



**MEETING** : HUMAN RESOURCES COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 11 JANUARY 2012  
**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:

Liberal Democrat Group:

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

**CONTACT OFFICER: LORRAINE  
BLACKBURN**

## 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 - 12)

To receive the Minutes of the meeting held on 12 October 2011.

3. Chairman's Announcements

4. Declarations of Interest

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

5. Pay Policy Statement 2012/13 (Pages 13 - 26)

6. Equality and Diversity Report (Pages 27 - 56)

7. Volunteering Policy (Pages 57 - 68)

8. Retirement Policy (Pages 69 - 96)

9. PDR Quality Review (Pages 97 - 104)

10. Equal Pay Audit (Pages 105 - 118)

11. Human Resources Quarterly Performance Statistics (Pages 119 - 126)

12. Human Resources Quarterly Statistics (Pages 127 - 134)

13. Local Joint Panel - Minutes of the meeting held on 13 September and 6 December 2011 (Pages 135 - 146)

Members are asked to bring to the meeting copies of the Local Joint Panel agendas for the meetings held on 13 September 2011 and 6 December

2011)

14. Health and Safety at Work Act 1974

15. 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.

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MINUTES OF A MEETING OF THE  
HUMAN RESOURCES COMMITTEE HELD  
IN THE COUNCIL CHAMBER,  
WALLFIELDS, HERTFORD ON  
WEDNESDAY 12 OCTOBER 2011, AT 3.00  
PM

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

ALSO PRESENT:

Councillors P Moore

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Committee Secretary
Emma Freeman	- Head of People and Organisational Services
Alan Madin	- Director of Internal Services

177 APOLOGY

An apology for absence was submitted on behalf of Councillor P Ballam.

178 MINUTES

The Minutes of the meeting held on 13 July 2011 were received. It was agreed that resolution (B) of Minute 170 (Corporate Training Review) be amended to read "2011/12".

RESOLVED – the Minutes of the Human Resources Committee held on 13 July 2011 as amended, be confirmed as a correct record and signed by the Chairman.

## 179 ABSENCE MANAGEMENT

The Head of People and Organisational Services submitted a report on sickness absence between the period 1 April 2010 to 31 March 2011. It was noted that sickness absence had increased from 6.47% to 6.79% calculated on FTE. The average sickness taken from the East of England Local Government Association 2010 survey was 8.64%. Short term sickness absences had increased slightly. There had also been a slight increase in long term sickness. The report now submitted outlined the main reasons for both short term and long term sickness.

Updates were provided on the Occupational Health Service and the Employee Assistance Programme. It was noted that the Council had an independent Occupational Health provider but that other options were being explored.

Progress on recommendations for 2009/10 in terms of targets and stress-related sickness were noted. Targets for 2011/12 were set out in the report now submitted.

Councillor J Ranger referred to a fact that a drop in sickness absence figures might be as a result of home working. Clarification was provided in relation to flexible working methods.

Councillor P Ruffles sought clarification on the demographic profile of the Council and was advised that the Council reflected the local government workforce with the majority of employees over 40 years of age. He referred to certain illnesses which might affect the older generation (stress) but not the younger (colds and flu).

Members noted the report and approved the recommendations set out in the report now submitted specifically in relation to the sickness absence target for 2011/12 remaining; that further on stress awareness for managers be supported, of the need to evaluate the effects of



home working on absence and the need to review the Absence Management Policies in 2012.

RESOLVED - that (A) the report be noted;

(B) the sickness absence target for 2011/12 remain at 5 days FTE for short term and 2.5 days FTE long term and 7.5 days FTE total sickness absence;

(C) managers be provided with further training on stress awareness including seeking support by Occupation Health and the PPC;

(D) the effects of home working on absence rates be evaluated against office-based staff and be reported back; and

(E) the Absence Management Policy be reviewed in 2012.

180 HUMAN RESOURCES - QUARTERLY PERFORMANCE REPORT: OCTOBER 2011

The Head of People and Organisational Services submitted a report on Human Resources quarterly performance to October 2011. Policies which would be reviewed for submission to Committee next quarter included recruitment, retirement, redundancy and volunteering.

Updates were provided in relation to resourcing and the expiration of the recruitment contract with Manpower on 31 March 2013.

The Head of People and Organisational Services referred to PDRs and stated that the return rate stood at 38%.

The Head of People and Organisation Services provided updates in relation to equalities and diversity issues. It was noted there had been a 97% rate of return in respect of the data cleanse and the Council's obligations under the

Equalities Act 2011. Updates were provided in relation to the C3W Programme and the exploration of a number of shared services including facilities management, Human Resources, Payroll, ICT, some print services, creditor and debtors and Estates (North Herts and East Herts only). A further report on this issue would be reported to Corporate Management Team.

The Head of People and Organisational Services provided an update in relation to apprenticeship opportunities. One such apprenticeship had joined the PA team. Three of the Council's contractors were also offering apprenticeships.

It was noted that the Future Jobs Fund was now closed to any further bids.

Councillor J Ranger thanked the Officers and advised them to consider recommendations provided by the Task and Finish Group in relation to developing shared services. The Head of People and Organisational Services confirmed that these had been taken on board. He referred to low recruitment costs using Manpower and stated that in some organisations, staff were encouraged to facilitate the recruitment process by recommending friends. The Chairman referred to the need to reflect equality and diversity.

In response to a query concerning a legal issue and Broxbourne District Council, the Director of Internal Services confirmed that the Council had joined in a partnership with Essex County Council to access their legal database and access to Counsel for a subscription fee of £1000.

Members noted the report.

RESOLVED – that the report be noted.

#### 181 REGIONAL "E" LEARNING PROJECT

The Head of People and Organisational Services submitted a report seeking the support of the regional E-learning Project. The aim of the project, which had been awarded £500,000 by

Improvement East to fund the project for 18 months, was to drive improvement and E-learning across the East of England, to promote the sharing and collaboration of E-learning and to eliminate duplication of effort, so that partners became self sufficient in a regional network which could extend beyond its boundaries to include wider authorities. The benefits of the scheme were explained and of particular note, was the fact that it would enhance the range of training and development methods currently offered and the ability to achieve economies of scale and in terms of not having to buy in training.

It was noted that there was no charge to Councils if they signed up to the 18 month period but an ongoing charge would be made from 31 December 2012 of £3,920 (251-750 staff) for 18 months and this charge could be met from within the Human Resources budget.

The Chairman said that he had experience of this project and that it worked well in Essex. Councillor J Ranger indicated his support for the project. Councillor P Ruffles made the point that individuals learn differently and supported a range of training and learning methods.

The Chairman sought assurances that this initiative could be made available to parishes. The Head of People and Organisational Services confirmed that it could.

Members supported the Regional E-Learning Project.

RESOLVED – that the Regional E-Learning Project be supported.

182 LOCAL JOINT PANEL - MINUTES OF THE MEETING: 13 JULY AND 13 SEPTEMBER 2011

Members noted the Minutes of the Local Joint Panel held on 13 July and 13 September 2011.

RESOLVED – that the Minutes of the Local Joint Panel

held on 13 July and 13 September 2011 be noted.

183 DATE OF NEXT MEETING

The Committee noted that the next meeting would be held on 11 January 2012, at 3.00 pm in the Council Chamber, Wallfields, Hertford.

The meeting closed at 3.40 pm

Chairman .....
Date .....

## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 11 JANUARY 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### PAY POLICY STATEMENT 2012

WARD(S) AFFECTED:     *None specific*

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### **Purpose/Summary of Report**

To approve the Pay Policy Statement 2012

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE :</u></b>	
<b>(A)</b>	<b>That the Pay Policy Statement 2012 be recommended to Council for approval.</b>
<b><u>RECOMMENDATION FOR COUNCIL :</u></b>	
<b>(A)</b>	<b>to approve the Pay Policy Statement 2012</b>

#### 1.0 Background

1.1 A pay policy statement is required to be produced annually from 2012-2013 under section 38 of the Localism Act. Regard is to be had to any guidance from the Secretary of State in producing this statement.

1.2 A pay policy statement for a financial year must set out the Authority's policies for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest paid employees
- the relationship between chief officers remuneration and that of other officers

1.3 The statement must include the authority's policies relating to:

- a) the level and elements of remuneration for each chief officer
- b) remuneration of chief officers on recruitment
- c) increases and additions to remuneration for each chief officer
- d) the use of performance related pay for chief officers
- e) the use of bonuses for chief officers
- f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
- g) the publication of and access to information relating to remuneration of chief officers.

1.4 The term 'remuneration' covers:

- a) the chief officers salary or, in the case of chief officers engaged by the authority under a contract for services,
- b) payments made by the authority to the chief officers for those services
- c) any bonuses payable by the authority to the chief officers
- d) any charges, fees or allowances payable by the authority to the chief officers
- e) any benefits in kind to which the chief officers are entitled as a result of the chief officer's office or employment
- f) any increase in or enhancement of the chief officer's pension entitlement where the increase or enhancement is as a result of a resolution of the authority, and
- g) any amounts payable by the authority to the chief officers on the chief officers ceasing to hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

1.5 A pay policy statement for a financial year may also set the Authority's policies for the financial year relating to the other terms and conditions applying to the authority's chief officers.

1.6 The Secretary of State published 'The Code of Recommended Practice for Local Authorities on Data Transparency' on 29 September 2011. The Code enshrines the principles of transparency and asks councils to follow three principles when publishing data they hold; responding to public demand; releasing data in open formats available for re-use; and, releasing data in a timely way. This includes data on senior salaries and the structure of their workforce. The pay policy statement has been written using these principles.

## 2.0 Report

2.1 Pay Policy Statement 2012 (Essential Reference Paper B).

## 3.0 Implications/Consultations

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

### Background Papers

Localism Bill – Part 1 Local Government – Chapter 5 Standards  
The Code of Recommended Practice for Local Authorities on Data  
Transparency

#### Contact Member:

Contact Officer: Emma Freeman – Head of People, ICT and  
Property Services, Ext 1635

Report Author: Emma Freeman – Head of People, ICT and Property  
Services, Ext 1635

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):	<b>Fit for purpose, services fit for you</b> <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	This report has been shared with officers who are listed in the Pay Policy Statement.
Legal:	The actions assist the Council in complying with section 22 of the Localism Act.
Financial:	As detailed in the report.
Human Resource:	As detailed in the report.
Risk Management:	None.



## **Pay Policy Statement 2012/13**

### **Status of this statement**

A pay policy statement is required to be produced annually under section 38 of the Localism Act. Regard is to be had to any guidance from the Secretary of State in producing this statement.

Any decision under powers delegated in the Council's Constitution with regard to remuneration to be taken during 2012/13 will be bound by and must comply with this Statement.

The Head of People, ICT and Property Services must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement

### **Coverage**

This statement sets out the Council's policy with regards to:

- the remuneration of chief officers
- the remuneration of the lowest paid employees
- the relationship between chief officers remuneration and that of other officers

"Remuneration" for the purposes of this statement includes three elements:

- basic salary
- pension
- all other allowances arising from employment

"Chief Officers" covers more than the Council's usual definition for the purposes of this statement.

The Council regards the following as its "chief officers"

Chief Executive  
Director of Customer and Community Services  
Director of Internal Services  
Director of Neighbourhood Services

There is a statutory requirement that for the purposes of producing this statement that the following posts be covered by the policy statement alongside the above 4 posts.

Community Engagement Manager \*\*  
Head of Democratic and Legal Services  
Head of People, ICT and Property Services  
Head of Finance and Performance  
Manager of Corporate Risk  
Head of Environmental Services  
Head of Customer Services and Parking  
Head of Revenues and Benefits  
Manager Economic Development  
Hertford Theatre Director  
Head of Planning and Building Control  
Head of Community Safety and Health Services  
Manager of Housing Services

\*\* plus posts reporting thereto

In this policy statement the term “chief officers” refers to the Chief Executive and three Directors in that where there are any differences in terms of the policy it is between this group and all other employees. For the second group of posts noted above there is no differentiation between this group and all other employees.

### **The Policy for 2012/13**

#### Objectives of the policy

(a) to ensure a capable and high performing workforce

In respect of the chief executive, chief officers and all other employees the Council's policy is to set remuneration sufficient to attract and retain adequately experienced, trained and qualified individuals to deliver the Council's priorities.

(b) simplicity, clarity and fairness between employees and between the Council and the community

The Council aims to be transparent on pay to its staff, prospective staff and the wider community. Therefore other than the 5% addition after 3 years the Council does not pay any bonus, performance enhancement, hospitality or expenses allowance to any of its employees. This approach avoids processing costs of multiple allowance schemes and is fair in that “status” is never a determinant of entitlement to benefits or allowances.

( c) To differentiate between remuneration and other employee related expenses

The Council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The Council does not regard such costs as remuneration but as non pay operational costs. This policy is applied consistently to the chief executive, chief officers and other employees.

### Remuneration subject to national and local determination

#### **The national context**

##### Pay bargaining

The Council is a member of the local government employers association for national collective bargaining in respect of chief executives, chief officers and other employees. There are separate negotiations and agreements in respect of each of these three groups. Changes from national negotiations generally take effect from 1 April each year and are retrospective to 1 April where agreements are struck later than 1 April. It is the Council's policy to implement national agreements. The chief executive and chief officers are under the JNC conditions of service including pay. All other employees are under the NJC national agreement on pay and conditions of service.

Pay for all three groups was last increased in April 2009. The Council will apply any settlement reached in respect of April 2012.

In addition to pay the national agreements cover other terms and conditions such as annual leave and allowances for use of private vehicles on council business. The Council pays car allowances in accordance with these national scales which are the same for the chief executive, chief officers and other staff. The current rates (which were last increased in April 2009) are:

<b>Essential User Rates</b>	<b>451 - 999cc</b>	<b>1000 - 1199cc</b>	<b>1200 &amp; Above</b>
Lump sum per annum (Monthly payment pro rata)	£846 £70.50	£963 £80.25	£1,239 £103.25
Per mile - first 8,500 miles (Monthly mileage pro rata)	36.9p	40.9p	50.5p
Per mile - after 8,500 miles	13.7p	14.4p	16.4p
Amount of VAT per mile in Petrol element	1.400p	1.543p	1.681p

<b>Casual User Rates</b>			
Per mile - first 8,500 miles (Monthly mileage pro rata)	46.9p	52.2p	65.0p
Per mile - after 8,500 miles	13.7p	14.4p	16.4p
Amount of VAT per mile in Petrol element	1.400p	1.543p	1.681p

### The Local Government Pension Scheme and policy with regard to the exercise of discretions

Pension provision is an important part of the remuneration package.

All employees may join the local government pension scheme. The scheme is a statutory scheme with contributions from employees and from employers. For more comprehensive details of the local government pension scheme see

<http://www.lgps.org.uk/lge/core/page.do?pagelid=1>

Neither the scheme nor the Council adopt different policies with regard to benefits for any category of employee: the same terms apply to the chief executive, chief officers and other staff.

The scheme provides for the exercise of discretion that allow for retirement benefits to be enhanced. The Council will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees. This policy statement reaffirms this in respect of the chief executive, chief officers and other employees.

The pension scheme provides for flexible retirement. In applying the flexible retirement provision no distinction is made between the chief executive, chief officers and other employees. The scheme requires that a minimum reduction in working hours of 25% is made and/or there is a reduction in grade and that any consequential payments to the pension fund are recoverable in three years with the discretion to extend the three years in exceptional circumstances. The Council's Human Resources Committee will consider requests from the chief executive or a chief officer and the chief executive and directors in respect of other employees.

### **Local variations and allowances**

#### Pay evaluation and the local award

All employees other than the chief executive and chief officers have their basic pay determined by a job evaluation scheme (the Hay scheme) which ensures that different jobs having the same value are paid at the same rate. The "job score" determines the pay scale for the job range within which there

is provision for progression by annual increments until the top of the pay scale is reached. Most pay scales have 5 increments.

All employees other than chief executive and chief officers currently become eligible for a 5% addition to basic pay on completion of 3 years satisfactory service. The Council will reduce this payment to 2% by phased reduction at the same rate as any increase in pay is agreed under the national pay settlements.

The chief executive and chief officers are paid a fixed spot salary with no provision for incremental progression or additional payment on completion of a period of service. The salaries of these posts will however be reduced by 3% to reflect the reduction in the 5% addition paid to other employees with the same basis of phasing the reduction.

#### Discontinued benefits and allowances in run off

All employees were able to join a health insurance scheme sponsored by the Council. As a cost saving measure this benefit is being discontinued with effect from 16 January 2014. The Chief Executive, Director of Customer and Community Services and Director of Neighbourhood Services remain members of the scheme during its run off. For 2012/13 the cost of this benefit is £7782.34 (gross).

The Council operated a car lease scheme until January 2010 which provided for a contribution by the council up to a ceiling amount towards the annual cost of car suitable for council business. Leases in place when the scheme was discontinued will remain in place to the end of their generally three year term and a cash sum paid in lieu to January 2014 where leases are run off sooner. Where officers were in receipt of a cash equivalent sum this will remain payable to January 2014.

The cash or lease car benefit payable in 2012/13 in respect of chief officers will be

Post	£000
Chief Executive	4142.08
Director of Customer and Community services	3911.04
Director of Internal Services	3400.00
Director of Neighbourhood Services	3928.68
Community Engagement Manager	TBC
Head of Democratic and Legal Services	3612.24
Head of People, ICT and Property Services	3980.88
Head of Finance and Performance	3719.64
Manager of Corporate Risk	3146.40
Head of Environmental Services	3612.24
Head of Customer Services and Parking	3837.48

Head of Revenues and Benefits	3837.48
Manager Economic Development	0
Hertford Theatre Director	0
Head of Planning and Building Control	3612.24
Head of Community Safety and Health Services	3719.64
Manager of Housing Services	0

#### Allowances on appointment

The Council's policy is to not pay any form of "signing on" fee or incentive payment when recruiting.

Where it is necessary for a newly appointed employee to relocate to take up appointment the Council may make a contribution towards relocation expenses.

The same policy applies to chief executive, chief officers and other employees in that payment will be made against a range of allowable costs for items necessarily incurred in selling and buying a property and moving into the area.

The costs include estate agents fees, legal fees, stamp duty, storage and removal costs, carpeting and curtains, short term rental etc. The council will pay 80% of some costs and 100% of others or make a fixed sum available.

If an employee leaves within three years of first employment they may be required to reimburse a proportion of any relocation expenses.

Details of the full scheme can be found in the Council's Relocation Policy.

#### Redundancy payments and payments on termination

The Council has a single redundancy scheme which applies to all employees without differentiation. The Council does not provide any further payment to employees leaving the Council's employment other than in respect of accrued leave which by agreement is untaken at the date of leaving.

The redundancy payment is based on the length of continuous local government service which is used to determine a multiplier which is then applied to actual pay. The maximum number of years service taken into account is 20 and the resulting maximum payment is 78 weeks pay for anyone aged 61 or older. Details of the full scheme can be found in the Council's Redundancy Policy.

#### Professional fees and subscriptions.

The Council will meet the cost of a legal practicing certificate for all those employees where it is a requirement of their employment. No other professional fee or subscription is paid. The Council makes this distinction on the basis of the relative cost to the employee and does not differentiate between chief officers and other staff.

At December 2011 three employees receive this benefit one of whom is the Director of Neighbourhood Services as monitoring officer.

The Monitoring Officer receives a payment of £10,000 per annum.

This pay statement does not include the Returning Officer payment.

