

 **Accountability**

 **Integrity**

 **Empowerment**

 **Respect**

 **Excellence**

*Living our values every day*



## Why do we need a values and behaviours framework?

We recognise the crucial role each and every one of us plays in helping to achieve our goals.

We want Gloucestershire County Council to be a workplace where people know they are valued and feel empowered in their roles to achieve excellence for our customers and communities.

Our framework is a set of core values and behaviours that are at the heart of how we approach our work. They work alongside our job profiles which detail the 'what' of each role.

By demonstrating these behaviours we will ensure that we are all working to be the best that we can be and help improve our culture.

## What is a value?

Our values are at the heart of everything we do and how we treat each other. They were developed by our employees as being what is essential to them. They provide essential guiding principles about the way that we work and set the tone for our culture, and identify what we, as a whole, care about. They will help you make important decisions to choose between right and wrong ways of working.

When this happens, people understand one another, everyone does the right things for the right reasons, and this common purpose and understanding helps people build great working relationships.

When values are out of alignment, people work towards different goals, with different intentions, and with different outcomes. This can damage work relationships, productivity, job satisfaction, and creative potential.

## Our values

We know that how we communicate and listen to each other is at the heart of engagement. In improving how we engage with each other, we are aiming to:



### Accountability

We do what we say we will.



### Integrity

We are honest, fair and speak up.



### Empowerment

We enable communities and colleagues to be the best they can.



### Respect

We value and listen to each other.



### Excellence

We continually improve through listening, learning and innovation.

## What do we mean by behaviour?

Behaviours are how we demonstrate the approach and attitude we want to take to work and how we demonstrate our values. They are the same for all employees and are about:

- how we do things
- how we treat each other
- what we say and how we say it
- how we expect to be treated.

These values and behaviours will form part of your regular discussions with your manager through supervision and the Performance Development Review (PDR) process.

## Behaviours framework:

**Accountability** - we do what we say we will:

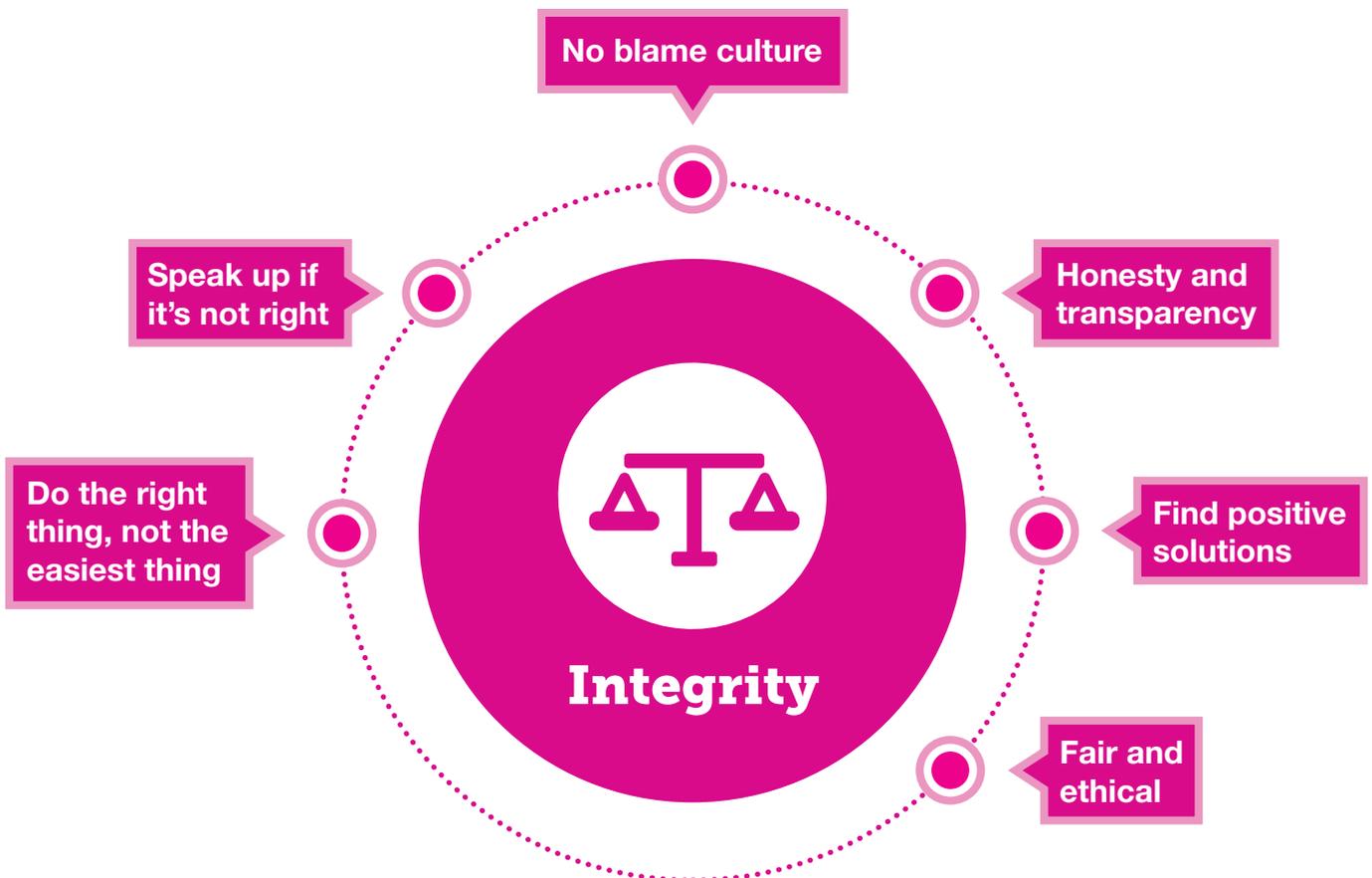
| Our required behaviours  | Examples of behaviours which do not support the framework   |
|--|---|
| <ul style="list-style-type: none"> <li>You are accountable for all that you do and take responsibility for decisions</li> </ul>  | <ul style="list-style-type: none"> <li>You blame colleagues, circumstance or systems for mistakes and problems</li> </ul>               |
| <ul style="list-style-type: none"> <li>You seek to overcome barriers in our ever changing environment and see difficult situations through to a positive conclusion</li> </ul> | <ul style="list-style-type: none"> <li>You do not embrace and learn from mistakes to ensure improvement of self and services</li> </ul> |
| <ul style="list-style-type: none"> <li>You are clear about your role and communicate what you need to fulfil it</li> </ul>   | <ul style="list-style-type: none"> <li>You avoid taking responsibility and show a lack concern</li> </ul>                               |
| <ul style="list-style-type: none"> <li>You make, implement and take responsibility for decisions with your scope</li> </ul>  | <ul style="list-style-type: none"> <li>You are inconsistent in what you say and do</li> </ul>   |
| <ul style="list-style-type: none"> <li>You deliver on time and to the highest professional standards</li> </ul>  | <ul style="list-style-type: none"> <li>You ignore or do not deal with risks in a safe and timely way</li> </ul>                         |



