

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	13 November 2023
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Leadership & Management Development Programme – Update
REPORT NUMBER	CUS/23/344
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Lindsay MacInnes
REPORT AUTHOR	Sandie Scott
TERMS OF REFERENCE	2.4

1. PURPOSE OF REPORT

- 1.1. To update Committee on progress and activity on our approach to leadership and management development, approved November 2022.

2. RECOMMENDATIONS

That the Committee:

- 2.1. notes the continuing progress made on developing our leaders and managers and the assurance provided within the report that this programme equips our managers to deal with the challenges ahead; and
- 2.2. notes that a coaching approach to managing and leading is now a core foundation within all our management development programmes.

3. CURRENT SITUATION

- 3.1. In November 2022, the Committee approved our approach to Leadership and Management Development in supporting delivery of the Target Operating Model 1.2.
- 3.2. In January 2023, the Committee approved the Workforce Delivery Plan, and our approach to the Job Family Capability Framework. This set our intention to map all job roles in Aberdeen City Council's workforce to one of seven key job families (see appendix A) – each with its own corresponding capability framework, with the detail of the indicators in each capability framework to be developed through further engagement with employees and subject matter experts.
- 3.3. This report also proposed that each job family would have its own development framework and that people managers would have a Leadership & Management Development programme. To deliver this aim, four core programmes have been built to support and develop people at all stages in their leadership and management careers:



3.4. These are now well underway, and this report provides an update on the ongoing progress made since approval in November 2022.

Progress Update

3.5. People Managers at Aberdeen City Council play a crucial role in our cultural transformation: in aligning their teams with the strategic aims; supporting them through challenges; and ensuring they have the right skills and working environment to thrive.

3.6. We have a duty to ensure our People Managers are equipped with the skills, confidence and resources to deliver this role.

3.7. The purpose of our Leadership & Management Development programme is to deliver on this duty.

3.8. For a development programme to develop leaders so that they can collectively create the desired organisational culture, it needs to be tethered to a capability framework that is:

- Strategic – it must be aligned to organisational goals and outcomes.
- Future focussed – not just focussed on what we need people to be now, but to provide aspiration and stretch towards where we need them to be.
- Relatable – people must be able to understand what is being asked of them.
- Owned – by senior leadership and internal subject matter experts.
- Relevant – to the local context.
- National context – cognisant of the wider national and global picture, including legislative.

3.9. Therefore, the first step in building our Leadership & Management Development programme was finalising the indicators for the People Manager Capability Framework (see appendix B).

3.10. Alongside our other job families, the indicators for the People Manager Capability Framework were developed through intensive engagement at all levels throughout the organisation. Firstly, with subject matter experts to ensure strategic priorities such as digital transformation, financial accountability, climate change, and equality, diversity and inclusion were reflected in the framework. Then through focus groups with managers at all different levels – from Chief Officers to supervisors and chargehands, to ensure it was written in straight-forward plain English. The possibility to create a separate Capability Framework for Service Managers was considered, but when we explored this as an option through employee

engagement we consistently found, with different groups managers, a desire for a single capability framework for people managers.

- 3.11. From this, a People Manager capability framework has been built that is relevant to managers at all levels – from supervisors to Service Managers – and is intended now to be embedded into performance expectations and conversations via our appraisal process, Continuous Review and Development.
- 3.12. Chief Officers have their own Capability Framework (see appendix C), which was finalised in late 2021 and designed using Solace’s Executive Leader framework as a starting point and then adapted to meet our own local needs.
- 3.13. The subsequent development programmes have been built by mapping the required capabilities against learning outcomes of all learning interventions.
- 3.14. Five core capabilities run throughout the capability and development frameworks for all People Managers and Chief Officers. These capabilities have been shaped around our Guiding Principles, which were created by employees and for employees. So, in addition to aligning employees to our strategic goals, the Capability Framework seeks to reinforce the culture needed from and desired by our workforce.



