LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

values and behaviours | *draft*

trust and integrity

excellent public service outcomes

teamwork and collaboration

responsibility and accountability

contribution to the place

TRUST AND INTEGRITY	
how would I demonstrate this?	how would I not demonstrate this?
➢ appreciate different perspectives: negotiate and work through to find a solution ➢ let others know what's happening ➢ support each other ➢ do what you say you're going to do ➢ own up when things go wrong ➢ act courageously and consistently ➢ be able and willing to explain decisions ➢ honesty and openness ➢ consistency and fairness ➢ confidence in individuals' and teams' abilities ➢ giving respect and not pre-judging	➢ blame others ➢ take credit not responsibility ➢ say one thing and do another ➢ undermine each other ➢ talking 'out of school' ➢ playing people off against each other ➢ giving the easy answer which may not be the right one ➢ passing the buck

EXCELLENT PUBLIC SERVICE OUTCOMES	
how would I demonstrate this?	how would I not demonstrate this?
➢ putting citizens at the heart of decisions ➢ listening and involving citizens ➢ everyone going the extra mile ➢ seeing the bigger picture ***caring** ➢ setting, communicating and delivering clear objectives ➢ planning and coordinating across whole organisation and with partners and appreciating everyone's efforts ➢ learning from previous experience and from others' best practice ➢ taking satisfaction in satisfying customers ➢ pride in the job, council and yourself ➢ responsible for your actions ➢ seeing work through to completion ➢ managing expectations appropriately ➢ reflecting values in all work	➢ ignoring democratic accountability ➢ working to my own agenda ➢ viewing the council as a private enterprise ➢ false or insincere planning and collaboration ➢ management by numbers, fixed and inflexible ➢ responding to 'vox pop' and making 'knee-jerk' decisions ➢ failing to take responsibility: 'not my job' ➢ dealing unsatisfactorily with matters, causing additional complaints later on ➢ hiding behind policy ➢ indecision ➢ silo thinking and attitude ➢ defensive and evasive behaviour ➢ excessive risk-aversion

TEAMWORK AND COLLABORATION

how would I demonstrate this?	how would I not demonstrate this?
➢ team problem-solving	➢ silo working and departmentalism
➢ understanding individual perspectives	➢ opting out: 'not my job'
➢ making time to collaborate and planning ahead	➢ not listening after consultation
➢ taking ownership as 'one council'	➢ insufficient planning
➢ working across departmental boundaries	➢ mistrust of others
➢ trusting others to do the job	➢ visible conflict
➢ sophisticated and joined-up thinking	
➢ speaking with one voice	
➢ celebrating success	
➢ committing and sharing resources	
➢ sharing information	
➢ creating a forum for discussion	
➢ shared ownership of outcomes	
➢ inclusiveness	
➢ use technology to promote both formal and informal communication	
➢ 'can do' approach to working together	
➢ avoid backstabbing	
➢ using persuasive language and having open conversations	

RESPONSIBILITY AND ACCOUNTABILITY

how would I demonstrate this?	how would I not demonstrate this?
➢ taking ownership beyond your own role	➢ passing the buck
➢ being open and communicating	➢ ignoring others' contributions
➢ proactively giving others information	➢ secretive working within departments
➢ monitoring and constructively challenging	➢ blaming others
➢ tackling issues quickly and decisively	➢ providing inadequate explanations
➢ managing risks based on informed decisions	➢ allowing exposure to untrue or inaccurate information
➢ visible mutual support for others	➢ reacting inappropriately to issues
➢ building resilience	➢ not identifying the right people for the task
➢ courageous and confident decision-making	➢ excessive risk-aversion
➢ challenging established thinking	➢ distrust between members, staff and citizens
➢ celebrating success	➢ dogmatic and inflexible decision-making

CONTRIBUTION TO THE PLACE

how would I demonstrate this?	how would I not demonstrate this?
➢ considering the wider regional context ➢ working with and supporting partners ➢ ambassadorial communication ➢ working for the common good ➢ stewardship of the area ➢ punching above our weight as a district ➢ focusing on overall outcomes ➢ focusing on the positives ➢ celebrating success ➢ understanding and working with expectations ➢ going the extra mile ➢ communicating effectively ➢ understanding the context, people and demand ➢ taking professional and personal pride	➢ focusing on the negatives ➢ keeping quiet and downplaying the district ➢ looking after own interests