

The Royal Borough of Kingston

Values and Behavioural Framework

Making Kingston Better Together
July 2022



The Royal Borough of Kingston: Values and Behavioural Framework

Why do we need a values and behavioural framework?

Serving our Communities and making Kingston, better together, with improved outcomes and services, for our residents, is our primary focus as a Council. We want our values and behaviours to underpin everything we do, working with partners, residents and colleagues in an environment which enables collaboration and empowerment and encourages everyone to welcome diversity of thought in shaping inclusive services. We want everyone to thrive within a culture of continuous learning, listening empathetically to colleagues and residents and responding with innovation, finding successful solutions together to create better outcomes and ways of working for all.

What are our values? Our STAR Values are:

SUPPORTIVE



of new ideas with the courage to change direction

TRANSPARENT



and connected in all that we think, say and do

APPRECIATIVE



in being supportive of each other, recognising and celebrating success

RESPECTFUL



of difference and valuing diversity

We need to ensure the behaviours that underpin our values are consistent across the Council and that everyone understands what is expected of them in terms of how we treat others, and the way in which we relate to others, so we can be treated with the same dignity and respect.

The way we behave and manage ourselves is a central part of being an effective leader in all our roles and how we deliver together, making Kingston better together. It is vital to recognise that we are all responsible and accountable leaders and should role model these behaviours and take action when staff do not demonstrate them.

Where and how are the behaviours supported?

The behaviours are supported by the following processes and initiatives to help embed our culture across the whole of the organisation, and underpin our [Customer Principles](#) and [Future Workplace Principles](#), alongside our [Climate Action Plan](#).

Recruitment and Probation



Applicants are interviewed and selected following behavioural-based interviewing for cultural fit and job fit and assessed against our Values and Behaviours, Future Workplace Principles and Customer Principles as part of their probationary period.

Policy and Strategy

The behaviours are fully supported by the policies, processes and guidance designed to support our workforce.

Corporate Awards

Staff demonstrating outstanding behaviour and being an advocate for the values and culture of the council are recognised and awarded through our annual staff awards scheme. In addition, we will put customers at the centre of everything we do, demonstrating our STAR values and behaviours, ensuring we understand what we need from them and working with colleagues to deliver what is required.

Our Customers

We listen and engage with our customers in an authentic and empathic way, understanding what is not working from their perspective and viewing complaints as insights into how we can continually improve our processes and services. We need to ensure all our services are accessible and that support is available to our residents, which is communicated clearly. We need to prioritise Equalities when making any changes to service provision at the initial scoping stage and hardwire engagement into everything we do.

Performance Management



Staff are appraised not only on their work performance but also on their behaviours. Success is measured by how we work with our customers and colleagues to deliver our outcomes, leading with integrity and respect at all times. We will ensure we are accessible, setting clear expectations of what our customers and colleagues can expect to help us deliver seamless, accessible services. We have policies and procedures in place to support staff, but where staff are not conforming to the values and behaviours expected of them, we will take decisive action to address this.

Where and how are the behaviours supported?

Innovation and continually learning



We all take personal responsibility for our learning, challenging outdated processes and ways of working that do not support investment in digitalisation or support RBK's aim to reach carbon neutrality by 2030. We will create simple, easy-to-use, accessible services where our customers will be supported by our staff to reach clear outcomes.

Career development and staff progression

To enable progression, staff must have demonstrated these values and behaviours, working fairly and inclusively, promoting equality and diversity and being advocates of our desired culture.

Health, Wellbeing and Care

We recognise that an individual's wellbeing can be affected by negative behaviour, and we will ensure support is available and easy to access and that action is taken to address this.



Partnership working and transformation



The way in which we work with our partners is key to delivering the Corporate and Directorate plans and our transformation programme; the values and behavioural framework is central to the success of this and to the development of relationships and information sharing with our partners in accessible ways, with an embedded and consistent One Council approach for all who have contact with us.

How we behave and manage ourselves is a central part of being an effective distributed leader in all our roles and how we deliver together, making Kingston Better Together. Team Charters are one tool by which we can shape how we work together as part of hybrid working, and our staff networks have a vital contribution to play in this. It is vital to recognise that we are all responsible and accountable leaders, role modelling these behaviours and taking action when staff do not demonstrate them.

Our responsibility as leaders

We are all public servants, and as distributed leaders, we are responsible and accountable for our actions, the way in which we work together and utilise resources in a sustainable, efficient way which drives better outcomes for our Communities. We know that we require adaptable styles of relating in supporting others, and we will continue to empower all our leaders in promoting coaching-style conversations, where we listen and respond constructively and with empathy.

Positive examples of when leadership behaviour is demonstrated:



We effectively prioritise and manage resources to deliver value customer-focused services to the residents of the Borough, supporting our climate change actions and seeking digital solutions.

We engage collaboratively and develop our staff to enable a high-performing, motivated workforce which understands the needs of our residents and is empowered to achieve our objectives fairly and inclusively.



We listen, understand and deliver messages and information credibly and transparently to a variety of audiences, with integrity and authenticity, ongoing engagement and communication.

We recognise and embrace the need for transformation, change and continuous improvement, empowering and enabling individuals and services to move forward together, delivering innovative solutions together.



Negative examples of when leadership behaviour is not demonstrated:

Displaying a negative attitude towards colleagues and not being inclusive in our approach when working with others.

Not developing and maintaining strong partnerships and/or provide opportunities for them to influence and support.

Not promoting a culture of success and achievement and focusing on problems rather than solutions.

Not actively seeking feedback and being uncomfortable with constructive challenge.