Chief Officer Development Programme

- 3.15. The purpose of this aspect of the programme is to enable our Corporate Management Team to collectively decide what they need from their organisational leaders – the Chief Officers - then for People Development to put a programme of development in place that enables them to learn in an environment that encourages self-reflection, a growth mindset, peer learning and challenge. Key organisational initiatives that require cultural change need our organisational leaders to own their position as role models and collective leaders. Therefore, throughout the Leadership & Management Development programme development interventions can be noted as starting at the top, then repeated and reinforced through the Aspiring Senior Leaders, Inspiring Leaders, and People Management programme, with the expectation that each level of management is contributing to the culture through their own behaviour change and sharing their learning with others.
- 3.16. Using their Capability Framework, Chief Officers undertook a self-assessment to identify their own priority development needs. The collective results of this enabled People Development to build a development programme to meet the identified skill gaps and organisational priorities.

Each Chief Officer was assigned a coach from the People Development team who discussed the results of their self-assessment with them, invited them to bring feedback from their director, and completed a Personal Development Plan which each Chief Officer is working towards.

CHIEF OFFICER DEVELOPMENT PROGRAMME

2022 - 2024

	Delivering outcomes for our customers	Change and Improvement	Working with others	Accountability	Care
Delivered	Understanding Service Review Techniques	Becoming data led: Evaluation Approach	Working with others: collaborative and partnership working Difficult Conversations, Feedback and Radical Candour Creating a Coaching Culture <ul style="list-style-type: none"> - Mindset and Skills of a Coach - Leader and Manager as Coach Mentoring Skills	Commissioning cycle and balancing the budget: finance for chief officers Emergency Planning and Response Achieving Net Zero <ul style="list-style-type: none"> • Carbon Literacy • Carbon Budgeting 	Focusing on Resilience and Wellbeing (for self and others) Self-Development for Leaders Role Modelling an ED&I Culture: Integrated Impact Assessments Role Modelling an ED&I Culture: Black History Month
Upcoming		Early Intervention and Prevention	Succession Planning		

Aspiring Senior Leaders

- 3.17. The purpose of this aspect of the programme is to create pathways and opportunities that empower and enable our leaders of the future, so that we retain high potential employees and create resilience in our organisational leadership by creating succession plans that motivate people to progress to senior roles.
- 3.18. To date, one cohort has been selected and developed as part of the Aspiring Leaders Programme. It was identified that the priority area for succession planning was at Chief Officer level, so the Chief Officer Capability Framework was used as the basis for an 'Aspiring Senior Leaders' Capability Framework (see appendix D) which was then used for recruitment, selection and development of candidates for the programme.
- 3.19. In line with our Equality Outcomes, one of which is to improve the diversity of our workforce and address any areas of underrepresentation, with a particular and prioritised focus on Age, Disability, Race and Sex; we promoted and encouraged applications from these groups. We promoted the programme through the Equality Ambassadors Network and through our staff Equality, Diversity and Inclusion working groups. Within our internal communications and application form, we emphasised the encouragement of people from these groups to apply. We have not captured the number of applications from these different groups as it did not form part of the decision-making process, indeed applications were scored anonymously to ensure that there was no unconscious bias when scoring applications. Further monitoring and reporting of this will form part of our usual diversity data reporting in line with our Equality Outcomes and Statutory Performance Indicators, where we collate and analyse data around occupational segregation, pay gaps and workforce diversity.
- 3.20. We initially received 51 expressions of interest in the programme, we then received 30 full applications and from this, 14 candidates were selected for the programme. They are now 10 months into a 12-month intensive development programme, delivered by members of our Corporate and Extended Corporate Management Teams, in-house subject matter experts, and commissioned specialists.

ASPIRING SENIOR LEADERS' DEVELOPMENT PROGRAMME

2023

	Delivering outcomes for our customers	Change and Improvement	Working with others	Accountability	Care
Delivered	Leading people through change and service design Life Events – Project	Transformation & projects Council's approach to digital projects	Working with others: collaborative and partnership working Giving and Receiving Feedback Leader and Manager as Coach Mentoring Session	Finance for Chief Officers Civil Contingencies and Emergency Planning – the role of a Duty Emergency Response Coordinator Working in a political Environment	Reflective Practice
Upcoming	Media Induction	Becoming research active: Aberdeen Health Determinants Research Centre		Climate Change Plan	

- 3.21. Three candidates have – within their tenure on the scheme- already secured senior leadership positions within Aberdeen City Council / Aberdeen City Health & Social Care Partnership.
- 3.22. The Aspiring Senior Leaders are currently taking the learning from the above and applying it to real challenges facing Aberdeen City Council. This enables them to work collaboratively on a cross-council project, where they are actively working out with their substantive area and contributing towards finding solutions to complex organisation-wide problems.
- 3.23. In addition to running our own internal Aspiring Senior Leaders programme, People Development also promote, support and sponsor employees to take part in local and national executive leadership programmes, such as Northeast Learning Collaborative's Mentoring Programme, ACOSVO Leadership Exchange, and Solace Springboard programme. For the third year running, one of our candidates has been successfully selected for Solace Springboard programme.

