

Plymouth City Council Behaviour Framework for Chief Officers

The behaviours displayed by senior leaders in Plymouth City Council will impact on the culture of the organisation. It will influence the way we lead the council, workforce and work with our partners, elected members, and citizens. The behavioural framework will be a 'live' document and the behaviours will be evident in what we do and say. The behaviours will be shared with our employees, elected members, partners and others. The expectation is that if our behaviours fall short of what is expected of us, we will be open to feedback. Behaviours lead to outcomes, so if we are clear what our desired outcomes are, following our purpose and values, these will determine the behaviours we need from our employees, expressed as actions.

Our behaviours are based on what is important to us in Plymouth City Council and they uphold the 7 Principles of Public Life which are selflessness, integrity, objectivity, accountability, openness, honesty and leadership. <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

To assist with embedding the behaviours, please find some suggestions of positive behaviours to consider when completing your annual performance appraisal, working with partners and stakeholders etc.

Which of the behaviours apply to me?

If you are the Chief Executive or a Strategic Director **level 6** of the Leadership behaviours will be the ones that you should you use and **level 5** for Service Directors.

Level 5 – Service Directors

Seeing the Big Picture		Level 5
Behaviours	Actions	Measurable outcomes
<p>Anticipate the long-term impact on the Council of political, economic, social, technological, legal and environmental developments at both local and national level.</p> <p>Create joined-up strategies that put into practice and support the Council's vision for the future, acknowledging the dynamic and political environment in which we work.</p> <p>Identify and shape how your department fits within and supports the Council's overarching priorities.</p> <p>Develop an in-depth insight into customers, services, communities and markets affected by your work areas and the wider public sector context.</p> <p>Ensure work is in the interest of the City whilst meeting the diverse needs of all end users.</p>	<p>Create and maintain a departmental strategy that shows, clearly, how the department's work meets the Council's vision.</p> <p>Put measures in place to keep insight up-to-date, by monitoring feedback, checking against planned outcomes, and reviewing regularly.</p> <p>Ensure teams are reviewing this insight regularly and using it to monitor their work so that it is on track.</p>	<p>Everyone working within the department can link how they contribute to the achievement of the Council's vision and priorities for the future.</p> <p>Decisions and plans demonstrate a political astute approach.</p> <p>Everyone working within the department can check that their work meets customer (etc.) needs at any time.</p> <p>Evidence of consultation with the community, businesses, and customers, using data sets and information intelligence to make decisions on service delivery.</p>

Changing and Improving		Level 5
Behaviours	Actions	Measurable outcomes
<p>Challenge the way things may always have been done and suggest alternatives and improvements, learning from experience.</p> <p>Seek, encourage and recognise the use of initiative and imaginative ideas from a wide range of people.</p> <p>Promote an environment where all colleagues feel safe to challenge and tell the truth.</p> <p>Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service.</p> <p>Ensure changes add value to the business and express clearly how and why changes are necessary.</p> <p>Lead the ongoing transformation towards the extensive use of digital technologies, ensuring the full consideration of accessibility needs and the diverse range of end users.</p> <p>Drive and manage change effectively and respond promptly to critical events.</p> <p>Challenge unhelpful changes constructively and suggest alternatives.</p> <p>Ensure all employees undertake essential training to undertake their roles effectively</p>	<p>Create and maintain open channels for all colleagues to challenge, improve and innovate.</p> <p>Hold yourself and the leadership team you manage accountable for encouraging openness, honesty and seeking the truth, without fear.</p> <p>Hold yourself and your team to account for responding with emotional intelligence and encouragement to grow and learn.</p> <p>Regularly communicate plans and the reasons for them clearly to the department, seeking input from everyone and putting the means to do so in place.</p> <p>Be open and transparent in your transactions.</p> <p>Be prepared to do something different – be able to mitigate risk.</p>	<p>Evidence of working with peers and across the Council – reducing silo working and encouraging your team to do the same.</p> <p>A collegiate environment where everyone in the department – and wider - is free to question, challenge, improve and innovate.</p> <p>A growth in ideas generation and feedback within the department and across the Council (as appropriate).</p> <p>Evidence of service reviews that implement digital services as far as possible.</p> <p>Colleagues within the department and across the Council can articulate the purpose and planned outcomes of changes that affect them.</p> <p>Evidence of supporting organisational change – not protecting status quo.</p>

