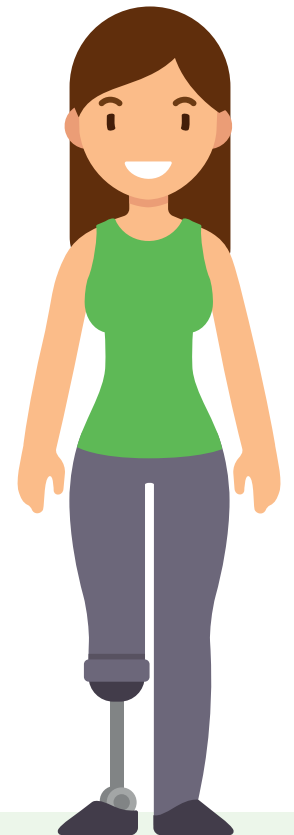


# Our behaviour framework



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# Welcome

Even without recent challenges, our customers will always need our help and support. We pride ourselves on striving to meet the needs of our communities and doing whatever we can to make lives better.

We want to make sure that how we work, individually and together, is aligned to our values and is underpinned by a strong set of principles and clearly defined expectations. By doing this, we hope to achieve the mission we have set for ourselves and the vision we have for our future. That's why we're introducing Hafod behaviours; to set out a clear way

of doing things that we can all share and believe in. Our behaviours will guide the way we work, shape the way we grow and make sure each of us, whatever we do, can have a positive impact within our roles.

Our principles are the guides we use to create a consistent and recognisable Hafod culture and provide a foundation for the design and delivery of all our services/for how we deliver our services. These build upon our existing values and help us work towards our mission and vision.



# Our mission, vision and values

## Our mission

### Making Lives Better

Long-standing focus around better homes, better care, better communities, better lives

Developed in 2015

## Our values

Working together  
Respect  
Professional  
Learning and improving  
Great service

Developed in 2017

## Our vision

Improving health, well-being and prosperity in communities by helping to integrate the systems of housing, health, social care and support

Developed in 2018

## Mission statement

Who we are  
What we value

## Vision statement

What we want to become

## Strategy

How we will achieve our vision

## Goals and objectives

How we gauge our degree of success

# How our old values fit

Our ways of working have gone through an unprecedented amount of change over the last few years. We have been fortunate that our colleagues' commitment and their/our values have met the needs of our communities and colleagues throughout these challenging times.

As we have evolved, we have decided to build upon the foundations laid by our previous values. We have enhanced these with our six new principles and eight behaviours by consulting with colleagues about what is important to them.

The diagram opposite shows how our previous values fit into our new principles and behaviours.



## Our old values

- Great Service      ● Professional      ● Respect
- Working together      ● Learning and improving

# Our new behaviours framework

Our new principles and behaviours are shown in this diagram. As you can see, each behaviour has been colour coded. This colour coding will be used in learning events and resources to show which ones align to the development of a particular behaviour.

If a colleague identifies a development need for a particular behaviour in their CHATs or development plans, they will be able to identify which learning opportunities will support them to develop in that particular area. We will also be sharing case studies via our weekly newsletters that show positive examples of behaviour by colleagues.

Our principles show how we do things as a collective and our behaviours show the action that we take as individuals. In short, principles are the 'we' and behaviours are the 'I'.



# Our principles

Our principles are the guides we use to create consistent and recognisable experiences for our customers and colleagues. They define what we do as an organisation and how we work.

Our principles are:

## **We are driven by our social purpose**

We positively impact our customers, colleagues, communities and the environment. We exist to improve lives and the world we live in.

## **We are all empowered to make a difference**

We are trusted to be autonomous/independent, make decisions and use our initiative. Our leaders are supportive, visible and accessible.

## **We embrace growth**

We pursue meaningful change and innovation led by evidence. All experiences are valued as stepping-stones on a journey of organisational learning. We are supported in our professional development and personal well-being.

## **We work together**

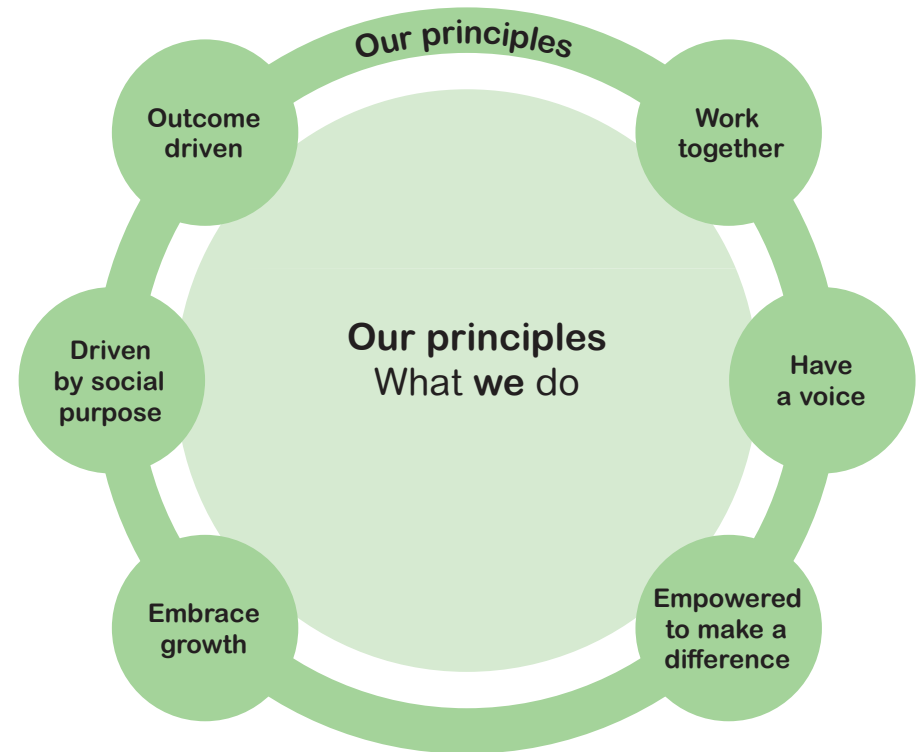
We collaborate with others to achieve our social purpose. We are committed to respect and dignity, encouraging everyone to be their true selves.

