

VALUES AND BEHAVIOURAL

FRAMEWORK

July 2021



FOREWORD

As a charity that supports the members of society that need it most, good values are at the core of our organisation and something we feel truly passionate about. From when we were founded in Leeds, in 1971, through to the current day, our caring, compassionate and person centred support has been delivered through a sound values base. This base is how we challenge ourselves and those around us, to continually demonstrate and uphold positive behaviours.

In recent years we have developed how we articulate our values; however, we have always retained a common sense of purpose. In 2021, as we embark on our new organisational strategy, we have listened to our staff, who felt the time was right to redefine our values and how we ensure that we engage with them.

Our new organisational values have been developed collaboratively with our staff and the people we support. They are of fundamental importance to us and this is why it is essential that we reflect them in our behaviours and interactions with each other.

Not only do the right behaviours enhance the quality of the care and support we provide, they also help us attain our organisational goals, make our working practices more consistent and help ensure a happier and more fulfilled working life for ourselves and others.

Our behaviours framework provides an indication of the behaviours that reinforce our values, that we embrace and encourage. These behaviours determine our culture, they are the things that make a difference and make us proud.

Azra Kirkby

Chief Executive



INTRODUCTION

Our Values and Behaviour Framework (VBF) captures our organisational values and sets out behaviours that ensure these values are lived by every day. The framework helps to define the appropriate behaviours that we expect from ourselves and from each other when at work, as well as highlighting behaviours that undermine our organisational values.

These values and behaviours are relevant to everyone at St Anne's regardless of their job role. Staff at all levels should display these behaviours and it is especially important that leaders model these behaviours and set the right example. They are the fundamental standards that underpin our daily interactions with each other, the people we support and external stakeholders. They support us in achieving our overarching organisational purpose and objectives and ensure we do this in the right way.

Our VBF has been created in partnership with St Anne's clients and staff. What we consider to be the appropriate behaviour that upholds our values has been defined by our people and informed by the people we support. It is an agreement which sets out how we work together, how we want to be treated, how we should treat others and what behaviours undermine these values.

Our VBF aims to align to and be supportive of other professional codes of conduct that staff may be required to follow e.g., Skills for Care Code of Conduct of Healthcare Support Workers and Adult Social Care Workers in England, or other professionally accredited Codes of Practice.

We are St Anne's and we are PROUD to make a difference every day.



Person Centred – We place people at the centre of everything we do and think about how our decisions affect them. We promote choice and we treat people as individuals.



Respectful – We respect each other's opinions and beliefs and treat everyone with dignity. We ensure an inclusive environment and we celebrate diversity.



Open – We communicate in an open, honest and transparent way and we share information with each other. We act with integrity and we do what we say we will.



Understanding – We are understanding of the needs of others and we work in a caring and compassionate way. We are kind and we support each other.



Dedicated – We are dedicated to improving the lives of the people we support every day and delivering quality services.

LIVING OUR VALUES

We live out our values everyday through our interactions with each other, the decisions we take, the judgements we make and how we communicate. It is important to understand if our behaviours help to promote and embed our values, or if they undermine them, and why living our values actually matters.

It is important to remember that behaviours that demonstrate our values are also things that our clients have said they want to see from the people that support them, it's part of what they consider to be good care and support.

For each of our organisational values some examples of behaviours that help to demonstrate them have been provided, along with examples of behaviours that undermine them. This is not an exhaustive list and some behaviours may help to demonstrate more than one of our organisational values at once. Behaviours that uphold our values should be recognised and celebrated, whilst behaviours that don't should be challenged and adapted.





PERSON CENTRED

We place people at the centre of everything we do and think about how our decisions affect them. We promote choice and we treat people as individuals.