Making Effective Decisions		Level 5
<p>Behaviours</p> <p>Act decisively and make bold, unbiased decisions at a strategic level.</p> <p>Make sense of a wide range of political and regional/national pressures to develop strategies which meet organisational goals.</p> <p>Clearly communicate the purpose and reasons for recommendations and decisions.</p> <p>Consult with others where necessary to ensure decisions meet the diverse needs of the end users.</p> <p>Welcome, accept and respond to valid challenge constructively.</p> <p>Recommend the best option clearly, articulating risks and impacts on political, economic, social, technological, legal and environmental factors.</p>	<p>Actions</p> <p>Use a consultative approach to practice informed decision making, utilising the contribution of relevant people in your own department and beyond.</p> <p>Make timely decisions and be accountable for them.</p> <p>Communicate regularly with key stakeholders to keep them up to date on progress, including where there is none.</p>	<p>Measurable outcomes</p> <p>Being a leader on the national, regional and City agenda – ensuring Plymouth is represented and needs of the citizens met.</p> <p>Being able to navigate and contextualise the different influencers on your decision making.</p> <p>Teams and individuals understand decisions by contributing to the conversations that inform them. They therefore have greater ownership of the decisions and implement them more effectively.</p> <p>Being kept informed, teams and individuals resist the rumour mill.</p> <p>Consider all the options possible</p> <p>Keep elected members and portfolio member up to date</p>

Leadership		Level 5
Behaviours	Actions	Measurable outcomes
<p>Remain visible and approachable to all colleagues and stakeholders.</p> <p>Promote the reputation of the Council actively and with pride, both internally and externally.</p> <p>Display passion and enthusiasm for the work, helping to inspire colleagues and stakeholders to engage fully with the long term aims and vision of both the Council and the City.</p> <p>Embed a culture of inclusion and equal opportunity for all, where the diversity of individuals' backgrounds and experiences are valued and respected.</p> <p>Work to influence the strategy, direction and culture to increase effectiveness.</p> <p>Be a key influencer to embed a dynamic and agile culture of carbon-neutral, environmental responsibility.</p> <p>Champion the values of the Council and City.</p>	<p>Ensure you make regular time to see and be seen by your department, and others, at every level.</p> <p>Take time to listen – be available for people to give you their perspective and feedback on the work and your leadership.</p> <p>Take care to ensure your actions match your promises – don't say one thing and do another.</p> <p>Lead by example and role model positive behaviours, being both a champion and an ambassador for your department, the Council and the City.</p> <p>Lead at the level that is expected of you.</p> <p>Do not undermine others.</p> <p>Be prepared to be challenged if you do not demonstrate the appropriate behaviours</p>	<p>You will build trust and authenticity within your department and beyond, as you will be seen to be consistent in your words and actions.</p> <p>People will feel safe to tell you the truth and so your decisions will be properly informed.</p> <p>Evidence of being a mentor and supporting and developing others</p> <p>Consideration given to how your leadership influences partners, community groups, businesses, other departments and the City.</p> <p>Evidence of undertaking equality impact assessments when making changes to services.</p>

