

Decision Report – Key decision

People Strategy

Cabinet Member(s): Cllr Mandy Chilcott – Cabinet Member for Resources

Division and Local Member(s): All

Lead Officer: Chris Squire, Director of HR & Organisational Development

Author:

Contact Details: csquire@somerset.gov.uk

| | Seen by: | Name | Date |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------|
| | County Solicitor | Honor Clarke | 4/6/18 |
| | Monitoring Officer | Scott Wooldridge | 4/6/18 |
| | Corporate Finance | Kevin Nacey | 4/6/18 |
| | Human Resources | Chris Squire | 4/6/18 |
| | Property / Procurement / ICT | Richard Williams | tbc |
| | Local Member(s) | n/a | n/a |
| | Cabinet Member | Cllr Mandy Chilcott | 5/6/18 |
| | Opposition Spokesperson | Cllr Liz Leyshon | 4/6/18 |
| Forward Plan Reference | FP/18/05/07 | | |
| Summary | <p>This workforce strategy has been written to support staff at Somerset County Council in achieving their own ambitions and those of the authority. It follows a series of workshops in 2017 with over 700 employees, that looked at what it's like to work here, our Culture and how to create something great.</p> <p>The People Strategy for Somerset County Council sets out how we will work with one another as leaders in Somerset, how we will work collaboratively with our partners and how we will ensure that we have the right skills, tools, values and behaviours to improve lives across our County.</p> <p>Linked to the overarching County Vision, three themes are at the heart of our People Strategy. We want our organisation to be Ambitious, Confident and Improving. These three themes are supported by 6 programmes, covering Leadership, Communities & Partnerships, Innovation, Talent, Health & Happiness and Culture.</p> <p>The approach taken when writing the strategy has been inclusive and follows consultation with staff and members across the organisation. It is designed to be iterative and will be</p> | | |

| | |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | updated as new priorities are identified and other programmes completed. |
| Recommendations: | That the Cabinet welcomes and endorses the proposed People Strategy. |
| Reasons for recommendations: | <ol style="list-style-type: none"> 1) A healthy organisational culture is critical to the success of an organisation. We know what the impact is of an unhealthy and toxic organisational culture, apparent in a number of corporate and system scandals in recent years, across sectors including local government, NHS, financial services, oil & gas, media and retail. It is therefore safe to say that the culture and sub-cultures at Somerset County Council have a direct impact on the services that we both deliver and commission and therefore on outcomes for our residents. 2) Put simply, a healthy organisational culture will result in improved outcomes whilst unhealthy, stale or toxic cultures will not. By focusing on culture and creating something positive, we are supporting our staff and our residents. 3) Changing organisational culture is not an exact science and requires persistent conversations and hard work. There are various tools and techniques that can help us to understand culture and there are numerous researchers and commentators who describe positive aspects of culture. This includes terms such as 'high-performing', 'high-trust', 'engaged' and 'collaborative', but simply attempting to adopt a model used elsewhere ignores the history, stories and unique settings of an individual organisation. |
| Links to Priorities and Impact on Service Plans: | <p>This proposal links directly with the following programmes:</p> <ul style="list-style-type: none"> - County Vision - Business Plan - Children & Young People's Plan - Adults' Improvement Programme - Technology & People Programme - Service Plans - Sustainability & Transformation Programme |
| Consultations undertaken: | <p>The People Strategy has been written following extensive consultation with staff and their representatives</p> <p>Since October 2016, we have been talking with colleagues about culture at Somerset County Council. Through workshops, social media postings, conversations, projects, staff surveys and reports, we have attempted to understand the culture and sub-cultures in our organisation, what makes it tick, where the blocks and barriers are, what great culture would feel like and, crucially, listening to how we might get there. Hundreds of colleagues</p> |

