Senior Manager* Competency Framework

*You are Senior Manager if you report directly to the Chief Executive or a Director
Middlesbrough Council continues to go through significant change to transform its culture and services to ensure it is fit for purpose now and in the future. To bring about this change and to achieve the Mayor’s Vision for Middlesbrough 2025, the organisation needs Managers who help achieve the outcomes set by the Mayor, the Council and the Leadership Management Team (LMT).

This framework outlines the expectations of Senior Middlesbrough Managers and defines the essential behaviours and skills required to achieve the Mayor’s Vision. This framework is not exhaustive, the extent of achievement should be taken in context with the level and positioning of role.

As a Senior Middlesbrough Manager you will work collaboratively with colleagues and partners to ensure the delivery of the Mayor’s Vision and all of the principle outcomes set by the Mayor, the Council & LMT. You will develop and lead people in line with the Middlesbrough Manager appraisal framework, the Customer Strategy and the transformational Change Programme, setting the direction and priorities. You will be an ambassador for the Council whilst working with partners and be a role model, embodying the culture, behaviours and competencies of the Middlesbrough Manager.
Indicators of Achieving

- Demonstrated creativity and vision in developing new service delivery models/ways of working
- Promoted a customer focused performance culture with effective performance management in place
- Set meaningful organisational and service delivery measures including key performance indicators, objectives and milestones
- Analysed resources and expertise required to achieve directorate organisational objectives, negotiated additional resources when required
- Ensured processes were efficient, value for money and avoided duplication of activity or service
- Ensured projects and schemes were delivered to timescales and within budget

Related Skills

- Clearly understood the financial position of the organisation and how the wider economic environment and national agendas have impacted on service provision
- Contributed to the Council wide budget setting process
- Contributed and led in strategic budget reviews and resource allocation exercises
- Contributed to the development and embedding of the Customer Strategy whilst managing expectations

Indicators of Overachieving

- Significantly over delivered on the strategic plan and medium term financial plan targets
- Actively encouraged innovation and independent thinking
- Placed Middlesbrough at the leading edge of Local Government by developing innovative ideas, concepts and ways of working
- Significantly improves the commercial viability of the town and the Council to achieve continued revenue streams

Indicators of Underachieving

- Unable to shape service delivery to meet local/regional/national priorities
- Failed to create a culture of performance delivery and has not met service objectives or milestones
Communicating with clarity and conviction, using appropriate means to gain support, commitment and understanding

Indicators of Achieving

- Positively influenced others, gaining commitment and credibility whilst promoting the Council’s interests and advancing its agenda
- Actively developed and raised the external reputation of the Council
- Created a sense of vision and pride whilst managing realistic expectations
- Developed a culture where self awareness and emotional intelligence are valued
- Promoted effective handling of information in line with legislation, corporate guidelines and organisational needs

Related Skills

- Led by example when communicating and was inspirational to other Middlesbrough Managers and Employees
- Contributed to the creation of an inclusive, respectful culture and demonstrated this through your interactions
- Championed the strategic importance of Middlesbrough Employees and facilitated a culture of continuous learning, development and knowledge sharing

Indicators of Overachieving

- Raised the reputation of the Council nation wide
- Is regarded as a leading professional by peers
- Promoted and raised Middlesbrough’s profile at every opportunity, acted as an ambassador at a regional/national level
- Developed leading edge ways of engaging internal and external customers to understand what matters to them and placed them at the centre of your service delivery

Indicators of Underachieving

- Created a culture where self awareness and emotional intelligence was under valued/not understood
- Has not promoted the handling of information in line with legislation or corporate guidelines
- Communications lacked clarity failing to gain support or commitment
Indicators of Achieving

- Created opportunities for the Council to maximise its ability to deliver services
- Created a culture where employees felt motivated and empowered to take personal ownership for their actions and responsibilities in a ‘no blame’ culture
- Demonstrated consistent leadership in driving forward activities through others during challenging and changing times
- Provided strategic direction on Council priorities in line with the Mayor’s Vision
- Promoted and embedded risk management approaches across the Council and partnership organisations, encouraged well managed risk taking

