

Workforce Plan Update 2015/16

OUR PURPOSE



Our Progress

As the second year of the People & Organisational Development Strategy comes to a close, we have the opportunity to look back and reflect upon our progress to date. As promised, the Strategy has remained a living and breathing document that has flexed and changed based on the needs of our colleagues and individuals.

The Strategy is underpinned by a robust plan that is aligned to individual strategies and embedded in individual Service Improvement Plans. Each action is monitored through the individual service improvement plan to ensure that the expected impact is being achieved and that our actions continue to be relevant and necessary.

A brief summary of those actions and the progress can be seen overleaf. From the traffic light system it can clearly be demonstrated that progress has been made in all areas and that each action is either on target or steps have been put in place to deliver the requisite outcomes. In some cases the action focus has changed and this will be reflected in the revised actions for 2016/17. The attached project plan provides additional quarterly performance appraisals and the People & Organisational Development Strategy Progress Report provides a comprehensive update of the progress so far and outlines the next steps in taking the strategy forward.

WORKFORCE PLAN SUMMARY

ACTION:	Progress:
1. Develop accurate and robust systems, data and reporting to ensure a clear baseline of people and organisational data across all baseline activities to enable effective leadership	Yellow
2. Invest in systems, servers, infrastructures and intelligence to refine datasets, ensuring accuracy and veracity	Green
3. Agile Working Evaluation	Yellow
4. To continue analysis of policy work to ensure effective support to the business in terms of responding to the specific needs of the organisation and remaining compliant with legislative policy requirement' and develop new policies where necessary e.g. volunteering, mentoring.	Green
5. Launch You Said: We Did week to include new approach to colleague communications	Green
6. Connecting the 'enablers'	Yellow
7. Run and evaluate Monmouthshire Engages 2.0	Green
8. Launch and operate Monmouthshire Made Open	Green
9. Develop a People Handbook & Toolkit	Green
10. Commission and undertake a comprehensive staff survey and react to it.	Green
11. Operate the CMI Women in Leadership Programme appointing a WIM Ambassador	Yellow
12. Invest in volunteer development and coordination	Green
13. Hold Staff Conference 2.0	Green
14. Introducing formal work experience and apprenticeship programmes	Green
15. Developing and implementing a policy framework for mentoring	Green
16. Develop Succession Planning and Talent Management Framework	Yellow
17. Continue to adopt recruitment pilot in other service areas & continue to evaluate.	Green
18. Continue to rollout RESULT the coaching model to all supervisors/managers/leaders in order to continue to build a culture of coaching across the organisation and help equip leaders on how to solve problems and improve personal effectiveness. Measure ROI	Green
19. Continue to roll out and develop positive psychology mindfulness and wellbeing sessions as part of the Talent Lab	Green
20. Secure leadership development programme	Green
21. To introduce a simple, values based employee performance assessment system ("check in, check out") and associated development support .Roll-out Check-in, Check-out to all staff, iterate & develop the approach as needed and assess Return on Investment	Green
22. Development of staff and community award scheme to recognise contribution and outstanding performance	Yellow
23. Bring together all training functions on a whole authority basis	Yellow
24. To review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems. Introduce new management system, process and training to improve sickness management linking with My View Leave Management module for accurate data collection.	Green
25. Ensure all staff changes developed are rigorously tested by the EQIA process	Green
26. Continue programme of staff equalities training	Green
27. Implementation of Time to Change Wales pledge	Yellow

MONMOUTHSHIRE PEOPLE – PROGRAMME PLAN
 (Performance to be monitored through measures embedded in individual relating Service Improvement Plans, with further measures to be developed as strategy progresses)

