

Council Vision and Values

1 Introduction

We have committed to reviewing our vision and values in line with the changing external and financial environment, the review of our corporate plan and the implementation of our communications strategy. The Executive previously agreed to review the current vision as part of the communications strategy approved in October 2009 and agreed to the draft vision and values being circulated for consultation with partners in August 2010.

2 Recommendations

- 2.1 That the Executive approves the vision and values highlighted in section 4 hereof.

3 Background

The Council agreed to move away from the current vision of 'Leading Rural Area' in order to adopt a vision that is more inclusive, measurable and applicable at all levels.

Consultation on the revised vision theme – 'Realising Our Potential' began in May 2010 starting with the involvement of employees through Work4ce magazine, the Chief Executive's mailbox, the Chief and Senior Officers conferences, focus groups with employees on the front line from all services and more recently the Strategic Management Team Road Shows across all areas. Almost 100% of those who fed into the process were happy to move away from the current vision – Leading Rural Area, to move to something more inclusive, realistic and measureable. More than 80% of those who fed into the process had never heard of the Leading Rural Area vision.

The consultation was extended to elected members in August 2010 and through various other forums. In addition, the CPP Management Committee has agreed to reviewing the joint Leading Rural Area vision and the 'Realising Our Potential' theme has been discussed at each of the Local Area Community Planning Groups.

Overall feedback on the draft reviewed vision and values has been positive from the point of view of employees, members and partner organisations/community groups with some excellent and constructive suggestions made. All comments were considered and

fed into the rewording of the original drafts circulated for comment. The vision has been further developed from 'Realising our Potential' to 'Realising Our Potential Together'. Common elements within the feedback are the importance of 'customers' and the fact that employees need to remember that we're here to serve customers and therefore feel that it would be useful to explicitly refer to our commitment to customers. Community is another popular theme that employees and partners feel should be explicitly referred to. In addition, value, openness and respect have been highlighted regularly as important factors.

In order to ensure that we live and breathe our vision and values, we will explicitly link them to our plans, competencies and performance frameworks to ensure that we can measure how we are performing against them in all that we do. The vision and values will therefore be measured through our scorecards in relation to our single outcome agreement, community plan, corporate plan, service plans, team plans and performance development reviews of individual members of staff. In addition, we need to ensure that we collectively promote our vision and values internally and externally. The proposed actions for ensuring that this happens can be found at appendix one and will ensure that we translate these aspirations into behaviours and positive outcomes for all stakeholders.

4 Final Vision and Values

There have been no further suggested amendments to the draft vision and values from the last stage of consultation (through community partners) as all those consulted were happy and in agreement with the proposal. The final vision and values are therefore:

Argyll and Bute - Realising Our Potential Together

- *We involve and listen to our customers and communities*
- *We take pride in delivering best value services*
- *We are open, honest, fair and inclusive*
- *We respect and value everyone*

This is a vision that underpins all that we are trying to achieve and all that we should encourage one another to achieve. This vision translates into all areas of service delivery and can be easily applied to everything we do to ensure that we are delivering best value services to all of our stakeholders.

5 Conclusion

The consistent use of, and clarity of our vision, will be imperative to ensuring that we can achieve it. The commitment to, and effort to, live our agreed values will ensure that we foster a consistent culture, standard of behaviours and way of doing things across our organisation. The vision and values will therefore be the driving force in our revised corporate plan and emerging core competencies. The planning and performance management framework, already in place, will provide a systematic and effective approach to measuring how far we are achieving our vision and values through all that we do.

6 Implications

- POLICY** The development of the council's vision is identified as an action in the communications strategy, approved by the Executive. The revised corporate plan and future plans and council policies should explicitly and consistently reflect the vision.
- FINANCE** No direct budget implication although council literature, when redesigned as part of the communications toolkit, will explicitly reflect the vision.
- HR** The PDR guidance will ensure that employees understand what their role is in helping to achieve the vision.
- LEGAL** None.
- EQUALITY** All information on the vision will be aligned with the council's equality and diversity scheme and will be available in an accessible format.

