
STRATEGIC MANAGER – GOVERNANCE & DEMOCRATIC SERVICES APPOINTMENTS COMMITTEE BRIEFING

1. Introduction

This document proposes the process to appoint to the permanent post of Strategic Manager – Governance and Democratic Services, incorporating the Monitoring Officer duties and responsibilities. The process is as a consequence of the retirement of Julian Gale on 30th September 2019.

The paper presents constitutional and process considerations, as well as salary comparisons for the role.

2. Constitutional Requirements

The requirements for appointing to the Monitoring Officer role are set out in Appendix 1. The role is a statutory requirement and as such falls under a member appointments' process

Appointments Panel

The consequence of this is that as part of the process, a proposal to appoint a Monitoring Officer will need to be put before an appointments' panel. The panel will comprise the Leader, the Opposition Leader and the Deputy Leader of the Council (or their nominated representatives).

The role of the panel is to review the terms and conditions of employment relating to a post, make appropriate recommendations to the Chief Executive, decide on the process and to appoint the Appointments Committee to undertake the appointments' process.

Appointments Committee

The Appointments Panel has agreed the process to appoint to the interim role and has proposed the following membership of the Appointments' Committee:

- David Fothergill – Leader
- Mandy Chilcott – Deputy Leader and Cabinet Member for Resources
- Jane Lock – Leader of the Opposition

3. Background & Process

The Strategic Manager, Democratic Services post is a key post within Somerset County Council, encompassing the Monitoring Officer role and leadership of the Democratic Services Team. It is instrumental in maintaining effective relationships with elected members, ensuring the smooth running of democratic processes and functions and providing leadership in this area across all parts of the Council.

The role of Monitoring Officer is statutory and therefore must be filled.

The substantive postholder Julian Gale, retires at the end of September. Julian is currently seconded into the role of Partnership Governance Manager, providing strategic governance advice to regional partnerships (e.g. Heart of the South West Joint Committee).

The Strategic Manager, Democratic Services & Monitoring Officer post is currently filled on an interim basis by Scott Wooldridge, until March 2020.

It is believed that the post can be filled 'internally', from resource within the Democratic Services Team. There are 2 substantive permanent managers who would be eligible to apply for the role (Scott Wooldridge and Jamie Jackson) and they will be written to, asking for their interest. The options following this would be:

- If both managers are interested, an interview process would be held;
- If one manager is interested, then a decision would be taken to either conduct an interview process or to simply appoint directly;
- If neither manager is interested, then an external recruitment process would be held and current acting-up arrangements would continue.

4. Job Description

The Job Description and Person Specification for the role are shown in Appendix 2.

5. Salary

- 5.1. One of the requirements of the Appointments Panel is to review the terms and conditions of employment for the vacant post, which may include the level of remuneration.
- 5.2. The Strategic Manager, Democratic Services, is a Grade 5 post and as such is paid a spot rate of £68,376.
- 5.3. Once the Appointments Committee has made its recommendation on the appointment to the post, the Appointments Panel will confirm the appointment with the Chief Executive. This will include the salary for the post.

Appendix One – Constitution

Relevant paragraphs from the SCC Constitution are 7.1.4 – 7.1.15

SENIOR LEADERSHIP TEAM APPOINTMENTS (AND THE MONITORING OFFICER)

7.1.4 Appointments to these posts must involve elected Members.

In addition, in the absence of full-time contracted employees in relevant SLT posts, appointments to the following interim posts are also subject to the requirements of section 7:

- Interim Director of Children's Services
- Interim Deputy Director of Children's Services
- Interim Operations Director of Children's Services.

The Monitoring Officer post is not part of SLT but appointments to this post will similarly involve members.

7.1.5 Where a vacancy occurs in these appointments, the recruitment process requires the appointment of an Appointments Panel and then an Appointments Committee.

Appointments Panel:

7.1.6 The Panel reviews the terms and conditions of employment relating to the post and where appropriate makes recommendations to the Chief Executive for any changes; decides the appointments process or other course of action; and appoints the Appointments Committee to undertake the appointments process. This review includes reviewing the job and person specifications, the means of advertisement and short-listing arrangements. The Panel will then appoint an Appointments Committee. The Panel can convene virtually or meet as required.

