TITLE	**Revisions to Chief Executive Job Description**
FOR CONSIDERATION BY	Personnel Board on 18 October 2017
DIRECTOR	Manjeet Gill, Chief Executive

OUTCOME

To ensure the Chief Executive Job Description is fair and fit for purpose, enabling us to attract and retain the best talent.

RECOMMENDATION

That Personnel Board approve the draft amendments to the Chief Executive Job Description for permanent recruitment.

SUMMARY OF REPORT

Approve the draft amendments to the Chief Executive Job Description for permanent recruitment – Attached as Appendix 1 is the proposed revised Job Description in draft, which is aligned to all employees' job descriptions, using the behaviours as set out in the Council's Competency Framework (see Appendix 2).

Background

1)   Approve the amendments to the Chief Executive Job Description for permanent recruitment

Personnel Board approved the Job Description and Person Specification for selecting an Interim Chief Executive on 29 June 2017. This was based on the previous Chief Executive's Job Description with only minor amendments.

The Interim Chief Executive has been in place for one month and has been asked by the Leader of the Council to support us in our search for a Permanent replacement. The revised Job Description and Person Specification has been influenced by:

a) The 21st century Job Description design and competencies, that all our employees have signed up to, ensuring our Chief Executive role models our competencies leading by example and assessing candidates against these competencies in the selection process

b) Conversations with both Executive Members and Opposition to determine what qualities and experience are felt important moving forward taking into account our future priorities.

Personnel Board are asked to consider the proposed Job Description and Person Specification and approve for use in the selection and appointment of our Permanent Chief Executive.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION
The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Nil	n/a	n/a
Next Financial Year (Year 2)	Nil	n/a	n/a
Following Financial Year (Year 3)	Nil	n/a	n/a

Reasons for considering the report in Part 2
n/a

List of Background Papers
Proposed Chief Executive Job Description and Person Specification WBC Competency Framework

Sarah Swindley	**Service** Corporate Services
Telephone No 0118 974 6076	**Email** sarah.swindley@wokingham.gov.uk
Date 3 October 2017	**Version No.** 1

ROLE SPECIFICATION

Job Title	**Chief Executive**			
Service	Wokingham Borough Council			
Team	n/a	**Location**	Shute End/Smart Working	
Reports to	Leader of the Council		**Grade**	CE

This job description sets out the duties of the post at the time it was drawn up. Such details may vary from time to time without changing the general character of the duties or the level of responsibility involved.

Summary of Role

- To work with the Council through its governance structures to develop and execute policies and strategies. To provide Leadership in developing a modern progressive council that is customer focused, commercially focused, collaborative, digitally aware, and outcome focused in its culture.
- Lead and direct a diverse and complex organisation, providing a clear focus for initiatives and robust performance management, exploring and developing partnerships to aid the delivery of integrated services that represent value for money for all residents, and meet the needs and aspirations of our communities.
- To develop the role of the Council as Leader of Place developing and enabling communities to build the profile and wellbeing of the borough.
- As Head of Paid Service and Principal Advisor to the Council, undertake the statutory responsibilities of this post.

Key Accountabilities

Dimensions

- General Revenue Account: £179m gross p.a., £112m Net p.a.
- Housing Revenue Account: £17m Income
- Capital Programme: £45m - £80m p.a.
- Schools Revenue Budgets: £100m p.a.
- Number of employees: Approx. 950 FTE

Key Personal Performance Targets and Standards
The key personal performance targets and standards will be agreed and reviewed with the post holder by leading Members on an annual basis as part of the Performance Appraisal Process. The initial targets and standards for the post holder will be an early priority following appointment and will focus on developing the modern culture.

Key Accountabilities

1. **Vision and Strategy:** To provide Leadership in developing a Corporate Leadership Team that models the values and culture needed. To work with the Executive to develop and deliver

ROLE SPECIFICATION

corporate priorities, strategies, and delivery models, ensuring stakeholder engagement at all key stages especially the workforce.