#### Higher level car user allowance

The Council has set a threshold of 2000 miles per year of business travel at which the higher rate of allowance the “Essential User Allowance” becomes payable. This threshold applies to the chief executive and chief officer as to all other employees.

#### Setting Salaries

For the posts of

Chief Executive  
Director of Customer and Community services  
Director of Internal Services  
Director of Neighbourhood Services

the Council will normally use external advisers when making an appointment. A major input from the adviser is information and advice as to the appropriate level at which to pitch the salary to be successful in recruiting. This statement is part of the process by which these salaries are reviewed.

As part of the general review of all employees’ terms and conditions agreement was reached to forgo the first 3% of any future pay award arising from national agreements for these posts.

#### Pay ceilings

For 2012/13 the basic pay ceiling for current employees holding chief officer posts is current pay. Basic Pay is quoted. For Non-Statutory and Deputy Chief Officers as defined the basic pay ceiling is set out in the pay ranges by grade. As noted above national agreed pay settlements will be applied.

Post	£000
Chief Executive (0.75 FTE)	94,181
Director of Customer and Community services	74,541
Director of Internal Services	100,000
Director of Neighbourhood Services	74,541
Community Engagement Manager	TBC
Head of Democratic and Legal Services	55,452
Head of People, ICT and Property Services	55,452

Head of Finance and Performance	55,452
Manager of Corporate Risk	40,741
Head of Environmental Services	55,452
Head of Customer Services and Parking	55,452
Head of Revenues and Benefits	55,452
Manager Economic Development	33,661
Hertford Theatre Director	34,549
Head of Planning and Building Control	55,452
Head of Community Safety and Health Services	55,452
Manager of Housing Services	26,499

As set out above, external advice on the salary to be offered will be taken at the time of a chief executive or chief officer vacancy. For the purposes of this Statement a maximum in respect of any new appointments is set at a multiple of 1.15 of the current salary to meet exceptional circumstances should an appointment be necessary in 2012/13.

#### Pay floor

The pay floor is the remuneration of the lowest paid employees. "Lowest paid" is defined as the average pay of the 2% (8 individuals) of the Council's employees with the lowest hourly rate. Where any employee is less than full time their pay is multiplied up to full time and the aggregate full time equivalent pay for the group divided by 8 to determine the average.

As at December 2012 this average was £15,844.50.

The Council will not pay basic pay less than the amount applicable to the bottom point of the national pay scales as agreed from time to time by the local government employers. Employees in this group will be entitled to all other benefits – fringe payments, local allowance (5%), car allowances, pension, relocation, redundancy as all other employees.

#### Pay multiples

The council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required. Nor does it readily address the treatment of in house provided as against labour intensive bought in services if pay multiples are used as some sort of benchmark.

In terms of overall remuneration packages the Council's policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities but not to differentiate on other allowances, benefits and payments it makes.

The Council would not expect the remuneration of its highest paid employee to exceed 10 times that of the lowest group of employees.



Heads of Service reporting to Directors are paid basic salaries in a range of £45,587 to £55,452. There are 8 such posts.

Other than chief officers and heads of services pay ranges are as follows

Grade	Minimum £	Maximum £	Mid point £	Number of employees in the grade band ***
1/2	12,489	16,830	14,886	4.73
3	15,725	19,126	16,995	37.19
4	16,830	20,858	18,789	23.42
5	19,126	23,708	21,188	63.93
6	20,858	26,276	23,333	27.59
7	23,708	29,236	26,664	33.14
8	27,849	31,754	29,623	34.11
9	29,236	33,661	31,302	22.54
10	34,549	38,961	36,759	26.15
11	36,313	40,741	38,501	9.49
12	40,741	50,424	45,849	3.50
Total				296.79

\*\*\* Whole Time Equivalent

### **Future appointments and interim arrangements**

In the event of a vacancy – chief executive, chief officer or other employee – the arrangements set out above will apply in respect of permanent appointments.

If the need arises to provide agency or interim cover the policy is to seek to cap the cost of that appointment at no more than that of the permanent appointment taking into account additional employment costs – pension contributions, national insurance, paid leave etc. However, where necessary a higher “market rate” will be paid to secure a suitable individual and market rate will be established by reference to soft market testing, external advice and dialogue with peer authorities.

### **Publication and access to information**

The publication of and access to information relating to remuneration of chief officers will be set out in this document and published on the Council's website.

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 11 JANUARY 2011

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### EQUALITY AND DIVERSITY REPORT 2010/11

WARD(S) AFFECTED: NONE

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### **Purpose/Summary of Report**

To present the Equality and Diversity in Employment Report 2010/11

<b><u>RECOMMENDATIONS :</u></b>	
<b>(A)</b>	The Equality and Diversity Report 2010/11 be noted;
<b>(B)</b>	The report be published on the Council's internet to ensure the Council complies with Statute;
<b>(C)</b>	Recruitment processes be reviewed to ensure they are not indirectly discriminating against any of those within the protected characteristic groups.
<b>(D)</b>	Attendance at training courses be reviewed to establish why part-time workers are underrepresented; and
<b>(E)</b>	A programme of internal Equality Impact Assessments continues for 2012/13 incorporating policy reviews, service restructures and relevant HR procedures.

### 1.0 Background

1.1 The last Equalities and Diversity Report was 2008/09. The Equality and Diversity Report 2010/11 updates the Council on equalities and diversity data.

1.2 The Equality Act (2010) builds on the duties the Council had under the Race Relations (Amendment) Act 2000, the Equalities Act 2006 and the Disability Act 2005 to monitor and report.

- 1.3 The Equality Act (2010) consolidates the legislation for groups protected by previous equalities legislation and expanded the definition to include; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. These are called 'protected characteristics
- 1.4 The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces by 31 January 2012

## 2.0 Report

- 2.1 Please see **Essential Reference Paper 'B'** for the full report

## 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

Equality and Diversity Report 2008/09, Human Resources Committee  
October 2009

Contact Officer: Emma Freeman- Head of People, ICT and Property Services

Report Author: Jaleh Nahvi- HR Officer

## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	<b>Fit for purpose, services fit for you</b> <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

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**East Herts Council**

**EQUALITY AND DIVERSITY REPORT**

**1 APRIL 2010 – 31 MARCH 2011**

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## **1 Summary**

This report provides a detailed analysis of the workforce by gender, ethnicity, age, disability status and religion/belief. The Council is committed to promoting Equality and Diversity across all its services and continues to increase awareness and understanding through its policies, training and staff groups.

This report provides a detailed analysis of the available monitoring data for 2010/11.

## **2 Background**

The Equality Act (2010) builds on the duties the Council had under the Race Relations (Amendment) Act 2000, the Equalities Act 2006 and the Disability Act 2005 to monitor and report.

The Equality Act (2010) consolidates the legislation for groups protected by previous equalities legislation and expanded the definition to include; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. These are called ‘protected characteristics’

The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces by 31 January 2012

## **3 Data Cleanse**

In order to prepare for the Council’s obligations under the Equalities Act 2010 Human Resources carried out a data cleanse exercise in April 2011. Staff were asked to update all their personal information including monitoring details for gender, marital status, nationality, ethnicity, religion, sexual orientation and disability in accordance with the protected characteristics set out in the Equalities Act.

Staff were given the option of declaring their monitoring information or simply stating ‘prefer not to say’ in categories they did not wish to disclose. The return rate was 97%. Some staff did

chose to use the option of not declaring however in general they were willing to share information.

The data cleanse exercise supported the Equal Pay Audit, ensuring data was up to date and accurate when comparisons were made.

#### **4 Removal of Default Retirement Age**

Further to the repeal of the statutory default retirement age on the 6<sup>th</sup> April 2011 the Council ceased to operate a mandatory retirement age from 1 October 2011, with transitional arrangements in place until the 3 October 2012.

#### **5 Equal Pay Audit**

An Equal Pay Audit (EqPA) was completed in 2011. 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. The analysis, recommendations and action plan are reported in the Equal Pay Report 2011.

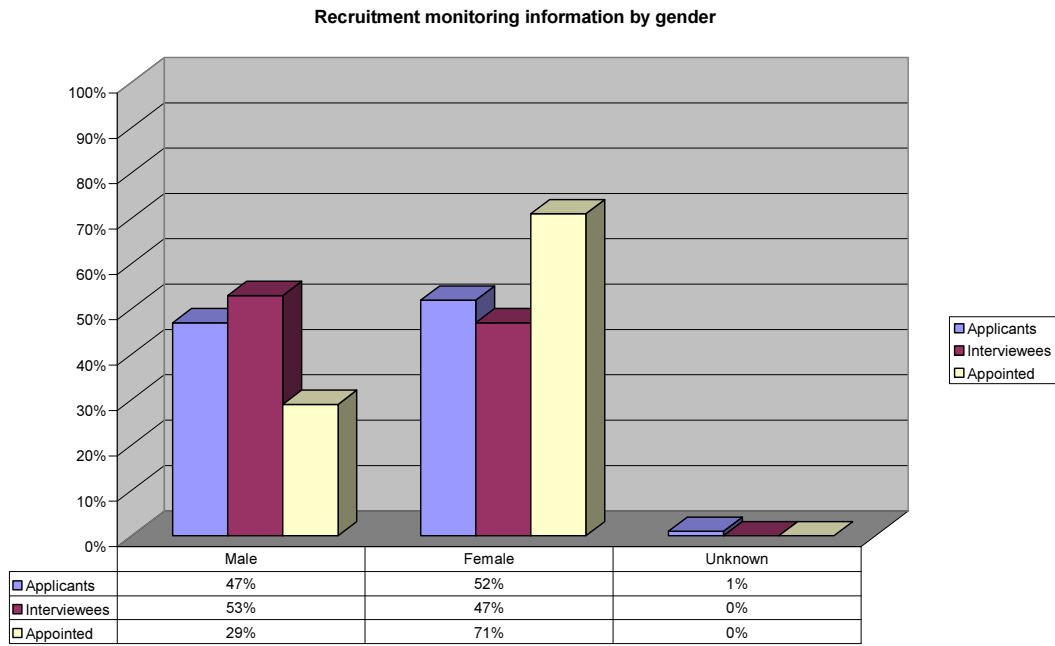
#### **6 Recruitment**

The Council’s recruitment services were outsourced to Manpower on 1 April 2009. Equalities monitoring data is collected and collated by Manpower at the application stage of the recruitment process. It is monitored through short-listing to the appointment stage.

##### 6.1 Gender

The Council’s workforce is predominately female and this is reflected in the applicants. It is clear from Figure 1 that a higher proportion of female candidates are being recruited than male. Female candidates represent 52% of applicants but 71% of appointees.

Figure 1



## 6.2 Ethnicity

East Herts District has a predominately white population (97%, 2001 Census, ONS) and this is reflected throughout the recruitment process (see figure 2). At both the application and short-listing stages the percentage of Black and Minority Ethnic candidates is greater than the district as a whole. For example 9% of applicants are from BME backgrounds compared to 3% of residents (2001 Census, ONS). At appointment stage (see figure 3) appointed candidates were either White or White Other. The reason for this variation is not clear and this will be explored further with the selection process.

When the Census data for 2011 is available the comparison with the local population will be more meaningful as the demographic of East Herts Residents has changed a great deal since the 2001 Census, for example there has been a large increase in Eastern European communities and the 2009 data is based on estimates.

Figure 2

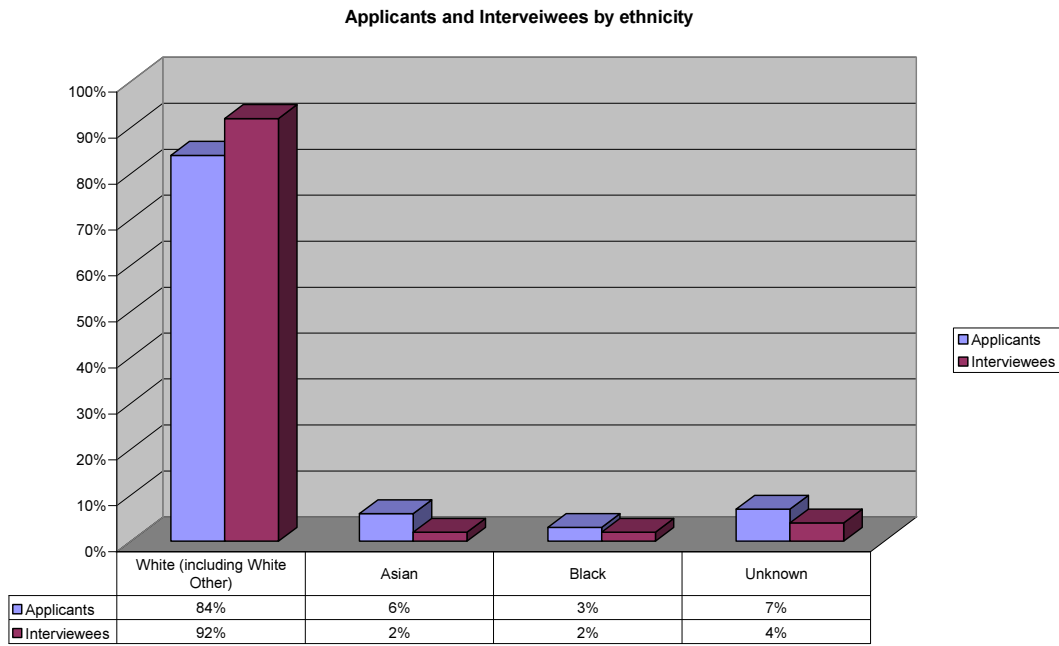
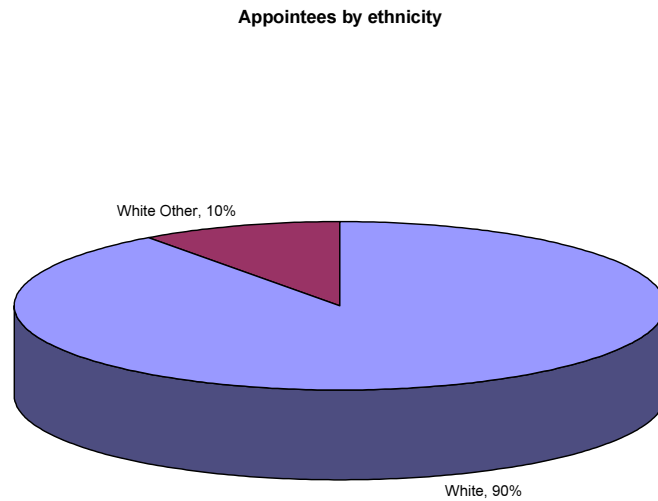


Figure 3



6.3 Age

The largest group of applicants (38%) was in the 20 -29 year old category. This is consistent with previous years. However by

appointment stage this group (20-29 year old) and the 40 -49 year old category were equally represented (24%).

The most successful candidates were those in the under 20 years old and the 65 years and over categories. Both were over-represented at appointment when compared to application. This can be explained by the low number of candidates in these categories.

Figure 4



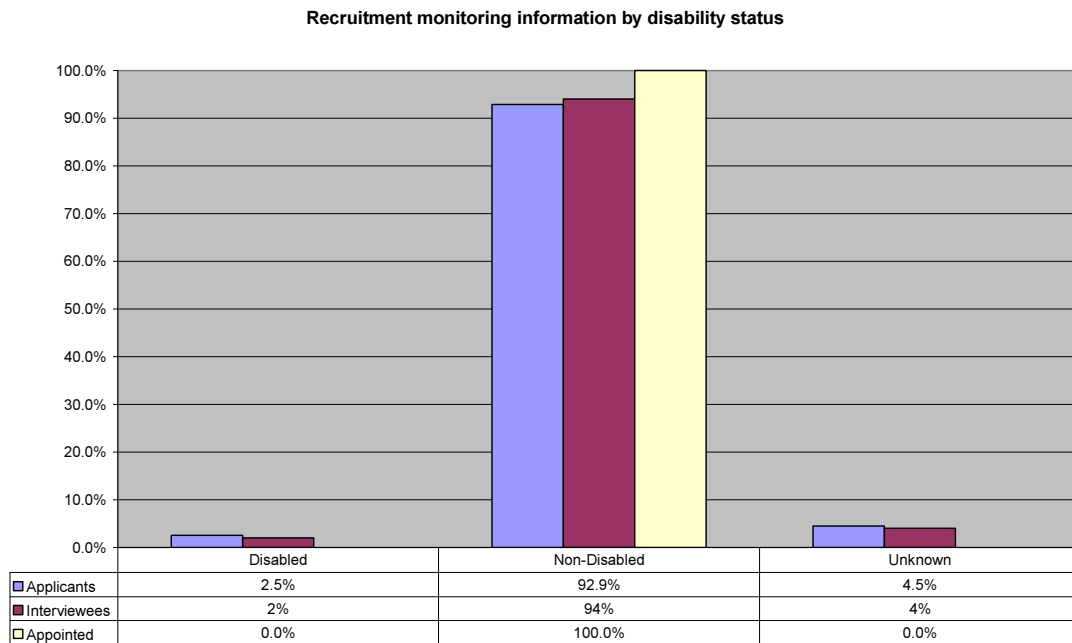
## 6.4 Disability Status

The Council is accredited with the Jobcentre Plus Disability Symbol Scheme, which was renewed in March 2011. As part of the commitments under the scheme the Council guarantees to interview all applicants who meet the minimum criteria for a role.

In 2008/9 3% of applicants were disabled compared to 14% of appointment candidates. In 2010/11 2.5% of applicants were disabled compared to 0% of those appointed.

The Jobcentre reviewed recruitment adverts, process and reasonable adjustments as part of the review in March 2011. These were deemed to be acceptable.

Figure 5



## 6.5 Religion & Belief

This data was not collected by Manpower at the appointment and shortlisting stage and therefore cannot be reviewed here.

## **7 Staff Profile**

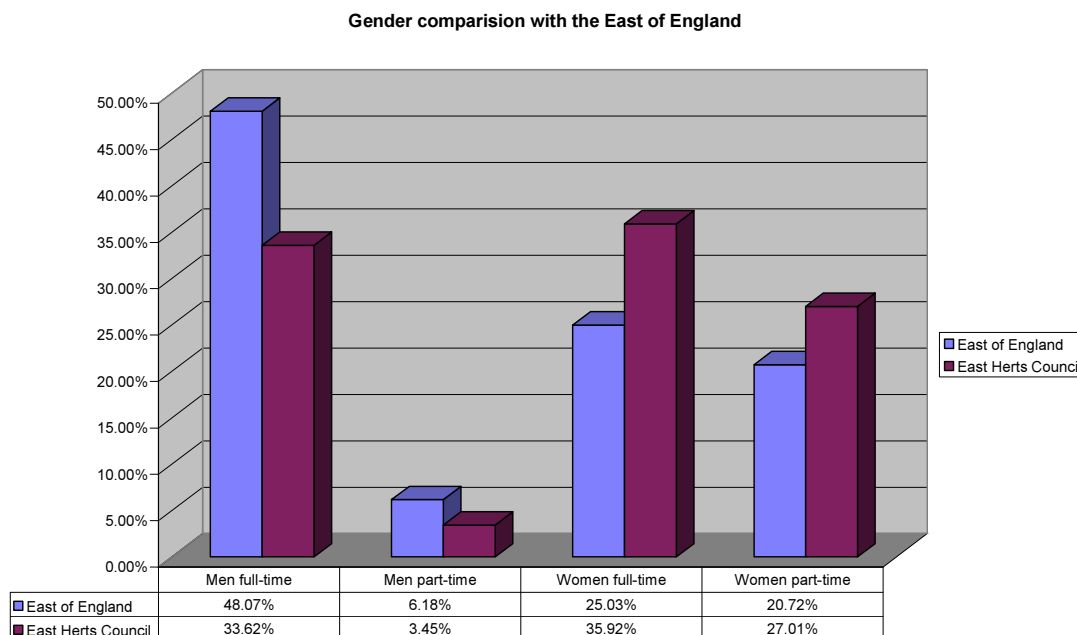
### 7.1 Gender

Figure 6 compares the Council’s gender profile with that of the East of England’s working population. The Council has a much greater proportion of women employees (63.93%) than the region (45.75%). This is true for both in full-time and part-time work. This is a favourable outcome when compared to Local Authorities in general where 75% of staff are female with 53.55% of those working on a part-time basis (Local Government Workforce Demographics 2010) The flexible working options often attract

female employees who may have caring commitments. The ratio of female to male workers at the Council has remained consistent over the last few years.

