



CHIEF EXECUTIVE ACTIONS

Since being appointed in August 2018, as the new Chief Executive, I have taken every action possible to deal with these and a number of strategies have and are being rolled out to support the organisation to eradicate any unwanted behaviours:

- Communicating and reiterating that bullying behaviours will not be tolerated moving forward – at previous staff briefings the CX apologised to anyone who felt they had experienced bullying or intimidation at work and stated that a zero tolerance approach would be taken to these behaviours in the future. She also thanked employees who had taken part in research to date for their contribution. This will be reiterated in future communications and campaigns that are ready for roll out post decision-making of this Committee.
- Creating an ‘open door’ culture which is proactive, responsive and encourages two way communications – this includes face to face drop in sessions with senior leaders, monthly staff meetings, and use of What’sApp and other mobile technologies.
- Keeping open communications going with all staff through regular briefings and email communications about what is going on and what changes are being made within the organisation to assist with employee engagement and rebuild trust between staff and senior management – the CX and other members of SMB regularly communicates with the workforce.
- Developing and implementing an organisational development programme, which includes delivery of the People and Culture Plan and utilising internal staff champions – this is a ready-made pool of employees who have put themselves forward to support the organisation to improve - as a voice for staff.
- Engaging regularly with Unison to allow any issues raised directly with trade union officials to be dealt with promptly and effectively – in addition to regular operational meetings involving HR and Heads of Service, strategic meetings are taking place regularly involving the Head of HR and CX.
- Ensuring that all HR policies such as Grievance, Whistleblowing (Speak Up), Code of Conduct and Equalities Policies are up to date and fit for purpose for the organisation to move forward and that staff are aware of their content, how to access them and how to raise issues/concerns and with whom – this has already begun following a HR and OD health check being completed for the organisation. A copy of the results are available from the Head of HR if required. New policies are being presented for approval to P&R Committee in February 2020.
- Training in mental health - a selection of staff members will be trained to be Mental Health First Aiders. Mental Health Awareness training is now mandatory for all staff to initiate this process.
- Conducting further staff surveys in time when results can be meaningfully acted upon. The timing of this is critical as too soon could be damaging. The CX is considering a

'pulse survey' as an interim measure. This could be done as frequently as every 6 months, for example, to see if staff feel as though there have been significant changes in culture and communication.

- Working on gaining trust with staff in all areas of employee engagement by demonstrating that promises will be actioned and also by demonstrating recognition – an employee benefits programme was rolled out in Autumn 2019.
- Conducting exit interviews with all staff leaving Ryedale District Council and ensuring that the DCX and CX get sight of these where concerns around unsuitable behaviours are cited.
- Management and leadership development sessions taking place which include sessions on behaviours, healthy organisational cultures and organisational expectations about bullying and intimidating behaviours – this will be mandatory for everyone who manages staff or leads teams of staff.
- A senior leadership team session will be held to discuss the themes arising from the Raine and Dunstan report. This will focus on lessons to be learned and to determine any specific actions for personal development plans.

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