

How we work together.

A framework for connection

February 2019

Why have a framework?



How we work together is a framework that will evolve over time, based on continuous feedback and improvement to ensure that we work together effectively to achieve Avivo's vision and purpose.

We're committed to:

- All teams meeting regularly
- Teams connecting to each other, and to other teams
- Ensuring we're all supported, informed and consistent
- Oversight of the whole
- Addressing today's hot topics
- Planning for the future
- Minimising gaps and avoiding duplication

Our key guiding principles

- **Share**
We will be transparent. Information from meetings should be shared. Every voice counts and every opinion matters
- **Lead**
We respect people's skills. Good meetings need strong facilitation so we'll consider the person best placed to chair each meeting.
- **Reflect**
We want to do better. How effective was the meeting, and what can be improved next time?
- **Grow**
We value innovation and continuous improvement. We aim to respond to change with enthusiasm, agility and creativity.
- **Support**
We support each other to explore ideas and opportunities and solve problems. Our decisions will be backed by quality reporting and tools.

How it looks



Team Meetings

*1 hour
per month*

Purpose

- For ALL Teams to connect – *Neighbourhood, Area, Unit, Business Units, Exec, Mentors, Working Locally, Sector Support*
- Review and discuss team performance and functioning
- Share information and learnings
- Agree and share actions
- Plan and allocate resources
- Identify matters to share

Attendees

- All team members where possible
- Larger teams may want to consider appropriate representation
- Mentors attending area/unit meetings for support and to build capacity

Operations Forum

3 hours
per month

Purpose

- Oversee service delivery and coordinate work across Avivo
- Explore opportunities for improvement and innovation
- Set agenda based on hot topics from area/unit team meetings
- Problem solve together
- Agree actions and take action
- Connect and share to ensure awareness across areas
- Business partnering between delivery and support functions

Attendees (15)

- 3 x Exec
- 6 x Mentors*
- 1 x Working Locally Rep
- 1 x Sector Support Rep
- 1 x Information Systems Rep
- 1 x Financial Controller
- 1 x Human Resources Lead
- 1 x Learning and Development Lead

**Mentors may delegate to area rep from time to time*

Avivo Council

**3 hours
per month**

Purpose

- Hold and develop Avivo's vision, culture and values
- Steward Avivo's strategic direction and roadmap
- Discuss strategic opportunities and make decisions
- Explore ideas, fostering innovation and experimentation

Attendees (14)

- 3 x Exec
- 1 x Comms and Engagement Rep
- 1 x Technology Transformation Lead
- 2 x Customer Reps
- 7 x Employee Reps
 - *Membership will be annual by EOY.*
 - *Members may nominate from any area or department.*
 - *Standing members of the Council will act as a panel to assess applications, and will seek advice from area/unit teams to ensure that the group selected will both meet the criteria and together bring a diverse perspective.*

Council Representatives

Our goal for the Avivo Council is to ensure diversity of experience and perspective, not to ensure every team has a rep in the room

- Support will be offered to those unfamiliar with working in a strategic forum
- Community-based representatives will be paid to attend Council
- Invitations to nominate as a representative will be sent, along with process to nominate, and criteria that representatives need to meet:
 - ✓ A sound understanding of Avivo and a strong perspective to bring based on experience
 - ✓ Commitment to the purpose of the Council
 - ✓ Capacity to meet the time commitment
 - ✓ A willingness to effectively share information back with others

Experts by Experience Core Team

*3 hours
bi-monthly*

Purpose

- To provide a representative voice for Avivo customers and inform organisational practice
- To create a peer-led forum for customers to support and learn from each other
- To seek out opportunities for information sharing and other engagement both within Avivo and in the wider community

Attendees (8)

- 1 x Comms and Engagement Involvement Advisor
- Membership via Expression of Interest
- 12 month membership
- Payment by honorarium
- At least one representative from this group will also join Avivo Council

Avivo Ambassadors



Monthly

Purpose

- The Avivo Ambassadors are a team of energetic employees who embody the values and personality of the brand
- Local cheerleaders who connect colleagues, share organisational messages and inspire optimism
- Cultural agents and committed Live Life advocates

Attendees (12)

- 1 x Comms and Engagement Experience Advisor
- Membership via Expression of Interest
- 12 month membership
- 4 hours per month plus 3 x 2 hour team meetings per year
- Community-based employees will be paid at their current rate of pay up to a max. of 55 hours per 12 month period

Other gatherings of our people

Board

The Avivo Board monitors the overall performance and compliance of Avivo, ensuring that the CEO and leadership team are implementing agreed strategic and business plans and managing risk effectively.

Working Groups

A group of people best placed to address an identified need. Working Groups are time limited to achieve clear outcome.

Communities of Practice

Excellence and consistency in the areas of practice that matter to the organisation. Capability champions to guide, educate, support and do.

Other

Forums, workshops and sessions will arise throughout the year to ensure engagement, involvement, communication, celebration, learning and transparency. Eg. *Town Hall, Stop & Learn, Lunch & Learn, Project Showcase.*

We are

friendly.



creative.



brave.



flexible.



intuitive.



resilient.



optimistic.

