

Report for:	<b>Formal Shadow Executive</b>
Meeting Date:	3 December 2019
<b>Title of Report:</b>	<b>Update on Values &amp; Behaviours</b>
Shadow Portfolio Holder	Cllr Katrina Wood
Responsible Officer	Sarah Murphy Brookman
Report Author Officer Contact:	Jenny O'Neill <a href="mailto:jeoneill@buckscc.gov.uk">jeoneill@buckscc.gov.uk</a> 01296 382138
<b>Recommendations:</b>	<p><b>It is recommended that the new Organisational Values for Buckinghamshire Council are</b></p> <ul style="list-style-type: none"> <li>• <b>Proud</b></li> <li>• <b>Ambitious</b></li> <li>• <b>Collaborative</b></li> <li>• <b>Trustworthy</b></li> </ul> <p>Put in this order, the words create the acronym 'PACT' which can be used to embed our values as a 'values PACT' between our employees and wider workforce, the organisation and our customers.</p> <p>Definitions and statements to underpin these values will support the way we operate and perform our roles. The values and behaviours will be incorporated into the performance management and recruitment process for Buckinghamshire Council.</p>
Corporate Implications:	<p>Values will be used to help shape the new organisational culture and behaviour. They will be woven into the Corporate Plan to underpin our strategic objectives and will be used as part of our engagement strategy to attract and recruit talented individuals.</p> <p>Values and behaviours will be incorporated and measured as part of our employee performance management arrangements and can be extended into contract management arrangements so that they apply to our wider workforce.</p>
Options: (If any)	NA
Reason:	This is a follow up report for Shadow Executive and incorporates feedback based on the meeting of 15 October and also from shadow scrutiny committee on 24 <sup>th</sup> October 2019

## **1. Purpose of Report**

To seek Shadow Executive's agreement to the revised organisational values and behaviours for Buckinghamshire Council.

## **2. Executive Summary**

Organisational values and behaviours are key in supporting the culture of the new council.

The recommended values have evolved from discussions that commenced over the summer as part of stakeholder engagement and have further developed in response to earlier proposals.

**It is recommended that the new Values for Buckinghamshire Council are**

- **Proud**
- **Ambitious**
- **Collaborative**
- **Trustworthy**

Put in this order, the words create the acronym 'PACT' which can be used to further embed our values as a 'values PACT' between our employees /wider workforce, the organisation and our customers. Customers are defined here in the widest sense – internal and external customers, residents, businesses, members and employees

Definitions and behavioural statements have been developed to underpin the values, to help to make their meaning clear. These include reference to many other words stakeholders have said are important to them.

The definitions and statements will support the way we operate and perform our roles; and values and behaviours will be incorporated into the performance management and recruitment process for Buckinghamshire Council.

### 3. Content of Report

#### 3.1 Buckinghamshire Council – Proposed Values and Behaviours Framework



## 3.2 Values definitions

### Proud

We are motivated to make a positive difference for our people and communities and are proud to be part of the new Buckinghamshire Council. We are committed to improving and modernising our services to provide the highest standards for our customers; and driven to finding the very best outcomes for our residents, businesses and service users - putting the customer at the heart of everything we do.

### Ambitious

We are excited about our new organisation and have confidence in our ability to meet the challenges ahead. We are challenging and curious; with the courage to innovate and try new things. We work with energy and pace – looking for continuous improvements in the way we do things. We have an ambition to be the best at what we do and deliver the best outcomes for our service users.

### Collaborative

We work together and across our partner organisations, making connections and understanding the bigger picture so we fully appreciate customer needs and can find the best solutions for our people and our places. We respect the part everyone plays and work towards inclusivity, supporting and developing our communities and workplace.

### Trustworthy

We take responsibility for our work and are trusted to perform our job to the best of our ability. We do what we say we will do, and look for solutions rather than dwell on problems. We are responsive to the needs of our residents, businesses and service users and are focused on high standards of professional practice and service delivery.

### 3.3 Descriptors beneath each value

These show the words and phrases stakeholders have expressed as important to them. They can be used to better understand the meanings behind the headings. We can add to these.

