

**Clinical Commissioning Group (CCG) Governing Body 2019/2020 – Part 1**

<b>Date of Meeting:</b>	19 July 2019
<b>Agenda Item:</b>	3.6.2
<b>Subject:</b>	Values and Behaviours
<b>Reporting Officer:</b>	Dr Chris Duffy
<b>Aim of Paper:</b>	Information and Decision

Governance route prior to Governing Body	Meeting Date	Objective/Outcome
Governing Body	Select date of meeting.	Click to Select
Audit Committee	Select date of meeting.	Click to Select
Corporate Governance Committee	Select date of meeting.	Click to Select
Health and Wellbeing Board	Select date of meeting.	Click to Select
Integrated Commissioning Board	Select date of meeting.	Click to Select
Locality Engagement Group	Select date of meeting.	Click to Select
Patient and Public Engagement Committee	Select date of meeting.	Click to Select
Quality and Safeguarding Committee	Select date of meeting.	Click to Select
Remuneration Committee	Select date of meeting.	Click to Select
Clinical and Professional Advisory Panel	Select date of meeting.	Click to Select
System Transformation Committee	Select date of meeting.	Click to Select
Primary Care Commissioning Committee	Select date of meeting.	Click to Select
Other	Joint Executive Leadership Team	

<b>Governing Body Resolution Required:</b>	For Discussion
<b>Recommendation</b>	To endorse the adoption of the proposed Values and Behaviours

Link to Strategic Objectives		Contributes to: (Select Yes or No)
<b>SO1:</b>	To be a high performing CCG, deliver our statutory duties and use our available resources innovatively to deliver the best outcomes for our population.	Yes
<b>SO2:</b>	To deliver on the outcomes of the Locality Plan in respect of <b>Prevention and Access</b> (Prevention and Self Care)	Yes
<b>SO3:</b>	To deliver on the outcomes of the Locality Plan in respect of <b>Neighbourhoods &amp; Primary Care</b> (Getting help in the Community)	Yes
<b>SO4:</b>	To deliver on the outcomes of the Locality Plan in respect of <b>In Hospital - Planned</b> (Getting more help)	Yes
<b>SO5:</b>	To deliver on the outcomes of the Locality Plan in respect of <b>In Hospital - Urgent Care</b> (Getting more help)	Yes
<b>SO6:</b>	To deliver on the outcomes of the Locality Plan in respect of <b>Children, young people and families</b>	Yes
<b>SO7:</b>	To deliver on the outcomes of the Locality Plan in respect of <b>Mental Health</b>	Yes

<b>Risk Level:</b> (To be reviewed in line with Risk Policy)	Not Applicable
<b>Comments</b> (Document should detail how the risk will be mitigated)	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.
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<b>Content Approval/Sign Off:</b>	
<b>The contents of this paper have been reviewed and approved by:</b>	Chair, Dr Chris Duffy
<b>Clinical Content signed off by:</b>	Not applicable
<b>Financial content signed off by:</b>	Not Applicable

	<b>Completed:</b>
Clinical Engagement taken place	Not Applicable
Patient and Public Involvement	Not Applicable
Patient Data Impact Assessment	Not Applicable
Equality Analysis / Human Rights Assessment completed	Not Applicable

## Executive Summary

The Joint Executive Leadership Team commissioned an independent review into what would constitute appropriate Values and Behaviours for the CCG and the Council going forward. Between November and December a number of focus groups and one-to-one interviews were conducted involving over 100 people including staff from across the CCG and the Council and stakeholders. On the basis of this review, the Joint Leadership Team are recommending introducing three new Values and associated Behaviours. The proposed values are: **Proud, Passionate, and Pioneering & Open.**

The Joint Leadership Team have endorse proposals to ensure that these new values are implemented and embedded across the organisation which include communication, embedding into recruitment, induction, Personal Development Reviews/ appraisals and training and development processes.

These recommendations were based on the conversations which took place over a six week period. Respondents found the organisation to have a 'passionate, friendly, professional and family like working atmosphere' and many people spoke of 'loving their job'. The independent reviewer observed how proud people were of the work they do and the difference they make to the people and borough of Rochdale. They 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.

Supporting the three new values: **Proud, Passionate, and Pioneering & Open.** are 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 CCG and the Council. This launch would include staff briefings and various other methods of publicity. The new values would be incorporated into HR processes as appropriate with additional emphasis on training and development on equality, diversity and inclusion.

## Appendix 1

### Proposed new values

#### Pioneering & Open in our approach

*We are ambitious for the people and place of Rochdale and will work collaboratively with local people and partners, building relationships based on respect and openness, to deliver the best possible outcomes*

#### Proud of the difference we make

*We will celebrate and share our achievements and act as Ambassadors for the borough of Rochdale*

#### Passionate about the diversity of the borough

*We love the diversity within our workforce and local communities and will strive for excellence in meeting different needs and aspirations*

### Proposed behaviours

#### Pioneering & Open in our approach

*We are ambitious for the people and place of Rochdale and will work collaboratively with local people and partners, building relationships based on respect and openness, to deliver the best possible outcomes*

#### Behaviours for everyone

I seek out opportunities to network with and learn from others and to put that learning or new ways of working into practice

I work closely with residents and partners to shape outcomes and design and deliver services

I recognise that I am spending public money and always look for the most efficient and effective way of doing that

I welcome opportunities to do things differently and respond positively to change and feedback

I am honest in all of my interactions with others and realistic about what is practical and affordable

I don't shy away from difficult conversations

#### Behaviours for managers

I give people opportunities to use their initiative and try out new ideas making the most of their strengths and skills

I ensure people are clear about what we are trying to achieve and support people through coaching and feedback to do the best job they can

I allocate work fairly giving everyone a chance to develop and learn

I help people to understand the reasons for change and what it will mean for them

### **Proud of the difference we make**

*We will celebrate and share our achievements and act as Ambassadors for the borough of Rochdale*

#### **Behaviours for everyone**

I am always positive when talking about the borough and the work we do

I seek out opportunities to talk about our achievements

I congratulate others when things have gone well

I understand how my own positive behaviour reflects positively on the reputation of the borough

#### **Behaviours for managers**

I recognise and acknowledge when work is done well and make sure credit is given to my team and individuals within it

I tell my team about the great things we are doing and encourage them to share with others

### **Passionate about the diversity of the people we serve**

*We love the diversity within our workforce and local communities and will strive for excellence in meeting different needs and aspirations*

#### **Behaviours for everyone**

I have positive and respectful relationships with my colleagues, residents and partners regardless of their background, social identity or circumstances

I avoid making assumptions about people and ensure I listen to their experiences and perspective before making a decision or taking action

I always try to do things with people rather than to them

I understand that one size does not always fit all and that it is fair to take account of people's differences in my work

I challenge inappropriate behaviour or language

### Behaviours for managers

I lead by example in demonstrating how much I value diversity and difference within the team, our communities and others that we work with

I create an inclusive atmosphere within my team enabling everyone to fully participate