

# Our values and behaviours



Ambitious



Inclusive



Collaborative



Accountable



Trustworthy

# Our values and behaviours

In Lewisham Council, we are **ambitious** for the future of our borough. We are **inclusive** in working with our residents, partners and colleagues, and **collaborative** in how we work with them. We are **accountable** for our actions, and **trustworthy** in all we do. Our values underpin everything we do and set a benchmark for our behaviour across the organisation.



**LOVE**  
**LEWISHAM**  
Live Our Values Every day

# Our values and behaviours



## Ambitious

- We're here for the people of Lewisham.
- We actively seek and adopt innovative solutions, working together with them in partnership to improve the services we provide.
- We put ourselves in their shoes, remembering that every individual is different, and every interaction is an opportunity to make a difference.

### We are living this value when we:

- take active steps to understand what our residents and colleagues need, working as 'one council'
- keep asking "how will that make things better for residents?"
- challenge the status quo, constantly looking to improve things and to do things better, and more cost-efficiently
- take measured risks based on a clear assessment of the situation

### We are not living this value when we:

- impose our own ideas/solutions on residents and colleagues without consulting them
- focus on our own or the Council's interests, not those of residents
- work the same ways we've always done and follow processes unthinkingly, without trying to improve them



# Our values and behaviours



## Inclusive

- We create an inclusive environment, where everyone feels safe to contribute their own unique perspective and outlook and fulfil their potential.
- We treat people fairly and equitably, nurturing a respectful, listening culture where people feel they belong, can challenge the status quo, share their ideas, and together identify new ways of doing things.

### We are living this value when we:

- involve people in decisions that affect them
- constructively challenge unacceptable behaviour, processes and procedures that have adverse impact: speaking out as necessary
- look to ensure fairness and respect for all residents and colleagues
- see things from other people's points of view

### We are not living this value when we:

- take decisions that affect people, without talking things through with them
- stay quiet when we witness behaviour that's unacceptable
- insist on seeing things from our point of view because we think we're right



# Our values and behaviours



## Collaborative

- We work together across disciplines, roles and communities to tap into everyone's insights, skills and experience.
- We look to unlock the problem-solving power of diverse thinking and approaches, wherever they come from, co-producing solutions and ideas.
- We are flexible and ready to adapt, to improve the services we provide.

### We are living this value when we:

- work in partnership with others to achieve better results than we could by ourselves
- invite contributions from others, to improve thinking, solutions and ideas
- reach out to build relationships outside our own areas
- consider the impact of our decisions on others

### We are not living this value when we:

- work in silos and insist on doing things by ourselves when it would help to involve others in generating ideas or solutions
- take decisions without considering how they might affect other people
- get adversarial, protecting our own team/area's interests, budget, etc, when other areas could be involved



# Our values and behaviours



## Accountable

- We are willing to stand up and be counted, every day.
- We use our initiative and take responsibility for getting things done as efficiently and effectively as possible.
- We take ownership for our individual performance and contribute to continuous improvement.
- We have the determination and persistence to ensure we deliver, through thick and thin, to consistent high standards.

### We are living this value when we:

- follow through, to ensure issues and problems are resolved
- give and seek feedback, and using mistakes as an opportunity to learn and do things better
- are clear about what can be done and when, and what we cannot do and reasons why, or alternatives
- take active steps to ensure we meet deadlines and deliver what we promise

### We are not living this value when we:

- don't follow up on a task, issue or problem we've taken on, because we assume it's someone else's responsibility, or because we want to do something else that we prefer
- say yes to something, to please others or get them off our back, when we know we may not be able to do it in time, or afford it
- blame other people for mistakes, or finger-point, rather than own up, or look for the root causes



# Our values and behaviours



## Trustworthy

- We demonstrate integrity and do the right thing, even when we find it difficult.
- We are transparent and straightforward, taking responsibility for our actions.
- We are open about our motivations and clear about the rationale and evidence for our decisions, demonstrating understanding, compassion and care.

### We are living this value when we:

- do what we say we will, and complete it when we said
- are open and honest, demonstrating compassion and understanding
- do the right thing, even when we personally find it difficult
- explain the data and rationale behind our decisions and actions

### We are not living this value when we:

- say yes to too many things, so we can't deliver in time everything we promised
- back off from the conversations we should have, or the actions or decisions we should take, because we want to avoid potential confrontation
- deliberately hide our motivations, keep our personal agenda hidden, or don't give the reasons for our decisions or behaviour



# Leading our values and behaviours

How you lead and manage your people from the moment they join your team can make a big difference to them and to the people to whom they are providing services.

## The essentials

People managers are essential to our journey of embedding culture change into the DNA of the organisation.

The new framework sets out the behaviours which Lewisham colleagues must have to be able to perform effectively at work and will form a 'golden thread' that will weave through all services to create consistency.

Our values – are an integral part of who we are and guide us in the decisions and choices we make. Whilst objectives and job/role accountabilities focus on **what** we do, the behaviours focus on **how** we do it.

As well as modelling the generic behaviours our leaders will be expected to demonstrate these additional behaviours:

### Inspire

Building trust and use a flexible and adaptive leadership style to inspire individuals and teams to deliver high performance outcomes; celebrating successes large or small; ensuring visibility and accessibility.

### Empower

Empower individuals and teams to take the initiative and to act. Supporting people to develop their talents and foster an inclusive culture.

### Innovate

Drive continuous improvement and innovation. Challenging self and others to look beyond the organisation for ideas and solutions.

Given there are around 200 different occupations and disciplines within the Council, different levels of emphasis will be placed on particular values and behaviours. Your role is to determine what they mean for your part of the organisation and how that impacts how you live our values every day.

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