



Annual Report

July 2017

'Working together to offer a supportive service that is assessible and knowledgeable that enables our people to succeed and adapt in a changing environment'



Introduction

I can't believe it is a year since I first joined People Services. It has gone by in a flash and we have been incredibly busy. As a support service it is often very difficult to measure the difference our activity makes to the organisation's effectiveness and therefore our aim throughout the year has been to build on the data and evidence we use to inform our actions.



Tracey Harry

The work we have done around policy development, training, developing our HR business partnering approach and the ever growing people services hub has resulted from examining data and information regarding our workforce:, feedback from our colleagues around what is and isn't working: audit and regulation and much more.

That said it remains difficult to measure our impact , our sickness levels remain high and the number of recorded check in check out appraisal sessions went down despite huge amounts of activity to support our colleagues to manage and record sickness and CICO's better.

Health and Well being of our workforce is key to ensuring that we are all fit, both mentally and physically, to meet the increasing challenges we all face in our daily work and home lives. We have heard the messages that our colleagues across the organisation have fed back about what we can do to improve their health and well – being and we have developed a project plan to deliver a range of support and benefits to help.

We are currently waiting for the results from our latest staff survey. The response to the survey was n't huge, which is disappointing, as it gives us really useful, comparative information about how engaged and purposeful we are all feeling, it identifies some of the issues that we need to address as an organisation and enables us to work out what actions we need to do to get better.

One of our priorities for 17/18 continues to be attendance management with a specific focus on psychological illness. 25 percent of our current sickness levels result from pyshological illness. We need to get much better at recognising the signs early on and either preventing absence or developing our approach to enable people back into the workplace more quickly.

Our three other priorities for the year are workforce planning; health and well being; and skills and knowledge development.

As capacity across the organisation continues to reduce we need to ensure we have the right workforce with the rights skills and knowledge to deliver now and in the future. Fundamental to achieving this is our health and well being and we will continue to deliver the actions we have identified to improve.

As always I am happy to listen to any ideas that you have for ways that we can improve the service we provide. Please give me a ring or send me an e-mail as I am happy to hear what you may have to say.

Best wishes

Tracey



PEOPLE SERVICES

People Services operates under a shared leadership structure. This enables us to work together to solve problems, taking a truly connected and collaborative approach to meeting the needs of the organisation.



PEOPLE, PASSION, PURPOSE

We believe that people join public service because they are passionate about making a difference. Our purpose is to provide the support, processes and opportunities needed to enable them to do just that. This report will provide an insight into the work of People Services over the last year, building on a strong platform of data and insight to help our workforce be equipped for current and future challenges as we strive to deliver the best services possible to our communities.

