



# PEOPLE STRATEGY

Monmouthshire County Council

## Version Control

<b>Title</b>	People Strategy
<b>Purpose</b>	The strategy connects people to purpose to improve performance and deliver better outcomes
<b>Owner</b>	Tracey Harry
<b>Approved by</b>	
<b>Date</b>	
<b>Version Number</b>	1
<b>Status</b>	draft
<b>Review Frequency</b>	Annual
<b>Next review date</b>	April 2019
<b>Consultation</b>	Strong Communities Select; SLT

## Contents

Contents .....	3
Cabinet Member foreword .....	4
Executive Summary .....	5
Introduction.....	8
Progress on previous People and organisational development Strategy .....	8
Our Purpose and Values .....	9
People Strategy Key Areas of Focus .....	13
Action Plan .....	19
How we will Evaluate Progress .....	24
Performance Indicators .....	25
Risks .....	26
Appendix - National Policy Context.....	28
Appendix – Local Policy context .....	29

## Cabinet Member Foreword:

Our people are the bedrock of all that we do, our success depends upon them. Despite increasing demand and reduced numbers we continue to provide over 700 services and the commitment, dedication and team work shown by our colleagues is testament to their professionalism and desire to deliver excellent services to our citizens. Our values of Openness, fairness, flexibility and teamwork are reflected in our culture “the way we do things around here”. Our colleagues are encouraged to be bold and ambitious in what they try to achieve, we expect the best and we are not disappointed.

We face ongoing challenges and we know that our citizens demand better, more accessible services 24/7. Our corporate plan, reflects our aspirations and priorities and we have outlined 22 objectives we want to achieve by 2022. Our workforce are fundamental to their achievement. To be successful we must ensure that their well- being, skills and knowledge are maximised to enable them to continue to thrive now and in the future.

This latest iteration of the People Strategy aims to build on the outcomes already achieved and to complete activities that are a work in progress. The key themes identified in the strategy, Health and Well – being; workforce planning; accountability and responsibility; Learning and development, and Operating model, reflect what our colleagues, data and intelligence is telling us needs to improve to enable and support our colleagues to be the best they can be.



**Cllr Phil Murphy**  
**Cabinet Member for Resources**

## Executive Summary

### **Introducing People to Purpose**

We know that our people are best placed to identify, design and deliver the changes we need to make to effectively respond to financial challenges, rising demand and increasingly challenging demographics. “People to Purpose” is the latest iteration of our People Strategy and continues to build on the activities and outcomes of the last version “Monmouthshire People”.

People to Purpose seeks to update, supplement and refresh these in order to enable our colleagues to deliver our organisational purpose of “building resilient and sustainable communities” as articulated in the ambition and objectives outlined in the new Corporate Plan whilst also responding to evidence from colleagues, organisational data and intelligence regarding areas where we need to improve.

The previous iteration focused on creating the conditions for our people to thrive and we have made progress in shifting our culture from a more traditional hierarchical, reactive one to one which is more networked, flexible, proactive and innovative reflecting our organisational values of openness, teamwork, fairness and flexibility whilst being able to better demonstrate the impact of what we do. We are not there yet, and the themes identified in this strategy reflect the areas we need to address to support and enable our people to succeed.

### **Our Themes**

The themes identified, outline in more detail, our progress to date, what works and what doesn't and how we plan to continue to deliver people and organisational development.

### **Health, safety and well-being**

Our numbers are reducing and our workforce are exhibiting signs of increased pressure reflected in increasing levels of psychological (stress and mental well-being) absence. Our agile approach means we are not always in face to face contact and so we must ensure that our workforce remains healthy and engaged so that performance is maximised and colleagues feel valued and motivated to achieve.

### **Accountability and Responsibility**

Our colleagues tell us we need to strengthen our individual performance management arrangements and tackle poor performance better. Our CICO appraisal system and introduction of mandatory training need to be built on to ensure individuals understand their responsibilities and can be better held to account for performance.

## **Workforce Planning/Inclusion and diversity**

To enable us to thrive now and in the future we not only need to have the right people with the right skills, knowledge and behaviours today but we also need to think and plan ahead to future proof our workforce. We must be prepared for the challenges and opportunities that reduced levels of funding, an increasingly aging workforce operating within an ever more digital, automated environment present. We must capitalise on benefits of diversity, graduate talent and expertise and provide opportunity for apprenticeships and cadetships that benefit the individual and the organisation.

## **Learning and Development**

Investing in talent management is recognised as key to ensuring colleague engagement and organisational effectiveness. The introduction of management induction and our EVOLVE programme for considering organisational/societal problems supplements our existing leadership pathways and we plan to do more to develop and grow our organisational talent to respond to the challenges we face.

## **Operating Model/Structure, Systems and Data**

Data, information and intelligence provide the basis on which to act. We continue to improve our data and systems to support managers to identify problems, plan and act to improve their services.

## **A plan for action**

We have clear priorities for action over the course of the next three years and these are articulated in the action plan and include:

- Review effectiveness of attendance management approaches in problem areas
- Implement and monitor a new Occupational health services.
- Produce regular management reports on skills and knowledge base of workforce
- Review and amend HR policies and management guidance in response to organisation need
- Use data and evidence to support HR business partnering meeting to improve management and organisational effectiveness.
- Develop a framework for apprenticeships, internships and cadetships
- Develop, in collaboration with partner LA's a tender specification for a new HR/payroll system

- Continue to develop HR dashboard to improve accessibility for managers

We have identified a range of qualitative and quantitative measures which will help us to evaluate and measure progress, some key measures being:

- Sickness days lost per FTE/ percentage psychological sickness
- Turnover
- Number of workforce plans developed
- Number of apprenticeships/internships supported
- Percentage of workforce undertaken mandatory training
- Percentage of people that agree that local council provides high quality services
- Number of disciplinary processes
- Percentage CICO recorded
- Increased digital interactions with organization
- Staff surveys
- Regulatory feedback
- Direct colleague feedback from workshops

### **Summary of key messages**

- People to Purpose brings together key activity strands and initiatives that relate to our people and organisational development
- The strategy is a living and breathing document that will adapt and change over time
- It helps to link our development of people, to our core purpose and corporate objectives.
- It acts on data and intelligence
- It flows from our commitment and belief that health and well-being plus skills and knowledge are key to success
- It enables our people to be proactive and accountable for their performance.

