

BeWigan: our culture change and staff engagement journey

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Rewind to early 2012...

- High sickness levels approx 13 days per FTE employee
- Organisational change managed in a very traditional way
- Genuinely listening to staff was not part of our culture
- Focus on staff satisfaction rather than real staff engagement
- Appraisal process was a source of frustration a tick box exercise with no meaningful or positive outcome
- Risk averse, innovation wasn't encouraged or celebrated "we've always done it this way"
- Staff loyalty & exceptional performance wasn't formally recognised
- Limited investment in leadership & management development



Our Response

We knew we needed to do something different....

- Have a fundamentally different relationship with our workforce
- Put staff at the heart of everything that we do
- Create the conditions that unlock the capability and potential of our workforce
- Empower & engage staff in transforming services and making Wigan a great place to work
- Create & sustain the right culture

Our Workforce

Directorate		Number of staff	
Adult Social Care and Health		1060	
Children and Families		818	
Customer Transformation		728	
Economy and Environment		1560	
Resources and Contracts		242	
COUNCIL TOTAL		4408	
 10% remote kforce	69% Female	16-24: 25-34: 35-44: 45-54: 55-64:	1 2 3
	31% Male	се с се . !	

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65+:

3%

Our Ambition



An engaged workforce that delivers the Deal through the BeWigan behaviours:

Be Positive, Be Accountable, Be Courageous

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Our part

- Provide strong, honest and visible leadership
- Reward your commitment and hard work
- Care for your health and well being
- Listen to you and put your ideas into action
- Support you to give something back
- Offer opportunities to learn and grow
- Be one team, one council
- Believe in you

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Your part

- Listen, be open, honest and friendly
- Be efficient , flexible and professional
- Care for your health and stay active
- Tell us how we can improve
- Give something back whenever you can
- Take opportunities to learn and grow
- Be one team, one council
- Believe in yourself and our borough

Signed

Engagement Drivers



Great managers



Empowering leaders



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Employee voice

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Integrity – what you see is what you get

Our Staff Engagement Journey



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Listening into Action (LIA)



listen to your ideas

- Two types of sessions **Corporate sessions** with Leader of the Council and Chief Executive held fortnightly (Jan to Aug), **Directorate sessions** with Directors (Sept to Dec).
- Opportunity for staff to hear the latest priorities, ask questions and get their ideas and opinions heard.
- 98% of delegates find the sessions give them a better understanding of:
 - > The Deal and Deal for the Future and how their role fits in.
 - >The Chief Executive and Cabinet's role in supporting employees to play their part in The Deal.
 - >Key achievements and priorities moving forward.



LIAs: Staff Feedback



listen to your ideas

"It's brilliant to be able to meet with our leaders in the 'open door' way. Long may this continue. Thanks for the inspirational leadership."



"I found the task very helpful as it encouraged people to talk through issues, share good practice and suggest solutions. This encourages the sense that we are all working together – One Council. It was a good idea to move people around as we then met with colleagues from other sections that we would not necessarily meet."

"I feel the Listening into actions are very beneficial as an employee and gives a clear informative process as to were we stand as a Council, the savings we need to achieve and the excellent services we provide and also areas which need further assistance. I find the sessions excellent."





Reward & Recognition



MyRewards[©]













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Health & Wellbeing









We've recently improved access to our **Fast Track Physio Service**













Back to Basics

- How do we help staff understand what Wigan's vision is and the part they play?
- How do we genuinely listen to staff and take on board their ideas and suggestions?
- How do we translate Wigan's story in a way that people feel proud to be part of it?
- Do staff know what's expected? How do we articulate how we do things around here?
- What can we do to support staff to feel empowered to work differently and co-create the future?
- How do we support leaders at all at levels to create conditions for our workforce to thrive?







