



## Public Document Pack

North Devon Council  
Brynsworthy Environment Centre  
Barnstaple  
North Devon EX31 3NP

K. Miles  
Chief Executive.

To: All Members of the Council  
and Chief Officers

**NOTE: PLEASE NOTE THAT PRAYERS WILL BE SAID AT 5.55 P.M. PRIOR TO THE COUNCIL MEETING FOR ANY MEMBER WHO WISHES TO ATTEND**

### **EXTRAORDINARY COUNCIL MEETING: SUPPLEMENT**

**YOU ARE HEREBY SUMMONED** to attend a Extraordinary meeting of **NORTH DEVON COUNCIL** to be held in the Crematorium Meeting Room - North Devon Crematorium on **MONDAY, 26TH JULY, 2021 at 6.30 pm.**

A handwritten signature in black ink, appearing to read 'K. Miles', is written over a light blue horizontal line.

**Chief Executive**

### **AGENDA**

5. Director of Resources and Deputy Chief Executive (Pages 5 - 26)

To receive the recommendations of the Appointments Committee held on 22 July 2021 and to appoint the Director of Resources and Deputy Chief Executive on the terms and conditions to be detailed. Reports attached.

**If you have any enquiries about this agenda, please contact Corporate and Community Services, telephone 01271 388253**

16.07.21

## **GUIDANCE NOTES FOR RULES OF DEBATE AT MEETINGS OF COUNCIL**

### Part 4, Council Procedure Rules of the Constitution

#### **The basics**

At a meeting of Full Council, Members shall stand when speaking unless unable to do so and shall address the Chair.

While a Member is speaking, other Members shall remain seated unless rising for a point of order, a point of information or in personal explanation.

No speeches may be made after the mover had moved a proposal and explained the purpose of it until the motion has been seconded.

Unless notice of motion has already been given, the Chair may require it to be written down and handed to him before it is discussed.

When seconding a motion or amendment, a member may reserve their speech until later in the debate.

Speeches must be directed to the question under discussion or to be personal explanation or point of order.

A speech by the mover of a motion may not exceed 5 minutes without the consent of the Chair.

Speeches by other Members may not exceed 3 minutes without the consent of the Chair, unless when the Council's annual budget is under discussion, the leader of each political group on the Council may speak for up to 5 minutes or such longer period as the Chair shall allow.

#### **The rules of Question Time**

At a meeting of the Council, other than the Annual meeting, a Member of the Council may ask the Leader or the chair of a committee any question without notice upon an item of the report of a committee when that item is being received or under consideration by the Council.



## **North Devon Council protocol on recording/filming at Council meetings**

The Council is committed to openness and transparency in its decision-making. Recording is permitted at Council meetings that are open to the public. The Council understands that some members of the public attending its meetings may not wish to be recorded. The Chairman of the meeting will make sure any request not to be recorded is respected.

The rules that the Council will apply are:

1. The recording must be overt (clearly visible to anyone at the meeting) and must not disrupt proceedings. The Council will put signs up at any meeting where we know recording is taking place.
2. The Chairman of the meeting has absolute discretion to stop or suspend recording if, in their opinion, continuing to do so would prejudice proceedings at the meeting or if the person recording is in breach of these rules.
3. We will ask for recording to stop if the meeting goes into 'part B' where the public is excluded for confidentiality reasons. In such a case, the person filming should leave the room ensuring all recording equipment is switched off.
4. Any member of the public has the right not to be recorded. We ensure that agendas for, and signage at, Council meetings make it clear that recording can take place – anyone not wishing to be recorded must advise the Chairman at the earliest opportunity.
5. The recording should not be edited in a way that could lead to misinterpretation or misrepresentation of the proceedings or in a way that ridicules or shows a lack of respect for those in the recording. The Council would expect any recording in breach of these rules to be removed from public view.

### **Notes for guidance:**

Please contact either our Corporate and Community Services team or our Communications team in advance of the meeting you wish to record at so we can make all the necessary arrangements for you on the day.

For more information contact the Corporate and Community Services team on **01271 388253** or email **memberservices@northdevon.gov.uk** or the Communications Team on **01271 388278**, email **communications@northdevon.gov.uk**.