7.1.7 If a Panel decides that no changes to terms and conditions are necessary when it reviews a vacant post (and that the salary will be advertised at the bottom of the range [the 'spot' for the grade] for posts on grades 1 to 3) then the Panel has authority to progress the recruitment without the need to seek further approvals. If a Panel wishes to make changes to the terms and conditions of a vacant post (other than the post of Chief Executive) then these are subject to the approval of the Chief Executive having obtained the agreement of the Leader of the Council. This includes where a Panel wishes to advertise a salary for a post on grades 1 to 3 (other than the post of Chief Executive) above the 'spot' at the bottom of the range. This must be the subject of a Panel recommendation to the Chief Executive for decision. If the Panel's recommendations for changes to terms and conditions relate to the post of Chief Executive then Full Council must agree these changes. In all cases the Panel will appoint the Appointments Committee.

7.1.8 In respect of the appointment of interims to SLT posts (including the post of Monitoring Officer) the Panel will present a business case to the Chief Executive which takes into account:

- value-for-money for the taxpayer
- the evaluated grade of the post to be covered
- the public profile of the post
- risks to the Council

- the labour market, both nationally and locally in the South West, for interims providing cover for similar posts in councils of a similar size

7.1.9 The Panel comprises 3 members, the Leader of the Council, the Leader of the largest Opposition Group, and the Deputy Leader of the Council (or their nominated representatives) with any relevant Cabinet Members as consultees.

Appointments Committee

7.1.10 The Committee will:

(a) Interview all short-listed candidates and either

(b)

- Appoint a suitable candidate to the post; or
- In the case of the Chief Executive make a recommendation to the Full Council who must approve the proposed appointment before an offer of appointment is made; or
- Follow any other course of action decided upon by the Appointments Panel.

7.1.11 The Committee comprises a maximum of 5 Members including:

(a) The Leader of the Council (or his/her nominated representative)

(b) The Leader of the largest Opposition Group (or his/her nominated representative)

(c) Up to 3 other Members of the Council selected in accordance with the rules of political proportionality and including the relevant Cabinet Member.

Notes:

(a) It is a statutory requirement that at least 1 member of an Appointments Committee must be a Member of the Cabinet.

(b) The Committee appoints its own Chair.

(c) All Members of the Committee must have up-to-date knowledge of and have received training in the areas of Recruitment and Equalities.

(d) The selection process must be conducted in accordance with the Council's agreed Code of Practice.

7.1.12 An offer of employment to these posts shall only be made where no justifiable objection has been made by the Cabinet member.

7.1.13 If the Committee during the course of an appointment process wishes to vary the terms and conditions or the salary already agreed for a specific post, then such a proposal is subject to the approval of the Chief Executive having obtained the agreement of the Leader of the Council. The exception to this is where the Committee's recommendations relate to the appointment of the Chief Executive where only Full Council may amend the terms and conditions to be applied to the post.

7.1.14 The Appointments Committee will interview candidates for interim appointments at SLT (and to include the post of Monitoring Officer) level to assess their suitability for the role and will confirm appointments.

7.1.15 Chief Officer level interim appointments will be subject to formal review by the Chief Executive at the end of six months and at six monthly intervals thereafter to assess whether there is a requirement to retain their services. The original Appointments Committee will be consulted where the Chief Executive proposes to extend the engagement of an interim. The final decision on the extension of an interim rests with the Chief Executive.

Appendix Two – Job Description & Person Specification

SOMERSET COUNTY COUNCIL

JOB DESCRIPTION

If the content of this JD needs to be updated the line manager should contact
HRandOD@somerset.gov.uk

Post Number: NOM0151

Service: HR & Organisational Development

Job Title: Strategic Manager - Governance & Democratic Services

Accountable to: Director of HR & Organisational Development

Responsible for:

Purpose

1. Provide expertise and strong management to drive performance and to commission and/or deliver the Council's priorities and meet service targets, as a member of the Council's Senior Management Group.
2. Provide clarity, management and motivation in delivering the New Operating Model, the County Plan and other Council transformation programmes as required.
3. Ensure the effective understanding and operation of any specific statutory or regulatory duty contained within the role.
4. Advise Members and Directors in respect of operational planning and commissioning, policy matters and service delivery issues and engage with partners in the promotion, communication and delivery of services.