As at 31/03/2017



3,609

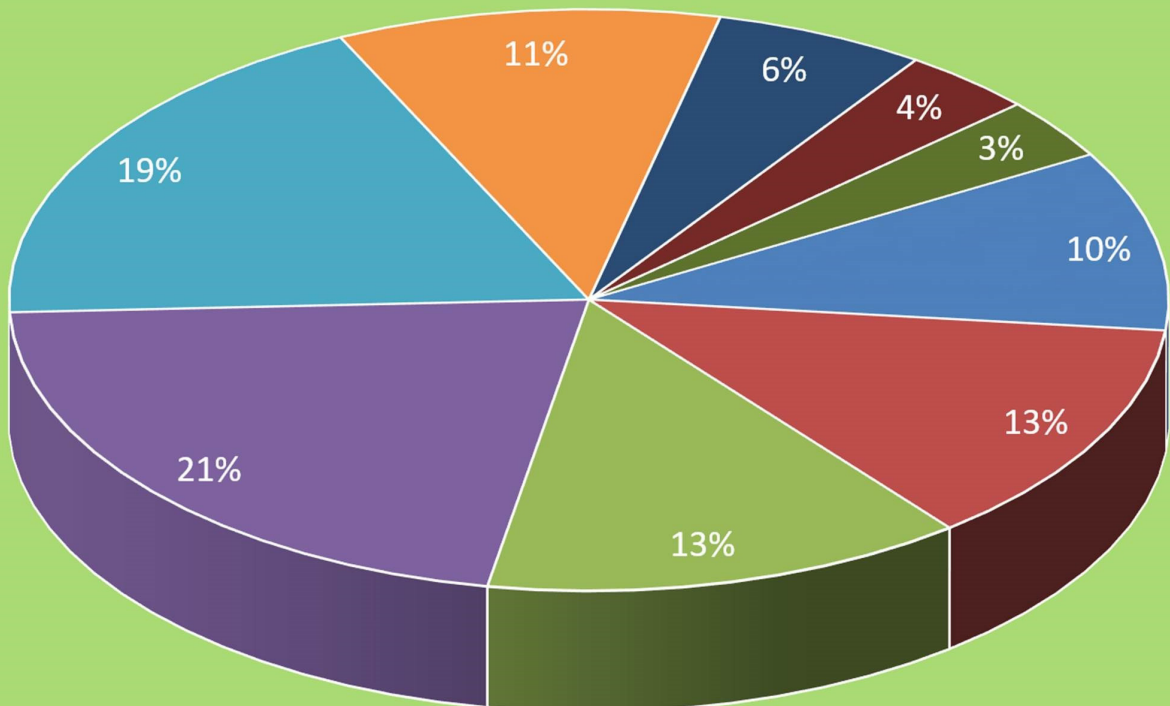
Employees

<3% decrease

1,700 Volunteers

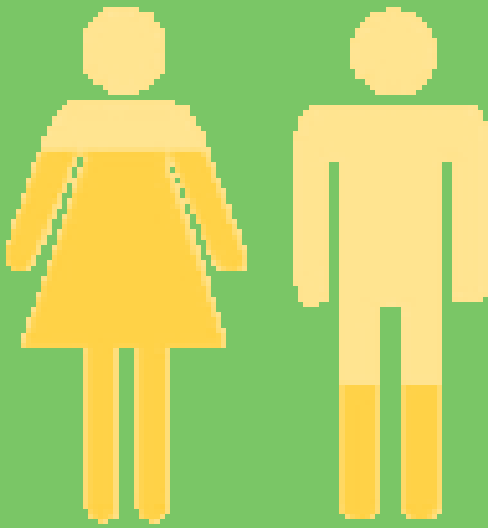
100 less than 15/16 however, we believe this is due to the strategic way we are working to support community groups and members, so that they are in a sustainable asset based community development approach, this is as apposed to bringing volunteers into direct volunteering roles with MCC.

Employee's Length of Service



- Less than 1 year
- 1 - 2 yrs
- 3 - 5 yrs
- 6 - 10 yrs
- 11 - 15 yrs
- 16 - 20 yrs
- 20 - 25 yrs
- 26 - 30 yrs
- 30+ yrs

