



MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 22 OCTOBER 2014
TIME : 3.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillors G McAndrew (Chairman), P Ballam, Mrs D Hone, J Ranger,
P Ruffles, J Thornton and N Wilson

Substitutes

Conservative Group: Councillor A Warman
Group of Independents:

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

CONTACT OFFICER: LORRAINE BLACKBURN
01279 502172
E-Mail- lorraine.blackburn@eastherts.gov.uk

DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:
 - must not participate in any discussion of the matter at the meeting;
 - must not participate in any vote taken on the matter at the meeting;
 - must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
 - if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
 - must leave the room while any discussion or voting takes place.
2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.
3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.

4. It is a criminal offence to:

- fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
- fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
- participate in any discussion or vote on a matter in which a Member has a DPI;
- knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

(Note: The criminal penalties available to a court are to impose a fine not exceeding level 5 on the standard scale and disqualification from being a councillor for up to 5 years.)

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AGENDA

1. Apologies

To receive apologies for absence

2. Minutes (Pages 7 - 10)

To receive the Minutes of the meeting held on 18 August 2014

3. Chairman's Announcements

4. Declarations of Interest

To receive any Member's Declaration of Interest.

5. Equal Pay Audit 2014 (Pages 11 - 30)

6. Sickness Absence Management April 2013 - 31 March 2014 (Pages 31 - 46)

7. Human Resources Management Statistics - Quarterly Report (Pages 47 - 56)

8. Pay Policy Update (Pages 57 - 72)

9. Policy Development Plan 2014/15 (Pages 73 - 80)

10. Local Joint Panel - Minutes of the meeting: 18 August 2014 (Pages 81 - 84)

Members are asked to note that there were no recommended items from the Local Joint Panel (LJP) for Human Resources Committee to approve. The Minutes of the LJP (18 August 2014) are attached for information only.

Members are also asked to note that the Local Joint Panel meeting scheduled to take place on 24 September 2014 was cancelled due to lack of business.

11. "Here to Help" Programme (Pages 85 - 102)

12. 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 MONDAY
18 AUGUST 2014, AT 10.45 AM

PRESENT: Councillor Graham McAndrew (Chairman)
Councillors Mrs D Hone, J Ranger, P Ruffles,
J Thornton and N Wilson

ALSO PRESENT:

Councillor C Woodward

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Emma Freeman	- Head of People and Property Services
Adele Taylor	- Director of Finance and Support Services

181 APOLOGIES

An apology for absence was submitted from Councillor P Ballam.

182 MINUTES - 9 JULY 2014

RESOLVED - that the Minutes of the meeting held on 9 July 2014 be confirmed as a correct record and signed by the Chairman.

183 TURNOVER REPORT 2013/14

The Head of People and Property Services submitted a report setting out the turnover rates for 2012/13 and 2013/14.

The Head of People and Property Services explained that the turnover rate for 2013/14 was 13.24% against a target of 10% but that this figure also included transfers under the ICT shared service programme with Stevenage Borough Council. If this aspect was excluded, then the turnover rate was 9.3% against a target of 10%. The Head of People and Property Services provided breakdowns in relation to the Stability Index (currently 64% against a target of 90%), voluntary leavers by length of service, service and reason. The Exit Interview Form and process was explained.

The Head of People and Property Services stated that, in the main, the Council was viewed in a positive light by voluntary leavers (54.8%) against the 2012/13 figure of 38.4%. The Head of People and Property Services explained that a lack of promotion prospects tended to remain an issue for leavers and that the Council was doing all it could to address this issue including joint working and helping staff within their careers.

The Head of People and Property Services stated that the Recruitment Policy had been updated and that the Council would continue to run apprenticeship and other schemes. The Head of People and Property Services recommended that turnover targets remain the same for 2014/15.

In response to a query from Councillor P Ruffles concerning leavers, the Head of People and Property Services explained that the majority of leavers were from Revenues and Benefits on short term contract. In response to a further question regarding reasons for leaving, the Head of People and Property Services explained that the reasons listed were historical to the Council.

Councillor J Ranger suggested that the turnover figure which would be published should exclude those staff transferred under shared services, i.e. 9.3%. This was supported. The issue of recruitment, sharing of posts and making posts widely available was discussed. Councillor Ranger commented on the process of exit interviews suggesting that interviews should be held with the relevant Line Manager. The Head of People and Property Services explained why the current

process in terms of form completion had been adopted as this encouraged more honest responses. Councillor C Woodward commented that a lot of staff left their employment because of their relationship with their managers. Three HR Officers currently had responsibility for reviewing exit forms.

In response to a query from Councillor J Thornton regarding those staff on one year contracts, the Head of People and Property Services explained that there were approximately 30 staff and that approximately 15 zero-hours staff were employed at Hertford Theatre. The Director of Finance and Support Services explained that the short term contracts were usually to handle peaks and troughs generated in Revenues and Benefits work or specific project work, often where additional new burdens on funding had been received. The Director explained that there had also been a number of retirements from that service.

