Competency Framework

INFORMATION PACK: MANAGERS

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.

Manager focus

How the framework supports everyday activities.

1. **1:1 quality conversations**
   Support regular 1:1s, feedback, performance and development conversations; agree expectations and priorities.
2. **Team development**
   Set team expectations about how you work together and strengthen collaboration across services.
3. **Recruitment**
   Use it as part of the new recruitment approach and onboarding

What this means for managers

Use the framework flexibly and proportionately.

Discuss what good looks like for their service.

Create the conditions for consistent use through team and individual conversations.

Help staff understand how their work supports council priorities.

The framework gives a shared language for recognising great practice and identifying areas for improvement.

It is available on My Council Works along with related tools and resources.

Competency Framework – My Council Works

In practice: quality conversations and development

Use the framework to make expectations, support and feedback clearer.

Quality conversations

- Provide guidance and regular feedback.
- Develop employee trust and independence where appropriate.
- Give clear feedback and agree expectations and priorities.
- Recognise and share individual and achievements.

Development planning

- Create development opportunities.
- Support individuals' learning and development.
- Identify strengths and development needs.
- Build personal development plans and target learning opportunities.

The framework should support regular 1:1s, supervision, performance and development conversations.

In practice: team development

Use the framework to support team development

Working as one team

Set expectations for working well together. Encourage staff to use shared systems and processes. Connect teams to deliver a smooth service.

Learning & improvement

Run team learning sessions. Encourage experimentation and new ways of working. Use feedback to improve how the team works.

Agile working

Support quick decision-making. Allocate resources flexibly. Help teams change direction when priorities shift.

Data and evidence

Review data with the team to identify improvements. Make sure data quality standards are met. Use dashboards or reports to guide decisions.

Technology

Identify digital training needs. Introduce digital processes where relevant. Encourage teams to work together using digital tools.

In practice: recruitment and rollout

The competency framework is integral to our new recruitment and selection approach which launches in 2026

Recruitment & selection

Each Job Description and Person Specification will indicate the role level: Level 1, 2 or 3. Applicants will evidence two framework sections within the application stage.Interview will assess role-relevant competencies.

17 Aug 2026

Soft launch for manager-led recruitment with no PVG check. Excludes HSCP, Education, Catering and Cleaning, Roads and Amenities.

24 Nov 2026

Full launch for all services.

Support and next steps

Recruitment toolkit and training will support managers with questions.