



# Inspire

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Peter Gaw – CEO Inspire

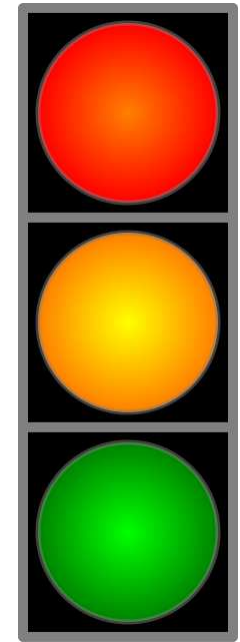
# Case Study – Staff Engagement and ownership

- Day 1 following approval ( define a clear ‘go’ date)
  - Letter to all in scope staff
    - Includes fundamentals – T&Cs and Pensions
    - Invitation to face to face sessions
      - Sessions open to all staff ( including back fill)
      - Sessions –workshop focus – indication of staff feelings before and after event
      - Video message from me ( when no available)
      - Commence FAQ log
    - Trade Union briefings
    - Senior Politicians – session with external mutual CEO
  - Stakeholder plans



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# Staff Engagement

- New relationship with employer – membership based model
- Staff input ( via workshops ) into forming Inspire Values
- Staff Forum refocused on transition
- Staff Board Director – nominations and election process
- Newsletters
- More workshops / face to face briefings
- TUPE briefings



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# Our Inspire Values – staff generated

Our **cultural values** are important – our staff identified, Integrity, Equality, Ethics, Diversity and Inclusion and Social Responsibility.

Our **corporate values** express what Inspire staff agree as a priority for the organisation, these include - the quality of what we do, our customers and learners, customer satisfaction, care for our workforce, our service offer and the communities we serve.

**Our reputation** is really important for Inspire, Nottinghamshire County Council and funders. We will build on the excellent reputation our services have to ensure we position Inspire as the **key cultural and learning organisation** for Nottinghamshire.

We want to be seen as Accessible and Inclusive, Approachable, Caring, Customer Focused, Friendly, Helpful, having Integrity, Professional, Reliable, Transparent and Trustworthy.



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# Challenges

- Being open and transparent when negotiating with your current employer
- Managing the communications
- Number of interfaces with the public, politicians and partners
- Where is staff commitment / loyalty ? The Council ? Service ? Community ?
- Q&A – keeping one step ahead
- Getting good HR advice and getting good , accurate HR data
- Communicating to staff you don't know



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# Opportunity

- Involve staff in new ways
- Build on their passions
- Respond to their frustrations
- Build advocates for change and new model
- Develop new leaders – distributed model
- Manage expectations
- Good ideas – income and savings
- Build relationship for future developments
- Celebrate – can be fun !



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# Leadership

- Decide your position and approach
- Who else can have an impact – it's BIGGER than you
  - LA Chief Executive / Director
  - Leader / Leader of opposition
  - Politicians
  - T Us
- Leadership Team – who can support the process ? / who can look after the shop ?
- Managers / Influencers – get them on board / understanding
- Alliances with the corporate body – good project planning



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**Fiona Williams, Chief Executive  
Explore York Libraries and Archives Mutual Ltd**



# Case study:

## Staff engagement and ownership

# Background Stuff

- It began with a challenge!!!!!!
- Work began to investigate social enterprise 2012
- Launched May 2014

# Staff engagement – first phase

## Informal

- Held a number of engagement sessions during 2012/2013
- Creation of a shadow staff advisory group
- Development of vision, mission and values

# Staff engagement - formal

- Constant communication with Unison – yes its bind but just do it!
- TUPE consultation
- Development of staff FAQ document



# Go live – what next and what now

- Development of Explore learning and development strategy
- Revised staff advisory group with new sense of purpose and new terms of reference
- Development of organisational practices eg PDP process, training plan, wellbeing survey

# Lessons Learned – Good Stuff

- Staff are always happy to share their views and ask questions!
- Consultation with all staff on the development of the values – meant we had buy-in
- Cross organisational working with everyone an equal works!
- Staff director on board essential
- Programme of VRs operating – seriously!

# Lessons learned – the not so good stuff

- Just because people developed the values doesn't mean they will live by them!
- Didn't respond quickly enough to the confusion around being staff owned and a member of staff – did we oversell and under deliver?
- Not enough attention in first year to staff well-being