The current gender profile is consistent with the last Equalities and Diversity report (2008/9), where the outturns were women (62.70%) and men (37.30%)

Figure 6

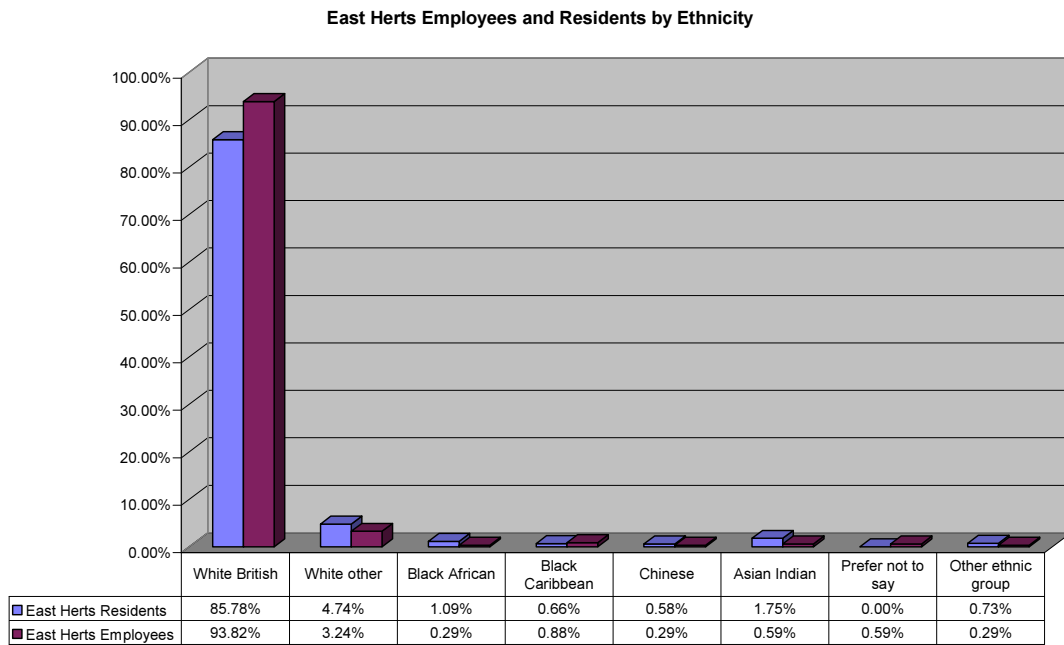


## 7.2 Ethnicity

Figure 7 compares the Council’s staff profile with that of the District’s population (Resident Population Estimates by Ethnic Group, All Persons, ONS 2009). Both the Council and the District are predominately white although the Council is overrepresented with 93.82% against 85.78%. All sections of the District’s population are represented within the Council, albeit not in the same proportions.

The data cleanse carried out by Human Resources in April 2011 has reduced those whose ethnicity was unknown from 5.65% (Equalities and Diversity report 2008/9) to 0.59%. This has allowed more meaningful comparison with the District data.

Figure 7



### 7.3 Age

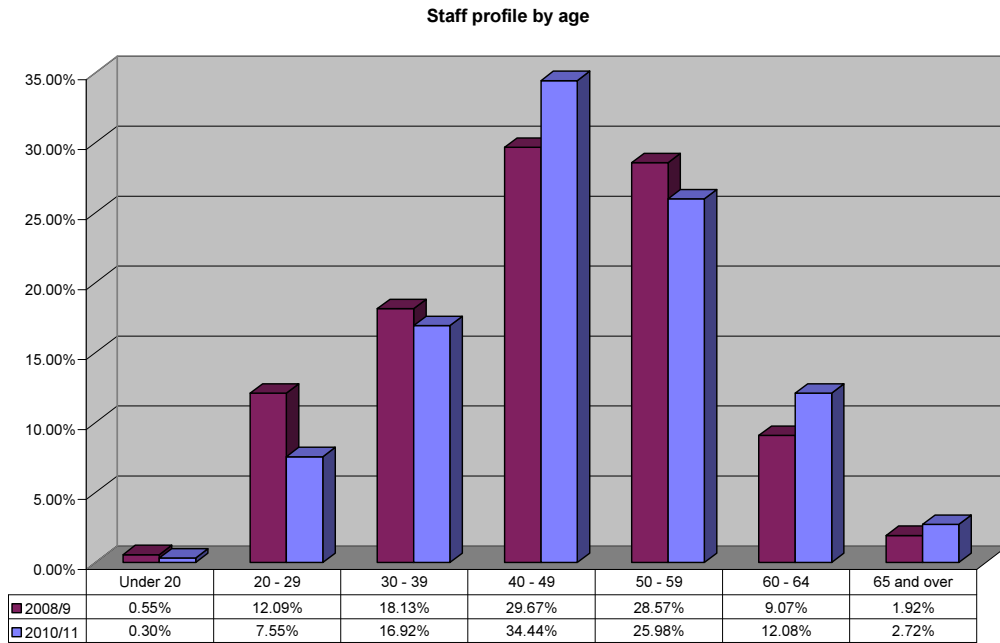
The Council’s workforce remains predominately within the 40 years and over categories with the largest proportion of the workforce within the 40 -49 age range (34.44%).

Figure 8 compares the staff profile by age for 2008/9 and 2010/11. It is clear that the proportion of employees in the older age range is increasing. The Default Retirement Age was removed in April 2011 and this may further affect this data trend in the future.

Employees between 20 - 39 appear to leave the Council for career progression. This was identified in the Turnover Report 2010/11 (Human Resources Committee May 2011). As a result of this outturn succession planning, talent management and opportunities for promotion and career progression through shared services are being explored.



Figure 8

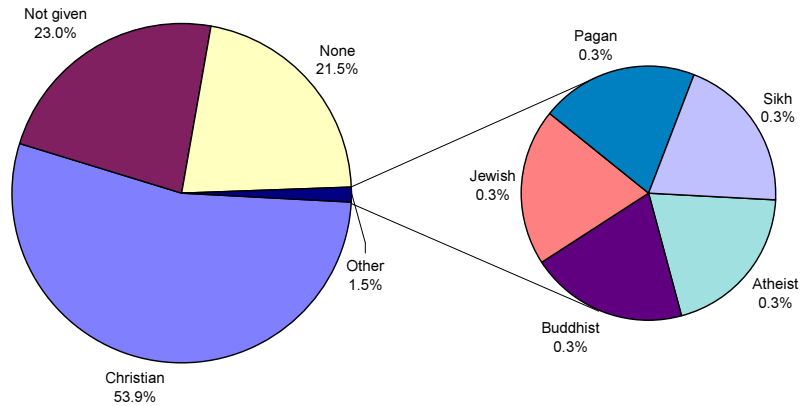


### 7.4 Religion and Belief

Prior to the data cleanse 2011; data was only available for 17.85% of employees. This has now increased to 76.9% of employees have declared their religion or belief.

Figure 9

Staff profile by religion & belief

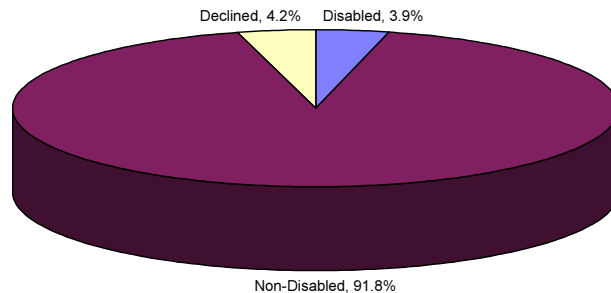


### 7.5 Disability Status

Figure 10 details the staff profile by disability status. The Council's target for disabled staff is 5.21% (HR Quarterly Stats Report, Human Resources Committee December 2010). The current outturn is 3.9%; this is an improvement on the previous outturn of 1.48% (as above). However 4.2% of staff have chosen not to disclose and therefore it is not possible at this stage to ascertain whether the Council has met the target.

Figure 10

Staff profile by disability status



## 7.6 Sexual Orientation

As part of the data cleanse exercise employees were asked to declare their sexual orientation (a 'prefer not to say' option was also available). Staff responded well to the request. The Council's current HR system does not have a reporting function for Sexual Orientation and therefore, although the data has been collected, it has not been processed for the purpose of this report. This will be completed for the next Equalities Report.

## **8 Performance Management**

The Council's performance management scheme has four grades:

- A Outstanding – performance/ contribution consistently exceeds the requirements of the role
- B Performance/ contribution sometimes exceeds the requirements of the role
- C Performance/ contribution meets the requirements of the role
- D Performance/ contribution is below the requirements of the role (development and support needed)

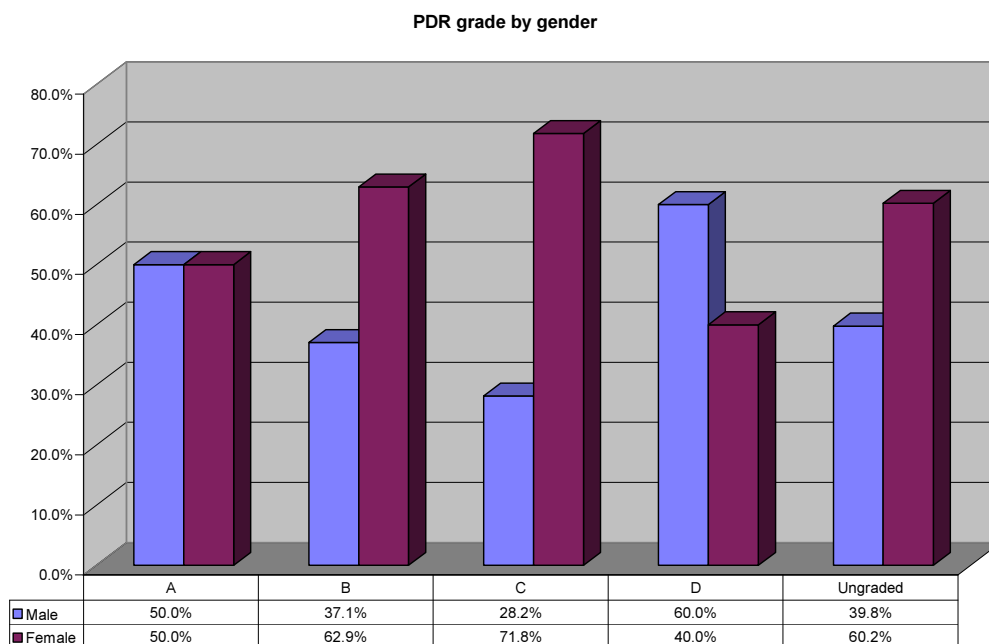
All employees should receive an annual review in December/ January (PDR) and a mid-year review. The data in this section is based on the PDRs completed in December/ January 2010/11.

A PDR quality review was undertaken in 2011. The main aim of this was to review gradings, pick up services which were not submitting timely PDRs and assess the quality of evidence presented with the appraisals. Although the review was not focussed on assessing the PDR gradings in accordance with the protected characteristics it did review a selection of PDRs from each service and no equalities issues were found.

### 8.1 Gender

At the B and C grades the gender representation is reflective of the staff profile. However at the D grades men are overrepresented when compared to the staff profile. Very few staff receive a D and this may simply be due to the low numbers and the difficulty this creates for analysis. A number of staff did not complete a PDR review in 2010/11. They have been marked as ungraded; this group’s gender profile is also reflective of staff as a whole. This has now been addressed and all staff must complete a PDR in 2011/12.

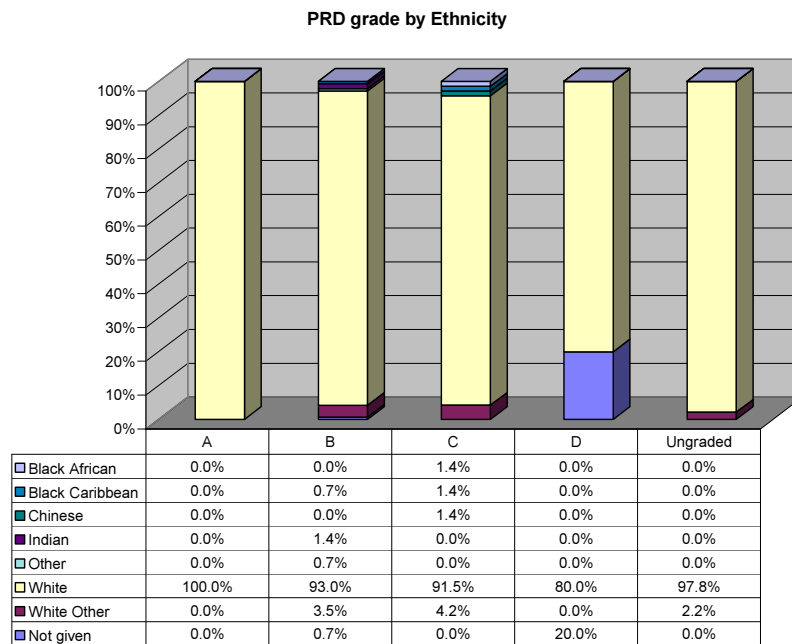
Figure 11



## 8.2 Ethnicity

In general ethnicity profile of each grade is reflective of the staff profile. The A grades were achieved solely by white employees. However A grades were only achieved by 18 members of staff (5.45% of employees) and so the small sample size may explain the outturn. The outturns in the 2008/9 report showed a similar pattern. Those achieving a A grade in 2008/9 were 87.50% white, however as the remaining 12.5% had not declared their ethnicity it is not possible to compare the data with this year’s outturn. The remaining grades reveal broadly similar outturns to the last report, with any changes accounted for by the change in staff profile.

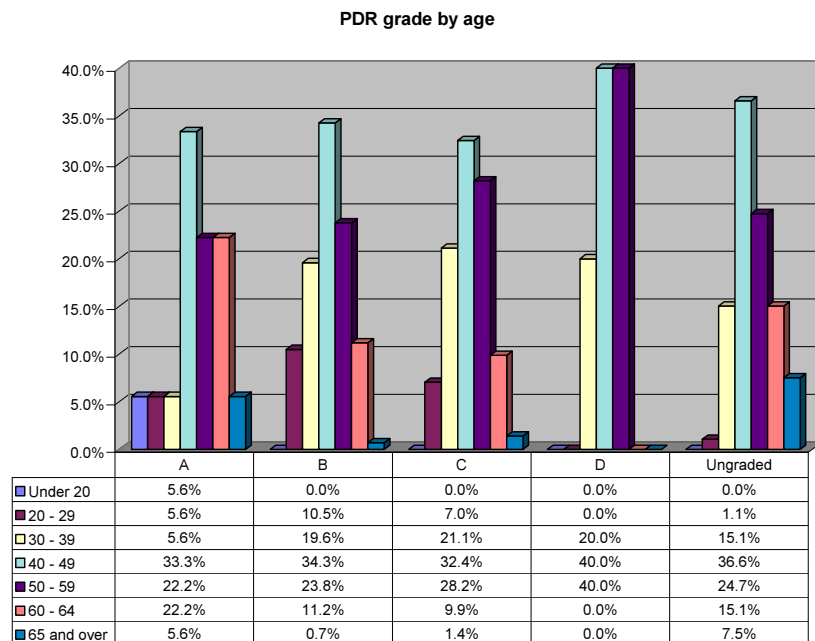
Figure 12



## 8.3 Age

Overall the distribution of grades is reasonably consistent across the age bands. The percentage of staff receiving A and D grades is relatively low and this is why the data appears more concentrated around certain age bands in these grades. The spread of grades for those under 20 has decreased since the 2008/9 report; however this anomaly is due to the very small number involved. Age representation across the B and C grades has remained relatively consistent. In 2008/9 the D grades were all concentrated in the 60 -64 age range, whereas they are now represented staff from 30 – 59.

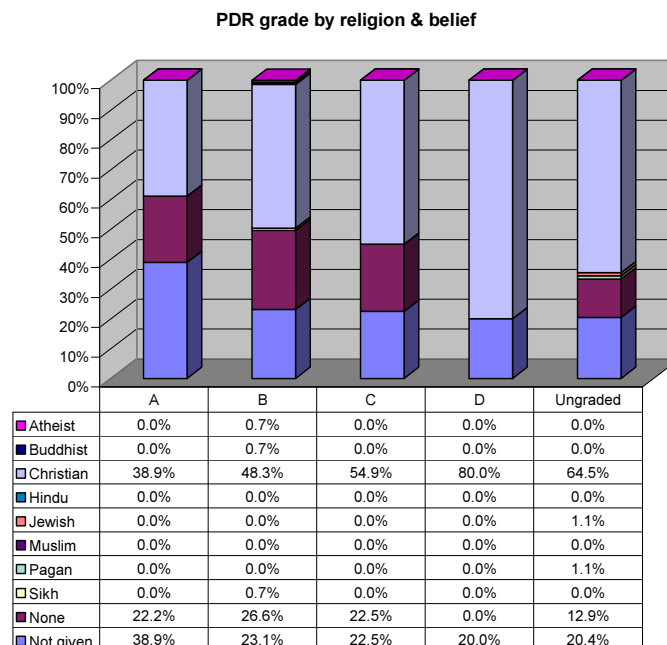
Figure 13



### 8.4 Religion & Belief

In general the percentages of staff are reflective of the staff profile. It is difficult to fully analyse the data as 23% of staff chose not to share their religion or belief. However the data does not give cause for concern. Religion and Belief and PDR grade were not reviewed in 2008/9 due to the lack of data available prior to the data cleanse.

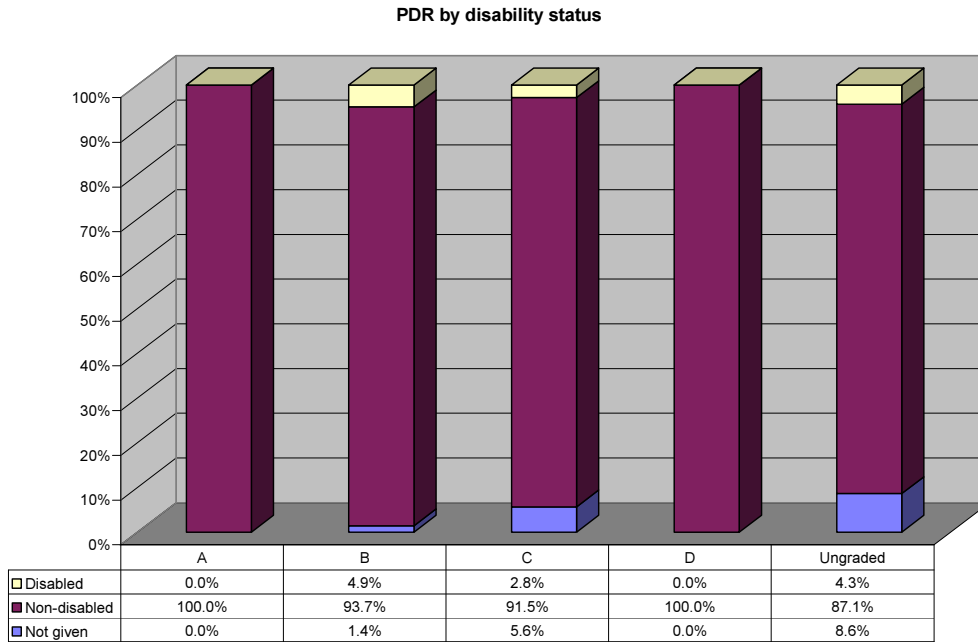
Figure 14



### 8.5 Disability Status

Disabled staff are over represented at B grades and underrepresented in the A and D grades. Where anomalies appear the sample size is very small and therefore does not produce clear statistical data. Disability Status and PDR grade was not reviewed in 2008/9 due to the lack of data available prior to the data cleanse.