## Behaviours framework:

**Integrity** - we are honest, fair and speak up:

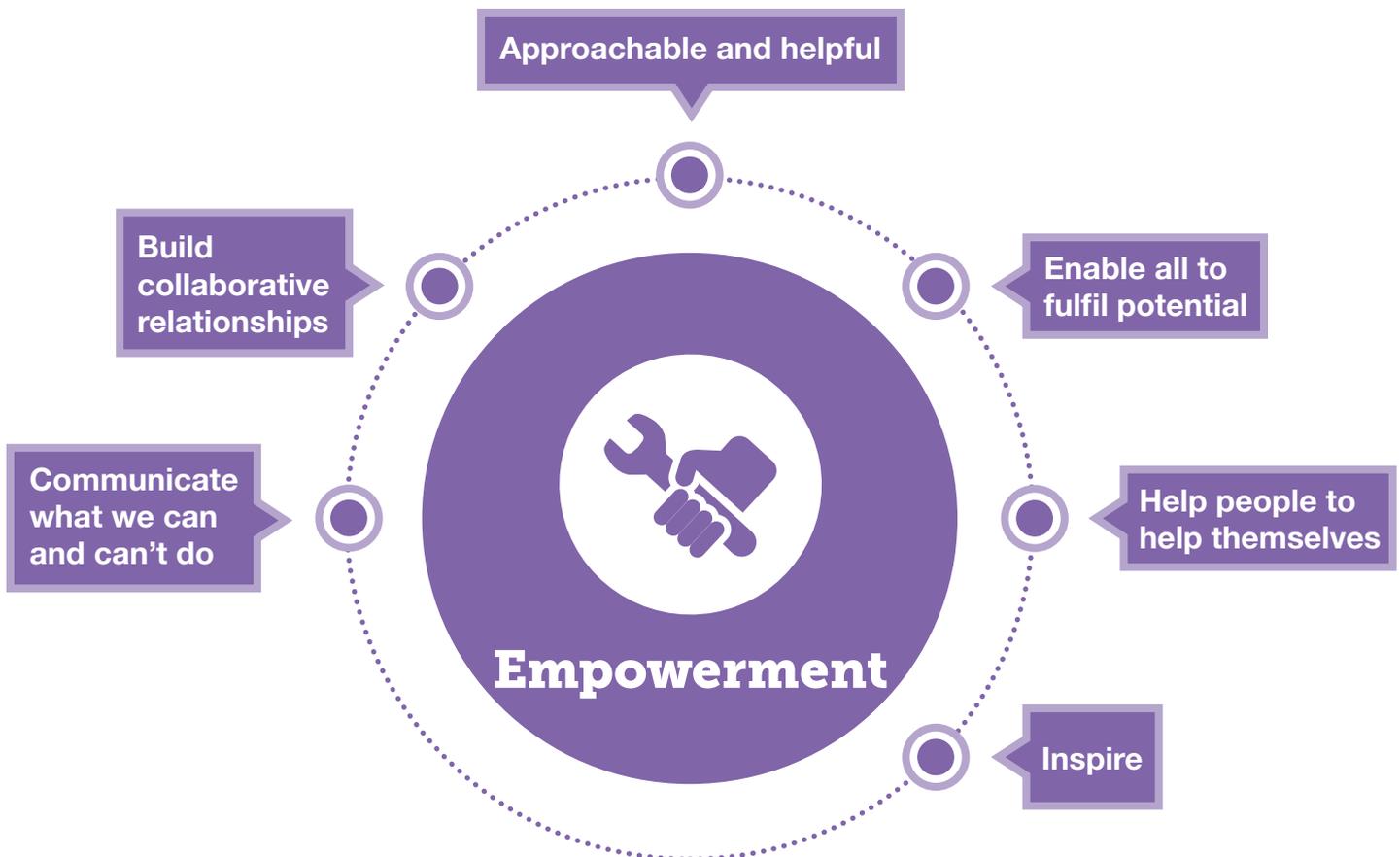
| Our required behaviours  | Examples of behaviours which do not support the framework  |
|--|--|
| <ul style="list-style-type: none"> <li>You operate with honesty, fairness and integrity</li> </ul>                                     | <ul style="list-style-type: none"> <li>You do not openly share information and are secretive about your work</li> </ul>  |
| <ul style="list-style-type: none"> <li>You are curious and challenge constructively to improve how we work</li> </ul>                  | <ul style="list-style-type: none"> <li>You disguise mistakes, do not tell the truth or blame others</li> </ul>   |
| <ul style="list-style-type: none"> <li>You contribute and listen to positive and constructive opinions, solutions and ideas</li> </ul> | <ul style="list-style-type: none"> <li>You criticise and undermine the work and abilities of your colleagues</li> </ul>  |
| <ul style="list-style-type: none"> <li>You promote a safe and supportive, 'no blame' culture</li> </ul>                                | <ul style="list-style-type: none"> <li>You demonstrate an inconsistency between what you say and how you behave</li> </ul>   |
| <ul style="list-style-type: none"> <li>You are open and transparent wherever possible</li> </ul>                                       | <ul style="list-style-type: none"> <li>You view questioning and suggestions from others as negative</li> </ul>   |
| <ul style="list-style-type: none"> <li>You do the right thing, not the easiest thing</li> </ul>  | <ul style="list-style-type: none"> <li>You are aggressive and confrontational when giving or receiving feedback, making others feel uncomfortable to speak up</li> </ul> |
| <ul style="list-style-type: none"> <li>You speak up if it's not right</li> </ul>   | <ul style="list-style-type: none"> <li>You ignore cases and scenarios which should be raised or acted on, such as fraud or discrimination.</li> </ul>                    |
| <ul style="list-style-type: none"> <li>You are fair and ethical in your work and decision making</li> </ul>                            | <ul style="list-style-type: none"> <li>You do not make decisions in a fair or ethical way, for example, allow personal relationships to influence you.</li> </ul>        |



