



Shared
Regulatory
Services

Gwasanaethau
Rheoliadol
a Rennir

Workforce Development Plan 2018

Improving
health and
wellbeing

Safeguarding
the
vulnerable

Protecting
the
environment

Supporting
the local
economy

Maximising
the use of
resources



Food Hygiene
and Standards



Working with
Business



Health and
Safety at Work



Product Safety



Housing Safety



Contaminated
Land



Underage Sales



Noise Pollution



Port Health



Safeguarding



Metrology



Communicable
Disease



Fair Trading



Animal Health
and Welfare



Wales Illegal
Money Lending Unit



Licensing



Food Hygiene
and Standards



Air Pollution



Air Pollution



Contaminated
Land



Underage Sales



Noise Pollution



Port Health



Working with
Business



Health and
Safety at Work



Product Safety



Housing Safety



1. Welcome and introduction

Welcome to the first Shared Regulatory Services Workforce Development Plan. This Plan provides an essential framework to help us make the best decisions about workforce development in order to continue our journey towards delivering our vision of being the leading provider of regulatory services that safeguard the health, safety and economic wellbeing of the region.

What is the Workforce Development Plan?

In its simplest form this Workforce Development Plan is about making sure that Shared Regulatory Services has the right people, in the right place, with the right skills at the right time. Effective workforce planning ensures that we have a workforce of the right size with the right skills and diversity, and organised in the right way to ensure we deliver quality services to our customers. Essentially, it is about analysing our current workforce in terms of headcount, length of service, skills, turnover and diversity and then extending this analysis to future requirements of the Service. It is an integral part of people management that links to organisational strategy and the priorities and outcomes of Shared Regulatory Services.

Why does SRS need a Workforce Development Plan?

The workforce is important; they are the most valuable resource in Shared Regulatory Services. Without a workforce the service will not be able to continue to deliver quality public services or deliver further improvements. If we are to make the most of our people we must have a plan that brings together how we will achieve a well skilled, well motivated, high performing workforce delivering excellent services who are proud to work for Shared Regulatory Services.

Most of the SRS workforce has experienced considerable change during the transition to the new service and this change continues as we harmonise processes and implement new technology. The structure of the service has broken away from the traditional model for delivering regulatory services, resulting in a leaner structure with services delivered by multi skilled teams supported by up to date technology across a larger geographical area. This requires changes in culture, working methods and staff development and we must ensure

that staff are fully equipped to operate in the new environment and fulfilling our goals. Delivering the service demands an even more capable, responsive, skilled and empowered workforce and this plan aims to show the SRS workforce how they will be supported and encouraged to develop new skills and work in different ways in this new organisation.

What are the benefits?

The SRS Workforce Development Plan aims to :-

- Develop one organisational culture;
- Develop the skills of people at all levels;
- Develop leadership and management capability;
- Address recruitment, retention and progression policies;
- Ensure effective communication and employee engagement;
- Manage employee performance.



Dave Holland
Head of Shared Regulatory Services

Will Lane
OM Neighbourhood Services

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OM Enterprise & Specialist Services

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OM Commercial Services

2. Who are SRS?

Shared Regulatory Services is a collaborative service formed between Bridgend, Cardiff and the Vale of Glamorgan Council on 1st May 2015. Hosted by the Vale of Glamorgan Council, the service provides a comprehensive and diverse range of services that safeguard the health, safety and economic wellbeing of consumers, businesses and residents. Covering the main areas of environmental health, trading standards and licensing, the service deals with issues that can have a huge impact upon people when things go wrong or have not been enforced properly. The service employs 200 people across 3 service sectors, namely Commercial Services, Enterprise and Specialist Services, and Neighbourhood Services.

Our vision

To be the leading provider of regulatory services that safeguard the health, safety and economic wellbeing of the region

Our priorities



Our outcomes

| Improving health and wellbeing | Safeguarding the vulnerable | Protecting the environment |
|---|---|--|
| <ul style="list-style-type: none"> • The food chain is safe and free from risks; • Risks in the workplace are managed properly; • Noise and air emissions are controlled; • A safe trading environment is maintained; • Licensed premises operate responsibly; • The quality of private rented property is improved; • Infectious disease is controlled and prevented. | <ul style="list-style-type: none"> • Children are protected from harmful substances and products; • Older and vulnerable people are protected from rogue traders and scams; • Illegal money lending activities are prevented • Taxi provision is safe and fair. | <ul style="list-style-type: none"> • The environment is protected from harmful emissions to land, air and water; • People will use energy efficient buildings and products • Communities are protected from nuisance and are safer • Resources are used sustainably. |
| | Supporting the local economy | Maximising the use of resources |
| | <ul style="list-style-type: none"> • A fair trading environment is maintained; • Informed and confident consumers; • Improved business practices and operation; • Accessible services responsive to business needs. | <ul style="list-style-type: none"> • SRS operates effectively and efficiently across all 3 areas; • Public and stakeholders are able to access our services; • Income generation underpins sustainable service delivery; • Staff are effective in their roles. |

The majority of the SRS workforce consists of staff who previously worked in the legacy authorities of Bridgend, Cardiff and Vale of Glamorgan Councils. Since the assimilation to the new structure the service has however also recruited a number of new starters from outside the service. During 2016/17 this represented approximately 16% of the workforce.