People Management Development Programme

3.24. The purpose of this programme is to provide a foundation for new and existing managers to ensure good management basics are in place. It contains a variety of modules, designed to provide managers with the knowledge and skills set out under the revised Capability Framework, and includes facilitated (tutor-led) workshops and self-led (for example eLearning) resources organised into three main modules designed to build their skills in self-leadership, team leadership and organisational leadership.

Self-Leadership	Team Leadership	Organisational Leadership
<i>Start with raising your self-awareness and building your personal productivity.</i>	<i>Develop your interpersonal skills with the people you lead.</i>	<i>Develop your skills as an Aberdeen City Council leader</i>
<p>Facilitated Learning:</p> <ul style="list-style-type: none"> Managers' Induction – Introduction to People Management at Aberdeen City Council <p>Self-led learning:</p> <ul style="list-style-type: none"> Being an Empathetic Leader Communication and Presentation skills Decision Making Digital Leadership 	<p>Facilitated Learning:</p> <ul style="list-style-type: none"> Continuous Review & Development (CR&D) – how to do one-to-ones and annual appraisals Leader and Manager as Coach Motivating Others Performance Conversations Recruitment & Selection <p>Self-led learning:</p> <ul style="list-style-type: none"> Having an effective conversation Managing a positive working environment Managing a team Mentoring Supporting others to be resilient 	<p>Facilitated Learning:</p> <ul style="list-style-type: none"> Effective partnership working with Trade Unions Leading Change Mental Health Awareness for Managers <p>Self-led learning:</p> <ul style="list-style-type: none"> Equality and Diversity for managers Gender equity Introduction to Frontline Complaints Managing Change Meeting our Climate Change Duties Trauma Informed Unconscious bias

You can view the full detail of this programme, with course descriptors, on our intranet: [People Management Development Programme](#)

3.25. We are due to formally launch the People Management Development Programme in the coming weeks, to coincide with the launch of the finalised Capability Frameworks as part of our appraisal process, Continuous Review & Development (CR&D). Some of the courses within this have already launched individually

Course	Number of managers attended
Leading Change	11
Mental Health Awareness for Managers	84
Continuous Review & Development (CR&D) – how to do one-to-ones and annual appraisals	134
Leader and Manager as a Coach	73

Inspiring Leaders

3.26. The purpose of this programme is to inspire experienced managers to put skills into practice along with intense masterclasses. This will be essential for and targeted towards our 100 senior managers (e.g., Service Managers, Middle Managers), as well as being open to all leaders.

Self-Leadership	Team Leadership	Organisational Leadership
<i>Start with raising your self-awareness and building your personal productivity.</i>	<i>Develop your interpersonal skills with the people you lead.</i>	<i>Develop your skills as an Aberdeen City Council leader</i>
<p>Facilitated Learning:</p> <ul style="list-style-type: none"> Digital Leadership How to deliver engaging presentations <p>Self-led learning:</p> <ul style="list-style-type: none"> Creating a Digital Culture Emotional Intelligence 	<p>Facilitated Learning:</p> <ul style="list-style-type: none"> Conflict Management Facilitation Skills Giving and Receiving Feedback <p>Self-led learning:</p> <ul style="list-style-type: none"> Building Resilience Flexible working Generational Diversity Managing Teams at Home Negotiating Smarter Working 	<p>Facilitated Learning:</p> <ul style="list-style-type: none"> Artificial Intelligence (AI) Commercial Awareness Committee Report Writing Early Intervention and Prevention Improvement Methodology Integrated Impact Assessments Introduction to Systems Leadership for Senior Managers Net Zero: Carbon Literacy and Carbon Budgeting Project Management Training Stakeholder Engagement and Consultation Strategic Thinking Understanding your data and PowerBI Working Collaboratively <p>Self-led learning:</p> <ul style="list-style-type: none"> Carbon and the Environment Design Thinking // Service Design Feedback and Improvement Data Procurement Modules Project Management Toolkit