OUR WORK ENVIRONMENT

Action	Expected impact of this action	Strategic Plan it aligns to (If directly applicable)	Relating Service Improvement Plan	Outcome it contributes to (If directly applicable)	Timescale	Officer responsible	Q1 Performance appraisal (narrative required)	Q2 Performance appraisal (narrative required)	Q3 Performance appraisal (narrative required)	Q4 Performance appraisal (narrative required)
Develop accurate and robust systems, data and reporting to ensure a clear baseline of people and organisational data across all baseline activities to enable effective leadership	Inform management decision making processes	People Strategy	People Services	Robust data and evidence base	May 2015	System & Support Lead (Interim Responsible Officer: Jenny Bradfield)	People Services Data Dashboard completed and published on the HUB via Finance and Performance Management Tile.	We continue to publish the Data Dashboard. Also in September 2015, People Services Hub launched providing organisation with access to further data, advice and guidance.	Development of MY View Reports has commenced. Work on the provision of HR data is ongoing alongside the development work on the People Services HUB. We will also work collaboratively with the Improvement Team to ensure that HR data is delivered to the organisation in the most effective way.	
							Ongoing	Ongoing	Ongoing	Select Progress
Invest in systems, servers, infrastructures and intelligence to refine datasets, ensuring accuracy and veracity	To ensure that our existing systems and processes are streamlined, efficient and fit for purpose	iCounty	Organisational Development	Tools to do job	2014/15 2015/16	Sian Hayward		Architecture for all of MCC has been listed along with the licence fees, renewal dates and user satisfaction. This can now be analysed for a renewal strategy. The two self- build systems (Flo and Connected worker) are being further developed to make the best use of their features in other service areas and avoid costs of buying more proprietary systems. Phase two of Flo is progressing in adult services and integration with Monicca is also being undertaken. Several team sites have been developed in The Hub and , these are largely in response to teams that have restructured or newly formed, so that information is presented in a different way e.g. Community Hubs, Whole Place. The People Services Hub has been launched giving information and to assist self-service thereby increasing efficiencies. Also created the ability for internal live stream events and live chat to disseminate information to an agile workforce. Created a video for Staff conference to provide an	Have agreed to add further detail to systems architecture list which will then be shared with the SRS partners to provide an overall architecture replacement strategy in collaboration with other partners using standard, scalable platforms. Several more team sites have been developed, growing the Data Hub as a useful resource. Following on from the success of the People Hub we will be developing a Digi Hub for people to find information on new and emerging digital projects, as well as providing a source of 'how to' video training guides.	

								update on our progress. This is a direct link with the Digital and Technology plan for implementation of ‘Tools to do the job’.		
								On Target	On Target	Select Progress
Agile Working Evaluation	Assessment of current agile working policy will form the basis for an updated agile working policy and arrangements.	iCounty, People Strategy & Asset Management Plans	Organisational Development	Tools to do job	Sept 2015 – March 2016	Sian Hayward	Have identified a mobile device management solution via the use of Windows devices and the introduction of Intune. Some proof of Concept still being undertaken to enable	The solution has been identified for MDM and has been trialled. A decision has been secured by the Digital Board to standardise on Windows products reducing the impact of MDM on Windows devices. InTune solution will be implemented for non-windows devices though it doesn't offer the same level of functionality.	MDM is in progress with a solution either being provided by EE for mobile phones or In Tune for other mobile devices. The Agile Working policy will be reviewed in QTR 4 for applicability and validity. The current accommodation strategy is being led by Ben Winstanley in Estates. However, this should not change the current policy materially as the concept and working practices required are still the same. Evaluation of how Agile Working is applied in individual teams has not been undertaken due to resource pressures, though promotion of the policy can be undertaken on the People Services hub	
							Ongoing	Ongoing	Ongoing	Select Progress
To continue analysis of policy work to ensure effective support to the business in terms of responding to the specific needs of the organisation and remaining compliant with legislative policy requirement' and develop new policies where necessary e.g. volunteering, mentoring.	Timely and relevant policies, procedures, protocols that reflect the needs of the organisation.	People Strategy	People Services	Tools to do job	Ongoing based on demand	Sally Thomas	The Shared Parental Leave policy is now completed and available. HR are working in partnership with the lead officer for Volunteering for the associated policy work. The Capability Policy for school based employees is now out for consultation.	Continued work on policy and protocol documents. Capability Policy for school based employees is still at consultation stage. This is a regional policy developed on a collaborative basis and has significant commentary from teaching regional trade union officials. We are developing a revised Grievance Policy, to be called Fairness at Work (Grievance) Policy.	Further development of protocol/ workflow documents. Currently we are developing a protocol workflow for the management of attendance & wellbeing issues. Such documents enable a quick response to be provided to the organisation and they aim to provide and equip managers with information to enable them to manage issues as effectively as possible, We are continuing to integrate the Wellbeing Future Generations Act into the polices that are being reviewed/ revised to ensure that strong links are maintained with many of the Wellbeing Goals, for example the Volunteering policy which has especially strong links with a Wales of Cohesive Communities.	
							On Target	On Target	On Target	Select Progress