Figure 15



## 9 Training

The data for training and development is based on staff attendance on in-house training courses. Overall figures 16 – 19 show that training attendees are broadly reflective of the overall staff profile.

Figure 20 shows the breakdown of training attendees by full-time/part-time status. The Council works hard to ensure that training courses are booked and available to all staff regardless of their working pattern. However 32.95% of the Council’s workforce is part-time and only 24.1% of course participants were part-time workers. This may be because employees have chosen not to attend training but this needs to be explored further.

Figure 16



# ESSENTIAL REFERENCE PAPER "B"

Course participants by gender

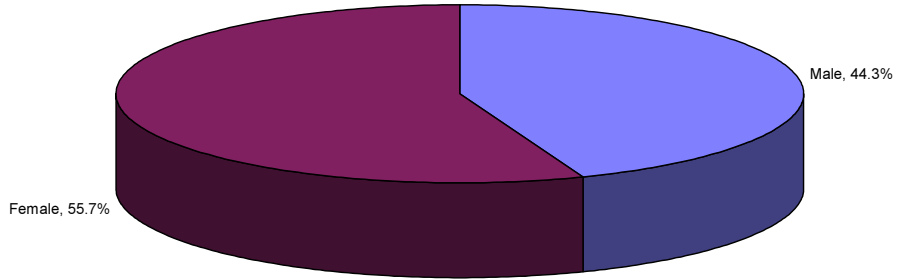


Figure 17

Course participants by ethnicity

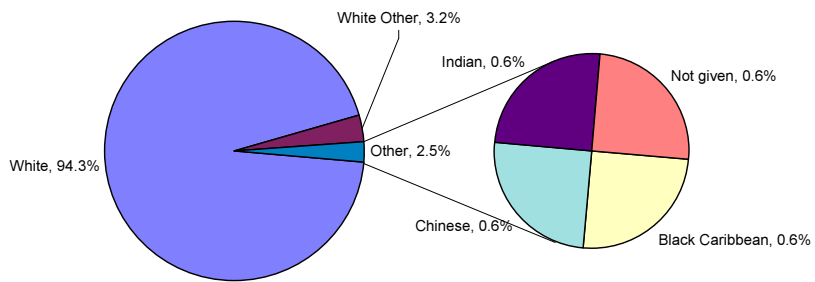


Figure 18

# ESSENTIAL REFERENCE PAPER "B"

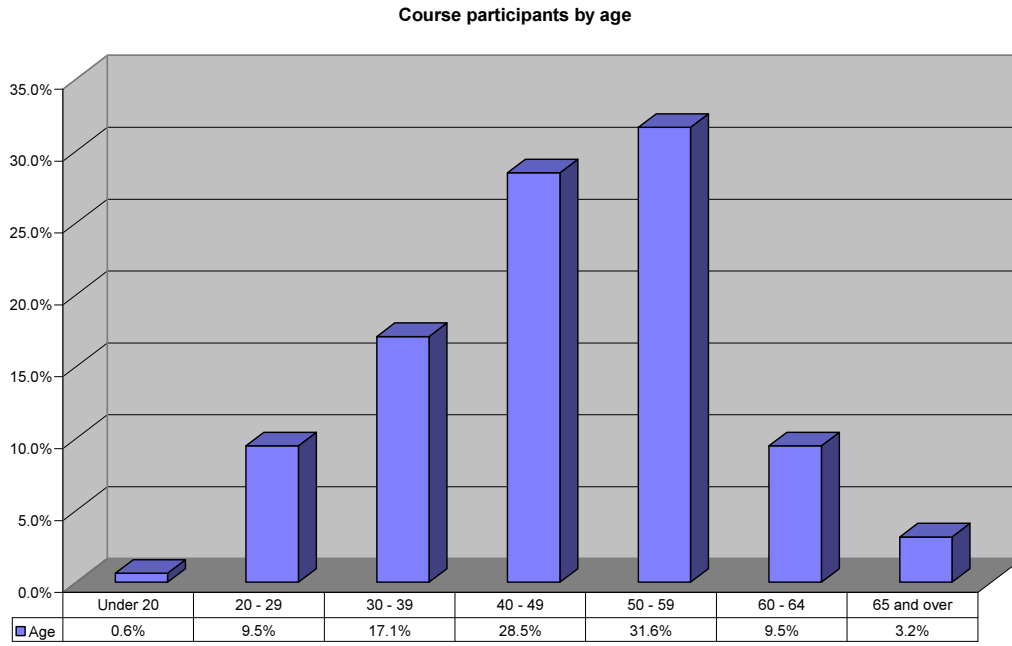


Figure 19

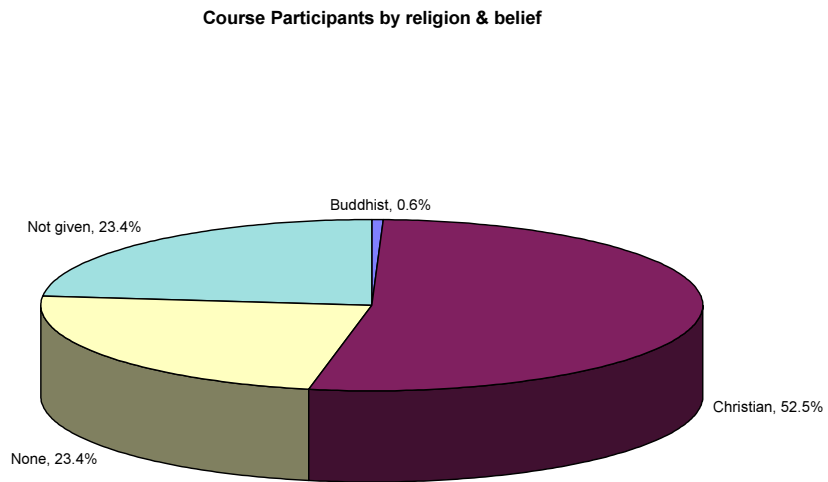


Figure 20

Course participants by disability status

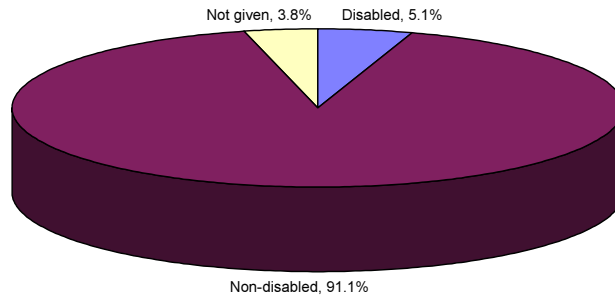
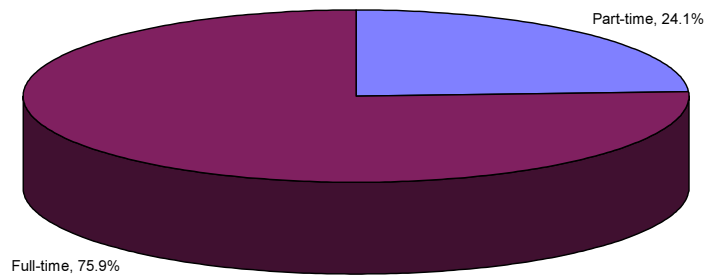


Figure 21

Course participant by working hours



## 9 Disciplinary & Grievance

The number of disciplinary and grievance cases in 2010/11 were very small and therefore are not representative of the staff profile.

The profile of those who took out grievances was 100% female, white and non-disabled. 50% were Christian and 50% had no religion. 50% were in the 40 – 49 years age group and 50% were in the 50 – 59 years age group.

## 10 Leavers

This section details leavers (both compulsory and voluntary) by gender, ethnicity, age, religion and belief and disability status. Some categories (for example gender) are reflective of the staff profile, whereas others are less so (ethnicity). Reasons for leaving were analysed in the Turnover Report for 2010/11 (Human Resources Committee May 2011). This did not raise any causes for concern and, where the percentages below are not reflective of the staff profile this is probably due to the small sample size.

Figure 22



Figure 23

Leavers by ethnicity

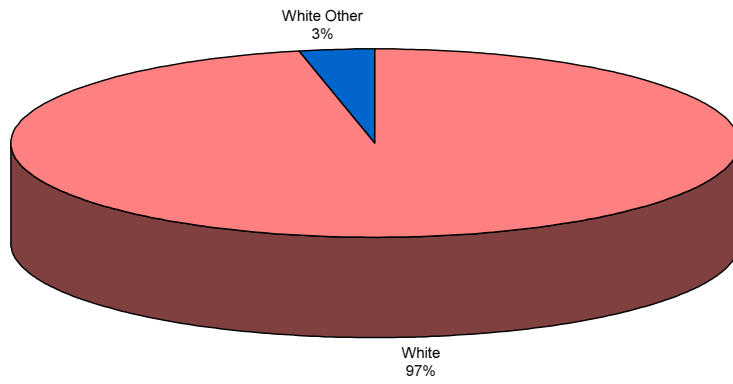


Figure 24

Leavers by age

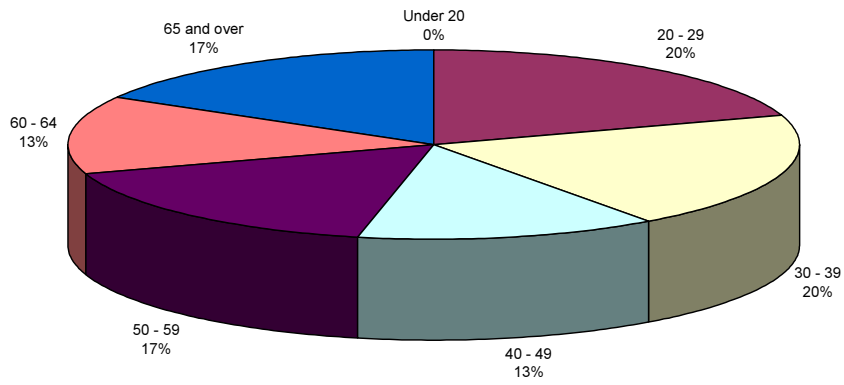


Figure 25

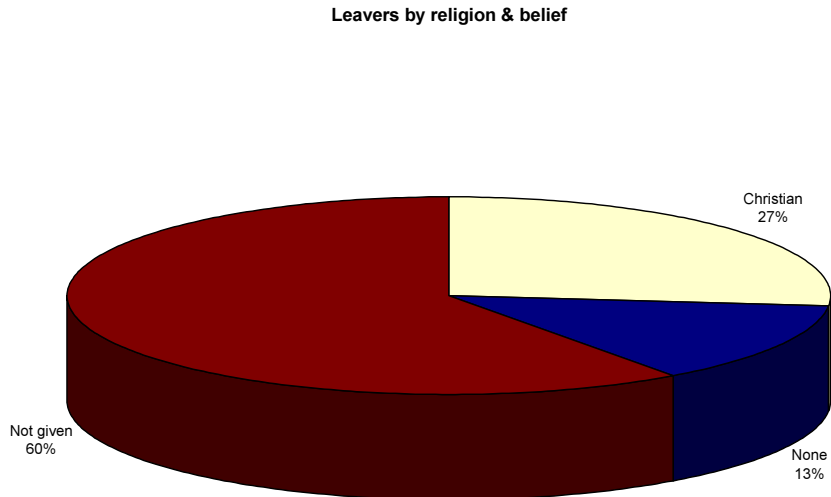
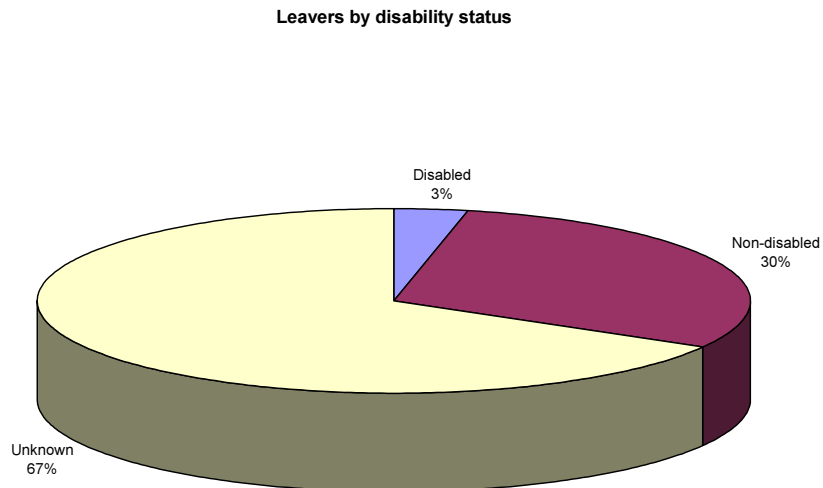


Figure 26



## **11 Review of earlier recommendations**

The following recommendations were put forward to the Human Resources Committee in the 2008/9 Equalities Report:

- 11.1 *Working with Manpower the Council will need to address the return rate and completion rate of application monitoring forms.*

The return rate for monitoring forms has improved dramatically. There was a 98.59% return rate of monitoring forms, although some applicants chose not to complete all fields. Manpower have ceased to report on religion and belief however and this will be addressed to ensure the data is available for the next report.

- 11.2 *The Council's duties are reviewed in line with the Single Equality Act 2009. This is currently out for consultation.*

The Equality Act (2010) came into force in October 2010. Human Resources policies and procedures are being reviewed in line with the changes. The Equalities Impact assessment template has been updated to reflect the changes to protected characteristics.

- 11.3 *Employees are requested to update equalities monitoring data in 2010/11 to ensure data is captured ready for the new HR System in 2011.*

Further to the completion of the data cleanse this is no longer necessary as Human Resources now have up-to-date monitoring data for employees.

The review of the HR system has been put in hold until the outcome of the shared service programme is known. A paper based data cleanse was completed in May 2011.

- 11.4 *The introduction of monitoring forms for corporate training courses to allow clearer analysis of those attending and ensure any issues can be addressed.*

All staff are required to book on to training courses and complete evaluation forms. Each year the details of those who have attended courses is compiled and cross-referenced with their monitoring details on the Human Resources system. This data is then used to create a report on training attending by age, ethnicity, religion and belief and disability status.

## **12 Recommendations for 2012/13**

- 12.1 This report is published on the Council's internet to ensure the Council complies with the Equality Act 2010 (Specific Duties) requirement to publish data on equality in the workforces by 31 January 2012.
- 12.2 The recruitment processes are reviewed to ensure they are not indirectly discriminating against any of those within the protected characteristic groups.
- 12.3 Attendance at training courses should be reviewed to ascertain why part-time workers are underrepresented.
- 12.4 A programme of internal Equality Impact Assessments continues for 2012/13 incorporating policy reviews, service restructures and relevant HR procedures.



## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE –11 JANUARY 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### VOLUNTEERING POLICY

WARD(S) AFFECTED: NONE

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#### **Purpose/Summary of Report**

- To approve the new Volunteering Policy

<b><u>RECOMMENDATION FOR :</u></b>
(A) to approve the new Volunteering Policy.

#### 1.0 Background

- 1.1 This report sets out the legal status of volunteers, provides feedback on the current volunteering pilot and sets out the proposed Volunteering Policy.
- 1.2 Volunteering brings immense benefits for both the volunteer and the Council. It gives the volunteer an opportunity to exercise their skills in a different environment and to undertake new experiences and builds bridges between the Council and the local community.

#### 2.0 Report

##### **2.1 Legal Background**

2.2 A volunteer is a person who gives freely of his/her time, skills and experience without expectation of financial reward. Volunteering can take many forms. Volunteering may be for a limited time to complete a particular project or may be on an ongoing basis.

- 2.3 Volunteers cannot be recruited to take on roles which otherwise would have been filled by paid employees. Volunteers may undertake duties

which are beneficial for the Council but which, without volunteers, would not have been carried out.

- 2.4 A volunteer is not an employee and will not have a contract of employment with the Council. The Council will agree a role, with the volunteer and there will be an expectation that the volunteer will meet the role's requirements and that the Council will provide work for the volunteer. However, the volunteer is free to refuse to fulfil the role and the Council is not bound to provide the work. The Council and the volunteer will endeavour to give as much notice as possible if unable to meet these expectations, however either party can terminate the agreement with or without notice at any time.

## **2.5 Volunteering Pilot**

- 2.6 In June 2011 a volunteering pilot was commenced at Hertford Theatre. Due to the increased programming at the Theatre, volunteers were needed to assist on show days. The volunteers were asked to meet and greet customers, steward shows and sell merchandise.
- 2.7 All theatre volunteers attended an induction at the theatre prior to signing up to shifts. There are approximately 17 active volunteers at the theatre.
- 2.8 The pilot has been a great success. The Front of House Manager has found the extra help during performances very beneficial to the overall customer experience. The volunteers themselves are mainly local to Hertford and enjoy the opportunity to be part of this community resource.
- 2.9 Environmental Health Promotion have also taken advantage of the volunteering pilot by recruiting a volunteer to assist the officer with promotional events.

## **2.10 Volunteering Policy**

- 2.11 Please see **Essential Reference Paper 'B'** for the new Volunteering Policy
- 2.2 The policy sets out the legal requirements, recruitment processes, insurance and health and safety considerations. It also introduces the role of 'volunteer coordinator' and explains how volunteering will be managed at the Council.

## **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, ICT and Property 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 UNISON and Heads of Service.
Legal:	As detailed in the report
Financial:	As detailed in the report
Human Resource:	As detailed in the report
Risk Management:	None.



# **East Herts Council**

## **Volunteering Policy**

### **Policy Statement**

**Policy Statement No 41 (Issue No 1)**

**January 2012**

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<b>18.</b>	<b>Policy review and amendment</b>	<b>6</b>

### **1. Introduction**

A volunteer is a person who gives freely of his/her time, skills and experience without expectation of financial reward. Volunteering can take many forms. Some tasks require particular skills whereas others require none. Volunteering may be for a limited time to complete a particular project or may be on an ongoing basis.

The Council recognises the immense benefits that volunteers, and the bridges that they build between the Council and the local community. In return the Council hopes to give its volunteers an opportunity to exercise their skills in a different environment and to undertake new experiences.

The Council tries to offer a range of volunteering opportunities and, in accordance with its equal opportunities and diversity policies, to ensure that the opportunity to volunteer is widely available.

### **2. Status of volunteers**

A volunteer is not an employee and will not have a contract of employment with the Council. The Council will agree a role, with the volunteer and there will be an expectation that the volunteer will meet the role's requirements and that the Council will provide work for the volunteer. However, the volunteer is free to refuse to fulfil the role and the Council is not bound to provide the work. The Council and the volunteer will endeavour to give as much notice as possible if unable to meet these expectations, however either party can terminate the agreement with or without notice at any time.