The Committee agreed to note the report and that the lower turnover figure of 9.3% be used for publication. Additionally, that the turnover targets for 2014/15 be 10%; the Voluntary Turnover target rate be 7% and the Stability Index target be 90%.

RESOLVED – that (A) the report be noted and that the lower turnover figure of 9.3% be used for publication; and

(B) the turnover targets for 2014/15 as now submitted, be approved.

184 PDRS UPDATE - AUGUST 2014

The Head of People and Property Services submitted a report on the Performance Development Review (PDR) Scheme. The PDR statistics for December / January 2013/14 showed 89.52% (299 out of 334 staff) had had their reviews completed and that 85.98% (227 of 264 staff) had had their objectives set for 2014/15. Services which had achieved 100% in terms of reviews completed and objectives set and services with outstanding reviews and objectives were set out in the report now submitted. The Head of People and Property Services provided updates on those services which had not achieved

100%. In terms of Planning and Building Control's statistics, the matter had been brought to the attention of the Head of Service and Director.

The Head of People and Property Services stated that in terms of Members' earlier request to sanction Managers who did not submit PDRs within the required timeframes, this aspect would be reflected within a Managers' own PDR rating and could result in discussions about their own performance and capability.

In response to a suggestion by the Chairman to postpone the January 2015 meeting in relation to the PDR process, the Director of Finance and Support Services explained that Human Resources Committee on 22 October 2014 would receive the mid-year statistics and this would reflect more positive results.

The Committee noted the update on the Performance Development Review Scheme.

RESOLVED – that the Performance Development Review Scheme update be noted.

185 EXPENSES POLICY

The Head of People and Property Services explained that there had been no agreement at the Local Joint Panel (18 August 2014) by UNISON to support the revised Expenses Policy and that the matter would be referred to the Joint Secretaries for the East of England Regional Council for mediation/advice.

The meeting closed at 11.35 am

Chairman

Date

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 22 OCTOBER 2014

REPORT BY HEAD OF PEOPLE AND PROPERTY SERVICES

EQUAL PAY AUDIT

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To present the results of the 2014 Equal Pay Audit

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE :</u>	
That:	
(A)	the results of the 2014 Equal Pay Audit and recommendations made be noted.

1.0 Background

1.1 The last Equal Pay Audit (EqPA) undertaken at the Council was in 2011.

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 September 2014.

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 Corporate

Management Team (CMT) on 30 September 2014.

2.0 Report

2.1 **Essential Reference Paper 'B'** sets out a summary of the Equal Pay Audit completed in July 2014, 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 2014 – Full report

Contact Officer: Emma Freeman – Head of People and Property Services
Tel: 01992 531635
Email: emma.freeman@eastherts.gov.uk

Report Author: Claire Kirby- HR Officer
Email: claire.kirby@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Consultation on the Equal pay Audit has been carried out with Unison and SMG
Legal:	There are no legal implications at this stage.
Financial:	None.
Human Resource:	As detailed in the report
Risk Management:	As detailed in the report
Health and Wellbeing:	As detailed in the report

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Essential Reference Paper "B"

Equal Pay Audit

Summary report

East Herts Council

2014

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 Act implies a sex equality clause automatically into her contract of employment, ensuring that her contractual terms are no less favourable than his. The man with whom she is claiming equal pay is known as her comparator." (Equality and Human Rights Commission, 2014 [1])
- 1.4 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, 2014 [2])

- 1.5 The Equality and Human Rights Commission (EHRC) published an Equal Pay 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.
- 1.6 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.
- 1.7 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.
- 1.8 The last Equal Pay Audit (EqPA) undertaken at the Council was in July 2011.
- 1.9 The EHRC (2014 [3]) recommend following a 5 Step Process for conducting EqPAs, which should include:
- Deciding the scope of the audit and identifying the data required
 - Identifying where employees in protected groups are doing equal work
 - Collecting and comparing pay data to identify any significant equal pay gaps
 - Establishing the causes of any significant pay gaps and deciding whether these are free from discrimination
 - Developing an equal pay action plan and continuing to audit and monitor pay

- 1.10 In October 2014, the Equality Act 2010 (Equal Pay Audits) Regulations 2014 will come into effect. These regulations mean that for equal pay claims presented on or after 1 October 2014, Employment Tribunals will have the power to order an employer to carry out an EqPA where a finding has been made that the employer is guilty of sex discrimination in relation to pay.

An audit will not be required:

- when a suitable EqPA has been carried out by the organisation in the last three years
- if the employment tribunal does not think that an audit is required to determine the actions to be taken
- there is no suggestion that there are any other breaches
- the disadvantages of having an audit would outweigh any benefits it would bring.

As this EqPA has been conducted using the Equal Pay Statutory Code of Practice it should be considered a suitable EqPA by an Employment Tribunal.

- 1.11 The Green Book recommends following the EHRC's 5 Step Process and in addition provides 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 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

- Religious beliefs of staff
- Sexual orientation 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
- 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
 - unsocial/shift payments
 - allowances
 - pay protection
10. Access to non-pay benefits, including:
 - car allowances

- loans
 - travel expenses
 - salary sacrifice schemes, e.g. childcare vouchers and cycle to work scheme
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 May 2014. The data was extracted from the HR and Payroll system, Wealden. At the point the data was extracted, there were 358 permanent employees and 16 casuals.

