

# West Sussex Values

Our values shape the way we engage with colleagues, customers and partners on a day to day basis, and play a crucial role in our ability to achieve our vision and priorities. Colleagues and other stakeholders were actively engaged in developing these values by looking at the ways we would need to work in order to achieve our vision and priorities. Our five values are:

 <p><b>Customer centred</b></p>	<p><b>Proud to be customer centred</b></p>	<p><i>We put the customer at the heart of everything we do</i></p>
 <p><b>Listen and act upon</b></p>	<p><b>Listen &amp; Act Upon</b></p>	<ul style="list-style-type: none"> <li>• <i>We listen to each other and act on what we say</i></li> <li>• <i>We respect an individual's right to an opinion</i></li> <li>• <i>We are involved in decision making</i></li> <li>• <i>We make time for conversations</i></li> <li>• <i>We will keep people informed</i></li> <li>• <i>We will do what we said we would</i></li> </ul>
 <p><b>Honest and realistic</b></p>	<p><b>Honest &amp; Realistic</b></p>	<ul style="list-style-type: none"> <li>• <i>We are honest and realistic about what we can achieve</i></li> <li>• <i>We are clear about limitations and boundaries</i></li> <li>• <i>We give the rationale behind decisions</i></li> <li>• <i>We manage expectations</i></li> <li>• <i>We treat colleagues as adults</i></li> </ul>
 <p><b>Trust and support</b></p>	<p><b>Trust &amp; Support</b></p>	<ul style="list-style-type: none"> <li>• <i>We trust and support each other to achieve our goals</i></li> <li>• <i>We trust in our abilities</i></li> <li>• <i>We give &amp; receive constructive feedback</i></li> <li>• <i>We take personal responsibility</i></li> </ul>
 <p><b>Genuinely valued</b></p>	<p><b>Genuinely Valued</b></p>	<ul style="list-style-type: none"> <li>• <i>We feel our contribution is valued and our achievements are recognised</i></li> <li>• <i>Our skills and expertise are recognised</i></li> <li>• <i>We praise effort &amp; contribution</i></li> <li>• <i>We take pride in our achievements</i></li> <li>• <i>We will deliver valued services to customers</i></li> </ul>

Following the development of the values, teams from each Directorate engaged in 'making the values real' conversations, considering each of the values and how they can be demonstrated really well within their service. These conversations have been collated to produce one overarching organisational wide framework that shows how we will make our values real in the way we work. The framework is set out below.

## **Making Our Values Real Framework**

The purpose of the framework is to show what good looks like in our behaviours when interacting with customers, partners and colleagues. The framework tells us how our values will show up in our work and bring them to life; it forms the 'Be' element of the 'Know, Be, Do' framework for all employees:

- **Know**- what you need to know- this is attained from induction and role specific learning
- **Be** – the minimum requirements in behaviour – as shown here in the Making Our Values Real framework
- **Do** – the Employee Expectations stipulates the minimum expectations from all colleagues

The Making Our Values Real framework supports the following performance management elements:

### **Induction**

When inducting new employees into the organisation including internally promoted employees, the framework helps to set out the expected behaviours associated with our values and how they can be applied within their service as part of local induction.

### **Appraisals**

The framework can be used as a supportive tool for performance management when discussing an employee's performance against their objectives. The appraisal system measures not only whether an individual has achieved their objectives but also how they went about achieving them in terms of behaviour. Conversations between the line manager and employee during their regular appraisal meetings should cover how the values are showing up and consider any evidence that illustrates this behaviour in meeting objectives. This information can be used to rate performance based on both what was done and how it was done, both have equal weighting.

For people managers, there are some additional behaviour requirements and these can be found in the Being a Manager and Leader Framework (BAMAL).

The West Sussex Behaviours and Promise Behaviours are replaced by this framework. The next pages describe each value and provide illustrations from team conversations of how those values could show up in our work as a minimum.

## **Making Our Values Real Framework**

### **Proud to be customer centred: Putting customers at the heart of what we do**

We will:

- Regularly ask colleagues how we can help them and support them to achieve their goals
- Engage others to seek their views and suggestions about a task or activity
- Ask customers what is important for them
- Listen to our customers and their expectations
- Have regular conversations to find solutions
- Strive to make a real difference
- Take personal responsibility for finding solutions whilst seeking engagement from others
- Keep the customer updated with relevant information in a timely manner
- Involve the customer in improvements in services and systems
- Enable choice and control to the customer through various channels e.g. self-service, Face to Face
- Offer alternatives if what is being requested is not available or feasible
- Act on positive and developmental feedback on the service
- Manage expectations and explain how and why we have come up with the solution
- Work as one team
- Take ownership and control for continuous improvements and change
- Use the co design approach in any service improvements
- Always seek to improve on customer satisfaction
- Always be outcome focussed

## **Making Our Values Real Framework**

### **Genuinely Valued:**

**Recognise skills and expertise**

**Praise effort and contribution**

**Take pride in our achievements**

**Have an employee focus but also deliver valued service to customer**

### **We will**

- Ask how colleagues are and what they are working on with genuine interest
- Express our appreciation of colleagues and their input verbally and communicate (give feedback)
- Seek views from others or offer our help to others
- Share success stories
- Give constructive feedback with positive intent
- Share learning, experiences, ideas and best practice
- Acknowledge skills, knowledge and experience
- Develop colleagues to be the best they can be
- Encourage others to go above and beyond and to be innovative
- Recognise and celebrate good work together
- Support each other when needed to address any concerns
- Develop and maintain good working relationships inside and outside the organisation and work towards improving services together
- Engage with leadership to take an active role in service areas
- Ensure there is consistency in our approach and in decision making
- Learn from mistakes and be a learning organisation

## **Making Our Values Real Framework**

### **Trust and Support:**

**Trust and support each other to work together to achieve goals**

**Trust in our abilities**

**Give and receive constructive feedback**

**Take personal responsibility**

We will:

- Respect others viewpoints and opinions to consider whether an activity can be done better or more efficiently
- Ask colleagues how they are getting on with their work and whether they would like to be supported
- Share ideas for improvement and best practice
- Take responsibility for what we do and involve others to develop their skills
- Work together to solve problems
- Give positive and constructive feedback
- Empower colleagues to achieve team objectives and respect their abilities

### **Honest and realistic:**

**Be honest about limitations and boundaries**

**Give the rationale behind decisions**

**Treat employees as adults**

**Manage expectations**

We will:

- Be clear about constraints and expectations
- Give clear and realistic timescales
- Explain why what we are doing is important
- Give a rationale behind any decisions
- Give honest feedback with positive intent
- In any type of engagement, be clear about what is set in stone and what can be influenced
- Do what we said we would within agreed timescales and give early warning if we are not likely to meet the target
- Ensure our decisions are consistent and based on performance data
- Take personal responsibility about achieving realistic outcomes

## **Making Our Values Real Framework**

### **Listen and act upon:**

**Respect an individual's right to an opinion**

**Involve stakeholders in decision making**

**Keep people informed**

**Do what we said we would**

**Make time for conversations**

We will:

- Seek clarification and gather information to achieve our goals
- Ask what the expectations are
- We will listen actively, ask for views and feedback and make sure we act on it
- Have crucial conversations and make sure all sides are considered
- Keep our promises and if we can't, make sure we give early warning and then renegotiate targets
- Support good ideas to become a reality
- Involve and engage others internally or externally to achieve positive outcomes.