End of Year Performance Update Report

Human Resources- 2016/2017

Support the delivery of major change initiatives, e.g. Transformation programme, Support Services Review, LATC	Baseline (from previous year if applicable)	Target	Yearly update report
Carry out a quarterly pulse survey as part of the corporate employee engagement agenda	Jan-Feb 2016	30/06/16	Not Achieved[1]
Following the annual appraisal process, 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.	N/a	31/07/16	Achieved[2]
Support the delivery of service reviews, including ICT and Finance (e.g. TUPE etc)	N/a	31/03/17	Achieved[3]
Work with ICT, and use process mapping techniques, to identify where core HR tasks can be carried out more efficiently and effectively, e.g. annual leave cards, expenses forms etc.	N/a	31/03/17	In Progress[4]

[1]	Corporate Management Team have decided not to have quarterly surveys, but instead to have one annual pulse survey on a number of key topics, e.g. the organisation, corporate objectives, communication etc. To be circulated in April 2017.
[2]	PRI Moderation Panel held in August. 84 people that were awarded a rating of "excellent" or "outstanding", 47 were eligible to receive an increment. The other 37 were already on the top of their pay scales. In addition, the 7 members of staff who were rated as 'outstanding' were paid the lump sum payment of 1% of their basic salary with their August pay.
[3]	Support provided in TUPE transferring the audit service to the LGSS from 1 October 2016.
[4]	Work underway to procure a new HR/Payroll system that will include a self-service portal for updating personal details and managing claim forms annual leave cards electronically.

Provide consistent and effective procedures for monitoring attendance, and for managing the consequences of absence for the functioning of the Council	Baseline (from previous year if applicable)	Target for 12 months	10-month update report
Maintain the low level of short-term sickness absence, e.g. number of days lost per full-time equivalent employee (fte)	3.3 days	3.3 days	[1]3.15 days

[1]	Calculated for the 10 month period April 2016 to January 2017. Based on a total of 555 days lost to short term absence and 538.5 days lost to long term absence. Sickness data not currently available for February and March 2017.

Ensure that HR Policies and Procedures are legally compliant and support the Council to deliver its Corporate Priorities	Baseline (from previous year if applicable)	Target	Yearly update report
Update the Council's Capability Policy to include changes in legislation and best practice	N/a	31/08/16	In Progress[1]
Review all existing HR web pages to ensure that only up to date, accurate and relevant information is live on the Council's website	N/a	30/11/16	Achieved
Update the Council's Disciplinary Policy to include changes in legislation and best practice	N/a	31/12/16	Achieved
Update the Council's Grievance Policy to include changes in legislation and best practice	N/a	31/12/16	Achieved
Update the Council's Recruitment & Selection Policy to include changes in legislation and best practice	N/a	31/03/17	In Progress[1]
[1] Both policies in draft format. Deadline not achieved due to staff changes within HR team. Deadline changed to 31/12/17.			

Ensure that reward systems are fair and cost-effective	Baseline (from previous year if applicable)	Target	Yearly update report
Coordinate the Leading Lights Award Scheme to recognise and reward staff who have demonstrated exceptional attitude and performance	N/a	31/12/16	Achieved[1]
Support the EELGA Talent Bank Associate, to move the Job Evaluation/Single Status project to a timely and reasonable conclusion	N/a	31/03/17	In progress[2]
[1] Scheme ran in May and November. Awards Panel held in June and November. Winners were invited to attend the Achievement Ceremony in December.			
[2] CMT have agreed to move forward and complete the transition to the Green Book Job Evaluation Scheme. Job Description Questionnaires (JDQs) have been completed for the 60 (approx) posts identified. Since the end of January, regular job evaluation panels have been taking place, comprising of one Unison, one Management and one HR representative. All posts will be evaluated by April 2017. An independent Moderation Panel has been established to review the completed evaluations, and to ensure that job evaluation scheme has been applied consistently across all Council jobs. The moderation exercise will be completed during March and April, at which point, every post on the Council's establishment will have a score and the evaluation exercise will be complete.			

Support the Council in developing the knowledge and skills of its workforce, to ensure that staff have the capability to achieve corporate objectives	Baseline (from previous year if applicable)	Target	6 month/ yearly update report
Roll-out the new Leadership and Management Development programme to CMT and Service Leads	N/a	30/09/16	Achieved[1]
[1] Training commenced in September for CMT. 20 Service Leads have attended 6 sessions between October and March.			