

Greater Manchester Waste Disposal Authority
People Plan 2015/16



	Objective	Key Actions	Measured Outcomes
KEY HR POLICY OBJECTIVE 1			
	We will ensure the People Plan is linked to Corporate Plan objectives and by implementing the People Plan and adopting the people values above, provide a well-run and safe place to work with the right people with the right skills.	<ol style="list-style-type: none"> 1. We will review the people values and People Plan on an annual basis or in line with any structure changes in the Authority which impact on the plan. 2. We will carry out an annual staff survey to evaluate how we are doing, and monitor this against the delivery of the People Plan. 	The measured outcome is that 75 % of people report that the Authority is a good employer in the Annual survey; and by 2016/17 we achieve IIP Silver Standard.
KEY HR POLICY OBJECTIVE 2			
	We will ensure that we carry out an annual organisational review taking account of external demands and pressures and our people profile.	<ol style="list-style-type: none"> 1. We will carry out an organisational review each year to ensure structure remains fit for purpose; 2. As part of the Annual People Plan review we will update the People Profile. 	<p>The organisation is fit for purpose measured by the achievement of the Corporate Plan/Directorate Plan.</p> <p>75% of staff are satisfied or very satisfied with the organisation.</p>
KEY POLICY OBJECTIVE 3			
	We will ensure that key HR policies are up to date and relevant, taking into account any Authority and legislative changes; and that all policies are implemented consistently and fairly across the Authority.	<ol style="list-style-type: none"> 1. The Organisational Development Officer, in conjunction with the Business Management Team, review the effectiveness of HR policies. 2. The Authority will through consultative mechanisms ensure that all staff are kept up to date and consulted on any changes. 	<p>We will fully reviewed all policies over a 3 year period and evaluate their effectiveness on an annual basis by the BMT</p> <p>We will ensure that at least four Consultative Forums take place per annum</p>

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KEY HR POLICY OBJECTIVE 4		
<p>We will ensure that the staff appraisal process is an integral part of our performance management framework and linked to Corporate objectives and that the quality and implementation of the process is evaluated to ensure that staff are supported to help them reach their full potential.</p>	<ol style="list-style-type: none"> 1. Maintain and reiterate the guidance notes for Managers on appraisals and performance management processes and support this by relevant training 2. Continue to work with the Business Management Team to develop ways of recognising individual achievement and team successes 3. Ensure employee potential is identified, through structure review, appraisal and one to one meetings. 	<p>We will ensure that 100% of staff receive an appraisal and that objectives are clear to the individuals and set out the learning and development needs to support the achievement of the objectives. The Organisational Development Officer will monitor and quality check all appraisals. We will, through the staff survey, measure whether or not there is an improvement on staff feeling valued and recognised.</p>
KEY HR POLICY OBJECTIVE 5		
<p>We will provide a range of learning and development opportunities to support staff in delivering Corporate objectives.</p>	<ol style="list-style-type: none"> 1. We will ensure we have a skilled and competent workforce by ensuring staff have a relevant learning and development programme, and that this is considered and prioritised by the SDT on an annual basis. 2. We will ensure all employees can demonstrate one area of learning and development activity each year. 3. We will adopt flexible approaches to learning and development. 	<p>100% have a learning and development plan that is considered by the SDT on an annual basis.</p>

