

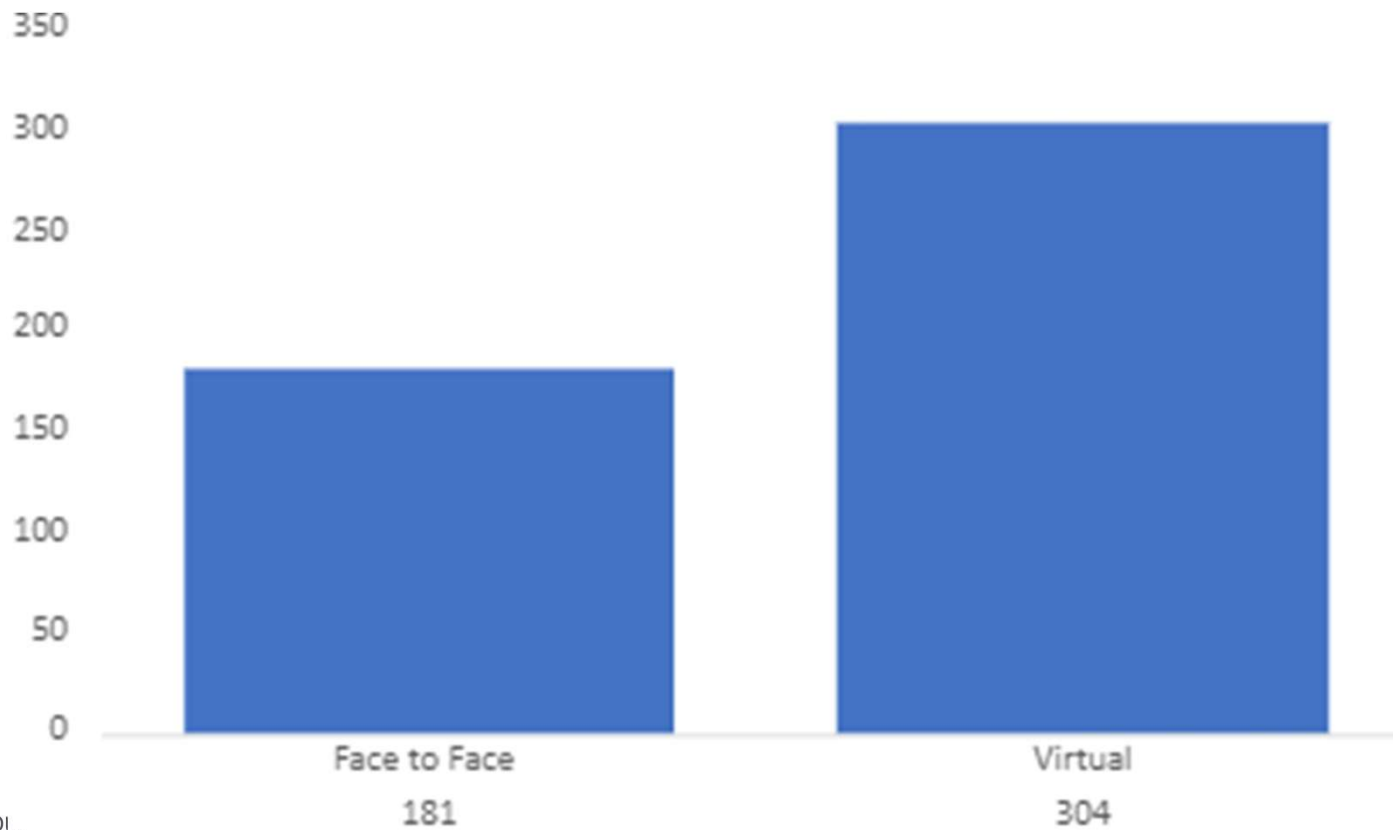
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People Workstream Culture Workshop – Round 1 report September 2022



