

One Council One Culture

What will we be like?



One Council – One Culture

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Purpose

The purpose of this document is to set out in a concise and clear way what the new council will be like.

It focuses on the vision for the new council, the values that will underpin the vision and developing and building a culture that we all believe is the right one for our new council.

It also looks at what we need to do to establish a new council, when it needs to be done by and how it will be done.

The intention is that this document will help inform, communicate, deliver practical advice and provide clarity to all those involved in establishing the new Council.

Our Vision

Creating stronger and more resilient communities

We will deliver;

- **High quality, low cost, customer focused services,**
- **Local, open, honest decision making and,**
- **Work together to support Wiltshire's communities**

It is clear that we must change to focus on improvement and respond to rapidly changing circumstances. We will need to demonstrate we can deliver better and more

efficient services and make a fundamental change in attitude and culture, engaging with citizens and working with partners in new and more innovative ways.

Our role will be as the strategic leader of partnerships delivering key strategies,

policies and services to diverse communities. In summary we will be a strategic and community leader that is focused on

strengthening our communities as well as being a provider of key services.

We should grasp the opportunity to shape policies that are outcome focused enhancing the lives and well being of our communities and environment for the future. For example; climate change, sustainability, public health and wellbeing, changing behaviours, affordable housing.

Our Culture

- **One Council – One Culture**
- **Innovative – embraces change**
- **A great place to work**

Cultural shift

It is important that we start now to move towards one culture as we amalgamate five organisations into one.

We want to be an organisation that works corporately and openly, engaging its staff, citizens and communities and one that recognises its responsibilities to deliver high quality services and high quality leadership. We need to manage change with confidence and enthusiasm and look at the changes in the way we work as opportunities and we want our council to value and recognise its members and staff and equip them to carry out their roles in an efficient and effective manner.

In shaping and establishing the new council we need to reflect these cultural values adopting a 'can-do' positive and motivational approach.

We believe *"It is going to be different!"*

Our Values – what will we be like?

To deliver a shift towards one culture it is important to agree what we consider are appropriate behaviours and ways of working and managing relationships. Managers from all of the existing five organisations have been engaged in translating the culture into actions and behaviours – looking at what we will do as well as what we won't do as leaders, managers and the deliverer of services to our communities.

The key values focus on;

Working together
to support
Wiltshire's
communities

- Transformational Leadership
- Strong Customer Focus
- Good communication and involvement
- Effective, open and visible leadership

Appendix 1 sets out the actions and behaviours to underpin these values.

Making cultural shifts takes time, focus, energy and the belief and drive of all leaders and managers to make it happen. The transition towards the new council provides an opportunity to start work on establishing one culture and challenging behaviour that lies outside the emerging values. It is about behaviour and actions that impact on all of us. Engaging and involving staff will be key to moving this forward.

Our Values – what will it be like for our elected members?

Similar to the work underway with all the managers it is important to agree what we consider are appropriate behaviours and ways of working and managing relationships for our elected members.

As community leaders it is vital that members clarify the actions and behaviours that they believe will reflect and promote their council.

It is proposed that members may wish to consider a facilitated session to discuss and agree the values, actions and behaviours that will underpin their role.

The Givens

In making our bid to Government for the unitary council we made four key promises that are now the givens that must be delivered;

- Cost reductions of £18m per annum achieved by economies of scale and investment in technology
- Strong and accountable leadership at both a strategic and local level by strengthening democratic arrangements and empowerment of local members
- Substantially improved customer accessibility
- Substantially improved community

engagement principally through the mechanism of empowered councillors and community boards

What will be different?

It is recognised that it will take time to deliver a new council for Wiltshire and that work to move towards establishing the new organisation is well underway. By April 2009 what will be different?

High quality, low cost, customer focussed services

- Five councils will be integrated into one
- There will be;
 - Clear branding and identity
 - Customer centres in main offices and other locations across Wiltshire
 - Better and more local access to our services
 - One Shared Service Team (providing support services for the organisation)
 - A new system (SAP) will be introduced to reduce costs and improve services
 - Community Boards across the county
 - New governance arrangements for regulatory services
 - Single ward member for each division

What will be in place by April 2009?

For our customers it is intended that;

- There will be;
 - A “can do” culture that puts the customer first
 - A new main phone number plus direct service numbers
 - A brand new web site
 - Improved face to face service at customer centres
 - “what to expect” information
 - “who to contact” information
 - Where possible deliver a seamless service provision

Informing our customers and communities

Local, open,
honest decision
making

Key to ensuring we get off to a good start it is vital that we ensure every household in Wiltshire is informed of any change in service delivery and who to contact if they have any queries or concerns.

What will be in place by April 2009?

For our staff it is intended that;

- We adopt a “can do” culture and approach
- An organisational structure is in place and appointments made
- Some teams will be integrated
- Each member of staff will have clarity of what their role is and their location of work
- Each member of staff will know what is expected of them both operational and cultural
- Everyone will know who their line manager is
- All staff will have the opportunity to influence and shape what the council does
- All staff will be encouraged to be innovative and to do things better
- Staff will be focused on outcomes and performance

What will be worked on beyond April 2009?

- Transformation of services – looking at customer first and adopting a LEAN approach
- Implementation of the Community Boards
- Devolution of services to Town and Parish councils
- Delivery of savings and efficiencies
- Embedding the culture and values

What are we working on now?

- A budget for 2009/10 and resource plans
- A Blueprint for Business Management Process
- Undertaking the LEAN process in building control, pot holes and adult care services
- Preparing for the 2009 elections
- Communications and awareness campaigns – internal and external
- Implementing the Personalisation Agenda
- Preparation for the Joint Area Review (JAR)
- Moving towards one culture
- Testing Community Board models
- Working with town and parish councils on devolving services
- Reviewing governance arrangements for regulatory services
- Harmonising policies and service standards across services

Within each service area and across the five organisations there is a total of approximately 300 actions that need to be delivered as “must do’s” by April 09.

These actions form part of the transition project plan and each action is owned by an officer to ensure delivery.

Appendix 2 – highlights some of the key actions in service and cross cutting areas.

It is going to be different!

What next?

Date	
April 15	Draft to IE for discussion and views
	Revisions made to first draft
April 23	Draft published on extranet and views invited from staff and members
May 6	Revised version incorporating feedback from JIT
May - tbc	Possible Members seminar to discuss culture and values
	Revisions made to incorporate members views from seminar
May 22	Further version to IE
June 10	Managers seminar to progress work on developing one culture

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