

Our Behaviour Framework

I believe that success in any organisation is achieved not just by '**what we do**' but also '**how we do it**'.

I want us all to continue to build our confidence and competence and be proud of what we've achieved and how we achieved it. I expect all staff to be focused on delivering our priorities, while behaving in a way that defines us as a highly regarded public service that people want to work for and with.

Our behaviour framework provides us with a common language for **how** we go about our daily work alongside our PDP objectives that describe **what** we do; helping us to manage and improve our performance to build a better, more effective organisation with better outcomes for our customers and stakeholders.

The framework applies to all of us no matter what general or specialist skills our job requires. It is a tool to help us and will enable us to identify the behaviours we need to do our job to the highest standard, but also to recognise and feel comfortable addressing behaviours that don't.

It includes two sections that set out what we expect of our managers and leaders – Leading and Managing Teams and Services.

Part of our people promise to you is that we will offer you opportunities to do your best, and be a great place to work so that we can do our best for the city. You and your manager will use your PDP and performance reviews to help you do well in your current job, and also allow you to identify what you could do to progress into a new role, should you want to.

I hope you will experience the benefits of focusing our efforts not just on what we do, but how we do it.

Kind regards,
Geoff Raw



Respect



Collaboration



Efficiency



Openness



Creativity



Customer Focus





Creating a fair and inclusive workplace and recognising the value and needs of everyone.

Our Behaviours

- I value people as individuals regardless of their job role or grade.
- I am polite and respectful to everyone.
- I listen to people when they speak and don't talk over them.
- I speak up if I hear language or see behaviour that is offensive or discriminatory.
- I am aware of the assumptions I make about people.
- I do not purposefully exclude or discriminate against anyone.
- I manage my emotions and their impact on others.
- I handle confidential matters and information discreetly and within set guidelines.
- I do my best to resolve conflict considerately at work.
- I am prepared for meetings and engaged with what people are saying.



Respect



Collaboration



Efficiency



Openness



Creativity



Customer Focus





Working with others and contributing to the creation of successful teams and partnerships.

Our Behaviours

- I recognise the value of working with people from different backgrounds with different views.
- I look for opportunities to work with a range of other people/organisations to be able to deliver what is needed.
- I share key messages and information with the right people.
- I think about who I am talking to so I can plan what I am going to say, and how I'm going to say it.
- I connect with colleagues who I know are working on similar projects to prevent duplication.
- I am open others' ideas, trusting, and create good working relationships.
- I offer my time, skills and knowledge to others when I can.
- I problem solve with others to find the best solutions.
- I think about the most efficient and inclusive way to communicate with people.





Working in a way that makes the **best use of resources** and asking ourselves **‘How can I improve that?’**

Our Behaviours

- I am on time and prepared for work.
- I scrutinise evidence, data and risks before I make a decision or a recommendation.
- I regularly review how we do things and think about what could make it better.
- I speak to the right person if there are any problems I can't solve myself.
- When things go wrong I think about why, and what I could have done differently.
- I plan my work so that I can deliver what is needed on time.
- I am willing to take considered risks to deliver better results.
- I show determination in delivering services despite any set backs.
- I do what is required of me in my role and want to do a good job.
- I maximise the benefits of new technology in service improvement.





Delivering our Customer Promise & Customer Experience

Vision – ‘**Getting things right first time, every time**’

For internal customers as well as external customers.

Our Behaviours

- I make it clear how customers can contact or access our service.
- I am clear in my communication and treat all customers with politeness and respect.
- I take the time to understand individual customer needs and then get things done.
- I respond to customer contacts across all channels (e.g. email, telephone, face to face, post, social media) in a timely way.
- I provide the best service to meet different customers needs across all personal characteristics, backgrounds and identities.
- I apologise to customers if mistakes are made, and I try my best to put them right as soon as possible.
- I play an active role in the council’s work to improve customer experience including learning from our customers’ feedback.
- I make sure the customer’s experience when contacting the council is as seamless as possible by working with colleagues in the ethos of ‘One Council’.
- I am honest with customers about what we can and can’t do for them and always explain why.
- I make it clear that my service is a safe and inclusive environment for all customers and colleagues.





Communicating with honesty about ourselves and our service. **Accept where we have to change** in order to **improve**.

Our Behaviours

- I can be open about who I am at work.
- I identify and manage my own emotions.
- I have regular, honest conversations with my manager about my health, safety and wellbeing at work.
- I embrace new ideas and ways of working.
- I am honest about my development needs and when I need help.
- I look for opportunities to learn and improve myself.
- I listen to feedback and demonstrate how I have taken it on board.
- I recognise that I can learn from others and that I can help others to learn.
- I am open to being challenged.





Sharing ideas that challenge the ‘tried & tested’, using evidence of what works and listening to feedback.

- I share my ideas and experience.
- I give credit to people for their ideas.
- I listen to feedback from others and make good use of it.
- I think about what would deliver the best outcome not just how we’ve always done things.
- I seek a diverse range of views so we can be more creative and innovative.
- I am flexible and try things out, knowing that I can then learn and improve things.

Our Behaviours



Respect



Collaboration



Efficiency



Openness



Creativity



Customer Focus





Leading and managing the delivery and development of services; working as one big team delivering the council's priorities.

Our Behaviours

- I take advantage of social, cultural, environmental and technological change to establish the most effective and efficient delivery of our service.
- I communicate what needs to be achieved clearly so that people understand their role in delivering the service.
- I manage my budget with integrity and care.
- I look ahead to anticipate change and take time to plan for the future.
- I take accountability to ensure sound governance of our organisation.
- I create opportunities to work with partners in the City, other councils and regional bodies.
- I am politically savvy and astute.
- I monitor the progress of our business plans and KPIs.
- I consider how we could generate income to re-invest in services.
- I am open and honest about change, helping others find the opportunities it brings.
- I consider potential risks and opportunities before I make any decisions.
- I work proactively to engage with our customer and understand their diversity to ensure needs are met.



Respect



Collaboration



Efficiency



Openness



Creativity



Customer Focus





Leading and managing the delivery of Our People Promise; building strong and resilient teams.

Our Behaviours

- I strive to lead a diverse team so that our workforce reflects and understands our diverse city.
- I make time for our team to come together regularly and listen to what they have to say.
- I coach and mentor my team, helping them to reach their full potential.
- I recognise and celebrate good performance.
- I am fair and consistent when applying employee policies and procedures.
- I create a supportive environment that encourages people to be themselves at work.
- I involve people when making decisions that will affect them.
- I make it clear that language or behaviour that is offensive or discriminatory will not be tolerated.
- I take the time to get to know my team's strengths and what motivates them, so we can be the best we can be together.
- I take responsibility for my development and support my team to do the same.
- I take responsibility to manage unsatisfactory performance.
- I am comfortable having difficult conversations with my team when needed.
- I empower people to be creative and make considered decisions.
- I support my team to manage their health, safety and wellbeing.



Respect



Collaboration



Efficiency



Openness



Creativity



Customer Focus

