

LGR transition O & S Committee

Developing a staff culture

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What did we do - prior to day 1

Focus groups – involving colleagues across all councils, face to face and virtual sessions, sharing views and experiences, meeting new colleagues, developing new values and behaviours

Webinars – sharing developments to date across all councils, inviting questions and providing responses

AD shared conversations hosting Middle manager sessions – exploring different views and expectations, discuss approaches for embedding new values and behaviours within teams

NY1000 – cross section of staff interested in contributing ideas and testing new initiatives

Pulse survey – temperature checks at different intervals eg my manager kept me informed

LGR website – improved transparency and led to development of the new intranet, focus on workforce issues and single source of information for staff and managers

AskSAL – direct access to HR support, offering accessible route for staff across all councils

Chief Executive direct contact – in response to webinars, email blogs, ideas

Workshops held to share updates on terms and conditions – what NYC would look like in the future - Early conversations provided opportunity for people to begin to understand and look at what this would mean for them

Continued work with TU engagement throughout

Developed induction materials for all staff so everyone had access to the same information

Developed shared resources to support change, health and wellbeing, and resilience

Our Values and Behaviours



Our Values

We act with kindness and integrity, respecting differences and embedding equality of opportunity



We are citizen and community focused, and adaptable in our approach to delivering excellent services as one local council



We are connected, inventive, continuously learning and look for improvements that deliver value for money



We work collaboratively with colleagues and partners as one team to deliver our shared goals



Our Behaviours

- Be kind and compassionate and treat each other with respect
- Be inclusive, seek the views of others and respond positively even where there are differences
- Celebrate diversity recognising each others contribution

- Be aspirational in our service delivery for our local communities
- Seek opportunities to share ideas and develop our approaches across partners
- Understand how to deliver priorities on a locality basis

- Adapt to a changing environment by listening to others and learning from each other
- Think differently and seek new ways to improve services
- See feedback and shared views as opportunities to learn

- Build on and develop relationships with colleagues and partners
- Deliver excellent customer service through partnership working
- Be visible and accessible within the team and with others to achieve goals together

Colleagues across all former councils contributed to develop our IACT values and behaviours

Our Shared Commitment

Our Shared Commitment is a one-page connection to Our People Strategy

Employee's Commitment

Be supportive of those around you

Be understanding and **Inclusive**, treat everyone with kindness and support each other at work, as well as with life's ups and downs



Be willing to learn

Be **Ambitious**, adapt to change and look for improvements, provide excellent service and take opportunities for learning and growth



Be connected

Be engaged and willing to share your professional and local knowledge and be **Creative** in thinking to look for best ways of doing things



Be the best you can be

Be accountable for doing your job well to the best of your ability. Be an ambassador for the Council and **Together** positively promote the work that we do



Employer's Commitment

We retain staff

We will provide the opportunities for you to **support each other** and **recognise and reward** the contribution and hard work you do. We are committed to having an **inclusive workplace culture** in which everyone can thrive and reach their full potential

Attraction for all

We will enable you to do your best work everyday with the right **resources, tools and technology** and **celebrate** what we do well and share that learning. With **career pathways and progression** to suit you we can offer a great variety of jobs and **ways of working** throughout our council, for existing and new colleagues

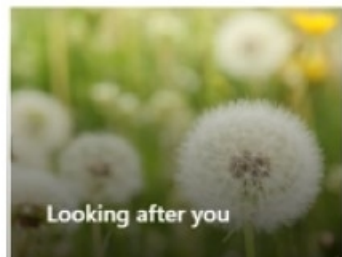
Engage and listen to staff

We will listen to each other, partners and communities **and act on what we say**, provide the opportunities for you to get involved, keep informed, make suggestions and **share your ideas**. We will be transparent, inclusive and open in communications

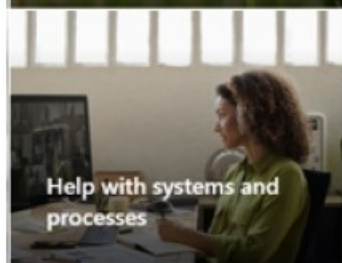
Establish one council

We will establish our **values and behaviours** in everything we do, have visible, respectful and accountable **leaders** and support strong **performance** and **innovation**. Our council will be a **welcoming environment**

What was developed to support and embed a new culture?

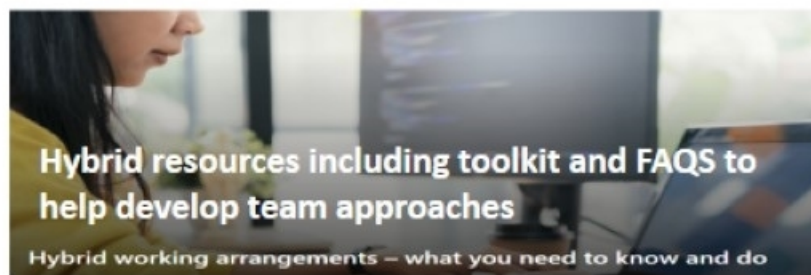


Health and wellbeing resources shared on the LGR website for all staff to access

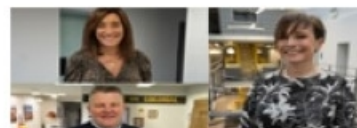


Quick video guides to help understand and access systems and processes, e.g. MyView and appraisal (IPM), supporting policy, guidance and information

- Focus group sessions held with over 400 middle managers – providing key opportunities to share ideas, develop peer discussion and new contacts



- All NYC staff induction module developed to support the launch of the new council



Meet the Team: Claire, Peter and Linda
Watch the latest Meet the Team video.

Series of 'Meet the team' videos to introduce a range of roles across the new Council and meet colleagues

Change toolkit resources to support colleagues and managers, with signposting and templates

Pulse surveys

Paper based resources to support non-digital access

NY1000 group

Employee network groups



Staff support groups



People Strategy

With the launch of North Yorkshire Council, a 'People Strategy' has been developed and approved outlining strategic workforce priorities.

The People Strategy has four priority areas with a clear and cohesive approach for all directorates and strategic workforce matters for the next 18 months, including a commitment to establish and embed our new culture.

The content of the People Strategy was shaped through engagement with staff and wider stakeholders.



How we are taking this forward

-  New culture supported by NYC senior management structure appointed from across all former councils
-  People strategy priorities to be owned and delivered by directorates, including cultural elements
-  Development and support for all managers, with tools and resources to help guide encourage visibility, skills and knowledge so we have confident managers leading teams, eg by using the managers pocketbook
-  Generate an inclusive NYC culture with staff networks, groups, and events, including to celebrate success
-  Embed our values and behaviours and encourage engagement and development, for sharing ideas and enabling all staff to have a voice and get involved , e.g. through 1-2-1s, via NY1000, staff surveys

Next steps

- To share the People Strategy priorities, with focus on culture and one council (referencing 'Establish One new Council' priority)
- Embed the values and behaviours in what we do
- To support transition of teams to deliver the services
- To engage with staff and managers, recognising their input to date and for continued engagement
- To update Members, via the Members Workforce Planning group