

HAVANT BOROUGH COUNCIL
PUBLIC SERVICE PLAZA
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Havant
BOROUGH COUNCIL

Telephone: 023 9244 6019
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HUMAN RESOURCES COMMITTEE AGENDA

Membership: Councillor Crellin (Chairman)

Councillors Diamond (Vice-Chairman), Briggs, Coates, Payter and Richardson

Meeting: Human Resources Committee

Date: Wednesday 12 July 2023

Time: 5.00 pm

Venue: Hurstwood Room, Public Service Plaza, Civic Centre Road,
Havant, Hampshire PO9 2AX

The business to be transacted is set out below:

Steve Jordan
Chief Executive

Contact Officer: Emma Carlyle 02392 446151
Email: emma.carlyle@havant.gov.uk

1 Apologies for Absence

To receive and record any apologies for absence.

2 Declarations of Interests

To receive any declarations of interests from Members.

3 Minutes

To approve the minutes of the meeting of the Human Resources Committee held on 9 March 2023.

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4	Updated Senior Management Pay Policy.	5 - 12
	Report number HBC/022/2023 attached for noting only.	
5	HR Work Plan	13 - 24
	Report number HBC/023/2023 attached for noting only.	

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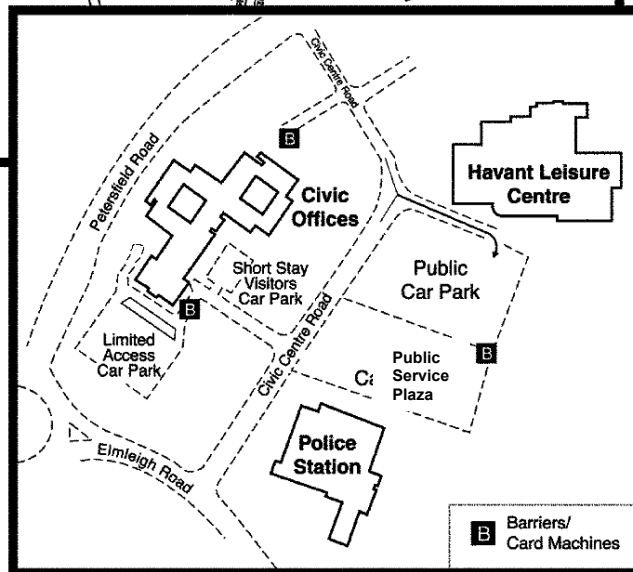
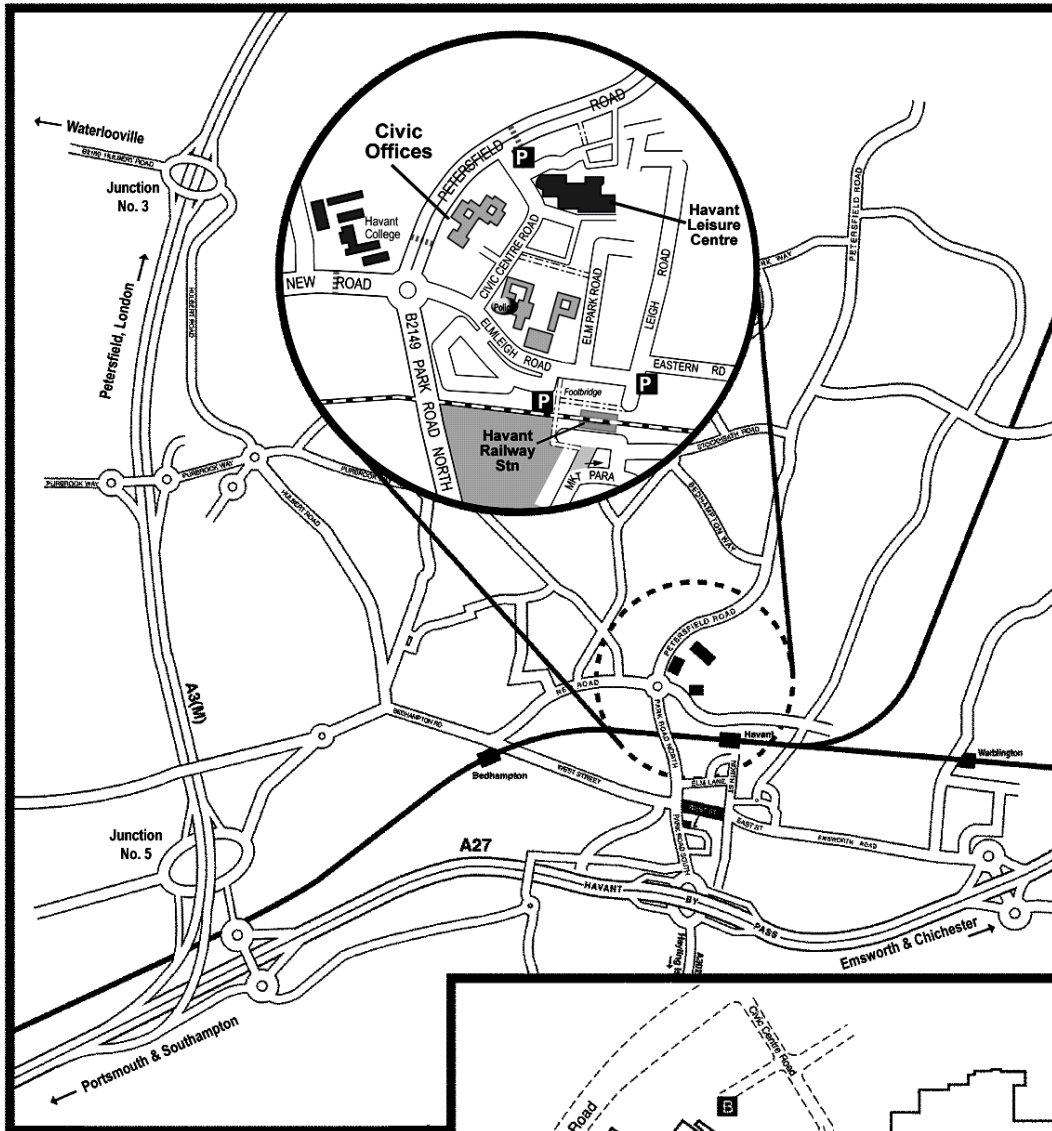
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HAVANT BOROUGH COUNCIL