3.27. Some learning sessions are to be shared between the Inspiring Leaders programme and Chief Officer Development programme, to facilitate networking, relationship building, silo-breaking, peer-learning at a senior level. This enables Chief Officers to be visible role models for holding a growth mindset and supporting time for their development. It also enables senior leadership to develop a shared language and understanding of key

organisational priorities, and to hold each other accountable for the investment in training.

- 3.28. We are due to formally launch the Inspiring Leaders Programme in the coming weeks, to coincide with the launch of the finalised Capability Frameworks as part of CR&D. You can view the early draft of this programme, with course descriptors, on our intranet: [Inspiring Leaders \(sharepoint.com\)](#). The content of this programme will evolve so that it remains contemporary with the evolving needs of the organisation and of our senior leaders. Some of the courses within this programme have already launched individually:

Course	Number of managers attended
How to deliver engaging presentations	65
Conflict Management	47

Coaching

- 3.29. A coaching approach is critical to our programme and organisation because it fosters high performance work culture through motivation and supportive leadership. Coaching engages employees to reflect, raise their self-awareness, and take responsibility for the actions that will enable them to thrive. For managers, it provides good, structured conversations, builds trust and distributes leadership and ownership. To ensure that coaching is a core foundation within all our management development programmes, it is embedded into our Capability Frameworks, and it is interwoven throughout and supports each of the four programmes above. In addition, to fully create a coaching culture we have delivered as follows:
- Six members of People & Organisational Development nearing completion of ILM level 5 in Coaching to become highly qualified experts able to lead our coaching culture.
 - 73 employees have already attended 'Leader and Manager as Coach' since it was launched in 2022.
 - Chief Officers and Aspiring Senior Leaders have all undertaken 'Leader and Manager as Coach'. All Aspiring Senior Leaders have been offered or assigned coaches.
 - To ensure People and Organisational Development is leading by example and can embed coaching in HR and performance processes, all are now enrolled on 'HR as a Coach'.
 - A coaching approach to management has been woven throughout People Management training, development and processes delivered since approval in November 2022. Examples of this include sessions such as Undertaking Effective CR&Ds, The ACC Approach to Leading People through Change and other service specific interventions.
 - An Internal Coaching Service has been created with 20 trained and qualified coaches to further embed our coaching culture. They are available to be matched to employees within the organisation seeking to develop themselves and are available to support people anywhere throughout the organisation. This service will be available to the full organisation by the end of October.

Mentoring

- 3.30. Complementing our Coaching Network, we are launching a Mentoring Service as part of our Leadership & Management Development Programme. A Mentoring Network is beneficial for Aberdeen City Council culturally as it encourages learning and growth in all areas of professional and personal development, it enables employees to become better leaders and professionals, and develops the habit of learning from and sharing with others, which reduces single points of failure. We have developed a pool of trained mentors who are able to offer support to other members of the organisation around areas such as career and role. A mentoring process has been developed and tested with the Aspiring Senior Leaders cohort as part of their programme. They have each been matched with member of ECMT or CMT within the organisation.
- 3.31. The Mentoring Service will be launched at the end of October alongside Coaching.
- 3.32. Mentoring typically involves a more experienced colleague sharing their greater knowledge to support the development of a less experienced one. To engage and connect our young workforce, and as part of our commitment to keep 'The Promise' for care-experienced young people, we will also introduce Reverse Mentoring – where we will pair staff across generational divides and encourage a bottom-up flow of information. As well as the development this provides to our more experienced staff members, it also has a significant impact on culture and can redress power biases.

