

WORKING TOGETHER

RELAT

OPPORTUNITIES

COMMERCIAL AWARENESS

One Team

# Our Behaviour Framework

A

IPS

CONST

JUST

REGARD

CUSTOMER

LEADERSHIP

UNCONDITIONAL

SPECT

SUPP

SHIP

VALUES

ASPIRATION

CH

OPPORTUNITIES

OUR

# Our Behaviour Framework

Our Behaviour Framework has been designed as part of our programme to deliver a bright new future for One Team, One Council and our Customers. It will help us to deliver great outcomes to our Customers and Communities and become a Learning Organisation equipped to deliver growth and adapt to change.

Our Behaviour Framework outlines the ways of working that we will all adopt in order to give our customers the best possible service and deliver our objectives. It is not just what we do but **how** we do it that will make the biggest difference to delivery. It defines how we are expected to approach our work. It supports what we do and is additional to the skills we need in our individual jobs.

## **Our Behaviour Framework will be used to support our:**

- Recruitment and selection process
- Performance management
- Development and career pathways
- Succession planning and talent management

## **Behaviours define the approach we bring to work, they incorporate:**

- How we do things, how we prioritise our work and how we make decisions
- How we treat others
- What we say and how we say it
- How we expect to be treated

## **Our Behaviour Framework will help us to:**

- Treat our customers and the people we work with correctly
- Celebrate achievements and share best practice
- Talk about our aspirations and express how we would like to develop
- Raise self-awareness around our own behaviour



## **Placing customers at the heart**

We are a customer-centred organisation. Our responsive and agile approach to work puts customers at the heart. Our Behaviour Framework will help us to work in a way that is best for or customers.

## **Promoting Unconditional Positive Regard**

Our Behaviour Framework has been written to promote Unconditional Positive Regard. Unconditional Positive Regard is an approach that allows us to deal with people consistently by focusing on the request or concern without judgement. It means that you respect others regardless of their behaviour or the decisions that they have made. Its a personal growth strategy, it can foster creativity and new ideas and increases the opportunity for you to bring your best to work. Central to Our Behaviour Framework is our corporate vision of People, Place and Prosperity.

# Our Behaviour Framework

Our Behaviour Framework outlines the behaviours we all must demonstrate for an agile, responsive and resilient workforce that is able to meet the needs of our **customers** and the changing local government environment.

We express our values through our behaviours.



# How it works

Our Behaviour Framework is made up of four behaviours:



## Working together

Sharing Ideas and Best Practice



## Agile

Empowered to Make Decisions



## Commercial awareness

Adding Value Every Day



## Ownership

Seeing Things Through to the End



## When leading you will...

We can all aspire to demonstrate **leadership behaviours**.

These behaviours apply to everyone regardless of role or grade...

In addition to the core descriptions for each behaviour are our **leadership behaviours**. These are behaviours that we expect from our leaders, but are also aspirational behaviours that any member of staff can demonstrate.

**Leadership behaviours** are included in each behaviour section.

How we behave at work is important and, therefore, these requirements are taken seriously. They form the basis of performance management and development discussions.

Where the behaviours are not being demonstrated and/or are being disregarded, then it is important that we address and resolve this quickly if we are to be successful in delivering for our customers.

The behaviours described in the framework are not an exhaustive list but they are the most important behaviours that we must all demonstrate.



## **Working together-** Sharing ideas and best practice

Our customers get the best from us when we work together to share best practice and join up ideas to achieve our common goals.

### **In detail**

You work with others to reach a common goal. You share information, support colleagues and search out expertise or solutions from relevant partners and the communities we serve. You communicate clearly with others, taking into consideration your audience's needs. You understand that our customers can also be internal.

### **For example**

You have recently discovered a new approach to your area of work that could benefit your colleagues and the customer. You seek opportunities to share your ideas with the intention of improving business practice. You invite your colleagues to give feedback about your ideas and are receptive to improving your initial ideas in light of their input.

# Essential behaviours

## You will

- Demonstrate Unconditional Positive Regard towards everyone
- Be open and receptive to others' views and perspectives
- Demonstrate an understanding of common goals and include everyone to achieve them
- Trust, respect, support and be honest with the people you work with
- Be open to having your performance and ideas challenged and be able to challenge others constructively

## Unacceptable behaviour

- Failing to accept colleagues as internal customers
- Playing power games and disrupting collaborative working
- Refusing to co-operate with colleagues or work in partnership with others
- Closing down others by being judgemental, interrupting, talking over them or not asking their opinion
- Failing to work as part of a team



## When leading you will...

- Recognise others' strengths and promote the benefits of collaborative working
- Encourage networking to build strong working relationships across and outside of the organisation



## Agile - Empowered to make decisions

Responding effectively to ever-changing business challenges by acting to put customers first and recognising the needs of the business come before your own. Ensuring decisions are made as close to the customer as possible.

### **In detail**

You are trusted and empowered to make decisions. You understand the risks, outcomes and implications of your actions. You are accountable for your workload; focusing on results and performance. You eliminate barriers to getting work done effectively. You are adaptable to change and understand its impact on customers, the business and yourself.

