

**JOB DESCRIPTION**

<b>JOB TITLE:</b>	Head of Organisational Development	<b>JE NUMBER:</b>
<b>DIRECTORATE:</b>	Digital, HR and Customer Services	<b>BAND: Grade 14</b>
<b>RESPONSIBLE TO:</b>	Service Director – Digital, HR and Customer Services	
<b>RESPONSIBLE FOR:</b>		
<ul style="list-style-type: none"> <li><b>Budget</b></li> </ul>	<p>Working within the Council's overall performance and budget management frameworks, the postholder will be responsible for a service revenue budget of approximately £400,000 per annum.</p> <p>The post holder will be responsible for the delivery of organisational development delivery plans which have budgets of up to £10m in total.</p> <p>The post holder will be responsible for benefits realisation of approximately £2m corporately.</p>	
<ul style="list-style-type: none"> <li><b>People</b></li> </ul>	<p>The post holder will have 6 direct reports, including Programme Managers and a Project Management Office Manager. The size of the OD Service will flex dependent on the number of programmes which are in delivery, with the postholder responsible for up to 20 people.</p> <p>The post holder will be responsible for organisational development service provision to a corporate workforce of approx. 1100 people.</p>	
<ul style="list-style-type: none"> <li><b>Functions</b></li> </ul>	Transformation and Corporate Improvement and Project Management Office	
<p><b>MAIN PURPOSE OF POST:</b></p> <p><i>(describe the outcomes the postholder is responsible for delivering)</i></p>	<p>This role is a senior operational management post within Chesterfield Borough Council. The postholder will provide leadership and management to the Organisational Development Service, working collaboratively with colleagues to contribute to the safe, efficient and effective delivery of the Council's vision, priorities and services.</p> <p>The post holder will have responsibility for the day to day operational delivery of the Organisational Development service area, working with their service director by exception on key issues as they arise. They will be responsible for delivering high quality services within the budget and resources which are allocated.</p> <p>The post holder, supported by their Service Director, will establish plans for managing, deploying and co-ordinating resources in a well-planned and controlled manner, ensuring service requirements and resource levels are fully identified and corporate improvement is achieved.</p> <p>The post holder will be a champion for Chesterfield's values and behavioural competencies, embracing and promoting flexibility, co-operation, and change.</p>	

### DUTIES AND RESPONSIBILITIES:

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

1.	Develop and then embed organisational development strategies, processes and procedures which reflect the needs of the organisation and which support delivery of the Council Plan, the Council's strategic objectives and the corporate improvement / transformation agenda.
2.	Develop and successfully implement the Council's Organisational Development delivery plan. This will involve medium to long term strategic planning, ensuring operational and programme plans and resources are aligned with the Council Plan and national developments.
3.	Review all aspects of organisational change and development, providing professional advice and guidance on the organisational development implications for the Council.
4.	Facilitate the development, application and embedding of productivity improvement programmes across the organisation.
5.	Working alongside the Head of HR and Learning and Development, design and facilitate the implementation of change management programmes which support cultural and organisational change and performance improvement, in line with Chesterfield's values and behavioural competencies.
6.	Oversee the delivery of high quality and timely organisational development management information (MI) and report progress against agreed performance measures in the Organisational Development delivery plan.
7.	Working alongside the Head of HR and Learning and Development, implement a balanced scorecard for Organisational Development and Human Resources and Learning and Development functions, which demonstrates the value which is being added to the wider organisation.
8.	Provide clear, visible, and motivational leadership, creating a high-performance culture that drives continuous improvement. Maximise and deploy the resources of the whole OD team to deliver high levels of customer satisfaction.
9.	Be accountable for budget performance of the service area. Ensure that services are managed, monitored and adjusted to meet financial and business objectives, in line with Member priorities and the Council's financial regulations.
10.	Deliver effective and engaging two-way communication to employees, elected members, the public, partners and business communities, through the production of high-quality reports, briefings and presentations.
11.	Provide support to the service director, as required, in advising elected members, committees, services and other stakeholders on matters relating to their service areas
12.	Take a lead responsibility, as agreed, for specific corporate or directorate themes and activities.