What it means:

We demonstrate this value by...	This value is undermined when people...
Working collaboratively with colleagues and developing good working relationships	Decide to do their own thing and don't ask for, or ignore, other people's opinions
Ensuring that our clients are involved in leading and designing their support	Put barriers up to working as a team
Thinking about the impact the decisions we take and the things we say might have on the people around us	Don't think about the consequences of their actions
Consulting people on decisions that affect them and including them in finding solutions to problems	Don't care if the things they say or do upset other people or make things hard for them
Supporting people to choose what's right for them and respecting their choices	Think they know what's best for others and make decisions on their behalf
Getting to know the people we support and the people we work with for who they are and as individuals	Assume that what is right for one person is right for everyone
Taking an interest in the things that are important to other people	Assume the things that other people cannot do
Providing choices to people and empowering them	Enforce their choices or opinions on others
Co-producing work with others, including the people we support	Don't allow others to be heard
Providing a voice throughout the organisation for our staff and the people we support	Ignore what other people say

Why it matters:

To clients

We can't ever say we deliver truly person centred support unless we ensure that clients are recognised as individuals who have choices that should be respected.

To staff

The decisions we take, what we do and what we say don't just impact ourselves, they impact on the people around us.



RESPECTFUL

We respect each other's opinions and beliefs and treat everyone with dignity.
We ensure an inclusive environment and celebrate diversity.

What it means:

We demonstrate this value by...	This value is undermined when people...
Treating people with dignity and respect	Talk down to other people, shout swear and use derogatory language
Giving people our whole attention when we speak to them and listening to what they say	Use negative labels to define others and marginalise people
Being able to listen to someone else's opinion and not fall out with them because we don't agree with it	Are dismissive of other ideas and opinions
Being polite, conscientious and thinking about what we say and how we say it	Place unrealistic demands on other people and undermine others
Showing empathy to other people	Display aggressive and confrontational behaviours and body language
Ensuring we provide the same opportunities to everyone, but recognising that some people require different support to take these opportunities	Communicate in a disrespectful or inappropriate manner through e-mails
Respecting the views, opinions and beliefs of others, including their philosophical and religious beliefs	Treat others badly because of their opinions or beliefs
Finding what connects us and makes us similar, but celebrating what makes us different	Are distracted from what they are doing due to using their phone
Pro-actively addressing inappropriate comments or behaviours including bullying, harassment and discrimination	Single people out, bully or intimidate others
Recognising the challenges and pressures different departments or teams may be facing	Think about their team or department in isolation and not about the whole organisation

Why it matters:

To clients

It ensures the people we support feel valued for who they are, shows we understand them and increases their ability to participate in their communities.

To staff

Being respectful creates a more productive and co-operative working environment, it allows people to be their whole self at work and ensures we learn from each other.



OPEN

We communicate information appropriately and do this in an open, honest and transparent way. We act with integrity, take accountability and we do what we say we will.

What it means:

We demonstrate this value by...	This value is undermined when people...
Respecting confidentiality and keeping information safe and secure	Present other people's ideas as their own
Acknowledging when we don't know the answer to something but helping to find someone who does	Act defensively when they are given constructive feedback
Taking complaints seriously and investigating them properly, keeping the person updated about what is happening	Work to hidden agendas and keep things to themselves
Ensuring that we give credit and recognition to the right people when it is deserved	Use the failures of others as an opportunity to criticise or undermine them
Having open and honest conversations, even when they are difficult	Hide or cover up mistakes instead of taking ownership of them
Taking ownership of our mistakes and learning from them	Aren't open to reflecting on mistakes and learning from them
Not allowing others to make decisions on our behalf that we should be making	Misuse data or confidential information and don't keep appropriate records
Keeping people updated about the things they need to know and be aware of	Give different answers to different people when the question is the same
Respecting our duty of candour and apologising when things don't go as they should	Look to benefit themselves and only work towards their own goals
Sharing our knowledge, skills and experience with each other	Uses rank or hierarchy to get what they want
Having the courage to challenge others regarding poor practice or things that aren't right	Overlook or don't report concerns about poor working practices
Respecting the organisational structure and communicating things at the right level, in the right way	Look to circumvent the right decision making processes and levels of authority

Why it matters:

To clients

We have to be open and transparent when things go wrong, and we have to learn from mistakes so we can keep clients safe.

To staff

Being open is important in developing a culture of trust, people need the right information to be able to do their job and take accountability of the decisions they make.



