



Level 4

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 look at the evidence – then focus on making things better
- We encourage new thinking and build on each other's ideas
- Every interaction counts – we leave things better than we found them
- We embrace the new – we are creative and find ways to make things better
- We are positive and 'can-do'
- We *are* the organisation – we promote the good things we do

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

- Not willing to do things differently or move with the times
- Ignoring issues
- Being careless with council resources
- Having a negative attitude
- Dumping work on others
- Receiving and accepting poor standards of work
- Talking the organisation down

KNOWLEDGE

Distributed leadership

I understand

- How to model and support distributive leadership

SKILLS

Distributed leadership

I show I can

- Create the environment in which distributed leadership can flourish

Holding self and others to account

I understand

- How to put the needs of the organisation above the needs of the Cluster and Function

Holding self and others to account

I show I can

- Create clear, comprehensive and outcomes-focused delivery plans
- Act as an effective project sponsor
- Lead on sound financial management

Managing risk

I understand

- My emergency planning responsibilities

Managing risk

I show I can

- Set the culture for risk appetite

Complying with procedures

I understand

- How the services for which I have responsibility are complying with data protection and information governance requirements

Complying with procedures

I show I can

- Provide assurance that the organisation is fully compliant with data protection and information governance requirements