



People Services Annual Report JUNE 2016



monmouthshire
sir fynwy

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



MONMOUTHSHIRE'S
PEOPLE SERVICES



Introduction

I am delighted to introduce this first People Services Annual Report.

Our People are at the heart of everything we do. They are our greatest resource.

The collective purpose, passion and talents of our colleagues, on and off the payroll are the foundations to our success both as a council and a county.



Peter Davies

We believe that people join public service to make a difference and we have developed our people services offer and approach in order to ensure that we are best placed to engage, support and develop our workforce, to ensure they are able to do just that, make a difference. To provide clarity of purpose and direction we developed a People and Organisational Strategy, underpinned by an ambitious workforce delivery programme. We have reported progress against the strategy in 2015/16.

We can be proud of what the service has achieved during the year. Bringing the different elements of People services together has delivered a more coherent, effective and efficient service organised around a common purpose.

Whilst the People Services annual Report provides a summary of activity against our areas for improvement during the year it more importantly provides an initial baseline of key workforce data. This data will assist the Authority in developing robust workforce planning arrangements which are being developed during 2016/17.

This dataset will continue to be developed in response to the current and emerging needs of the workforce. Our work programmes will similarly evolve and our resources and activity will be targeted towards the areas of greatest need.

The development of the work around 'Future Monmouthshire' and specifically the insight on what is required of the modern day public servant will further inform our need for relevant and accurate data as well as providing the necessary challenge such as to ensure that our programmes of work remains relevant and targeted.

Peter

Peter Davies

Head of Resources

Add a little bit of body text

Workforce Planning

Monmouthshire People, our People & Organisational Development Strategy is built upon a number of themes and priorities. Two of these key themes and priorities are as follows:



Great people, on and off the payroll are at the heart of a sustainable and successful organisation.