## **We all have a voice**

We value open, two-way communication, so all voices are heard. We encourage everyone to speak up, be proud and celebrate our successes.

## **We are outcome driven**

We monitor performance by outcome to ensure efficiency, cost effectiveness and value for money. To achieve this, we embrace new technology, the modernisation of systems and agile working practices.



# Our behaviours

Our behaviours describe how we need to act as individuals and work together to deliver a consistent Hafod experience. They reflect a range of behaviours – from communicating and influencing, to delivering results.

They help us all be more effective in our working lives, so that together we're able to do our best work for those we support and those who support us. Behaviours allow us to break down our principles into individual action and approaches that can be taken by everyone to help us achieve our goals, deliver great service and grow.





# How to use our behaviours

From recruiting new colleagues to maintaining good relationships with those that move on from Hafod, our behaviours will be there at every stage of the colleague lifecycle.

They'll help us find, attract, recruit, keep and develop colleagues who'll share our purpose and help take us forward. Guidance and support on how to use our behaviours is available to every colleague.

## As individuals

Our behaviours are our guide in our daily work, a benchmark for great performance and a target to aim for. They'll support the conversations and CHATs we have with our managers and colleagues and help us better understand our roles and areas for development.

They'll inspire us when we see our colleagues doing brilliant work and help us challenge in a constructive way when things are not aligned to our principles.

On the following pages you will find our eight behaviours that will be used to support our principles.

## As managers

Our behaviours will guide the conversations and feedback that we have with our team about what's expected of them. We'll use them to support all our people in achieving their potential, and to address performance issues should they arise.

## As strategic leaders

Our behaviours will underpin the planning, design and delivery of our strategic direction.

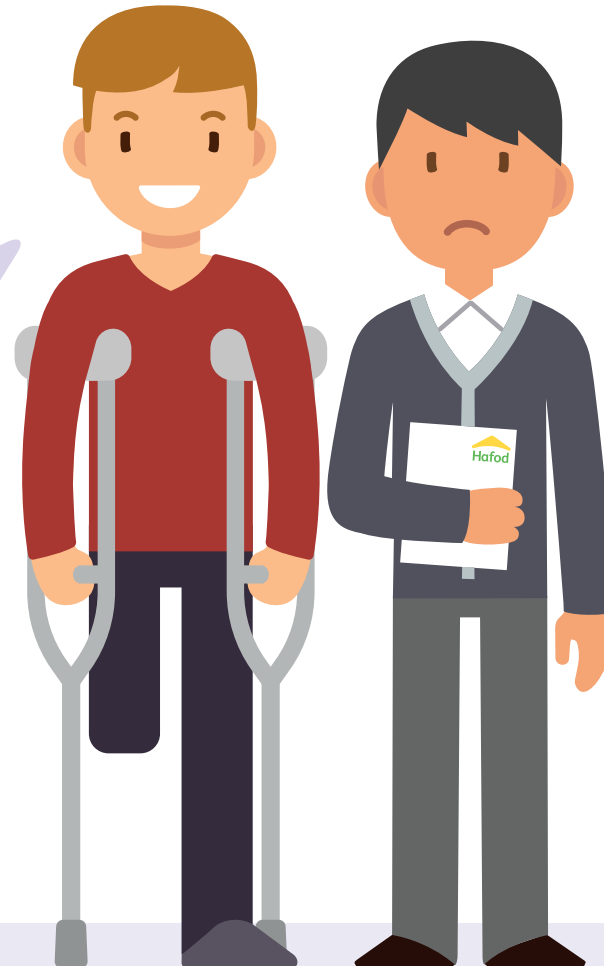


# Acting as one team

This is about having a truly collaborative approach to working within and outside Hafod.

## Positive role model

I value everyone's contribution and collaborate whenever I can, I know that we are stronger together than acting in siloes.



## Negative role model

I am not interested in what anyone else does, I have enough of my own work to deal with. Everyone is responsible for completing their own designated duties and the less everyone interferes with each other's work the better. I don't need people understanding my work as it puts my own job at risk.

# Acting as one team For everyone

Works constructively within teams and projects, valuing everyone's contribution.

Proactively helps out colleagues and supports them in their role.

Encourages collaboration with other teams; makes suggestions that benefit customers and stakeholders.

Is mindful that they are part of a bigger team and proactively seeks to get involved in projects and activities outside of their own team.