### **3. Volunteering roles**

Roles suitable for volunteers are identified by managers with advice from Human Resources. A volunteer agreement will be drawn up outlining the role. This will set out the requirements of the role and the skills or experience needed, as well as any training that is required before the volunteering work is undertaken. Volunteers will not be used as substitutes for employees.

### **4. Recruitment**

A person wishing to become a volunteer will be asked to complete an application form. References and proof of identity will be required and, depending on the nature of the role, the prospective volunteer may be required to undergo a health and/or criminal records check.

### **5. Volunteer coordinator**

A volunteer coordinator will be appointed to support and manage the volunteer. The coordinator will review the arrangements after three months

and thereafter on a regular basis. If the volunteer has any queries or would like to change his/her role this should be discussed with the coordinator.

## **6. Volunteering agreement**

The volunteer will be invited to enter into a volunteering agreement with the Council. This agreement will identify:

- the volunteer's role;
- the training that the volunteer is expected to undertake;
- the expenses that the Council will pay to the volunteer;
- the insurance cover that will be provided for the volunteer;
- who will supervise the volunteer; and
- the notice that will be given to a volunteer if his/her role is to come to an end.

## **7. Dress Code**

The Council will provide all volunteers with badges. Volunteers are requested to present themselves in a smart but casual manner (no jeans, trainers or logo t-shirts). Any specific dress code requirements for the duties to be undertaken will be set out in the volunteering agreement.

## **8. Training**

The Council will provide any training required for the role, including health and safety training.

## **9. Health and safety**

The Council has a responsibility for the health and safety of volunteers. Volunteers should at all times follow the Council's health and safety policies and procedures. Volunteers have a duty to take care of themselves and others who might be affected by their actions. Volunteers should not act outside their authorised area or work. Volunteers should report all accidents to their volunteer coordinator.

The Council will provide volunteers with appropriate guidance on any health and safety issues that arise.

## **10. Reimburse**

Volunteers are unpaid. However, the Council will reimburse volunteers for travel and subsistence expenses.

Volunteers will need to complete a volunteer expenses claim form (see appendix a) and provide all receipts. Form must be submitted within 3 months of the expenditure. Mileage will be paid at 27p per mile.



Any additional expenses or any additional travel costs outside those normally incurred should be agreed in advance with the volunteer coordinator.

### **11. Policies and procedures**

Volunteers are expected to comply with the Council's health and safety, equalities and diversity and volunteering policies while they are on its premises or undertaking any of their volunteering duties. Their induction will include an explanation of these policies and procedures and copies will be given to the volunteer with their volunteer agreement.

### **12. Insurance**

Volunteers will be indemnified (protected) by the council's Public Liability insurance when carrying out the duties outlined in their volunteer agreement, unless an individual acts unethically, abuses a trust, commits a criminal act or seeks personal gain. Volunteers are also covered by the Council's Employer's Liability.

### **13. Volunteer drivers**

Any volunteers who will be transporting equipment or people using a vehicle provided by the Council must have a valid driving licence. They will be covered by the Council's insurance policy.

Where the volunteer will be using his/her own vehicle, they must provide the Council with his / her driving licence, insurance policy and, if appropriate, the MOT certificate on an annual basis. Volunteers must notify their Insurer in advance of the purpose of journeys in case they are not covered by their policy.

The volunteer must report any accidents that occur whilst on Council business. They must also report any motoring offences or police cautions to the Council. The Council will not pay any parking fines accumulated by the volunteer.

### **14. Confidentiality**

Volunteers are likely to become aware of confidential information about the Council, its staff, customers and suppliers. Volunteers should not disclose this information or use it for their own or another's benefit without the consent of the party concerned. This does not prevent disclosure once the information is in the public domain (unless it has been made public as a result of the volunteer's breach of confidentiality) or where the law permits or requires disclosure.

### **15. Dealing with problems**

The coordinator will normally try to solve any problems informally, but if this is not possible the formal complaints system will come into operation.

If the volunteer wishes to make a formal complaint they should put the complaint in writing to their coordinator. If it is not possible to reach a solution the volunteer may raise the matter with the coordinator's manager.

If a complaint is made about a volunteer, this will be notified to them in writing and the coordinator will decide whether any action should be taken.

If the volunteer coordinator has any concerns about the volunteer's performance they will discuss this with the volunteer and decide whether any action should be taken.

If the volunteer is dissatisfied with a decision made by the volunteer coordinator they may raise it with the coordinator's manager.

### **16. Personal Information**

East Herts Council holds personal information submitted by the volunteer on the application form and Volunteer Personal Information Sheet in the legitimate interest of the Council. This information is kept in accordance with the Data Protection Act.

Volunteers are requested to keep East Herts Council updated with any change their contact details or those of their emergency.

### **17. Volunteer's pack**

On commencing with the Council volunteers will be given a pack containing:

- general information about the Council;
- a standard volunteering agreement;
- Equality and Diversity Policy
- Health and Safety Policy
- Volunteering Policy

### **18. Policy review and amendment**

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



## VOLUNTEERS CLAIM FORM

This form is to be used to record those travel expenses you incur while volunteering for East Herts Council for which you wish to be reimbursed.

We provide reimbursement for:

- Standard Class train fares and bus fares (with receipts or tickets attached to the claim form)
- Mileage (at 27p a mile)

Please attach all receipts/tickets to the back of this form.

Expenses should be claimed on a monthly basis.

Expenses must be claimed within three months.

<b>Personal Details</b>
Name: _____

**Travel Details**

Date	Purpose	Mileage (if applicable)	Cost Incurred
<b>Total:</b>			

I declare that I have necessarily incurred these expenses as in the course of my volunteering. All supporting receipts are genuine and are stapled to the back of this form.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
 Signed: \_\_\_\_\_ (Authorised Officer)

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 11 JANUARY 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### RETIREMENT & RECRUITMENT POLICY UPDATES

WARD(S) AFFECTED: NONE

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### **Purpose/Summary of Report**

- To approve the revised Retirement Policy

<b><u>RECOMMENDATION FOR :</u></b>	
(A)	HRC to approve the revised Retirement Policy

#### 1.0 Background

- 1.1 The Council's Human Resources policies are regularly reviewed to ensure they remain in line with current legislation, best practice and are fit for purpose for the organisation.
- 1.2 This report outlines the changes made to the Retirement Policy.

#### 2.0 Report

- 2.1 Please see **Essential Reference Paper 'B'** for the revised policy

#### **2.2 Drivers for Change**

- 2.3 The current policy was last revised in October 2009 and, in line with the policy amendment statement is due to be reviewed this year.
- 2.4 The statutory default retirement age was phased out from the 6th April 2011 and abolished with effect from 1 October 2011. To reflect this change, the Council ceased to operate a mandatory retirement age from 6 April 2011.

- 2.5 In 2010 the age at which an employee could request early/flexible retirement increased from 50 to 55 years.
- 2.6 It is therefore necessary to amend the current retirement policy to reflect these changes

## **2.2 Key changes**

- 2.2.1 A general retirement procedure has been devised to reflect the change from age lead retirement dates to those chosen by employees. This is outlined in section 3 of the draft policy.
- 2.2.2 The age employees can request flexible/ early retirement has been amended to reflect current legalisation.
- 2.2.3 In March 2008 CMT agreed that the Council would not offer group life insurance to late retiring employees because of the prohibitive costs. The Council's current provider will consider insuring staff beyond their 65<sup>th</sup> birthday, but the terms or cover cannot be guaranteed. E.g. if someone has a serious medical complaint, leads an unhealthy lifestyle etc, the Insurer will not offer cover or will charge a hefty premium. This issue is reflected in current legislation which allows an employer to withdraw such benefits. It is therefore recommended that the Council continues to withdraw life insurance cover for any employee who has reached the age of 65 or over. This is reflected in section 3.8.5 of the draft policy.
- 2.2.4 The rules on abatement of pensions (section 11) have been amended for clarity and the list of Local Government Pension Scheme Employers' Discretions has been updated to reflect current practice.

## **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, ICT and Property 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 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**

## **Retirement Policy**

### **Policy Statement**

#### **Policy Statement No 37 (Issue No 2)**

**January 2012**

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## 1.0 Introduction

- 1.1 This policy sets out the Council’s approach to retirement.
- 1.2 Further to the repeal of the statutory default retirement age on the 6<sup>th</sup> April 2011 the Council ceased to operate a mandatory retirement age from 1 October 2011, with transitional arrangements in place until the 3 October 2012.
- 1.3 This change is supported by UNISON. The Council entered a collective agreement with UNISON in April 2011 agreeing this amendment to terms and conditions. The Council will not operate a mandatory retirement age and therefore employees can now choose when they wish to retire.
- 1.4 This change does not affect employees’ occupational pension rights, for example the age at which they are entitled to draw the Local Government pension. The provisions for voluntary early retirement available under the Local Government Pension Scheme (LGPS) are also unaffected and employees may still request flexible or early retirement as detailed below. The state pension is similarly unaffected.
- 1.5 The Council is committed to equal opportunities for all its employees. The Council recognises the contributions of a diverse workforce, including the skills and experience of older employees. It believes that employees should, wherever possible, be permitted to continue working for as long as they wish and are able to do so. The Council operates a flexible retirement policy and employees may request voluntary retirement at a time of their choosing.
- 1.6 The Council has adopted this policy and procedures with the aim of dealing with every individual member of staff in a caring, sensitive manner and in the best interests of the Council.
- 1.7 The Council recognises that changes in operational requirements will mean that some jobs become redundant or alter substantially to improve service efficiency. In either situation the Council will strive to avoid dismissals. Therefore, prior to early or flexible retirement being agreed for either of these reasons, all other alternatives such as redeployment and retraining will be explored. It would normally be expected that members of staff would be placed in the Redeployment Register to seek alternative employment within the Council unless it is agreed that this is not required

- 1.8 The Local Government Pension Scheme (LGPS) summary guide should be referred to when considering retirement. This is available on request from LPFA Pensions or LGPS website [www.lgps.org.uk](http://www.lgps.org.uk)
- 1.9 All Councils are required to have a formal statement of their policy on their discretions under the Pension Regulations and keep this under review. Appendix A sets out those discretions. Any amendment to this policy must be published at least one month before it takes effect.
- 1.10 The LGPS also contains procedures for complaints or appeals from staff within an Internal Disputes Procedure who think there has been a mistake or that their entitlement has been incorrectly assessed. Details can be obtained from LPFA Pensions.
- 1.11 Nothing in this policy statement varies the statutory provisions relating to the LGPS and redundancy provisions. Employees considering retirement within the scope of this policy should take independent financial advice and in support of that the Council will provide estimates of benefits and entitlements.

## **2.0 Scope of the Policy**

- 2.1 This policy applies to all employees, of East Herts Council including Chief Officers
- 2.2 Employees who are members of the Local Government Pension Scheme may be able to obtain early release of their pension benefits in certain circumstances. These are:-
- a) Early termination of employment for Redundancy (see Redundancy policy)
  - b) Early termination of employment in the interests of the efficiency of the service
  - c) Early retirement (voluntary requests)
  - d) Retirement on ill health grounds
  - e) Flexible retirement (part pension/part employment)
- 2.3 Sections 3 – 11 of the policy cover employees who are members of the Local Government Pension Scheme (LGPS). Note that some of the benefits apply also to employees who are eligible to be members.

- 2.4 This policy and procedure should be considered alongside the following:-
- Provisions of the New LGPS Scheme
  - The Council’s Absence Management Policy
  - The Council’s Redundancy Policy

### **3.0 General Retirement Procedure**

- 3.1 If an employee has decided that they wish to retire, they should inform their line manager in writing as far in advance as possible and, in any event, in accordance with their notice period as set out in their contract of employment. This will assist the Council with its succession planning. Please see Appendix A for form.
- 3.2 The Line Manager will write to the employee acknowledging the employee’s notice to retire.
- 3.3 The Line Manager will arrange a meeting with the employee to discuss arrangements for retirement, including the intended retirement date, succession and handover plans, pension details and phased retirement, if applicable.
- 3.4 The Council may offer pre-retirement training as part of the Corporate Training Plan. Details of this training are available from the HR department.
- 3.5 Employees should consider their pension provision and take independent financial advice before making any decision in relation to retirement. The Council is prohibited from giving pension advice.

### **3.6 Workplace discussions**

- 3.6.1 The Performance Development Review meetings are a good opportunity for employees and managers to discuss the Council’s and individuals future plans and expectations. During these meetings employees may discuss their future plans or proposals for retirement. This can also be done at their monthly 1-2-1 meetings. A record of any discussions will be kept in the usual way and a copy given to the employee.
- 3.6.2 A discussion about possible retirement will not result in the Council making any assumptions about the employee’s commitment to the

Council. The Council seeks to retain the best talent, including older employees. Workplace discussions are an informal opportunity for both the Line Manager and employees to plan jointly for the future.

### 3.7 Succession planning

3.7.1 An employee who is shortly to retire will often have considerable knowledge in relation to their role and responsibilities. The Council may require the employee’s assistance and cooperation for succession planning.

3.7.2 Prior to retirement, employees should cooperate with the Council, if requested to do so, by:

- providing full written details of the status of work projects and future steps
- assisting with reviewing the job description, if necessary
- ensuring a smooth handover of work
- assisting in training any successor

### 3.8 Pension and insurance benefits

3.8.1 Employees who are aged 65 or over who are members of the Council’s occupational pension scheme will remain entitled to the benefits of the scheme, in accordance with its rules.

3.8.2 Employees working after 65 may

- a) put their benefits to date into payment from age 65 and
  - start a new period of pensionable service by continuing to make contributionsOR
  - Cease making contributions
- b) defer accrued benefits to retirement

The Council will continue to pay the employer’s contributions for as long as an employee pays into the fund. According to Local Government Pension Scheme criteria employees receive their pension on retirement or the eve of their 75th birthday, whichever occurs first. Pension drawn after age 65 will be paid at an increased rate. Employees taking flexible retirement after age 65 will also have increased benefits to reflect late payment. For further information contact LPFA.

- 3.8.3 Employees who are members of the Council's occupational pension scheme and who have decided to retire on a specific date may request details of their pension entitlement from Human Resources.
- 3.8.4 The Council's pension scheme allows employees to draw their pension at any time from the age of 60. However, if the pension is drawn before the age of 65, pension payments will be subject to a reduction.
- 3.8.5 The Council provides life insurance to its employees. It is not feasible to continue this benefit for employees over 65. Therefore, in accordance with current legislation, the Council withdraws life insurance cover for any employee who has reached the age of 65 or over.

#### **4.0 Discretions taken by the Council**

- 4.1 In taking the decisions relating to discretions the Council is required to be mindful of the extent to which the exercise of these discretionary powers (in accordance with the policy), unless properly limited, could lead to a serious loss of confidence in the public service; and be satisfied that the policy is workable, affordable and reasonable having regard to the foreseeable costs.
- 4.2 The aims in formulating the policy are:
- to maintain as far as possible levels of compensation consistent with what had been provided under previous regulations and discretions;
  - to make the policy simple and easy to understand.
- 4.3 East Herts Council retains the discretion to decide whether or not to grant early/flexible retirement and will take into account, among others, the following factors:-
- The need to retain an appropriate balance of skills and experience in the service concerned;
  - The business need to ensure services are maintained and delivered effectively; and
  - The cost of the retirement to the Council and pension scheme compared to the potential savings accruing from the proposal.
  - Potential savings identified by the retirement to the Council.

The above list is not exhaustive and there may be other relevant factors that may be taken into account in individual cases.

4.4 These provisions contain general policy guidance and each individual case will be considered on its merits and special reasons as to why the general policy might be varied will be taken into account. The final decision on all cases will be made by Corporate Management Team (CMT) on the basis of a report by the individual’s Head of Service or HR Committee with respect to a Chief Officer. In addition, as appropriate the provisions of the Council’s current policies on redundancy and absence management will guide the process.

## **5.0 Removal of the 85 year rule**

5.1 The normal LGPS retirement age is 65. The 85 year rule allowed early retirements on redundancy or efficiency to take place from age 50 and voluntary early retirement from age 60 with 25 years scheme membership. The earliest retirement age is currently 55, except for permanent ill health. Apart from protections allowed for people approaching 60, there is no longer provision for unreduced voluntary early retirement below 65. For more information on the 85 year rule visit the LGPS website [www.lgps.org.uk](http://www.lgps.org.uk)

## **6.0 Early Retirement for the Efficiency of Service**

### **6.1 Criteria**

- Initiated by management in accordance with the Council’s Redundancy Policy
- To facilitate organisational change short of redundancy
- Other options such as redeployment or retraining have been considered and discussed with HR
- Case is justified by at least one of these four factors – effectiveness, economy, health and compassion
- Significant improvement in organisational efficiency e.g. needs of job have changed, new skills required, need to work in a different way
- Post will be replaced
- Demonstrate savings e.g. replacement at lower grade or point on salary scale or greater productivity
- The employee has at least three months total membership or has brought a transfer value into the LGPS
- The Head of Service will submit a report for approval to CMT.



6.2 Circumstances in which Early Retirement for the Efficiency of Service may be appropriate

- 6.2.1 Where, due to no fault of an individual member of staff, the work method or job content have altered to the extent that they affect fundamentally the competence of the member of staff (e.g. technology, changes in legislation or organisation, development of professional standards). Note: If the job content changes greatly, redundancy may be more appropriate. Consult HR.

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- 6.2.2 Where a member of staff has a particular medical condition which, whilst not considered by the Council’s Occupational Health Adviser to justify retirement on the grounds of ill health does significantly impede the proper performance of the job.
- 6.2.3 Where a member of staff has particular personal or domestic circumstances, which are overwhelming to the extent that the interests of the service suffer.
- 6.2.4 Where, through a reorganisation or other reasons, the scope and content of the duties and responsibilities have diminished to the extent that, whilst not justifying redundancy, they nevertheless adversely affect the efficiency of the organisation.
- 6.2.5 Where a combination of circumstances, both in the job and the individual are adversely affecting efficiency, but where these circumstances do not involve wilful inadequate performance, which should be more appropriately the subject of disciplinary or capability action.
- 6.3 Circumstances in which Early Retirement for the Efficiency of Service is not appropriate
- 6.3.1 If the member of staff has a medical condition ill health retirement should be explored first, and efficiency retirement should be used only if 6.2.2 above applied.
- 6.3.2 Efficiency retirement is not to be used as an alternative to or substitute for disciplinary action or positive managing capability.
- 6.3.3 In cases involving staff with disabilities, efficiency retirement should not be used until every effort has been made to make reasonable adjustments to the job, in accordance with the Disability Discrimination Act.
- 6.4 Benefits

*Under 55:*

- Efficiency payment based on age and length of service in accordance with the government’s redundancy pay tables (see [direct.gov.uk](https://www.direct.gov.uk) for details) actual pay at age 61+ with 20 years service is 30 weeks maximum. Using East Herts multiplier of 2.6 to provide a maximum of 78 weeks.

- No access to pension benefits

*Over 55:*

- Efficiency payment based on age and length of service in accordance with the government’s redundancy pay tables (see [direct.gov.uk](http://direct.gov.uk) for details) actual pay at age 61+ with 20 years service is 30 weeks maximum. Using East Herts multiplier of 2.6 to provide a maximum of 78 weeks.
- Immediate payment of accrued pension

## **7.0 Early Retirement (Voluntary Request) (Regulation 30)**

### **7.1 Process**

- Initiated by employee by means of written request to their Head of Service stating grounds and case for consideration
- The Head of Service will submit a report for approval to CMT.