394 Vacancies advertised internally & externally

191 Children & Young People

97 Enterprise

61 Operations

66 Social Care & Health

19 Chief Executive Unit

As at 31/03/2016

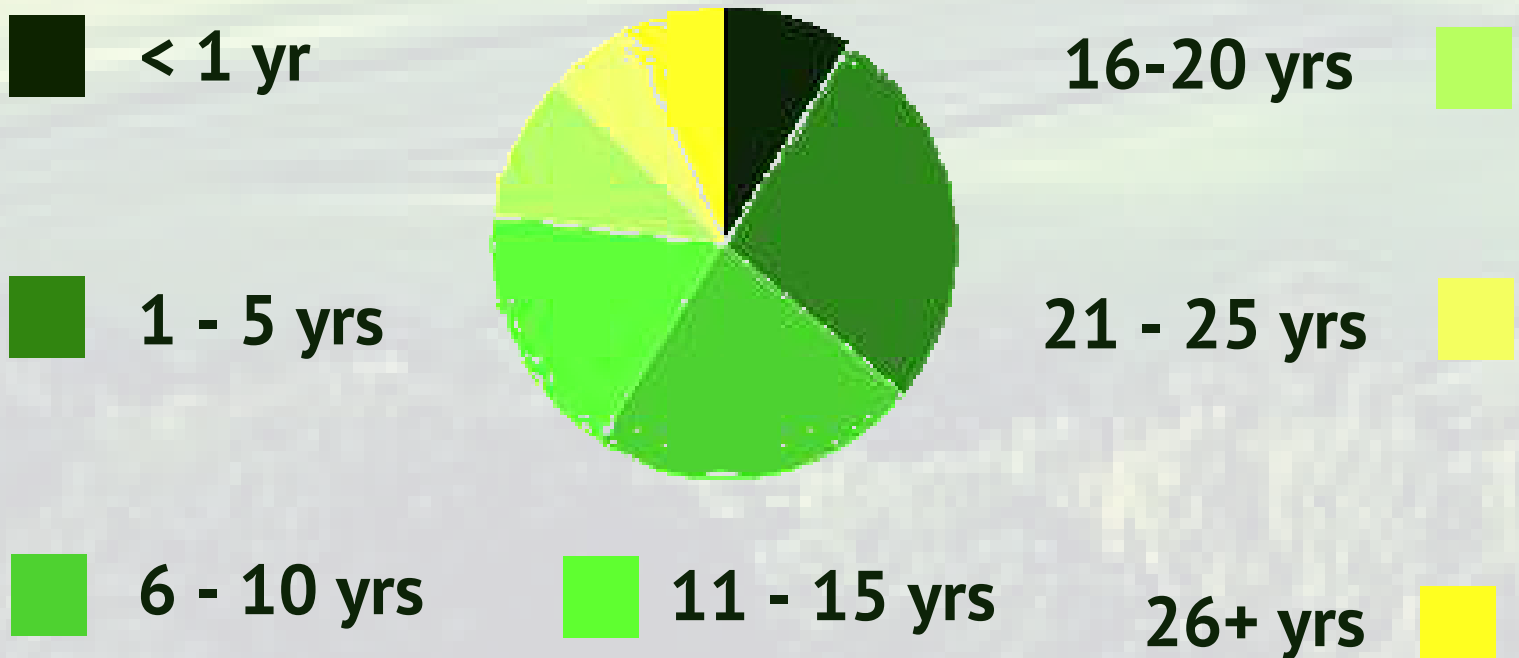


3,714
Employees

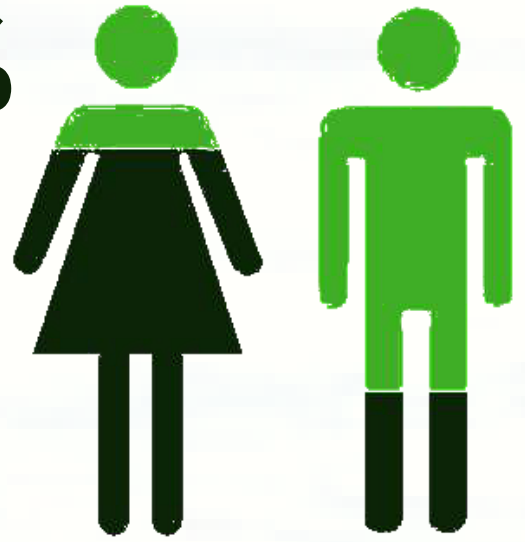
1,821 Volunteers



Employee's Length of Service



73%



2,132 Part time employees

1,582 Full time employees



27%

32%

23%

16%

8%

17%

4%

16-
24

25-
34

35-
44

45-
54

55-
64

65+

Employee Age Profile

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.

According to Bradford Smart, author of internationally renowned 'Topgrading', the cost of 'mis-hiring' can be anywhere from 4 - 27 times the annual salary of the role.

**Cost of
'mis-hiring'=
> 4 X
Annual Salary**

SELECT THE BEST

When it comes to recruiting the best, a "one size fit all" approach is not always the best one. Our "Select the Best" model of recruitment and selection focuses on getting to know the whole person through the interview process, finding out what motivates people and how they react in different situations. The in-depth bespoke model helps to match those much needed skills with the right values and motivations so that we get the best fit, both for the organisation and for individuals.

RECRUIT, RETAIN & DEVELOP

367
New
Starters



10.5%

Council
Leavers
Turnover = 396



The priority of retaining and developing our existing workforce has been of equal importance as recruiting new colleagues. Not only because we want people to thrive in their roles, the financial implications of recruitment also play a part.

According to CIPD (Chartered Institute of Personnel & Development) research, the average recruitment cost of filling a vacancy is £4,000 per employee.

A key part of retaining great people is to create the conditions in which individuals can grow and develop. Our focus on training and supporting wellbeing aims to help create those conditions

Training - Investing Time in Talent



Investing in people and helping them realise and reach their full potential is important to our organisation. People are central to our success. Underpinning all parts of culture, talent and purpose.

To enable us to provide training that is based on the behaviours we promote and firmly connected to our values, the Talent Lab was created.