2. **Finance and Resources:** Develop a commercially focused organisation with a culture of return on investment and a broader understanding of assets to achieve value for money. Actively and effectively manage the Council's resources ensuring robust financial and service planning and the availability of timely and accurate information to elected Members in making decisions on the Council's budget and priorities. Ensuring adequate governance and oversight of decisions and use of resources.

3. **Partnership Working:** Lead and encourage joint working with other agencies and service providers in order to provide integrated, cost-effective services. Act as ambassador for the Council, to achieve new resources and opportunities, by developing and nurturing external partnerships and networks including national and local government, public bodies and the private and voluntary sector

4. **Delivery Improvement:** Develop and put in place the processes and cultures to be more customer focused, commercially focused, collaborative, and digitally aware. Provide leadership through the Corporate Leadership Team for the delivery of transformation plans ensuring they are sustainable, embedded and ensure business continuity during change transition. Championing and introducing effective change management initiatives; fostering a culture of performance management and continuous improvement and cross-boundary working so that internal resources are used to best effect and customer experiences cohesive achievement of outcomes.

5. **Member Relations:** Establish effective working relationships with all elected Members, advising and supporting them through work with the Executive, Scrutiny and Policy teams, so that the Council's long-term aims and ambitions are defined and elected members play an effective role in governance and oversight.

6. **Corporate Management:** Develop and lead a strong, coordinated and proactive corporate management team, ensuring that the heart of the organisation operates strategically and effectively, encouraging effective corporate working, by modelling leadership values and behaviours as a team. Inspire, motivate and develop the Council's workforce so that they have a real sense of ownership of its aims and objectives, encouraging cross-Council working and continual improvements in service delivery. Through personal example, open commitment and clear action, value and celebrate the diversity of Wokingham's communities, ensuring equality of access and treatment in employment and service delivery. Take responsibility for risk management, business continuity planning and Health & Safety at Wokingham Borough Council.

7. **Performance Management:** Ensure that Action Plans are successfully implemented, ensuring that effective management arrangements are in place to achieve the Council's objectives and implement business plans. Promote and establish a culture which encourages and enables all parts of the workforce to meet required performance standards and that is supportive, open and fair. Ensure effective performance management arrangements of arms' length companies, partnerships and contracts.

ROLE SPECIFICATION

WOKINGHAM BOROUGH COUNCIL

8. Council Profile: ~~Ensure the Council's management processes are open and encourage the~~ interest and involvement of the local community through opportunities to access information and for public consultation. Promote the needs of Wokingham as a community by establishing a positive corporate image for the Council. Forge links with Wokingham's business community.

	Additional Corporate Responsibilities
1	**Health and Safety:** Take reasonable care for the health and safety of yourself and of other persons who may be affected by your acts or omissions at work; and co-operate with the Council to enable the Council to perform or comply with its duties under statutory health and safety provisions.
2	**Equal Opportunities:** To take positive action to ensure a thorough understanding of and positive commitment to equality in both service delivery and employment practices.
3	**Safeguarding responsibilities:** At all times to demonstrate and positively reinforce our commitment to safeguarding and promoting the welfare of children and vulnerable adults.
4	**Special Factors: Special Factors:** ☒*Has own transport to travel across the borough,* ☒ *work some evenings/weekends,* ☐*hazardous conditions,* ☒ *gold emergency response* ☒*politically restricted post,* ☐*DBS check required*
5	**Behaviour:** Works within the Council's "competency framework" and adheres to the Code of Conduct.

Competencies Required in Role				
Core Competencies	**Foundation**	**Proficient**	**High Achiever**	**Role Model**
21st Century Public Servant				✓
Personal Responsibility				✓
Professionalism & Know How				✓
Working together				✓
Leadership Competencies			**High Achiever**	**Role Model**
Setting Direction				✓
Leading People				✓
Delivering Results				✓

Focus on describing the qualifications, knowledge and experience an individual will require to successfully undertake the role. These should be split between essential and desirable. There is no need to repeat competency requirements or corporate responsibilities.