Communicating and influencing		Level 5
<p>Behaviours</p> <p>Implement communication strategies which ensure that effective communications are embedded, and take account of people's individual needs.</p> <p>Embed a culture of wide-ranging use of the existing infrastructure, both to obtain value for money from it and to support a variety of communication methods.</p> <p>Communicate in a straightforward, honest and truthful way, with consideration for the impact of the method used.</p> <p>Communicate with conviction and clarity in the face of tough negotiations or challenges.</p> <p>Consider and respect the diversity and perspective of the audience when giving messages, and deliver these appropriately. Influence external partners, stakeholders, Members and customers positively, securing successful and mutually beneficial outcomes.</p>	<p>Actions</p> <p>Involve the people in your department to find the best communication strategies together.</p> <p>Articulate the important factors clearly and relate them to your standards and your shared values.</p> <p>Be consistent to your espoused values.</p> <p>Your worst behaviour will be the permission you give to others to behave in the same way.</p> <p>If you believe in something, stick to your principles and be seen to do so.</p> <p>Expect others to do the same.</p>	<p>Measurable outcomes</p> <p>Your people will be invested in your communication strategy and methods. They will know where you stand on important issues and will follow your lead when it comes to communicating honestly and with integrity.</p> <p>The direction of travel for the Council and its objectives are understood by all stakeholders.</p> <p>Evidence of cross-departmental and partnership working.</p> <p>Evidence of being able to change your communication style to ensure maximum impact and gain buy in.</p>

Working together		Level 5
<p>Behaviours</p> <p>Create, maintain and promote strong and proactive internal and external networks, including the trade unions.</p> <p>Embed an inclusive culture that creates positive and supportive teams who consider the diverse needs and feelings of other colleagues.</p> <p>Develop and maintain a relationship of mutual trust and respect with Members, understanding the balance between political drivers and operational needs.</p> <p>Ensure consideration and support for the health, safety and wellbeing of all colleagues across the Council.</p> <p>Set out clear expectations that bullying, harassment and discrimination are unacceptable.</p> <p>Establish and encourage mechanisms to share knowledge and resources across boundaries to support the business.</p> <p>Encourage teams to engage actively with a variety of delivery partners and stakeholders, internal and external, including the trade unions, seeking, listening to and – where appropriate - acting on their feedback.</p> <p>Provide support for peers and work in a collaborative way.</p>	<p>Actions</p> <p>Identify the key areas of your department's work where networks will be of benefit and open communication channels within the department to share what the networks are revealing.</p> <p>Give key people responsibility for growing the networks and share learning regularly.</p> <p>Lead wellbeing by example, modelling the behaviour you have set.</p> <p>Hold people to account for their behaviour, being clear about what is required and why.</p> <p>Set up reliable mechanisms for obtaining feedback from your department, such as sitting with teams and holding departmental huddles.</p> <p>Offer support to peers when they are under pressure.</p> <p>Develop a one team approach and work across organisational boundaries.</p> <p>Do not suggest that others do not understand your business.</p>	<p>Measurable outcomes</p> <p>Improved connections and communication.</p> <p>Increased engagement through increased responsibility within the Council and beyond. The health, safety and wellbeing of staff are considered in all activities and any risks mitigated. Appropriate governance in place.</p> <p>Consistent behaviours across the department and beyond.</p> <p>Greater accountability, leading to greater responsibility.</p> <p>Greater engagement and trust through the department.</p> <p>Evidence that you have listened to the views to change your service.</p> <p>Partners and others welcome your feedback and actively seek your views.</p> <p>Others trust you and do not consider you a game player.</p> <p>Evidence of being an excellent public leader.</p> <p>Evidence of implementing a different delivery model which provides value for money.</p>

