



PEOPLE & ORGANISATIONAL STRATEGY

PROGRESS REPORT

2015/16



monmouthshire
sir fynwy

It's even more than the place, it's the people.

Monmouthshire People: Connecting People to Purpose



Our people will always be at the heart of everything we do. The collective purpose, passion and talents of our colleagues, on and off the payroll are the foundations to our success as a council and a county.

We believe that people join public service to make a difference. The purpose of Monmouthshire People, our People & Organisational Development Strategy, is to better enable our people to do exactly that, make a difference.

Monmouthshire People has helped us focus our efforts towards engaging, supporting and developing our workforce and ensuring a greater synergy between all facets of people and organisational development.

The purpose of this report is to provide an update on our progress to date in a holistic approach, to share with you the story behind the numbers and to outline the next steps.

We listened; we'll keep listening and making changes.....

When we received responses and equally non-responses to the staff survey, time was spent talking to people and finding out what thoughts sat behind those responses. Hearing "I couldn't be bothered because nothing ever changes" made us sit back and think. Through our work in People & Organisational Development across the Authority we believe we do listen and do change, yet we need to get better at sharing the stories that demonstrates this.

You said.....



Deliver training not only in locations appropriate to me but also at convenient times

To meet the needs of our colleagues and to provide flexible training opportunities, we have been out and about in the county delivering a variety of workshops. These courses, including Leadership Skills, Wellbeing sessions and Confidence Boost workshops, have been facilitated at various locations and times. We even offer 1:1 coaching sessions upon request. Working collaboratively across People Services and the wider organisation to deliver training means we can make the most of our shared knowledge and experience to further enhance the training. We continue to respond to both individual and team request and needs in order to provide the best training possible,

We listened; we'll keep listening and making changes.....

You said.....



Staff feel disconnected from Senior Leaders

Members of the Senior Leadership Team (SLT) spent time in service areas that aren't part of their remit to get a better understanding of what happens in other areas of the Council and how decisions made in one area can affect another and what this means to those receiving services. It was an opportunity to share what it feels like working for the organisation, to talk about what gets in the way of doing the job but also what matters to our colleagues most about working for Monmouthshire. We aim to encourage more of our colleagues to do this throughout the year so that they take responsibility for getting to know other parts of the business.

When we do staff surveys lots of people never see or hear about the results



..... You Said

The staff survey responses were brought together in to a one page poster that was distributed throughout the Authority to provide a simple and quick to read update. The results can also be accessed via the Hub.

2014/15 Staff Survey Responses



719 Responses
Received

This is how you all responded out of 5:

Q1: Do you have a clear understanding of what Monmouthshire County Council is trying to achieve?

3.51

Q2: Do you feel the Authority lives and breathes its corporate values of openness, fairness, flexibility & Teamwork?

3.0

Q3: Do you understand your purpose and contribution to the Authority?

4.28

Q4: Do you feel valued & listened to?

3.28

Q5: Do you feel kept up to date?

3.18

Q6: Do you feel you are able to share ideas in work & suggest areas for improvement?

3.77

Q7: Do you have everything you need to do your job effectively (e.g. equipment, IT, policies & procedures)?

3.48

Q8: Do you feel you have access to training that is relevant and appropriate to your job?

3.92

Q9: If you have received training in the last 12 months, have you been able to use what you have learnt?

4.06

Q10: Have you completed your check-in, check-out staff appraisal?

3.76

Q11: Would you be interested in taking part in volunteering opportunities in Monmouthshire (e.g. events in your town) if the Authority were to provide appropriate incentives?

2.58

OPENNESS

FLEXIBILITY

FAIRNESS

TEAMWORK



Communication

Livestreaming

In the staff survey we asked the question "Do you feel kept up to date?". The average response to this was 3.18 out of 5. Whilst this is a reasonable response, we still feel that this could be improved. We needed to find new ways of keeping our colleagues up to date and informed. Which is why we introduced interactive, live streamed sessions. These sessions enabled us to share updates and hold discussions on policies, for colleagues to ask questions directly to the People Board. All sessions are stored on the Hub and can be accessed after the event. By utilising the live streaming functions in the Council Chamber, colleagues didnt even have to leave their desks to be part of the discussions. We will continue to hold these sessions throughout the year.

