

Meeting:	Cabinet
Date:	18 September 2008
Subject:	Council Values
Key Decision:	No
Responsible Officer:	Jon Turner, Divisional Director for Human Resources and Development
Portfolio Holder:	Paul Osborn, Portfolio Holder for Performance, Communication and Corporate Services
Exempt:	No
Enclosures:	Encl 1 – “Building A Culture for Success – Developing Harrow Council Values towards 2012” by The Roffey Park Institute dated 15 August 2008

## 1.0 Summary and Recommendations

This report sets out the process followed in developing the recommended council values.

### **Recommendations:**

Cabinet is requested to agree the recommended council values

### **Reason: (For recommendation)**

In order to achieve the council's ambitions for 2012, consultation has taken place with elected members, senior and middle managers and staff to identify a set of council values that are recognised by all and that establish the foundation for cultural change.

## **2.0 Introductory paragraph**

- 2.1 In order to engage 'hearts and minds' in collectively striving for it's ambitions and adopting behaviours that fulfil council values, the Chief Executive initiated a project on culture change. This is reflected in the Council Improvement Programme (CIP) as Establishing a Culture Change Programme.

## **3.0 Options considered**

### **3.1 Context and why a change is needed**

- 3.1.1 The council intends to achieve Excellent status in the Corporate Area Assessment by 2012. It is currently a 2 star authority. It also intends to be recognised, locally and regionally, as an Employer of Choice.
- 3.1.2 A refreshed Council Improvement Plan which sets out projects or programmes of work which will each make a significant step-change in the council's performance.
- 3.1.3 There are also a series of service reviews programmed over this and the coming year in order to promote continuous improvement.
- 3.1.4 The Business Transformation Partnership with Capita takes forward key initiatives that will increase efficiency and make savings. Changes to ways of working are being made, such as use of new technologies and remote working, as part of the HaRP project (Housing and Revenues and Planning) so that efficiencies in working practices and improvements in customer service are made. The expectation is that this will be rolled out across the council.
- 3.1.5 There is the potential for a new corporate headquarters for 2013. This site will accommodate significantly fewer numbers of staff than currently to reflect extensive remote and mobile working and hot-desking for those that are based at that site. This will be one of the fundamental building blocks of a cultural and business process change.
- 3.1.6 It is also widely recognised that there is a strong ethos of silo working which leads to the potential for a lack of collective collaboration or support in achieving objectives and goals. The Chief Executive has also advised all managers and staff that managers need to manage and that they need to adopt, consistently, council processes. Changing culture is therefore a prerequisite if the building blocks in the Council Improvement Programme are to deliver a well-managed and effective council.

3.1.7 In addition, there is a need to engage ‘hearts and minds’ and therefore loyalty and commitment to the council. The analysis by The Work Foundation of the Staff Survey 2008 gave the following information on how engaged are the survey respondents with the council:

Engaged and committed to the Council	7.1%
Enrolled – i.e. committed to doing a good job at a personal level, but not necessarily committed to the Council	63.3%
Disenchanted	27.5%
Disengaged	2.1%

3.1.8 The Work Foundation’s advice, based on their research with a range of organisations, is that there is a significant untapped potential in the enrolled category. By engaging with these staff – winning their ‘hearts and minds’ - the council will have a significant proportion of staff committed and working to delivering council objectives.

3.1.9 There is a need to establish a culture change programme that will address these issues.

#### **4.0 Diagnostic exercise and development of values**

4.1 The Roffey Park Institute were engaged in June 2008 to carry out a process that, in itself, would start the process of culture change, in order to develop a set of Council values recognised and understood by all together with a measurable programme of work for embedding these in the organisation.

4.2 The objectives were to engage ‘hearts and minds’ in looking to the near future – the Harrow of 2012 when it is intended the council will:

- be recognised as one of the best London councils by 2012.
- be an Employer of Choice
- be in a sound financial position
- be ‘one’ council where we respect each other.

4.3 The detailed process adopted is set out in Enclosure 1. In summary, the views of a wide range of internal stakeholders was sought during June to August 2008, along with an external perspective through an analysis of the Peer Review Report in 2007:

4.3.1 210 staff attended events in June and July 2008 to seek their views on how we needed to work together, what we needed to do differently and what our behaviours should be to meet the intentions above. Invited to these sessions were UNISON, GMB, and the employee self-organised support groups - Harrow Council Black Workers Group, the Disability, Advisory and Information Service and the Lesbian, Gay and Bisexual Group.