Appendix A

Developing self and others		Level 5
<p>Behaviours</p> <p>Provide a range of experiences to encourage talent and skill development for all colleagues, plus career management where appropriate.</p> <p>Role-model continuous self-development and learning, evaluating its effectiveness and planning next steps.</p> <p>Ensure that colleagues take responsibility for their own learning and development.</p> <p>Provide colleagues with opportunities to share their knowledge, skills and experience with others to build organisational effectiveness and resilience.</p> <p>Share your own expertise through coaching and mentoring to support teams and individuals to succeed.</p> <p>Develop a personal understanding of the political nature of the environment in which the council works.</p> <p>Create an inclusive environment within which all colleagues, whatever their needs or background, can develop.</p> <p>Deliver strategies to grow sustainable capability across the department and into the wider Council, nurturing high potential and creating an environment where talent can flourish.</p>	<p>Actions</p> <p>Articulate and share your department's core purpose.</p> <p>Monitor regular performance and development discussions to ensure these are happening consistently and regularly.</p> <p>Encourage improvement with Personal Improvement Plans</p> <p>Be consistent in holding your own.</p> <p>Encourage everyone in your department to take responsibility for their own performance and development and enable opportunities to develop.</p> <p>Set up mechanisms to share learning, encourage mentoring and coaching by line managers and experienced colleagues.</p> <p>Create a talent and succession plan for your department, especially for key roles.</p>	<p>Measurable outcomes</p> <p>Consistency of performance across the department with no poor performers.</p> <p>Colleagues will be able to state the department's purpose and their contribution towards it.</p> <p>Colleagues are receptive and able to respond to the changes within the Council.</p> <p>Colleagues have the skills to adapt to new ways of working.</p> <p>Increased levels of autonomous decision making and collaborative work, resulting in shared learning.</p> <p>Greater business resilience through the sharing of learning and the development of skills, knowledge and experience.</p> <p>Your department and the Council as a whole will become a desirable place to work.</p>

Managing a quality service		Level 5
Behaviours	Actions	Measurable outcomes
<p>Clarify and articulate the diverse requirements of customers and delivery partners.</p> <p>Use customer insight to drive high quality and efficient service delivery as a good investment of taxpayers' money.</p> <p>Deliver services within agreed budget. Work collaboratively with customers, Members and delivery partners to manage, monitor and deliver agreed outcomes. Identify areas for improvement and make appropriate changes to reach professional excellence.</p> <p>Identify clear outcomes, break down complex goals into clear, practical and manageable plans.</p> <p>Identify the resource requirements to enable and support implementation.</p> <p>Ensure risks are monitored and managed to prevent issues with service delivery wherever possible and take early action to mitigate these risks.</p>	<p>Create and monitor customer feedback channels and ensure you have people checking feedback regularly.</p> <p>Develop key performance indicators for customer satisfaction and engagement.</p> <p>Use your team to review what can be learned from the feedback to feed continuous improvement, as well as responding to the specific feedback itself, nipping problems in the bud.</p> <p>Monthly monitoring of budget and submit budget returns accurately and on time.</p> <p>Understand the unit cost for delivering each element of your service.</p> <p>Take corrective action to manage budget.</p> <p>Know the costs and associated costs of your service.</p> <p>To improve, plan actions: start with the outcomes and work backwards, creating a clear thread between actions and outcomes, through goals and objectives.</p>	<p>Up-to-date feedback will allow you to be proactive as well as responsive. Solutions will be timely and appropriate.</p> <p>Complaints will reduce in number and severity and compliments may increase.</p> <p>Services are delivered within the allocated budget.</p> <p>Consultation undertaken to ensure that service meets the needs of customers and stakeholders.</p> <p>Stress levels in the department will be less, through the rational planning of actions that make the best use of resources.</p>

Delivering at pace		Level 5
Behaviours	Actions	Measurable outcomes
<p>Translate strategic priorities into clear outcome-focused goals and objectives for managers and teams.</p> <p>Promote, enable and encourage resilience in the Council.</p> <p>Deliver against your own objectives while ensuring others take responsibility for theirs.</p> <p>Establish and uphold an inclusive culture which allows colleagues the space and authority to deliver their objectives, whilst ensuring appropriate support is in place when needed.</p> <p>Give people credit for maintaining focus on priorities, while responding quickly to changing requirements.</p> <p>Act as a role model for delivery by showing efficiency and focus, while being open to new ideas and honest and realistic about challenges.</p> <p>Provide clarity about the action required to achieve results and address unexpected developments.</p> <p>Ensure all appropriate tools and resources are available as far as possible for colleagues to fulfil their job roles.</p>	<p>Ensure managers and team leaders understand the connection between purpose and outcomes, goals and objectives, and the connection between political and professional decisions.</p> <p>Create resilience through shared intelligence.</p> <p>Look for opportunities where your people can work together in a more holistic way, by making the connections clear.</p> <p>Help your team to see the bigger picture: the department's purpose will help with this.</p> <p>Model this and empower your team by continuously encouraging them to share their progress across the department.</p> <p>Plans in place to support the wellbeing of the workforce within your directorate and across the Council.</p>	<p>Actions and solutions will be 'intelligent' ones that don't get in each other's way.</p> <p>Increasingly, problems will be negated or dealt with earlier.</p> <p>Mistakes in decision making will be fewer.</p> <p>Satisfying the customer through early and continuous delivery of service</p> <p>Simple to use and adapt</p> <p>Can the service be completed by user without intervention in one go</p> <p>Digitally inclusive, accessible etc.</p>