The Leadership Forum

- 3.33. Supporting, connecting, informing and developing leaders and managers at all levels in our organisation is our Leadership Forum. All Leadership and Management Development opportunities are promoted to our thriving network of over 600 leaders from across the organisation. In addition to the rolling programme of development highlighted in our People Management Development Programme and our Inspiring Leaders programme, the Leadership Forum also serves to develop our leadership community by providing a digital platform for them to share news, opportunities, questions and ideas; and connect them via face-to-face development and engagement on organisational priorities. Over the past 12 months, the Leadership Forum has run events on the following topics:
- Organisational change and design
 - ACC financial position
 - Climate change, net zero and carbon budgeting
 - City Centre and Beach Masterplan
 - National planning framework - changes in legislation
 - Equalities and inclusion
 - Data protection and security
 - Changes to staff procedures and guidance
 - Smarter working

Accelerator Scheme

3.34. Gaps have been identified at all leadership levels in the following protected characteristics: women, young people, disabled people and ethnically diverse people. As part of tackling this, we are targeting under-represented groups when promoting Leadership & Management Development opportunities. We are also launching an 'accelerator scheme' which will offer spaces on Leadership & Management Development courses to those who are currently underrepresented and provide additional support and adaptations for them. The first one of these will be our initial People Management programme, which is aimed primarily at those who are currently people managers and spaces will also be opened to some others who are underrepresented and who aspire to progress vertically in the organisation, with offerings of additional coaching, one-to-one support and alternative learning formats.

4. FINANCIAL IMPLICATIONS

4.1 This will be funded by the Corporate Training budget held within People and Organisational Development.

5. LEGAL IMPLICATIONS

5.1 No known legal implications arising from this report.

6. ENVIRONMENTAL IMPLICATIONS

6.1 No known environmental implications arising from this report.

7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	None		L	Yes
Compliance	None		L	Yes
Operational	None		L	Yes
Financial	None		L	Yes
Reputational	None		L	Yes
Environment / Climate	None		L	Yes

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>	
	Impact of Report
<p>Aberdeen City Council Policy Statement</p> <p><u>Working in Partnership for Aberdeen</u></p>	<p>Valuing our Staff</p> <ul style="list-style-type: none"> • Recognise that the Council depends upon its staff to deliver the services it provides and believe the Council must properly reward, train and support its staff. • Engage regularly with staff and trade union representatives. <p>These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the Page 23 next steps for delivery of the outcomes and commitments.</p>
<u>Aberdeen City Local Outcome Improvement Plan</u>	
<p>Prosperous People Stretch Outcomes</p>	<p>6. By Meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026.</p>

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	<u>Stage 1 Integrated Impact Assessment completed.</u>
Data Protection Impact Assessment	Completed (for coaching and mentoring)

10. BACKGROUND PAPERS

- 10.1 [Leadership and Management Development](#)
- 10.2 [Workforce Delivery Plan](#)
- 10.3 [Job Family Capability Framework](#)
- 10.4 [The Promise – Independent Care Review Scotland](#)

11. APPENDICES

- A Our Job Families
- B People Manager Capability Framework
- C Chief Officer Capability Framework
- D Aspiring Senior Leaders Capability Framework

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Appendix A: Our Job Families



Frontline Operational Services

We provide frontline operational services for the public, which generally involves practical duties and activities being undertaken.



Frontline Customer Services

We provide frontline customer service for the public. Often a first point of contact for customers dealing directly with their enquiries to provide support and advice.



Social & Community Services

We provide essential support every day, working directly with children and/or adults with differing levels of need.



Information Services

We provide business and specialist services.



People Managers

We coach and support employees all across the organisation to enable them to thrive in a positive environment.



Teachers (SNCT)

We teach children within a school setting and are under Scottish Negotiating Committee for Teachers (SNCT) terms and conditions.



Chief Officers

We are strategic leaders responsible for setting the vision and direction of the organisation and place.