MonTalks & MonDelivers



Following on from the success of the live streaming sessions, MonTalks and MonDelivers was introduced. The idea around these session was to hold our own version of TEDtalks, to share insights, information and updates. These talks have also had the benefit of giving our colleagues the opportunity to get to know some of our Senior Leadership Team better as well as showing examples of strong female leadership roles.

MonMinds



As the strapline of Monmouthshire People states, the aim of the strategy is to continue to "connect people to purpose" by linking our development of people to our core purpose and business approach. Yet how can we do this if we aren't continually connecting with staff to discuss their views and what matters to them? This is why Monminds was established, to give staff an opportunity to have a voice and to share their opinions on key issues and activities that affect them.

Monminds has been instrumental in ensuring that the strategy continues to be relatable to our workforce. The strategy was never intended to be static, it is a living and breathing document that continues to adapt and change over time. One of the earlier points made collectively by Monminds was that they do not have time to read the lengthy strategy and all they really wanted to know was what it meant to them. In response to this a one page summary version of the strategy was created and shared across the Authority to provide a clear and easily understandable translation of what the strategy means and why it is important.

Monminds will continue to play a critical role in the People and Organisational Development Strategy through regular meetings to discuss key topics and activities that develop from the 2016//17 Programme Plan. They will help shape how we continue to move forward as an organisation based on the ideas and opinions of our colleagues and our shared purpose and values.

PEOPLE & ORGANISATION STRATEGY



It's even more than the place, it's the people.

Everyone who's part of Monmouthshire makes it a special place to be. Our People & Organisational Strategy 'Monmouthshire People' has been created to keep our people at the heart of everything we do.

OUR FOCUS

- To react and adapt as rapidly as the communities we serve
- To be innovators and problem solvers, continually seeking and responding to challenges



OUR VALUES

- OPENESS
- FAIRNESS
- FLEXIBILITY
- TEAMWORK



PEOPLE

We attract and recruit great people. We retain and develop great people.

We do this by working hard to:

Provide training / learning opportunities, develop people, equip people with the capability to redesign and repurpose services. Create formal work experience and apprentices, to provide mentoring, develop succession planning and widen our award winning recruitment process. Enable us to attract, retain and develop great people who want the opportunity to make a difference.

OUR ENVIRONMENT

We are working towards :

- Policies & Procedure that are timely and relevant
- Mechanisms to enable us to communicate, listen and respond effectively.
- Re-visiting and reminding colleagues that Agile working is about working where our customers are, to have the right equipment whilst recognizing we must meet our customer's needs we are embracing virtual working styles, social media and more near to real-time reporting
- Enhancing volunteer development and co-ordination



Diversity, Inclusion & Wellbeing - Our action on equalities, colleague welfare, managing attendance and introduction of the living wage, are all components of this and we prioritise difference and diversity, enabling people to be their unique selves.

Bringing it all together - We will connect our people to all of the things that matter: one another, purpose and resources, in order to yield improved performance.

Visit www.monmouthshire.gov.uk/monmouthshirepeople to see details about the People & Organisational Strategy

Staff Conference 2015

The 2015 Staff Conference was held on the 28th September. As with the 2014 conference, it was another packed out event with a large number of our colleagues making the effort to attend.



We listened to the feedback that we received from the 2014 staff conference and held discussions with MonMinds to shape the format for the 2015 event. Whilst colleagues were keen to hear the key messages around issues facing the Authority, they also wanted the opportunity for more interaction and two-way conversations.

The timing of the conference allowed for it to be an opportunity to focus on the significant budgetary pressures and allowed for staff engagement around the proposed budget mandates. It was a useful and informative session and allowed us to capture valuable comments and questions from across the Authority. The main themes were brought together into a one page infographic which was shared after the event.

The feedback identified a need for directorate conferences that feed into the larger staff conference. We have taken that on board and are developing a programme for 16/17 that will include these events.

