



# PROGRESS REPORT

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People Board  
May 2016







# Investing time in talent



A year has passed since we were given permission as a team to deliver corporate training in a different way and the Talent Lab was created. Since then we have helped nearly 900 people access the training they need. This figure does not include the wide range of individual 1-1 coaching support, team support or external facilitation that we have provided as a team during this year.

The variety and frequency of learning opportunities that we offer has expanded in response to the needs of individuals and the Authority as a whole. We are continuing to develop and deliver new courses which form the basis of comprehensive learning pathways. These pathways focus on the future needs of our organisation to equip our colleagues and communities with the skills needed to meet the future challenges and opportunities.

This report provides a brief overview of what has been achieved during 2015/16 and also set the scene for our continued development. We will continue to build upon our successes and deliver training that grows talent.



# Collaborating, branding & networking

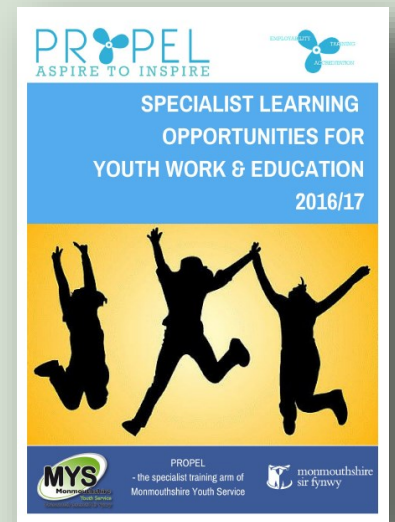


Our approach as the Talent Lab is a collaborative one. We take pride in the level of knowledge and quality of training that we provide yet we also recognize that there is a wealth of expertise both inside and outside of our organization that we can utilise. We've worked with partners from around the UK, including renowned speakers from the business world, public and private sector as well as leading motivators from the world of sports performance.. Working across boundaries has enabled us to expand the learning opportunities that we are able to offer to our staff and external clients.

Social media is enabling us to promote and network with audiences that we previously wouldn't have reached. We have made it easier for people to access training, both internally and externally through the utilisation of free online software. This has also enabled more effective coordination and wider publication of not only the Talent Lab's training offer but also the training offered by our colleagues in the wider Monmouthshire County Council team.



Having a strong brand identity helps us to continue to connect with our customers and build lasting working relationships. We have worked hard as a team to develop the Talent Lab brand to promote our professional approach to training to both our internal and external customers. We have utilised the branding knowledge we have gained to produce marketing materials for the Talent Lab and for our colleagues in other service areas.



Utilising social media to  
network & advertise  
courses



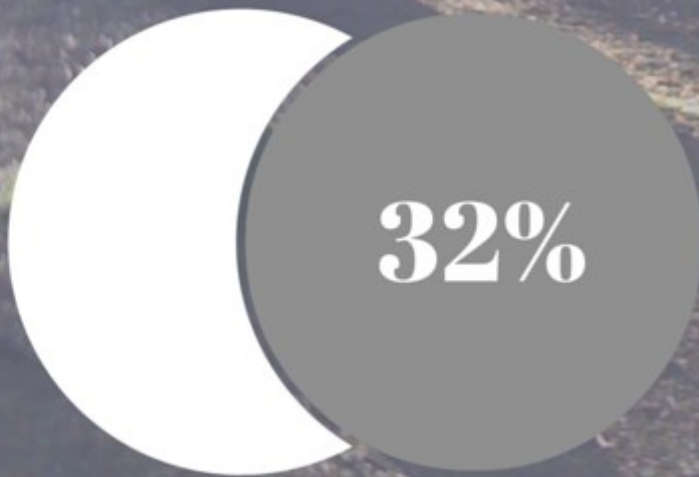
talentlab.wales website  
built for under £25 using  
in-house staff