BeWigdn



Our Behaviours

Be Positive... take pride in all that you do

Be Accountable... be responsible for making things better

Be Courageous... be open to doing things differently



Because **how** we do things is just as important

as what we do

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Our Behaviours

 I do Give my best every day and display a passion for what I do. Believe in the Borough and be an ambassador for the Council. Support my colleagues and value everyone's contribution. Act in an open, honest and friendly manner. Focus my effort on bringing benefit to our customers. Take responsibility for my own engagement and development. Recognise a job well done and celebrate other people's achievements. 	Be Positive take pride in all that you do	 I don't Speak about the Borough in a negative way. Lack energy and drive in helping the organisation move forward. Forget the customer in anything I do. Encourage or join in with pessimism. Limit my opportunities to learn and grow. Respond badly to feedback and criticism. Give up after a problem or set back.
 I do Take ownership for what I do and deliver an outstanding service. My best for our customers and never promise what I cannot deliver. Work with colleagues across the council to achieve the best outcomes in a seamless way. Always ensure that public money is spent in the smartest way possible. Ask for help and support from others when I need it. Manage my reactions and think about how my behaviours affect others. Make the effort to find out information for myself. 	Be Accountable be responsible for making things better	 I don't Over promise and under deliver. Blame others, and overlook solutions. Take undeserved credit. Underestimate how important clear and regular communication is. Let a bad day impact on my performance. Ignore the impact that my behaviour has on others. Forget to take the time to say thank you to others for their contribution.
 I do Have an open mind and I am prepared to have a different conversation. Start from a blank page and look for possibilities and better ways of doing things. Look for ways to get to know our communities better and respect local knowledge. Embrace new technologies. Work with others to find the best solutions. Value alternative views. Embrace positive, shared risk in my role. 	Be Courageous be open to doing things differently BeWigan	 I don't Carry on doing what I always do without challenging existing norms where appropriate. Automatically reject radical ideas. Think all existing procedures are already the best. Ignore new ways of working. Forget to take the time to listen to the opinion of others. Exclude the contribution of colleagues and partners. Make assumptions about people.



The Deal for the Future: the next phase of the council's journey, setting out where we want to be by 2020 that replaces our corporate strategy



BeWigan behaviours: the kick start to our culture change programme



My Time and My Time Extra: tools to empower staff to take responsibility for their own engagement and development

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Introducing the...









An engaging and interactive walk through experience...

and a completely new, modern and fresh approach to learning.

It introduces the Deal for the Future and brings it to life... and helps explain why change is necessary.

It introduces our new behaviours and what they mean in reality... to highlight to staff they have permission to take ownership of their own engagement and development.

It introduces the new tools that support behaviour change... and encourages staff to commit to action moving forward and be part of our journey.





Let's take a peak...











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96%	95%	Over 4000
of staff have	rated it excellent	pledges
visited	or good	

83% of staff felt they left the Experience with a very clear picture about the long term aims of the council and the role they play in this

in this

85% felt they no understand the role they play in delivering the Deal for residents

80% said that they feel they have a detailed knowledge of the BeWigan behaviours and how they can display them in the role

95% felt that after attending the Experience they know more about the My Time approach









BeWigan Manager Behaviours

 I do Show passion, energy and enthusiasm for what we do and a drive to be better. Have a clear goal and involve the team in agreeing priorities and plans. Encourage and support people to re-imagine how they work. Trust and empower people to take the initiative and make decisions. 	I lead by example and help others to see the bigger picture	 I don't Lead by fear and intimidate others. Block people from being courageous. Forget to 'think Wigan' - transforming our borough as well as our organisation. Avoid taking difficult decisions.
 I do Promote individuals' positive mental health and wellbeing. Find out what people's strengths, motivations and passions are and support and enable them to reach their goals and aspirations. Ensure I am visible and accessible when people need me. Embrace new ways of working and enable others to work in a smarter way. 	Care I show genuine concern for people as individuals and value their contributions	 I don't Forget to give recognition and appreciation for a job well done. Avoid taking steps to resolve conflict or deal with poor performance. Fail to address bullying or unacceptable behaviour. Treat people unfairly or show favouritism.
 I do Communicate in an open, honest and timely way and encourage others to do the same. Listen to the ideas, opinions and concerns of others. Enable my tearn to work together with others in and beyond our service to help change things when they don't work. Build strong connections with our partners. 	Engage I connect with others both within and beyond the organisation	 I don't Withhold information unnecessarily or give conflicting messages. Forget to 'work with' rather than 'do to' Give up building relationships when there are setbacks or differences. Think or act in a way that suggests I know everything.

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Let's take a peak...







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95% of our managers / supervisors have visited the BeWigan Manager Experience

They told us:

99% rate the Experience as 'excellent' or 'good'

100% rate the BeWigan Manager behaviours as 'excellent' or 'good'

97% rate the support to enable them to be the best manager or supervisor they can be as 'excellent' or 'good'

What difference has our approach made?

92.5% of staff feel the BeWigan behaviours are clear in explaining how they are expected to behave at work



Over 80% of staff generally understand what the Staff Deal is 92.4% of staff understand what The Deal is and 87.8% understand how The Deal is changing the way we do things as a council



Where are we now?



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Looking Ahead: Workforce Reform



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Any Questions?



Book a place on our masterclass...

BeWigan: a turbo charged engagement & culture change journey

We will cover...

- How we are delivering on our Staff Deal
- The BeWigan Experience; our unique and award winning innovative walk through learning experience
- How we are embedding an asset based approach
- How we are driving forward smarter ways of working and embracing digital
- My Time and My Time Extra; our fresh and modern approach to personal development and performance management
- Our business partnering approach
- And more!