End of level 5

Level 6 – Chief Executive and Strategic Directors

Seeing the Big Picture	Level 6	
<p>Develop an in-depth insight into the dynamics and issues surrounding the Council and the City.</p> <p>Understand the political, economic, social, technological, legal and environmental impact of these dynamics and issues.</p> <p>Ensure each directorate and department understands its role within the wider business.</p> <p>Shape the Council's role and purpose in delivering our priorities in the interest of the City and region, and meeting the needs of all stakeholders.</p> <p>Create clear, long-term strategies focused on adding value to the City and making real, lasting change beyond the organisation itself.</p> <p>Engage fully with Elected members, senior leaders from other councils and partner organisations other stakeholders) to support strategic decision making.</p>	<p>Actions</p> <p>Translate your insight into a clear purpose and vision for the organisation.</p> <p>Ensure Service Directors (SDs) understand how the work of their department meets the Council's vision.</p> <p>Put measures in place to keep insight up-to-date, by ensuring that Service Directors monitor feedback and check against planned outcomes.</p> <p>Hold Service Directors to account so that they are reviewing this insight regularly and using it to monitor their departments' work to keep it on track.</p>	<p>Measurable outcomes</p> <p>Evidence of working with our City partners on matters that affect Plymouth.</p> <p>Evidence of working at a national and regional level with other stakeholders.</p> <p>Your Service Directors and teams can link their work to the Council's vision for the future.</p> <p>Everyone working within each department can check, at any time, that their work meets customer (etc.) needs.</p>

Appendix A

Changing and Improving	Level 6	
<p>Challenge bureaucratic decision making, resourcing, structures and processes constructively across the organisation.</p> <p>Strive to simplify approaches to create an effective organisation, including the use of digital technologies, ensuring full consideration of accessibility needs and the diverse range of end users.</p> <p>Champion and lead change proactively, seeking innovative new approaches, policies and systems that add value to the organisation.</p> <p>Create and drive a culture of innovation, improvement, flexibility and responsiveness, enabling departments to respond swiftly to change.</p> <p>Have the confidence to take calculated risks to change how things are done.</p> <p>Establish an environment where all colleagues feel safe to challenge and to tell the truth without fear.</p> <p>Consider the full impact of change on the organisational and political culture and structure.</p>	<p>Actions</p> <p>Create and maintain the expectation that all colleagues keep communication channels open to challenge, improve and innovate.</p> <p>Hold yourself and your Service Directors accountable for encouraging openness, honesty and seeking the truth, without fear.</p> <p>Hold yourself and your team to account for responding with emotional intelligence and encouragement to grow and learn.</p> <p>Hold Service Directors accountable for communicating plans and the reasons for them clearly to their departments regularly, seeking input from everyone and putting the means to do so in place.</p>	<p>Measurable outcomes</p> <p>Evidence of offering solutions and constructive challenge.</p> <p>Evidence of championing change that improves the organisation and the way the Council operates.</p> <p>A collegiate environment where everyone in the organisation is free to question, challenge, improve and innovate.</p> <p>A growth in ideas and feedback generated within the organisation.</p> <p>The number of staff who say that they are listened to and their views/ideas are considered.</p>