Workshop attendance 485 across all events

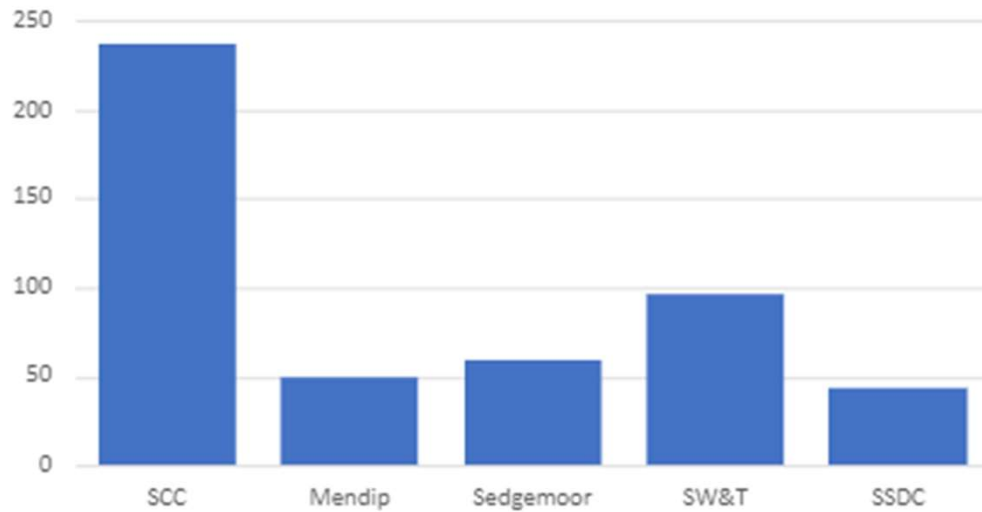


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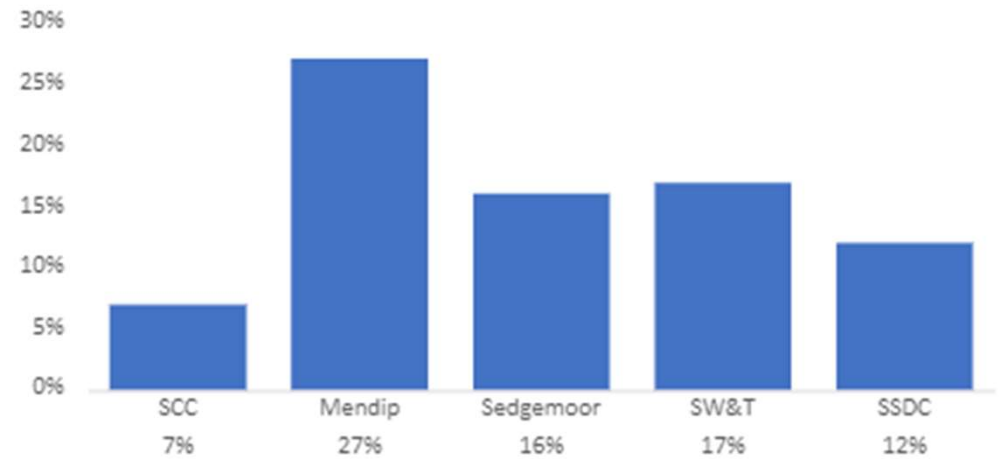
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By authority...

Total bookings across workshops



Percentage of employees booked onto a workshop



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Positive words



Not so positive.....



Verbatim feedback from workshops

"I just wanted to say thank you to you and the team for running the session this morning, it was great. Really enjoyable and felt a very safe space to share. I have been really impressed with how involved I have felt with LGR since I joined SCC."

"Thanks again Chris and the team. Really great to see some of our new colleagues too!"

"Great to meet you all and to see a few familiar faces! Thanks for a great session"

"Thank you. I found this interesting and positive, it was nice to meet colleagues from the other Somerset authorities."

"Thank you very much for an interesting session today, very thought-provoking session 👍"

"What an amazing opportunity to get together across all councils and talk about how we want to work together"

"Thanks for today's session, lots of interesting thoughts."

"Thanks again for a really enjoyable morning 😊"

“Everyone really engaged with her professional but relaxed and friendly approach. It felt like a very safe space where we could speak freely and share views and ideas. We decided to attend the Bridgwater sessions so that we could mix with colleagues outside SSDC and get their perspective of the work culture they want to see and be able to share our own. I think I can speak for us all and say we all came away feeling very optimistic about our futures and inspired that our opinions and ideas for the new council work culture will be heard and count.”

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A word about the data...