Knowledge
Exposure to modern business practice e.g. procurement, electronic service delivery, shared services programmes.

ROLE SPECIFICATION

WOKINGHAM BOROUGH COUNCIL

Understanding of residents' needs and concerns, allied to a commitment to the concept and value of public services, local democracy and partnership working.
An understanding and record of achievement in promoting diversity in employment and service delivery, and facilitating social inclusion.
Ambition and an understanding of business and enterprise in order to realise opportunities, deliver new council initiatives and explore new sectors of innovation to achieve income generation and develop service delivery.

Technical Skills
An ability to work in a complex decision making environment with multiple stakeholders
Substantially numerate with a strategic ability to effectively analyse financial and quality data to inform policy development and monitor safe delivery of policy decisions
Excellent corporate governance and programme management skills – the ability to prioritise, add clarity and oversee delivery on agreed objectives, with the skills to translate plans and ambitions into real achievements for the benefit of the local community.
High-level diplomacy: the ability to act as ambassador, broker and influencer, comfortable with the media and able to deal with residents and local personalities.

Experience
Consistent achievement in leadership at Chief Executive or board level within a complex multifunctional organisation of comparable scope and complexity. To be more entrepreneurial, customer focused and outward looking
Proven transformational and visionary leader with evidenced ability to build collaboration and corporate working across an organisation to achieve political priorities
Successful track record of forging and maintaining partnerships with communities, public sector, business at local and national levels to ensure the development, design, and delivery of services that meet needs and achieve outcomes
Evidenced track record of improving outcomes for residents and communities through system wide collaboration
Significant track record in executing service level, team and individual performance effectively to drive performance improvement and establish a learning culture
Proven track record of leading significant transformational and organisational development change across complex services with evidence of impact on cultures in line with the Councils vision to be more entrepreneurial, customer focused and collaborative
Experience of managing complex programmes and providing leadership for effective corporate governance which enables safe, value for money decisions
Experience of working in complex political and social environments and the resilience to adapt and navigate to the benefit of the organisation

Background

With the introduction of the 21st Century Council we are reviewing the knowledge, skills and behaviours that we need to ensure our success in the future and put us in the best position to provide a high quality service to the communities we serve.

Our Aims

Key to our success is our people, and we want to ensure that everyone:

- Understands the organisation's vision and the focus on outcomes and value for our residents and how their work contributes to it
- Is clear about how well they are performing; that they are consistently challenged and supported to be the best they can be
- Has access to the training and support they need to improve their performance and develop their skills
- Collaborates across organisational boundaries, layers and functions in the organisation to build effective partnerships both internally and externally
- Understands the implications of the changes in the organisation's environment and are confident in the new ways of working

We are going to need leadership that focuses on high challenge, high support and that demonstrates:

- A focus on our people
- Clarity and consistency
- Determination and resilience
- Confidence in ourselves and sharing that confidence with others
- Knowledge and understanding of how the Council works as a whole
- Effective communication skills
- An ability to convert vision, strategy and policy into effective implementation
- The courage to ask difficult questions and to deliver difficult messages

In summary, we want every member of staff to feel connected to the organisation, valued for their contribution, and working to be the best they can be.

Appendix 2

Introducing the Competency Framework
In order to help us achieve our goals, we have developed a competency framework that identifies the key qualities that we are looking for in our staff and leaders. The framework is tailored to our specific environment and is applicable to all roles across the organisation. It aims to enhance both individual and organisational performance and will be used across the organisation in the development of:

- Job descriptions
- Recruitment and selection processes, including assessment centres
- Performance management, including appraisal
- Learning and development
- Talent management and succession planning