<p>Launch You Said: We Did week to include new approach to colleague communications</p>	<p>Show progress made on issues and priorities. Launch Colleague Communications</p>	<p>People Strategy</p>	<p>People Services and Comms and Engagement</p>	<p>Tools to do job. Listening and feedback loops</p>	<p>June 2015</p>	<p>Lisa Knight-Davies</p>	<p>You Said: We Did Week launched 29th June. MonTalks were launched as part of the week. A number of teams across the service worked together to deliver the week of events.</p>	<p>Collation of data and evidence to contribute to an annual rolling programme of events. Planning and preparation for a far greater whole service (People Services) approach to enable a rolling programme of our offer to be made available to the organisation (based on evidence and data).</p>	<p>Whole service (People Services) approach finalised in Dec 15 to be presented to SLT in January 2016. Once agreement has been given the roll out of the programme can commence. We are working with the internal communications team to establish how colleagues would like to be communicated with to ensure that the most effective approach is taken.</p>	<p></p>
										<p>On target</p>
<p>Connecting the ‘enablers’</p>	<p>Joining-up HR, IT, Performance Management, Finance and Assets to support service development</p>	<p>Improvement Plan</p>	<p>Organisational Development</p>	<p>Tools to do job</p>	<p>April 2015</p>	<p>SLT</p>	<p></p>	<p></p>	<p>The ‘enabling strategies’ Asset Management Plan, People Strategy, iCounty and Medium Term Financial Plan are key to supporting the delivery of the council’s vision, these will be reviewed, as part of their programmed reviews, to ensure they remain up to date, connected to each other and are explicit in their links to support the council’s priorities set out in key plans.</p>	<p></p>
										<p>Ongoing</p>
<p>What we do to engage great people</p>										

