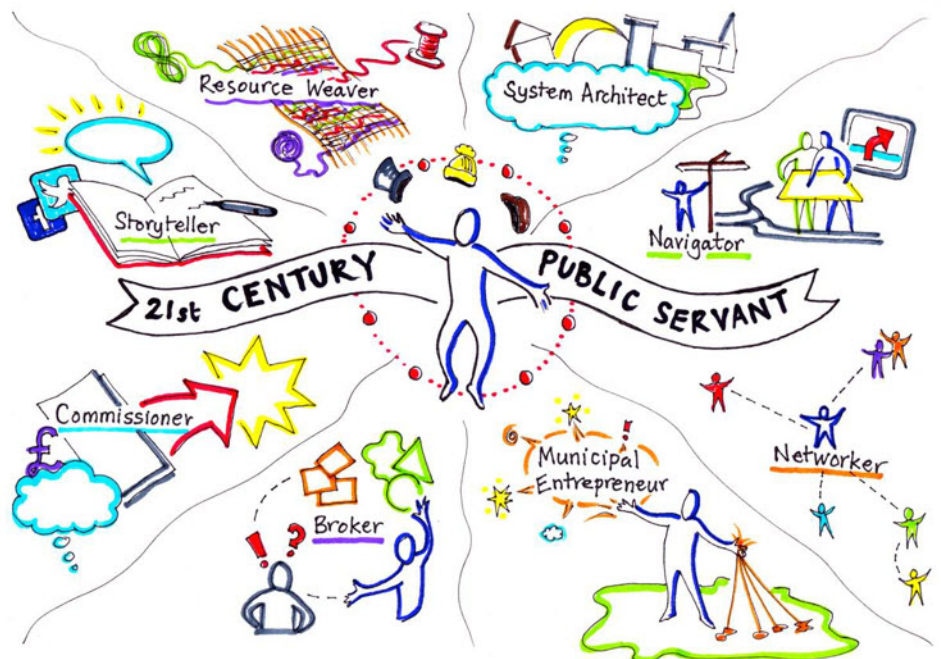# 21st Century Public Servant

A framework for North East Lincolnshire Council

NAVIGATOR

ARCHITECT

SYSTEM

ENTREPRENEUR

STORYTELLER

MUNICIPAL

COMMISSIONER

BROKER

RESOURCE

NETWORKER

WEAVER

NORTH EAST LINCOLNSHIRE COUNCIL

www.nelincs.gov.uk

Introduction

I am delighted that you are reading this booklet because it shows that you are already curious to find out more about the 21st Century Public Servant model and why it matters to you.

This model made sense to me from the moment I was introduced to it and we would like to offer our thanks to the University of Birmingham for the original work and the help and support that they have offered us on this journey.

Local government is changing at a scale and pace like never before. As a result what we do, the way we do it and how we work with each other, our residents and partners all need to change too.

If this is the case it makes perfect sense for the people who work here to think and behave differently and by this I mean in ways that are more relevant to the context in which we now operate.

I believe that the roles you will learn more about in this document help us to make this shift. These roles are not job titles and it is important that we all understand that. We need to look at them as ways of thinking and behaving rather than the jobs that we do.

Each role is different. Sometimes you will need to be a storyteller whilst at other times, the networker role might be more appropriate. The key is knowing when to step into each role because it will support the work you are involved in, the outcomes you are trying to achieve and who you are working with.

Some of the roles will be very familiar to you. You will recognise them and easily see the fit with the work you do but I also want you to think about how you can adopt some of the roles that are perhaps a little less familiar to you but are actually going to help to you achieve better outcomes in the work that you do and the relationships you have.

I encourage you to think about each of these roles and where your skills lie. To help you with this, there is a self-assessment that will show you how you align to each of the roles by assessing yourself against the skills. You will find a skills matrix and a link to the self assessment at the end of this booklet.

This is a brilliant starting point to get you thinking about:

- How the model relates to the work you do
- What it tells you about what work you might want to get involved in in the future
- Where there are existing skills strengths that you want to build on or share with others
- Where there are new skills that you want to develop

Why not start a conversation about this with your line manager and think about how you become an even more effective 21st Century Public Servant?

Rob Walsh
Chief Executive
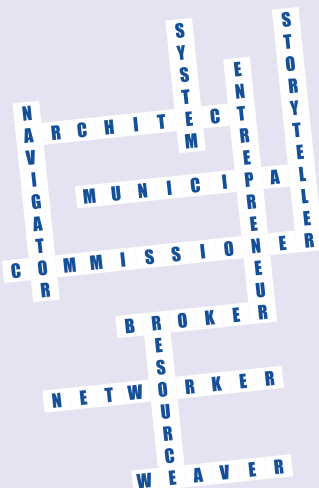
Broker

"I don't buy or sell anything so I can't be a broker.… can I?"

The role of a broker is not just about buying and selling goods or services. It's also about buying and selling ideas, developing new relationships/partnerships or coming up with new solutions.

