Welcome to our Way of Working

A guide for all Team Members to our accountability framework

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Our Values and what matters to us	And what that means about how we aspire to behave
Achieving our purpose and making it happen	I will work with others to generate a shared sense of purpose and a positive view of what the future looks like.
Being super connected	I will seek to understand the different aims and agendas of those with whom I am working and use this knowledge to address any potential conflict and to achieve a positive outcome. I will plan ahead to identify and cultivate relationships that are likely to be important to the successful delivery of services now and in the future
Being super engaged	I will continually reinforce a culture of inclusive decision making and shared leadership.
Being Leaders that ask and not tell	I will demonstrate trust in others knowing when to support and when to step back. I will communicate openly, build credibility and be straightforward with people to generate trust and confidence in me.
Minimising rules and encouraging freedom to innovate	I will encourage and support others to think differently, to question and to try new ways of doing things, taking appropriate calculated risks. I will work with agility to adapt my role and purpose in response to the anticipated needs of my team and our stakeholders. I will seek to continually improve financial performance and deliver value for money without compromising quality.

Celebrating learning from our mistakes as well as our successes	I will learn from my successes and mistakes and develop new areas of knowledge and expertise I will pursue unpopular initiatives if they represent progress and the 'right thing to do'
Understanding and Valuing our differences	I will reflect honestly on my personal style and its impact on others and I will develop my skills so that I can adapt my style as appropriate.
Having balance in our lives "love work get a life"	I will maintain a realistic and positive attitude to challenges, adversity and change and support others to do the same.
Loving learning	I will learn from my successes and mistakes and develop new areas of knowledge and expertise I will understand and embrace the benefits of new technology and implement their use for managing and delivering public services.

Why do we need this document?

This document is designed to clearly communicate the accountability framework that helps to make our work place a safe, productive and enjoyable place to be.

This approach to accountability is very important to us because it frames our working relationships and inherently reflects **the five ways of working** recommended by the Well Being of Future Generations Act:

Long Term: the importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs

We have adopted an approach to accountability that means our organisational development evolves as we grow and learn, taking account of people's experiences and ideas for innovative approaches to creating an excellent workplace. We are not afraid to change and refresh our approach iteratively as we make mistakes because we believe this makes us stronger and more sustainable for the longer term.

Integration: considering how our work may impact upon each other and that of the organisation

We have 'busted' the functional approach to our work by working in this manner, ensuring we do not work in silos and that our projects are interdependent and benefit from the integration of our varying expert portfolios.

We recognise as a staff team that clearly communicated accountability brings benefits to us all in terms of having the freedom to take risks to achieve our purpose, creating opportunities to learn new things and make it happen, apply our skills and knowledge, and be connected with colleagues in a work environment that values our differences and is safe and healthy.

Involvement: the importance of involving people with an interest in achieving the well-being goals,
We work closely together to develop all aspects of our work and welcome a range people into our Offices to learn from their lived experiences as part of our love learning culture.

Collaboration: acting in collaboration with any other person (or different parts of the body itself)
We actively seek partnerships outside of our organisation because we know that the change needed to deliver the Well- being of Future Generations Act will not be achieved alone.

Prevention: how acting to prevent problems occurring or getting worse may help us meet our strategic purposes
The principles that underpin this framework apply equally to all team members (directly employed, secondee, partnership, collaborators and placements) and we will strive to ensure there is no discrimination, direct or indirect, intentional or unintentional against any group or individual team member through the application of these principles.
We are not afraid of taking well managed risks to reach our aims. This is set out clearly in our risk register. What we are trying to achieve is huge and requires us to be innovative and try new things. We will share our successes and failures with each other so that we can learn from them, adapt our approaches and improve our chance of success.

How does our accountability framework work for us?
The central themes to our accountability framework is empowerment, trust and success.
We aim to minimise rules and processes encouraging the freedom and growth of all our Team members.

As Team members we are all **empowered** to manage ourselves and our time responsibly, ensure we understand our individual goals and milestones so that we can feel a sense of achievement, work together to make an impact, and behave with care towards our colleagues.

