

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 5
8 JUNE 2023	PUBLIC REPORT

Report of:	Mandy Pullen, Assistant Director HR & Development	
Cabinet Member(s) responsible:	Councillor Andy Coles, Cabinet Member for Legal, Finance and Corporate Services	
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INTRODUCTION OF NEW VALUES ACROSS PETERBOROUGH CITY COUNCIL

RECOMMENDATIONS	
FROM: Employment Committee	Deadline date: Full Council on 21 st June 2023
<p>It is recommended that the Employment Committee recommend that Full Council:</p> <ol style="list-style-type: none"> 1. Approve the Peterborough City Council Values as outlined in this report. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Employment Committee due to the concerning matters relevant to expectations and behaviours of employees.

2. PURPOSE AND REASON FOR REPORT

2.1 The proposed values, as in the Appendix of this document, have been collated from feedback from employees, members and associates during January and February 2023. The draft of 6 Values has been approved by the Corporate Leadership Team (CLT), the Extended Corporate Leadership Team (ECLT), Cabinet Policy Forum (CPF), Improvement Panel and Financial Sustainability Working Group (FSWG).

2.2 This report is for Employment Committee to consider under its Terms of Reference No 2.3.2.5(c)

To consider, and recommend appropriate actions where necessary in response to, executive proposals relating to:

(c) other executive human resources matters.

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	
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4. BACKGROUND AND KEY ISSUES

4.1 Methodology

During October 2022, as part of the Corporate Strategy outcomes, CLT requested that a set of values be agreed to be adopted by all staff. These values needed to be aligned to the deliverables of the Corporate Strategy under the Sustainable Future City Council theme – how we work, how we serve, how we enable. The values, once adopted, should be incorporated in the Code of Conduct for employees. They should also form a framework for performance discussions, recruitment of staff, promotion of staff, and be publicised and visible to all residents and associates.

Consultation with staff was undertaken and when the Values were shared with CLT, ECLT and Cabinet Policy Forum, it was felt that consultation had not been inclusive or extensive enough. The recommendation was that we should go out to all staff, members and strategic partners to hold face-to-face workshops to discuss and agree these values in a collaborative way.

In January and February 2023, 14 face-to-face workshops were held, inviting all employees, members and strategic partner organisations to attend. During each workshop, participants were asked what personal values were important to them and why. The outputs from each workshop were then used to shape the values framework that would be proposed as enabling how we want our Council to demonstrate these values in our day-to-day interactions with each other and residents.

4.2 Outcomes from workshops

Feedback from staff who attended these workshops was positive with many staff expressing how important it was to be given the opportunity to put forward their ideas, and to be able to collaborate with colleagues, especially those they would not get a chance to work with if it wasn't for these workshops. Feedback from members who attended the workshops was also positive with the Leader voicing his recognition of the good work involved.

There were many good ideas discussed and engagement was high. There were also suggestions from some contributors who could not attend in person – a total of nearly 400 contributions was recorded, reviewed and condensed. From nearly 50 different values that were suggested, these were amalgamated to produce 6 main values. These are:

- Inclusive
- Respect
- Integrity
- Transparent
- Collaborative
- Innovative

Staff have been asking for updates as the workshops were held some 4 months ago, and so regular updates have been posted on the internal communication platform, Insite.

4.3 Consultation and approval

These draft values were shared with CLT and ECLT on 5th April 2023, and on 11th April and some amendments were suggested and added to the draft.

The values were shared with the Improvement Panel on 18th April 2023 and Financial Sustainability Working Group on 26th April 2023.

5. CORPORATE PRIORITIES

5.1 The recommendation links to the Council's Corporate Priorities:

- Sustainable Future City Council
 - How we Work
 - How we Serve
 - How we Enable

6. CONSULTATION

6.1 As outlined above in workshops, CLT, ECLT, CPF and FSWG.

6.2 This recommendation has been considered by:

- Corporate Leadership Team (CLT)
- Cabinet Policy Forum (CPF)
- Financial Sustainability Working Group (FSWG)
- Improvement Board

7. ANTICIPATED OUTCOMES OR IMPACT

- 7.1
- The work on producing these values was started in October 2022.
 - It was decided by CLT and ECLT that we should go out to all staff, members and strategic partners to garner their support and input to the values.
 - The intention is to incorporate our values into the entire employee lifecycle, including recruitment and induction of new staff and performance reviews.
 - The values are also intended to be the benchmark of decisions made for Employee Awards and have already been demonstrated in PCC's recent Staff Awards nominations.
 - Once the values are fully approved by the Employment Committee and Full Council, there is a communication plan to launch fully to all staff, members and strategic partners.
 - This communication plan includes internal communication announcements, and having a dedicated platform on Insite; adding the values to Teams backdrops and email signatures; using the values as criteria to judge employee awards; adding values to recruitment questions and performance discussions as a benchmark for decisions.

8. REASON FOR THE RECOMMENDATION

- 8.1 Having PCC values incorporated into the employee lifecycle and communicating what this means in terms of behaviours expected of staff and to residents, members and strategic partners, should:
- Enhance employee engagement
 - Improve employee retention
 - Enhance PCC as an employer of choice
 - Contribute to services provided for residents, improve partnership relationships with members and with strategic partners.
 - All stakeholders expect an outcome from the workshops held in January and February so initial expectations and engagement is likely to be diminished due to further delays in launching the values.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 Alternatives considered are:

- a) Do nothing and continue with the values that were adopted in 2018 jointly with Cambridgeshire County Council (CCC). This option was rejected as the values are not in line with the Corporate Strategy and were agreed when PCC and CCC had many joint services. Therefore, it was felt that the current values are no longer fit-for-purpose.
- b) Go back to re-visit the collaboration and contributions from staff, members, and strategic partners. This option was rejected as this would likely cause loss of engagement that stakeholders' contributions were not considered or to be valuable.

10. IMPLICATIONS

Financial Implications

- 10.1 Recommendations to launch and publicise the values would need limited investment as most publicity would be through Insite, Team meetings, screen savers, and monitors. A small investment could be utilised to produce sails for reception, but this would be optional.

Legal Implications

- 10.2 None

Equalities Implications

- 10.3 None

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 11.1 None

12. APPENDICES

- 12.1 Appendix 1 – PCC Values