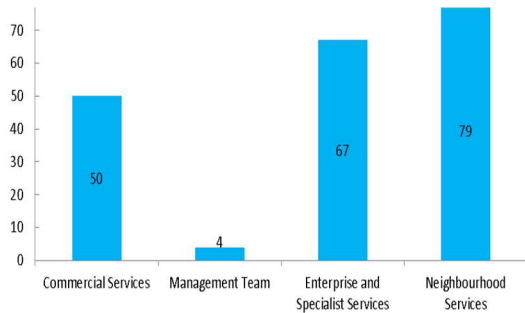
At the time of writing there are 53 role types within SRS consisting of a mix of professional, technical and administrative roles. Commercial Services Officers and Neighbourhood Services Officers are the largest group of officers within the service representing 29% of the workforce. These roles are occupied by professionally qualified officers mainly in the areas of environmental health and trading standards working on a full and part time basis. The second largest group of officers are Technical Officers who make up 21% of the workforce. The role of these officers varies and is determined by qualification, experience and the team they work in. The remainder of the workforce occupy a variety of roles, comprising more specialist services, licensing and business support.

In order to understand the skill and capacity needs of SRS, it is vital that we understand the workforce profile. The ability to gather the correct, accurate information is therefore essential for effective workforce planning. The following information provides a snapshot of the SRS workforce profile and provides an opportunity to consider key issues for the service.

Workforce Profile - June 2017

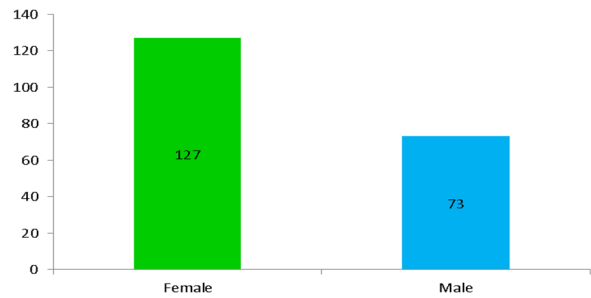
Headcount

200 people are employed by SRS in a mix of professional, technical and administrative roles.



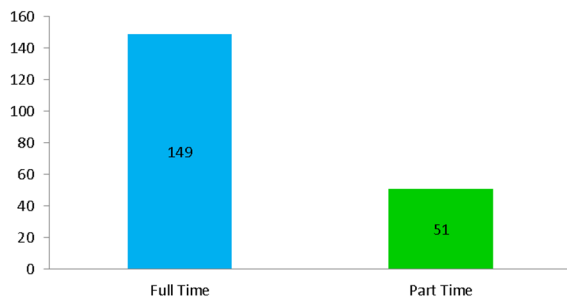
Gender

The gender balance is 63% female and 37% male with 67% of the senior and team manager level being female.



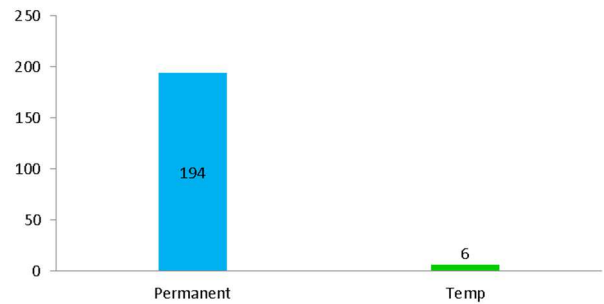
Working hours

74% of employees work full time with part time workers making up ¼ of the workforce. 96% of part time workers are female.



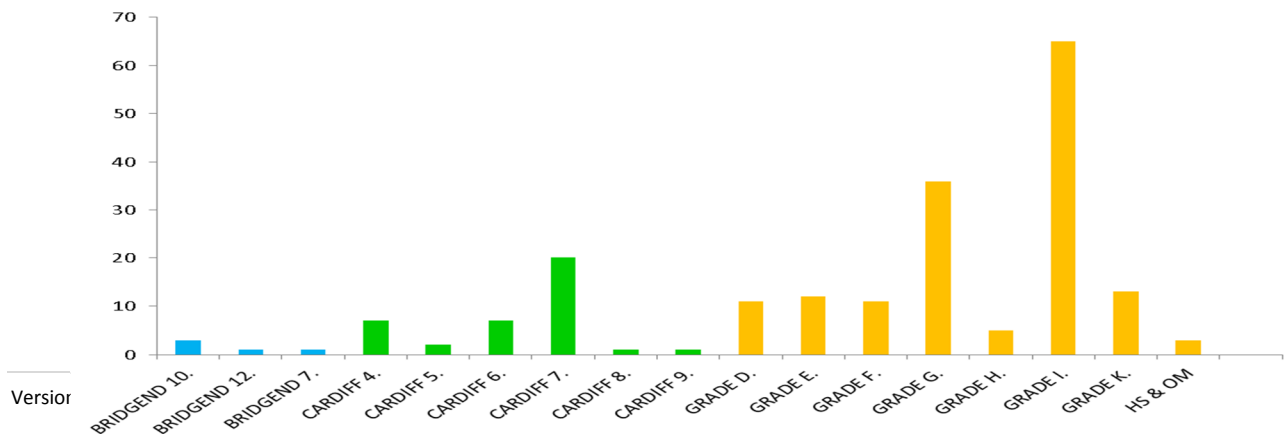
Contracts

96% of the SRS workforce are employed on permanent contracts.



