

BEHAVIOURS FRAMEWORK

It's about how we work

WHY HAVE A BEHAVIOURS FRAMEWORK?

Our behaviours framework has been developed to underpin effective performance in the workplace and defines what good looks like in any given role. Our framework provides us all with a map of the behaviours which we must all demonstrate and which we can expect to see and experience in others.

WHAT ABOUT OUR COUNCIL VALUES?

[Our Values](#) set out what we stand for and what is important to us as a council. They set aspirations about the sort of organisation we want to be in the future. Our Values are central to achieving [our Vision](#) and our behaviours framework is integral to both.

WHAT DO WE MEAN BY BEHAVIOURS?

Behaviours demonstrate the attitudes and approach we take to our work, they are how we do things, how we treat others, what we say, how we say it and how we can expect to be treated.

WHAT ARE THE BEHAVIOURS AND HOW DO WE USE THEM?

We have five behaviours for every member of staff regardless of their role or grade and an additional one for managers

- ⚙️ **ADAPTABLE**
- ⚙️ **WORKING TOGETHER**
- ⚙️ **CUSTOMER AND COMMUNITY FOCUSED**
- ⚙️ **DELIVERING RESULTS**
- ⚙️ **EMPOWERING OTHERS**
- ⚙️ **LEADING OTHERS**

WE DEFINE WHAT EACH BEHAVIOUR MEANS AND PROVIDE A DESCRIPTION OF WHAT WE WOULD EXPECT TO SEE AT EACH LEVEL

LEVEL 1

Essential for
all staff

Our required
behaviour

LEVEL 2

Desirable for
all staff

Staff should seek to
demonstrate

LEVEL 3

For managers
and aspirational
for staff seeking to
develop

ADAPTABLE

Local authorities are facing more change than ever before. New technologies mean different ways of working and changes to council funding means we need to keep finding different and innovative ways of doing things. We need to have a 'can-do' attitude and adapt to ensure we continue to meet the needs of all customers within changing services.

WHAT IT IS: Level 1: all staff - essential	WHAT IT IS: Level 2: all staff - desirable	WHAT IT IS: Level 3: all managers and aspirational for staff	WHAT IT IS NOT:
You are open and willing to exploring new ideas and new ways of working	You are on the lookout for good ideas and different ways of doing things that could make a positive difference	You create an environment that encourages innovation and change	You are reluctant to accept change
You maintain a positive and realistic attitude to change	You presents difficult ideas and challenges in a positive way	You generate understanding and commitment from people involved in the change	You flounder with a change of plan
You maintain commitment and effort in the face of setbacks or problems	You are tenacious and inventive in your efforts to improve services	You create a vision for the team and build a sense of direction, energy and commitment to change among staff	You are easily discouraged when faced with problems or opposition.
You are able to generate options and alternatives	You take an innovative approach to problems and obstacles, particularly when the team is struggling to find solutions	You are an astute risk taker, who makes good judgements about when and how to initiate change	You have ideas but do not share them with others or test them out
You implement changes in accordance with agreed plans, adapting quickly when necessary	You support colleagues to implement changes to achieve the team's plan	You develop an effective plan for change to meet the organisation's objectives	You fail to implement improvements or meet your objectives
You get involved in how best to implement improvements	You take personal accountability for supporting and encouraging change with colleagues, customers and service users	You coordinate the team to successfully implement changes and new ways of working	You hinder change
You constructively question established methods and procedures and suggest alternatives	You evaluate ideas to find the most effective solution, and challenge activity that does not fit with organisational goals	You measure outcomes to assess the effectiveness of changes and to inform future actions	You want to keep doing what you have always done, even when this has become ineffective

WORKING TOGETHER

Working together is crucial to being able to achieve the aims of the council and deliver council services. Staff are expected to work well with others to reach a common goal; share information, listen and support colleagues and partner agencies.

WHAT IT IS: Level 1: all staff - essential	WHAT IT IS: Level 2: all staff - desirable	WHAT IT IS: Level 3: all managers and aspirational for staff	WHAT IT IS NOT:
You work with others and involve them.	You confront challenges and try to resolve them.	You support others to face challenges and enable solutions to be found.	You give up too easily and lack commitment to the team.
You take responsibility for your own performance and support others to perform.	You are prepared to give things a go, and to learn from mistakes and successes. You collaborate to get the best results	You review decisions and learn from them to make service improvements and create the environment that supports collaborative working.	You complain without offering solutions.
You listen respectfully to others and contribute your own ideas.	You are willing to learn from team members and make changes if necessary.	You listen to and involve colleagues and respond positively to suggestions before making decisions.	You don't ask others for opinions or ideas
You are clear about your team's goals and objectives, and strive to deliver them.	The needs of the team and the team's objectives are at the top of your priority list.	You review how the team works together and take steps to improve team-working when necessary.	You work individually and at the expense of others.
You work well with people who have different ideas, perspectives and backgrounds.	You build meaningful and positive working relationships with team members.	You value and recognise diversity in teams and put mechanisms in place to ensure individuals within teams are treated fairly and with respect.	You are unaware of the impact of your actions and behaviours on others.
You share relevant information, skills and knowledge with colleagues.	You support colleagues to access the resources, information and skills needed to achieve team goals.	You develop a cohesive team with the right mix of skills and knowledge.	You choose not to work as a team by pursuing your own agenda.