Our accountability framework is driven by the delivery of products clearly described in the corporate road map. This means that every member of the Team is supported to fulfil their role in the organisation by a combination of:
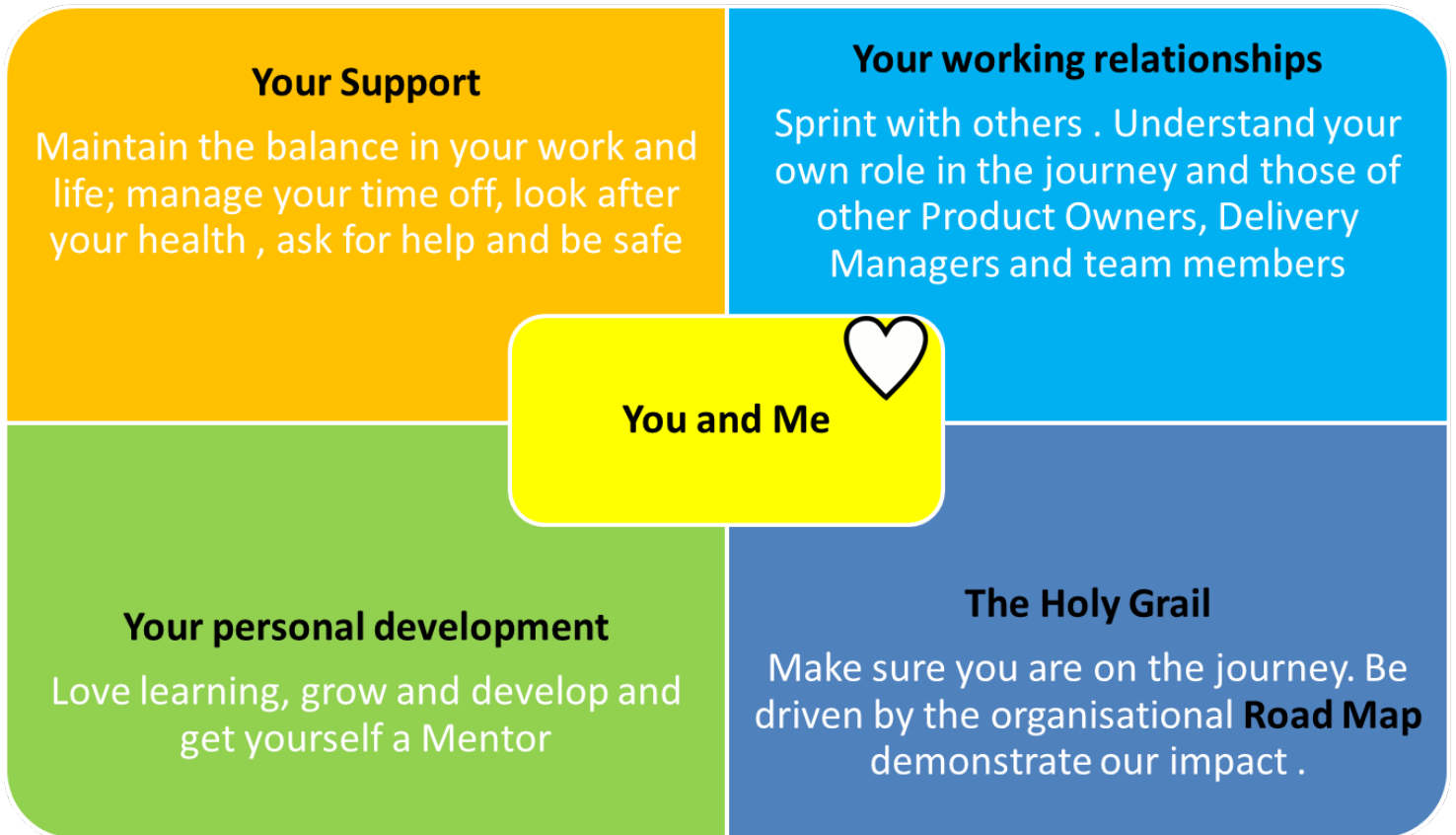
- **Product Owner**(s) - a project's key stakeholder, the person who the project team is accountable to and who motivates the people within the team with a clear vision. They decide the priorities for each 'sprint' in the project

- **Delivery Manager(**s) - someone who enables the project team, removes impediments and builds an environment where people can work effectively. Their role is more about managing the delivery of a product not the individual team members

- **Mentor** – someone in the Team who you respect and who can help you identify your developmental needs
- **People and Well-being** - we are all responsible in this framework for each other's well being but there are some people in the Team with specific responsibilities for underpinning policies and well-being such as the Head of Human Resources, and the Director of Finance and Corporate Governance

