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| One Team logo | One TeamWorking together we will make things better |

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| **OUR BEHAVIOURS** | **Delivers** | **Shapes** | **Leads** |
| Recognition & support | **Looks after own & colleagues wellbeing -** You work well as part of a team, considering your own and others wellbeing.  | **Recognises and rewards the contribution of others -** You recognise strengths and the potential in everybody, encouraging them to learn, progress and develop.  | **Promotes a culture of recognition and appreciation –** You create a culture of appreciation, where people feel valued and recognised for the difference they make.  |
| Development & coaching | **Is willing to share knowledge -** You share your knowledge and skills.  | **Encourages others -** You demonstrate trust in the team through encouragement, coaching and empowerment to promote opportunities for others to raise ideas, and develop services. | **Promotes a coaching culture -** You develop staff skills and experience through coaching, mentoring, and providing a range of opportunities and experiences. |
| Adapting to change  | **Adapts to changes -** You can adapt to changes in work or environment, remaining effective and positive. | **Gains agreement and commitment from others -** You adapt your personal style to suit different people or situations, to collectively deliver shared goals or purpose. | **Works across boundaries –** You make positive use of change and uncertainty to promote and encourage collaboration and sharing across departments, services and with partners in regional working.  |

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| Customers First logo | Customers FirstWorking to improve the lives of people in our community. |

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| **OUR BEHAVIOURS** | **Delivers** | **Shapes** | **Leads** |
| Customer Focus | **Focuses on the needs of the individual -** You actively seek the diverse views of individuals who use our services, to improve our service delivery through Welsh and English.  | **Takes account of a wide range of issues -** You plan ahead for service needs, considering the wider factors and long-term effects of decisions.  | **Promotes a culture where customers come first -** You develop, deliver and evaluate strategic plans, balancing short term pressure with long term goals, aligned to the Council’s vision, which address diverse service needs including Welsh language and culture.  |
| Developing relationships & bilingual services | **Establishes good relationships with individuals -** You quickly establish mutual respect and trust based on honesty and reliability, building lasting relationships with others.  | **Identifies opportunities -** You research effective methods to develop bilingual services that have a positive impact on individuals.  | **Leads a service that reflects the bilingual nature of the county -** You ensure that decisions are made with the Welsh language at the heart, providing a bilingual service to individuals and teams.  |
| Respecting our environment | **Uses resources carefully -** You use our resources effectively.  | **Respects the environment -** You consider and encourage our responsibilities to our impact on the natural environment & climate change. | **Supports our environment -** You ensure that decisions maintain or enhance our biodiverse natural environment, supporting social, economic, and ecological resilience. |

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| Integrity logo | IntegrityBeing honest and always trying to do the right thing. |

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| **OUR BEHAVIOURS** | **Delivers** | **Shapes** | **Leads** |
| Leading & Delegating | **Follows appropriate instructions -**You follow processes, and guidelines, challenging in a positive way if issues arise. | **Delegates appropriately and fairly -** You prioritise your own and others’ work fairly, based on people’s strengths, and providing clear, timely feedback. | **Provides a clear direction** – You set and maintain a clear, positive direction, with highly focused priorities and outcomes which are clearly communicated to teams.  |
| Decision making | **Understands professional boundaries -** You understand when something falls outside of your role and when to refer to others. | **Makes prompt and clear decisions -** You take responsibility for people and decisions which may involve tough choices or considered risks, giving clear direction.  | **Promotes a culture of openness -** You promote transparency around decisions and create a culture where others feel able to challenge decisions being made.  |
| Addressing risk | **Recognises risk** **–** You plan, recognise and action safety measures in response to risk to self and/or others from behaviours or situations.  | **Promotes safe behaviours -** You promote and ensure that behavioural values, health and safety and safeguarding practices guide the work of your team.  | **Promotes a safe working culture -** You establish and promote a positive culture where health, wellbeing, safe working practices and safeguarding is everyone’s responsibility.  |
| Inclusion & Values | **Treats people fairly -** You treat everyone fairly, showing respect and sensitivity towards differences and language preference (Welsh or English). | **Promotes and defends equal opportunities & bilingualism -** You encourage diversity, inclusion and Welsh language, promoting people’s contribution, making them feel valued.  | **Role models standards of behaviour –** You role model honesty, trust and behavioural standards, leading and reinforcing an inclusive culture, where diversity is valued, and exclusion, bullying and discrimination are unacceptable.  |