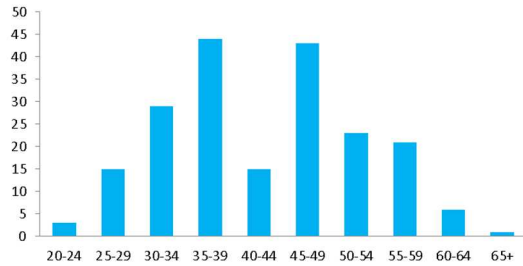
Grades

Over 1/3 of the workforce, hold a Grade I or equivalent post.



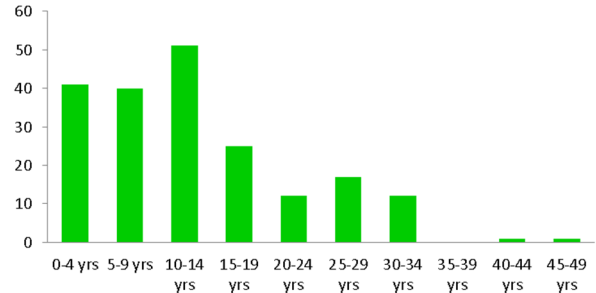
Age

The average age of the workforce is 42.6 years. The average age of SMT and Team Managers is 47.3 yrs.



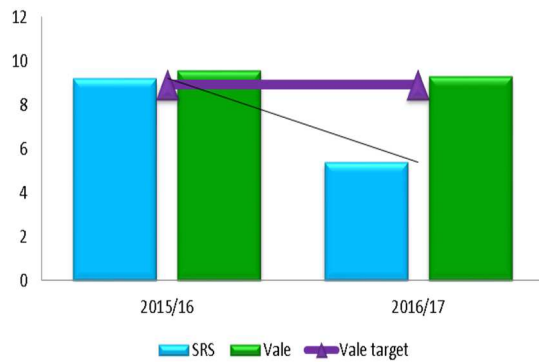
Length of service

The average length of service is 12.7 years.



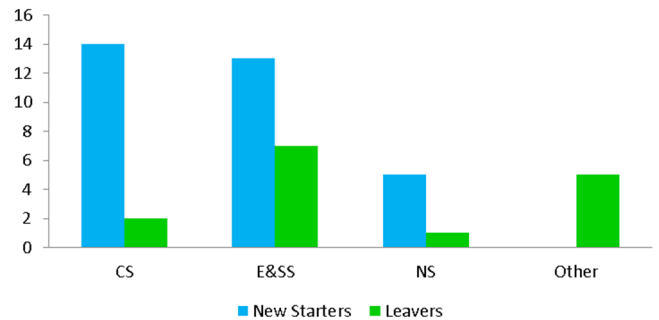
Sickness

5.39 days lost through sickness per FTE.



Staff turnover

32 new starters during 2016/17 and 15 leavers



Ethnicity Profile

| | SRS | Wales |
|--|--------|--------|
| White British/Scottish/Welsh/Irish/Other | 96.50% | 95.60% |
| Mixed/multiple ethnic groups | 1.00% | 1.00% |
| Asian/Asian British | 1.00% | 2.30% |
| Black/African/Caribbean/Black British | 0.50% | 0.60% |
| Not recorded | 1.00% | |
| Other ethnic group | 0.00% | 0.50% |

Key workforce profile issues

- **The age profile** of the workforce shows that 9% (18) of the workforce are aged under 30. The average age of the workforce is 42.6 years. . 14% (26) are aged 55 and over. 3 of these workforce members are part of the Management Team within SRS (17% of the management team). The average age of SMT and Team Managers is 47.3 yrs. With changes to pension retirement age, it is projected that the number of older workers will increase. This is reinforced by statistics published by the Office for National Statistics in 2012 which revealed that people are working longer. Notwithstanding this, greater opportunities do exist to retire early or take partial retirement which might suggest a significant number of the workforce leaving the service over the next 10 years through age alone.
- **In terms of grade**, the majority of staff hold a Grade I or equivalent, which represents a third of all staff (66) employed by the Service. This is closely followed by Grade G or equivalent which sees 43 members of staff (21%) on this grade. These staff members and their grades reflect the professional and technical support roles that are widely distributed across SRS. Furthermore the statistics show that 22% (43) of the workforce still retain their terms and conditions from their former authorities.
- Our workforce mirrors the complexity and diversity of the services we provide. We have a range of employment types including full-time, part-time, job- share, fixed-term and term-time. **Part time workers** make up one quarter of the workforce which reflects the service's commitment to flexible working.
- **The gender balance** of the workforce is currently 63% female and 37% male. This can in part be attributed to the large number of females in job share/part time roles of which there are currently 46 females and 5 males. A similar but higher ratio of female/male staff is also reflected at senior and team manager levels where 67% of managers are female and only 33% male.
- **The length of service** of employees varies widely from 0 to 48 years. This includes local government service prior to the creation of SRS. The highest proportion of staff 25% have worked for local government between 10-14 which is consistent with the overall average of 12.74 years. 15.5% of the current workforce has worked for local government for 0-2 years, which indicates that recruitment took place since the creation of SRS. With an average length of service being 12 years, this supports our approach to investing in our people to ensure knowledge, skills and experience are reviewed, developed and improved.
- **Sickness absence** results for 2016/17 show a significant improvement from the previous year. The result of 5.39 days absence per FTE dropped from 9.18 days in the previous year and falls well within the target set by the Vale of Glamorgan Council.

