

# YNYCA Values



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## **EMPOWERING PEOPLE**

With a commitment to learning and continuous improvement, we empower people, creating opportunities for everyone to reach their full potential and feel valued. We are mindful of our own and each other's wellbeing, acting with kindness and inclusivity.



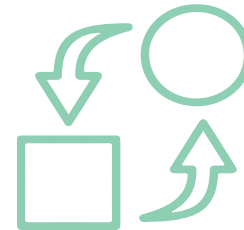
## **WORKING TOGETHER**

We are ambitious and work hard to support each other, our partners and communities. Working together as “one” Combined Authority, we take pride in our shared results, and high- quality work, as we constantly seek ways to add value across our region.



## **TRUST & CONFIDENCE**





We take time to build trust and confidence within teams, with partners and communities across the region. Acting with integrity and respect, we consider our work from a range of perspectives and set high standards for ourselves and others.







## **SHAPING CHANGE**

We are committed to making a difference and having a positive impact - protecting people, the environment and the future of our communities. We are solutions and delivery focussed, shaping change through creativity, innovation and with compassion. The best interests of the region are at our core.

## YNYCA Values & Behaviours – All Employees

Value	Narrative	Behaviours – What we expect to see from all colleagues – I will ...
 <p>Empowering People</p>	<p>With a commitment to learning and continuous improvement, we empower people, creating opportunities for everyone to reach their full potential and feel valued. We are mindful of our own and each other's wellbeing, acting with kindness and inclusivity.</p>	<ul style="list-style-type: none"> <li>• Contribute positively, review my own performance and take accountability</li> <li>• Demonstrate a commitment to continuous learning and development, actively seeking feedback</li> <li>• Adapt to situations, being proactive about overcoming obstacles and focussing on what is possible</li> <li>• Approach and be open to challenge for improvement in a positive way</li> <li>• Treat everyone with respect, be inclusive of all, show kindness and consideration towards others</li> <li>• Take care of my own wellbeing and consider the wellbeing of others, acknowledging their circumstances</li> </ul>
 <p>Working Together</p>	<p>We are ambitious and work hard to support each other, our partners and communities. Working together as “one” Combined Authority, we take pride in our shared results, and high-quality work, as we constantly seek ways to add value across our region.</p>	<ul style="list-style-type: none"> <li>• Know what is expected of me at work, take responsibility for my actions and contribute to the team's success</li> <li>• Be future focussed, demonstrating ambition and a positive impact within the region</li> <li>• Take time to build relationships, ensuring collaboration and a commitment to what we can achieve together</li> <li>• Approach differences of opinion openly, seeking mutually beneficial solutions</li> <li>• Share my skills and knowledge and encourage others to do the same</li> <li>• Support others when things are going well and when there are challenges – creating an environment where people feel safe</li> <li>• Give time to my colleagues even when the pressure is on</li> </ul>
 <p>Shaping Change</p>	<p>We are committed to making a difference and having a positive impact - protecting people, the environment and the future of our communities. We are solutions and delivery focussed, shaping change through creativity, innovation and with compassion. The best interests of the region are at our core.</p>	<ul style="list-style-type: none"> <li>• Focus on results, driving progress and continuous improvement</li> <li>• Work with an evidence-based solutions focussed approach</li> <li>• Be proactive, use my initiative to solve problems, and seek innovative solutions</li> <li>• Be agile when change occurs, adapting to new circumstances and priorities</li> <li>• Anticipate future needs, identify potential challenges, take appropriate action</li> <li>• Ensure our region, communities and our environment are at the heart of everything we do</li> <li>• Take a positive and pragmatic approach towards change, understanding why change may be needed</li> </ul>
 <p>Trust &amp; Confidence</p>	<p>We take time to build trust and confidence within teams, with partners and communities across the region. Acting with integrity and respect, we consider our work from a range of perspectives and set high standards for ourselves and others.</p>	<ul style="list-style-type: none"> <li>• Actively listen and pay attention, showing a genuine interest in the ideas, opinions and concerns of others</li> <li>• Be organisationally and politically aware, and understand the landscape in which we operate</li> <li>• Treat everyone as individuals, respect differences and have an inclusive approach</li> <li>• Keep my commitments and manage expectations</li> <li>• Communicate clearly and effectively, sharing information in a way that is easy to understand</li> <li>• Be open and truthful even when it's difficult</li> <li>• Act in the best interest of our organisation, seeking advice and/or support where required</li> </ul>