## Behaviours framework:

**Empowerment** - we enable communities and colleagues to be the best they can:

| Our required behaviours   | Examples of behaviours which do not support the framework  |
|---|--|
| <ul style="list-style-type: none"> <li>You are customer focused and seek to empower yourself, colleagues and our communities to achieve the greatest possible outcomes</li> </ul> | <ul style="list-style-type: none"> <li>You do not take the time to listen and understand</li> </ul>  |
| <ul style="list-style-type: none"> <li>You are approachable, helpful and clearly communicate what we can and can't do</li> </ul>  | <ul style="list-style-type: none"> <li>You are not interested in our communities and do not positively promote the council or services we offer</li> </ul>                                   |
| <ul style="list-style-type: none"> <li>You seek to understand citizen's needs and present solutions to encourage people to help themselves</li> </ul>                             | <ul style="list-style-type: none"> <li>You do not liaise with others or involve key people</li> </ul>  |
| <ul style="list-style-type: none"> <li>You build constructive and collaborative relationships with colleagues and partners to develop solutions</li> </ul>                        | <ul style="list-style-type: none"> <li>You do not take ownership of your work</li> </ul>   |
| <ul style="list-style-type: none"> <li>You understand the different sources of support available and signpost appropriately</li> </ul>  | <ul style="list-style-type: none"> <li>You take over and do things for people that you have decided are right for them without considering their wishes</li> </ul>                           |
| <ul style="list-style-type: none"> <li>You support colleagues' and communities' decisions, bringing in the right people at the right time</li> </ul>                              | <ul style="list-style-type: none"> <li>You undermine colleagues when they make decisions which you don't agree with, rather than raising your concerns professionally and calmly.</li> </ul> |
| <ul style="list-style-type: none"> <li>You inspire and enable others to fulfil their potential</li> </ul>   | <ul style="list-style-type: none"> <li>You prevent colleagues from developing their skills, deliberately obstructing opportunities for them, e.g. clashing meeting appointments.</li> </ul>  |



