

Draft Version January 2025

# **Senior Management Leadership Competency Framework**

**Effective from April 2025**

<b>1. Leadership Styles and Behaviours</b>				
<b>1.1. Inspirational</b>				
<b>Develops the vision (aligned with Our Values and Behaviours), sets direction, effective decision maker, leads by example</b>				
<b>Evidenced by: Engagement &amp; visibility; Strategic and operational plans; Ethical values; Staff survey results</b>				
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>1.1.1 Being an inspirational leader</b>	Acts with integrity and adapts behaviours to ensure positive and supportive working relationships	Leads by example with positivity, passion and empathy, empowering others through inclusive leadership	Leads with fairness and consistency, inspiring future leaders through authenticity and openness	Defines and fosters a culture of honesty, integrity and authenticity, encouraging and supporting everyone to develop and achieve
	<b>Ineffective Behaviours</b>	Fails to lead by example; Expects certain behaviours from others but does not demonstrate them themselves		
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>1.1.2 Creates a sense of purpose</b>	Outlines the council's purpose and vision, their role within it and can explain it to stakeholders	Identifies and considers the impact they and their team(s) have, and aligns goals to the council's purpose, vision and values	Sets and articulates a clear shared vision and purpose within their area of responsibility that is aligned to the council's purpose and generates excitement and engagement	Creates and drives the council's priorities, inspiring a shared sense of purpose
	<b>Ineffective Behaviours</b>	Fails to translate, articulate and inspire people around vision or stretching goals		
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>1.1.3 Ensures results within the context of local government ethical principles and values</b>	Applies local government ethical principles and values in achieving results within their area of operation	Upholds ethical values and challenges self and others to improve behaviours and decision-making practices to deliver ethical results	Champions, implements and evaluates ethical practices and ensures that ethical values and inclusive behaviours are embedded	Exemplifies ethical values and considers the impact when developing strategy, policies, practices and behaviours
	<b>Ineffective Behaviours</b>	Does not embody the <a href="#">Seven Principles of Public Life</a> ; Has not embedded environmental policies into areas of operations; Does not actively promote our values and behaviours		
<b>Proud to be Medway: taking pride in what we do</b>				

## 1.2 Politically Astute

### Stakeholder Management; Influencer; Negotiator.

**Evidenced By:** Working successfully at the political interface

Description	Level 1	Level 2	Level 3	Level 4
<b>1.2.1 Effective relationships with members</b>	Provides information to members in a clear, concise format	Presents complex issues to members and suggests courses of action where policy changes may be required	Engages with members at a highly strategic level, covering national and local policy and priorities to identify options which assist strategic policy development	Influences strategy development through trusted solutions trialled over time
	<b>Ineffective Behaviours</b>	Lack of visibility with elected members; Does not demonstrate interest in emerging political priorities either nationally or locally; Unable to identify best practice or look beyond own service area		

**Proud to be Medway: taking pride in what we do**

<b>2. Inclusive</b>				
<b>Evidenced by:</b> Understands, advocates for and demonstrates equality, diversity and inclusion in working practices; Consults and engages.				
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>2.1 Champions diversity, equity and inclusion</b>	Understands what is meant by equality, equity, diversity and inclusion, and treat everyone with fairness and respect	Acknowledges and treats everyone as an individual and with integrity and fairness, and is comfortable in challenging conscious and unconscious bias behaviours in themselves and others	Consciously and continually focuses actions on equity, removing barriers and challenging biases, and strives to achieve equality of opportunity within their area of responsibility	An ambassador for inclusivity who embeds equity, equality, diversity and inclusion for all, ensuring commitment to actions that deliver and evaluate sustainable behaviour change and advocacy
	<b>Ineffective Behaviours</b>	Is not open about issues relating to diversity; Does not embrace diversity at work; Dismisses individual's views; Does not engage with the local community or community interest groups		
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>2.2 Customer and community focus</b>	Demonstrates commitment to customer/community focused objectives	Uses customer insights to determine and drive high quality service outcomes	Challenges status quo to ensure service improvement	Champions community interests both internally and with external stakeholders
	<b>Ineffective Behaviours</b>	Does not seek customer feedback; Does not access knowledge or insights about or from the community		
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>2.3 Fosters a culture of belonging</b>	Builds positive interpersonal relationships, accepts others as they are and knows the value they bring to the council	Creates an inclusive, safe, values-driven environment in their area of operations	Promotes mutual respect and recognises and celebrates achievements to create a sense of belonging that empowers individuality	Embodies and drives a community orientated culture of inclusivity that creates a shared sense of belonging for all
	<b>Ineffective Behaviours</b>	Struggles to articulate our values and behaviours; Is aloof or avoids engagement with team members; Openly disrespectful; Creates unnecessary conflict		
<b>Caring: compassionate towards our communities and colleagues</b>				
<b>Respectful: valuing Medway's diversity, heritage and each other</b>				