At a meeting of the Human Resources Committee held on 9 March 2023

Present

Diamond (Chairman), Crellin (Vice-Chairman), Fairhurst, Richardson and Weeks

21 Apologies

Apologies were received from Councillor Payter.

22 Declarations of Interest

There were no declarations of interest.

23 Minutes

Proposed by Councillor Fairhurst and Seconded by Cllr Richardson it was **RESOLVED** that the minutes of the previous Human Resources Committee meetings, held on;

05th October 2022
06th December 2022
12th December 2022
13th December 2022
20th December 2022
21st December 2022

be **APPROVED**.

24 Introduction of Shared Cost AVC Scheme to LGPS Members

The Interim Human Resources Lead introduced the item to the committee advising on the recommendations being brought forward. AVC Wise advisor Shaun Tetley of Portsmouth City Council was present to answer any questions from members

Members were advised that;

- AVC Wise will be in place to support the council in implementing and advertising this scheme.
- There will be online guides available to staff, as well as accessible calculators and free 121 sessions available to those who would like more information.

- AVC wise provide the service, but Hampshire Pension Fund are still involved as regulators.
- There is no compulsory sign up for staff.

Proposed by Councillor Weeks and **Seconded** by Councillor Fairhurst it was **RESOLVED** that members **APPROVE**;

- A) the implementation of a SCAVC pension scheme for LGPS members through a salary sacrifice arrangement.
- B) that earnings related payments, such as overtime, pay increases, contractual allowances, occupational maternity pay, occupational sickness pay, and redundancy are calculated on the notional salary before applying any salary sacrifice reduction. Section 3.5 below for further details.
- C) the inclusion of a new discretion in the Council's LGPS Discretionary Pension Policy Statement to allow staff to participate in the SCAVC scheme as set out in Section 3.6 below.
- D) entering into a contract with AVC Wise to deliver a fully managed service covering SCAVCs for the council.

25 Pay Policy Statement and Pensions Policy Statement

Head of Internal Services introduced the item to the committee

Following questions and debate, Members were advised that:

- The Pay Policy Statement has received minimal updates to previously approved statement – i.e. mentions of the joint management team and separation from the joint council.
- If there are major changes to be made to statement to be made they will come before the HR committee for approval.
- HOIS advised members that the pension policy statement lays out the choices that the management team have put into place i.e., shared avc scheme etc. Other than the AVC Shared scheme to be made available there have been no changes to this current statement.

Members asked if there is a standard difference between lowest and highest pay scale and following best practice ratio.

The Head of Internal Services has agreed to look further into this and advise members. At the moment we are following NJC negotiations and Pay scales.

It was therefore **RESOLVED** that Members recommend to Full Council to approve:

Human Resources Committee (9.3.23)

- a) The Proposed 2023/24 Pay Policy Statement, as tabled in Appendix A
- b) The Statement of Policy on Pensions, as tabled in Appendix B

26 Updated Pay Scales 22/23 and Senior Pay Policy

The Head of Internal Services introduced the item to the committee and following questions and debate it was advised that:

- We currently follow the NJC scales National guidance and pay awards; and this has been applied in the December pay packet.
- Within the senior pay policy there has been a reflection on HBC managers leave. All new appointments will follow the HBC leave entitlement.

It was therefore RESOLVED that the update for this item was NOTED.

The meeting commenced at 5.00 pm and concluded at 5.43 pm

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NON-EXEMPT

HAVANT BOROUGH COUNCIL

HUMAN RESOURCES COMMITTEE – 12th July 2023

UPDATED SENIOR PAY POLICY

For Noting Only

Portfolio Holder: Councillor Neil Bowdell

Key Decision: No

Report number: [HBC/022/2023]

1.0 Purpose

1.1 This paper is submitted to the Human Resources Committee for the purposes of noting:

- Revised pay scales on the Senior Pay Policy following confirmation of the recommended pay award from Joint Negotiating Committee for Chief Officers of Local Authorities.

2.0 Recommendation

2.1 The HR Committee are asked to NOTE this item.

3.0 Executive Summary

3.1 In May 2023, the Council was notified of the Joint Negotiating Committee for Chief Officers of Local Authorities pay agreement for 2023/24.

From this agreement, the key point to note is:

- Employers were encouraged to implement a 3.50% pay award as swiftly as possible, covering the period 1 April 2023 to 31 March 2024.
- Employers were advised to pay any monies due to employees who left employment since 1 April 2023, if requested by an ex-employee to do so.

These have been applied and reflected in revisions to the Havant Borough Council Senior Pay Policy, as noted in Appendix A.

4.0 Additional Budgetary Implications

4.1 The Council is committed to pay nationally agreed uplifts and these are accounted for during budget setting and associated governance.

5.0 Background and relationship to Corporate Strategy and supporting strategies and policies

5.1 This report is for noting only and the amendments to the Senior Pay Policy are in accordance with national agreements for pay and conditions.

6.0 Options considered

6.1 Not applicable. This report is for noting only.

7.0 Resource implications

7.1 Financial implications

7.1.1 Application of pay uplifts has budgetary implications, which are covered during budget setting and associated governance.

7.2 Human resources implications

7.2.1 Agreed pay uplifts are applied within the shortest time frame practical after agreement. For the affected Havant Borough Council employees, these changes have been processed and were paid (including back-pay, where appropriate) in the June payroll.

