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*Head of Democratic and Legal
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MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 13 JULY 2011
TIME : 3.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillors C Woodward (Chairman), P Ballam, Mrs D Hone, J Ranger,
P Ruffles, A Warman and N Wilson

Substitutes

Conservative Group: Councillors
Liberal Democrat Group: Councillor

*(Note: Substitution arrangements must be notified by the absent Member
to Democratic Services 24 hours before the meeting)*

**CONTACT OFFICER: LORRAINE
BLACKBURN**

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PERSONAL AND PREJUDICIAL INTERESTS

1. A Member with a personal interest in any business of the Council who attends a meeting of the Authority at which the business is considered must, with certain specified exemptions (see section 5 below), disclose to that meeting the existence and nature of that interest prior to the commencement of it being considered or when the interest becomes apparent.
2. Members should decide whether or not they have a personal interest in any matter under discussion at a meeting. If a Member decides they have a personal interest then they must also consider whether that personal interest is also prejudicial.
3. A personal interest is either an interest, as prescribed, that you must register under relevant regulations or it is an interest that is not registrable but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of the Council more than it would affect the majority of inhabitants of the ward(s) affected by the decision.
4. Members with personal interests, having declared the nature of that personal interest, can remain in the meeting, speak and vote on the matter unless the personal interest is also a prejudicial interest.
5. An exemption to declaring a personal interest applies when the interest arises solely from a Member's membership of or position of general control or management on:
 - any other body to which they have been appointed or nominated by the authority
 - any other body exercising functions of a public nature (e.g another local authority)

In these exceptional cases, provided a Member does not have a prejudicial interest, they only need to declare their interest if they speak. If a Member does not want to speak to the meeting, they may still vote on the matter without making a declaration.

6. A personal interest will also be a prejudicial interest in a matter if all of the following conditions are met:
 - the matter does not fall within one of the exempt categories of decisions
 - the matter affects your financial interests or relates to a licensing or regulatory matter
 - a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.

7. Exempt categories of decisions are:
 - setting council tax
 - any ceremonial honour given to Members
 - an allowance, payment or indemnity for Members
 - statutory sick pay
 - school meals or school transport and travelling expenses: if you are a parent or guardian of a child in full-time education or you are a parent governor, unless it relates particularly to the school your child attends
 - housing; if you hold a tenancy or lease with the Council, as long as the matter does not relate to your particular tenancy or lease.

8. If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that interest and its nature as soon as the interest becomes apparent to you.

9. If you have declared a personal and prejudicial interest, you must leave the room, unless members of the public are allowed to make representations, give evidence or answer questions about the matter, by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose. However, you must immediately leave the room once you have finished or when the meeting decides that you have finished (if that is earlier). You cannot remain in the public gallery to observe proceedings.

AGENDA

1. Apologies

To receive apologies for absence

2. Minutes (Pages 7 - 14)

To receive the Minutes of the meeting held on 31 May 2011.

3. Declarations of Interest

To receive any Member's Declaration of Interest and Party Whip arrangements.

4. Chairman's Announcements

5. Annual Governance Statement (Pages 15 - 38)

6. Corporate Training Review (Pages 39 - 52)

7. Equal Pay Audit (Pages 53 - 62)

8. Job Evaluation (Pages 63 - 78)

9. Turnover Report (Pages 79 - 90)

10. Disturbance Policy (Pages 91 - 104)

11. Staff Car Parking (Pages 105 - 126)

12. Local Joint Panel - Minutes of the meeting: 14 June 2011 (Pages 127 - 134)

(Members are asked to bring to the meeting a copy of the Local Joint Panel agenda for the meeting held on 14 June 2011).

13. Health and Safety at Work Act 1974

14. Urgent Business

To consider such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration and is not likely to involve the disclosure of exempt information.

15. Date of Next Meeting

12 October 2011 at Wallfields, Pegs Lane, Hertford.

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MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD
IN THE ROOM 28, WALLFIELDS,
HERTFORD ON TUESDAY 31 MAY 2011,
AT 3.00 PM

PRESENT: Councillor C Woodward (Chairman)
Councillors P Ballam, Mrs D Hone, J Ranger,
P Ruffles and N Wilson

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Committee Secretary
Emma Freeman	- Head of People and Organisational Services
Anne Freimanis	- Chief Executive

55 APPOINTMENT OF VICE CHAIRMAN

The Chairman sought nominations for the appointment of a Vice Chairman. It was moved by Councillor N Wilson and seconded by Councillor D Hone, that Councillor J O Ranger be appointed as Vice Chairman for the Civic Year.

RESOLVED – that Councillor J O Ranger be appointed as Vice Chairman for the Civic Year 2011/12.

56 CHAIRMAN'S ANNOUNCEMENTS

The Chairman referred to the sad loss of Councillor D Peek who had previously been the Chairman of Human Resources Committee and referred to his valuable contribution to the work of the Committee.

The Chairman sought nominations for the appointment of a Vice Chairman. It was moved by Councillor N Wilson and seconded by Councillor D Hone, that Councillor J Ranger be appointed as Vice Chairman for the Civic Year.

RESOLVED – that Councillor J O Ranger be appointed as Vice Chairman for the Civic Year 2011/12.

57 MINUTES

The Chairman referred to his previous concerns about corporate induction levels. He noted that there would be a report on this issue to Human Resources Committee on 13 July 2011.

RESOLVED – that the Minutes of the Human Resources Committee meeting held on 12 January 2011 be confirmed as a correct record and signed by the Chairman.

58 HUMAN RESOURCES QUARTERLY PERFORMANCE REPORT - MAY 2011

The Head of People and Organisational Services submitted a report updating Members on the quarterly performance of a number of people management issues. These were set out in Essential Reference Paper “B” attached to the report now submitted. She explained that a more detailed report would be presented to Members on 13 July 2011.

Updates were provide in relation to:-

- Resourcing;
- Learning and Development
- Policies
- Equalities and Diversity
- C3W Delivery
- Cycle to Work Scheme

The Chairman referred to the issue of car parking and whether those matters relating to staff remaining at Bishop’s Stortford could also be addressed. He referred to the “Pool Car” arrangement in operation at the County Council. The Head of People and Organisational Services explained that these matters would be considered by the “Green Policy

Group". She said that she would discuss the car sharing initiative with the Environmental co-ordinator.

In response to a query from Councillor P Ballam regarding the Cycle to Work Scheme, the Head of People and Organisational Services provided an explanation of how the Government supported scheme worked and the Council's role.

Councillor P Ruffles referred to Equalities and Diversity initiatives and stated that there were problems in East Hertfordshire in relation to loneliness and isolation and how these issues were difficult to address when there was no community to help. He referred to the established Polish and Portuguese communities in the area. He questioned what could be done to communicate with these groups. The Chairman referred to the useful information contained in Ward Profiles. He acknowledged that there were issues around rural isolation, but felt that these were centred around transport and of the difficulties this might cause in relation to accessing jobs. The Chief Executive explained that the Council worked via the CVS (Community Voluntary Service) and a range of groups to address issues including isolation and on areas of specific concern.

Councillor J Ranger was concerned about the return rate of performance reviews (73%) and the objectives set (67%) adding that this figure should be in the 90s. The Head of People and Organisational Services explained that in 2009/10, this figure had been in the 90s, but had dipped last year adding that this was around the time of the review of the Terms and Conditions. The HR team continued to push managers for this information. Councillor J Ranger stated that staff should see the value in the PDR process and be proactive in its application and manage themselves. He suggested that if staff should see the benefit of the process supported by a demanding culture, then this might create a change in mindset.

Councillor N Wilson queried whether this low return was attributable to a lack of motivation in the public sector. The

Chairman referred to the Revenues and Benefits return of PDRS which stood at 94.7%. The Head of People and Organisational Services stated that Officers were endeavouring to embed this view within policies and the culture. She explained that there were staff who insisted that that PDR meetings be arranged and valued the time to air their views. HR staff would continue to push and highlight the benefits of the process. It was acknowledged that PDRs were not just about the positives, but that sometimes there were negative issues about performance which might need to be discussed and which might necessitate further training for managers in handling such issues.

The Chairman referred to the issue of resourcing, the Future Jobs Fund and the use of apprenticeships within the Council. He queried whether progress had been made in asking external contractors to use apprentices. The Head of People and Organisational Services undertook to provide further information on the Future Jobs Fund separately. She explained that the Council was using apprenticeships, one such apprentice from Hertford College had been offered a permanent post recently. She undertook to seek further information from the Head of Environmental Services regarding their use by external contractors.

Members received the report.

RESOLVED – that the report be noted.

59 PROBATION POLICY

The Head of People and Organisational Services submitted a report on a revised Probationary Policy. A review had been completed in November 2010 to establish how effective the probationary period was, how it was used by Managers and to establish best practise. As a result, the new policy had introduced a six month probationary period for all new staff reduced to three months for staff on secondment or a fixed term contract. The policy also provided clearer guidance for managers in its application. The new policy supported the current PDR process.

The Head of People and Organisational Services explained that the probationary period could be extended in exceptional circumstances e.g. for dealing with performance issues or training purposes. In response to a query by Councillor J Ranger about the impact the new policy might have for the HR team, the Head of People and Organisational Services confirmed that she did not foresee HR Officers becoming involved in every meeting involving a performance issue as this would be managed by the Head of Service. The situation would be monitored and HR would become involved where necessary.

In response to a query from Councillor P Ballam regarding how the policy might affect probationary staff with a serious illness, the Head of People and Organisational Services stated that these matters would be considered in the context of a review of the policy. Councillor N Wilson stated that incidents such as a serious accident might impact on a member of staff's performance and this needed to be given due consideration.

Councillor J Ranger referred to Essential Reference Paper "C" attached to the report now submitted and suggested that under Key Objectives the word "development" be amended to "consideration". This was supported.

Members approved the Probationary Policy as amended.

RESOLVED – that the Probationary Policy, as amended be approved.

60 SECONDMENT POLICY

The Head of People and Organisational Services submitted a report which incorporated a number of revisions to the Secondment Policy following a review of the policy in November 2010 and following an increase in the use of secondments. There had been a need to provide clearer guidance to Managers who had raised issues about the level of paperwork, who completed the PDR process and signed off

absences from work. The revised policy was set out in Essential Reference Paper “B” attached to the report now submitted. The Head of People and Organisational Services outlined the content of the revised policy.

The Chairman referred to the need to keep in touch with members of staff who were on external secondments and of issues around training. The Chief Executive suggested that paragraph 5.2.1 be amended by the deletion of the words “Local Government Organisation” and the insertion of “Public Sector Organisation”. These issues were supported.

The Head of People and Organisational Services explained the PDR process and how it aimed to provide a basis for managing an individual’s career prospects and how this might link in to external secondments. Councillor J Ranger confirmed that many large organisations were increasingly using secondments in the current economic climate, rather than lose key staff, as this widened their knowledge and was of benefit to both the employee and employer. The Chief Executive confirmed that there was liaison on secondment possibilities between Chief Executives.

In response to a query by Councillor J Ranger on the Council’s view of employees being seconded to voluntary bodies, particularly in the light of the fact that some voluntary bodies were taking on some of the services provided by Local Authorities, the Head of People and Organisational Services confirmed that no member of staff had taken an external secondment to a voluntary body. The Chief Executive explained that a business case would have to be developed on how this would benefit the Council.

In response to a query from Councillor P Ruffles regarding UNISON’s view of secondments elsewhere, the Chief Executive confirmed that it would be for UNISON to determine but usually they had looked at secondments favourably.

The Chairman suggested that the Employees / Secondees’ responsibilities, paragraph 7.3, should be amended to reflect that the onus was on them to keep in touch with the Council.

This was supported.

Councillor J Ranger referred to the increasing use of mentoring throughout the SE Region and suggested that this was something that the Council might wish to think about. The Head of People and Organisational Services confirmed that the Council did carry out a lot of informal mentoring adding that a report would be submitted to Human Resources Committee at some future point on this issue.

Members approved the Secondment Policy as amended.

RESOLVED – that (A) the Second Policy as amended be approved;

(B) paragraph 5.2.1 be amended by the deletion of “Local Government” and the insertion of “Public Sector”;

(C) paragraph 7.3 be amended to include an explanation that the onus should be on the employee to keep in contact with the Council; and

(D) the report be amended to emphasise the need for the Council to keep in touch with staff who are externally seconded and on issues around training.

61 LOCAL JOINT PANEL - MINUTES OF THE MEETINGS
HELD ON 19 JANUARY 2011 AND 15 MARCH 2011

Members noted the Minutes of the Local Joint Panel meeting held on 19 January and 15 March 2011.

RESOLVED – that the minutes of the Local Joint Panel meetings held on 19 January and 15 March 2011 be noted.

The meeting closed at 4.10 pm

Chairman
Date

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 13 JULY 2011

REPORT BY THE LEADER OF THE COUNCIL

DRAFT 2010/11 ANNUAL GOVERNANCE STATEMENT

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- This report presents the draft 2010/11 Annual Governance Statement at **Essential Reference Paper 'B'**. The Audit Committee meeting on 12 July 2011 considered the statement and it is submitted to this Committee as part of the wider consultation process.

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:</u>	
either	
(A)	that Members comments be submitted to Audit Committee:
	or
(B)	Audit Committee be advised that this Committee has no comments on the content of the document.

1.0 Background

1.1 The Annual Governance Statement is necessary to meet the requirements set out in the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006.

2.0 Report

2.1 Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, used economically, efficiently and effectively.

2.2 Council should undertake regular, at least annual, reviews of its governance arrangements by means of an Annual Governance

Statement, to ensure continuing compliance with best practice. It is important that such reviews are reported both within the Council, to the Audit Committee and externally with the published accounts, to provide assurance that:

- governance arrangements are adequate and operating effectively in practice, or
- where reviews of the governance arrangements have revealed gaps, action is planned that will ensure effective governance in the future.

2.3 The process of preparing the governance statement should itself add value to the corporate governance and internal controls framework of the Council.

2.4 A governance statement should include the following information:

- an acknowledgement of responsibility for ensuring there is a sound system of governance (incorporating the system of internal control);
- an indication of the level of assurance that the systems and processes that comprise the Council's governance arrangements can provide;
- a brief description of the key elements of the governance framework, including reference to group activities where those activities are significant;
- a brief description of the process that had been applied in maintaining and reviewing the effectiveness of the governance arrangements, including some comment on the role of:
 - the Council
 - the Executive
 - the Audit Committee/ overview and scrutiny function/ Standards Committee
 - Internal Audit
 - other explicit review/ assurance mechanisms, and
- an outline of the actions taken, or proposed, to deal with significant governance issues.

2.5 It is important to recognise that the governance statement covers all significant corporate systems, processes and controls, spanning the whole range of the Council's activities, including in particular those designed to ensure that:

- the authority's policies are implemented in practice;
- high quality services are delivered efficiently and effectively;
- the authority's values and ethical standards are met;
- laws and regulations are complied with;
- required processes are adhered to;
- financial statements and other published performance information are accurate and reliable;
- human, financial, environmental and other resources are managed efficiently and effectively.

3.0 Implications/Consultations

3.1 Appropriate Consultations have taken place with senior Council Officers. Members of the Executive and Committee Chairmen have also been given the opportunity to contribute to the process. The intention is to consult with Members of the Audit Committee, the Human Resources Committee, the Corporate Business Scrutiny Committee, Corporate Management Team and the Executive before bringing back a final Annual Governance Statement to Audit Committee on 21 September 2011. The External Auditor has also been consulted. Information on corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers:

Draft Annual Governance Statement 2010/11- Audit Committee 12 July 2011.

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Leader of the Council

Contact Officer: Anne Freimanis
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Director of Internal Services - Ext 1406

Simon Drinkwater
Director of Neighbourhood Services - Ext 1405

Chris Gibson
Internal Audit and Business Improvement Manager -
Ext 2073

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	No public or partner consultations were required during the preparation of this report.
Legal:	There are no additional legal implications to those already contained in this report.
Financial:	There are no additional financial implications to those already contained in this report.
Human Resource:	There are no additional human resource implications to those already contained in this report.
Risk Management:	There are no additional risk management implications to those already contained in this report.

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DRAFT ANNUAL GOVERNANCE STATEMENT 2010/11 AND
ACTION PLAN 2011/12

Scope of responsibility

East Hertfordshire District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, including arrangements for the management of risk.

The Council has approved and adopted a local code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government' (CIPFA 2007).

This statement explains how the Council has complied with the code and also how it meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of a statement on internal control.

Further copies of this statement are available on the Council's website www.eastherts.gov.uk/, alternatively paper copies can be obtained from:

East Hertfordshire District Council
Director of Internal Services
Wallfields
Pegs Lane,
Hertford
SG13 8EQ

The purpose of the governance framework

The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and by which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. Controls cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify risks to the achievement of the council's policies, aims and objectives. It evaluates the likelihood of those risks being realised and the impact should they be realised, and it prioritises and manages them efficiently, effectively and economically.

The governance framework described below has been in place at the Council for the year ended 31 March 2011 and up to the date of approval of the statement of accounts.

The Governance Framework

The Council’s governance framework derives from the six core principles identified by the Independent Commission on Good Governance in Public Services – a commission set up by the Chartered Institute of Public Finance and Accountancy (CIPFA), and the Office for Public Management. The Commission used work done by, amongst others, Cadbury (1992), Nolan (1995) and CIPFA/SOLACE (2001). These principles were adapted for application to local authorities and published by CIPFA in 2007.

The six core principles are:

- a. focusing on the purpose of the Council and on outcomes for the community and creating and implementing a vision for the local area;
- b. Members and officers working together to achieve a common purpose with clearly defined functions and roles;
- c. promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
- d. taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- e. developing the capacity and capability of Members and officers to be effective; and
- f. engaging with local people and other stakeholders to ensure robust public accountability.

The key elements of East Herts Council’s application of each of these core principles are as follows:

a) Focusing on the purpose of the Council and on outcomes for the community and creating and implementing a vision for the local area

The Sustainable Community Strategy outlines the vision, aims and priority themes for the district. It was produced in conjunction with the East Hertfordshire Local Strategic Partnership, which brings together all relevant stakeholders, including those that deliver services in the area.

The Council’s aims and objectives are set out in the annually updated Corporate Strategic Plan. This contains five priorities (which are currently under review), plus related aims and objectives. The Corporate Strategic Plan sets out what the Council expects to deliver over the next four years and, in many cases, beyond this timeframe. The details of how the Council will get there are incorporated in the individual service plans. The Plan will be updated each year to include new service developments and to remove actions once they are completed. The Plan sets the direction for the financial planning of the Council based on the Council’s priorities.

The Executive receives the Medium Term Financial Strategy covering a four-year period, which is used to set initial parameters for the coming budget process to ensure that spending proposals are affordable and sustainable over the medium term.

Essential Reference Paper “B”

The diagram below sets out the various links in the process of establishing and subsequently monitoring the achievement of the Council’s ambitions. It shows the links between the Sustainable Community Strategy and Corporate Strategic Plan which then feed into, and are informed by, service plans, service targets and individual employees via specific areas of responsibility allocated to them.



The Council has an effective performance management framework using a dedicated IT system to record and report performance. The system is driven by the Service Plans which focus on activities that will deliver the Council’s ambitions and priorities. This is cascaded through individual employee appraisals.

This process monitors how the Council is meeting its targets and triggers corrective actions where targets are proving challenging.

The Council’s Executive and its Scrutiny Committees monitor and scrutinise progress against targets and performance in priority areas affecting relevant service areas, and consider and approve corrective action where necessary. For ease of interpretation performance graphs are reported. There are reports which include the results of monthly and quarterly budget monitoring reports covering the revenue expenditure, capital projects, key performance indicators and absence monitoring.

