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**Human Resources & Workforce
Development**

Guide to Our Core Values and Leadership and Management Framework

1. Introduction

This guide provides information on the Council's Core Values and the Leadership and Management Framework. They are based on work that was undertaken by staff focus groups.

The four values are:

- **Achieving results**
- **Engaging with others**
- **Valuing diversity**
- **Learning effectively**

The Council's core values inform what we do and how we do it. Under each value, there are examples of what we need to do to demonstrate the values (Appendix 1).

The values are not new. For example, the Council has been focused on achieving results for some years. Equality and diversity is built into everything we do. The Council has merely formalised its set of values. The Core Values apply to everyone working on behalf of the Council including all staff and members.

The Core Values have been developed into a framework setting out what we expect from our managers and the standards by which these behaviours will be assessed.

The Core Values and the Leadership and Management Framework are built into all of our Human Resources and Organisational Development processes and link our recruitment, probation, induction, learning and development and PDR processes.

2. What is the purpose of the Core Values and the Leadership and Management Framework?

The Core Values and the framework provide a structured way of highlighting the skills and behaviours the Council need staff to demonstrate in order to deliver quality services. They provide a clear point of reference for staff and managers.

The majority of staff and managers already demonstrate some or all of the behaviours in our Core Values document and the Leadership and Management Framework so they will reinforce good practice and build on what we already have in place.

3. Integration within our HR and OD processes

The Core Values and Leadership and Management Framework are integrated within all our HR and OD processes.

Recruitment

The Core Values and Leadership and Management Framework will help us to recruit the best staff. Currently, person specifications set out the behaviours and the skills as well as the experience and knowledge required doing the job. The Core Values and the framework will provide us with the headings under which we can group the required behaviours and skills and ensure that we think about each element of the Core Values and framework. The section for experience and knowledge will remain.

Examples of how the Core Values and framework can be integrated within person specifications can be found on the Intranet under “Working for Us”.

Induction

Information and guidance about the Core Values and the framework will be included in corporate and directorate induction so that staff understand the values and the framework and are clear about the organisation’s expectation. It is the responsibility of managers to ensure that the values framework is included in local induction, where appropriate.

Probation

The Core Values and leadership and management framework will be used as a tool to assess staff’s performance during their probationary period. Relevant example of behaviours should be considered rather than the full list. Guidance will be issued in the near future.

PDR –

The Leadership and Management Framework have been incorporated into the PDR process.

Review of performance - The review of staff’s performance over the last year should include feedback on the behaviours they demonstrate in relation to the Core Values and the Leadership and Management Framework. You should consider relevant examples of behaviours, not the full list in the framework.

Personal Development Plan –Discussion about staff’s development should be linked to the Core Values and Leadership and Management Framework. The values and framework should be used to identify any skills gaps and development needs.

Further guidance can be found in the guidance to the Corporate Performance and Development Review Scheme which can be found under http://towernet/Intranet/staff_services.aspx

Learning and Development

The Core Values and framework have been incorporated into the Council’s management development programmes.

Once managers learning and development needs have been identified these should be included in the personal development plan and discussed with Workforce Development.

4. Further Information

For further advice, or guidance please contact: your Directorate Business Partner.

OUR CORE VALUES

1. Achieving results by:

- Securing ambitious outcomes that make a difference to customers
- Using resources well and achieving value for money
- Taking responsibility and being accountable
- Being flexible and responding positively to change

2. Valuing diversity by:

- Demonstrating commitment to equalities and diversity
- Actively challenging discrimination
- Planning for & responding to the needs of our communities
- Being inclusive and valuing others' contributions

3. Learning effectively by:

- Taking personal responsibility for learning
- Learning from successes and mistakes
- Learning from others
- Sharing learning and experiences

4. Engaging with others by:

- Showing respect
- Creating opportunities for involvement
- Influencing others
- Communicating well
- Building relationships and partnerships

Appendix 2

**Our Leadership and Management
Framework**

Introduction

The Council has formally agreed its Core Values. The values are not new. They simply reaffirm our existing values and expectations. These values should inform everything we do, and how we do it. They apply to everyone in the council, -all staff and members

The four core values are:

- [Achieving Results](#)
- [Engaging with others](#)
- [Valuing Diversity](#)
- [Learning Effectively](#)

The core values are developed into the behaviours we expect of our leaders and managers and the standards by which these behaviours will be assessed. This forms our leadership and management framework. .

