

# Wiltshire Council's Values and Behaviours – Corporate connections



## Wellbeing charter

The Behaviours Framework complements the Workforce Wellbeing Charter in addressing the three key areas of the Charter Framework which affect health:

- Leadership
- Culture
- Communication

## Our values make us unique

We embrace change, treat everyone fairly, value diversity and we:

- Place our customers first
- Want to strengthen our communities
- Adopt a 'can-do' approach in everything we do
- Value our colleagues

## Our vision – what inspires us to turn on, not just turn up

Is to create stronger and more resilient communities

## Our goals – how we will meet this vision

- Provide high quality, low cost, customer focused services
- Ensure local, open and honest decision making
- Working with our partners to support Wiltshire's communities

## Staff and Councillor input

Staff and councillor engagement has been key in developing the behaviours framework. This input has been taken from:

- The 2011 Staff Survey
- Staff forums
- Manager's forums
- Shaping the Future roadshows
- Corporate awards programme
- Overview and Scrutiny
- The manager's stakeholder panel
- The Organisational Health Wheel
- The Organisational Cultural Inventory
- DCS values work on 'People, Passion, Pride'
- Staff workshops

Wellbeing charter

Staff & Councillor input

Values

Culture

## One council one culture – What will we be like?

As a new organisation, a document was developed to identify the key characteristics of Wiltshire Council's new culture.

These were summarised as:

- Being inclusive and supporting others
- Creating clarity
- Leading through change
- Being decisive
- Treating others with respect
- Focusing on the customer
- Challenging the norm

These have been further developed into four overarching features:

- Achievement orientated
- Values creativity, quality, completion of tasks and development of individuals
- Participative and people focused
- Constructive relationships

## Best practice behaviour frameworks

Engagement with 17 councils across England provided various perspectives and approaches to behavioural frameworks. In addition to this, research on four private sector solutions provided a rounded view of best practice.

Best practice

Behaviours

## Wiltshire Council's 'Behaviours'

The culture and values upheld by Wiltshire Council staff and councillors are central to delivering the vision and goals outlined in the Business Plan. These are developed and sustained by behaviours and attitudes. The new behaviours framework is designed for all Wiltshire Council employees and is divided into six categories:

- Working Together
- Excellence
- Responsibility
- Trust and respect
- Leadership
- Simplicity

## Systems thinking core competencies

1. Think in terms of systems thinking and knowing how to lead systems
2. Understand the variability of work in planning and problem solving
3. Understand how we learn, develop and improve; leading true learning and improvement
4. Understand people and why they behave as they do
5. Understand the interaction and independence between systems variability, learning and human behaviour
6. Give vision, meaning, direction and focus to the council

Core competencies

# Wiltshire Council's Behaviours Framework - draft



# What is the Wiltshire Council Behaviours Framework?

This framework describes 'how' you're expected to carry out your work. It fits alongside 'what' you do, as outlined in your job description. It's all about 'how we work'.

The Wiltshire Behaviours framework has been redesigned following major input from employees and managers across the council who attended forums and workshops over several months. The new framework is designed for all employees and supports you in many different ways.

## What do we mean by 'Behaviour'?

Essentially, it's about:

- How we do things
- How we treat others
- How we expect to be treated

The Wiltshire Behaviours help you:

- Celebrate achievements
- Talk about aspirations
- Express how you would like to develop

## How do they work?

There are six sets of behaviours for every employee, regardless of their role and grade in the organisation.

Each behaviour has descriptions to help clarify how it relates to the way you work. All staff are required to deliver our expected behaviours and should seek to demonstrate our aspirational behaviours.

During one-to-one meetings and appraisals, managers will clearly set out the specific behavioural category you are expected to exhibit depending on your job role and your responsibilities.

## Vision and values

The Wiltshire Behaviours are designed to reflect the themes characterised in our vision and values.