This is the complete framework which will be applied as appropriate for a particular purpose. For example, job candidates will only receive a summary relating to the role they have applied for, not the whole document.
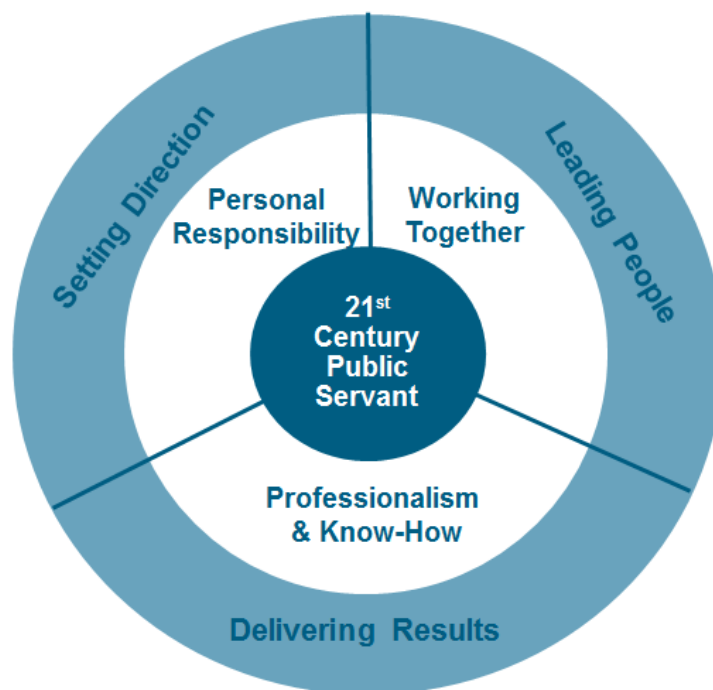
The qualities have been divided into 4 themes; these are the *core competencies* for everyone:
- **21st Century Public Servant:** this is central to all we do and includes being adaptable, resilient, focused on change and improvement, being innovative and having commercial awareness
- **Personal Responsibility:** includes taking ownership and being accountable for your work while operating with honesty, integrity and respect
- **Professionalism and Know-How:** includes how you plan and organise your time to deliver high quality work, including your own learning and development

- **Working Together:** includes how we work together as One Team, communicating effectively and providing a high level of customer service both internally and externally

For people managers, there are 3 additional *leadership competencies*:

- **Setting Direction:** includes strategic thinking, ambition for the council and personal courage
- **Leading People:** includes enabling people, sharing the vision and inspiring others
- **Delivering Results:** includes being performance-focused, driving improvement, setting the right pace for change, influencing others and being politically astute

> *These measurable competencies describe how we need to perform our roles, rather than what we need to achieve. Your role objectives will still set out what you need to achieve each year, and the skills and knowledge required for each job role are set out in individual job descriptions.*

Each competency contains bands that can be used to assess the behaviours that are consistently demonstrated. There are four bands: **Foundation, Proficient, High Achiever, Role-Model.** Each competency is explained in more detail in the following pages, with a description of the expected performance levels and examples against which people can be appraised.

The behaviours become more challenging as you move through the bands. **The bands are cumulative, so someone who is expected to demonstrate Role-Model behaviour would also be expected to demonstrate all previous positive qualities.**

The examples given against each behaviour describe the types of things that you might see individuals demonstrating this behaviour doing; they are a guide rather than an exhaustive list. Examples of behaviour that needs to be challenged or developed are also included to aid thinking and discussions.

Appendix 2

CORE COMPETENCY - 21st Century Public Servant
This is central to all we do and includes being adaptable, resilient, focused on change and improvement, being innovative and having commercial awareness

Foundation
✓	✗
✓ Resilient and robust when faced with difficult and challenging situations ✓ Aware of their position and influence as a representative of the wider council ✓ Demonstrates wider thinking in work activities; identifies and suggests improvements	✗ Focuses on the negative, affecting their ability to overcome challenges ✗ Unaware or disinterested in their influence as a council employee ✗ Prefers things the way they are and reluctant to change how they work