- **Ethnicity and diversity** of the workforce shows that the proportion of black and minority ethnic (BME) employees stands at 2.5% and remains lower than the wider population of Wales which stood at 4.4% in 2011 census statistics. This gap widens further when compared to the region that SRS serves which stood at 9.8% BME (Bridgend 2.1%, Cardiff 15.2% and Vale of Glamorgan 3.5%). Cardiff with the highest proportion of minority ethnic groups in Wales clearly impacts on the overall proportion of black and minority ethnic groups across the SRS region.
- **Staff turnover** during 2016/17 saw 15 workforce members leave the service. These consisted of 11 resignations, 2 redundancies and 2 temporary contracts ending. This figure contrasts sharply with the number of new starters during 2016/17 which stood at 32, over double the number that had left the service. These consisted of 27 permanent roles, and 5 temporary posts. This large intake of employees can largely be attributed to the fact that during 2016/17, the process of populating the new SRS organisational structure was still ongoing.

3. Workforce Development Themes

The term workforce development captures many issues but essentially it is about planning ahead ensuring we have the workforce we need to deliver quality services across the region. We are a new service so this Workforce Plan aims to provide the foundations for achieving this. It involves everyone working together to address a number of key themes which are addressed individually through this Plan.

Developing one organisational culture

- Developing an SRS culture that promotes the right behaviours and attitudes to the way we approach our work.

People development

- Developing employee potential by ensuring knowledge, experience and skills are reviewed, developed and improved.

Leadership and management capability

- Improving leadership and management capability by developing current and future managers.

Recruitment, retention and progression

- Recruiting and retaining the best and providing opportunities for progression

Communication and employee engagement

- Providing open, honest and up to date information and opportunities for staff feedback.

Employee performance management

- Recognising achievements and dealing with poor performance.

Developing one organisational culture

Developing an SRS culture that promotes the right behaviours and attitudes to the way we approach our work

What is organisational culture?

Organisational culture is a system of shared assumptions, values, and beliefs, which govern how people behave. They can influence how we do things, how we treat others, what we say and how we say it and how we expect to be treated.

Why do we need to develop one organisational culture in SRS?

The creation of SRS has seen staff joining together from three authorities, all with different experience, culture and values who have been involved in considerable change in working methods and the way we deliver services. Developing the right culture and behaviours is therefore hugely important in unifying staff, ensuring we respond positively to the changes whilst providing excellence in our service provision to ensure the success of SRS. We also want SRS to be a rewarding and enjoyable place to work and recognise that staff wellbeing can be affected by the negative behaviours and attitudes of others.

Developing one culture in SRS

Developing a new culture doesn't happen overnight and involves everyone working together to achieve the same goals whilst demonstrating the right behaviours that will shape the SRS culture. It is crucial that we employ people with the right motivational and cultural fit which will be an essential contributor to organisational success.

There are many elements that contribute to organisational culture and we have so far:-

- Developed an SRS Behaviour Framework that sets out our approach to work and the required behaviours and attitudes of everyone that forms part of this Workforce Plan;
- Developed a vision for the service together with a set of priorities and shared outcomes;
- Developed an SRS Induction Pack for new starters which will include the behaviour framework and promote our vision, priorities and outcomes.

What we will do going forward?

- Promote our vision and organisational priorities across the service;
- Ensure the Induction Pack is updated and remains relevant;
- Promote a cultural style via the SRS Behaviour Framework embedding it into existing performance development reviews to provide a robust review of performance and contribution to the service;
- Implement an employee engagement programme that provides staff with open, honest and up to date information together with improved mechanisms for staff feedback including an SRS specific staff survey to discover employee's perceptions on various aspects of the service.

What we want to achieve

- **A workforce that:-**
 - **Are committed to ensuring the success of SRS;**
 - **Feels motivated to do as well as they can in their job;**
 - **Provides quality services to customers;**
 - **Are treated with fairness and respect.**
- and
- **Customers who are satisfied with our services.**

People development

Developing employee potential by ensuring knowledge, experience and skills are reviewed, developed and improved

Why is people development important?

People development is crucial for every employee to ensure that everyone is equipped with the skills, knowledge and capabilities to effectively fulfil their roles and deliver quality services and business objectives. The model of service delivery under which SRS operates has broken away from the tradition of services being arranged around distinct professional boundaries instead delivering services via multi skilled teams supported by up to date technology and a more agile workforce working across three areas. It is therefore essential that people are multi skilled and have the capability to undertake their role wherever it may be. Furthermore as people move on to other roles, succession management requires us to ensure that employees are ready for the next stages of their careers. The creation of SRS therefore demands an even more capable, responsive, skilled, well trained, flexible and empowered workforce that are developed to ensure the right mix of experience, knowledge and skills required to fulfil our goals.

What are the benefits for employees?

Clearly developing employees to deliver services is beneficial to the Service and to our partners and customers, but it can also have benefits for employees too. It can:-

- Increase knowledge and confidence;
- Widen career opportunities;
- Refresh and maintain skills and knowledge;
- Improve efficiency helping deliver better way of working;
- Increase job satisfaction levels.