### **Our vision – what inspires us to turn-on not just turn-up**

Is to create stronger and more resilient communities

### **Our values make us unique**

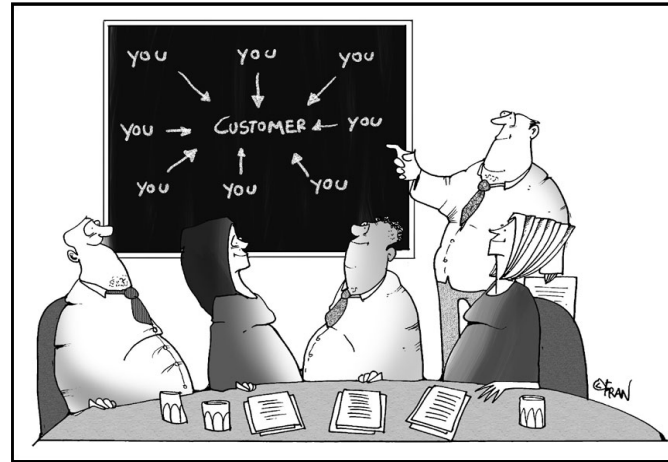
We embrace change, treat everyone fairly, value diversity and we:

- Place our customers first
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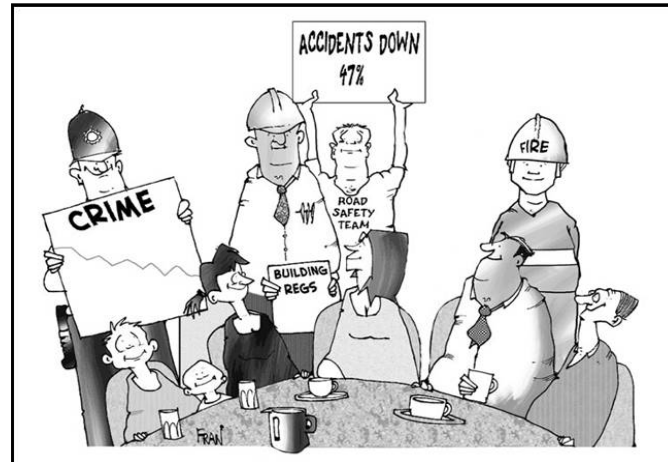
# The Expected and Desirable Behaviours

	Expected Behaviours	Desirable Behaviours
<b>Excellence</b>	<ul style="list-style-type: none"> <li>✓ You are punctual and friendly, and demonstrate a positive professional attitude</li> <li>✓ You take pride in your own work and that of your team members</li> <li>✓ You understand who your customers are and why they matter</li> <li>✓ You are willing to go the extra mile for customers and act upon their feedback</li> </ul>	<ul style="list-style-type: none"> <li>✓ You promote and drive continuous improvement by asking 'How could we do this better?'</li> <li>✓ You work with customers in tailoring services to meet their expectations</li> </ul>
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>✓ You are trustworthy and reliable</li> <li>✓ You seek to learn from your colleagues</li> <li>✓ You review your own performance and ask for feedback to learn and improve</li> <li>✓ You work safely to maintain the health of both yourself and others</li> <li>✓ You use your initiative to solve problems and inform others when you are aware of potential issues</li> <li>✓ You acknowledge when you make mistakes and take responsibility for addressing and correcting them</li> <li>✓ You appropriately challenge assumptions and unhelpful behaviour</li> </ul>	<ul style="list-style-type: none"> <li>✓ You take personal responsibility for delivering services</li> <li>✓ You are flexible in providing solutions to deliver improvements and resolve issues</li> <li>✓ You take accountability for your development needs</li> <li>✓ You plan your own time and workload to meet your objectives</li> <li>✓ You make sure there is a mutual understanding of task responsibility</li> <li>✓ You balance competing priorities to meet standards and expectations</li> </ul>
<b>Working together</b>	<ul style="list-style-type: none"> <li>✓ You work together with colleagues and customers, and take the time to build effective and rational working relationships</li> <li>✓ You celebrate team successes and create a positive team spirit</li> <li>✓ You work well with people who have different ideas, perspectives and backgrounds</li> <li>✓ You share skills and knowledge, and encourage and support others in applying their ideas to work - helping others to help themselves</li> <li>✓ You encourage working together for the benefit of customers</li> </ul>	<ul style="list-style-type: none"> <li>✓ You look to work together, across and outside typical groups; initiating joint approaches to delivering services</li> <li>✓ You look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver joint outcomes</li> <li>✓ You listen to and involve colleagues and external customers and respond positively to suggestions before making decisions</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>✓ You live the council's values and lead by example in demonstrating the corporate behaviours; inspiring colleagues to follow your example</li> <li>✓ You have a drive for results and show courage when things don't go to plan</li> <li>✓ You are compassionate, caring and empathetic to both colleagues and customers</li> <li>✓ You enable leadership by engaging and seeking guidance from others on personal, team, organisational and community activities</li> </ul>	<ul style="list-style-type: none"> <li>✓ You recognise good performance and take the time to thank and praise others</li> <li>✓ You are motivational and drive positivity; taking an optimistic approach and engaging others</li> <li>✓ You resolve conflicts and disagreements quickly and professionally</li> <li>✓ You see failure and problems as an opportunity to learn and develop</li> </ul>
<b>Simplicity</b>	<ul style="list-style-type: none"> <li>✓ You use, to full advantage, the available information systems and procedures when working to achieve outcomes</li> <li>✓ You are open to new ideas and suggestions and speak up when you see a better way</li> <li>✓ You communicate relevant information regularly and effectively</li> <li>✓ You change your communication style to best meet the needs of the audience and regularly check that there is a mutual understanding</li> </ul>	<ul style="list-style-type: none"> <li>✓ You look to streamline and interlink processes for a simple approach</li> <li>✓ You summarise complex information to make it understandable</li> <li>✓ You seek others opinions and are open and honest</li> <li>✓ You are an advocate for 'systems thinking'; reviewing and suggesting ways to reduce wasteful steps</li> </ul>
<b>Trust and respect</b>	<ul style="list-style-type: none"> <li>✓ You take the time to build effective relationships with customers, stakeholders, colleagues and partners</li> <li>✓ You are respectful and considerate</li> <li>✓ You understand how your behaviours can be interpreted and consider the impact you have on others</li> </ul>	<ul style="list-style-type: none"> <li>✓ You continue to give time to colleagues who need help, even when the pressure is on</li> <li>✓ You trust colleagues to fulfil their responsibilities</li> <li>✓ You listen carefully to others – showing that you respect and value their input</li> <li>✓ You manage your reactions to situations professionally and calmly</li> </ul>