## Introduction

---

“People to Purpose”, is the latest iteration of “Monmouthshire people” our current People and organisational development Strategy’, published in 2015. Building on “ Monmouthshire People”, People to Purpose, continues to build on our belief that our people are best placed to identify, design and deliver the changes we need to make to effectively respond to reduced levels of funding, rising demand and increasingly challenging demographics. As public servants, in Monmouthshire, we are committed to building a culture, founded on our organisational values and expected behaviours, which we believe, will enable our people to deliver against our purpose of “building sustainable resilient communities”

## Progress on previous People and organisational development Strategy

---

“Monmouthshire People “our previous people and organisational development strategy focused on creating the conditions for the workforce to thrive and delivering impact in measureable outcomes. The strategy focused on the following key themes:

- Our Work Environment
- Engaging our people
- Building Careers
- Training coaching and development
- Diversity, Inclusion and well- being
- And bringing it all together

Significant progress has been made against each of the themes and we have moved a long way to creating the conditions for people to thrive. The People Services annual reports [2015/16](#) and [2016/17](#) outline what we have achieved so far and below are some examples of the activities we have engaged in which has shifted the organisational culture to enable the organisation to respond to the challenges we face reflecting the values, and behaviours we are committed to.:-

- Development of People Services hub to include a range of guidance, workflows, FAQs around a range of issues such as managing sickness, workforce planning, to enable the workforce to have easy access to information at all times.
- Key policy review eg Attendance and Managing sickness, Fairness at work (grievance); Disciplinary Policy, Volunteering. Each policy was revised or newly created to match the aims of the strategy and the needs identified by the organisation.
- Development of Evolve leadership programme based on considering identified societal/organisational problems, in order to identify potential short and medium term solutions. Two cohorts involving 12 officers from across the council have come together, so far, to consider; Customer service which identified the overall problem of how we engage with customers. Main outcome has led to us working with a new start-up organisation to embed AI (Artificial Intelligence) into our customer service offer; Transport Evolve has led to Transport Review, Personal Transport Budgets being introduced making significant savings in



home to school transport, Vehicle trackers to optimise routes etc and to identify how best we use our fleet including sharing of vehicles/pool cars etc.

- In response to concerns regarding accountability and responsibility mandatory corporate training requirements for managers and all employees have been introduced including safeguarding, attendance management, induction, GDPR, to name a few, to ensure the workforce has a consistent level of skills and knowledge needed to operate effectively and accountably.
- Development of HR dashboard and My view to provide better workforce data around sickness, gender, age profile thus providing managers with the data and evidence to better workforce plan and to enable them to effectively manage sickness and performance.
- Improved well- being offer for staff to include; increased staff benefits, access to cycle to work scheme, access to individual health screening. Colleague well- being is fundamentally important to the organisation and activity is related to what colleagues tell us is important to them and improves well- being.
- Implementation of new corporate volunteer management database and volunteer coordinator role. We value the contribution volunteers make to our organisation and the community and we are committed to ensuring that their experience is safe and purposeful.

We have made significant progress against the actions identified in “Monmouthshire people” and our culture and operating practice reflects that. We will continue to build on the activity to date, whilst ensuring we support and facilitate the objectives and ambitions of the corporate plan and enabling strategies.

## Our Purpose and Values

---

Monmouthshire County Council has a clear purpose. We shape this in line with the goals and ambitions of our partners in other public services that are part of the Monmouthshire Public Service Board (PSB). Monmouthshire County Council’s Corporate Business Plan provides direction and sets out the things we will be working on for the next four years, taking us up to the end of the political term in 2022.

### Purpose

Our Purpose is:

***We want to help build sustainable and resilient communities that support the well-being of current and future generations.***

This purpose is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire and we share this with our public service partners as part of the Public Service Board. We will consider sustainable development in how we plan and deliver the action set in this plan

### Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. This plan has been developed aligned to the direction set in the Corporate Plan. The Plan is underpinned by a clear policy framework that sets out in more detail our work to enable the delivery of the plan (see appendix). The aspiration and objectives set for Monmouthshire by the PSB and Council are:

<b>Purpose: Building Sustainable and Resilient Communities</b>	
<b>Public Service Board Well-being Objectives</b>	<b>Monmouthshire County Council Goals &amp; Well-being Objectives</b>
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future - focussed Council

## Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire's communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

**Openness.** We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

**Fairness.** We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

**Flexibility.** We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

**Teamwork.** We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will leverage all of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

### People to Purpose

*People to purpose outlines what we will do as people services to support and facilitate the delivery of the ambition and objectives outlined in the corporate plan and the key enabling strategies that sit beneath. Our previous strategy focused on creating the conditions for our people to thrive and there is a noticeable shift in culture. We have provided the organisation with the tools to enable them to flex, adapt and react quickly to the challenges we face. People to Purpose is about strengthening the culture and embedding consistent good practice to enable the organisation to deliver.*

*Our people, be they on or off the payroll, are the bedrock of all that we do and we need to continue to invest in their well-being and ensuring they have the skills, knowledge and behaviours to ensure they are equipped to respond to the challenges we face from pre-employment through to retirement or opportunities elsewhere.*

Our environment continues to change; an ever increasing digital economy has created a demand for 24/7 quick accessible digital services; people want more choice and more control of what services they receive and how they receive them; increased public awareness over their rights and responsibilities and our accountability towards them

Service transformation is vital to the achievement of "sustainable and resilient communities" The implementation of alternative delivery models, the exploitation of new commercial opportunities will become more prevalent as we strive to deliver new and better services for and with our customers. We need our workforce to remove the shackles of traditional thinking and doing and identify and explore different ways of working; in collaboration with others and the community to ensure we stay true to our common purpose.