People and Well-being responsibilities

Our Duty of Care	Our method of working deconstructs the traditional hierarchical line management arrangements which means that the Employer's Duty of Care responsibilities to its employees are not invested in a small number of line managers. Duty of Care becomes the responsibility of all of us in the Team through our respective roles however the strategic responsibility and Product Owner for our employment practices rests with the Director of Finance and Corporate Governance and her Delivery Manager the Head of Human Resources.
Underpinning policies and practices	An effective accountability framework needs to be underpinned by clear principles and practices. The Head of Human Resources is responsible for developing and maintaining people management processes and policies that enable team members to be empowered to manage their own time and annual leave responsibly, be supported in times of ill health or crises, and policies to support the resolution of difficulties that sometimes arise in employment. The policies that frame our working relationship can be accessed on Share point and cover the following 5 themes: Anytime, anywhere working; Taking Time Off; Being safe at work; Health and Well-being benefits; People and Management.
Being super engaged	Ensuring our work place is a safe, productive and enjoyable place to be involves trusting each other to work hard, supporting each other when necessary and working together as a whole Team to identify things that will help to maintain this aspiration. The Director of Finance and Corporate Governance and the Head of Human Resources will encourage and support everyone to keep this aspiration at the forefront of their minds when making strategic decisions, developing policies, planning work and delivering on their goals.
Confidentiality	The Head of Human Resources is entrusted by Team members at all levels of the organisation to support and facilitate the resolution of difficulties in working relationships and working practices. This person will hold confidences and can be approached as an independent source of informal advice for all.

Your responsibilities as a TEAM MEMBER

How our AGILE framework works for us

Your Support

Maintain the balance in your work and life; manage your time off, look after your health , ask for help and be safe

Your working relationships

Sprint with others . Understand your own role in the journey and those of other Product Owners, Delivery Managers and team members

You and Me

Your personal development

Love learning, grow and develop and get yourself a Mentor

The Holy Grail

Make sure you are on the journey. Be driven by the organisational **Road Map** demonstrate our impact .

Sprint with others. Understand your own role:	The road map of work is designed to communicate to everyone a clear picture of our organisational priorities, allowing us to individually identify work that clearly links to delivering our Strategic Purposes. Review the road map regularly, giving some thought to your **work objectives** and the areas you might want to develop. Generate a shared sense of purpose with your team members and a positive view of what the future looks like. Record these objectives to discuss with each of the Product Owners responsible for the products you are contributing to so that you can help **make it happen.**

| Set your learning goals.

Living the values:	**Love learning and** ask someone you respect to be your **Mentor**. Mentors can help you think about your learning needs and help you to grow and develop in your role and discuss wider career aspirations. . They can help you identify appropriate courses and negotiate time for training and development. Don't forget to think about how you demonstrate our organisations values in your work, and **reflect honestly on your personal style and its impact on others.**
Prioritise regular team and project discussions :

Ask for help | **Be Engaged** in regular team and project discussions throughout the year to sense check your progress. Show and tell your progress and most importantly ask for help if you need it. Communicate any concerns you may have about your work focus and tasks with your Product Owner, ask for support with any well- being or safety at work issues with Human Resources , or the Director of Finance and Corporate Governance . |
| Evidence your success and log your CPD: | It's cathartic and sensible from a continuing development perspective to gather evidence throughout the year to help improve your CV and focus your thoughts towards any areas for development or improvement. This can be by including a comment on your personal objective form, on a Continuing Development Log or keeping copies of e mails or letters.

This evidence is also vital in **demonstrating our impact** as a Team and celebrating our achievements. |
| Seek Feedback: | **Celebrate learning from your mistakes as well as your successes** .Be encouraged to actively seek opportunities for feedback from your peers to find out what you do well and what you could do better. |