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13.	Champion continuous service improvement, including the professional development of teams and staff.
14.	Promote and maintain effective working relationships,
15.	Ensure internal and external audit recommendations are implemented or responded to where not practical or cost effective.

**GENERAL – To be aware of and implement the following:**

**Equalities** – The council’s Equality and Diversity Policy which sets out the council’s commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

**Code of Conduct** – All employees of Chesterfield Borough Council must comply with the Employees’ Code of Conduct.

**Health & safety** – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council’s Health and Safety policy.

**Staff Development** - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council’s performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

**Data Protection** – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

**Safeguarding Children and Vulnerable Adults** - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

<b>SPECIAL FEATURES OF POST:</b>				
Political Restriction	YES		NO	x
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES		NO	x
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES	X	NO	
You may be required to carry out those duties at your present workplace or at another council venue.	YES	X	NO	

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It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

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### PERSON SPECIFICATION

<b>JOB TITLE:</b>	Head of Organisational Development	<b>JE NUMBER:</b>	
<b>DIRECTORATE:</b>	Digital, HR and Customer Services	<b>DATE:</b>	

<b>KNOWLEDGE / SKILLS / ABILITIES</b>		<b>Assessment Method</b>
-		Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
<b>Essential</b>		
•	Highly developed specialist knowledge in organisational development, gained in an Organisational Development function.	AF / I
•	Able to create a culture of learning and change so that a capable and high performing workforce is maintained.	AF / I
•	Able to lead, motivate and empower others to high performance and foster a positive working environment.	AF / I
•	Able to design and deliver successful change management programmes.	AF / I
•	Able to work effectively in a political environment and establish positive relationships with Trade Unions, councillors, senior managers, staff and external partners.	AF / I
<b>Desirable</b>		
•	Knowledge and understanding of political and social drivers that influence service delivery.	AF / I
•	Able to manage within an environment of scarce resources, to respond creatively and have strong budgetary management skills.	AF / I / P
<b>EXPERIENCE</b>		
<b>Essential</b>		
•	Proven experience in using OD techniques to achieve desired and behavioural change.	AF / I / P
•	Proven track record in programme design and the implementation of successful workforce interventions.	AF / I / P

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•	Experience of large-scale organisational change	AF / I
•	Proven experience of working effectively with senior leadership teams and trade unions	AF / I
•	Evidence of successful leadership and financial management at a senior level	AF / I
<b>Desirable</b>		
•	Experience of partnership working and shared service delivery	AF / I
•	Experience of implementing digital technology improvements within an organisation	AF / I
<b>QUALIFICATIONS</b>		
<b>Essential</b>		
•	Recognised professional qualification (or equivalent working experience) and substantial continuing professional development in Organisational Development	AF / Q
•	Management qualification or equivalent on the job experience	AF / I
•	Membership of CIPD (Level 7 qualified)	AF / Q
<b>Desirable</b>		
•	Coaching / mentoring qualification	AF / Q
•	Evidence of continuing CPD	AF / I
<b>OTHER REQUIREMENTS</b>		
<b>Essential</b>		
•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview
<b>COMPETENCY REQUIREMENT:</b>		
<b>Seeing the Big</b>	Seeing the big picture is about having an in-depth	Interview

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<b>Picture</b>	<p>understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.</p>	
<b>Level: 3</b>		
<b>Changing and Improving</b>	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.</p>	Interview
<b>Level: 3</b>		
<b>Making Effective Decisions</b>	<p>Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.</p> <p>For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.</p>	Interview
<b>Level: 3</b>		
<b>Leading &amp; Communicating</b>	<p>At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.</p> <p>It's about championing difference and external experience and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.</p>	Interview
<b>Level: 3</b>		
<b>Collaborating</b>	<p>People skilled in this area are team players. At all levels,</p>	Interview

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<b>and Partnering</b>	it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions. For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable	
<b>Level: 3</b>		
<b>Developing self and others</b>	Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change	Interview
<b>Level: 3</b>		
<b>Delivering Value for Money</b>	Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available	Interview
<b>Level: 3</b>		
<b>Managing a Quality Service</b>	Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery. For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services	Interview
<b>Level: 3</b>		