<p>Run and evaluate Monmouthshire Engages 2.0</p>	<p>To put in place a new approach to regularly seek ideas from citizens to help people feel that they are able to share ideas and influence the direction of the local authority</p>	<p>Engagement Strategy & Whole Place</p>	<p>Partnership, Performance and Engagement</p>	<p>Meaningful Engagement</p>	<p>December 2014 January, 2015</p>	<p>Will Mclean & Engagement Team</p>	<p>We evolved our plans and incorporated learnings from 14/15 to develop our community engagement. We utilised more open and accessible channels, whilst maintaining a face to face approach. Engagement activities included:</p> <ul style="list-style-type: none"> Targeted meetings with those affected by change (rather than a blanket approach) e.g. we worked with the Additional Learning Needs Team to engage with parents, carers, children and young people through face to face meeting, drop in sessions and workshops. The information gathered was used to inform the Additional Learning Need Strategy. 	<p>We used learnings from 14/15 budget engagement to refine our 15/16 budget engagement process:</p> <ul style="list-style-type: none"> Colleagues reported in the past that they wanted to be engaged with early on in the process so this year colleagues were engaged with first at our staff conference (before the general public). Bespoke meeting were held with various officers responsible for mandate proposals to reinforce the importance of engaging with citizens at an early stage and meet future generations requirements. Elected members were engaged in drop in sessions where they had opportunity to talk to 	<p>We evolved our citizen engagement through:</p> <ul style="list-style-type: none"> Testing new methods engagement e.g. Twitter polls which we will continue to adopt. Providing various ways for people to engage with us e.g. use of more digital media, such as live streaming films on our Monmouthshire CC You Tube Channel to enable people who are unable to travel to get involved (or watch clips back at their leisure). Producing short films to inform and engage with people (Film 1 gained 328 views, Film 2 gained 143 views and Film 3 gained 51 views). Social Media is becoming an increasingly effective 	<p></p>
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							<ul style="list-style-type: none"> Businesses were engaged about proposed changes to advertising and street furniture. Public meetings and workshops with chamber of trades and business groups took place. The information gathered will be used to inform a new policy. National Eisteddfod 2016 – engagement took place with residents to inform them of the event coming in July 2016. The proclamation was a huge event that was well by over 800 people and giving citizens a taste of the event. 	mandate owners and gain an understanding of the proposals in Budget 16/17	<ul style="list-style-type: none"> method to engage, and we have subsequently increased our online awareness during the consultation period, we increased Twitter followers by 485, Facebook posts reached: 24,453. Various outreach sessions were held in leisure centres, town centres and community hubs to engage with a variety of residents. This approach has been effective and will be built on in the future. 16/17 budget process identified specific groups that would be affected by proposed individual mandates e.g. Access for All and Over 50s forums. Overall nearly 1,500 citizens were engaged via public meetings, outreach sessions in our towns, social media channels and online surveys. 	
							On Target	On Target	On Target	Select Progress
Launch and operate Monmouthshire Made Open	Providing the platform for engagement, ideas sharing and for projects to progress through the power of communities.	Engagement Strategy & Whole Place	Partnership, Performance and Engagement	Meaningful engagement & ideas into action	September 2014	Matthew Gatehouse & Whole Place Officers	Monmouthshire Made Open has been established. Social media login developed to improve ease of access.	Continued promotion of the platform by Programme Lead – A county that serves, growth in user numbers and positive press coverage in Monmouthshire Beacon. Platform yet to attain critical mass of users.	A round table learning event was hosted by MCC and chaired by the Future Generations Commissioner to explore the potential for digital engagement for meeting the needs of future generations. We will continue to explore the use of Monmouthshire Made Open and other social media and digital engagement for continued collaboration and involvement and a steering Group has been established that will be chaired by our Chief Officer for Enterprise	
							On Target	On Target	On Target	Select Progress
Develop a People Handbook & Toolkit	Consistent approach based on our key values and clear focus on what matters.	People Strategy	People Services	Tools to do the job and improving communications	January 2016	Sally Thomas	This quarter sees the initial development work on a People Services Hub. Our aim is to enable managers and staff to 'self-serve', enable access to FAQs on popular topics, access advice and support on HR policy, payroll and training information.	The People Services Hub has been launched, with excellent feedback and review. We will look to continue to develop the HUB, respond to feedback and provide good quality advice and support from across all areas of People Services. Our aim is that this will reflect our new team approach on our	The development of our HUB continues. We have been working on the re-design of e-forms to help simplify management processes, and also regular updates in terms of important information for managers – for example Christmas payroll deadlines. As development continues, consideration will be given to including the WFG to further raise awareness of the	