# In summary, these Behaviours will make us unique and will help us to realise our values



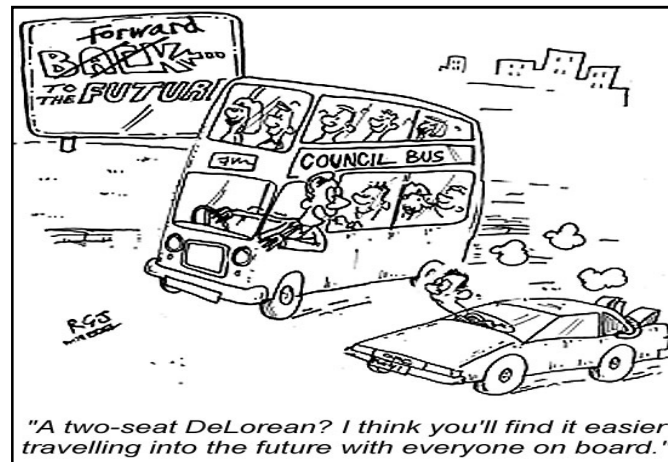
**Customers first** – By working together to provide an excellent, trusted and respected service we will ensure that our customers know that we are putting them first.



**Strengthen our communities** – By involving local people in the decisions that affect them, we will inform, support and empower communities to deal with local challenges.



**Can-do** – By seeking simplicity, we take a proactive and responsible approach to deliver an excellent service to internal colleagues and Wiltshire's communities.



**Value our colleagues** – We value our relationships with colleagues, treating them the same as we would an external customer and demonstrating our trust and respect through regular communication and flexibility in work approaches.



# ✓ Excellence

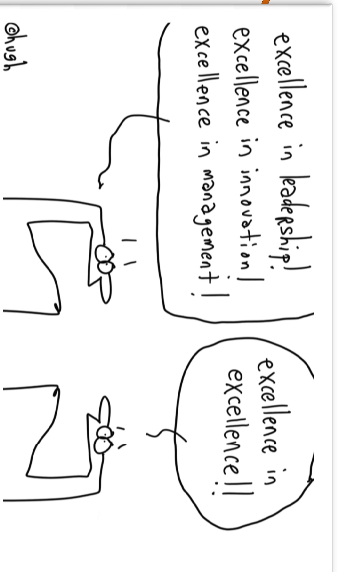
With enthusiasm, you work to deliver a high quality service to meet personal, organisational and customer expectations. You pursue a 'can-do' attitude in all of the work you deliver, ensuring it meets the needs of all current and potential customers.