Key Accountabilities

1. Determine or support the determination of the strategic direction of SCC and partners agencies in relation to their specialist expertise.
2. Undertake representational and communication duties on behalf of the Council and partners both to promote and protect the Council's interests in matters

concerning their specialist areas.

3. Advise SCC on their obligations and duties arising from the statutory/regulatory framework covering their specialist subject.
4. Shape and/or recommend Council policy concerning their specialist areas of activity.
5. Create, monitor and review frameworks of performance measures and quality standards to be applied in the delivery of services in their area of expertise.
6. Commission and/or act as the Council's Lead Client in relation to services in their specialist areas.
7. Drive and operate partnership and co-operative working with other agencies/bodies to ensure the effective commissioning and/or delivery of services in their specialist areas.
8. Manage major programmes within their area of expertise or where their specialism is predominant.
9. Deliver major projects and resolve complex casework where required by the Director.
10. Specify and mentor the Continuous Professional Development of other professionals in their field.

Assignment

Duties and Responsibilities

1. Exercises the full statutory responsibilities as the Council's Monitoring Officer as follows:
 - (a) **Decision-making: Ensures all decisions taken by members and officers are lawful – the post-holder carries the ultimate responsibility for reporting to Full Council (or the Cabinet - in respect of Cabinet responsibilities) after consultation with relevant senior officers, as necessary, where there are concerns over the legality of decision making. The Monitoring Officer serves as the accountable officer in discharging these duties.**
 - (b) **The Constitution: Responsibility for the design, implementation and maintenance of the Council's Constitution including the Full Council Procedural Rules, the schemes of delegation/scrutiny/ and partnership arrangements - in accordance with the requirements of the members, ensuring legal requirements are met and including joint arrangements with district councils and other partners as appropriate. Ensures that the Constitution is made widely available for access by Members, Officers and the public.**
 - (c) **Proper Officer for access to information: Ensures that member decisions (and officer decisions where required), together with the reasons for those decisions (as required) and relevant Officer reports and background papers are properly recorded and made publicly available as soon as possible and retained for public access in accordance with legislative requirements.**
 - (d) Provides high level advice and guidance on the scope of powers and authority to take decisions, maladministration, financial impropriety (in conjunction with the Chief Finance Officer/Section 151 Officer), standards and probity and Budget and Policy Framework issues to all Members and Officers as necessary.

2. Provides 'trouble shooting' expertise to members, SLT, senior managers and partners as necessary where expert knowledge and sound interpretation of democratic processes, statutory guidance and/or Constitution of the Council is vital to the resolution of issues/problems.
3. Provides advice and works with the HR Director on the most senior officer/member case work that might require very high-level Monitoring Officer support.
4. Lead professional adviser to key member/officer Somerset wide partnership structures at Member and Officer level including statutory partnerships, ensuring effective governance, operation and support, for example Somerset Health & Wellbeing Board, Avon & Somerset Police and Crime Panel, Somerset Council Leaders Group, Somerset Councils Chief Executives Group.
5. Accountable to the CEO as the Monitoring Officer and governance lead/lead officer of the Administering Authority for the Heart of the South West (HotSW) Joint Committee, providing direction, expert knowledge, guidance and support to the LEP to improve LEP accountability and transparency. This includes organising and supporting Joint Committee (JC) meetings, chairing the multi-authority Project Management Office team and advising the CEOs Advisory Group and the JC. Has full responsibility for JC meeting arrangements, agendas, reports and all committee business including public reporting, press releases, and overseeing the joint committee's budget.
6. Lead officer for ensuring that appropriate impact assessments in support of decision-making and service delivery are prepared and published ensuring that all statutory requirements are met, eg equalities impact assessments. The role encompasses co-ordinating theme leads contributions into impact assessments; ensuring that appropriate guidance and training is provided to members and officers; ensuring that appropriate quality control mechanisms are in place to ensure that the assessments are adequate for their purpose and that the decision makers have due regard to the assessments before decisions are taken.
7. Lead Officer for the delivery of the multi-agency Somerset Armed Forces Community Covenant and the administration of the Somerset Armed Forces Community Covenant Partnership in support of the Council's Member Champion.
8. Lead Officer to Somerset County Council and West Somerset Council for the Joint Members Remuneration Panel on Members Allowances including the provision of professional advice and expertise to the Panel, and ensuring that the recommendations of the Panel to both Councils take into account the relevant legislation. Advises on the design and implementation of the Members Allowances Scheme in accordance with the wishes of the Councils and on the advice of the Independent Panel.

