Bury COUNCIL Version 2	**Commercial Thinking and Analysis**	**Customer Service**	**Delivering Results**	**Values, Ethics and Diversity**	**Delivering a Quality Service (Continuous Improvement)**	**Planning**	**Developing self and others**	**Teams, Networking and Partnerships**	**Adapting to change**
Core Indicators Approved indicators often used for **officers without people-management responsibility** Type: Focus on implementing and specialising. (Provides/implements the service at direct customer interface, whoever the customer may be – internal & external. Identifies how a service can be improved at ground level. Clearly understands why they are being asked to do things and implements it. Communicates and gives feedback on how to continuously improve the service and make it more cost effective without impacting negatively on quality standards)	-Is able to analyse and evaluate the validity of information that relates to their role (A6)	-Puts the customer first and adapts internal processes to suit customer needs (B6)	-Puts in maximum effort at all times and strives to be productive (C6)	-Upholds the values of the council and is aware of and abides by the Dignity At Work Policy and code of Conduct (D6)	- Suggests ways to improve the quality or efficiency of tasks (E6)	-Makes sure they have all the resources before starting activities (F6)	-Is willing to engage with and learn from other staff and teams with the goal of development (G6)	-Stores resources and information of potential use to the team in appropriate ways such as shared drives and folders (H6)	- Is alert regarding threats health and safety and responds to them effectively (I6)
	-Understands and evaluates the cost impacts of different options before making decisions (A5)	- Always responds and replies to calls, e-mails or other communications from internal/external customers (B5)	-Is flexible and adaptable when faced with challenging circumstance to ensure goals are met (C5)	-Promotes well-being by understanding others needs, culture and beliefs (D5)	-Ensures tasks are done with a focus on quality and efficiency without shortcuts or creation of unnecessary waste (E5)	-Manages their own time without close supervision (F5)	-Shares knowledge and experience and aims to help develop the team rather than just themselves (G5)	-Builds supportive relationships with the team including proactively offering help and sharing information (H5)	-Learns new procedures and seeks to understand and exploit new technologies (I7)
	- Asks questions and communicates with appropriate sources to gain a sound understanding before making decisions (A4)	-Takes customer complaints seriously and makes appropriate changes to improve (B4)	-Delivers work on time and takes calculated risks when appropriate to get results (C4)	-Treats others fairly, with dignity and respects individual differences (D4)	-Follows the final decisions of management and doesn't then continue to challenge (E4)	-Takes a methodical and consistent approach to work (F4)	-Identifies and is keen to undertake required professional development (G4)	-Builds good relationships with people from partnership organisations, collaborates when appropriate and maintains an appropriate level of awareness about relevant local and regional partnerships (H4)	-Is flexible: competent adjusting their priorities when circumstances dictate (I4)
	-Is aware of the overall financial position of the council (A3)	- Adapts behaviour and style of communication to accommodate different types of customer (B3)	-Challenges systems that get in the way of meeting goals and systems which create unnecessary waste (C3)	-Communicates about cultural issues and differences in an informed, sensitive and respectful manner (D3)	-Follows council procedures and policies when delivering work (E3)	-Provides feedback to managers if planned activities need reviewing (F3)	-Handles criticism well and is prepared to engage in activities to tackle skills gaps (G3)	-Is aware of how personal communication style impacts on others around them and maintains professional levels of emotional control (H3)	-Looks for the opportunities and remains solution-focused during periods of organisational change (I3)
	-Is able to understand when to call for help or more information when analysing a situation (A2)	-Works hard to identify and anticipate the needs of the customer, and strives to exceed customer expectations (B2)	- Keeps managers informed when project goals are unlikely to be met (C2)	-Works towards making the council socially and ethically responsible (E2)	-Understands and meets the legal obligations of the role (E2)	-Arrives at work and to meetings on time (F2)	-Proactively maintains their knowledge about available development options and available contacts (G2)	-Considers things from others viewpoint, values constructive conflict and respects differences in opinion (H2)	-Adapts working style,methods of communication and approach to decision-making to suit changing circumstances (I2)