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KEY POLICY OBJECTIVE 6		
	<p>We will ensure that absence management is regularly reviewed and we will monitor our overall absence figures on a quarterly basis. This will be reported regularly to the BMT who will agree any actions for improvement.</p>	<ol style="list-style-type: none"> 1. We will, through planned briefings/training and monitoring outcomes, ensure that managers apply the sickness policy consistently and fairly across the Authority. 2. We will ensure that sickness absence figures are reported on a monthly basis to BMT members. <p>The Authority will continue to monitor levels and ensure consistent approaches to management of attendance through the policy and support with HR. The target will be: 4% or less overall sickness.</p>
KEY POLICY OBJECTIVE 7		
	<p>We will ensure that all our managers acquire the necessary competencies for them to do their job effectively and deliver Corporate objectives</p>	<ol style="list-style-type: none"> 1. The leadership and management competencies will be realigned following any future structure requirements (to be fully implemented by the 31st March 2016). <p>The Leadership and management capabilities will be realigned to any future structure requirements which is provisionally confirmed for Q3 2015.</p>
KEY POLICY OBJECTIVE 8		
	<p>We will ensure that in the absence of key staff that there is both the capacity to provide cover and the people with the necessary skills to provide business continuity.</p>	<p>We will:</p> <ol style="list-style-type: none"> 1. agree an approach on succession planning and talent management for the Authority; 2. review the Business Continuity Plan on an annual basis; 3. continue to develop SLAs with Oldham Council in business critical areas to provide business continuity; <p>In the event of staff absence or key staff leaving, the Authority is able to continue to achieve Corporate objectives and provide business continuity.</p>

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		<ol style="list-style-type: none"> 4. fully document all key procedures; 5. identify critical posts essential for business continuity and put in place development plans; 6. retain key skills, experience and knowledge; and 7. The Organisational Development Officer will review the appraisal process to ensure it meets business continuity requirements. 	
KEY HR POLICY OBJECTIVE 9			
	<p>We will ensure that staff are engaged at all levels and feel valued by ensuring that the appropriate communication and engagement mechanisms are in place and that these are reviewed regularly to ensure their effectiveness.</p>	<ol style="list-style-type: none"> 1. To continue to develop and improve upon efficient and effective internal communications. 2. ensure that feedback is used to support further improvement. 3. Develop a more consistent approach to the communication of key messages, using plain English. 	<p>Year on year improvement on feedback from the staff survey</p>

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KEY HR OBJECTIVE 10			
	We will review our Pay Policy on an annual basis to ensure that it remains up to date and relevant.	1. Pay Policy reviewed and agreed by March of each year and published on the Authority website.	Pay Policy agreed and implemented by March of each year.



Greater Manchester Waste Disposal Authority People Strategy

2016/17

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1. INTRODUCTION

Our Business Plan (2016/17 to 2019/20) sets out four key objectives. The third is ‘People and New Ways of Working’. This Strategy sets out how we will deliver the ‘right people with the right skills’ element of that key objective.

People Management is about managing, motivating and empowering well trained, knowledgeable staff to deliver objectives to the best of their ability.

Getting the best from our people means understanding the current workforce profile; identifying emerging future pressures, trends, issues and the changing work environment within which we operate; carrying out a workforce gap analysis comparing where we are and where we want to be; and planning how we get there.

We also need to ensure we have the right values, culture, policies and supporting systems to get the best from our ‘people’. In this regard we recognise the importance of pay and reward and will endeavor to maintain levels of pay in line with the ‘Living Wage’ as is currently afforded to all our staff.

2. PURPOSE OF THE PEOPLE STRATEGY

The purpose of the Authority’s People Strategy is to ensure that we have the right number of people with the right skills, in the right place, at the right time, to deliver short and long-term Business Objectives by:

1. identifying the critical people issues that need to be addressed to enable the Authority to successfully deliver the priorities as agreed in the Business Plan;
2. supporting the long term development of the Authority and setting targets to allow us to be flexible and able to quickly respond to change;
3. setting out actions that will determine what success looks like; and
4. developing a basis on which the actions from the People Strategy can be measured and evaluated.

In March 2013 the Authority successfully achieved Investors in People (IIP) accreditation to Bronze standard. Only 4% of companies achieve this level of accreditation on their first assessment. This is a great achievement for the Authority and a very positive baseline for further development. This Plan takes into account potential areas for further improvement based on the IIP framework.

Key Responsibilities

The Head of Organisational Development and Administration will be responsible for the co-ordination of the People Strategy.