	<p><b>Proud:</b></p> <ul style="list-style-type: none"> <li>• Proud to work for the Council and to be part of what it stands for</li> <li>• Motivated to make a positive difference for people &amp; communities</li> <li>• Upholds the highest standards of work &amp; professionalism</li> </ul>	<ul style="list-style-type: none"> <li>• Cares about our service users &amp; their needs; about our place</li> <li>• Finds the best outcomes for service users</li> <li>• Acts as a champion for Buckinghamshire Council - inside and outside work</li> <li>• Finds fulfilment from work</li> </ul>
	<p><b>Ambitious:</b></p> <ul style="list-style-type: none"> <li>• Works at pace and with energy &amp; agility</li> <li>• Excited about our new organisation</li> <li>• Driven to continuously improve things</li> <li>• Confident in role &amp; service provision</li> </ul>	<ul style="list-style-type: none"> <li>• Driven to show that BC can deliver first rate services</li> <li>• Responds positively to new ideas</li> <li>• Modern and aspirational outlook</li> <li>• Challenging &amp; curious</li> <li>• Innovative &amp; creative</li> </ul>
	<p><b>Collaborative:</b></p> <ul style="list-style-type: none"> <li>• Makes connections &amp; shares ideas</li> <li>• Inclusive – listens to &amp; works with others</li> <li>• Willing to learn new things</li> <li>• Works flexibly and across teams/organisations</li> <li>• Respects others and the contribution others make</li> </ul>	<ul style="list-style-type: none"> <li>• Interested in finding what's best for services users</li> <li>• Understands we are 'stronger together' working as a team</li> <li>• Demonstrates integrated working</li> <li>• Looks to work with parishes &amp; communities</li> <li>• Looks to understand bigger picture</li> </ul>
	<p><b>Trustworthy:</b></p> <ul style="list-style-type: none"> <li>• Accountable and accepting of responsibility</li> <li>• Can be trusted to do what we say we will do</li> <li>• Responsive to needs and acts with integrity</li> <li>• Upholds BC standards and public expectations of trust</li> </ul>	<ul style="list-style-type: none"> <li>• Takes codes of conduct seriously and shares concerns around shortfalls in practice</li> <li>• Accepts responsibility for actions</li> <li>• Trusted to use money wisely and provide services that meet priorities</li> </ul>

### 3.4 How we translate the values into behaviours at work:

These are the positive behaviours we will expect from our employees and wider workforce

	<p><b>We are proud of the work we do:</b></p> <ul style="list-style-type: none"><li>• I care about my work and in making a positive difference for our service users &amp; communities</li><li>• I will perform to my best and uphold high standards of work &amp; professionalism</li><li>• I care about my customers and want to find the best outcomes for them</li><li>• I will uphold the reputation of Buckinghamshire Council - inside and outside work</li><li>• I understand the organisational vision and priorities and understand my part in delivering these</li></ul>
	<p><b>We are ambitious:</b></p> <ul style="list-style-type: none"><li>• I embrace new ideas and look to find better ways of doing things</li><li>• I continue to learn and develop myself in order to perform to my best</li><li>• I keep up with new ways of doing things and am ready for change</li><li>• I look for creative solutions rather than dwell on problems</li><li>• I find ways through problems and don't give up</li><li>• I am curious about how things are done and speak to my manager about how services can be delivered more effectively</li><li>• I am a champion for changes that lead to service improvements</li></ul>
	<p><b>We collaborate:</b></p> <ul style="list-style-type: none"><li>• I will happily lend a hand and get involved in other work if I can help</li><li>• I ask questions and show an interest in the work other people do</li><li>• I respect others and their point of view even if it's different to my own</li><li>• I want to better understand how services across Buckinghamshire join up and how service users feel</li><li>• My team works together, to share ideas and help deliver better service outcomes for customers</li><li>• I support service users or colleagues in need</li><li>• I embrace changes that involve new partnerships to help improve outcomes for our residents, businesses or communities</li></ul>
	<p><b>We are trustworthy:</b></p> <ul style="list-style-type: none"><li>• I am seen as trustworthy and for doing what I say</li><li>• I am accountable for my performance</li><li>• I am responsive and will act as quickly as I can</li><li>• I show initiative and speak up when I can see things are going wrong</li><li>• I can be trusted to support my colleagues and I trust my colleagues to support me</li><li>• I will behave ethically and professionally in my work. Service users can trust my advice and my actions</li><li>• I will be responsible with other people's data and information and take confidentiality seriously</li></ul>