								service delivery across MCC.	Wellbeing goals and the impacts on how we operate as an organisation.	
							On Target	On Target	On Target	Select Progress
Commission and undertake a comprehensive staff survey and react to it.	To establish a baseline of ‘what matters’ and to evaluate current cultural climate within the Authority	People Strategy	People Services	Meaningful engagement, tools to do the job & improved communication	December 2014 to March 2015	Lisa KnightDavies	Staff survey undertaken December 2014 to March 2015. Analysis of this data commence in Qtr1 to help direct future work.	You Said: We Did week launched in response to the staff survey analysis	We’re continuing to act upon the staff survey responses. The responses have been an integral part of developing the whole People Services offer that is due to be presented to SLT in January 2016.	
							On Target	On Target	On Target	Select Progress
Operate the CMI Women in Leadership Programme appointing a WIM Ambassador	To utilise Women In Management’s (WIM) insight into the key issues affecting women managers and women’s management to provide opportunities for further personal development.	People Strategy and Business Growth and Enterprise	People Services	Leadership development	Sept 2015	Deb Hill-Howells		Through the Talent Lab programme of activity - active coaching, training learning and development - MCC female delegates were part of a wider group which undertook the first CMI accredited 'Women in Management' module set. The module provided a set of valuable learning and connecting opportunities and a chance for organised discussion (involving both theory and practice) around the issues affecting women in the workplace. Issues around role models, tackling the talent pipeline and creating more opportunities for continuing dialogue featured.	Monmouthshire continues to work with ChwaraeTeg and the county has played host to several events for local businesses. For International Women’s Day, building upon last year’s success, we are planning an engaging agenda that will help prepare our forward work plan around women in the workplace.	
							Ongoing	Ongoing	Ongoing	Select Progress
Invest in volunteer development and coordination	Creation of volunteer strategy that outlines a clear and consistent approach across the Authority.	People Strategy	Organisational Development	Meaningful engagement and ideas into action	April 2015	Lisa KnightDavies	Volunteer Toolkit completed to draft format and circulated to key people for observations to provide clear guidance and a level of standards for volunteers across Monmouthshire. Meeting held to create a Volunteer Network for Coordinators within MCC, discussions around best practice and where support is required. Individual volunteer programmes supported to achieve the level of standards set out in Toolkit guidance. Marketing strategy proposal created, consulting with Volunteer	Volunteer toolkit has been consulted on and updates made will be consulted with informal unions next. Collaboration between Monmouthshire County Council and Voluntary Sector in a six month post being secured to develop volunteering opportunities in Mardy Park Resource Centre. Safeguarding Audit currently being carried out on Volunteers across Monmouthshire. Safeguarding training being delivered directly to volunteers and recorded across Monmouthshire.	Since the launch of the Volunteering Toolkit on the Hub the number of visits or hits stands at 819, with 190 individual or unique users. We have implemented ‘Leading Volunteers’ training for all volunteer coordinators to link in with the Volunteer toolkit and the Investors in Volunteers standards. The Volunteer Network has developed and we have 4 clear working groups looking at Digital Volunteering, Social Isolation, Indirect Volunteering and Safe and Effective Recruitment.	

							coordinators, marketing officers and volunteer focus groups. Publicity of current volunteer opportunities increased through Volunteering Wales website. Training offer developed for volunteers within Monmouthshire. Coalition status achieved with the Cities of Service programme, mentoring support also received from the programme.	Twelve month volunteer fairs planned for four main towns in Monmouthshire. Profile of the programme raised on social media, Facebook page created.	Story telling has been a successful part of quarter three with three main stories being used in Monmouthshire press and social media. For example one story received a 8698 reach, 83 likes, 39 shares and 27 positive comments.	
							On Target	On Target	On Target	Select Progress
Hold Staff Conference 2.0	Listen and respond to concerns and issues. Create feedback loops	People Strategy	Training and Organisational Development	Meaningful engagement and improving communications	June 2015	Lisa Knight-Davies	Staff conference scheduled for September 2015	Staff Conference held 28/09/15. 94 feedback forms, 326 Good comments (as requested), 81 not so good, 99 questions raised and 43 training requests.	Feedback from the staff conference identified the need for directorate conferences that feed into the larger staff conference. We're developing a programme that will include these events for 16/17	
							On Target	On Target	On Target	Select Progress

What we do to attract and recruit great people

Introducing formal work experience and apprenticeship programmes	Creation of work experience scheme in conjunction with Job Centre Plus to provide work experience for out of work individuals, helping them to attain basic workplace qualifications. Further exploration of apprenticeship opportunities for young people.	Enterprise Strategy	People Services	People have access to practical & flexible learning	Summer 2015 to commence	Cath Fallon	New Business & Enterprise Manager in post from 29 th June 2015.	Audit was sent out to all managers across Monmouthshire County Council to ascertain whether they have previously had or currently have any of the following: <ul style="list-style-type: none"> • Work Experience Placements; • Gap Years; or • Apprenticeships. Meetings have been held with managers to identify areas of best practice.	A process and Flow chart has been developed for progression routes for apprenticeships. The audit identified that departments were keen to have work experience/ placements but lacked a clear process around this. A work experience/ placement process is currently being developed to aid Managers and this will be finalised shortly.	
							On Target	On Target	On Target	Select Progress
Developing and implementing a policy framework for mentoring	Improving our business mentorship programme and building opportunities to connect more diverse groups	Business Growth and Enterprise	People Services	People have access to practical & flexible learning	March 2016	Cath Fallon	Research undertaken to establish what is needed to create a Monmouthshire Mentoring Programme.	Monmouthshire Mentoring Programme has been developed.	Training programme has been developed to support the Mentoring Programme and we are beginning to raise awareness with potential entrepreneurs	
							On Target	On Target	On Target	Select Progress
Develop Succession Planning and Talent Management Framework	Enable effective succession planning	People Strategy	Organisational Development	Future proofing workforce	Dec 2015	Peter Davies			A workflow has been developed and uploaded to the Hub to support managers in focusing on succession and workforce planning.	

