

Children and Young People's Service Leadership Team – April 2017
A Leadership Pledge

Consistent with the Leadership Principles of the County Council, in our collective view, we believe:

1. Leaders enable the organisation to develop a clear vision and shared culture. **A vision that excites, moves, motivates and engages** and which, as a result, generates not just support but pace, drive and energy. Most importantly a vision which is used, reinforced and lived on a daily basis to moderate behaviour and generate change. A vision that helps transform outcomes for children and young people.

2. **The quality and creativity of people at all levels makes the greatest difference.** We will ensure that those talents are valued, respected, developed, rewarded and retained. We also need our best people working on the biggest challenges and in the hardest places. Working together in a mutually respectful, non-deferential way where professional generosity is routinely evidenced.

3. Challenging times need **optimistic, innovative but not naive leadership.** A style of leadership which is invitational, inclusive, and which “expects more” for, and of, our young people.

4. **Decisive leadership which is not authoritarian can be delivered.** Leadership talent at all levels of the organisation working in partnership are needed if real sustainable progress is to be made. This requires degrees of humility, creating space for the leadership of others without losing clear lines of accountability or the ability to challenge each other through great questions.

5. **What we describe as the world has to be recognisable to those either delivering or receiving services** – as leaders we need to be visible, accessible and active across the organisation and the local community – leaders will be authentic, honest and have integrity, knowing where to “put their fingerprints” and why.

6. There is such a thing as “**good bureaucracy**” – clarity on governance/decision making powers and transparency in the recording of those decisions all serve to help keep the organisation and individuals safe.

7. Leaders will know the impact they are having – action centred leadership which uses quality intelligence and analysis to demonstrate impact, facilitate rich debate and identify opportunities for improvement – **true performance management on a council wide and partnership basis rather than simple performance reporting.**

8. **And remember we won't always get it right** and the ability to reflect and provide support to one another in our collective leadership is crucial.