

Item: 10

Policy and Resources Committee: 18 February 2020.

Climate Change.

Joint Report by Chief Executive and Executive Director of Development and Infrastructure.

1. Purpose of Report

To consider the resourcing and implementation of workload following the declaration of a Climate Emergency by the Council in May 2019.

2. Recommendations

The Committee is invited to note:

2.1.

That the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 was enacted in October 2019 committing Scotland to a target of net-zero emissions of all greenhouse gases by 2045.

2.2.

The current project activity, outlined in section 5 of this report, which is underway and will contribute to a carbon neutral Orkney.

2.3.

The current actions in the Council Delivery Plan, outlined in section 6 of this report, which will also contribute positively to mitigating or adapting the impacts of climate change and the opportunity, through the impending mid-term review of the Council Plan, to embed climate change as a new Council priority with associated actions.

2.4.

The scale of the tasks associated with development, implementation and monitoring of effective and target orientated climate change actions, as detailed in section 7 of this report.

It is recommended:

2.5.

That the remit of the short-life Single-Use Plastics Working Group be extended to provide oversight of development and implementation of the Council's climate change related policies and projects and re-named the Climate Change Member/Officer Consultative Group.

2.6.

That, notwithstanding Council policy of a moratorium on staff establishment increases, a post of Climate Change Project Officer, G10, be established, initially for a period of up to 2 years, to co-ordinate all climate change related policy and project work across the full range of Council services.

2.7.

That all costs associated with the post of Climate Change Project Officer, estimated at £70,000 per annum, be met from the Crown Estate net revenue allocation.

3. Background

3.1.

On 14 May 2019, the Council declared a Climate Emergency and undertook to:

- Work with partners to continue to educate the community and promoting the understanding of the climate emergency.
- Work with partners to identify and implement actions our community can take to contribute to carbon reduction.
- Develop further delivery plan targets associated with this priority for consideration by the Policy and Resources Committee on 24 September 2019.

3.2.

On 24 September 2019, the Policy and Resources Committee considered a report on the next steps in developing and progressing Council Delivery Plan targets where those applied to responding to the declaration of Climate Emergency. The Committee subsequently recommended that the Chief Executive should submit a report, to this meeting, outlining progress with developing Council Delivery Plan targets in response to the Climate Emergency, together with any resource implications which may arise from this.

4. Scottish Government

4.1.

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 was enacted in October 2019. It changes the target for reducing all 'greenhouse gas emissions' to 100% by 2045. The target is currently 80% by 2050. Within six months of enactment the Scottish Government is required to publish a Climate Change Plan, with firm proposals of how the target will be reached.

4.2.

A Scottish Government public consultation on “The Role of Public Sector Bodies in Tackling Climate Change”, which closed in December 2019, identified a number of proposals to address the issue, including establishment of a “National Forum on Climate Change” which would bring together government, the public sector, private

sector, academia non-government organisations and the wider public to encourage collective, informed deliberation on ideas for wide-ranging climate action. Also proposed is a “High Ambition Climate Network” for the public sector, chaired by the Cabinet Secretary for Environment, Climate Change and Land Reform, which would meet twice a year and comprise up to 15 of the most ambitious public sector bodies who are committed to leading the way to a net-zero Scotland.

4.3.

Public bodies are already required to publish annual climate change reports and the latest Orkney report was presented to the Policy and Resources Committee in November 2019. The Scottish Government is now proposing additional reporting requirements, including a requirement to state the year by which the public body will reach zero emissions, as well as reporting on how spending plans align with emissions reductions targets.

5. Current Project Activity

5.1.

The Orkney Partnership Board discussed a report on the Climate Emergency in September 2019 and agreed that a short life working group should be established across partners to progress action. The working group is tasked with:

- Identifying the specific threats and opportunities facing Orkney and mapping these to current issues identified by the Local Outcome Improvement Plan (LOIP).
- Identifying a suite of short, medium and long-term actions which can help mitigate or adapt to the effects of climate change to be included in future revisions of the LOIP.
- Considering whether these actions are best addressed through a strategic delivery group under the heading of Climate Change, Energy and Environment, and the resourcing implications for this, and make recommendations to the Orkney Partnership Board.
- Considering working towards the creation of a specific Orkney Climate Adaptation Plan for adoption by the Board, using the framework set out in Adaptation Scotland’s capability framework for a climate ready public sector.