The monitoring process has enabled the Council to concentrate on areas which require particular attention.

The Council is therefore able to monitor all key measures on a monthly basis and respond quickly and effectively to changes at an early stage.

The Council maintains an objective and professional relationship with external auditors and statutory inspectors, as evidenced by the Annual Audit Letter.

Through reviews by external auditors, external agencies, Internal Audit, and internal review teams, the Council constantly seeks ways of securing continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness in the use of resources. The Council has regularly reviewed Financial Regulations and has adopted new Procurement Regulations from November

Essential Reference Paper “B”

2010 to ensure proper arrangements are in place for procurement of goods and services.

All budget cost centres are allocated to a named post holder, who is responsible for controlling spend against those budgets, and who is also responsible for maximising the benefits from assets used in the provision of their service.

b) Members and officers working together to achieve a common purpose with clearly defined functions and roles

The Council has adopted a constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure these are efficient, transparent and accountable to local people.

As required by the Local Government and Public Involvement in Health Act 2007, East Hertfordshire District Council drew up proposals for new arrangements for the discharge of its executive functions, to take effect immediately after the Council elections in May 2011.

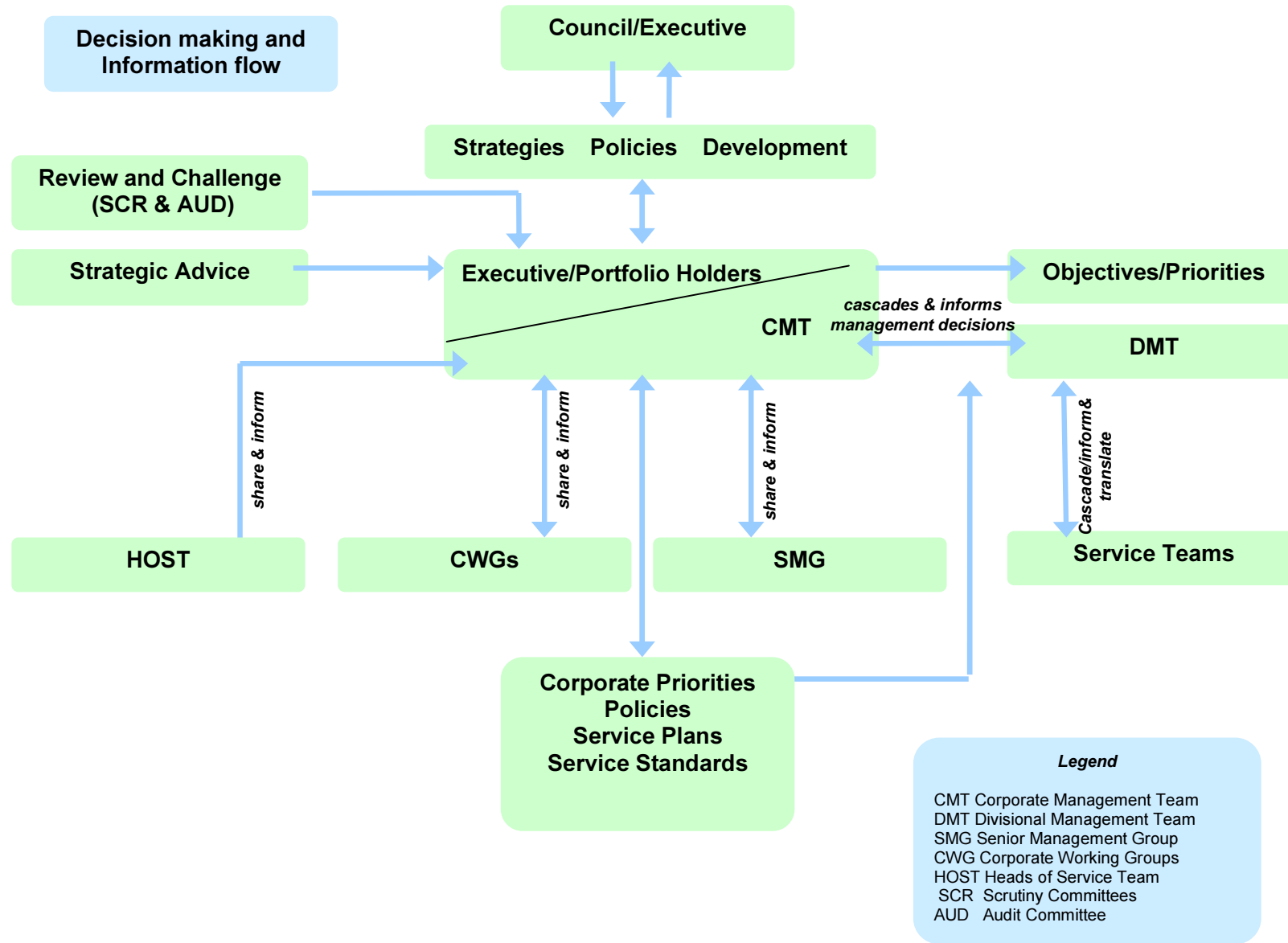
These proposals followed public consultation by the Council on the two broad options for new executive arrangements allowed by the 2007 Act (Leader and Cabinet Executive; and Mayor and Cabinet Executive).

The Council adopted the Leader and Cabinet Executive model. The main features are:

- The Council’s Executive consists of a Leader and between two and nine other Councillors.
- The Leader is elected by full Council (initially at its annual meeting in May 2011) and will hold office until his term as Councillor has expired.
- The other Executive Members will be appointed by the Leader who will decide their portfolios and also which executive functions will be discharged by full Executive, any of its Committees or any individual Executive Member or officers.
- There are currently five Councillors on the Executive.

The Council’s Corporate Management Team (CMT) consisting of the Chief Executive, Directors and the Head of People and Organisational Services meets on a fortnightly basis to develop policy issues commensurate with the Council’s aims, objectives and priorities. CMT also considers internal control issues, including risk management, performance management, compliances, efficiency and value for money, and financial management. Members of CMT meet with Portfolio Holders on a monthly basis to review progress in achieving the Council’s ambitions, priorities for action, budget monitoring, performance management and forward planning for major issues. CMT has a corporate responsibility for the messages that the Council produces, both internally and externally.

Below CMT the management structure is well defined. The chart below indicates how decisions are implemented and cascaded:



Essential Reference Paper “B”

The Senior Management structure review is currently underway in order to implement the cost savings agreed within the Medium Term Financial Plan. The reduction in management capacity will require senior management to undertake more operational responsibilities. There will be a reduction in capacity of more senior officers to respond to enquiries. Focus will be on key activities.

The Council has adopted a number of codes and protocols that will govern both Member and officer activities. These are:

- Members’ Code of Conduct
- Officers’ Code of Conduct
- Members’ Planning Code of Good Practice
- Member/Officer Relations Protocol

c) Promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behaviour

It is the function of the Monitoring Officer to ensure compliance with established policies, procedures, laws and regulations. After consulting the Chief Executive and Section 151 Officer he will report to the full Council if he considers that any proposal, decision or omission would give rise to unlawfulness or maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

Under Section 5 of the Local Government and Housing Act 1989 it is the duty of the Council’s Monitoring Officer to report to Council if it appears that the Authority, a Committee or Officer of the Authority has made a decision which is contrary to law. There were no reports made during 2010/11.

The Council has responsibility for responding to Freedom of Information Requests (FOI) promptly and within 20 working days. It has not always been possible to respond to all requests within this timescale.

The Council has taken action to improve its speed of response to FOIs. An important element of that plan is to shift the Council from waiting for FOI requests to proactively reducing the need for individuals to request information by making a wider range of information more easily available through the Council’s website. This will include designing improvements to the website front page and more clearly signposting enquirers to the most used information. An action plan to better facilitate easy access to information and the management of freedom of information has been agreed.

The Council recognises that expenses of politicians have come under serious scrutiny. The current Members Allowances scheme is published in the Constitution. A new Independent Remuneration Panel was established and its recommendations for Members Allowances in 2011/12 were considered by Council in February 2011. The review of 2012/13 allowances by the Panel will commence in Autumn 2011.

All Council services are delivered by trained and experienced people. All posts have a detailed post profile and person specification. Training needs are identified through the Personal Development Review Scheme and addressed via the Human Resources service and/or individual services as appropriate.

Essential Reference Paper “B”

The Council achieved re-accreditation for a further three years from April 2009 under the Investors in People Standard, which is a quality framework to ensure that the Council's employees have the right knowledge, skills and motivation to work effectively.

The financial management of the Council is conducted in accordance with the Constitution and with Financial Regulations. The Director of Internal Services is the statutory Chief Finance Officer in accordance with Section 151 of the Local Government Act 1972.

The Council has a Treasury Management Strategy Statement and Annual Investment Strategy in place. Investments are made in accordance with the Council's approved policy. All investment transactions and transfers undertaken in house are supported by appropriate documentation and are properly authorised. External fund managers are subject to strict regulation by the FSA. The Portfolio holder and the Leader of the Council receive regular updates from the Director of Internal Services. The Chairman of the Audit Committee and Chairman of Corporate Business Scrutiny Committee are invited to participate in review meetings with Fund Managers.

The Council maintains an Internal Audit section, which operates to the standards set out in the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom 2006. An Anti-Fraud and Anti-Corruption Strategy and a Disclosure (Whistleblowing) Code are in place. A Whistleblowing hotline and email facility operates and has been well publicised. All staff received Annual Declaration Letters with their February 2011 payslips. The Council has adopted a policy on Bribery during the last year. The Council does not tolerate bribery committed by Council employees or its contractors or partners and will take consistent and swift action against those persons committing bribery.

Individual services have produced Service Plans that are updated each year so that services know what they are required to do to achieve the Council's priorities and ambitions.

At individual employee level the Council has established a Personal Development Review Scheme so as to jointly agree individual employee objectives and identify training and development needs. The Scheme provides for a mid-year review as well as an annual appraisal at which past performance is reviewed.

d) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

The Council has several committees which carry out regulatory or scrutiny functions. These are:

- Overview and Scrutiny committees (Corporate Business Scrutiny, Community Scrutiny and Environment Scrutiny) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions, developing the capacity and capability of members and officers to be effective.
- Audit Committee provides assurance about the adequacy of internal controls, financial accounting and reporting arrangements, and that effective risk management

Essential Reference Paper “B”

is in place. Its work is intended to enhance public trust in the corporate and financial governance of the council;

- Development Control Committee determines planning applications and related matters;
- Licensing Committee monitors and reviews the effectiveness of the Council’s licensing policy and procedures;
- The Human Resources Committee’s functions relate to all aspects of the Council’s role as an employer. This includes the monitoring and strategic overview of Human Resources activities.
- Standards Committee promotes, monitors and enforces probity and high ethical standards amongst the Council’s Members, and this extends to having the same responsibility for all town and parish councils within the District;

The Council has data protection policies and a data sharing protocol in place to ensure that personal data is maintained securely and used correctly.

The Risk Management Strategy defines risk management, explains the benefits of a strategic approach, outlines how it will be implemented, identifies roles and responsibilities and formalises the process. The Strategy sets out the links between risk management, emergency planning and business continuity. It recognises that risk management is a key part of the management of projects and partnerships.

The Strategy highlights how risk management supports strategic planning, financial planning, policy making and review and performance management.

The Corporate Management Team is responsible for ensuring that the key risks on the strategic risk register are managed. Strategic and service risk registers are reviewed on a quarterly basis. Risks will be amended so that they reflect the current situation, obsolete risks deleted and new risks added. This will ensure that the risk register and the resulting risk mitigation measures are appropriate for corporate objectives and services.

Risk management reporting arrangements are included which describe the roles and responsibilities of Members and officers. Members have received risk management training.

A new Strategic Risk Register was developed with assistance from Zurich Management Services Ltd. New operational risks have also been developed. The Council also has a Partnership Protocol in place.

The Council is one of four partners in the Stevenage CCTV Partnership. The structure of the partnership is being reviewed. This review will include the governance arrangements.

e) Developing the capacity and capability of Members and officers to be effective

The Council plans and provides training for members in carrying out their roles effectively including their responsibilities for governance, challenge, scrutiny and review.

During 2010/11 Councillors attended the following scrutiny related events:

- Implications of New Government

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- Data Quality
- Covalent training (Performance Management software)
- Questioning for Scrutiny
- CfPS Parliamentary Seminars
- Assessing the Quality of Evidence
- Big Society Learning Network meetings delivered by Local Government Information Unit.
- Programme and Project Management
- Information Governance
- Pension Assets and Liabilities
- Anti-Fraud arrangements and fraud awareness
- Risk Management
- Commuted Sums.

The Members' Corporate Training Plan for 2011/12 provides training in the following areas relating to scrutiny:

- Development Control Committee training.
- IT Training
- Covalent Training
- Web pages and Web casting
- Effective Scrutiny
- Charing Meetings
- Licensing Training
- Council Budgets
- Procurement/ Health and Safety/ Shared Services

Various other training initiatives are also in the process of development to be delivered to future Scrutiny and Audit Committees.

The Council has an infrastructure in place to support members' needs in respect of ICT requirements and the Council's Democratic Services team provide advice and assistance.

Protocols have been adopted to ensure clarity of the respective roles of officers and members.

The Council's recruitment process is designed to ensure only well qualified applicants are employed and the subsequent induction process is robust so that employees are effective. The Performance Development Review process ensures individual contributions are effective in meeting corporate priorities and capability issues addressed by training. Internal communications methods and processes are reviewed to ensure staff remain well informed and their feed back is responded to. A biennial staff survey leads to action plans to improve effectiveness.

The Council reviews its organisation and capacity as part of its annual service planning to ensure its staffing is commensurate in both quantitative and qualitative terms with its business plans. The Council is committed to taking forward the shared services agenda which will ensure more effective use of scarce skills by sharing across boundaries. A Shared Internal Audit Service across Hertfordshire came into operation from June 2011

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and approval has been given to have a shared service for Revenues and Benefits with Stevenage Borough Council. Sharing ICT, HR, Exchequer and Facilities Management services with North Hertfordshire and Stevenage Councils is under active consideration.

The Council’s HR People Strategy seeks to ensure its pay and terms and conditions are adequate to attract and retain sufficient staff and to encourage staff to invest in their own development.

The Council seeks to maintain effective industrial relations to enable a high standard of service to the public to be maintained. Staff are fully consulted on proposed changes to terms and conditions. The Council engages with the trade union and staff to manage issues arising from pay settlements and changes to the organisation including the Local Joint Panel and the Human Resources Committee.

Extensive use is made of the Intra net to provide staff with ready access to learning material and best practice via a series of tool kits.

f) Engaging with local people and other stakeholders to ensure robust public accountability.

The Council encourages all members of the local communities to contribute to, and participate in, the work of the Council. The Council achieves this through various resident polls, Community Voice and budget consultation exercises, to ensure that what it is doing meets the needs of its residents. The National Place Survey which was previously introduced to replace the Best Value Performance Indicator (BVPI) survey is no longer taking place. Community Voice will not continue in its current format. Engagement events around specific issues will be considered where they provide a proportionate and cost effective model for engagement.

The Council carried out a Residents’ Survey in 2009 and Corporate Business Scrutiny Committee were presented the results on 17 November 2009, along with an action plan which incorporated the actions coming out of the 2008 Place Survey findings. Overall, both survey results recorded improvements for example:

- Satisfaction with the local area has risen from 82% in the 2006/07 BVPI Survey to 89.5 % in the Place Survey, demonstrating that the Council in partnership with other agencies is focusing and delivering on the concerns of local residents.
- Three out of five residents (61%) are generally satisfied with how the Council is running East Herts according to 2009 Residents Survey. This level of satisfaction is broadly reflected in the results from previous resident surveys.
- The percentage of residents that feel that the Council provides good value for money was relatively balanced between positive and negative in 2009 (53% and 48% respectively) and was a significantly more positive result than in 2006/07 when only 45% responded in the positive to this statement and 56% responded negatively.
- Similarly an increasing proportion of residents, responded positively to the statement that the Council is efficient and well run: 63% in 2009 Residents Survey and 61% in 2006/07.

The action plan is a monitoring tool to help the Council and its partners continue to improve. Corporate Business Scrutiny Committee monitors the action plan on an annual

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basis. The final monitoring against this action plan was presented to Corporate Business Scrutiny on 31 May 2011.

The next Residents Survey is due to be undertaken in autumn 2011. The results of this survey will be used to form the basis of the next action plan.

Alongside the surveys, the Council consults residents and local businesses through specific focus group consultation seeking to ensure representation from the wider community on the forthcoming budget proposals. For 2011/12 this took place between October and November 2010 and focused on issues such as community grants, public toilets, homelessness help, Police Community Support Officers (PCSOs), engagement and consultation and supporting businesses. Alongside focus group consultation an online budget simulator was made available for the first time in order to engage more of the East Herts population.

As a result of this consultation, it was agreed that the Council would:

- continue to support PCSOs for another year whilst we hold a community safety review
- reduce the consultation budget by £14,000
- reduce but not remove the rent deposit support for people moving into the rental market
- continue to support businesses, subsidising where necessary whilst ensuring where possible that businesses are self funding.

The Council also consults with its staff, the most recent Staff Survey being undertaken in December 2008. The Staff Survey has now become triennial and therefore the next survey is due in 2011.

The Council's Community Voice meetings engaged with the public. Information from these meetings has been used to shape the future development of our vision including future investment and service provision. As part of this process, any impact on governance arrangements has been identified and responded to appropriately. Community Voice will not continue in its current format but Engagement events around specific issues will be considered.

Individual members are active in their localities and with local groups and serve on a number of external bodies.

The Hertfordshire County LSP and the East Herts District LSP are forums for active engagement with wider stakeholders and a mutual holding to account in delivering the Community Plans. The Chairman of the Health Engagement Panel (a standing panel under Community Scrutiny Committee) has a seat on the Hertfordshire Health Scrutiny Committee.

The Council publishes an Annual Report setting out progress on its priorities in the prior year. An Annual Report on Overview and Scrutiny is also published every year.

There is a strategic approach to consultation to ensure the information returned is reliable – the Council has adopted a Consultation Toolkit setting out best practice.

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The Council’s web site is under constant review to ensure it is of a good standard and that information is easily accessed. A consultation section has been introduced so members of the public can easily access open consultations and information on closed consultations.

The Council manages freedom of information requests effectively to ensure transparency including the corporate governance arrangements. Information is made available on the website to reduce the need for requests.

Review of Effectiveness

Each year, the Council reviews its governance framework including the system of internal control. The process to be adopted for a review is detailed below:

- All Directors, Heads of Service, Members of the Executive and Chairmen of Committees given the opportunity to make contributions.
- Production of a draft Annual Governance Statement.
- Consideration by the Audit Committee.
- Consideration by the Human Resources Committee.
- Consideration by the Corporate Business Scrutiny Committee.
- Consideration by Corporate Management Team
- Consideration by the Executive
- Approval by the Audit Committee.
- Approval by full Council.

The next paragraphs give more detail regarding the actual review process, and actions undertaken during 2010/11.

The review of effectiveness is informed by the work of the Directors within the Council who have responsibility for the development and maintenance of the governance environment, the reports by the Internal Audit and Business Improvement Manager and also by comments made by the Council’s External Auditors and other review agencies and inspectorates.

The process that has been applied in maintaining and reviewing the effectiveness of the governance framework includes:

The Monitoring Officer has a duty to monitor and review the operation of the Constitution to ensure its aims and principles are given full effect. The Council reviews the Constitution regularly to incorporate any necessary changes.

