

One Council One Culture
What will we be like?



Wiltshire Council

Where everybody matters





One Council One Culture

What will we be like?

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 and provide clarity to all staff and members of what our new council will be like.

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.

“Working together to support Wiltshire's communities”

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, resulting in enhanced lives and wellbeing of our communities and environment for the future.

Our Culture

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

Cultural shift

It is important that we 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 change in the way we work as an opportunity. We want to value and recognise our 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 in everything we do.

We believe “Its 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;

- Strong Customer Focus
- Good communication and involvement

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 vital that all staff are aware and understand what is expected of them in adopting the behaviours and actions that deliver the key values.

We need to foster consistency in our approach to leadership and management and ensure our recruitment and selection processes, induction, training and development programmes and appraisals



incorporate the expectations.

Appendix 1 sets out the expectations and what these will look like. An example is;

Being inclusive and supporting others

What it is

Building trust, valuing openness and listening to understand the perspectives and views of others. Creating an environment where people feel able to express their views.

What it looks like

- ✓ Is accessible and visible
- ✓ Allows time to listen to others
 - Gives staff opportunities to be involved in discussions and decisions

Red Flags

- Adopts a command and control approach
- Closes down others through being judgemental or over-talking
- Doesn't ask others for opinions or ideas
- Is intolerant of difference

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

Members have also worked on the key values and behaviours that they consider will underpin the new council including how they will manage relationships. As community leaders they agreed it is vital that they are role models for the actions and behaviours that will reflect and promote the new council. The core values they promoted are;

- Accessibility and visibility
- Responsive and “can-do” approach
- Smile and listen and be positive
- Respectful and fair
- Good clear communication

“High quality, low cost, customer focused services”

The Givens

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

- ✔ Efficiency savings 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 area boards.

- A brand new web site
- A Shared Service Team
- New governance arrangements for regulatory services
- Arrangements in place to elect members to the new council

Informing our customers and communities

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

What challenges do we face beyond April 2009?

- Transforming our services – placing our customers first
- Devolving and delegating some services to town and parish councils
- Strengthening the role of the Area Boards
- Delivering savings and efficiencies
- Embedding our culture and values
- Adopting a culture of continual review and improvement
- Having a clear, robust and evidenced understanding of our diverse communities and their needs
- Working with our partners and local communities to deliver services that reflect and meet local needs
- Delivering policies and strategies that focus on outcomes and are based on needs

This is an exciting time for the new council and a real opportunity to do things differently.

We need to build on what works well and embrace the challenge to change and evolve to reflect our communities and customer needs.

What will be different?

It is recognised that it will take time to establish the new Wiltshire Council and to transform and change the way we work. By April 2009 our key priorities are;

- To amalgamate five councils into one new council
- To ensure a smooth transition of all services
- To maintain or improve the quality of our services
- To implement the new SAP system
- To have Area Boards up and running
- To deliver a positive and effective communications plan

To support this we will have;

- Clear branding and identity
- Customer centres in main offices and other locations across Wiltshire
- A new main phone number plus direct service numbers

“Local, open, honest decision making”

Appendix 1

One Council – One Culture

What will we be like?

Making cultural shifts takes time, focus, energy and the belief and drive of all leaders and managers to make it happen.

It is vital that all staff are aware of and understand what is expected of them in adopting the behaviours and actions that deliver the key values. We need to foster consistency in our approach to leadership and management and ensure that we support managers in addressing where behaviours and actions are not acceptable and are contrary to the culture that we aim to embed across the organisation.

The behaviours and actions are set out below providing guidelines of what it will look like and what will be viewed as “red flag” behaviours.

Being Inclusive and supporting others

What it is

Building trust, valuing openness and listening to understand the perspectives and views of others. Creating an environment where people feel able to express their views.