Making Effective Decisions	Level 6	
<p>Develop council-wide strategies and priorities while considering a wide range of political, local, regional and national pressures.</p> <p>Manage and mitigate evaluated risks and options when making decisions.</p> <p>Demonstrate transparency around decisions and create a culture where others feel able to challenge decisions being made.</p> <p>Give unbiased, evidence-led advice to Members and other senior officers based on extensive, robust analysis.</p> <p>When required, be willing and able to make unpopular decisions and defend them at the highest level.</p> <p>Ensure early and continued engagement with the right stakeholders when making recommendations or decisions.</p> <p>Emphasise the importance of considering the different needs of end users, including citizens, customers, employees and partners.</p>	<p>Actions</p> <p>Regional and national player ensuring that Plymouth's interests are represented and considered.</p> <p>Articulate priorities clearly to Service Directors, especially when these are changing. Seek feedback from Service Directors about implications to anticipate necessary actions.</p> <p>Communicate regularly with Service Directors to keep them up to date on progress, including where there is none, to avoid rumours filling any gaps in people's understanding.</p>	<p>Measurable outcomes</p> <p>Being attuned to local government issues and ensuring that these are addressed in Council wide strategies.</p> <p>Service Directors have greater ownership of decisions and see that they are implemented more effectively. By keeping their departments better informed, they resist the rumour mill.</p> <p>Members say that they trust the information and advice provided by senior officers.</p> <p>Stakeholders are able to state that they have been listened to when the Council makes decisions that affect them.</p>

Leadership	Level 6	
<p>Proactively develop and protect the reputation of the council, creating a sense of pride and passion for public service.</p> <p>Present a clear and focused strategy with direction for the future.</p> <p>Act in ways that are highly visible, inspirational and credible at the most senior levels within and outside of the Council.</p> <p>Create an inclusive environment where diversity is celebrated and there is equality of opportunity for all.</p> <p>Engage positively in debate and resolve ambiguities, gaining the best possible outcomes for the organisation and the City.</p> <p>Create and drive the development of an environmentally responsible, carbon-neutral culture.</p>	<p>Actions</p> <p>Ensure you make regular time to see and be seen by people in the organisation at every level, to keep your connection, accessibility and approachability open.</p> <p>Take time to listen – be available for people to give you their perspective and feedback on the work and your leadership, to inform your plans.</p> <p>Take care to ensure your actions match your promises – don't say one thing and do another - and hold others to account to do the same.</p> <p>Set out of your comfort zone.</p> <p>Be prepared to go the extra mile.</p>	<p>Measurable outcomes</p> <p>You will build trust and authenticity in leadership, as your visibility will engage people.</p> <p>People will feel safe to tell you the truth and so your decisions will be properly informed.</p> <p>Workforce planning is undertaken across the Council and steps are taken to demonstrate that we are an inclusive employer.</p> <p>Feedback from partners and members supports the positive impact that you have as a senior leader at Plymouth City Council.</p> <p>Actively contributes and challenges Council proposals to ensure that the impact of environment is considered.</p>

Communicating and influencing	Level 6	
<p>Demonstrate and promote the practice of communicating with honesty, integrity, impartiality, objectivity, clarity, gravitas and compassion.</p> <p>Ensure there is the infrastructure in place to support varied and cost-effective communication methods, which keep up with advances in digital technology.</p> <p>Develop a culture where all colleagues consider the individual needs of people when deciding how to communicate, and understand the impacts of their chosen methods.</p> <p>Communicate purpose and direction with respect, clarity and enthusiasm.</p> <p>Work through resistance and objections to gain acceptance of the vision and purpose of the council.</p> <p>Use personal influence to make a positive difference to culture across the organisation and beyond.</p>	<p>Actions</p> <p>Obtain regular feedback on how messages land, to find the best communication strategies. Articulate the important factors clearly and relate them to your standards and your shared values. Be consistent to your espoused values.</p> <p>Your worst behaviour will be the permission you give to others to behave in the same way, so articulate what you believe in, stick to your principles and be seen to do so. Expect others to do the same.</p>	<p>Measurable outcomes</p> <p>What do your partners and stakeholders say about your communication style?</p> <p>People understand your messages and what the service is delivering now and in the future.</p> <p>People will know where you stand on important issues and will follow your lead when it comes to communicating honestly and with integrity.</p> <p>Walking the floor and taking time to engage with the workforce. Lead from the front.</p> <p>How many of your staff have you taken the time to meet?</p>

