

Values & Behaviours Framework

The core of how we work together.

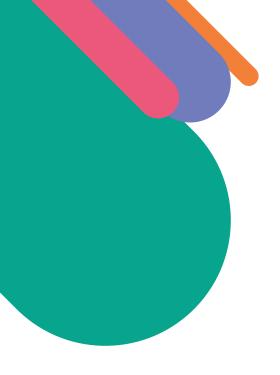


learning disabilities complex care needs











Putting
People First



Passionate
About Quality



Progress Focused



Prioritising Safety

Foreword

As an organisation that provides vital and specialist support, our values are the integral building blocks of our culture.

They are the cornerstone of our organisational identity - a compass that guides our actions, decisions and interactions.

With almost 50 years providing high quality, specialist residential, supported living and Further Education services, Hesley Group's values are the foundation on which we build our future.

These values are important because they are more than just words on a page; they are lived experiences which matter to us all. They underpin the legacy which we leave behind for others.

Our current set of values have been in place for a number of years, and though people have a strong affinity with them, we feel the time is right to refresh them to better articulate a clear link between our values and our behaviours.

We have done this by listening to our colleagues, refining our values by involving colleagues, and indeed those we support, from across our services who felt, like us, that the time was right to redefine those values.

Everyone who has taken part has played a vital role in helping shape an organisation where people feel empowered and inspired to give of their best, working to ensure that through consistent actions and unwavering dedication we create a culture of trust and accountability.

This Values and Behaviours
Framework document outlines
how it has been created, how it
will be used, our values and how
we demonstrate them, as well as
the characteristics which are at the
core of how we work together.

We believe these new values will help us to remain relevant, achieve our goals, and attract the best people while adapting to the changing world around us.

Virginia Perkins,Chief Executive Officer.





Introduction:

What is a Value and Behaviours Framework?

A Values and Behaviours Framework captures the core organisational values that guide and define behaviours, competencies and skills, and which help you fulfill your role at Hesley Group to the best of your ability.

Our Values are the fundamental principles and beliefs that shape and guide our culture and behaviour. Our Behaviours are the actions and interactions of the individuals within our organisation.

This Framework helps to create a transparent and supportive environment where colleagues know what is expected of them – and of each other – leading to the achievement of personal and professional goals in line with our objectives.

The values and behaviours apply to everyone within Hesley Group, whatever role they play. In ensuring the Framework spans all our teams, colleague behaviour is aligned with organisational culture.

How has it been created?

The Framework has been created in partnership with colleagues across a wide range of disciplines, both through online surveys and face-to-face workshops. We have also talked to those we support. The Hesley Group board has also shared its vision and objectives, helping to ensure the Framework is fit for purpose going forward.

We have arrived at something which allows us all to work collaboratively, articulate how we want to be treated, how we should treat others, and the values that underpin that.

What will it be used for?

The four values outlined in the Framework highlight what is expected of all colleagues, an understanding of which will help us each achieve our potential, meaning Hesley Group can provide unrivalled levels of care and support to those we serve.

The Framework will also be part of our recruitment strategy, HR activity and will inform learning and development.

Living our values

By all of us living out our values every day, we can be true to ourselves and have the most beneficial impact on those we support.

Through our decisions, our actions and how we talk to each other, we enhance the integrity and respect for what we do. In outlining the values, we have demonstrated positive and negative behaviours for each value, as well as a clear definition of what our values are.

We want our values to be cherished and celebrated, and to be upheld through our behaviours. When they are not, behaviours should be challenged and changed for the benefit of us all.

Introducing Our Values

A reminder of our Mission

Hesley Group's Mission provides the context against which our values have been refreshed.

Our Values:

Our values are complementary components of that overarching goal.

They are accessible to all and extend to everyone – the people we support, their families and our colleagues.

OUR VALUES

OUR MISSION

OUP VALUES
OUP BEHAVIOURS

Our Mission:

Everyone at Hesley Group is here to enable people with complex care needs to achieve their full potential.





We call these values the 4 Ps:



Putting People First

We put the people we support, families and colleagues at the centre of all we do.

We work as a team, whilst respecting and valuing every individual.

We empower and support each other to overcome obstacles and achieve our aspirations.



Passionate About Quality

We recognise that quality comes from our commitment to best practice, improvement and learning; not just compliance.

We are evidence-led, and this requires us to value constructive feedback, be open and collaborative.

We promote learning, continuous improvement and clear communication to ensure we get things right.



Progress Focused

We are passionate about improving lives and work together to enable the people we support to achieve their aspirations.

We are solution-focused and approach challenges with energy and creativity, to empower and enrich others.

We develop trust and understanding, allowing everyone's voice to be heard so we can continue to grow and improve.



Prioritising Safety

We embrace a culture of trust and safety so that each of us can perform to our best and thrive.

Being safe is about more than our spaces and our policies. It means we value and respect each other and those we support; we are proactive, honest and will challenge appropriately if needed.

We listen, improve our understanding, and act with compassion and kindness.

Putting People First:

We put the people we support, families and colleagues at the centre of all we do.