The Council has three overview and scrutiny committees. The committees can establish ‘task and finish’ groups, which can look at particular issues in depth, taking evidence from internal and external sources, before making recommendations to their ‘parent’ Scrutiny Committee and on to the Executive. Four Members can “call-in” a decision which has been made by the Executive but not yet implemented, to enable it to consider whether the decision is appropriate. In addition the Corporate Business Scrutiny Committee can exercise its scrutiny role in respect of Executive functions, Scrutiny Committees will conduct regular performance monitoring of all services, with particular attention to areas identified as under-performing.

The Standards Committee

- In July 2008 the Standards Committee approved processes for local assessment of complaints to be processed. These processes have been updated.
- Assessment Sub-Committees considered eight complaints in 2010/11. No breaches of the Code were identified.

The Localism Bill

In the Localism Bill, the Government will abolish the Standards Board regime. Instead, it will become a criminal offence for Councillors to deliberately withhold or misrepresent a personal interest. A local regime will be identified by the authority.

Regulation of Investigatory Powers Act (RIPA) 2000:

The Council complies with the RIPA. The number of directed surveillance authorisations granted since April 2010 was ten of which:

- Eight authorisations were for fly-tipping.
- One authorisation was for anti-social criminal behaviour.
- One authorisation was for fly-posting.

The Audit Committee

Seven Councillors sit on the Audit Committee. The Committee's terms of reference are detailed below:

Audit Activity

1. To consider the Internal Audit and Business Improvement Manager's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements.
2. To consider summaries of specific Internal Audit reports as requested.
3. To consider reports dealing with the management and performance of the providers of Internal Audit services.
4. To consider a report from Internal Audit on agreed recommendations not implemented within a reasonable timescale.
5. To consider the External Auditor's annual letter, relevant reports and the report to those charged with governance.
6. To consider specific reports as agreed with the External Auditor.
7. To comment on the scope and depth of external audit work and to ensure it gives value for money.

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8. To liaise with the Audit Commission over the appointment of the Council's External Auditor.
9. To commission work from internal and external audit.

Regulatory Framework

10. To maintain an overview of the Council's Constitution in respect of rules of procedure relating to contracts, financial regulations and financial procedures and codes of conduct and behaviour.
11. To review any issue referred to it by the Chief Executive or a Director or any Council body.
12. To monitor the effective development and operation of risk management and corporate governance in the Council.
13. To monitor Council policies on “Confidential Reporting” and the anti-fraud and anti-corruption strategy and the Council's complaints process.
14. To oversee the production of the Authority's Annual Governance Statement and to recommend its adoption.
15. To consider the Council's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice.
16. To consider the Council's compliance with its own and other published standards and controls.
17. To review arrangements for delivering value for money.
18. To review the Council's finances including borrowing, loans, debts investments and banking arrangements.

Accounts

- To approve the annual statement of accounts. Specifically to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- To consider the External Auditors' report to those charged with governance on issues arising from the audit of the accounts.

The Audit Committee's work programme and the minutes of its meetings are public documents and are published on the Council's web site.

Internal Audit is responsible for monitoring the quality and effectiveness of systems of internal control. A risk model is used to formulate a 3-year plan, from which the annual workload is identified. The reporting process for Internal Audit requires a report of each audit to be submitted to the relevant chief officer and service manager. The report includes recommendations for improvements that are included within an action plan (and graded as high, medium or low risk). This requires agreement or rejection by relevant

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chief officer and/or service manager. The process includes follow-up reviews of recommendations to ensure that they are acted upon, usually within six months. All Internal Audit reports include an opinion on the quality and effectiveness of internal control within the Council’s systems, and an assessment in accordance with quantification and classification of internal control level definitions.

Substantial assurance	All required controls are in place and functioning correctly, performance indicators are good and no errors were detected during the period of review.
Good assurance	All major controls are in place, some minor controls may be absent or have faltered, performance indicators are good and no errors were detected during the period of review.
Adequate assurance	Major controls are in place, some minor controls may be absent or have faltered, performance indicators suggest no problems and no significant errors were detected during the period of review.
Limited assurance	Major controls have failed or are absent and/or major errors have been detected during the period of review.

Direction of travel statements in respect of any change of audit opinion since the previous review are also contained within all audit reports.

All Internal Audit reports are circulated to members of the Audit Committee and the progress reports on the work of Internal Audit address issues arising from these ratings. The Internal Audit and Business Improvement Manager has a direct reporting line to the Director of Internal Services.

The Internal Audit and Business Improvement Manager’s 2010/11 Annual Report has confirmed that the overall level of assurance awarded for systems reviewed is “good”. This represents an unchanged direction of travel. During 2010/11 the Internal Audit team assigned substantial assurance to eight areas, good assurance to twelve areas, adequate assurance to three areas and a limited assurance to IT Procurement.

The Internal Audit service is subject to regular inspection by the Council’s External Auditors who place reliance on the work carried out by the section. External Audit have recently concluded that “the Internal Audit service continues to provide an independent and satisfactory service to the Council and that we can take assurance from their work in contributing to an effective internal control environment at the Council”. Their review of files confirmed that “no issues were identified with internal audit’s work and these (files) were produced to a high standard”

The Hertfordshire Shared Internal Audit Service has taken on responsibility for delivery of the Internal Audit Plan from 1 June 2011. The Shared Internal Audit Service (SIAS) will also deliver a service to Hertfordshire County Council, Hertsmere Borough Council, North Hertfordshire District Council, Stevenage Borough Council and Welwyn Hatfield Borough Council. The three main drivers for this partnership are seen as providing greater resilience, higher levels of performance and greater efficiencies.

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The SIAS will in future give one of five levels of assurance: Full, Substantial, Moderate, Limited or No Assurance.

For performance management, a traffic light monitoring and reporting system is in place. Performance data is reported to the Scrutiny committees on a frequent basis, with corrective action plans put in place for any under-performing areas.

In January 2010 the Audit Committee received a report from the External Auditor on the Council’s arrangements for audit and scrutiny. The report concluded that the Council had developed the scrutiny function since 2007 and that the Audit Committee had improved its effectiveness. The level of scrutiny at East Herts is considered similar to other councils audited by the External Auditor and “the commitment to scrutiny is strong and well supported by officers”. Arising from this report an Action Plan was agreed and six monthly progress reports were presented to Audit Committee during the period November 2009 to November 2010. This action plan is now deemed to have been completed. An evaluation of the scrutiny of C3W is scheduled for Corporate Business Scrutiny Committee to consider in November 2011.

External Audit identified audit risks in their Audit Plan 2010/11 as Accounting under IFRS, Financial performance pressures, revaluation of fixed assets and the C3W project. They have not identified any new risk areas in their Accounts Audit Approach Memorandum in June 2011.

The most significant areas where the self assessment has highlighted further development is needed are set out below. Given the previously highlighted situation of constrained resources, focus has been placed on identifying only significant weaknesses.

The Council’s Corporate Management Team has reviewed and approved this Annual Governance Statement.

Significant governance issues

The following required enhancements to internal control arrangements were identified during 2010/11 as a result of the review of arrangements and by the work of external and internal audit:

Required enhancements to internal control arrangements:

Milestone	Resp. Off.	Target Date	Actions needed to achieve milestone	Status
Risk that Shared Services programmes fail to deliver required levels of efficiency	Alan Madin	March 2012	<ul style="list-style-type: none">Strategic Business cases to be delivered in respect of services in scope.	AMBER

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Risk of failure to deliver an effective, efficient and economic IT service	Alan Madin	March 2011 Revised to March 2012	<ul style="list-style-type: none"> • IT Strategy in place. • All outstanding high risk IT audit recommendations implemented. • Resilient IT business continuity arrangements in place. • IT Procurement undertaken in line with Procurement Regulations. 	AMBER
The actions arising from the review by the External Auditor of C3W need to be completed and embedded.	Neil Sloper	Nov. 2011	<ul style="list-style-type: none"> • Completion of C3W Project Plan, • Completion of Scrutiny Committee evaluation of C3W. 	AMBER
Risk of failure to introduce flexible working arrangements will limit the opportunity to make cost savings, opportunities to work with other partners and adversely affect staff retention.	Neil Sloper	March 2011	<ul style="list-style-type: none"> • Completion of Business Process Improvement process. 	AMBER
To implement health and safety risk assessments.	Chris Gibson	March 2011 Revised to Sept 2011	<ul style="list-style-type: none"> • All risk assessments completed and published on the Intranet. • Regular reporting of compliance arrangements in place. 	AMBER
Hertford Theatre future governance arrangements	George Robertson	June 2013	<ul style="list-style-type: none"> • Options to be developed to consider financial and other risks during a period of transition. 	AMBER
CCTV governance issues	Simon Drinkwater	Sept 2011	<ul style="list-style-type: none"> • New governance arrangements in operation. 	AMBER

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Refuse Contract- to ensure that new contract is embedded.	George Robertson	May 2012	<ul style="list-style-type: none"> New contract arrangements seen to be working well in report to Scrutiny Committee after twelve months. 	AMBER
Ability to maximise efficiencies making use of the Web	Neil Sloper	March 2012	<ul style="list-style-type: none"> Put in place monitoring arrangements to review value for money of publishing information and to ensure it meets customer needs. 	AMBER

We propose to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Certification by the Leader of the Council and the Chief Executive

Name	Position	Date	Signature
Councillor A P Jackson	Leader		_____
Anne Freimanis	Chief Executive		_____

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 13 JULY 2011

REPORT BY EMMA FREEMAN, HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

CORPORATE TRAINING REVIEW 2010/11

WARD(S) AFFECTED: None

<u>RECOMMENDATION :</u>	
(A)	To review the Training Plan 2010/11 and support the recommended programme for 2011/12.

1.0 Purpose/Summary of Report

1.1 This report reviews the learning and development for the authority in 2010/11 and proposes a plan for 2011/12.

2.0 Contribution to the Council's Corporate Objectives

2.1 Fit for purpose, services fit for you.

Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.

3.0 Background

3.1 The Corporate Training Plan 2010/11 was delivered within budget and offered a selection of training focusing on continued management development, information workshops, IT training and mandatory/legal requirements.

In 2010/11 221 delegates attended training and briefings funded from the corporate training programme.

All programmes attended were well received and all feedback collated will be considered when booking further events.

3.2 The new Corporate Training Plan 2011/12 focuses on the corporate priorities and programmes and builds upon the corporate training plan delivered in 2010/11.

- 3.3 The Performance Development Reviews (PDR) completed in January 2011 are currently being evaluated and the findings feedback to the appropriate managers.
- 3.3 In January 2011 76% of PDR reviews were completed and 71% completed objectives. The next round of PDR's has commenced with the majority of staff having their mid year review in June/July with one service having their full PDR.
- 3.4 The Corporate Training Plan has been devised to reflect the training needs of staff highlighted through staff PDRs and will be amended if necessary to meet the staff requirements in the mid year reviews. This will ensure the training identified on the plan meets the corporate and staff needs, ensuring all training delivered is relevant and value for money.
- 3.5 Training will be provided to support managers through the PDR process. The aims of the event will be devised from the feedback collated during the quality checking exercise.

4.0 Report

4.1 **Corporate Training 2010/11:**

Details of the training provided from the corporate training budget are attached in **Essential Reference Paper B**. This document details the training held, number of delegates and a summary of the evaluation.

4.2 **Cost**

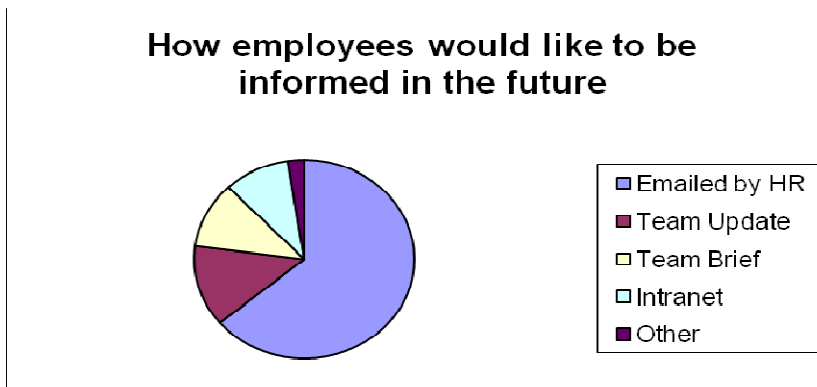
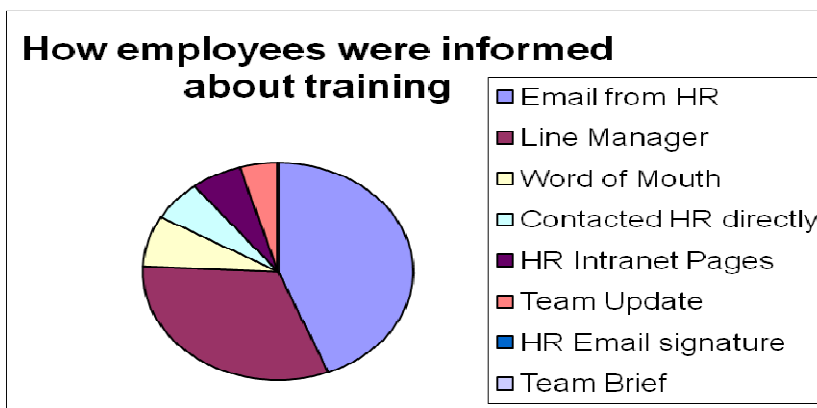
The total budget for training and development Council wide was £165,520 in 2010/11. This figure is 1.38% of the Council's staffing budget. The corporate training budget was £60,300.

The total spend on Corporate budget for 2010/11 was £28,115.

The Corporate Training Plan was delivered under budget. Human Resources made a commitment to review the spending costs associated with the corporate training spend. Officers negotiated with training providers and contractors to improve the costs being charged for events and in some instances changing providers. An example of this is the RIPA training, the change in provider made a cost saving of £1,135 per event. It should also be reported that in

2010/11 no corporate wide external training events were held. In-house events have been run using the Council's own expertise to deliver events which has kept costs low.

4.3 Low attendance at some events could have been due to the new way of advertising training events. Human Resources were asked to trial advertising all training in Team Update magazine instead of sending all staff emails. Managers and staff feedback that Update is not the first place staff will look for training and therefore some staff missed the advertisements when placed. Due to the feedback received an additional question was added to the evaluation form to track how staff found out about training events. Summarised below:



Human Resources produce a monthly newsletter to advertise events which is sent by subscription only and has received positive feedback. A recommendation is that this newsletter is emailed to all staff and made available on the intranet, this will increase the number of staff attending the training courses offered.

4.4 Training has been advertised and shared with town councils, four

town council employees have taken up the opportunity to attend our events charged at £50 per head. The town councils also requested details of some of our providers so they could arrange training direct.

4.5 Service Training and Development

£43,220 was divided amongst the Services for additional Training and Development. This budget is used for one day conferences and training events.

The budget breaks down to £123.49 per member of staff based on 350 employees. The budgets are managed well by the Heads of Service, spending a total of £25,037 leaving an under-spend of £18,183.

4.6 Professional Training

£59,200 was allocated to the Services for professional training fees. All staff funded for qualifications from the professional training budgets have to sign training agreements as part of the Professional Career and Vocational Study Policy, which allows East Herts to re-claim a percentage of funding if they leave the Council within two years.

The Council sponsored the further studies of 39 members of staff.

A total of £43,002 was spent on professional qualifications.

5.0 Corporate Training Plan 2011/12

5.1 The Corporate budget for 2011/12 is £51,300 (This total is minus £9,000 saving 2011/12 identified in the MTFP). The Corporate Training Plan has been designed to be delivered within budget. Any additional learning and development programmes or priorities identified throughout the business year would require a review of priorities or additional funds resourced.

5.2 East Herts Council has gone through and continues to go through a period of significant change, both in terms of business operations but also in its requirements and expectations of its employees.

The MTFP identifies the significant challenge faced by the council over the period. It is important that the Corporate Training Plan supports the Council to face those challenges by developing

employee's skills and knowledge to create a flexible, productive workforce.

To aid the Council in reaching its goals and delivering its priorities there is a need to develop and refresh the skills that our employees require. The Corporate Training Plan will aim to support change management and give staff the skills, knowledge and confidence to embrace new ways of working.

5.3 To ensure that East Herts provides appropriate and relevant skills development at all levels within the Council, the proposed Corporate Training Plan (**Essential Reference Paper C**) offers core, legislative and development learning interventions, which will provide knowledge and learning critical to personal and the Council's success.

5.4 By adopting the Corporate Training Plan 2011/12, we will continue to ensure that;

- Critical mandatory and legislative requirements are met and recorded.
- We deliver learning which is relevant to both the Council priorities and personal development
- The Council offers equal access to learning and development opportunities to all employees and will monitor the effectiveness of this commitment through evaluation.
- We support staff and management development to bring about the change and improvement needed to make the Council an excellent Council.
- We provide a flexible and adaptable plan which can be tailored to individual development and change to meet the needs of the Council.
- Work with partners to achieve value for money in the delivery of programmes.

6.0 Recommendations for 2011/12

6.1 The training newsletter is emailed to all staff and made available on the intranet.

6.2 HR recommend the training protocols introduced in 2009/11 to reflect the professional of the trainers and the council remain in place.

- Turning up on time
- Staying for the whole of the event
- No use of phone/PDAs (expect in exceptional circumstances but this would be agreed with the trainer at the beginning of the course)
- Staff will treat internal training with the same professionalism as they do at external events
- Services will be charged £100 for less than 48 hours notice if a participant withdraws from an event or fails to attend

6.3 No catering provision will be provided for internal events.

6.4 Courses are continued to be advertised to the Town Council and other districts and boroughs to bring in income in the corporate training plan.