### 3. Partnership Working and Collaboration

**Collaborative working, mediation, community confidence, partnership governance, holding self and partners to account.**

**Evidenced by** Partnership agreements and/or protocols; Shared objectives met; Measurable community benefits/outcomes.

Description	Level 1	Level 2	Level 3	Level 4
<b>3.1 Builds relationships</b>	Understands the importance of building successful relationships and demonstrates trust, respect and integrity with others	Builds and maintains effective relationships with others, recognising different needs, developing trust and openness, and acting on feedback	Manages effective relationships with multiple stakeholders, valuing their opinions and influencing others to maximise shared goals	Optimises key relationships across a diverse range of internal and external stakeholders, creating value and sustainability for the council and our communities
	<b>Ineffective Behaviours</b>	Works in a silo; Fails to turn up at meetings or arrives late; Misses opportunities to mix with others; Refuses to assist or engage with others		
Description	Level 1	Level 2	Level 3	Level 4
<b>3.2 Networks with others</b>	Builds physical and virtual professional internal and external networks that are mutually beneficial	Maintains and expands their networks, actively sharing good practice and enhancing their personal development	Manages and maintains multiple professional networks to collaborate, access new thinking and benchmark activities to improve outcomes	Acts as an ambassador and role model for the council, cultivating effective strategic networks to improve outcomes
	<b>Ineffective Behaviours</b>	Their personal views create barriers to working effectively with others; Does not encourage or support their teams in pursuing networking activities		
Description	Level 1	Level 2	Level 3	Level 4
<b>3.3 Collaborative</b>	Benefits from collaborative leadership when working with a range of stakeholders	Leads collaboratively, working across departmental boundaries	Builds and supports collaborative organisational relationships, fostering productivity to achieve outcomes within their area of responsibility	Inspires engagement and open communication, building a collaborative environment with all stakeholders
	<b>Ineffective Behaviours</b>	Delivers solutions in isolation when a joined up approach would be more effective		

**Collaborative: working together – One Medway**

## 4. Leading High Performing Teams

### Outcome focused, communicator, attracts and develops talent, empowers others.

**Evidenced by:** Operational effectiveness; Efficient and effective use of resources; Effective staff structures; Team achievements; Succession Planning; Measures of effective service delivery (e.g. KPI's); Budgetary controls and Out-turn; Risk Management; Continual Professional Development

Description	Level 1	Level 2	Level 3	Level 4
<b>4.1 Manages people effectively</b>	Aware of their knowledge and capabilities and understands what makes an effective team, manager and leader	Identifies capabilities to build an effective team and inputs into plans to attract, recruit, develop and retain people	Implements the people strategy within their area of responsibility, ensuring effective recruitment, development and succession planning to achieve council objectives	Sets the direction of the people strategy within their area of operations, evaluating its effectiveness in developing a diverse, inclusive, adept and valued workforce that delivers council objectives
	<b>Ineffective Behaviours</b>	Does not meet regularly with direct reports; Is not visible to indirect reports		
Description	Level 1	Level 2	Level 3	Level 4
<b>4.2 Engages and motivates others</b>	Recognises what motivates themselves and others and uses these drivers to achieve targets and objectives	Adapts leadership style to engage and motivate individuals and teams, recognising achievements and challenges. Listens to new ideas and develops self confidence and trust with others	Creates a positive environment that inspires trust and confidence where individuals actively develop ideas for improvement and teams are empowered	Creates a shared vision and culture that fosters a positive reputation, raises aspirations and inspires and motivates others
	<b>Ineffective Behaviours</b>	Makes limited effort in clarifying vision, strategy or purpose; Avoids opportunities to connect with people across the service; Uses email to impart important messages rather than face to face; Makes decisions without talking to team members		
Description	Level 1	Level 2	Level 3	Level 4
<b>4.3 Builds a sustainable workforce</b>	Helps build a culture of shared responsibility, valuing and appreciating others and advocating sustainable wellbeing and performance	Empowers others with the autonomy to structure and organise their work and life, ensuring sustainability of capacity and capability	Designs an organisational structure of sustainable roles and careers that enable continuous success alongside strategic and business continuity planning	Future proofs the council through strategic and sustainable workforce planning, creating a culture of healthy life/work relationships