**111**  
**events**

In 1 year, the Talent Lab  
has hosted/delivered  
111 workshops/events

**879**  
**participants**



**Increase in  
skill level**





**72 delegates  
from  
voluntary/  
third sector**



**£**

**4,412 +**

**investment back into communities  
based on cost of course places**

"I love what I do but,  
it's nice to see it  
rewarded &  
appreciated so, thank  
you "



# RESULT

(c)

Having developed our own unique coaching model, we have trained over 300 leaders in our organisation to be able to identify and agree performance goals within the workplace. The Result Model equips leaders with the skills, knowledge and techniques to improve and enhance performance across teams in a way that is motivating and considers the needs of individuals as well as the organisation. Through mapping outcomes of the programme to a global study undertaken by CIPD, we know that coaching provides up to a 7x return on investment and you can expect to see up to a 22% increase in the performance of individuals who operate within a coaching culture.

Our unique 2 day modules are available through our open programme or bespoke to an organization. We are receiving requests for the RESULT Coaching Programme from external clients and have already delivered a bespoke programme in Buckingham University.

**What Our Attendees Say...**


"I really wish that I had come on this course sooner. I feel more confident and literally cannot wait to get back to work and apply the learning."

"I feel that I now have a tool box full of tools to apply to achieve positive outcomes."

"An excellent & enjoyable course that feels 'real' and can be easily transferred to the workplace"

"Theories delivered in a confident passionate and knowledgeable way - genuine deep learning"

"The course was a good blend of theory and practical which catered for all learning styles"





# RESULT Coaching



300+ delegates so far

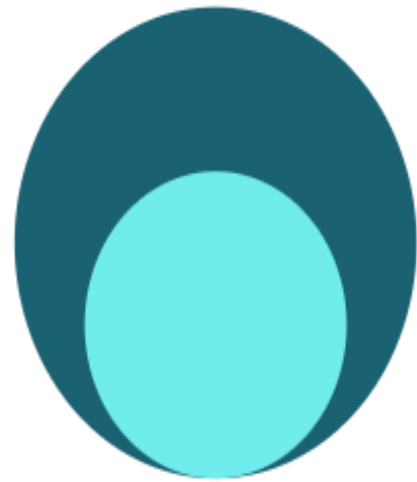
1 day RESULT course created to provide flexible opportunities

7 RESULT Coaching Refresher & Update workshops held to date

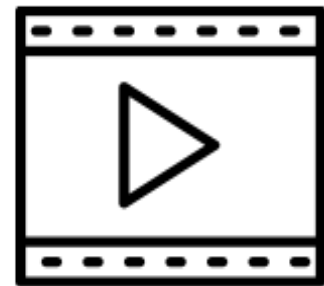
Cost of course per person for internal staff ranges from £75 - £92



Average increase in skill level of 26%



Precourse Skill Level On completion of Course



Audio course material created & available online to support learning

Global coaching study by CIPD states the ROI is 7 x Cost of Course

ROI £166,152

# Wellbeing:

## Mindfulness, meaning & motivation

Here at the Talent Lab we deliver a number of courses which explore techniques that will help individuals understand and improve their ability to cope and perform well under pressure. We focus on the key skills and knowledge needed to increase emotional resilience and mental toughness.

This involves a combination of competencies which allow a person to be aware of and in control of their own emotions, to recognise and understand others emotions, and to use this knowledge to foster their success and the success of those they work with.

Bringing mindfulness and relaxation techniques into the workplace are key parts of our wellbeing workshops as we want our colleagues to have the awareness and ability to find a calm and wellbeing state in a chaotic and fast paced working environment.