| | |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>have been involved in this work and their contributions have been invaluable; thank you to all those who have given up their time to help. The desire and willingness to improve culture across the organisation has been remarkable and exciting, with new avenues appearing all the time. This includes looking at culture across the Somerset system, with our partners and client groups.</p> <p>The themes coming out of this work are consistent with research and commentary on organisational culture. These themes include the need for great modelling from the top, proud to be local government, breaking down silos and barriers, being inquisitive and feeling able to challenge.</p> <p>The themes from conversations with staff have been analysed and used to build the new People Strategy. These in turn directly support other key strategies and programmes, including the County Vision, Business Plan, Children & Young People's Plan and Adults' Services Improvement Programme.</p> |
| Financial Implications: | There are no direct financial implications, although the Strategy aims at a more efficient local authority that focuses on improved outcomes for residents, within available resources. |
| Legal Implications: | Individual programmes of work may require consideration of relevant employment law. |
| HR Implications: | There will be extensive implications for current and future members of staff at Somerset County Council. These are designed to be positive and will be analysed on a programme-by-programme basis. The Strategy will lead to clear expectations in terms of people's roles and their connection to improved outcomes for residents. |
| Risk Implications: | <p>The risk implications for implementing the People Strategy are low. Conversely, the implications for not implementing change would be a much higher risk, in terms of missed opportunities to improve outcomes.</p> <p>Likelihood 2 Impact 2 Risk Score 4</p> |
| Other Implications (including due regard implications): | <p>In making this proposal we have given regard to the following implications:</p> <ul style="list-style-type: none"> • Outcomes; • Equality and diversity; • Human rights; <p>The overwhelming conclusion when analysing the impact on equalities at Somerset County Council is that the new People Strategy will have a highly positive effect. The Strategy is very clear in linking the workforce to improving outcomes and that through a number of programmes to develop the organisation,</p> |

| | |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>we can help our residents lead better lives. Equality is a key theme here, with specific supporting programmes including:</p> <ul style="list-style-type: none"> - Identify leadership potential at all levels of the organisation; - Work with our contractors to improve opportunities for young people from all backgrounds in Somerset; - Create a network of Education Mentors across Somerset, to help develop key skills in Maths and English amongst our children in care and care leavers; - Work with our communities to reach out to under-represented groups of employees; - Continue working with and developing our Working Well Champions and Mental Health Ambassadors, to champion health and happiness across all our locations; - Look to change our occupational health model, to focus on prevention and wellbeing; - Make sure that our staff policies and guidance can respond to the different 'stages of life', recognising that needs and pressures can differ based on individual need and circumstance. <p>Specific impact assessment will be carried out for individual programmes of work within the strategy, as appropriate.</p> <p><u>Community Safety Implications:</u> No implications.</p> <p><u>Sustainability Implications:</u> No implications</p> <p><u>Health and Safety Implications:</u> No implications.</p> <p><u>Privacy Implications:</u> No implications.</p> <p><u>Health and Wellbeing Implications:</u> No implications</p> |
| <p>Scrutiny comments / recommendation (if any):</p> | |

1. Somerset County Council's People Strategy

1.1 The new People Strategy is designed to be viewed online, using an e-book format. This helps to make the document more accessible to the overwhelming majority of staff and residents and can be viewed using this link:

<http://online.pubhtml5.com/fuxz/fgcx/>

(please note that this currently operates slowly on the SCC network, so is best viewed outside or over 4G. This problem will be fixed shortly).

1.2 For the purpose of Cabinet, the People Strategy can be viewed in Appendix 1 in paper format or by using the PowerPoint Presentation at Appendix 2.

1.3 The strategy will be presented to staff through a series of workshops and presentations in 2018-19. These will focus on behavioural change and connecting the roles that we all do in Somerset County Council to improving lives in Somerset.

1.4 Workshops will also build on the concept of 'Culture Hacks', small programmes of change. These are self-running groups and are designed to:

- Encourage ownership of change;
- Network across teams;
- Help to create a momentum of change through numerous small improvement projects.

On the whole, the reception to this idea has been great and has created a buzz in the sessions. There is, of course, no expectation that all of the projects will succeed, however many have made progress and completed:

- Property are discussing on-site health & wellbeing provision with one team;
- Fostering moving to paperless panels;
- More promotion of fostering;
- New style team meetings for business support in fostering, focusing on learning & development;
- Building social connections in a team;
- Better links between First Response and Sedgemoor CSC;
- Improving accessibility in County Hall – signs for team names;
- Creating a stand-up meeting area;
- Improving connections between Adults' & Children's L&D and OD.

More examples of culture hacks can be seen in Appendix Three.

