

GROWING #TEAMIWC



PEOPLE ARE AT THE HEART OF WHAT WE DO.

Everything that we do should be inclusive, open and transparent.

Working as part of a team, and achieving the Isle of Wight Council's vision should be done in a way that is straight forward and positive.

We want to continue to develop a workforce that is:

- **productive** – affordable, efficient, motivated, technologically literate and flexible;
- **joined up** – properly integrated across all the different organisations providing services, especially in health and social care;
- **involved in co-designing and co-creating services** – so that the ideas and experience of the people most involved in services day-to-day can be fully utilised;
- **truly valued and respected** – supported throughout the stages of life and career and able to enjoy good quality benefits as well as fair pay;
- **diverse** – reflecting the communities it serves and making use of all the talent.

This framework outlines the expectations of how we will behave with each other, our residents and partners. It also sets out the skills we need to develop to take the council forward.

The framework is mapped to the council values from the Corporate Plan 2021 to 2023, and reflects research around the expectations of the '21st century public servant'.

This research defined eight roles that the 21st century public servant will need to use in the future. We will develop our staff and teams to use and understand these skills.

All council staff are responsible for their own health, wellbeing and development. Those in a management role should be supporting staff in all aspects of their working life; providing challenge where necessary and appropriate levels of supervision, encouragement and challenge where necessary.



The Isle of Wight Council's core values as defined in the Corporate Plan 2021 to 2023 are:



Resident and community focused

Putting residents and our community at the heart of everything we do.

Be sensitive to local needs and concerns in everything we do.

Protect and nurture the environment and heritage.



Working together

Engaging with partners to maximize integrated working.

Working as a team for the Isle of Wight.

Helping communities to help themselves.



Effective and efficient

Being effective and efficient in everything we do and spending money wisely.

Getting on with delivery.

Being bold, ambitious, and innovative.



Fair and transparent

Transparent decision making, based on the effective use of data and evidence.

Treating people fairly.

ISLE OF WIGHT COUNCIL VALUE: RESIDENT AND COMMUNITY FOCUSED

**Putting residents and our community at the heart of everything we do.
Protect and nurture the environment and heritage.**

FOR ALL STAFF THIS MEANS:

- Being clear, honest and unambiguous.
- Understanding the needs and managing the expectations of residents/the people you serve, both internal and external.
- Doing what you say you will do, when you say you will do it and communicating the outcome.
- Responding to colleagues and residents appropriately; acting courteously, respectfully and positively.
- Listening to people and give correct, timely responses; knowing and understanding appropriate methods of communication.

FOR MANAGERS AND LEADERS THIS ADDITIONALLY MEANS:

- Using resident focused outcomes to define tasks and plan service delivery.
- Engaging in co-production of services– ensuring the voice of the person is heard and understood in service improvements.
- Communicating the rationale and impact of decisions made to those affected
- Giving consistent, timely messages to staff to enable them to relay these onto teams/residents.
- Understanding and responding appropriately to the political environment; being aware of how services can support the priorities of the administration.



Claire is friendly and polite and uses her initiative to help people with their enquiries. She does not 'hide' behind the process but rather sees what residents need and tries to act as a guide. She feeds back to colleagues and her manager her ideas for improving things for residents.



Clive actively seeks feedback from staff and residents, acting on this to improve services for residents. He understands community needs by asking questions and is able to speak knowledgeably about the services he manages with partners.

ISLE OF WIGHT COUNCIL VALUE: EFFECTIVE AND EFFICIENT

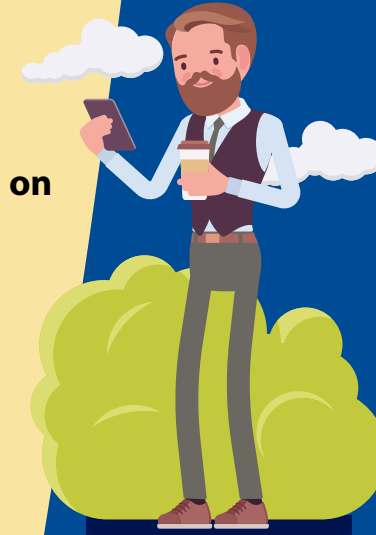
Being effective and efficient in everything we do and spending money wisely, getting on with delivery.

FOR ALL STAFF THIS MEANS:

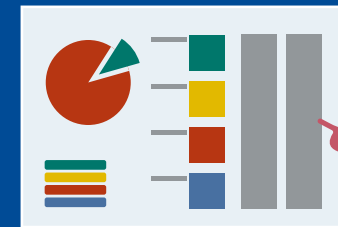
- Using your initiative and innovation to solve everyday problems.
- Being conscious of resources including physical resources and budgets and understanding how commercial principles can be applied to your role.
- Working in an agile way – working where and how it works best for the service and, as importantly, for our residents.
- Engaging with the council's priorities and ensuring your service is helping to achieve them.
- Prioritising and co-ordinating work for self and others (where appropriate).
- Taking responsibility for your own continuous personal and professional development.
- Being aware of the energy use and carbon impact of your day to day work and your service – try to plan journeys using active travel or public transport, use mapping apps to use the shortest route when driving, avoid idling in cars, turn off monitors rather than standby, avoid printing where possible, make the most of recycling and reusing office supplies and switch off the lights unless they are needed.

