Competency Framework

INFORMATION PACK: EMPLOYEES

A brief overview of the Competency Framework and using it in practice.

September 2026

Why a Competency Framework?

The framework gives a shared language for the behaviours and ways of working expected across the council.

Aligns expectations

Links Connect for Success principles and the Way We Work Together into clear behaviours for day-to-day work.

Supports an agile organisation

Helps put the right people, skills and behaviours in place to deliver sustainable services.

Applies across the employee journey

Designed for recruitment, onboarding, quality conversations, learning and career development.

The framework is a practical tool to support conversations, development, recruitment, team working and consistent expectations across the council.

How it fits together

The framework connects principles, culture and day-to-day behaviours.

Connect for Success principles

Competency Framework

Clear, consistent expectations for all employees: how we work, how we support each other, and how we deliver outcomes for communities.

The Way We Work Together

The link

Together, they describe what good work looks and feels like in practice: working well with others, staying focused on shared purpose, empowering and supporting each other, using data and technology well, learning and improving, and adapting when things change.

How the framework is structured

Three progressive levels

Level 1
All employees

Level 2
Managers: additional behaviours

Level 3
Senior leaders: wider scale and culture

As roles become more senior, the same core behaviours are expected on a wider scale.

Supports the Connect for Success principles

- One council, one place
- Purpose and mission focus
- Empowerment
- Data and evidence driven
- A learning council
- Agile
- Maximise useful technology

Each principle has practical behaviour examples at the relevant level.

What it means day-to-day

The Level 1 examples describe positive core behaviours for everyone.

1. **Work across teams, services and locations**
   Share information and help teams work well together.
2. **Focus on shared priorities**
   Understand how your work supports council priorities.
3. **Support learning and contribution**
   Take responsibility for learning, development and contribution.
4. **Use evidence and insight**
   Collect, use and share information appropriately to improve work.
5. **Reflect, adapt and improve**
   Take the initiative to learn and try new ways of working.
6. **Respond when needs change**
   Change priorities and approach when needed.
7. **Use the right technology**
   Use available technology to improve work.

In practice: day-to-day work and shared purpose

Some practical examples: day-to-day work and development.

Working together

Use shared tools, such as M365, to keep communication open.

Involve colleagues early to avoid doing the same work twice.

Help to solve problems together.

Shared purpose

Link day-to-day tasks to council goals.

Celebrate achievements that improve our communities.

Use available tools to work more efficiently.

These examples show how the framework can support everyday work, not just formal processes.

In practice: learning, change and technology

Use the framework to support development and improvement.

Learning and development

Seek feedback and act on it.

Take part in training that supports your role and goals.

Share what you learn with colleagues.

Change and improvement

Try new approaches when things are not working.

Suggest what could be improved.

Respond quickly when service's needs change.

Technology and evidence

Use available tools to understand service data.

Record information accurately.

Learn new systems when they are introduced.

How to use it and where to find support

The framework is available on My Council Works.

1. **Quality conversations**

   Use it in regular 1:1s, feedback and development conversations.

2. **Personal and career development**

   Reflect on your development and build personal and career development goals and plans.

3. **Onboarding and learning**

   New employees will be introduced to the framework through onboarding; learning resources will link to competency areas.

Where to find it

A digital version is on My Council Works so all employees and managers can easily find the information they need. Competency Framework – My Council Works

Support materials will be made available include FAQs, quality conversation guidance, onboarding materials and learning and development pages.

Key message: The framework is a practical tool for reflection, conversations, development, team working and consistent expectations across the council.