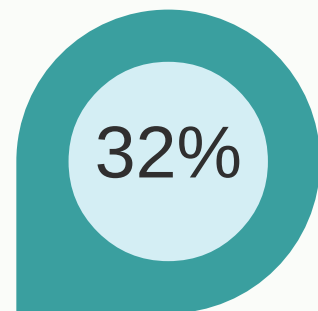
Operating as the Talent Lab has enabled our Corporate Training team to work collaboratively with external partnerships to deliver learning. This has allowed us to expand both the variety and frequency of learning opportunities that we provide.



**Courses in
2015/16**



**860+
Attendees**



**Increase in
skill level**

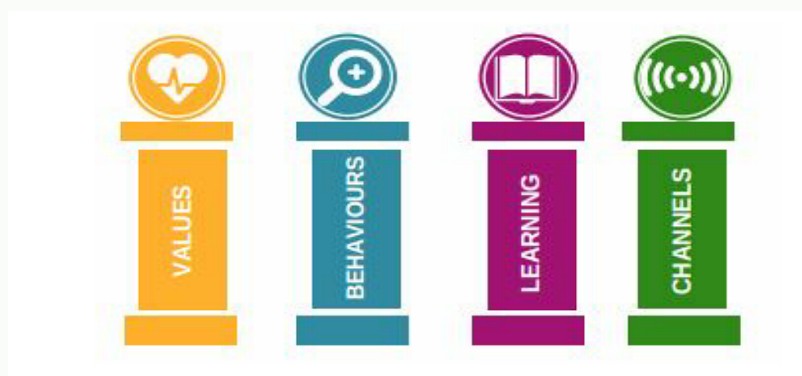
New ways of advertising our events has made it even easier for colleagues on and off our payroll to access training. Part of our ethos has been to reinvest in those who give their time voluntarily to their communities by offering free places on our courses to volunteers. Using alternative methods for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

**72 delegates
from
voluntary/third
sector**



4,412+
**investment back into communities
based on cost of course places**

The variety and frequency of learning opportunities that we offer has expanded in response to the needs of individuals and the Authority as a whole. This has led to the development of comprehensive learning pathways which focus on equipping our colleagues and communities with the skills needed to meet future opportunities and the long term goals of Monmouthshire.



Wellbeing

With continued financial pressures, decreasing work forces and increasing workloads, there is no doubt that we ask a great deal from our colleagues, which is why fostering a supportive and caring culture is vital and one of our key priorities.



29,752 days
lost to sickness
in 2015/16



Average
per employee

**21% of
sickness due
to
psychological
reasons**

92 Referrals to
Counselling

Research has shown that the proportion of sickness that is due to mental ill health is estimated to be closer to **40%**. The physical and emotional impact of stress and mental ill health within our organisation cannot be underestimated

Promoting emotional resilience, mental toughness and positive mental health

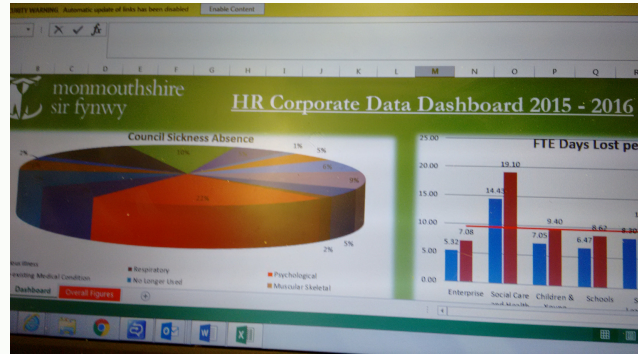


Since April 2015, more than 245 people have accessed the training they needed to improve their own wellbeing. This figure does not include the 1:1 coaching that continues to be provided across the authority to help support our colleagues.

A big part of our Organisational Development will be focusing on determining and establishing a strategic approach to the organisation's Wellbeing offer, which will include early intervention and support for those who need it and further roll out of mental health training so that we can get better at recognising when our colleagues need help.