Top 5 Positive Themes

- Teamwork** 27 
Team all pulling together
- Managers/SLT** 18
Supportive
- 15 Adult's Social Services**
Integrated Services
- Education** 14
Results improving
- Still have a job** 13

Top 5 Negative Themes

- 36**  **Increased workload**
Ability to take time off - less staff, more pressure
- 25**  **Officers Leaving/ Not Replaced**
Losing expertise/ knowledge
- 23** **IT** 
Still lacking/ complicated/ slow
- 18** **Budgets** 
Limited. Depth of cuts
- 16** **Communication**
Lack of

Top 5 Question Themes

- MANAGERS/SLT** 11
Ratio of senior managers to staff
- IT** 7
When is it going to improve?
- Adult's Social Services** 5
What are the next steps for integrated services?
- Children's Social Services** 5
Level of provision & resources
- MERGER** 4
Do we have a strategy?

'Felt proud.... Huge challenges but confident Paul & his team will meet them'

A County That Serves: Volunteers



In the early part of 2015, Owen Wilce was appointed as the Programme Lead for A County That Serves. This programme was put in place to develop and enhance both the opportunities available for volunteering in Monmouthshire and the level of support offered to those who volunteer.



A vast amount of progress has been achieved to date. A comprehensive mapping exercise was undertaken to gain vital insight into the level of volunteering in Monmouthshire and the impact that this was having on the community to better understand how it can be supported and developed.

An online volunteer toolkit has been developed to offer guidance and to set a clear level of standards for volunteers and in the short time this has been live the site has already received over 800 visits.

A Network for Volunteer Coordinators has been established and this has developed into four working groups focusing on Digital Volunteering, Social Isolation, Indirect Volunteering and Safe and Effective Recruitment to discuss areas of best practice and to coordinate support and training around these key aspects. Through the mapping exercise it became clear that training was a key area of need for supporting volunteers and in response to this the training offer has been developed, which includes the creation of the "Leading Volunteers" training workshop.

Another area of success has been in being the only Authority in Wales to achieve coalition status with the Cities of Service programme.



Please see the Volunteering Strategy 2016-2019 for more in depth information about A County That Serves

Volunteer Mapping

Current Volunteers



Co-ordinators

MCC 58

External 27

Outcomes



Toolkit
100%



Network
100%



Publicity
80%

Development Priorities

Training



Digital Outcomes



Support and Brokering

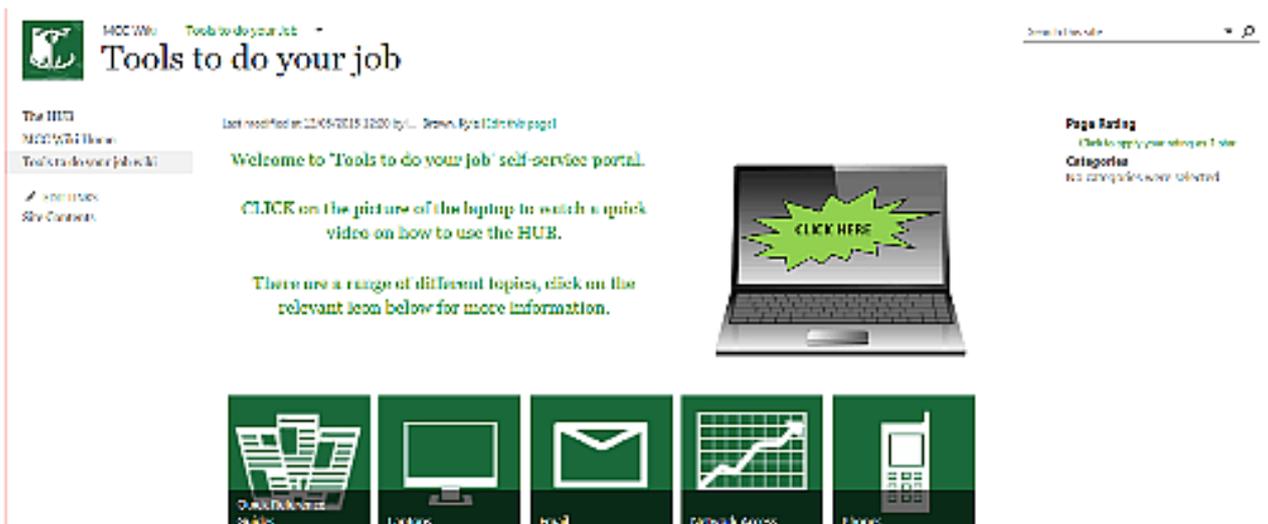


Tools to do your job

One of the key questions in the staff survey was "Do you have everything you need to do your job effectively?"