These are exciting, yet challenging times and we recognise that some of our staff may see service transformation, increased digitalisation and automation as a threat we need to work with them to understand the potential benefits and how to embrace them to help them deliver.

The specific areas of focus of "People to Purpose" outlined below are key to the delivery of our corporate goals and are aligned with our other enabling strategies; digital; commercial; procurement asset, Social Justice and the MTFP.

### Corporate Plan

The Corporate Plan was adopted by Full Council on 15<sup>th</sup> February 2018. As outlined above this sets out the vision and priorities for the duration of the recently elected Conservative administration. The key vision of the Council remains **sustainable and resilient communities**. The themes and vision are inter dependent and underpin all of the supporting strategic documents. The People strategy is one

of the supporting enabling strategies whose purpose is to ensure we have the right people with the right skills and knowledge, who are engaged and motivated and their well-being maximised to deliver effectively.

### **Digital Strategy**

The digital strategy focuses on strengthening the use of technology by service areas to improve customer services and refine operating models. To achieve this we need to ensure that our colleagues have the relevant digital skills and knowledge to operate effectively. Through a combination of workforce planning, targeted recruitment and learning and development activity people services will support and facilitate the organisation to deliver the aims and objectives of the digital strategy.

### **MTFP**

Since 2008 the Medium Term Financial Plan (MTFP) has been focussed on managing the reduction in both revenue and capital resources, whilst still maximising opportunities to deliver the Council's priorities. Since 2008 we have seen the number of people employed by the council drop by around 400. The actions identified in this plan are aimed at supporting the well-being of the workforce to ensure that, despite reduced capacity, they remain healthy and engaged in the delivery of better council services.

### **Asset Management Strategy**

Our asset management strategy recognises our agile working, increasingly digital customer led operating environment and aims to ensure our accommodation and infrastructure support this way of working.

### **Commercial Strategy**

Given the need to drive income generation to offset ongoing financial challenges, the use of the property portfolio will increasingly need to be seen through a commercial lens. The policy also aligns with the Commercial strategy which seeks to maximise the financial benefits that can be derived from the council's resources, people and property.

### **Social Justice Strategy**

This is an emerging strategy which seeks to place social justice at the heart of the organisation, working in a collaborative manner with PSB partners to maximise the benefits available to community members. It doesn't seek to provide the solutions, but instead build a framework within which the community can develop its own capacity, networks and resilience. The principles align with those of this plan whereby we will look to ensure the equality, diversity and inclusivity of those both on and off the payroll.

## People Strategy Key Areas of Focus

---

### Health, safety and well-being

As the environment continues to change; increasing changing demand and reducing resources, our workforce will enable us to successfully respond and adapt to continue to deliver new, and revised services to the Monmouthshire community. That said our workforce are exhibiting signs of increased pressure reflected in increasing levels of psychological (stress and mental well-being) absence. Current figures show that 26 percent of illness falls into this category. We have revised our attendance management policy and introduced mandatory attendance management training for all our managers and we have developed new and revised learning opportunities to enable colleagues to manage and understand better the attendance issues they face. Examples of training include stress management, how to have difficult conversations; how to conduct a return to work interview. Best practise evidence indicates that carrying out consistent return to work meetings after every period of absence is one of the best ways of managing sickness effectively. Our sickness levels for 2017/18 are 10.9 days lost for each full time equivalent employee. We have seen a year on year improvement over the last 3 years in this figure and for 2017/18 across Wales it is around average & across SE Wales we are one of the better performing councils. We want to continue to improve this position and imbed best practice and target service areas which are exhibiting high sickness levels.

In response to concerns raised regarding the effectiveness of the organisation's occupational health service we have reviewed the service and have very recently appointed an outsourced provision which is based on a proactive approach to addressing sickness quickly and preventing sickness occurring. We want to build closer relationships between our Occupational Health provider and our managers to improve understanding and skills in dealing with sickness when it happens and identify common themes through better analysis of referrals which will then inform our actions.

Our staff benefits offer has increased and we have improved our workforce data to enable us to better understand the pressure areas. Safety and safeguarding our staff, volunteers and our most vulnerable is fundamental to everything we do and through a mandatory training programme we have made significant progress in ensuring that the whole organisation understands their responsibility and accountability for not only their own safety but those around them. We recognise we need to do more and are listening and responding to what our colleagues tell us. The recent introduction of a "go to group", that provides people with a safe place to go to raise concerns, discuss problems and potential solutions has been launched and we will be monitoring its take up to gauge success and develop further.

Our latest staff survey tells us, that those that responded, understand where they fit in the organisation and how they contribute to our purpose. Whilst statistically significant a greater response would give us a better picture of the whole organisation. Communication remains a consistent concern. We are operating in challenging times, with our numbers reducing we need to ensure that we look for new ways to engage, listen and respond to the needs of our workforce. We operate in an agile work environment and some colleagues are concerned that they are struggling from a lack of contact and support and also anecdotally we are concerned that we are underreporting sickness and staff well-being is being affected as people, who would normally phone in sick choose to work from

home. There is more to do. We need to evaluate activity to date to identify what is working and not working to inform future activity for ensuring that our people are engaged and their health, safety and well-being is maximised.