7.3 Information governance implications

7.3.1 No material impacts.

7.4 Climate and environment implications

7.4.1 No material impacts.

8.0 Legal implications

8.1 None noted or considered. This report is for noting only.

9.0 Risks and mitigations

9.1 None noted.

10.0 Consultation

10.1 These matters are subject to nationwide consultation with all relevant unions, and, via them, their membership. No other consultation is covered or required, as Havant Borough Council employees are employed through collective agreement.

11.0 Communications

11.1 The uplift of 3.50% in salary has been reflected in the Senior Pay Policy and updated on The Fountain (intranet).

12.0 Appendices

Appendix A – Updated Senior Pay Policy, with amended pay scales

13.0 Background papers

None

Agreed and signed off by:

Portfolio Holder: Councillor Neil Bowdell, 26 June 2023

Executive Head: Matt Goodwin, 27 June 2023

Monitoring Officer: Jo McIntosh, 30 June 2023

Section 151 Officer: Steven Pink, 30 June 2023

Contact officer:

Name: David Fairall, Chief HR Officer

Email: david.fairall@havant.gov.uk

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DRAFT

SENIOR PAY POLICY

Summary

Procedure Ratified	
Procedure Review Date <i>when under review, this procedure should continue to be used</i>	September 2025
<p style="text-align: center;">This procedure is contractual</p> <p>This policy forms part of your contract of employment. The councils are entitled to introduce minor and non-fundamental changes to this policy by notifying you of these changes in writing and will consult all employees and the trades union representatives on any significant changes.</p>	
Author	HR
Version	4.1 Applies from 1 st April 2023
Related Procedures	n/a

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Section	Title	Page
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2	Scope	3
3	Outline of the Scheme	3-4
4	Additional Terms	5
5	Review	5

DRAFT

POLICY DOCUMENT

1. PURPOSE

The purpose of this document is to set out the senior management remuneration scheme.

This version reflects the 2023 pay agreement received from the Joint Negotiating Committee for Chief Officers of Local Authorities, stating that the individual basic salaries of all officers within scope should be increased by 3.50 per cent with effect from 1 April 2023.

2. SCOPE

2.1. This scheme is applicable to the Council's Chief Officers, specifically the Chief Executive, Executive Heads, Chief Officers for Finance (including Section 151 Officer) and Legal (including Monitoring Officer) and Senior Technical Officers.

2.2. It is wholly agreed locally and is outside of any nationally agreed pay bargaining arrangements.

3. OUTLINE OF THE SCHEME

3.1. Senior pay scales are set with reference to market rates for the relevant roles.

The current pay ranges are as follows:

Role	Minimum	Midpoint	Maximum
CEO	£111,178	£130,446	£149,714
Chief Officers (Executive Heads of Service and statutory officers)	£78,582	£92,554	£106,527
Senior Technical Officers (subject to Management team approval)	£72,373	£78,582	£84,792

3.2. The Council retains the right to determine what constitutes comparable market data and to use private sector pay benchmarking where needed.

3.3. Appointment to the pay band will generally be at the entry point to mid-point pay level subject to experience, expertise and skills. Over a two-year period it is anticipated that an individual will progress through the pay band in reflection of their competence and performance in role. This competence and performance will be reviewed on average at six-monthly intervals.

3.4. Senior Technical Officers are those roles considered by the Management Team to require particular expertise, qualifications or skills and experience that are generally hard to recruit to in the public sector market. Where a role is to be advertised as a senior technical role this will be subject to agreement of the management team following presentation of a business case.