Not enabling and/or empowering team or colleagues to deliver joint outcomes, and acting obstructively.

Not delivering what is expected of us, in accordance with our STAR values and behaviours.

Not supporting a culture of innovation and transformation, and instead, instilling a 'blame culture' which may impact others' wellbeing and stifle creativity.

SUPPORTIVE

Supportive of trying new ideas, with the courage to change direction.

I feel I have a personal share in the council's future, supporting the Corporate Plan and Transformation programmes, seeking out the information available to keep myself updated

I am positive and open to ideas around change and transformation, living with a can-do attitude

I share ideas to enhance our income and look innovatively at ways to make savings in accordance with our financial approach; seizing the moment

I commit to being bold in trying new things, identifying risks and sharing with colleagues as part of RBK's Learning Culture

I am supportive and understanding of mistakes and look at the opportunities for greater learning, devoid of any blame

I am open to constructive feedback and use a coaching style to help other colleagues

I seek creative solutions to problems and take ownership and accountability for implementing them and empower others to do the same

I support and introduce digital solutions and challenge outdated processes in a constructive way, offering potential options to support our council's ambition to be carbon neutral by 2038

I engage in my one to one's team meetings, team charters and appraisals and take responsibility for my personal development and wellbeing with the resources

I engage with residents in a supportive way, listening to their views and ensuring their issues are resolved at first point of contact, where possible

I look for ways to simplify complex situations, making it easier for all, and to improve the customer experience for residents and colleagues

I listen with empathy to residents and colleagues, understand the issues raised from their perspective and seek to make improvements



TRANSPARENT

Transparent and connected in all we think, say and do.

I admit to mistakes, ask if I don't know or don't understand and learn from my experience on my continual journey of improvement

I speak up if there is a risk that deadlines may not be met and put forward constructive solutions to mitigate against these risks

I am responsible for my own personal development and seek opportunities to enhance my career ambitions, so I can be more effective in what I can contribute

I am not defensive when receiving customer complaints and seek to utilise the feedback to find solutions which lead to better customer experiences as we advance

I influence and shape services with engagement hard-wired in all my discussions with residents and communities, ensuring they are at the heart of the decision-making process, using customer information to inform the development of strategies and plans

I do what I say I'm going to do. I revert to residents and colleagues within the timeframe I have given, building trust

I use equipment, resources and time in an efficient and sustainable way which supports our financial commitment to Seizing the Moment and our climate change actions

I take ownership for resolving problems I encounter in my work

I can admit when a problem arises and take proactive steps to resolving issues, briefing the necessary stakeholders

I am curious and ask pertinent questions to support projects with honesty and integrity

I am open, honest and say sorry when appropriate

I share knowledge to help and benefit colleagues across the organisation in the spirit of collaboration

I set clear objectives in my one to one's and take responsibility for delivering these, contributing to the team and organisation's success

I admit I don't know everything and ask for others' opinions to help solve problems



APPRECIATIVE

Supportive of each other, recognising and celebrating success.

I am appreciative of the challenges of joining the organisation, in a hybrid way and welcome new starters, supporting them with processes and systems

I will say thank you to colleagues and residents as I know little things can make a big difference to morale and wellbeing

I appreciate the time and personal space booked in my colleagues' diaries to enable them to deliver their priorities

I am flexible and adapt my ways of working when needed, acknowledging we are all unique individuals with different styles of relating and working

I will recognise my success and celebrate the success of others

I appreciate that sometimes there will be conflicting priorities and seek to support the ones that are for the greatest good of my service

I evaluate change and transformation, in a climate of continual improvement, sharing lessons learnt in the wider organisation, appreciating the hard work of all involved

I am appreciative of others and consider their wellbeing, reaching out to others and promoting inclusivity within my team, with a real sense of caring and compassion

I appreciate the diversity and the rich perspectives that brings in helping inform our communities needs, respecting the views of all my colleagues and customers

I appreciate that change may not always be easy and actively support those who may experience difficulty

I appreciate that staff work flexibly as part of hybrid working and respect choices around this, acknowledging that I do not have to respond to requests outside of my working day

I appreciate the pressures of others and help when I can, acknowledging we are all one council

I appreciate the difficulties customers may be experiencing and value their feedback, responding constructively to complaints, as I seek to make improvements



RESPECTFUL

Respectful of difference and valuing diversity.

I listen to other people's opinions and put my own views forward in a constructive way, being respectful of different opinions

I turn up on time and prepared for meetings, with my camera turned on for virtual meetings (pending no accessibility issues) and appointments. I participate and willingly share my thoughts and ideas

I adopt high standards so that people can feel confident in my integrity and ability to deliver

I understand that people are different. I pay attention to their different needs so that everyone is treated fairly

I help and support my colleagues so that we work well together as a team to achieve our goals

I call out any behaviours, discrimination or harassment, knowing the organisation will investigate robustly and take the necessary action

I am aware of and take responsibility for how my attitude and emotions can affect other people.

I ask residents and stakeholders and colleagues the name they prefer to use and am respectful of different cultures, faiths and traditions

I respect conflicting views and am adaptable in adopting a solution for the higher good of the organisation, resolving any conflict with humility

I adopt the STAR values and behaviours so customers, residents and staff can trust in the council

I am discreet and sensitive when dealing with confidential information. I challenge others who are not respecting GDPR guidelines

I challenge negativity in a constructive way

I ensure that Equalities are a priority when scoping any service changes

I strive to ensure services are accessible to all our residents and customers and communicate this clearly, welcoming feedback