**Action we plan to take:**

- Review effectiveness of attendance management approaches in problem areas
- Implement and monitor a new Occupational health services.
- Introduce a colleague handbook
- Review take-up and themes emerging from the “Go to Group”
- Review impact of agile working on wellbeing

**Accountability and Responsibility**

Our colleagues are telling us that we are not tackling poor performance and we are not consistently acting on the learning from complaints/grievances and disciplinary processes. We are all responsible and accountable for the decisions and actions that we take. The introduction of mandatory training for all managers and employees will ensure that, in addition to role specific expert knowledge, we know that all managers and employees are equipped with the key skills and knowledge to enable them to undertake their specific roles effectively. Going forward we will be better placed to identify gaps in skills and knowledge and address poor performance.

There are excellent examples of Supervision and appraisal across the organisation but it is not consistent. With around only 54 percent of appraisals being appropriately recorded we are unable to evidence it is being undertaken or test its effectiveness. We need to embed the process it needs to be used more effectively to hold people to account for performance and to identify career development and training needs. We need to ensure the basics are right. Our workforce is key to our success and we need to celebrate excellence whilst addressing poor performance consistently and effectively.

**Actions we plan to take:**

- Produce regular management reports on skills and knowledge base of workforce
- Review and amend HR policies and management guidance in response to organisation need
- Use data and evidence to support HR business partnering meeting to improve management and organisational effectiveness.
- Continue to develop HR data dashboard
- Monitor the implementation of recommendations from casework/complaints/disciplinary and grievances to ensure organisational learning and development

**Workforce Planning/Inclusion and diversity**

Ensuring we have the right people in the right place at the right time now and in the future is vital to ensure we are able to respond to the current challenges of reduced capacity, increased digitalisation and an increasing 24/7 economy, and the resultant demands for quicker, more accessible services. Service transformation requires us to think differently, to look beyond our boundaries to develop new models of sustainable services alone or increasingly with others and the community. The market is

changing and we must horizon scan and plan and adapt our services accordingly. As part of our approach to engaging volunteers “ a County that Serves” we have implemented a new volunteering policy and invested in a volunteering system which is both inward looking enabling us to hold appropriate records and support better coordination, whilst also allowing individuals to see what opportunities for volunteering exist. We have developed the ‘Be Community Leadership Programme’ which offers community volunteers a suite of personal development, learning and networking opportunities free of charge. This is an asset based approach supporting community ambitions and investing in community leadership across our county.

We recognise the important contribution of our volunteers, not only to our communities but to their own welfare and purpose and we must continue to invest training and development into supporting our volunteers and the volunteers themselves.

Our Social Justice strategy focuses on inclusion and equality and maximising opportunities for all. We provide apprenticeship opportunities across the organisation and are currently supporting 14 individuals. The current approach is a little ad-hoc and so we need to produce a coherent frame work that helps managers to identify apprenticeship opportunities that benefit the apprentices and the organisation and provides managers with guidance to enable them to support apprenticeships effectively. We strive to be an innovative and creative organisation and encourage our staff to think differently. We need to identify a programme for offering internships which will enable young graduates to gain invaluable work experience whilst reaping the benefits of the latest graduate thinking and expertise and in addition we need to develop a cadetship programme in operations that attracts young people and provides a working programme for development.

We need to examine the makeup of our current workforce, its diversity, gender equality, skills and knowledge and plan ahead. We know our workforce is getting older and recognise that some services, like operations, are likely to suffer increased sickness as a result of the activities they are engaged in so we need to think ahead to ensure we continue to operate effectively.

We have produced some workforce planning tools to assist managers and our workforce data is more comprehensive and accessible and enables the organisation to better plan and predict potential workforce challenges. The digital agenda alongside increased use of automation will require different skill sets and we must enable the organisation to recruit and select plus grow our own to reflect the change. We must get better at succession planning. Colleagues continue to tell us that they want better opportunities for career development. Workforce planning will help us to address these issues.

Analysis of expenditure indicates we are spending significant sums on agency and overtime. We need to understand the reasons for this and where possible and appropriate reduce these costs through reviewing contracts, recruitment and retention and management practice. Managers need to be supported and encouraged to see the benefits that workforce planning can offer.

**Action we plan to take:**

- Develop a framework for apprenticeships and internships and cadetships
- Increase numbers of volunteers engaged in the county
- Evaluate the impact of the volunteering policy on practice
- Use HR business partnering meeting to engage and support teams in workforce planning
- Review contracts and recruitment practice in area with high agency costs



## Learning and Development

We aim to recruit, retain and develop great people who want the opportunity to make a difference and this means offering opportunities for mentoring, broadening experience, employee volunteering and apprenticeships. We have a workforce with a rich mixture of knowledge and skills combined with differing aims and ambitions. What binds us together is that we are all public servants delivering over 700 different services to our customers. Our learning and development programme is all about organisational culture and developing the role of public servant in Monmouthshire. Our Check in Check Out (CICO) appraisal process continues to be embedded and we have introduced a range of mandatory training requirements for all employees and managers and this will ensure we have the required organisational skills and knowledge demanded to ensure we can fulfil the roles and responsibilities for which we are accountable. The mandatory learning is highlighted via specific learning and development pathways which effectively act as a competency framework for all colleagues as well as those in management roles. Our managers tell us that there are gaps in their management knowledge so we have developed an induction process specific to managers to help with this.

