



Behavioural Framework

What is a Behavioural Framework?

A Behavioural Framework defines what behaviours look like in our roles at UDC and provides the benchmark against which our performance will be assessed during the appraisal process (U-Perform) and your one-to-one meetings with your manager.

Behaviours can be learnt or changed and are observed in others, and this is how we learn from our earliest years. Highly effected behaviours stay with us and create a role model for how we like to be treated and how we treat each other. The same applies to ineffective behaviour which gives us a picture of behaviour we either do not like or which we are unlikely to respond to well.

Our behavioural framework document defines our way of doing things. Each behaviour may mean something different to all of us, so practical examples are used to help make the definitions clearer. The behaviours have been defined against the UDC values and described accordingly.

Note: This framework will be reviewed regularly and may change as the process develops.

**In UDC, it's
not just about
what we do,
it's about
how we do it.**



How will this work?

The Behavioural Framework is based on the UDC **UNITED** Values – ‘united as one district to deliver our promises’ and provides the benchmark against which your performance will be assessed during the appraisal process (U-Perform) and your one-to-one meetings with your manager, by using the relevant Behavioural Self-Evaluation Form.

Understanding our Service Users and Environment: We will put our service users and environment at the heart of all we do.

New Ways of Working: We will work smarter by being innovative and creative regarding how we deliver services.

Integrity and Trust: We say what we do, and we do what we say.

Teamwork: Together we work as *One Council* with our partners to achieve better results for our service users.

Equity and Fairness: We will treat everyone fairly, with respect and dignity, responding sensitively to individuals.

Delivering value for money: We will continuously review how we deliver services to reduce costs and respond to council priorities.

Each value has three levels of behaviour which relate to job roles. These behaviours have been designed so that they reflect the various levels that employees would be expected to work at:

- All staff will be expected to demonstrate they ‘deliver’ behaviour (A).
- Staff who lead or manage will be expected to demonstrate both the ‘deliver’ and ‘leads/manage’ behaviours (A+ B).
- Staff working at a strategic level in the organisation will be expected to demonstrate all three levels (A+B+C).

Understanding our Service Users and Environment

We put our service users and environment at the heart of all we do.

A. Deliver (All Staff)	B. Leads/Manage (A + B)	C. Directs (A + B + C)
<ul style="list-style-type: none"> • Responds to all enquiries promptly and courteously ensuring they receive the best outcome. • Demonstrate pride and passion in everything you do. • Actively listens to our service users and partners. Communicate clearly, succinctly and with transparency. • Respect community diversity and act on feedback to improve the 'customer experience'. • Actively take steps to deliver sustainable ways of working to reduce the carbon impact of your activities. 	<ul style="list-style-type: none"> • Demonstrates pride, passion, and purpose by setting team objectives keeping our service users in the centre of everything we do. • Supports and leads teams by using transparent and inclusive communication to ensure high quality results are continuously delivered to our service users. • Reflects on feedback to improve performance. • Take accountability for own and teams' actions. • Identify and implement working practices to reduce the carbon impact of your teams' activities. 	<ul style="list-style-type: none"> • Develops innovative ways to introduce new strategies to improve partnership working. • Drives Corporate priorities across the District and ensures service targets are delivered. • Ensure any future issues are planned for, reducing any reputational risk by our service users. • Collaboratively networks with others to ensure best use of resources to deliver the Council's Climate Change Action Plan.

New Ways of Working

We will work smarter by being innovative and creative regarding how we deliver services.

A. Deliver (All Staff)	B. Leads/Manage (A + B)	C. Directs (A + B + C)
<ul style="list-style-type: none"> • Demonstrates a positive can-do attitude and flexible approach, actively supporting change and trying different ways of doing things. • Shares learning, generates innovative ideas and is receptive to the ideas of others within own and other services. • Demonstrates honesty, common openness and is accountable for own behaviour. 	<ul style="list-style-type: none"> • Provides a healthy and safe working environment respecting work/life balance and minimising work-related stress. • Seeks the views of other key stakeholders before making decisions on how to improve service delivery. • Creates new opportunities for individuals and teams to work together, across departments. • Actively encourages new ways of doing things with the notion of continuous improvement in mind which meets service and corporate plan priorities. 	<ul style="list-style-type: none"> • Sets the direction of organisational development, and the desired cultural shift ensuring effective communication of change initiatives. • Delivers change considering differing perspectives, promoting cross working practices to avoid silo working. • Provides feedback and constructively challenges the direction and working practices of others, encouraging ideas for new ways of working. • Acts as a role model providing support to teams to implement and encourage new ways of working across the department.

Integrity and Trust

We say what we do, and we do what we say.