9. Ensures that the Council meets legislative requirements in relation to making the democratic process as transparent and accessible as possible resulting in demonstrable improvements in the public understanding of and participation in the democratic process and the business of the Council.
10. Leads and manages the County Council's responsibilities for the County Elections process on behalf of the Chief Returning Officer (the Chief Executive) and ensuring delivery of the election by the district councils through effective delegation arrangements.
11. Leads and manages the Council's involvement in reviews of the Council's electoral arrangements as required by the Local Government Boundary Commission for England ensuring that legislative requirements are met and that any resulting schemes reflect the needs of the Council.
12. Ensures effective interface between the Senior Leadership Team and Cabinet through the development, operation, support for and review of key internal governance member/officer groupings, for example SLT/Cabinet. Undertakes a similar role in respect of the interface between SLT and the Shadow Cabinet.
13. Lead Officer for the development of and specialist support for the role of Members, for example effective community leadership through coherent localised engagement; ensuring the provision of appropriate organisation wide support arrangements for members in support of their roles. Secures agreement with SLT as necessary. Ensures that members contribute directly and effectively to the Council's statutory duties to involve, consult and engage in respect of the decision making and scrutiny processes.
14. Lead responsibility for the design, organisation, delivery and on-going review of member support services including member induction, training and development arrangements including the development and delivery of the Member Development Strategy.
15. Leads and manages the Community Governance Group, including management of the Civic Support Office promoting the role of and providing support to the Lord Lieutenant of Somerset, the Chairman of Council and the High Sheriff of Somerset, on behalf of the Chief Executive.
16. Oversees the organisation and delivery of the Council's statutory School Admissions Appeal arrangements.
17. Acts as a leading Project Manager for the Council, where required, particularly where joint working between elected members is a key element of the project and to specify, commission and monitor projects as necessary both within and outside of the specific remit of the post.

Resources

Total Annual Service revenue Expenditure £1.5m of which Council funded Revenue Budget (includes Member Allowances).

For Traded Services:

Total Annual Traded Income £ of which Internal Council Traded Income £ External Traded Income £

Contract Negotiation:

Average Value of contracts awarded annually	£	
Highest value of individual contract	£	
Period of contract		years

Partnership Arrangements:

Total annual value of partnership arrangements not included above Principal parties:	£
--	---

Number of Staff:	FTE: 14
-------------------------	---------

Responsibility for the County Council elections budget of approx £250k per annum. The postholder's role involves modernisation of the role of the Councillor, increasingly reaching and influencing communities through the role of the councillor rather than directly, and devolving decision-making and scrutiny to a more localised level. As a result the postholder indirectly influences the work, practice, priorities and performance of elected members and the Council.

Relationships

The postholder reports to a Service Director and its principal purpose is to deliver to that Service Director the delegated management and improvement of a group of individual services or activities and to assist the Service Director in the strategic planning and development of those services. This will involve a full range of day to day management activities including priority setting, conflict resolution and service communication.

To be effective the postholder will need to develop and maintain a network at Service Director, Strategic Manager and Support Services Manager level in order to develop services, to deliver services and to ensure that resources are optimised to achieve service improvement.

To be effective the postholder will need to develop and maintain a network of external or internal partners, to ensure effective feedback arrangements from clients and customers and to initiate, maintain and support the Service Director in regional and national service agendas to promote and maintain the Council's interest.

The postholder requires advanced communication skills with service/activity based staff to support the head of Service in ensuring the staff remain committed and motivated during periods of change and the service performance is not affected by such change.

Job Specific Partnership interfaces: -

1. As lead officer for Member appointments to partnerships and outside bodies, this requires liaison and discussion with the relevant partners around the appointment processes and associated issues and advising members on the range of potential appointments.
2. Joint partnership and democratic arrangements with partners such as the district councils, health, neighbouring county and unitary councils, the Armed Forces, ie the Somerset Health and Wellbeing Board , Somerset Armed Forces Community Covenant Partnership , the Avon & Somerset Police and Crime Panel and joint scrutiny, requires presentational and negotiation skills to represent the Council and contribute to the design and implementation of those arrangements as necessary and facilitate external organisation's participation in the democratic processes of the Council.
3. As lead officer for the Joint Independent Members Remuneration Panel for Somerset County Council and West Somerset Council requires expert knowledge of the legislation, both councils Members Allowances schemes and the ability to advise the panel on the effective design and implementation of the schemes of both councils and present the panel's recommendations to both councils for consideration.