	-Breaks problems down into smaller parts, tackling them in a structured way (A1)	-Proactively provides feedback to managers about customer service issues (B1)	-Provides operational information upwards, communicating to	-Maintains confidentiality and doesn't share sensitive information	- Concentrates on managing health and safety risks that pose a significant	-Plans their approach to tasks and considers things that could go wrong (F1)	-Is self-motivated to learn new skills and knowledge and identifies/requests development	-Is team focused rather than individualistic, demonstrating belief in co-	-Displays emotional control and appropriate behaviour when required to change direction

			help managers set appropriate objectives (C1)	inappropriately (E1)	threat (E1)		opportunities (G1)	operation rather than competition within the team (H1)	quickly (I1)

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Mid-level Indicators Approved indicators often used for **team leaders and supervisors** Type: Focus is on facilitating performance. (Communicates and controls the practical implementation and the detail of the 'decisions being made' Takes it back to the teams to implement the decision. Challenges senior management on how to drive the operation through their teams and make the vision a reality. Communicates the message with very clear operational guidance)	-Uses data analysis and evidence to create a robust understanding of the activity and performance of their team (A12)	-Creates an environment that is focused on delivering excellent customer service (B12)	-Will take informed risks when appropriate in order to meet deadlines and empowers their staff to do the same (C12)	-Is a role model for high standards of behaviour (D12)	-Pro-actively requests new ideas for improving quality, efficiency and Health and Safety (E12)	-Plans others' activities through effective 1-1s, Employee Reviews and communications in order to implement the strategy (F12)	-Uses Employee Review in conjunction with 1:1s and the Bury Behaviours or another required professional competency framework to provide direction to others development (G12)	-Involves the team in decision making, inviting suggestions and promoting the contribution of ideas (H12)	- Upholds the importance of health and safety at work, ensuring that employees are aware of how to act in managing risks and responding to emergencies (I12)
	-Manages the cost of implementing decisions (A11)	-Role models good customer service consistently (B11)	-Consistently achieves or exceeds goals, exemplifying good performance and commitment (C11)	-Encourages others to adhere to the values of the council and insists their team uphold ethical practices (D11)	-Supports others in putting new methods that improve quality, efficiency or team productivity into action (E11)	-Prioritises activities well to make the best of resources (F11)	-Ensures their team has the necessary professional knowledge and training and delegates appropriately to develop staff (G11)	-Proactively deals effectively with inappropriate behaviours within the team while also maintaining a climate where employees proactively contribute ideas (H11)	- Alters their plans to account for changing situations and supports their staff through changes in the council, seeking help in managing stress from appropriate services when needed (I11)
	- Understands when issues are part of a much larger problem before making decisions (A10)	-Reacts to feedback from their team about customer issues (B10)	-Sets objectives which are SMART and stretching for themselves and their team, to maximise performance and staff development (C10)	-Treats team members in a consistent and fair manner, managing people impartially while making appropriate adjustments for differing needs (D10)	- Identifies, communicates and drives good practice in terms of quality and efficiency to their team, and encourages other team members to follow suit (E10)	-Invites and objectively considers feedback from the team about potential issues with the plan (F10)	-Provides constructive feedback on behavioural performance and performance against SMART objectives to help the team understand their development needs (G10)	-Encourages staff to think of themselves as a team by promoting behaviours which will build team performance (H10)	-Keeps the team motivated and productive to deliver in changing circumstances (I10)
	- Communicates the key points of an issue accurately and comprehensively to their team , and takes account of their views (A9)	- Provides coaching, advice and guidance appropriately to help the team deal with customer complaints (B9)	- Is self-motivated to deliver work in a timely way and creates an environment where staff value and demonstrate self-motivation (C9)	- Takes steps to prevent bullying or harassment and creates a none-threatening environment of tolerance and respect (D9)	-Checks others work to check efficiency and ensure quality standards are being consistently met and processes are efficient (E9)	-Produces comprehensive project plans (F9)	-Prioritises people management activities and supports staff development through coaching and support of health and wellbeing (G9)	-Delegates work effectively, empowering staff to take control and providing the right levels of authority and responsibility for them to succeed (H9)	-Is willing to make difficult or unpopular decisions in times of change (I9)