Brokers bring people together in productive relationships so they are constantly thinking about who needs to work with who.

But it's not just about bringing people together; they also connect people up with other resources they need and think about where there are new opportunities that need to be exploited

They work with internal and external customers to make sure they get the support they need. This might be advice, guidance, services or resources.

They are facilitators and enablers and can see things from other people's perspective.

They think about what people can do rather than what they can't and come up with ideas and solutions that play to people's strengths.

What key skills does a broker need?

- Commercial/Social
- Interpersonal
- Leadership
- Resilience
- Change Management
- Collaboration
- Co-production
- Diagnostic
- Flexibility

What new connections can YOU make?
What new connections should YOU make?
What new connections will YOU make?

Commissioner

"It's all about the outcomes..."

Commissioners focus relentlessly on outcomes that people say matter to them most. They want to understand how what we do will create positive outcomes for our community and also how we can think differently about what we offer and who we work with to do this.

They understand that good commissioning relies on the engagement of people and the wider community in decisions that impact on the use of resources and the shape of local services.

A commissioner uses evidence about what works; together with a wide range of information to promote quality outcomes and to support innovation.

They understand who needs to be involved in decision making and that working with our external partners allows us to achieve better outcomes than we can if we work in isolation

They know that commissioning requires structure and process but they also recognise that the most important element of the commissioning process is that it is outcomes-led.

What key skills does a commissioner need?

- Analytical
- Governance
- Professional
- Commercial/Social
- Co-production
- Diagnostic
- Risk Management
- Flexibility
- Design

Do YOU focus on outcomes?

Do YOU work in partnerships?

Do YOU think about people when shaping services?

Municipal Entrepreneur

"Do I look like Alan Sugar.....!"

Well the good news is that you don't need to!

But you do need to think of the council as a business and apply this business thinking to the way we run our organisation.

Municipal entrepreneurs are commercial in their focus and think about how we can create opportunities, generate income and achieve value for money.

Creation and innovation are their mantra and they look for imaginative ways to make the very best use of sometimes scarce resources.

They embrace uncertainty, complexity and change because they understand that they offer fantastic opportunities to highlight ways we can do things differently, think differently and be a different kind of organisation.

Forward thinking and pro-active, municipal entrepreneurs are open-minded, resourceful and daring.

They keep the bigger picture in mind and focus on continuous improvement.

What key skills does a municipal entrepreneur need?

- Commercial/social
- Communication
- Resilience
- Change Management
- Diagnostic
- Risk Management
- Flexibility
- Design

Are YOU an entrepreneur?
Can YOU think of better ways to do things?
What are YOUR ideas?

Navigator

"At the next junction, turn right..."

Navigators have a clear focus on the road map and have a destination in mind.

They understand where they, their team or the organisation needs to go and have a plan in place for how to get there. They plan ahead and think about how they will get round the inevitable road blocks and hazards.

They plan in time and resources to deal with any unexpected bumps in the road and detours to avoid getting "stuck in traffic" so they can keep on the move.

They make it easy for people to see the road ahead by helping to make sense of complicated maps and plans and encourage "car-sharing" by bringing other people along on the journey.

They indicate to let people know if there is a change in direction and although they are focused on the future, they also remember to look in the rear view mirror to make sure they are learning from past experiences.

SKiLLS

What key skills does a navigator need?

- Analytical
- Governance
- Commercial/social
- Interpersonal
- Resilience
- Change
- Diagnostic
- Risk Management
- Flexibility
- Design

What's YOUR journey?
Where are YOU headed?
Who will YOU take with you?

Networker

SKiLLS

What key skills does a networker need?

- Communication
- Interpersonal
- Leadership
- Resilience
- Change Management
- Collaboration
- Co-production
- Flexibility
- Design

"Status Update: In a relationship!!! ☺"

Networkers love relationships - they understand that positive, meaningful relationships are the best way to achieve great outcomes.

They also know that good relationships take work. If you are going to build a strong and healthy relationship you have to invest time, effort and energy and also expect a bit of conflict from time to time.

Networkers understand that there are other agendas and interests than just their own. They realise that everyone may not share their view of the world but they also know that there is usually enough common ground to build on.... if you look hard enough!

First and foremost, they are excellent communicators. They know who they need to talk to and the best way to do this to develop inclusive and open relationships based on honesty and trust.

They understand what makes people tick and how to get the best out of the people they work with - collaboration is their buzzword and they know that together is definitely better!

Who do YOU network with?
Who could YOU network with?
Who should YOU network with?

Resource Weaver

"You can't make an omelette........"

The best recipes rely on sourcing the best "ingredients" and resource weavers are just the people for the job!

They are always on the look out for ingredients

These ingredients might be tangible things like people, time or money but they might also be intangible things like ideas or goodwill.

These ingredients may already be in the store cupboard or require a shopping trip. Some bartering may also be in order!

They love to experiment with new "flavour" combinations and use existing ingredients in new and different ways

They also source new ingredients and create something that will tempt people to try different options on the menu.