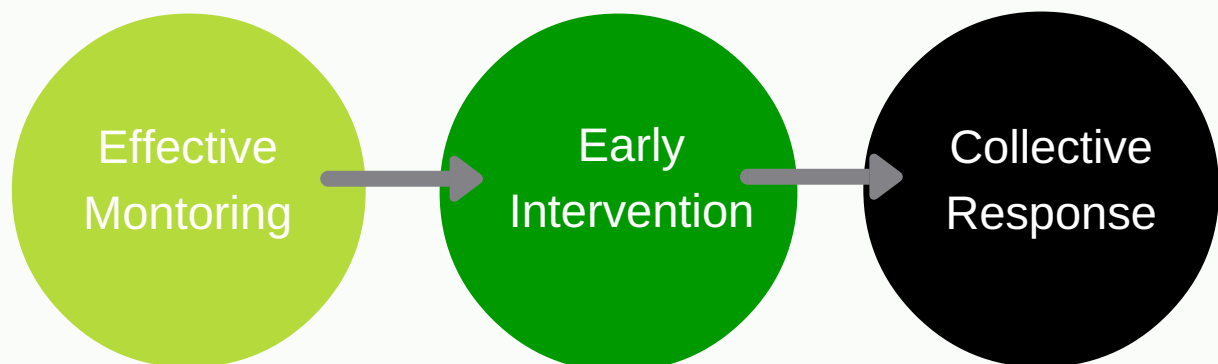
The cost of mental ill health can be huge for both individuals, teams and the organisation. The estimated ratio of presenteeism is 1.5 times absenteeism. Taking this into account, the combined financial implications of absenteeism and presenteeism equates to an estimated annual cost that is close to £3million. But we can take steps to reduce this. Investing in promoting positive mental health through training, greater awareness and support can achieve better outcomes for our colleagues and potentially reduce the cost of mental ill health by 30% as well as

DATA DRIVEN DECISIONS



Effective monitoring of sickness data is a vital part of leading a team. To support this, a great deal of work was undertaken in 2015/16 to develop the People Services Data Dashboard. This has entailed improving the accuracy of sickness data and also making that data available in a format that is both readable and, most importantly, usable.

Presented in a clear and understandable way, the data can be utilised to identify areas where action is needed to assist colleagues. We will then be better positioned to respond collectively in the most practical and appropriate way. The aim of this is to reduce sickness levels through early intervention and support.



Payroll & Human Resources Support

Meet
the
Team



Team of 12.7 FTE (8 Full
Time & 7 Part Time)
providing support
services to nearly 4,000
MCC colleagues

43,396 payments
processed
to MCC employees



37 payroll
runs
completed




370

Emergency payments
0.85% of overall payments
41 payroll error

Overpayments

0.27% of overall payments
28 payroll error



115



3,500
P60's produced

3 payroll
runs paying
463 employees
for the elections

6 pay runs
paying
9,969 South
Wales
Fire & Rescue
Service
employees

12 payroll
runs
processing
156
payments for
a small local
creche

1,225 DBS processed



30% of which were for
volunteers, supporting
our increasing focus on A
County That Serves

732 Internal DBS

97 External DBS

384 Volunteer DBS

12 DBS cancelled due to errors,
i.e. Blue pen/ Tippex

Resource Link

Two major system changes have been made to Resource Link in 2015/16 which has been significant in terms of team resource and effort. Whilst part of these changes have been mandatory, it is also hoped that it will increase the usability of Resource Link for colleagues and those in leadership roles.

The biggest change was the system upgrade to Release 16. Following the release, a large number of issues were identified within the ResourceLink pages which presented some major challenges for the team. A vast amount of work has been undertaken to resolve these issues for year end.



Human Resources Advisory Team

Team of
8.2 FTE

(5 full time and
5 part time)
providing expert
advice and
guidance to
nearly 4,000
MCC colleagues



Meet the Team

People Services Hub

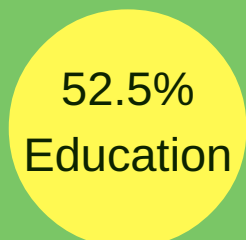
The People Services Hub provides a toolkit of guidance and policies. This includes straight forward workflows, video guidance and revised policies.