Proficient
✓	✗
✓ Proactively seeks feedback on own performance and aims to improve on it ✓ Embraces change, understanding the need for it and the benefits it can bring ✓ Reflects on the situation and uses coaching opportunities to help move forward	✗ Avoid feedback on own performance and/or responds poorly to it ✗ Closed to change, seeing only the negative aspects ✗ Does not reflect on issues or resistant to coaching

High Achiever
✓	✗
✓ Remains confident in ambiguous situations and champions organisational change ✓ Helps team and colleagues to adapt to and overcome concerns about shifting direction; manages resistance to change positively ✓ Considers and suggests ideas for improvement across the organisation, sharing insight with others in an effective manner	✗ Becomes anxious and unable to effectively work under ambiguous situations ✗ Fails to appreciate the need to adapt and/or unable to support others through any transition; negative and/or dismissive of change ✗ Fails to consider or share ideas for improvement, or tries to force through their ideas

Role Model
✓	✗
✓ Responds decisively and quickly to emerging opportunities or challenges, adapting delivery models and strategies as required ✓ Shows commercial understanding, maximising financial opportunities and pursues organisational excellence ✓ Demonstrates awareness of other leading organisations and uses this information to benchmark own strategic direction ✓ Challenges others to innovate and think outside the box, creating the culture and setting the expectation that this is the norm	✗ Slow to respond to emerging opportunities and challenges, ignoring the need to reshape strategies as required ✗ Demonstrates little commercial awareness and does not challenge ineffective organisational performance ✗ Does not recognise the need to benchmark strategies with leading organisations to identify opportunities for improvement ✗ Suppresses innovation and creativity; continues to rely upon current approaches

CORE COMPETENCY - Personal Responsibility

This includes taking ownership and being accountable for your work while operating with honesty, integrity and respect

Foundation	
✓ Possesses a "can do" attitude; trustworthy, dependable and delivers on what is promised	✗ Limits themselves within their role; fails to meet colleague and customer expectations
✓ Listens, checks understanding and reflects before responding	✗ Responds too quickly with the wrong information, creating misunderstandings
✓ Conveys enthusiasm and interest in their work	✗ Conveys apathy and/or disinterest
✓ Consistently demonstrates a high level of respect, honesty and integrity	✗ Displays inconsistent behaviour that does not reflect our key values
✓ Takes personal responsibility for their work, including any mistakes	✗ Finds excuses not to own their work and/or blames others for their mistakes

Proficient	
✓ Acts on own initiative without being prompted	✗ Waits to be pressed into action
✓ Sets and shares realistic expectations	✗ May over-promise or not commit to action
✓ Takes full ownership to solve queries, only refers when necessary	✗ Wants someone else to solve problems without attempting to solve them first

High Achiever	
✓ Trusts others to deliver and effectively delegates responsibility where appropriate	✗ Controlling: resists delegating responsibility and/or micromanages
✓ Works creatively within the organisational framework	✗ Acts as a "maverick", outside of organisational norms
✓ Considers the impact of their style on others; conveys a strong professional impression	✗ Lacks insight into how their style may be perceived by others

Role-Model	
✓ Solution-focused; makes informed judgements, takes responsibility; publicly stands by and explains difficult or unpopular decisions	✗ Indecisive or makes poor decisions and rejects responsibility, giving in when challenged or blaming others
✓ Accepts responsibility when things do not go according to plan at an organisational level	✗ Looks to pass blame or responsibility when set-backs occur on an organisational level
✓ Creates a supportive environment that promotes empathy, respect, honesty and integrity	✗ Creates an uncomfortable environment where colleagues do not feel safe or able to come forward with issues

Appendix 2

CORE COMPETENCY - Professionalism and Know- How

This includes how you plan and organise your time to deliver high quality work,
including your own learning and development