5.2.

The Orkney Sustainable Energy Strategy will also be a key policy document in achieving Orkney’s vision of a low carbon economy and realising carbon reduction targets. Work is currently underway through the Energy Strategy Stakeholder Group (which includes the Council, Highlands and Islands Enterprise, Orkney Renewable Energy Forum, EMEC and Community Energy Scotland) to develop an Action Plan to identify the projects that will be developed to achieve the vision.

5.3.

Projects currently proposed by the Council as part of the Islands Deal bid will also make a significant contribution to climate change aspirations. These include proposals for an Islands Centre for Net Zero Carbon, the Scapa Flow Strategic Asset Development which includes a liquid natural gas project, and the Fit for Future Island Housing Design proposal which includes a focus on low carbon affordable housing design.

5.4.

The UK is to host the 26th Conference of the Parties (COP) in November 2020. The COP is considered to be the premier global climate gathering and is anticipated to bring up to 30,000 delegates to Glasgow. The Council Leader has been engaging with both UK Government and Scottish Government contacts to seek to establish a purposeful position for Orkney within this event – with the aim of showcasing what Orkney has already achieved in terms of low carbon initiatives, and the ambition to continue to pursue this agenda. The prospect of an Orkney fringe or pre-cursor conference event will be explored as part of this dialogue.

5.5.

Planning and delivering a meaningful contribution to the COP will be a major task and it is important that appropriate capacity and expertise is available within the Council to undertake this work.

6. Council Delivery Plan

6.1.

Under the themes of Connected Communities, Thriving Communities, Enterprising Communities and Quality of Life, the Council Delivery Plan 2018 to 2023 already includes a number of actions which will contribute positively to mitigate or adapt the impacts of climate change, as follows:

- Contribute to the delivery of the Orkney Vehicle Energy Strategy.
- Develop Active Travel Programme including sourcing funding for path and cycle networks.
- Deliver the Fuel Poverty Strategy and secure funding to reduce fuel poverty.
- Develop Orkney as a Low Carbon Energy Innovation Hub, including LNG Distribution, hydrogen production and usage.
- Strategic investment in projects to generate income and/or deliver significant community benefits e.g. sustainable energy generation.
- Review and establish fresh approach for waste management, recycling/handling.
- Implementation of the Orkney Local Biodiversity Action Plan.
- Identify viable solutions to reduce risk of flooding to communities – St Margaret's Hope, St Mary's, Whitehall and Kirkwall.
- Retaining and enhancing coastal flood protection of the public road infrastructure.

6.2.

The mid-term review of the Council Delivery Plan will enable climate change to be embedded within the Council Plan as a new and specific Council priority and allow further consideration of whether the measures currently contained in the Plan are sufficient to enable the Council to meet any future timescale it sets for achieving a zero emissions target. Potential other areas for further consideration include:

- Establishing a target timescale for zero emissions.
- Alternative fuels for the Council fleet.
- Work towards being carbon neutral in the procurement of goods and supplies.
- Working with partners to educate the community and promote understanding of the climate emergency.

7. Co-ordination and Resourcing

7.1.

The realisation of a zero-carbon society is a difficult task and will largely depend on the engagement and empowerment of local authorities in the development, implementation and monitoring of effective and target-orientated climate action. Orkney has been at the forefront of developing innovative energy systems solutions to achieve ambitious carbon reduction targets and, if this leading role is to be maintained, it is important that the Council provides leadership and that a dedicated resource is established to develop, co-ordinate and progress climate change actions, including preparation of a local delivery plan. The Council will need to adapt and change corporately at a strategic and operational level if a zero-carbon target is to be realised.

7.2.

Development of a governance structure to provide political leadership and oversight of the Council's actions to deliver climate change commitments is an important first step in the process. Rather than create a new Member/Officer Working Group on Climate Change, it is considered that the scope of the existing short life Member/Officer Working Group, with a remit to appraise options for the further reduction in use of single-use non-recyclable plastics, be extended and renamed as the Climate Change Member/Officer Consultative Group.

7.3.

In addition, there is currently no function within the Council which has a specific remit for climate change and plays a role in advising upon mitigation, adaptation measures, encouraging embedding of these measures into Council plans, policies and strategies and ensures direct links to the Orkney Partnership/Local Outcomes Improvement Plan strategic outcomes. Most activity is undertaken through topic areas, for example transport, waste, energy, environment, and reported independently through their own reporting structures.

