

INVESTORS IN PEOPLE

REVIEW REPORT - BRONZE

for

Glamorgan Archives

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On behalf of: Investors in People Wales
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Llywodraeth Cymru
Welsh Government

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Review – Background and Objectives

Glamorgan Archives has held Investors in People accreditation continuously for fourteen years, since its original accreditation as Glamorgan Records Office in 2001. At the previous review in 2012 the organisation achieved Bronze accreditation. This review follows a period of change and challenge and therefore rather than seeking to build on the previous level of success it was decided to seek confirmation that good practices recognised in 2012 are still in place and to provide a sense check on people's morale.

The objectives for this review were:

1. To confirm that the previous Bronze accreditation can be re-accredited.
2. To seek people's views, hopes and fears following some staffing reductions, further reductions to budget and some consequent operational changes.

The selection of additional evidence requirements reflected a real desire to understand people's thoughts and experience.

Acknowledgements

My thanks go to all the team within Glamorgan Archives for sharing their experiences, thoughts and aspirations as part of this review, and in particular to Susan Edwards the Glamorgan Archivist.

Strengths and Areas of Good Practice

Well-embedded good practice has served the organisation well during the recent recent period of change, and some of these are highlighted below.

- Management of change has been handled well with open communication, involvement and much management support.
- Communication mechanisms are robust and they ensure that people are well informed and can engage with decision-making; specifically around areas such as producing the Annual Plan, solving problems and responding to new challenges.
- There continues to be a flexible approach to managing people's work loads and work lives which is complimented by a necessity for people themselves to be more flexible to meet the business demands – there is more cross skilling and collaboration required.
- The focus on skills development, which underpins the core values, is being continued, and good use is made of free and low cost options as well as 'desk top' development through coaching and more direct training. Much of the investment is time and this is

recognised to be the main resource issue for example for Welsh Language group training.

- The PPDR system provides regular formal feedback to individuals with a clear line of sight to the objectives and reinforcing individual contributions to those objectives.
- The core values reflect and support the culture and operation of the organisation – these include Flexible, Skilled and Innovative. Most people could quote these and reflect on managerial and operational behaviours that demonstrate the values. More importantly their language and attitude also reflected the values.
- The operational environment is exceptionally inclusive in terms of staff, volunteers, interns and workplacements. It is recognised that some control over numbers of non-employed workers, needs to be exercised to reduce the impact on core functionality, however there is no question that this very strong commitment to diversity and providing a supportive environment for all is being undermined.
- The Management Team have historically been good at horizon scanning, and this continues to be the case.
- People experience high levels of job satisfaction and several see their work as a vocation, hence they have low expectations of remuneration and advancement.
- The whole team are highly committed, loyal and proud to work for Glamorgan Archives and speak of it as a flagship organisation within the sector.

In summary, and taking account of the challenges of recent months, Glamorgan Archives presents itself as a resilient organisation with a robust approach to delivery of its services which continues to be delivered by a highly committed and motivated team.

Feedback on Objective 2

To seek people's views, hopes and fears following some staffing reductions, further reductions to budget and some consequent operational changes

Budgetary reductions, and in particular business rate increases have meant some serious decisions have had to be taken. This has been challenging, emotional and unprecedented within this tight-knit organisation. The resulting change management process has been handled exceptionally well, as noted previously. What is also heartening is the way in which people are clearly pulling together, closing gaps, accepting additional responsibilities and supporting the management team. (The latter now comprises the Glamorgan Archivist and the Senior Archivist, as the post of Deputy Archivist has been removed).

In practical terms the staffing reductions have also resulted in a business response, which has included reduced opening hours for the public, the removal of Saturday morning opening, and closure for two separate weeks to 'catch up'. All of these measures have resulted from people's suggestions, ideas and pilot initiatives i.e. full consultation, involvement and engagement.