A MENTOR's responsibilities

Becoming a Mentor	We have encouraged all Team members to identify a Mentor to support their development and future career aspirations. Therefore anyone within the Team may be approached by a colleague to become their Mentor. If you are comfortable with this request you will be expected to use your knowledge and understanding of the Well- being of Future Generations Act, or some specific aspect of our work or workplace to support that persons' personal development.
Your role as a Mentor	Mentoring is essentially a development technique based on the use of one-to-one discussions to enhance an individual's skills, knowledge or work performance. Be mindful that this is **not** a counselling role or a mediating role between Team members and Delivery Managers. Mentoring focuses on the individuals desire for development and all action derives from this not from an organisational imperative.
Loving learning	An effective mentoring relationship is a learning opportunity for both parties. As a Mentor you have a role in getting the best out of someone, and enabling them to develop and grow. **Loving learning** in this respect is all about supporting that team member to describe their aspirations and helping them to identify the right development opportunities taking into account their current objectives, capabilities, and longer term career aspirations.
Regular catch ups	**Communicate openly**, use the skills of questioning, listening, clarifying and reframing to empower the individual to think about their developmental aspirations and their future. Be straightforward with the people you mentor to generate trust and confidence in you.
Confidentiality	You should only discuss someone's developmental desires with other people that have a legitimate need to know. Maintaining an individual's trust is a key ingredient to success in the Mentor -Team member relationship. It may be agreed between you that you ask the HR Lead or the Director of Finance and Corporate Governance for financial assistance with training or time off work to attend a course or event.

A DELIVERY MANAGER's responsibilities

Provide direction and clarity	You should ensure that individuals working in your project team clearly understand the tasks in the next sprint. Your role is to create an enabling environment for them to achieve and to remove impediments that are proving problematic. Remembering that our values and the five ways of working promote a culture of **inclusive decision making a**nd shared leadership.
Support and development	As a Delivery Manager you have a role in getting the best out of people, and enabling them to participate fully in team discussions. You are perfectly placed to encourage team members to experience new opportunities and to undertake new activities to develop and grow in confidence or expertise.
Regular team/ project conversations	You should hold regular project meetings enabling individuals to show and tell their progress. Record your progress as part of the project documentation so that you can demonstrate the impact of your project.
Improving performance	You will need to work with the Product Owner to address any dips in performance of the project as soon as they arise. Identify where the barriers to success or improved performance are and agree measures to address the problems.
Understanding and Valuing our differences	All team members have a responsibility to role model behaviours that contribute to creating a fairer environment where everyone can participate and have the opportunity to fulfil their potential. As a Delivery Manager it is vitally important that you recognise and value differences in the broadest sense in your team so that you contribute to the creation of a working culture and practices that recognise, respect, value and harness difference for the benefit of the organisation and the individual.

A PRODUCT OWNER's responsibilities:

Be a Leader that asks not tells	As a Product Owner for either a project or an area of work you should be inspiring about the work and the future, confident in your engagement and empowering your team members to deliver the projects in the road map. **Demonstrate trust in others knowing when to support and when to step back.** **Communicate openly**, build credibility and be straightforward with people to generate trust and confidence in you.
Provide direction and clarity	You should ensure that individuals working in your delivery areas clearly understand their roles and responsibilities and you should help each team member to set work or project objectives which are outcome focused and clearly link to delivering the products for which you are responsible. Remembering that our values and the five ways of working promote a culture of **inclusive decision making a**nd shared leadership.
Support and development	As a Product Owner you have a role in getting the best out of people, and enabling them to develop and grow. **Loving learning** is about supporting all team members to meet and exceed the requirements of their job; broaden their skills base; and identify the right development opportunities taking into account their current objectives, capabilities, and longer term career aspirations.
Regular team/ project conversations	You should have regular team/project discussions with individuals working in your delivery area. Honest and constructive feedback should be provided during these discussions. Record your discussions and agreed actions as part of the project planning documentation.
Improving poor performance	You will need to work with individual team members to address any dips in performance as soon as they arise and provide them with help and support to get back on track. This could be as simple as having a quick chat to make sure things are ok or by using a shorter term improvement measure to help set out areas to be addressed. Involve the HR lead or Director of Finance and Corporate Governance in these discussions if the situation does not improve. It is important to follow ACAS guidelines and our own policy for addressing under performance issues to ensure we are fair to the individual concerned.

| Understanding and Valuing our differences | All team members have a responsibility to role model behaviours that contribute to creating a fairer environment where everyone can participate and have the opportunity to fulfil their potential. As a Product Owner it is vitally important that you recognise and value differences in the broadest sense so that you **lead on** the creation of a working culture and practices that recognise, respect, value and harness difference for the benefit of the organisation and the individual. |