> **245 attendees**

Since April 2015, more than 245 people have accessed the training they needed to improve their own wellbeing & help them succeed

On average, workshop participants are reporting a 31% increase in their skill level



*"Friendly atmosphere. Clear discussions led by excellent facilitator"*

*"I enjoyed everything about the course."*

*"I recognise my own strengths & weaknesses and recognise other peoples traits"*

**Course quotes**

*"Feeling more positive/confident that differences in personalities don't have to be negative"*

Free ILM training has been accessed from Level 2 to Level 5 across six different themes. To date 48 colleagues have completed ILM training, gaining a valuable qualification and 47 staff members are currently undergoing training. This not only helps those individuals in their current roles, it also helps prepare them for future opportunities in their career progression. We are dedicated to helping our colleagues access the training they need to continue their personal development.



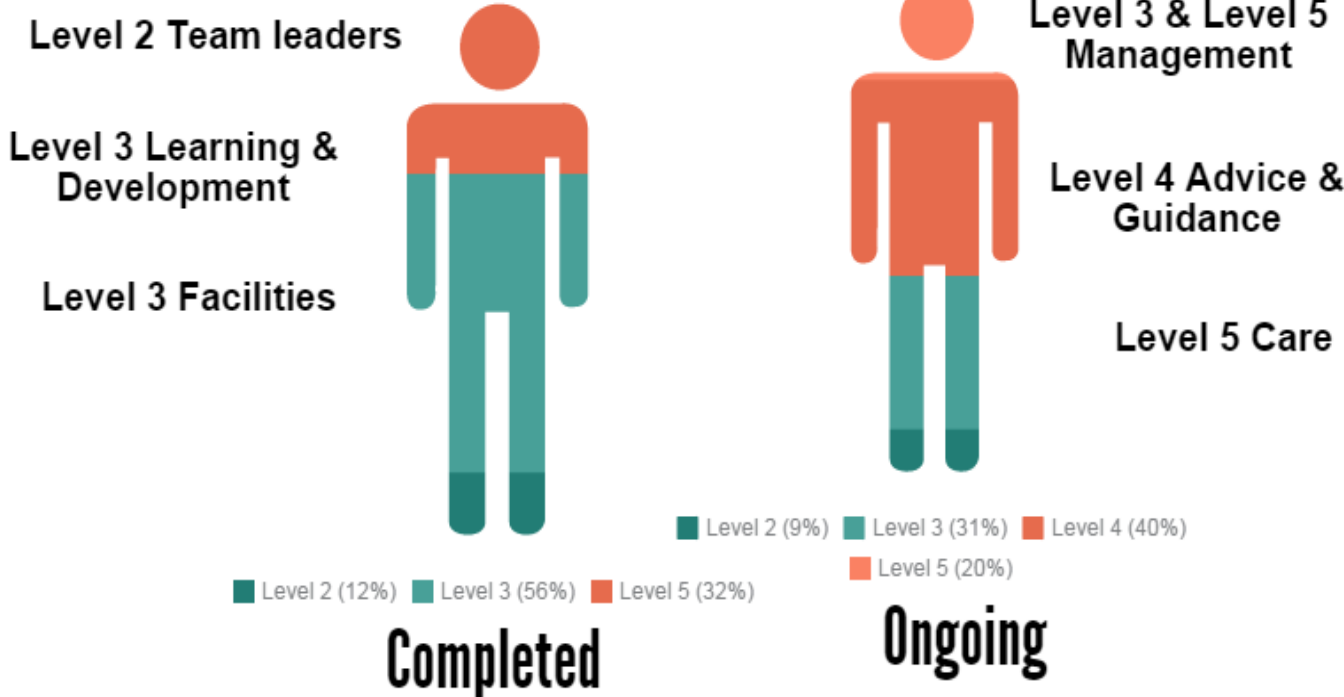
## Institute of Leadership & Management

95 participants



Training accessed for free

of a value in excess of





# Next Steps - April & Beyond:

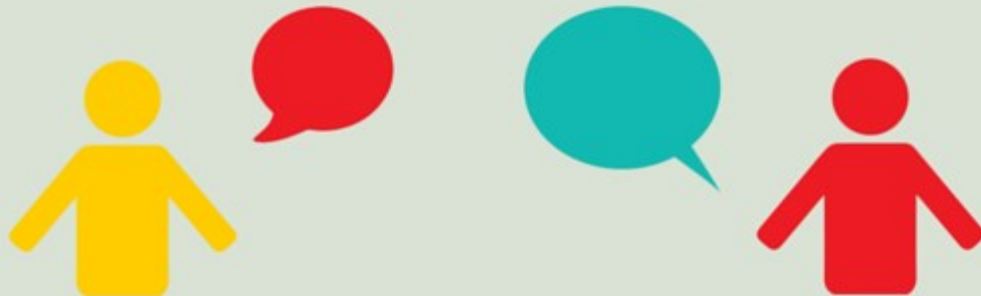


A big part of our work for the latter part of 2015/16 focused upon developing the People Services offer with the wider People Services Team. The offer allows us to make best use of our collective expertise and knowledge to provide a cohesive pathway of support, training and guidance to our colleagues throughout their journey with Monmouthshire County Council..

Our focus has always been on enabling our colleagues and communities to work with purpose and passion. The difference will be that instead of doing great things as separate parts of People Services, we will embrace the true collaborative ethos of the Talent Lab to deliver collectively and cohesively as one connected service.



# Check In, Check Out:



Performance appraisals are an important part of helping individuals to thrive in their roles. The Check In, Check Out (CICO) appraisal process that was developed in 2014/15 has been revised and updated based on the feedback from our colleagues to provide even greater clarity and guidance.

Effective guidance (including an online video) and training sessions have been developed and delivered collectively by People Services and the Talent Lab. The training sessions will continue to be held regularly throughout the year. Since March 2016, 29 colleagues in leadership roles have attended the new CICO training.



**29 colleagues in  
leadership roles have  
undertaken revised  
CICO training**