- 3.5. It is not envisaged that employees will move from their entry point to next stage in the scale in less than two years. If a manager wishes to fast-track an employee through the pay band in less than two years, this will require a business case which will be considered by the Executive Leadership Team (ELT). A decision by ELT will be documented for transparency purposes. ELT's decision will be final. This does not apply to the Chief Executive, whose pay is determined by the Leader of the Council (paragraph 3.8)
- 3.6. Where new appointments to roles are offered above the mid-point level of the band, this will require a business case which will be considered by ELT.
- 3.7. National and local pay awards which are applied across the Council to all grades of staff below senior management will not apply to senior level roles. Pay for senior staff will be determined by the JNC Chief Officer pay negotiations. Any award given will be effective from April of the relevant year and will be formally noted by the HR Committee in line with HR standing orders.
- 3.8. The performance award for the Chief Executive will be agreed by the Leader of the Council via Leader delegated decisions and formally noted at HR Committee. Again, any award given will be effective from April of the relevant year.
- 3.9. For any employee at the top of the scale, their pay award will be non-consolidated to ensure the pay remains within the salary levels for the role.

4. ADDITIONAL TERMS AND CONDITIONS

- 4.1. It is not envisaged that any additional payments will be made to the Councils' Chief Officers (as outlined at para 2.1) in respect of additional duties, honoraria or acting up allowances. Instead the broad band for salary at this level will allow for high/exceptional performance to be rewarded through a consolidated pay increase (or non-consolidated where pay is above the market maximum).
- 4.2. Participation in the on-call and emergency rotas is expected and additional payments are not made to any employee subject to this senior pay policy. There is no payment for overtime and no formal flexi-time scheme for senior staff subject to this policy. Attendance at evening meetings is expected as part of the role. A flexible approach to work, including working from home, where appropriate is encouraged. Senior officers are expected to attend the office at least 3 days per week.
- 4.3. Annual leave entitlement will be as follows:
 - 4.3.1. 26 days on appointment and 31 days after five years' local government service;
or
 - 4.3.2. 30 days increasing to 35 days after five years' service for those employed in a chief officer or deputy chief officer post at HBC before April 2017 and who benefit from a previously acquired contractual right to this privilege.

For the avoidance of doubt, employees employed before April 2017 and to whom this senior pay policy applies but who do not have the right set out in 4.3.2 above shall only receive the leave entitlement set out in 4.3.1

5. REVIEW

- 5.1. This procedure will be reviewed every three years by Human Resources with the support of external reward specialists to ensure fairness and equity if required. It may also be reviewed more frequently, as required, to remain consistent with current employment legislation or may be reviewed earlier if requested by UNISON.

NON-EXEMPT

HAVANT BOROUGH COUNCIL

HUMAN RESOURCES COMMITTEE – 12th July 2023

HR Work Plan

For Noting Only

Portfolio Holder: Councillor Neil Bowdell

Key Decision: No

Report number: [HBC/023/2023]

1.0 Purpose

1.1 This paper is submitted to the Human Resources Committee for the purposes of noting:

- An HR Work Plan, detailing current priorities and future planning.

2.0 Recommendation

2.1 The HR Committee are asked to note this item.

3.0 Executive Summary

3.1 A new Chief HR Officer, David Fairall, joined Havant Borough Council on 15th May 2023. This work plan summarises initial observations from the first two months of working with the HR team and Council colleagues, highlighting immediate priorities and also establishing how a more comprehensive plan will follow.

4.0 Additional Budgetary Implications

4.1 No additional budgetary implications, related to this report. Actions requiring investment will attract a dedicated business case, as and where relevant.

5.0 Background and relationship to Corporate Strategy and supporting strategies and policies

5.1 This report is for noting only, but elements of this initial work plan and future work from the HR service will support Executive Leadership Team (ELT) objectives linked to the Corporate Strategy through the 'golden thread' of the performance management process.

6.0 Options considered

6.1 Not applicable. This report is for noting only.

7.0 Resource implications

7.1 Financial implications

7.1.1 All actions proposed within the work plan are expected to operate within the 2022/23 budget. No further implications.