7.4.

Further consideration of the resources available within the Council and partner organisations to deliver the range of tasks and activities required to develop, co-ordinate and implement a programme of action to address the climate emergency has been undertaken, including discussions within the Orkney Energy Strategy Stakeholder Group. This has highlighted a lack of capacity within the Council and partner agencies to resource and progress activities. There is currently a lack of resources and skills in the Council to progress the climate change agenda and there is no capacity to absorb a major new priority of this scale within the workload of existing posts. The overall conclusion is that it will be necessary to employ a dedicated officer, for an initial period of up to two years, to lead on climate change matters.

7.5.

It is therefore proposed to establish a post of Climate Change Project Officer to facilitate activities already underway, together with co-ordination of climate-related policy and projects across the full range of Council services. Specifically, the post would:

- Lead a review of all policy and practice across Council services to ensure the impact on the environment is assessed and that measures to reduce or eliminate carbon emissions are considered.
- Prepare a Climate Change Action Plan working with key officers across all Council services.
- Work with partners and the local community to identify and implement actions that the community can take to contribute to carbon reduction.
- Investigate funding opportunities for projects aimed at tackling climate change.
- Appraise, develop and present different climate change policy options.
- Co-ordinate and deliver an Orkney event as part of the Conference of the Parties.
- Provide expert support to the Council's Climate Change Member/Officer Consultative Group.

7.6.

In order to allow for establishment of a dedicated post and provision of a small budget to allow for any ancillary expenditure associated with the duties of the post, it is recommended that a budget of £70,000 per annum for the two years be approved. Establishment of this post and its proposed duties fit well with the guiding principles agreed by the Council in December 2019 to guide deployment of the Crown Estate revenue funding for 2019/20 and in the longer term. These principles include providing support to measures that mitigate the effects of climate change, adapting to climate change, and build greater resilience to the effects of climate change and/or support the transition to a low carbon economy. It is therefore recommended that the costs associated with the post be met from the Orkney Crown Estate net revenue allocation.

8. Human Resource Implications

8.1.

The job description for this post, attached as Appendix 1 to this report, has been job evaluated at Grade 10.

8.2.

If approved, recruitment to the post will be undertaken in accordance with the Council's policy on Recruitment and Selection. Due consideration of any existing employees who may be eligible for redeployment would also have to be given prior to an open recruitment process.

8.3.

Employees have a statutory right to a redundancy payment after being employed for 2 years continuously. Under the Council's Redeployment policy, they would also be entitled to redeployment as an alternative to redundancy after this period. It is therefore suggested the post be filled on a temporary contract of 23 months in the first instance so that the post can be reviewed, and if necessary terminated, prior to the Council creating a redundancy or redeployment liability.

9. Links to Council Plan

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Council Plan strategic priorities of Connected Communities, Thriving Communities, Enterprising Communities and Quality of Life, as detailed at section 6.1 of this report.

10. Links to Local Outcomes Improvement Plan

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Local Outcomes Improvement Plan priorities of Strong Communities and a Vibrant Economy.

11. Financial Implications

11.1.

The report recommends the establishment of a post of Climate Change Project Officer, initially for a period of up to 2 years, graded at G10, together with a small budget to pay for travel and ancillary costs, all estimated at £70,000 per annum.

11.2.

A G10 graded post would cost between £48,400 at the bottom of the scale and £52,000 at the top of the scale including all employer's costs. An entitlement to redundancy pay arises after two years of continuous service. The recommendation is to establish the post for an initial period of up to two years.

11.3.

The report has identified the Crown Estate funding received in 2019 as a potential funding source for the £140,000 budget referred to above. The Council received an allocation of £774,000 from the net Crown Estate income for 2017/18.

11.4.

At the Special General Meeting held on 19 December 2019, the Council approved the allocation of £130,000 of the Crown Estate income that has been received towards the following projects:

Bag the Bruck.	£35,000
Marine Planning Partnership.	£50,000
Coastal Core Paths.	£35,000
Public Conveniences.	£10,000
Total.	£130,000

11.5.