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## North Devon Council

Report Date: 26<sup>th</sup> July 2021

### **Topic: Appointment of Director of Resources / Deputy Chief Executive/s151 officer**

Report by: Chief Executive

#### 1. INTRODUCTION

- 1.1. The Appointments Committee have carried out an interview process to appoint the post of Director of Resources/Deputy Chief Executive and the recommendations below reflect their decision.
- 1.2. The appointment requires ratification by Full Council as it is a statutory Chief Officer post, carrying the s151 officer role

#### 2. RECOMMENDATIONS

- 2.1. That the salary for Director of Resources/Deputy Chief Executive be set at £80,000,
- 2.2. That Jon Triggs be appointed to the role, which also carries the role of s151 officer.
- 2.3. The appointment to commence on the 27<sup>th</sup> July 2021.

#### 3. REASONS FOR RECOMMENDATIONS

- 3.1. The salary has been set after taking advice from the LGA and after considering salaries for similar posts within the area.
- 3.2. To give effect to the recommendations of the Appointments Committee.

#### 4. REPORT

- 4.1. As members will be aware from the previously provided updates, the Chief Executive has commenced a restructure of the senior management team within the Council.
- 4.2. The purpose behind the restructure is to create capacity within the senior team, to align responsibilities more closely with corporate objectives and to embed the Council's new Behaviour Framework within the organisation.
- 4.3. The proposed new structure is shown on Appendix 1 and the Behaviour Framework is also provided at Appendix 2 for information.
- 4.4. Members will note that 7 new Head of Service posts are being created together with the Director of Resources post. All of the posts are being



advertised externally but officers already employed by the Council have been encouraged to apply.

- 4.5. The Job Descriptions for each Head of Service are very similar with the main difference between them being the fact that each will have specific responsibilities in relation to specific corporate priorities.
- 4.6. The posts have been advertised at the following salaries:-

Chief Executive (for comparison)	94,323
Director of Resources	80,000
Head of Service	£53,440 - £65,649

- 4.7. The new structure aligns with the corporate priorities so far as possible and seeks to provide resource to enable critical agendas to be moved forward.
- 4.8. It is accepted that capacity needs to be built into particular areas in the remainder of the structure and so as a first step, new Heads of Service will be asked to look at the teams below them to see where the gaps in resource are and how those gaps may be filled.
- 4.9. The costs of the restructure are being met from existing salary budgets.
- 4.10. The first post to be recruited to is the Director of Resources/Deputy Chief Executive. The post was advertised externally and, following shortlisting, interviews were conducted by the Appointments Committee. Their recommendation to Full Council is that Jon Triggs, the current Head of resources, be appointed to the role, a recommendation supported by the Chief Executive.

## 5. RESOURCE IMPLICATIONS

- 5.1. The salary costs of this post, and the new posts being created, are being met from existing salary budgets.

## 6. EQUALITIES ASSESSMENT

- 6.1. (Please detail if there are/are not any equalities implications anticipated as a result of this report. If so, please complete the Equality Impact Assessment Summary form available on Insite and email to the Corporate and Community Services Team at [equality@northdevon.gov.uk](mailto:equality@northdevon.gov.uk)).  
There are none



## 7. CONSTITUTIONAL CONTEXT

- 7.1. Article 4.5.11 states that the appointment of the Chief Finance Officer (s151) is a function of Full Council and the Council's employment Rules say similarly.

## 8. STATEMENT OF CONFIDENTIALITY

- 8.1. This report contains no confidential information or exempt information under the provisions of Schedule 12A of 1972 Act.