What to expect

SRS takes employee development seriously and is firmly committed to developing everyone in line with our business objectives, aiming to ensure people's knowledge, experience and skills are improved continuously. Learning and development can encompass several different themes:-

| | |
|--|---|
| Operational/Role specific | <ul style="list-style-type: none"> • Learning and development that enables you to carry out your role effectively in line with business objectives. |
| Personal skills | <ul style="list-style-type: none"> • Developing soft skills and behavioural skills that assist you in your role such as assertiveness training, time management, handling difficult conversations etc. |
| Professional/Career development | <ul style="list-style-type: none"> • Learning that supports career and professional development. |
| Administration and IT | <ul style="list-style-type: none"> • Improving skills in relation to the use of databases , software and day to day tools such as MS Office. |
| Occupational safety | <ul style="list-style-type: none"> • Training such as manual handling, first aid, etc. |

Development is the responsibility of everyone no matter what their position within SRS. Furthermore it is important that employees recognise that development comes in many shapes and forms and is not just about attending a training course. Development means any activity that improves skills, knowledge or attitudes so employees should expect to develop themselves in a number of ways, for example:-

| | | |
|--|------------------------------------|---|
| In-house training and briefings | Coaching or mentoring | Shadowing a colleague |
| Self learning - online help, books etc. | Workshops, conferences etc. | Secondments, special projects, acting up |
| E-learning | External qualifications | Attending courses or training sessions |

Developing people in line with business objectives

The SRS Business Plan 2017/18 contains our objectives and actions for the coming year and it will be critical to ensure that staff are equipped to deliver these actions. With this in mind, the following has been identified as important development areas for the service during 2017/18.

- New legislation
- Tascomi and LALPAC functionality
- #Its about me training for managers

What we've done

An important aspect of people development is the identification of learning and development needs through performance development reviews and dialogue with managers. This is a valuable process that recognises achievements and opportunities for further development. In supporting people development we have so far:-

- Ensured that all relevant staff in SRS received a performance review;
- Encouraged professional staff to complete the required 10 hours continuous professional development;
- Trained over 60 officers in legal competence to support enforcement work;
- Provided 'in house' training on port health, interventions and re-visit procedures, legal training and food safety matters;
- Trained staff in the use of the new Tascomi database;
- Supported staff in undertaking a variety of development activities such as attendance on training courses, conferences and seminars, degree courses, management training, etc.;
- Developed the SRS Behaviour Framework to show that development can apply to behavioural skills and attitudes too;
- Recruited non-qualified officers to positions of Technical Officers on the proviso that they successfully completed their professional examinations;
- Provided secondment opportunities for individuals.

What we will do going forward

- Promote a cultural style via the SRS Behaviour Framework embedding it into existing performance development reviews to provide a robust review of performance and contribution to the service;
- Ensure that every employee has a performance development review with their manager to discuss their performance and identify development opportunities that improve skills, knowledge and capabilities in line with the aims of the service;
- Introduce an expectation that all staff undertake at least 10 hours continuous professional development during a 12 month period. (see page 14 for examples of CPD);
- Ensure that staff are kept aware of learning and development opportunities and resources;
- Offer employees a range of in-house programmes and learning opportunities based on the learning and development priorities of the service;
- Provide secondment opportunities to broaden experience, knowledge and skills where possible;
- Support staff to develop coaching and mentoring skills to support in house learning within the service;
- Implement an employee engagement programme that provides staff with open, honest and up to date information together with improved mechanisms for staff feedback including an SRS specific staff survey to discover employee's perceptions on various aspects of the service;
- Explore the feasibility of introducing the RDNA toolkit to enhance performance reviews by certain professions;
- Ensure learning and development is aligned to career development needs;
- Ensure succession planning is aligned to the job description and person specifications of more senior roles.

What we want to achieve

A workforce that:-

- **Feels equipped to do their job;**
- **Are aware of learning and development opportunities available to them;**
- **Are able to pursue learning and development activities that enable them to do an effective job;**
- **Are satisfied with the opportunities available for personal development;**
- **Are satisfied working for SRS.**

Leadership and management capability and development

Improving leadership and management capability by developing current and future managers

Why is leadership and management development important?

We recognise that the quality of our leaders and managers and the relationship between line managers and their teams is key to organisational effectiveness. Changes to the structure means teams are larger, spread over 3 areas and are more agile, reducing visibility and contact which presents new challenges for many managers.

Improving our leadership and management capability is fundamental to creating a culture where the service has the ambition, confidence and resilience to successfully respond to the challenges of developing a service for which everyone can be proud. We must therefore invest in managers that sit at all levels of the Service to ensure they have the appropriate skills, behaviours and capabilities of fulfilling our ambitions.

As well as addressing the needs of existing managers, the service also acknowledges the need to look to the future. Our current management team will evolve, as people leave for new opportunities or take up retirement so it is important that aspiring managers are also identified and developed providing management capability for the future.

The SRS Manager

There is more to being a manager than having the technical 'know how' applicable to the team he/she manages. Being a manager requires leadership and this is more than knowledge and competence. Like the SRS Behaviour Framework our managers are required to apply a range of behaviours and actions that are critical to our success. At a basic level these are:-

- Being visible and communicating well at all levels, having a clear vision, and committed to making positive change;

- Being enthusiastic, energetic, determined and positive in approach to developing the Shared Regulatory Service and able to work across organisational boundaries and build partnerships;
- Demonstrating a commitment to self and staff development and fostering a coaching and team learning culture across the organisation, mentoring staff and maximising learning opportunities;
- Leading by example and developing management capacity across the organisation;
- Being positive, forward thinking and customer focussed and practising and promoting these and other values/behaviours to staff and customers;
- Having a strong personal commitment to the delivery of first class services and the ability to motivate team members to achieve the same aims;
- Having a practical awareness of diversity in its broadest sense and equality of service delivery.