2.8 Apart from in the overall profile of the workforce, disability, religious belief and sexual orientation were not reported on any further due to the very small numbers of employees in certain categories which could make some employees identifiable.

3.0 Data

3.1 In order to prepare for the transfer of data to a new HR and Payroll system, all members of staff were asked in November 2012 to let HR know if their personal details had changed. This was the last time that personal data was updated council-wide prior to the EqPA Audit being carried out. However, members of staff continue to contact HR when their individual personal details change.

4.0 Key Findings

4.1 Workforce profile

- 4.1.1 Of the 358 people employed by East Herts Council as at 15 May 2014, 71% were female and 29% were male. This is unsurprising, female workers are found consistently to be in the majority in the public sector, with around 66% of public sector workers being female (Office for National Statistics, 2014).
- 4.1.2 Of the 341 employees who chose to disclose whether or not they had a disability, 11 declared themselves as disabled. Disability will not be reported on any further in this report due to the very small number of employees who have declared themselves disabled as this could make some employees identifiable.
- 4.1.3 The workforce of East Herts Council is predominantly white (90%). This is reflective of the East Herts district as a whole, where 92% of people are white (Opinion Research Services, 2013). This is similar to the findings in the 2011 EqPA where 94% of employees were white.
- 4.1.4 Around 30% of staff are aged 40-49 and 33% aged 50-59. This is consistent with the public sector in general where 44% of public sector workers are aged 35-49 (Office for National Statistics, 2014). Around 7% of staff are aged between 16 and 29, which is also consistent with the public sector as a whole where 5% are aged 16-24. This is similar to the findings in the 2011 EqPA where 35% of staff were aged 40-49, 25% were aged 50-59 and around 8% of staff were aged between 16 and 25.
- 4.1.5 The religious beliefs of the workforce of East Herts Council are predominantly Christian, Unknown or None. Religious belief will not be reported on any further in this report due to the very small number of employees in certain categories as this could make some employees identifiable.

- 4.1.6 The sexual orientation of the workforce of East Herts Council is predominantly Heterosexual (76%) with 21% choosing not to disclose their sexual orientation. Sexual orientation will not be reported on any further in this report due to the very small number of employees in certain categories as this could make some employees identifiable.

4.2 Results

- 4.2.1 East Herts Council appears to be operating free of gender, age, disability or ethnicity bias. The distribution of salaries between men and women and between different age groups and ethnicities is even. Access to other pay elements is also 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 The local award could be viewed as an equal pay risk as it is based on length of service, is custom and practice and classed as an additional benefit rather than used to aid recruitment and retention as originally intended.
- 4.2.4 For business reasons, Weekend Enhancements for Hertford Theatre is currently being reviewed to ensure the benefit is affordable, reflects current market practice and is applied fairly and consistently.
- 4.2.5 However, some discrepancies were identified that should be addressed. These were the same issues that were highlighted in the 2011 EqPA.
- 4.2.6 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 and Environmental Inspection being done by males. It was also more common for males to occupy higher graded posts than females.

- 4.2.7 Males earn on average more than females at the Council. A comparison of full-time equivalent salaries (rather than actual pay which appeared lower for women due to more women working part-time) supported the fact that there was little difference between men and women's pay between each grade. However, overall at the Council men earn more than women, which is due to women working in lower graded jobs than men.
- 4.2.8 Actual pay tends to decrease slightly with age for some grades at the Council but this can be explained by the fact that older members of staff are more likely to be part-time at these particular grades and a comparison of full-time equivalent salaries supported this.
- 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 (Equalities and Human Rights Commission, 2011).

5.0 Recommendations

5.1 The recommendations from the previous EqPA in 2011 were as follows:

Subject	Action	Resources	Timescales	Status
Job Evaluation	Investigate whether it is appropriate to have posts with scores higher than the top bandings, and if not, research alternative solutions.	<ul style="list-style-type: none"> • HR Officer (as delegated by Head of PIP) • HAY 	2012/13	Completed. This was investigated as part of the Senior Pay Review. The review was completed by HAY in January 2013 and recommendations made.
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"> • HAY • Trained job evaluators 	2011/12	Completed April 2012.
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"> • HAY • Trained job evaluators 	2011/12	Completed April 2012. The job evaluations of several jobs were quality assured by a HAY trained evaluator as part of the refresher training course.
Gender	Research whether female employees are	<ul style="list-style-type: none"> • HR Officer (as delegated by 	Nov/Dec 2011	Completed. The November 2011 staff survey showed

	employed at lower grades due to personal choice and circumstances as opposed to any 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. Appropriate training on career progression will be arranged if deemed necessary.	<p>Head of PIP)</p> <ul style="list-style-type: none"> • Staff survey 2011 		that of those that responded, females were more satisfied with career progression at the Council than men. Therefore it is not recommended that any further research is undertaken.
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	<ul style="list-style-type: none"> • HR Officer (as delegated by Head of PIP) • Payroll 	2012/13	This was completed. No unjustified discrepancies were found.

	any unjustified discrepancies.			
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"> HR Officer (as delegated by Head of PIP) 	2013/14	This has been achieved with the completion of the 2014 EqPA.
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"> Head of PIP 	2012/13	A new HR & Payroll system was introduced in April 2013 but unfortunately this system was not capable of producing all of the statistics required for this EqPA.