## 9. BACKGROUND PAPERS

- 9.1. The following background papers were used in the preparation of this report:  
(The background papers are available for inspection and kept by the author of the report).  
None

## 10. STATEMENT OF INTERNAL ADVICE

- 10.1. The author (below) confirms that advice has been taken from all appropriate Councillors and Officers: HR Manager

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**Chief Executive**

**Director of Resources and Deputy Chief Executive**

**Head of Environmental Enhancement**  
Street Scene, Waste Parks, Leisure, Green Spaces  
Sustainability, Trees, Carbon Reduction  
Cemeteries

**Head of Organisational Development**  
Human Resources  
Learning and Development  
Internal Health and Safety

**Head of Governance**  
Accountancy, Audit  
Solicitor, Legal, Planning  
Licences/Land Charges  
Democratic Services  
Procurement

**Head of Planning, Housing & Health**  
Public Protection, Licensing,  
Housing, Food Safety, Emergency  
Planning, Environmental  
Protection, Community Safety,  
Development Management  
Building Control  
Crematorium

**Head of Programme Management and Performance**  
Programme Officers  
Data Analyst, Performance

**Head of Place & Regeneration**  
Economic Development  
TCM/CCTV/Pannier Market  
Planning Policy, Culture,  
Assets - Car Parks, Estates,  
Surveyors, Engineers,  
Listed Buildings  
Harbour

**Head of Customer Focus**  
Revs and Bens  
ICT, DesignPrint  
Customer Services  
Communications



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# Integrity - Respect

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE FROM ALL	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> <li>✓ One Team</li> <li>✓ Great team spirit</li> <li>✓ Promotes a positive working environment – good atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>✓ Encourages team spirit</li> <li>✓ Motivates the team</li> </ul>	<ul style="list-style-type: none"> <li>✓ Demonstrates these behaviours across teams and departments</li> <li>✓ Works with other services to create a one team approach</li> </ul>	<ul style="list-style-type: none"> <li>× Not working together</li> <li>× Creating a negative or unhappy working environment</li> <li>× Inconsistency in treatment of individuals in different teams</li> </ul>
<ul style="list-style-type: none"> <li>✓ Approachable</li> <li>✓ Supportive</li> <li>✓ Respectful of others</li> <li>✓ Understanding</li> </ul>	<ul style="list-style-type: none"> <li>✓ Positive, courteous and compassionate</li> <li>✓ Respectful and appropriate</li> <li>✓ Visible</li> <li>✓ Understands trust and confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>✓ Visible to all</li> </ul>	<ul style="list-style-type: none"> <li>× Unapproachable, unsupportive, Unfriendly, aggressive</li> <li>× Showing disregard, not listening</li> <li>× Breaks/ does not respect confidentiality or trust</li> </ul>
<ul style="list-style-type: none"> <li>✓ Communicates well at all levels</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>× Lack of communication, Individuals not being listened to</li> </ul>
<ul style="list-style-type: none"> <li>✓ Maintains positive working relationships with colleagues, customers, Councillors and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>✓ A positive figure who leads by example</li> <li>✓ Unacceptable behaviour is challenged, (including colleagues, Managers, customers or Councillors).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Proactive in maintaining relationships on behalf of the Council</li> </ul>	<ul style="list-style-type: none"> <li>× Shows disrespect or dis-interest for others</li> <li>× Actions of Manager do not encourage faith</li> </ul>

# Integrity - Respect

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE FROM ALL	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
✓ Self-aware (aware of the impact of our actions and behaviour upon others)	✓ Grounded (Management not being seen as a symbol of status)	✓	<ul style="list-style-type: none"> <li>× Continues to act in a manner that is not appropriate</li> <li>× Does not accept feedback or constructive criticism</li> <li>× A belief of being superior, or looking down at others not in the same position or status.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Treats all individuals with dignity and respect</li> <li>✓ Positive, polite and welcoming to others</li> <li>✓ We treat others how we wish to be treated ourselves</li> <li>✓ Poor behaviour is challenged</li> <li>✓ Negativity is challenged</li> </ul>	<ul style="list-style-type: none"> <li>✓ Promotes fairness</li> <li>✓ All individuals treated fairly, equally and with consistency</li> <li>✓ Inappropriate behaviour is addressed as it happens</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensure consistency throughout</li> <li>✓ Processes are in place to ensure that poor behaviour does not go unchallenged at any level</li> </ul>	<ul style="list-style-type: none"> <li>× Unkindness –including all forms of dis-respect/ rudeness/ shouting or swearing</li> <li>× Isolating, ignoring or not involving individuals</li> <li>× Making people feel inferior</li> <li>× Not treating others how we wish to be treated ourselves</li> <li>× Poor behaviour is not challenged</li> <li>× Reluctance to challenge for fear of upsetting</li> </ul>
<ul style="list-style-type: none"> <li>✓ Employees feel happy to be at work</li> <li>✓ Sense of enjoyment and satisfaction in what we do</li> </ul>	✓ Promotes a positive working environment	✓ Inspires loyalty and commitment through their management style	× An environment is created which individuals do not feel happy to be a part of
✓ Employees engaged and demonstrate commitment to their role and the NDC	✓	✓ An integral part of the Council	× Disregard is demonstrated