What we've done

- Managers have undertaken mandatory training with the Vale of Glamorgan in areas such as recruitment and selection; discipline and grievance; harassment and bullying; absence management; PDRS; asbestos and stress management;
- Provided secondment opportunities to develop leadership and management capability;
- Supported managers to develop their skills through management training;
- Arranged quarterly meetings for all managers to share good practice, knowledge and expertise;
- Provided opportunities for managers to develop themselves through attendance at Joint Committee and presenting information to members;
- Provided coaching to SRS staff members;
- Trained managers in governance and political arrangements across the 3 authorities.

What we will do going forward

- Regularly review leadership and management skills to identify skills gaps and appropriate development activities ensuring capability keeps pace with organisational objectives;
- Ensure all job descriptions and person specifications remain in line with business needs and identify the required skills and behaviours expected;
- Where appropriate, support opportunities to develop leadership and management capability amongst aspiring managers;
- Ensure managers undertake mandatory training to support their roles including the #It's about me!" performance review process;
- Encourage attendance at the Vale of Glamorgan's Leadership Café;
- Provide opportunities for staff to deputise for managers to gain managerial experience;

- Provide secondment opportunities to broaden experience, knowledge and skills where possible;
- Support staff to develop coaching and mentoring skills to support in house learning within the Service;
- Provide coaching support to employees;
- Implement an employee engagement programme that provides staff with open, honest and up to date information together with improved mechanisms for staff feedback including an SRS specific staff survey to discover employee's perceptions on various aspects of the service;
- Support managers to deal with "agile" and "invisible" team members ensuring they are clear about the expectations of their staff and drive performance through scheduled contact sessions and team meetings;
- Ensure succession planning is aligned to the job description and person specifications of more senior roles.

What we want to achieve

Line Managers that:-

- Are positive role models for SRS;
- Motivate the workforce to work well and perform;
- Are available when people need them;
- Communicate well with the team.

Senior Managers that:-

- Have sufficient understanding of what goes on in their teams;
- Provide confident leadership;
- Are sufficiently accessible;
- Have a positive approach to promoting and developing SRS.

Recruitment, retention and progression

Recruiting and retaining the best and providing opportunities for progression

Why is this important?

Effective recruitment is crucial to the successful day-to-day functioning of SRS. It depends upon finding people with the right skills, expertise and qualifications to deliver our objectives and to contribute positively to the values and aims of SRS. It's not just about filling an immediate vacancy but about having an impact on longer-term issues, such as future skills development, organisational performance, culture and the SRS brand. Recruiting individuals who 'fit' our organisational culture is therefore a key consideration to ensuring employee retention.

We recognise that in recruiting to vacancies that it's also important to provide opportunities for our own people. Providing opportunities for development and career progression increases employee engagement and retention, and supports succession planning so we need to recognise talent within the service so that individuals continue to add value and do not have to leave in order to further their careers. Losing employees can be a major problem as talent and experience is lost on top of spending time and resources on filling positions and training new employees. Where turnover is high, this can also cause low morale as remaining employees fill the gaps until a new employee is recruited and trained. Our goal therefore is to have low staff turnover to maintain consistency in the workforce and develop more skilled employees.

We acknowledge that SRS has experienced problems with recruitment, causing the re-advertisement of posts and delays in recruitment. We want people to want to work for SRS and for us to be seen as a good organisation to work for. We all have a responsibility in promoting a positive image of SRS and we endeavour to ensure opportunities exist for flexible working and by enabling people to work part time, term time, and condensed hours to suit both business and personal needs while our agile working methods can also improve work life balance for those concerned.

The Service has seen changes to the balance of professional officers and technical officers which has resulted in professionally qualified officers filling technical officer roles. While this provides huge benefits to SRS in that it increases the knowledge, skills and expertise of technical officers enabling them to fulfil more responsible duties and gain experience, it is important to acknowledge that over time these officers will seek to gain promotion to the professional officer positions for which they are qualified. An inability to do this could result in staff leaving for opportunities elsewhere. Conversely we may also find that some people without the necessary qualifications, but who have the necessary expertise, knowledge and

skills to progress to higher positions may feel the lack of opportunity to progress within the service will stunt their career and therefore seek opportunities outside of SRS. With 17% of the management team aged 55 plus, there will evidently be a need to prepare aspiring managers for future management roles. It is therefore hugely important that development opportunities exist within the service to prepare people for future opportunities.

What we've done so far

- Managers, supervisors and team leaders have been appropriately trained in recruitment and selection procedures;
- Job Descriptions and Person specifications are in place for every role;
- Ensured that every employee has the opportunity to reflect at least annually on their performance and development needs in line with the aims of the service;
- Developed an SRS Behaviour Framework so everyone understands the behaviours and attitudes required of them;
- Supported non-qualified officers to complete their professional examinations;
- Supported managers to develop their management skills through appropriate training and qualification;
- Supported employees in attending Masters' programmes through match funding;
- Promoted several staff members to more senior positions within SRS and supported secondment opportunities both within the service and in stakeholder organisations;
- Ensured that all advertised vacancies are circulated to staff via email so they are aware of opportunities within the Service.

