



# One Service, One Team

Arun Residential Services  
Core Competency Framework



“  
Coming together is  
a beginning, keeping  
together is progress,  
working together is  
success”

Henry Ford



## Introduction

This framework is designed to ensure that all staff within Residential Services are supported towards achieving organisational and service goals and displaying consistent behaviours. It describes the different areas of competency required to deliver services to the required standards.

The Framework – “**Arun Cares – One Service, One Team**” has 5 core competencies, each competency has an overall definition and has been designed to reflect the different levels at which staff are expected to work.

- All Residential Services staff will work to the “All Colleagues” level;
- People Managers (front line supervisors/team leaders) will work to the All Colleagues as well as the People Managers level
- Leadership (Residential Services Management Team) will work to all three levels – All Colleague; People Managers and Leaders.


These requirements will be defined individually for each job as appropriate and recorded on job descriptions and person specifications.

# Customer Focus



**Definition:** Customer focus is the commitment to putting customers first and the ability to deliver a consistently high-quality service. Customers are both internal (i.e. colleagues) and external (i.e. the community, tenants/service users and other organisations).

**Why is it important?** All colleagues must demonstrate a full understanding of customer needs and expectations to enable the effective delivery and development of appropriate high quality services that manage and support customer expectations.


All Colleagues	People Managers	Leaders	Contra Indicators 
<ul style="list-style-type: none"> <li>■ Understands, clarifies and anticipates customer needs and responds with a positive first response to their individual needs and enquiries.</li> <li>■ Takes pride in delivering high quality services and always takes a "right first time" philosophy. Consistently being solution focussed and flexible in approach in order to achieve positive outcomes.</li> <li>■ Resolves customer enquiries promptly at first point of contact and only refers to others when genuinely appropriate.</li> <li>■ Sets and manages customer expectations appropriately by giving and keeping clear and realistic timescales.</li> <li>■ Keeps customers up-to-date and informed.</li> <li>■ Understands all services and accurately matches these to customers' needs.</li> <li>■ Deals with customers fairly and equitably taking into account customers diverse needs.</li> </ul>	<ul style="list-style-type: none"> <li>■ Creates an environment where teams are empowered to put customers first.</li> <li>■ Acts as a role model in personal approach to customer focus and celebrates a "right first time" approach and excellent customer service.</li> <li>■ Takes time to establish underlying needs of customers beyond those initially expressed.</li> <li>■ Organises processes around customers taking account of complex and sensitive issues to meet their long-term needs.</li> <li>■ Actively identifies areas where service levels can be improved; identifying gaps and implement solutions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Identifies good practice and solutions and integrates into the service provided.</li> <li>■ Uses customer needs and operational feedback to drive business strategy, policies and operational practice.</li> <li>■ Forms strategic and diverse groups/ partnerships to improve services.</li> <li>■ Demonstrates passion for and champions high customer standards.</li> <li>■ Ensures excellence in customer service at the heart of all aspects of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>■ Does not treat all customers fairly and with respect.</li> <li>■ Makes assumptions rather than finding out the customers' needs.</li> <li>■ Is not flexible about their own way of doing things.</li> <li>■ Is insensitive to customer concerns and carries out tasks without thought of the impact on the customer.</li> <li>■ Uses jargon, bureaucracy and red tape.</li> <li>■ Makes promises to customers that cannot be delivered.</li> <li>■ Does not prioritise customer needs.</li> <li>■ Ignores customer feedback.</li> </ul>

