LEADERSHIP AND MANAGEMENT FRAMEWORK SENIOR/TIER 3 MANAGERS

LEADERSHIP
Inspires and provides direction, drive, ownership and engagement to deliver the Group Strategy

INEFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE/EXCEEDS EXPECTATIONS
Does not balance local and wider organisational or strategic needs, priorities and requirements.	Actively contributes to the implementation, evaluation and review of the Group Strategy, ensuring quality outcomes that have a significant impact.	Demonstrates that direct line reports are inspired, and in turn they inspire their teams, to consistently exceed expected outcomes.
Unable to lead and drive through change and engage others.	Develops and implements comprehensive plans to achieve high quality outcomes in the delivery of the Strategy.	Proactively drives, delivers and inspires managers to deliver change in a timely, transparent and effective manner.
Consistently reactive and fails to think and plan ahead or see the bigger picture.	Inspires and instils confidence, commitment, trust and motivation in others across the organisation to deliver high quality services and embrace change.	Actively ensures that everybody in the organisation lives and breathes the vision and values, holding each other to account when things are not as they should be.
Unable to recognise the importance of and embed equality and diversity in service delivery and people management.	Provides positive direction and purpose, and leads by example across the organisation.	Takes a proactive and strategic approach to driving the business forward and maximising potential outcomes for all stakeholders and customers.

INEFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE/EXCEEDS EXPECTATIONS
Does not take responsibility and ownership for the delivery of the Group Strategy, allocating all tasks and responsibility to others.	Accountable for timely, informed and robust decision making which takes into account risks, benefits and opportunities	Actively encourages cross-organisational collaboration and relationships that result in exceeding outcomes and expectations.
Does not translate the Group Strategy into actions and outcomes.	. Adopts a positive and solution focused approach to all problems and leads by example.	Proactively ensures that messages are delivered and understood at all levels of the organisation to ensure that people can contribute and exceed expected outcomes.
Does not actively own or participate in the development, implementation and review of organisational policy, procedure or processes.	Takes a strategic approach to understanding organisational needs and takes the initiative, to achieve positive outcomes to deliver the Group Strategy.	
Makes decisions based on departmental or self interest rather than the values of the organisation.	Champions and promotes the organisation both internally and externally, sharing good practice.	Ensures people challenge and question the status quo, and are supported to achieve change and break down organisational barriers.
Unable to recognise the importance of, and does not embed equality and diversity in service delivery and people management.	Ensures diversity, ethical and professional conduct, and challenging unconscious biases are a consistent focus throughout the wider organisation.	
	Ensures clear expectations are set for highest ethical and professional standards.	

PEOPLE MANAGEMENT

Develops and maintains a skilled, knowledgeable and competent team by leading, engaging and motivating employees to deliver the Group Strategy

INEFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE/EXCEEDS EXPECTATIONS
Does not communicate clear and achievable standards and expectations resulting in lack of engagement and poor performance.	Facilitates a positive culture where people actively promote behaviours that are in line with expectations and people at all levels are held to account. Ensures expectations are set across all levels and consistency across the organisation is achieved.	Creates a culture where people are encouraged and supported to be innovative. Ensures this encouragement leads to positive outcomes for the organisation. Able to provide examples within their management line of people looking to the outside world to bring innovation into the organisation.
Feedback provided has not supported or enabled individuals or teams to improve, engage and meet objectives.	Accountable for developing the long term capability within teams through active development, recognition, feedback, and talent management or succession planning.	Understands the people capabilities that are required to achieve the longer term strategic objectives of the organisation. Puts in place effective plans to ensure these needs are met.
Does not positively contribute to the review of people policies and processes or ensure ownership for their effective implementation.	Actively participates in the review and implementation of strategic people policies, processes and best practice.	Creates a culture which inspires people to take positive risks and evaluates the impact of that approach. Makes changes as appropriate to achieve the best outcome for the organisation.
Does not effectively engage individuals or teams due to lack of recognition, involvement and development opportunities.	Delegates effectively to provide stretching opportunities for people to develop based on strengths, aspirations and service requirements.	Understands the diverse capabilities of their wider team and consistently creates opportunities for people to be challenged and stretched to meet their full potential.

INEFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE/EXCEEDS EXPECTATIONS
Does not effectively ensure that their managers proactively identify and address performance management issues.	Coaches mangers to ensure performance management is proactively identified and managed, addressing underperformance through constructive and open dialogue. Ensures individuals' and team achievements are regularly recognised and ensures that people feel appreciated and valued. Takes a positive and planned approach to leading, facilitating and embedding organisational change, ensuring ownership and buy-in.	Creates a culture where people feel empowered and trusted to make decisions that support high performance and exceed expected outcomes. Develops, maintains and promotes a culture where continuous learning is embedded within the organisation. Continually evaluates the impact of developmental activities on service delivery and the achievement of team and organisational objectives. Understands the diverse capabilities of their wider team and consistently creates opportunities for people to be challenged and stretched to meet their full potential.