IT was a fundamental part of this.

Based on the feedback from the staff survey and conferences, the Digital Projects Team created the "Tools to do your job" help site on the HUB.



The site includes help sections with guidance and support to answer the FAQs. Video tutorials are available to help colleagues with day-to-day activities and colleagues can request replacement equipment through simple request forms.

The Shared Resource Service (SRS) now provide drop-in ICT surgeries on a weekly basis, at various locations to assist with repairs, service desk queries and training.

Equipping our workforce with the IT skills and tools they need is a vital part of ensuring we have connected and agile teams.

Digital Champions

Comments received through staff conferences and the staff survey showed that there was a perception that IT services needed improving. To help with this, the Digital Champions group was formed.



Digital Champions have been established so that service areas and teams have their own representatives who are able to respond and assist with IT-related issues. This means staff have technological expertise on hand for a rapid response and also Digital Champions are able to be the point of call to refer more complex problems to the Shared Resource Services.

The Digital Champions meet on a regular basis to ensure that they have the information and skills needed to keep service areas and teams up to date with IT changes and the new tools that are being made available to them.

With time it is hoped that this connected support of the Digital Champions and the regular SRS ICT surgeries will help resolve some of the perceptions around IT and enable colleagues to make best use of the tools to do their jobs.

Talent Lab

2015/16 was an important year for our Corporate Training team. At the beginning of 2015 permission was given to explore delivering corporate training in a very different way and from this the Talent Lab was born.



Operating as the Talent Lab has enabled the team to work collaboratively with external partnerships to deliver learning. This has allowed us to expand both the variety and frequency of learning opportunities that we provide.

New ways of advertising our events has made it even easier for colleagues on and off our payroll to access training. Part of our ethos has also been to reinvest in those who give their time voluntarily to their communities by offering free places on our courses to volunteers. Using alternative methods for advertising our courses has also allowed us to open up the training to external clients to generate income and expand our networks.



**Courses in
2015/16**



**860+
Attendees**

RESULT Coaching



286 delegates so far

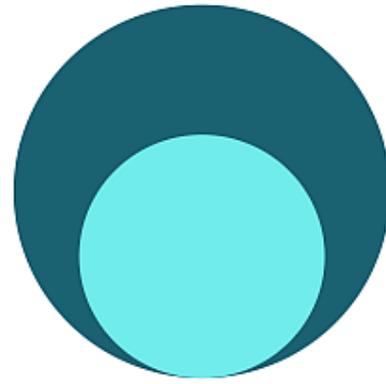
1 day RESULT course created to provide flexible opportunities

7 RESULT Coaching Refresher & Update workshops held to date

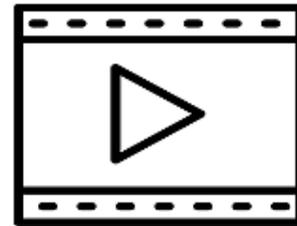
Cost of course per person for internal staff ranges from £75 - £92



Average increase in skill level of 26%



■ Precourse Skill Level ■ On completion of Course



Audio course material created & available online to support learning

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

ROI £166,152

People Services HUB

One of the key actions of the People and Organisational Development Strategy, and the programme plan supporting it, focused on providing staff and managers with a toolkit to provide support and a consistent approach across the Authority based upon our shared values . 2015/16 has seen the development of the People Services HUB. which connects managers and staff to the guidance and policies needed to help them in their roles.

The screenshot shows the top navigation bar with links for 'People Services HUB', 'Hub', 'Working for MCC', 'Recruiting & Resourcing', 'Pay & Benefits', 'Your Wellbeing, Your Rights', 'People Services in MCC', and 'Policy & Guidance Library'. Below the navigation is a large green banner with the text 'CICO CHECK IN CHECK OUT PERFORMANCE APPRAISAL' and a red button that says 'CLICK HERE TO UPDATE THE DETAILS FOR YOUR TEAM MEMBERS'. To the right of the banner is a 'People Toolkit' section with icons for 'My View', 'Safe Recruitment', 'eForms', 'Contact Us', 'Talent Lab', and 'Volunteers'.