We work as a team, whilst respecting and valuing every individual.

We empower and support each other to overcome obstacles and achieve our aspirations.

- To those we support:
- Feeling confident that everything we do is in their best interests and that we will respect and promote their choices
- To their families:
- Feeling reassured and confident in bespoke support plans, delivered with respect and sensitivity
- · Knowing their loved ones are treated as individuals
- To colleagues:
 - Knowing that Hesley Group values you for who you are
 - Building strong relationships at work that people value
 - Assurance that Hesley will provide opportunities to excel in their role, develop their career and grow as an individual

We demonstrate this by:	We see it as counter-productive when:	
Finding out what a person we are supporting or that we work with is good at and enjoys	Making assumptions rather than consulting with others about needs and wishes	
Keeping development plans up to date to support growth and positive outcomes	We don't take into consideration what we've been told, or act on that information	
Ensuring that we cater for different cultural and religious needs	Colleagues are disrespectful about other people's opinions	
Helping to improve our colleagues' wellbeing, e.g. providing appropriate work-life balance	Team meetings or supervisions are not being held regularly	
Delivering work through collaboration and co-production	People fail to attend meetings or put up barriers to team work	
Involving families and inviting their input – e.g. through feedback questionnaires	There is a failure to recognise and acknowledge the contributions made by colleagues, leaving them feeling under-appreciated	
Using the agreed communication methods of the people we support	Extreme or divisive viewpoints are shared or promoted	
Ensuring we seek and constantly, re-evaluate, consent from the people we support	Colleagues take decisions that are not in the best interests of the people we support or are for personal agendas	
Sharing an individual's feedback and the 'little things' achieved via iPlanit	There is a lack of communication with families of people we support	
Building strong working relationships that are based on trust and respect	The boundaries of professional relationships are blurred e.g. accepting gifts from people we support	
Upholding people's privacy and dignity	Things are done to people, not with people	



Passionate About Quality:

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We promote learning, continuous improvement and clear communication to ensure we get things right.

- To the people we support:
 - Providing the highest standards of support, and knowing that this is constantly reviewed
- To their families:
- Feeling reassured that the highest levels of support are expected of all our colleagues
- Understanding there is a robust structure that drives continuous improvement and best practice, going beyond compliance alone
- To colleagues:
 - Understanding that delivering high quality services is a shared purpose
 - Knowing they are supported to deliver this individually and as part of a valued, expert team

We demonstrate this by:	We see it as counter-productive when:	
Continually checking knowledge, understanding and expectations across departments	We fail to 'close the loop' – by not giving feedback on evidence captured, you deprive others of the opportunity to learn	
Each department mapping what their 'great' looks like	Actions are not progressed or completed	
Regularly reading and keeping up-to-date with policies and procedures	Records and daily notes are not completed or are unclear	
Ensuring support plans are accessible to all relevant teams (and these are up to date and accurate)	There is complacency around ensuring required training is not completed	
Being open to receiving constructive feedback and committing to using it to improve practice	A problem is identified, but is made somebody else's responsibility to solve	
Applying common sense in judging when to give feedback formally or informally	There is a failure to change, reverting to what has always been done	
Ensuring feedback loops are in place – at all levels	We fail to give positive feedback	
Maintaining your own competency, via a training record that is complete and up-to-date	There is a focus on compliance, but over quality	
Maintaining the homes of the people we support and the environments we work in to a high standard	Peoples personal appearance and personal hygiene is untidy or unprofessional	
Asking for guidance and support whenever we are unsure	We fail to give our full attention and focus to the person we are supporting or the task we are undertaking	

Progress Focused:

We are passionate about improving lives and work together to enable the people we support to achieve their aspirations.

We are solution-focused and approach challenges with energy and creativity, to empower and enrich others.

We develop trust and understanding, allowing everyone's voice to be heard so we can continue to grow and improve.

- To those we support:
- · Achieving goals, outcomes and enhancing life skills
- Enabling them to progress, be heard and lead a happy and fulfilling life
- To their families:
- Knowing they are listened to, communicated with, and a bond of trust is forged
- $\boldsymbol{\cdot}$ Reassured by the life-changing outcomes achieved
- To colleagues:
 - Feeling part of an open and transparent organisation where collaboration is sought and valued
 - Taking pride in the difference made every day, sparking the question 'what else can we achieve'

We demonstrate this by:	We see it as counter-productive when:		
Seeking out, and listening to, the aspirations of others	Focus is on progress at the expense of dealing with immediate issues		
Being open to positive risk taking to solve problems and drive progress	Barriers are created rather than solutions		
Building trust by keeping promises made, and providing explanations when that isn't possible	We dismiss someone's suggestion just because they are less experienced		
Being aware of those who find change difficult, offering support through periods of transition	We accept something even if it doesn't work, just because that's how 'it's always done'		
Communicating effectively when change happens, e.g. a new manager in a service	Work is done in a silo and to people's own agenda		
Creating opportunities for voices to be heard, like drop-in meetings or engagement forums	We assume emailing someone about an issue, means you are no longer responsible for the matter		
Consistently conducting quality supervisions and mentoring	We are not welcoming, patient or supportive towards new colleagues		
Promoting closer working between teams on Nights and Days or across different services	Suggested changes are dismissed, without an explanation		
Developing an understanding that our conduct outside of work reflects and impacts on what we do in work	We fail to appropriately report and escalate issues or concerns		



Prioritising Safety:

We embrace a culture of trust and safety so that each of us can perform to our best and thrive.