The Business Management Team will be responsible for developing, reviewing and evaluating the achievement of the Strategy. All managers will be responsible for ensuring that all actions in the People Strategy are implemented and reviewed as part of the staff appraisal process.

The Resources Committee will review the Plan every three years for final approval by the Authority.

3. AUTHORITY VISION

‘Our aim is zero waste’ means we will do everything we can to save resources (by preventing waste at source and recycling more) and to produce green energy. We will not landfill anything we can use.

Positive feedback from the Investors in People assessment recognised that:

1. there is a well-developed and comprehensive three year Business Plan;
2. the Plan outlines the Authority’s key objectives. One of the four key objectives is ‘People and New Ways of Working’;
3. it is specifically people focused and therefore directly impacts on the delivery of the other key objectives;
4. each objective is set out and communicated clearly against identified actions, responsibilities, targets, outcomes and timescales; and
5. feedback from staff from Corporate/Business Planning Workshops was very positive.

A key objective of the People Strategy is to look at how the values of the Authority can be translated to individuals in their role. The feedback from staff is that they feel the values are outward facing and do not relate to them in the job they do.

In response to this feedback the Authority has developed people values which are focused on our staff. These will provide a baseline for the development of our core values:

- a) feel valued and be encouraged to help deliver our key objectives;
- b) be helped to perform to the best of their ability;
- c) be fully supported and performance management is integral to their job;
- d) be open and honest about performance and have a willingness to capture learning in a positive way;
- e) be well trained, knowledgeable, motivated and committed;
- f) have clearly defined roles;
- g) be recognised for good performance and achievements; and
- h) feel they have been treated fairly and equitably.

To achieve this the Authority supports a culture based on:

- a) outputs and outcomes rather than inputs;
- b) creating a ‘can-do’ culture;
- c) increasing delegation and further decision making;
- d) being innovative;
- e) being flexible and responsive to change;
- f) continuous improvement;
- g) encouraging team working; and
- h) having a ‘no blame’ culture.

KEY HR OBJECTIVE 1

We will ensure the People Strategy is linked to Business Plan objectives and by implementing the People Strategy and adopting the people values above, provide a well-run and safe place to work with the right people with the right skills.

Key Actions:

1. We will develop our values and review them along with our People Strategy on an annual basis.
2. We will carry out an annual staff survey to evaluate how we are doing, and monitor this against the delivery of the People Strategy.

Measured Outcome

The measured outcome is that 75% of staff report that they would recommend the Authority to others in the Authority as a good employer in the Annual staff survey; and we will retain IIP Bronze Standard.

This 2016/17 People Strategy therefore sets out the actions which will support the Authority to ensure development needs are identified, staff have the right skills and competencies to do their job and policies and practices are reviewed and implemented consistently.

4. EXTERNAL PRESSURES/DEMANDS

In developing a People Strategy it is important to not only link it to our Business Plan objectives and priorities but also to identify how changing demands and external pressures will affect what we do. To do that we have to consider some key questions:

- a) what will the organisation look like in three to five years' time?;
- b) what kind of organisation do we want to be?;
- c) have we got the right people with the right skills to meet those changing demands?;
- d) have we reviewed the people profile of the organisation and identified key risks and mitigating actions we need to take (for example an ageing workforce may indicate some members of staff are close to retirement);
- e) what plans are in place to ensure business continuity/succession planning?.

The likely pressures and changing demands are outline below:

European/National Level

- a) The European Commission is reviewing how stretch targets on waste can be brought forward. In turn, these will need to be transposed into National Waste Policies. It seems, from coverage so far (and the aborted 2014 'Towards a Circular Economy' proposals) that these will result in more stringent targets and focus more on waste prevention and resource efficiency. This will impact on what we do and our Recycling and Waste Management Private Finance Initiative (PFI) Contract (the Contract), although our facilities have some flexibility to deal with the potential changes.
- b) Austerity measures/budget cuts are continuing. This will lead to increased pressure from the Districts to save money and to different models of delivering public services. It will also lead to more pressure for doing more with less, smarter working and improved efficiency and productivity. This makes motivating and incentivising 'our people' more challenging.