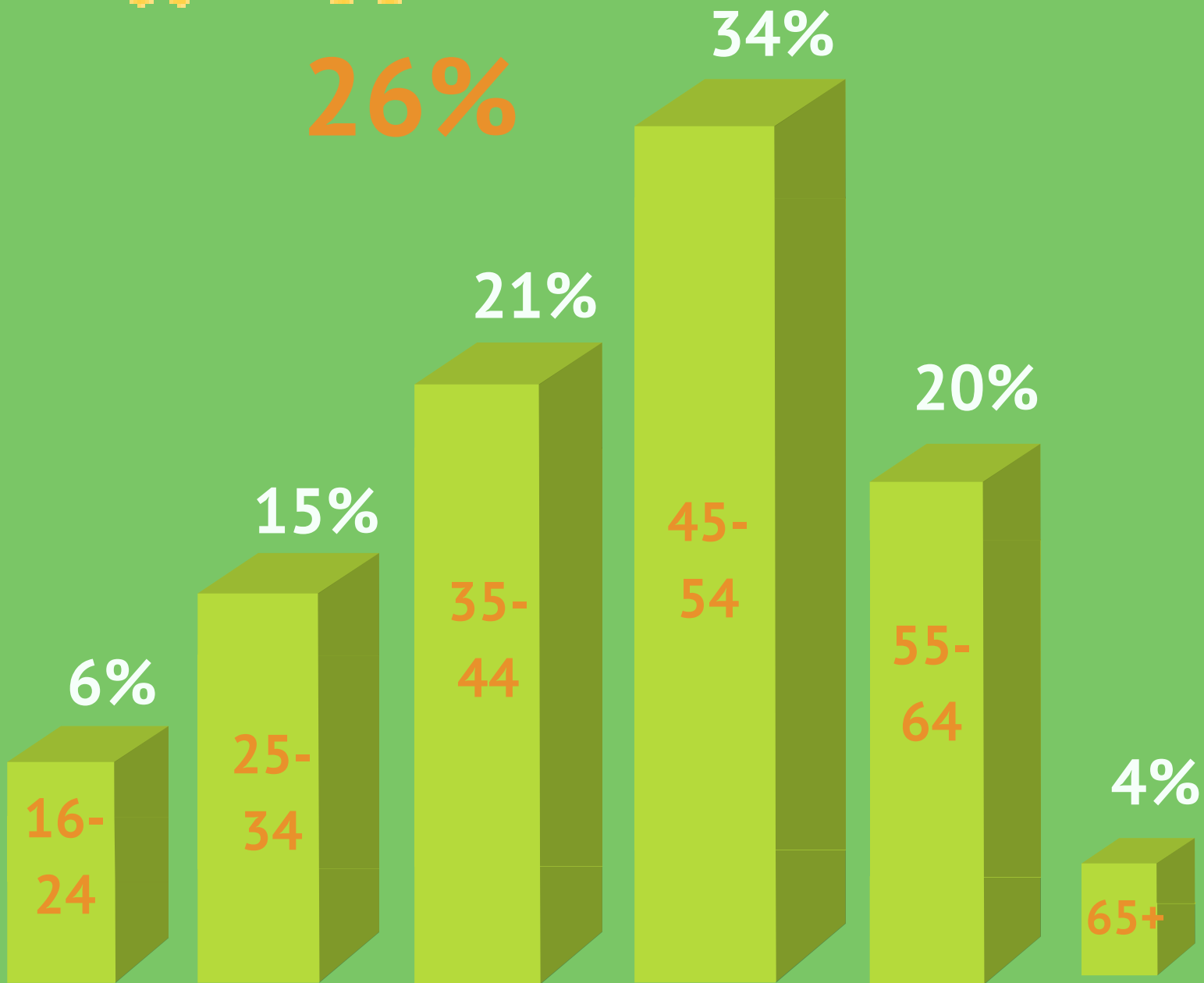
74%



1,473 Full time employees

2,136 Part time employees

26%



Employee Age Profile

RECRUIT, RETAIN & DEVELOP



RECRUIT

Attracting the right person to the right role continues to be a priority for People Services. We want our colleagues to both love and excel in their roles and a big part of this is aligning the right skills and the right behaviours with the right role. HR business partners continue to support recruiting managers to attract new employees through the Select the Best process.

Council
Leavers 293



8.09%

Staff
turnover
< 2.41%

New
Starters 370



Safe Recruitment: We continue to improve and train our



> 20 colleagues
trained in safe
recruitment

We continue to improve and train our colleagues in our safe recruitment practices. This is helping to ensure that pre-employment checks are carried out to help ensure our new colleagues have a smooth start to beginning their careers with our organisation. Safe Recruitment training has been rolled out to service areas and more than twenty colleague attended training in 2016/17. Further training courses are scheduled for 2017/18

Vacancies advertised internally & externally:

380  **JOBS**
<3.7% decrease

136 -> Children & Young People

13 -> Resources

<55

5 -> Senior Leadership Team

74 -> Social Care & Health

91 -> Operations

>8

>30

61 -> Enterprise

<36

Workforce Planning:

Workforce planning through our presence in our Services DMT and Business Partners meetings will strengthen our position for our ageing workforce and aims to reduce our reliance on agency workers. Dashboard data has enabled us to more clearly recognise the demographics of our organisation, informing our forward plans. People Services continues to help the organisation identify the skills within our workforce, help identify where the gaps are and develop our workforce through our training offer. We are starting to see improvements in workforce turnover and agency reliance in key service areas and seek to improve this in following years.



24%
+55

RETAIN

Organisational Development



Our People & Organisational Development Strategy continues to support our colleagues towards creating the culture needed to help individuals and our organisation to thrive. Organisational Development is a key part of our Future Monmouthshire focus and is heading up the Health and Wellbeing strand within this programme of work.

We know that our consistent is change and that we will continually shift and reshape as an organisation. To do this, we need to remain flexible and agile in order to adapt to the every changing needs of our people, our organisation and our communities. Our duty to our colleagues is to make sure our people are well, happy, healthy both physically and mentally and operating at their best.



The Health and Wellbeing project brief will help us to do this and has been prepared based on collated evidence and data from our colleagues.

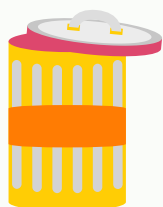
STAFF SURVEY



We have just undergone a staff survey and are currently analysing the results! This will make sure we are targeting the correct issues going forward.