Related Skills

- Developed a value for money culture, which balanced demand for services with resource availability and cost-effectiveness
- Used the most effective methods for measuring organisational performance
- Ensured managers are clear about the performance management process and their responsibilities within it

Indicators of Overachieving

- Demonstrated strong critical thinking and creativity in developing solutions to problems that have impacted service delivery
- Proactively ensured the organisation’s resilience to address long term future requirements
- Significantly over delivered on their objectives, Organisational Development Plan (ODP) and Medium Term Financial Plan (MTFP)

Indicators of Underachieving

- Created a culture of blame where employees were not motivated or empowered to take personal ownership for their actions and responsibilities
- Failed to set the direction and priorities for the Directorate/Outcome/Service Area
- Failed to deal with performance issues
- Did not take overall responsibility for project/risk management activities
Recognising the contribution of others, taking responsibility for positively managing working relationships, offering help and compromise where appropriate to achieve positive outcomes

Indicators of Achieving

- Promoted collaboration and shared best practice across the organisation
- Challenged silo working
- Developed partnership agreements to achieve the best outcome for stakeholders
- Established a culture of working towards a common goal
- Contributed to regional/national discussions to influence legislation
- Created a positive team attitude, instilling pride in service delivery

Related Skills

- Worked collaboratively with partners, the Directorates and across boundaries to ensure the organisation delivered its strategic objectives
- Recognised as a trusted coach and mentor within the organisation

Indicators of Overachieving

- Established a culture of trust and nurtured talent to retain valued employees
- Recognised and used by peers externally as a respected coach and mentor
- Developed effective working relationships with a range of internal and external partners to transform service delivery

Indicators of Underachieving

- Failed to promote or share best practice across or within service areas with continued silo working
- Failed to engage effectively with partners or collaboratively across the organisation
- Unable to overcome obstacles to service delivery
Indicators of Achieving

- Took a lead role to transform culture and service delivery
- Led on local/national change agendas managing expectations across the Council and partner organisations
- Provided clear direction and ensured that change was instigated, driven and implemented in line with the vision of the organisation
- Sought ways to improve policy development and implementation to achieve a more flexible and responsive organisation

Related Skills

- Created flexible delivery plans that can respond to changes in the local/regional/national priorities
- Demonstrated clear ability to change ways of working and supported colleagues and team members to do the same
- Develop workforce plans to ensure future service delivery

Indicators of Overachieving

- Acted as a role model in managing change effectively
- Went above and beyond to engage with, develop and motivate others to fulfil their potential
- Contributed to significant strategic and transformational change outside usual span of control

Indicators of Underachieving

- No involvement in local/regional/national change agendas and failed to manage customer and staff expectations
- Failed to provide clear direction or ensure that change was instigated, driven and implemented in line with the Mayor’s Vision
- Insufficient planning to ensure future service delivery
Asking challenging questions, making intelligent decisions taking into account all relevant information and resources

THINK critically and act decisively

Indicators of Achieving

• Assessed the strategic and political impact of actions and decisions both internally and externally
• Made difficult decisions which were in the best interest of the organisation
• Acted decisively to shape organisational strategy having considered all relevant factors
• Made business decisions within legal and political parameters, operated within supply and demand constraints

Related Skills

• Developed robust long term financial plans for managers to work within
• Commissioned services through the development of strong commercial relationships with delivery partners and ensured value for money and cost efficiency
• In-depth knowledge and understanding of the wider issues and the effect on the Council’s business
• Created strategies influenced by robust current, valid and representative customer information

Indicators of Overachieving

• Provided constructive input to national/regional consultations, achieved the best possible outcomes for Middlesbrough
• Developed and introduced frameworks across Middlesbrough and achieved best practice

Indicators of Underachieving

• Avoided making difficult decisions
• Did not assess the strategic and political internal/external impact of actions decisions
• Failed to consider all relevant information to inform decisions
• Did not identify problems or sought solutions
• Did not consider the consequences or take responsibility for decisions
• Was not objective in thinking or decision making
• Did not act in the best interests of the organisation