Consideration of allocating Crown Estate funding to the revenue budget rather than taking the following savings will be considered as part of the Council Tax and Budget setting report for 2020 to 2021, to be considered by the Policy and Resources Committee, at its special meeting scheduled for 25 February 2020:

Road Closures for festivals and events.	£25,000
Wintertime free 1 hour parking.	£24,000
Dev. and Marine Planning – workforce planning.	£14,000
Archaeology – workforce planning.	£5,000
Total.	£68,000

11.6.

If the allocation of funding referred to at section 11.5 above is approved, this will increase the committed Crown Estate funding to £198,000, leaving an unallocated balance of £576,000 from the net Crown Estate income for 2017/18. Due to the uncertain nature of the amount of Crown Estate funding that will be received in future years, these are all one-time allocations and will not be baselined funding commitments, meaning that continued funding for these items in future years will be the subject of further reports.

11.7.

At the General Meeting held on 5 March 2019, the Council reaffirmed its policies of presumption against new commitments and the moratorium on staff establishment increases, which should continue to remain in force, with the following conditions:

- Exceptions might be considered for new commitments which were 100% funded by external bodies – proposals involving the Council in partnership funding shall require compensatory savings to be identified.
- The Council should consider undertaking new statutory duties or any case where it was considered that statutory duties were not being fulfilled, however, such duties having financial implications should first be reported to the relevant Committees for approval.
- The Council should consider new commitments where compensatory savings could be identified – any Committee considering such recommendations should, in the first instance, seek to identify savings from within its revenue budget.

11.8.

The report recommendation to establish a new post for a period of up to two years, with a budget requirement of £140,000, is clearly a new commitment that falls outwith the policy referred to at section 11.7 above. A funding source has however been identified to cover the cost of establishing the recommended post.

12. Legal Aspects

There are no legal implications arising directly from the recommendations contained in this report.

13. Contact Officers

John Mundell, Interim Chief Executive, extension 2101, Email john.mundell@orkney.gov.uk

Gavin Barr, Executive Director of Development and Infrastructure, extension 2301, Email gavin.barr@orkney.gov.uk

Karen Greaves, Head of Executive Support, extension 2202, Email karen.greaves@orkney.gov.uk

Roddy Mackay, Head of Planning, Development and Regulatory Services, extension 2530, Email rodny.mackay@orkney.gov.uk

14. Appendix

Appendix 1 – Climate Change Project Officer – Job Description.

1. Service	Development and Infrastructure and Chief Executive Department
2. Service Area/Function	Planning, Development and Regulatory Services and Chief Executive
3. Job Title	Climate Change Project Officer
4. Location	Council Offices, Kirkwall
5. Reporting To	Roddy Mackay / Karen Greaves
6. Grade	G10
7. Job Evaluation Reference	A5130
8. Competency Band	C1

9. Job Purpose	To lead, develop and co-ordinate delivery of policies, projects and activities across the Council, and with Community Stakeholders to support the delivery of climate change adaptation and mitigation in Orkney.
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10. Job Specific Duties and Responsibilities	<ul style="list-style-type: none"> • Lead the development, review and delivery of the Council's Climate Change Strategy and resulting Action Plan including coordination of multidisciplinary, and cross service professional teams. • Work with officers and frontline staff across the Council including staff based in education and health and care establishments to assess the risks of future climate change to their services and provide them with support to help deliver the Council's carbon reduction targets. • Lead on providing climate change advice and guidance for corporate and strategic policy development (e.g. Council Delivery Plan) and ensuring that carbon reduction actions are embedded in Council policies and Service action plans. • Develop and manage the delivery of a range of environmental projects as required meeting key deadlines and delivering outputs as agreed. • Lead the pursuit of external project funding opportunities for major climate change related projects. • Undertake consultation and promotion of Council initiatives regarding climate change and other projects to engage with the public and other stakeholders as required. • Create and promote behavior change initiatives and climate change good practice focused on sharing the Council's commitment to climate change mitigation and adaptation. • Carry out publicity associated with climate change, including delivering public
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presentations and workshops to Community Councils, Elected Members and other local groups.

- Undertake research and information gathering using a range of environmental, social and economic datasets to evaluate/inform/monitor policy impacts.
- Contribute to and where relevant coordinate stakeholder working groups and events associated with the progression of Climate Change targets across Orkney, including the community planning partnership, private and other public sector stakeholders.
- Represent the Council at a national level in relation to Climate Change activities at relevant forums, working groups and conferences.
- Compose, contribute to and facilitate responses to consultation requests from Scottish Government or other external agencies on climate change, sustainability and related issues.
- Prepare committee reports and briefing reports on complex environmental issues, in a manner which makes them readily understood.
- Attend and present to the relevant Committee and Member/Officer Working Group as required including leading the secretariat to any working groups directly associated with Climate Change.
- Provide expert advice in relation to enquiries by the public, Elected Members and by internal Services and key external stakeholders relating to climate change.

