OUR **VALUES**

DEVELOPING OUR THINKING AND IMPLEMENTATION

Our values are expressed as:

Be positive

Be honest

Be productive

Be collaborative

Be inclusive

These values concern all groups of employees. They reflect both our heritage as two different organisations and our ambition as one new organisation to help create great experiences for customer and to help us achieve our vision. By putting these into practice on a daily basis, we shall make this ambition a reality.

Positive

What does it mean?

- Being constructive, optimistic and confident with your teams, customers and collaborators
- Treating everyone equally
- At every level being open-minded. This means accepting differences, being open to providing and receiving feedback constructively, being open to trying new ways of working and collaborating (internally and externally)
- Creating a safe space where each of us can express ourselves to boost team spirit
- Being solutions focused and supportive of the ideas that emerge through healthy and constructive debate
- Acknowledging weakness, areas for improvement and the positive steps we can take to improve the service we provide and what we achieve
- Recognising that to achieve a desired goal, challenges and changes will emerge, this is part of the process and should be embraced to provide us with learning along the way
- Good planning and giving time to projects for them to develop, change and grow.

Why is it important?

We are navigating an ever-changing landscape and uncertainty. This will challenge us and push us out of our comfort zone. What was true yesterday or what is true today, may not be true tomorrow.

In the face of such challenges, collaboration is a far more sustainable solution. We will all create an environment that is supportive where we combine reflection, fun and rationality.

Some examples of how we might demonstrate this:

- Focusing on solutions for the business
- Responding well to new ideas and being constructive when commenting on ideas from others
- Thinking about what you have achieved that day as opposed to what you have not achieved
- Celebrating and openly recognising successes that people have achieved, even if they are small achievements
- Seeing that a negative outcome will only be a temporary situation for a team eg a negative customer comment can be turned into to a positive one when we understand what the customer needs and how we can make improvements
- Initiate and anticipate change in a positive way.

OUR **VALUES**

Honest

What does it mean?

- **Being consistent, credible and reliable**
- **Demonstrating honesty with individuals, groups, customers and employees**
- **Building on the development of honest conversations, using facts and observations rather than opinions as a basis for conversations**
- **Developing an environment that is safe, respectful and where there is no blame**
- **Taking time with everyone to understand the why. Deep dive into what people need from us and to develop what is required**
- **Following the law and asking for help when needed – it's ok to not know something.**

Why is it important?

By being honest with our customers and each other we build trust in each other and also the organisation as a whole. Being trusted to do the right thing will set us apart from competitors and only strengthen our position in the market place.

Some examples of how we might demonstrate this:

- Walk the talk and be exemplary: On a daily basis live the values such as responsibility, integrity and kindness
- Accept failures and learn from them
- Cultivate empathy and put yourself in the shoes of others
- Lead with courage and with your heart
- Take time to listen, support, ask questions and encourage
- Recognise the achievements of everyone.

Productive

What does it mean?

- **Making progress towards achieving agreed results**
- **Contributing to the team and shared objectives**
- **At a senior level spending your time focused on the strategic route plan and striving to achieve that agenda**
- **To be quick in mind and action. Choosing to make a decision, make a change, challenge what we have done in the past and consider different approaches**
- **It requires a lot of energy while also developing a good understanding of the capabilities of your team**
- **Self-directed learning – search out how you can be more productive.**

Why is it important?

Being productive will help us focus our skills and expertise people on achieving the strategic agenda. As our resources reduce it is important we embrace ways of working and delivering that are more productive and help us to achieve our vision.

Some examples of how we might demonstrate this:

- Acting with energy and speed
- Imposing pace for making decisions but based on evidence and rational decision making
- Being proactive, acting quickly and embrace digitalization and automation
- Taking advantage light and flexible structures and reporting: light reporting, fast implementation, delegation and no micro management
- Helping our team members to realise the new ideas they are generating and nurturing others to bring new ideas to the table
- Work in a trial and error mode.

OUR **VALUES**

Collaborative

What does it mean?

- **Produced by or involving others and developing our services through working together**
- **Developing a shared understanding of what we want to achieve**
- **Trying something new, sharing the learning and developing**
- **Team work**
- **Learning from others**
- **Looking at things from different perspectives**
- **Understanding that just because it is not your own preferred method, doesn't mean it is wrong.**

Why is it important?

So much can be achieved with others and team work can only help us to develop the services we offer to customers. Again, with such challenges this requires us to be agile and enhance our ability to work with others to deliver shared objectives.

Some examples of how we might demonstrate this:

- Increase your understanding of the other service and the people in those services. Ask questions, sample the service, understand their passions, learn where there is commonality and opportunity
- Listen to the views of others
- Seek out others who you think have a shared or common goal
- Get yourself out there
- Champion team work and not the heroism of an individual.

Inclusive

What does it mean?

It's a call to action, policy of directive that means we will be actively involving everyone to gather ideas, knowledge, perspectives, approaches and styles to maximise our success. It is also about creating an atmosphere in which all people feel valued and respected and have access to the same opportunities.

Why is it important?

An inclusive workplace, sports facility, library, theatre, cinema – it is important across the board. Again, with such challenges this requires us to be agile and enhance our ability to work with others to deliver shared objectives.

Some examples of how we might demonstrate this:

- Creating an atmosphere in which all people feel valued and respected and have access to the same opportunities
- Putting yourself in other shoes – what does it feel like to be 70 or 17
- Share information with people in your team and in other teams – if you share then people are more inclined to have some ownership of the decision making process
- Challenge social norms – we all tend to gravitate to people like yourself and that perpetuates a similarity bias. Group think. Get out of the comfort zone and engage with other people in the organisation who are NOT like you. Find that person who hates the library or the gym. Why is that?
- Subtle biases persist and leads to exclusion – eg not everyone is interested in football/theatre/books. Opening up conversation that don't focus on topics that can exclude people.

Registration No SC243577 | Registered Charity No SCO34227