Foundation	
✓ Uses appropriate methods to deliver quality work in a timely and consistent manner to internal and external customers	✗ Does not consider the quality of their work, the need for pace and accuracy or the impact this may have on the customer.
✓ Uses clear and simple language; checks grammar and spelling; has the required level of written and spoken English language skills	✗ Work lacks clarity due to use of jargon, poor spelling and grammar; does not review their own work
✓ Looks to improve their skills, knowledge or experience; takes advantage of learning and development opportunities	✗ Does not take advantage of opportunities to develop themselves
✓ Open to integrating new information in the work environment; proactive in applying new learning, information and skills within their work, such as proactively supporting the self-serve environment	✗ Reluctant to take on new information and use it in practice

Proficient	
✓ Persistent: works through demanding challenges to achieve goals	✗ Reluctant to work through challenges: prefers straight forward tasks/goals
✓ Approaches their own work in a logical and orderly manner to deliver quality outcomes	✗ Fails to prioritise work, often failing to deliver to expectations
✓ Works within relevant policies and regulations to solve problems	✗ Hides behind policies and regulations, using them as a reason for not finding solutions
✓ Able to tackle a range of issues/questions from both colleagues and customers	✗ Lacks knowledge or effective interaction with others to tackle issues/questions

High Achiever	
✓ Consistently maintains expected service levels, taking prompt action as required	✗ Shows little concern for quality standards of outputs or slow to take remedial action
✓ Continuously benchmarks and monitors results and performance	✗ Takes an inconsistent approach to monitoring performance
✓ Provides direction and clearly outlines what is expected	✗ Sets unrealistic goals and confusing priorities which causes frustration
✓ Conveys a strong professional impression in written and verbal communication	✗ Often imprecise or confusing in written and verbal communication

Role-Model	
✓ Highly credible and invests time in keeping informed; sought after to share knowledge	✗ Not seen as a subject matter expert or a source of current knowledge
✓ Passionate about delivering a high level of customer service and proactively looks for ways to improve the customer experience	✗ Does not proactively tackle customer service issues, allowing service to be negatively affected by inaction

✓ Understands the need to, and effect of, delivering value in all services, removing organisational blocks on performance	✘ Does not focus on delivering value across the council as a whole and creates or ignores blocks to efficient working

Appendix 2

CORE COMPETENCY - Working Together
This includes how we work together as One Team, communicating effectively and providing a high level of customer service both internally and externally

Foundation

✓	✗
✓ Considerate of the views of others; acts fairly, in a polite and respectful manner, embracing equality and diversity	✗ Can be insensitive, intolerant and impatient; fails to consider other people and their approach
✓ Critical friend, willing to constructively question and challenge the team and wider organisation	✗ Derogatory about the organisation and/or team, or adversarial in questioning
✓ Quickly builds appropriate rapport with colleagues, customers and stakeholders	✗ Slow/disinterested in building rapport or makes inappropriate connections
✓ Keen to learn from others	✗ Does not value the experiences of others

Proficient

✓	✗
✓ Inclusive approach, cooperates well with others, ready to help and support colleagues and wider team	✗ Shows limited interest in working collaboratively; reluctant to help others or offers inappropriate support
✓ Openly shares information and consults with colleagues across the organisation	✗ Keeps knowledge and information to themselves
✓ Works well within a team and actively helps create a positive and supportive environment	✗ Does not contribute to creating a positive team environment; prefers working in isolation
✓ Effectively balances the needs of individual customers with the needs and responsibilities of the wider council	✗ Focuses on individual customers to the detriment of the council or focuses on the council to the disadvantage of the customer

High Achiever

✓	✗
✓ Builds capability and empowers others; recognising their contribution and providing constructive and specific feedback	✗ Focuses on managing upwards; ignores or undervalues the contributions of others; does not provide feedback or recognition
✓ Adapts communication style to suit the needs and understanding of the audience and situation; brings colleagues on-board	✗ Does not understand their audience or vary their style; unable to effectively communicate at all levels
✓ Sets clear expectations and goals	✗ Sets unclear, irrelevant or unachievable targets
✓ Able to carry the message of the organisation in a positive manner	✗ Insincere, dismissive or lacks enthusiasm when speaking about the organisation