Expected	Desirable	Aspirational
<p><b>Our required behaviours</b></p> <ul style="list-style-type: none"> <li>✓ You are punctual and friendly, and demonstrate a positive professional attitude</li> <li>✓ You take pride in your own work and that of your team members</li> <li>✓ You understand who your customers are and why they matter</li> <li>✓ You are willing to go the extra mile for customers and act upon their feedback</li> </ul>	<p><b>Staff should seek to demonstrate these behaviours</b></p> <ul style="list-style-type: none"> <li>✓ You promote and drive continuous improvement by asking 'How could we do this better?'</li> <li>✓ You work with customers in tailoring services to meet their expectations</li> </ul>	<p><b>These behaviours are required by employees looking to develop and those in senior or managerial positions</b></p> <ul style="list-style-type: none"> <li>✓ You plan and anticipate changes in working practice and effectively manage the transition to introduce these new ways of working</li> <li>✓ You logically identify trends and implement the best approach; outlining clear objectives</li> <li>✓ You focus on longer-term outcomes rather than short-sighted initiatives</li> <li>✓ You understand how your team learn and develop and use this knowledge to lead performance improvements</li> <li>✓ You consistently review current practice both in the work you do and in the work of your teams; setting stretching goals to challenge outdated methods</li> <li>✓ You lead by example; influencing and inspiring confidence in others</li> <li>✓ You work to achieve a set vision of customer focus, improvement and excellence within the council, as well as with partners and other external stakeholders</li> </ul>

## How these behaviours create stronger more resilient communities

High quality services, designed around the end customer, will develop the reputation and credibility of Wiltshire Council and build the relationships and associations local communities have with the council.

Engaging and involving Wiltshire's communities will help inform and strengthen their local decision making. By encouraging the community to participate in the services they receive, we will make best use of the available knowledge, improve the quality of services for customers and make Wiltshire a positive and empowering place to work.



## When 'Excellence' is not demonstrated

Examples of behaviours that fail to demonstrate 'Excellence' are outlined below:

- x You stick to outdated methods that have become ineffective
- x You are unwilling to be exposed to change or uncertainty
- x You do not deliver what is expected of you
- x You show a lack of concern in the quality of your work
- x You are actively hampering the improvement and delivery of excellence
- x You display a negative attitude towards colleagues and customers
- x You concentrate on narrow operational objectives and not the bigger picture
- x You focus on the problems and not the solutions

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.

# ✓ Responsibility

You take ownership of your work and use your initiative to deliver. You are accountable for your own performance and development, and take responsibility for your actions and decisions.

Expected	Desirable	Aspirational
<p><b>Our required behaviours</b></p> <ul style="list-style-type: none"> <li>✓ You are trustworthy and reliable</li> <li>✓ You seek to learn from your colleagues</li> <li>✓ You review your own performance and ask for feedback to learn and improve</li> <li>✓ You work safely to maintain the health of both yourself and others</li> <li>✓ You use your initiative to solve problems and inform others when you are aware of potential issues</li> <li>✓ You acknowledge when you make mistakes and take responsibility for addressing and correcting them</li> <li>✓ You appropriately challenge assumptions and unhelpful behaviour</li> </ul>	<p><b>Staff should seek to demonstrate these behaviours</b></p> <ul style="list-style-type: none"> <li>✓ You take personal responsibility for delivering services</li> <li>✓ You are flexible in providing solutions to deliver improvements and resolve issues</li> <li>✓ You take accountability for your development needs</li> <li>✓ You plan your own time and workload to meet your objectives</li> <li>✓ You make sure there is a mutual understanding of task responsibility</li> <li>✓ You balance competing priorities to meet standards and expectations</li> </ul>	<p><b>These behaviours are required by employees looking to develop and those in senior or managerial positions</b></p> <ul style="list-style-type: none"> <li>✓ You make informed decisions and take accountability for their impact</li> <li>✓ You challenge and confront poor performance</li> <li>✓ You enable a blameless culture; empowering and supporting your team to initiate improvements to services without fear of reprisal</li> <li>✓ You plan for the impact of variability to work; ensuring the appropriate level of system flexibility is available</li> <li>✓ You provide your teams with defined structures and clear direction to enable individuals to have a strong sense of ownership and personal responsibility for the delivery of objectives and outcomes</li> <li>✓ You publically role model the expected behaviours</li> <li>✓ You stand-by difficult decisions and openly acknowledge errors</li> </ul>

## How these behaviours create stronger more resilient communities

Taking responsibility and being preventative avoids the 'blame game' and allows for good service provision from the customer perspective.