Job Specific Internal interfaces: -

1. To provide constitutional advice at the highest level in the Council to influence the design and implementation of democratic arrangements and ensure their effectiveness.
2. To develop, maintain and influence appropriate networks involving the Leader, Cabinet, other members of the Council, the Chief Executive and Service Directors and Group Managers to ensure their effective input into the democratic processes of the Council.
3. Resolving conflict, complaint and problem solving within these internal groups requiring the highest level of negotiation and relationship management skills.

Job Specific Public and Community interfaces: -

1. Lead responsibility for ensuring that the Council's democratic process is open to public engagement including social media commentators as required by government and to promote the front-line role of members to the public through the design and implementation of effective approaches in support of the Council's policies on community engagement and empowerment.
2. With responsibility for the School Admission Appeals and various complaints processes, provides procedural advice and guidance to members of the panels and to parents participating in the process.

KEY COMPETENCIES

QUALIFICATIONS	
Essential	Desirable
<ol style="list-style-type: none"> 1. Educated to Degree Level (with Professional Qualification for Team Management posts engaged in professional supervision and adjudication) or equivalent 2. Evidence of work-related continuing management development 	

EXPERIENCE AND KNOWLEDGE	
Essential	Desirable
<ol style="list-style-type: none"> 1. Substantial managerial experience and skills gained at a senior level, including making a contribution to the corporate management of an organisation where required. 2. Significant knowledge and experience of the development, agreement and delivery of service plans. 3. Demonstrable experience of partnership working including the ability to influence and, where appropriate, lead multi-agency groups and projects to deliver services and initiatives. 4. Sound understanding and practice of multi-disciplinary working. 5. Demonstrable experience of engagement with communities and customer feedback channels to shape and inform improved customer services. 6. Demonstrable experience of operating equality and diversity measures in the local commissioning and delivery of services. 7. Track record of the flexible use of financial and other resources (including the service commissioning framework and opportunities for income streams) in the delivery of services on time and within budget. 8. Demonstrable experience of the effective deployment, continuing development and supervision of professional and other staff resources. 9. Sound understanding and experience of the use of information and communication systems to inform operational decision making and recommendations/actions concerning service improvement. 	

- | | |
|---|--|
| <p>10. Significant experience of the operation and achievement of performance management and quality assurance models.</p> <p>11. Change management experience.</p> | |
|---|--|

Somerset's People Attributes

As our organisation changes, colleagues also need to change and adapt. A supportive organisation will describe what is expected for us to be successful in our current and future roles. One way, we believe, is to be transparent in how we lead our teams and the qualities that we should be able to evidence and demonstrate. Colleagues are, of course, already doing many of these things. However, we also recognise that whilst we all have strengths and preferences to act in certain ways that come more easily to us, there are other areas that may be more of a challenge.

Somerset's People Attributes have been written following 18-months of design work, consultation and use across all our service areas. They link to career and team development, talent management and succession planning and aim to support a culture of inclusion and openness. The Attributes support the County Vision for Somerset as a place that is Confident, Ambitious and Improving.

When looking at development, we normally suggest that someone focuses on 4-5 areas to focus on, relative to their level and/or the level they aspire to. For the purposes of the Director of Finance post, the role sits at grade 2 in the organisation and therefore reflects level 4 of the attributes.

			Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators
CONFIDENT							

		Grades 17-14		Grades 13 - 10		Grades 9 - 7		Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators		
Self-Belief	Displaying confidence that you will succeed, and you can overcome obstacles to achieve the best for our residents.	Relishing a challenge. Being prepared to stand up and be counted. Working beyond the call of duty if required. Speaking up if needed and sharing your views.	Manages own anxieties and appears confident to others. 'Gives it a go', however difficult it may seem.	Shows a can-do attitude. Draws on relevant experience. Demonstrates optimism even when the going is tough.	Rises to and relishes a range of challenges. Is prepared to stand up and be counted. Shows the confidence to involve others in support of a goal.	Takes on challenges that others may back away from. Challenges the status quo but will be able to provide evidence that the action will achieve service improvement.	Regularly feels overwhelmed by the pace and scale of change and struggles to recover from this. Holds back from challenging others OR is overly confident and ignores the views of others.		
	Knowing your own strengths and limitations. Understanding your own emotions and the impact of your behaviour on others. Being able to manage your own emotions and show resilience in a range of situations.	Being aware of your emotions and your impact on others, particularly if you are under pressure. Being tenacious and resilient in the face of difficulty. Being able to cope in a complex environment and work with colleagues and partners.	Demonstrates self-awareness. Manages own response and reactions carefully when faced with demanding situations. Remains calm in a crisis. Resists the temptation to take over.	Recognises how challenges to personal values may trigger certain responses. Takes steps to manage own emotions and pressure when necessary. Takes time-out for reflection and seeks support from peers.	Understands the effect of own emotions, on themselves and others. Knows own strengths and limitations in providing leadership. Deals constructively with criticism and seeks support as necessary.	Seeks support to resolve own limitations, for example coaching or using your networks. Understands areas for personal development and does something about it.	Does not understand own emotions and the impact these have on others. Does not set time aside for personal reflection. Loses control in stressful situations, for example shows aggressive behaviour or rules by fear. Does not recognise the warning signs or seek help in advance		

		Grades 17-14		Grades 13 - 10		Grades 9 - 7		Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators		
t									of a problem.
Drive for Improvement	Is motivated to improve practice and service performance to make a real difference.	Focuses on the achievement of goals for the good of the individual and the service. Invests energy in service improvement, for example through effective partnership working and community involvement.	Stays focused on the goal of service improvement. Takes time to be helpful and constructive to others.	Works with others to achieve positive outcomes. Understands the bigger picture and develops strong relationships inside and outside the organisation. Uses persuasion to influence others.	Looks at how services can be improved long-term. Looks across the system for solutions. Adjusts behaviour and approach according to the audience to achieve best results.	Actively works with partners to design, monitor and influence the future direction of services. Has a positive influence across the system.	Seeks personal kudos and recognition alone rather than achieving goals for the greater good.		

Overall heading	Descriptor	Features	Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	Development Indicators
			Level 1	Level 2	Level 3	Level 4	
Personal Integrity and Role Modelling	Creating a positive environment by demonstrating a sense of commitment to openness, honesty, and high standards. Involves the team in celebrating success.	Shows commitment to the 4 'C's – Care & Respect, Can Do Attitude, Collaboration and Customer Focus. Recognises the importance of support and loyalty to colleagues and the organisation.	Behaves consistently with own values and beliefs. Delivers on what is promised or is open about own short-comings. Promotes the organisational and service values.	Cuts through ambiguity and provides clear communication. Expects and encourages others to be equally clear and concise. Uses plain English.	Stands up for what is right in terms of leading and developing services. Acts as a role model. Demonstrates listening skills and acts on feedback. Consciously considers their own personal behaviours and the impact on others. Is visible across all areas of responsibility.	Creates a culture of openness and professional curiosity embracing research and exploration of different cultures concepts and ideas. Is visibly positive in their approach. Promotes and shares the success of the team at all levels.	Responds to pressure by not standing up for own values and beliefs. Demonstrates behaviour that is counter to core values of Care & Respect, Can Do Attitude, Collaboration and Customer Focus. Rules by fear.