CUSTOMER AND COMMUNITY FOCUSED

Solutions that work best are often those designed in partnership with our customers and communities. So we need to actively engage and involve those people. Staff should embrace this approach to delivering efficient and effective services.

WHAT IT IS: Level 1: all staff - essential	WHAT IT IS: Level 2: all staff - desirable	WHAT IT IS: Level 3: all managers and aspirational for staff	WHAT IT IS NOT:
You are punctual and friendly and demonstrate a positive, professional attitude.	You act as a role model in your commitment to delivering a high quality customer service.	You create a culture of excellent customer service.	You are disrespectful, insensitive or unhelpful.
You listen to customers and act to meet their needs within agreed timescales.	You make sure the things you do matter to customers and communities.	Your team consults with customers to ensure you provide services that they need.	You make assumptions about what customers and communities need.
You are aware of how to meet the diverse needs of our customers and take care to be inclusive.	You work with customers and communities in tailoring services to meet their needs.	You involve communities and customers in planning and evaluating services.	You are unaware of the impact of your actions or behaviour on customers and communities.
You understand who your customers are and what they need.	You seek out the views of customers and communities and use these to improve processes.	You encourage innovative ways of consulting customers and communities.	You have limited knowledge of the council's approach to working with customers and communities.
You take the time to build effective relationships and rapport with others.	You are willing to give up control, power or resources to benefit customers and communities.	You use external networks to explore opportunities to develop services within the community.	You fail to engage or work with customers and communities.
You are respectful, trustworthy and reliable and follow relevant guidance and standards.	You have drive and determination to achieve the best outcome for customers and communities.	You set standards, performance objectives and policy, measure and evaluate to ensure that services are continuously improved.	You are unreliable or inconsistent in your approach to customers.
You go the extra mile for customers.	You take an unorthodox approach if it benefits customers or communities.	You examine how a commercial approach or alternative solution would improve services for customers and communities.	You are complacent in your approach to work, only doing what is necessary or the minimum required.

DELIVERING RESULTS

There are national, regional and local expectations on the council in delivering services. Staff are required to meet their objectives and take ownership of their work. They must use initiative to deliver and take responsibility for their performance to help the team, department and council to achieve its goals.

WHAT IT IS: Level 1: all staff - essential	WHAT IT IS: Level 2: all staff - desirable	WHAT IT IS: Level 3: all managers and aspirational for staff	WHAT IT IS NOT:
You use initiative to solve problems and inform others when aware of potential issues.	You encourage views and opinions and evaluate them to decide the best option.	You evaluate your team's performance and take effective action when issues arise.	You ignore problems and don't use your initiative.
You appropriately challenge assumptions and unhelpful behaviour.	You give and receive constructive feedback to continually improve and develop yourself, the team and the service.	You enable a team culture where people are confident to give feedback and challenge to make service improvements.	You fail to challenge inefficient systems or unhelpful behaviour.
You manage your time and workload effectively.	You distinguish what is important from what is urgent.	You are tenacious and creative in achieving the team's objectives.	You manage time poorly and do not deliver what is expected of you.
You deliver on time to the standard expected.	You identify and communicate appropriate standards, and specify quality required.	You access the necessary support and resources for the team	You dismiss alternative ideas and discourage colleagues from suggesting new ways of doing things.
You are realistic about what can be achieved.	You balance competing priorities to meet standards and expectations.	You establish clear objectives and co-ordinate team efforts to deliver them.	You are unclear about your own objectives, performance standards or impact of your job role.
You use the latest systems and approaches to deliver outcomes for customers.	You find ways to make systems and approaches more efficient and effective.	You design, innovate and influence solutions that address inefficiencies.	You make promises that can't be delivered.
You have the knowledge and skills to be able to deliver what customers need.	You learn new skills and ways of working in order to meet the changing needs of customers.	You provide others with the opportunity to develop and learn new skills.	You fail to gain the knowledge and skills needed in your job role.

