



South Gloucestershire's Values: It's about how we work.

We recognise the crucial role that each and every one of us plays in helping the council meet the needs of its customers and communities. By demonstrating the values and behaviours of the organisation in our work we will ensure that the council is an effective, positive and collaborative place to work.

Our values are:

- **Developing strong community leadership**
- **Helping individuals and our communities determine their own future**
- **Respecting our staff**
- **Leading with our partners**
- **Championing equality of opportunity for all**
- **Protecting the environment for future generations**
- **Using available resources to deliver best value for local people**

Behaviours demonstrate the attitudes and approach we take to our work, they are how we do things, how we treat others, what we say, how we say it and how we can expect to be treated.

There are five sets of behaviours for every member of staff regardless of their role or grade and an additional one for managers

- Adapts to change
- Team players
- Customer and community focused
- Delivers
- Empowers others
- Excellent management

Adapts to change: Local authorities are facing more change than ever before. New technologies means different ways of working and changes to council funding means we need to continuously find different and innovative ways of doing things. Staff need to have a 'can-do' attitude and adapt to the fast pace of changes ensuring it continues to meet the needs of all current and potential customers within changing services.

What it is not:	What it is: Level 1: all staff - essential	What it is: Level 2: all staff - desirable	What it is: Level 3: all managers and aspirational for staff
You are reluctant to accept change	You are open and willing to exploring new ideas and new ways of working	You are on the lookout for good ideas and different ways of doing things that could make a positive difference	You create an environment that encourages innovation and change
You flounder with a change of plan	You maintain a positive and realistic attitude to change	You presents difficult ideas and challenges in a positive way	You generate understanding and commitment from people involved in the change
You are easily discouraged when faced with problems or opposition.	You maintain commitment and effort in the face of setbacks or problems	You are tenacious and inventive in your efforts to improve services	You create a vision for the team and build a sense of direction, energy and commitment to change among staff
You have ideas but do not share them with others or test them out	You are able to generate options and alternatives	You take an innovative approach to problems and obstacles, particularly when the team is struggling to find solutions	You are an astute risk taker, who makes good judgements about when and how to initiate change
You fail to implement improvements or meet your objectives	You implement changes in accordance with agreed plans, adapting quickly when necessary	You support colleagues to implement changes to achieve the team's plan	You develop an effective plan for change to meet the organisation's objectives
You hinder change	You get involved in how best to implement improvements	You take personal accountability for supporting and encouraging change with colleagues, customers and service users	You coordinate the team to successfully implement changes and new ways of working
You want to keep doing what you have always done, even when this has become ineffective	You constructively question established methods and procedures and suggest alternatives	You evaluate ideas to find the most effective solution, and challenge activity that does not fit with organisational goals	You measure outcomes to assess the effectiveness of changes and to inform future actions

Team players: Working together effectively is crucial to being able to achieve the aims of the council and deliver council services. Staff are expected to work well with others to reach a common goal; share information, listen and support colleagues and partner agencies to continue to meet the needs of local communities.

What it is not:	What it is: Level 1: all staff – essential	What it is: Level 2: all staff - desirable	What it is: Level 3: all managers and aspirational for staff
You give up too easily and lack commitment to the team.	You maintain a positive and realistic attitude, even when the going gets tough	You confront challenges and try to resolve them.	You support others to face challenges and enable solutions to be found
You complain without offering solutions	You take responsibility for your own performance.	You are prepared to give things a go, and to learn from mistakes and successes.	You review decisions and learn from them to make service improvements.
You don't ask others for opinions or ideas	You listen respectfully to others and contribute your own ideas.	You are willing to learn from team members and make changes if necessary.	You listen to and involve colleagues and respond positively to suggestions before making decisions.
You work individually and at the expense of others.	You are clear about your team's goals and objectives, and strive to deliver them	The needs of the team and the team's objectives are at the top of your priority list	You review how the team works together and take steps to improve team-working when necessary.
You are unaware of the impact of your actions and behaviours on others.	You work well with people who have different ideas, perspectives and backgrounds.	You build meaningful and positive working relationships with team members.	You value and recognise diversity in teams and put mechanisms in place to ensure individuals within teams are treated fairly and with respect.
You choose not to work as a team by pursuing your own agenda.	You share relevant information, skills and knowledge with colleagues.	You support colleagues to access the resources, information and skills needed to achieve team goals.	You develop a cohesive team with the right mix of skills and knowledge.
You show little sign of co-operating within your team or working in partnership.	You work with colleagues to achieve team goals.	You encourage colleagues to work well together for the benefit of customers.	You work effectively across service areas and departments and with partners, providers, communities, customers to achieve shared goals.