## YNYCA Values & Behaviours – Managers and Leaders

Value	Narrative	Behaviours – As Managers and Leaders – I will ...
 <p>Empowering People</p>	<p>With a commitment to learning and continuous improvement, we empower people, creating opportunities for everyone to reach their full potential and feel valued. We are mindful of our own and each other's wellbeing, acting with kindness and inclusivity.</p>	<p><b>Leadership Accountability</b></p> <ul style="list-style-type: none"> <li>• Present an inspiring picture for the future - motivating the team with clarity of our strategy and vision, and how individuals contribute to its success</li> <li>• Enable a continuous improvement, safe environment where challenging others and being challenged is seen as positive</li> <li>• Work with the team to navigate through or remove obstacles</li> <li>• Recognise talent, provide opportunities for growth and development</li> </ul> <p><b>Inclusivity &amp; Wellbeing</b></p> <ul style="list-style-type: none"> <li>• Notice what is taking place for individuals, ask questions and act</li> <li>• Provide meaningful work, understanding how my team learn and develop and what makes each person feel valued</li> <li>• Provide regular feedback that is specific, actionable, and development focused - showing compassion and support</li> </ul>
 <p>Working Together</p>	<p>We are ambitious and work hard to support each other, our partners and communities. Working together as “one” Combined Authority, we take pride in our shared results, and high- quality work, as we constantly seek ways to add value across our region.</p>	<p><b>Leadership Accountability:</b></p> <ul style="list-style-type: none"> <li>• Align delivery plans, agreed objectives and day to day work with our strategy, vision and values</li> <li>• Be ambitious for what my team can achieve, encouraging excellence and maintaining high standards</li> <li>• Bring people together across boundaries to generate solutions and develop relationships</li> </ul> <p><b>Inclusivity &amp; Wellbeing:</b></p> <ul style="list-style-type: none"> <li>• Be visible, accessible, approachable and realistic</li> <li>• Use a broad pool of knowledge and experience (my own and from my team) to add value</li> <li>• Acknowledge and appreciate team accomplishments, celebrating progress and collective successes</li> </ul>
 <p>Shaping Change</p>	<p>We are committed to making a difference and having a positive impact - protecting people, the environment and the future of our communities. We are solutions and delivery focussed, shaping change through creativity, innovation and with compassion. The best interests of the region are at our core.</p>	<p><b>Leadership Accountability:</b></p> <ul style="list-style-type: none"> <li>• Maintain an understanding of what is happening across our region and beyond</li> <li>• Demonstrate strategic agility – think ahead, resource plan and be ready to adapt</li> <li>• Lead from the front – show good judgement, make well informed decisions, communicate appropriately</li> </ul> <p><b>Inclusivity &amp; Wellbeing:</b></p> <ul style="list-style-type: none"> <li>• Encourage open dialogue enabling individuals to feel comfortable sharing their ideas, opinions, and concerns</li> <li>• Create a safe space where individuals feel comfortable taking risks without fear of negative consequences or judgement</li> </ul>
 <p>Trust &amp; Confidence</p>	<p>We take time to build trust and confidence within teams, with partners and communities across the region. Acting with integrity and respect, we consider our work from a range of perspectives and set high standards for ourselves and others.</p>	<p><b>Leadership Accountability:</b></p> <ul style="list-style-type: none"> <li>• Allow time to keep to my commitments as a leader, exhibiting the behaviours we want to see in others</li> <li>• Keep up to date with leadership requirements internally and externally</li> <li>• Seek feedback, listen and be open to the ideas and experiences of others</li> </ul> <p><b>Inclusivity &amp; Wellbeing:</b></p> <ul style="list-style-type: none"> <li>• Manage my emotions and be aware of the impact on others</li> <li>• Demonstrate trust and care, with the appropriate level of autonomy to suit the individual</li> <li>• Communicate openly and truthfully even when the message is difficult</li> </ul>