Works in isolation and only focuses upon their own deliverables.

Is reluctant to help out others, even when asked to do so.

Makes little or no effort to spend time with colleagues outside of their immediate team to learn about how things operate elsewhere.

Focuses purely on their own team and priorities without considering the needs of customers in other areas, across and outside Hafod.



# Acting as one team For managers

Seeks out a wide range of input from customers and other stakeholders internally and externally to achieve mutually beneficial outcomes.

Proactively shares their knowledge across teams with the aim of improving and supporting customers and colleagues.

Actively supports and contributes to shared, cross-directorate projects and initiatives.

Facilitates collaboration and challenges others for siloed behaviour.

Continues to do things their own way despite the needs of the wider group to take a different approach.

Has a 'knowledge is power' mind-set and keeps things to themselves.

Allows siloed approaches to continue; only focuses upon their own area, or views the work of other professional specialties as non-important.

Avoids getting involved in collaborative projects.



# Acting as one team For strategic leaders

Role models a partnership approach to other managers and leaders, creating opportunities for multiple customer / stakeholder groups (internal and external) to spend time together.

Seeks opportunities to go beyond organisational boundaries and traditional ways of working, extending across all colleagues, services and the wider community to ultimately deliver the best outcomes for customers.

Is highly effective in working with a diverse range of people across the business on both short- and long-term projects, managing, enabling and encouraging their input.

Effectively manages conflict/ disharmony between teams and business areas at the highest level, ensuring people remain focused on shared customer outcomes.

Relies on their own knowledge of current trends and issues; does not seek the thoughts of other stakeholder groups.

Overlooks opportunities to bring stakeholder groups together – attempts to push activity through without full consultation and engagement.

Only works with a select few when involved in cross-functional initiatives; is unwilling to listen to the input of others when it would be beneficial to do so.

Creates rivalry, negativity and / or unhealthy competition between teams and directorates.



# Delivering results

This is about delivering the best results to ensure that things get done in full and on time.

## Positive role model

I am proud of my work and accountable for what I do. I am always focused on delivering results that will support our customers and communities.



## Negative role model

I do what is asked of me and work to my job description. Sometimes I miss deadlines, but if it is urgent or very important then my manager will chase me for it, or someone else in the team will pick it up.

Takes full accountability for their tasks and completes them to the highest standards possible.

Supports Hafod towards its commitment to sustainable practices and reduction of environmental impact.

Does what is asked, but does not initiate or propose actions.

Covers up or blames others when they can't deliver results in line with expectation.

Is 'outcomes focused'; never loses sight of their customers and colleagues' priorities.

Finishes what they start; does not leave tasks unfinished.

Gets bogged down in the detail and loses sight of the bigger picture and what the team and we are trying to achieve.

Leaves tasks unfinished, often fails to deliver what is required for their customers and colleagues.

Does not consider environmental impact when undertaking work.



Takes accountability for team/project outcomes plans, and objectives ensuring completion to a high standard even when times are challenging.

Encourages and empowers people to decide how to deliver and make decisions in the best interests of customers.

Determines goals and outcomes and outlines plans in line with our strategy with clarity to all stakeholders.

Understands the strategic priorities and keeps them in mind when designing objectives, plans, delivering outcomes and evaluating results.

Encourages and recognises successes and great performance.

Allows performance and delivery to slip; struggles to bring back on track when faced with issues and hurdles.

Lacks clarity around the priorities and plans - unable to bring a range of people together to work towards a common outcome.

Is selective in whom they give praise to; has favourites.

Doesn't delegate or ask for support when needed.

Micro-manages people and/or projects.





# Delivering results For strategic leaders

Takes full accountability for the results of their area, helping us understand the actions to be taken to achieve organisational objectives and deliver effective results.

Enables delivery of the highest standards of operational excellence.

Drives an 'outcomes focused' approach to deliver results and agreed targets.

Designs and delivers strategies and processes that satisfy the needs of the customer, both internal and external.

Collaborates and energises teams across and outside Hafod to maximise impact and value delivered.

Provides little guidance/ input for shaping and driving results within our organisation.

Lacks clarity around our priorities and plans - unable to bring a range of people together to work towards a common outcome.

Allows performance and delivery to slip; struggles to bring back on track when faced with issues and hurdles.

Micro-manages people and/or projects.

Is selective in whom they give praise to; has favourites.



# Learning and improving

This is about being able to learn from mistakes with the confidence to ask for help when needed.

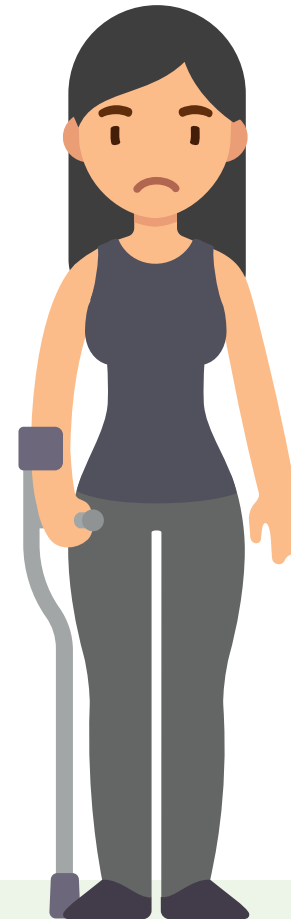
## Positive role model

I am always looking to do things better and for ways of improving myself.



