West Lindsey District Council's

Behaviours Framework

It's about how we work………..

Central to this framework is our vision and values…..

Our vision should inspire us to turn-on and not just turn-up.

Our vision is…..

> *"West Lindsey is a great place to be, where people, businesses and communities can thrive and realise their potential"*

The vision is complemented by a set of values that cut across the whole organisation.

We make our values real by demonstrating them in how we behave every day.

Our values are:

- Customers First
- One Council
- Business Smart
- Communicating Effectively
- Integrity in Everything

Our values are central to achieving our vision and delivering outcomes for the district which are detailed in our corporate plan, and our behaviours framework is integral to both.

Our vision and values were reviewed by the council in 2018 and staff from across the whole council and members were involved in shaping them.

Why have a behaviours framework?

Our behaviours framework has been developed to underpin effective performance in the workplace and defines what good looks like in any given role. Our framework provides us all with a map of the behaviours which we must all demonstrate and which we can expect to see and experience in others.

What is the behaviours framework?

The behaviours framework sets out the behaviours individuals must have, or must acquire, to perform effectively at work. Whilst your objectives and role accountabilities focus on **what** you do, the behaviours focus on **how** you do it.

The framework details the behaviours and attitudes required by all employees and it supports the delivery of our corporate plan, values and culture.

What do we mean by behaviour?

Behaviours demonstrate the attitudes and approach we take to our work, they are how we do things, how we treat others, what we say, how we say it and how we can expect to be treated. It's the way we act every day.

Who will benefit

Our contribution is valued, and helps to shape the council and ensures we are able to deliver high levels of service for both our external customers, partners and our colleagues.

A behaviour framework will benefit all employees within the council.

- Employees will benefit from clear guidance on the behaviours which are expected. They must demonstrate or develop behaviours that are appropriate to their position.
- Aspiring managers or those showing potential will recognise the need to develop these behaviours if they wish to take on a leadership role in the future.
- Those using the behaviours for recruitment, will benefit from having a clear framework, which will aid the recruitment process.
- Finally the organisation will benefit. It is envisaged that the behaviour framework will be used to support a wide range of processes and ultimately the council will benefit from a more consistent approach, clearer direction and more structured support.

What do they mean for me?

Whether you're applying for a job with us, are a new employee, or have been here much longer, the behaviours form part of everything you do and you'll need to be able to demonstrate them through the way you work.

Each behaviour has two levels: core (Level 2) and leadership (Level 3).

Core behaviours apply to all staff regardless of their role.

Leadership behaviours are used in addition to the core behaviours to reflect what we expect our leaders to demonstrate, and can be used developmentally for other staff.

The behaviour framework does not replace or duplicate other standards expected as part of the council's code of conduct or other professional standards.

Customers First – to put the customer at the centre of everything we do

What this means:

We believe that putting our customer first should be at the centre of everything we do. By doing so, we can ensure that we provide excellent levels of service, are seen as an employer of choice and a place people want to work. We want to be recognised and valued for excellent services and to be confident that our services are good value for money.

Level 2: all staff	Level 3: managers
Understands and acts upon the council customer care standards and processes	Takes responsibility for doing the right things for our customers and deals with the consequences should anything go wrong
Notices when something is not working for the customer and strives to solve problems	Takes responsibility for improvements to the customer experience and seeks regular customer feedback
Understands and displays excellent customer service	Encourages and role models excellence in customer service
Keeps customers informed of progress/doing what was promised	Supports a culture of customer service and interaction
	Delivers effective employee/employer relations

Negative behaviours

You do not demonstrate 'Customer First' if you:

- Show a lack of concern for our customer service standards and processes
- Take little or no responsibility for your own actions
- Do not treat customers with respect
- Are unhelpful and insensitive to individual needs and treat people unfairly
- Do not encourage or listen to customer feedback
- Do not keep customers regularly informed

One Council – to act as one council

What this means:

Working together is crucial to being able to achieve the aims of the council and deliver excellent council services. We recognise we are one council and one team and we treat each other with respect. We will work flexibly and cooperatively with each other and our partners, to get the best possible results.

Level 2: all staff	Level 3: managers
Understands and demonstrates what is expected	Recognises and grows talent for now and the future
Able to build and sustain effective working relationships with colleagues across the council	Is aware of the strengths of the team and colleagues and coaches to improve performance
Notices health and safety problems and takes action	Seeks to understand what motivates other people
Is open about mistakes and learns from them	Actively shares knowledge, information and good practice
Identifies and takes responsibility for own development needs to carry out role effectively	Gives effective, timely and constructive feedback
Demonstrates participation in continuous development	Acts as a role model for the council's values and behaviours
Keeps up to date with relevant issues and effectively uses resources of expertise	Is able to provide alternative solutions in a positive manner
Understands impact of own behaviour on others	

Negative behaviours
You do not demonstrate 'One Council' if you:

- Disregard others feelings
- Create friction with colleagues or customers or ignore inappropriate behaviour in others
- Make changes without regards for others
- Think that things cannot be changed and are unwilling to adopt new ways of working
- Show little or no interest in helping colleagues, displaying a 'not my problem' attitude
- Show little or no interest in developing or growing yourself
- Disregard the Equality and Diversity of others

Business Smart – to be business smart and get things done

What this means:

To be business smart and get things done a WLDC employee is constantly looking to deliver to the highest standards. When dealing with any situation they focus their energy and attention on the solution, leaving people positive and satisfied; getting things right first time, on time. Working collectively to achieve the best results, they are respected by others for their attitude and their ability to get things done.

