

Wiltshire Council

Cabinet

24 September 2013

Subject: **Transformational Leadership**

Cabinet member: **Cllr Stuart Wheeler- Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services, HR, Legal, ICT, Business Services, Democratic Services**

Key Decision: **No**

Executive Summary

Since the formation of Wiltshire Council just over four years ago a strong emphasis has been placed on the importance of strengthening our leadership capacity. It has been widely recognised and acknowledged that developing the leadership capacity and transforming the organisational culture are both important prerequisites to delivering the corporate vision of building strong and resilient communities in Wiltshire.

Strong leadership and creating the right culture will be the key to our success over the next four years. Our councillors, directors and managers need to be outstanding leaders who can communicate our vision and philosophy in a way that is understood by everyone. We need to develop and deliver the right training and provide clear career paths for high performing staff with potential at all levels.

The Journey so far

Much has been achieved in recent years in developing outstanding leadership and shifting the organisational culture in Wiltshire Council. Whilst in no way exhaustive, a summary paper (Leadership Team Development: The Journey so far) is attached to highlight some of the leadership development initiatives and interventions that have been undertaken.

Moving forward

On this foundation, the new business plan has recognised the need for the Council to continue to change the way we do business and has developed the following 8 principles that will support this change:

- The council is a community leader, not just a service provider
- We are efficient and provide good value for money for our residents
- We put outcomes for people and places first
- We develop a new relationship between public services and communities
- We design our services with residents and communities
- Our services work well, are joined up and easy to access
- We have and we will grow outstanding leaders and managers
- Our staff are innovative and have a can-do approach

It is clearly vital that these principles along with the Council's Values and Behaviours are modelled by the Extended Leadership Team as they seek to both model and facilitate effective Community Leadership over the coming years. Furthermore, within the context of public sector cuts this leadership challenge becomes ever more important.

A presentation will be delivered on the 24th September to update cabinet on the transformational leadership concept proposals moving forward – Presentation: “Transformational Leadership Experience – Creating stronger more resilient communities”

Proposal

No direct proposals or recommendations resulting from the report.

Cabinet is asked to recognise that much has been achieved in recent years in developing outstanding leadership and shifting the organisational culture in Wiltshire Council and note the transformational leadership concept proposals moving forward.

Reason for Proposal

To recognise that much has been achieved in recent years in developing outstanding leadership and shifting the organisational culture in Wiltshire Council and note the transformational leadership concept proposals moving forward.

Dr Carlton Brand, Carolyn Godfrey, Maggie Rae, Corporate Directors