7.2 Human resources implications

7.2.1 As this is an HR work plan, all implications are outlined within the document itself.

7.3 Information governance implications

7.3.1 No material impacts.

7.4 Climate and environment implications

7.4.1 No material impacts.

8.0 Legal implications

8.1 None noted or considered. This report is for noting only.

9.0 Risks and mitigations

9.1 None associated with this report. HR risks are managed in accordance with corporate and service risk policy and processes.

10.0 Consultation

10.1 No consultation required on work plan. Any consultation required for internal changes, such as for policies or procedures, will follow internal and legislative requirements.

11.0 Communications

11.1 No communication required for work plan. This for noting.

12.0 Appendices

Appendix A: HR Work Plan

Appendix B: HR Work Plan - Schedule

13.0 Background papers

None

Agreed and signed off by:

Portfolio Holder: Councillor Neil Bowdell, 26 June 2023

Executive Head: Matt Goodwin, 27 June 2023

Monitoring Officer: Jo McIntosh, 30 June 2023

Section 151 Officer: Steven Pink, 30 June 2023

Contact officer:

Name: David Fairall, Chief HR Officer

Email: david.fairall@havant.gov.uk

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Appendix A

HR Committee – 12th July 2023

HR Work Plan

Introduction & Context

This is the first HR Work Plan created by the new Chief HR Officer, David Fairall. Based on meetings with each member of ELT, discussions with the existing HR team members, many conversations with colleagues and general initial observations, this plan is designed to essentially stabilise the HR service and focus on a few key areas to begin the process of improving the HR provision, including alignment with the Council's strategy, values and objectives.

As detailed within this document, a more comprehensive plan will follow, but the current priority areas are as follows:

1. Review the HR Team

The team currently consists of 4 people: 3 permanent and 1 fixed-term. With 3 team-members joining in 2023 and the other late in 2022, the average length of service (as of July 2023) is 4.5 months, reflecting the extent to which the service has undergone upheaval and change in the past year:

David Fairall, Chief HR Officer (Permanent)

Joined 15th May 2023

Teresa Crowther, HR Business Partner (Fixed-Term until 30th November 2023)

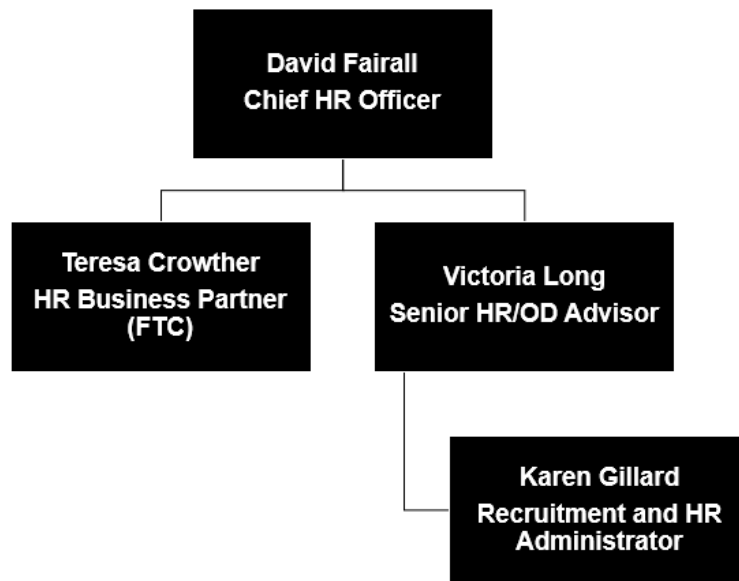
Joined 21st November 2022

Victoria Long, Senior HR/OD Advisor (Permanent)

Joined 3rd April 2023

Karen Gillard, Recruitment and HR Administrator (Permanent)

Joined 1st February 2023



The HR administration and payroll function is processed by East Hants through a service agreement, consisting of fixed annual administrative fees and a proportion of the wages for the team who oversee the input and payroll processes.