With responsibility comes confidence in service delivery, this provides customers with service reassurance and reduces doubt and challenge. When this is applied to partnership working, the confidence and direction is passed onto communities, building community confidence and a shared sense of ownership.



## When 'Responsibility' is not demonstrated

Examples of behaviours that fail to demonstrate 'Responsibility' are outlined below:

- ✗ Blames the system or others; demonstrating an unwillingness to take reasonable risks to do things differently
- ✗ You do not take responsibility for your actions, admit you are wrong or recognise how our actions affect others
- ✗ You ignore problems, don't use your initiative and hide behind your job description
- ✗ You dismiss alternative ideas and discourage colleagues from suggesting new ways of doing things
- ✗ You manage your time poorly and do not deliver what is expected of you
- ✗ You behave in a way that might put others at risk

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



## ✓ Working together

You work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or the communities we serve.

Expected	Desirable	Aspirational
<p><b>Our required behaviours</b></p> <ul style="list-style-type: none"> <li>✓ You work together with colleagues and customers, and take the time to build effective and rational working relationships</li> <li>✓ You celebrate team successes and create a positive team spirit</li> <li>✓ You work well with people who have different ideas, perspectives and backgrounds</li> <li>✓ You share skills and knowledge, and encourage and support others in applying their ideas to work - helping others to help themselves</li> <li>✓ You encourage working together for the benefit of customers</li> </ul>	<p><b>Staff should seek to demonstrate these behaviours</b></p> <ul style="list-style-type: none"> <li>✓ You look to work together, across and outside typical groups; initiating joint approaches to delivering services</li> <li>✓ You look for ways to maximise the value of working together by building support, providing focus and giving direction to deliver joint outcomes</li> <li>✓ You listen to and involve colleagues and external customers and respond positively to suggestions before making decisions</li> </ul>	<p><b>These behaviours are required by employees looking to develop and those in senior or managerial positions</b></p> <ul style="list-style-type: none"> <li>✓ You spend time building relationships with partners</li> <li>✓ You support others in working together; helping them to develop common focus</li> <li>✓ You are happy to give up control, power or resource to benefit customers</li> <li>✓ You facilitate member involvement and consult with representative groups when formulating strategies</li> <li>✓ You inspire a 'one-team' culture</li> <li>✓ You build networks, locally, regionally and nationally to help provide support and expertise by shaping and driving forward agendas and addressing concerns</li> </ul>

### How these behaviours create stronger more resilient communities

Tasks and issues rarely fit neatly into one service area. Working together with our partners, customers and communities, will allow solutions to be tailored and resources aligned more effectively.

Solutions that work best are often those designed around the needs of those affected. This means we need to actively engage and involve people in developing the solutions in the first place. Staff need to be willing to embrace this partnership and inclusive approach to deliver efficient and effective services in the future.



### When 'Working together' is not demonstrated

Examples of behaviours that fail to demonstrate 'Working together' are outlined below:

- ✗ You do not accept colleagues as internal customers
- ✗ You play power games and use your status to disrupt collaborative working
- ✗ You show little sign of co-operating within your team or working in partnership
- ✗ You close down others by being judgemental, interrupting or talking-over them
- ✗ You have a tick box approach to engagement and do not value the views received
- ✗ You don't ask others for opinions or ideas
- ✗ You choose not to work as a team by pursuing your own agenda

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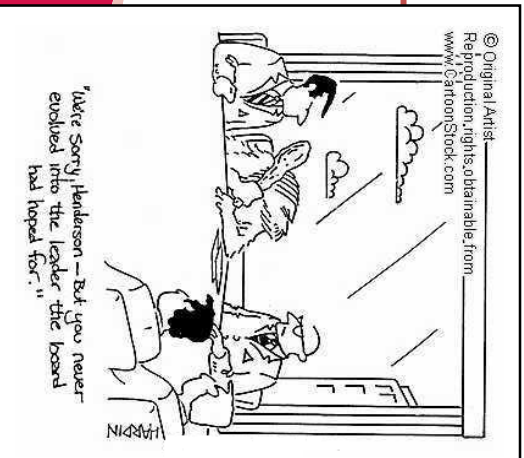
# ✓ Leadership