### **7.2 Criteria**

- Improvement in organisational efficiency e.g. needs of job, new skills required, need to work in different ways, improved productivity.
- Strain on the pension fund in relation to the benefit obtained by the Council
- Need to replace the post
- Length of service with East Herts Council.
- The employee has at least three months total membership or has brought a transfer value into the LGPS

### **7.2 Benefits**

*Under 55:*

- Not available

*Over 55:*

- Actuarially reduced accrued pension benefits (See Table 2 below)
- No added years

**Table 2:** Employees who retire early will have their benefits reduced. The reduction is calculated in accordance with guidance issued by the Government Actuary and is based on how many years before 65 the employee retires (or how long until they would have met the 85 year rule if they have transitional protection), The current reductions are shown in the table below. Where the number of years is not exact, the reduction percentages are adjusted accordingly

No. of years paid early	Pensions reduction men	Pensions reduction women	Lump sum reduction
0	0%	0%	0%
1	6%	5%	2%
2	11%	10%	5%
3	16%	15%	7%
4	20%	19%	9%
5	24%	23%	12%
6	28%	27%	14%
7	32%	30%	16%
8	35%	33%	18%
9	38%	36%	20%
10	41%	39%	22%
11	44%	42%	24%
12	47%	45%	26%
13	50%	47%	27%
14	52%	49%	29%
15	54%	51%	31%

**8.0 Retirement on Ill Health Grounds**

8.1 Process:

***At any age***

- Initiated by employee by means of written request to their Head of Service stating grounds and case for consideration; or Initiated by management as an outcome of a Capability Hearing under the Absence Management Policy.
- The Head of Service will submit a report for approval to CMT.

8.2 Criteria:

- To qualify for ill-health retirement, the employee must have at least 3 months membership of the scheme or have transferred other pension rights into the LGPS and the Council's Medical Adviser must provide a certificate confirming that the employee is 'permanently incapable of discharging efficiently the duties of his/her employment because of ill-health or infirmity of mind or body and the employee has a reduced likelihood of obtaining gainful employment (whether in local government or elsewhere) before age 65. There are 3 tiers for the Council's Medical Adviser to consider.
- Absence Management Policy has been followed.
- Eligible membership under LGPS provisions (See Pension Guide Book)

8.2 Benefits:

Benefits from 1 April 2008 depend on the tier the Council's Medical Adviser judges the employee falls into.

- Tier 1; if the employee is judged to have no reasonable prospect of being capable of obtaining gainful employment before age 65, pension benefits are payable based on accrued membership plus 100% of prospective membership between leaving and age 65.
- Tier 2; if the employee is judged to be incapable of obtaining gainful employment within 3 years of leaving but is likely to be capable of obtaining gainful employment before age 65, pension benefits are payable based on accrued membership plus 25% of prospective membership between leaving and age 65.
- Tier 3; if the employee is judged to be capable of obtaining gainful employment within 3 years of leaving, short-term reviewable pension benefits are payable based on accrued membership only.

Note: gainful employment means paid employment for not less than 30 hours in each week for a period of not less than 12 months.

**9.0 Flexible Retirement (Regulation 18)**

9.1 What is flexible retirement?

Rather than continuing in your job to 65 you can, on or after age 55 and with your employer’s consent, reduce your hours or grade (which will require new job description and person specification) and draw your accrued Local Government pension scheme benefits whilst continuing in employment and building up further benefits in the Scheme – enabling you to ease into retirement.

9.2 The benefits to the Council of flexible retirement are:

- Retention of key skills and knowledge
- Ability to encourage knowledge and skills transfer
- Added flexibility around where the employee works and the filling of their post

The benefits to the employee of flexible retirement are:

- Gradual move into retirement – key lifestyle change
- Opportunity to continue contributing to the organisation while pursuing other interests
- Ability to work while accessing Local Government pension (for those in the scheme)

9.3 Can I have a gradual move into retirement?

9.3.1 You can request flexible retirement whether or not you are in the Local Government pension scheme, and this will be considered by your Line manager, using the criteria detailed below.

9.3.2 You can continue paying into the LGPS to build up further benefits in the Scheme. See section 3.8.2 for further details.

9.4 Process

- Initiated by employee by means of an application form (see Appendix C) submitted to their Head of Service.
- The Head of Service will submit a report for approval to CMT.

9.5 Criteria

The Council policy is that this pension scheme provision may be used in cases where:

- The permanent reduction in hours is greater than 25% of their current working hours and/or

- There is a reduction in grade
- An application for flexible retirement is received within 3 months of a change in reduction of 25% of hours and/or grade
- The employee has at least three months total membership or has brought a transfer value into the LGPS

9.5 Benefits:

*Under 55:*

- Not available

*Over 55:*

- Early payment of accrued benefits
- Continue to work, receive pay in new job, on new hours, or reduced grade without break in service
- No abatement of pension if new earnings plus pension are more than old earnings
- Continue paying into the LGPS, building up further benefits in the Scheme.

**10.0 Authorisation Procedure for Early/ Flexible Retirement**

10.1 On re-structuring, potential redundancy situation, or formal request by employee, the Head of Service (or individual) must seek advice/guidance from their HR Officer who will calculate preliminary estimates of employee costs/benefits.

10.2 The Head of Service (with advice from an HR Officer) will undertake preliminary consultation with the employee ensuring that discussions are clearly stated to be subject to available discretions, that costs and savings quoted are estimates only and that the final decision is subject to CMT approval. This consultation may be in the course of following processes under other Council policies, such as absence management and consultation on restructuring proposals.

10.3 The Head of Service will request details of costs/savings from HR/Payroll and investigate the impact of the request on the service.

- 10.4 The Head of Service (with advice from an HR Officer) will undertake formal consultation with employee. Employee will be notified that recommendation is still subject to CMT approval at this stage.
- 10.5 The Head of Service will submit a report for approval to CMT.
- 10.6 Following CMT approval, the decision will be confirmed to the employee in a meeting and followed up in writing within 3 working days.

## **11.0 Re-employment and Abatement**

### **11.1 Re-Employment of Individuals Granted Early Retirement**

- 11.1.1 The re-employment of ex-East Herts employees who have been granted retirement with severance payments should not be undertaken without prior consultation with HR.

### **11.2 Abatement of Local Government Pension**

- 11.2.1 In the case of Flexible Retirement, where a pensioner continues to work for East Herts Council there will be no abatement of pension. Should that employee obtain further employment with another Local Government Pension Scheme employer abatement of pension will apply if the pensioner's pay for the new post plus the LGPS pension exceeds the pay in the post from which the pensioner flexibly retired.
- 11.2.2 Where an employee takes standard or early retirement from one Local Government Employer and then takes up further employment with another Local Government Employer abatement of pension will apply if the pensioner's pay for the new post plus the LGPS pension exceeds the pay in the post from which the pensioner retired.
- 11.2.3 Abatement rules are set out in the LGPS Regulations 1995 and, if applicable, the LG (Discretionary Payments) Regulations 1996.

## **12.0 Policy review and amendment**

- 12.1 This Policy shall be reviewed after two years or sooner in line with legislation and best practice to reflect the best possible level of support and management.



Notice of intention to retire

<b>Employee's name:</b>			
<b>Employee Number:</b>			
<b>Directorate:</b>			
<b>Service:</b>			
<b>I am writing to notify the Council that I wish to retire and terminate my contract of employment.</b>			
Proposed retirement date:			
Notice period as set out in my contract of employment:			
Once you have given notice of your intention to retire you may request a change in your working pattern in order to prepare for retirement. Would you like to discuss phased retirement?			Yes/No
The Council offers free training for employees on planning for retirement. Do you wish to receive further information on this?			Yes/No
<p>If there are special circumstances to vary the exercise of discretion under Regulations 30(5), Regulation 12, or Regulation 13 please set out below;</p> <p>a) the extend to which the discretion should be varied</p> <p>b) the special reasons justifying the variation</p>			
<b>Signed:</b>			<b>Date:</b>

Please return this form to your Head of Service.

THE LOCAL GOVERNMENT PENSION SCHEME (LGPS)

EMPLOYERS’ DISCRETIONS

DISCRETION AVAILABLE	POLICY DECISION
<p><b>Regulation 30 Early Retirement</b></p> <p>To allow retirement at the request of the scheme member between the ages of 55 and 59. (aged 60 to 64 you do not need your employer’s consent to receive payment of your benefit)</p> <p><b>Regulation 18 Flexible Retirement</b></p> <p>An employee may reduce their hours, or take a lower graded post and receive their benefits with employer's consent.</p>	<p>Yes, as detailed in the policy 6.0</p> <p>Yes, as detailed in the policy 8.0. reduction of hours must be 25% or more or a lower grade.</p>
<p><b>Regulation 30(5) Waiving of Benefit Reduction</b></p> <p>If a member is allowed to draw benefits after age 55 and before the normal retirement age of 65 benefits will be reduced if the total in complete years of age and scheme service does not equal or exceed 85. The employer has an option to waive this reduction on compassionate grounds.</p>	<p>East Herts Council does not waive a reduction.</p>
<p><b>Regulation 12 Power to increase membership</b></p> <p>To award up to 10 added years to active members under the</p>	<p>East Herts Council does not exercise the powers to award added years of service.</p>

<p><b>LGPS to increase benefits.</b></p>	
<p><b>Regulation 13 Power to award additional pension</b></p> <p><b>To award up to £5000.00 per annum</b></p>	<p>East Herts does not exercise the powers to award additional pension.</p>
<p><b>Regulation 15(3) and 25(3) Shared Cost AVC Scheme</b></p> <p><b>To contribute to a shared cost additional voluntary contribution (AVC) scheme.</b></p>	<p>East Herts Council does not contribute to a shared cost of AVC.</p>
<p><b>Regulation 16 (4) (b) (ii) (LGPS (Admin) Regs 2008)</b></p> <p><i>Facility to extend time limits for active members to aggregate deferred periods of LGPS membership</i></p> <p><b>Where a deferred member becomes in active members, then the member can elect to aggregate his deferred membership with his active membership. The election to aggregate must be made by the member within 12 months of becoming an active member and the member must be active at the date of election. Employers may allow a longer period than 12 months</b></p>	<p>East Herts Council does not allow a longer period than 12 months</p>
<p><b>Regulation 83 (8) (LGPS (Admin) Regs 2008)</b></p> <p><i>Facility to extend time limits for active members to request a transfer of previous pension rights into the LGPS</i></p>	

<p><b>Where an active member requests to transfer previous pension rights into the LGPS, the member must make a request within 12 months of becoming an active member. Employers may allow a longer period than 12 months</b></p>	<p>East Herts Council does not allow a longer period than 12 months</p>
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DRAFT

## Flexible Retirement Application Form

### *Note to the employee*

It will help the Council to consider your request if you provide as much information as you can about your desired working pattern. It is important that you complete all the application form. When completing sections 3 and 4, think about what effect your change in working pattern will have both on the work that you do, your service and on your colleagues. Once you have completed the form, you should immediately forward it to your Head of Service (you might want to keep a copy for your own records). If the request is granted, this will be a **permanent change** to your terms and conditions and you will not be able to make any further requests for any new flexible retirement arrangements.

**It is important to consider your application very carefully if you have more than one job, internal or external of the Council, as this may have serious tax implications. Please contact LPFA for more information regarding this.**

### **Note to Head of Service:**

Please can you confirm receipt of this application form. Please consult with Human Resources before advising the employee of any decision that has been reached.

### **1. Personal Details:**

Name:

Payroll number:

Manager:

National Insurance No:

I would like to apply to amend my working arrangements under the flexible retirement procedure.

**Criteria to request flexible retirement -**

- I am over the age of 55 years old
- This is my only application to request flexible retirement.
- My request complies with the flexible retirement procedure, in that I am proposing my hours are reduced by at least 25% or my grade is reduced.
- I have considered my own personal tax implications in accepting flexible retirement.

2a. Describe your current working pattern (days/hours/times worked):

2b. Describe the working pattern you would like to work under flexible retirement (days/hours/times worked):

2c. I would like my flexible retirement to commence from:

Date:

3. Impact of the new working pattern

I think this change in my working pattern will affect the Service and my colleagues as follows:

4. Accommodating the new working pattern

I think the effect on the Service and colleagues can be resolved as follows:

Signed .....

Dated.....

Please return your application for to your Head of Service for their consideration.

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 11 JANUARY 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### PDR QUALITY CHECKING

WARD(S) AFFECTED: NONE

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#### **Purpose/Summary of Report**

- To outline the results of the PDR quality checking exercise.
- To outline the changes to the PDR scheme.

<b><u>RECOMMENDATION FOR :</u></b>	
<b>(A)</b>	To note the results of the PDR quality checking exercise.
<b>(B)</b>	To note the changes to the PDR scheme.

#### 1.0 Background

1.1 CMT gave approval in February 2011 for the HR team to complete a quality checking exercise. The aim of the exercise was to ensure that PDRs are of good quality, are graded correctly, that objectives are SMART and learning and development needs are identified and met.

1.2 Between April and September 2011 the HR team checked a spot sample of 158 PDRs (46% of staff). These were selected by taking two PDRs from each grade, service area and ensuring that at least one PDR was spot checked for each manager. These PDRs were checked and returned to managers with relevant feedback. Managers were asked to incorporate the feedback given into their next reviews.

#### 2.0 Report

## **The Current PDR Scheme**

- 2.1 The Council's current PDR grading system has four ratings. The Council's PDRS guidelines state that when looking at PDR grade distribution across the Council, approximately 20% should be awarded a grade A, 20% a grade B, 40% a grade C and 20% a grade D. This reflects the fact that the majority of staff should be meeting the requirements of their job, and therefore achieving a grade C. Those staff achieving a grade A should be the Council's top performers and those graded B should be meeting the requirements of their job and occasionally exceeding them. Staff with any performance issues should be graded as a D.
- 2.2 The Council's PDR scheme emphasises the importance of objectives being SMART and linked to service plans and corporate priorities. It is recommended that an average of six objectives are set. It is important that any learning and development needs are identified and then subsequently met through the appropriate training.
- 2.3 Guidelines are available for managers, which outline the PDR process and give guidance on how to grade appropriately. PDR training was provided to middle managers through the recent Management Development Programme. The Learning and Development Officer also holds one to one or group sessions with managers and teams as and when required. The PDR process is discussed at Corporate Induction and specific PDR training takes place each year and is scheduled to take place in December 2011.
- 2.4 On average more members of staff are graded a B than would typically be expected and grades A, C and D are all underrepresented. The abundance of B grades is likely to be due to a misunderstanding of a grade C whereby managers feel this indicates that staff are not performing as well as they could be, as it is the third rating out of four grades. A grade C actually shows that a member of staff is fully meeting the requirements of the job.

## **Quality Checking Exercise**

- 2.5 158 PDRs were spot checked by the HR team. These were a mixture of 2010/11 end of year reviews and 2011/12 mid year reviews due to the timescale over which the quality checking exercise took place. 64 reviews were checked in Internal

Services, 41 in Customer and Community Services, 43 in Neighbourhood Services and 10 in Strategic Direction and Executive.

- 2.6 Of the 158 reviews checked, 104 were 2010/11 end of year reviews and 54 were 2011/12 mid year reviews. Disappointingly, 67 of the 158 reviews selected to check had not been completed, with some service areas within Internal Services not having completed PDRs for several years. A small proportion of the missing PDRs were due to legitimate reasons such as staff leavers, new starters, maternity leave etc.
- 2.7 Some of the PDRs reviewed had well structured, SMART and measurable objectives (3%), had the required level of detail in the evidence provided against the objectives (3%) and identified learning and development needs (1%).
- 2.8 However, there were several issues highlighted by the quality checking exercise. The HR team considered that many of the PDRs had not been graded appropriately given the evidence provided against the objectives, with most being graded too highly. Common themes identified across the reviews were as follows:
- 2.9.1 Evidence does not show how objectives have been partially / consistently exceeded for grade B or above (28%)**  
This was the most common issue identified, with many grade A or B PDRs having no evidence to demonstrate how the employee had exceeded expectations, indeed many of the PDRs did not even have the level of evidence expected of a C grade PDR.
- 2.9.2 Lack of evidence (13%)**  
The issue of lack of evidence was not just seen in A and B grade PDRs but also many of the C grade PDRs reviewed. In several instances the evidence box simply said 'achieved' with no detail of how the objective was achieved and what was involved.
- 2.9.3 Objectives not SMART or not aligned to council priorities (13%)**  
Several of the PDRs reviewed did not have SMART objectives, they were often vague with no success measures detailed or timescales/milestones. This makes it very difficult for employees to know what is expected of them and whether they are on target to achieve their objectives.

#### **2.9.4 Incorrect use of PDR forms (11%)**

It was noted that for several of the PDRs that were checked, managers had completed the self review form on behalf of the employee. In addition, on a couple of occasions the review form had been used by the employee as a means to air grievances about their manager or the way their department is run rather than evidence their performance. Other incorrect use of the forms included employees writing a general self review rather than evidencing each objective and in some cases no self review being included at all.

#### **2.9.5 No evidence of what impact training has had on performance (8%)**

Some of the PDRs reviewed detailed the training undertaken in the past year but gave no detail of how this has impacted on their performance which is what the PDR form asks employees to detail.

#### **2.9.6 Lack of detail about extra work completed in addition to main objectives (8%)**

It was often noted that the extra work employees have taken on in addition to their main objectives was what contributed to them achieving their A or B grade. However this was often only touched on briefly in the manager comments with no detail from the employee in the self review about what this entailed. This is what the 'Other' section of the self review form should be used for.

#### **2.9.7 (For managers) Lack of focus in their objectives on effectively managing the performance of their staff (7%)**

Several managers did not have any objectives which related to the management and running of a team. In some instances there was criticism of management ability in the manager's comments but there was still no objective set to manage this issue.

#### **2.9.8 Not enough objectives (6%)**

A few PDRs were observed to have less than the 6 recommended objectives, with some having as little as only three objectives set. It was also noted that some managers only set objectives which relate to extra projects rather than setting objectives which cover the 'day-job'. It is important that objectives also relate to the day job as it is critical that managers are able to measure performance against these.

#### **2.9.9 Objectives not met or partially met but awarded a grade B or**

### **above (4%)**

In some instances where a grade A or B had been awarded it was clear that one or more objectives had not been met. This is not appropriate as a grade B or above should only be awarded where all objectives have been achieved and the employee has taken on additional work on top of these.

### **2.9.10 Graded a 'D' without a formal performance plan already being in place (2%)**

A couple of the PDRs reviewed had been graded a D without the employee being formally managed for performance issues. It is important that the PDR grade should never come as a surprise and it could be observed from the employee comments sections that they clearly did. In both cases performance development plans were drawn up after the PDR meeting but ideally these should have been in place before a D grade was awarded at the PDR.

- 2.10 For the 60 2010/11 end of reviews that were available to be checked and feedback was given to managers, the 2011/12 mid year reviews were also checked to see if the feedback had been incorporated into their next review. 22 mid year reviews showed some improvement, 2 showed no demonstrable improvement and the remainder had still not been completed.
- 2.11 Of the 132 2011/12 mid year reviews submitted, <1% were graded an A, 48% were graded a B and 39% graded a C. When these are compared to the 2010/11 end of year PDR grades a decrease in the number of B grades awarded (58% to 48%) and an increase in the number of C grades (30% to 39%) can be observed. The numbers of A grades have not significantly changed and still remain less than 1%. There were 4 D grades in the 2010/11 end of year reviews but no D grades at the mid year review stage.
- 2.12 It is possible that the reduction in B grades and increase in C grades at the mid year stage are a result of the feedback given to some managers regarding the end of year reviews. Making managers aware of the fact that a C grade means that a member of staff is fully meeting the requirements of the job and giving them examples of the sort of evidence required to support a grade A or B seems to have had an impact on the number of B grades awarded.