Health & Wellbeing

Departmental support work to provide advice and guidance...



Waste &
Street
Scene



Building
Control

Leisure
Services



Planning



...through direct support to enable them to implement change that leads to better outcomes for colleagues, services and customers.



Health MOT days held in various locations to support colleague wellbeing

The arranging of Health MOT days in collaboration with Coleg Gwent provided the opportunity for our colleagues to have important physical checks carried out, such as blood pressure and peak flow whilst also receiving advice to improve their fitness. We will continue to focus on supporting a healthy workforce throughout 2017/18.



Preparation and launch of Staff Benefits Scheme



We want our colleagues to be able to maintain a positive work-life balance and our benefits in-work schemes help them to do this. We have joined up with CSSC (previously the Civil Service Sports Council) to offer a staff benefit schemes that gives reduced price entry and discounted tickets to a wide variety of activities for individuals and families to enjoy.



In response to colleague demand, a new cycle scheme is being offered through, Cycle Solutions, a leading provider of the cycle to work scheme. Colleagues can typically experience to make a saving between 33% - 42% (dependent on tax rate) through tax and NI contributions as part of a salary sacrifice scheme.

MonMinds continues to provide a link between our colleagues, our core purpose and business approach. It is an opportunity for staff to openly voice their opinions on key developments that affect them. The group has been instrumental in the relaunch of the staff survey, format and delivery and creation of additional wellbeing questions.

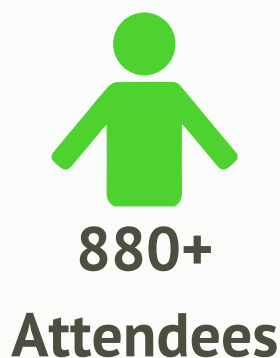


DEVELOP



Training-Investing Time in Talent

During 2016/17 the People Services team focused on clarifying how we equip colleagues with appropriate support, advice and guidance to enable ongoing learning for the organisation. Specific pathways have been designed to specify the organisational values, behaviours and learning for public servants in Monmouthshire. Throughout the last 12 months, we have added a huge amount of content/activities to the pathways in order to provide flexible and responsive learning based on demand. All our Learning is available to all those in paid and voluntary roles within the county.



Feedback from our colleagues identified a need for additional flexible short training opportunities that enabled more people to access training alongside their existing commitments. We have focused on smaller, intensive groups in order to deliver tailored training in the right place and at the right time. We have also seen an increase in demand for 1:1 coaching support.



Reaching Out!

We continue to explore different ways of advertising our courses to make sure we are reaching as many of our staff as possible. We have increased our presence on social media so that we can reach a much wider workforce, increasing awareness of training opportunities and enabling easy booking. Our training plan for the year has been programmed in advance to allow colleagues to have more time to plan their attendance as part of their personal and professional development.



We are now tracking and measuring 'non-attendance' at training to assist in identifying the root cause and therefore adjusting our delivery to ensure maximum take up of learning opportunities.

Providing access to fully funded qualifications:

Fully funded NVQ training has been accessed across various themes, ranging from Management level 3/4, Business Admin, Advice & Guidance, to the new uptake of IT and Media qualifications. For the first year ever we have been able to offer qualifications to our catering employees. 35 new learners have signed up during 2016/17.

This training not only helps those individuals in their current roles, it also helps prepare them for future opportunities in their career progression, reinforcing our organisation's commitment to workforce planning. We are dedicated to helping our colleagues access the training they need to continue their personal development.

**Value of funded
training:
£157,500**



Evolve

A Future Leaders Programme

Research into emerging practice and innovation has helped us to build a brand new learning programme for leaders and aspiring leaders who want the opportunity to focus on solving the big challenges that the community faces in the future and we will be launching this in 2017. The aim of the programme is to embed innovation, and emerging techniques into the “every day business” of leadership. The desired outcome(s) include transformational shift in terms of the operating model for local authorities, an increase in the effective identification, planning and design of new service models that are fit for purpose now and into the next generation. Attendees will identify and work towards real work based problems. The learning outcomes, design and delivery of the programme will be measured and monitored against pre agreed outcomes for individuals.

10 modules -> 10 days -> over 6 months

We aim to test and measure this with a number of cohorts during the next financial year. Elements of the programme have already been delivered as part of new training available to all leaders and those that aspire to be leaders.