The revised appraisal process features the incorporation of a clearer process for capturing the advice, support and training requirements that are identified. This is enabling us to achieve an even greater level of accuracy when developing planned training to meet the emerging needs.



# Colleague & 21st Century Leadership Coded Pathways:

Our values as an organisation and as individuals are embodied by the behaviours we demonstrate. To enable everyone to have a clear understanding of what is expected of us as employees, comprehensive coded pathways of learning and support have been developed.



Core Training, Learning & Uevelopment | The Hub | EDT LINKS

## 21st Century Leadership Code and Learning Pathway

Working with Individuals, teams and our Mon Minds group, we have developed a Code of Values and Behaviours for all people in Leadership roles within Monmouthshire. These are supported with learning and development resources to ensure that you know what the expectations are in terms of leading and developing your team and so that be come a you have the skills, knowledge to become a great leader.

Values (Why)	Behaviours (What)	Supportive Learning (How)	Learning Channel (Where/When)
You have a clear understanding of your role and responsibilities & how your skill set is fit for public service	Your behaviour is in sync with your job description and you can demonstrate how it is linked to the single integrated plan and true to our organisational purpose	Induction & pre Induction * Induction * 21 <sup>st</sup> Century Leadership Code * Leadership Bootcamp *	Film Workshop/Workbook/MCC Code Of Conduct Induction/Workshop/Film 36 Hour Workshop/Workbook SQLACE (Code ) For all Senior Leaders
	You can demonstrate that you undertake practical management functions of the role	Management Functions of a leader *	Induction/Checklist/Talent Lab Hub
	You step forward and take control and are proactive when required to make changes	Leading towards the future Idea Generation and Horizon Scanning	Workshop/Workbook Workshop/Workbook

These coded pathways outline the values we uphold as an organisation, the behaviours that demonstrate this, and the learning resources and channels available to help individuals develop the skills and awareness they need to undertake their roles according to the expected behaviours.

The coded pathways can be viewed on the HUB and a programme of mandatory courses are being developed to support the organisation. Some of our newest developments are Mediation Methods and Skills, Customer Care and Customer Centric Sales. We will continue to develop further courses and work in partnership to deliver training throughout the year.