What it looks like

- ✔ Is accessible and visible
- ✔ Allows time to listen to others
- ✔ Gives staff opportunities to be involved in discussions and decisions

Red Flags

- ✘ Adopts a command and control approach
- ✘ Closes down others through being judgemental or over-talking
- ✘ Doesn't ask others for opinions or ideas
- ✘ Is intolerant of difference

Creating Clarity

What it is

Giving others clear direction about what is important; focusing on actions that will make a difference; communicating effectively in both formal and informal ways

What it looks like

- ✔ Establishing clear goals and objectives and focusing on what's important
- ✔ Making sure others have a good understanding of the council's vision and values
- ✔ Being clear about lines of accountability and where there is space to make decisions
- ✔ Communicating regularly

Red Flags

- ✘ Overloads others with only written communication
- ✘ Allows fire fighting to take over – doesn't prioritise
- ✘ Fails to keep others informed

Leading through change

What it is

Inspiring people to embrace change by providing a positive vision for the future. Supporting people through change by listening, involving and trusting others to deliver.

What it looks like

- ✔ Looks to the future and creates a picture of “what it could be like”
- ✔ Involves staff and partners in translating the vision into actions
- ✔ Is enthusiastic and positive about the future

Red Flags

- ☹ Sees change only as a threat
- ☹ Does not recognise the impact of change on others
- ☹ Is secretive; does not share information
- ☹ Is hierarchical – sees knowledge as power

Being decisive

What it is

Taking ownership for making tough decisions; taking the initiative to make things happen within sphere of influence; creating a “can do” environment.

What it looks like

- ☺ Takes responsibility for difficult decisions
- ☺ Quickly moves into action to get things done
- ☺ Takes ownership for actions and results

Red Flags

- ☹ Avoids difficult decisions
- ☹ Procrastinates
- ☹ Hides behind bureaucracy; blames the system

Treating others with respect

What it is

Acting in a way that demonstrates a belief that individuals matter and deserve respect. Behaving consistently with others; “walking the talk” in relation to our values

What it looks like

- ☺ Behaving professionally and maturely
- ☺ Acting consistently in line with our values
- ☺ Being open, fair and honest

Red Flags

- ☹ Pays lip service to policies and values
- ☹ Does not treat others with respect
- ☹ Allows people to be treated badly

Focusing on the Customer

What it is

Putting the customer at the heart of what we do; listening to and involving our customers ensuring that the services we deliver are shaped around their needs and concerns.

What it looks like

- ☺ Involving customers in shaping our services around their needs
- ☺ Being honest about what we can do... but exceed expectations where we can
- ☺ Being an ambassador for the council
Listening and acting on feedback

Red Flags

- ☹ Passes customers around
- ☹ Makes promises we can't keep
- ☹ Doesn't think about the customer experience

Challenging the norm

What it is

Seeking ways to do things differently to enable operational improvements and a higher standard of service delivery. Encouraging innovation from others and challenging others to act on new ideas.

What it looks like

- ☺ Encourages innovation
- ☺ Is receptive to new ways of doing things and open to challenge
- ☺ Invites ideas and suggestions... and acts on these

Red Flags

- ☹ Doesn't explain when suggestions are not accepted or acted upon
- ☹ Is not willing to take reasonable risks to do things differently
- ☹ Does not take constructive challenge well

This was published by Wiltshire Council. For more information about council services ring 01225 713000 or textphone 01225 712500, email customer care@wiltshire.gov.uk, visit the council website www.wiltshire.gov.uk or write to County Hall, Trowbridge, Wiltshire BA14 8JB. This information can also be made available in other languages and formats on request from the county council.

من الممكن توفير هذه المعلومات في صيغ ولغات أخرى عند الطلب. يُرجى الاتصال بفريق رعاية الزبائن على الرقم 01225 713000 أو إرسال بريد إلكتروني إلى: customer care@wiltshire.gov.uk

এই তথ্যটুকু অনুরোধক্রমে বোঝার ও পড়ার উপযুক্ত অন্য কোনো নমুনায় (ফর্মেটে) এবং ভাষায় দেওয়া যাবে, অনুগ্রহ করে কাস্টমার কেয়ার টিমকে ফোন করুন। ফোন: (01225) 713000 ইমেইল: customer care@wiltshire.gov.uk

我們可以根據您的要求使用其他形式和語言向您提供該資訊，請與顧客關懷團隊 (Customer Care Team) 聯繫，電話：(01225) 713000，
電郵： customer care@wiltshire.gov.uk

Na życzenie informacja ta może zostać udostępniona w innych formatach i wersjach językowych, prosimy skontaktować się z zespołem ds. obsługi klienta, tel. (01225) 713000, Email: customer care@wiltshire.gov.uk