Appendix B: People Manager Capability Framework

People Manager				
 Purpose	 Pride	 Team	 Trust	 Value
Delivering for our customers	Change and Improvement	Working with others	Accountability	Care
<ol style="list-style-type: none"> 1. I ensure my team understands our purpose as a Council and our purpose as a team and how they each contribute. 2. I empower my team members to improve customer experience and make decisions at the point of need. 3. I deal effectively and promptly with escalated issues/matters and use learning to improve the customer experience. 4. I monitor the performance of my team and use it to prioritise tasks and manage expectations. 5. I encourage my team to actively engage and co-create with customers to meet, enhance and improve the Services Standards 6. I communicate and present key information and news with others in a clear and concise manner. 7. I know how to spot the signs and respond to people who are affected by trauma 	<ol style="list-style-type: none"> 1. I effectively identify, plan, lead and support change. 2. I listen to feedback and use it to support my development. 3. I create an improvement culture where others are encouraged to experiment, test and learn, and make best use of resources. 4. I analyse and critique data to inform meaningful decisions, I encourage my team to make research led decisions. 5. I foster a culture of learning and encourage knowledge sharing and feedback across teams/services. 6. I look for opportunities to exploit existing and emerging digital technology to improve services. I am confident in the use of digital tools 	<ol style="list-style-type: none"> 1. I communicate, collaborate, and consult effectively with partners, stakeholders, colleagues, Trade Unions and Elected members as required. 2. I facilitate discussions for people with a range of views, helping everyone to see each other's perspectives. 3. I encourage everyone to have a voice and create opportunities for others to input into decisions. 4. I negotiate effectively with others to achieve successful outcomes. 5. I am approachable, accessible and available to my team members and conduct regular one-to-ones. 6. I motivate, encourage and empower others. 7. I coach and manage my team to build capability and enable a high performance culture. 8. I recognise training needs for my team and can deliver or direct my team to additional resources for learning. 	<ol style="list-style-type: none"> 1. I manage and mitigate risk in accordance with the Council's risk management framework. 2. I take responsibility for the health, safety, and wellbeing of my team and others. 3. I take responsibility for ensuring that my team have completed all relevant mandatory and statutory training. 4. I undertake CR&D (continuous review and development) for all my team members – this includes completing their annual review on CoreHR as well as undertaking regular one-to-ones. 5. I consistently and accurately follow policies, processes and guidance and ensure that my team do the same. 6. I understand and follow the Council's governance arrangements for making decisions. 7. Where relevant, I manage budgets, assets and resources effectively. 8. I demonstrate responsibility as a leader to endorse and role model corporate initiatives. 9. Where relevant, I work with Elected Members in line with the Members Officer Relations Protocol 10. I understand the council's climate and environment plans and strategies, and I take action to promote, influence and address these. 	<ol style="list-style-type: none"> 1. Thank you goes a long way –I appreciate others, recognise and celebrate good work. 2. I take responsibility for embedding equality and diversity across my service and foster an inclusive environment for my team and others. 3. I self-reflect and take care of own wellbeing and others by actively promoting health and wellbeing initiatives. 4. I display empathy and genuine concern by taking time to find out how challenges and pressures feel from the perspective of others. 5. I support and encourage others to empower them and help build their confidence through coaching conversations. 6. I understand my duty of care for my employees – to support them to stay healthy and well at work, both mentally and physically.

