

Being a Manager and Leader at West Sussex County Council

Our Core Values

Listen and Act Upon

- Respect an individual's right to an opinion
- Involvement in decision making
- Keeping people informed
- Making time for conversations
- Doing what we said we would

Honest & Realistic

- Being honest about limitations/boundaries
- Giving the rationale behind decisions
- Treating employees as adults
- Managing Expectations

Proud to be Customer Centred

Genuinely Valued

- Recognise skills and expertise
- Praise effort & contribution
- Pride in our achievements
- Employee focussed but also deliver valued service to Customer

Trust & Support

- Trust & support each other to work together to achieve goals
- Trust in our abilities
- Give & receive constructive feedback
- Take personal responsibility

Effective Managers & Leaders are competent in their role & consistent in behaviours

The Being a Manager and Leader (BAMAL) framework is in three parts: what leaders need to **KNOW**, what they need to **DO** and how they need to **BE**. The following pages sets what the framework means in detail.



Know



Do



Be

Know: What you need to know to undertake your role as manager and leader.
To support you in increasing your knowledge in these areas, the Values Centred Leadership programme sets out the knowledge plan with further detail and supporting resources



Professional & Technical



People Management



Business and Workforce planning



Finances & Resources



Political



Systems and Processes

People Management



- Appraisals
- Coaching for performance
- The key HR policies
- Thank you scheme
- Health & Safety
- Managing in complex times

Business & Workforce Planning



- Business and resource planning, including performance management
- Commercialism
- Risk

Finance & Resources



- Financial management and regulations
- Procurement
- Fraud and corruption
- Doing the basics brilliantly (customer service)

Politics



- Political Context
- Member Decision Making Process
- Officer responsibilities towards Elected Members

Systems & Processes



- Information Security and Data Protection
- HR processes

Do - What you are expected to do in your role as manager and leader



Leadership



People Management



Business and Workforce planning



Performance



Systems and Processes

Leadership



ELT, CLT & CMG

- I actively support the transition of care leavers to adulthood and independence.
- I am highly visible and will meet with staff from across my area on a regular basis.
- I make time to ensure my management team and I can articulate our Corporate and Directorate plans for all our staff so they are clear on how and where they fit in.
- I actively collaborate with others from across the organisation, partners and other stakeholders to achieve the outcomes for West Sussex customers.
- I carry out my duty director role effectively.
- I take responsibility to bring about working as one team across the organisation

All Managers (Includes ELT,CLT,CMG)

- I role model the organisational values and employee expectations every day I come to work.
- I cascade key corporate messages to my team in a timely manner, translating information to make it relevant for my service area.
- I lead and engage my service areas through change.
- I recognise and celebrate the collective and individual successes of my staff.
- In leading my service I place the customer front and centre.
- I know what high performance looks like and lead my team in a way that enables them to be high performers.
- I keep my knowledge of Adult and Children's safeguarding up-to-date and make sure my staff are aware of how safeguarding applies within my service area across the council and know the correct routes for raising any concerns.

People Management

All Managers



- I ensure that all of my team have regular one to ones and value adding performance appraisals which are based around support, constructive feedback, organisational and employee development needs.
- I coach, support and challenge for high performance and manage underperformance at the first opportunity.
- I spot potential talent and support my team in accessing learning for professional development.
- I ensure that all new starters and internal promotions receive an effective induction.
- I manage people in accordance with relevant HR policies, utilising the proper processes and adhering to the timescales set down.
- I hold regular informative and participative Team Meetings at which I take the opportunity to recognise achievements and share learning and good practice.
- I ensure my team are living the Core Values and delivering on our Customer Promise.

Business & Workforce Planning

ELT, CLT & CMG



- I deliver against my financial responsibilities and adhere to the financial regulations.
- I have a future focussed workforce plan which details workforce numbers, future demands, and the management of these demands, future skills and capabilities.
- I set a clear vision derived from the Corporate Plan for my service area and engage my management teams in the Business Planning process to deliver customer outcomes.
- **All Managers**
- I identify opportunities for delivering my service more efficiently and engage my team to develop and implement those opportunities.
- I translate the service plans into Team Plans and agree with my team their they role in delivering the plans.
- I manage my budget in line with financial regulations and ensure I keep within my budget in the most efficient and effective way, escalating any exceptions in a timely manner.

Systems & Processes

All Managers



- I lead by example and ensure all MSS and financial transactions are subject to proper scrutiny and approved in a timely manner.
- I always use the appropriate people management systems, approving or recording transactions in a timely manner.

