

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 is 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>

The following behaviours are considered when completing the annual performance appraisal, working with partners, stakeholders and others.

Level 6 – Chief Executive and Strategic Directors

Seeing the Big Picture 6		
	Actions	Measurable outcomes
<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 senior leaders from other councils and partner organisations to support strategic decision making.</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>Evidence of working with our City and wider 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>

Changing and Improving 6

Challenge bureaucratic decision making, resourcing, structures and processes constructively across the organisation.

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.

Champion and lead change proactively, seeking innovative new approaches, policies and systems that add value to the organisation.

Create and drive a culture of innovation, improvement, flexibility and responsiveness, enabling departments to respond swiftly to change.

Have the confidence to take calculated risks to change how things are done.

Establish an environment where all colleagues feel safe to challenge and to tell the truth without fear.

Consider the full impact of change on the organisational and political culture and structure.

Actions

Create and maintain the expectation that all colleagues keep communication channels open to challenge, improve and innovate.

Hold yourself and your Service Directors accountable for encouraging openness, honesty and seeking the truth, without fear.

Hold yourself and your team to account for responding with emotional intelligence and encouragement to grow and learn.

Use a coaching style to drive up performance of Service Directors.

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.

Measurable outcomes

Evidence of offering solutions and constructive challenge.

Evidence of championing change that improves the organisation and the way the Council operates.

A collegiate environment where everyone in the organisation is free to question, challenge, improve and innovate.

A growth in ideas and feedback generated within the organisation.

The number of staff who say that they are listened to and their views/ideas are considered.

Making Effective Decisions 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>Ensure equalities considerations are given due regard.</p>	<p>Measurable outcomes</p> <p>Being attuned to local and national 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 can say that they have been listened to when the Council makes decisions that affect them.</p>
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Leadership 6

Proactively develop and protect the reputation of the council, creating a sense of pride and passion for public service.

Present a clear and focused strategy with direction for the future.

Act in ways that are highly visible, inspirational, compassionate and credible at the most senior levels within and outside of the Council.

Create an inclusive environment where diversity is celebrated and there is equality of opportunity for all.

Engage positively in debate and resolve ambiguities, gaining the best possible outcomes for the organisation and the City.

Create and drive the development of an environmentally responsible, carbon-neutral culture.

Actions

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.

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.

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.

Measurable outcomes

You will build trust and authenticity in leadership, as your visibility will engage people.

People will feel safe to tell you the truth and so your decisions will be properly informed.

Workforce planning is undertaken across the Council and steps are taken to demonstrate that we are an inclusive employer.

Feedback from partners and members supports the positive impact that you have as a senior leader at Plymouth City Council.

Actively contributes and challenges Council proposals to ensure that the impact of environment is considered.

Communicating and influencing 6

Demonstrate and promote the practice of communicating with honesty, integrity, impartiality, objectivity, clarity, gravitas and compassion.

Ensure there is the infrastructure in place to support varied and cost-effective communication methods, which keep up with advances in digital technology.

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.

Communicate purpose and direction with respect, clarity and enthusiasm.

Work through resistance and objections to gain acceptance of the vision and purpose of the council.

Use personal influence to make a positive difference to culture across the organisation and beyond.

Maintain appropriate confidentiality, not just about commercial matters.

Actions

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.

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.

Actively consider if you should be sharing personal/other information about employees with others.

Measurable outcomes

What do your partners and stakeholders say about your communication style?

People understand your messages and what the service is delivering now and in the future.

People will know where you stand on important issues and will follow your lead when it comes to communicating honestly and with integrity.

Walking the floor and taking time to engage with the workforce. Lead from the front.

How many of your staff have you taken the time to meet?

Employees and others have trust that you will not share information about them inappropriately.

Working together 6

Drive an inclusive and collaborative working culture which values talent and diversity, and encourages openness, approachability and sensitivity.

Ensure all employees undertake the necessary essential training to undertake their roles as effectively as possible.