People presented themselves as having concerns, but not worries, for the future – they are aware of the external constraints and the potential for further cuts, as well as the possibilities, which might present in future. For the present they are pulling together to deliver the quality of service, which has been a source of pride for many years, and accepting that to do this some things may just take longer. Recent discussions have resulted in changes to KPIs for responses and searches for example, which are now set at fifteen days rather than ten. Another impact is prioritising cataloguing activities, specifically on large collections. In fact the operational challenges are leading to SMARTER ways of working, and making people question and challenge why activities are carried out in particular ways, talking about what is really important to the organisation and seeking solutions. In addition people have to be more accountable and make more decisions at a personal level – they are supported to do this and are consequently developing more personal leadership. There is acceptance that much is outside the direct control of the leadership of the organisation and also confidence that what is controllable, or at least capable of being influenced is being managed as well as it possibly can be.

The Management Team of Glamorgan Archives should take heart from the findings of this review.

Continuous Improvement

Rather than challenge the organisation with a list of potential improvements it is more appropriate at this point in time to encourage good practice to be maintained.

1. Work life balance, workloads, stress and capability are all regularly monitored formally and informally. Do ensure that this good practice continues, in particular watch for signs of stress. (Some organisations specifically train managers in stress recognition)
2. The 'new' Management Team is still adjusting to its additional responsibilities and form – the new relationships need to mature and consolidate. Good use is made of the Professional Group to support decision-making and this augers well for the future.
3. The forthcoming publication (September 15th 2015) of Version 6 of the Investors in People Standard, contains some new elements, which may be useful to Glamorgan Archives as a springboard for benchmarking good practice. Look also at the new Health & Wellbeing Award.

It will be worth looking at **Section 5** of the new Standard, which covers **Recognising and rewarding high performance**, as this is an area where there may be some challenges, and some innovative practice and interpretation will be needed.

As the new version has a considerable emphasis on metrics it would be worth thinking about undertaking a short survey on staff engagement and management effectiveness from time to time to benchmark performance. Typical examples of these can be found on www.HSE.gov.uk, and on the Investors in People website itself.

(www.investorsinpeople.co.uk)

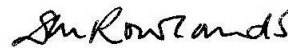
A format for continuous improvement planning is attached as Appendix A, should this be needed.

Outcome

Having carried out this review rigorously and in line with guidelines provided by UKCES and liP Wales I recommend Investors in People Bronze status be continued.

Achieving, and maintaining Bronze additional accreditation places you at the leading edge of the best people management practice in the UK and shows that you are advanced Investors in People.

Assessor Signature on behalf of Investors in
People Wales



Date of report:	6 th August 2015
Date of interim review:	TBA
Date of 3 year Review:	August 2018

Note:

Your accreditation is valid for three years. In September 2015 a new version of the standard will be launched. Alongside this there will be changes to the following:

- The management and administration of investors in People in Wales
- Assessment methodology
- Frequency of contact and reviews (The 3 yr cycle will be maintained for full reviews)
- Fee structures

All clients are advised to be proactive in terms of monitoring these changes through the Investors in people website (www.investorsinpeople.co.uk) and track any communications from Investors in People Wales and liP National Office.

APPENDIX A investors in People-Continuous Improvement plan

Organisation Name:		Date of interim Review:	
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Area for improvement (identified in assessor's report)	Action proposed	Measure(s) of success	By When	By whom
Expand as required				

Investors in People Wales, Tŷr Afon, Bedwas, Caerphilly, CF83 8WT

✉ iipops@wales.gsi.gov.uk

Ref: Assessment – Review Report September 2012



APPENDIX B: Review Evidence Requirements Results

Please use the key to refer to all the evidence requirements addressed by this assessment / review.

39 = the Standard
 additional 26 = Bronze
 additional 76 = Silver
 additional 126 = Gold

Key:
 ✓ Met
 n/a Not applicable
 ✗ Not met
 □ Not assessed

Total number in this assessment/review = 39 core + 34 additional = 71 (BRONZE)

* shaded area indicates core standard

	Indicator									
	1	2	3	4	5	6	7	8	9	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓		✓		✓				✓	
5	✓		✓						✓	
6	✓									
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12		✓					✓			
13		✓					✓	✓	✓	
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