Be - The values based behavioural competencies that managers and leaders need to demonstrate

Customer Centred

Listen & Act Upon

Honest & Realistic

Trust & Support

Genuinely Valued

Customer Centred

Level	Proud to serve and doing the basics brilliantly
managers	Always asks 'what does this mean for customers?' <ul style="list-style-type: none">• Ensures the team thinks from a customer perspective when delivering services.• Collects and makes use of customer data and customer feedback to define and continually improve services.• Takes ownership of customer contact and offering solutions.• Keeps customers informed.
CMG	Engages with customers on an on-going basis <ul style="list-style-type: none">• Engages with customers on an on-going basis.• Empowers and supports customers to make informed choices and shape future services.• Uses customer feedback for on-going planning, shaping and co-design of services.
CLT,ELT	Embeds a customer focussed culture <ul style="list-style-type: none">• Ensures that the workforce/partners keep customers' needs at the forefront of what they do through the use of performance management and planning for the future.• Acts as a role model for engaging and empowering the customer. Ensures that the customer's voice is always heard and informs the way we work.

Customer Centred

Level	Drives continual improvement
Managers	<p>Focuses on delivering efficient, high quality outcomes</p> <ul style="list-style-type: none"> • Takes initiative and clear ownership of issues doing what is necessary to deliver customer centred outcomes. • Checks approach against standards, outcomes and costs to ensure they are on target. • Does not take things at face value but asks questions and probes to understand why, to get to the root of an issue or apply a new lens to a situation. • Provides customers with choice in how they interact with us. • Understands the cost of customer contact and the benefits of getting it right first time.
CMG	<p>Drives continual improvement</p> <ul style="list-style-type: none"> • Builds an environment for creativity and innovation to make improvements. • Is open to ideas or input from different sources. • Constantly thinks 'how could I do this better?' taking action to deliver improvements by doing something faster, to a higher standard or better quality and more efficiently for the customer. • Remains focused on outcomes, without getting side tracked by the detail. • Acts as a critical friend when a process is not working, and works with others to fix it and not work around it. • Always looks to see how we can do things 'differently' to drive down operational costs.
CLT	<p>Strategic Thinking</p> <ul style="list-style-type: none"> • Systematically scans the environment, keeping up to speed with new trends, best practice, demographic and context issues and using this understanding to pre-empt issues, spot opportunities or develop innovative solutions. • Creates clear strategic direction for themselves and others. • Makes best use of resources and improves results by analysing the outcomes and benefits against costs and risks when planning and making decisions.
ELT	<p>Challenges performance levels</p> <ul style="list-style-type: none"> • Challenges the status quo and existing performance levels. • Sets challenging goals that focus on step change improvements. • Maintains focus over the long term and delivers even in the face of significant challenges. • Is at the forefront of thinking in their field and informs the thinking of policy makers.

Listen and Acts Upon

Level	Involves and engages
Managers	Is respectful and responsive to colleagues/partners/customers <ul style="list-style-type: none">• Actively listens to others, acknowledges and values their views and opinions.• Puts own views forward in a constructive way.• Considers issues from the perspective of others
CMG	Sets clear performance standards <ul style="list-style-type: none">• Sets clear expectations and standards for service delivery and outcomes to be achieved.• Addresses any performance issues to ensure that they are resolved in a timely manner and ensures that any learning is shared for the future.• Addresses conflict between groups or individuals directly, constructively and objectively.
CLT	Involves others in decision making <ul style="list-style-type: none">• Creates opportunities to involve employees/partners and customers in the improvement of services.• Listens to employees, customers and partners to understand the impact that decisions have had on them.• Uses different data sources and keeps connected to what is going on the ground by being visible to the teams and the customer.
ELT	Makes time for conversations <ul style="list-style-type: none">• Is approachable and invites conversation, discussion and sharing of ideas and opinions across the organisation with partners, customers and other external bodies.• Constructively and appropriately challenges peers, partners, Members and more senior leaders to model the agreed values and behaviours.• Models empowering conversations by adopting a coaching style approach where appropriate

Honest & Realistic

Level	Is confident and self-aware
Managers	Acts with confidence within their role <ul style="list-style-type: none">• Has confidence in their ability to deliver the service.• Manages expectations.• Is open and willing to admit mistakes.• Asks for, and takes on board feedback for self learning and development.
CMG	Is self-aware <ul style="list-style-type: none">• Confidently takes decisions even in uncertain situations and is able to deal with ambiguity.• Is honest about limitations and boundaries.• Recognises their own emotional and behavioural reactions to situations.
CLT	Is comfortable with challenge and conflict <ul style="list-style-type: none">• Has courage to challenge and remains confident under challenge or when faced with resistance.• Communicates the rationale behind decision making.• Calmly tackles issues head on, inspiring confidence they can be resolved.
ELT	Takes calculated risks <ul style="list-style-type: none">• Pro-actively takes on challenges.• Remains open, confident and willing to speak out even in the face of unpopular or high risk situations.• Willing to take risks and push boundaries even when this may be uncomfortable, unpopular or when others can't see the need to do this.