### 3.5 People Framework

The Organisational Development Strategy for Buckinghamshire Council supports our immediate and longer term goals over the next five years. It also ties into our working with Buckinghamshire Healthcare Trust as part of the Integrated Care Partnership (ICP). This strategy is summarised within a People Framework which has the following four building blocks:

Building Block	Organisational Development Activity & Work-plan
<p><b>CULTURE, VISION &amp; WORKPLACE DESIGN</b></p>	<ul style="list-style-type: none"> <li>• Planning the <b>size and shape</b> of our workforce</li> <li>• Understanding the <b>skills and experience</b> we need now &amp; in future</li> <li>• <b>Values, behaviours and culture</b> of the organisation</li> <li>• Designing <b>agile</b> working and <b>digital</b> solutions</li> <li>• Developing fair <b>reward and recognition</b> policies</li> <li>• Measuring &amp; understanding our <b>productivity</b></li> <li>• Establishing <b>succession planning</b></li> </ul>
<p><b>EMPLOYEE ENGAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• Understanding what is <b>special</b> about our organisation</li> <li>• Creating a <b>fair &amp; inclusive</b> workplace</li> <li>• Ensuring employees have a <b>voice</b> in their organisation</li> <li>• Having <b>pride</b> in our work - knowing we <b>make a difference</b></li> <li>• Supporting employee <b>wellbeing</b> &amp; work-life balance</li> <li>• Having <b>great colleagues</b> &amp; friendships at work</li> <li>• Ensuring we <b>attract and retain talented people</b> to our organisation</li> <li>• Engaging with our <b>Trade Unions and Employee Reps</b></li> </ul>
<p><b>PERSONAL DEVELOPMENT</b></p>	<ul style="list-style-type: none"> <li>• Interesting and <b>challenging roles</b> – opportunities for those with ambition to really stretch</li> <li>• <b>Coaching &amp; feedback</b> so we can perform to our best</li> <li>• Opportunities to <b>develop new skills</b> to meet current &amp; future needs and grow our own talent</li> <li>• Agile <b>career pathways</b> across and through the organisation</li> <li>• <b>Accredited training</b> - providing professional qualifications and apprenticeships</li> <li>• <b>Self awareness &amp; insight</b> so people can find roles to best suit them</li> </ul>
<p><b>INSPIRATIONAL LEADERSHIP &amp; BUCKS MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• Leaders with a clear <b>vision</b> for the future</li> <li>• Who are great <b>role models</b> &amp; lead by example</li> <li>• Show <b>emotional intelligence</b> &amp; insight</li> <li>• A <b>Bucks Manager Programme</b> to train and develop managers to:             <ul style="list-style-type: none"> <li>✓ coach and support their staff</li> <li>✓ deal confidently &amp; effectively with difficult issues</li> <li>✓ confidently set direction and clear standards</li> </ul> </li> </ul>

The Corporate Plan will combine the organisational vision, values and behaviours and people framework together to create a strong foundation for our new organisation.

### **3.6 Bringing the values 'to life'**

It is important that we are able to launch the new values and behaviours and bring them to life for our workforce in the widest sense. The values should apply to all of us - officers and members as well as our commissioned service providers, volunteers and our wider workforce.

We would like to be able to use the launch of the new card access system for BC to have lanyards with our new values printed on them.

There will be opportunities at all staff Roadshows and 'Being a Bucks Manager' events to talk about them and understand them. They will be built into new performance management and recruitment arrangements. Employee demonstration of values will be formally rated at mid-year and end of year performance appraisal reviews.

It will be important that they are role modelled by management and that we have recognition arrangements to support them too.

## **4. Financial Implications**

Budget has been set aside this year (19/20) and next year (20/21) for work relating to this project.

## **5. Legal Implications**

N/A.

## **6. Other Key Risks**

The best practice arrangements help to engage with and support employees through change and mitigate risks

## **7. Dependencies**

There are dependencies with Corporate Plan, organisational vision and strategic communications

## **8. Consultation**

TUs and employee Reps will be informed of plans through normal channels

## **9. Communications Plan**

HR will work with communications teams on cascading information to staff any content required on new staff intranet/website



## **10. Equalities Implications**

NA

## **11. Data Implications**

No data privacy impact assessment is required as there are no personal data matters arising from this report.

## **12. Next Steps**

Next steps are to progress the recommendations made in this report with immediate effect.