5.2 As can be noted, the recommendations from the 2011 EqPA were all completed. As the issues arising from this EqPA were very similar, there are only a few further recommendations suggested. Please see the action plan below for details.

Recommendations for EqPA 2014

Subject	Action	Resources	Timescales
Job Evaluation	Carry out a review of the Job Evaluation Scheme	<ul style="list-style-type: none"> • HR Officer (as delegated by Head of People and Property) • HAY 	2014/15
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.	<ul style="list-style-type: none"> • Head of People and Property 	2014/15
General	Review the Local Award	<ul style="list-style-type: none"> • Head of People and Property 	2014/15
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"> • HR Officer (as delegated by Head of People and Property) 	2016/17
Weekend Enhancements	Review of Weekend Enhancements to reflect current market practices.	<ul style="list-style-type: none"> • HR Officer 	Sep/Oct 2014

References

The Equality Act 2010 (Equal Pay Audits) Regulations 2014.

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<http://www.legislation.gov.uk/ukdsi/2014/9780111116753>

(Accessed 19 August 2014)

Equal Pay Portal, 2014. *Statistics* [online] Available at:

<http://www.equalpayportal.co.uk/statistics/>

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Equality and Human Rights Commission, 2010. *Equal Pay Statutory Code of Practice* [online] Available at:

<http://www.equalityhumanrights.com/legal-and-policy/legislation/equality-act-2010/equality-act-codes-practice-and-technical-guidance>

(Accessed on 5 February 2014)

Equality and Human Rights Commission, 2014 [1]. *Sex discrimination: your rights at work* [online] Available at:

<http://live.ehrc.precedenthost.co.uk/advice-and-guidance/tools-equal-pay/equal-pay-and-the-equality-act-2010/>

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Equality and Human Rights Commission, 2014 [2]. *Sex discrimination: your rights at work* [online] Available at:

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Office for National Statistics, 2013. *Full Report – Women in the Labour Market* [online] Available at:

<http://www.ons.gov.uk/ons/rel/lmac/women-in-the-labour-market/2013/rpt---women-in-the-labour-market.html>

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Opinion Research services, 2013. *East Herts Council Residents Survey 2013* [online] Available at:

<http://www.eastherts.gov.uk/index.jsp?articleid=10872>

(Accessed on 21 July 2014)

TUC, 2012. *Women's pay and employment update: a public/private sector comparison* [online] Available at:

<http://www.tuc.org.uk/equality-issues/gender-equality/tuc-womens-conference/womens-pay-and-employment-update-publicprivate>

(Accessed 21 July 2014)

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 22 OCTOBER 2014

REPORT BY HEAD OF PEOPLE AND PROPERTY SERVICES

SICKNESS ABSENCE REPORT APRIL 2013 – 31 MARCH 2014

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- The Sickness Absence Report considers East Herts employee absence levels, analyses the short and long term sickness for 2013/14 and outlines current and proposed initiatives to reduce absence.

<u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	The sickness absence report be noted, and
(B)	The proposed actions be approved.

1.0 Background

1.1 This report provides a more detailed analyse of sickness absence in order to prioritise actions for 2014/15.

1.2 The sickness absence targets for 2014/15 were agreed by the HR Committee on 16 April 2014.

2.0 Report

2.1 Sickness Absence

2.2 See **Essential Reference Paper “B”**

3.0 Implications/Consultations

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

Background Papers

None

Contact Officer: Emma Freeman, Head of People and Property
01992 531 635
Emma.Freeman@eastherts.gov.uk

Report Author: Emma Freeman, Head of People and Property
01992 531 635
Emma.Freeman@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/Objectives	<i>People – Fair and accessible services for those that use them and opportunities for everyone to contribute.</i> This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.
Consultation:	None
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	As detailed in the report

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East Herts Council

SICKNESS ABSENCE REPORT

1 APRIL 2013 – 31 MARCH 2014

1. Executive Summary

- 1.1 The following information outlines East Herts sickness absence levels for 2013/2014.