- Straightforward Workflows – Outline the key roles and responsibilities of those in leadership roles. Examples include the Attendance and Wellbeing Workflow and the Safe Recruitment Workflow.
- Revised and updated policies – Policies are being revised and updated to ensure they remain relevant, straightforward and aligned to our organisational needs. Examples include the Shared Parental Leave Policy, the Capability Policy and the Fairness at Work Policy.

Effective Resolution:

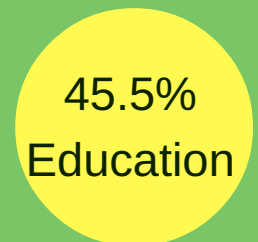


40 Disciplinary Cases resolved
in the year



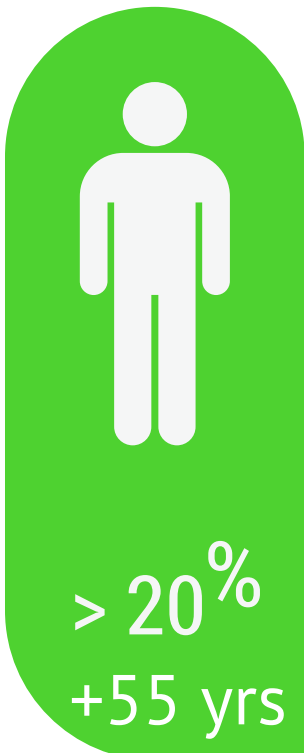
3 Capability Cases resolved
in the year

11 Grievance Cases resolved
in the year



1 Dignity at Work
Case resolved in the
year

Workforce Planning



Workforce planning is a vital part of maintaining services. More than 20% of the workforce are within early retirement/retirement age, which potentially means that there is a wealth of skills and knowledge that we will lose as an organisation over the next ten years. That is why it is vital to have effective processes in place to enable succession planning so that we continue to maintain, and grow, the vital skills that are needed now and in the future.

To support this a workflow has been developed and uploaded to the Hub to enable service leaders to effectively focus on succession and workforce planning. The combination of the workflow and the coded pathways will help leaders foster the behaviours and skills needed to take a proactive and forward thinking approach to maintaining their teams and services and also provide colleagues with clear channels of training to progress in their careers.

Safe Recruitment

Working with the young and/or vulnerable people in our society can bring great rewards, both to the service user and to those people providing the service. It also places a great responsibility on employers to ensure that the people providing these vital services are suited to the task.



The safe recruitment practices for both volunteers and employees has been improved. A safeguarding policy has been produced to support good practice within educational settings and other child and family services in Monmouthshire. Pre-employment check information has improved for recruiting managers so that they are able to access a Sharepoint system at any point during the pre-employment process to see what elements of data may or may not be missing regarding a new recruit.



Supporting training videos on the HUB

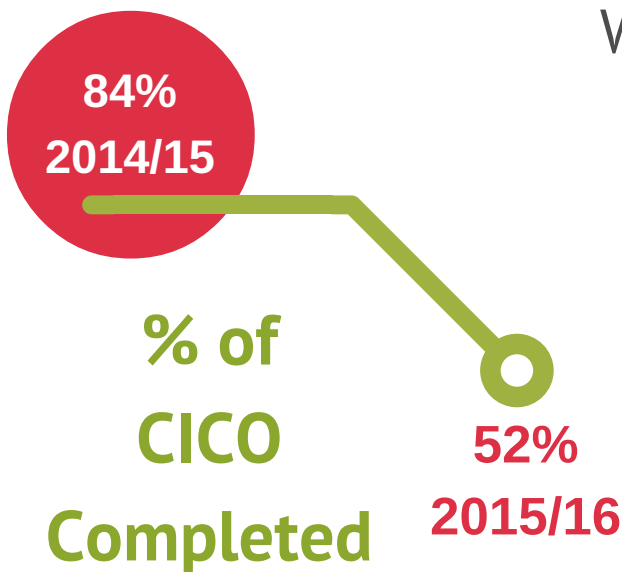
To support the continued improvement in the recruitment process a Safe Recruitment Protocol has been designed, which provides step by step guidance for all stages of recruitment and specific Safe Recruitment training has been rolled out to service areas with more training workshops scheduled for 2016/17.