AMBITIOUS

			Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators
Seizing the future	Being prepared to take action now to shape and implement a vision for the future development of services. Taking the time to gather information from a wide range of sources.	Makes the most of current opportunities to bring about improvement. Understands the likely direction of change to help shape and implement the culture of the service and organisation. Is prepared to embrace transformational change. Makes it a priority to know about how services are being delivered and what the experience of the community could be.	Reacts to current issues and problems and does so decisively. Makes time to discuss any issues. Checks what is happening, asking others for feedback.	Anticipates issues and takes action to avoid them. Makes the most of any opportunities to make improvements. Is curious to find out more about what is actually happening. Uses local networks and data to get more information to benchmark services.	Takes action to make service improvements. Keeps in touch, through wider networks internally and externally. Keeps up-to-date with developments in the public and private sectors through active involvement in regional and national networks. Uses data to inform actions and service planning.	Sees opportunities and links that others may struggle to see; acts on these positively with the team. Generates, tests and implements a range of innovative approaches. Understands the broader trends in improvement and service delivery. Think and acts with long term perspective.	Does not think about the consequences of actions for the future. Struggles to balance present and operational detail with longer term view. Resists new ideas and approaches. Misses important developments within the council, locally or nationally.
	Intellectual	Embracing and managing ambiguity and complexity. Being open to creativity when leading and developing	Responding to fresh insights and perspectives from a range of sources, both internal and external. Understanding that change may have to be radical to achieve	Is open to new information and diverse views, able to modify own thinking, to take account of new points of view.	Makes sense of a variety of information, both detailed and big-picture, to see patterns and trends. Is able to use theoretical	Comes up with new and exciting ways of explaining something complex so that others can engage with it. Encourages others to be innovative, in	Constantly looks for new ideas and ways of improving services, considering different opinions and challenging self. Can convey

		Grades 17-14		Grades 13 - 10		Grades 9 - 7		Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators		
Ability	services.	improvement. Acknowledging innovative thinking and encouraging creativity and experimentation.		and practical examples to develop services.	finding ways of developing service improvements.	thinking clearly in different settings.	diverse, or "non-standard", sources.		
	Understanding the business	Showing an ability to understand the nature of our business. Recognises the diverse interests that we work with and the dynamics between them, to lead Council services more effectively.	Understanding the culture in the Council and in the wider environment. Knowing who the key influencers are - both internally and externally - and how to involve them when needed. Understanding strategy and policy at a national and local level and being able to plan a way ahead.	Identifies key people who can help to influence or get things done. Uses own networks to gain information or communicate.	Understands the culture and how things are done. Uses this understanding and works with networks to manage change and bring about service improvements.	Understands the governance and complex relationships that make up the decision-making processes of the Council. Identifies the relevant interest groups, networks and groupings, and uses this understanding to get things done. Actively builds and develops own networks.	Understands the underlying social, political and historical factors that shape local and national realities. Uses this understanding to get things done. Knows who the key influencers are and how to go about involving them to shape and deliver change.	Does not tune in to what is going on across the Council and its environment. Only relies on formal processes and structures therefore does not understand or work with informal networks.	

			Grades 17-14	Grades 13 - 10	Grades 9 - 7	Grades 6 - 1	
Overall heading	Descriptor	Features	Level 1	Level 2	Level 3	Level 4	Development Indicators
Drive for results	Displaying a strong commitment to making service performance improvements and a determination to achieve positive outcomes.	Setting ambitious targets and taking calculated risks – all with the aim of delivering added value. Focusing on what really makes a difference, rather than being constrained by methods which were used in the past. Seeking out opportunities to improve delivery of service through partnership and new ways of working.	Takes actions that lead to the delivery of targets. Shows determination to meet the objectives set by others. Keeps track of outcomes to identify future actions.	Takes actions that lead to service improvements. Encourages others to find ways of delivering services that will better serve the needs of customers while meeting objectives.	Sets self and others ambitious goals. Takes the necessary actions to meet these goals. Identifies measures to track achievement. Overcomes obstacles and uses failure as an opportunity to learn. Supports the team to achieve and celebrate.	Aligns resources to achieve goals influencing others to obtain additional resources if required. Addresses poor performance and removes obstacles. Critically reflects on outcomes to further improve. Creates a culture that celebrates successes openly.	Spreads efforts too thinly and dilutes own, and others', impact by focusing on too many or the wrong priorities. Fire-fights and doesn't apply learning from past situations.