- c) In April 2016 the Government will introduce the National Living Wage for all employees over 25 years of age, at the current rate of £7.20 per hour. In addition to this there is a continued drive for employers to aspire to the 'Living Wage' which is a voluntary hourly rate set independently and calculated according to the basic cost of living in the UK. The 'living Wage' is currently set at £8.25 an hour and is reviewed annually. The Authority recognises the positive impact of appropriate remuneration and has already achieved payment of the 'Living Wage' for all its staff and is committed to achieve the Living Wage accreditation as detailed in GMDWA Contract Procedure Rules (CPR) 2.2.4 and 7.1.2 respectively.

Regional Level

The Authority will increasingly link in to the Association of Greater Manchester Authorities (AGMA) and the Low Carbon Hub and the delivery of the key strategies and plans. Two areas in particular are:

- a) Greater Manchester (GM) Strategy: delivering economic growth in a low carbon economy with different models of delivering public services. This will lead to radical changes in the way services are delivered and the potential of combined Authorities for some areas of service delivery.
- b) GM Climate Change Strategy and Implementation Plan: The Authority links closely with the Sustainable Consumption and Production (SCP) element of the plan; and makes a significant contribution (286k tonne per annum CO₂ equivalent) reduction in Carbon reduction commitments.

Local Level

- a) Commitment to a £200k budget reduction in 2016/17 as part of a three year budget settlement with AGMA leaders. This has required the Authority to look at all areas (including staffing) to make these savings which have been identified and agreed in an 18th December 2014 delegated decision. In brief, that identifies that the following areas will form part of the savings.
 - i. Accommodation - The current Media Chambers premises sees two floors leased and has a five year break clause in May 2016. Accommodation has been reviewed in 2015/16 and the Authority will move to new premises in March 2016.
 - ii. ICT - anticipated longer term savings through developments in the ICT provisions currently in place. This, together with a business change programme, will deliver efficiencies and savings and will be implemented in 2016.
 - iii. Deletion of a further two posts.
- b) A key part of the People Strategy is to continually review our staffing needs and structure, not only in terms of reductions, but future structures and skill requirements so as to continue to deliver on key objectives
- c) The Contract has moved from the Construction Phase to the operational phase, meaning this will require a different emphasis on 'client managing' the Contract optimisation (i.e. the 'our aim is zero waste' agenda)
- d) There will be more focus on developing the Contract further, optimising the facilities to achieve savings and value for money (VFM), selling spare capacity and maximising landfill diversion, under a partnership (VLGM/Viridor/GMWDA/Districts) approach as part of a shared 2020 plan.
- e) Funding regarding Communications continues to focus on activities and will lead to new models of service delivery by Viridor Laing (Greater Manchester) Limited (VLGM) of an Annual Action Plan.

Technological

- a) As stated above the technological changes will be a key priority for the Authority. As an invest to save option the Authority has engaged with Unity ICT to make improvements to the systems which will deliver a business change programme and savings to enable staff to work more flexibility and efficiently. The People related commitments related to this programme are therefore included in this Strategy.

5. PEOPLE PROFILE

The Authority currently employs 24 permanent staff, under half the pre-Contract level, mainly in response to austerity measures.

Staff turnover is very low with an average of one leaver each year. High level retention can be noted as a positive indicator for the Authority. However, a stable workforce can also bring its own challenges in terms of keeping skills up to date and maintaining productivity levels, particularly where there is low motivation. The Performance Management section looks at how the Authority should address these challenges. Given our low turnover it is even more important to ensure that skills are refreshed and development gaps are addressed to ensure the Authority remains efficient and effective in all functions.

KEY HR POLICY OBJECTIVE 2

We will ensure that we carry out an annual organisational review taking account of external demands and pressures and our people profile.