STAKEHOLDER MANAGEMENT

Works collaboratively with stakeholders to support and enable continuous improvement and added value in line with the Working Together Strategy and Group Strategy

INEFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE/ EXCEEDS EXPECTATIONS
Unable to work with a range of stakeholders/customers in an effective way to benefit the department or organisation.	Ensures the Working Together Strategy is fully embedded in service provision at all levels. Delivers excellent service to both internal and external stakeholders/customers.	Creates a culture that leads to people creating informal and formal networks, that maximises collaboration, and that achieves the best outcomes for all stakeholders and customers.
Unable to develop relationships effectively or positively influence key stakeholders/customers Unable to recognise and act on the needs and requirements of their stakeholders/customers.	Demonstrates and implements continuous improvement, which impacts across the organisation, via the development and maintenance of positive working relationships with stakeholders/customers	Creates a culture where the organisation is seen as a beacon of best good practice for others.
Is not up to date with internal and external standards, and therefore cannot support others and the organisation to achieve objectives.	Proactively monitors the external environment, to create opportunities to achieve the Group Strategy.	Proactively identifies innovative partnership opportunities that significantly impact on outcomes for all stakeholders and customers, and delivers the Group Strategy.
Does not actively seek to understand the external environment and its impact on the organisation or positively take action to address issues, opportunities and concerns.	Demonstrates and can evidence a strong understanding and consistent practical application of stakeholder relationship management to improve business outcomes and raise the profile of the organisation.	Has credibility and respect throughout the business, and is recognised as an expert. Shares expertise with others to instil enthusiasm, engagement and buy-in.

INEFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE/EXCEEDS EXPECTATIONS
Does not use effective communication or influencing skills when working with stakeholders/customers	Builds and maintains strong stakeholder relationships that support the achievement of the Group Strategy. Resolves complex and challenging differences to achieve high-quality, strategic outcomes.	
Unable to share or effectively communicate professional skills and knowledge which impacts on performance and outcomes.	Drives excellence in co-production by embedding it across all parts of the organisation.	
Does not actively utilise data to maintain, monitor and improve performance or support decision making.	Creates opportunities to ensure and take ownership for continuous learning and professional development. Identifies opportunities to utilise this for wider organisational benefit.	
Does not apply or promote continuous professional development in own role or wider organisation.	Ensures managers fully apply policies and procedures including external standards, regulations and legislation.	

PERSONAL EFFECTIVENESS
Makes best use of resources (both personal and professional) at their disposal to deliver the Group Strategy

INEFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE/EXCEEDS EXPECTATIONS
Unable to adapt or respond flexibly to changing circumstances or multi task.	Facilitates a culture in the wider organisation of efficiency and strong organisational capabilities. Uses own adaptable and forward thinking approach to create opportunity and resolve complex organisational issues.	Highly organised and methodical, proactive and accountable. Consistently and proactively develops and utilises skills and expertise to identify opportunities to deliver the Group Strategy.
Lacks project management skills to effectively plan and set clear priorities resulting in outcomes not being achieved.	Demonstrates ambition, drive and resilience in all areas, generating and driving change to achieve wider organisational goals.	Actively seeks opportunities to share their knowledge and expertise both within the organisation and externally in order to exceed expected outcomes.
Lacks awareness of the need to tackle emerging problems and take timely and appropriate action.	Takes personal responsibility to implement a solution-focused approach to complex organisational issues and challenges.	Works in a proactive and effective way to ensure all objectives across their span of responsibility are achieved.

Ensures best use of resources and value for money to provide more for less. |
| Demonstrates minimal emotional intelligence, does not have an awareness of how own actions, behaviours and decision making impact on others. | Consistently demonstrates self-awareness, integrity, reflection and inclusiveness. Utilises emotional intelligence to ensure the achievement of objectives and improve service delivery. | Overcomes significant barriers to some objectives, taking into account internal and external factors. |

INEFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE/EXCEEDS EXPECTATIONS
Does not act as a professional role model which has a negative effect on others and on delivery of the Group Strategy.	Fully understands own impact on others and takes effective action to address identified areas for development.	
Does not recognise when to reflect, consult and seek relevant advice where appropriate.	Seeks advice and carries out regular research to ensure that own assumptions are correct and professional and regulatory requirements across the organisation are met.	Takes responsibility for identifying own learning and development needs that will support consistently high performance and takes action to ensure that these needs are met. Carries out regular research to influence, implement and embed regulatory and industry best practice across the organisation.
	Leading by example, facilitates a constructive culture where all team members feel comfortable expressing ideas and challenging assumptions for the benefit of the wider organisation.	
	Uses professional skills and knowledge to determine what information needs to be communicated within the organisation and how this is best done.	