1.5 The workshops for the People Strategy will also focus on the role and potential of technology, thereby supporting the Technology & People Programme. This includes how we communicate and collaborate with one another within the Council and also with our partner organisations and residents. There is increasing expectation on how we use technology to support our work and services, we must therefore support our staff in their knowledge and understanding of its potential.

There are a number of ambitions that are linked to this and how we adjust the way we work, including:

- Increasing our 'reach' and networks;
- Inclusion – staff feeling that their jobs are a vital component of Somerset County Council and improving the lives of our residents;
- Reducing costs;
- Improving the skill-base of our staff and residents;
- Raising our ambition. We can do and offer more through innovative use of technology;
- Having fun with this. We can try and learn different things very easily;
- Reducing some of the 'fear factor' commonly associated with technology and being a confident, learning organisation in how we adopt new methods and adapt our working styles.

Next Steps

The next part of implementing the People Strategy will involve the following:

- Detailing the programmes of work that are described in the document, including time-scales;
- Workshops across the authority, including team-based and 'general' sessions;
- Describing the links to other key programme of work, including the Business Plan and Technology & People Programme.

It is suggested that an update on this activity is presented to Cabinet in c. 9-months' time.

Chris Squire

Director of HR & Organisational Development





Select the snip mode using the Mode button or click the New button.

Welcome to our People Strategy

Somerset is a great place to live and work, with stunning scenery, iconic landmarks, easy transport links and strong welcoming communities.

It's our people, our staff, who shape and make our organisation. This Strategy has been written to support our colleagues in achieving their own ambitions and those of Somerset County Council. It follows a series of workshops in 2017 with over 700 staff, that looked at what it's like to work here, our Culture and how to create something really great.

This strategy sets out how we will work with one another as leaders in Somerset, how we will work collaboratively with our partners and how we will ensure that we have the right skills, tools, values and behaviours to improve lives across our County.

Linked to the overarching County Vision, three themes are at the heart of our People Strategy. We want our organisation to be Ambitious, Confident and Improving. This Strategy sets out how this will be achieved.

Chris Squire, Director of HR & Organisational Development

Who we are

The 4Cs are at the heart of everything we do here at Somerset County Council. It's who we are; our behaviour actions, our culture.

Our people and our 4Cs, will naturally drive and deliver the very best for our residents and communities.





A few words from our Leaders...

“It’s an exciting time to work here in Somerset. The opportunities are immense – from Europe’s largest building project Hinkley Point C being built here in West Somerset, the largest investment in our schools in generations to taking more steps towards devolution where decision-making powers held by Central

Government could pass to the region benefitting local people. Our staff are our driving force, improving Somerset lives and making positive change happen. To deliver our County Vision of a thriving, productive, prosperous, stronger and more resilient Somerset, our staff are working closer than ever with our partners, other organisations and the Voluntary, Community and Social Enterprise sector. I want to thank each and every one for their motivation, hard work and dedication.”

Cllr David Fothergill, Leader of Somerset County Council



“We are an ambitious Council and we have ambitious, motivated and empowered staff, not afraid to take the lead or challenge the status quo to improve Somerset lives. Our people, our staff, are our most important asset and we value and invest in them. They are what makes us Somerset County Council. They are our voice in the community and they are how others see us, hear us, think of us and they importantly deliver our vision for Somerset. That’s why it’s important we recruit the right people with the right skills for the right jobs here in Somerset and they share the same values that we do – putting the customer first, going that extra mile, collaborating with others (and collaborating well) and showing everyone care and respect.”

Pat Flaherty, Chief Executive of Somerset County Council



1

LEADERSHIP

We support leadership as a strength at all levels and all roles. Improving lives through good leadership in Somerset is central to what we do.

Why?

Great leadership in public services improves and saves lives.



How?

We will:

- Develop community leadership so that we work with our communities to inform the work we do
- Work with staff on the behaviours, values and leadership abilities needed at all levels
- Develop joint-learning and development with our partners
- Identify leadership potential at all levels of the organisation
- Continue the momentum of our culture programme, using workshops, media, culture hacks, appraisal, feedback and surveys

What will it look and feel like?