Being safe is about more than our spaces and our policies. It means we value and respect each other and those we support; we are proactive, honest and will challenge appropriately if needed.

We listen, improve our understanding, and act with compassion and kindness.

- To those we support:
- Confidence of knowing they are safe and cared for in homes designed to their unique needs, by staff who understand them and who will reassure them
- To their families:
- Reassured by the personalised and proactive approach taken to keeping everyone safe
- Seeing their loved one treated with empathy and understanding
- To colleagues:
 - Feeling reassured that they work within an understanding and caring organisation
- Confident that they are supported, trained and equipped to manage challenging situations should they occur

We demonstrate this by:	We see it as counter-productive when:	
Completing and updating reviews and risk assessments as required	Confidential information is shared to people it shouldn't	
Participating in supervisions, team meetings and MDTs	We show a lack of empathy for others – colleagues and / or people we support	
Maintaining safeguarding knowledge, including who the safeguarding leads are	Changes to plans are not communicated, making colleagues feel under-valued	
Managers ensuring that they are visible, accessible and involved	Any individual is singled out, bullied or intimidated	
Speaking up when we see anything that makes us uncomfortable	We give dismissive answers or fail to really listen	
Respecting and upholding Health and Safety	People are not given an opportunity to express their feelings	
Effectively coaching and mentoring others in softer skills, such as resilience and teamworking	We don't involve the right people at the right time	
Being honest when something impacts your ability to do your job safely and competently	People shout, swear or use derogatory language	
Appropriately challenging, when needed	Cliques are formed that exclude others	
Challenging discrimination, harassment and victimisation	People spread rumours or participate in gossiping	

Universal Attributes

There are a number of characteristics which underpin all of our values.

They are at the core of how we work together and deliver high quality care, support and education to the people we support.

We call these our Universal Attributes, and they fall under a few headings:











Accountability

How we live each of these attributes.

Positive communication

Communication is a two-way street; as well as communicating with respect and honesty, we actively listen so we can understand the needs and views of others.

Open mindset

By taking a non-judgemental approach, we can demonstrate empathy and be seen as approachable, while respecting the culture and opinions of our peers.

Collaboration

Good collaboration between individuals strengthens the team as a whole, enabling us to share ideas, encouraging others to adopt new skills, while learning from others ourselves.

Accountability

We are all accountable for our own actions, and by sharing the lessons we learn in our working lives we do things better individually and more broadly as an organisation.

Positive Communication	Open Mindset	Collaboration	Accountability
Communicating with respect and honesty	Respecting the culture and opinions of others	Building positive relationships	Taking responsibility for our mistakes
Actively listening	Being non- judgemental	Respecting other's ideas, opinions and expertise	Sharing lessons learnt
Asking questions to improve understanding	Open to constructive feedback	Setting clear, shared goals	Owning an issue, and following up on actions
Giving honest, constructive responses	Willing to change and adapt	Being solution-focused	Focused on positive outcomes
If you don't know an answer, be honest	Demonstrating empathy	Being able to compromise	Being confident to challenge when needed
Understanding the needs of the other person	Being approachable	Praising often, celebrating successes as a team	Delivering on commitments
Ensuring communications are clear, timely and accessible	Seeking opportunities to learn	Encouraging learning in others and from others	Taking responsibility for own training
Being aware how you come across to others	Taking time to reflect	Being visible and approachable	Focusing on learning and improving, not blaming



Supporting our values in everything we do

We pride ourselves on being a values-led organisation.

Our values give us guidance and direction, ensuring integrity and helping build a strong ethical foundation.

They help engender trust and reputation, and are an important part of recruiting and retaining the best people.



We demonstrate our values in the following ways:

- Recruitment.

Colleagues who are aligned with our values are more motivated and satisfied in their work. To attract likeminded candidates, we ask questions to establish whether they share our values, helping to promote a diverse and inclusive workforce.

- Training and development.

Our values serve as the foundation for our learning and development efforts, helping encourage a sense of purpose and belonging. From the moment people join us through training courses and leadership development, our values are an integral part of their journey.

- Performance management.

This is shaped by our values - we constantly strive to ensure that behaviour is in line with our values and where it is not, we have a culture of challenging to drive change where it is needed, resulting in a positive workplace.

- Reward and recognition.

Our awards scheme recognises and rewards people who demonstrate our values through their working practices.

- Working with stakeholders.

How we work and integrate with others is a tangible demonstration of our values in operation. The behaviours at the heart of this Framework are a key part of our successful relationships with others.

- Improved decision making.

Our values form a structure which helps inform a consistency in decision making. They allow us to take a uniform approach to problem solving, as well as developing new initiatives that are aligned with the organisation's goals.