## Negative role model

I know how to do my job and there isn't anything else for me to learn. I think that learning things for the sake of it is a waste of time.



Makes suggestions and is always on the lookout for new ideas to improve quality.

Is willing to try new things even if it means making mistakes along the way; learns from their experiences.

Reflects on own development needs and seeks out opportunities that could help fill gaps in their knowledge and skills.

Takes responsibility of their own personal development; takes opportunities to learn and grow and is up to date with mandatory training.

Challenges existing processes and procedures and looks to make things better.

Shows little interest in improving own performance or quality.

Guards own knowledge or skill; shares little information with others that could be useful to them.

Overly relies on their manager or Learning and Development team to drive their development plan.

Is often out of compliance with mandatory training requirements for the role.

Rarely reflects on experiences and mistakes to improve on what they do.



# Learning and improving For managers

Uses a coaching approach to build a growth mind-set and continuous learning culture; gives clear and constructive feedback to encourage reflection.

Places a high priority on personal development, asks for and acts on feedback.

Creates opportunities for colleagues to learn and develop and encourages them to ask questions.

Is open to learning from others and sharing own experiences; incorporates others' ideas back into new ways of working.

Creates a culture of blame where mistakes are penalised and lessons are not reflected upon to improve for the future.

Rarely seeks out personal improvement opportunities, resistant to feedback.

Focuses people on task rather than opportunities for learning and development or denies them appropriate opportunities to learn.

Pays little attention to the ideas of others, rarely considering or implementing their ideas.

Tolerates and does not address non-compliance of mandatory training and learning.



# Learning and improving For strategic leaders

Establishes a continuous growth mind-set, encouraging openness to learning from experience and sharing learning across our organisation.

Sets up a learning and improvement environment where people can learn from mistakes and innovate.

Delegates challenging tasks to their team(s) to encourage learning, providing sufficient support and training where appropriate.

Openly acknowledges when they have made a mistake or a poor decision; is willing to change their decision if it is the right thing to do.

Celebrates continuous improvement and learning across their own teams and Hafod as a whole.

Sees changing decisions as a weakness; does not admit they have made a mistake even when it is clear they have.

Holds people accountable for mistakes; apportions blame too readily when things go wrong and does not use mistakes as an opportunity to learn.

Rarely takes action to reflect, record and enable learning from activity.

Supresses learning through over-controlling or micro-managing teams.



# Engaging people

This is about interacting with people in a way that makes them feel respected and valued.

## Positive role model

I always try to treat people with respect and build authentic and genuine relationships with colleagues and wider stakeholders.



## Negative role model

I prefer to keep to myself or stick to working from a similar professional background to me. To be honest, unless someone has worked in a similar field to me, I don't see what value engaging with them has, as they don't understand my area of work or the way that I need to work.

Creates a friendly and welcoming environment when they are at work, taking action to make people feel supported, included and comfortable.

Builds positive and genuine relationships, makes efforts to get out and about to meet people who they are/will be working with.

Acts in a way which damages the working environment; is selective and ignores certain people/makes inappropriate comments that offend others.

Treats everybody in the same way regardless of their individual needs; makes assumptions about people.

Takes time to really get to know their colleagues to understand them, their roles and areas of potential diversity better.

Allows all other team members the opportunity to contribute.

Uses and allows inappropriate or disrespectful behaviour to go unchallenged.

Keeps to themselves the majority of the time, only engages with people around specific tasks.

Adheres to our Equality, Diversity and Inclusion policy in both spirit and practice.

Discriminates or allows own biases to influence their treatment of others.



Creates regular opportunities at work that allow people to get to know one another better.

Has an inclusive and nurturing style and encourages contributions from all.

Actively listens to opinions and gives people their full attention.

Spends time with people, getting to know them through regular interactions and building their network across and outside of Hafod.

Promotes equality, diversity and inclusion amongst their own team and across the wider organisation.

Recognises the contributions and achievements of own team and wider colleagues.

Allows little or no time for people to get to know one another better.

Only listens to those who shout the loudest or whom already have the same viewpoint as themselves.

Talks over their colleagues and presumes their opinions.

Distances themselves from others, rarely takes proactive steps to build their network or relationships beyond the immediate team.

Does not challenge non inclusive or discriminatory negative behaviours.

Lets good work and practice go unrecognised and unacknowledged.





## Effective indicators

# Engaging people For strategic leaders

## Less effective indicators

Builds genuine, real relationships – gets out and about to engage with colleagues across all areas of the business.

Role models helpfulness and co-operation, engaging others into a committed, collected effort to support equality, diversity and inclusion.

Values and draws upon the creativity, talent and abilities of those within our organisation, demonstrating that they all matter.

Effectively harnesses their passion for our mission and vision into long-term, sustainable solutions and brings others on the journey with them.

Ensures that best practices relating to equality, diversity and inclusion are included in strategy development.

Overly attentive to specific individuals or teams, does not recognise and harness the multitude of talent across our organisation.

Keeps to self, and rarely a visible leadership presence within Hafod; not seen as approachable.

Gets bogged down in the fine detail; loses sight of what they are trying to achieve, resulting in ineffective solutions that have little impact or unwanted impacts on our customers and/or colleagues.