6.5 We will work with partners to achieve value for money in the delivery of programmes.

Background Papers

None

Contact Member: Councillor Woodward

Contact Officer: Emma Freeman – Head of People and Organisational Services

Report Author: Emma Freeman – Head of People and Organisational Services

Helen Farrell - Human Resources Officer

Training delivered in 2010/11

Event	Aim	No. of participants	Evaluation/Feedback
Report Writing	To write clearer and more concise reports following the council templates.	4	<ul style="list-style-type: none"> • Recommend that senior staff attend as it was so useful • Learning new word skills, grammar tips, planning and structure
Mediation Training	To be able to mediate in a clear, strong and structured manner.	4	<ul style="list-style-type: none"> • Knowledgeable trainer, good pace to the day • Questioning and summarising most relevant
Recruitment and Selection Training	To ensure managers are aware and following the corporate recruitment process. As well as gaining skills for writing JD's and interview questions.	5	<ul style="list-style-type: none"> • Knowledgeable trainer, I feel confident now to advise staff • Most relevant part identifying personal specifications and writing interview questions • Time-keeping sometimes an issue as there was a lot to fit in
Excel Level 1	Basic excel skills and techniques.	10	<ul style="list-style-type: none"> • Very good course, have taken away a great deal more knowledge • The course was fine, doesn't need improving
Word Level 1	Basic word skills and techniques.	3	<ul style="list-style-type: none"> • I enjoyed this event the trainer was very helpful • The supporting manual is less friendly then it needs to be
T & C managers briefings – 3 events	To inform managers of the changes to terms and conditions and advise them of the consultation process.	24	No evaluations were completed for this event.
Home Working Training – 3 events	Team training with managers and staff on the	13	<ul style="list-style-type: none"> • The course was presented quickly and effectively and was tailored to the needs of

	home working policy		the participants
Freedom of Information Training & Data Security	To advise managers and staff of the current legislation and regulations in regard to the act and FOI's.	26	<ul style="list-style-type: none"> • The event was informative • The event was arranged for our team giving the opportunity for us to think about our requirements • All of the information was useful for my role • Thorough measured delivery, good interaction with the support trainer • Felt data protection was covered, good to get handouts
Personal Resilience Training	This course supports staff in time management and gives strategies for finding a work life balance.	6 (includes 1 town council employee)	<ul style="list-style-type: none"> • Relaxation and symptoms most relevant – ID the stress and deal with it • A very encouraging and knowledgeable trainer
Microsoft Word Skills	Staff completed questionnaires so the course delivered the skills relevant to the participants needs.	6 (includes 1 town council employee)	<ul style="list-style-type: none"> • The trainer knew the system well and shared her knowledge and tips • Everyone worked well and the room was set up was good
Dealing with difficult customers	This is a specialised course to support lone workers and staff dealing with difficult customers.	15 (includes 2 town council employees)	<ul style="list-style-type: none"> • The trainer was interesting with a mix of stories and relevant film clips • The course went well – a little disturbing at times! • Give me the ability to recognise violent behaviour before it happens
Microsoft Excel Training – 2 events	Staff completed questionnaires so the course delivered the skills relevant to the participants needs.	17	<ul style="list-style-type: none"> • Great Knowledge of IT package and patience • Lots of valuable hints and tips • Realised there were routes to complete tasks
Court Skills/Cross Examination Training	This course takes staff through the legal process	7	<ul style="list-style-type: none"> • I enjoyed the court room role play and the trainers general approach to the course

	and a court role play in the afternoon so staff experience the witness box.			<ul style="list-style-type: none"> The practical examples were so helpful
Train the trainer – Emailogic	Staff receive training to deliver under licence the emailogic TM course	2 (this event was limited to 2 places)		<ul style="list-style-type: none"> The trainer was very supportive there was a lot of information to take in The trainer gave tips on learning the script and delivery styles
Emailogic Training – 2 events	SMG and staff received this training on using email effectively and productively. It also looked at managing your inbox and using the rules.	25		<ul style="list-style-type: none"> The facilitators encouraged feedback, were helpful and friendly Good to have time out to think how to improve your emails Some good tips on using email more effectively
Corporate Induction	An in-house event to support staff through their first few months at East Herts, gaining understanding of the council's structure and the services that are delivered.	13		<ul style="list-style-type: none"> The facilitator was confident and organised CE presentation was good explain exactly what the council does
RIPA	Refresher training and legislation update	10		<ul style="list-style-type: none"> Approachable, knowledgeable and lots of hands on experience Interesting day, practical examples
PACE Training	Refresher training and legislation update	8		<ul style="list-style-type: none"> The session worked better as a refresher than a whole day event. The presenter was knowledgeable but too many anecdotes
Management Workshop	A workshop designed to enable CMT to focus on the needs of the authority	6		No evaluation forms were collated for this exercise

Behaviours Workshop	within the context of the budget changes. A workshop designed for SMG to explore the behaviours required which would enable the authority to deliver its priorities.	17	No evaluation forms were handed out for this workshop
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Corporate Training Plan 2011/12 – Overview

Programme title	Target audience/Cost	Purpose
Preparing for Change	1 & 2 In-house	To develop delegates understanding of change, identify the positive impacts and negative impacts that change initiatives can have and learn how to address these in order to achieve the full benefits of change. Support the C3W programme and BPI project.
Managing and Supervising Change	2 & 3 In-house	To provide managers with tools, techniques and an opportunity to develop plans to enable them to respond positively to the forthcoming organisational and service changes, leading teams through change, continuous improvement methods. Support the C3W programme and BPI project.
Introduction to flexible/home working	1 & 2 In-house	To provide delegates with the knowledge, skills and confidence to be a flexible/home worker. To present a range of tools and techniques for working successfully with your team and manager as a flexible/home worker.
Managing flexible/home workers	2 & 3 In-house	To provide managers with the knowledge, skills and confidence to manage individuals or teams working remotely.
Effective Report Writing	1, 2 & 3 Approx cost £850	This highly practical programme equips delegates with the skills of planning, research, structuring, writing, editing and presenting reports.
Communication and Conflict Management customer focussed	1, 2 & 3 Approx cost £900	This programme focuses on how to handle conflict in the workplace and conflict management. It will equip delegates with practical techniques they can use to communicate and perform effectively in any difficult work situation.
Employee Engagement	3 Approx cost £900	This course defines what is meant by employee engagement, why it is important to our organisation, how we can build an engaged workforce and how it can be measured.
Team Development and Engagement	2 & 3 In-house	To provide delegates with the skills and knowledge they need to develop the ability and efficiency of their team. To provide advice and actions that will assist in creating a high performing team.
H & S Awareness	1 & 2 & 3 Approx cost £3,500	To provide delegates with the information and knowledge they need to work in a healthy and safe environment. To provide them with their key areas or responsibility and actions they are expected to take to ensure the safety of themselves and their colleagues. To support the H&S action plan.

		<p>Including:</p> <ul style="list-style-type: none"> • Safety Liaison Officer Training • Manual Handling for all staff • Fire Marshall Training • Evac Chair Refresher
H & S Management	2 & 3 Included in H&S awareness costs	In regard to the H & S Review refresher training will provide Managers with the knowledge and information needed to ensure their teams work in a healthy and safe environment. Outline the responsibilities and corporate expectations required of them to support the H&S action plan.
Project Management	1 & 2 & 3 Approx cost £875	This highly practical course provides all the essential skills, tools and techniques that are needed to support the delegate in their project management role. The course concentrates on the practical techniques that you can apply directly back to the workplace using East Herts own project management toolkit. Supports BPI project.
Working smarter	1 & 2 & 3 Approx cost TBC	This programme will cover time management, working smarter and help increase productivity.
Mediation Training	1, 2 & 3 £1400	This programme covers all areas of the mediation process - from the role of the mediator through to managing deadlock and conflict.
MS Applications	1, 2 & 3 Approx cost £2500	To provide delegates with additional knowledge and information on how best to use the 4 main Microsoft applications, Word, Excel, Outlook and PowerPoint.
Emaillogic & new telephone system	1 & 2 In-house	To provide hints and tips to staff in managing their in-boxes, constructing emails and using the rules. To support staff in using the new telephone system.
Dealing with difficult customers	1 & 2 Approx cost £900	To support staff when dealing with difficult and aggressive customers. Look at different techniques to deal with situations and share experiences and practice.
Mandatory/Legal	1, 2 & 3 Approx cost RIPA £875, PACE £875 DDA £800	To ensure delegates are compliant with legal issues and procedures. Including: <ul style="list-style-type: none"> • RIPA training • Preparing a Prosecution file & PACE • Verification training • Disability Discrimination • Equality and Diversity • Data security
Data security/FOI	1 & 2 In-house	To provide knowledge and information on data security, data protection and FOI procedure.
Managing Performance	2 & 3 In-house	To provide knowledge and information to assist in enhancing the performance of teams, through setting effective business objectives. Support PDR process.

Recruitment and Selection training	2 & 3 Approx cost £1300	All managers who recruit and interview candidates should be trained. This course supports the recruitment process for internal and external recruitment, ensuring managers recruit within the law. It also provides support for writing job descriptions and devising interview questions.
Corporate Induction	1, 2 & 3 In-house	To welcome new staff to East Herts Council. To provide delegates with an understanding of the Council's vision and priorities, policies and procedures, benefits and welfare.
Wallfields Induction Briefings	1, 2 & 3 In-house	The bite size sessions support the end of the C3W project. The sessions will work through the approved ways of working at Wallfields and provide local information for staff working in Hertford.
Policy Briefing workshops	1, 2 & 3 In-house	To support the launch of new/revised policies and procedures to ensure understanding and compliance.
PDR Training for managers	2 & 3 In-house	To support managers through the PDR process in setting objectives, delivering feedback, supporting staff and grading performance.

Target Audience:

- 1 - Support Staff and Junior Professionals
- 2 - Team leaders, Managers, Senior Professionals/Specialist Roles
- 3 - Managers and SMG

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 13 JULY 2011

REPORT BY HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

EQUAL PAY AUDIT

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To outline the proposed methodology for the 2011 Equal Pay Audit

<u>RECOMMENDATION :</u>	
(A)	To agree the proposed methodology for the 2011 Equal Pay Audit

1.0 Background

1.1 The last Equal Pay Audit (EqPA) undertaken at the Council was in 2004. The Equality and Human Rights Commission (EHRC) recommend that EqPAs are carried out every two years and the Green Book recommends they are done annually so an EqPA is due.

1.2 This report outlines the proposed methodology for the EqPA and the data to be analysed. These have both been agreed by CMT and LJP.

2.0 Report

2.1 EHRC's 5 Step Process

2.1.1 The Green Book recommends using EHRC's 5 Step Process for conducting EqPAs; this was the method that was followed for the 2004 EqPA. The process is as follows:

Step 1 – Scope

- What employees to include
- Type of info required, for example, all the various elements of both full-time and part-time employees' pay, including pensions and other benefits, and the sex, job, grade or pay band of each employee.
- Who should be involved in carrying out the audit.

Step 2 - Equal work, equal value and job evaluation

- Determine where men and women are doing equal work. Check whether women and men are doing like work, work rated as equivalent or work of equal value.

Step 3 - Collecting and analysing pay data

- Collect and compare pay data to identify any significant pay inequalities between roles of equal value. This will involve calculating average basic pay and total earnings and comparing access to and amounts received of each element of the pay package, on a consistent basis. The pay comparisons should be reviewed to identify any gender pay inequalities that may merit further investigation.

Step 4 - Causes of pay gaps in all elements of pay

- Establish the causes of any significant pay inequalities and assess the reasons for them. Determine whether there is a real, material reason for the difference in pay that has nothing to do with sex of the jobholders and examine pay systems to find out which policies and practices may have caused or may be contributing to any gender pay inequalities.

Step 5 - Developing an equal pay action plan

- Develop an equal pay action plan to remedy any direct or indirect pay discrimination. If the pay differential arises from a factor that has an adverse impact on women or men, it has to be objectively justified.

2.2 Green Book Guidance

- 2.2.1 In the context of the Single Status Agreement an EqPA involves local authorities and trade unions working together to analyse all the pay arrangements for all its employees;
- identify any differences in levels of pay between men and women;
 - review the reasons for, and possible causes of, differences in pay, in particular whether these can be attributed to direct or indirect sex discrimination; and
 - identify how to close gaps in pay that cannot be attributed to reasons/causes other than sex discrimination.
- 2.2.2 EqPAs should be undertaken across the authority at regular intervals, ideally annually. They should be undertaken jointly and should measure trends over time to ensure that equality of pay becomes embedded in the organisation and that it does not slip over time.
- 2.2.3 For a local authority carrying out an EqPA there are two parallel activities that will be required. These are:
1. Identifying where men and women are undertaking work of equal value; and
 2. Collection and analysis of pay and other information to establish any differences in pay between male and female employees (and ethnicity, disability and age).
- 2.2.4 The recognised system for establishing where employees are carrying out work of equal value is to carry out a job evaluation exercise. Where job evaluation exercise has already been completed and the outcomes implemented, the parties should ensure (if they have not already done so) that they undertake equal pay audits of the outcomes including:
- Type of grading structure (broad bands, spot salaries, etc.);
 - Arrangements for assimilation from 'old' to 'new' grading structures;
 - Application of pay protection.
- 2.2.5 The parties will then be in a position to identify any remaining differences in pay between groups of staff carrying out equal work and the possible causes of such differences. The audit should be

documented and jointly signed off by the local parties.

2.3 Data Collection and Analysis

2.3.1 The Green Book states that the basic employee information that will be required for an EqPA will include:

1. Occupational group
2. Department/service
3. Gender (plus ethnicity, age & disability)
4. Grade (job evaluation outcomes)
5. Basic pay
6. Total pay
7. Normal/standard hours worked
8. Additional (overtime) hours worked

2.3.2 In conjunction with the job evaluation outcomes this will enable the parties to identify any gender-based differences in pay for employees undertaking equal work. Where any such pay gaps are identified then the reasons for them can then be analysed.

2.3.3 The parties will also need to verify that the information is accurate, complete (i.e. includes all employees) and up-to-date.

2.3.4 In addition to the basic information outlined above, the parties will also need access to a range of related data to enable them to analyse the possible reasons for pay differences between male and female employees undertaking equal work.

1. Access to other pay elements (and amounts received) including:
 - incentive bonus payments
 - performance and/or contribution pay
 - overtime
 - market pay supplements
 - unsocial/shift payments
 - allowances
 - pay protection
2. Access to non-pay benefits, including:
 - car allowances or lease cars
 - loans
 - telephone allowances
 - travel expenses
 - childcare vouchers
3. Policies and procedures affecting entitlements, including:

- pay entry points
- pay progression arrangements
- promotion policies
- job transfers
- acting up, honoraria and secondments
- long service increments and awards
- employee appraisal schemes

2.3.5 Finally the parties should map the frequency of men and women in particular job types and pay bands to assess the extent of occupational segregation (the tendency for men and women to be employed in different occupations from each other across the entire spectrum of occupations).

2.3.6 Pay information for men and women doing equal work is then compared by calculating average basic pay and total earnings and comparing access to and amounts received of each element in the pay package.

2.4 Previous EqPA (2004)

2.4.1 The EqPA in 2004 covered:

Male/female comparisons
Disability
Ethnicity

2.4.2 The review compared employees doing:

- Equal work- work that is the same or broadly similar
- Equivalent work- equivalent under JE scheme and same grade
- Equal value- work that is different in nature but equal value in terms of demands/worth of the job.

2.4.3 The review looked at:

- Correlation- grade, JE score and length of service
- Average earnings, i.e. mean (average salary), median (mid-level salary) and modal (salary received by most people employed at that grade)
- Range of earnings
- Progression through payscales

- Access to additional benefits

2.4.4 Instead of looking at all employees, a sample of 173 out of 475 employees was used, which equated to 36.4% of the workforce. The reason a sample was used is that rather than using the HAY Job Evaluation Scheme to determine whether jobs were 'like work', 'of equal value' or 'equivalent', individual judgements were made by comparing job descriptions/titles. As detailed later in the report, this method will not be repeated for the 2011 EqPA as the HAY Job Evaluation Scheme covers all three of the points, i.e. people on the same job description are either doing like work, work rated as equivalent or work of equal value and so comparing people on the same grade is sufficient. The Green Book supports this approach.

2.4.5 Recommendations that came out of the 2004 EqPA were:

- Re-look at job evaluation
- Qualitative research with female employees at lower grades to see if their position is due to personal circumstances or real/perceived discrimination
- Review of telephone allowances and standby
- Review pay in light of impending age discrimination legislation

2.5 Hertfordshire County Council EqPA

2.5.1 Hertfordshire County Council are in the process of carrying out an EqPA and provided the following information regarding their data collection and analysis.

- Used the HAY job evaluation scheme to identify work rated as equivalent. There is case law where courts have recognised that this is valid.
- Did not use a sample - covered all employees on NJC, JNC, Soulbury and Teachers pay. In total around 35,000 people.
- Reviewed gender, ethnicity and disability and part-time working.
- Reviewed average salary within each grade and at salaries overall. Used the mean figure through most of the report, although did look at the median overall gap between men and women on Green Book Ts and Cs. There was not a significant difference between the median and mean.

Additional allowances were looked at in the final section of the audit but not the broader benefits package. Looked at pay progression in the broader sense of noting that there are different levels of women/men white/BME etc at different grades but did not attempted to report on this from payroll.

2.6 Proposed Methodology for 2011 Equal Pay Audit

- 2.6.1 Taking into account all of the background information above, the proposed methodology is as follows.
- 2.6.2 The HR department will be carrying out a data cleansing exercise in April/May 2011 where staff will be asked to update their personal information. It is proposed that this done before the EqPA to ensure fuller and more up to date information in relation to disability and ethnicity.
- 2.6.3 The EHRC 5 Step Process will be followed but the review will be extended to the other equality strands (age, disability and ethnicity) as well as gender.
- 2.6.4 The EqPA will firstly consist of a profile of the whole workforce will be produced to understand:
- The ratio of male to female staff
 - The number of disabled staff employed
 - Age groups of staff
 - Ethnicity groups of staff
- 2.6.5 Each grade will also be examined to determine the age/gender/disability/ethnicity breakdown at each grade. The type of staff (age/gender/disability/ethnicity) working in each service area and Directorate will also be assessed to understand the extent of occupational segregation at the Council.
- 2.6.6 In terms of the EqPA itself, all posts at the Council will be reviewed rather than using a sample. The HAY Job Evaluation Scheme will be used to identify like work, work rated as equivalent and of equal value, i.e. jobs at the same grade. The Green Book supports this approach, stating that 'the recognised system for establishing where employees are carrying out work of equal value is to carry out a job evaluation exercise'.
- 2.6.7 Comparisons between the following equality strands will be made

to determine whether there is any direct or indirect discrimination in terms of pay differences for certain groups:

- Gender - male/female comparisons
- Age - comparisons between age groups
- Disability – disabled/non-disabled comparisons
- Ethnicity - comparisons between ethnicity groups

2.6.8 The data used to make these comparisons will be:

1. Directorate/service
2. Grade (job evaluation outcomes)
3. Occupational group (identified through points 1 and 2)
4. Average basic pay
5. Average total pay
6. Length of service
7. Range of earnings, i.e. mean, median and modal salaries within each grade
8. Normal/standard hours worked
9. Access to other pay elements (and amounts received) including:
 - overtime
 - market pay supplements (being phased out)
 - unsocial/shift payments
 - allowances
 - pay protection
10. Access to non-pay benefits, including:
 - car allowances or lease cars (lease cars being phased out)
 - loans
 - travel expenses
 - childcare vouchers
11. Policies and procedures affecting entitlements, including:
 - pay entry points
 - pay progression arrangements
 - promotion policies
 - job transfers
 - acting up, honoraria and secondments
 - long service increments and awards

2.6.9 Any pay discrepancies identified between the equality strands will be explored and if no mitigating factors can be found, recommendations will be made as how to resolve these in the form of an action plan.

2.6.10 If issues are identified, further exploration of the data might include referring to specific job descriptions and job evaluation scores.

2.6.11 The data cleanse is due to take place in April/May 2011 so it is proposed that the EqPA data is collated and analysed in July/August 2011. Any issues will be explored and then it is estimated that the findings will be reported back to CMT in September/October 2011.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A' (Page 10)**.

Background Papers

None

Contact Officer: Emma Freeman- Head of People and Organisational Services

Report Author: Claire Kirby- HR Officer

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	N/A
Legal:	N/A
Financial:	N/A
Human Resource:	As detailed in the report
Risk Management:	N/A

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 13 JULY 2011

REPORT BY HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

JOB EVALUATION POLICY

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To approve the revised Job Evaluation Policy

<u>RECOMMENDATION :</u>	
(A)	to approve the revised Job Evaluation Policy.

1.0 Background

1.1 The Job Evaluation Protocol and Job Evaluation Appeal Process were last revised in January 2008. A review was required to ensure they are fit for purpose and aligned with current legislation and best practice.

1.2 In reviewing the two policies it was concluded that it would be easier for users if they were amalgamated.

2.0 Report

2.1 Please see **Essential Reference Paper 'B'** for the new Job Evaluation Policy.

2.2 Key changes

2.2.1 The role and composition of the panel are more clearly defined in the updated version.

To ensure the panel receive adequate information the documentation required from managers is clearly set out and a job evaluation submission form has been included for consistency.

