

Values and Behaviours

14th June 2017

Report of the Chief Executive

PURPOSE OF REPORT

To enable the Committee to consider and approve the introduction of a framework of values and behaviours to support people management processes and drive organisational cultural change.

This report is public

RECOMMENDATIONS

(1) That Personnel Committee agree to the introduction of a framework of values and behaviours to support people management processes and drive organisational culture.

1. Background

Over the past months the Chief Executive has been working with managers from across the Council to form a set of values and behaviours to set a tone for the organisational culture, and support the delivery of the Council's strategic objectives at every level.

The Performance Management Appraisal Process presents an opportunity to define 'what success looks like' in a format common to all service areas and levels of the organisation. Service-specific delivery outcomes and objectives will still need to be defined by managers as a critical part of the process, e.g. Environmental Health or Planning. However these can be underpinned by a set of values and behaviours that is shared by all employees aimed at embedding them into the culture of the organisation.

Discussions have taken place with Management Team, senior managers and a wider group of team leaders to determine what these values and behaviours might entail. These discussions have resulted in the formulation of five recommended Lancaster City Council values and the desired behaviours associated with these, which were distilled from a range of comments attached at Appendix A. The five recommended values and behaviours are:

Value: ***Excellent Public Service Outcomes***
Behaviours: put citizens at the heart of decisions
go the extra mile
set, communicate and deliver clear objectives
learn from previous experience and best practice
see outcomes through to completion

Value: *Trust and Integrity*

Behaviours: appreciate different perspectives
let others know what's happening
do what you say you're going to do
be able to and willing to explain decisions
act consistently and fairly

Value: *Teamwork and Collaboration*

Behaviours: solve problems as a team across services
plan ahead to work together
commit and share resources
share ownership of outcomes
celebrate success together

Value: *Responsibility and Accountability*

Behaviours: take ownership beyond your own role
communicate openly
proactively give others information
manage risks based on informed decisions
challenge established thinking

Value: *Contribution to the Place*

Behaviours: consider the wider regional context
work with and support partners
understand the context, people and demand
take professional and personal pride in the Council's work

2. Proposal

It is proposed that the Values and Behaviours framework be adopted into Lancaster City Council's people management processes. Initially this would include performance appraisals, but in future could support the full spectrum of processes from recruitment onwards, all in support of the Council's ethos and helping it to achieve its corporate aims and objectives.

3. Conclusions

Members are asked to consider and approve the introduction of a Values and Behaviours framework, so that work can commence on its introduction.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):

An Equality Impact Assessment has been undertaken.

LEGAL IMPLICATIONS

There are no legal implications as a result of this report

FINANCIAL IMPLICATIONS

There are no direct financial implications as a result of this report at this stage, although embedding the proposed values and behaviours throughout the authority would help the Council in securing better use of resources and ultimately, they could help deliver financial

benefits for the Council.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:

HR will undertake work across a range of areas to support the embedding of the corporate values and behaviours.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no comments to add.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

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