									The coded pathways will incorporate both behaviours and training that will support succession planning in a way that maintains services and supports colleagues in their career pathways.	
							On Target	On Target	On Target	Select Progress
Continue to adopt recruitment pilot in other service areas & continue to evaluate.	Continue to develop future pilots in other service areas & continue to evaluate	Organisational Development	People Services	Tools to do job. Recruiting great people	2014/15 (specific deadline for CS pilot Dec. 14)	Sally Thomas	The recruitment pilot has won an award for innovative style and approach. The approach has been successfully used for the recruitment & selection element of a recent large service re-design within the organisation. Further evaluation & feedback from processes to date has ensured that, rather than a ‘one style fits all’ model, the approach is specifically tailored to individual cases.	This work is on-going and we look to support all business areas with their recruitment and selection processes. As part of our safe recruitment training programme, this quarter has seen HR focus upon the delivery of safe recruitment training specifically and the provision of tailored support to the business and to the schools sector. HR has produced a safe recruitment training video clip which enable the information to be cascaded quickly to business teams. The video clip is on the People Services HUB.	Specific recruitment & selection advice and support is provided across the organisation and delivered on a bespoke basis, taking into account the particular requirements of the business or service area. Starting to focus on developing a refreshes Recruitment & Selection Policy which will incorporate safe recruitment.	
							Ongoing	Ongoing	Ongoing	Select Progress
What we do to develop and retain great people										
Continue to rollout RESULT the coaching model to all supervisors/managers/leaders in order to continue to build a culture of coaching across the organisation and help equip leaders on how to solve problems and improve personal effectiveness. Measure ROI	To provide coaching skills as part of the leadership toolkit	People Strategy	Training	Leadership development, developing great people and tools to do the job	2015/16 and 2016/17	John McConnachie	Feedback from the RESULT Coaching programme attendees has been positive & we have received increased interest from external organisations. 2 day training programme is on target for the year & refresher/update sessions are scheduled for Autumn. RESULT Coaching is available to all managers & supervisors upon request.	RESULT Coaching Update & Refreshers sessions have been scheduled and invites have been sent to all those who have previously attended the RESULT Coaching Programme. This will enable us to effectively capture the learning gained and how this is being used.	RESULT Coaching Update & Refreshers sessions are ongoing and feedback will be used in planning future training opportunities. A condensed 1 day version of RESULT has been developed to adapt to services area needs and to take into account that not all service areas can dedicate two full days to attend the training. The RESULT training continues to grow in its relevancy in response to the key aspects of the sustainability that feature in the WFG Act.	
							On Target	On Target	On Target	Select Progress