Our work on leadership will connect colleagues across organisations, so that they feel more confident and ambitious for their communities. They will be able to identify the importance of their own roles in terms of improving lives in Somerset and the contribution that they make to culture at Somerset County Council.

2

COMMUNITIES & PARTNERSHIPS

We work with public, private and voluntary sectors to raise expectations and to improve the lives of our residents.

Why?

We want every member of staff to feel that they have a part to play in improving the lives of our residents. We can secure better outcomes through working together with individuals, communities and partner organisations.



What we will do

- Continue our development with colleagues in partner organisations, linking learning with programmes that bring about better results;
- Use our volunteering policy to increase the amount of time we spend working on community projects;
- Work with our contractors to improve opportunities for young people from all backgrounds in Somerset;
- Create a network of Education Mentors across Somerset, to help develop key skills in Maths and English amongst our children in care and care leavers.

What will this look and feel like?

- Colleagues create networks and connections, working and developing with partner organisations and our communities to improve lives in Somerset.



3

INNOVATION & CHALLENGE

We are comfortable and confident in considering different ways of doing things, working with our residents and partner organisations to develop our communities.

Why?

We need to realise the opportunities presented by technology and different ways of working, encouraging one another to be innovative, creative and adaptable, so that we work effectively and collaboratively across Somerset and the South West.



What we will do

- Continue to work on technology and process, with Technology Champions influencing and guiding how we work
- Work on the behavioural change we need to make the best use of improved digital technology
- Encourage staff to share their ideas to improve services, adopting an approach using 'culture hacks'
- Implement a 'Reverse-Mentoring' scheme, where leaders are mentored by more recent recruits and challenged on why things are done in certain ways
- Celebrate great work (whether it succeeds or not)

What will this look and feel like?

- Colleagues feel excited about technology which improves our work and the potential benefits this brings our residents. Staff are able to challenge how things are done, with senior leaders open to new thinking. We celebrate our work throughout the year, sharing great practice and learning from each other.



4

TALENT

We recruit, develop and retain talented colleagues who want to improve lives in Somerset.

Why?

By having staff with the right skills, values and behaviours, we will have the workforce with the confidence and ambition to improve lives in Somerset.



What will we do?

- Recruit to posts based on values and potential, in addition to technical and professional requirements
- Using our Young People's Strategy, increase opportunities for those aged under 25 in Somerset
- Work with our education providers, to develop degree-level education in Somerset
- Develop recruitment plans, based on staff potential aspiration and organisational need
- Create a system for secondment and 'experience' across Somerset County Council
- Encourage the management of talent across and outside Somerset
- Foster, encourage and recognise the development of skills and talent in the community, to help promote personal independence for everyone
- Work with our communities to reach out to under-represented groups of employees

What will this look and feel like?

We will look to appoint and develop staff based on their potential and values that are focused on improving our communities. Somerset County Council is seen as an innovative organisation where people want to develop their careers.

“ I am lucky to be working in the team I am. I feel we are able to do a very good job within the resources we have. ”

“ My managers listen to me and value me. ”

“ I love working for SCC and find all the managers very supportive. ”



“ I feel SCC help me with my personal wellbeing by being very flexible, I can start and finish at times that suit me and work around my family. ”

“ I think the County Council has embraced providing wellbeing and mindfulness strategies for their employees. Those are one of the benefits of working for SCC. Thank you. ”



5

HEALTH & HAPPINESS

Work at Somerset County Council and live well, longer. Helping one another to make good choices that encourage health and happiness.

Why?

By working with our staff on health and wellbeing and by helping one another with our choices, the workplace becomes a happier, healthier environment. This in turn will help to influence and improve the wellbeing of our communities.



What will we do?

- Foster a working environment that promotes the wellbeing of staff
- Develop facilities that encourage staff to adopt different ways of commuting to work and being active during the working day
- Champion safety in the workplace and when travelling, linked to health and safety priorities and our road safety strategy
- Continue working with and developing our Working Well Champions and Mental Health Ambassadors, to champion health and happiness across all our locations
- Refresh and revitalise colleagues' ability to spend more time working from home or other locations, to help with the balance between work and personal life
- To develop Somerset County Council as a good place to work: continue to enhance our benefits offer to staff
- Look to change our occupational health model, to focus on prevention and wellbeing
- Make sure that our staff policies and guidance can respond to the different 'stages of life', recognising that needs and pressures can differ based on individual need and circumstance

What will this look and feel like?