# Accountability

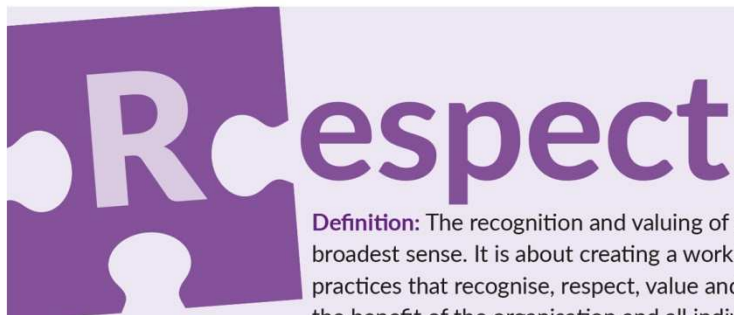


**Definition:** It is the responsibility of every employee to satisfactorily complete the duties and responsibilities required by their job in order to achieve and continuously further organisational and service goals. It is about working with consistency, integrity and taking responsibility and ownership for decisions, actions and results.

**Why is it important?** When ownership and accountability is consistently demonstrated trust is formed, expectations set and goals achieved. Accountability is important to achieving success.

All Colleagues	People Managers	Leaders	Contra Indicators 
<ul style="list-style-type: none"> <li>Has a positive approach to work, working flexibly, willingly and co-operatively and self-starting.</li> <li>Accepts accountability and responsibility for decisions and actions.</li> <li>Demonstrates a clear understanding of the job including all its tasks, responsibilities, procedures and contacts.</li> <li>Consistently delivers a high standard of work within agreed timescales and performance standards.</li> <li>Challenges negative behaviours and responses in a constructive way and encourages self and colleagues to be optimistic with a can do solution focused approach.</li> <li>Responds positively to feedback.</li> <li>Shows passion about serving our customers.</li> </ul>	<ul style="list-style-type: none"> <li>Drives the work of others to ensure its on track to achieve results.</li> <li>Gets results, ensuring key goals, targets, deadlines and outcomes are met.</li> <li>Recognised by others across the Service as someone who delivers what they say they will.</li> <li>Persistent and resilient when faced with obstacles.</li> <li>Sets high standards for self and others.</li> <li>Acts upon suggestions for improvements within the council's processes and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Sets the pace and drives forward service delivery.</li> <li>Accepts personal responsibility and accountability for team and departmental results.</li> <li>Motivates and inspires others to be ambitious creating a positive culture of high performing teams.</li> <li>Demonstrates high energy, stamina and resilience to achieve goals and results over the long term.</li> <li>Champions a high energy and enthusiastic environment which supports colleague's creative input.</li> </ul>	<ul style="list-style-type: none"> <li>Focuses on own needs and benefits.</li> <li>Does not accept responsibility for own actions.</li> <li>Criticises Arun District Council and colleagues openly to outside agencies and customers.</li> <li>Withholds information and is evasive.</li> <li>Is inconsistent, does not 'walk the talk'.</li> <li>Takes credit for success without acknowledging others.</li> <li>Shows little knowledge of the organisation and the business.</li> </ul>






# Respect

**Definition:** The recognition and valuing of difference in the broadest sense. It is about creating a working culture and practices that recognise, respect, value and harness diversity for the benefit of the organisation and all individuals.



**Why is it important?** We are all representatives of Arun District Council. All employees need equality, diversity and respect competence to engage creatively and effectively with each other, our customers and our partners, and to ensure compliance with legislation.