Check In, Check Out

In April 2014, a new approach to performance appraisals was introduced. Focusing on a human approach to performance conversations, the Check In Check Out process was designed to help colleagues feel supported and to enable them to have a clear understanding of their roles.



In the first year take up of the new approach was relatively high at 84%. This was in parts due to a big push on promoting the approach from Senior Leadership. Since then, there has been some confusion around the process and also the recording mechanisms, and also less of a promotion on the importance and purpose of the CICO. We've recognised that improvements in the process were required and have taken steps to address this



What next?

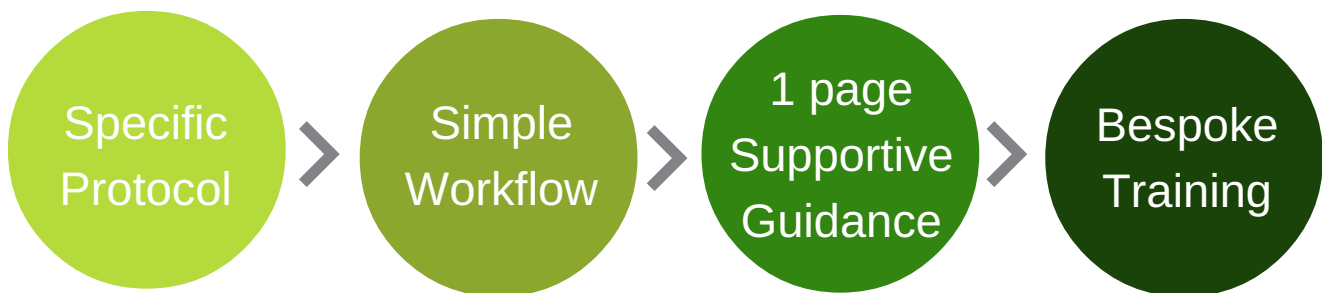
- CICO approach revised and developed
- More robust guidance, including video tutorial and supportive training
- Improved reporting method to make it easier and to ensure outcomes and actions are captured

Attendance & Wellbeing



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

Our approach:



Corporate

**42 cases
resolved**



Education

Secondary

96%



Primary

70%



**Reduction in
Long Term Sickness Cases**

A County That Serves: Volunteers

The draft Volunteering Strategy and Action Plan 2016 - 2019 has been created which sets out the ambitions of Monmouthshire County Council to enable and develop volunteering across the county, and to encompass support by partnerships across voluntary, public and private sectors. Monmouthshire A County That Serves leads a different way of thinking about how 'we' – our staff teams and communities can support and enable volunteering and social action in Monmouthshire.



Owen Wilce -
Programme Lead



Volunteers
support our
organisation

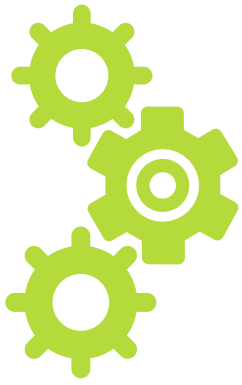


Coordinators
support
our volunteers

Vital insights have been gained to understand the level of volunteering in Monmouthshire through a comprehensive mapping exercise. These insights have helped to shape the direction of the Strategy. The mapping exercise also helped to capture the impact that volunteering has on the community



Coalition Status
Achieved



Online Volunteer Toolkit

Network for Volunteer Coordinators

The online Volunteer Toolkit provides guidance and a clear level of expectations. Since being launched the toolkit has received 1,117 visits and has been adopted across the organisation. A comprehensive training offer has been developed to further support volunteers and the Network for Volunteer Coordinators is helping to identify and coordinate training needs and support, as well as discussing key areas for development and best practice.

MCC Networking
Events

New
Volunteering
Opportunities
created &
advertised

Leading

Volunteers Training

Volunteers
receiving
Safeguarding
Level 1 Training

Volunteering Specific
Supervisions

Organisational Development

Truly effective organisations don't put people through change - they change through and with people. Our People & Organisational Development Strategy forms the plan by which we continue to work towards creating the culture and conditions needed for our colleagues to thrive and be at the heart of the change that will take our council forward.