11. General Duties and Responsibilities

Responsibility for Employees

None

Financial Resources

Responsible for budget monitoring and financial control of a limited Climate Change budget of up to £20,000.

Information Systems

The postholder will be required to use a range of computer packages, including Microsoft Office, and various Council and work specific related software/systems.

Working Environment

The postholder will predominately be office based, but duties and responsibilities will involve travelling between locations both within and out with the Council's administrative boundaries.

Communication

The postholder will be required to develop and maintain positive and effective communication with elected members, other Council staff including senior management, external customers, members of the public and other key agencies.

12. Corporate Responsibilities

As an employee of Orkney Islands Council the postholder is required to:-

Observe the Council's policies with regard to the data protection and confidentiality of information.

Observe the Council's Health and Safety and Risk Management policies particularly in relation to being a VDU operator.

Be aware and adhere to the Council's policy on Equal opportunities and Diversity.

Undertake any training as necessary to carry out the duties of the post.

Participate in the Employee Review and Development Scheme as appropriate.

Undertake any other work as required up to and commensurate with the grade for the post.

The post holder may be called upon to support the response required to an emergency in line with the Civil Contingencies Act 2004.

13. Criminal Records Checks - please select the relevant option(s)

- This post does not require a check on criminal conviction history
- Under the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Amendment Order 2015 you are required to disclose all criminal convictions from the 'offences which must always be disclosed' list and non-spent convictions from the 'offences which are to be disclosed subject to rules' list.
- This post requires a satisfactory Basic Police Act Disclosure check.
- This post requires a satisfactory Standard Police Act Disclosure check.
- This post requires a satisfactory Enhanced Police Act Disclosure check.
- This post requires PVG Scheme membership in respect of regulated work with Children.
- This post requires PVG Scheme membership in respect of regulated work with Adults.

14. Significant/Regular demands associated with the Role

Task	Relevant (please tick) ✓	Task	Relevant (please tick) ✓
Driving (Car/Van)		Exposure to Excessive noise	
Driving (HGV/PCV)		Use of vibrating tools	
Display screen use	✓	Contact with skin irritants	
Food handling		Contact with lung irritants	
Lone working		Work involving strenuous effort	
Shift working		Working at height	
Night working		Working in static and/or awkward positions	

Working with people requiring physical assistance		Working in confined spaces	
Working with people with challenging behaviour		Sea going post	
Working with vulnerable adults		Wearing breathing apparatus	
Working with children		Working in close proximity to traffic	
Administration of prescribed medication		Other (please specify)	

15. Politically Restricted Post

Yes (where indicated only)

This post is classed as a politically restricted post under the provisions of the Local Government and Housing Act 1989.

16. Contractually Required Professional Registration

Holding, maintaining and evidencing as requested registration with the identified professional body/organisation is a contractual requirement of working in this post. The specific level of registration required to be held is specified in the Person Specification under Qualification/Attainments.

- General Teaching Council for Scotland (GTCS)
- Scottish Social Services Council* (SSSC)
- The Law Society of Scotland
- The Chartered Institute of Personnel and Development (CIPD)
- Other, please specify below:

* or other relevant professional accepted by the SSSC.

17. Unsocial and Other working arrangements relevant to this post

The working pattern for this post requires that contractually you are required:

- To work on a rota that requires regular 5 day over 7 working including weekends for which you will be paid 10% Unsocial Hours Allowance;
- To work on a rota that requires regular 5 day over 7 working including weekend and nights for which you will be paid 15% Unsocial Hours Allowance;
- To work all contracted hour at weekends, for which you will be paid a 25% Unsocial Hours Allowance;
- To work all contacted hours during the night, for which you will be paid a 33% Unsocial Hours Allowance;
- To participate in a rota of Sleep In cover at your place of work, for which you can claim sleep over allowance;
- To participate in a standby duty rota, for which you can claim standby allowance.
- To work additional hours depending on the exigencies of the services.