Customer and community focused: Solutions that work best are often those designed around the needs of those affected. This means we need to actively engage and involve people in developing the solutions in the first place. Staff need to be willing to embrace this partnership and inclusive approach to deliver efficient and effective services in the future.

What it is not:	What it is: Level 1: all staff – essential	What it is: Level 2: all staff - desirable	What it is: Level 3: all managers and aspirational for staff
You are disrespectful, insensitive or unhelpful.	You are punctual and friendly and demonstrate a positive, professional attitude.	You act as a role model in your commitment to delivering a high quality customer service.	You create a culture of excellent customer service.
You make assumptions about what customers and communities need.	You listen to customers and act to meet their needs within agreed timescales.	You make sure the things you do matter to customers and communities.	Your team consults with customers to ensure you provide services that they need
You are unaware of the impact of your actions or behaviour on customers and communities	You are aware of how to meet the diverse needs of our customers and take care to be inclusive.	You work with customers and communities in tailoring services to meet their needs.	You involve communities and customers in planning and evaluating services.
You have limited knowledge of the council's approach to working with customers and communities	You understand who your customers are and what they need.	You seek out the views of customers and communities and use these to improve processes.	You encourage innovative ways of consulting customers and communities.
You fail to engage or work with customers and communities.	You take the time to build effective relationships and rapport with others.	You are willing to give up control, power or resources to benefit customers and communities.	You use external networks to explore opportunities to develop services within the community.
You are unreliable or inconsistent in your approach to customers.	You are respectful, trustworthy and reliable and follow relevant guidance and standards.	You have drive and determination to achieve the best outcome for customers and communities.	You set standards, performance objectives and policy, measure and evaluate to ensure that services are continuously improved.
You are complacent in your approach to work, only doing what is necessary or the minimum required.	You go the extra mile for customers.	You take an unorthodox approach if it benefits customers or communities.	You examine how a commercial approach or alternative solution would improve services for customers and communities.

Delivers: There are national, regional and local expectations on the council in delivering services. Staff are required to meet their objectives and take ownership of their work. They must use initiative to deliver and take responsibility for their performance to help the team, department and council to achieve its goals.

What it is not:	What it is: Level 1: all staff - essential	What it is: Level 2: all staff - desirable	What it is: Level 3: all managers and aspirational for staff
You ignore problems and don't use your initiative.	You use initiative to solve problems and inform others when aware of potential issues.	You encourage views and opinions and evaluate them to decide the best option.	You evaluate your team's performance and take effective action when issues arise.
You fail to challenge inefficient systems or unhelpful behaviour.	You appropriately challenge assumptions and unhelpful behaviour.	You give and receive constructive feedback to continually improve and develop yourself, the team and the service.	You enable a team culture where people are confident to give feedback and challenge to make service improvements.
You manage time poorly and do not deliver what is expected of you.	You manage your time and workload effectively	You distinguish what is important from what is urgent	You are tenacious and creative in achieving the team's objectives.
You dismiss alternative ideas and discourage colleagues from suggesting new ways of doing things.	You deliver on time to the standard expected	You identify and communicate appropriate standards, and specify quality required.	You access the necessary support and resources for the team
You are unclear about your own objectives, performance standards or impact of your job role.	You are realistic about what can be achieved.	You balance competing priorities to meet standards and expectations.	You establish clear objectives and co-ordinate team efforts to deliver them.
You make promises that can't be delivered.	You use the latest systems and approaches to deliver outcomes for customers.	You find ways to make systems and approaches more efficient and effective.	You design, innovate and influence solutions that address inefficiencies.
You fail to gain the knowledge and skills needed in your job role.	You have the knowledge and skills to be able to deliver what customers need.	You learn new skills and ways of working in order to meet the changing needs of customers.	You provide others with the opportunity to develop and learn new skills.