Our Evolve leadership programme has been designed to address organisational/societal problems and engages a cross section of officers from a number of different services in identifying solutions to a common problem whilst learning and developing new techniques, skills and knowledge to aid their own personal and leadership development. The corporate learning and development plan is based on supporting the current and future needs of the organisation as identified in the corporate plan and enabling strategies and a range of individual learning pathways have been developed to support the organisational values and behaviours.

The corporate learning and development plan is coupled with the operational learning and development plans delivered in Operations and Social Care and health designed and implemented to ensure the workforce in those areas have the necessary operational skills and knowledge to undertake specific duties and roles in those areas. Through closer working between all areas providing training we will ensure that the return on our learning and development investment is maximised and also ensuring that all our colleagues have the opportunity to benefit from the range of learning and development that we can offer.

### Action we plan to Take

- **Review organisational learning and development offer to ensure return on investment is maximised**
- **Develop and implement digital learning**
- **Develop “Evolve” programme**
- **Embed and report on mandatory training programme**

## Operating Model/Structure, Systems and Data

We have been continuing to develop our payroll/hr system based on a devolved model designed to allow managers to undertake a range of management tasks like starting, terminating and amending contracts, authorising expenses and training, recording appraisals all through the My view Portal. Progress has been made but the system needs further development to ensure efficiencies in process are realised. We have also improved the accessibility and range of workforce data available to managers to inform actions. However substantive efficiencies in practise cannot be achieved without



significant investment to reap the rewards that modules such as on-boarding and web recruitment can provide and hence we are reviewing our system needs in collaboration with neighbouring authorities to establish a business case for a system that meets the needs of all organisations whilst at the same time delivering savings in running and process costs for each organisation.

Accurate and timely data and information is fundamental to support managers to workforce plan, manage performance and identify skills and knowledge gaps. We have made progress in this area but data is not as accessible as we would like so we need to continue to develop out data systems accordingly.




As the shape of our business changes through service redesign, business transformation we need to ensure that we support the organisation through the change process whilst also ensuring that people services is fit for purpose now and in the future and as part of our workforce planning will be reviewing our own capacity skills and knowledge.



**Action we plan to take:**

- Develop, in collaboration with partner LA's a tender specification for a new HR/payroll system
- Continue to develop HR dashboard to improve accessibility for managers
- Review HR structure/skills and knowledge
- Use data dashboard as a risk indicator to move to an evidenced based approach to service transformation

**Applying the Well-being of Future Generations Act**

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, more information on the Act is in the appendix. We have applied the 5 ways of working set out in the act when developing our plan, the extent we have incorporated these is set out below:

<b>Sustainable Development Principle</b>	<b>How have these principles driven the development of the policy</b>
 <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p>	<p>Workforce planning involves ensuring we have the right people with the right skills and knowledge now and in the future.</p>
 <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	<p>We aim to work in partnership to deliver new and improved systems that will achieve common aims and objectives : e.g. payroll/HR system work in partnership with communities to deliver identified objectives e.g. digital village hall project</p>
 <p>Involving those with an interest and seeking their views</p> <p><b>Involvement</b></p>	<p>The actions identified reflect the views and comments we receive via a number of different channels including questionnaire, feedback from regulators, training sessions and " on the grapevine" commentary</p>

Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Putting resources into preventing problems occurring or getting worse</p>	The actions identified reflect a preventative approach to dealing with the organizational problems that we face
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	Through the provision of training on the specific goals to raise awareness and to generate new behaviors to ensure the well-being of individuals for current and future generations.

We have also tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
Health, safety and well-being	X	X	X	X			X
Accountability and Responsibility	X	X		X			X
Workforce planning/Diversity and Inclusion	X	X	X	X	X	X	
Learning and Development	X	X	X	X	X	X	
Systems and Data			X	X			

## Action Plan

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
<b>Health, Safety and Well - Being</b>				
<ul style="list-style-type: none"> <li>Implement a new outsourced Occupational Health service.</li> </ul>	Overall levels of Staff sickness will be reduced and time taken to return to work will be reduced	<i>The best possible start in life</i> <i>Thriving and well-connected county</i> <i>Maximise the potential of the natural and built environment</i> <i>Lifelong well-being</i> <i>Future-focussed Council</i>  <i>Strategic plan:</i> <i>PSB well-being plan,</i> <i>Corporate Plan, MTFP</i>	Average Sickness/FTE Average length of sickness	May /June 2018 Sally Thomas
<ul style="list-style-type: none"> <li>Introduce employee Handbook</li> </ul>	Our colleagues will be much better informed about the issues they told us that matter to them		Handbook produced	September 2018 Lisa Knight Davies
<ul style="list-style-type: none"> <li>Review agile working relative to employee well- being workshops</li> </ul>	Well- being issues identified as resulting from agile working can be addressed to ensure colleagues feel supported, engaged and well- being is improved.		Review complete actions identified	June/July 2018 Lisa Knight Davies
<ul style="list-style-type: none"> <li>Feedback on “ <b>Go to Group</b>”</li> </ul>	Staff will have safe place to go to seek confidential independent advice and support		Review feedback and identify learning and actions.	Dawn Sadler/Lisa Knight

