

Commitments towards our Vision


Six month report- Human Resources



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 6 month stage)	Outcome or output (at 6 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	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 May 2018	Nicole Pema, HR Manager PRI Panel	↑	Achieved by May 2019. PRI Moderation Panel held in April. 14 people were awarded 'outstanding', 89 'excellent', 33 'good', 13 'no official rating and nil 'needs improvement'. The 14 rated 'outstanding' were paid the lump sum payment of 1% of their basic salary with their May pay.
		Support the delivery of organisational change projects, including effective facilitation of TUPE transfers, secondments and redundancies as required.	Planning and waste and restructures achieved by March 2019	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↑	Support provided as necessary.
		From April 2019, prepare guidance and provide training for managers and staff on the three new MHR modules - training and development, recruitment and performance management.	New target	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer Alice Webb, HR Administrator	↔	HR user guide developed for the Recruitment module. We are experiencing a number of implementation problems with the new modules which are having to be referred back to MHR for further investigation to rectify the issues.
		Whilst the MHR HR and Payroll system implementation remains in "project phase", continue to troubleshoot problems, finding and correcting issues or passing them through to the Project Manager for escalation to MHR.	New target	Nicole Pema, HR Manager Lorraine Kratz, Payroll/Finance Assistant Oana Rebegea, HR Support Officer	↑	The MHR HR and Payroll system has now moved out of the 'project phase' and problems are now being raised directly with the MHR Service desk. New problems continue to be raised regularly.
		Manage the impact on the Council's HR function of the UK leaving the European Union from 29 March 2019, including: (a) understanding how many EU nationals we employ; (b) communicating effectively with staff; (c) developing new or reviewing existing policies; (d) workforce planning; and (e) staying compliant.	New target	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer Alice Webb, HR Administrator	↔	Assessment carried out of our workforce to determine the number of EU nationals. All EU staff have been advised and updated on key information about the EU settlement scheme.

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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 Alice Webb, HR Administrator	↔	All sickness: 2.2 days per FTE (for the 6 month period April to September 2019). Based on a total of 417.7 days lost to short and long term absence in this period. Short term sickness: 1.4 days per FTE (for the 6 month period April to September 2019). Based on a total of 279 days lost to short term absence in this period. On target to be at or below 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	From 1 April 2019, make the necessary changes to the Council's pay scale to meet the requirements of the two year pay award agreed between the National Employers and the NJC Trade Union side on rates of pay applicable for 2018 and 2019.	New target	Terry Sheldrake-Rogers, EELGA Consultant Nicole Pema, HR Manager	↔	After reaching a collective agreement with Unison, the Council's new pay scale is being implemented in December 2019, with the NJC pay increases taking effect from 1 st April 2019.
		From 1 April 2019, support the EELGA Talent Bank Associate to move the Job Evaluation project to a timely and reasonable conclusion alongside the NJC pay award implementation.	In progress	Terry Sheldrake-Rogers, EELGA Consultant Corporate Management Team (CMT) Nicole Pema, HR Manager	↔	The job evaluation results are being implemented alongside the NJC pay award changes as a single exercise. After reaching a collective agreement with Unison, the Council's new pay scale is being implemented in December 2019, with the job evaluation changes taking affect from 1 st April 2019.
		Coordinate the Leading Lights Award Scheme to recognise and reward staff who have demonstrated exceptional attitude and performance, and ensure that the annual Achievement Ceremony is arranged and held each December.	Achieved by December 2018	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer Alice Webb, HR Administrator	↔	Nominations currently being sought for the Customer Service, Innovation and Employee's Employee of the Year Awards. Recognition panel to be held in November to agree the winners to attend the achievement ceremony in December.
		Review the Council's apprenticeship pay rates to improve our recruitment of apprentices to meet the target as set by the Apprenticeship Levy of 2.3% of the workforce.	New target	Corporate Management Team (CMT) Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↑	Decision reached to retain the current apprenticeship rates for school leavers wishing to undertake NVQ apprenticeships, and to consider on a case-by-case basis the pay rate for other levels of apprentice carrying out higher level apprenticeships, e.g. degrees.

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		Update the Council's Pay Policy Statement for 2020/21 and present to Full Council in February 2020.	Achieved by February 2019	Nicole Pema, HR Manager		Not started - to be presented to Full Council in February 2020.
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	Review all of the Council's HR policies and procedures following the implementation of the MHR HR and Payroll system and changes in legislation, including the GDPR. Update policies to make them more generic and suitable for use across the Council's trading companies, if appropriate.	N/a	Corporate Management Team (CMT) Nicole Pema, HR Manager Oana Rebegea, HR Support Officer Alice Webb, HR Administrator	↔	The Disciplinary Policy, Capability Policy and Recruitment Policy have been updated and are in draft format. New guidance has also been developed on Inductions and Probationary Periods. Consultation still to commence with Unison.
		To ensure compliance with the Council's Agency and Other Off-Payroll Working Guidance: (a) issue periodic reminders to Service Leads about their roles and responsibilities; and (2) introduce independent sample checking of IR35 assessments to ensure they have been completely accurately and to challenge any answers that appear inconsistent or unreasonable.	New target	Corporate Management Team (CMT) Service Leads Nicole Pema, HR Manager	↑	6 monthly reminder sent to Service Leads. Independent sample checking being carried out of IR35 assessments by the HR Manager.
		Review our current processes for DBS checks to: (a) ensure that a specific job role is eligible to undergo a DBS check; (b) the correct level of check is being requested; and (c) encouraging applicants to register with the DBS Update Service.	New target	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer Alice Webb, HR Administrator	↑	Reviewing new DBS checks as they come through; making sure that the job is eligible using the DBS eligibility tool; and that the correct level of check is being requested.
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	Continue to look for opportunities to promote the recruitment of apprentices to meet the target as set by the Apprenticeship Levy of 2.3% of the workforce, this equates to 4 apprentices. The Council currently has 1 apprentice and is looking at recruiting 3 further apprentices in the ICT, Parks and Open Spaces and Building Control teams.	1 apprentice	Corporate Management Team (CMT) Service Leads Nicole Pema, HR Manager Oana Rebegea, HR Support Officer Alice Webb, HR Administrator	↔	Agreement given by CMT for a degree level apprenticeship in the Building Control team. We now have two apprentices in total across the Council. Still working towards the target of 4 apprentices.
Be an excellent employer	A customer driven efficient Council with a	100% of Appraisals undertaken by 31 st March 2020	100% - achieved by March 2019	Nicole Pema, HR Manager		Not yet started.

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	<p>“can do” attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer</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. 	New target	<p>Nicole Pema, HR Manager Oana Rebegea, HR Support Officer Alice Webb, HR Administrator</p>		Ongoing review of risks.