The People Services HUB enables access to Frequently Asked Questions on popular topics, advice and support on HR policy, payroll and training information. Part of this online "toolkit" has been to develop key organisational process workflows.

The organisational process workflows clearly outline the key roles that managers are responsible for and helps them understand not only the process but also what is expected from a leadership role. Examples of these process workflows are the Attendance and Wellbeing Workflow and the Safe Recruitment workflow.

These clear and understandable workflows are also supported through the continued development of the 21st Century Future Leaders Coded pathways and through ongoing support, guidance and training provided by People Services as a whole.



Another key aspect of the People Services Hub has been the creation of short video tutorials based on FAQs. This enables staff to access the advice, guidance and training that they need in an easily accessible way at a time that suits them.

The response to the People Services Hub has been positive and it has received excellent feedback and reviews. Feedback, a clear focus on what matters and our ever increasing connectivity across all of People Services will direct the continued development of the Hub and the tools available within it.

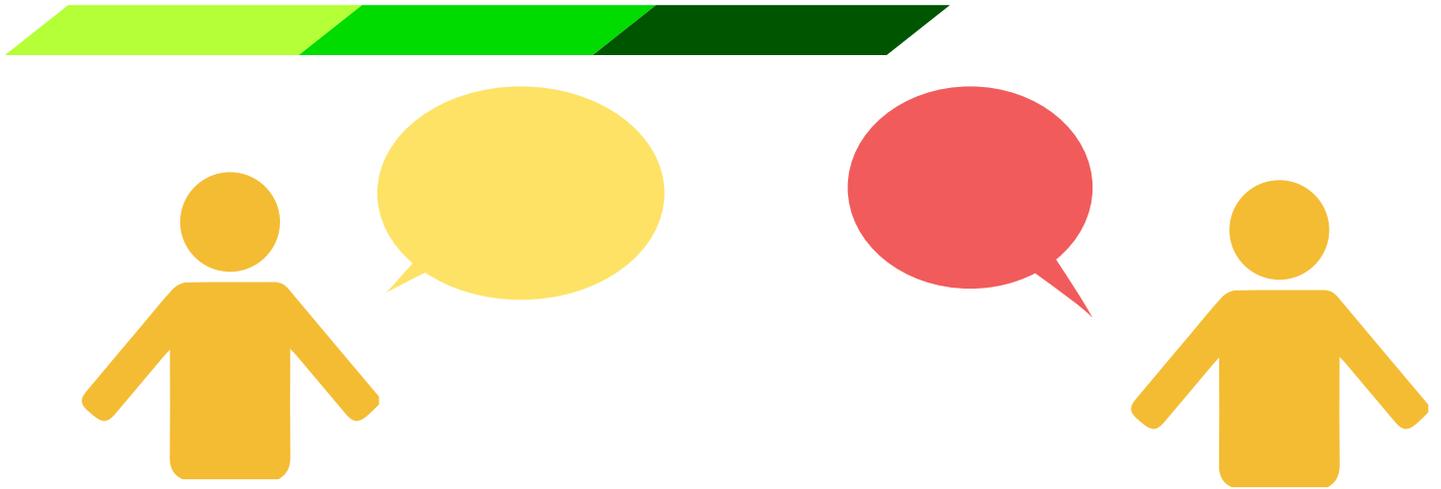
Right Person, Right Role



Attracting the right person to the right role has been a priority for People Services. We want our colleagues to both love and excel in their roles and a big part of this is aligning the right skills and the right behaviours with the right role.

Our award-winning "Select the Best" model ensures a bespoke approach to recruitment and selection rather than a "one size fits all" approach. Our ethos has always been very much about "bringing your whole self to work". Where the more traditional interview process suits some roles, our more in depth model allows us to find out more about individuals and how they react to different situations. Our Safe Recruitment workflow and video help support this and provide the tools to do the job.