<p><b>Accountability and Responsibility</b></p> <ul style="list-style-type: none"> <li>• <b>Produce regular management report on skills and knowledge base of workforce</b></li> <li>• <b>Review and amend HR policies and management guidance.</b></li> <li>• <b>Evaluate Hr business partnering approach</b></li> <li>• </li> <li>• <b>Continue to develop HR data dashboards</b></li> </ul>	<p>Skills and knowledge gaps can be addressed to improve performance.</p> <p>Policies will better reflect and support the operational effectiveness.</p> <p>Hr business partnering will be developed to ensure appropriate advice and support is provided to managers to deliver operational effectiveness.</p> <p>Managers have improved access to data</p>	<p><i>The best possible start in life</i> <i>Thriving and well-connected county</i> <i>Maximise the potential of the natural and built environment</i> <i>Lifelong well-being</i> <i>Future-focussed Council</i></p> <p><i>Strategic plan:</i> <i>PSB well-being plan,</i> <i>Corporate Plan, MTFP</i></p>	<p>6 monthly monitoring reports</p> <p>Number of policies reviewed and revised</p> <p>Review complete actions identified and implemented</p> <p>Access to data via my – view complete</p>	<p>John McConnachie December 2018</p> <p>Sally Thomas Ongoing</p> <p>Sally Thomas December 2018</p> <p>David Bartlett July 2018</p>
<p><b>Workforce planning/Diversity and Inclusion.</b></p> <ul style="list-style-type: none"> <li>• <b>Develop a framework for Apprenticeships and Internships and cadetship</b></li> </ul>	<p>Managers and individual engaged benefit from a cohesive apprenticeship and internship framework</p>	<p><i>The best possible start in life</i> <i>Thriving and well-connected county</i> <i>Maximise the potential of the natural and built environment</i></p>	<p>Frame work completed and implemented</p>	<p>Youth Enterprise Operations September 2018</p>

<ul style="list-style-type: none"> <li>• <b>Increase number of volunteers engaged in volunteering across the county</b></li> <li>• <b>Evaluate the impact of volunteer policy on practise</b></li> <li>• <b>Use HR business partnering meeting to engage and support teams in workforce planning</b></li> </ul>	<p>Volunteers provide increased activities to support the Monmouthshire community</p> <p>Managers and volunteers benefit from clarity of roles and responsibilities and benefits of volunteering are maximised</p> <p>Services produce workforce plans based on short and medium term needs</p>	<p><i>Lifelong well-being Future-focussed Council</i></p> <p><i>Strategic plan: PSB well-being plan, Corporate Plan, MTFP</i></p>	<p>Number of volunteers and activities supported</p> <p>Number of volunteer activities increased</p> <p>Number of service work force plans</p>	<p>Owen Wilce November 2018</p> <p>Internal Audit November 2018</p> <p>Sally Thomas February 2019</p>
<p><b>Learning and Development</b></p> <ul style="list-style-type: none"> <li>• <b>Review organisational learning and development offer to ensure return on investment is maximised</b></li> <li>• <b>Develop and implement digital learning and development plan</b></li> <li>• <b>Develop evolve programme to solve organisational/societal problems</b></li> </ul>	<p>Learning and development delivered effectively meets the needs of the organisation and workforce has appropriate skills and knowledge to operate effectively</p> <p>Colleagues have appropriate digital skills and knowledge to operate effectively.</p> <p>Short and medium term Solutions identified to address problems that we have failed to address previously</p>	<p><i>The best possible start in life Thriving and well-connected county Maximise the potential of the natural and built environment Lifelong well-being Future-focussed Council</i></p> <p><i>Strategic plan: PSB well-being plan, Corporate Plan, MTFP</i></p>	<p>Review complete and actions identified</p> <p>Operational efficiency and effectiveness improved through use of digital solutions</p> <p>Measurable Improved effectiveness in problem areas</p>	<p>John McConnachie September 2018</p> <p>Sian Hayward/JM</p> <p>John MCconnachie /Future Monmouthshire August 2018</p>

<ul style="list-style-type: none"> <li>• <b>Embed mandatory corporate training programme</b></li> </ul>	<p>Consistent skills and knowledge base will improve management practise and organisational effectiveness</p>		<p>Sickness reduced CICO's increased Reduction in disciplinary/grievance and complaint</p>	<p>All Managers  December 2018</p>
<p><b>Operating Model/Systems and Data</b></p> <ul style="list-style-type: none"> <li>• <b>Review HR structure/skills and knowledge</b></li> <li>• <b>Develop in collaboration with partner LA's tender</b></li> </ul>	<p>Hr capacity redesigned to best meet the needs of the organisation</p> <p>Improved organisational efficiency and effectiveness</p>	<p><i>Future-focussed Council</i></p>	<p>HR review completed and findings implemented.</p> <p>New system procured and implemented</p>	<p>Sally Thomas September 2018</p> <p>2020 Tracey Harry/Felicity Baker</p>

<p><b>specification for a new Payroll/hr system.</b></p> <ul style="list-style-type: none"> <li>• <b>Continue to develop HR dash board and use to inform hr business partner meetings with managers across organisation.</b></li> </ul>	<p>Operational effectiveness improved through use of more timely accurate data and information.</p>		<p>Efficiencies achieved / time resource/ effectiveness improved</p> <p>Data and access to data delivered via My – view at manager level.</p>	<p>David Bartlett Ongoing</p>
---	---	--	---	-----------------------------------

## How we will Evaluate Progress

---

This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

As an enabling service measuring the impact of our actions is often difficult because we rely on the actions of others to implement policies, develop workforce plans, act on the learning and development provided so our measures are a combination of quantitative measures and qualitative anecdote.

We will use the measure identified above to monitor the delivery and impact of actions via our people services action plan and will report direct to the senior leadership team, cabinet and select committee on specific activities or programmes that warrant senior leadership and political oversight.

We will capture feedback via specific engagement with the workforce either through direct or indirect surveys or via specific workshops and will revise our activity accordingly.

