

Management response

Report title: Human Resources – Corporate Assessment Follow-on Review

Completion date: December 2016

Document reference: 486A2016

Relevant corporate assessment proposal for improvement that remains

Ref	Recommendation	Intended outcome/benefit	High priority (yes/no)	Accepted (yes/no)	Management response	Completion date	Responsible officer
Original CA report P1	Engage more effectively with staff to ensure the Council's values are clearly evident across the organisation	Assurance that the Council is delivering on its commitment to its staff around openness; fairness; flexibility and teamwork.	✓	Yes	<p>MonTalks and MonDelivers talks have been introduced to share insights, information and updates on a variety of aspects of the Council's work.</p> <p>Action has been taken to feedback from the staff conference and staff survey, while the People board continue to live stream question and answer sessions. Directorate level staff conferences will be established to provide more specific staff engagement on issues in their directorate. A follow on staff survey, including further questions on wellbeing, is also being developed.</p>	First Conference February 2017	Senior Leadership Team
Original CA report P3	Ensure that the planned revisions and changes made to 'Check In Check Out' deliver a clear process of assessing and improving the performance of all staff and that department, team and individual objective setting is in line with the Council's corporate objectives.	Assurance that the Council's appraisal process is an integral and effective part of the Council's performance management arrangements.	✓	Yes	<p>Based on feedback received, the Check in Check out process has been reviewed and rolled out with more robust guidance, video tutorials and supportive training. Work will continue to roll out, increase understanding and maximise completion of the check-in, check-out process.</p> <p>It was recognised that CICO completion rates are likely to be higher than reported at present as the system is not capturing all data in the most effective way. Recognising this, work is underway to investigate the possibility of developing a longer term more effective recording</p>	<p>March 2017</p> <p>April 2017</p>	<p>Head of people and information governance</p> <p>Head of people and information governance</p>

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					<p>module that would allow managers to record the CICO directly into an employee's record on the Human Resources system. This would allow for all employee data to be stored in one place and enable direct access to reports from the system identifying completion rates, training needs (which would automatically be fed through to the training team) and track progress on any actions agreed.</p> <p>While this longer term work continues, a basic interim reporting system is in place to monitor completion rates and ensure accountability for completion. The latest data shows of completed returns so far from Managers 70% of staff that require a CICO have completed a CICO in the required timescales. 20% of those not completed were scheduled for completion.</p>		
Original CA report P8	Develop the Council's workforce planning arrangements by including accurate data and key management information around workforce issues and statistics, reporting regularly to Senior Leadership and Management Teams to enable effective monitoring of progress and management of these issues on an ongoing basis.	Better planning of service changes in relation to current human resource capacity and skills and future needs.	✓	Yes	<p>To support workforce planning a workflow has been developed to enable service leaders to effectively focus on succession and workforce planning and directorates to develop plans for their workforce. The combination of the workflow and the coded pathways for development 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.</p> <p>People Services Data Dashboards covering key workforce information continue to be available on the council's intranet. To further improve the analysis and reporting of this information scorecards are being implemented which cover a range of workforce data including</p>	April 2017	Head of people and information governance

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					<p>staff establishment, age, gender etc. These will enable Managers to further interrogate data and identify specific workforce issues. The data will be near real time as they are directly linked to the HR system and will therefore provide more timely information. They will also be reported to and used by Department Management teams and Senior leadership team in order to drive effective decision making based on workforce information.</p> <p>In May 2016 Cabinet agreed to commission a strategic programme of whole-authority work called 'Future Monmouthshire' that will see the development of a new operating model for the Council in order to equip it to meet its goals amidst increasing change and uncertainty. The new operating model will have a clear purpose: to create solutions to some of the county's biggest challenges and will facilitate work on articulating future workforce requirements.</p>	Informed by Future Monmouthshire	Head of Resources

New proposals for improvement

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P1	Develop further workforce data to include staff establishment, contract status, vacancies, agency use, age, gender, and grade/pay distribution, to better inform future workforce planning activity.	Better understanding and management of the current workforce through better information	✓	Yes	See response to proposal "Original CA report P8" above		
P2	Improve oversight and ongoing implementation of the staff appraisal process.	Assurance that managers are implementing recent changes to the staff appraisal process	✓	Yes	See response to proposal "Original CA report P3" above		

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	<p>In particular:</p> <ul style="list-style-type: none"> ensure staff appraisal completion is uploaded onto the Council's Hub to accurately reflect the numbers of staff in receipt of an annual appraisal; and increase the appraisal completion rate. 	"Check in Check out" appropriately					
P3	Further develop HR ICT systems to better support operational managers and improve recording of sickness and disciplinary matters.	Better informed management of sickness absence		Yes	<p>A significant amount of work has been and will continue to be undertaken to make mandatory as well as developmental changes and upgrades to Human Resources ICT systems, including the current system in place for reporting sickness which continues to be a focus for development. It is planned that these will increase usability for officers and managers.</p> <p>As well as developing ICT systems, which includes providing clear links between policy, procedure and workflow documents within the recording system, an equal focus has been placed on assisting managers to complete their responsibilities in recording of sickness and disciplinary matters efficiently as possible to improve recording. This includes managing attendance training which has been attended by over 50 managers and timelier reporting of information for managers to review.</p> <p>Regular meetings between HR advisors and operational managers will be further supported by a newly developed HR report template to enable the more frequent review and progress of HR issues, including sickness and</p>	March 2017	Head of people and information governance

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					disciplinary matters, to strengthen their management.		
P4	Improve the evaluation of HR improvement actions to better measure the impact and outcomes.	Assurance that the Council is implementing its planned improvements to HR management		Yes	<p>To provide clarity of purpose and direction a People and Organisational Strategy was developed, underpinned by an ambitious delivery work programme. Progress against the strategy in 2015/16 has been reported and a People Services annual report was completed in June 2016, which provides a summary of activity against areas for improvement during the year.</p> <p>This annual report will act as a base line for completion of the 2016/17 annual monitoring report. Which will bring together the different elements of People Services to evaluate the effectiveness and efficiency of the service.</p>	July 2017	Head of people and information governance