**Corporate Leadership Team: Framework**

This document set out the framework in which the Corporate Leadership Team will operate within the council.

1. **Membership:**

* Assistant Director-Democracy
* Assistant Director-Legal
* Assistant Director-Corporate Health and Safety
* Assistant Director-Customer Experience
* Assistant Director-Revenues and Benefits
* Assistant Director-Digital
* Assistant Director-Policy and Performance
* Assistant Director-Planning
* Assistant Director-Strategic Housing
* Assistant Director-Regeneration
* Assistant Director-Neighbourhoods
* Assistant Director-Housing Management
* Assistant Director-Housing Operations
* Assistant Director-Assets

1. **ADC Leadership Competencies: Level 1**

Recent changes have seen the transition of CLT members from the Council’s Leadership Competency Framework Level 2 to Level 1. The themes and competency sub headings remain the same however there is a noted difference in terms of the behavioural statements within the sub-headings. CLT members will be given the opportunity to reflect, learn and develop new skills, knowledge, attitudes and behaviours aligned to the expectations of the new level.

**Strategic-Setting Direction**

* Seeing the big picture
* Changing and improving
* Making effective decisions

**People-Engaging People**

* Leading and communicating
* Collaborating and partnering
* Building capacity for all

**Performance-Delivering results**

* Achieving commercial outcomes
* Delivering value for money
* Managing a quality service
* Delivering at pace

**Leadership Development Programme**

Following self-assessment of the level 1 Leadership Competencies, CLT members will have access to the following to support their development needs:-

* Accessibility to Solace Group Membership
* Accessibility to Solace Coach/Mentor
* Solace Leadership Development Programme
* In-house Learning and Development Support

1. **CLT- Key Tasks, Expectations and Responsibilities**

Whilst CLT have accountabilities to a specific service area, the following are captured as generic tasks, expectations and responsibilities of all CLT members.

* To live and breathe the Corporate Values.
* To provide a strong vision and delivery ethos for the Service areas of responsibility, bringing innovation, creativity, and forward-thinking approaches, whilst ensuring that strategies are well evidenced and evaluated.
* To lead the development and delivery of Corporate Plan Projects and Programmes and Service targets.
* To lead on corporate projects as directed.
* To be responsible for the strategic direction, review, and operational management of Strategic Assets within your remit.
* To provide advice and guidance to Executive Leads on strategy and policy development.
* To provide active ownership, engagement and input through the CLT Forum.

1. **CLT-Delegations**

The Scheme of Delegation and other Delegation Powers are in place to ensure governance is adhered to, these fall into three categories:-

* As per Scheme of Delegation
* As per Delegation of Authority issued by Chief Executive
* As per Delegation of Authority issued by an Executive Director

1. **Corporate Values-Live and Breathe**

“Culture eats Strategy for Breakfast”, Peter Drucker 2006.

The council has an ambitious Strategic Direction and Corporate Plan in place and requires CLT members to lead and motivate their teams and other stakeholders to implement these. It is therefore paramount that CLT members demonstrate and lead on the core values of the council at all times challenging others who fail to do so.

* **People focused-**putting people at the heart of what we do.
* **Honest-**being honest with people in an open and professional way.
* **Proud-**being proud that Ashfield is a positive place to live, work and visit.
* **Ambitious-**we are ambitious about Ashfield’s future.

1. **Values Based Leadership**

Culture is fundamental to how we operate on a day to day basis, CLT are expected to embed this approach into the decision making process ensuring that they are…

‘*Making authentic decisions that builds trust and commitment’*

Value Based Leadership sets out the key qualities that will enable SLT members to maximise their Leadership potential and encourage greater belief in themselves and others.

**Principles of values-based leadership.**

* **Self-reflection**
  + Our choices
  + Our behaviours
  + Our attitudes
  + Our feelings
* **Balance**
  + Being aware of different perspectives
  + Seek to understand these perspectives with an open mind.
* **True self confidence**
  + Honest understanding of oneself
  + Honestly accept own strengths and weaknesses
  + Develop areas for self-improvement.
  + Embrace the strengths of others which they lack themselves.
  + Embracing the talents of the team
* **Genuine humility**
  + Remember the strengths and struggles on road to leadership.
  + Keep a perspective on struggles that others might be facing.
  + Use own learning as basis for valuing and respecting journeys of others.
  + Driven by personal self-satisfaction they get from others realising their potential.