They are very creative and great at squeezing out the maximum flavour from sometimes modest means and they know that many hands make light work - collaboration and co-production make for a happy kitchen!

What key skills does a resource weaver need?

- Prioritisation
- Communication
- Interpersonal
- Change Management
- Collaboration
- Co-production
- Risk Management
- Design

What ingredients do YOU have around you?

Are YOU using them to make the best recipes?

What new recipes can YOU create?

Storyteller

"Storytellers work in the Communications Team don't they...........? "

Storytellers are everywhere in the council. Every day, we are telling stories about what we do, why we do it and how we do it. These stories are helping colleagues to understand new ways of working, encouraging people to invest time and energy into new projects and helping communities to see ways they can do more for themselves.

Storytellers know and understand their audience and think about the best ways to engage with them and check that the story is real and meaningful.

Storytellers know they don't have all the answers and understand that listening to other people's stories is just as important.

Everyday we are telling stories about North East Lincolnshire and our organisation to families, friends and customers. These stories are a powerful way to engage people, work with them and encourage participation

Anyone who works for the council has a story to tell about what they do - the way we tell those stories is vital to the success of the organisation and our communities.

What key skills does a storyteller need?

- Communication
- Interpersonal
- Leadership
- Resilience
- Change Management
- Collaboration
- Co-production
- Flexibility

What stories do YOU tell?
What stories should YOU tell?
What stories will YOU tell?

System Architect

"The whole is greater than the sum of it parts" Aristotle

A system architect doesn't need a drawing board or a hard hat but they do need to understand how our organisation works.

This will help them to think about how well the systems and processes we use are helping us and enabling us to do business in the most efficient way.

They uncover opportunities to join things up and work smarter rather than harder. They root out waste and duplication and help to design more efficient ways to achieve better outcomes.

They also understand that the "system" is inter-connected and what you do in one area may have an impact somewhere else. This impact could be positive or negative so the system architect needs to think carefully about their plans.

They seek out innovation and love to learn from others by looking outside the organisation to find new and different ways of working .

This might involve working with external partners or the community so they need to understand their systems as well.

Are YOU an architect?
What are YOU creating?
What could YOU design?

What key skills does a system architect need?

- Governance
- Commercial/Social
- Communication
- Collaboration
- Diagnostic
- Risk Management
- Design

21st Century Public Servant Skills Matrix

Skills	Skill Description	BROKER	COMMISSIONER	MUNICIPAL ENTREPRENEUR	NAVIGATOR	NETWORKER	RESOURCE WEAVER	STORYTELLER	SYSTEM ARCHITECT
		*Number denotes emphasis, the higher the number, the greater the emphasis							
Analytical	Ability to understand and analyse data and information and use this to prioritise actions	2	3	1	3	1	2	1	2
Decision Making	Ability to make evidence-based decisions/recommendations that take into account the benefits of different options	2	2	2	2	2	2	2	2
Judgement	Ability to exercise your own judgement to carry out tasks and explain any assumptions you have made	2	2	2	2	2	2	1	2
Prioritisation	Ability to manage and balance a range of competing values/demands	2	2	2	2	2	3	2	2
Governance	Ability to follow relevant policies, procedures and processes and work within the Council's Control Environment and governance frameworks	2	3	2	3	2	1	2	3
Professional	Ability to apply specialist knowledge relevant to your area of work (e.g., finance, ICT, digital, people management, commissioning and procurement)	1	3	1	1	2	2	3	2
Commercial/ Social	Ability to understand and manage markets/sectors/communities and use this to deliver better outcomes	3	3	3	3	2	2	2	3
Communication	Ability to tell stories that help to develop common understanding a using appropriate communication methods	2	1	3	2	3	3	3	3
Interpersonal	Ability to develop and maintain trusting, open and productive relationships with people	3	2	3	3	3	3	3	2
Leadership	Ability to lead, motivate and empower other people to work with you to achieve better outcomes	3	1	2	2	3	2	3	2
Resilience	Ability to cope with challenges, conflict and difficulties	3	2	3	2	3	2	3	2
Change	Ability to cope with a constantly changing environment and think of ways to deliver change effectively	3	2	3	2	3	3	3	2
Collaboration	Ability to work effectively with colleagues and/or external organisations	3	2	2	2	3	3	3	3
Co-production	Ability to identify and work with a variety of different stakeholders (internal/external) to design and deliver outcomes	3	3	2	2	3	3	3	2
Diagnostic	Ability to think about problems in terms of what may have caused them and how they can be solved	3	3	3	3	2	2	2	3
Risk	Ability to identify, evaluate and prioritise potential risks and take appropriate action	2	3	3	3	2	3	2	3
Flexibility	Ability to deal with ambiguous and complex situations which involve a range of factors	3	3	3	3	3	2	3	2
Design	Ability to develop new systems and processes that meet the needs of end users	2	3	3	3	2	3	1	3

[Click here to access the self-assessment that will show you how you align to each of the roles](#)