

Item: 10

Title: Our behaviour framework

Gweithredu / Action required	Approval
Amseru / Timing	Routine
Argymhelliad / Recommendation	Board is asked to approve the final version of the Behaviour Framework enclosed in appendix.
Risg / Risk	Reputational and for service delivery
Cyllid / Finance	N/A
Amcan Cynllun Corfforaethol / Corporate Plan Objective	To grow and improve as an organisation
Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion	N/A
Cyfathrebu / Communications	Please tick one of the following boxes if this activity will have an impact on: Internal: our people <input checked="" type="checkbox"/> External: our customers/partners/stakeholders <input checked="" type="checkbox"/> External: our organisation's reputation <input checked="" type="checkbox"/>
Cymeradwyaeth / Approval/Clearance	Alyson Thomas (Chief Executive)
Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions	Board has received and approved a previous version of the Behaviour Framework. Since the approval was provided, officers in Llais suggested the framework would be strengthened by adding examples of “unhelpful behaviours for senior leaders and board members”.
Awdur/ Author	Joanne Bolton (Strategic Director of Operations & Corporate Services)
Dyddiad / Date	15 January 2025
Cefndir / Background	
Since the Board agreed the adoption of our Behaviour Framework in September 2024, Llais officers suggested the framework could be further strengthened by adding examples of unhelpful behaviours for senior leaders and board members. This would be consistent with the approach taken throughout the document.	

Manylion / Detail

Below is the detail proposed to be included in our behaviour framework under the heading “unhelpful behaviours for senior leaders and Board Members”. It is grouped by the key headings already used within our behaviour framework. Tîm Arwain has endorsed these for Board approval.

Unhelpful behaviours for senior leaders and board members

Effective communication and engagement

1. Discouraging or overlooking open dialogue. Dismissing or avoiding input from others, particularly when their opinions challenge your own or the status quo.
2. Being inaccessible. Failing to make time for or engage with our people at all levels, creating a perception that communication is not a priority or that leaders are out of touch with everyday challenges.
3. Dismissing feedback. Reacting defensively to constructive criticism or failing to act on feedback provided by our people or partners, discouraging a culture of continuous improvement.
4. Ignoring the impact of tone. Using a condescending or dismissive tone, whether intentional or not, which can alienate or demotivate others and harm team morale.
5. Failing to share key information. Keeping critical details to themselves, leading to poor decision making and mistrust.
6. Overlooking communication barriers. Not addressing or accommodating different communication needs, such as language barriers, accessibility issues, or diverse learning styles within the organisation.

Integrity

1. Overlooking or delaying the creation of essential ethical policies, treating them as a low priority compared to other organisational matters.
2. Undermining trust by avoiding transparency in decision-making processes or failing to follow through on commitments.
3. Rarely or never discussing the role of ethics in the organisation, creating an environment where integrity is seen as an afterthought.
4. Failing to review or address adherence to standards, even when issues or complaints are brought to your attention, allowing problems to persist unchecked.
5. Displaying hypocritical behaviour, such as expecting others to act ethically while disregarding these standards yourself.

Empowering

1. Maintaining a top-down, micromanagement style that stifles initiative and discourages staff from taking ownership of their work.
2. Creating rigid policies that limit flexibility and fail to accommodate individual development needs or innovative approaches.
3. Neglecting investment in leadership development, or cancelling such programmes when facing pressures, showing a lack of commitment to growing talent.
4. Providing inadequate or outdated resources and learning, leaving managers ill-equipped to foster an empowering environment.
5. Failing to acknowledge or celebrate achievements, or worse, taking credit for others' successes, demotivating teams and individuals.

People driven

1. Focusing on short-term goals and cost-cutting measures at the expense of the well-being of our people and service users, ignoring their needs and concerns.
2. Making decisions based purely on financial or operational efficiency without considering the human impact, undermining the organisation's values.
3. Paying lip service to diversity and inclusion efforts without taking meaningful action, or tolerating exclusionary practices within the organisation.
4. Approving or ignoring policies that put people at risk, or neglecting to update outdated policies that no longer meet the needs of our people or service users.
5. Remaining disengaged from key initiatives, or showing a lack of genuine interest, which discourages others from participating and undermines organisational morale.
6. Allowing poor morale and culture to persist by neglecting to address issues and failing to promote and foster a supportive and inclusive environment.

Learning and improving

1. Resisting new ideas or dismissing innovative approaches without proper consideration, creating a culture resistant to change and growth.
2. Allocating minimal or no budget for professional development or creating barriers that make it difficult for our people to access learning opportunities.
3. Avoiding or showing disinterest in participating in educational or skill-enhancement activities, sending a message that continuous learning is unimportant for leadership.
4. Basing strategic decisions on outdated practices or ignore emerging trends, putting the organisation at risk of falling behind in effectiveness and relevance.
5. Neglecting to review or update learning initiatives, leading to stagnant growth and a lack of adaptation to new challenges or opportunities.

Inclusivity

1. Allowing outdated or exclusionary practices to continue unchallenged, or failing to address systemic biases within the organisation
2. Treating the strategy as a checkbox exercise, lacking follow-through or meaningful integration into the organisation's culture and daily operations.
3. Engaging with diverse communities only sporadically or superficially, without making genuine efforts to understand or act on their perspectives.
4. Ignoring or downplaying inclusivity metrics or failing to use the data gathered to make tangible improvements, rendering the monitoring process ineffective.
5. Exhibiting behaviours that contradict inclusivity values, such as making insensitive remarks or showing preference for certain groups, which undermines trust and credibility.

Working together

1. Promoting a siloed approach by prioritising departmental goals over organisational ones, or failing to address conflicts between teams.
2. Creating or maintaining rigid policies that complicate or hinder collaboration, making it difficult for teams to work together efficiently.
3. Avoiding participating in or supporting collaborative initiatives or showing a lack of interest in cross-departmental efforts, which discourages teamwork.
4. Failing to communicate or minimising the significance of collaboration, leading to misunderstandings about the organisation's priorities and creating a culture of isolation.
5. Neglecting to invest in or update collaboration tools, or ignoring feedback designed to drive improvements, causing frustration and hampering effective teamwork.

Leadership

1. Ignoring or undermining leadership development efforts or failing to address poor leadership practices that negatively impact the organisation's culture.
2. Approving programmes that are disconnected from the organisation's strategic needs or failing to review and update them to remain relevant.
3. Prioritising short-term gains or making reactive decisions without considering the long-term impact, jeopardising the organisation's sustainability.
4. Avoiding taking responsibility for mistakes or making decisions behind closed doors without clear communication, which erodes trust and accountability.
5. Resisting necessary changes or failing to engage meaningfully in transformation efforts, leaving our people feeling unsupported and the organisation stagnant.

Respect

1. Tolerating disrespectful behaviour or failing to enforce policies that promote respect, creating an environment where incivility goes unchecked.
2. Ignoring or dismissing the value of diversity or engaging in tokenism by promoting diversity only superficially without meaningful support or integration.
3. Exhibiting or excusing disrespectful behaviour among leaders, undermining the culture of respect and setting a poor example for the organisation.
4. Neglecting to revisit or uphold organisational values, allowing them to become mere words with no real influence on behaviour or culture.
5. Dismissing or mishandling reports of disrespect, or creating an environment where people fear retaliation for speaking up, discouraging them from reporting issues.

Recommendations

The Board is asked to approve the above to include within our Behaviour Framework.