This is a fresh, exciting and relevant approach for anyone who is driven to be part of doing better things, bringing cohorts of passionate people together based around a specific challenge within the county and community.

**Energy, Vision, Outcomes, Learning,
Values, Execution**



A County That Serves: Volunteers

We have been working on a clear, consistent and collaborative approach to volunteering across Monmouthshire, working with partners in public, private and third sector.



ACTS
Volunteering In Monmouthshire



1,700
volunteers



21 voluntary
groups



48
volunteer
coordinators

Working together we have promoted volunteering in our County as a way to increase wellbeing. Promotion via various events and online campaigns is helping to raise the profile, quality and range of volunteering opportunities. A co-production approach with the Bridges Centre in Monmouth has secured Integrated Care funding to deliver the Volunteering for Wellbeing programme. This will enable more people to become involved in volunteering opportunities that will benefit their personal wellbeing,

Measuring the impact of volunteering





Leader funding secured from the Rural Development Programme has allowed us to deliver the Vale of Usk Community Leadership Programme.

This suite of learning and development opportunities will help equip volunteer community leaders with the skills and tools to enhance their role.

In partnership with Gwent Association of Voluntary Organisations (GAVO) we delivered a formal recognition event aimed at acknowledging the fantastic work volunteers do and also raising awareness. The Monmouthshire Volunteer Achievement awards received 141 nominations with every nominee receiving a certificate and 22 awards were presented on the night.



141 Nominations



22 awards

Training Delivered:

BASIC FIRST AID 

**SAFEGUARDING
LEVEL 1**



We have delivered two successful volunteer opportunities events for the county in partnership with GAVO, which led to 134 volunteers engaging with organisations.

Payroll

42,173
payments
processed
to MCC Employees



37
payroll runs
completed

311

Emergency payments
0.73% of overall payments
24 payroll error (18 less than 15/16)

149
>34

Overpayments
0.35% of overall payments
16 payroll error (12 less than 15/16)

3 payroll runs
making 759 payments
to election employees

12 payroll
runs
processing
189
payments
for a small
local creche

Over
3,500
P60's
produced



Human Resources

Guidance **Business-Focus**

Key
HR
Topics

Purpose **Confidence**

HR this year has been all about enabling managers to have the skills, knowledge and data to lead their teams with confidence. Sustaining our services and planning for the future requires HR to be solution-focused and foster business partner relationships with managers and head-teachers. Focused HR advice, guidance & support helps develop these partnerships to more effectively manage resources.

Advice, Support and Guidance



3609 employees

200 managers

30 Head-teachers



In 2016/2017, HR took part in an internal audit whereby HR policies were reviewed to ensure they are appropriate to the People Strategy, Best Practice and Employment Law and that they are subject to the consultation and scrutiny of our staff groups, Trade Unions and that they receive the relevant political authorisation.

It is important that all our policies are reviewed and updated in a timely manner.

These policies are communicated to new and existing staff and guidance material including template documents and video tutorials have been developed to match the policies.

There were some points of learning for the HR Team from this Audit and these are being incorporated into a project plan that will help us focus our priorities as we continue to develop our processes and practices.



2300 hits
per month

The People Services Hub continues to be a source of guidance and advice and receives approximately 2300 hits a month. It is key for us, in our journey of enabling managers to continue to keep this updated and developed

We have completed a number of policy reviews within the year. A substantial part of our policy development work has focused on Attendance Management, delivering 16 workshops to an audience of 122. This work has been instrumental in the updated Attendance Management policy that was taken through to Cabinet 7th June 2017.

Our Carers in Employment policy and the Whistleblowing Policy went to Cabinet recently. The Grievance policy is currently in Consultation and was discussed at JAG first quarter of 2017. These policies are joint policies for the Whole authority whereby in the past they have been separate policies for Corporate and Schools!



BLOG

A HR Blog is being developed to maintain and strengthen our relationships with Managers and HR Business Partners. Our aim is to create an environment of learning, and supported and open discussion amongst peers, an environment where a manager network is established which also provides an improved platform for knowledge sharing.

We will work with our colleagues in Payroll and HR Support team to develop robust recruitment and selection campaigns, Social Care and Health on their Dare to Care campaign and marketing and communications to enhance the website and increase our social media presence.