What we will do going forward

- Ensure that all job descriptions and person specifications remain in line with business needs and identify the required skills and behaviours expected;
- Ensure the Induction Pack is updated and remains relevant;
- Where appropriate support opportunities to develop leadership and management capability amongst existing and aspiring managers;
- Support staff to develop coaching and mentoring skills to support in house learning within the service;
- Provide secondment opportunities to broaden experience, knowledge and skills where possible;
- Provide opportunities for officers to deputise for managers to gain managerial experience;
- Ensure that all employees are made aware of vacancies and opportunities available across the service and the Vale of Glamorgan;

- Ensure that every employee has a performance development review with their manager to discuss their performance and identify development opportunities that improve skills, knowledge and capabilities in line with the aims of the service;
- Ensure exit interviews are undertaken to understand why people leave the service and learn from the information.

What we want to achieve

A workforce that:-

- Has low staff turnover;
- Good working conditions;
- Are able to achieve the right balance between work and home life;
- Believes there are opportunities to progress within SRS;
- Are satisfied working for SRS

Communication and employee engagement

Providing open, honest and up to date information and opportunities for staff feedback

Why is communication important?

Effective communication is essential to achieving success within our service. It is vital within SRS due to the changing nature of our working methods which sees more agile working and less contact and face to face communication with colleagues and managers than before. It is also a critical aspect of employee engagement ensuring everyone feels empowered. SRS is committed to providing effective communication and employee engagement strategies to ensure open, honest and up to date information on a range of issues is shared amongst its employees. We want information to flow freely and that means we also want feedback from employees so they can contribute their ideas and opinions and ensure they are respected and listened to.

We know that communication is important to employees. Feedback received via the recent service review indicated this to be the case and SRS is fully committed to improving the mechanisms that exist. We want employees to become involved in developing the service and making improvements thereby actively contributing to its future success.

What we've done so far

- **Service Update Meetings** – The Head of Service holds regular meetings across the 3 areas with all staff to provide updates on the progress of the service and to provide an opportunity for staff to meet colleagues.
- **Service Update Emails** – The Head of Service provides regular briefings via email to staff to update them on progress within the service.
- **Team Briefs/Meetings** – Frequent face to face group meetings between teams and managers where information is cascaded down on key information and developments, services and activities along with local SRS news.
- **SRS Consultation in box** – Used by staff to submit their comments and observations on service issues.
- **In house training sessions** – Training and presentations designed to share knowledge on a wide range of topics with staff across the service area and also provides an opportunity to meet other colleagues.

- **Performance Development Reviews** – Employees and their manager look back at their achievements through their previous year of employment, discussing overall performance against the year’s targets, agree new objectives for the coming year and identify any areas of development or support needed to help them effectively do their job.

What we will do going forward

- Continue with the regular Service Update Meetings;
- Improve the information provided in the Head of Service Update emails, to provide information on what’s going on across the service. This could involve introducing new starters, highlighting promotions, and people that have left, significant achievements in both a professional and personal capacity, learning opportunities, good news stories and topical information;
- Ensure that all employees are made aware of vacancies and opportunities available across the service and the Vale of Glamorgan;
- Continue to ensure that Team Briefs/Meetings are held with managers and their teams providing the opportunity for 2 way feedback;
- Implement an employee engagement programme that provides staff with open, honest and up to date information together with improved mechanisms for staff feedback including an SRS specific staff survey to discover employee’s perceptions on various aspects of the service;
- Publish the results of the staff survey and take steps to address issues that arise;
- Offer employees a range of in-house programmes and learning opportunities based on the learning and development priorities of the service;
- Ensure that every employee has a performance development review with their manager to discuss their performance and identify development opportunities that improve skills, knowledge and capabilities in line with the aims of the service;
- Actively promote employee contributions to service improvement initiatives;
- Review and extend communication channels across SRS if required.

What we want to achieve

A workforce that:-

- **Are kept informed of things that affect them and their job;**
- **Are satisfied with the information they receive on what is happening in SRS**
- **Are able to feedback their opinions;**
- **Can contribute their ideas for improving the way we work.**

Employee performance management

Recognising achievements and dealing with poor performance

Why is performance management important?

Effective performance management is critical for organisational success. Employees need to understand what's expected of them, and to achieve those goals they need to be managed so that they're motivated, have the necessary skills, resources and support, and are accountable. Within SRS we want performance management to be an open, constructive and positive experience, providing an opportunity for everyone to be clear about their role, the behaviours expected of them, their contribution to the service and how effectively they are performing. This is in addition to recognising efforts and achievements and highlighting any areas that could be developed further.

SRS employees have experienced considerable change since the creation of the new service. This change continues as we continue to make improvements to working practices, processes and procedures. The success of the service is reliant on the quality and adaptability of each and individual to fulfill it's aims, so effective performance management is critical in delivering excellence in our services.

Performance Management within SRS

At the core of effective performance management within SRS is for employees to have the opportunity to have structured and productive dialogue with their manager about their performance and development needs. The service utilises the Vale of Glamorgan Council's "#It's about me!" performance development review process to facilitate formal annual discussions, however conversations about performance can take place at any time and be an ongoing process.



#IT'SABOUTME

The absence of employees through sickness is difficult for any organisation to accommodate because it is unplanned and generally unexpected. High sickness absence levels make it difficult to deliver high quality services reliably and affects performance levels within the Service. During 2016/17 sickness levels improved significantly within SRS compared to the

previous years, but is still an area that needs to be managed. All managers have therefore undertaken training in managing absence so that sickness absence can be monitored and improved.

What have we done?

- Ensured that during 2016/17 all relevant staff had the opportunity to reflect at least annually on their performance and to discuss with their line manager;
- Enabled employees to develop their skills in line with business needs;
- Monitored the training requirements identified through such performance reviews;
- Monitored and managed sickness absence across SRS which resulted in a reduction from the previous year;
- Ensured all managers were trained in performance management and sickness absence;
- Developed an SRS Behaviour Framework so that all staff are able to understand the behaviours expected of them.

