

Standards of Behaviour Framework



Our Vision + Our Values + Our Behaviour = Our Responsibility

What is the Standards of Behaviour framework?

The standards of behaviour framework at the council is our set of core behaviours which define **how** we are expected to approach our work and sits alongside **what** we do, as outlined in each of our job descriptions.

The framework details the standards of behaviour required by **all staff** and it supports the delivery of our corporate and service plans, our values and culture.

Central to this framework is our corporate vision. Our contribution is valued, and helps to shape the council and ensures we are able to deliver high levels of service for both our external customers and our colleagues.

Our vision for the council is to be

One council that is Customer Focussed, Commercially Driven and Fit for the Future

What do we mean by Standards of Behaviour?

We make our values real by demonstrating them in how we behave every day. We have a set of behaviours that help us to make sure we demonstrate those values.

Behaviours demonstrate the attitudes and approach we take to work; they are:

- ✓ how we do things
- ✓ how we treat others
- ✓ what we say and how we say it
- ✓ how we expect to be treated

The framework will support us to celebrate our successes, talk about our goals and express how we would like to develop, so that we can provide the best possible levels of service.

Our Vision + Our Values + Our Behaviour = Our Responsibility

Why do we need a Standards of Behaviours framework?

Harrogate Borough Council is a rewarding and enjoyable place to work. We know our commitment has a positive effect on our residents and customers, and we also recognise the important role each and every one of us play in helping the council to achieve its goals.

By displaying the behaviours and values, we will continue to be a successful, positive and happy place to work.

What are our Standards of Behaviour and how do they work?

There are five sets of behaviours for every member of staff, regardless of your role in the council. All five behaviours are divided into two categories with individual descriptions which explain how they relate to the way we work.

The two categories are:-

Must have - Our required behaviours for all staff

Leadership and Management - These Standards of Behaviour are required behaviours for all leaders and managers including future and aspiring managers



Every member of staff will be provided with clear understanding of their behavioural expectations in discussions with their line manager.

These behavioural requirements are taken seriously and will form part of your regular feedback, 1-1's and appraisals.



Delivering Excellent Customer Service

We believe that putting our customers first should be at the heart of everything we do. By doing so, we can ensure that we provide outstanding levels of services, are seen as an employer of choice and an place people want to work. We want to be recognised and valued for the excellent services we provide and to be confident that services are good value for money.

MUST HAVE	LEADERSHIP & MANAGEMENT
<p>I am friendly, punctual and demonstrate a positive professional attitude</p> <p>I take pride in my own appearance, my work and the achievements of my team</p> <p>I understand who my customers are and I am willing to go the extra mile for them.</p> <p>I strive for continuous improvement by asking ‘How could we do this better?’ and “How did I help?”</p> <p>I have a customer focussed attitude as well as commercial awareness</p>	<p>I am committed to the councils vision of being customer focussed, striving for improvements and achieving excellence within the council, as well as with partners and other external stakeholders</p> <p>I think ahead, planning and anticipating changes within the workplace and adapt to new ways of working</p> <p>I am committed to providing high levels of customer service and look for strategies and tools to enable a culture of service excellence</p> <p>I have an understanding of the changing political agenda and how this impacts on the delivery of our services</p> <p>I lead by example; influencing and inspiring confidence in others</p>



Taking Responsibility

We take ownership of our work and use our initiative to ensure that we achieve what is expected of us. We are accountable for our own performance and development, and take responsibility for our own actions and decisions.

MUST HAVE	LEADERSHIP & MANAGEMENT
<p>I am trustworthy, reliable and loyal</p> <p>I review my own performance and development and ask for feedback so that I can learn and improve within my role</p> <p>I use my initiative to solve problems and inform others of potential issues</p> <p>When I make mistakes I take responsibility for addressing and correcting them</p> <p>I am committed to giving feedback when I see positive and inappropriate behaviour</p>	<p>I am a role model for the behaviours expected and I challenge and confront poor behaviour and performance</p> <p>I am committed to encouraging and supporting my team so that we can introduce improvements to services</p> <p>I ensure the appropriate levels of flexibility are available within my team so that we can address what is required of us.</p> <p>I provide my team with clear direction to enable colleagues to have a strong sense of ownership and personal responsibility for the delivery of objectives and outcomes</p> <p>I conduct constructive appraisals, encourage two-way feedback through regular 1:1 meetings and address issues effectively</p>

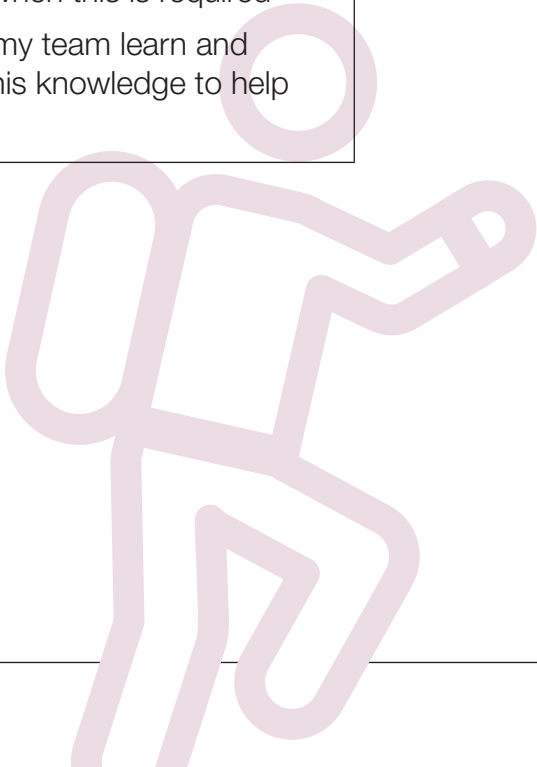




Showing Resilience

We work hard to continuously improve both our service performance and our own. We adapt well to change and understand it is part of council life and has been introduced so that we can improve as an organisation.