You lead by example through your behaviours and professional approach to work; inspiring your colleagues and driving for results.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> <li>✓ You live the council's values and lead by example in demonstrating the corporate behaviours; inspiring colleagues to follow your example</li> <li>✓ You have a drive for results and show courage when things don't go to plan</li> <li>✓ You are compassionate, caring and empathetic to both colleagues and customers</li> <li>✓ You enable leadership by engaging and seeking guidance from others on personal, team, organisational and community activities</li> </ul>	<ul style="list-style-type: none"> <li>✓ You recognise good performance and take the time to thank and praise others</li> <li>✓ You are motivational and drive positivity; taking an optimistic approach and engaging others</li> <li>✓ You resolve conflicts and disagreements quickly and professionally</li> <li>✓ You see failure and problems as an opportunity to learn and develop</li> </ul>	<ul style="list-style-type: none"> <li>✓ You work to build commitment and engagement and improve your team's behaviour</li> <li>✓ You are visible and accessible to all your team/service members</li> <li>✓ You act as a role model for inspirational leadership</li> <li>✓ You evaluate resources, options and consequences in your decision making</li> <li>✓ You articulate vision, meaning and direction to focus service delivery; translating clear objectives for your team</li> <li>✓ You provide feedback on your teams performance during regular one-to-one and team meetings</li> <li>✓ You regularly monitor your teams health, safety and wellbeing and address concerns</li> <li>✓ You recognise talent within your team and develop potential through training, mentoring and coaching</li> <li>✓ You manage the flow of work by leading systems from beginning to end; rather than focusing on specific functions or services</li> <li>✓ You build a shared sense of purpose across your service areas</li> <li>✓ You develop a culture that delivers the best results for Wiltshire's communities</li> <li>✓ You appropriately deploy the skills and behaviours of your team, independently and interactively, in order to best compliment the system and its variability</li> </ul>

## How these behaviours create stronger more resilient communities

Community leadership is at the heart of the council's approach. By demonstrating effective leadership qualities, we will shape and direct team motivation and achievement. Leading by example will inspire customers and partners to adopt these behaviours and empower their communities for confident and direct local decision making.



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## When 'Leadership' is not demonstrated

Examples of behaviours that fail to demonstrate 'Leadership' are outlined below:

- ✗ You don't listen to, research or question information for a better understanding
- ✗ You choose to ignore adverse criticism, seeing it as a personal attack rather than a way to develop yourself or your performance
- ✗ You are self-interested and fail to acknowledge colleague and customer perspectives
- ✗ You use emotional instability as a management tool
- ✗ You adopt a command-and-control approach
- ✗ You refuse to share information to maintain an advantage over others
- ✗ You fail to promote positive health and safety practices

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



# ✓ Simplicity

You communicate clearly and concisely, ensuring that the message is understood by all. You actively seek methods to prevent over-complication or confusion, by a simple non-bureaucratic approach to work.

Expected	Desirable	Aspirational
<p><b>Our required behaviours</b></p> <ul style="list-style-type: none"> <li>✓ You use, to full advantage, the available information systems and procedures when working to achieve outcomes</li> <li>✓ You are open to new ideas and suggestions and speak up when you see a better way</li> <li>✓ You communicate relevant information regularly and effectively</li> <li>✓ You change your communication style to best meet the needs of the audience and regularly check that there is a mutual understanding</li> </ul>	<p><b>Staff should seek to demonstrate these behaviours</b></p> <ul style="list-style-type: none"> <li>✓ You look to streamline and interlink processes for a simple approach</li> <li>✓ You summarise complex information to make it understandable</li> <li>✓ You seek others opinions and are open and honest</li> <li>✓ You are an advocate for 'systems thinking'; reviewing and suggesting ways to reduce wasteful steps</li> </ul>	<p><b>These behaviours are required by employees looking to develop and those in senior or managerial positions</b></p> <ul style="list-style-type: none"> <li>✓ You make sure your team are regularly updated with corporate, service and community information</li> <li>✓ You design, innovate and influence solutions to address inefficiencies</li> <li>✓ You listen to the views of your team; checking that approaches are united and encouraging them to challenge and provide feedback</li> <li>✓ You evaluate the effectiveness of communication and take steps to improve; leading and encouraging open communication at all levels across the organisation</li> <li>✓ You keep focused on the bigger picture; creating clear strategic direction</li> </ul>

## How these behaviours create stronger more resilient communities

Taking a simple approach to service delivery and communication, improves access and removes barriers. This develops the quality of services and can save money by reducing wasteful steps.

