APPENDIX 1

People & HR
Quarter 1 Update

Delivery • Impact • Progress • Priorities

Quarter 1 at a glance

Strong operational delivery was maintained alongside strategic work to strengthen leadership capability, employee wellbeing, workforce planning and the digital foundations of People & HR.

My contribution, My reward

Operational delivery remained strong while workforce readiness, employee experience, and governance were strengthened.

560+
Managers prepared for Ambition 25

1,000+
Service Desk tickets resolved

140+
Resourcing campaigns supported

EMPLOYEE EXPERIENCE

Onboarded apprentices, graduates and work experience students, supported by corporate induction, New Starter Breakfasts, Lunch & Learns and volunteering.

MANAGER READINESS

Delivered Ambition 25 readiness training and continued workforce planning with HR Business Partners, alongside ongoing Employee Relations advice.

OPERATIONAL PERFORMANCE

Maintained high-volume HR delivery, supported resourcing activity and continued work to reduce salary overpayments and strengthen payroll controls.

SERVICE QUALITY

Consistently high manager and candidate satisfaction, with achievements recognised internally and through People Award nominations.

KEY TAKEAWAY

High-volume operational delivery continued while manager readiness, workforce planning and payroll controls were strengthened.

My Wellbeing – My Belonging

A more joined-up, preventative wellbeing offer is being developed, with stronger collaboration and more sustainable ways of working.

500+
Colleagues engaged during Volunteers Week

EAP
Promote the use of the Employee Assistance Program

Q2
In Q2 focus on early workplace resolution

JOINED-UP SUPPORT

Closer working with Employee Relations is enabling a more proactive approach to wellbeing and earlier resolution of workplace issues. Provide well-being support for employees affected by organisational change.

SERVICE SUSTAINABILITY

A continued focus on wellbeing and belonging will help create a supportive and inclusive working environment, strengthening engagement, resilience and connection across People & HR and supporting a sustainable, high-performing service.

CONNECTION AND DEVELOPMENT

An internal coaching network, LEAP volunteering opportunities and team challenges strengthen development and connection.

ONE TEAM APPROACH

Knowledge sharing, celebration of success and cross-team support continue to reinforce One Team, One Voice, One Goal.

KEY TAKEAWAY

Demand is increasing; the team is improving efficiency and collaboration while identifying additional bandwidth for Quarter 2.

Trustworthy Leadership

Foundations are being put in place for a clearer, more consistent and development-focused approach to people management.

LIVE	IN DESIGN	IN DEVELOPMENT
Mandatory manager training	New manager induction	A new Performance management framework

MANAGER CAPABILITY

Mandatory training for people managers has launched, creating a consistent baseline for effective people management.

NEW MANAGER EXPERIENCE

Planning has started for a manager induction programme focused on the knowledge, skills and confidence needed from day one.

PERFORMANCE MANAGEMENT

Development is under way to a new performance management framework designed to support growth and organisational performance.

CLARITY AND INSIGHT

Ask HR integration, process clarity and improved management reporting to support consistent decision-making.

KEY TAKEAWAY

Quarter 1 established the core building blocks for stronger leadership capability and a more consistent manager experience.

My Talent and Development

Learning activity is building organisational capability, strengthening leadership pipelines and supporting fair, confident decision-making.

LEVEL 6
Manager apprenticeship programme

NEW
HR Senior Leadership Team shadowing opportunities

REFRESHED
Recruitment & selection course

CURRENT PRACTICE

Employment law updates drawing on CIPD and ACAS guidance help managers and HR colleagues stay informed and compliant.

PROFESSIONAL CAPABILITY

Internal training and knowledge-sharing are improving consistency of practice and encouraging collaboration across People & HR.

LEADERSHIP PIPELINE

SLT shadowing and the Level 6 Apprenticeship programme are broadening leadership exposure and development opportunities.

COACHING CULTURE

The internal coaching network provides colleagues with opportunities to access coaching, share experience, and support professional growth.

KEY TAKEAWAY

A broader development offer strengthens leadership capability, professional practice and internal career development.

Building Brilliant Basics

Core HR services are becoming more efficient, controlled and data-led through system improvement, automation and stronger governance.

SAPphire	WCP	NEW
Functionality enhancements	Workforce Control Panel progressing	Case management system implementation

DIGITAL FOUNDATIONS

SAPphire enhancements are improving the systems and processes underpinning the employee lifecycle.

WORKFORCE OVERSIGHT

The Workforce Control Panel is improving visibility of workforce activity, budget management, and supporting more informed planning and decisions.

COMPLIANCE AND GOVERNANCE

Disclosure & Barring Services and Right to Work audits; policy implementation and process reviews continue to strengthen statutory compliance and consistency.

EFFICIENCY AND INSIGHT

Ask HR integration, automated notifications, workflow improvements, and stronger KPI reporting are reducing manual effort and increasing transparency.

NEW CASE MANAGEMENT SYSTEM

New case management software since early 2026, Collaboration across Occupational Health, Legal, L&D and Policy will strengthen capability and upskill HR colleagues, managers and institutions, equipping them to confidently and consistently apply effective Employee Relations practice.

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KEY TAKEAWAY

Digital and process improvements are creating a more resilient, transparent and customer-focused HR Operations service.