MONMINDS: Connecting People to Purpose

The group MonMinds was established to ensure a continuous link between our colleagues and our core purpose and business approach. It provides an opportunity for staff to openly voice their opinions on key developments that affect them.



Since its formation, the MonMinds group has been instrumental in ensuring that the People & Organisational Development Strategy remains relatable to our colleagues. Through regular open meetings their opinions continue to shape the actions of the strategy and provide an effective communication channel to communicating progress within their teams.

The staff survey that was completed at the end of 2014/15 provided the direction for specific areas of priority for 2015/16.

The first priority was communication. From discussions held with colleagues, one of the key messages that came from the survey was that people didn't respond to the survey as they believed "Nothing ever changes". We do listen and we do change, yet we need to be far more effective in sharing those stories of change with the organisation. To do this a week of events was launched to share ongoing work.

2014/15 Staff Survey Responses



719 Responses Received

This is how you all responded out of 5:



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

You said.....

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

Staff feel disconnected from Senior Leaders

We did.....

Flexible learning opportunities, including short breakfast and lunchtime workshops in various locations.

Members of the Senior Leadership Team worked with different teams to connect with and understand other service areas.

You said.....

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

We did.....

Concise 1 page poster created to share staff survey results with the organisation

These events were not one-offs. We will keep listening to what our colleagues are saying and responding with changes that enable our colleagues and organisation to remain healthy, effective and efficient.

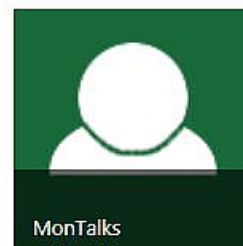


Livestreaming

In the staff survey we asked "Do you feel kept up to date?". The average response was 3.18 out of 5, We think we can do better. Interactive, live streamed sessions have been introduced to enable improved communication and sharing of information. The sessions have included live Q&A sessions with People Board and policy discussions.

MonTalks & MonDelivers

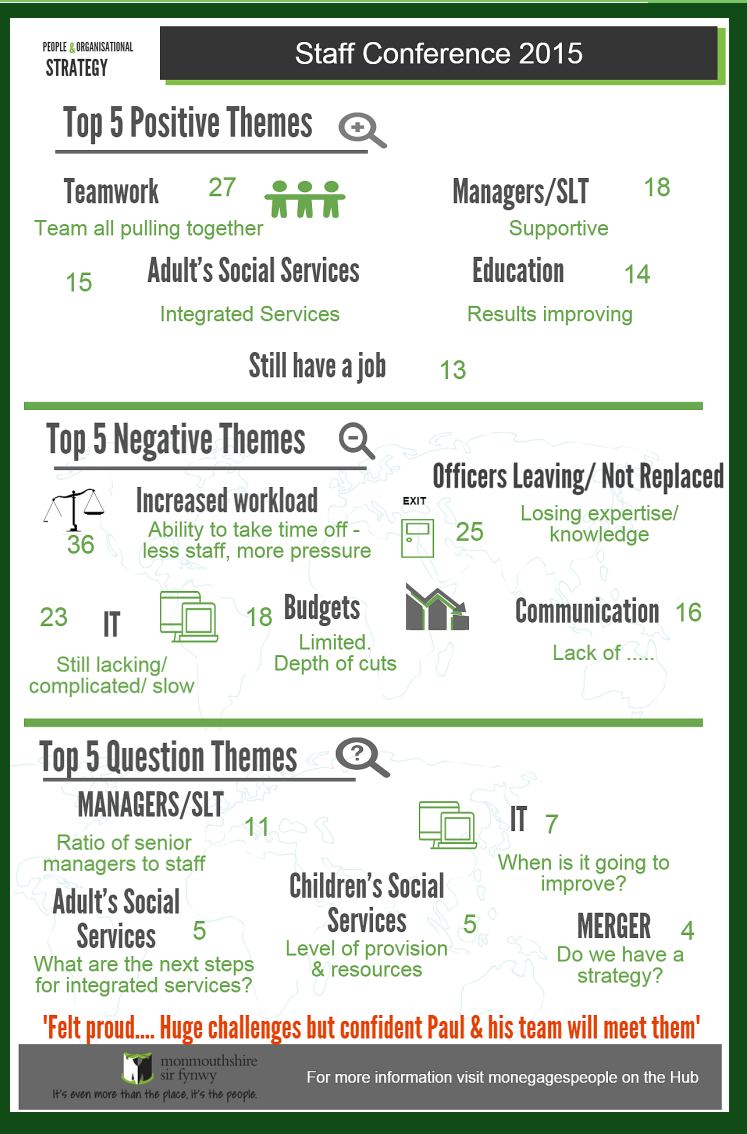
Following the success of the live streaming sessions, MonTalks and MonDelivers were introduced to share insights, information and updates. Feedback has been positive and the talks have provided the opportunity for colleagues to get to know the Senior Leadership Team better.