MUST HAVE	LEADERSHIP & MANAGEMENT
<p>I adapt quickly so that I can overcome obstacles and rapidly recover from setbacks</p> <p>I am open to new ideas and suggestions and I am not afraid to give my opinion when I see a better way of doing things</p> <p>I maintain a positive outlook and a sense of humour at all times</p> <p>I deal well with stressful and difficult situations</p> <p>I keep up to date with developments within the council, seeking opportunities to learn and improve</p>	<p>I make sure my team are regularly updated with corporate, service and district information</p> <p>I look to develop solutions to address inefficiencies</p> <p>I listen to the views of my team. I work to ensure that we are all united in our approach. Team members views are important and I encourage them to challenge and provide feedback which will improve the way we work</p> <p>I manage my emotions, respect my team and offer support when this is required</p> <p>I understand how my team learn and develop and use this knowledge to help us to improve</p>

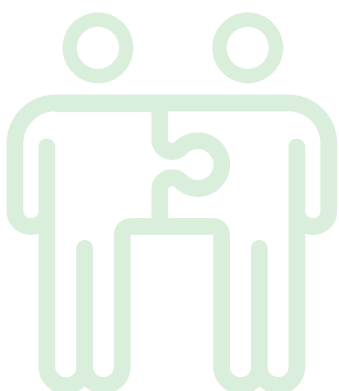




Working Together

We work hard to support each other and share in our success as a team and as 'one' council.

MUST HAVE	LEADERSHIP & MANAGEMENT
<p>I understand how my behaviour can be interpreted and consider the effect I have on others</p> <p>I take the time to build good relationships by working closely with colleagues and customers</p> <p>I work well with people who have different ideas, viewpoints and backgrounds</p> <p>I share my skills and knowledge, and encourage and support others</p> <p>I give time to colleagues who need help, even when the pressure is on</p>	<p>I celebrate team successes and create a positive team spirit and inspire a one-council culture</p> <p>I build networks, locally, regionally and nationally to help provide support and expertise</p> <p>It is important to understand other people's behaviours. I use this knowledge to adapt my approach to ensure effective working relationships</p> <p>I make sure that those people that are affected by decisions are aware of the reasons for this course of action</p> <p>I manage my reactions to situations professionally and calmly</p>





Leading by Example

It is important that we behave in ways that are appropriate for our council. Our actions impact on others and we must focus on our behaviours for the benefit of the council, our customers and our colleagues.

MUST HAVE	LEADERSHIP & MANAGEMENT
<p>I live the council's values and lead by example. By following the corporate behaviours, I inspire my colleagues to follow my example</p> <p>I know what is expected of me at work</p> <p>I am motivational and optimistic. I encourage positive behaviour and enjoy engaging with others</p> <p>I respect our customers and colleagues and treat everyone as I would wish to be treated</p> <p>I am visible, accessible and approachable not just to my team and service members but all staff across the council</p>	<p>I am focused to achieve results, I manage change and risks effectively and I show courage when things don't go to plan</p> <p>I act as a role model for inspirational leadership to ensure high levels of service delivery are maintained and that my team has clear objectives</p> <p>I recognise talent within my team and develop potential through training, mentoring and coaching</p> <p>I focus on engagement and performance and appropriately use the skills of my team in order to best meet the needs of the situation</p> <p>I keep focused on the bigger picture; creating clear strategic direction</p>



Where and how are the Standards of Behaviour supported?

Recruitment

Applicants are interviewed and selected following behavioural based interviewing for a “cultural-fit” as well as “job fit”. The behaviours will be added to personal specifications and form part of interviewing candidates.

STARS – Special Thanks and Recognition Scheme

Staff demonstrating outstanding behaviour and being a role model for the values and the culture of the council are recognised and awarded through our everyday “Thank You” cards, monthly prize draw and annual corporate awards scheme.

Performance Management

Staff are managed, supervised and appraised for their work performance (in terms of task delivery) as well as behaviours.

Appraisal – For all staff

Measurement of the behaviours will be through the 6 month review and 12 month appraisal

Appraisal – For Leaders & Managers

Measurement of the behaviours will be through the 6 month review and 12 month appraisal. There will be an opportunity for further assessment during our leadership & management development programme.

Workforce Planning and Talent Management

Staff meeting **leadership & management** standards of behaviours can be identified, managed and developed for opportunities now or in the future to develop their own career within the council.

Learning and development

Corporate learning materials and training are available to support staff to deliver the required behaviours and will form an integral part of all Learning & development delivered

Corporate Induction for new starters

All new starters will attend the Corporate Induction to understand the council's vision, goals, values and behaviours. In addition, all new starters will have a workplace induction which will include how the standards of behaviour relate in their job role.

Policy

The behaviours are fully supported by the policies procedures, processes and guidance designed to support the workforce and our managers.

Well-being initiatives

Negative behaviour can affect an individual's well-being. We will ensure support is available and easy to access.