A. Deliver (All Staff)	B. Leads/Manage (A + B)	C. Directs (A + B + C)
<ul style="list-style-type: none"> • Acts with integrity and impartiality takes pride in their work and presents a positive image of the Council. • Seeks and acts on feedback to deliver work to a high standard prioritising own work in line with team objectives. • Demonstrates an inclusive attitude to all areas of their work, service users and colleagues. • Has self-awareness, taking ownership for the impact of their behaviour on others and does what they say they are going to do. 	<ul style="list-style-type: none"> • Proactively provides constructive feedback to others and seeks knowledge of the strengths of the individuals to improve performance. • Takes responsibility for own performance and supports others in theirs. • Confronts, challenges, and addresses poor performance swiftly. • Promote adherence to relevant policies, procedures, regulations and legislation, including equality and diversity and health and safety. 	<ul style="list-style-type: none"> • Takes ownership when undertaking problems demonstrating courage and a strong work ethic. • To foster a “no blame” culture within the authority to allow staff to be open and honest in their approach. • Sets a positive example by being open, honest and transparent when communicating with staff, services users and partners. • Develops dynamic ways to introduce new strategies to improve partnership working. • Recognise when deliverables and/or services derived from a commercial arrangement are not being delivered to the required level of quality or standard and take appropriate action.

Teamwork

Together we will work as One Council with our partners to achieve better results for our Service Users.

A. Deliver (All Staff)	B. Leads/Manage (A + B)	C. Directs (A + B + C)
<ul style="list-style-type: none"> • Demonstrates a willingness to help others, including colleagues and service users, and develops good working relationships. • Interacts with colleagues and service users at all levels, being consistently open and honest whilst maintaining confidentiality. • Identifies, prioritises, and plans effectively to achieve the department and business objectives. • Willingness to listen and learn from other's experiences. 	<ul style="list-style-type: none"> • Achieves results through effective management of self and others. • Demonstrates resilience and understanding when dealing with difficult situations. • Sets clear objectives, checks understanding of desirable outcomes to ensure success. • Work with Senior Management colleagues (SMT) effectively to ensure services are delivered in partnership and avoid silo working practices. • Provides clear direction and a level of consistency that supports teamwork and motivates others in such a way that instils confidence and respect. 	<ul style="list-style-type: none"> • Uses a variety of communication and behaviour styles to encourage teamwork and efficient use of available resources. • Breaks down barriers that get in the way of effective team working and challenges others to do the same. • Creates and communicates a clear vision of the future with a workable strategy to support it. • Sets objectives encouraging ways of working within teams, embedding trust, and improving engagement. • Work with Corporate Management Team (CMT) colleagues to ensure partnership practices are cascaded down to avoid silo working practices.

Equity and fairness

We will treat everyone fairly, with respect and dignity, responding sensitively to individuals.

A. Deliver (All Staff)	B. Leads/Manage (A + B)	C. Directs (A + B + C)
<ul style="list-style-type: none"> • Treats everyone fairly, with respect and dignity, responding sensitively to individuals. • Ability to be empathetic to our service users, maintaining professionalism under difficult and demanding circumstances. • Fosters an environment of inclusiveness, celebrating and recognising difference and promoting dignity and inclusion at work. 	<ul style="list-style-type: none"> • Understands discrimination and inequality experienced by under-represented service users and colleagues and the impact it has on them. • Acts as a role model, always showing professionalism and challenges unprofessional conduct and/or discriminatory conduct. • Plans and can spot opportunities to develop new approaches, products and services to address disadvantage and lack of access for service users and colleagues. • Works collaboratively with partners displaying commitment to equity, diversity, and inclusion. 	<ul style="list-style-type: none"> • Demonstrates inclusive decision-making that promotes opportunities and access for under-represented staff and citizens. • Ensures a working environment where all colleagues are treated with respect and are allowed to bring their whole selves to work. • Champions equality, diversity, and inclusion throughout the service, using appropriate leadership behaviours engaging different individuals and groups.

Delivering value for money

We will continuously review how we deliver services to reduce costs and respond to council priorities.

A. Deliver (All Staff)	B. Leads/Manage (A + B)	C. Directs (A + B + C)
<ul style="list-style-type: none"> • Identifies efficiencies in processes to eradicate duplication. • Identifies better ways of working to make better use of our available resources. • Interacts confidently with suppliers and consultants and considers cost effective outcomes. • Understand that all actions have a cost and choose the most effective way to do something in a resource efficient way. 	<ul style="list-style-type: none"> • Networks with others to ensure what we deliver is relevant for our service users and value for money. • Implement cost effective solutions by doing things differently. • Challenges any gaps between contractual commitments and actual delivery. • Listens and engages with others to support and improve service delivery, always considering cost. • Recognises and encourages those in teams who initiate efficiency ideas. 	<ul style="list-style-type: none"> • Builds strong, internal, and external strategic and diverse networks, building trust and confidence to ensure resources are in place to deliver current and future resident needs. • Leads initiatives with a wide range of stakeholders identifying and delivering efficiencies through joint working. • Collaboratively networks with others to ensure best use of resources to deliver the best service. • Ensures allocation of budget is directed proportionately to meet quality service delivery, business objectives and to promote access, diversity, and inclusion.

Clear values will help us to understand as an organisation, what we stand for

Core values will provide a shared sense of purpose for achieving common goals

Defined values will improve consistency, team alignment and performance

Clear defined values will help us as an organisation attract the talent that is right for us

Values will define how we act at work

Values should be supported by organisational frameworks and culture so they are embedded in everything we do