Creates and builds relationships for self; short-term gain.

Allow policies and practices that discriminate to go unchallenged and unchanged.



# Communicating and influencing

This is about being clear, open and genuine in communicating with customers and colleagues.

## Positive role model

I am clear, open and genuine when communicating with customers and colleagues.



## Negative role model

I tell people what I think they want to hear as I think that makes them buy in to what I have to say more likely. I can always e-mail them later to let them down gently and tell them that what we had hoped for won't be possible. I find that is a good way to avoid confrontation and difficult situations.

# Communicating and influencing For everyone

Speaks up and challenges when people do not live our behaviours; is prepared to have tough conversations.

Is realistic with customers and has the courage to say "no" when the expectations or requirements of others are unfeasible.

Engages others with their ideas, communicating in clear and interesting ways.

Takes the time to listen to what others have to say; seeks to understand.

Follows our branding and communication guidance and processes.

Actively listens to the concerns of others with compassion and respect.

Talks over other people; does not take on board what others say.

Over-promises and often fails to deliver.

Not always clear and to the point – leaves others confused.

Allows or uses behaviour that isn't aligned with our principles to go unchallenged.

Does not listen properly and makes assumptions about what others mean.

Is disrespectful and dismissive of the opinions.

Does not treat sensitive information respectfully and in line with GDPR.



# Communicating and influencing For managers

Is realistic and honest with colleagues and customers; has the courage to say “no” when things are impossible to deliver; is prepared to have tough conversations.

Creates ‘safe’ opportunities for people to give opinions with confidence, knowing that they will be supported.

Over-promises to please customers and colleagues but is often unable to deliver.

Is openly negative or critical of the ideas of others and encourages similar behaviour.

Involves or consults with relevant stakeholders effected by the change and ensures that they are involved in the change design and rollout.

Communicates with an engaging, motivating and positive approach, adapting style to their audience.

Is down-beat and unclear in communications – struggles to get people on board with their ideas.

Does not say what they really think, only what they believe others will want to hear.

Is honest when they are asked for feedback and is sensitive when choosing their words and approach.

Avoids difficult and challenging conversations with others.

Relies on one method of communication and does not adapt method or style to audience.

Communicates sensitive information without respect for confidences/trust



# Communicating and influencing For strategic leaders

Promotes and encourages honesty by role modelling our behaviours, having tough conversations when it is necessary and being open to challenge about their own behaviour.

Creates a culture that enables colleagues to be themselves and have the courage to say what they think.

Regularly spends time both within their own directorate and other business areas, being open about their objectives and strategy.

Brings out and listens carefully to the views, opinions and concerns of colleagues/ stakeholders.

Creates a culture where feedback about behaviour is unacceptable; avoids tough performance conversations when they are necessary.

Holds relevant information back from others; lacks transparency and does not share their agenda with their team(s).

Makes assumptions about others' needs and concerns; gives limited attention to understanding others' perspectives.

Discourages individuality and freedom of opinion.

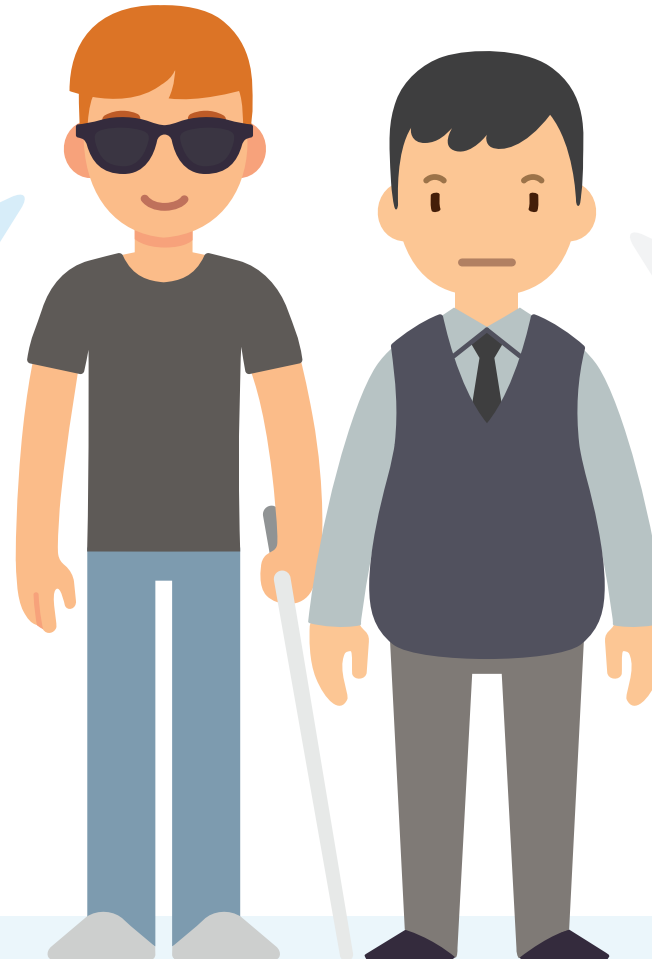


# Enabling change

This is about having a genuine open attitude towards change, embracing and supporting new change initiatives and ways of working.

## Positive role model

I'm open to change, embracing it positively and support new ways of working.