Effective Resolution:

46 Disciplinary Cases resolved in the year



3 Collective grievance Supported in the year

11 Grievance Cases resolved in the year



1,159 DBS processed



670 Internal DBS

131 External DBS

358 Volunteer DBS

Check In, Check Out

A Meaningful conversation

Following last year's report we have put into action the steps we discussed to address the fall in the percentage of employees who completed their appraisals.



What have we done?



We have provided more robust guidance on what the C.I.C.O entails and this is stored on the People Services HUB page.

We have improved the reporting method so that it is now recorded on 'My View'. Making the report accessible to you and your manager to be referenced or updated at any time.



We have created a video highlighting the key points of C.I.C.O and also a tutorial on how to complete the new reporting system

There is a FAQ sections on the HUB to further assist the process and help answer common questions

The redesign of C.I.C.O /Performance appraisals has enabled the Talent LAB to design specific supporting material and activities to meet learning and development needs identified.

We have also added 'digital skills' to the form so we can identify what training is required in all areas and help improve our digital literacy.



Attendance & Wellbeing



Addressing absence is of vital importance, not only in terms of effectively maintaining our services, but also in terms of ensuring that our colleagues are healthy and supported. Changing the attitudes and expectations of both managers and employees towards long term sickness absence plays a big role in addressing and reducing the impact on the service and the individuals affected.

Attendance Management Training

16 workshops



122 attendees



This work has resulted in positive impacts, especially in long term absences in some key areas. As an organisation we need to maintain our focus on working together effectively to decrease our overall Council absence figures.

To do this People Services will continue to support managers to maximise attendance, improve moral, lower levels of staff turnover and reduce sickness absence rates. The data dashboard identifies key reasons for absence which will continue to inform our responses in terms of additional focus and support.

Effective
monitoring

Early
intervention

Collective
response

Data Driven Decisions



People Services Data
Hub

Welcome to the Sickness Absence Dashboard -
this is a new style dynamic dashboard that covers Sickness Absence data

Welcome to the People Services Dashboard -
this is a new style dynamic dashboard that covers HR metrics

We continue to strive to provide our organisation with the timely and accessible data needed to inform their decisions. There are two data dashboards in operation that can be found within the People Services Data Hub - The HR Dashboard and the revised Sickness Absence Dashboard.

The newly developed HR Dashboard will help to assist service areas to identify trends, patterns and organisational data to help to plan for future business requirements. The HRBP template (HR and manager discussion) assists with challenging managers on their data and helps in relation to service areas workforce planning considerations and analysis. This information on the dashboard is real time data which means we will always be working from the most up to date set of information, meaning our actions will always be relevant.

There will be instructional videos created for both the data dashboard and the revised sickness dashboard, these will be available on the people services hub shortly.

We are still in the development stages yet we have had positive feedback from the SLT the Resource's DMT. By creating this system we have more information and current data than ever before.

From Organisational Development

2017/18 will see Organisational Development focus on the results of the recent all staff survey, programmes of work will be shaped, based and created on what colleagues have told us, to complement this there will be a launch of a staff handbook, charter and recognition scheme. All of these elements are based on desire, evidence and data to enhance our working conditions in an ever changing environment.

From the HR team

A key part of our plan for 17/18 is to focus on creating the environment and framework for teams to take ownership of their own data, in doing so this will allow consequences to apply where necessary. Also, over the next few months we want to further establish the BLOG to offer peer support through a modern digital way!

What's next?

From the Talent lab

2017/18 will see the introduction of our new “future leaders” programme EVOLVE. This will provide opportunities for both the cohorts and all staff to participate in seminars and events throughout the year. Also, we hope to use the data collected from both the Dashboard and our new C.I.C.O appraisal form to really target the areas of learning or development that the employees require.

From Payroll

We have lots of development taking place this year, this includes implementing monthly data collection by April 18 and HMRC are changing the way we submit data to them. We also have upgrades scheduled for autumn and spring. Along side this we are always looking at ways to improve our service.

SIP

Priorities

17/18

This year we wanted to simplify our SIP to encompass the main collective priorities across people services. This means that we are able to focus on these themes and use them as the driving force for our work over the next year.



Attendance Management

Workforce Planning

Employee Toolkit

Wellbeing



All the above requires input and collaboration from across people services, which highlights our cohesive and collaborative workforce. Working together, we hope to achieve progress in those areas to enable our employees to succeed and adapt in a changing environment.



**MONMOUTHSHIRE'S
PEOPLE SERVICES**