	-Identifies commercial opportunities for the council and encourages their team to do the same (A8)	-Monitors team performance to ensure it meets or exceeds customer expectations (B8)	- Monitors progress of their team's work against objectives regularly and gives effective feedback about both good performance and needs for improvement (C8)	-Ensures staff treat others with dignity and respect, proactively communicating with their team about positive behaviours and championing them (D8)	-Takes responsibility for ensuring the team's work meets legal requirements (E8)	-Manages the deployment of people and resources appropriately in order to satisfy the planned activities (F8)	-Provides development opportunities for team members which are stretching and empowering whilst also being appropriate in terms of the overall goals of the Council (G8)	- Engages in collaborative projects/procurement when value can be added, builds a strong network of contacts and promotes the value of both internal and AGMA-wide networking and collaboration to their team (H8)	-Perseveres to ensure the job is done when situations change (I8)
	-Provides information upwards to their senior managers about commercial issues (A7)	-Builds a team strategy to anticipate future customer needs and issues (B7)	-Motivates their team to meet deadlines and holds them accountable for poor performance against agreed objectives (C7)	-Takes account of community impact and social value when making decisions (D7)	-Is receptive to suggestions of ways to improve quality, efficiency and Health and Safety and promotes suggestion-making. (E7)	-Uses a systematic, organised approach to work tasks and management of the team (F7)	-Uses mistakes as an opportunity for improving skills and knowledge, promotes a culture of solutions and support rather than blame, and encourages openness about development needs (G7)	-Encourages team members to co-operate when delivering tasks, fostering an environment of open and supportive communication (H7)	-Facilitates the use of appropriate new technologies to improve service delivery (I7)

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Upper Indicators Approved indicators often used for **Service/Section Managers** Type: Focus is on shaping performance (Challenges and influences visionaries on the 'decisions being made'. Input on the feasibility of a decision in relation to the financial and people resources, and also the impact on the Council, Service or Department. Translates the message and communicates it to the front line supervisors / team leaders)	-Identifies commercial opportunities both inside and outside of the council (A18)	- Balances internal and external customers' needs (B18)	-Is willing to challenge both upwards and downwards to meet goals (C18)	-Shapes a culture of wellbeing, tolerance and consideration in the council, actively developing an environment in which managers and employees challenge inappropriate behaviours and bullying (D18)	- Shapes an environment where new ideas which create improvement, efficiency and productivity are fully supported (E18)	- Promotes a culture of effective planning regarding resource deployment, services and workforce structures (F18)	-Ensures their team is committed to self development and are skilled, informed identifiers of development needs in themselves and their staff (G18)	-Promotes and role models effective communication by adapting their style for different audiences and communicating proactively with the workforce about the right issues at the right time (H18)	-Provides support and guidance to help team cope with change, and maintains enough focus on a healthy, safe working environment (I18)
	-Sets budgets in line with strategic resources (A17)	-Influences upwards to ensure the strategy is customer focused and adequately future-proofed (B17)	-Motivates and challenges others to act on their own initiative to help fulfil the overall strategy on time (C17)	-Upholds the Council's Values and Priorities at all times including prioritising employee well-being and engagement (D17)	-Exemplifies continual improvement to help shape a culture of quality, innovation, productivity and efficiency and challenges others to do the same (E17)	-Communicates the plan to others to ensure prompt delivery (F17)	-Is informed about availability and sources of staff development options and management support tools, and questions upwards to ensure they are in place (G17)	- Drives a culture of effective partnership work, encouraging staff to collaborate when appropriate, build local or regional networks and leverage these networks to get results - supports their team(s) to do so (H17)	-Develops contingencies should plans need changing (I17)