UNDERSTANDING

We are understanding of the needs of others and we work in a caring and compassionate way. We are kind and we support each other.

What it means:

We demonstrate this value by...	This value is undermined when people...
Treating people with patience and kindness	Ignore or exclude other people
Trying to understand people's needs by listening to them	Don't show appreciation and support for the effort of others
Listening to the people we support and recognising they are the experts by experience	Fail to acknowledge and support a healthy work/life balance
Recognising that people can be busy and taking this into account when we ask for their time or their support	Are dismissive of other people's problems
Dealing positively with negative attitudes and behaviours	Give an impression that they don't care and demonstrate apathy and a lack of compassion
Recognising we all have bad days and are allowed to be upset at times	Repeatedly allow their mood, or things from their personal life, to impact on the way they behave towards others
Saying thank you and appreciating each other	Ignore signs that other people might need help
Showing consideration to each other and supporting the health and wellbeing of others	Waste resources or are destructive
Respecting the environment and our surroundings	Continuously tell others they are too busy and don't have time to help
Being forgiving and working constructively to resolve conflicts	Hold grudges or bring up historical arguments that have been resolved
Making decisions based on facts and the right information	Listen and contribute to gossip or rumours

Why it matters:

To clients

Delivering care with compassion and understanding to the people we support is at the very heart of why St Anne's exists.

To staff

Being an understanding and caring organisation is key to ensuring our staff feel valued and motivated to do their best at work.



DEDICATED

We are dedicated to improving the lives of the people we support every day and delivering quality services.

What it means:

We demonstrate this value by...	This value is undermined when people...
Being reliable, available and responsive	Are problem focused rather than solution focused
Coming to work each day with a positive attitude to do our best	Give no additional effort, leave early or cut corners
Seeking feedback on our work to improve performance	Are resistant to change and trying anything new
Recognising and promoting our strengths and what we do well	Put barriers up to innovation
Keeping professional knowledge and registrations up-to-date	Don't complete mandatory training or undertake any development
Being flexible and considering other alternatives if something isn't working	Shut down new ideas without exploring them
Promoting best practice and sharing learning with those around you	Don't use their initiative
Being open to change in an objective way	Fail to recognise and promote health and safety
Taking personal responsibility to ensure we work in a safe way	Believe others can't learn to use new technology or equipment
Thinking of creative and innovative solutions to problems	Accept that something is OK and don't look to continue to make things better
Being open to different ideas and new technologies or ways of working	Ignore policies and procedures and their legal responsibilities
Following good governance and making sure things are done in accordance with the law	Say things like "that's not my problem"
Working with a positive attitude and a smile	Are continually negative about being at work or the people they work with

Why it matters:

To clients

It ensures clients get good quality care that is responsive and effective and helps them achieve their outcomes.

To staff

It is important to work with colleagues that share your purpose, that work hard to achieve things together and aim to always learn and improve.

OUR VALUES

IN EVERYTHING WE DO

Our values should flow through everything we do and influence how we do it everyday. As an organisation it is important that we can demonstrate our values in our working practices and show how they influence different processes.

Recruitment – We recruit staff using a values-based recruitment model. This means when someone wants to join St Anne's, we ask them questions which help show us if they share our values.

Performance Management – We regularly explore values when discussing performance with staff as part of our PDR and appraisal system and ask them what makes them PROUD. Where behaviour is not in line with our values, this is challenged and we support people to try and change this.

Learning and Development – What our values are and why they are important is a core part of our learning and development offering. This starts in induction and flows through our training courses, including our leadership development.

Recognition – Our organisational awards are centred around our values and are given to people who display them in their work. Outstanding practice can only be achieved if it's delivered in the right way, and this is what we celebrate.

Client Involvement – We involve clients in the decisions we make at all levels. This may be through input into their support plan, helping to influence organisational policy or having a say in our recruitment processes, including for our Trustees or Chief Executive.

Quality and Candour – What we do is important, so is ensuring that we do it well and that we continue to improve. When things don't go to plan, we recognise this and learn from it and share our learning.






THANK YOU



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