Executive Summary

1. The Council recently commissioned the Local Government Association (LGA) to conduct a review of the current Values and Behaviours, contained within the ‘Rochdale Way’. Between November and December the LGA conducted a number of focus groups and one-to-one interviews and met with over 100 people including staff from across the Council & CGG, Elected Members, senior managers and Trade Union representatives. On the basis of this review, the LGA are recommending replacing the Rochdale Way with three new Values and associated Behaviours. The proposed values are: Proud, Passionate, Pioneering & Open.

The LGA have made some recommendations re ensuring these new values are implemented and embedded across the organisation which include communication, embedding into recruitment, induction, Personal Development Review (PDR), and training and development processes.

Recommendation

2. (1) That Council approves the new values and behaviours,

(2) That the implementation suggestions from the LGA be accepted subject to some additional focus on implementing and embedding the new values, for example training on diversity and equalities.

Reason for Recommendation

3. The suggested new values resonate more closely with Rochdale than the existing ‘Rochdale Way’ values.

Key Points for Consideration

4. The Council invited the LGA to conduct a review of the values and behaviours on the basis that the current values were perceived to have become outdated and didn’t feel memorable, inspiring or specific to our Council. The LGA findings suggested that, whilst many people had heard of the Rochdale Way values, they were unable to recall what the specific values were; suggesting
that these values have not become embedded in the minds of people.

These findings were based on conversations with over 100 people, which took place over a six week period. Respondents found the Council to have a ‘passionate, friendly, professional and family like working atmosphere’ and many people spoke of ‘loving their job’. The LGA observed how proud people were of the work they do and the difference they make to the people and borough of Rochdale. The LGA found that the word ‘pioneering’ came up repeatedly as a reference to the Cooperative roots of the borough and also as a reference to the innovative nature of the work that we do. There was a clear passion for what we do that came across strongly in the discussions. To use the words Proud, Passionate and Pioneering would seem to reflect the feelings of the people associated with the borough.

Key recommendations from LGA include the adoption and implementation of the three new values: Proud, Passionate, Pioneering & Open. There are also a number of behaviours for managers and staff associated with each value and these are attached as an Appendix to the report.

Going forward, it is proposed that the new values and behaviours are launched formally across the Council and CCG. This launch would include staff briefings and various other methods of publicity. The new values would be incorporated into the PDR and recruitment processes, and embedded into other policies and procedures, as appropriate with additional emphasis on training and development on equality, diversity and inclusion.

### Costs and Budget Summary

5 There could be some costs associated with communications around the new values but these will be contained within existing budgets.

### Risk and Policy Implications

6 Organisational values support the vision of the Council and seek to inspire employees’ best efforts and can play an important role in helping to build a positive culture within the organisation. Values that are not embedded across the organisation, or do not resonate with staff, can hinder organisational performance. In order for values to be effective they must be credible and embedded across the organisation; as the current values are seldom used or referred to, they have little positive impact on staff or organisational performance. The main risk would therefore be around not launching and embedding the new values and behaviours, and furthermore the risk of not following up on the recommendations contained within the report.

### Consultation

7 The LGA consulted with over 100 people during the course of her review; this included staff, senior managers, Elected Members, Trade Union representatives, and representatives from partner organisations.
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