## Recommendations

- 2.13 It is important that the quality of PDRs is improved and that return rates increase. In the current climate of efficiency savings, restructures are becoming increasingly more frequent and PDRs should be used to aid management selection where there are more employees than available posts. Where PDRs are not completed or completed to a poor standard this tool becomes unavailable to managers, making the process more difficult.

Therefore the following changes to the PDR scheme were approved by CMT, supported by Unison and have been implemented for the December/January end of year reviews:

### **2.14 Introduce descriptions and a 5 grade scale**

- 2.14.1 To move to five descriptive grades to support the understanding, the distribution and perception of the grades.

- 2.14.2 An additional level was introduced to allow managers to select the 'middle' rating without feeling uncomfortable that they are rating their staff at the lower end of the scale. The scale therefore runs as follows:

- **Exceptional** - Performance/contribution consistently exceeds the requirements of the role and all objectives are achieved.
- **Exceeding Expectations** - Performance/contribution on occasion exceeds the requirements of the role and all objectives are achieved.
- **Meeting Expectations** - Performance/contribution meets the requirements of the role and objectives are achieved.
- **Opportunity for Improvement** - Performance/contribution is occasionally below the requirements of the role (some development and support needed).
- **Immediate Improvement Required** - Performance/contribution is consistently below the requirements of the role and immediate improvement is required (development and support needed and being formally managed under the Managing Performance Policy).

- 2.14.3 To update the PDR form, so one form is used for objective setting, mid year and full year reviews.

### **2.15 Continue PDR training and support.**

PDR training will continue to be included as a standard item in the

Corporate Training Plan to ensure that new managers are trained to use the Council's scheme appropriately. PDR training is scheduled to take place in 2011/12 and will be based around the feedback collated during this quality checking exercise.

### **2.16 Annual PDR Spot checking**

The HR team will continue spot checking PDRs on a yearly basis but on smaller scale than this particular project. Therefore a random 10% of PDRs will be checked.

### **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, ICT and Property Services.

**Report Author:** Claire Kirby- HR Officer

## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	<b>Fit for purpose, services fit for you</b> <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 – 11 JANUARY 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### EQUAL PAY AUDIT

WARD(S) AFFECTED: NONE

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#### **Purpose/Summary of Report**

- To present the results of the 2011 Equal Pay Audit

<b><u>RECOMMENDATION :</u></b>	
<b>(A)</b>	To note the results of the 2011 Equal Pay Audit and recommendations made

#### 1.0 Background

1.1 The last Equal Pay Audit (EqPA) undertaken at the Council was in 2004.

1.2 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.

1.3 An Equal pay Audit was completed in July 2011.

1.4 Unison have been consulted on the results of the EqPA and agree with the proposed recommendations.

1.5 The recommendations were agreed by CMT on 13 December 2011.

#### 2.0 Report

2.1 **Essential Reference Paper 'B'** attached to the report now submitted, sets out a summary of the Equal Pay Audit completed in July 2011, together with recommendations. A copy of the full

report is available upon request.

### 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

Equal Pay Audit July 2011 – Full report

Contact Officer: Emma Freeman - Head of People, ICT and Property Services

Report Author: Claire Kirby - HR Officer

## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	<b>Fit for purpose, services fit for you</b> <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	Unison have been consulted on the results of the EqPA and agree with the proposed recommendations.
Legal:	N/A
Financial:	N/A
Human Resource:	As detailed in the report
Risk Management:	N/A

Equal Pay Audit 2011 – Summary Report

**1.0 Background**

1.1 East Herts Council firmly believes in equality of opportunity in the workplace, and consequently has both a legal and moral duty to ensure that pay and conditions for its employees are fair and transparent.

1.2 The 'equality of terms' provisions in the Equality Act 2010 entitle a woman doing equal work with a man in the same employment to equality in pay and other terms and conditions. Any differences in pay must be justified by a genuine and material reason, which is not related to the employee's sex.

1.3 The law recognises four forms of sex discrimination:

- **Direct discrimination** (less favourable treatment of a woman than a man (or vice versa) because of their sex)
- **Harassment** (Harassment is a form of direct discrimination and is defined as unwanted behaviour that takes place simply because someone is a woman or a man. The behaviour is done with the purpose of, or has the effect of, violating the person's dignity, or it creates an intimidating, hostile, degrading, humiliating or offensive environment for her (or him))
- **Indirect discrimination** (Indirect sex discrimination occurs when an employer applies a provision, criterion or practice equally to both women and men that puts one sex at an unfair disadvantage)
- **Victimisation** (when an employee is treated less favourably than others because they have made a complaint of discrimination or support someone else to)  
(Equality and Human Rights Commission, 2010)

1.4 The Equality and Human Rights Commission (EHRC) published a Statutory Code of Practice based on the new

Equality Act 2010. The code of practice helps employers to understand and apply the law on equal pay, and to assist courts and tribunals when interpreting the law. The code provides guidance on how to prevent or eliminate discriminatory pay practices and ensure that there are no unjustifiable pay inequalities.

- 1.5 The code does not itself impose legal obligations but tribunals and courts considering an equal pay claim are obliged to take into account any part of the code that appears relevant to the proceedings. It is therefore in the organisation's best interests to comply with the Code.
- 1.6 The EHRC recommends that all employers regularly review and monitor their pay practices and the code suggests that equal pay audits may be the most effective means of ensuring that a pay system delivers equal pay.
- 1.7 The last Equal Pay Audit (EqPA) undertaken at the Council was in 2004.
- 1.8 The EHRC (2011) recommend following a 5 Step Process for conducting EqPAs, which includes:
  - Comparing the pay of men and women doing equal work – ensuring that this considers work that is the same or broadly similar (like work), work rated as equivalent and work that can be shown to be of equal value or worth
  - Identifying and explaining any pay differences, and
  - Eliminating those pay inequalities that cannot be explained on non-discriminatory grounds.
- 1.9 The Green Book recommend following the EHRC's 5 Step Process and in addition provide guidance specific to local government employers.

## **2.0 Methodology**

2.1 The EHRC 5 Step Process was followed but the review was extended to the other equality strands (age, disability and ethnicity) as well as gender.

2.2 The EqPA firstly consists of a profile of the whole workforce to understand:

- The ratio of male to female staff
- The number of disabled staff employed
- Age groups of staff
- Ethnicity groups of staff

2.3 In terms of the EqPA itself, all posts at the Council were reviewed rather than using a sample. The HAY Job Evaluation Scheme was 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'.

2.4 Comparisons between the following equality strands were made to determine whether there was 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

2.5 The data used to make these comparisons was:

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 (car allowances/lease cars are 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 Any pay discrepancies identified between the equality strands were explored and recommendations in the form of an action plan were made to resolve these discrepancies.

2.7 The data used were correct as at 15 July 2011.

### **3.0 Data Cleanse**

3.1 In order to prepare for the Council's obligations under the Equalities Act 2011 Human Resources carried out a data cleanse exercise in April 2011. Staff were asked to update all their personal information including monitoring details for gender, marital status, nationality, ethnicity, religion, sexual

orientation and disability in accordance with the protected characteristics set out in the Equalities Act.

- 3.2 Staff were given the option of declaring their monitoring information or simply stating 'prefer not to say' in categories they did not wish to disclose. The return rate was 97%. Some staff did choose to use the option of not declaring however in general they were willing to share information.
- 3.3 The data cleanse exercise supported the Equal Pay Audit, ensuring data was up to date and accurate when comparisons were made.

## **4.0 Key Findings**

### **4.1 Workforce Profile**

- 4.1.1 Of the 340 people employed by East Herts Council as at 15 July 2011, 64% were female and 36% were male. This is unsurprising, female workers are found consistently to be in the majority in the public sector, with around 65% of public sector workers being female (Damant and Jenkins, 2011).
- 4.1.3 Of the 331 employees who returned their Personal Details Update Form, 13 recorded a disability.
- 4.1.4 The workforce of East Herts Council is very predominantly white. This is reflective of the East Herts district as a whole, where 97% of people are white (East Herts Council, 2011).
- 4.1.4 Around 35% of staff are aged 40-49 and 25% aged 50-59. This is consistent with the public sector in general where 45% of public sector workers are aged 35-49. Around 8% of staff are aged between 16 and 25, which is also consistent with the public sector as a whole where 5% are aged 16-24 (Damant and Jenkins, 2011).



## 4.2 Results

- 4.2.1 East Herts Council appears to generally be operating free of gender, age, disability or ethnicity bias. The distribution of salaries between men and women, disabled and non-disabled employees and between different age groups and ethnicities is generally even. Access to other pay elements is also generally fair and justifiable.
- 4.2.2 Pay is strongly linked to grade and length of service. The HAY job evaluation scheme is a well recognised and fair mechanism to ensure that 'like work', 'work rated as equivalent' and of 'equal value' are paid the same, i.e. are the same grade. Pay being linked to length of service is appropriate given that length of service is the basis of pay structures for most local government organisations.
- 4.2.3 However, some discrepancies were identified that should be addressed.
- 4.2.4 There was some evidence of occupational segregation between men and women, with women being more likely to work in support services and traditionally male dominated areas of work such as Building Control still being done by males. However, this is similarly to the picture across the UK where 19.5% of women in employment do administrative or secretarial work compared with 4% of men. Women are also more likely than men to be employed in the personal services (15% of women compared to 2%) and in sales and customer services (11% of women compared to 4.8% of men) (TUC, 2009).
- 4.2.5 It was also more common for males to occupy higher graded posts than females. This pay gap between men and women is echoed across the UK, with the pay gap between full-time men's and women's median earnings currently stands at 10.2%, whereas the overall gap when comparing the pay of all men and women in work is 19.8% (Home Office, 2011).

- 4.2.6 Males earn on average more than females at the Council, although this can be explained by the fact that females are more likely to be part-time and work in lower graded jobs.
- 4.2.7 There was some evidence that males earned more overtime than females but this is likely to be due to the fact that the areas who claim the most overtime tend to be male dominated (IT, Caretakers etc).
- 4.2.8 Pay tends to decrease slightly with age for some grades at the Council but this can be explained by the fact that older staff are more likely to be part-time at these particular grades.
- 4.2.9 As certain policies and procedures at the Council are based on length of service, older employees are more likely to have access to more generous benefits but legislation states that an employer does not have to justify pay differentials based on length of service, even if the resulting pay structure is indirectly discriminatory.

## **5.0 Recommendations**

- 5.1 The recommendations from the 2004 Equal Pay Audit were as follows:
  - 5.1.1 **Review the Job Evaluation Scheme appeals procedure**  
The Job Evaluation Policy and Appeals procedure were updated in January 2008 and July 2011.
  - 5.1.2 **Conduct another EqPA once the repercussions of the new Job Evaluation scheme have settled down**  
This has now been actioned with the completion of the EqPA 2011.
  - 5.1.3 **Conduct some qualitative research with female employees employed at lower grades, to check that their position is due to personal choice and circumstances as opposed to any real or perceived discrimination on the part of East Herts Council**

The Council carries out a staff survey every two years which staff are asked their opinion on career progression. No issues have been raised. A further recommendation is made (see action plan below).

**5.1.4 Keep standby and telephone allowances under continuous review**

Standby allowances have been made consistent and a policy has been written to ensure this. All telephone allowances have ceased.

**5.1.5 Conduct a local labour market review, comparing pay and benefits packages with those available in other local authorities**

The HR Team regularly benchmark pay and benefits packages at the Council with other local councils, and where there have been particular recruitment and retention issues, such as in Planning and Building Control, specific benchmarking work has been commissioned.

5.2 Recommendations based on the findings of EqPA 2011 are detailed in the action plan below.

Subject	Action	Resources	Timescales
Job Evaluation	Arrange for HAY to quality assure a selection of recent job evaluations and appeals to ensure that job evaluators are still assessing jobs correctly.	<ul style="list-style-type: none"> <li>• HAY</li> <li>• Trained job evaluators</li> </ul>	2011/12
Job Evaluation	Arrange for HAY to run a refresh training course for trained Hays evaluators to ensure skills and knowledge are up to date and evaluators are assessing jobs correctly.	<ul style="list-style-type: none"> <li>• HAY</li> <li>• Trained job evaluators</li> </ul>	2011/12
Gender	Research whether female employees are employed at lower grades due to personal choice and circumstances as opposed to any real/perceived discrimination on the part of East Herts Council. The staff survey may be used to check this as staff are asked their opinions on career progression at the Council. Some additional research may need to be undertaken if the staff survey does not produce the required results.	<ul style="list-style-type: none"> <li>• HR Officer (as delegated by Head of PIP)</li> <li>• Staff survey 2011</li> </ul>	2011/12
Gender	Conduct an overtime review (these have been conducted annually for the past 2 years) with particular focus on access to overtime between men and women at the Council to check whether there are any unjustified discrepancies.	<ul style="list-style-type: none"> <li>• HR Officer (as delegated by Head of PIP)</li> <li>• Payroll</li> </ul>	2012/13

General	Conduct EqPAs every 2 years in line with published guidance to ensure compliance with the Equality Act 2010.	<ul style="list-style-type: none"> <li>• HR Officer (as delegated by Head of PIP)</li> </ul>	2013/14
General	To introduce a new HR IT system to enable pay data to be analysed in more detail in time for the next scheduled EqPA. In the interim period before a new system is introduced, HR will make arrangements to record information that was not available from the system for this EqPA, such as pay entry points.	<ul style="list-style-type: none"> <li>• Head of PIP</li> </ul>	2013/14

5.2.1 Should any follow-up actions arise as a result of completing the recommendations detailed above, these will also be addressed.

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 11 JANUARY 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### HR QUARTERLY PERFORMANCE REPORT – JANUARY 2012

WARD(S) AFFECTED:     *None specific*

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### **Purpose/Summary of Report**

To update Human Resources Committee on people management and HR delivery

<b><u>RECOMMENDATION FOR :</u></b>	
<b>(A)</b>	That the Committee notes the quarterly performance report.

#### 1.0 Background

- 1.1 Following a request from the Chairman of HR Committee a report on HR Team Current and Future Events April 2008 was submitted to HR Committee on 24 April 2008. The Committee welcomed the report and requested updates to be provided to each Committee.
- 1.2 The report was redesigned to include an update on people management and HR delivery. The first report was submitted to HR Committee on 16 July 2008.
- 1.3 This report will be updated and submitted to each Committee on a quarterly basis.
- 1.4 The report will be used to report on progress on the People Strategy 2009-2012 and demonstrate the difference being made to the Council as a result of implementation of the strategy.

2.0 Report

2.1 See the HR Quarterly Performance Report: January 2012  
Essential Reference paper B.

3.0 Implications/Consultations

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

Background Papers

None

Contact Member:

Contact Officer: Emma Freeman – Head of People, ICT and  
Property Services, Ext 1635

Report Author: Emma Freeman – Head of People, ICT and  
Property Services, Ext 1635



## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):	<b>Fit for purpose, services fit for you</b> <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	As this is a quarterly update no consultation has been carried out.
Legal:	The actions assist the Council in complying with best practice and current employment legislation.
Financial:	To be addressed within People and Organisational Services budget
Human Resource:	HR Quarterly Performance Report updates the Committee on the strategic and operational issues on people management for that quarter as necessary to ensure the Council maximises the potential within its workforce and ensures all procedures are robust.
Risk Management:	None.

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## HR Quarterly Performance Report: January 2012

### People stats 1/4/2011 - 31/3/2012 as at 30 November 2011

Current Headcount:	384	Number of leavers:	23
Number of Starters:	44 (including those transferred from Stevenage Revenues & Benefits)	Number FTE funded vacancies:	22.83
Current Turnover:	6.22%	Number of posts advertised (national and local press):	0 (7 posts web/bulletin)
Average advertising cost per vacancy (based on No of posts advertised)	0 (placement cost £250 per post)	Average No short term sickness days per FTE staff in post:	2.53

The following actions support the People Strategy 2009-2012:

### Management Actions to mitigate increased pressures (Medium Term Financial Plan)

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HR is currently supporting a number of service changes including restructures, transfers and shared service programmes.

### Resourcing

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East Herts has expressed an interest in exploring the East of England's Regional Recruitment Portal project. A typical portal is set up using business process improvement principles and can immediately introduce savings associated with back office administration.

It introduces or replaces:

- Job board for each employer
- Job search functionality across multiple employers/ regions
- vacancy advertising
- social marketing
- applicant tracking

- CRB processing
- job tools for applicants
- workforce development tools
- direct and automated feed of adverts into other organisations such as JCP and specialist recruitment sites

It creates a “critical mass” of vacancies attracting candidates to a single site. Regional recruitment portals exist in four of the English regions. They have replaced individual authority jobs boards and the end to end candidate management systems where they exist, and introduced them where systems were not in place.

In recent months they have also enabled authorities to create and share “talent pools”, driving down redundancy levels and enabling the recruitment of specialist staff without costly external recruitment.

## **Learning and Development**

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East Herts was awarded the Members Charter for supporting members in training and development.

The Corporate Training Plan 2011/12 this quarter has focused on running training courses to support service restructures offering interview skills for internal staff. Training is also planned on the updated PDR process to ensure managers have the skills and knowledge to carry out the PDR process. This was a recommendation from the PDR Quality Review.

East Herts has joined the Regional E-Learning Project, sponsored by EELGA and Improvement East. Project is planned for spring 2012.

## **PDRS**

CMT gave approval in February 2011 for the HR team to complete a quality checking exercise. The aim of the exercise was to ensure that PDRs are of good quality, are graded correctly, that objectives are SMART and learning and development needs are identified and met.

Between April and September 2011 the HR team checked a spot sample of 158 PDRs (46% of staff). These were selected by taking two PDRs from each grade, service area and ensuring that at least one PDR was spot checked for each manager. These PDRs were checked and returned to managers with relevant feedback. Managers were asked to incorporate the feedback given into their next reviews.

The recommendations from the PDR Quality Review were approved by CMT in October 2011 and go on to HR Committee in January 2012 to note.

## **Policies**

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The following policies are subject to approval by HR Committee January 2012:

- Retirement Policy
- Volunteering Policy

The following policies are currently being reviewed/developed for the next quarter:

- Recruitment Policy
- Redundancy Policy
- Disturbance Policy (Shared Services)

## **Equalities and Diversity**

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This quarter has focused on the completion of the Equal Pay Audit 2011. Recommendations are made in the Equal Pay Audit Report December 2011 to the HR Committee in January 2012.

The Equality and Diversity Report 2010/11 updates the Council on equalities and diversity data. This report is subject to approval at HR Committee in January 2012.

## **Shared Support Services Programme**

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East Herts, North Herts and Stevenage councils have agreed on 8 November 2011 that partnership is a viable option for some support services.

The three authorities will now jointly develop a detailed business case for sharing:

- ICT
- Human Resources and Payroll
- Facilities Management; and
- Print Services

North Herts and East Herts also agreed to develop a detailed business case for sharing:

- Estates Management services

An initial suggestion to include Exchequer services (creditors and debtors) in the scope of the project was not deemed viable for partnership at this stage.

Each service will now be examined in depth in conjunction with managers in each area to see what savings might be made. The initial business case, upon which

councillors made their decision, outlines that savings across the three authorities of up to £750,000 could be found.

