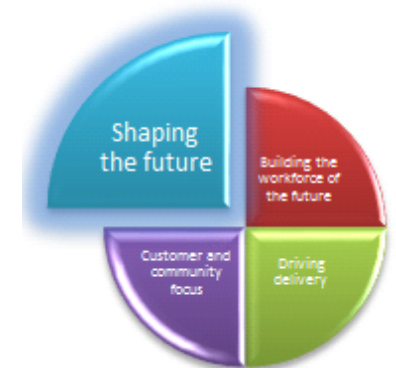
Leaders' and Managers' Competencies

Shaping the Future

- Demonstrate a willingness to adopt new ways of working and to display a flexible and adaptable attitude to work.
- Seek innovative approaches to work; embrace new technology and take responsibility to improve future ways of working.
- Work collaboratively with colleagues, partners and shared services.
- Act as role models for staff; taking the initiative to shape services by contributing to their development.
- Understand and assess the impact of changes for staff and services.

Building the Workforce of the Future

- Be proactive, improve own personal performance and demonstrate responsibility for own learning, development and progression.
- Take responsibility for own actions and decisions, actively seek to address issues and concerns, handle setbacks constructively.
- Communicate clearly and honestly using language in a wide variety of situations meeting the needs of the audience and demands of the situation.
- Take difficult decisions and drive issues to a successful conclusion, providing constructive challenge to points of view when required.



Driving Delivery

- Understand the Council's Vision, Corporate Plan and priorities for the future and understand how these impact on their own service and role.
- Understand the commercial environment you are operating in, and look to make improvements to the effectiveness and efficiency of service delivery.
- Drive self and others to deliver outcomes and meet deadlines; take initiative and make things happen.
- Consider the use of resources, and where able, to reduce the effects on the environment and climate change.
- Performance manage staff; set clear challenging objectives for staff; empower others to take ownership and provide ongoing feedback on progress.
- Develop commercial considerations and think commercially whilst taking account of the Council's purpose and political priorities.
- Interpret a wide range of financial and performance information to determine strategy and delivery.



Customer & Community Focus

- Treat internal and external customers consistently and fairly; actively taking ownership for customer satisfaction.
- Listen to the needs of both internal and external customers and seek ways to improve accessibility and availability of services for our customers and the community, utilising new technologies where appropriate.
- Promote our values and challenge stereotypes and discrimination.
- Promote ways to improve service provision.
- Understand the wider challenges and the broader impact of delivering and improving services for customers and the community.
- Actively promote inclusion within the team and organisation; challenge and confront inappropriate language or behaviour, including bullying, harassment and discrimination.

