



Trust

We trust each other and
take responsibility

Level 3

To do this effectively each of us needs to:

- Understand the importance of **distributed leadership** – recognising we can all be leaders wherever we are in the organisation
- Take responsibility and **hold ourselves and others to account** for what we've said we'll do
- **Manage risk**
- Make sure we **comply with legislation and procedures**

BEHAVIOURS

What this looks like when we're at our best ...

- We face up to things – we learn from mistakes and move on
- Every day's a school day – we look for ways to improve, we're open to feedback to help us develop
- We step up, take ownership and deliver a great job
- We're open about what we're doing and encourage input from others
- We make every penny count – we spend public money wisely
- If we see something that needs changed, we do something to change it
- We do what we say we'll do

What this looks like when we're at our worst...

- That's not my job
- Moaning but not doing anything about it
- Hiding things or sweeping them under the carpet
- Micro-managing
- Slopey shoulders
- Being hypocritical
- Saying one thing and doing another

KNOWLEDGE

Distributed leadership

I understand

- My responsibility to be a visible leader and empower others
- The principles of transformational and empowering leadership
- The importance of leading and embedding culture change

SKILLS

Distributed leadership

I show I can

- Present in a persuasive and credible manner and hold audience attention

Holding self and others to account

I understand

- My responsibility as a leader to endorse corporate initiatives

Holding self and others to account

I show I can

- Lead and manage project delivery and reporting
- Manage my budget effectively and in line with the financial regulations

Managing risk

I understand

- The Council's Risk Management Framework
- The role of internal and external audit

Managing risk

I show I can

- Manage and mitigate risk
- Develop and maintain business continuity plans

Complying with procedures

I understand

- The Council's performance management framework
- The Bond Governance Protocol
- The Committee process and protocols
- The Council's Scheme of Governance
- The statutory requirement to balance the budget annually which governs how money is spent
- The Council's project management methodology
- My responsibility for Corporate Parenting