18. Agreement of Job Description

	Signature	Date
Manager:
Human Resources:

19. Employee Acceptance of Job Description

Signature: Date:

PERSON SPECIFICATION

Service: Development and Infrastructure and Chief Executive's		Area: Planning, Development and Regulatory Services and Chief Executive	
Post Title: Climate Change Project Officer			
Factor	Criteria	Essential or Desirable	How Assessed *
Knowledge and Experience	Good knowledge of climate change science and the UK and Scottish Government policy context.	Essential	Application form and or interview
	Experience in inter-disciplinary working and working corporately.	Essential	Application form and or interview
	Experience of managing, developing and implementing projects.	Essential	Application form and or interview
	Experience of researching, analysing and interpreting complex technical information and presenting in a format that is easily understood	Essential	Application form and or interview
	Excellent written and verbal communications skills	Essential	Application form and or interview
	Working knowledge of Microsoft Office.	Essential	Application form and or interview
	An appreciation of rural and island communities and the special issues facing them.	Desirable	Application form and or interview
Qualifications/ Attainments	Educated to Degree level (or equivalent) in a relevant discipline.	Essential	Screening Question and Application Form
	Evidence of ongoing Continual Professional Development.	Desirable	Application form and or interview
Other Requirements	Ability to travel efficiently and effectively between various work locations within Orkney to meet the operational requirements of the Service.	Essential	Screening question

Core Competencies – These are the target behaviours the post holder should display
(Competencies are Essential criteria and are assessed as part of the interview process)

<p>Being Customer/client focused</p>	<ul style="list-style-type: none"> • Manages complex customer/client relationships. • Ensures regular contact with customers/clients is maintained until problems are resolved. • Consults on service provision and uses feedback to implement service improvements. • Develops and reviews quality standards for service delivery. • Manages customer/client expectations and conflicting needs.
<p>Working effectively with others</p>	<ul style="list-style-type: none"> • Builds and maintains constructive working relationships with other teams and groups. • Encourages equality and diversity in the workplace. • Treats people at all levels of the organisation with respect and values their abilities and contribution. • Tackles difficult issues of harassment, victimisation and racism in the workplace. • Facilitates open discussions and resolves conflicting views. • Creates opportunities to build and develop networking contacts throughout the Council to exchange information and ideas.
<p>Managing Change</p>	<ul style="list-style-type: none"> • Helps others to understand and address their concerns about change. • Proactively sells and champions change programmes to others. • Manages major conflict which could prevent changes being implemented. • Asks incisive questions to open up creative thinking and fresh ideas. • Assesses the impact of change and puts measures in place to minimise risk. • Plans the communication of change to explain what is different and what is the same.
<p>Taking ownership and responsibility</p>	<ul style="list-style-type: none"> • Creates a sense of urgency about a situation when deadlines are slipping. • Ensures actions which are down to others take place as necessary and/or expected. • Takes advantage of opportunities to influence future events. • Commits to own continuous improvement. • Is prepared to go beyond what appears to be required in the interests of the organisation. • Motivates individuals and groups to be proactive even when meeting resistance. • Keeps promises and honours commitments.
<p>Communicating effectively</p>	<ul style="list-style-type: none"> • Chairs meetings and facilitates groups effectively. • Conveys difficult messages and gains acceptance. • Diffuses conflict in a constructive and non-threatening manner. • Presents information in a persuasive and convincing manner. • Asserts own opinions and expertise in tough situations. • Is highly self-aware and sociable, buoyant and positive when communicating with others.
<p>Planning and decision making</p>	<ul style="list-style-type: none"> • Goes beyond information presented, and probes to get to the root of a problem, analysing cause and effect. • Balances strict technical interpretation of issues with the need for practical solutions. • Makes decisions that take account of multiple stakeholders. • Properly considers service cost and resource implications when making judgements. • Makes tough or unpopular decisions when required. • Anticipates future/issues and amends plans accordingly.

Leadership

- continuously improves own leadership capability through critical reflection and seeks feedback from a range of sources
- uses evidence and research to support innovation.
- builds trusting relationships and uses evidence to influence the thinking, behaviour and practice of colleagues.
- model's positive leadership behaviours which inspire enthusiasm and confidence in others
- values and respects the contribution of service users and colleagues at all levels of the organisation
- encourages and values leadership, expertise and insight at all levels of the organisation