All Colleagues	People Managers	Leaders	Contra Indicators 
<ul style="list-style-type: none"> <li>Treats everyone with fairness and respect.</li> <li>Open to new ideas and ways of working.</li> <li>Champions respect for all individuals, teams and promotes the value of all roles.</li> <li>Receptive to the positive contribution others can make.</li> <li>Considers the impact of own actions on others.</li> <li>Challenges inappropriate behaviour.</li> <li>Sets a personal example of good equalities practice at all times.</li> <li>Understands different learning styles.</li> <li>Actively demonstrates an interest in different experiences and backgrounds.</li> <li>Understands the impact of hate crime, other harassment and unlawful discrimination.</li> <li>Behaves in a respectful way.</li> </ul>	<ul style="list-style-type: none"> <li>Adapts to different audiences.</li> <li>Demonstrates integrity and consistency in decision making.</li> <li>Develops a culture of opportunity, equality and diversity.</li> <li>Empowers people to achieve best practice in this area.</li> <li>Ensures team members value diversity and inclusion.</li> <li>Demonstrates clear and consistent leadership in promoting equal opportunities.</li> <li>Ensures access to services for all, adopts a zero tolerance approach and actively challenges prejudice.</li> <li>Deals efficiently and fairly with cases of evidenced wrong-doing.</li> <li>Supports and progresses causes for concern that are raised.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic decision making reflects a good understanding of cultural issues and perspectives gained through consultation with others.</li> <li>Demonstrates ability to incorporate ideas and concepts that creatively challenge norms, to allow for greater fairness, opportunity and diversity.</li> <li>Is aware of their own leadership style and is committed to bringing the best out in others.</li> <li>Works with partner organisations to better provide services for all groups.</li> <li>Instigates change and works to encourage open and honest dialogue implementing an inclusive work and learning environment.</li> </ul>	<ul style="list-style-type: none"> <li>Unreceptive and slow to adapt.</li> <li>Has difficulty recognising the need to be responsive to equality and diversity issues.</li> <li>Has a low level of curiosity, openness and interest in the possibility of learning from others.</li> <li>Makes false assumptions of people and situations which cause offence and set up barriers to building trust.</li> <li>Conveys lack of sensitivity.</li> <li>Treats people with a lack of respect.</li> <li>Demonstrates resistance to introducing equality and diversity measures into the workplace (without well-reasoned argument).</li> </ul>




# Embraces Change



**Definition:** The ability to make changes and identify opportunities to improve performance. Adopting a positive approach to changing circumstances and landscape by embracing new ideas and different approaches.

**Why is it important?** The ability of employees to adapt to ever-changing demands is crucial to delivering high performing services.


All Colleagues	People Managers	Leaders	Contra Indicators 
<ul style="list-style-type: none"><li>■ Is receptive to new ideas and improved ways of working.</li><li>■ Makes suggestions for improvement.</li><li>■ Accepts change and is positive in adapting improved working practices.</li><li>■ Invests in the ongoing development of their own skills and knowledge.</li><li>■ Seizes opportunities and acts on them.</li><li>■ Passionate about being the best in what they do.</li></ul>	<ul style="list-style-type: none"><li>■ Views change as an opportunity.</li><li>■ Is open-minded, willing to adapt opinions, ideas and strategies, taking account of opinions from others and managing risks, through robust analysis and impact management.</li><li>■ Uses data, knowledge and analysis to anticipate trends and change service provision and priorities accordingly.</li><li>■ Willing to challenge policies, procedures, processes and work practices to contribute to service improvement.</li><li>■ Encourages ideas for improvement to service delivery by positively recognising contributions.</li></ul>	<ul style="list-style-type: none"><li>■ Creates an environment where change is perceived as an opportunity for growth and improvement.</li><li>■ Creates a culture that promotes and values analytical rigour.</li><li>■ Takes tough decisions to achieve success.</li><li>■ Emphasises the positive aspects of proposed changes and ensures any people issues are managed.</li></ul>	<ul style="list-style-type: none"><li>■ Pursues his or her own personal interests even when not in line with organisational objectives and values.</li><li>■ Reacts to requests or priorities without thinking about the longer term or bigger picture.</li><li>■ Shows no interest in learning about the organisation's work outside his or her own area.</li><li>■ Openly discusses issues in a negative way.</li><li>■ Undermines new ways of doing things.</li><li>■ Creates barriers and does not accept change.</li></ul>