# Integrity - Respect

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE FROM ALL	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> <li>✓ Praise is given</li> <li>✓ We celebrate positive outcomes and our successes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensures that team members know their worth and their importance to the team and the Council</li> <li>✓ Gives thanks when the team achieves well</li> <li>✓ Celebrate our successes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Celebrates the success of NDC</li> <li>✓ Shares positive outcomes across the authority</li> <li>✓ Uses our success to drive our future</li> </ul>	<ul style="list-style-type: none"> <li>× Achievements not being recognised, praise not given, or not given to all members of the team.</li> <li>× Feedback is not provided</li> <li>× Success is not celebrated</li> <li>× Trust is not demonstrated</li> </ul>
<ul style="list-style-type: none"> <li>✓ We admit when things haven't worked well, take responsibility for our actions and move forward to improve things</li> <li>✓ Are able to put the past behind us learn lessons and move on</li> </ul>	<ul style="list-style-type: none"> <li>✓ Demonstrates interest, support and dedication to all areas within their remit</li> <li>✓ Encourages positive change</li> </ul>		<ul style="list-style-type: none"> <li>× Passing the buck, blaming others, not taking responsibility for our own actions.</li> <li>× Not willing to put things behind us for the good of the team/ organisation</li> <li>× Unwilling to make improvements</li> <li>× Holding grudges</li> </ul>
<ul style="list-style-type: none"> <li>✓ We are kind and do not take others for granted</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>× Assuming tasks can be carried out by others</li> <li>× Not playing our part</li> </ul>
<ul style="list-style-type: none"> <li>✓ Open and honest</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>× Not being honest</li> <li>× Intentions are not communicated</li> <li>× Lack of trust</li> </ul>
<ul style="list-style-type: none"> <li>✓ Demonstrate trust in others</li> </ul>	<ul style="list-style-type: none"> <li>✓ Gives teams/ individuals the confidence and self-belief they need to perform effectively</li> <li>✓ Provides trust in their team (but helps where appropriate)</li> <li>✓ Employees are empowered and trusted to make informed decisions</li> <li>✓ Encourages independent working and decision making</li> <li>✓ Individuals feel motivated and encouraged to do well</li> </ul>		<ul style="list-style-type: none"> <li>× Micro-managing tasks</li> <li>× Not involving people in tasks, or sharing information</li> <li>× Over-checking work unnecessarily</li> <li>× Not delegating, or stretching teams – allowing growth and development</li> <li>× Not demonstrating confidence and belief in team</li> </ul>

# Integrity - Respect

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE FROM ALL	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
✓ We are hardworking – we take ownership and get the job done to the best of our ability	✓	✓ Goes over and above	× Complacency × Disregard for the role
✓ Make NDC an organisation we are proud to work for	✓	✓	× Behaviours not representing organisational values and behaviour framework