As well as significant financial savings, it is hoped that sharing can provide opportunity for sustainable and resilient services, delivering a level of quality and efficiency that is not achievable individually.

Staff in the services in scope will be consulted and involved in the process as the detailed business case for each area is developed and potential changes to the services are considered.

The final detailed business plan should be available by spring 2012 ready for consideration by all three Councils. Only at this stage will a decision be made as to whether a partnership should definitely go ahead.

## **Other**

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 11 JANUARY 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### HR MANAGEMENT STATISTICS APRIL 2011 – NOVEMBER 2011

WARD(S) AFFECTED:     *None specific*

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### **Purpose/Summary of Report**

This report considers the HR performance indicators for the period 1st April 2011 – 30th November 2011

### **RECOMMENDATION:**

<b><u>RECOMMENDATION:</u></b>	
<b>(A)</b>	Members consider the HR Management Statistics April 2011 – November 2011 and determines any action it wishes Officers to take arising from that consideration

#### 1.0     Background

1.1     This report outlines the current performance against the annual HR targets as approved by the HR Committee.

#### 2.0     Report

#### **2.1     Turnover**

2.2     The turnover rates for the period April – November 2011 are based on the average headcount for this period (369.5 FTE).

2.3     The current turnover rate for the Council is 6.22%, this equates to 23 leavers in the first 8 months of 2011/12. Based on this rate the projected turnover for 2011/12 is 9%, which is below the target of 10%.

2.4     The current voluntary leaver's rate is 3.52%, this equates to 13

voluntary leavers. The projected rate is 5.28% against the target of 7%.

2.5 The Council continues to encourage internal movement within the organisation to fill vacancies and all vacancies must be advertised internally first, unless there are clear business reasons for going to external recruitment immediately. This financial year 32 vacancies have been advertised internally first, with the majority appointed internally. This included secondments, maternity cover and temporary roles.

2.6 Seven posts have been advertised externally, either where internal recruitment was not successful or whether the position required skills or qualifications not held by current members of staff.

## **2.7 Sickness Absence**

2.8 Sickness Absence is divided into short and long-term sickness to enable easier analysis. Sickness absence is classed as long-term after the 28th day of consecutive sickness absence.

2.9 The following outturns are for the period 1 April 2011 – 30 November 2011.

2.10 The average short-term sickness absence per FTE is currently 2.53 days overall. At the current rate the projected short-term sickness for the year is 3.80 days against a target of 5 days..

2.11 The Council has three main triggers for short term sickness absences; 3 occurrences in 6 months, 10 days in a rolling year and a pattern of absence which causes concern. Sickness statistics are reported monthly to the Corporate Management Team and Heads of Service as part of the health check process. In order to assist Heads of Service when considering the overall picture of absence within their departments the forms include:

- the level of short-term, long-term and overall sickness.
- a list of staff members on each of the three absence management triggers
- the increase/ decrease in the number of staff on the triggers compared to the previous month

Human Resources then work with line managers on sickness cases in accordance with the Absence Management Policy.

2.12 The average long-term sickness absence per FTE is 1.59 days



per month. As at 30 November 2011 there were 6 members of staff on long-term sick. At the current rate the projected long-term sickness for the year is 2.39 days against a target of 2.5 days. However since November, one member of staff has returned to work and one has been granted ill-health retirement. HR are working with the remaining four individuals, their line managers and Occupational Health.

## **2.13 Training and Development / Performance Management**

- 2.14 In the first half of 2011/12 there were 44 new starters to the Council (this figure does not include internal changes and transfers).
- 2.15 Staff transferred from Stevenage Borough Council as part of the Revenues and Benefits Shared Service accounted for 36 of the new starters. A series of special inductions for the transferring staff were organised by Human Resources. The attendance rate at these was 97%. For the remaining 8 starters the attendance rate at Corporate Induction is 62.5% at present. Those who have not yet received a Corporate Induction will be booked on the spring session.
- 2.16 For the purpose of the Corporate Induction performance target the two induction programmes have been combined to give an outturn of 91% against a target of 100%.
- 2.17 The Council's PDR Scheme runs on two cycles. The Revenues and Benefits Service have their full PDR in June/ July and achieved an outturn of 95.85% for 2011 against a target of 100%. The rest of the Council have a full PDR in December/ January and a six month review in June/ July. The outturn for the 2011 review was 59.57%. This is above last year's outturn of 51.65% but still below the target of 100%. Within this outturn there are vast differences between teams, some achieved 100% whilst others only managed a 24% return.
- 2.18 The full reviews for Revenues and Benefits and the mid-year reviews for the rest of the Council are combined to give an overall outturn of 64.63% for the June/ July round of PDRs.
- 2.19 A PDR quality review was completed this year which reviews return rates and the quality of the PDRs. Training is now being rolled out to managers. The full PDRS cycle commenced in December and HR will be working with managers to achieve the quantity and quality targets.

2.20 In the period April – November 2011 38.43% of staff received corporate training. This equates to 142 staff. This is an improvement on the outturn for the same period in 2010/11 (31.01%). The target for 2011/12 is to achieve an outturn greater than that for 2010/11

2.21 The number of delegates on Council run training courses from April to November 2011 was 209.

## **2.22 Equalities Monitoring**

2.23 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 30 November 2011. The employee headcount on this date (367) is used to calculate percentages.

2.24 The current percentage of employees with a disability is 3.54%, against a target of 5.21%. This equates to 13 employees. This is an improvement from the January 2011 report when the outturn was 1.48%. This can be attributed to the data cleanse exercise which was carried out earlier in the year, the outcome of which is more meaningful and up-to-date data. In the Senior Management Group (SMG) the outturn is 6.25% against a target of 11.76%

2.25 The percentage of staff of Black and Minority Ethnic (BME) origin is 5.45% against a target of 5.21%. Again this is an improvement from January 2011 (3.32%). The outturn for SMG is 0% against a target of 5.88%

2.26 Women make up 65.67% of the workforce. Within SMG, women account for 31.25% of staff against a target of 41.17%.

## **2.27 Quarterly Outturns Overview**

2.28 See **Essential Reference Paper B** for outturn table

## **3.0 Implications/Consultations**

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

## **Background Papers**

HR Management Statistics Apr 2010 – Nov 2010 (HR Committee January 2011)  
HR Turnover Report 2010/11 (HR Committee July 2011)  
HR Absence Report 2010/11 (HR Committee October 2011)

Contact Member: Cllr C Woodward

Contact Officer: Emma Freeman – Head of People, ICT and  
Property Services Ext 1635

Report Author: Jaleh Nahvi –HR Officer, Ext 1630

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):	<b>Fit for purpose, services fit for you</b> <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	As this is a statistics update no consultation has been carried out.
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None.

## ESSENTIAL REFERENCE PAPER 'B'

	East Herts Target	Outturns as at 30 November 2011
<b>ESTABLISHMENT</b>		
Total Headcount of Established Posts	N/A	<b>384</b>
Number of Funded Posts	N/A	<b>414</b>
Number of Vacant Posts	N/A	<b>30</b>
Current FTE	N/A	<b>325.5</b>
Established FTE	N/A	<b>347.93</b>
Vacant funded FTE posts	N/A	<b>22.83</b>
<b>TURNOVER</b>		
Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount)	10%	<b>6.22%</b>
Voluntary Leavers as a Percentage of Staff in Post	7%	<b>3.52%</b>
Percentage of Early Retirements	3.23%	<b>0%</b>
Percentage of Ill Health Retirements	3.23%	<b>0.27%</b>
<b>SICKNESS ABSENCE</b>		
No. of short-term sickness absence days per FTE staff in post	5 days	<b>2.53 days</b>
No. of long-term sickness absence days per FTE staff in post	2.5 days	<b>1.59 days</b>
Total number of sickness absence days per FTE staff in post	7.5 days	<b>4.12 days</b>
<b>TRAINING</b>		
Percentage of New Starters receiving Corporate Inductions	100%	<b>91%</b>
Percentage of Staff with a Training Plan	100%	<b>64.63%</b>
Percentage of PDR reviews completed	100%	<b>64.63%</b>
Percentage of Staff that have received Corporate Training	42.31%	<b>38.43%</b>
<b>EQUALITIES MONITORING</b>		
Percentage of SMG with a Disability	11.76%	<b>6.25%</b>
Percentage of Staff with Disabilities	5.21%	<b>3.54%</b>
Percentage of SMG from BME	5.88%	<b>0%</b>
Percentage of BME Employees	2.30%	<b>5.45%</b>
Percentage of SMG that are Women	41.17%	<b>31.25%</b>
Percentage of Women Employees	N/A	<b>65.67%</b>
Percentage of Men Employees	N/A	<b>34.33%</b>

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MINUTES OF A MEETING OF THE  
LOCAL JOINT PANEL HELD IN THE  
COUNCIL CHAMBER, WALLFIELDS,  
HERTFORD ON TUESDAY 13 SEPTEMBER  
2011, AT 2.30 PM

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**PRESENT:**     **Employer's Side**

Councillor Mike Wood (Chairman)  
Councillors L Haysey and J Ranger

**Staff Side (UNISON)**

Mr C Clowes, Mrs B Dodkins, Mrs J Sharp and  
Mr A Stevenson

**OFFICERS IN ATTENDANCE:**

Lorraine Blackburn	- Committee Secretary
Alan Madin	- Director of Internal Services

**12     DISTURBANCE ALLOWANCE POLICY**

**The Secretary to the Staff Side submitted a report raising issues of concern highlighted by staff, regarding the application of the Disturbance Allowance Policy. The report sought changes to the policy which would address the absence of a mileage rate payable for passengers and a revision to the method of calculating the route to and from the new office base, the detail of which was set out in the report now submitted.**

**The Staff Side explained that there was no incentive to take passengers and thereby save the Council money and no incentive to car share. The Staff Side stated when the Policy was agreed**

there had not been sufficient consideration of the implications of using the “shortest” route for calculating the allowance where this was not the “normal” route to and from the new office base which is the case between Hertford and Bishop’s Stortford given the road network. The Staff Side explained that for many staff the allowance based on the shortest route would be much less than that based on the most natural route – one employee had calculated that they would be £500 worse off a year based on the mileage bands which had been agreed. The Staff Side stated that most staff used the quickest route to Hertford which was the A120 and then the A10 rather than go along relatively less safe tiny country lanes. It was felt that the disturbance allowance was being applied too rigidly and the Staff Side felt that the Council was saving money on the relocation and that there should be some compensation to staff for the additional mileage and changes to working patterns. It was calculated that 99% of staff drive to Hertford using the A120 and A10.

The Director of Internal Services explained that the policy was being applied as agreed. The policy was to determine a monetary amount to compensate for the added cost and inconvenience arising from relocation. It was not the intention to require anyone to travel a particular route. So, employees wanting to save petrol costs could use the shortest route, those to whom the time was more important could go the longer but generally quicker route. The use of post code data ensured consistency of treatment and Human Resources were not asked to interpret the policy in any particular way. He agreed that there was less cost to the Council using the basis set out in the agreed policy. Members acknowledged that the majority of staff from Bishop’s Stortford would travel using the A120 and A10 - the quickest route. It was considered that the Staff Side’s request was reasonable. Clarification was sought for the



**information of the HR Committee on how a change to the scheme would impact financially on the Council.**

**Members supported the recommendation that car drivers be paid 5p per mile for every passenger they take to and from the contractual office base who would otherwise be entitled to disturbance payment**

**RECOMMENDED – that (A) car drivers be paid 5p per mile for every passenger they take to or from the new contractual site office base who would otherwise be entitled to the mileage element of the Disturbance Payment to encourage car sharing and in the interests of “green” travel; and**

**(B) the Disturbance Allowance Scheme to use the “quickest” rather than the “shortest” route to and from the new contractual base.**

13 **APOLOGIES**

Apologies for absence were received from Councillors M Alexander, A Jackson and Emma Freeman. It was noted that Councillor J Ranger was substituting for Councillor A Jackson.

14 **MINUTES**

**RESOLVED – that the Minutes of the meetings held on 14 June and 13 July 2011 be approved and signed by the Chairman as a correct record.**

The meeting closed at 3.05 pm

Chairman .....
Date .....

MINUTES OF A MEETING OF THE  
LOCAL JOINT PANEL HELD IN THE  
COUNCIL CHAMBER, WALLFIELDS,  
HERTFORD ON TUESDAY 6 DECEMBER  
2011, AT 2.30 PM

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PRESENT:      **Employer's Side**

Councillor M Wood (Chairman)  
Councillors M Alexander, L Haysey and  
J Ranger

**Staff Side (UNISON)**

Mr C Clowes, Mrs B Dodkins, Mrs J Sharp  
and Mr A Stevenson

OFFICERS IN ATTENDANCE:

Valdis Belinis	- Community Planning Officer
Lorraine Blackburn	- Committee Secretary
Emma Freeman	- Head of People and Organisational Services
Alan Madin	- Director of Internal Services

15      **VOLUNTEERING POLICY**

The Secretary to the Employer's Side submitted a report introducing a volunteering policy. The report set out the legal status of volunteers and the benefits to both the Council and the volunteer, in contributing to the local community. The report provided feedback on a

volunteering pilot at Hertford Theatre where volunteers were asked to “meet and greet”, steward shows and sell merchandise. The Secretary to the Employer’s Side assured Members that appropriate CRB checks would be made on the volunteers as necessary.

A Member hoped that the policy would have a “light touch” so that the approach was not encumbered by Local Government Policy. It was also hoped that jobs which could “benefit the Council” could be defined more specifically. The Chairman stated that running the Rhodes Complex in Bishop’s Stortford relied on some 35 volunteers.

The Secretary to the Staff Side agreed that there was a place for volunteers, but would not wish to see them substituted for employees and that the Council should not become reliant on them. The Panel considered instances where and how volunteers could be used.

Members supported the recommendation that the Volunteering Policy be approved.

**RECOMMENDED** - that the new Volunteering Policy, as now submitted, be approved.

## 16 **RETIREMENT POLICY - UPDATE**

The Secretary to the Employer’s Side submitted a revised Retirement Policy report which had been updated to reflect key changes which were set out in the report now submitted. Following a query by a Member, concerning “benefits” for those under 55, it was agreed that the draft report should be amended to clarify this point.

The Secretary to the Staff Side expressed concern regarding paragraph 4.4 set out in the report now submitted and preferred to see the wording “does not generally” added. The Director of Internal Services stated that the retirement policy was a general policy and that there may be special reasons which may, from time

to time, need be taken into account and that the Council should retain discretion to look at individual cases. The issue of “added years” was discussed. The Director stated that in 99.9% of cases the general policy would apply.

The Panel supported the suggestion that paragraph 4.4 be removed and that the content of paragraph 6.4 be clarified.

**RECOMMENDED** – that the revised Retirement Policy, as now amended, be approved.

17 APOLOGY

An apology for absence was submitted from Councillor A Jackson. It was noted that Councillor J Ranger was substituting for Councillor A Jackson.

18 MINUTES

RESOLVED – that the Minutes of the meeting held on 13 September 2011 be approved and signed as a correct record and signed by the Chairman.

19 CHAIRMAN'S ANNOUNCEMENTS

The Chairman commented that with the consent of Members, the report by the Secretary to the Employer's Side concerning recruitment be deferred as all supporting papers had not been provided for circulation with the agenda. This was agreed.

It was noted that Valdis Belinis had been co-opted to the Staff Side to speak on the report “Impact on Restructures on Staff and Services” from a Community Projects Team perspective.

20 IMPACT OF RESTRUCTURES ON STAFF AND SERVICES

The Secretary to the Staff Side submitted a report which considered the impact of restructures on staff and Council Services and referred to two examples affecting Community Projects and Democratic Services Sections. She referred to the fact that all services had been affected by the proposed restructures and that this was not only stressful, but affected staff in terms of morale, energy and goodwill. She referred to the possibility of changing terms of conditions under the guise of a restructure, the promotion of redundancies to delete certain posts, of the impact on service delivery of reduced staffing levels and how this will impact on talent retention.

The Secretary to the Staff Side stated that following consultation, CMT had decided that they would not delete the post of Senior Democratic Services Officer and one staff member had agreed to redundancy. She referred to the fact that reducing staffing would affect the service in that statutory committees would continue to be staffed, but non-statutory would not.

The Secretary to the Staff Side stated that in accordance with the Panel's Constitution an Officer had been co-opted onto the Panel to put forward the perspective of the Community Projects Team in relation to the suggested restructures.

Valdis Belinis referred to the role of the Community Projects Team in supporting the Council's corporate priorities and of the fact that 2.5 staff were being asked to carry out a disproportionate amount of work and questioned how three part time officers could deliver seven corporate short/medium term outcomes by 2013. He referred to the significant partnership role to be played by the team in terms of the Local Strategic Partnership, the demands of the Localism Bill and working with the community, the role of the team in relation to projects allocated under the New Homes Bonus, and their responsibility for implementing a transport strategy.

A Member stated that 3.5 staff to 2.5 was not a 50% reduction in staff adding that one FTE member of staff would be lost. He emphasised the role of the Council as an "enabler" and of the need to find other partners to undertake the work which the Council could not undertake. The Secretary to the Staff

Side reminded the Member that all organisations appeared to be cutting jobs and of the difficulties in getting partners to take on functions which the Council could no longer undertake. The Staff Side stated that the Council had ploughed money into certain areas at the expense of more vulnerable areas of the community.

Validis Belinis referred to the fact that the team had been reduced from six to three and half FTE and stated that a further reduction in the light of aforementioned demands would be unrealistic. He stated that under previous proposals, 7.5 staff were identified as being responsible for delivering priorities. He stated that the role of “enabler” was not a function mentioned in the Job Description.

A Member acknowledged the good work of the team having worked closely with them in the past. She hoped that the Council would continue with its good progress and find ways of working with partners to achieve its aspirations better than the Council might provide itself. She said that the team should be congratulated for its innovative ways of working and achieving its outcomes.

The Director of Internal Services emphasised the need for the Council to work within its means and sought feedback in terms of possible alternatives to the restructure. The Secretary to the Employer’s Side acknowledged that restructures were stressful but that the Council consistently applied its policies, e.g. in relation to recruitment, redeployment and selection and that jobs were ring-fenced or “slotted in” wherever possible.

The Staff Side stated that Members needed to understand what could be delivered with limited resources and of the incorrect expectation on the part of Members, that things would carry on the same but with reduced staff. Officers stated that Job Descriptions needed to be realistic.

A Member referred to a survey which revealed that 1/6 of staff were prepared to work less hours to make savings. The Secretary to the Staff Side reminded the Member that there had been considerable negative changes recently on

employees' pay and pensions since that survey had been taken.

The Panel debated the suggestion by the Staff Side that there should be an Equalities Impact Assessment carried out on areas where restructuring was taking place. The Secretary to the Employer's Side stated that the Council carried out an equalities impact assessment on staff. The Staff Side suggested that one should be carried out to measure the impact of its policies on services provided by the Council. A majority vote in favour of this recommendation was not supported.

The Local Joint Panel received the report and agreed that the Secretary to the Employer's Side should report back to the next meeting providing details of the outcomes of all recent restructures including the total number of voluntary and compulsory redundancies, early retirements / resignations resulting from the restructures during the civic year 2010/11.

RESOLVED – that (A) the report be noted; and

(B) the Secretary to the Employer's Side provide details of the outcomes of all recent restructures including the total number of voluntary and compulsory redundancies and early retirements / resignations resulting from restructures during the 2010/11 civic year to the next Local Joint Panel.

The meeting closed at 3.35pm

Chairman .....
Date .....





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