2.2.2 The policy now explicitly states the processes for different types of evaluations. Evaluations for new posts, substantial changes to a post holder's role and those that are linked to restructures are defined and the process for each is explained.

2.2.3 In the original appeals process the appeal panel included a Hay representative. This approach was taken at a time when there were only a few trained evaluators within East Herts Council. Including Hay representative was both costly and timely, often delaying the process. We are now in a position where we have enough trained evaluators in-house to make up an appeals panel and therefore the need for an Hay representative has been removed. This will also be a cost saving.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

Contact Officer: Emma Freeman - Head of People and Organisational Services

Report Author: Jaleh Nahvi – HR Officer

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	Consultation has taken place with the Council's trained Job Evaluators, UNISON and Heads of Service.
Legal:	None.
Financial:	As detailed in the report
Human Resource:	As detailed in the report
Risk Management:	None.

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East Herts Council

Job Evaluation Protocol

Policy Statement

Policy Statement No 24 (Issue No 2)

July 2011

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1.0 Introduction

- 1.1 The scheme is known as the East Herts Council Job Evaluation Scheme and it has been applied since 01 May 2001.
- 1.2 New posts will be evaluated before they are advertised and may be subject to review within 6 months.
- 1.3 Any established post, which changes substantially, will be re-evaluated six months after the change, subject to job descriptions being agreed with the employee, line manager and Head of Service.
- 1.4 Posts created or changed as part of a restructure will be evaluated in accordance with the Redundancy Policy.
- 1.5 The evaluations will be carried out by joint People and Organisational Services and UNISON panels.
- 1.6 All posts will be evaluated using the Hay scheme.

2.0 Composition of job evaluation panel

- 2.1 Job Evaluations will be carried out by a joint Human Resources and UNISON panel
- 2.2 All members of the panel will be trained in the Hay Job Evaluation Scheme.
- 2.3 The panel will be made up of one Human Resources representative, one UNISON representative and one person from Human Resources, UNISON or an independent evaluator.
- 2.4 Panel members cannot evaluate their own positions, those of relatives, partners, team members or where it is felt there is a conflict of interest.

3.0 Role of the job evaluation panel

- 3.1 The panel should evaluate the job description as it is presented.
- 3.2 In the case of restructures it is advisable for the panel to evaluate all the roles in the proposed structure at the same time.
- 3.3 It is the responsibility of panel members to request further information if they believe the documents provided are not adequate.
- 3.4 At the end of each evaluation the panel should perform the following quality checks:
 - Step difference
 - Short Profiles
 - Compare grade to other roles in the team and service
 - Compare grade to other roles at East Herts with the same or similar job title

4.0 Evaluation of new posts

- 4.1 New posts will be evaluated prior to the position being advertised.
- 4.2 The Line Manager and Head of Service will agree the Job Description and Person Specification
- 4.3 The Job Description will be evaluated by a joint UNISON and People and Organisational Services Panel.
- 4.4 There is no right of appeal for new posts.

5.0 Evaluation of substantial change

- 5.1 Any established post, which changes substantially, will be re-evaluated six months after the change, subject to job descriptions being agreed with the employee, line manager and Head of Service.

- 5.2 The employee or the line manager may request to Human Resources that a job be re-evaluated and that this date shall be the effective date. All supporting documents must be received by Human Resources.
- 5.3 Results (Hay score and grade) will be issued to the postholder and Line Manager.
- 5.4 Substantial change will not automatically mean a job will receive a higher grade. It may but it could also remain the same or be allocated a lower grade.

6.0 Procedure for Substantial Change Evaluations

- 6.1 The post holder and line manager identify changes.
- 6.2 The changes are agreed between the employee and Line Manager and the Job Description amended accordingly.
- 6.3 Head of Service agreement is obtained for roles below Head of Service level.
- 6.4 The amended and original Job Descriptions and Personal Specifications are emailed to People and Organisational Services with a statement supporting the substantial changes (see appendix A) and a copy of the current structure including grades of the relevant section.
- 6.5 The Job Description will be evaluated by a joint UNISON and People and Organisational Services Panel.
- 6.6 The panel will be given the following supporting documents:
- Supporting statement from line manager/ employee
 - New job description and person specification
 - Old job description and person specification
 - Structure chart with grades

- 6.7 People and Organisational Services will email the Line Manager and employee with the evaluation score and grade of the post.
- 6.8 The Line Manager will email People and Organisational Services to confirm agreement of the new grade.
- 6.9 If the postholder or Line Manager is unhappy with the evaluation then they have the right of appeal.

7.0 Re-grading of Posts

- 7.1 Should a post be graded at a higher grade the postholder will be placed at the lowest SCP of the new grade band, unless the grade overlaps then the postholder will move to the next SCP.

8.0 Protection

- 8.1 East Herts Council will offer protection to postholders whose posts are evaluated at a lower grade than is currently paid.
- 8.2 The protection will be in accordance with the Councils Redeployment Scheme.

9.0 Evaluation for restructures

- 9.1 Posts evaluated as part of a restructure proposal will follow the process set out below.

10.0 Procedure for Restructure Evaluations

- 10.1 The Head of Service will identify the new roles required in the restructure, as outlined in the Redundancy Policy.
- 10.2 The Head of Service will devise Job Descriptions and Person Specifications for the new roles. These will be emailed to the People and Organisational Services along with the proposed new structure.
- 10.3 Each new role will be evaluated by a joint UNISON and People and Organisational Services Panel and given an indicative grade.
- 10.4 The panel will be given the following supporting documents:

- New job descriptions and person specifications
- Old job descriptions, person specifications and grades where relevant (for example if new roles closely resemble old)
- Proposed structure chart and current structure chart if relevant

- 10.5 People and Organisational Services will email the Head of Service with the evaluation score and indicative grade of the post.
- 10.6 The Head of Service will email People and Organisational Services to confirm agreement of the indicative grade.
- 10.7 The job description and indicative grade will then be used as part of the informal consultation with staff and UNISON on the new structure.
- 10.8 At the informal stage of consultation employees will have the opportunity to comment on the job descriptions and person specification.
- 10.9 If employees accept the job description proposed for them but disagree with the indicative grading they may appeal the outcome.
- 10.10 If the employee has concerns about the content of the job description that is proposed for them they may discuss these with their Head of Service as part of the informal consultation stage. If amendments to the job description are agreed by the Head of Service and employee, a job evaluation panel will be reconvened and the amended job description re-evaluated. If the employee disagrees with the outcome of this re-evaluation they will have the right of appeal.
- 10.11 The final grade of the post will be confirmed at the formal consultation stage.

11.0 Appeals procedure

- 11.1 This procedure will apply to all appeals against results using the Hay method of job evaluation.

12.0 Substantial Change Evaluations Appeals

- 12.1 If any employee wishes to lodge an appeal, against the result of their job evaluation they must submit their written appeal to the Head of Service in writing and send a copy to the Head of People and

Organisational Services within 10 working days of receipt of their result.

13.0 Restructure Evaluations Appeals

- 13.1 If any employee wishes to lodge an appeal, against the grade of job identified for them in the proposed new structure they must submit their written appeal to their Head of Service and send a copy to the People and Organisational Development during the informal consultation stage.
- 13.2 The grounds of appeal must be that the employee considers that the scheme was wrongly applied to their post. Their appeal must be based on how they consider their grade band is not accurate. They should then put forward their case for the band that they consider is appropriate.
- 13.3 The employee must submit their written appeal to their Head of Service who will pass it with comments on the accuracy of the information to the Head of People and Organisational Development. Unison Members should seek a view from their Branch Officers before submitting an appeal.
- 13.4 It is intended to deal with appeals on written evidence. However the employee will be informed of the date and time of the appeal panel, and should they wish to attend they can be accompanied by a Unison representative or a work colleague.
- 13.5 Each written appeal must state why the employee considers the grade band should be changed. The appeal can only be based on the information available at the time of submitting the JE request and the documentation submitted.
- 13.6 The appeal panel will receive a copy of the written submission and comments at least five days before the appeal hearing.
- 13.7 The appeal panel will be a Hay trained member of Human Resources, a Branch or Regional UNISON Officer, from outside the employees division and one person from Human Resources, UNISON or an independent evaluator (internal or external), all of whom have not previously evaluated the post.
- 13.8 Although the panel will only consider written evidence the employee has the opportunity to present their written submission should they wish to do so.
- 13.9 If the employee attends the appeal, the panel will be able to ask the employee questions and seek clarification on points raised in the written submission.

13.10 The panel may seek clarity about the requirements of the post being looked at from the employee and/or Head of Service/Line Manager.

13.11 The panel will then discuss the appeal and reach their conclusions. Their options are:

- Agree to change the grade banding or
- Reject the appeal

13.12 The result of the appeal will be issued to the employee as soon as possible after the hearing.

13.13 There is no further line of appeal after this process.

14.0 Policy review and amendment

14.1 This Policy shall be reviewed after two years or sooner in line with legislation and best practice.



JOB EVALUATION SUBMISSION FORM

This form should be completed by the line manager requesting to have a job evaluated, & submitted with the JD & Structure Chart.

Job Title:	_____	Job No.	_____
Reports To:	_____	Dir:	_____

The following bullet points should be used as a guide and are not an exhaustive list.

Why does this post need evaluating?

- Recruiting to a vacant post
- The post holder requested evaluation
- There has been a substantial change in place for at least 6 months
- The service is being restructured

What is the history of this post?

- It is a new post
- It is a combination of posts
- The service requirements have changed since it was last evaluated

If applicable, what are the substantial changes to this post?

- Additional / fewer duties or responsibilities

If applicable, when should the substantial change take effect from?

- Include explanation

Does this post have any managerial responsibilities?

Does this post have any budget responsibilities?

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 13 JULY 2011

REPORT BY EMMA FREEMAN, HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

TURNOVER REPORT 1 APRIL 2010 – 31 MARCH 2011

WARD(S) AFFECTED: None

<u>RECOMMENDATION : that</u>	
	(A) the Turnover Report be noted;
	(B) the recommendations set out in the report now submitted be approved; and
	(C) the turnover targets for 2011/12 be agreed

1.0 Purpose/Summary of Report

1.1 The Turnover Report considers turnover rates and reasons for turnover and outlines recommendations.

2.0 Contribution to the Council's Corporate Priorities/Objectives

2.1 Improved retention and talent management will contribute to the following Corporate Objective:

Fit for purpose, services fit for you

Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.

3.0 Background

3.1 This report provides a detailed analyse of turnover in order to set targets and prioritise actions for 2011/12.

4.0 Report

The content of the report is set out in **Essential Reference Paper “B”**.

5.0 Implications/Consultations

5.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper ‘A’**

Background Papers

HR Turnover Report 2009/10 (HR Committee July 2010)

Contact Member: Councillor Woodward

Contact Officer: Emma Freeman - Head of People and Organisational Services

Report Author: Jaleh Nahvi - Human Resources Officer

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	None.
Legal:	None.
Financial:	None.
Human Resource:	As detailed in the reports
Risk Management:	None.

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East Herts Council

TURNOVER REPORT

1 APRIL 2010 – 31 MARCH 2011

1. Summary

This report provides a detailed analysis of turnover for the financial year 2010/11. Turnover is analysed by length of service, reason for leaving and by service.

Overall there has been an increase in turnover for 2010/11, with both the percentage of voluntary and involuntary leavers increasing. There have also been changes to the reasons for leaving and the length of service point employees are choosing to leave the Council.

2. Turnover

The turnover rate for 2010/11 was 8.24%, against a target of 12% this equates to 30 leavers. Of the 30 leavers, 21 staff left voluntarily and 9 left involuntarily (due to redundancy 1, retirement 5, end of contract 2, other 1). The voluntary leaver's rate is 5.77%, against a target of 8%.

In April 2011 the Council removed its default retirement age of 65 in line with changing legislation. Taking into consideration the transitional arrangements, from October 2012 retirement will be voluntary. On reaching the qualifying age/service, staff will be able to choose when then retire. Managers and staff will be supported regarding the changes on retirement through guidance notes and workshops.

The Stability Index indicates the retention rate of employees with over one year's service. This is a clear indication whether we are losing staff in the first year of service, which may cause us concern and question our recruitment process. The Council has a stability index target of 90%. This year the Council surpassed its target with an outturn of 95.24%

Figure 1 compares the turnover and stability rates for the last six financial years

Financial Year	Percentage of turnover	Percentage of Turnover identified as Voluntary Leavers	Stability Index*
2005/6	12.26%	7.4%	73.53%
2006/7	13.73%	8.91%	79.49%
2007/8	12.24%	9.51%	87.88%
2008/9	8.6%	6.3%	81.82%
2009/10	5.39%	3.50%	84.62%
2010/11	8.24%	5.77%	95.24%
2010/11	Target 12%	Target 8%	Target 90%

* The stability index is measured by dividing the number of voluntary leavers with over one year's service by the total number of voluntary leavers (multiplied by 100 to express as a percentage).

Note: Turnover rates are based on headcount where full time and part time are undifferentiated rather than full time equivalent posts

Vacancy Rate

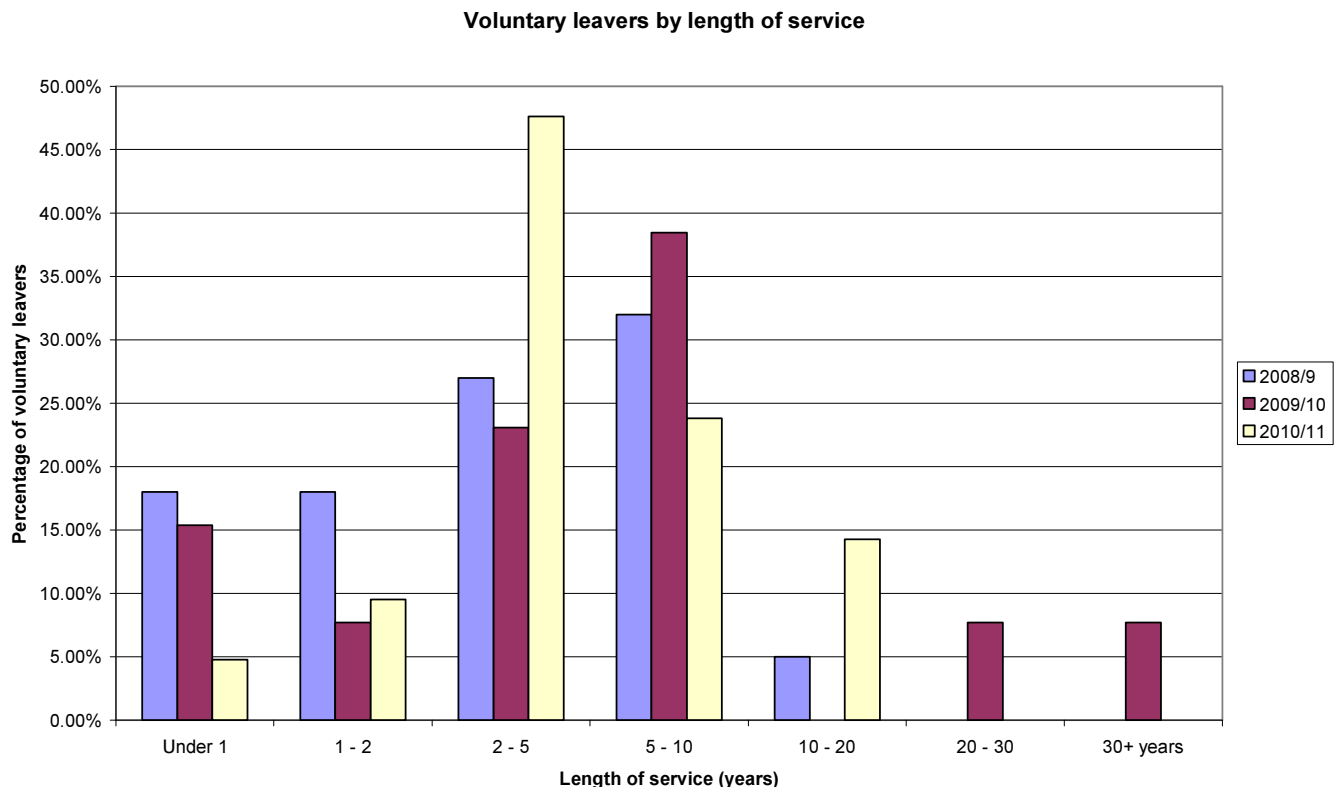
This year the Council exceeded its target of a 3% vacancy factor with an overall vacancy rate* for 2010/11 of 4.13%. The latest available data shows that the average vacancy rates for shire district Councils is 8% (Local Government Survey England 2010). However, it should be noted that compared to other local district council East Herts has quite a lean workforce and therefore for most departments a higher vacancy rate than the 3% target would be unsustainable and necessitate an increase in the use of temps.

* This is defined as the average number of vacant full-time equivalent positions, expressed as a percentage of the average number of budgeted full-time equivalent positions.

3. Voluntary Leavers

3.1 Voluntary turnover by Length of Service

Figure 2 details voluntary leavers by length of service.

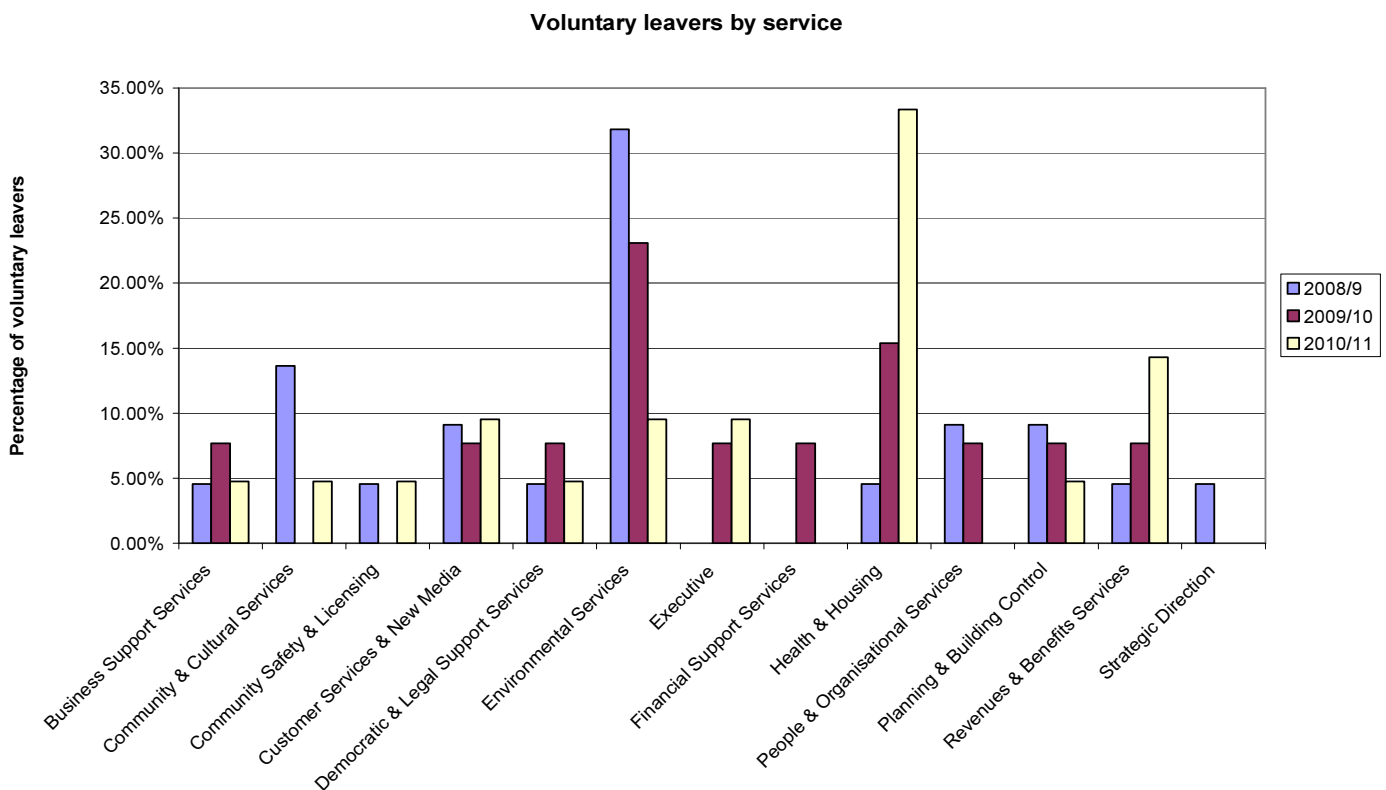


In 2009/10 the majority of staff left after 5 – 10 years of service. In 2010/11 this has moved forward to the 2 – 5 years point. This suggests the employees may find career progression difficult within the Council, this is discussed further in section 4.1 (reasons for leaving).