<p>Continue to roll out and develop positive psychology mindfulness and wellbeing sessions as part of the Talent Lab</p>	<p>Resulting in a workforce who are resilient and effective.</p>	<p>People Strategy</p>	<p>Training</p>	<p>Wellbeing and inclusion</p>	<p>2015/16</p>	<p>John McConnachie</p>	<p>We are continuing to deliver wellbeing sessions that are marketed through Eventbrite as part of the talent lab. We are responding to requests from various service areas to provide bespoke wellbeing sessions in a variety of locations. In response to learners needs identified through feedback or direct requests, we have also delivered bitesize wellbeing sessions throughout the Authority. Further sessions are being planned throughout the year.</p>	<p>Further training opportunities have been developed to help staff maintain a state of wellbeing. One of these opportunities has been the Let's Talk about Stress workshop. Supporting learning materials have been created and are available on the HUB to enhance and continue the learning experience.</p>	<p>We are continuing to respond to an increasing number of requests for individual and team wellbeing support and training.</p>	
<p>Secure leadership development programme</p>	<p>To deliver a series of practical training sessions for all leaders on how to solve people problems and personal effectiveness. To enable managers to manage performance and change effectively. This will make the role of leaders and managers easier as they will have more tools at their disposal for solving problems.</p>	<p>People Strategy</p>	<p>People Services</p>	<p>Leadership development & tools to do the job</p>	<p>Sept 2015</p>	<p>John McConnachie</p>	<p>Future Leaders programme has been developed and a Team Performance workshop has been held with positive feedback received. Hugh James Solicitors have delivered two sessions, (Difficult Conversations & Discrimination: Subtle but Significant) that were aimed at helping organisations & individuals more successfully manage performance and deal with issues. A series of Leadership Breakfast Workshops have also been delivered.</p>	<p>Let's Talk About Stress workshop designed and delivered to help individuals, teams and managers recognise and understand stress. Further requests have been received from individual service areas for bespoke Let's Talk About training sessions to be delivered to teams. We are continuing to develop further workshops & training materials to support leadership learning.</p>	<p>As part of the redesigned People Services offer, the Future Leaders programme has been expanded and developed to become Coded Pathways for Colleagues & 21st Century Future Leaders. These Coded Pathways focus on not only instilling the values of the authority but also reiterating an expectation of the behaviours that demonstrate those core values. Specific learning and support is linked to the behaviours to enable all leaders and colleagues to have the understanding and skills to perform their roles to the best of their abilities. The pathways are also a method of developing succession opportunities by equipping potential future leaders with key leadership skills, even if they aren't currently in a leadership role. Mandatory training will be a key part of the Coded Pathways to ensure that we are meeting the full needs of our organisation. We will work with our colleagues across People Services, Health & Safety & Equalities & Diversity to agree the key mandatory training elements to be delivered, forming the basis of a thorough and progressive training plan that also has the flexibility to adapt to individual needs.</p>	
							<p>On Target</p>	<p>On Target</p>	<p>On Target</p>	<p>Select Progress</p>

<p>To introduce a simple, values based employee performance assessment system (“check in, check out”) and associated development support .Roll-out Check-in, Check-out to all staff, iterate & develop the approach as needed and assess Return on Investment</p>	<p>All employees will understand how they fit into the overall objectives of the organisation and their contribution to it. In addition, they will be able to monitor their performance against expectations and share experience.</p>	<p>People Strategy</p>	<p>People Services</p>	<p>Leadership development & building evidence base</p>	<p>Sept 2015</p>	<p>John McConnachie</p>	<p>Feedback received from the WAO. We have taken the CICO process out to staff events for comments as well as to the Monmouthshire Minds focus group. The process has been revised to four questions which are specific & measurable. This updated version will be finalised and supporting training developed.</p>	<p>Development of the support & guidance has commenced and pilot will be launched once clear and effective reporting methods have been clarified.</p>	<p>Data cleansing is underway through the use of Sharepoint to enable accurate reporting of team structures for CICO. Sharepoint form is being developed so that managers can record CICO in a simple and effective way. ResourceLink is being considered for 16/17 reporting depending on the cost of implementing this. Sharepoint will be used to report annual figures for 15/16</p>	<p>On Target</p>	<p>Select Progress</p>
<p>Development of staff and community award scheme to recognise contribution and outstanding performance</p>	<p>Develop and implement a staff & community award scheme that recognises the contributions of staff and the community</p>	<p>People Strategy & Whole Place</p>	<p>People Services</p>	<p>Meaningful engagement and ideas to action</p>	<p>2015/16</p>	<p>Lisa Knight-Davies</p>	<p>Monminds & staff conference will be used as testbed to establish if staff welcomed the possibility of a staff award scheme. These are scheduled for later in the year.</p>	<p>GAVO Community Awards Scheme took place, with referrals from People Services for Community Awards. Exploring open badge scheme to reward/award staff for achievements. On-going dialogue with the organisation and partners to establish if there is a need to for an awards scheme.</p>	<p>Agreement has been made to co-provide community awards scheme that will take place in July 2016. Further meetings have been held to discuss the open badge scheme as a method of recognising and rewarding colleague accomplishments. The Coded Pathways that have been developed will form part of this scheme.</p>	<p>Ongoing</p>	<p>Select Progress</p>
<p>Bring together all training functions on a whole authority basis</p>	<p>Integrate training offer as part of Talent Lab</p>	<p>People Strategy</p>	<p>All</p>	<p>Tools to do the job and ideas into action</p>	<p>Sept 2015</p>	<p>SLT</p>	<p></p>	<p></p>	<p>As part of the mandate to bring all training functions together on a whole authority basis, a lead officer has now been appointed to take this forward. All training functions are part of the ‘in scope’ services for an Alternative Delivery Model. Training will therefore be included as part of the initial due diligence process and options appraisal and a further update will be given in Q4.</p>	<p>Ongoing</p>	<p>Select Progress</p>
<p>Diversity, inclusion and wellbeing</p>											