FOR MANAGERS AND LEADERS THIS ADDITIONALLY MEANS:

- Encouraging staff to innovate and use their initiative; actively seeking out opportunities for service improvement and efficiencies.
- Ensuring services operate within financial limits and applying commercial thinking to all decisions and activities.
- Communicating and challenging all staff to think and act commercially.
- Enabling and encouraging teams to work in an agile way as defined by the business need.
- Ensuring staff can see the 'golden thread' from the corporate plan through the service plan to their own personal objectives and have protected time for their development.
- Managing risk and balancing risk against the need to secure positive long-term outcomes.
- Taking responsibility for the continuous personal and professional development of your team.
- Ensuring services are energy efficient and service planning considers alternative ways of working that lower our carbon impact



Ed works in an agile way suiting the needs of the business and residents. He plans his days and actively engages in his own development and helps colleagues to learn and develop.



Ellen is able to help her team to understand their contribution to the overall outcomes of the organisation by explaining how their service fits into the corporate plan. She seeks improvements in service delivery and has a good knowledge of budgets and real costs of the services she manages.

ISLE OF WIGHT COUNCIL VALUE: WORKING TOGETHER

Working as a team for the Isle of Wight.

Engaging with partners to maximize integrated working.

FOR ALL STAFF THIS MEANS:

- Respecting others' points of view, taking time to listen and being open to change.
- Being collaborative and working well with others in a spirit of trust.
- Taking responsibility for your own actions and the impact they may have on others
- Putting forward your ideas to colleagues and managers.
- Understanding the other service areas of the council and partners that may have an impact/influence on your work.

FOR MANAGERS AND LEADERS THIS ADDITIONALLY MEANS:

- Being a role model for open honest relationships; providing an open environment where individuals know that their ideas and opinions matter and are appreciated.
- Enabling, empowering, motivating and inspiring your team to develop productive relationships and connect with other people.
- Managing the performance of staff and support their health and well-being.
- Using a coaching methodology when managing staff/teams; creating opportunities for learning and development appropriate to their needs.
- Using systems thinking approaches to service improvement.



Wendy is an active listener who works well on her own and as part of a team. She takes responsibility for what she does, knowing that her manager will support her. She works well with colleagues and feels confident to put forward her ideas.



Julia works in a collaborative way with colleagues across the Council and the wider system and community. She has regular coaching discussions with her team members and acts as an enabler to help them achieve their objectives.

ISLE OF WIGHT COUNCIL VALUE: FAIR AND TRANSPARENT

Transparent decision making, based on effective, efficient use of data and evidence.

FOR ALL STAFF THIS MEANS:

- Following guidelines and processes appropriate to your role and service area and check you are using the most recent versions.
- Using and sharing your knowledge and expertise to provide solutions; looking to improve everyday tasks.
- Keeping up to date with service and wider Council developments.
- Checking that your decisions are based on accurate and current evidence and that records of decisions are kept.

FOR MANAGERS AND LEADERS THIS ADDITIONALLY MEANS:

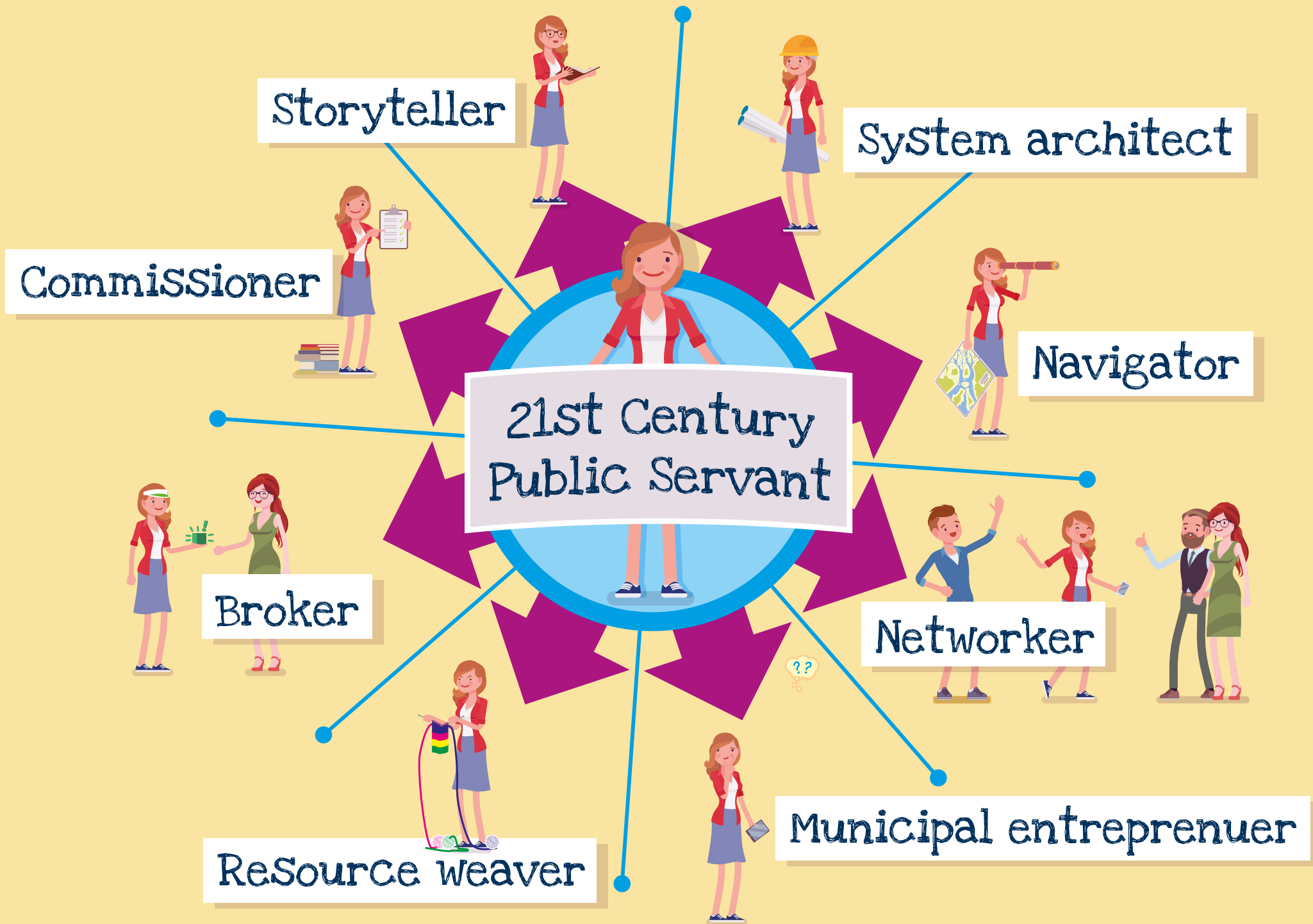
- Defining and communicating what 'Good' looks like in your context/service area and then striving for continuous quality improvement.
- Using and sharing data and intelligence to prioritise and plan.
- Considering the political implications of your decisions and engage appropriately with councillors.
- Promoting and understanding performance management and governance frameworks.



Fred likes to support new members of the team. He is interested and aware of what's going on around the council and the community. He plans well and keeps accurate records/notes.



Toni leads her team by explaining how they can all continuously improve. She has good working relationships with elected members and is able to write and present succinct, clear information to different audiences.



EXAMPLES:

How you can support behaviours, skills and knowledge through corporate learning and development programmes:.

VALUE	ALL STAFF	MANAGERS
Resident and community focussed	<ul style="list-style-type: none"> • Consultation and engagement • Customer service. • Dealing with difficult people, having difficult conversations. 	<ul style="list-style-type: none"> • Outcomes based accountability. • Using data and intelligence in decision making.
Effective and efficient	<ul style="list-style-type: none"> • Speed of trust training. • Continuous improvement • Problem solving and thinking ahead. • Planning and managing workloads. • IT skills. • Using Office 365 programmes and agile working • Commercial skills(pathway to be developed). 	<ul style="list-style-type: none"> • Managers' self service (SAP). • Continuous improvement. • Managing risk – identifying risk appetite and encouraging managed risk taking.
Working together	<ul style="list-style-type: none"> • Effective communication/ dynamic listening. • Making every contact count. • Mental health first aid/ resilience toolkit. 	<ul style="list-style-type: none"> • Coaching conversations. • Having a good 1 to 1. • Undertaking PDRs. • Mentoring skills. • Resilience for managers.
Fair and transparent	<ul style="list-style-type: none"> • Presentation skills. • Minute taking. • Financial management. • Political awareness. 	<ul style="list-style-type: none"> • Project management – The accidental project manager. • Project in a day. • Influencing and negotiating skills. • Political decision making.

These examples are in addition to the following mandatory training requirements for all council staff:

Equality and diversity.

Corporate induction and departmental induction.

Safeguarding children (discuss level required with manager).

Information governance and general data protection regulations (GDPR).

Safeguarding vulnerable adults (discuss level required with manager).

Display screen assessment (DSE).

Health and safety essentials/
Health and safety for managers.

Fire awareness.