Ensure that the health, safety and wellbeing of all individuals is prioritised, upheld and valued across the organisation.

Confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive and constructive way.

Create a culture where bullying, harassment and discrimination are unacceptable.

Build a strong, diverse network of professional relationships, both within the council and with trade unions, external partners and organisations.

Be mindful of professional boundaries and perceptions of others in how you interact with Members.

Act for the wider good of the city and region by improving governance at board level to meet the council's objectives.

Actions

Hold Service Directors accountable for being proactive in developing talent and succession strategies in their departments, to make the best use of our talent.

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.

Lead wellbeing by example, modelling the behaviour you have set.

Hold people to account for their behaviour, being clear about what is required and why.

Ensure that Service Directors set up reliable mechanisms for obtaining feedback from their departments, working alongside teams/holding departmental huddles.

Develop a one team approach and expect everyone to work across traditional organisational boundaries.

Measurable outcomes

Improved use of our hidden talent, increase effectiveness through having the right people in key roles.

The health, safety and wellbeing of staff are considered in all activities and any risks mitigated. Appropriate governance arrangements in place.

Examples of when you have challenged the status quo.

Evidence when you have reflected on your behaviour and actions and sought to change these.

Provided support for colleagues when things are not going to plan and there may be reputational repercussions.

Reduction in silo working within departments and across the Council. A modern workforce.

Work collaboratively with partners and stakeholders to grow the Plymouth brand,

Consistent behaviours across the organisation.

There is no perception of undue influence by Members on officer advice or behaviours.

Greater accountability, leading to greater responsibility.

Greater engagement and trust through all departments.

Developing self and others 6

Build a strong culture of continuous learning and knowledge sharing.

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.

Develop and maintain an organisational commitment to empowering people to take responsibility for their own learning and development.

Take a strategic perspective to identifying and anticipating the capability needs of the organisation, now and in the future.

Develop strong links with partner organisations to share learning and benefits from the economies of scale.

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.

Evaluate your own effectiveness through reflective practice and plan ways to continue your professional development.

Actions

Require all departments to have ongoing, active, people development plans.

Promote an environment of continual professional learning for all, giving clear messages about the individual's right and responsibility to keep improving.

Hold Service Directors to account for ensuring that everyone has appropriate, effective, regular performance discussions, resulting in active development plans.

Be consistent in holding your own.

Promote and encourage a mentoring and coaching culture to make best use of the skills and experience we have.

Measurable outcomes

Consistency of performance across the council/directorates. Colleagues will be able to state the departments' purpose and their contribution towards it.

Workforce plans in place across your directorate and the Council.

Increased levels of autonomous decision making and collaborative work, resulting in shared learning.

Greater business resilience through the sharing of learning and the development of skills, knowledge and experience.

The organisation will become a more desirable place to work.

Managing a quality service 6

	Actions	Measurable outcomes
<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 6

	Actions	Measurable outcomes
<p>Set and maintain a clear direction for the organisation, with highly focused priorities and clear project and programme outcomes.</p>	<p>Ensure managers understand the connection between purpose and outcomes, goals and objectives.</p>	<p>Priorities and projects are delivered within the agreed timelines and within budget.</p>
<p>Define and integrate clear structures, systems and resources across the organisation which promote efficient service delivery.</p>	<p>Create resilience through shared intelligence. Look for opportunities where your people can work together in a more holistic way, by making the connections clear.</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>Adjust priorities swiftly as changing situations dictate.</p>	<p>Help them to see the bigger picture: each department having a clear purpose will help with this.</p>	<p>Mistakes in decision making will be fewer as decisions will be better informed.</p>
<p>Encourage and enable the organisation to remain focused on core priorities, despite external challenges.</p>	<p>Make appropriate, timely decisions at the right level and at the right speed. Expect others to do the same.</p>	<p>Capacity to focus on the right priorities will increase through decisions being made at the right levels.</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>		