# Continued Focus on Wellbeing



**50+ colleagues in  
leadership roles trained  
in Mental Health First  
Aid**

Looking after the wellbeing of our colleagues and our communities remains one of our biggest priorities. Whilst the constant pace of change opens up a wealth of opportunities, it also exposes us to high levels of stress. At least 1 in 4 of us will suffer with mental health problems at some point in our lives so it is vitally important that we equip our teams with not only the tools they need to look after their own mental health but also the skills and knowledge needed to recognise when others may be suffering.

So far we have commissioned two accredited Mental Health First Aid courses. The response to these courses has been phenomenal which just goes to show how committed our colleagues are to helping those with mental health issues and learning how to support each other. It's also a sign that we are beginning to break down some of the barriers and stigma surrounding mental health. Already 56 leaders have been trained to be better prepared to support teams and individuals during times of stress and pressures.



# A Supportive Organisation



Alongside the Mental Health First Aid training, we are also starting a pilot project that focuses on providing early support for people in the workplace who are experiencing the effects of pressure and/ or stress, whether that be from their home or work lives.

Leaders are being trained to refer people for early support, either through access to counselling services or via support from one of our trained R.E.S.U.L.T Coaches who have signed up to the coaching pool. The aim of this is to help people at the earliest possible point through flexible avenues. Admitting you have a mental health problem can be very daunting which is why we want the support to be easily accessible, flexible to their needs and channelled towards achieving the best possible outcomes for individuals.

A comprehensive development programme has been prepared to provide ongoing learning and development for all of our internal coaches so that they are able to more fully support our colleagues and truly utilise the skills and knowledge they have learnt.

We believe this pro-active and positive approach to supporting people at work is a great step forward to ensuring positive and resilient teams.

More details can be found by visiting the TalentLab on the Hub.



# E-Learning

We understand that there is no such thing as “one-size fits all” training. Training needs to be relevant, flexible and accessible and this means providing as many channels and opportunities for learning as possible.

We already deliver our workshops in flexible ways to meet the needs of individuals and teams, whether that be a short 1 hour lunchtime workshop or condensed versions of our longer workshops at a location and timescale that suits their service.

A new avenue of training that we have made available to staff is a new platform of E-Learning that has been developed in partnership with the All Wales E- Learning Academy. The E-Learning platform provides a wide range of learning activities for colleagues, leaders and school based staff. It is packed with different subjects for everyone to try at their own pace, wherever and whenever is convenient to them. It is also available from any device at any time to suit you. The platform can be accessed via the Hub and all you need to join is to use your Payroll number to log on in the same way you access Myview, using the password “welcome1”.



## Examples of Courses:

- Wellbeing of Future Generations (Wales) Act 2015
- Self Development
- Change Management
- Managing Health & Safety
- Financial Inclusion & Tackling Poverty

## Even more opportunities

Here at the Talent Lab we are passionate about designing and delivering learning opportunities that hold real meaning by focusing on what can really help make a difference to both individuals and the wider organisation. What matters to you, matters to us. All of our available courses can be adapted to suit your learner needs and can be delivered at a time and place that fits within your requirements. We can develop bespoke courses with you to support the specific learning outcomes you want to achieve.



### ADDITIONAL COURSES AVAILABLE:

- **Communication Skills**
- **Dignity at Work**
- **First Aid**
- **Customer Care**
- **Customer Centric Sales**
- **Blow Your Trumpet With An Excellent CV**
- **Interview Confidence**
- **Public Speaking**
- **Right person recruitment**
- **Team Dynamics & Performance**
- **The Art of Training & Presentation**
- **1:1 Coaching**
- **Let's Talk About Stress**



For the most up to date information about booking a place on one of our learning events please visit us on the Training Section of the Hub or at [www.eventbrite.co.uk/talent-lab](http://www.eventbrite.co.uk/talent-lab).



## Contact us:



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