IMPROVE

<p>Leading change through people</p>	<p>Communicating the vision and reasons for change. Engaging and facilitating others to work collaboratively</p>	<p>Gaining the support of others by ensuring that you understand the reasons behind the change. Encouraging others, especially frontline staff to find new ways of delivering and developing services and to take the lead in implementing change. Demonstrating a non-hierarchical, democratic leadership style which is underpinned by the 4 'C's. Helping to unblock obstacles, identifying and securing resources, and taking care of teams and the individuals within them.</p>	<p>Engages in regular communications (e.g. through team meetings, newsletters, emails, presentations) and makes sure they are up-to-date with what is happening. Understands the reasons behind decisions. Listens to colleagues and takes action on information gained.</p>	<p>Secures the support or development that is needed for the benefit of both individuals and the team. Communicates effectively by providing the right resource or information.</p>	<p>Creates the conditions that enable a team to perform at its best – provides the right structure and gets the right people doing the right things. Gets input from others with the intent of promoting the effectiveness of the group or process. Acts to build team spirit so as to promote team effectiveness. Empowers the team to achieve further improvements.</p>	<p>Communicates the vision and brings it alive. Gives people a sense that change is achievable and that their contribution matters. Explains the rationale for changes and key service priorities. Creates momentum and excitement about what needs to be done. Uses a range of approaches to ensure that all staff can help to bring about positive change.</p>	<p>Is unable to provide clarity and direction or to lead others to achieve a vision. Does not step up to the leadership role - passes the buck. Leads through fear of punishment or embarrassment. Uses power or status inappropriately.</p>
--------------------------------------	--	--	--	---	---	--	--

Holding to account	Holds self and others to account for agreed targets & budgets and is accountable for delivering a high level of service.	Setting and accepting clear targets and standards for performance and behaviours. Ensuring processes are in place to support colleagues to achieve these standards. Insisting upon improved performance if standards are slipping. Creating a climate of support and accountability, rather than a climate of blame.	Questions when things don't seem right and is able to raise concerns. Is supportive rather than being part of a blame culture.	Ensures that processes are in place to support individuals in achieving standards and to learn from mistakes. Prepared to be held accountable for own agreed goals.	Holds others directly accountable for delivering what has been agreed, both within and outside of the organisation. Intervenes swiftly and consistently when performance is slipping. Challenges and confronts conflict, especially where this is impacting on service delivery and standards and contributes to brokering agreement.	Sets plans and strategies, following consultation and involvement from others. Able to lead and delegate where appropriate, holding self and others to account. Seeks resolution through partnership working.	Does not identify and address performance issues. Challenges people about their performance inappropriately and/or inconsistently. Places blame and provides no support for mistakes.
Empower individuals	Allows others to contribute and shares leadership. Nurtures capability and long-term development.	Allowing others to take the lead on particular issues and to grow in confidence and ability. Identifying potential and supporting the development of people across the organisation. Taking personal responsibility for ensuring that diversity is respected and that there	Provides help and support. Gets involved in team development. Understands the importance of diversity and its role in developing services.	Offers encouragement and makes themselves available for support, especially when others have experienced a setback. Learns from mistakes. Engages with	Allows others to take the lead and the credit by stepping to one side. Allows freedom with accountability. Promotes the role of stakeholders and customers in shaping services and influencing decisions about services.	Coaches others, challenging and asking questions to help them work out the answers for themselves. Provides space for others to be creative and to take risks so that they can develop their own skills and	Takes over and dominates proceedings. Does not make space for others to contribute or grow.

		<p>is genuine equality of opportunity. Supporting the development of others across the community. Engaging and involving residents in service improvement.</p>		<p>stakeholders and customers as a way of learning.</p>		<p>approaches. Develops constructive relationships with colleagues, customers and stakeholders, which focus on their true involvement in service decision-making.</p>	
<p>Working effectively with others</p>	<p>Demonstrating commitment to working and engaging constructively with internal and external stakeholders.</p>	<p>Ensuring that the planning, development and provision of services are joined-up. Understanding and being sensitive to diverse viewpoints. Creates the conditions for successful partnership working.</p>	<p>Expresses positive expectations of internal and external stakeholders. Acknowledges and respects others' diverse perspectives.</p>	<p>Shares information with others when appropriate. Summarises progress, taking account of differing viewpoints, to clarify understanding and to establish common ground. Acknowledges conflict and supports resolution of this conflict.</p>	<p>Maintains positive expectations of other stakeholders, even when provoked, and strives to create the conditions for successful partnership working. Responds appropriately to the changes in the status or circumstances of others. Develops strategy for service improvement in a joined-up manner.</p>	<p>Takes a leadership role in partnership working and works across organisations to create the best outcomes. Is an ambassador for SCC.</p>	<p>Does not involve others or share information, successes or lessons learned. Works in a silo and is comfortable working in a silo.</p> <p>Comfortable with current position and responsibilities and doesn't look to grow self or encourage others to grow. Doesn't take a leadership role in areas outside own comfort zone</p>