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<b>Delivering at Pace</b>	Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly	Interview
<b>Level: 3</b>		

**JOB DESCRIPTION**

<b>JOB TITLE:</b>	Project Management Office Manager	<b>JE NUMBER:</b>
<b>DIRECTORATE:</b>	Digital, HR and Customer Services	<b>BAND: 11</b>
<b>RESPONSIBLE TO:</b>	Head of Organisational Development	
<b>RESPONSIBLE FOR:</b>		
<ul style="list-style-type: none"> <li><b>Budget</b></li> </ul>	Working within the Council's overall performance and budget management frameworks, the postholder will be responsible for a service revenue budget of approximately £200k per annum.	
<ul style="list-style-type: none"> <li><b>People</b></li> </ul>	The size of the Project Management Office will flex dependent on the number of programmes which are in delivery, with the postholder responsible for the matrix management of up to 20 people.	
<ul style="list-style-type: none"> <li><b>Functions</b></li> </ul>	Project Management Office (PMO).	
<b>MAIN PURPOSE OF POST:</b>  <i>(describe the outcomes the postholder is responsible for delivering)</i>	<p>This role is an operational management post within Chesterfield Borough Council.</p> <p>The postholder will be responsible for implementing and embedding the corporate strategy, framework and governance for project and programme management across the organisation.</p> <p>Supported by the Head of Organisational Development, the postholder will work at the heart of the Organisational Development service to define, shape and co-ordinate delivery of our priorities and investments.</p>	

**DUTIES AND RESPONSIBILITIES:**

Duties and responsibilities must be undertaken to comply with Council policies/procedures.

16.	Ensure that the Council's project and programme management strategy, framework and governance is implemented across all corporate and business critical projects and programmes.
17.	Establish the PMO operating model and organisational structure and set standards and success measures for the PMO service.
18.	Acquire and maintain an in-depth knowledge of the Council's priorities and plans, and using this knowledge, identify and plan where project and programme management is needed to support our services and investments.
19.	Provide high quality, concise, current and engaging performance data and management information relating to project and programme development and delivery across the

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	Council.
20.	Matrix manage a team of PMO support staff (project managers, project support officers and business analysts) and allocate these resources effectively to support the delivery of programmes, projects, and initiatives across the Council.
21.	Maintain the programme and project management processes and methodologies which are used across the Council, providing consistency and standardisation, and ensuring best practice is utilised.
22.	Oversee the management and maintenance of the PMO library of data / information, working with project and programme managers to ensure that project and programme scope is well defined, risks and mitigations are well documented and that tracking of time / budget and status is in place and well understood.
23.	As a trusted advisor, work alongside service leaders to help determine which projects should be undertaken, including what, why, when and how.
24.	Work with senior stakeholders across the business to support the management of projects.
25.	Lead, mentor and coach PMO support staff and, where required, provide coaching to staff from within service areas who are supporting the delivery of project and change initiatives.
26.	Be accountable for the financial performance of the service area. Ensure that the service is managed, monitored and adjusted to meet financial and business objectives, in line with Member priorities and the Council's financial regulations.
27.	Champion continuous service improvement.
28.	Promote and maintain effective working relationships across the Council.
29.	Ensure internal and external audit recommendations are implemented or responded to where not practical or cost effective.

**GENERAL – To be aware of and implement the following:**

**Equalities** – The council's Equality and Diversity Policy which sets out the council's commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

**Code of Conduct** – All employees of Chesterfield Borough Council must comply with the Employees' Code of Conduct.

**Health & safety** – To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council's Health and Safety policy.

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**Staff Development** - The Council's Performance & Development Review is an integral part of Chesterfield Borough Council's performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

**Data Protection** – All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

**Safeguarding Children and Vulnerable Adults** - The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

### SPECIAL FEATURES OF POST:

Political Restriction	YES		NO	x
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES		NO	x
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES	X	NO	
You may be required to carry out those duties at your present workplace or at another council venue.	YES	X	NO	

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work that the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