## Negative role model

If it isn't broke then why fix it? I don't really use technology much in my role, so why would I need to learn how to do things differently? I would prefer to keep things how they have always been.

Works with the information they have to understand situations and move forwards, accepting that not all details are always available.

Adjusts focus easily as priorities change; is flexible and can adapt.

Supports our journey towards sustainability and being carbon neutral.

Offers their support and encourages others through times of change and/or uncertainty.

Is positive and open-minded when it comes to trying something new and different.

Supports our new ways of working.

Rigidly sticks to the tried and tested, showing reluctance and actively resistant to try anything different.

Immediately adopts a negative response to proposed change without considering possible benefits and how it could work.

Is unable to move forwards without full details and communication – struggles with the ambiguity of changing situations.

Inflexible to change; struggles to re-prioritise to meet the needs of the task in hand.

Ignores our commitment towards sustainable practices.



# Enabling change For managers

Recognises and supports when others have concerns about proposed change.

Delivers change messages with an open and transparent communication style.

Creates compelling business cases for change and engages with their team to ensure everyone understands why change is necessary; helps people deal with ambiguity and complexity.

Manages change processes with care and positivity, focusing upon how change will impact their team and the wider organisation.

Shows frustration with others' inability to cope with or resistance to change.

Is unclear about the rationale for change and rarely shares information; leaves people feeling uncertain about the end goal and route towards it.

Proceeds with change initiatives without connecting into other activities across Hafod.

Gives insufficient attention to the impact of change on people and their likely concerns.

Blames others for the need for change and fosters a negative mindset towards change within own team.





# Enabling change For strategic leaders

Communicates organisational-wide initiatives and strategic direction to multiple stakeholder groups in an engaging, inclusive and inspirational way.

Empowers others to make change happen and encourages support in order to overcome barriers to change.

Prepares others for future change via the sharing of strategic planning and clear future vision.

Creates and sustains momentum during periods of change to ensure it is embedded in the business.

Explores ideas and issues through questioning and asking for direct feedback; has an open agenda.

Is closed minded to the views and ideas of others; has already decided upon a way forward and is unwilling to change their opinions based upon what others have to say.

Lacks the pace, drive and energy to ensure change 'lands' in the business, allowing change initiatives to lose momentum and impact.

Gives insufficient attention to supporting others with the complexity and ambiguity of change processes – leaves people feeling confused and vulnerable.

Shares something that's already been done and can't be changed in a 'fait accompli' style; delivers change initiatives in a dictatorial way without sufficient support or involvement.

Allows change to develop in a reactionary, inconsistent and siloed way across the organisation.



# Care and support

This is about treating others with dignity and respect and proactively offering support. Going the extra mile to make someone's life easier.

## Positive role model

I always try to put myself in the other person's shoes, and I do my best to support them with whatever I am able to.



## Negative role model

I am just a cog in a wheel and ultimately answerable to my manager. I prefer to wait to be told what to do and then once I have done the work, I get my manager to check it for mistakes. After all they are paid more money than me to make decisions and to ensure that everything goes to plan.

# Care and support For everyone

Always treats others respectfully and as individuals.

Takes the time to fully understand the needs of the customer or colleague that they are interacting with.

Is inconsistent in their treatment of others, letting own biases influence responses.

Is only interested in understanding the needs that relate to their role or duties.

Looks at the needs of the person that they are interacting with holistically and makes an effort to address those needs in a single interaction or by signposting as soon as possible.

Takes a person centered approach to providing support to others, being happy to go that extra mile for our customers.

Only provides the bare minimum in their interactions with others. Never asks questions or makes offers of support that could generate them more work.

Takes a 'not my job' approach to addressing customer/colleague needs, even when it could cause a risk or distress.

Takes the trust and safety of others seriously.

Treats everyone with compassion and respect.

Does not respect the sensitivity of information about others and engages in gossip.

Treats others without compassion and respect and ignores the dignity of others.



# Care and support For managers

Encourages and supports team members to go the extra mile for customers and colleagues.

Challenges behaviour that is uncaring, not person-centred or unsupportive if displayed by others.

Challenges behaviour which isn't person centred when it is observed.

Models a caring and supportive management style and team ethos of mutual support.

Ensures that well-being resources and policies are known and used by colleagues.

Adapts own behaviour in response to feedback.

Ensures HSE policies and procedures are followed.

Develops a team culture where people only work to their job description, and where those that go the extra mile are seen as wasting time or being inefficient.

Does not prioritise and support our new ways of working or HSE policies to ensure the dignity, safety and well-being of colleagues and customers.

Ignores barriers that are present in providing person centred services.

Has an autocratic and task focused style of management that doesn't consider the support needs of own team members and colleagues.

Blames other directorates and does not take steps to remedy the challenges for customers receiving better support.



# Care and support For strategic leaders

Builds high performing teams within and across directorates where supporting others is seen as a fundamental part of our culture.

Takes proactive steps to remove barriers to effective cross-directorate working that will allow more seamless service provision.

Successfully manages interdependencies and directs the activities of a wide range of people to deliver seamless customer support.

Role models high emotional intelligence in own strategic leadership style.

Protects resources and interests of own directorate at the expense of our behaviours and principles; allows silos.

Allows confusion over team boundaries without proactively seeking to resolve or challenge unsupportive behaviours or barriers to support.