1. **DMA- Applying the Principles**

The aim of the decision-making accountability (DMA) is to create a healthy and effective organisation. CLT members are committed to the following DMA principles and will seek to embed them in their day to day activity.

* Nurture the right environment to get the best for our employees, residents, businesses, councillors and the environment.
* Enables constructive and healthy 2-way boundaries, relationships and behaviours with elected members.
* Continue to positively challenge the status quo.
* Embeds the Corporate Values and Behaviours of the Council through employees and elected members.
* Enables a stronger balanced and clearer leadership.
* Identifies and develops future talent proving opportunities to grow.
* Enables clear decision making and accountability.
* Empowers all employees.
* Facilitates collaboration and consistency across services.
* Enables the Authority to adapt to a changing environment.
* Promotes the ‘One council ethos’.

1. **Corporate Leadership Core Meetings-Attendance**

Taking account of the Scheme of Delegation there are a number of meetings that take place at various levels across the council. In order to maximise DMA efficiency and ensure communication is cascaded swiftly to stakeholders CLT members will attend and actively participate in the following:

|  |  |  |
| --- | --- | --- |
| **Meeting Title** | **Occurrence** | **Required** |
| Strategic Leadership Team | Weekly | As required |
| Council | Voluntary | Development opportunity |
| Cabinet | As scheduled | As required |
| Leadership Meetings | As scheduled | As required |
| SLT/Cabinet Workshops | As scheduled | As required |
| SLT/CLT Forum | As scheduled | CLT |
| CLT Forum | As scheduled | CLT |
| SLT/CLT Workshops | As scheduled | CLT |
| SLT/CLT Masterclasses | As scheduled | CLT |
| External Partnerships/Forums | As required | CLT |

1. **Performance Management: Golden Rope**

Our Performance Management framework provides the strategic focus to guide our transformation journey. Our people are our strongest asset, it’s not just what we do but the way we do it that counts. The ‘Golden Rope’ is when Strategic, People and Performance come together to deliver the ambitions of the council, taking collective ownership of the journey to the desired destination. The diagram below shows how this works in practice.

|  |
| --- |
| **SLT** |
| **CLT** |
| **SLT/CLT** |

Strategic Direction

Corporate Priorities

Corporate Plan

Corporate Projects and Programmes

Workforce Development Plan

Service Plan

PDRs

Performance Boards

Service Delivery

1. **Leadership v Management**

Corporate Leadership means that you will spend time fluctuating between Leadership and Management. The grid below outlines how this may operate, however if leading on a Corporate project this may require you to take a Leadership role and delegate management tasks to others.

|  |
| --- |
| **CLT-Dominant Focus** |
| **CLT-as required** |

|  |  |
| --- | --- |
| **Leadership** | **Management** |
| When we’re leading… | When we’re managing… |
| Produces change & movement | Produces order and consistency |
| Coping with change | Coping with complexity |
| * Setting a direction | * Planning and budgeting |
| * Aligning people | * Organising and staffing |
| * Motivating and inspiring | * Controlling & problem-solving |
| Divergent < | Convergent > |
| Do the right things | Do things right |

**Management**

* Planning and budgeting - detailed steps and timetables and allocating resources
* Organising and staffing establishing structures and staff, delegating responsibilities, policies and procedures to guide staff, systems to monitor implementation
* Controlling and problem-solving monitoring results and deviations, taking remedial steps

**Leadership**

* Establishing Direction - broad vision & strategies for producing change
* Aligning people, communicating direction in words & deeds, creating teams and coalitions that understand the vision and take ownership of it.

* Motivating & inspiring, energising people to overcome major political, bureaucratic and resource barriers. Satisfying often unfulfilled human needs

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