- Data has been analysed for all of the Round 1 workshops, **15 in total** (8 face-to-face and 7 virtual), which took place over the period of 4th April to 29th July 2022
- All comments from workshop activities were included in the full data set, verbatim
- **More than 2,500 comments** were gathered, covering **over 100 themes**
- Comments including more than one concept counted as “mentions” under each relevant theme

Categories

Themes tend to fall into three broad levels, outlined below.

Level	What do we mean by this?	Why is this important and what might it look like?
High level and external factors driving our new organisation	Serving Somerset residents, setting the right tone for all staff about how we work with others.	<ul style="list-style-type: none"> • A positive culture emerges more strongly when the vision and values of an organisation align with our own personal values. • Strong policies and strategies for working with our partners and people of Somerset.
Set by the organisation / service / team	Making Somerset Council a positive place to work.	<ul style="list-style-type: none"> • Clear principles for working together enable a happy, motivated and efficient workforce • Staff feel valued and secure and have the right tools, processes, management and access to learning and development to support them
Influenced by me as an individual	I am personally responsible for my work and take pride and ownership in it.	<ul style="list-style-type: none"> • I understand expectations of me and how I am expected to behave as part of a team • I have the right skills to be effective in my role • I am able to develop my skills, knowledge and behaviour

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Key themes

- The next two slides (12-13) show graphs of the top 20 ranked themes (based on frequency of mentions across workshop activities).
- The following four slides (14-17) give detail about the headline 20 themes, which are the primary focus for action (all themes can be found in the full data set which can be shared). The table includes:
 - Reference with headline title (A-L)
 - What staff have said they want and do not want to see in the new organisation
 - A few quotes illustrating the theme
 - Highest ranked linked themes (top 50), with the rank in square brackets (e.g. [1] indicating the highest mentioned theme). Relevant themes outside of the top 50 (with 10 or more mentions) are also listed in grey text without a rank.

Top 10 mentioned themes

(>70 mentions)



11-20 ranked themes



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Ref	Staff want....	Staff do not want...	Quotes	Relevant theme(s)
A - Communication	To be well informed across the whole organisation, with consistent messaging from leaders and managers – an accessible culture where expectations are clear.	To be kept in the dark, inconsistent messages or lack of clarity about structure, roles and responsibilities, misinformation or lots of jargon.	<ul style="list-style-type: none"> • "CEO messages, personable zoom meetings, feels like he cared, we mattered" • "Cross organisation communication and updates to better understand different services (...)" • "Opportunities to understand new service teams, start from scratch and get things right" • "Regular briefings and mechanisms for senior management/leadership to be available and accessible" • "Communication (capturing all staff and different methods)" • "Setting the right tone" • "Jargon – too much which confuses customers" • "Engage staff in strategy!" 	<ul style="list-style-type: none"> • Communication [1] • Clarity of roles, responsibilities, processes, teams, structure and service areas [14] • Engagement / engaged / consultation / involvement [24] • Accessible / access / accessibility [41] <p>Induction / onboarding Staff Q&As</p>
B – Dynamic working practices	A dynamic working approach, which supports effective teamworking, focuses on balance and is enabled by the right tools (e.g. policies, technology and work spaces).	Working practices which dictate how and when work should be done without consideration of personal or business need.	<ul style="list-style-type: none"> • "Flexible working inclusive for staff who have caring responsibilities and also need to work locally (...)" • "Not being flexible in how colleagues get their work done (dictating hours i.e. 9-5)" • "Flexible working – hours, blended working, environment, to do things differently" • "Unhealthy working hours / practices" • "Trust: work life balance - hybrid working - paperless. Improved processes enable flexibility" • "Shared accessible workspaces" • "Adopt newer technologies to help us move forwards" • "Different teams may require policies and procedures that suit the ways they work - not one size fits all e.g. social care may have a different need to communicate than economic development" 	<ul style="list-style-type: none"> • Flexible / dynamic / hybrid / agile ways of working / responsive [2] • Technology / digital / systems [25] <p>Working environment / space Policies</p>
C – Cross-team, partnership and external working	Good working relationships across teams and with partners (including Members) to understand and plan how best to support those we work for.	Disconnected services that do not interact with each other or collaborate on delivery.	<ul style="list-style-type: none"> • "Small culture in bigger teams" • "Good working relationships across other teams and agencies. 'One' meetings working well." • "Outward looking and partnership working – integration, expertise of other partners" • "Holistic approach" • "Community relationships and new PCNS" • "Focus on customer care rather than just figures and performance stats" • "Officers and Members working well together" • "Bringing multiple perspectives into integration of systems" 	<ul style="list-style-type: none"> • Collaboration / working across teams and partners / collective / inclusive / connected / networking / joint working [4] • Partners / external agencies / customers / community relationships (e.g. people we work with) [7] <p>Members / political direction</p>