Having experienced so much turnover and change, and with nobody in the team having been employed for more than year at Havant, a key objective is to stabilise the HR service. Therefore, an immediate priority is to review the volume of queries and casework, recruitment levels, organisational objectives and programmes requiring HR support, along with the areas requiring immediate review or updating, such as policies and performance (see below for further details) and determine the required resource and structure of the HR team.

2. Workstream Mapping – Create a Plan!

With this being an initial plan to stabilise and address time-specific or key objectives, it is important the team also creates and communicates a longer-term and more detailed plan to share and communicate with colleagues. The team will, therefore, undertake 2-3 sessions in July to map out all current HR tasks / workstreams, then add what is perhaps missing (i.e. management training programme, apprenticeships, enhanced induction programme etc.) and what needs to be changed / improved, plus what we aspire to introducing or achieving once all the foundations are back in place and operating successfully. We will then prioritise these and bring a more comprehensive plan to ELT and the next HR committee.

3. East Hants Separation / Contracts

Work continues to separate the last remaining shared platforms / contracts we previously shared with East Hants. These include:

Hireful (Recruitment): A new site has been created and adverts have been launched from this site since early June 2023, so this action is complete. Hireful will have also exported all Havant-related information from the previous domain by the end of July, thereby fully concluding the separation of the Havant and East Hants sites.

Virtual College (Online Training): A proposal has been received to move to a new subscription for 12 months on a new dedicated Havant Borough Council domain. Existing courses and relevant history can be transferred. Work will commence in July, prioritising the courses required for new starters and agreeing with colleagues from Health & Safety, Equalities and Safeguarding etc. which courses to retain, edit or remove. The HR team will use the 12-month period to review the general learning and development offering, including which e-learning platform to proceed with in future.

Gauge (Job Evaluations): We are working with East Hants to agree the best way forward. We will either retain the current site and arrange for East Hants information to be extracted or we will both move to new agreements. Having had initial conversations, we envisage an agreement to be signed with Gauge for one of the options at the end of June / early July, so separation should be complete by the end of August at the latest.

We will also review our contracts and services with First Advantage (DBS Checks) and Simply Health (Employee Assistance Programme) once the above have been completed.

4. Policy Review

In order to support the new high-performance and values-based culture, the approach to setting policies, procedures, rules etc. would benefit from an entire overhaul, which will be outlined in greater detail when the more comprehensive HR plan has been designed. However, there are a number of existing policies beyond their set review dates or that need a slight update to reflect recent changes in Employment Law, so it is proposed to address policies in two phases:

Phase 1: Create a policy working group consisting of a representative each from HR, Equalities, Health and Safety, Communications and IT (where required) to ensure all existing policies are up-to-date and legally compliant. Any significant updates will be agreed by ELT and then brought to future HR Committee meetings. This will commence in July 2023 and is anticipated to be completed by the end of August (presuming no disputes from stakeholders regarding the proposed minor amendments).

Phase 2: Review the whole look and feel of policies. Consider moving to a handbook and/or short guides complemented by brief policies and procedures, where required. Plus, consider adding policies or statements of intent for key themes i.e. regarding our approach to equalities, being family-friendly, flexibility, wellbeing etc. Then transfer the existing suite into this new approach. With this being a significant project, phase 2 will commence in 2023, but continue into 2024. A more accurate timeline will become clearer when the process mapping and priorities exercise has been completed.

5. Performance Management

Another vital HR-related element in supporting the new culture will be to update how we manage performance.

In order to support the 'golden thread' of objectives being cascaded from the Chief Executive, to ELT and then through to each service, an interim process has been communicated to set individual goals and capture up-to-date feedback and any development needs. This will be followed up by further reviews later in 2023 and then in February/March 2024.

The aim will be to evolve into a model of continuous feedback with flexibility to incorporate the golden thread and links to specific council, service or team projects or strategies and statutory requirements, but focusing more on communication than the form themselves (although information will still need to be captured). This will be designed specifically for Havant Borough Council by the HR team and will need a thorough rollout plan i.e. manager training, employee communications / drop-ins, IT support to automate input etc. As it links to a key objective for the Chief Executive and Executive Head, Internal Services, work on designing this will commence in July 2023 and an update will be provided in the next HR Committee meeting.

