

Commitments towards our Vision

12 month report- Human Resources



East Cambridgeshire
District Council

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 12 month stage)	Outcome or output (at 12 month stage)
Support the delivery of major change initiatives	A customer driven efficient Council with a "can do" attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	Carry out an annual pulse survey as part of the corporate employee engagement agenda in April 2017.	N/a	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↑	Staff survey circulated to all staff and closed on 31 January 2018.
		Following the appraisal deadline, establish the Performance Related Increment (PRI) Panel to consider the provisional ratings awarded, and determine final ratings where the provisional ratings differ, in consultation with the managers concerned.	Achieved by August 2016.	Nicole Pema, HR Manager	↔	PRI Moderation Panel held in May. 18 people were awarded 'outstanding', 98 'excellent' and 53 'good'. The 18 rated 'excellent' were paid the lump sum payment of 1% of their basic salary with their May pay.
		Support the delivery of service reviews, including ICT and Finance (e.g. TUPE etc).	Achieved by October 2016.	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↑	TUPE transfer of Tourism to Ely City Council (5 transferees); TUPE transfer of Veolia to ECSS Ltd. (60+ transferees); TUPE transfer of Fordham PC (1); Outsourcing of payroll; and ICT restructure, all to meet target of 1 April 2018.
		Working with Finance and ICT, play an active role in the procurement of a new HR/Payroll system that will provide self service functionality, scoring and evaluating suppliers and managing the implementation from the HR side, by March 2018.	N/a	Hetty Thornton, Performance Management Officer Nicole Pema, HR Manager Ian Smith, Principal Accountant Irene Belsham, Payroll Officer Mike Rowe, ICT Technical Officer Oana Rebegea, HR Support Officer	↑	Active role in scoring and evaluating suppliers. Now working closely with the chosen provider, Midland HR on data mapping and migration to the new system. Carrying out parallel runs and User Acceptance Testing for 1 April 2018 implementation.

		Support the Waste Services Team Leader to transfer the waste service to the East Cambs Trading Company from April 2018, including the TUPE transfer of 62 Veolia employees.	N/a	Dave White, Waste Services Team Leader Nicole Pema, HR Manager Oana Rebegea, HR Support Officer		Development of HR project plan; Attendance at Waste Project Group; Attendance at Service Transfer Group; Liaising with Veolia HR; Provided support with consultation document; JCC; Consultation meetings; Consultation responses; Measures letters (60+)
Provide consistent and effective procedures for monitoring attendance, and for managing the consequences of absence for the functioning of the Council.	A customer driven efficient Council with a “can do” attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	Maintain the low level of short-term sickness absence, e.g. number of days lost per full-time equivalent employee (fte)	3.3 days	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer		3.09 days (for the 10 month period April 2017 to January 2018). Based on a total of 561 days lost to short term absence in this period. On target to reach 3.3 days at 12 months.
Ensure that reward systems are fair and cost-effective.	A customer driven efficient Council with a “can do” attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	Coordinate the Leading Lights Award Scheme to recognise and reward staff who have demonstrated exceptional attitude and performance	Achieved by May and November 2016.	Nicole Pema, HR Manager		Scheme ran in May – 6 nominations for Customer Service Award; 1 nomination for Innovation Award. To be run again in November. Awards Panel to be held in November. Achievement ceremony held in December.
		Support the EELGA Talent Bank Associate to move the Job Evaluation/Single Status project to a timely and reasonable conclusion	In progress.	Terry Sheldrake-Rogers, EELGA Consultant Nicole Pema, HR Manager Oana Rebegea, HR Support Officer		All jobs evaluated (excluding new posts). 98% of jobs moderated by Consultant and Unison. Initial ranking of evaluated jobs completed and presented to CMT in September 2017. The initial work has begun on designing a new pay and grading structure.
		Update the Council’s Pay Policy Statement for 2018/19 and present to Full Council in February 2018.	Achieved by February 2017.	Nicole Pema, HR Manager		Pay Policy Statement presented to Full Council in February 2018.

Ensure that HR Policies and Procedures are legally compliant and support the Council to deliver its corporate priorities.	A customer driven efficient Council with a “can do” attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	Update the Council’s Recruitment and Selection Policy to include changes in legislation and best practice by December 2017.	N/a	Nicole Pema, HR Manager	↓	To be deferred until next year after implementation of new HR and Payroll system that will change our recruitment practices.
		Prepare for the reforms to the tax rules from April 2017 (IR35) and produce guidance to support individuals working for the Council through an intermediary such as their own limited company or a consultancy firm.	N/a	Nicole Pema, HR Manager	↔	Guidance prepared for CMT and Service Leads and circulated.
		Review all existing HR web pages to ensure that only up to date, accurate and relevant information is live on the Council’s website	Achieved by March 2017.	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↔	Revisions made to the Intranet and website as required.
Support the Council in developing the knowledge and skills of its workforce, to ensure that staff have the capability to achieve corporate objectives.	A customer driven efficient Council with a “can do” attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	Following the conclusion of the Management Development Programme, produce individual personal development plans for each of the management trainees.	N/a	Nicole Pema, HR Manager	↔	Personal development plans for 18 Service Leads completed and presented during training session in September 2017.
		Manage the introduction of the Apprenticeship Levy from April 2017.	N/a	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↑	The levy is charged at 0.5% of the annual pay bill, therefore the Council’s Levy amount is approximately £28,000. All employers receive an allowance of £15,000 a year to set against the levy. The payroll system will calculate percentage and adjust against allowance. 2.3% of the Council’s workforce must be apprentices (4). The Council currently has 1 apprentice and is looking at recruiting a further apprentice in the ICT and Parks and Open Spaces teams.
Be an excellent employer	A customer driven efficient Council with a “can do” attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	100% of Appraisals undertaken by 31 st March 2018.	100% - achieved by March 2017.	Nicole Pema, HR Manager	↔	Appraisals for team carried out.

<p>Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact</p>		<p>To regularly review risks associated with Human Resources as detailed within the Corporate Risk Register:</p> <ul style="list-style-type: none"> ▪ Non compliance with employment legislation, resulting in costly litigation and/or employment tribunal claims and reputational damage. ▪ Job evaluation implementation impacting on salary costs and staff morale. ▪ Increased sickness levels impacting on team capacity and moral. ▪ Non-compliance with TUPE legislation in relation to the waste and tourism and town centre services transfers. ▪ Increased staffing levels following the in-sourcing of the waste and street cleansing service, and the impact on capacity. 	<p><i>New target</i></p>	<p>Nicole Pema, HR Manager Oana Rebegea, HR Support Officer</p>		<p>New risks reviewed as required.</p>
--	--	---	--------------------------	---	---	--