The number of voluntary leavers with under one year's service has reduced greatly since 2009/10. Only one member of staff left in 2010/11 within their first year of service. This shows that the recruitment campaigns have been successful, with the roles meeting incoming employees expectations and accurate selection processes.

3.2 Voluntary Leavers by Service

Figure 3 details voluntary leavers by service. This is calculated as a percentage based on each service's headcount and the number of leavers from that service.



In 2010/11 6 services' turnover increased, 6 services' turnover reduced and one has remained the same.

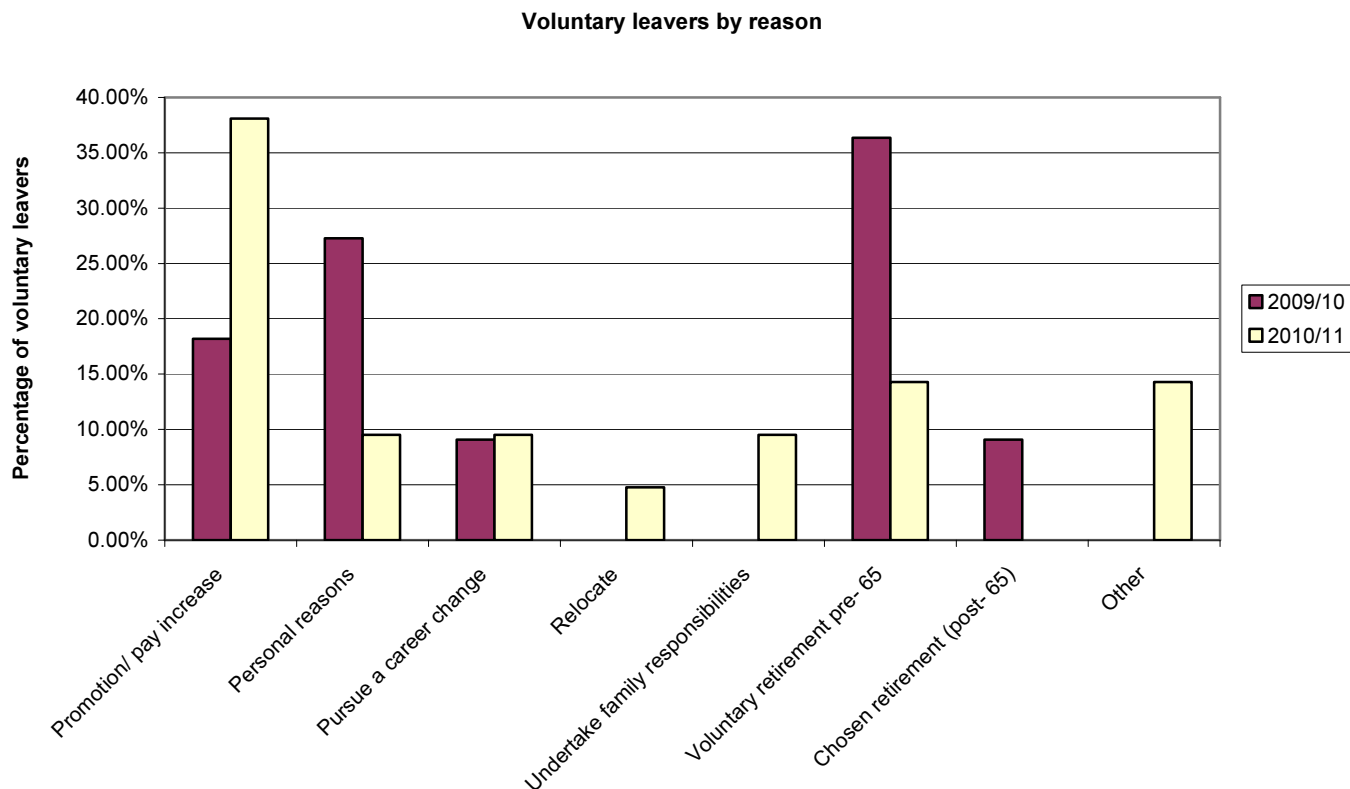
Health and Housing had the most dramatic increase in turnover during 2010/11. Analysis shows that this is not due to any one aspect. The majority of leavers in the service left after 5- 10 years of service, however they left for a wide variety of reasons including relocation and family responsibilities. Only 2 of the 7 leavers left to achieve a promotion. The exit interviews from the service show that overall employees had a positive experience of East Herts. Therefore, although the turnover in this service has doubled in the last year, there does not appear to be a service specific reason or cause for concern.

4. Reasons for Leaving

Of the 30 leavers in 2010/11, 21 staff were voluntary leavers. One voluntary leaver left within their first year of service, this equates to 0.5% of voluntary leavers.

4.1 Voluntary leavers with one year or more service

Figure 4 shows reasons for leaving amongst voluntary leavers with more than one year's service.



The main reason employees left in 2010/11 was for a promotion or pay increase, 38% (8 people), this is more than double those who left for a promotion or pay increase in 2009/10 (18%)

The Council may need to consider strategies for retaining talent, 75% of those who left for a promotion or pay increase did so after 2 -5 years service. The nature of a small District Council can limit options for promotion in the smaller services. As one member of staff stated on their exit interview 'best start to my career, sad to leave'. The 8 leavers for promotion or pay increase were spread across four services suggesting it is a Council wide issue. Consideration needs to be given to the succession and career planning options available. This can be difficult in times of change, however it is important to retain talent throughout this period.

The other main reasons for people leaving were voluntary retirement pre-65 (14%) and other (14%). The 'Other' category includes employees who left prior to the end of their fixed-term contract as they wished to seek other (permanent) employment and those that choose to leave for health reasons.

5. Turnover Costs

This year the Council has spent £8,146 on recruitment. There were no senior management appointments. This was for 14 vacancies and can be broken down into £4,646 for advertising costs and £3,500 for Manpower's placement and administration fees. This equates to an average cost per hire of £581.84. Last year the average cost per hire was £830.65 (there were also no senior management campaigns in 2009/10). This is a cost reduction of nearly 30%. It is worth noting that this achievement comes after a reduction of costs in 2009/10 of 35% when compared to 2008/9. This has been achieved through both the continued use of Manpower's talent pool for suitable vacancies rather than spending on advertising and the use of combined adverts where possible for more cost-effective campaigns.

The estimated total cost of recruitment in the UK (advertising costs, agency or search fees) is £2,930 per hire (CIPD Resourcing and Talent Survey 2010). This is the median rate based on recruitment advertising for all positions other than those at Senior Management and Director level. It is therefore clear that the Manpower contract is providing the Council with value for money.

6. Exit Interview Analyses

Upon leaving, employees are asked to complete an Exit Interview form although it is not compulsory. If HR identify issues that need addressing a meeting is set up between the HR Officer and employee to explore the areas of concern further. HR may also take up any actions with the line manager. The main focus is on voluntary leavers, and the results of their exit interview are discussed below.

Overview

The exit interview return rate for voluntary leavers this year was 67%, a drop from last year's return rate of 92%.

The results reflect the difficult year the Council had. The terms and conditions review, whilst not directly impacting turnover did have an effect on the morale within the organisation. In 2009/10 50% of respondents rated the Council as a level 8 or 9 employer (1 being poor and 10 being excellent). In 2010/11 the majority of leavers (53%) rate the Council as a level 5 – 7 employer. However, further analysis of the returns shows that overall outgoing employees consider working for the Council to be a positive experience. Respondents considered their relationships with colleagues to be excellent or good (94%), 53% would consider returning to East Herts Council and 53% would recommend working for the Council to others.

Line management

The responses showed clear improvements in certain areas. In 2009/10 questions on line management scored the lowest. Respondents said that their line manager:

- seldom gave them help and advice (56%)
- seldom gave them praise or recognition (50%).

In 2010/11 this has improved significantly, 100% of respondents considered their relationship with their line manager to be 'good' or 'excellent'. The majority of respondents said that their line manager:

- always or often gave them help and advice (94%)
- always or often gave them praise or recognition (88%).

The last tranche of the management development programme was completed in January 2010 and it is clear this is having a positive effect on management throughout the organisation.

Training, development and promotion

Overall respondents viewed the training opportunities at the Council as positive. When asked whether the induction was effective 82% said 'yes completely'. The majority of respondents also considered the training for their role to be 'excellent' or 'good' (88%).

Promotion within the Council was viewed in a different light, only 40% of respondents consider the prospects for promotion as 'excellent or 'good'. The remainder thought promotion prospects with the organisation were either 'poor' (29%) or 'very poor' (29%).

7. Review of Progress - Recommendations from 2010/11

Monitoring Manpower Recruitment Contract

A number of line managers had comments and complaints in the first quarter of 2010/11. The complaints mainly centred around a lack of communication with candidates on feedback and process and delays to the recruitment process whilst Manpower's talent pool was updated to include suitable candidates for East Herts roles. These complaints were resolved, however it became apparent that issues were not being monitored in a systematic way. This meant that issues took longer than necessary to rectify. A dedicated email address was created to ensure there is a clear record of when complaints are raised.

HR have regular meetings with Manpower to discuss concerns and progress projects (for example on-line recruitment). Manpower provide quarterly reports to East Herts tracking vacancies, temps and recruitment equalities and diversity data.

C3W Issues

In 2009 HR coordinated a consultation exercise with staff to ascertain whether they were in a position to adopt the new working practices required for C3W. After their 1-2-1 consultations staff were placed into one of three categories; 31 Red (unable to adopt the new practices/ relocate), 79 Amber (potential issues around adoption of new practices/ relocation) or 235 Green (no issues). HR worked with managers whose staff had been designate Amber or Red to find solutions. In March 2011 a review was undertaken to pick up any changes and capture new starters. The traffic light figures now stand at: 1 red, 2 amber and 335 greens. Work is being progressed with the red/ambers to review any changes that can be made to ensure they are able to continue working for the Council. Solutions for staff include a number of flexible working options that have been introduced. These include home-working, remote (field based) working, compressed hours and utilising

the desks at Charrington's house. It is therefore not anticipated that C3W will have an impact on retention.

Demographic of Workforce

The current demographic pattern at the Council remains, 40% of staff are over 50 years old). Strategies to support succession planning and talent management are required. This was not progressed last year as the Council was going through a number of changes (the terms and conditions review and C3W) but will be reviewed in 2011/12.

Review Staff Survey

The staff survey for 2010 was postponed and the date of the next survey is planned for 2011/12. The survey will explore employees' views on promotion and career progression within the Council HR will review the results and address any areas of concern. An action plan will be developed to ensure appropriate talent and experience are retained within the Council.

Terms and Conditions Review

Last year the possible effect on turnover of staff not signing contracts was highlighted. The Council achieved a 100% return rate on signed contracts so there was no direct effect on turnover. HR will continue to monitor the situation until the protection of the review of terms and conditions cease, as this may have an impact on turnover.

8. Moving Forward - Recommendations for 2011/12

Turnover Targets

It is recommended that the turnover targets are reduced for 2011/12. The local government workforce survey 2010 found that the mean average turnover rate for district councils was 9%. In the last three years the Council has been below its turnover targets of 12% overall and 8% voluntary turnover. A level of turnover is healthy for an organisation, however targets of 10% overall and 7% voluntary turnover may be more realistic. This would still reflect the current economic climate and the proposed changes to services within East Herts Council.

Removal of the default retirement age

The effect of this will be monitored to gauge the impact on turnover and succession planning.

Succession planning

Succession planning and talent management within East Herts should be explored to ensure the Council is retaining talent, particularly where employees have completed training with the authority.

East Herts is currently exploring shared services with Stevenage Borough Council and North Herts Council. Two of the people benefits of this partnership will be resilience for smaller services and increased opportunities for promotion and career progression.

Monitoring Manpower Recruitment Contract

The Manpower recruitment contract will continue to be monitored closely to ensure that the recruitment process is being managed effectively.

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 13 JULY 2011

REPORT BY HEAD OF PEOPLE AND ORGANISATIONAL SERVICES

DISTURBANCE ALLOWANCE POLICY

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To approve the revised Disturbance Allowance Policy

<u>RECOMMENDATION :</u>	
(A)	to approve the revised Disturbance Allowance Policy.

1.0 Background

- 1.1 The Disturbance Allowance Policy was last revised in March 2008. A review was required to ensure it was fit for purpose and aligned with current legislation and best practice and to support the C3W programme and office relocation.

2.0 Report

- 2.1 Please see **Essential Reference Paper 'B'** for the revised Disturbance Allowance Policy.

2.2 **Key changes**

- 2.2.1 Example claims have been included to clearly explain what an employee should claim if they are travelling to the office from home, via a client's or for those who are home-workers.
- 2.2.2 The Excess Travel Time payments have been updated to reflect the current regional agreement and the pro-rata amount has been included for clarity.

2.2.3 A new claim form has been devised which clearly sets out what can be claimed (**Essential Reference Paper C**). This will be given out to eligible employees by Human Resources rather than attached to the policy to ensure Human Resources monitor claims.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

Contact Officer: Emma Freeman - Head of People and Organisational Services

Report Author: Emma Freeman - Head of People and Organisational Services

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	Consultation has taken place with UNISON
Legal:	None.
Financial:	As detailed in the report
Human Resource:	As detailed in the report
Risk Management:	None.

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East Herts Council

Disturbance Allowance Scheme

Policy Statement

Policy Statement No 23 (Issue No 2)

July 2011

Contents

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4.0	Changes affecting the excess travelling expenses & time allowances	6
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1.0 Introduction

- 1.1 The Council is not responsible for an employee's normal home to work mileage or fares. However, where an employee's contractual office base is changed for business reasons beyond their control or they are transferred to a new contractual office base, the additional travelling expenses can be claimed in accordance with this policy. If an employee's contractual base(s) already includes the new location they cannot claim disturbance allowance.
- 1.2 The repayment of excess travelling costs is divided into two parts, expenses and time. Both are subject to tax and NI. The allowances will be paid to the employee on a monthly basis in arrears, for a period of four years for Excess Travel and three years for Excess Time.

2.0 Excess Travelling Expenses

- 2.1 The expenses are paid to all Council employees whose place of work is changed for business reasons or they are transferred to a new contractual office base, **where the new base is a minimum of 5 miles further from their home than their original work base.**
- 2.2 The expenses are based on the total difference between the costs of travelling from:
- I. Home to the new contractual office base and
 - II. Home to the old contractual office base
- 2.3 The difference between the two journeys will be calculated using a route map website, using the **shortest route**, and selecting an interactive map. The difference in mileage will be calculated by HR using this formula and communicated to employees on the claim form. Should employees not agree with the mileage calculated then they should inform HR at the earliest opportunity.
- 2.4 These are paid for the days expenses occur. Expenses cannot be claimed during:
- Annual leave
 - Statutory and extra statutory holidays
 - Sickness Absence
 - When working from home
 - Maternity/ Paternity and Adoption Leave
 - If claiming for travel expenses for training course/seminar attendance

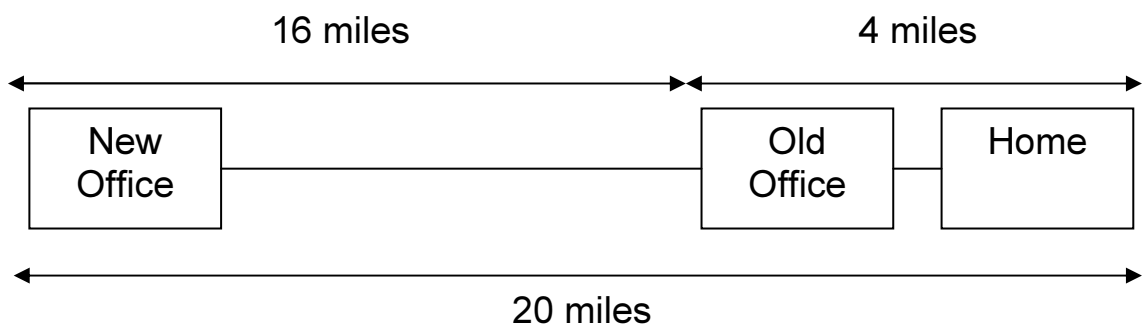
- Any other situation whereby the employee has not occurred excess travel expenditure

2.5 By public transport

- 2.5.1 The Council would like to encourage all staff to use public transport where possible.
- 2.5.2 Employees who live near a suitable public transport route will be entitled to the difference between the cost of standard class ticket to the new contractual office base and the old contractual office base.
- 2.5.3 When purchasing tickets employees must take into account the criteria set out in 2.3 -2.4. If an employee purchases a season ticket which spans a period of absence from their contractual office base (home working, annual leave, statutory holidays etc) costs will be reimbursed on a pro-rata basis according to the days the employee attended the office, claimed monthly.
- 2.5.4 Ticket reimbursements are not subject to tax and NI.
- 2.5.5 Reimbursements should be claimed on a monthly basis.