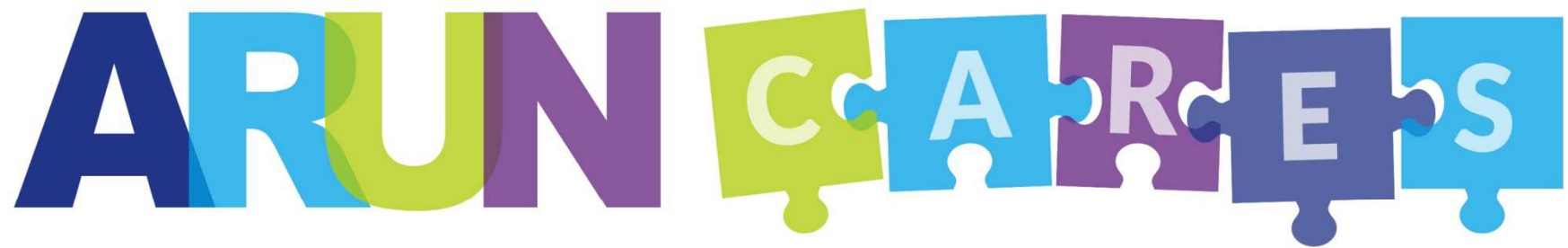
**Definition:** Working together as one service, one team will produce a combined effect that is greater than each team working separately.



**Why is it important?** To ensure that people work co-operatively together sharing best practice, breaking down departmental barriers and communicating fully on new initiatives to achieve organisational and service goals.

All Colleagues	People Managers	Leaders	Contra Indicators 
<ul style="list-style-type: none"> <li>■ Responds positively to requests for help from internal and external partners.</li> <li>■ Is courteous, tactful and diplomatic.</li> <li>■ Works with others to ensure projects and tasks are completed on time and right first time.</li> <li>■ Co-operates with others.</li> <li>■ Asks colleagues for help when needed.</li> <li>■ Puts in extra effort to share workload willingly.</li> <li>■ Puts team decisions above personal interests.</li> <li>■ Focusses on working together to secure the best outcome for ADC, its customers and partners.</li> <li>■ Creates opportunities to build shared understanding of own and others responsibilities in order to create value for money.</li> <li>■ Creates a supportive and collaborative environment, actively building strong relationships with colleagues, customers, Councillors and partners alike.</li> </ul>	<ul style="list-style-type: none"> <li>■ Spends time thinking through issues with others utilising their skills and making them feel valued.</li> <li>■ Speaks positively of others, gives praise and credit when due and contributes feedback where necessary.</li> <li>■ Understands the importance of communication and keeps all relevant parties informed.</li> <li>■ Encourages and supports other colleagues.</li> <li>■ Actively gives and receives feedback to improve performance.</li> <li>■ Inspires a sense of team spirit and encourages positive and open interaction between individuals and teams.</li> <li>■ Owns actions, demonstrates care for staff, the service and the organisation.</li> <li>■ Consistently celebrates achievements and success.</li> </ul>	<ul style="list-style-type: none"> <li>■ Promotes cross team and departmental working as principal means of delivery putting teamwork at the heart of decision making.</li> <li>■ Builds and creates a climate that values collaboration and teamwork with staff and team leaders at all levels across the organisation.</li> <li>■ Find opportunities to build new coalitions and enhance collaboration with residents, stakeholders and colleagues to ensure high performance.</li> </ul>	<ul style="list-style-type: none"> <li>■ Sees themselves as better than others and fails to respect their contribution.</li> <li>■ Works 'in silo' and doesn't share information or expertise.</li> <li>■ Makes negative comments about others either professionally or personally.</li> <li>■ Can't help, won't help, uncooperative.</li> <li>■ 'That's not my job', 'I'm far too busy', passes the buck.</li> <li>■ Does the bare minimum to get by.</li> <li>■ Co-operates selectively in accordance with their own personal interests or objectives.</li> <li>■ Fails to take on board new methods of delivering the service to accommodate different teams, cultures and communities.</li> </ul>





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Together  
Everyone  
Achieves  
More”**