## Behaviours framework:

**Respect** - we value and listen to each other:

| Our required behaviours   | Examples of behaviours which do not support the framework  |
|---|--|
| <ul style="list-style-type: none"> <li>You are inclusive and always respect and value others</li> </ul>   | <ul style="list-style-type: none"> <li>You judge others and form bias</li> </ul>   |
| <ul style="list-style-type: none"> <li>You value the importance of equality, diversity and inclusivity</li> </ul>   | <ul style="list-style-type: none"> <li>You speak in a rude and dismissive manner</li> </ul>  |
| <ul style="list-style-type: none"> <li>You act how you want to be treated; being kind, considerate and respectful of others and their opinions</li> </ul> | <ul style="list-style-type: none"> <li>You do not listen and regard opinions of others as unimportant or irrelevant</li> </ul>                                 |
| <ul style="list-style-type: none"> <li>You work well with others who have different personalities and backgrounds</li> </ul>                              | <ul style="list-style-type: none"> <li>You criticise and undermine others</li> </ul>   |
| <ul style="list-style-type: none"> <li>You are fair and ethical in your work and decision making</li> </ul>   | <ul style="list-style-type: none"> <li>You do not treat people as individuals and show disrespect towards their beliefs, culture and life decisions</li> </ul> |
| <ul style="list-style-type: none"> <li>You say thank you and celebrate success</li> </ul>   | <ul style="list-style-type: none"> <li>You take the credit for the work of others</li> </ul>   |



## Behaviours framework:

**Excellence** - we continually improve through listening, learning and innovation:

| Our required behaviours  | Examples of behaviours which do not support the framework  |
|--|--|
| <ul style="list-style-type: none"> <li>You perform to the highest professional standards</li> </ul>  | <ul style="list-style-type: none"> <li>You are negative, moan and do not contribute solutions</li> </ul>                     |
| <ul style="list-style-type: none"> <li>You are innovative and creative in driving forward improvements</li> </ul>                                      | <ul style="list-style-type: none"> <li>You continue to work in the same way you always have</li> </ul>                       |
| <ul style="list-style-type: none"> <li>You take pride in our work, paying attention to detail and the wider context we are operating within</li> </ul> | <ul style="list-style-type: none"> <li>You use bureaucratic processes as an excuse and stall the progress of work</li> </ul> |
| <ul style="list-style-type: none"> <li>You are adaptable and flexible in our approach</li> </ul>   | <ul style="list-style-type: none"> <li>You pass the problem on to others to deal with</li> </ul>                             |
| <ul style="list-style-type: none"> <li>You work as one team and reduce silos</li> </ul>  | <ul style="list-style-type: none"> <li>You lack concern about the quality of your work</li> </ul>                            |
| <ul style="list-style-type: none"> <li>You work aim for right first time, however you learn from mistakes when they do happen</li> </ul>               | <ul style="list-style-type: none"> <li>You don't care about the impact you have on others</li> </ul>                         |
| <ul style="list-style-type: none"> <li>You learn from all situations and proactively improve your performance</li> </ul>                               | <ul style="list-style-type: none"> <li>You work alone and are resistant to team work</li> </ul>                              |



## Where and how are the behaviours supported?

We are on a journey to change our culture. The values and behaviours are an integral part of our Employee Engagement Strategy ([insert link](#)) which provides more detail on our three year action plan for how we embed the values and behaviours.

The behaviours are supported by the following processes and initiatives:

### Recruitment

Applicants are interviewed and selected following behavioural based interviewing for cultural-fit as well as job-fit.

### Performance management

Staff are managed, supervised and appraised for their work performance (in terms of task delivery) and behaviours (for reviewing the approach taken to work).

### Learning and development

Personal development planning takes place as part of the performance development review (PDR) processes and corporate learning materials and training is available to support staff to deliver the required behaviours.

### Partnership working and transformation

The way in which we work with our partners is key to delivering the business plan and our transformation programme; the behaviours framework is central to the success of this and to the development of relationships and information sharing with our partners.

### Policy

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

### Well-being initiatives

We recognise that an individual's well-being can be affected by negative behaviour and we will ensure support is available and easy to access.