### **For example**

You are working on a project that involves a lot of collaboration with others. You take the decision to work in the office, where you have more immediate access to those involved. Your wise choice of location enables you to be adaptable to changing ideas and modify your approach to the project as you work.

# Essential behaviours

## You will

- Be accountable for managing your own workload, meeting deadlines and quality requirements
- Recognise the need for change and are receptive when it happens
- Change the way you think and act if the situation demands it
- Adapt your place of work, methodology or resources for best results
- Work easily with different teams and people

## Unacceptable behaviour

- Putting up barriers to different or new ways working
- Discouraging change from happening because 'this is how it's always been done'
- Putting personal interest or opinion above that of others
- Withholding your knowledge and experience from others to prevent change
- Choosing a working method or environment that is most convenient only for you



## When leading you will...

- Be a role model for agile working and coach others in best practice
- Encourage others to adapt the way they work to produce the best for the customer



## Commercial awareness - Adding value every day

Working to ensure that your actions add value to the customer and business by controlling costs and generating revenue.

### **In detail**

You understand the key priorities of your role and how they lead to the success of the organisation. You take responsibility for the delivery of outcomes and results. You work efficiently and effectively, avoiding waste of any kind. You make smart business decisions which improve value for money for the customer and organisation.

### **For example**

You are undertaking a pricing review that will have a direct impact on your cost-sensitive customer. You seek a solution that will be beneficial to the customer and the business. You show empathy towards the needs of the customer but also put forward a business case that adds value to all parties.

# Essential behaviours

## You will

- Understand the customer's need for value and take responsibility for it
- Manage your time effectively to impact commercial objectives
- Identify opportunities to improve service delivery by improving existing working practices, or suggesting new ones
- Support the commercial objectives of the organisation and seek potential opportunities to improve revenue or reduce costs
- Assess commercial risks and act accordingly

## Unacceptable behaviour

- Focusing only on the task, without considering commercial objectives or what is best for the customer
- Losing sight of goals and targets
- Ignoring problems, delaying your response or failing to update others without reason
- Managing your time poorly and failing to deliver what is expected of you
- Working in a way that has little regard for cost or the efficient use of resources



## When leading you will...

- Reward innovation and accept mistakes and failure that will happen along the way
- Coach others to seek out and present commercial opportunities



## Ownership - Seeing things through to the end

Taking full responsibility for your work and seeing things through to completion to benefit the customer.

### In detail

You take ownership of your work and use your initiative to deliver our organisational ambition and objectives. You are accountable for your own performance, development and safety. You take responsibility for your actions and decisions.

### For example

A customer has come to you with a problem that needs resolving quite urgently. You have to seek the assistance of others in order to find a solution. You take **ownership** of the situation by informing the customer of the next steps. You take responsibility to see the issue through to the end by checking on progress and keeping people updated regularly.

# Essential behaviours

## You will

- Make safe informed decisions and take accountability for their impact
- Commit personally to seeing a positive outcome for your customer
- Take responsibility for your own thoughts, feelings and behaviours
- Take responsibility for your own development and personal growth
- Deliver on your promises and communicate when you can't

## Unacceptable behaviour

- Being disrespectful, insensitive or unhelpful to customers, colleagues, or suppliers
- Making little or no effort to understand things from other people's point of view
- Putting people off with excuses or blaming others when things go wrong
- Making promises you cannot deliver
- Failing to respond in a timely manner or keeping people waiting unnecessarily



## When leading you will...

- Facilitate a learning culture where individuals learn from mistakes
- Encourage individuals to take positive client outcomes personally



## How we use Our Behaviour Framework

Our Behaviour Framework is aligned to our policies and is used for these processes:

### **Your working day**

You will exhibit positive behaviours every day through your actions and interactions with everyone. You aim to be consistent in your behaviours and understand the importance for self-reflection when things go wrong. You will seek out help and guidance when you are unsure of work activities or unclear of expectations. You will support others by working collaboratively, sharing knowledge and acknowledging success. You bring the best of you to work, for the benefit of the customer, the organisation and yourself.

### **Recruitment and selection process**

Applicants are interviewed and selected following behavioural based interviewing for cultural-fit as well as job-fit.

### **Performance management**

Staff take responsibility for their work performance (in terms of task delivery) and behaviours (for reviewing the approach taken to work). They look for opportunities for personal development and seek feedback on their performance and behaviours.

### **Development and career pathways**

Personal development planning takes place as part of the performance management processes and career pathways are developed through personal development plans. Corporate learning materials and training are available to support staff to deliver the required behaviours.

## **Succession planning and talent management**

Succession planning and talent management include reference to the behavioural framework for cultural-fit.

## **Health & Safety and welfare**

Our health, safety and welfare at work is important to how we deliver our services to our communities, one another and how we are at work. Support is available and easy to access.

OWNERSHIP

CELEBRATE  
NETWORKING

POSITIVE  
EMPOWERED  
RELATIONSHIPS  
RESPECT  
SUPPORT  
VALUES

COLLABORATION

COMMERCIAL AWARENESS

WORKING TOGETHER

ASPIRATION

EMPOWERED

ACHIEVEMENT

CUSTOMER

LEADERSHIP

TRUST

AGILE