Performance Appraisal: Check In Check Out



The introduction of the Check In Check Out performance appraisal during 2014/15 saw us move away from the traditional "tick box exercise" that previously existed and saw a move towards a more "human" approach. It is important that our colleagues to feel supported in their roles and also that they have a clear understanding of their roles and how they fit into the wider organisation and effective, honest 1:1 conversations will help this happen.

Whilst we had positive feedback, conversations held with individual managers and colleagues, and feedback from the Staff Survey and Monminds, highlighted the need for greater clarity and guidance in terms of performance feedback and expectations.

The revised and updated approach has now been developed and further training sessions have been advertised via the Talent Lab. Whilst the changes needed have been minor, the revised approach will provide a clearer process for capturing the advice, support and training requirements that are identified during the performance appraisal conversations. These emerging needs will feed into the wider organisational Training Needs Analysis to ensure a connected proactive approach is maintained and that the impact of the advice, support and training continues to be measured effectively.

People Services Data

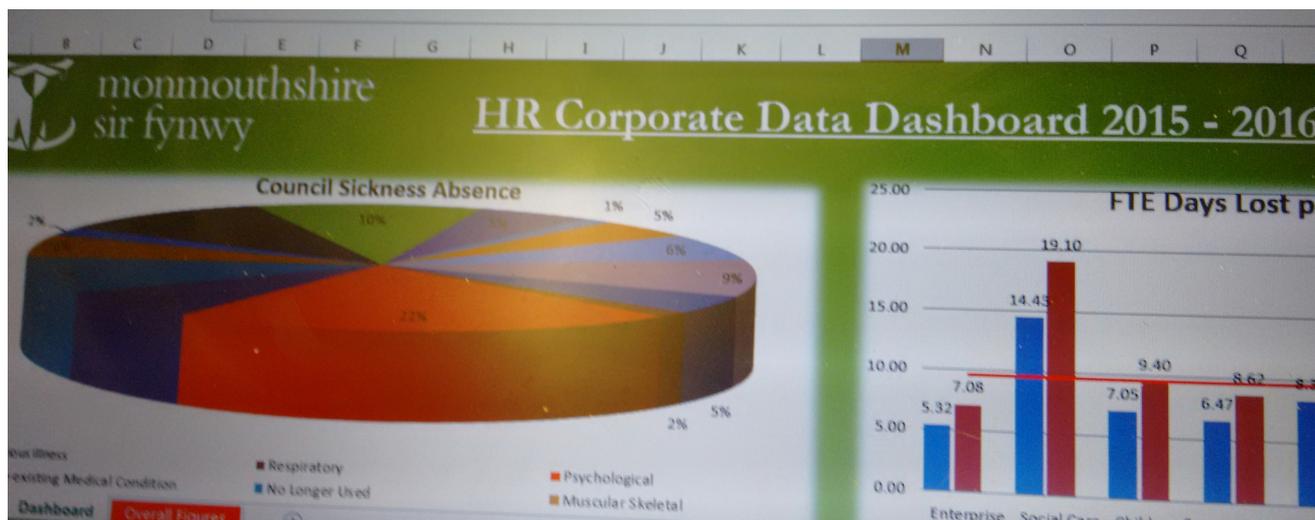


In order to effectively support our organisation, we must first be able to understand it. How "healthy" are our staff and our teams? How well are we meeting the needs of our citizens? How do we know what we need to improve? Utilising the data that we already collect can answer these questions and more.

Data plays a key part in helping us more fully understand emerging needs and sets the direction for our work. This is not about duplication or replacing existing measures. It is about bringing data and information together to provide clear governance and direction to ensure a proactive rather than reactive approach.

A great deal of work has already been undertaken to improve the accuracy of data. The People Services Data Dashboard has been completed and published on the HUB to ensure that HR data is delivered to the organisation in the most effective way. Continued work is ongoing to develop further reporting to equip our colleagues with information they need to lead their teams and services effectively.

People Services Data



One of the greatest areas of work that has taken place to develop the People Services Data Dashboard has been to not only improve the accuracy of sickness data but also to make that data available in a readable and useable format.

Effective monitoring of sickness data is a vital part of leading a team and can be utilised to identify areas where actions can be put in place to assist colleagues and reduce sickness levels through early intervention and support. It also allows us to respond collectively to ensure that the organisation receives the right support in the most practical way possible, whether that be advice or training or a more intensive programme of support.