Ref	Staff want....	Staff do not want...	Quotes	Relevant theme(s)
D – Leadership and Managers	Positive leadership which is accessible, approachable and transparent. Supportive and trusting managers.	Leadership which is not relatable and only "talks the talk". Variable management practice, managers that do not trust or understand their teams.	<ul style="list-style-type: none"> "Strategic and visionary, developing the next generation to take over leadership" "Role modelling" "Right people in leadership roles" "Leadership visibility that not only 'talk the talk', but 'walk the walk'" "Supportive / emotionally intelligent management" "Consistent management practices across all teams" "Dictatorship Management Style" "Open door policy re senior leadership (approachability / understanding)" "Appraisals linked to overarching goals" "Setting goals for staff and periodically reviewing them" "360 reviews" "People feeling they can approach their manager whenever needed - feeling that they will be listened to, respected and valued." "Having a people manager (support for home and work)" "Management need to ensure they know what their staff do and why" 	<ul style="list-style-type: none"> Positive leadership [5] Managers [10] Micro-management [31] Supervision / line management / appraisal / 1:1s / goals, objectives [47] <p>Authoritarian / autocratic / superiority / undermining / dictatorial</p>
E – Care and wellbeing	To be able to work in a welcoming, supportive, safe and caring environment, looking after each other and focusing on wellbeing.	An organisation which does not care for the wellbeing of its staff and customers, that does not support staff when they need it.	<ul style="list-style-type: none"> "Want to be "human"" "A caring authority" "Access to support e.g. care first" "Employee Assistance scheme including mental health support" "Building time into the day for wellbeing and care and support - staff too busy to care will damage the culture" "No support for important issues (like the menopause)" "Focus on wellbeing in its wider sense as well as H&S" "Encourage staff to join support networks - tech champions, wellbeing champions, so it's not the same people" 	<ul style="list-style-type: none"> Wellbeing / care / kindness / empathy / friendliness / welcoming / wellness / cheerful / helpful / supportive / compassionate [3] Respect [27] Motivated / passionate / happy / positive [36] Networking groups (culture champs, tech champs, mental health first aiders etc) [46]
F – Honesty, trust and accountability	A culture that is honest, open and fosters trust. Staff to be able to be empowered to be accountable and have autonomy in decision making where appropriate.	A culture of blame and lack of respect, where there is no transparency. Lack of personal responsibility or ownership.	<ul style="list-style-type: none"> "Freedom to speak – ask questions" "No blame culture - it's all a learning curve!" "Safe, blame free" "Opinions valued, supportive, engaged." "Departments being "protective" or seeming to gloss up when things aren't going so well - makes corporate reporting difficult and sometimes meaningless if it's not reflecting the true picture" "Ok to make mistakes" "Faith in people's abilities" "Ambitious and giving staff the responsibility to make decisions" 	<ul style="list-style-type: none"> Trust (mistrust / lack of trust) [8] Honesty / openness / available / genuine [9] Blame / shame [19] Accountability / responsibility / ownership [34] Transparent / transparency [34] Autonomy [38] Empowered / confident / reassured [38]

