



DARLINGTON
Borough Council

Valued behaviours Framework

Our core values are at the heart of everything we do. The way we behave is one of the most important ways we can demonstrate this. Our values are not just words, and this framework of values is designed to help us be the best we can be every day.

The Values Framework has been created with the help of colleagues across the Council. It describes how everyone can represent our core values in our day-to-day work – it is not about what we do but how we do it. The framework will help all Council employees know what is expected and how they can become responsible for their own performance and development.

The behaviours described are in line with our values and show the attitude and approach we should all take towards our work and how we represent the Council, even when we're not working.

Our goal is for everyone to be a role model for each value every day. We know it's normal to be strong in some areas and less strong in others, so for us to achieve our goals we need everyone to be self-aware, honest in discussion and committed to embedding the values in what they do.

The Council's values are,

- be **respectful** towards the council, each other as colleagues as well as our community, residents, service users, stakeholders, and wider partners.
- be **innovative** in everything we do and voice improvements to ensure we offer quality services
- act **collaboratively** and ensure collaborations help us to maximise opportunities and achieve success.
- **deliver** quality services to everyone and strive to always deliver the best we can with the resources available.

Value levels: Each value is underpinned by examples of what is considered good practice and examples of behaviours that could mean a development need. Along with your job description and specific objectives, the values present the full picture of what is expected of you in your role at the Council and will form the basis of recruitment, probation, appraisal, personal development, identifying and growing talent to fill critical positions in the future and performance management.

There are three levels of the values framework,

- Level 1: Expected behaviours for all employees
- Level 2: Additional behaviours for those that may be in a technical or specialist role and for all managers.
- Level 3: Further behaviours for people involved in strategic thinking, planning and decisions.

It is the skills demonstrated rather than skills possessed which are crucial. An individual may be very able and have all the necessary skills to operate at a high level, but if they do not demonstrate those skills in their performance, the issue should be addressed.

You can use this as a guide to help improve your performance, develop your skills and if you want to, use it to support your development plans to progress within the Council.

How will the framework be used in practice?

The framework gives us a common language and shared understanding for discussing performance, potential, sharing feedback and planning development.

To accomplish this and embed our values in everything we do.

Recruitment

It will be used during the recruitment process to articulate our values and to give greater understanding to candidates about the way we do things. It may also be used as a tool to assess candidates against the requirements of the role.

On Track Talks

Demonstrating how your approach to work aligns to the values for example, helping other teams reach their targets, or contributing to ad hoc initiatives and showing respect.

My Journey Process

You will be able to assess against the relevant values and identify areas of strength and areas for development with your manager.

For those wishing to progress their career with the Council, it will enable you to understand the step up between what is required from your current role.

Learning and development

Development opportunities and courses are being reviewed and designed to help people develop in each of the areas.

The Values Framework

The Values framework will form the basis of our refreshed management development programme which is under review.

Respect *promotes cooperation and makes it easier for us to achieve our common goals. To show respect is to be open and honest and to behave with integrity. To show respect, we need to think about how our actions will affect our environment. We will respect and value the views, ideas, feelings and opinions of colleagues and the community.*

Level 1	Level 2	Level 3
I show respect for all people and their beliefs, values, cultures and individual needs. I speak up if others around me are being disrespectful.	I show others I value them by being reliable and following through on commitments.	I understand the reasons for organisational behaviour enabling me to adapt and change organisational cultures when appropriate.
I take pride in working as part of the Council who are dedicated to serve the community.	I am encouraging. I show my team and colleagues that I care about their ideas, contributions, and success.	I actively ensure a supportive culture that recognises and values diversity and wellbeing and challenges intolerance.
I can see things from different perspectives, and I use this knowledge to challenge my own thinking, values and assumptions.	I express gratitude. I give thanks and recognition to others.	I understand internal and external politics and I can wield influence effectively, tailoring my actions to achieve the impact needed.
I think before I speak, and ensure my language and tone is always respectful and professional.	I can handle difficult conversations effectively and sensitively.	I ensure that all perspectives inform decision making and communicate the reasons behind decisions clearly.
I am considerate of my colleague's time and ask before assuming.	I nurture an environment where everyone can raise issues of physical, mental, and emotional safety.	
I try to connect with others. I always acknowledge others.	I am a team player. Help is happily offered, asked for and received, priorities are clearly communicated, and workloads are levelled.	