Being inclusive and designing processes around the customer experience will focus services on the things that make a difference; creating more value for local communities.

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**"I knew it was time to simplify our organization when we started creating acronyms for our acronyms."**

## When 'Simplicity' is not demonstrated

Examples of behaviours that fail to demonstrate 'Simplicity' are outlined below:

- ✗ You over-complicate your approach to work; create bureaucracy and cause frustration to colleagues and customers
- ✗ You purposely put-up barriers to stop working differently; discourage change from happening
- ✗ You choose ways of communicating that confuse the message or are not appropriate for the audience
- ✗ You approach tasks in a disorganised manner
- ✗ You fail to keep customers and colleagues informed
- ✗ You overload others with only written communication

These behavioural requirements are taken seriously; compliance with these guidelines will form part of regular discussions with your line manager and continued disregard of behavioural requirements will be resolved quickly and efficiently.



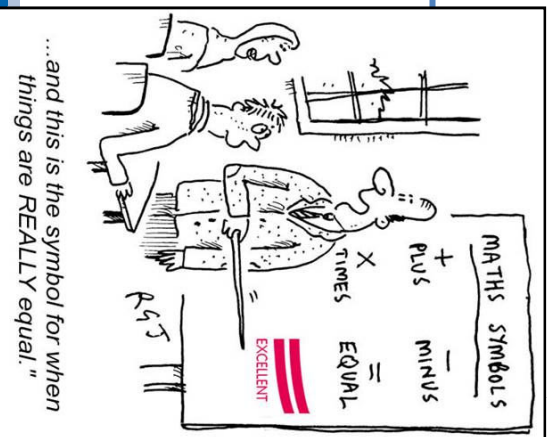
# ✓ Trust and respect

You are aware of your impact on others and your use of resources. You value openness and listen carefully to understand the views of others. You promote the values of diversity and actively work to minimise any harm caused to our climate and surroundings.

Expected Our required behaviours	Desirable Staff should seek to demonstrate these behaviours	Aspirational These behaviours are required by employees looking to develop and those in senior or managerial positions
<ul style="list-style-type: none"> <li>✓ You take the time to build effective relationships with customers, stakeholders, colleagues and partners</li> <li>✓ You are respectful and considerate</li> <li>✓ You understand how your behaviours can be interpreted and consider the impact you have on others</li> </ul>	<ul style="list-style-type: none"> <li>✓ You continue to give time to colleagues who need help, even when the pressure is on</li> <li>✓ You trust colleagues to fulfil their responsibilities</li> <li>✓ You listen carefully to others – showing that you respect and value their input</li> <li>✓ You manage your reactions to situations professionally and calmly</li> </ul>	<ul style="list-style-type: none"> <li>✓ You display a clear appreciation of your teams efforts and support them when there are difficulties</li> <li>✓ You encourage team members to recognise and value individual contributions</li> <li>✓ You support the diversity of teams and working groups</li> <li>✓ You involve and gain consensus from those affected by decisions and actions</li> <li>✓ You look to understand other people and their behaviours, and use this knowledge to adapt your approach for effective working relationships</li> <li>✓ You are a role model for an inclusive leadership style: respecting colleagues, partners and customers and treating people according to their needs</li> <li>✓ You instigate changes in behaviour to improve the use of resources</li> <li>✓ You engage with communities, making sure a full range of views are taken into account</li> </ul>

## How these behaviours create stronger more resilient communities

Respecting the diversity and perspectives of Wiltshire's communities is key to ensuring fairness and equality of access. It improves customer relationships, creates mutual trust and removes barriers; helping us to develop a better understanding of community needs and tailor services effectively.



## When 'Trust and respect' is not demonstrated

Examples of behaviours that fail to demonstrate 'Trust and respect' are outlined below:

- x You are disrespectful, insensitive or unhelpful to customers and your manner causes upset to others
- x You don't say 'thank you'
- x You deliberately exclude others from activities when you know they could benefit from being involved
- x You make little or no effort to understand things from your customer's point of view
- x You allow disrespectful or discriminatory behaviour to take place
- x You treat property in a way that is likely to cause damage or allow others to do so
- x You knowingly use the council's resources for personal gain

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