Key Actions

We will carry out an organisational review each year to ensure the structure remains fit for purpose.

Measured Outcomes

The organisation is fit for purpose measured by the achievement of the Business Plan/Directorate Plan.

75% of staff are satisfied or very satisfied with the Organisation.

6. POLICY DEVELOPMENT

The Head of Organisational Development and Administration continues to work with Managers to assess the effectiveness of the policies in practice. Currently we are working with the Business Management Team to review all policies to ensure the interpretation and practice and implementation is consistent within the Authority. This is an area of focus for the Authority based on Investors in People feedback and from our staff survey.

The Head of Organisational Development and Administration will be responsible for reviewing their effectiveness against a three year schedule, or as and when legislative or wider Authority changes dictate.

As part of the process the Head of Organisational Development and Administration will be responsible for consulting with the Trade Unions and Employee Representatives on any

changes/updates regarding the HR policies.

Communication of the policies will be fed through the alerts on SharePoint or through the Consultative Forum, and/or staff newsletter.

It is the responsibility of Managers to ensure staff follow the relevant policies and develop consistency in practice and for employees to familiarise themselves with the policies.

Evaluation of the policies will be based on application. This can sometimes be challenging for an Authority of our size as the use of some policies can be limited. HR is responsible for monitoring this area and the review matrix has been developed by priority and frequency of application.

KEY POLICY OBJECTIVE 3

We will ensure that key HR policies are up to date and relevant, taking into account any Authority and legislative changes; and that all policies are implemented consistently and fairly across the Authority.

Key Actions

1. The Head of Organisational Development and Administration, in conjunction with the Business Management Team, review the effectiveness of HR policies.
2. The Authority will through consultative mechanisms ensure that all staff are kept up to date and consulted on any changes.

Measured Outcomes

We will fully reviewed all policies over a three year period and evaluate their effectiveness on an annual basis by the Business Management Team (BMT).

We will ensure that at least four Consultative Forums take place per annum

7. PERFORMANCE MANAGEMENT AND TRAINING

The appraisal process is a key component of effective performance management. The Authority supports an annual and mid year appraisal which is scheduled for April (review of previous year and objective setting for the coming year) September (mid-year review). The return rate for the appraisal process in 2015/16 was 100%. It is the Authority's intention to continue ensuring that all employees have at least an annual appraisal and mid-year review of their performance. The measure of success is having objectives that are clear to the individual and set out the learning and development needs to support achievement of the objectives.

Whilst the process of completing appraisals shows a successful rate of return there is also a need to monitor the quality and effectiveness of the appraisal discussions.

Following feedback from the IIP and staff survey consistency in the management approach was raised and some staff did not feel valued. Ongoing work continues to develop Line Managers skills in people management activities (individually and collectively).

The Authority believe it is important that our performance management practices support Managers so that they feel confident to address concerns/feedback with individuals informally before it becomes an issue. Balanced with this is the need to recognise

individual achievements and efforts and offer praise. In addition, it is important managers understand their staff's future plans in order to anticipate resource and succession planning needs.

Within the Performance framework the Authority also encourages Managers to set regular one to one meetings with their staff. The purpose of these meetings is to support the appraisal process by giving the opportunity to:

- a. keep up to date with individual's work progress;
- b. keep individuals updated with information they need to do in their day to day role;
- c. develop a shared understanding of their work priorities; and
- d. dedicate time to discuss any aspects of their work or an opportunity for them to raise any concerns in a non formal setting.

KEY HR POLICY OBJECTIVE 4

We will ensure that the staff appraisal process is an integral part of our performance management framework and linked to Business objectives and that the quality and implementation of the process is evaluated to ensure that staff are supported to help them reach their full potential.

Key Actions

1. Maintain and reiterate the guidance notes for Managers on appraisals and performance management processes and support this by relevant training
2. Continue to work with the Business Management Team to develop ways of recognising individual achievement and team successes.
3. Ensure employee potential is identified, through structure review, appraisal and one to one meetings.

