



Title: Behavioural Framework

Report of: Managing Director

Purpose of Report

1. To update the Board on progress to implement a behavioural framework across the Company.

Background

2. The Board approved the five year strategic plan 2015-2020, which included a revised mission, vision and values for the company, at its meeting on 19 March 2015
3. Within this, under the first priority – “Investing in our employees and developing new and innovative ways of working to deliver this plan” the commitment was made to develop new behaviours to support the delivery of the objectives.

Summary

4. Behaviours define ‘how’ we are expected to approach our work and sit alongside ‘what’ we do, as outlined in existing job descriptions.
5. Following extensive consultation with employees at all levels across the organisation, a draft behavioural framework has been produced which details the behaviours and attitudes required of all employees and supports the delivery of the strategic plan.
6. The behaviours have been matched to a value and grouped together. Some values have been combined together. Separate values have been identified for an individual, manager and the Company for each value.
7. The framework is currently being shared with all employees for final comment before it is rolled out with guidance to support its use.
8. The draft behavioural framework is attached at the Appendix to this report.

Link to values

9. This report links to the company values of being: -
 - Fair

- Customer Focused
- Open and Honest
- Accountable
- Inclusive, valuing diversity
- Innovative
- Passionate about what we do

Impact on tenants

10. Through an increasingly engaged and high performing work force, customers will experience excellent customer service.

Risk Management Implications

11. This report and the framework assist with managing the risk of not having an engaged workforce, performing at their optimum.

Financial Implications

12. Implementation costs will be met from within existing budgets.

Equality and Diversity Implications

13. The behavioural framework will be used by all employees, recognising and valuing the diverse nature of the workforce and the customers they serve.

Value for Money Implications

14. Value for money will be achieved through increased performance management through the framework which will save time.

Health Implications

15. The framework seeks to influence engagement levels which support mental health, including reducing stress.

Environmental Implications

16. There are no environmental implications directly arising from this report

Consultation carried out

17. Employees were consulted through the tea time talks with management team, senior managers held an away day to develop initial ideas and a working group was established.

Recommendation

18. The views of the Board are sought on progress to date with the implementation of the behavioural framework.

Contact: Rachel Harker, Organisational Development Advisor Tel No: (0191) 433 5379

The Gateshead
Housing
Company

Behavioural Framework

It's not just about
what we do, it's
about how we do it.

Why do we need a behavioural framework?

The Gateshead Housing Company should be a fulfilling and enjoyable place to work; we know this enthusiasm rubs off on our customers, and we also recognise the crucial role each and every one of us plays in helping to achieve our goals. By demonstrating appropriate attitudes and behaviours through our everyday work, TGHC will be an effective, positive and collaborative place to work.

What do we mean by behaviour?

Behaviours define 'how' we are expected to approach our work and sit alongside 'what' we do, as outlined in our job descriptions.

The framework details the behaviours and attitudes required by all employees and it supports the delivery of our business plan, values and culture.

Some general themes which run through the framework are:

- Being an ambassador for TGHC, promoting the good name and reputation of the company.
- Working collaboratively across the company
- Encouraging problem solving and learning
- Providing a safe, happy and healthy working environment
- Recognising TGHC as one team, putting the wider interests of the company above any one service

The aim of all of this is to achieve our four strategic objectives which are:

1. Investing in our employees and developing innovative ways of working to deliver this plan.
2. Protecting the housing revenue account and investment made in the stock.
3. Supporting tenants and sustaining tenancies and neighbourhoods
4. Partnership working with Gateshead Council and others to support the delivery of quality homes and customer-focused services.

While bringing to life our values which are, to be:

- Fair
- Customer focused
- Open and honest
- Accountable
- Inclusive, valuing diversity
- Innovative
- Passionate about what we do

How have the behaviours been developed?

It has been a very thorough process beginning with consultation with employees via the tea time talks. This was continued on an away day for senior and operational managers to identify behaviours linked to values and finally a working group was established which brought all of this information together to make it manageable and useable.

How does it work?

The behaviours have been matched to a value and grouped together. Some values have been combined together. These are fair and inclusive, valuing diversity and innovative and passionate about what we do.

Each value (or combined value) has a description underneath it which summarises how a TGHC person should behave in relation to this particular value.

Then, there are three columns; individual, manager and company. In these columns, there are descriptions of behaviours which demonstrate effective behaviour at each level.

Individual: applies to all employees of TGHC, regardless of role or level

Manager: applies to anyone who is leading a team

Company: Applies to the leaders of the organisation

What do I need to do?

Be familiar with all the behaviours and ask yourself if you are living them and being effective? If you are not at the moment, you need to be, so think how you need to adapt your behaviour to make sure it is appropriate. If you need help with this, please discuss with your manager. Equally, your manager will be looking at your behaviours to ensure that they are appropriate and effective, so be prepared to be challenged. Also, be prepared to challenge inappropriate behaviour in others if they are not following the framework.

Fair and Inclusive, valuing diversity

The TGHC person takes every opportunity to make sure that all employees and customers have fair access to opportunities and services. Treating everyone with respect they offer support for everyone to make their voice heard. Through feedback and challenge they are fair and inclusive.