2.6 By car

- 2.6.1 If an employee is a Car User or public transport is not feasible they may claim the mileage allowance. The rate of reimbursement will be based on the mid point of the Essential Car User Rates. Employees with lease cars will be reimbursed at the lease car rate.
- 2.6.2 The allowance is based on the total distance from home to the new contractual office base less the total distance from home to the old contractual office base.
- 2.6.3 Example 1 – Employee travelling from home to work

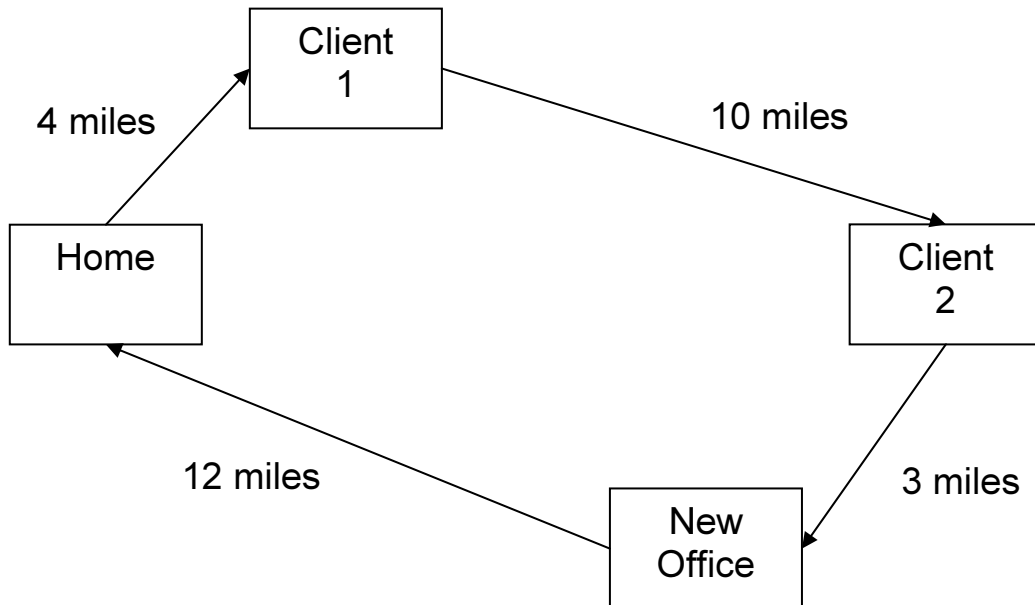


Home to New Office Location – Home to Old Office Location =
Mileage Allowance

In this example: 20 miles – 4 miles = 16 miles

Therefore the mileage allowance per working day would be 32 miles

2.6.4 Example 2 – Employee travelling from home to clients and then on to work



In this example the employee's journey from their home to their old office was 4 miles and the distance from home to the new office is 12 miles. As in example 1 the difference between the two is used for calculating disturbance allowance. This employee can claim 16 miles per round trip from home to the new office base as disturbance allowance (as 8 miles must be discounted).

In this scenario the employee visits two clients before they arrive at the new office and their total mileage for the day is 29 miles.

As 8 miles must be discounted the employee is entitled to claim for 21 miles. The first 16 miles can be claimed as disturbance allowance and the remaining 5 miles as business mileage (using the Council's usual mileage claim form).

2.6.5 Example 3 – Home workers

Home workers who are contractually entitled to disturbance allowance may claim for journeys into the office, in accordance with the home working policy.

2.6.6 All excess mileage reimbursements are subject to tax and NI.

2.6.7 Mileage allowance should be claimed on a monthly basis (see point 2.3).

3.0 Excess Travelling Time

3.1 The Excess Travelling Time allowance is awarded in respect of the additional time spent travelling when an employee is transferred to a new contractual office base. This allowance varies according to the additional mileage travelled.

3.2 The Excess Travelling Time allowance is based on the Regional Joint Council Scheme. The East of England Regional Assembly negotiates rates for Essex and Hertfordshire.

3.3 The allowance is payable in accordance with the rates set out below.

Excess Travel Allowance*	Allowances (1 st April 2009)					
	1 st Year		2 nd Year		3 rd Year	
	Annual	Daily	Annual	Daily	Annual	Daily
5-19 miles	£410	£1.58	£318	£1.22	£237	£0.91
20-29 miles	£658	£2.53	£582	£2.24	£499	£1.92
30-39 miles	£890	£3.42	£782	£3.01	£706	£2.76
40 miles and above	£1108	£4.26	£1025	£3.94	£948	£3.65

*Mileage based on the return journey

3.4 The total distance from home to new office less the total distance from home to old office (see point 2.3).

3.5 These are paid for the days the employee incurs excess travel time. Expenses cannot be claimed during:

- Annual leave
- Statutory and extra statutory holidays
- Sickness absence
- When working from home
- Maternity/ Paternity and Adoption Leave
- If claiming for travel expenses for training course/seminar attendance
- Any other situation whereby the employee has not incurred excess travel expenditure

3.6 This allowance is subject to tax and NI.

3.7 Excess travel time allowance should be claimed on a monthly basis (see point 2.3).

4.0 Changes affecting the Excess Travelling Expenses and Time Allowances

4.1 Second or subsequent relocations of the same office

4.1.1 If an employee's contractual office base is transferred again during the period where an excess travelling allowance was granted, the excess mileage should be re-calculated from the original contractual office base to the new contractual office base and the revised allowance paid for the remainder of the original agreed period.

4.2 Employee Voluntarily Moving Home

4.2.1 If an employee moves house during the period of entitlement to either excess travelling expenses or excess travelling time the allowances should be adjusted downwards if the distance travelled is reduced but should remain unchanged if the distance travelled is greater.

4.3 Changes to the Employee's job

4.3.1 The excess travelling expenses and time allowances should **remain** for the agreed period if:

- The employee's post is re-graded.

4.3.2 The excess travelling expenses and time allowances should **cease** if:

- The employee applies for and accepts a new job at a different location.

4.4 Changes to the Employee's circumstances

4.4.1 It is the employee's responsibility to inform HR of any change in circumstance that may affect their allowances within one month of that change. Any overpayments to an employee will be recouped in accordance with the Council's procedures.

5.0 Review

- 5.1 The scheme will be reviewed in six months to benchmark against other Councils in Hertfordshire or sooner if there are any changes in legislation or best practice requiring amendments to be made.



CAR MILEAGE & EXCESS TRAVEL TIME CLAIM FORM

This form should only be completed by employees that fall within the remit of the disturbance allowance policy and have received written confirmation.

Please complete **all sections**, failure to do so may delay payment. Completed forms must be received by payroll by the 6th of the month.

Claim Details

Name: _____ Payroll No: _____

Claim Period: _____ Date Submitted: _____

Casual Essential Lease Car Registration: _____

Fuel Type: _____ Engine Size (cc.): _____

Make & Model of Car: _____ Approved CO₂ Emission (g/km): _____

Excess Travelling Expenses

Daily Excess Travel Allowance: (The total distance from home to new contractual office base less the total distance from home to old contractual office base)

Number of days attending new base: Insert number of days attended for this period

Total mileage claimed: Daily allowance multiplied by number of days

Excess Travelling Time

Daily Excess Travel Allowance	Daily Allowance (1st April 2009)					
	1st Yr	No. Days	2nd Yr	No. Days	3rd Yr	No. Days
10-19 miles	£1.58		£1.22		£0.91	
20-29 miles	£2.53		£2.24		£1.92	
30-39 miles	£3.42		£3.01		£2.76	
40-50 miles	£4.26		£3.94		£3.65	
Total Claim:	£		£		£	

I certify that

- I held a full & current UK driving licence through the period claimed. I am not disqualified & no prosecutions are pending. I have no medical conditions that prevent me from driving.
- My motor insurance policy is extended to include business use. (Your policy must indemnify the Council against third party claims whilst travelling on business, which may include attending courses, and working at or visiting another site. If transporting goods, your Insurer may require separate notification).
- My vehicle is roadworthy. If over three years old, it is covered by a valid MOT certificate.
- My vehicle has a valid road fund licence.
- The mileage shown above was calculated in accordance with the conditions laid down in the Disturbance Allowance Policy.

Managers must check insurance certificates, driving licences and MOT certificates at least annually; retain photocopy evidence & record dates of checks.

Signed: _____ (Employee) Date: _____

Signed: _____ (Authorised Officer) Date: _____

Print Name: _____ (Authorised Officer)



PUBLIC TRANSPORT & EXCESS TRAVEL TIME CLAIM FORM

This form should only be completed by employees that fall within the remit of the disturbance allowance policy and have received written confirmation.

Please complete **all sections**, failure to do so may delay payment. Completed forms must be received by payroll by the 6th of the month. Attach all receipts to the back of this form.

Claim Details

Name: _____ Payroll No: _____

Excess Travelling Expenses for Public Transport

Daily Excess Travel Allowance:

(The cost of a standard class ticket from home to the new contractual office base less the cost of a standard class ticket from home to the old contractual office base)

Number of days attending new base:

Insert number of days attended for this period

Total Claim:

Daily allowance multiplied by number of days

I have attached the VAT receipts for the individual public transport journeys I am claiming for:

I have attached a season ticket which covers the period for which I am claiming:

Excess Travelling Time

Daily Excess Travel Allowance	Daily Allowance (1st April 2009)					
	1st Yr	No. Days	2nd Yr	No. Days	3rd Yr	No. Days
10-19 miles	£1.58		£1.22		£0.91	
20-29 miles	£2.53		£2.24		£1.92	
30-39 miles	£3.42		£3.01		£2.76	
40-50 miles	£4.26		£3.94		£3.65	
Total Claim:	£		£		£	

I certify that

- I have actually paid the travel fares as detailed above.
- The mileage shown above was calculated in accordance with the conditions laid down in the Disturbance Allowance Policy.

Signed: _____ (Employee) Date: _____

Signed: _____ (Authorised Officer) Date: _____

Print Name: _____ (Authorised Officer)

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 13 JULY 2011

REPORT BY PROGRAMME HEAD

STAFF CAR PARKING ARRANGEMENTS

WARD(S) AFFECTED:

Purpose/Summary of Report

- To request that the HR Committee consider the available options for staff car parking in Hertford and select the most appropriate solution.

<u>RECOMMENDATION:</u>	
(A)	That the HR Committee review the alternatives for staff parking arrangements and select the most appropriate solution.

1.0 Background

1.1 The project to consolidate Council staff on to the Wallfields site in Hertford will be completed at the end of August. Given the anticipated number of staff travelling to Hertford by car, the car parking facilities on site will be insufficient to cater for everyone's needs.

1.2 A report to Corporate Management Team on 29th March agreed the basis upon which the finite car parking spaces at Wallfields were to be fairly allocated across services for staff use. The car park will be zoned and spaces allocated to services based on the number of occupied desks. Broadly this results in one space for every two occupied desks. The Wallfields car park has 127 spaces, supplemented by the visitor car park with 30 spaces. Each Head of Service is responsible for the allocation of their spaces on a fair and non-discriminatory basis. The agreed procedure is attached as Essential Reference Paper B. This procedure takes into consideration provision of parking for staff with mobility difficulties, special needs or a disability.

2.0 Report

Current Position

2.1 Currently all staff can take advantage of no charge car parking when attending work in designated car parks. In Wallfields, the current level of office occupancy allows all staff to gain entry and use the car park. In Bishops' Stortford staff can take advantage of no charge parking at Grange Paddocks. These provisions, whilst not contractual, are considered as custom and practice. Any change to this provision will therefore be subject to challenge requiring consultation and agreement in the change to work conditions.

Vehicle Numbers

2.2 Currently there are 348 Council employees. Approximately 40 staff will work at Charringtons House in Bishops' Stortford and 31 staff are permanent 'home workers'. 80% of workers drive to work (Source: Staff Travel Survey October 2006) so there is a maximum of 221 staff who might seek car parking at any one time at Wallfields. This includes full, part-time, remote and occasional home workers.

2.3 Given the Wallfields car park can accommodate 127 cars, the maximum number of vehicles unable to park at the Wallfields site would be 94. The actual number will be lower due to annual leave, sickness absence, car sharing, workers that use alternative transport and different working patterns. It is estimated that the number of cars to be accommodated outside the Wallfields car park would be closer to 65 taking account of these factors.

2.4 The Council is about to join a regional car sharing scheme which includes businesses and local authorities which will give staff greater flexibility in identifying car sharing opportunities. This may further reduce the demand for staff car parking.

2.5 As the Council implements more shared service working, extends mobile/remote working and continues to restructure its services to reflect the strategic priorities identified by the Council, the number of employees and hence vehicles unable to park at the Wallfields site may well decrease.

2.6 A review of the public car parking provision in Hertford (shown as Essential Reference Paper C) indicates that on a typical day the

long stay and mixed use car parks have about 239 empty car parking spaces. This will be reduced in peak periods but is far in excess of the estimated 65 spaces needed to accommodate all staff if they drove to work. There is therefore no cost in allowing staff to park without charge in Gascoyne Way or London Road on work days and no current users would be impacted.

Bishops' Stortford

- 2.7 At present staff working in Bishops' Stortford can park at Grange Paddocks, which is currently no charge for all. Grange Paddocks will become a charging long-stay car park from April 2012. The decision regarding the basis upon which car parking is available to Council staff will therefore also apply in Bishops' Stortford. There is no basis on which to judge whether permitting staff to use this car park without charge would displace other users with a potential loss of income to the Council.
- 2.8 At Charringtons House the Council has seven associated parking bays. Unlike Hertford, the number is insufficient for use by rota. These spaces are designated purely as for those with mobility difficulties, special needs or a disability and those visiting the premises for short meetings. The parking operates on the same basis as the Hertford visitor car park.

Main Options

- 2.9 Essential Reference Paper D details three main options for staff car parking with the potential impact on staff and associated risks:
- Ongoing provision of a no charge car parking benefit to all staff when attending work in designated car parks, whether at Wallfields, one of the Council's car parks in Hertford which are long stay or mixed use (London Road, Gascoyne Way) or in the Grange Paddocks long stay car park in Bishops' Stortford.
 - Grant no charge parking only to those parking at Wallfields on a rota basis. Those unable to park at Wallfields would pay to park in the Council's car parks. Under this option the staff working in Bishops' Stortford would also have to pay for their parking.
 - Grant parking provision at a reduced charge to all staff when attending work. This would be equally payable whether staff are parked in the Wallfields car park or using Gascoyne Way, London Road or Grange Paddocks. Funds generated by such a

levy might be ring fenced to support transportation improvements including environmentally friendly solutions.

Staff Morale

- 2.10 During a period of change and uncertainty removal of access to no charge car parking will impact on morale.

All employees have recently received revised terms and conditions which include a reduction in the local award from 5% to 2% linked to national pay awards and removal of the car lease scheme.

Given inflation and the current pay freeze in local government, wages are reducing in real terms. The government proposals on pensions represent a further reduction in remuneration.

Some staff are also impacted by relocating to Wallfields office and are subject to increased time and cost to relocate. The Disturbance Allowance Policy supports this change.

A full consultation process will need to be carried out with staff and Unison should a change be made to the current custom and practice of no charge parking.

Delivery of Changing the Way We Work Benefits

- 2.11 A decision to maintain no charge car parking only at the Wallfields site may lead to disproportionate impacts on Charringtons House staff, part-time and flexible working arrangements. These are key to the Council delivering its efficiency targets and allowing the consolidation of the Council to the Wallfields site, thereby achieving the savings from the closure of the Causeway offices and its extensive refurbishment costs.

Potential on Street Parking Issues/Public view

- 2.12 Should a decision to require staff to pay for car parking in part or full be made, it must be noted that staff will seek opportunities within both towns to park for free. This may cause congestion in residential areas where traffic controls are not in place.
- 2.13 The public perception of access to no charge parking for staff within our car parks is anticipated to be negative, when other users must pay to park.

- 2.14 An increase in uncontrolled parking by staff in residential areas may give rise to adverse commentary and demands for residents permit zones.

Essential Car Use

- 2.15 A number of staff are designated as essential car users or drive Council owned vans. The Council would lose productive time of these employees if they are required to park in an alternative location other than the Wallfields car park, approximately 10-15 minutes every time access to a vehicle is required. Allocating no charge spaces at Wallfields to these users would impact on those required to park elsewhere, particularly if they were required to pay in part or full for their car parking.

Member Parking

- 2.16 Member parking for Executive members is designated within the zoning of the Wallfields car park. Other members are able to utilise these spaces when they are free. The Wallfields visitors' car park has 20 parking spaces for visitors during business hours, 10 of which will be available for member/staff use. These spaces are for short term parking only. The seven spaces at Charringtons House will operate on the same basis for members.
- 2.17 Should staff have to pay for parking, appropriate considerations may need to be made for members unable to use the Wallfields car park, particularly if a workplace levy is considered. This applies to Charringtons House in Bishops' Stortford as well as this is a short-term visitor only car park for short term use/meetings at the site.

3.0 Implications/Consultations

- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.
- 3.2 Additional comments received from staff regarding the alternative options are enclosed as Essential Reference Paper E for consideration by the Local Joint Panel.

Background Papers

CMT Paper 29th March 2011 – Car Parking Procedure

Contact Member:

Contact Officer: Neil Sloper – Head of Customer
Services/Programme Head – Ext. 1611

Report Author: Neil Sloper – Head of Customer
Services/Programme Head

ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<p>Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p>
<p>Consultation:</p>	<p>Heads of Service have been consulted on the alternative options and paper.</p> <p>The C3W Staff User Group meeting on the 21st June included a workshop to review the options, risks and impacts included in this report.</p> <p>A meeting was held with Unison on 22nd June to brief them on the production of the paper and to enable them to draw a paper together for a special Local Joint Panel meeting.</p>
<p>Legal:</p>	<p>There are implied contractual implications, through custom and practice. Full consultation would need to be carried out with Unison and staff if current practice is changed.</p>
<p>Financial:</p>	<p>There is no cost to the Council of providing a benefit of no charge car parking to its staff within the Council's own car parks.</p> <p>Subject to the reservations noted in the report concerning Grange Paddocks, the Council will not lose income from displaced motorists as a result of staff parking no charge within its own car parks..</p> <p>If a benefit of no charge parking remains in place there are no taxation implications of this benefit as it is not assigned to an individual.</p> <p>There will be an administrative cost in order to facilitate staff parking within the Council's car parks at reduced cost. The burden will be greater if the Wallfields parking is 'no charge' and overflow parking is charged. This can be minimised by utilising electronic monitoring methods removing the needs for passes. A nominal cost of registration may be put forward as a cost to the user.</p>
<p>Human Resource:</p>	<p>Removal of no charge parking for Council employees would be a departure from current practice. It is considered that the provision of no charge parking is custom and practice and therefore would be subject to formal challenge should any change be made.</p> <p>During a period of uncertainty and change removal of access to no charge parking will reduce staff motivation and may result in industrial action.</p> <p>Not maintaining access to no charge parking to staff will be seen</p>

	as a further reduction in pay following the recent terms and conditions changes.
Risk Management:	<p>The public perception of access to no charge parking to staff within our car parks is anticipated to be negative.</p> <p>An increase in uncontrolled parking by staff in residential areas may give rise to adverse commentary and demands for residents permit zones.</p> <p>The risks of inconvenience to other users through staff use of car parks is very low as the occupancy figures show capacity in excess of that required to accommodate even the most generous estimates of staff use.</p>



East Herts Council

Car Parking Procedure

[month] 2011

Contents

CAR PARKING PROCEDURE **[month] 2011**

1.0 Introduction

- 1.1 The Council has agreed as part of the C3W Programme to make Wallfields the Council's main office base. This procedure outlines how the on-site car parking can be allocated on a fair and balanced basis.
- 1.2 The Council supports home and flexible working opportunities. Staff interested in exploring this opportunities should read the Flexible Working Policy and/or Home Working policy.
- 1.3 As part of the Council's Green Policy, staff are encouraged to travel to work by other means of transport. Options available are public transport, cycle, walk, share lifts and to limit the need to access the office by working from home or remote working. The Council are currently exploring and introducing incentives to support this policy (e.g. cycle to work scheme, passenger allowance and car sharing scheme). For more information please view the HR pages on the Intranet site.

2.0 Allocation of Car Spaces at Wallfields

- 2.1 The staff car park at Wallfields has 126 car parking spaces available for staff to use. Our aim is to ensure that the allocation of parking spaces is fair and transparent and takes into account service need and personal circumstances of staff and members.
- 2.2 Allocated spaces will be available close to the office for registered disabled staff and pick up/drop-off requirements.
- 2.3 Parking spaces will be numbered by zone and will mirror the zones of occupied office space in the building. Some car park zones will be occupied by a single service, others may be shared by three or four services all occupying a single zone of the building. Please see Appendix A for details.
- 2.4 Parking spaces will be allocated to each zone proportionate to the headcount of staff in those areas. Please see Appendix B for details.