EMPOWERING OTHERS

We value diversity and work with others to make the best use of available knowledge, expertise and skills. We do this through effective communication that respects and includes people.

WHAT IT IS: Level 1: all staff - essential	WHAT IT IS: Level 2: all staff - desirable	WHAT IT IS: Level 3: all managers and aspirational for staff	WHAT IT IS NOT:
You include the right people at the right time to complete a task.	You delegate tasks where appropriate.	You empower the best person, team or service to take on a task or role.	You take ownership of tasks when another person or group would perform them better.
You cooperate with other people who have a shared goal.	You build positive, trusting relationships with others.	You develop effective formal and informal networks of people who work towards shared goals.	You work individually, prioritising your work over that of others
You demonstrate belief in other people's abilities.	You give responsibility to others and support them when needed.	You develop appropriate methods to recognise and celebrate achievements.	You compete with or undermine others.
You encourage others to try new ways of approaching tasks.	You encourage others to take on new challenges or develop their skills.	You develop a mix of skills, experience and knowledge within groups to achieve results.	You fail to acknowledge the potential of other people or groups.
You communicate positively to share information and ideas with others.	You establish methods that enable good 2-way communication to happen.	You develop innovative ways to communicate with customers and communities.	Communication with others often leads to misunderstandings or conflict.
You act with honesty and integrity.	You build trusting relationships with colleagues and communities you come into contact with.	You create a culture where people are trusted, committed and engaged.	You are dishonest or lack integrity.
You are polite and respectful in listening to others' views and experiences	You show that you value other people's knowledge, experience and views.	You constructively challenge behaviour that undermines others or group goals.	You believe you know what's best and dominate others.

LEADING OTHERS

The council expects its leaders to direct and support their teams to deliver results. Leaders are expected to exemplify the council's values and role model behaviours.

WHAT IT IS Level 1: all leaders	WHAT IT IS Level 2: all leaders	WHAT IT IS Level 3: senior leaders	WHAT IT IS NOT
You identify and address poor performance with individuals and teams.	As a role model you support other supervisors to manage performance well	You establish a culture where managers are able to support performance and challenge ineffectiveness	You tolerate low level of input and effectiveness or make excuses not to act promptly.
You adapt your leadership style to fit the individual or situation.	You lead by example and inspire a positive attitude and a strong desire to succeed in others.	You create a vision and plan to enable other managers to transform services	You are inflexible in the way you lead, manage and communicate.
You clarify individual roles and responsibilities, set clear standards and regularly review work with individuals and teams.	You provide the team with a strong sense of direction, and clarify how roles meet the service plan	You create strategies which provide realistic long term objectives and targets	You set unclear expectations, objectives or standards of performance
You regularly use clear and constructive feedback to inform development for yourself or others.	You assess the competence and skills in the team and plan development to meet future needs.	You establish a culture where people are challenged to improve their performance and that of the service.	You fail to develop yourself or your team in order to improve performance.
You are calm, assertive and controlled, particularly in challenging situations	You help others to be resilient and manage their own stress levels.	You create and sustain a working environment where people have stretching but achievable workloads	You panic, intimidate others or give in when challenged.
You gather sufficient and relevant information to make fair and consistent decisions.	You take decisive action, even when information is incomplete or guidelines are broad	You consult stakeholders in order to take complex and long term decisions which shape services.	You make hasty or poor judged decisions that does not take account of short or long term objectives.
You are open to opportunities to improve the service, including commercial and digital opportunities	You encourage others to think differently and support innovative solutions	You constantly drive improvements for your customers, supporting innovation and delivering value for money to residents	You do not support improvement or innovation.
You measure performance, know what success looks like and when it has been achieved	You regularly evaluate your own and your team's performance to inform improvements.	You evaluate and compare the work of teams in order to identify best practice and inform service change.	You do not know the impact of your or your team's performance

WHERE AND HOW ARE THE BEHAVIOURS SUPPORTED?

The behaviours framework is particularly helpful in supporting these areas.

RECRUITMENT

Role profiles and job summaries set out the skills, knowledge and behaviours required for successful performance in the job. The council's behaviours framework has been mapped against a leading behavioural model and can be used confidently in selection. Applicants can be assessed against the behaviours in our framework for job-fit and cultural fit. There are a range of assessment tools and interview question banks available to help you do this.

LEARNING AND DEVELOPMENT

Personal development plans can be agreed that will support staff to develop and deliver the required behaviours.

PDPR

Personal development and performance reviews are an ideal opportunity to use the behaviours framework to guide conversations about individual learning and development needs.

1:1s AND SUPERVISION

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