

## Board 3 November 2009

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### Core Values

Report by Assistant Chief Executive and Director of Business

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#### For decision

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#### 1. Background information

- 1.1 Board will recall that we have been consulting stakeholders on the subject of core values. This report aims to finalise those values for YHN in order that related work can progress.
- 1.2 Core values are the principles and standards that influence the way we work and behave. They set out the behaviours that an organisation feels to be important. They are directly linked to many of our policies and should help us to ensure the best possible customer and staff experiences.
- 1.3 In June 2009, YHN's Team Brief considered core values. Suggestions were collated from across the organisation. The most popular ones could be grouped in this way
- accountability/openness/integrity/honesty
  - commitment/passion
  - respect
  - care
  - innovation
  - enablement.
- 1.4 In August 2009 a focus group of customers selected
- accountability/openness/integrity/honesty
  - passion and enthusiasm
  - respect for all customers and other people/caring
  - forward thinking and pro-action
  - professionalism and leading by example
  - team players.

- 1.5 The Board also held a session to help define views on core values and the results are appended.

## 2. Issues

- 2.1 The selection of core values is really just the beginning of a series of tasks and processes to be developed in order to ensure that this piece of work is worthwhile. The key delivery steps are outlined in the 'implementation' section below.
- 2.2 In coming up with the recommended values the following principles were applied
- the values needed to be succinct; whilst expanding the definitions would help capture more of the feedback, it could also make them less memorable and more vacuous
  - bureaucratic language should be avoided
  - values need to be applicable to service standards and appraisals, so that monitoring and evaluation can take place.

## 3. Proposal

- 3.1 A group of YHN staff with responsibility for implementation has reviewed the consultation feedback, and as a result the following core values and definitions for YHN are proposed:

**Accountability** – acting openly and taking responsibility

**Integrity** – acting fairly and honestly

**Passion** – working positively and with enthusiasm

**Respect** – treating everyone with care and professionalism

**Forward thinking** – proactively seeking improvements and solutions.

## 4. The Business Implications

- 4.1 The introduction of core values will underpin the delivery of our mission statement and all of our strategic objectives.
- 4.2 Failure to develop core values could impede the delivery of key policies and strategies, especially those connected with human resources, organisational development, equalities and diversity and customer service.
- 4.3 We always strive to be clear about the service level that customers can expect. The development of core values will mean that stakeholders would also be clear as to the behaviours that can be expected from YHN.

## **5. Conclusion and recommendations**

- 5.1 Strong similarities emerged from all of the consultation exercises.  
Board is recommended to agree the YHN core values as listed above.

## **6. Implementation**

- 6.1 The core values will be

- included in key documents
- publicised to stakeholders
- linked to the staff and management competency framework

The revised competency framework will, in turn, be threaded into

- performance appraisals
- 360<sup>o</sup> appraisals
- recruitment and selection

other human resources policies and procedures.

- 6.2 As part of the annual review of the Business Strategy, the core values will be revisited along with the strategic objectives to ensure their continued relevance.

### **Background papers**

Team brief text and presentation

Note of service user focus group

Extract from Board minutes – appended.

### **Contact Officer:**

If you have any questions about this report that you would like clarifying before the meeting, you can contact Sheila Breslin by telephone on 0191 2788707 or email [sheila.breslin@yhn.org.uk](mailto:sheila.breslin@yhn.org.uk)

### An extract from the Minutes of Board held on 23 June 2009

#### 12 CORE VALUES

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This was a participatory session about developing core values that would underpin everything that the organisation set out to achieve. Board worked in groups on two exercises (1) to identify the core values of different high profile companies and (2) to come up with core values for the organisation. Observers at the meeting were also invited to take part in this exercise. Feedback from the second exercise was as follows:

<b>Group 1</b>	<b>Group 2</b>	<b>Group 3</b>	
<p><b>Super</b> <b>Uniform</b> <b>Passion</b> <b>Excellent</b> <b>Respect</b></p>	<p><b>Transparency</b> <b>Honesty</b> <b>Respect</b> <b>Energy</b> <b>Excellent</b></p>	<p><b>Integrity</b> <b>Customer comes</b> <b>first</b> <b>Working together</b> <b>Communications</b> <b>with people</b></p>	<p><b>Demonstrate</b> <b>Striving</b> <b>Commitment</b> <b>Demonstrate</b> <b>willingness</b> <b>and treating customers</b> <b>fairly</b> <b>Striving for continued</b> <b>improvement</b> <b>Commitment to</b> <b>openness with all parts</b> <b>of the community</b></p>
		<b>Observers</b>	
<p><b>Consistency and fairness</b> <b>Respect</b> <b>Honesty</b> <b>Integrity</b></p>		<p><b>Integrity</b> <b>Honesty</b> <b>Caring</b></p>	

In concluding the session, J P Lee said that feedback from Board, staff and customers would be combined and the core values to be adopted would be recommended to a future meeting of Board.