





Commitments towards our Vision




Human Resources- 2018-2019 Six month update




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 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	Review the results of the 2018 staff survey and produce a summary of responses for CMT, Members and staff by 31 August 2018.	Staff survey carried out in January 2018	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↔	Summary of responses available to view on the intranet.
		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 2017	Nicole Pema, HR Manager	↔	Achieved by May 2018. PRI Moderation Panel held in April. 18 people were awarded 'outstanding', 89 'excellent' and 43 '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 organisational change projects, including effective facilitation of TUPE transfers, secondments and redundancies as required.	N/a	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↔	Support provided with both ICT and Planning restructures.
		From April 2018, support the rollout of the new MHR HR and Payroll system, guiding staff and Members with the Employee Self Service (ESS) and Managers with the People Manager functionality.	New target	Hetty Thornton, Performance Management Officer Nicole Pema, HR Manager Lorraine Kratz, Payroll/Finance Assistant Oana Rebegea, HR Support Officer	↔	Significant time spent supporting managers and staff with the new system.
		From April 2018, support the delivery of Phase 2 of the MHR HR and Payroll system rollout, including the implementation of additional modules on training and development, recruitment and performance management.	New target	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer	↔	Significant time spent with the MHR Consultants building the Recruitment, Learning and Development modules. Phase 2 build signed off in October 2018. Work still to be done training managers and staff.

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)
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	Provide support to the Waste and Street Cleansing Team following the transfer of service to East Cambs Street Scene Ltd from April 2018.	New target	Jo Brooks, Director (Operations) James Khan, Waste Minimisation and Fleet Manager Sharon Knight, Operations Manager Nicole Pema, HR Manager Oana Rebegea, HR Support Officer		Regular support being provided with new template letters and contracts, and providing support with disciplinary cases and other matters.
		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		1.07 days (for the 6 month period April to September 2018). Based on a total of 207 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	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 2017	Nicole Pema, HR Manager		Scheme to be run in November. Awards Panel to be held in November. Winners to attend achievement ceremony in December.
		Support the EELGA Talent Bank Associate to move the Job Evaluation/Single Status project to a timely and reasonable conclusion by December 2018, this will include reviewing any pay related policies, finalising the ranking, presenting options to CMT on new pay models and pay policies, consulting and agreeing the proposals with Unison.	In progress	Terry Sheldrake-Rogers, EELGA Consultant Corporate Management Team (CMT) Nicole Pema, HR Manager Oana Rebegea, HR Support Officer		Proposed pay models presented to Chief Executive and Director (Commercial) in September 2018. Working towards implementation date of 1 April 2019.
		Update the Council's Pay Policy Statement for 2019/20 and present to Full Council in February 2019.	Achieved by February 2018	Nicole Pema, HR Manager		Not started - to be completed in February 2019

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	Manage the impact on the Council's HR function of the EU General Data Protection Regulation (GDPR) which comes into effect on 25 May 2018, replacing the Data Protection Act 1998 and significantly changing the existing legal framework for data protection, including identifying potential compliance issues, analysing the private data that is currently being held and reviewing the consent procedures by which employees agree to the retention of their personal data.	New target	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer		Produced a Recruitment Privacy Notice for the website. Updated the employment contract templates to include a GDPR clause. Supporting the Information Officer with GDPR employment decisions.
		Prepare for the implementation of the Trade Union (Deduction of Union Subscriptions from Wages in the Public Sector) Regulations 2017 once implemented during 2018/19 which will require the Council to deduct trade union contributions from staff wages (known as DOCAS or check-off).	New target	Nicole Pema, HR Manager Oana Rebegea, HR Support Lorraine Kratz, Finance/Payroll Assistant MHR Payroll	(Cannot attribute an arrow as on hold)	Not started – legislation currently on hold.
		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.	New target	Nicole Pema, HR Manager Oana Rebegea, HR Support		New Guidance produced on 'Agency Workers and Off-payroll Working'.
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 2 further apprentices in the ICT and Parks and Open Spaces teams.	N/a	Corporate Management Team (CMT) Service Leads Nicole Pema, HR Manager Oana Rebegea, HR Support Officer		One Apprentice recently replaced in Customer Services. ICT and Open Spaces still looking to appoint apprentices.
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 to be undertaken by 31 March 2019	100% - achieved by March 2018	Nicole Pema, HR Manager		Not started - to be completed by March 2019.

Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact		<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. ▪ Difficulties with staff recruitment and retention – leading to lack of resources. ▪ Increased workload following the establishment of the two Trading companies, and the impact on capacity. 	New target	Nicole Pema, HR Manager Oana Rebegea, HR Support Officer		Recruitment underway to increase HR capacity.
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Name of Service Delivery Champion: Councillor Christine Ambrose-Smith

Comments

I feel that this small department of two officers may benefit from some additional assistance. They have worked on several projects at all levels within the council, in addition to their basic functions. The work carried out by the HR Department is for the benefit of both employees and the council itself and is essential for the smooth & effective running of the council. The opportunities to recruit, train & monitor further apprentices is important, and requires additional time by HR.

Recruitment however is a challenge to employers everywhere.