The working environment is flexible, adaptable and responsive, helping colleagues and teams to work in partnership with one another and across organisations. Individuals feel supported and know where to turn or who to ask when they need help.

“ Thank you for the completed work. It really makes a difference to me and the local community. Job well done! ”

“ Thank you so much for all your input and support in truly transforming a young man's life. ”

“ Thank you very much for being so helpful and very understanding in helping make my life easier to get around my house. There should be more people like yourself. Thanks again. ”

“ Thank you for everything you have done for me. You saved me from so much, I will be forever grateful and will never forget you! Thank you for always being there for me and believing in me when no one else, not even myself, did. ”

“ I can't thank you enough for fighting my mum's corner, and not letting it go until we had the right outcome. ”



6

CULTURE

Our values and behaviours look and feel positive, both to colleagues and to the population that we serve, and are based on Customer Focus, Collaboration, Can Do Attitude and Care and Respect (the 4Cs)

Why?

The culture and sub-cultures at Somerset County Council have a direct impact on the services that we both deliver and commission and therefore on outcomes for our residents. Put simply, a healthy organisational culture will result in improved outcomes whilst unhealthy, stale or toxic cultures will not.



We will:

- Focus on the County Vision and what this means for staff
- Continue to work with colleagues to explore what great culture looks like and the impact it has on improving Somerset lives
- Develop the ways we communicate with one another. Use the advantages technology brings to increase our reach and accessibility
- Build a network of 'Culture Clubs' across the authority to act as 'guardians' of the People Strategy and our values
- Enhance positive employment relations and partnership working
- Look at how we get feedback from colleagues and how this is worked on, openly and transparently

What this will look and feel like?

- People 'get' the impact of culture and how it can improve services. Colleagues understand their own role in setting great culture and how to challenge when things aren't right.

Appendix Two – People Strategy Presentation

The People Strategy can also be viewed using the separately uploaded PowerPoint presentation.

| Hack | Area |
|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| Create a 'bank' of staff who want to volunteer to work on projects inside & outside SCC - using the volunteering policy | CH |
| Using volunteer staff to help with special educational needs & disabilities work, thereby improving interviewing and assessment times. | CH |
| Create several stand-up meeting areas for shorter, more creative meetings | CH |
| Skype for Business for corporate briefings | CH |
| rolling out the corporate induction presentations to all staff | CH |
| Think Space - Environment | CH |
| educating social workers on the art of presenting at panels | CH ASC |
| Streamlining the transfer process for moving cases between teams | CH ASC |
| Internal cross team signposting | L&D |
| Joint L&D Yammer group to share ideas/resources, shared admin resources, major workstreams | L&D |
| Moving forward – Children's, Adults' & Organisational Development L&D teams | L&D |
| 'Tech Savvy' - Improve ICT confidence within HR Admin & Payroll | HRAP |
| Fitbits - Healthy lifestyle for team | HRAP |
| Paper Cloud – moving HR Admin & Payroll to paperless office | HRAP |
| Them & Us - Educating managers in HR reporting, payroll process | HRAP |
| Client Contact Meetings - Knowledge Sharing/preventing too much hand holding | HRAP |
| Improved Office Environment – HR Admin & Payroll | HRAP |
| Morale Building – focus – HR Admin & Payroll | HRAP |
| Sharing good ideas with other libraries 'ideas hack' | Libraries – Taunton session |
| Young Adults Hack - Bring YAs/Teens/Early 20s into libraries | Libraries – Taunton session |
| Procurement from market place – potentially huge savings – use of volunteers - libraries | Libraries – Taunton session |
| Using volunteering time to improve links with schools - libraries | Libraries – Street Session |
| We do great with what we have - Promoting the library services and what we provide | Libraries – Street session |
| Advertising events and services - Social Network, community events & organisations | Libraries – Street Session |
| Thanking people – cheers!/supporting people | Somerset Outdoor Residential Learning Service |
| Increase and improve staff grounding & morale | Somerset Outdoor Residential Learning Service |