Staff Conference

The second annual conference to be held was another packed out event. The timing of the conference allowed for it be an opportunity for colleagues to engage with proposed budget mandate plans and for valuable comments and questions to be captured.

Feedback from the conference identified a need across the organisation for directorate conferences to be held. This suggestion has been taken on board and incorporate into the programme of events planned for 2016/17.



Driven by our shared values

Our People and Organisational Development is based on a firm foundation of our shared values. What truly embodies our values is how we behave, our actions. The sharing of our values and the expected behaviours begins with a comprehensive induction and continues throughout a colleague's journey with our organisation through Check In Check Out performance appraisals and programmes of support and training.

Our intervention work with teams has focused on connecting those values with tried and tested methodologies that improve leadership, communication and effectiveness., supported by a strong focus on wellbeing and resilience.

Connected and Collaborative Approach

Our strength as People Services lies in the collective knowledge and experience across our whole team. Our sense of shared purpose, teamwork and collaboration has enabled us to develop a connected People Services offer that focuses on proactively delivering the right support, advice and guidance when our colleagues need it.



The People Services leadership team has been restructured to provide shared leadership across all areas of the team



The shared leadership structure is further enabling us to embrace a truly connected and collaborative approach to meeting the needs of the organisation.

Understanding
our
services



"Demand
Drives
Design"

Bringing data
together to set
our direction



Our drive and direction will be based on our customer needs and demand will design our work based on evidence and data.

We are preparing our people, on and off our payroll for the opportunities and challenges that will shape the future of our Council.



In closing: A few words from our new Head of People

I am delighted to have recently joined our People services and I am looking forward to working with you and my colleagues in building on the great work and developments that the team have achieved over the last twelve months. Whilst much has been improved there still remains a huge amount to do to ensure that as individuals, teams, and services we have the right skills, tools. Information and support to enable us to be as good as we can be.



Tracey Harry

I, like many of you, am passionate about public service, and believe in Local government and the huge contribution it makes to our communities. Local Government reorganisation is off the agenda so much of the anxiety that had created has been removed. That said we know that financially, times are unlikely to improve, and we need a capable, confident and engaged workforce in place to ensure that Monmouthshire continues to deliver excellent services for and with our citizens.

Our response to the challenges that lie ahead is positive and you should all have heard about and been invited to engage in the work around “Future Monmouthshire”. Future Monmouthshire relies on all of us understanding that we cannot stay the same, we need to adapt and develop our services in ways which we may not have thought of before and that may be scary, though not a reason to stay the same. We are working closely with colleagues to understand what we, as people services, need to do to ensure that we are providing the necessary training, support and information to ensure the success of the programmes of work within Future Monmouthshire.

I would remind you that The People Board provides an excellent forum for keeping you up to date with our work in people services and it also provides an opportunity for you to engage directly with members of the team, please take the opportunity. From time to time check out the People Services Hub which we are expanding all the time with useful information, online training and guidance to help you in your roles.

I also invite you to speak to me direct or send me an e-mail if you have any concerns or issues which you feel need to be addressed.

I look forward to another productive year and will keep you informed of progress.

Tracey

Tracey Harry

Head of People