Appendix C: Chief Officer Capability Framework

Core Capabilities: Chief Officers

1. Delivering outcomes for our customers	2. Change & Improvement	3. Working with Others	4. Accountability	5. Care
<ol style="list-style-type: none"> Demonstrates involvement in setting the strategic vision and outcomes for the organisation Effectively involves appropriate stakeholders internally and externally (multi-agency) when developing strategic programmes Demonstrates personal commitment to agreed organisational outcomes and role models this for others Communicates clearly and in a structured way, persuading others effectively Leads through active communication, motivates and inspires people to achieve shared outcomes for the organisation Reviews services, undertaking radical transformation when needed, applying the principles of Design Thinking to service redesign. Considers the wider context and the long term impact of a decision Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. Uses an understanding of the volume, nature and costs of demand on services, the council and its partners to manage demand and reduce costs. Operates with a strategic purpose, clearly linking personal and team activity to the agreed strategic aims and outcomes of the organisation 	<ol style="list-style-type: none"> Leads and supports a culture of data driven decision making throughout the council and with partners Uses Improvement techniques to build a culture of continuous and sustained service delivery improvement Proactively leads transformation within the organisation, acting as an effective project sponsor when needed. Adopts and champions the latest technology to allow the organisation to move forward Actively engages with the market within which our council services operate, to develop its capability Harnesses a culture of innovation and positive disruption by encouraging original thought, radical solutions to break new ground in striving for opportunities to improve council performance. Sets the culture for risk appetite in which I and those I lead analyse and mitigate against risk when exploring opportunities and making decisions. Offers a leadership view on any topic that comes before ECMT, in service of shared agreed outcomes, regardless of professional background. Makes time to engage in activities which relate to their personal growth and resilience as a leader, encouraging constructive feedback from others. Works as a preventor of demand 	<ol style="list-style-type: none"> Facilitates system-wide collaboration to achieve improved outcomes for the people, place and economy Motivates and successfully manages multi-functional programme teams Takes a team-orientated approach to problem-solving and decision making - drawing internal and external stakeholders together to agree how they can most usefully contribute to achieving important goals Deals with the complexities, challenges and tensions that emerge in shared leadership - not shying away from tough conversations Works proactively and effectively across all elected members to support, challenge, advise and drive towards our LOIP outcomes Actively identifies "political issues" which Elected Members will wish to know about and to have input into, and facilitates effective engagement of Elected Members at all levels. Leads and facilitates effective negotiation with a diverse range of partners across private, public and third sectors Works effectively in partnership with Trade Unions and resolves conflict effectively Provides constructive feedback and uses radical candour to challenge and support others in service of agreed organisational outcomes Puts the needs of the organisation 	<ol style="list-style-type: none"> Takes an active role in the commissioning cycle and the balancing of the budget including identifying budget balancing initiatives Demonstrates mutual accountability with partners for shared outcomes - holding others to task and demonstrating personal delivery shared outcomes Ensures the services for which I have responsibility are complying with data protection and information governance requirements Creates clear, comprehensive and outcomes-focused delivery plans Understands all elements of ACCs financial regulations and leads sound financial management My emergency planning responsibilities Reacts to issues as they arise and decisively deals with crisis situations Ensures clarity of expectation and holds to task individuals who are not delivering agreed outcomes, tackling poor performance and inappropriate or unproductive behaviours when needed. Makes environmental sustainability 'business as usual' Demonstrates accountability to Elected Members through effective use of governance structures 	<ol style="list-style-type: none"> Consistently acts and speaks in a way that is positive, motivating and encouraging. Takes time to notice, recognise and celebrate the good work of others - both in one-to-one chats and on an open forum, for own area and across the wider organisation Values people voices which is demonstrated by engaging, encouraging them to share their perspectives, listens and takes action . Understands the Equality, Diversity & Inclusion agenda and current best practice and actively champions this across the organisation and with partners Takes care of their people - takes active steps to promote health and wellbeing initiatives. Self-reflects and takes care of own wellbeing, so that they can take care of others. Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others Empowers others, uses coaching techniques to increase the capability and confidence of team members Invests and cares about the individuals, development, work and collective leadership aims of ECMT Promotes successes across the organisation and regularly communicates the successes and

Appendix D: Aspiring Senior Leaders Capability Framework

<h2 style="text-align: center; margin: 0;">What are the capabilities of a potential Chief Officer?</h2>				
1. Delivering outcomes for our customers	2. Change & Improvement	3. Working with Others	4. Accountability	5. Care
<ol style="list-style-type: none"> 1. Demonstrates visionary and strategic thinking 2. Engages and influences stakeholders 3. Considers the wider context and the long term impact of a decision 4. Communicates clearly and in a structured way, persuading others effectively 5. Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done. 6. Connects and inspires others behind shared strategic outcomes 	<ol style="list-style-type: none"> 1. Shows personal initiative in transformation and digital leadership 2. Makes confident evidenced based decisions on data 3. Analyses and mitigates against risk when exploring opportunities and making decisions. 4. Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance. 	<ol style="list-style-type: none"> 1. Understands and adapts to the political environment in which they work 2. Builds effective relationships with partners to achieve shared outcomes 3. Takes a collaborative approach to problemsolving and decision making 4. Provides constructive feedback and uses radical candour to challenge and support others 	<ol style="list-style-type: none"> 1. Ensures compliance with governance 2. Demonstrates sound financial management of balancing the budget 3. Reacts to issues as they arise and decisively deals with crisis situations 	<ol style="list-style-type: none"> 1. Empowers and encourages others to increase their capability and confidence 2. Notices, recognises and celebrates the good work of the council and colleagues 3. Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others 4. Shows self-awareness, is committed to their own personal development 5. Sets high personal goals and is ambitious for progression 6. Able to be resilient e.g. understanding and acceptance when things go against you