Struggles to address low morale and performance and support needs in own team/directorate.

Does not role model a supportive style of leadership.



# Make effective decisions

This is about being able to plan, prioritise and make really good decisions when it comes to day-to-day activities.

## Positive role model

I always plan carefully, prioritise my workload and try to make the most ethical decision possible.



## Negative role model

I am not paid to go above and beyond, there would be little in it for me to do that anyway. People are responsible for sorting out their own problems. If the person I am dealing with has any additional needs then it is someone else's responsibility, not mine.

Plans and organises activities well to enable achievement of priorities and outcomes.

Considers the needs of their internal and external customers when making decisions and taking action.

Involves the right people and tools at the right time to help make a decision.

Willingly takes ownership of difficult decisions – leads them through to completion.

Considers our new ways of working and safety practices.

Measures results in terms of outcome, impact and reduction of potential harm.

Works on non-priority tasks which may be more urgent but do not contribute to achievement of outcomes.

Puts their own agenda first, overlooks the needs of internal and external customers and ignores negative consequences when deciding what to focus on.

Makes decisions about situations that they have no authority to deal with.

Avoids responsibility when important decisions need making.

Blames others for the decision making.

Does not review or evaluate consequences of decisions.



# Make effective decisions For managers

Ensures good decision making by identifying priorities, assessing information and data needs of teams/ projects and stakeholders.

Applies appropriate people and project management tools to set and plan short and long term priorities and activities

Ensures decisions are aligned with the needs of the wider organisation and customer.

Is willing to make difficult and often unpopular decisions and takes ownership of them; supports corporate decisions and gets behind them

Articulates decisions and priorities clearly and simply to guide activities.

Plans team activities over a six-month - one year timescale them.

Makes decisions without using all of the information available; makes assumptions.

Decisions are made reactively and without taking into account organisational priority or long-term impact.

Allows others to take the blame for unpopular and/ or difficult decisions; takes no responsibility for what they are asking others to do.

Changes decisions too frequently based on new information and different opinions.

Does not use the results of decisions as opportunities to learn for themselves and others.





# Make effective decisions For strategic leaders

Explores ideas and issues with multiple stakeholders through questioning and asking for direct feedback; has an open agenda.

Empowers others to make their own decisions and encourages an environment of accountable autonomy.

Includes information and data from multiple areas when making decisions to ensure 'bigger picture' thinking translates into effective service delivery.

Thinks globally about the part we have to play in protecting communities and the environment.

Creates and sustains momentum during periods of change to ensure it is embedded in the business.

Plans directorate activities over a one to two year timescale and has effective methods and measures in place for delivery of these plans.

Thinks laterally about the consequences and impact of decisions.

Is closed minded to the views and ideas of others; has already decided upon a way forward and is unwilling to change their opinions based upon what others have to say.

Decides on strategic measures and project outcomes after programmes have been approved or resources have been invested.

Only requests feedback from a limited number of stakeholders and those that are likely to agree with decisions.

Does not support the involvement in the decision-making process wherever appropriate.

Engages in analysis paralysis so that projects cannot be progressed in a timely or effective manner and opportunities are missed.







# How to use our behaviours

A guide for managers



# Welcome

## Living by our principles

Throughout 2021 we worked with colleagues to identify the mission, vision, values and principles that we want to be part of our culture.

Building on work to date, we have introduced six principles that will underpin our culture. How successful we are at embedding these principles can be measured by how well colleagues demonstrate and develop the behaviours needed to achieve them.



# Our mission, vision and values

## Our mission

### Making Lives Better

Long-standing focus around better homes, better care, better communities, better lives

Developed in 2015

## Our vision

Improving health, well-being and prosperity in communities by helping to integrate the systems of housing, health, social care and support

Developed in 2018

## Our values

Working together  
Respect  
Professional  
Learning and improving  
Great service

Developed in 2017

## Mission statement

Who we are  
What we value

## Vision statement

What we want to become

## Strategy

How we will achieve our vision

## Goals and objectives

How we gauge our degree of success

# Our principles

Our principles are the guides we use to create consistent and recognisable experiences through our work or our partners. They provide a framework for designing and delivering all the experiences and services to our customers and colleagues.

Our principles are:

## **We are driven by our social purpose**

We positively impact people, communities and the environment. We exist to improve lives and the world we live in.

## **We are all empowered to make a difference**

We are trusted to be autonomous and encouraged to challenge constructively, and use our initiative but supportive, visible and accessible leaders.

## **We embrace growth**

We pursue meaningful change led by evidence. Mistakes are valued as stepping-stones on a journey of organisational learning. We are supported in our professional development and personal well-being.