- 2.5 Fair allocation and use of space will be managed by the responsible Head of Service (in the case of a single service allocation) or the Heads of Service sharing a zone.
- 2.6 To ensure fair usage of spaces and to aid monitoring arrangements, each service will be provided with a sticker to display with the appropriate letter. Where Heads of Service believe their initial allocation is less/more than is required as business practices change and develop adjustments will be considered.
- 2.7 Members of staff who do not have an allocated space in the staff car park on a particular day will need to make alternative car parking arrangements in the town centre.
- 2.8 Staff entering the car park after 4pm may park wherever there is a space, regardless of whether it is in their allocated zone or not.
- 2.9 In some circumstances it may be possible (by agreement with all user services) to park more cars into a zone than the number of spaces. In these circumstances it is essential that cars can be moved on request at short notice.

3.0 Visitors/Members Car Parking Spaces

- 3.1 There will be effective control over the current visitors' car park to maintain 20 parking spaces for visitors during business hours, 10 of which will be available for member/staff use. These spaces are for short term parking only.
- 3.2 Members may also use the zone allocated to the Executive team, should spaces be available.

4.0 Allocation Guidance for Heads of Service

- 4.1 Heads of Service will allocate their designated parking spaces to their staff based on the needs of their particular service.
- 4.2 Whatever arrangements are put in place, it is important that staff should know in advance whether they have a car parking space at Wallfields that day or whether they need to find alternative parking.
- 4.3 Heads of Service should always ensure that priority car spaces are provided for staff with mobility problems.

- 4.4 When making decisions on how to allocate parking, Heads of Service can determine their own criteria, so long as it can be objectively justified, is non-discriminatory (e.g. not first come first served or based on seniority), and meets the needs of the service. Please see Appendix C for a guidance document for Heads of Service to consider when deciding on parking space allocation criteria.

5.0 Monitoring

- 5.1 Registration numbers and names of owners of all vehicles able to use a parking zone will be kept and updated by a parking monitor in each floor zone and will be accessible to all in that area.
- 5.2 It will be the responsibility of the Head of Service (in the case of a single service allocation) or the Heads of Service sharing a zone to ensure that members of staff adhere to the rules put in place and to deal with any abuse of the system.
- 5.3 Disputes will be managed and resolved at service/zone level in the first instance, with a final appeal mechanism to Directors on the grounds of unfair treatment.

6.0 Review and Amendment

- 6.1 This procedure shall be reviewed after six months to see how the arrangements work in practice and will be updated accordingly if necessary.

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ESSENTIAL REFERENCE PAPER "C"

HERTFORD

1. London Road long stay (100 spaces)

Currently around 30% occupancy, due to the fact that a nearby office block, the Rotunda, is currently half empty. Average space availability per day = 70.

2. Gascoyne Way long stay (225 spaces)

Currently around 60 occupancy. Average space availability per day = 90.

3. Hartham Lane mixed use car park (85 spaces)

Currently around 30% usage. Average space availability per day = 60.

4. Hartham Common mixed use car park (119 spaces)

Currently around 25% usage. Average space availability per day = 89.

SUMMARY

On a typical day, there could be up to 239 spare long stay spaces around Hertford town centre.

Important considerations:

1. Car parking can come under additional strain at peak periods – e.g. Christmas.
2. Forthcoming 232 space short stay car park for J Sainsbury may further reduce short stay parkers in our mixed use car parks at Hartham.
3. The long stay parking in G way is concentrated on upper floors and it is the roof in particular that rarely attracts customers.

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Staff Car Parking Options

Option	Car Parking Impact	Staff Impact	Value	Risks
<p>Staff able to park for free in long-stay car parks (Hertford and Bishops Stortford) and Wallfields car park.</p>	<p>None, approximately 65 cars will park across the 4 long stay and mixed use car parks in Hertford which have a spare capacity of 239 spaces.</p>	<p>Issues of equality and fair use of car parking will be minimised.</p> <p>No concerns or reaction in respect of loss of a benefit believed to be contractual through custom and practice.</p> <p>Saving in administration and assessment of fair use and allocation of spaces.</p> <p>Inconvenience of walking additional distance to work, adding time to the day is mitigated.</p>	<p>There is no cost to the authority as spare spaces across 4 car parks will be utilised in Hertford.</p> <p>Car parking numbers are very low in Stortford with an estimated requirement of 10 spaces to meet staff parking needs.</p> <p>Procedure to manage access to Wallfields car park will be much easier to administer, saving staff time and distress.</p>	<p>Potential for negative public and press perception of ‘free car parking for staff’</p>
<p>Introduce a partial charge for all staff using a car to travel</p>	<p>None, approximately 65 cars will park across the 4 long stay</p>	<p>Loss of current benefit, perceived as contractual through custom and practice</p>	<p>A levy/charge set at £250 per year would generate a maximum of</p>	<p>Potential for negative public and press perception of subsidised</p>

<p>to work, possibly a workplace parking levy.</p> <p>The levy/charge would permit parking in Wallfields and the long stay car parks in Hertford, Grange Paddocks in Bishops' Stortford.</p>	<p>and mixed use car parks in Hertford which have a spare capacity of 239 spaces.</p> <p>Only 10 spaces are anticipated to be required for staff parking at Grange Paddocks, Bishops' Stortford.</p>	<p>will result in challenge.</p> <p>Additional cost to park perceived as a further pay cut by staff.</p> <p>Conflict in amount payable for essential users if required to have access to a car for work.</p> <p>Equity and fairness issues about amount of charge between pay grades, full and part-time workers.</p> <p>Equity and fairness issues regarding actual days of use, sickness absence and annual leave.</p> <p>An administration system would be needed to administrate the levy.</p> <p>Contractors would have to incur the levy unless the parking facility already exists within their contract with the Council.</p>	<p>£48,000 per annum, ring fenced to transportation improvement. The actual value may be lower due to part-time working, job share and home working.</p>	<p>parking for staff.</p> <p>Potential staff conflict and industrial action.</p>
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		<p>Issues regarding Members parking costs and staff.</p> <p>A levy is typically cheaper at £250-350 per year than pay and display tariffs in car parks (roughly £1000 per year long stay in Hertford).</p>		
<p>A mixed solution of free parking in Wallfields for staff on a rota basis. Those not accommodated would be expected to find parking at their own cost.</p>	<p>Approximately 65 staff will park either on uncontrolled residential streets or in car parks.</p>	<p>Loss of current benefit, perceived as contractual through custom and practice will result in challenge.</p> <p>Additional cost to park perceived as a further pay cut by staff.</p> <p>Conflict in amount payable for essential users if required to have access to a car for work.</p> <p>Equity and fairness issues about access to free car parking on a rota basis between essential car users, pay grades, full and part-time workers.</p>	<p>If all 65 staff were to pay for long stay car parking the parking pay and display income would be £74,360. In practice many would seek and successfully park on street in uncontrolled locations.</p>	<p>Potential for clogged residential streets as staff look to avoid cost of parking.</p> <p>Potential demand for residents parking schemes to address uncontrolled parking growth.</p> <p>Poor staff morale at a time of change and efficiency measures.</p> <p>High potential for disadvantage amongst staff and competing business needs.</p> <p>Potential staff conflict and industrial action.</p>

		<p>An administration system would be needed to administrate the free parking access.</p> <p>Issues regarding Members parking costs and staff.</p> <p>Lack of consistency afforded in Bishops' Stortford as visitors car park too small to accommodate similar rota based free parking for staff based there.</p>		
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Staff Comments Staff Car Parking Changing the Way We Work User Group Consultation

Essential Use

If charges are introduced should be a discount for those staff who are obliged by either their job description or terms of service to have a car available as part of their role

Placing a levy on parking automatically disadvantages members of staff who are required to bring a vehicle with them to work to carry out their duties. The car user allowances are intended to reimburse staff for the full cost of providing a car to perform their role. If a parking charge is placed upon these staff, it could be strongly argued that the car allowances would need to be increased to compensate for this unavoidable additional motoring cost. At present a parking permit is issued to staff required to use their vehicle for work to avoid them being subjected to parking charges around the district.

Members of staff who do not require a vehicle during the working day for council business have the choice of paying to park, or finding alternatives such as public transport and car sharing. There is additional inconvenience, but the cost is hypothetically avoidable for these staff if they wish to find alternatives.

Equality Impact

A 'no charge' at Hertford car parks option would avoid all the many and varied problems that will otherwise ensue.

Charges could have a disproportionate effect on part-timers where their working arrangements are dictated either by needs of their service or for childcare or other responsibilities so that they work over more than two or three days (e.g. those that work school hours over five days but are only contracted for 18.5 hours a week). When added to the length of time walking from car park they may be having to pay almost as much, or indeed as much, as a full timer to park.

Those working part time will suffer yet again. For example, if you pay per day or even per week to park in Gascoyne Way for example, it works out cheaper than paying by hour. Yet for many the reason they work part time is to accommodate school hours. They will never be able to benefit from the economies of scale of cheaper long stay parking. This also applies for those who may be able to leave the car at home or car-share but on some occasions will need to drive in.

In the event of an annual fee this should take account of annual leave and be pro-rata for part-time staff

Charging could detrimentally effect service flexibility where part timers are prepared to come in for extra meetings etc on days not normally worked but will be disinclined to do so if they have to pay for extra parking.

Charging could have a huge effect on those on a low salary.

Custom and Practice Issues

This is terms and conditions issue, all other changes to terms and conditions have had a manner of compensation or a protection period. A period of consultation at least should occur. Free parking should be provided for staff until the decisions made are equitable and agreed.

Has the equitability of this proposal been considered in the light of all the other pay cuts, costs, freezes and loss of benefits? At the end of the T&C 3 year period I will have lost circa £3,000 worth of benefits. Is this reasonable?

ESSENTIAL REFERENCE PAPER "E"

Impact in Time

If staff have to spend 30 minutes at least of their own time travelling to and from external parking spaces, for some staff this may mean having to work an additional day or half day to work their hours within an inflexible time constraint. Again this is at their own cost.

Impact on Staff

I am strongly opposed to being charged for car parking. It would represent a considerable cut in salary at a time when morale is very low anyway. Also, if we have the number of empty parking spaces suggested, surely it would be cost neutral to allow those of us who do not get granted a place at East Herts, to be given a free parking space in the town. I don't envisage a public outcry over this. There are many instances of other large organisations that have free staff parking.

Councillor Parking

Will the visitor car park (or certain spaces within it) be subject to the parking levy? The reason for asking is that under the new arrangements some of the spaces in the visitor car park will be used by councillors. It would be manifestly unfair, that if the "staff car park" was subject to the levy but councillors didn't have to pay (at least a pay and display charge). Furthermore, will the visitor car park become pay and display to bring it into line with all other council car parks?

If we have to pay everyone should pay (Councillors included).

MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON TUESDAY 14 JUNE 2011,
AT 2.30 PM

PRESENT: **Employer's Side**

Councillors L Haysey and A Jackson

Staff Side (UNISON)

Mrs B Dodkins, J Francis, Mrs J Sharp and
Mr A Stevenson

ALSO PRESENT:

Councillors J Ranger

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Committee Secretary
Emma Freeman	- Head of People and Organisational Services
Alan Madin	- Director of Internal Services
Jaleh Nahvi	- Human Resources Officer

25 **APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN**

Nominations were sought for the appointment of a Chairman for the Civic Year. It was moved by Jane Sharp and seconded by Councillor A Jackson that Councillor M Wood be appointed Chairman of the Local Joint Panel for the Civic Year.

Nominations were sought for the appointment of Vice

Chairman for the Civic Year. It was moved by Andy Stevenson and seconded by Councillor A Jackson that Chris Clowes (UNISON) be appointed Vice Chairman for the Civic Year.

In the absence of both the Chairman and Vice Chairman, nominations were sought for a representative from either side to chair this meeting. It was moved by Jane Sharp and seconded by Councillor A Jackson that Andy Stevenson chair this meeting.

RESOLVED – that (A) Councillor M Wood be appointed Chairman for the Civic Year;

(B) Chris Clowes be appointed Vice Chairman for the Civic Year; and

(C) Andy Stevenson be appointed to chair this meeting of the Local Joint Panel.

26 APOLOGIES

Apologies for absence were submitted from Councillors M Alexander, M Wood and Chris Clowes. It was noted that Jenny Francis was substituting for Chris Clowes.

27 MINUTES

RESOLVED – that the Minutes of the meeting held on 15 March 2011 be approved and signed by the Chairman as a correct record.

28 SAFETY COMMITTEE

RESOLVED – that the Minutes of the meetings held on 13 January and 24 March 2011 be received.

29 JOB EVALUATION

The Secretary to the Employer's Side submitted a report outlining the revised Job Evaluation Policy following a review of both the Job Evaluation Protocol and the Job Evaluation Appeal Process. She outlined the key changes which were set out in the report now submitted. She asked the Panel to ignore paragraph 2.2.4 following conversations with UNISON.

The Secretary to the Staff Side referred to the wording in paragraphs 5.1 and 5.2 and felt that the six month deadline could be detrimental to staff and that it might be unlawful in that it could affect employees' rights. The Secretary to the Employer's Side stressed the need to ensure that the employee had been undertaking the job for six months. An Officer explained the rationale for the inclusion of the six month deadline in that it provided an opportunity for the changes to "bed down" and to ensure that changes were evaluated in a timely fashion. Staff Side sought assurances that once the line manager had agreed when the substantial changes started, that it should be backdated to that date.

Councillor J Ranger stated that he could not see a problem with the six months deadline if staff were having regular appraisals which would highlight any changes to the job. He reminded the Panel that both the line manager and the employee signed off the PDR evaluation. The Staff Side acknowledged this, but stated that line managers might not carry out appraisals because of competing priorities.

The Director of Internal Services suggested that either the employee or line manager could request that that a job be re-evaluated and that it should be backdated to the date of that request. He stated that this could be further clarified in an email which confirmed that the job needed to be re-evaluated and which might fix a date for the evaluation to take place which was anticipated to be within six months. Councillor A Jackson agreed that the request by either party should be the

trigger and start date of the process.

The Staff Side referred to the issue of appeals and was concerned at the prices quoted in using Hay Staff for assistance given that there were very few appeals. The Staff Side stated that where an employee appealed against a grade, then that application should be considered by an individual outside of the Council so that it reassured the employee that the independent person had an objective view of matters.

An Officer referred to paragraph 13.7 which allowed the opportunity to bring in external assistance. She stated that regard was taken of internal staff, who had appeal experience and if necessary, the Council would bring in external expertise.

The Panel supported the suggestion that paragraph 5.2 be amended by the inclusion of "that either employee or the Line Manager request that a job be re-evaluated and that this date shall be the effective date".

RESOLVED – that the revised Job Evaluation Policy as amended, be approved.

30 EQUAL PAY

A report was submitted by the Secretary to the Employer's Side setting out the proposed methodology for the 2011 Equal Pay Audit. The Secretary to the Employer's side explained why it was necessary to carry out an audit of all posts in the Council and referred to the data to be used for comparative purposes set out in the report now submitted. It was noted that the report would be presented to CMT in September / October 2011, then Local Joint Panel and Human Resources Committee.

The Panel was advised that the data cleanse had elicited a 90% response.

Councillor J Ranger suggested that Step 5 (as contained in the Green Book) and set out in the report now submitted, might be construed as prejudicial to men. Whilst acknowledging that it was not the Council's own Step Process, he stated that the Council was not bound to follow the Green Book and that consideration be given to inserting the word "men". This was supported.

The Panel agreed the methodology for the 2011 Equal Pay Audit as amended.

RESOLVED – that the methodology for the 2011 Equal Pay Audit as amended, be approved.

31 DISTURBANCE POLICY

The Secretary to the Employer's Side submitted a report on a revised Disturbance Allowance Policy following a review to ensure that it was fit for purpose, aligned with legislation, best practice and supported the C3W Programme. The key changes were set out in the report now submitted.

The Director of Internal Services stated that the proposals were generous and relatively expensive when compared to other councils within the County. He referred to the Council's shared services agenda and cautioned Members of the need to ensure harmonisation of policies. He stated that there would need to be further discussions with colleagues in other Councils on this and other policies.

The Secretary to the Staff Side requested a review of the policy in six months. The Director of Internal Services suggested that as part of the review, the scheme should be benchmarked by other authorities as this data would assist discussions for the harmonisation of policies. The Staff Side sought confirmation that the new arrangements proposed, honoured existing employees who had moved from Bishop's

Stortford to home.

The Director of Internal Services referred to the proposed shared arrangement with Stevenage Council and of the possibility of staff from both Councils with different levels of disturbance allowance. He suggested that it would be appropriate for all staff to receive similar treatment.

The Panel agreed the policy and supported a proposal that the policy be reviewed in six months and that, in the meantime, the policy be benchmarked against other councils in Hertfordshire with a view to achieving significant harmonisation of the policy without prejudicing existing staff.

RESOLVED – that (A) the revised Disturbance Allowance Policy be approved;

(B) the policy be reviewed in six months and that, in the meantime, the policy be benchmarked against other Councils in Hertfordshire with a view to achieving significant harmonisation of the policy without prejudicing existing staff.

32 URGENT BUSINESS

The Secretary to the Staff Side requested that an item of urgent business be considered concerning UNISON's response to the Revenues and Benefits Shared Service with Stevenage. UNISON requested that the issue be discussed as an urgent item to facilitate the business of the Council given that the issue would be discussed at the Executive on 15 June 2011.

The Director of Internal Services was concerned about the relevancy of the item being considered at the Panel, as he felt the proposals did not raise any HR policy issues.

Councillor J Ranger acknowledged the Director's comments but felt that there were some aspects within the papers which had been circulated earlier, that were relevant for the Panel

and which warranted consideration.

Staff Side thanked Councillor J Ranger for his support. The UNISON representative stated that there were decisions which would be taken by the Executive on 15 June 2011 which could affect staff, as such, she stated that this was the appropriate forum. Councillor A Jackson supported the request by UNISON and agreed to articulate their views to the Executive.

The UNISON representative referred to the Revenues and Benefits standards of service and of the fact that staff had built up areas of expertise. The benefits of shared services were acknowledged, but she expressed concern that the time frames for consultation left staff with the impression that comments were not being listened to. She stated that staff were concerned about accommodation. She acknowledged that some staff would be based at Bishop's Stortford but that there would be an additional 40 extra staff from Stevenage in Hertford and that this might force people to work from home.

The Staff Side sought assurances that the savings proposed would be made and that this would not be detrimental to the service. She referred to the TUPE regulations and the conflicting and confusing statements on the legal position in not being able to make staff redundant if connected with TUPE but that staff could be made redundant under TUPE for "economic, technical or organisational" reasons and referred to the fact that six staff would be lost in order to make efficiency savings.

The UNISON representative referred to the gap in grades between 5 – 9. She expressed doubts about the use of generic job descriptions because there was a need to specialise in some areas of revenues and benefits. From a financial perspective, she queried whether the level of contingency should be larger.

The Staff Side referred to IT and of proposals to reduce this service. The representative expressed concern at this possibility within the context of a proposal to take on staff from

Stevenage.

Councillor A Jackson referred to the Executive’s preferred route of shared services and of the needs to balance this in regard to the right philosophy, attitude and culture towards the provision of quality services. He stated that the shared approach contributed significantly to the savings which needed to be made in the years ahead. He stated that job descriptions would form a part of conversations between HR and UNISON.

The Panel received UNISON’s comments. Councillor A Jackson agreed to pass these on to the Executive on 15 June 2011

RESOLVED – that (A) UNISON’s comments be received; and

(B) the Leader pass on UNISON’s comments to the Executive on 15 June 2011.

The meeting closed at 3.50 pm

Chairman
Date