Jane Fowler
Head of Improvement and HR

For further information please contact:

Carys Wynn-Mellor, Chief Executive Support Officer
Chief Executive's Unit - Argyll and Bute Council
01546 604420

Appendix One - Vision Action Plan 2010

Ref	Outcome	Action to achieve outcome	Success measures	Source	Lead	Key Dates	Progress
V1A	A Council vision that is measurable, inclusive and reflective of the changing organisation and wider environment - underpinned by all that the Council does	Establish appetite from Councillors to review the vision and values	Agreement from Senior Members and Officers to review the vision.	SCS2B	Head of I and HR	Feb 2010	Complete
V1B		Establish from employee survey and COSO events employee attitudes to feed into vision and values	Measurable employee buy-in to Council's vision.	SCS2A	CE	March 2010	Complete
V1C		Seek feedback from Senior Officers and employees on suggested vision and values (via workshops, email and Work4ce)	Agreement by employees to review the vision.	SCS2A	CE Support Officer and Comms	May 2010	Complete
V1D		Visits to front line services in areas to thank employees and get feedback on the vision	Open and constructive feedback and engagement from front line employees.	SCS2A	CE and CE Support Officer	May 2010	Complete
V1E		Involve Community Planning Partners in reviewing the joint vision	Agreement from CPP Partners to review the vision		Head of IHR	June 2010	Complete
V1F		Review and redesign the vision and values in line with above feedback	A final draft vision based on feedback and ready for approval.	SCS2C	CE and CE Support Officer	July 2010	Complete
V1G		Gain feedback from Elected Members on the proposed vision.	Agreement from Members that the proposed vision can go to LACPGs.		CE Support Officer	Aug 2010	Complete
V1H		Base Council's reviewed Corporate Plan on new vision	A focused corporate plan linking priorities and vision with high level delivery mechanisms.	SCS2C	CE Support Officer and IOD	Sept 2010 revised to Nov 2010	In progress the corporate plan is being revised. New vision and values will be outlined and actions within the corporate plan will underpin the vision. Service planning guidance and service plans to reflect the new vision and values.
V1I		Take the proposed vision to consultation with the public and partners through the Local Area Community Planning Groups	Measurable community buy-in to Council's vision.		Head of IHR	Sept 2010	Complete

V1J		Take the proposed joint vision (with any amendments) to the CPP Management Committee for approval	CPP Management Committee agree the new area vision		Head of IHR	Sept 2010	Complete
V1K		Take the proposed joint vision (with any amendments) to the CPP Full Partnership	CPP Full Partnership agree the new area vision		Head of IHR	Oct 2010	In progress report being drafted.
V1L		Adapt relevant sections of the PPMF and supporting Pyramid system to reflect the new vision	A clear line of sight across all council plans to the vision with clear guidance.		IOD and PPMF review group	Oct 2010	In progress and subject to approval of the revised vision. To form part of the work underway to review the PPMF guidance.
V1M		Develop the promotional element of the intranet to communicate the Council's vision and values	A consistent message about the direction of the Council internally.	SCS2D	CE Support Officer and Comms	Oct 2010 revised to Nov 2010	Not started. To be complete by end November 2010
V1N		Adapt the PDR guidance and training to reflect the new vision	Performance is measured against vision and values.	GOO2B	IOD Manager	Oct 2010	In progress
V1O		Ensure that the core competencies reflect the new values	Values are lived and breathed through expected behaviours.		HR and IOD Managers	Oct 2010	In progress
V1P		Ensure that all new communications materials/literature reflect the new vision and values	A consistent message about the direction of the Council externally.		Comms Manager	Dec 2011	Not started. To begin in Nov 2010 and ongoing as literature is naturally replaced.
V1Q		Redesign the rewards system in line with new vision, including reviewing criteria and categories of the Council's Excellence Awards	A suitable rewards system to encourage employee and partners to achieve the vision.	SCS2F	CE Support Officer and Leadership Support Officer	Dec 2011	Not started. To be completed in line with the review of the Excellence Awards scheme.
V1R		Ensure that recruitment and HR materials are reflective of the new vision and values	Updated materials demonstrate the direction and expected behaviours of the council.		HR and IOD Managers	Dec 2011	Not started. To begin in Nov 2010.