Core Values & Behaviours

YORKSHIRE DALES
National Park Authority

Our **six** core values and behaviours (with examples provided below) underpin the way in which we will achieve our vision.

1. Improvement

We will continually strive to improve our performance in delivering National Park purposes.

…Too little	OUR WAY	Too much…
Standards drift	Shows enthusiasm and commitment to our vision, purposes and work	New initiatives are pursued without appropriate authorisation
Blocks initiatives	Finds practical ways to overcome barriers, and adopts new practices to help get the job done	Does not consider or question negative consequences before introducing new solutions or practices
Opportunities go unrecognised and missed, there is a 'we have always done it this way' attitude	Challenges ineffectiveness and generates new and imaginative solutions	Initiates unrealistic or inappropriate projects or targets
Work is skewed towards individual interests at the expense of Authority priorities	Concentrates their resources on work priorities most important to the Authority	Inflexible approach to any unforeseen work
Uses outdated methods and practices	Seeks to improve knowledge and expertise and applies good practice	Learning and training take priority over getting the job done

2. Accountability

We will explain and take responsibility for our decisions and actions.

…Too little	OUR WAY	Too much…
Skimps on key information, or presents information in a confusing way	Presents clear, concise and accurate information in a way that promotes understanding	Gives so much information that the salient points are lost – ie. can't see wood for the trees
Withholds information or sees information as power	Shares what we know and respects the information we are given	Passes on confidential information or contravenes GDPR
No clear instructions/targets, or letting poor performance go unchallenged	Clearly agrees with others what is expected of them and holds them to account	Micromanages
Short cuts are taken, or options are chosen for cheapness rather than effectiveness	Assesses risks and learns from their own and others' mistakes; strives to do things in a safe way	Overstates risks or safety issues; uses this as an excuse for inaction

3. Commitment

We will do what we say we will do.

…Too little	OUR WAY	Too much…
Puts up barriers and does nothing or the bare minimum; blames other people rather than getting on with the job; talks around the problem rather than resolving	Takes responsibility for making things happen by having a positive 'can do' attitude	Promises things they cannot deliver
Avoids hard decisions so issues get left unresolved	Has the courage to take and implement difficult or unpopular decisions where necessary	Controls others through fear or intimidation
Does not support or ignores Authority policy; persistently questions agreed policy and working practices	Uses Authority policy in decision making and working practices	Is inflexible; ignores the context of the issue
Reluctant to set targets for own work or demonstrate whether targets have been met	Knows what the Authority's objectives are, and works hard to achieve them	Pursues objectives or targets beyond the point where it is practical or cost-effective to do so

4. Integrity

All our relationships will be built on honesty, respect, transparency, equality and impartiality.

…Too little	OUR WAY	Too much…
Ignores questions and others' opinions	Shows integrity and fairness in decision-making	Involves too many people; unnecessarily delaying decision making
Secretive or hidden agendas	Ensures decision-making processes are clear and transparent	The process becomes a means in itself
Individuals or organisations are discriminated against	Welcomes and respects diversity; demonstrates equality in working relationships	Positively discriminates at the expense of individuals or organisations that are better suited

5. Open and Approachable

We will be open to new ways of doing things, and will work positively with others to achieve our objectives in ways that help them meet theirs.

…Too little	OUR WAY	Too much…
Not prepared to compromise to get things done	Co-operates with people and organisations to achieve our objectives and theirs	Compromises so much that our organisational objectives are unrecognisable
Not willing to engage others, or presents a personal view as that of the Authority	Engages in discussion on an Authority view or policy internally, but presents unity of message externally	Is unapproachable or officious
Operates an 'us and them' culture	Listens and considers other views	Excessively interacts and consults, impacting on effectiveness
Doesn't engage with local people or organisations, even where they are trying to support National Park purposes	Encourages local people and businesses to help keep the National Park a thriving area, and celebrates their success	Interferes unnecessarily, or tries to impose requirements that go beyond what is really necessary

6. Valuing and Empowering Our People

We will value the people who work for us and will work to ensure that they are equipped, supported and empowered to provide professional services to the public.

…Too little	OUR WAY	…Too much
Operates a blame culture	Takes decisions and solves problems within own area of responsibility	Gets too involved in decisions outside of their primary area of responsibility
Suitable recognition is not given for significant contributions	Recognises and celebrates the achievements and success of self and others	Gives indiscriminate praise so it becomes meaningless
Puts up barriers to volunteers contributing meaningfully to projects and programmes	Values and encourages work carried out by volunteers	Lets the demands of volunteers outweigh the operational needs of the organisation