Ref	Staff want....	Staff do not want...	Quotes	Relevant theme(s)
G - Teamwork	Teams that work well together, supporting each other and building positive relationships - feeling unified and connected in the new organisation. "One" mentality, being inclusive.	Silos, "Us and Them" mentality or a feeling of takeover.	<ul style="list-style-type: none"> "Nice team members that are approachable" "Respect for colleagues - different approaches to the same issue is actually ok" "Regular wellbeing team meetings that are not about work issues" "Having each other's back" "Division and separation" "Silo working - need to embrace coming together" "Not a takeover" "Robust Ethical framework" "Values set out - sets expectation for culture" "Clear vision, what you're working towards at all levels. Overarching goal." "Clear direction of the organisation and everyone supporting the same strategies" 	<ul style="list-style-type: none"> Teamwork / working together / relationship building / supporting each other [6] Silos / siloed / cliques / Us and Them [11] Common goals / vision / purpose / mission statement / strategy / looking forwards / planning / shared understanding [16] Shared values / standards / behaviours / ethics [31] <p>Can do Processes / procedures / practices</p>
H – Delivery focused	An efficient and effective council that manages expectations and delivers good outcomes, using up to date and effective tools for the job (e.g. digital).	Waste and inefficiency, processes that are not streamlined or focused on effective delivery.	<ul style="list-style-type: none"> "Loss of efficiency" "Processes to be simple, efficient, flexible and sensible" "Perception of inconsistency" "Well designed workflows" "Meetings for meetings sake - they need to be productive!" "No duplication" "Keeping delivery at the core of what we do. Outcome led activity" 	<ul style="list-style-type: none"> Delivery / outcomes / productivity / performance [12] Efficient / efficiency / streamlining / greener / one-stop shop / effective [27] Consistency / inconsistency / reliability [38] <p>Decisions / governance Bureaucracy Hierarchy Waste Environmental awareness / climate</p>
I – Learning and development	An organisation that harnesses individual and shared learning and development, using it to improve services.	Stifling staff progression, not learning from mistakes or sharing learning and knowledge.	<ul style="list-style-type: none"> "Keep examples of existing good practice in services" "Appreciating the benefits of apprenticeships and developing staff looking to the future." "Learning and development investment" "Training and tools to do the job" "Allow training to be accessed online - also, training should be a right rather than a reward" "Learning environment" "Opportunities for all to develop" "Graduate and apprenticeship schemes" "Organisation for life, good place to work, stickability, career progression" 	<ul style="list-style-type: none"> Learning / Training / upskilling / Learning and Development [13] Learn from mistakes and good practice / share learning / knowledge [14] Career progression / development opportunities / personal development / apprenticeship opportunities [19] Compliments / complaints / feedback [42] <p>Success / failure</p>

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Ref	Staff want....	Staff do not want...	Quotes	Relevant theme(s)
J – Transformation and improvement	To embrace change and opportunities for transformation, being innovative and creative, responsive to need.	To stick to old ways of working or be resistant to change for the better, lack of adaptability.	<ul style="list-style-type: none"> • Having a willingness to change and adapt • "Drive to try new things and learn from failures / successes" • "Think POSITIVELY about this wonderful new opportunity to build something FABULOUS" • "Progressive" • "Acknowledgement of time and space for the changes to be embedded - change will take time" • "My way or the highway", negative assumptions of staff being there a long time" • "Lack of flexibility / not open to challenge - "well we've always done it this way"" • "Open to new ideas, ways to improve (managers are open to this). Trusted to use your initiative" • "Culture of questioning and exploration" 	<ul style="list-style-type: none"> • Embracing / taking forward change / becoming new / modern / transformation / improvement / evolution [22] • Sticking to old ways of working / resistance to change / slow or unwilling to change / lost opportunities for transformation / legacy [27] • Innovation / creativity / ambition / problem solving / enabling [30] • Adaptable / compromise / responsive [44] <p>Risk Challenge</p>
K – Valued as individuals	To feel rewarded, recognised, listened to, valued and included, as an individual. An organisation that upholds equality and diversity principles in all that we do.	An organisation which neglects to recognise staff for their contribution, does not recognise or encourage talent and makes people feel excluded, isolated or not represented.	<ul style="list-style-type: none"> • "Compliments" • "Celebrate success" • "Simple pay and grading structures" • "Each council is equal and should not be criticised or treated poorly because of where they have come from " • "Engaging and celebrating good work and dedication" • "Staff awards and recognition" • "Offer staff perks!" • Being heard – my opinion counts • "Feeling that you're being listened to, feeling you have a voice in a safe way" • "Have a neurodiversity policy: <ul style="list-style-type: none"> - Train all managers & staff in neurodiversity - Recognise what people can do - Recruitment practices - Appraisal system needs to be flexible - Office environment" 	<ul style="list-style-type: none"> • Reward and recognition / appreciation / talent / job satisfaction [18] • Listening [21] • Value (feeling valued) [23] • Equality, Diversity and Inclusion [26] • Inclusive / inclusivity / acceptance [36] • Fairness / equity [48] <p>Success / failure Pay / salary</p>
L – Security and resilience	To retain staff knowledge and ensure services are resourced in the right way to protect staff from workload stress.	Lack of job security and high staff turnover, staff stress as a result of resourcing pressures.	<ul style="list-style-type: none"> • "Losing staff – support network therefore impact on workforce, unrealistic expectations from customers to services." • "Temp fixes - bringing in consultants and temporary staff" • "Hiring confident, talented people" • "Lose valuable expertise" • "Psychological safety and accountability" • "Don't want to see salami slicing of budgets" • "Under-resourcing and inconsistent resourcing across the organisation" • "No backlogs (make sure work is up to date)" • "Fire fighting/overburdened" • "Overworking / over promising" 	<ul style="list-style-type: none"> • Staff retention / recruitment / turnover / job security [17] • Staffing / resourcing pressures / skill gaps [42] • Workload [48] <p>Safe Fear Pressure / stress</p>