## **We work together**

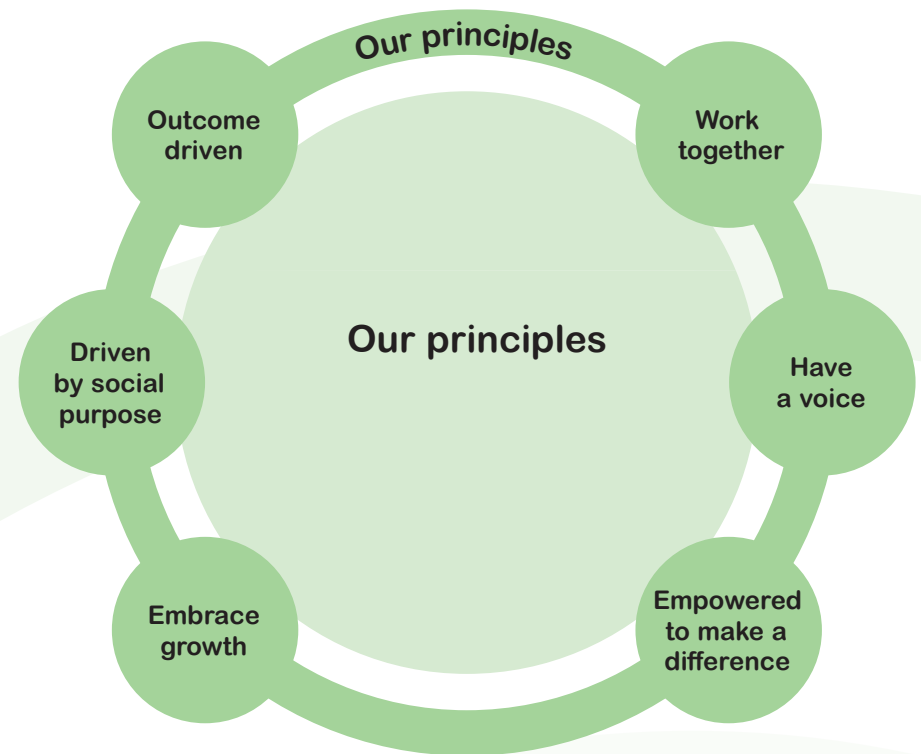
We collaborate with others to achieve our social purpose. We are committed to respect and dignity, encouraging everyone to be their whole selves.

## **We all have a voice**

We value open, two-way communication, so that all voices are heard. We encourage everyone to speak up, be proud and celebrate our successes.

## **We are outcome driven**

We monitor performance by output to ensure efficiency, cost effectiveness and value for money. To achieve this, we embrace new technology, the modernisation of systems and agile working practices.



# Making Lives Better

We are determined to become the best we can be and to make lives better for our communities and the individuals we serve. We strive to offer the best services and care possible and appreciate that every colleague has a role in achieving this.

We all have individual qualities, skills and personalities that come together to make us who we are. But we must have a culture and common ways of working that help us understand what's expected of us, where our strengths and development needs lie, and how we can reach our full potential.

That's why we've defined a set of behaviours that show us what great performance looks like, which will help us keep and attract talented individuals and develop a culture in which our colleagues thrive. As a manager, you have a vital role in making our behaviours framework part of our culture.





# Our behaviours

Our behaviours describe how we need to act as individuals, and to work together, to deliver a consistent experience. They reflect a range of behaviours – from communicating and influencing, to delivering results.

They help us all be more effective in our working lives, so that together we're able to do our best work for those we support and those who support us. Behaviours allow us to break down our principles into individual action and approaches that can be taken by everyone to help us achieve our goals, deliver great service and grow.



# Why and When?

## Why use a behaviours framework?

When people feel that they are working at their best and feel valued for their contribution, they become stronger. We can attract, keep, and grow the most talented people when we are strong. Our behaviours framework will help you, as a manager, provide the best feedback and set the most achievable goals with your team members.

Using our behaviours will make it easier to spot great performance, support development needs and address under performance if needed.

Our behaviours framework is a guide, not a rigid set of rules. Even though we're trying to create a shared way of working and an inclusive culture, we also celebrate individuality. You're free to choose the elements of the framework that are most relevant and helpful to each person in your team and use them in one-to-one conversations, CHATs and appraisals.

## When will they be used?

Working through descriptions and examples with a colleague will help them understand what's expected of them. Most importantly, referring to our Behaviours will make it easier to have a positive and constructive conversation with clear outcomes without feeling like personal criticism.

Our framework makes it easier to celebrate individual successes and provides a structure for advice and encouragement.

From attraction to recruitment, from onboarding, to personal development, performance management and appraisals to exit interviews, our behaviours will become a key part of the colleague journey. They will help us find, keep and grow the right people to take us forwards. Creating a common language and way of working that will make us all better, stronger and more effective, and support us in being a great place to work.



# How will our behaviours be used?



## Recruitment

The behaviours will be written into our job advertisements, job descriptions and interview questions.



## Onboarding

New colleagues will be given information on our principles and behaviours as part of their new starter packs.



## Induction

All colleagues will receive an introduction to using our behaviours as part of their induction.



## Objective setting

One individual and one team development behaviour will be set per year



## CHATs and 1-2-1's

Behaviours can be used to discuss a person's approach, performance or their personal development needs



## Appraisal

Colleagues will receive feedback on the behaviours that they are excelling at and the ones that you can support them to develop.



## Performance management/capability

Our behaviours will be used to clarify expectations around a colleague's performance and own behaviour and identify areas for improvement.

Using our positive and negative indicators can help lessen the defensiveness someone may feel when receiving feedback on their performance or conduct and allow a remedy to be achieved more quickly.



## Exit interviews

Leavers can be asked what their views are on how we role modelling our own principles and behaviours.

All managers will receive training on using our behaviours framework. If you haven't had yours, please contact the Learning and Development team to book your place.