2. Sickness Absence Overview

Figure 1

Year	Sickness Absence Days per FTE Staff in Post							
	Local Authority Average (Source: IRS Employment Review)	East of England LGA Average	East Herts Target			East Herts Outturns		
2009/10*	9 (source Local Government Sickness Absence Survey 2008-2009, shire district outturn)	No longer reporting outturns	Short-term 5	Long-term 3	Total 8	Short-term 4.43	Long-term 2.04	Total 6.47
2010/11	8.64 (EELGA survey November 2010)	No longer reporting outturns	Short-term 5	Long-term 2.5	Total 7.5	Short-term 4.73	Long-term 2.06	Total 6.79
2011/12	9.1 (CIPD Absence Management Survey 2011)	7.16**	Short-term 5	Long-term 2.5	Total 7.5	Short-term 3.69	Long-term 1.81	Total 5.50
2012/13	8.1 (CIPD Absence Management Survey 2012)	6.18	Short-term 5	Long-term 2.5	Total 7.5	Short-term 4.50	Long-term 1.70	Total 6.20
2013/14	8.7 (CIPD Absence Management Survey 2013)	No data** available	Short-term 5	Long-term 2.5	Total 7.5	Short-term 4.64	Long-term 1.26	Total 5.89

*2009/10 long-term sickness absence changed from 43 to 29 days and the sickness targets were changed to reflect this.

**2013/14 No data collated for 2013/14. This information may be available by September 2014

2.1 Sickness Absence Data Calculations

- 2.2 The sickness records for all permanent employees and those on fixed-term contracts are included. Agency staff are excluded from the calculation.

All calculations (sick days and staff in post) are based on Full Time Equivalents (FTE). The FTE of staff in post is an average for the business year. This is calculated by obtaining the FTE as at April 1st 2013 and the FTE as at 31st March 2014 and averaging the two figures.

2.3 Comparisons

- 2.4 The outturns for East Herts have been compared to local authority averages. The Council's sickness absence for 2013/14 has been compared to the CIPD Absence Management Survey 2013; the average local government sickness absence was 9.0 days per employee per year. At 5.89 days the East Herts outturn is significantly below the average for local authorities across the UK. The East of England Local Government Association Sickness Absence Benchmarking Survey is currently being completed in August 2014.

2.5 East Herts Council outturns 2013/14

- 2.6 In 2013/14 the total sickness absence was 5.89 days, a decrease from 6.20 FTE sickness absence days per FTE employee in 2012/13. However short-term sickness increased over this period, rising from 4.50 days to 4.64 days. The decrease in sickness absence can be accounted for by the decrease in long term sickness, from 1.70 days (2012/13) to 1.26 days (2013/14).
- 2.7 Figure 2 below compares the percentage of employees on absence triggers for the last three years. The trigger '3 occurrences in 6 months' has continued to decrease. This is a positive outturn. The percentage of employees on the '10 days in a rolling year' trigger has decreased in 2013/14 and this is supported by the decrease in long term absence cases.

Figure 2

Sickness Absence Management Triggers	Apr-11	Mar-12	Apr 12	Mar 13	Apr 13	Mar 14
3 Occurrences in 6 months	7.72%	9.38%	8.66%	6.06%	4.70%	5.22%
10 days in a rolling year	16.00%	17.38%	14.53%	6.89%	2.76%	5.51%

3. Short-Term Sickness Absence

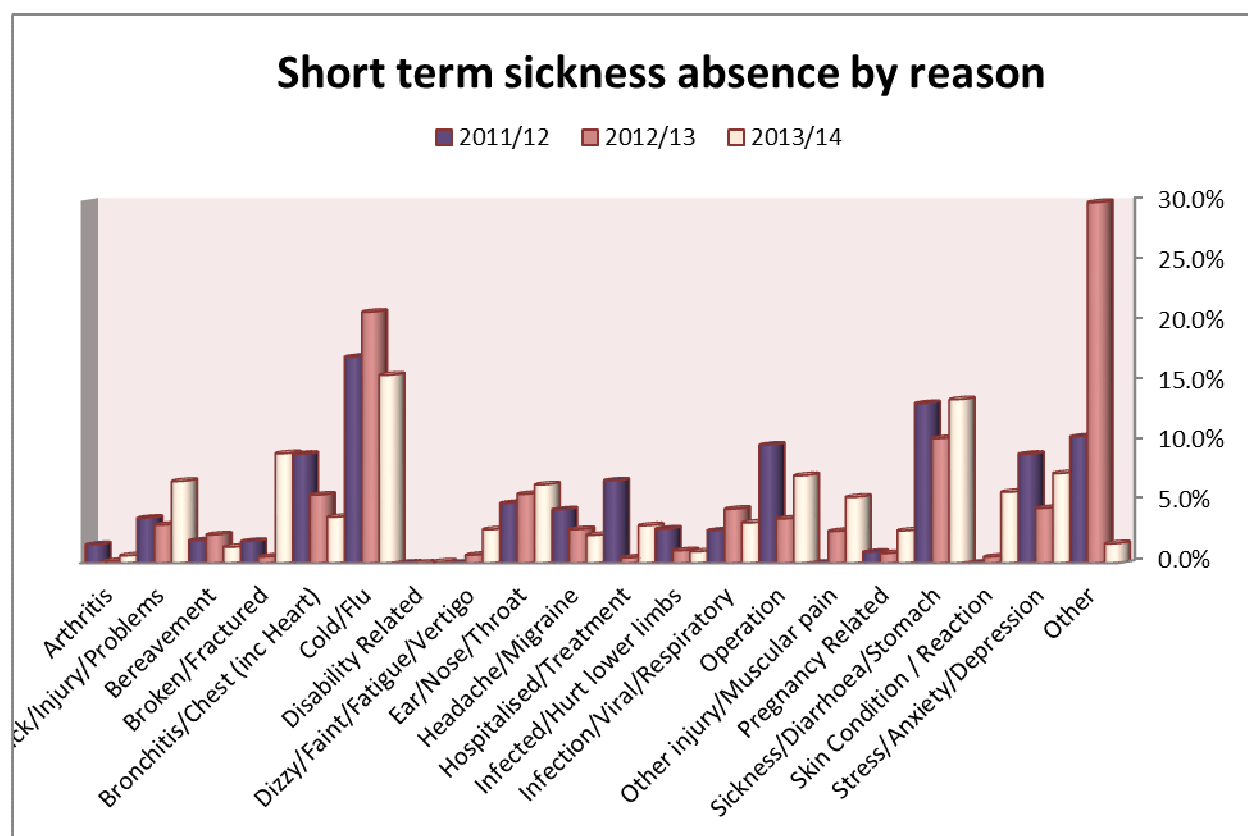
- 3.1 The short-term absence level increased slightly in 2013/14 to 4.64 days per FTE. The outturn is below the target of 5 days.