The following is a list of quantitative measures that we will use to measure impact:

- Sickness days lost per FTE/ percentage psychological sickness
- Average length of long - term sickness
- Turnover
- Number of workforce plans developed
- Number of apprenticeships/internships supported
- Percentage of workforce undertaken mandatory training
- Number of volunteers engaged across the county
- Number of volunteers engaged in learning and development
- Percentage of people that agree that local council provides high quality services
- Number of disciplinary processes
- Percentage CICO recorded
- Increased digital interactions with organization
- Percentage of new starters completing induction
- Percentage of managers completing manager's induction
- Percentage of staff completing mandatory learning
- Percentage of managers completing mandatory learning



## Performance Indicators

Indicator	Actual 2016/17	Actual 2017/18	Target 2018/19	Comment
Average Days lost to sickness absence per FTE employee whole authority	11.5	10.9	10.5	
Percentage Turnover of local authority	7.89	7.54	-	
Number of Headcount	3709	3624	-	
Cost of Agency whole authority	4,449,602	4,571.034	4,490,000	
Cost of Agency as percentage of total pay bill	4.5%	4.6%	4.5%	
Percentage of staff who have received a performance review	70%	62%	75%	Based on figures in staff survey for 17/18 as new recording system become fully utilised.
No of workshops/activities held	84	82	80	
Number of attendees	881	790	800	
Average perceived increase in skills/knowledge gained as a result of attending training	30%	40%	90%	
Average level of enjoyment of training attended	90%	93%	90%	
Average level of new knowledge/skills gained from training	84.9%	91%	90%	
Average level of perceived effect on work from learning gained	85,8%	89%	90%	

## Risks

There are risks attached to the delivery of this plan and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan have been identified, assessed and mitigating actions established.

Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Impact	Risk Level		Year	Likelihood	Impact	Risk Level
<b>e.g Potential risk the services may become financially unsustainable in the short to medium term.</b>	<i>e.g Funding has reduced by £xx in recent years. At the same time demand on services has increased from xx contacts 2 years ago to xx in 2017/18.</i>	18/19	Possible	Major	Medium	<i>e.g Implement a longer-term financial plan which aligns with the medium Term Financial Plan – March 2018</i>	18/19	Unlikely	Major	Low
		19/20	Possible	Major	Medium		19/20	Unlikely	Major	Low
		20/21	Possible	Major	Medium		20/21	Unlikely	Major	Low
<b>Reduced organisational capacity, including skill and knowledge, will result in non -delivery on organisational aims and objectives</b>	The number of employees continues to decrease as a result of funding reductions and wider challenges and pressures leading to a loss of knowledge/skills and experience.	18/19	Possible		Medium	Training to provide skills and knowledge to improve colleague resilience/ improved colleague well- being offer to support colleagues to remain healthy and mentally fit to undertake their roles effectively /better workforce planning to identify the service specific risk and support managers to plan appropriately.	18/19	Unlikely		Low
		19/20	Possible		Medium		19/20	Unlikely		Low
		20/21	possible		Medium		20/21	unlikely		low

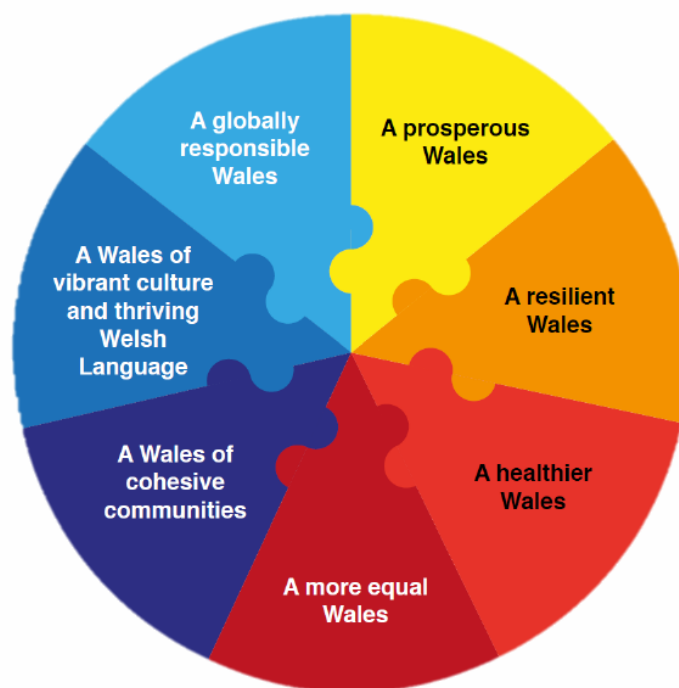
<b>The organisation does not possess the relevant skills and knowledge to operate in an increasingly digital environment with increased use of AI</b>	Not all our colleagues are keeping pace with the increased use of digital and lack the skills to reap the benefits that automation and digitisation generally can offer.	18/19 19/20 20/21	Possible Possible possible		Medium Medium medium	Training to upskill workforce in digital and AI technology/ better use of apprenticeships/internships and cadetships to ensure new recruits either possess knowledge in latest thinking and/or we provide a programme of workplace training to support and facilitate their development	18/19 19/20 20/21	Unlikely Unlikely unlikely		Low Low low
<b>Increased organisational sickness levels as managers fail to effectively use the tools, support and guidance which we have provided to enable them to manage and prevent sickness effectively</b>	Best practise indicates that to reduce sickness managers must proactively manage in order to prevent sickness occurring and manage swift return to the workplace. Our evidence indicates that some managers are not using the tools available to help them	18/19 19/20 20/21	Possible Possible possible		High High High	We monitor sickness and actively address areas where levels are increasing to better understand reasons and provide direct intervention to address.	18/19 19/20 20/21	Possible Possible possible		Medium Medium medium
		18/19 19/20 20/21					18/19 19/20 20/21			

## Appendix - National Policy Context

---

### The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan. The contribution our plan makes towards the seven national objectives has been assessed and is shown in this plan.