Empowers others: The council work with a number of partner agencies to deliver services. Staff are required to work positively with others to make the best use of available knowledge, expertise and capacity. This will improve the quality of services, build confidence and a sense of shared ownership among teams and in the communities we serve.

What it is not:	What it is: Level 1: all staff - essential	What it is: Level 2: all staff - desirable	What it is: Level 3: all managers and aspirational for staff
You take ownership of tasks when another person or group would perform them better.	You include the right people at the right time to complete a task.	You delegate tasks where appropriate.	You empower the best person, team or service to take on a task or role.
You work individually, prioritising your work over that of others	You cooperate with other people who have a shared goal.	You build positive, trusting and collaborative relationships with others.	You develop effective formal and informal networks of people who work towards shared goals.
You compete with or undermine others.	You demonstrate belief in other people's abilities.	You give responsibility to others and support them when needed.	You develop appropriate methods to recognise and celebrate achievements.
You fail to acknowledge the potential of other people or groups.	You encourage others to try new ways of approaching tasks.	You encourage others to take on new challenges or develop their skills.	You develop a mix of skills, experience and knowledge within groups to achieve results.
Communication with others often leads to misunderstandings or conflict.	You communicate positively to share information and ideas with others.	You establish methods that enable good 2-way communication to happen.	You develop innovative ways to communicate with customers and communities.
You are dishonest or lack integrity.	You act with honesty and integrity.	You build trusting relationships with colleagues and communities you come into contact with.	You create a culture where people are trusted, committed and engaged.
You believe you know what's best and dominate others.	You are polite and respectful in listening to others' views and experiences	You show that you value other people's knowledge, experience and views.	You constructively challenge behaviour that undermines others or group goals.

Excellent Management: The council needs managers who will direct, support and advise their teams. Managers are required to demonstrate effective leadership qualities, shape and manage team plans and motivate their staff to achieve.

What it is not:	What it is: Level 1: all managers	What it is: Level 2: all managers, particularly those who manage managers.	What it is: Level 3: all senior managers
You tolerate low level of input and effectiveness or make excuses not to act promptly.	You identify and address poor performance with individuals and teams.	As a role model you support other supervisors to manage performance well	You establish a culture where managers are able to support performance and challenge ineffectiveness
You are inflexible in the way you lead, manage and communicate.	You adapt your leadership style to fit the individual or situation.	You lead by example and inspire a positive attitude and a strong desire to succeed in others.	You create a vision and plan to enable other managers to transform services
You set unclear expectations, objectives or standards of performance	You clarify individual roles and responsibilities, set clear standards and regularly review work with individuals and teams.	You provide the team with a strong sense of direction, and clarify how roles meet the service plan	You create strategies which provide realistic long term objectives and targets
You fail to develop yourself or your team in order to improve performance.	You regularly use clear and constructive feedback to inform development for yourself or others.	You assess the competence and skills in the team and plan development to meet future needs.	You establish a culture where people are challenged to improve their performance and that of the service.
You panic, intimidate others or give in when challenged.	You are calm, assertive and controlled, particularly in challenging situations	You help others to be resilient and manage their own stress levels.	You create and sustain a working environment where people have stretching but achievable workloads
You make hasty or poor judged decisions that does not take account of short or long term objectives.	You gather sufficient and relevant information to make fair and consistent decisions.	You take decisive action, even when information is incomplete or guidelines are broad	You consult stakeholders in order to take complex and long term decisions which shape services.
You do not know the impact of your or your team's performance	You measure performance, know what success looks like and when it has been achieved	You regularly evaluate your own and your team's performance to inform improvements.	You evaluate and compare the work of teams in order to identify best practice and inform service change.