Trust & Support

Level	Works collaboratively to achieve goals together
Managers	<p>Delegates clearly</p> <ul style="list-style-type: none"> • Communicates clear expectations and timescales. • Understands others roles and their contributions and offers appropriate support to complete task. • Draws on the diversity of skills, background and knowledge of people to achieve results. • Trusts others to deliver. • Delivering what we said we would deliver, West Sussex County Council being a 'trusted voice'.
CMG	<p>Makes decisions</p> <ul style="list-style-type: none"> • Makes decisions in a timely manner so the team can work at pace. • Takes a consultative approach seeking out the views and opinions of others who are affected by issues before making decisions. • Actively raises and tackles performance issues promptly and constructively. • Takes personal responsibility for decisions and is solutions focussed.
CLT	<p>Pro-actively builds partnerships and relationships internally and externally</p> <ul style="list-style-type: none"> • Takes the time to get to know others and their perspective formally and informally. • Manages relationships and partnerships for the long term – sharing information, building trust, constructively and openly tackling conflict and finding win/win solutions. • Helps others to understand shared interests and the benefits of working together.
ELT	<p>Builds cross partner alignment across the County and beyond</p> <ul style="list-style-type: none"> • Acts with integrity. Is open and honest in decision making and responds consistently. • Creates collective commitment to goals across different partners. • Helps create joined up solutions across partners that have the biggest impact.

Genuinely Valued

Level	Engages with others and supports continual learning and creativity
Managers	<p>Communicates clearly</p> <ul style="list-style-type: none"> • Thinks about their message and their audience and uses appropriate language for that audience. • Uses their understanding of others to tailor and choose the most impactful approach. • Praises effort and acknowledges the skills, expertise and contribution of team members. • Celebrates individual and team successes.
CMG	<p>Supports learning and development</p> <ul style="list-style-type: none"> • Helps others learn from mistakes. • Uses reflective practice to recognise and celebrate successes. • Plans to meet development needs of individuals and teams in a format which reflects their learning styles. • Provides opportunities for the team/individual to keep up to speed with best practice on an on-going basis.
CLT	<p>Develops talent for the long term</p> <ul style="list-style-type: none"> • Systematically coaches, mentors and develops others to achieve their potential for the long term. • Takes actions to address talent gaps and ensure the service(s) has the skills, knowledge and behaviours it needs.
ELT	<p>Creates a learning culture</p> <ul style="list-style-type: none"> • Establishes systems to ensure that future organisational development needs/culture are assessed and met on an on-going basis. • Acts as a role model e.g. when things go wrong they support the organisation to use it as an opportunity to learn rather than 'blame', provides on-going opportunities for organisational learning. • Publicly invests time in learning and development activities. <p>Visible Leadership</p> <ul style="list-style-type: none"> • Proactively engages with employees at all levels of the organisation and promotes the benefits of working at WSCC. • Is approachable, inviting opinions and views and suggestions from employees, partners and customers.

Employee Expectations

All employees should be supported to work to these expectations

Values & Behaviours



- I demonstrate the West Sussex Values at work and constructively challenge when I believe the values are not being demonstrated by others.
- I put the customer at the centre of what I do and deliver on Our Customer Promise.
- I take personal responsibility for customer contact and ensure that information or a solution to an enquiry has been provided.
- I participate in solving problems, and implementing solutions.
- I have an up to date "my site" profile of my skills and contact details and use 'Out of Office' message functions when I am not available.
- I treat my colleagues, customers, partners and stakeholders as individuals and show integrity, consideration and respect for them.
- I provide colleagues and partners with constructive feedback on a regular basis and celebrate my own and other's successes.
- I support team members to work in a collaborative manner, including sharing ideas and implementing new initiatives.
- I strive to be the best that I need to be to deliver objectives and take responsibility for my on-going professional development.

Working Practices



- I consider the wider impacts of the way I work on the environment, the local economy and residents, and do all I can to use resources efficiently and effectively, to recycle and keep my business miles to a minimum.
- I actively manage my performance alerting my manager when issues arise and suggesting alternatives.
- I get involved in team and service planning.
- I keep my knowledge up to date for instance completing any annual training.
- I manage my own well being and workloads.
- I use the appropriate systems and processes for purchasing goods and services, booking training courses and leave.
- I use IT responsibly, adhering to information security and data protection policies.
- I am aware of my responsibilities for keeping myself and others safe in the workplace.
- I keep my knowledge of Adult and Children's safeguarding policies up to date and respond appropriately to any concerns.
- I uphold the professional standards which apply to my job role (e.g. WSCC Standards of Conduct and those of my Professional Body).
- I understand my responsibility to report any major concerns I have about the conduct of officers, or others working on behalf of the County Council via the Confidential ("Whistleblowing") Reporting Policy.
- I prepare for, and fully participate, in regular performance reviews and appraisal meetings.

Values-Centred Leadership

A development programme for people managers available on the Gateway

Introductory
module
Being a value centred
Leader

360
Feedback

Develop Tailored Learning Plan with Line Manager

Essential Knowledge- what you need to know

People Management

Business & Workforce Planning

Finance & Resources

Political

Systems & Processes

BE- Values based core modules

Crucial Conversations

Personal Resilience

High Performing Teams

Collaborative Working

Supporting modules: Coaching for Performance; Managing in Complex Times