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| Excellence logo | ExcellenceDelivering to the best of our abilities and looking for better ways to do things. |

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| **OUR BEHAVIOURS** | **Delivers** | **Shapes** | **Leads** |
| Learning & development | **Is willing to learn and develop -** You seek out new learning and look for new ways to develop yourself and your Welsh language skills.  | **Acts a role model for development and learning** –You demonstrate personal commitment to learning and encourage others to consider opportunities to learn. | **Promotes a learning culture -** You take a strategic perspective to identify and address both current and future skills requirements, enabling a culture of continuous learning and succession planning. |
| Innovation | **Thinks about doing things differently –** You ask questions and look for better and/or new ways of doing things, suggesting improvements. | **Devises effective improvement initiatives -** You design processes and systems that support positive change, secure learning, and improve services. | **Promotes a culture of innovation -** You embed a culture of innovation and creative thinking to drive service improvements, empowering teams to encourage continual development. |
| Analysing | **Produces a range of solutions to problems -** You take a positive approach to deal with problems and find ways to identify suitable solutions.  | **Analyses data to improve and support decisions -** You research and analyse numerical and written information and data from a range of sources to inform evidence-based decisions.  | **Recognises the bigger picture -** You probe for further information or understanding of a problem, recognising how one issue may be part of a larger system and making rational conclusions.  |

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| Take Responsibility logo | Take ResponsibilityTaking ownership of our actions and holding ourselves accountable. |

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| **OUR BEHAVIOURS** | **Delivers** | **Shapes** | **Leads** |
| Takes action | **Takes the initiative -** You are confident using your own initiative to develop actions and self-direct your work. | **Sets clear objectives -** You build a clear positive vision with others and take calculated risks, translating this into practical steps to deliver a quality service.  | **Demonstrates accountability -** You are accountable and take full responsibility for projects and people to ensure achievement of the economic, environmental, social, and cultural performance of the organisation.  |
| Manages performance | **Manages own performance -** You reflect honestly on your own performance, identifying what could be developed or done differently in the future.  | **Manages people’s performance -** You consider individual needs, addressing performance promptly & fairly, treating mistakes as learning opportunities.  | **Promotes a culture of trust -** You create an environment where people feel empowered to make decisions, encouraging ideas, improvements and measured risk taking. |
| Quality outcomes | **Monitors own work and maintains quality -** You ensure work is accurate and error free. | **Works for quality outcomes -** You continually improve the quality of service delivery and established relationships with individuals.  | **Delivers value for money -** You take a broad view of value, recognising ‘hidden’ or external effects and costs within the system and building these into decision making for quality outcomes. |
| Demonstrates responsibility | **Takes ownership of tasks -** You hold yourself accountable for what you have promised to deliver, including tasks delegated to others.  | **Takes responsibility for actions -** You use your judgement and take a considered approach to situations and tasks when making decisions and/or providing advice.  | **Facilitates service delivery -** You fairly allocate resources and make appropriate strategic decisions to support delivery of services. |

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| Listening logo | ListeningListening to our communities, partners and colleagues to improve. |

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| **OUR BEHAVIOURS** | **Delivers** | **Shapes** | **Leads** |
| Communication with others | **Communicates well with others -** You communicate your thoughts and ideas clearly so others can understand and in their language of choice.  | **Builds effective networks -** You create and maintain positive, professional, and trusting working relationships with people within and outside the service.  | **Representing the organisation -** You demonstrate political and cultural awareness, reflecting our values by communicating to different audiences with honesty, integrity, impartiality and objectivity, to build trust and gain the commitment of others.  |
| Understanding others | **Listens and reflects -** You listen to understand alternative viewpoints and needs, responding sensitively and checking understanding where necessary. | **Manages conflict -** You facilitate constructive discussions and work with a range of people to reach an agreement.  | **Understands and influences –** You use self-awareness and high levels of understanding of others’ needs, to influence and negotiate high-level strategic and collaborative agreements.  |
| Listening to others | **Brings a positive outlook to work -** You show enthusiasm for the service you deliver and to improving your work.  | **Listens to improve –** You establish and maintain ways to involve a diverse range of colleagues, stakeholders and partners in developing improvements.  | **Encourages participation –** You lead across boundaries, viewing public service as one community, bringing communities and partner organisations into decision making.  |