Measured Outcomes

We will ensure that 100% of staff receive an appraisal and that objectives are clear to the individuals and set out the learning and development needs to support the achievement of the objectives. The Head of Organisational Development and Administration will monitor and quality check all appraisals. We will, through the staff survey, measure whether or not there is an improvement on staff feeling valued and recognised.

8. LEARNING AND DEVELOPMENT

The Authority continues to support a variety of learning and development opportunities for all employees. Historically these have taken the form of the following:

- a) online learning;
- b) in-house initiatives;
- c) professional development qualifications;
- d) mentoring;
- e) external training; and
- f) internal workshops.

The annual appraisal supports the process of looking at individuals learning and development needs and assessing those against the current and future needs of the Authority and budget.

The Authority is committed to the development of all employees and budgets in this area remain unchanged despite reducing budgets in other areas and Austerity measures.

By adopting a Business approach to IIP we will need to ensure there is consistency and an opportunity to share best practice across all teams.

It is important that the Authority adopts a culture where learning and development is not just seen as attending a training course. The Authority needs to promote all aspects of learning as described above.

There also needs to be an element of evaluation within learning and development to assess whether the training has been effective and if there has been an increase in the level of skill and knowledge following on from the training.

KEY HR POLICY OBJECTIVE 5

We will provide a range of learning and development opportunities to support staff in delivering the Authority's business.

Key Actions

1. We will ensure we have a skilled and competent workforce by ensuring staff have a relevant learning and development programme, and that this is considered and prioritised by the Business Management Team (BMT) on an annual basis
2. We will ensure all employees can demonstrate one area of learning and development activity each year.
3. We will adopt flexible approaches to learning and development

Measured Outcomes

100% have a learning and development plan that is considered by the BMT on an annual basis.

9. ABSENCE MANAGEMENT

One key policy within the Authority is absence management. Previously, the Authority has experienced high level long term absence. These have been successfully managed through the appropriate policies and procedures.

To support the Authority's commitment to improving attendance it operates the following:

- a) An Employee Assistance Programme was put in place in May 2012.
- b) Occupational Health Provider who can provide independent medical support regarding assessments on health checks prior to appointment, assessments following absences and recommendations for any reasonable adjustments at work.
- c) The introduction of a stress risk assessment and Policy.

KEY POLICY OBJECTIVE 6

We will ensure that absence management is regularly reviewed and we will monitor our overall absence figures on a quarterly basis. This will be reported regularly to the BMT who will agree any actions for improvement.

Key Actions:

1. We will, through planned briefings/training and monitoring outcomes, ensure that managers apply the sickness policy consistently and fairly across the Authority.
2. We will ensure that sickness absence figures are reported on a monthly basis to BMT members.

Measured Outcomes

The Authority will continue to monitor levels and ensure consistent approaches to management of attendance through the policy and support with HR. The target will be:

- a) 50% or more staff with 100% attendance; and
- b) 4% or less overall sickness

10. LEADERSHIP AND MANAGEMENT CAPABILITIES

The BMT will support the delivery of the Authority's directorate plans and Business objectives.

Based on the IIP report the BMT is crucial to ensure the delivery of the Business Plan and key processes and procedures.

The focus of this team is to ensure that:

- a) all Managers are clear about the capabilities they need to lead, manage and develop people;
- b) managers are helped to acquire these capabilities; and
- c) they are committed to developing one Authority culture and a common language.

KEY POLICY OBJECTIVE 7

We will ensure that all our managers acquire the necessary competencies for them to do their job effectively and deliver Business objectives

Key Actions

1. The leadership and management competencies will be realigned and reviewed annually.

Measured Outcome

The management competency framework is fully developed and all managers have a structured training and development programme covering these competencies.

11. RESOURCING AND SUCCESSION PLANNING

This has always been a challenging HR area for the Authority due to our size and structure, with limited numbers in each section. Cover and business continuity can be difficult in the event of staff absences, particularly in key areas (e.g. finance, contract management).