Appendix A

Working together	Level 6	
<p>Drive an inclusive and collaborative working culture which values talent and diversity, and encourages openness, approachability and sensitivity.</p> <p>Ensure all employees undertake the necessary essential training to undertake their roles as effectively as possible.</p> <p>Ensure that the health, safety and wellbeing of all individuals is prioritised, upheld and valued across the organisation.</p> <p>Confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive and constructive way.</p> <p>Create a culture where bullying, harassment and discrimination are unacceptable.</p> <p>Build a strong, diverse network of professional relationships, both within the council and with trade unions, external partners and organisations.</p> <p>Act for the wider good of the city and region by improving governance at board level to meet the council's objectives.</p>	<p>Actions</p> <p>Hold Service Directors accountable for being proactive in developing talent and succession strategies in their departments, to make the best use of our talent.</p> <p>Identify key roles where effectiveness is paramount to organisational success and make robust decisions to ensure the right people are in those posts, delivering results.</p> <p>Lead wellbeing by example, modelling the behaviour you have set.</p> <p>Hold people to account for their behaviour, being clear about what is required and why.</p> <p>Ensure that Service Directors set up reliable mechanisms for obtaining feedback from their departments, such as sitting with teams and holding departmental huddles.</p> <p>Develop a one team approach and expect everyone to work across traditional organisational boundaries.</p>	<p>Measurable outcomes</p> <p>Improved use of our hidden talent.</p> <p>The health, safety and wellbeing of staff are considered in all activities and any risks mitigated. Appropriate governance arrangements in place.</p> <p>Examples of when you have challenged the status quo.</p> <p>Evidence when you have reflected on your behaviour and actions and sought to change these.</p> <p>Provided support for colleagues when things are not going to plan and there may be reputational repercussions.</p> <p>Reduction in silo working within departments and across the Council.</p> <p>Work collaboratively with partners and stakeholders to grow the Plymouth brand, increased effectiveness through having the right people in key roles.</p> <p>Consistent behaviours across the organisation.</p> <p>Greater accountability, leading to greater responsibility.</p> <p>Greater engagement and trust through all departments.</p> <p>A modern workforce.</p>

Developing self and others	Level 6	
<p>Build a strong culture of continuous learning and knowledge sharing.</p> <p>Promote the importance of developing everyone to their full potential. Develop capability strategies that address equality of opportunity and value the talent and diversity of all individuals.</p> <p>Develop and maintain an organisational commitment to empowering people to take responsibility for their own learning and development.</p> <p>Develop yourself and others to understand the political nature of the environment in which the council works.</p> <p>Take a strategic perspective to identifying and anticipating the capability needs of the organisation, now and in the future.</p> <p>Develop strong links with partner organisations to share learning and benefits from the economies of scale.</p> <p>Be an outstanding mentor and coach to other senior colleagues. Be active in seeking opportunities for reverse-mentoring to increase your own knowledge and insight to the challenges faced by under-represented groups.</p> <p>Evaluate your own effectiveness through reflective practice and plan ways to continue your professional development.</p>	<p>Actions</p> <p>Require all departments to have ongoing, active, people development plans.</p> <p>Promote an environment of continual professional learning for all, giving clear messages about the individual's right and responsibility to keep improving.</p> <p>Hold Service Directors to account for ensuring that everyone has appropriate, effective, regular performance discussions, resulting in active development plans.</p> <p>Be consistent in holding your own.</p> <p>Promote and encourage a mentoring and coaching culture to make best use of the skills and experience we have.</p>	<p>Measurable outcomes</p> <p>Consistency of performance across the council/directorates. Colleagues will be able to state the departments' purpose and their contribution towards it.</p> <p>Workforce plans in place across your directorate and the Council.</p> <p>Increased levels of autonomous decision making and collaborative work, resulting in shared learning.</p> <p>Greater business resilience through the sharing of learning and the development of skills, knowledge and experience.</p> <p>The organisation will become a more desirable place to work.</p>