6. Utilise the Apprenticeship Levy

The HR team now has access to the government portal, providing the Council with confirmation on the 'pot' available to use and any people / courses assigned to it. An HR Apprentice has been advertised and, provided a successful candidate is appointed, is expected join the team in June or July. We have agreed to transfer an ongoing further education sponsorship for a recent recruit from their previous employer and have had exploratory conversations with some services on how to utilise the levy for their future recruitment needs.

Although it is now active and some good early progress has been made, the work plan will include rolling this out and engaging fully with colleagues on how to utilise the levy for both apprenticeships and training as one of the key priorities for 2023

7. Data Integrity and Management Information

Following meetings with Will Jackson, Chief Policy Officer, and Georgie Thurlby, Project Officer (Governance), it will be imperative that the HR team provides accurate data for management information, as well as for general internal reporting and FOI / ONS returns etc.

Therefore, the team now has direct access to the HR system, ResourceLink, and has received training from the South Oxfordshire District Council team (for which we pay for a proportion of their time each month as part of the legacy Five Councils partnership) to update information and run reports. This reduces the dependency on East Hants for such information and will allow the team to focus on improving data integrity.

8. Training and Development Plan

Linked via the 'golden thread' from the objectives for the Chief Executive and Executive Head, Internal Services, a training and development plan will be designed using information gathered from the interim performance management process, where any training needs will be captured, through the creation and development of the Operational Leadership Team and a general training needs analysis for the organisation.

This will also be included as a priority for 2023 in the more detailed work plan.

9. Review Payroll Provision

The current payroll set-up involves a Software as a Service (Saas) contract and bureau service with Zellis in partnership with South Oxfordshire (lead council for contractual purposes), Vale of White Horse, Hart and East Hants (plus Mendip for the software), supplemented by an agreement with East Hants to process payroll on our behalf.

In other words, we pay South Oxfordshire for contract management and system administration and support and East Hants for input and checking.

The Saas contract (i.e. for the HR / Payroll system itself) expires in June 2025, meaning discussions with the other council partners will need to take place either later this year or early 2024 to establish if the partnership is likely to continue, as any process leading to procuring a potentially new system would ideally require at least a one-year lead time to secure a supplier, design a new system, export and test this system and conduct many months of parallel payrolls to minimise the risk of incorrect payments. This may not be required depending on partner preferences, but we will review the current payroll provision and internal knowledge to ensure we are in the strongest position possible should negotiations be required. This will form part of the above team structure review.

In Addition

A new benefit, a Salary Sacrifice Shared Cost Additional Voluntary Contribution (AVC) scheme, will be launched in July 2023. This has already been communicated to staff, with introductory letters sent and an announcement made during The Fountain Live in June 2023. This will be administered by a company called AVC Wise and enables people to save on tax deductions through salary sacrifice in order to invest in their future pension pot.

The team will also continue to manage day-to-day work in addition to the above improvement activities, including administering the advisory inbox and responding to all questions and requests, overseeing the recruitment process and supporting managers and colleagues with general HR-related matters.

This plan is reflected as a schedule in Appendix B.

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HR Workplan - Schedule (Appendix B)

	2023		
	Apr-Jun	Jul-Sep	Oct-Dec
Review the Team			
Workstream Mapping / Create a Plan			
East Hants Separation (Contracts)			
Policy Review (Phase 1)			
Policy Review (Phase 2)			
Performance Management (Interim Process)			
Performance Management (Design New Process)			
Utilise Apprenticeship Levy			
Promote Apprenticeship Levy			
Data Integrity / MI - Access to HR System			
Data Integrity / MI - Review and Correct Data			
Training & Development Plan			
Review Payroll Provision			
Launch Shared Cost AVC			

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