Whilst we do have some isolated examples which demonstrate Managers are thinking about succession planning (i.e. developing SharePoint skills, Health and Safety and HR), it is not yet consistently applied across the Authority and it is not clearly defined what it means for the Authority. To support business continuity the Authority has a hybrid of support. This uses internal staff, supported by Oldham Council through service level agreements in key areas (e.g. legal, ICT and Finance). Indeed, the 2014 finance Service Level Agreement (SLA) will ensure that in the event of staff absence, key critical areas will be supported by Oldham Council.

We know the opportunity to provide a clear career progression is also limited, and therefore it would seem appropriate to look at the scope within individual roles to see if there is room to develop people in their role so they are challenged and have the opportunity to develop new skills and step-up when required.

At the most basic level succession planning should be inBusinessd into the annual appraisal process to ensure that all managers are discussing this with each individual they manage.

KEY POLICY OBJECTIVE 8

We will ensure that in the absence of key staff that there is both the capacity to provide cover and the people with the necessary skills to provide business continuity.

Key Actions

We will:

1. agree an approach on succession planning and talent management for the Authority;
2. review the Business Continuity Plan on an annual basis;
3. continue to develop SLAs with Oldham Council in business critical areas to provide business continuity;
4. fully document all key procedures;
5. identify critical posts essential for business continuity and put in place development plans;
6. retain key skills, experience and knowledge; and
7. the Head of Organisational Development and Administration will review the appraisal process to ensure it meets business continuity requirements.

Measured Outcome

In the event of staff absence or key staff leaving, the Authority is able to continue to achieve Business objectives and provide business continuity.

12. STAFF ENGAGEMENT

The Authority operates a number of different forums to ensure that all employees are provided with accurate and up to date information about what is happening within the Authority.

Examples are as follows:

- a. staff away days (annually);
- b. update emails to staff;
- c. face to face consultation;
- d. HR Section on the staff newsletter;
- e. via Employee representative and T.U. representatives; and
- f. via Management communications following the Business Management Team meeting.

All employees are also given the opportunity to feedback via the following routes:

- a. Consultative forum (set up and run by an employee representative and a Trade Union representative) scheduled quarterly;
- b. annual staff survey;
- c. individual managers/access to BMT; and
- d. email and one to one feedback.

The staff survey results in the last two years still suggest that employees are not content that their views are listened to.

KEY HR POLICY OBJECTIVE 9

We will ensure that staff are engaged at all levels and feel valued by ensuring that the appropriate communication and engagement mechanisms are in place and that these are reviewed regularly to ensure their effectiveness.

Key Actions

1. To continue to develop and improve upon efficient and effective internal communications.
2. Ensure that feedback is used to support further improvement.
3. Develop a more consistent approach to the communication of key messages, using plain English.

Measured outcome

Year on year improvement on feedback from the staff survey.

13. PAY AND REWARD

Since 2012 the Authority has published a pay policy statement which demonstrates the Authority's commitment to transparency in pay.

Pay in Local Authority continues to be a challenge in times of austerity. However, the Authority supports the National Joint Consultation in respect of pay reviews and is committed to maintaining the Living Wage for its staff.

The Authority is supportive of the Job evaluation process that ensures the Authority's pay decisions against posts are fair and transparent.

In the Performance Management section it was noted the importance for Managers to recognise non-monetary rewards and staff are recognised for their achievements/efforts. This requires HR to ensure that Managers have the support and skills to understand their staff and triggers of non-monetary rewards which can motivate during times of austerity.

KEY HR OBJECTIVE 10

We will review our Pay Policy on an annual basis to ensure that it remains up to date and relevant.

Key actions

1. Pay Policy reviewed and agreed by March of each year and published on the Authority website
2. Living Wage reviewed annually

Key Measurable Outcome

Pay Policy agreed and implemented by March of each year.