Figure 3

Year	Short-Term Sickness Absence Days per FTE staff in post
2009/10	4.43
2010/11	4.73
2011/12	3.69
2012/13	4.50
2013/14	4.64

- 3.2 Figure 4 outlines the main reasons for short-term sickness absence in 2013/14 compared with 2012/13 and 2011/12.

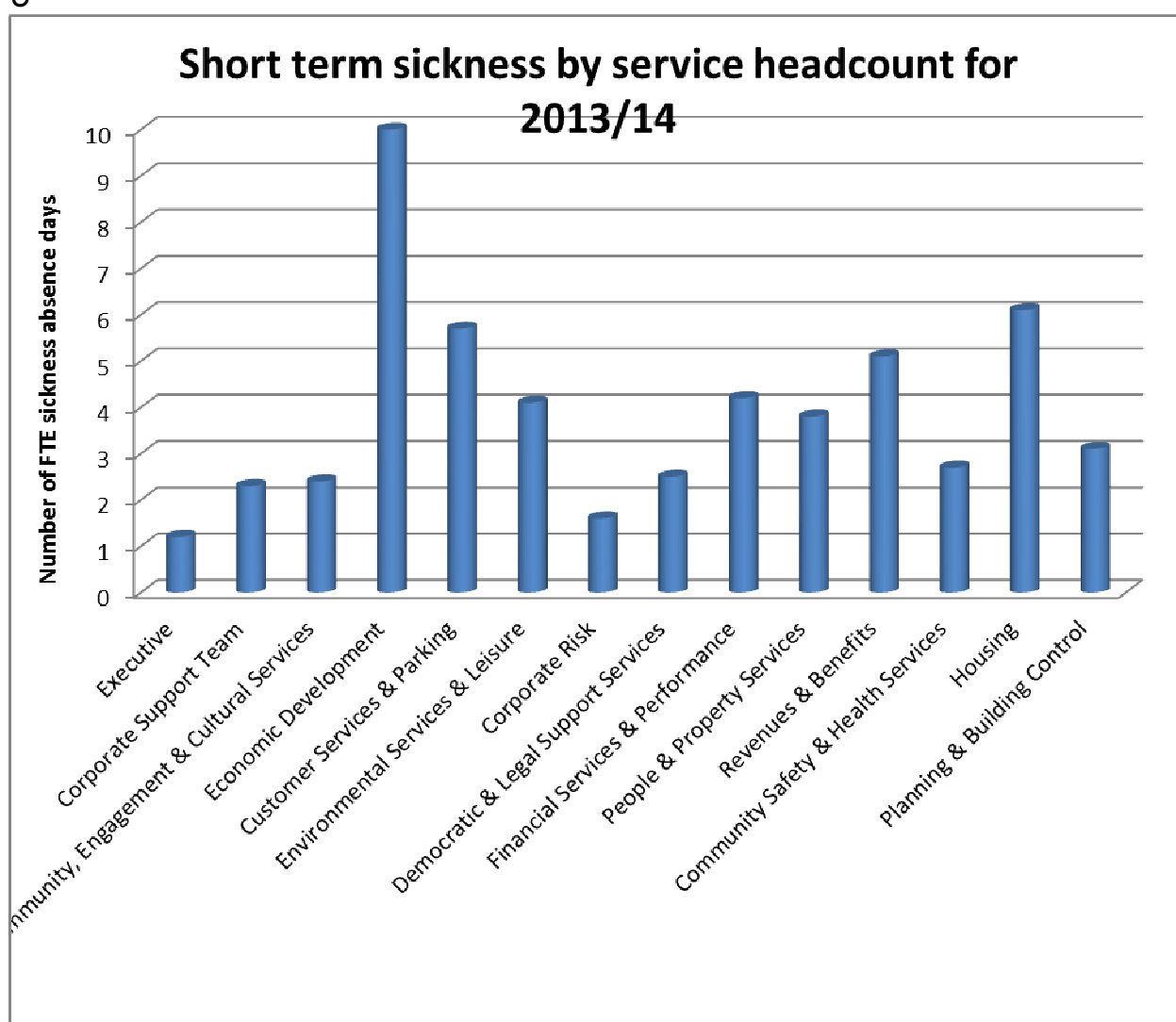
Figure 4



- 3.4 Cold/Flu remains the most common reason for short-term absence in 2013/14 at 15.6% and Upset sickness/diarrhoea/stomach is the second most common reason (13.5%). This is a change from 2012/13 outturns of the most common reason for absence being Other (29.9%) and the second most common being Cold/Flu (20.8%).

- 3.5 The categorisation of 'Other' picks up any sickness absence reasons that are not covered in other definitions.