# Collaborative – Working Together

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> <li>✓ We work well together across, teams, departments and across the Council</li> <li>✓ Teams support each other</li> <li>✓ We have a collective vision</li> </ul>	<ul style="list-style-type: none"> <li>✓ Encourages and supports good communication and positive relationships between teams</li> </ul>	<ul style="list-style-type: none"> <li>✓ Encourages proactive communication</li> <li>✓ Looks for ways in which Services can work together</li> <li>✓ Provides the right structure, resources and direction for teams to be effective</li> </ul>	<ul style="list-style-type: none"> <li>× Teams not communicating and working together in a positive way</li> <li>× Teams not sharing information and working efficiently together</li> <li>× Unsupportive of each other</li> <li>× Working independently and not for the wider good</li> <li>× Unappreciative of the skills of others and how we can complement each other</li> </ul>
<p>Page 15</p> <ul style="list-style-type: none"> <li>✓ We are timely and attend scheduled meetings and events</li> <li>✓ Reply to messages, phone calls and emails in a timely manner, because we recognise the importance of working together</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensures team meetings take place regularly</li> <li>✓ Ensures their attendance at team meetings</li> <li>✓ Corporate messages are communicated clearly to teams</li> <li>✓ Issues are tackled in a timely manner for the benefit of the team and the service</li> </ul>	<ul style="list-style-type: none"> <li>✓ Staff briefings and corporate messages are cascaded</li> </ul>	<ul style="list-style-type: none"> <li>× Turning up late to meetings or not attending</li> <li>× Showing dis-regard or dis-interest</li> <li>× Not replying to individuals</li> <li>× Delaying responses</li> </ul>

# Collaborative – Working Together

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> <li>✓ Listen to other people's views, involve and learn from others</li> <li>✓ Value the time and opinion of others</li> <li>✓ Encourage feedback</li> </ul>	<ul style="list-style-type: none"> <li>✓ Feedback and ideas are listened to considered and acted upon</li> <li>✓ Individuals are able to give feedback and make suggestions or challenge without fear</li> <li>✓ Always ready to listen and talk ideas through</li> </ul>	<ul style="list-style-type: none"> <li>✓ All voices are heard</li> <li>✓ Encourages ideas and innovation</li> </ul>	<ul style="list-style-type: none"> <li>× Individuals, ideas or opinions are not listened to or considered</li> <li>× Ungrateful for the time and advice that has been shared</li> <li>× Treating individuals less favourably because they have provided feedback. Seeing someone as a trouble maker who is unhappy</li> </ul>
<ul style="list-style-type: none"> <li>✓ Individuals are willing to share, pool knowledge, skills and expertise to assist colleagues</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>× Withholding or not sharing information or skills, 'knowledge is power'.</li> <li>× Unwilling to assist others</li> </ul>
<ul style="list-style-type: none"> <li>✓ We draw upon our skills to offer the best possible service</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>× Not utilising skill sets available.</li> <li>× Micro-managing tasks and not empowering others</li> </ul>
<ul style="list-style-type: none"> <li>✓ Maintain a resilient, nimble and flexible workforce</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide skills</li> <li>✓ Allow flexibility in the workforce</li> </ul>	<ul style="list-style-type: none"> <li>✓ Allow for and encourage transferable skills within the workplace</li> </ul>	<ul style="list-style-type: none"> <li>× Lack of flexibility</li> <li>× Unwillingness to try something new or to accept change</li> </ul>

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Appendix B  
Agenda Item 5

# Achieve Results – Progressive/Adaptable/Flexible/Progressive

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> <li>✓ Aim High!</li> <li>✓ Are driven to achieve positive results/improvements</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>× Unwillingness</li> </ul>
<ul style="list-style-type: none"> <li>✓ We are proactive- we have a clear understanding of our aims &amp; objectives and how to achieve them</li> <li>✓ Teams understand the role they play in delivering the corporate objectives</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provides the right structure, resources and direction for teams to be effective</li> <li>✓ Provides guidance where necessary so teams understand where their role fits into the corporate objectives</li> <li>✓ Performance focussed</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communicates Corporate plan</li> <li>✓ Sets direction – Strategic thinking/courage</li> </ul>	<ul style="list-style-type: none"> <li>× Employees are unaware of what they can do to contribute to Corporate aims</li> <li>× Communication is not cascaded</li> </ul>
<ul style="list-style-type: none"> <li>✓ We are professional</li> <li>✓ We take ownership of our role</li> <li>✓ We commit to plans and deliver what we say we will do</li> </ul>	<ul style="list-style-type: none"> <li>✓ Represents the department and maintains responsibility</li> <li>✓ Capable</li> <li>✓ Knowledgeable</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>× Not taking responsibility for our actions</li> <li>× Not maintaining the requirements of the role</li> </ul>