4.3.2 The Chief Executive and Council Leader were separately interviewed to seek their views.

4.3.3 Separate workshops were held for elected members (approximately 25 attended), the Corporate Strategy Board and approximately 150 managers (through the Managers Forum)

4.3.4 The outcomes of the Staff Survey, completed by 1399 staff, were analysed and compared with the views expressed from the processes at 1-3.

4.3.5 The Peer Review report in November 2007 was similarly analysed in order to give an external perspective and input to the development of culture change.

4.4 In drawing together the themes from this work, validation sessions were held with the Corporate Leadership Group and with a Staff Reference Group (which continues to be consulted and includes the unions and self-organised groups set out at 1. above.)

4.5 The CREATE values that have been developed and that are recommended for adoption by the council are set out below. These faithfully reflect the themes identified by all stakeholder groups.



**Customer 1st** - we are focused and invested in improving the lives of our customers, going the extra mile to resolve their issues and empowering them to

**Respect** – so we treat each other with courtesy and regard, earning respect through working with others to engender trust.

**Engaged Communication** – that’s why we listen *Actively* placing a premium on engaging in conversations that bring people together, allows curiosity and interest in areas other than their own.

**Actively ‘One Council’** - we collaborate not blame, because we believe the ‘*sum of the parts*’ is more powerful than its individual parts.

**Taking responsibility** – We always deliver what we say we will, empowering and challenging each other to enhance performance and behaviour.

**Energise and Improve** – while distinguishing ourselves by taking actions that innovate and improve.

4.6 In order to embed these values, The Roffey Park Institute have developed a draft behavioural framework (pages 19 to 24 of their report). This needs refinement and will be built into the programme of work to be taken forward.

## 5.0 Programme to embed values and start culture change

5.1 The Roffey Park Institute’s report (received on 20 August) contains recommendations for a programme of work to embed values and start culture change. The Corporate Strategy Board have given initial consideration to the recommendations at it’s meeting on 27 August 2008 and are to carry out work with Directorate Management Teams to identify how to link the values and culture change to current activity and transformation programmes. Actions identified will be built into a programme of work for the council.

## **6.0 Implications of the Recommendation**

### ***Considerations***

#### **6.1 Resources, costs**

There are no costs arising from agreement to the new set of council values. The programme of work being developed to embed the values will identify any associated resource and cost implications for consideration by the Corporate Strategy Board.

#### **6.2 Staffing/workforce**

The values have been developed with staff and manager engagement through staff events in June and July. The behaviours that will be developed to describe how these values will be demonstrated will apply to all council staff.

#### **6.3 Equalities impact**

Care has been given to-date in ensuring that there are representative views across the council and that will continue in next stages.

#### **6.4 Legal comments**

There are no legal implications arising from this report.

## **7.0 Financial Implications**

7.1 There are no financial implications from agreeing the recommended values. The programme of work being developed to embed the values with any associated resourcing and funding requirements will be considered by the Corporate Strategy Board in October 2008.

## **8.0 Performance Issues**

8.1 Measuring progress in achieving positive culture change is difficult in relation to Performance Indicators. Nevertheless, it would be expected that if there is greater commitment to improving council services through clear council values and a behavioural framework, that there will be improvement in council performance.

## **9.0 Risk Management Implications**

9.1 The most significant risk arising from the recommendations is that there is a lack of whole-council commitment (elected members, managers and staff) to living the values and collectively delivering culture change. This would lead to further disenchantment amongst the workforce and a potential that the council's performance could worsen as a consequence.

9.2 The programme of work being developed to embed the values will mitigate this risk and provide visibility across the organization and accountability through Improvement Boards reporting.

Separate risk register in place? No

## 10.0 Statutory Officer Clearance

Name: Myfanwy Barrett



Chief Financial Officer

Date: 27 August 08

Name: Hugh Peart



Monitoring Officer

Date: 28 August 08

## 11.0 Performance Officer Clearance

Name: Tom Whiting



Assistant Chief  
Executive

Date: 26 August 08

## 12.0 Contact Details and Background Papers

Contact: Lesley Clarke, HRD Strategy Manager, 0208 420 9309

Background Papers: Council Improvement Programme