What we will do going forward

- Ensure that every employee has a performance development review with their manager to discuss their performance and identify development opportunities that improve skills, knowledge and capabilities in line with the aims of the service;
- Monitor performance reviews to ensure everyone has received a performance review;
- Promote a cultural style via the SRS Behaviour Framework embedding it into existing performance development reviews to provide a robust review of performance and contribution to the service;
- Ensure that staff and managers take a more active role in the PDR process;
- Ensure managers undertake mandatory training to support their roles including the #It's about me!" performance review process;
- Continue to monitor and manage sickness absence;

What we want to achieve

A workforce that:-

- **Has low sickness absence levels;**
- **Receives a Performance Development Review with their manager at least annually;**

- **Are recognised and acknowledged for good performance;**
- **Has confidence in their line manager dealing effectively with poor performance;**
- **Understands their role in helping SRS achieve its objectives and goals.**
- **Is outcome focussed.**

Action Plan

| Actions | Organisational culture | People Development | Leadership and Management | Recruitment, retention and progression | Communication and engagement | Performance Management |
|---|------------------------|--------------------|---------------------------|--|------------------------------|------------------------|
| Promote our vision and organisational priorities across the service. | ✓ | | | | | |
| Ensure the Induction Pack is updated and remains relevant. | ✓ | | | ✓ | | |
| Promote a cultural style via the SRS Behaviour Framework embedding it into existing performance development reviews to provide a robust review of performance and contribution to the service. | ✓ | ✓ | | | | ✓ |
| Implement an employee engagement programme that provides staff with open, honest and up to date information together with improved mechanisms for staff feedback including an SRS specific staff survey to discover employee's perceptions on various aspects of the service. | ✓ | ✓ | ✓ | | ✓ | |
| Ensure that every employee has a performance development review with their manager to discuss their performance and identify development opportunities that improve skills, knowledge and capabilities in line with the aims of the service. | | ✓ | | ✓ | ✓ | ✓ |
| Introduce an expectation that all staff undertake at least 10 hours continuous professional development. | | ✓ | | | | |
| Ensure staff are kept aware of learning and development opportunities and resources. | | ✓ | | | | |
| Offer employees a range of in-house programmes and learning opportunities based on the learning and development priorities of the service. | | ✓ | | | ✓ | |
| Provide secondment opportunities to broaden experience, knowledge and skills where possible. | | ✓ | ✓ | ✓ | | |

| Actions | Organisational culture | People Development | Leadership and Management | Recruitment, retention and progression | Communication and engagement | Performance Management |
|---|------------------------|--------------------|---------------------------|--|------------------------------|------------------------|
| Support staff to develop coaching and mentoring skills to support in house learning. | | ✓ | ✓ | ✓ | | |
| Explore the feasibility of introducing the RDNA toolkit to enhance performance reviews by certain professions. | | ✓ | | | | |
| Ensure learning and development is aligned to career development needs. | | ✓ | | | | |
| Ensure succession planning is aligned to the job description and person specifications of more senior roles. | | ✓ | ✓ | | | |
| Regularly review leadership and management skills to identify skills gaps and appropriate development activities ensuring capability keeps pace with organisational objectives. | | | ✓ | | | |
| Ensure that all job descriptions and person specifications remain in line with business needs and identify the required skills and behaviours expected. | | | ✓ | ✓ | | |
| Where appropriate support opportunities to develop leadership and management capability amongst aspiring managers | | | ✓ | ✓ | | |
| Ensure managers undertake mandatory training to support their roles including the #It's about me!" performance review process. | | | ✓ | | | ✓ |
| Encourage attendance at the Vale of Glamorgan's Leadership Café. | | | ✓ | | | |
| Provide opportunities for staff to deputise for managers to gain managerial experience. | | | ✓ | ✓ | | |
| Provide coaching support to employees. | | | ✓ | | | |
| Support managers to deal with "agile" and "invisible" team member ensuring they are clear about the expectations of their staff and drive performance through scheduled contact sessions and team meetings. | | | ✓ | | | |

| Actions | Organisational culture | People Development | Leadership and Management | Recruitment, retention and progression | Communication and engagement | Performance Management |
|---|------------------------|--------------------|---------------------------|--|------------------------------|------------------------|
| Ensure that all employees are made aware of vacancies and opportunities available across the service and the Vale of Glamorgan. | | | | ✓ | ✓ | |
| Ensure exit interviews are undertaken to understand why people leave the service and learn from the information. | | | | ✓ | | |
| Continue with the regular Service Update Meetings. | | | | | ✓ | |
| Improve the information provided in the Head of Service Update emails. | | | | | ✓ | |
| Ensure that regular Team Briefs/Meetings are held with managers and their teams providing the opportunity for 2 way feedback. | | | | | ✓ | |
| Publish the results of the staff survey and take steps to address issues that arise. | | | | | ✓ | |
| Actively promote employee contributions to service improvement initiatives. | | | | | ✓ | |
| Review and extend communication channels across SRS if required. | | | | | ✓ | |
| Monitor performance reviews to ensure everyone has a performance development review | | | | | | ✓ |
| Ensure that staff and managers take a more active role in the PDR process | | | | | | ✓ |
| Monitor and manage sickness absence | | | | | | ✓ |