# Achieve Results – Progressive/Adaptable/Flexible/Progressive

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> <li>✓ We are Customer centric</li> <li>✓ Provide the best service we can for our teams, customers and residents of North Devon</li> <li>✓ Understands the importance of good customer service and keeping customers up dated</li> </ul>	✓	✓	<ul style="list-style-type: none"> <li>× Service provision is not prioritised</li> <li>× Customers are not prioritised</li> </ul>
<ul style="list-style-type: none"> <li>✓ We are decisive, decisions are consistent and made for the best possible outcome</li> <li>✓ We actively seek information to help us make better decisions</li> <li>✓ Able to accept challenge and utilise constructive feedback to make positive changes</li> </ul>	✓	✓	<ul style="list-style-type: none"> <li>× Decisions are not put off or swept under the carpet.</li> <li>× Decisions not based on the relevant knowledge to aid decision making.</li> <li>× Inconsistency</li> <li>× Bias/ Unfairness</li> </ul>

# Achieve Results – Progressive/Adaptable/Flexible/Progressive

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
✓ Thorough and organised	✓	✓	× Disorganised × Slap-dash
✓ Open to and positive about change  ✓ Adapt to new changes and challenges  ✓ Keen to learn and look for new ideas, or different approaches to seek improvements /solutions	✓ Has a conscientious desire to improve things ✓ Is positive about change ✓ Changes take place in a timely manner, where people and resources are managed effectively ✓ Challenge the 'but we have always done it this way'	✓ Leads people through change in an effective way ✓ Constantly review processes to establish ways to improve	× Unwilling to accept change × Do not encourage change or see its benefits × Dis-interest × Unable to influence positive change × Change takes place slowly, teams are not provided with the resources they need to run an efficiently
✓ We understand what is expected of us	✓ Realism and understanding about what can be achieved ✓ Understanding when teams are under pressure and offer support  ✓ Keeps their team informed and engaged, and that they understand what is required of them	✓	× Lack of acknowledgement or regard × Delaying or shying away from issues.

# Achieve Results – Progressive/Adaptable/Flexible/Progressive

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
✓ Projects and plans are followed through	✓	✓	× Uncompleted work × Promises are not followed through
✓ We take ownership of an issue and try to resolve at first point of contact, to offer the best service we can	✓	✓	× Passing the buck × Unwilling to promote excellent customer service
✓ We recognise corporate risk and mitigate against this	✓ Established business continuity plans and plans are in place for emergencies to ensure we maintain our services  ✓ Complete and maintain up-to-date risk assessments	✓ Ensure H&S remains a high priority ✓ Ensure H&S risk assessments and audits are completed in good time	× No action or untimely action being taken to reduce risk × Business continuity not maintained × Employees or managers not undertaking / understanding their responsibilities in relation to H&S × Risk assessments are not completed, updated, followed

# Achieve Results – Progressive/Adaptable/Flexible/Progressive

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
✓ Manage Health, Safety and risk	✓	✓	<ul style="list-style-type: none"> <li>× No action taken</li> <li>× Lack of awareness of health and safety issues</li> <li>× Employees/ Managers not understanding their H&amp;S responsibility</li> <li>× Health and Safety training is not undertaken</li> </ul>
✓ Provide a safe working environment	✓	✓	<ul style="list-style-type: none"> <li>× Actions that may result in an unsafe working environment, accident, injury or stress</li> </ul>
✓ Health and Wellbeing is prioritised	✓	✓	<ul style="list-style-type: none"> <li>× The well-being of individuals is not taken into consideration</li> <li>× Action not being taken to ensure the well-being of individuals</li> </ul>

