

# 2020 North Yorkshire

## Organisation Development



# 2020 North Yorkshire

“The success of the Council, the satisfaction of our customers, our efficiency, overall performance and effectiveness all depend heavily on our workforce’s skills, abilities, knowledge and motivation”





# 2020 Workforce

Enter



# Aims and vision

Within this context the County Council needs to ensure it has the right people, with the right skills, working in the right way within effective roles and structures.

As an organisation this means; we need to systematically identify and address critical skills gaps now and for the future; develop and deploy resources to ensure services are delivered to a high standard and are value for money; develop and use 'leading edge' IT systems to be as efficient and productive as possible, and become an organisation that is 'digital by default', further develop staffing policies and procedures to ensure effective working; engage with our staff to get their input and increase commitment.

For all staff this means; a need for greater awareness, engagement, accountability and involvement in their workplace and with their employer so they can understand and contribute effectively to the delivery of services and the savings programme; to share and transfer knowledge, skills and experience to colleagues and partners; to further develop their ability to be flexible, agile and open to change; ensure their ICT skills are developed sufficiently to make full use of the Council's systems and new technology.

For senior managers this means; a greater focus on performance management; the need to work across organisational and professional boundaries; the ability to maintain and demonstrate a culture of co-operation, honesty, fairness and equality

of opportunity; the ability to be flexible, agile, open to change and demonstrate a capacity for innovation and commercial awareness.

**This strategy sets out the Council's priorities for its staff across five areas:**

1. Transforming the organisation
2. Managing and developing talent
3. Driving performance
4. Engaging the workforce
5. Working together



# Staff feedback - Strengths

- Management Board – vision, supportive of change
- Workforce – committed, passionate, public service ethos, good team working
- Workforce - more resilient and up for change than is assumed
- Directorates – pocket of excellent practice
- Mobile working
- NYCC reputation, ‘family’ feel and corporate memory



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# Staff feedback - Weaknesses

- Directorate/Service silos and subcultures
- Too 'County Hall-centric'
- Command & control – discourages innovation
- IT – not robust enough, too restrictive, not good at meeting users needs, some poor systems
- Engagement – bland digital interface, too negative, doesn't promote the positive, inconsistent approach
- Too much bureaucracy & duplication
- Culture - Too risk averse, blame culture



# Staff feedback – OD Priorities

- Increase visibility of senior leaders
- Value staff and especially high workloads & pressures
- Joint working across Directorates and sharing of good practice
- Genuine listening and consultation with staff
- Improvements to working environments and mobile working
- More positive, less risk averse ethos
- Less bureaucracy and better team meetings



# Organisation Development Framework



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# Key Achievements to date

1. Detailed plans for each of the sub groups and themes
2. Briefings to senior managers and leadership teams
3. Revitalising office user groups
4. 'Go-to People' for help with IT systems
5. 'On-line' Locality forums
6. 2020 Bright ideas scheme
7. Staff volunteering scheme
8. Leadership principles agreed



# Leadership Principles

1. Visible leadership
2. Know the business
3. Drive performance
4. Inspire & value others
5. Act with integrity



# Medium term goals

1. Staff engagement survey
2. Update behaviour & skills framework for 2020
3. Improve experience of staff appraisal
4. Help staff to make best of use of new technology
5. NYCC Innovation Awards
6. Continue to influence culture change
7. Promote volunteering more widely



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Any Questions.....



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