PRE INDUCTION
 DAY ONE CHECK LIST
 CORPORATE INDUCTION
 ORGANISATIONAL CHART

C.O.D.E.D
 CODED PATHWAYS
BADGED
 COMPETENT
 SUCCESSION

C.I.C.O
 APPRAISAL
 OUTCOME

CONSEQUENCES
 THANK YOU'S
COACHING
 MENTORING POLICY

ANNUAL EVENTS
CONFERENCE
 MINI CONFERENCES
 STAFF SURVEY
 GOVERNOR'S STAFF SUNDAY MORNING
 SLT COFFEE MORNING

ATTRACT
RECRUIT
ENGAGE
 TALENT BANK

COMPLIANT
MANDATORY
 CODED PATHWAYS
 B SAFEGUARDING

MONMOUTHSHIRE'S
PEOPLE SERVICES

SOCIALS
PARTY
CRICKET
 (LOTTERY FUNDED)

TALENT
SKILLS
POLICIES
 PROCEDURES
 ON BOARD REVIEW

LIVE FEED
TALKS
 MONMOUTHSHIRE'S
 ENGAGEMENT
HUB

TEAM MEET
DATA
 AGE PROFILE
SIP
 ORGANISATIONAL INTELLIGENCE

MOVE ON
LEGACY
 LEARNING
 PREPARE TO EXIT



Next Steps.....

People Services are here to provide the organisation with the system to ensure that all our colleagues have the right support, advice and guidance. It looks to help Monmouthshire deliver great public service. Wherever our colleagues are on their journey within Monmouthshire County Council, we want them to be supported, engaged and encouraged to bring their whole self to work. From recruitment to retirement, our People Services Offer will allow us to provide a cohesive pathway of support, training and engagement throughout their time working within the organisation to enable them to work with purpose and passion to continue to provide services that matter.

OUR PURPOSE

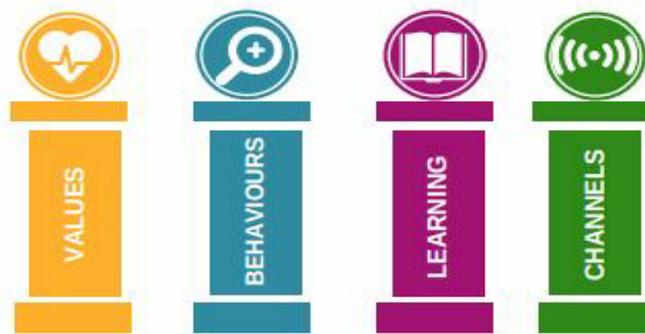


Our purpose remains the same, what differs will be how we deliver our service. As individuals, we are all doing great work yet we recognise that we are at our best when we work together, making best use of our shared knowledge and experience with a connected and cohesive approach.

Next Steps.....

Support, Advice & Guidance

Providing our colleagues with the right support, advice and guidance is reliant on accurate, timely data and information so that People Services can design and target its support to meet the needs and priorities of the whole organisation, through to departments, teams and individuals. Based on these priorities we design and deliver a programme of activities and events, including learning, coaching, support and advice.



Equipping our people and organisation to meet the oncoming challenges and opportunities through training and support that embodies the values and behaviours of a 21st Century Council.

We all know what our values are as an Authority. Values are personal to us all and can mean many things to many people. What truly embodies our values is how we behave, our actions. Through comprehensive coded pathways of training we can clearly outline our expectations of the behaviours of both colleagues and leaders that reflect the values of our Organisation. The pathways will include comprehensive programmes of support and training to ensure that our people and organisation are equipped to meet oncoming challenges and opportunities. This support and training will be provided in different locations, at different times, through conferences, workshops and talks. This will include channels such as the support and advice that is now accessible via the People Services Hub to allow managers and staff to self-serve and also online learning materials and video tutorials to allow more flexible access to training.

Next Steps.....

Direction

Our proactive approach as People Services will allow us to clearly align with the strategic direction of our organisation with a clear focus on horizon scanning and future proofing.