In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following sustainable governance principles in our decision-making:

- Balancing short term needs with long term needs.
- Using an integrated approach, balancing social, economic and environmental needs.
- Involving others and considering their views.
- Working in collaboration with others.
- Putting resources into preventing problems

The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

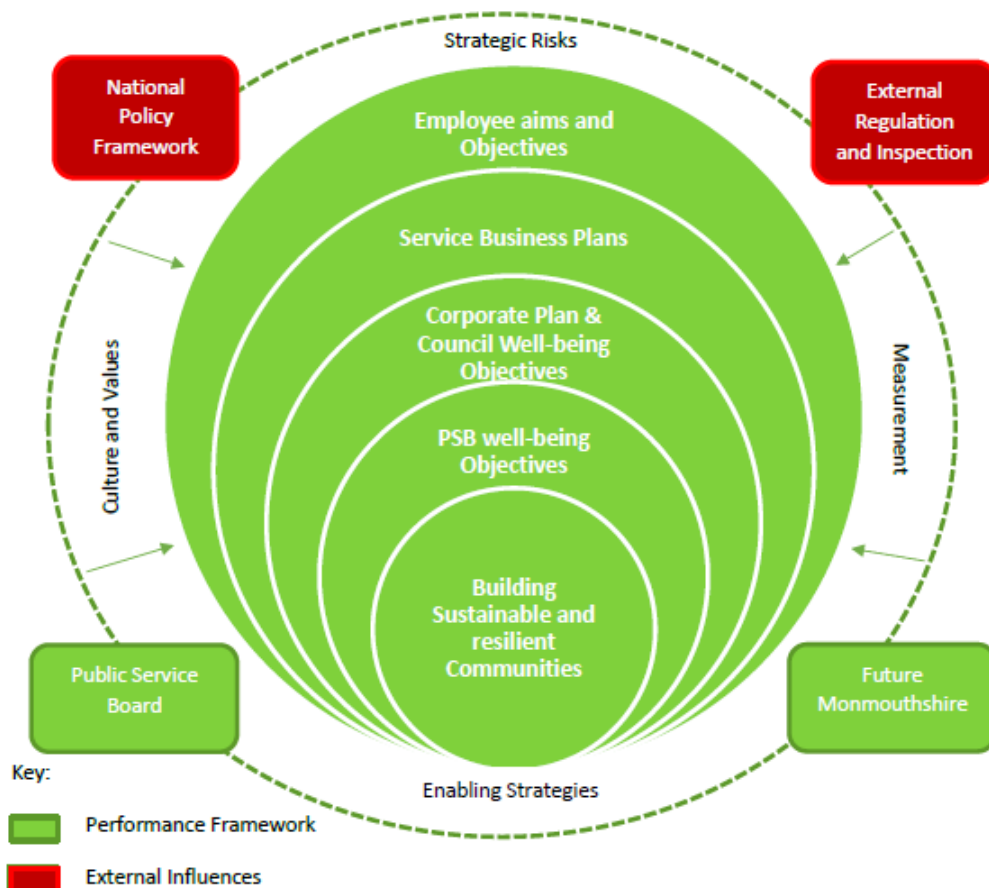
## Appendix – Local Policy context

Our Improvement Framework is supported by a range of plans as part of our Policy Framework that guide our actions to improve services.

### Performance Management Framework

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is also informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
<b>Vision</b>	<p><b>The Public Service Board Well-Being Plan</b></p> <p>Monmouthshire's Public Service Board has produced a well-being plan which sets four objectives the board will work on to improve well-being in the County now and in the future</p>	
<b>Plan</b>	<p><b>Corporate Plan including Council well-being objectives</b></p> <p>Monmouthshire County Council's Corporate Business Plan sets out the direction for the Council in the next 5 years. The plan sets five Organisational Goals (also the Council's well-being objectives) supported by the 22 commitments to action and the ways in which they will be measured in the run-up to 2022.</p>	
<b>Strategy</b>	<p><b>Asset Management Plan</b></p> <p>Describes how we manage our land and property portfolio</p>	<p><b>Financial Plan</b></p> <p>Sets out the financial challenges we face &amp; how we will meet these challenges</p>
	<p><b>People Strategy</b></p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p><b>Digital and Customer Strategy</b></p> <p>The steps we will take to develop our digital offer in our services and communities</p>
	<p><b>Local Development Plan</b></p> <p>Our proposals and policies for future development and use of land</p>	
<b>Programmes</b>	<p><b>Economy and Enterprise Strategy</b></p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>	<p><b>Social Justice Strategy</b></p> <p>To set out the Council's commitment to address inequalities in the county in order to make our society function better.</p>
	<p><b>Commercial Strategy</b></p> <p>Provides a new policy regarding the acquisition of Investment properties.</p>	
<b>Delivery</b>	<p><b>Service business plans</b></p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p><b>Employee Aims and Objectives</b></p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>

<b>Evaluation &amp; Risks</b>	<b>Evaluation</b> Evaluates performance, plans & metrics to monitor performance.	<b>Strategic Risk Assessment</b> Identifies, manages and monitors the Council's Strategic risks.
-------------------------------	---	---

### Future Monmouthshire

The *Future Monmouthshire* programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around our design principles. Future Monmouthshire has also focussed in on a number of significant future trends, such as the future of work, the utility of automated systems and machine learning, forward-looking land-use and house building and alternative models of service delivery. We have nine design principles that link to longer-term goals which help guide our work.