Managing a quality service	Level 6	
<p>Work with all directorates to ensure the delivery of professional excellence and expertise to customers.</p> <p>Ensure each department has an in-depth and evolving understanding of the broad range of its customers' requirements.</p> <p>Establish and negotiate underlying principles, service levels and deliverables with delivery partners at a strategic level.</p> <p>Promote the delivery of value for money, emphasising the importance of a good return on investment from taxpayers' money.</p> <p>Ensure that the Council delivers a balanced budget</p> <p>Ensure all parts of the delivery chain understand fully the required outcomes for their customer.</p> <p>Ensure that all colleagues and stakeholders involved in delivery are clear about the impacts of both good and poor service and communication on their customer.</p>	<p>Actions</p> <p>Ensure that Service Directors work across boundaries to create and monitor customer feedback channels and ensure they have people checking feedback regularly and act on this.</p> <p>Obtain learning gained from this by regular discussion with Service Directors to feed continuous improvement, as well as ensuring they are responding to the specific feedback itself, nipping problems in the bud.</p> <p>Ensure Service Directors know the costs and associated costs of their service, to keep a tight grip on finances.</p> <p>What impact does your advice have on the community? Has an Impact Assessment been undertaken?</p>	<p>Measurable outcomes</p> <p>Up-to-date feedback will allow services to be proactive as well as responsive.</p> <p>Solutions will be timely and appropriate. Complaints will reduce in number and severity and an increase in compliments – positive feedback.</p> <p>All contracts are beneficial to the Council and managed to ensure services delivered and exceed the specification.</p> <p>Services are delivered within their allocated budgets.</p> <p>Evidence that commercialisation and income generation is optimised.</p> <p>All areas of service are maximising the use of technology and digitally enabled where possible.</p> <p>Stress levels in the departments will be less, through the rational planning of actions that make the best use of resources.</p>

Delivering at pace	Level 6	
<p>Set and maintain a clear direction for the organisation, with highly focused priorities and clear project and programme outcomes.</p> <p>Define and integrate clear structures, systems and resources across the organisation which promote efficient service delivery.</p> <p>Adjust priorities swiftly as changing situations dictate.</p> <p>Encourage and enable the organisation to remain focused on core priorities, despite external challenges.</p> <p>Encourage, support and coach individuals and teams to keep focus on delivery.</p> <p>Drive high performance across the organisation, giving teams the space and authority to deliver objectives, whilst holding them accountable for outcomes.</p>	<p>Actions</p> <p>Ensure managers understand the connection between purpose and outcomes, goals and objectives, and the connection between political and professional decisions.</p> <p>Create resilience through shared intelligence.</p> <p>Ensure elected members are kept informed and consulted on significant changes.</p> <p>Look for opportunities where your people can work together in a more holistic way, by making the connections clear.</p> <p>Help them to see the bigger picture: each department having a clear purpose will help with this.</p> <p>Make appropriate, timely decisions at the right level and at the right speed. Expect others to do the same.</p>	<p>Measurable outcomes</p> <p>Priorities and projects are delivered within the agreed timelines and within budget.</p> <p>Actions and solutions will be 'intelligent' ones that don't get in each other's way. Increasingly, problems will be negated or dealt with earlier.</p> <p>Mistakes in decision making will be fewer as decisions will be better informed.</p> <p>Capacity to focus on the right priorities will increase through decisions being made at the right levels.</p>