Role-Model

✓	✗
✓ Promotes cross-team working with internal and external stakeholders, facilitates making relationships work effectively	✗ Encourages narrow ways of working by preventing own area from engaging with and working across teams and organisations
✓ Promotes a culture of collaboration by sharing knowledge and resources across the organisation	✗ Creates and allows silo working; supports an "us and them" culture within the organisation

Appendix 2

LEADERSHIP COMPETENCY - Setting Direction

This includes strategic thinking, ambition for the council and personal courage

High Achiever	
✓ Relishes challenges, demonstrates courage in taking on stretching challenges with enthusiasm and a strong belief that they can deliver	✗ Lacks enthusiasm for new challenges and uncertain if they/their team can deliver; focuses on the negative or problems that may occur
✓ Effectively anticipates and responds decisively to change, acting flexibly to adapt to shifting priorities	✗ Slow to respond to emerging opportunities and challenges, ignoring the need to reshape strategies as required
✓ Able to back up their position with data and reasoned argument	✗ Arguments lack evidence and conviction
Role Model	
✓ Displays entrepreneurship	✗ Unwilling to develop a more commercial or alternative approach to public service
✓ Ensures a risk management culture: able to make difficult decisions with limited information, assesses the viability of opportunities and encourages innovation and flexibility	✗ Highly process driven and overcautious; hesitant when making difficult decisions; promotes a risk-averse culture with little analysis of viability of opportunities
✓ Sets and develops organisational strategy in line with organisational vision	✗ Does not direct a clear strategic vision, preferring to primarily focus on immediate or personal goals

LEADERSHIP COMPETENCY - Leading People

This includes enabling people, sharing the vision and inspiring others

High Achiever	
✓ Develops high performing teams, adapting the leadership style required in order for the individual and team to flourish	✗ Expects others to adapt to their own behaviour, not taking into account the leadership needs of the team and individual
✓ Capable influencer, ability to see issues from other points of view, negotiating well with others and builds consensus for decisions	✗ Focuses on getting their perspective across, failing to incorporate the views of others and overrides disagreement
✓ Promotes partnership working, taking active steps to remove blockages or obstacles	✗ Partnerships are limited to internal or existing relationships
Role Model	
✓ Leads from the front, inspiring others towards a common goal	✗ Allows others to take the lead without initiating others to action
✓ Acts as an ambassador for the organisation; credibly communicates the future vision and direction; speaks with authority and conviction that inspires; owns the message they deliver	✗ Lacks impact and clarity when interacting with others, not taking an active role to represent the organisation; speaks with a lack of gravitas and direction, fails to inspire others

17

✓ Ensures the wider team are clear about their performance, and have the skills and development they need to improve	✘ Does not give appropriate feedback or support development opportunities to improve performance

LEADERSHIP COMPETENCY - Delivering Results

This includes being performance-focused, driving improvement, setting the right pace for change, influencing others and being politically astute

High Achiever	
✓ Takes ownership and spearheads transformational change initiatives	✘ Interested in only cosmetic change or lacks ownership for larger programmes
✓ Understands how shifts in the local/national political environment might impact services	✘ Does not link the wider political influence to the environment in which they are working
✓ Understands the formal and informal culture within the organisation and between local stakeholders	✘ Unaware or disinterested in the culture of the organisation and the stakeholders we work with
Role Model	
✓ Delivers sustainable change on target, with awareness of the impact of those changes	✘ Unaware of the impact of implementing change or being unable to meet the timescales
✓ Sets demanding quality standards and monitors organisational outputs against these standards	✘ Unconcerned about quality standards and accepts substandard performance
✓ Creates a culture of flexibility that is able to effectively respond quickly as priorities change	✘ Slow to respond, fails to reprioritise; rigid thinking when presented with new ideas
✓ Understands the more detailed political context they operate in, taking into account the wider impact; networks effectively with politicians and helping their teams do the same	✘ Has limited insight into the political context they and their teams operate in or the wider impact of decisions; limited networking with politicians