	-Is comfortable researching and analysing incomplete or ambiguous information and promotes the importance of research and analysis when making decisions (A16)	-Proactively identifies strategic customer needs and anticipates future needs (B16)	-Drives a culture of performance management and creates strong criteria and measures to monitor progress (C16)	-Delivers strategy in line with environmental considerations and equality considerations within the community and organisation (D16)	-Ensures that the strategy complies with legal requirements (E16)	-Ensures critical resources are available for others to deliver the strategy (F16)	-Encourages a culture of continuous development and learning by conveying knowledge, enthusiasm and energy about it and articulating how it can support the Council's plan. (G16)	-Pushes empowerment and authority down the organisation, shaping an environment of trust and engagement (H16)	-Manages with confidence when working in ambiguous situations (I16)
	-Asks lots of questions upwards and downwards in order to understand issues more fully (A15)	-Monitors customer satisfaction across the council (B15)	-Is resilient to the pressure of tight deadlines and actively looks for opportunities to improve the overall resilience of their teams (C15)	-Makes strategic decisions that reflect the needs of the wider community (D15)	-Works with partners to make sure their quality standards are sound (E15)	-Keeps track of technological, operational and financial resources needed to deliver the strategy (F15)	-Undertakes council-approved succession planning activities to make sure their workforce is fit for the future (G15)	-Inspires enthusiasm and a positive attitude from staff by adopting approaches to motivate and engage people and role modelling	-Drives and directs change in the council, and leads the transformation of services to a digital approach where appropriate (I15)

	A	B	C	D	E	F	G	H	I
								approachability, enthusiasm and energy (H15)	
	-Provides feedback upwards on the feasibility of strategic decisions (A14)	-Ensures key themes in customer complaints are looked at strategically (B14)	-Perseveres and remains solution focused rather than problem focused when faced with setbacks and delays (C14)	-Promotes a culture of honesty, transparency and objectivity and personally presents informed, accurate and fact based accounts of situations and events (D14)	-Monitors quality standards across the whole service area and actively promotes quality, efficiency, innovation and productivity (E14)	-Resolves issues with resources that may result in missing project deadlines (F14)	-Actively advocates coaching as a powerful management skill and seeks to develop this approach to maximise performance in their team (G14)	-Monitors the effectiveness of team managers to ensure they are getting the best from their teams and promotes a strong focus on people-management competence (H14)	-Communicates change to strategic partners to keep them aligned with strategic goals (I14)
	-Helps to deliver the commercial strategy of the council and strives to develop commercial skills in the workforce (A13)	- Engages in robust evaluation of different service models before designing services (B13)	-Encourages a management culture of performance related dialogue: communication about objectives, measures and standards (C13)	-Role models personal integrity by keeping to agreements made with others even when under pressure not to (D13)	-Sets quality and efficiency driven targets to encourage others to deliver a good job (E13)	-Sets achievable timescales and identifies clear steps to deliver the strategy (F13)	-Identifies external development options provided by partner organisations to broaden their own and their team's skills/knowledge (G13)	-Has a broad network of internal and external contacts which they develop proactively, and continuously seeks out new networks (H13)	- Spots potential business opportunities arising out of changing circumstances and makes effective, comprehensive business cases for change (I13)

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Top Level Indicators Approved indicators often used for **organisation leaders / directors** Type: Focus is on creating and visioning. (Sets the strategy, vision, policy & direction for the Council or Service. Takes full responsibility for actions. Ensures message is communicated and tailored appropriately to all levels affected)	-Understands how one issue may be part of a larger system (A24)	-Puts the customer first when designing the strategy (B24)	-Values and champions performance and sets challenging targets for themself and the council (C24)	-Proactively champions and promotes the council's behavioural and ethical values inside and outside the council, including a zero-tolerance approach to bullying at work (D24)	-Takes an innovative approach to setting strategy and drives a culture of innovation, efficiency and value for money (E24)	-Is flexible in modifying the strategy where it is not working (F24)	- Promotes a strong focus on Talent Management, self development and positive behaviours and ensures their teams are well placed to do the same (G24)	-Proactively networks with internal and external contacts and drives a culture of awareness and understanding about local end regional partnerships and the Council's role within these (H24)	- Champions change and encourages others' contributions, empowering them to remain engaged (I24)