Innovation starts with us all, so we are encouraging you to; challenge assumptions; always ask ‘why?’, be curious; create and anticipate change and making it safe to bring ideas forward – we learn from mistakes and it’s great to succeed.

Level 1	Level 2	Level 3
I am adaptable; I take a positive, flexible and active role in change, providing support and encouragement to enable others to engage with change.	I am open to new, novel, diverse ways of thinking and encourage the same of others. I recognise and value ideas and input from my colleagues and know how to implement to generate change and achieve aims.	I develop strategic priorities to meet the needs of our customers. Setting clear, stretching organisational objectives related to these and cascading achievable and challenging deliverables.
I think outside the box and challenge procedures where appropriate, regularly review methods of work, consider innovative alternatives, and suggest improvements in work practices.	I recognise the different ways people can react to change and know how to respond to and manage these behaviours.	I create an environment which encourages and inspires colleagues to find creative solutions to the ongoing challenges facing customers, colleagues, elected members and the wider community.
I learn from my own and others experience and encourage others to do the same, sharing knowledge and skills for the benefit of others.	I understand my team’s abilities and know when I can delegate to develop and motivate them.	I create forward-thinking visions and strategies.
I seek and take advantage of challenging opportunities and experiences. I want to grow, develop, learn, and improve and encourage others to do the same.	I encourage, recognise and value ideas and input from my colleagues and know how to make them count.	I strive to instil a thirst for knowledge and continuous improvement within teams through engaging with and encouraging regular On track talks and buy in for the My Journey process for all staff.
I interact with others in a way that allows for genuine openness. I understand that continual improvement can only be achieved through honest conversation.	I motivate and inspire others to perform their best.	

Collaboration means *'listening and evolving together, helping, and supporting each other' for the sake of our Council goals. We will continue to thrive and make progress by working together. Teamwork makes the dream work.*

Level 1	Level 2	Level 3
I confront inappropriate behaviour promptly, tactfully, and firmly embracing the values of the Council.	I set clear goals and objectives that are in line with the Council's priorities and service objectives.	I set unifying goals and promote a reward structure that emphasizes cooperation and collective success.
I make a positive contribution to the team/service and focus on achieving team priorities and objectives and recognise when to ask for advice.	I contribute to joint problem solving and best practice with others including service users, colleagues and external partners.	I anticipate and identify ways in which the Council can collaborate internally and with external partners to address current and future challenges.
I respect and work toward maintaining the safety and wellbeing of self and others.	I am committed to having meaningful conversations with my team members to stay connected and keep them engaged.	I create effective teams to reflect the Council's wide priorities and service outcomes.
I communicate clearly and am transparent about progress. I take responsibility and learn from my mistakes.	I am invested in empowering my team members' success and wellbeing encouraging them to grow and succeed in their careers.	I display, encourage, and support a diverse and collaborative culture which encourages transparency and open and inclusive communication.
I display a helpful, approachable manner and do not discriminate unfairly.	I am responsible for and contribute directly to the development and performance of teams.	

Deliver *We are committed to delivering high quality services for our residents. Delivering excellence is to be kind, responsive and above all, dependable in every task, no matter how big or small.*

Level 1	Level 2	Level 3
I know what I need to do in my role to contribute to the success of the Council. I welcome feedback and support if needed.	I understand my service delivery plan and understand, review and align my team's capability to those plans.	I create an environment where colleagues focus on helping the Council be successful.
I challenge myself and others to provide the best possible service in every decision made.	I understand what motivates my team and frame projects in a way that will help/support them to work at their best.	I communicate how the overall vision links to specific plans and objectives so that people are motivated and understand our goals.
I manage my own time effectively even when I am under pressure. I focus on my agreed objectives and ask for support when I need it.	I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.	I demonstrate long-term strategic thinking, going beyond personal goals and considering the broader societal and economic environment.
I understand what the community needs from my service.	I keep up to date with changes effecting operations within the Council anticipating both the short and long-term implications.	I anticipate and identify organisational barriers that stop the Council meeting its goals, by putting in place contingencies or removing barriers.
I play an active role in my On track talks and My Journey, providing regular progress updates.	I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.	I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.