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<b>JOB TITLE:</b>	Project Management Office Manager	<b>JE NUMBER:</b>	
<b>DIRECTORATE:</b>	Digital, HR and Customer Services	<b>DATE:</b>	

<b>KNOWLEDGE / SKILLS / ABILITIES</b>	<b>Assessment Method</b>
-	Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
<b>Essential</b>	
<ul style="list-style-type: none"> <li>• Knowledge of benefits and dependency mapping, risk management, resource planning and change management methods</li> </ul>	AF / I
<ul style="list-style-type: none"> <li>• Strong influential skills across all levels of the business</li> </ul>	AF / I / P
<ul style="list-style-type: none"> <li>• Excellent written and communication skills</li> </ul>	AF / I / P
<ul style="list-style-type: none"> <li>• Able to mediate disagreements and negotiate agreeable outcomes</li> </ul>	AF / I
<b>Desirable</b>	
<ul style="list-style-type: none"> <li>• Knowledge of local government</li> </ul>	AF / I
<b>EXPERIENCE</b>	
<b>Essential</b>	
<ul style="list-style-type: none"> <li>• 3 – 4 years relevant project management / pmo experience</li> </ul>	AF / I
<ul style="list-style-type: none"> <li>• A proven track record in setting up and managing a Programme Management Office through the whole lifecycle in an organisation going through significant change</li> </ul>	AF / I / P
<ul style="list-style-type: none"> <li>• Experience of managing projects across multiple disciplines</li> </ul>	AF / I
<ul style="list-style-type: none"> <li>• Experience in implementing programme standards, including governance, planning, budgeting, forecasting and reporting across a large complex organisation</li> </ul>	AF / I / P
<ul style="list-style-type: none"> <li>• Management experience</li> </ul>	AF / I
<ul style="list-style-type: none"> <li>• Highly efficient in resource planning and task assignment</li> </ul>	AF / I

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•	Proven experience of working within formal methodologies whilst providing flexibility and agility to influence, negotiate and assure the evolving commercial needs of the business	AF / I
<b>QUALIFICATIONS</b>		
<b>Essential</b>		
•	Recognised professional qualification at practitioner level in project management methodologies	AF / Q
•	Recognised PMO qualification (eg BCS Professional Certification, Portfolio, Programme and Project Offices APMG P30 etc)	AF / I
•	Coaching / mentoring qualification	AF / Q
<b>Desirable</b>		
•	Recognised professional qualification in programme management	AF / Q
•	Evidence of continuing CPD	AF / I
<b>OTHER REQUIREMENTS</b>		
<b>Essential</b>		
•	To display the council's values and behaviours when carrying out the job role	Application Form, Interview
•	To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
•	Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview
<b>COMPETENCY REQUIREMENT:</b>		
<b>Seeing the Big Picture</b>	<p>Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.</p> <p>For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to</p>	Interview
<b>Level:</b>		

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	add value to the customer and support economic, sustainable growth.	
<b>Changing and Improving</b>	<p>People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.</p> <p>For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.</p>	Interview
<b>Level:</b>		
<b>Making Effective Decisions</b>	<p>Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.</p> <p>For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.</p>	Interview
<b>Level:</b>		
<b>Leading &amp; Communicating</b>	<p>At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.</p> <p>It's about championing difference and external experience and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.</p>	Interview
<b>Level:</b>		
<b>Collaborating and Partnering</b>	<p>People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.</p> <p>For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable</p>	Interview
<b>Level:</b>		

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<p><b>Developing self and others</b></p>	<p>Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving.</p> <p>For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change</p>	<p>Interview</p>
<p><b>Level:</b></p>		
<p><b>Delivering Value for Money</b></p>	<p>Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money.</p> <p>For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available</p>	<p>Interview</p>
<p><b>Level:</b></p>		
<p><b>Managing a Quality Service</b></p>	<p>Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery.</p> <p>For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services</p>	<p>Interview</p>
<p><b>Level:</b></p>		
<p><b>Delivering at Pace</b></p>	<p>Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. For leaders, it is about building a performance culture</p>	<p>Interview</p>



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<b>Level:</b>	where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly	
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