- 3.6 Short-term absence due to stress/anxiety and depression has increased from 4.50% in 2012/13 to 7.4% in 2013/14. The monitoring of this type of sickness absence will be improved in 2014/15 with the updated return to work interview process.
- 3.7 Figure 5 shows the number of FTE sickness absence days by the headcount in each service area for 2013/14. The table below is based on the current service structures.

Figure 5

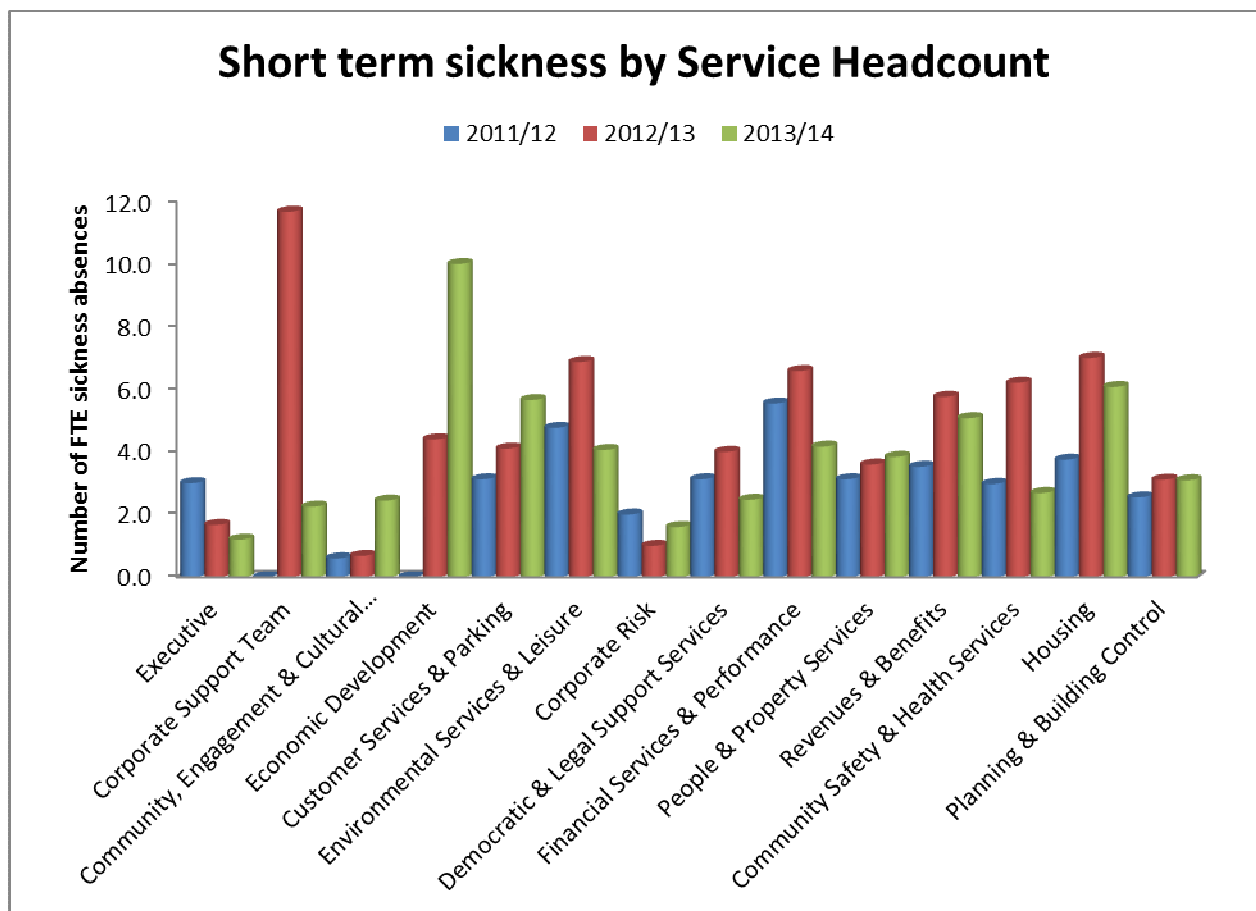


- 3.8 Economic Development had the highest level of absence per headcount at 10 days. The majority of short term sickness in this service was due to bereavement and stress/anxiety. Managers and

human resources remain working together with line managers to address any employees currently reaching sickness absence triggers.

