

Wiltshire Council's Behaviours Framework

Councillor Development Report

Purpose of report

1. The purpose of this report is to provide an overview of the context and objectives of Wiltshire Council's behaviours framework and introduce the project to embed the framework into the Councillor Development Group initiatives, in preparation for the 2013 induction.

Background

2. The cultural change work for reshaping and uniting the culture of Wiltshire Council has been progressing since 2008. The Shaping the Future Group commissioned the development of a behaviours framework following the development of the vision and values as outlined in our Business Plan. The framework will clearly outline the attitudes and approach to work required by the workforce, in order to support our values and culture, and has the following objectives:
 - provide a united behaviours framework for one culture; detailing 'how' we carry out our work
 - specify 'core' standards of behaviour – outlining what is acceptable and what is not
 - enable managers and staff to address poor behaviour, with a strong framework for assessing and managing performance
 - integrate HR processes and policies and embed the framework to manage for cultural fit as well as job fit
3. The consultation period ran from the end of July 2011 thorough to mid October 2011, and has had final approval by CLT and Cabinet.

How the behaviours framework will apply to staff

4. A Project Group is working to fully embed the behaviours framework in preparation for its official launch in February 2012. Areas under review include:
 - the development of an engaging cultural brand and communications plan
 - a new appraisals framework and supporting toolkit
 - a review of HR policies and guidance on using the framework

- the training and development programme available for staff and managers
 - the recruitment processes, job descriptions and contract packs
 - embedding the behaviours into all transformational change programmes
 - embedding the behaviours into the current well-being and staff support initiatives
5. The framework will apply to all Wiltshire Council staff and the standards of behaviour required for individual roles will be clearly defined through job descriptions and appraisal discussions.

Adapting the framework for Councillors

6. A working group led by the Chair of Councillor Development Group, Cllr Allison Bucknell, is working on 2013 Induction for Councillors which will ensure that the Behaviour Framework is embedded into :-
- Constitution
 - Code of conduct, subject to statutory requirements
 - Job descriptions
 - Councillor's profiles
 - Training needs analysis
 - Personal Development Plans
 - End of term reviews
 - Any training undertaken.
7. Cllrs Allison Bucknell and Laura Mayes, Portfolio holder for Organisational Culture will be attending the meeting to speak to this item and discuss how the Standards Committee can support the Council in promoting the new culture, values and behaviours and their application to Wiltshire Councillors.

Recommendations

8. To support the project to adapt and embed the behaviours framework, to apply it to all Wiltshire Council Councillors for the 2013 induction.

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