# Nurturing - Developing

POSITIVE BEHAVIOURS WE WOULD LIKE TO SEE	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
✓ Keen to learn new things	<ul style="list-style-type: none"> <li>✓ Learning and Development is supported and encouraged</li> <li>✓ Opportunities to learn are provided</li> <li>✓ Time is provided to allow for development</li> </ul>	✓ NDC is provided with Learning Opportunities	<ul style="list-style-type: none"> <li>× Learning and development is not considered / encouraged</li> <li>× Officers are not provided with learning or development opportunities</li> <li>× Officers not given time to develop / workload prevents development</li> </ul>
✓ Actively participates in learning and development opportunities	✓ Encourages active learning, from experience, (both good and bad)	✓ Creates a culture that encourages development	<ul style="list-style-type: none"> <li>× Not learning from our experiences</li> <li>× Does not look at learning to make positive changes</li> </ul>
✓ Ideas and best practice are shared to support development	✓ Encourages team members to use and share their learning	✓	× Unwilling to share what we know or have learned / Learning is not cascaded
✓ Feel supported, and believe that you can achieve whatever you put your mind to	✓ Regular encouragement and positive feedback is given to aid development	✓ Creates a culture where teams are supported to achieve their highest potential	<ul style="list-style-type: none"> <li>× Individuals are not receiving feedback, support or encouragement on what they are doing well and how they can develop</li> <li>× Teams are not developed</li> <li>× Only certain members of teams being developed or provided with opportunities - favouritism.</li> </ul>
✓ Active participation in performance review	✓ Performance reviews take place and feedback is given to aid performance and development	✓ Support is provided to managers where required	<ul style="list-style-type: none"> <li>× Performance reviews are not provided / discussed regularly</li> <li>× Performance objectives are not being set and reviewed</li> </ul>

# Curious

WHAT WE EXPECT	ADDITIONAL BEHAVIOURS FOR OUR SUPERVISORS AND MANAGERS	ADDITIONAL BEHAVIOURS FOR OUR SENIOR MANAGEMENT TEAM	BEHAVIOURS WE DO NOT WISH TO SEE
<ul style="list-style-type: none"> <li>✓ Innovative</li> <li>✓ Inquisitive</li> <li>✓ Forward thinking</li> <li>✓ Be brave, challenge and think outside the box</li> </ul>	<ul style="list-style-type: none"> <li>✓ Has vision and promotes innovation</li> <li>✓ Embraces growth and creativity</li> <li>✓ Gives individuals the confidence to try new things, without fear</li> </ul>	<ul style="list-style-type: none"> <li>✓ Able to meet the needs of our changing environment</li> </ul>	<ul style="list-style-type: none"> <li>× Ideas not being listened to</li> <li>× Not motivated to improve</li> <li>× Unable to stimulate confidence or encourage/ motivate individuals</li> <li>× Does not promote change, innovation</li> </ul>
<ul style="list-style-type: none"> <li>✓ We look for any opportunities to develop and grow individually and as an organisation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Are able to identify opportunities for growth, development commercialisation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Progress opportunities for growth</li> </ul>	<ul style="list-style-type: none"> <li>× Unable to evolve</li> </ul>
<ul style="list-style-type: none"> <li>✓ Work smart, save money</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>×</li> </ul>
<ul style="list-style-type: none"> <li>✓ We take pride in what we do in order to make North Devon a great place to live and work</li> <li>✓ Take responsibility for action, in an environment which encourages us to do so</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>× Growth is not encouraged</li> </ul>
<ul style="list-style-type: none"> <li>✓ We are forward thinking in with technology</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>×</li> </ul>

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# NDC BEHAVIOUR FRAMEWORK

## Our Team Values and Behaviours



### INTEGRITY

We show

We are respectful

- We are self-aware and treat all individuals fairly & with dignity and respect
- We are hardworking and promote a positive working environment

We work hard to

### ACHIEVE RESULTS

Aim high!

- We are customer centric
- We are driven to achieve positive results and improvements

We are

### COLLABORATIVE

We come together to reach shared goals

- We work together to achieve a collective vision
- We include each other and value the difference

We are

### CURIOUS

We explore possibilities

- We are innovative, inquisitive, we challenge and think outside the box
- We look for opportunities to grow and develop

We are

### NURTURING

We encourage development

- We are keen to learn new things and share our experiences
- Teams are supported to reach their highest potential

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