

Organisational learning review**Progress as at May 2016**

	Recommendation	Action taken up to May 2016	Further action required	By when	Lead officer
1	The recently revised Audit Protocol, Implementation and Follow-Up Actions, should be put into practice and managers reminded of their responsibilities if recommendations are not actioned via the reporting and escalation process.	Revised protocol put in place. <ul style="list-style-type: none"> • All high and medium priority recommendations are loaded onto a SharePoint site. • Lead officers required to update progress on implementing recommendations. • Implementation rates reported to Audit & Standards Committee with officers attending (where appropriate) to explain where progress has either not been updated or is unsatisfactory. 	Complete	n/a	Graham Lidell
2	All staff should be made aware of their responsibility for declarations of interest and the new system for sign off by a manager. Regular reports should be produced so that any obvious omissions can be identified and acted upon.	<ul style="list-style-type: none"> • A number of awareness raising and reminder actions undertaken • System for declaration of interests e-enabled • All senior managers and some key staff required to make compulsory 	Simplify the electronic checking system	Completed but further improvements, including simplified system to be in place September	Abraham Ghebre-Ghiorghis

		<p>returns, even if no interests to declare</p> <ul style="list-style-type: none"> • System for declarations of interest synchronised with related party transaction declarations • Managers prompted to review declarations and Directors get reports of declaration sin their directorate. • Higher levels of compliance achieved • Further improvements being considered to simplify the system, extend mandatory NIL declarations to all staff and ensure managers actively review declarations received. 		2016	
3	<p>Regular training and support should be provided for service managers in procurement and contract management focusing on areas of high risk identified by the Internal Audit team and the newly established procurement board.</p>	<p>A number of generic and targeted training events undertaken, including:</p> <ul style="list-style-type: none"> - Contract Management training for Housing and Property contract managers - CSOs and statutory procurement law as part of the Housing & Property Procurement Network held three 	<p>Continue training and awareness raising activity</p>	Ongoing	<p>Cliff Youngman/Abraham Ghebre-Ghioghis</p>

		<p>times a year;</p> <ul style="list-style-type: none"> - Introductory training to Housing and Property staff for the new electronic tendering portal. - Three part Procurement and Contract Management training to ICT - Half of procurement team received training on the new Procurement system. - Training around basic procurement processes, compliance with school's scheme of delegations (Contract Standing Orders) access to Corporate Contracts and access to industry framework contracts to all local area schools at the Amex last year. - Delivery of CSO and Contract Management updates to Adult Social Care DMT - Delivery of CSO and Contract Management updates to EDH DMT 			
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APPENDIX 1

4	All staff and members should be made aware of the code of conduct for member/officer relations and the code of conduct for employees and to understand how they are applied in practice by including them in all relevant training and induction materials.	<ul style="list-style-type: none"> • Ad hoc advice and guidance provided • All relevant codes and guidance put on the wave and staff attention drawn to them • Need to check with a view to inclusion in the induction programme 	Consider inclusion in regular officer induction and member training	October 2016	Abraham Ghebre-Ghiorghis/Sue Moorman
5	Managing poor performance or dealing with complaints is the responsibility of line managers with support and advice from HR. Records should be kept of any complaints or grievances about individual staff so that even if the threshold for formal action is not met patterns of behaviour can be identified. These records should be made available to line managers to contribute towards the PDP process together with support to help them have what was described to me as having difficult conversations.	There is not a mechanism or available resource to centrally collate and use information in this way. Line managers are responsible for performance management of staff and maintaining supervision records. The development of the competency framework for all staff, based on behaviours will ensure that both the “what and how” performance is measured is a complete piece.	Implementation of competency framework	March 17	Sue Moorman
6	The PDP is being reviewed during phase two of the culture change programme, it should incorporate measures of performance against desired behaviours, and greater use made of 360 degree feedback beyond the senior team alongside other regular feedback mechanisms.	Competency framework development underway. Once complete, implementation will include relevant training and guidance. A further development will be to introduce a 360 assessment during 2017.	Implementation of competency framework Development of 360 assessment	March 17 Autumn 17	Sue Moorman
7	As part of their ongoing training and development managers should be trained in performance	As part of the competency framework implementation	Implementation of competency	March 17	Sue Moorman

	management skills including setting SMART objectives, measuring outcomes, giving feedback and following through the consequences of both good and poor performance.	training and guidance will be provided to managers on the use of the framework in performance management .	framework		
8	Staff should be encouraged to make use of early resolution or mediation to avoid the need to immediately resort to a formal grievance. Coaching and mentoring should be made available to support newly appointed managers in developing their people management skills.	This approach is already underway and the new grievance procedure once agreed –places more emphasis on mediation and early resolution.	Adoption of grievance procedure and increase in mediated approaches.	Autumn 17	Sue Moorman
9	There are systems in place to support and enable staff to report issues when an individual is not working within the values of the council, but more needs to be done to ensure that staff have confidence in them, and that they can see evidence that their concerns are being taken seriously and acted upon and that they are properly embedded throughout the council. This should be one of the key priorities for year two of the culture change programme.	This is the approach underway as part of the culture change programme – performance with consequence. The development of the competency framework aligned with the broader set of performance data being developed by the performance team will address this.	Implementation of competency framework and aligned performance data.	Autumn 17	Sue Moorman
10	All managers should continue to be more visible throughout the organisation, to encourage more face-to-face communication through team meetings and staff briefings, roadshows etc. and use every opportunity to model good leadership behaviour, reinforce the values and set the tone for the working environment.	DMTs, relevant team meetings take place regularly. Road shows have been planned for the autumn. Regular monthly ELT bulletin provided. The management competence and values definition exercise will support this further	Hold roadshows and encourage good leadership though the management competence initiative. Complete defining the behaviours underpinning the 6 values.	Autumn 16	CEO/ELT/Head of HR