<p>To review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems. Introduce new management system, process and training to improve sickness management linking with My View Leave Management module for accurate data collection.</p>	<p>Reduction in sickness absence and a change of attitude and expectations of staff about how the organisation deals with managing absence</p>	<p>People Strategy</p>	<p>People Services</p>	<p>Evidence Base</p>	<p>April 2015</p>	<p>Sally Thomas</p>	<p>Provision of absence data is in place. Extension of specific HR intervention work on absence management advice for teams across the organisation, This will be ongoing work and will be supplemented with relevant protocol documents.</p>	<p>Development work is in progress on protocol documents and associated information. Work continues on the refinement and provision of further HR data for the business.</p>	<p>Continued work on specific documents and data provision, My View Training delivered extensively to managers and school staff. Bespoke HR training delivered in specific business areas. The 'People Services Offer' will continue to format our approach in helping managers effectively manage attendance & wellbeing issues.</p>	<p>Select Progress</p>
<p>Ensure all staff changes developed are rigorously tested by the EQIA process</p>	<p>All staff changes which are developed will include an EQIA and these EQIA's will be evaluated to ensure that they are fit for purpose.</p>	<p>People Strategy and Equalities Strategy</p>	<p>Partnership, Performance and Engagement</p>	<p>Equality of opportunity, wellbeing and diversity</p>	<p>2015/16</p>	<p>Alan Burkitt</p>	<p>All MTF Plans have been accompanied by EQIA's.</p>	<p>All MTF Plans have been accompanied by Future Generations Evaluation (FGE) forms which have considered any staffing implications/changes in respect of the Equality Act 2010.</p>	<p>All MTF Plans have been accompanied by Future Generations Evaluation (FGE) forms which have considered any staffing implications/changes in respect of the Equality Act 2010. All report writers are now required to specify how they contribute to the wellbeing goals and sustainable development principles,</p>	<p>Select Progress</p>
<p>Continue programme of staff equalities training</p>	<p>To provide our workforce with the skills and knowledge to ensure a positive and fair work environment</p>	<p>People Strategy and Equalities Strategy</p>	<p>Partnership, Performance and Engagement</p>	<p>Equality of opportunity, wellbeing and diversity</p>	<p>2014/15</p>	<p>Alan Burkitt</p>	<p>The Equality Training programme provided by Anna Morgan of the WLGA Equality Training team has ended as the team has been disbanded by Welsh Govt.</p>	<p>FGE training has included a large element of Equality awareness.</p>	<p>FGE training has included a large element of Equality awareness. Over 70 staff have had training on new Future Generations Evaluation, which includes equalities.</p>	<p>Select Progress</p>
							<p>Presentation from Time to Change was delivered to a cross section of the organisation</p>	<p>Expressions of interest have been received from a number of MCC employees in response to a request by A Burkitt for individuals to come forward as Wellbeing Champions. Around 30 staff members came forward.</p>	<p>It was established through further discussions that the charity Time to Change were looking for the MCC Champions to attend charity events and presentations on behalf of Time to Change. Whilst we continue to support the ethos of Time to Change, our first priority must be to support our colleagues and raise awareness within the organisation to tackle the stigma of mental health. The Wellbeing Champions will be utilised to raise mental health awareness throughout the organisation and to encourage open support and discussions around mental health experiences.</p>	