Our work will also be directed by what our colleagues say they need. Staff Performance Appraisal (Check in Check out) will ensure that individual priorities clearly support the organisation's aims and core purpose. Staff should expect to get great feedback on their progress and performance, as well as on their skills, knowledge and behaviours, to ensure they are up to date and on track. Staff should also expect to be able to access the learning they need to perform their roles to the best of their abilities and progress. The Performance Appraisal (Check in Check out) will enable these learning requirements to feed into our forward programme of work.

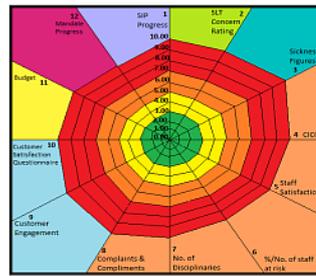
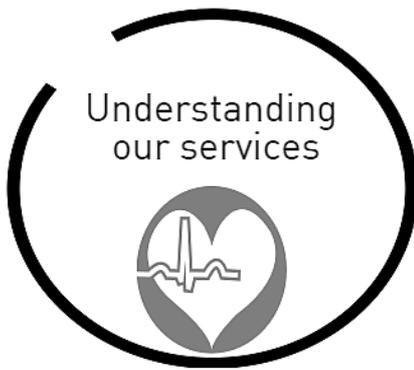
Consequences



A recurring theme of both staff surveys and staff conferences has been that there is a perception that there are no consequences for our behaviour. Whether that be a well deserved "Thank you" or a clear channel for dealing with poor behaviour. There will be consequences in place to ensure a supportive and proactive approach

Governance

"Demand Drives Design"



In the past, through necessity, our approach has been very reactive in its nature. To best meet the needs of our colleagues and communities a proactive and planned approach is needed based on evidence and data.

As an organisation, we collect a wealth of data and information through many different channels. Our approach will bring this data together into a scorecard based on "Health" measures for the Authority. This will allow us to better understand our teams and services and to make decisions based on areas of concern or risk identified by the data. Regular summary reports will be brought to DMT's/SLT, People Board, Select and Cabinet to allow for collective decisions around the actions to be taken and the level of support and/or intervention required.

Our wider programme of work for 2016/17 is summarised on the following page. Our approach will continue to be targeted and designed to provide the support where it is most needed based on the demand identified by our colleagues, by our priorities and by the data.

Summary of 2016/17 Planned Actions



1. For People Services to work as one such as to provide a cohesive offer to Leadership and the whole organisation
2. To continue to develop accurate and robust systems, data and reporting to ensure a clear baseline of people and organisational data to drive effective decision making
3. To continue review and development of policy work and relevant protocols to ensure the organisation continues to receive effective support and guidance
4. A continued focus on clear channels and opportunities for staff communications throughout the Authority, including a calendar of events throughout the year
5. To ensure the organisation is equipped with the skills, knowledge and tools needed to to their job.
6. To invest in effective and ongoing engagement with both colleagues and customers
7. To further develop and publish Monmouthshire's approach to service/system intervention, exploring opportunities for management and leadership to self serve
8. To continue to explore promotional and marketing opportunities to utilise the commercial elements of the People Services offer
9. To develop the induction process further to include pre-inductions and departmental inductions to compliment and build upon the current induction programme
10. To continue investment in volunteer development and coordination
11. To develop our recruitment process with a focus on online recruitment, marketing and pre-induction and interview processes
12. To utilise the skills and knowledge that individuals have gained through the RESULT Coaching programme to develop a pool of Coaches and Mentors, including a clear referral process
13. Determine and establish the strategic approach to the organisation's Wellbeing offer
14. To further develop the Colleague and Leaders coded pathways and accompanying training programmes
15. To rollout and evaluate the revised employee performance appraisal system (Check In, Check Out) and capture the emerging training needs and talents to inform training plans and talent management arrangements
16. Continue to review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems
17. Ensuring that the People Services offer remains aligned to emerging work around alternative delivery models (e.g. ADM) and Council of the Future work programme
18. Continue to develop the Authority's People Services management information systems
19. To develop and rollout robust workforce development plans across the Authority
20. To produce a People Services Annual Report and quarterly scorecards to DMTs, SLT and Members as required