The majority of managers display some or all of the expected behaviours. The Framework makes these expectations explicit, and reinforces good practice.

The Leadership and Management Framework are designed to give us a structured way of highlighting the skills and behaviours required in the organisation to deliver quality services. They are simple to understand and provide a consistent expectation across the organisation. They will also help with our objectives of recruiting the best staff, performance managing them against our priorities and developing them to ensure that we drive continuous service improvement.

The Framework therefore links our recruitment, probation, induction, learning and development and PDR processes.

[Achieving results](#)

We are passionate about achieving the best for our communities. We want to be the best in the country at what we do and to keep getting better and better, moving beyond excellence. We actively ensure we achieve value for money in everything we do.

[Valuing diversity](#)

Equalities and diversity is at the heart of what we do and how we do it. It is built into leadership, consultation and involvement, services to our customers and recruitment and development of staff. We recognise that having a workforce that reflects the community is essential in order to deliver high quality services.

[Engaging with others](#)

In order to achieve results, we need to engage positively with others; - the community, our staff and our partners. We need to ensure that we communicate effectively and create opportunities for involvement and engagement.

[Learning effectively](#)

We are a learning organisation. We take responsibility for our own learning and share our learning with others.

Leadership and Management Framework



Leadership and Management Framework

Achieving results by:

Examples of behaviors	Standards expected
<ul style="list-style-type: none">• Managing resources effectively, efficiently and economically• Leading change and encouraging innovation• Achieving ambitious outcomes that will make a difference to customers• Planning effectively to achieve results• Continuously looking at ways of improving the quality of the service• Managing performance effectively and being accountable• Taking risks and supporting others to take risks to pursue ambitions for our communities• Taking responsibility and demonstrating integrity• Promoting new ways of working• Establishing a culture of high aspirations• Responding flexibly in a climate of change• Demonstrating resilience, consistent decision making and sound judgement	<ul style="list-style-type: none">• Demonstrates value for money• Hold regular team away days• Delivers Customer Promise• Standards• Delivers targets and objectives in team plan to budget• Achieves personal objectives• Applies HR processes appropriately & consistently• Identify, document and manage risks to achieve a balance between risk, opportunity and benefits• Provides evidence to support decisions• Fulfils corporate responsibilities

Leadership and Management Framework

Valuing diversity by:

Examples of behaviors	Standards expected
<ul style="list-style-type: none">• Demonstrating commitment to equalities in day-to-day work and challenging discrimination• Considering the needs of different communities when planning or providing services• Recruiting and developing our workforce to meet the needs of our communities• Encouraging and valuing the contribution of staff from all communities and backgrounds• Making adjustments to the work and environment to ensure it is inclusive	<ul style="list-style-type: none">• Knowledge and understanding of the legal framework that underpins equalities• Addresses equality issues in team planning• Evaluates impact of work on diverse communities• Achieves the Workforce to Reflect the Community targets• Maintains level 5 of the Equality Standard

Leadership and Management Framework

Learning effectively by:

Examples of behaviors	Standards expected
<ul style="list-style-type: none">• Taking personal responsibility for improving own skills and knowledge• Promoting individual and team learning• Giving honest and constructive feedback• Positively adapting behavior in response to experience and constructive feedback• Sharing experiences and learns from others• Learning from both successes and mistakes	<ul style="list-style-type: none">• Ensures all staff have a PDR and a PDP and regular process review• Adheres to the Corporate Meetings Standard• Meets requirements for Levels 2/3 of liP standard• Monitors and evaluates learning• Provides induction in a timely manner• Undertakes benchmarking to learn from others

Leadership and Management Framework

Engaging with others by:

Examples of behaviors	Standards expected
<ul style="list-style-type: none">• Showing respect for views and actions of employees, the community and partners• Creating opportunities for involvement both by staff and the community• Resolving difficulties and identifying solutions within agreed timescales• Creating and preparing strategies for influencing others• Communicating effectively to a range of external and internal audiences in a timely manner• Actively promoting relationships with others• Developing partnerships to support our communities• Understanding and responding to the political context	<ul style="list-style-type: none">• Listens to local people and actively considers their views• Adheres to standards in the consultation and involvement framework and corporate meetings framework• Meets requirements for Levels 2/3 of liP standard• Delivers Customer Promise standards• Demonstrates proactive consultation and engagement with internal and external stakeholders• Shares examples of good practice• Represents Tower Hamlets positively to others