Effective behaviour at each level

| Individual | Manager | Company |
|---|--|--|
| Be non-judgemental. | Look at all the facts before making a decision. | Develop services and make decisions following meaningful involvement from employees and stakeholders. |
| Respect people and confidentiality. | Provide and receive regular feedback to all the team. | Promote an environment that supports all employees and is free from discrimination, bullying and harassment. |
| Consider other views and opinions. | Challenge inappropriate behaviour in your team and across the company. | Support managers in challenging behaviour. |
| Highlight inappropriate behaviours | Support all employees equally and ensure they contribute to decisions. | Promote equality of access to services we provide within the communities in which we work and with all our partners and workforce. |
| Promote equality of access to services. | Ensure your team uses its voice appropriately. | |
| Recognise the contribution of colleagues and customers. | Apply policy fairly across your whole team. | |
| Understand the diverse needs of our customers. | | |

| Customer Focussed | | |
|---|---|---|
| The TGHC person puts customers, whether internal or external, at the heart of what they do. Through listening and communication, they manage customer expectations without being afraid to acknowledge when things have gone wrong and to learn. | | |
| Effective behaviour at each level | | |
| Individual | Manager | Company |
| Remember customers are internal and external. | Embrace compliments and complaints to drive improvement. | Measure success and share. |
| Recognise and acknowledge your mistakes. | Share success and obstacles with colleagues. | Involve customers in decision making and delivery. |
| Listen to customers. | Be thorough and impartial in investigation. | Put customers and employees at its heart. |
| Be open and honest when interacting with customers. | Support your team to provide outstanding customer service. | Treat problems as a companywide issue and use the knowledge and skills we have to reach a solution. |
| Believe customers are our reason for doing what we do. | Use policy and procedure as guidance not as a one size fits all solution. | |
| Make a positive impact on our customers lives. | Listen to customers and your team, ensuring everyone's voice is heard. | |
| Manage customer expectations through openness and honesty. | Take responsibility for communicating with customers. | |
| Don't hide behind policy and procedure. | | |
| Think about the customer needs in the widest sense | | |

Open and honest

The TGHC person shares information in the most appropriate way to ensure promises are kept so customers and colleagues know exactly what is going on.

Effective behaviour at each level

| Individual | Manager | Company |
|---|--|---|
| Share relevant information with each other. | Provide clear guidance and support to improve understanding. | Share long term strategies with employees. |
| Make sure information you give to customers and colleagues is understood. | Don't assume understanding, check. | When we have asked for opinion, share the results, good or bad, in a timely manner. |
| Don't use jargon. | Communicate clearly with your teams what is required to achieve success. | Act on feedback and keep employees updated, even if there is no progress. |
| Don't make promises you can't keep. | Keep to timescales, providing regular feedback to customers and teams. | |
| Do what you say you will, when you say you will. | Don't hide behind email, talk to customers and teams. | |
| Communicate in the most appropriate way for the situation. | | |

Accountable

The TGHC person takes ownership of their actions by understanding what is expected and using feedback to improve performance.

Effective behaviour at each level

| Individual | Manager | Company |
|---|--|---|
| <p>Take ownership at the first opportunity and think “my customer, my responsibility”, seeing things through to the end.</p> <p>Accept that your actions and behaviours can impact on outcomes.</p> <p>Don’t blame others.</p> <p>Don’t be afraid to ask for help.</p> <p>Understand your role and what is expected of you.</p> <p>Be open to feedback on your performance.</p> | <p>Take responsibility for the decisions you make.</p> <p>Set performance targets for teams, ensuring they are understood and measured.</p> <p>Accept the buck stops with you, don’t blame others.</p> <p>Provide feedback to your teams and be open to feedback about your performance.</p> <p>Be prepared to deliver difficult messages.</p> | <p>Be ambitious for our community by pushing boundaries to realise potential.</p> <p>Set clear company priorities.</p> <p>Make decisions which support the company priorities.</p> <p>Support managers and employers when they take responsibility.</p> |

Innovative and Passionate about what we do

The TGHC person is proud of what they do and where they do it. They are proactive and innovative, keeping an open mind to new ways of working.

Effective behaviour at each level

| Individual | Manager | Company |
|--|--|--|
| Take the initiative, be proactive. | Look outside the organisation for partnership working opportunities and be proactive. | Accept the need to evolve. |
| You have a voice, use it constructively to get your ideas and suggestions heard. | Be open to fresh ideas, try out new approaches. | Embrace learning from other organisations, both public and private sector. |
| Be creative, constantly seeking to improve. | Encourage teams to use their voice through discussion and challenge. | Embrace a culture of innovation and acceptable risk. |
| Look for solutions. | Champion ideas from your team, putting the business case forward. | Share and acknowledge success. |
| Be proud of what you do in TGHC. | Encourage creativity and recruit creative people. | |
| Be an ambassador for TGHC, always presenting a positive image. | Empower and support your team to make innovative decisions. Don't always tell, encourage team members to work it out for themselves, through coaching and guidance. Display a high level of commitment and pride in working in the social housing sector and for TGHC. | |