	-Makes decisions on strategy after analysing data and evidence (A23)	Is aware of a wide range of internal and external customers and stakeholders (Government, Electorate and different sectors) (B23)	-Communicates and expresses the goals of the Council and the big-picture context continuously and comprehensively to the workforce (C23)	-Draws on the diverse backgrounds, skills and knowledge of employees, partners and community, using personal difference for the benefit of the council (D23)	-Ensures the strategy is informed by existing quality solutions and successes in minimising waste (asset-based management principles) (E23)	-Is aware of external factors, and threats that may have an impact on delivering the strategic plan (F23)	-Champions the positive behaviours expressed in this framework, drives a culture of related staff development and sees these as key to delivering the strategy (G23)	-Builds strategic partnerships with external organisations to deliver the strategy, shaping regional governance and the role of Bury Council in the development of Bury and Greater Manchester (H23)	-Provides resources and support to those managing change and promotes management culture which supports change (I23)
	-Uses data from internal and external sources in order to make strategic decisions (A22)	- Shapes a culture of customer service which strategically aims to change community behaviours where appropriate (B22)	-Presents a solution focused and determined manner when things become challenging (C22)	- Balances the needs of the council with the wider needs of the community (D22)	-Is aware of current legislation and how it applies to the council (E22)	-Ensures strategic partners are aware of and signed up to the delivery plan (F22)	-Role models and demonstrates commitment to self-development by having their own development plan (G22)	-Presents self as approachable and consults the workforce widely and regularly, allocating time to encourage suggestions and listen to concerns about the strategy of the council (H22)	-Is able to react to changes in Government policy (I22)
	-Communicates the commercial strategy and ensures others fully understand the implications (A21)	-Takes overall responsibility for customer service in own area(B21)	-Identifies key deliverables to ensure the Council makes good progress towards achieving the strategy and vision (C21)	-Does not compromise ethical standards for personal gain (D21)	-Takes overall responsibility for quality delivery across the council, promoting a strong focus on quality and productivity (E21)	-Monitors the progress of strategic partners to deliver the council's plan (F21)	-Benchmarks council commitment to development against external measures by being informed and knowledgeable about approaches in other Councils and public sector bodies (G21)	- Emphasises the importance and impact of others work and ideas by communicating employee successes to the workforce and driving a culture where best practice and achievements are recognised and shared (H21)	-Negotiates changes in strategic partner relationships due to changing circumstances (I21)

-Has a deep understanding of profit and loss and added value in relation to own and others work (A20)	-Ensures key issues identified by measures of customer satisfaction are acted upon (B20)	-Works hard to deliver results (C20)	-Ensures the strategy of the council is sustainable and environmentally sound and uses effective Equality Analysis before making decisions (D20)	-Champions new ideas from inside and outside the Council in order to achieve improvements in quality and efficiency, keeping informed about methods used by local and GMCA partner organisations (E20)	-Embeds public sector reform principles and regional objectives into the strategic plan and benchmarks the plan against wide external measures (F20)	-Creates an environment which drives coaching and mentoring approaches - personally mentors and coaches key members of staff to ensure their continued development (G20)	-Measures, values and responds to staff engagement levels in the Council and promotes a strong focus on initiatives to support people's sense of wellbeing at work (H20)	-Is highly skilled in adapting their personal communication and presenting style to deal with council, Government and external stakeholders (I20)
-Identifies commercial opportunities for the Council at a strategic level (A19)	-Monitors customer service levels in own and others' areas (B19)	-Challenges partners to drive delivery of shared strategic goals and balances GMCA objectives with borough objectives (C19)	-Promotes ethical decision making with external partners and ensures they uphold the values of the council (D19)	-Ensures strategic alliances contribute to quality and safety in the council (E19)	-Plans own time to ensure availability of strategic thinking time (F19)	-Proactively seeks feedback on their own performance, management style and style of communication in order to establish personal development needs (G19)	-Presents self in a confident manner especially when communicating to external audiences, and demonstrates sophisticated, accurate and impactful communication techniques (H19)	-Anticipates how the evolving political landscape will drive changes in the Council (I19)