	<b>Ineffective Behaviours</b>	Has little understanding of succession planning; Does not use tools available to managers (e.g. Facet 5 and 9 box Diamond); Doesn't promote engagement forums (e.g. Medway Makers)		
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>4.4 Coaching and mentoring</b>	Fosters a culture of coaching and mentoring, seeks mentors for self development. Acts as a role model, encouraging others to explore and discover their potential	Adapts and applies coaching techniques and uses their experience to mentor others, supporting and empowering them to reflect on and improve their performance and develop a growth mindset	Enables a culture of coaching and mentoring, working with others to realise areas of potential and supporting cross-functional opportunities to create a multi-skilled and effective workforce	Fosters a culture of coaching and mentoring, acting as a role model and encouraging others to discover their potential in order to drive a high-performance culture
	<b>Ineffective Behaviours</b>	Has limited knowledge or experience of coaching and mentoring; Works in a silo; Has limited networks beyond immediate work circle; Relies on individuals to seek out their own support		
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>4.5 Manages resources and risk</b>	Assesses the medium and long-term resource solutions for their area of operations, ensuring there are strategies in place to mitigate risk. Develops solutions that meet the needs of the council and its stakeholders	Plans, manages and adapts resources effectively, continually assessing and minimising the impact of risk within their area of operations	Ensures their areas of operations are resourced effectively to achieve shared targets and outcomes and are accountable for proactively identifying and managing risk, ensuring robust contingency plans are in place	Assesses medium and long-term resource solutions, ensuring sustainability whilst evaluating risks and ensuring there are strategies in place to mitigate them that meet the needs of the council and its stakeholders
	<b>Ineffective Behaviours</b>	Does not manage the budget effectively; Does not identify opportunities for alternative resourcing; Asks people to do things that do not make good use of their time; Does not have checks in place to QA contractual performance; Repeated incidents of unplanned pressures		
<b>Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<b>4.6 Performance management</b>	Understands what success looks like for themselves, their team and the wider organisation, and plays an	Uses performance indicators and benchmarking to effectively monitor and measure progress and results,	Uses qualitative and quantitative measures to evaluate success; actively engages in benchmarking	Promotes a high-performance culture that sets clear success criteria and

	active role in setting and achieving targets and objectives in their area of operations	holding others to account. Utilises effective motivation, development and performance management techniques to monitor and support the achievement of individual and team objectives	services; recognises and provides feedback on performance and celebrates achievements	ambitious goals, empowering everyone to achieve; celebrates successes across the council and with relevant stakeholders
	<b>Ineffective Behaviours</b>	Does not hold regular 1:1s, appraisals or personal development plan discussions with staff; Has not used or promoted the use of the council appraisal process; Relies on others to self-regulate, with little support; Does not engage with council initiatives for celebrating staff success (e.g. MAD awards)		
<b>Trusted: we do what we say, are open and are accountable</b>				



## 5. Creativity and Innovation

**Initiates and manages change effectively, problem solving & adaptable, achieves results.**

**Evidenced by:** Improvements to services; Council Vision and Council Plan; Service outcomes achieved.

Description	Level 1	Level 2	Level 3	Level 4
<b>5.1 Innovative and entrepreneurial</b>	Applies entrepreneurial skills to generate creative and innovative ideas	Creates an open environment that encourages others to be innovative and entrepreneurial, where ideas and experimentation are welcome and failures are learned from	Supports others in using their initiative and taking calculated risks that positively affect operations and deliver improvements	Encourages new ways of working and drives strategic innovation and entrepreneurship to benefit council services and stakeholders
	<b>Ineffective Behaviours</b>	Ignores problems until they become significant issues; Applies quick fixes without considering long term implications		
Description	Level 1	Level 2	Level 3	Level 4
<b>5.2 Leads change</b>	Understands what drives change and the impact it has on them and their role, and supports others through change	Leads the implementation of change initiatives by responding flexibly and supporting others	Leads through both incremental and disruptive change, employing effective change management strategies and assessing stakeholder impact	Champions the council's approach to strategic change, evaluating the impact and effectively articulating the rationale to key stakeholders
	<b>Ineffective Behaviours</b>	Leaves others to resolve problems		
Description	Level 1	Level 2	Level 3	Level 4
<b>5.3 Drives improvement and solves problems</b>	Has a positive attitude about change and listens to others in order to determine relevant options and solutions	Draws on a wide range of ideas, research and evidence when identifying options; when planning for change, applies project management principles in implementation plans	Assesses and manages impact on policies and plans and informs current and future strategy development	Embeds change into strategic objectives and manages the impact of decisions on other service areas
	<b>Ineffective Behaviours</b>	Jumps to solutions based on insufficient information; Makes decisions without considering wider implications; Avoids dealing with unintended consequences		

**Ambitious for Medway: innovative, bold and positive**