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So what?

Themes have already been used in draft strategies that will sit underneath the overarching People Strategy (e.g. Dynamic Working, Wellbeing, Learning & Development, Young People).

The second round of workshops will focus specifically on:

- What we need to do to address the themes
- How we will achieve this (this includes suggested actions to be taken, as well as dependency prompts which are written in green text)
- What success might look like / how we could test this

Therefore staff will help us complete the following framework:

Ref	Why is this important?	What do we need? How will we embed the culture?	How will we achieve this?	What might success look like / how will we measure it?
A - Communication	We feel informed, involved and engaged – we know what is happening and have our say.	Streamlined communications methods, clear touchpoints for all staff.	Simple corporate and service / team level communications and engagement frameworks to support effective communication so there is a clear understanding of the how, when and why. Clear policies and practices including induction / onboarding. Communications, organisational design, governance, technology	
B – Dynamic working practices	We are able to maintain a healthy work-life balance and are trusted to manage our workload responsibly and dynamically to provide the best outcomes for our work.	Clear and fair principles and practices for dynamic working (guidance around home, remote, hybrid, office working etc.)	Dynamic working policy setting out expectations for how we will work within the new organisation Ways of working, technology, offices / hubs	
C – Cross-team, partnership and external working	We build purposeful networks so that we can provide the best service for those we work for.		Partnership working, LCNs,	
D – Leadership and Managers	We build a strong new organisation through positive leadership and management behaviours and practices.		Recruitment, Leadership development	
E – Care and wellbeing	We feel healthy and looked after, which in turn supports our productivity.	Clear wellbeing strategy including wellbeing support offer for staff. Network of wellbeing champions.	Wellbeing	
F – Honesty, trust and accountability	We carry out our responsibilities with confidence and openness.		People only -?	
G - Teamwork	We work together effectively to support each other.		People only -?	
H – Delivery focused	We always keep the customer at the heart of what we do so that we provide the best outcomes we can.		Service alignment, transformation and optimisation, customer panels	
I – Learning and development	We invest in individual and team learning to be able to be our best.	Learning & Development Strategy	Recruitment – employer branding	
J – Transformation and improvement	We are invested in developing our services to continuously improve, sharing our success and struggles.		People only -?	
K – Valued as individuals	We feel a strong connection to the organisation because we matter.	Development of organisational values and behavioural frameworks	People only -?	
L – Security and resilience	We feel safe and have the personal resilience to carry on when things are challenging.		People only -?	

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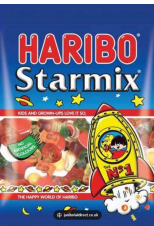
Next steps

- Share this report through governance (Programme Board, Programme Steering Group and Workstream leads).
- Produce all staff comms to advertise next workshop round and feedback on the themes collected – focus on how we will be taking action!
- Take forward recommendations to policies and practice through transition and beyond, some of which is not exclusively culture or behaviour but is about tools or principles for working (e.g. dynamic working, technology)
- Use Culture Navigators network for facilitation, key messages and feedback



Round 2 workshops

- Use of Culture Navigators to target harder to reach teams and frontline staff, engaging with representation across all teams and levels (alongside leadership teams engaging with these groups)
- Use as working groups to develop and test policies / frameworks that will support staff and the development of organisational values
- Use of culture work – the 'how' - to complement the T.O.M. – the 'what' – leading to the People Strategy for Somerset Council



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