



Values based 360 feedback for Chorley Borough Council

Case Study

The Context

Chorley BC is a district authority serving a population of just over 100,000 residents. Chorley is a two-tier area where some services such as education and social services are delivered by Lancashire County Council, while more local services (e.g. planning, building control, waste management, recreation) are delivered by the borough council. The borough covers a wide ranging community with a significant proportion of the wards being amongst the most disadvantaged 20 per cent nationally.

Chorley BC has developed over the years to deliver consistently high levels of performance. The most recent Comprehensive Area Assessment has rated Chorley as 'excellent' in 4 of the 5 assessment areas, one of the highest ratings in the UK.

The Challenge

Like all borough councils, Chorley depends on the quality of its leadership and management to engage staff in delivering effective services to the public. As part of the staff engagement initiative Chorley consulted with staff to identify a set of five fundamental values that would underpin its strategic goals of high performance and continuous improvement, as well as reflecting the working culture to which staff aspired.

When SR&A were first approached to develop a 360 feedback process for senior managers the brief was to base the feedback on a set of management and leadership competencies previously used by the council to appraise and develop their top team. However, it quickly became apparent that this model did not properly reflect the behaviours necessary to deliver the newly identified values.

The Solution

We proposed instead that the 360 should be based directly on the five values, replacing the existing competency definitions with the more straightforward and lively values dimensions generated by the staff themselves. Through a series of interviews and workshops with staff and managers we were able to determine that all effective management behaviours could be subsumed within the values model. We were also able to collect specific examples of behaviours for each of the values to build a 360 questionnaire. We then provided a managed 360 data collection and reporting service to enable development feedback for a group of senior managers.



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The Benefits

The council was able to provide 360 feedback for its managers that was directly derived from the agreed values model, providing a consistent message about what is important in managing and delivering services for Chorley. Rating items for the 360 directly reflected the language used by staff to describe how the values can be demonstrated by managers, ensuring more accurate feedback. Working with just five values dimensions also allowed the collection of free text comments for each, enhancing the richness of the feedback.

Direct involvement of the Chief Executive in facilitating verbal feedback further increased the opportunity for managers to grasp the link between the values-based feedback and the behaviours necessary to deliver the strategy of the council.

The competency model based on the five values has been widely disseminated around the council to become the standard expression of how the values can be exemplified in behaviour. This has reinforced the impact of the values and stimulated continuing engagement with how the values model should evolve.