Level 2: all staff	Level 3: managers
Knows what the corporate and service priorities are	Ensures targets are delivered by effective planning, project management and team involvement
Plans work to meet deadlines	Sees through decisions to their conclusion
Delivers project milestones and provides reports on progress	Produces meaningful data to allow the team and colleagues to understand current performance
Strives to overcome setbacks to get the job done effectively	Provides professional advice that is clear, concise and in line with the council's values
Works collaboratively to deliver results	Takes accountability for outcomes
Takes ownership of tasks and objectives	Removes barriers to support the team to progress results
Makes effective use of IT solutions to deliver results	Supports a performance management culture
Is open about mistakes and learns from them	Supports the development of IT / technology solutions to deliver results
Looks for efficiencies and avoids waste	Looks for efficiencies and avoids waste and encourages others
	Recognises and takes advantage of opportunities

Negative behaviours
You do not demonstrate 'Business Smart' if you:

- Are dismissive of new ideas or suggested improvements
- Ignore problems and don't use your initiative
- Are unwilling to engage in continuous performance improvement
- Show a lack of concern in the quality of your work
- Manage your time poorly and do not deliver what is expected of you

Communicating Effectively – to communicate effectively

What this means:
We communicate simply, clearly and concisely ensuring that the message is understood by all. We listen carefully and actively and seek feedback from our customers both internal and external.

Level 2: all staff	Level 3: managers
Listens and respects others views	Involves team and peers by listening and two way communication respecting views
Gives people information they need in a clear manner appropriate to their needs	Keeps their team involved and updated
Encourages and supports colleagues	Is able to produce effective written reports in the appropriate formats
Challenges unacceptable behaviour	Is able to present information to a variety of audiences in appropriate formats
Is able to format written communication (including e-mail) and use effectively and appropriately	Adapts communication style to enthuse and influence the audience
Is aware of the strengths of all types of communication and know their limitations	Gives effective, timely, constructive feedback based on evidence
Communicates relevant information regularly and effectively	

Negative behaviours
You do not demonstrate 'Communicating Effectively' if you:

- Speak vaguely and without clarity (using jargon as a barrier)
- Are inattentive and allow yourself to be distracted, such as using mobile phones in meetings
- Are unwilling to share knowledge with others
- Are unaware of how communication impacts on others
- Uses communication channels inappropriately
- Do not seek clarity when the message is not understood
- Are not careful or sensitive with information

Integrity in Everything – to have integrity in everything we do

What this means:
We are accountable for all our decisions and actions. We are honest, open, fair, and trustworthy, and we strive to do the right thing in every instance. We consistently operate to the best of our ability.

Level 2: all staff	Level 3: managers
I do what I say I am going to do	I role model the standards that are set out for others in what I say and do
I do the right thing, not just the easiest thing	I hold others to account for adhering to the standards set
I am open, honest and say sorry when appropriate	I practise and encourage open and direct discussion. I make sure I am clear and fair and that people know where they stand
I admit to mistakes, ask if I don't know or don't understand and learn from my experience	I regularly review the workload with my team and allocate resources appropriately
I speak up if there is a risk that deadlines may not be met	I am willing to roll my sleeves up and do not ask anyone to do something I would not do myself
I role model high standards so that people can feel confident in what I do	I support staff to raise any concerns and make sure they are followed through appropriately
I take pride in my work and that of my colleagues	I gather facts before making decisions and don't rush to make a judgement

Negative behaviours
You do not demonstrate 'Integrity in Everything if you:

- Blame others for mistakes or take the credit for others' ideas
- Ignore cases and scenarios which should be raised or acted on, such as fraud or discrimination
- Do not adhere to the council's policies and procedures
- Seek to cover up or hide problems
- Criticise and undermine the work and abilities of your colleagues
- Do not openly share information and are secretive about your work
- Are aggressive and confrontational when giving or receiving feedback, making others uncomfortable to speak up

Where and how are the behaviours used?

Every member of staff will be provided with clear understanding of their behavioural expectations in discussions with their line manager.

These behavioural requirements are taken seriously and will form part of your regular feedback, 1;1's and appraisals.

The behaviours framework is particularly helpful in supporting these areas:

Recruitment
Applicants are interviewed and selected following behavioural based interviewing for a "cultural-fit" as well as "job fit". These behaviours will be added to personal specifications and form part of interviewing candidates.

Recognition
Staff demonstrating outstanding behaviour and being a role model for the values and the culture of the council are recognised and awarded through our everyday 'Thank You' cards and a monthly prize draw.

Learning & Development
Corporate learning materials and training are available to support staff to deliver the required behaviours and will from and integral part of all learning and development delivered.

Appraisal
Measurement of the behaviours will be through the 6 month review and 12 month appraisal and you will be asked to show how you've met the behaviours in your work.

1:1s and Supervision
Staff are managed, supervised and appraised for their work performance (in terms of task delivery) as well as behaviours.

Corporate Inductions
All new starters will attend the corporate induction to understand the council's vision, values and behaviours. In addition, all new starters will have a workplace induction which will include how the standards of behaviour relate in their job role.