- 3.9 Housing Services had the second highest level of sickness absence at 6.1 days. There were varied reasons within the department including cold/flu, bronchitis/chest infections, stomach upsets. The services short-term sickness also includes employees who had operations and a number of employees with on-going issues which were successfully managed.

Figure 6



- 3.10 Figure 6 shows the comparison of short term sickness by Service headcount. In 2013/14 there was a decline in short term sickness absence in Executive; Corporate Support team; Environmental Services and Leisure; Democratic and Legal Support Services; Financial Services and Performance; Revenues and Benefits; Community Safety & Health Services and Housing Services compared to outturn figures in 2012/13.

4. Long-Term Sickness Absence

- 4.1 Figure 7 compares the number of long-term sickness absence days over the last five years. Long-term sickness is defined as a period of sickness lasting over 28 calendar days, in-line with best practice.
- 4.2 Of the 1771.83 FTE days sick in 2013/14, 377.59 are due to long-term sickness. The outturn for 2013/14 is 1.26 days, which is below the target of 2.5 days.
- 4.3 The long term sickness in 2013/14 was accrued by 11 people (compared to 24 people in 2012/13). Two of these people have now left the Council. Nine have returned to work and HR is working with managers and Occupational Health on any ongoing cases.

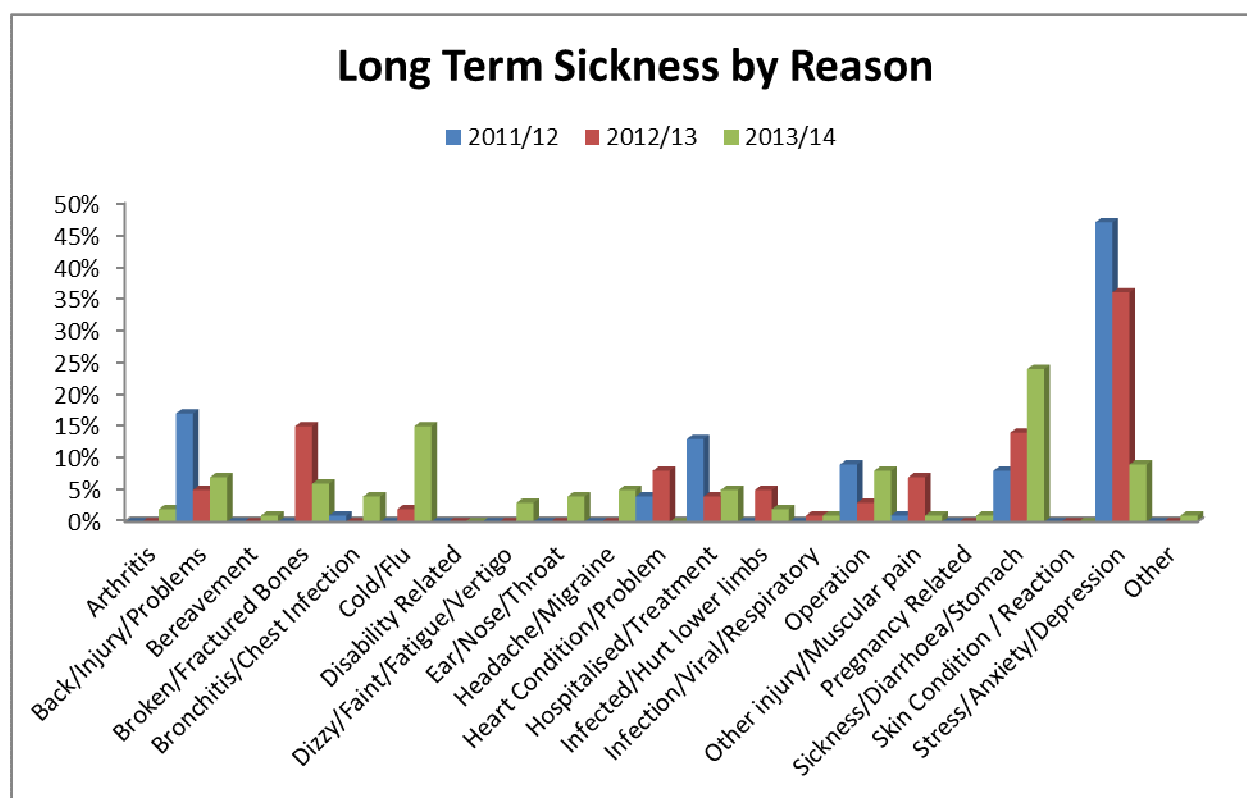
Figure 7

Year	Long-Term Sickness Absence Days per FTE staff in post
2009/10	2.04
2010/11	2.06
2011/12	1.81
2012/13	1.70
2013/14	1.26

*The definition of long-term sickness absence is when an employee is absent for a continuous period of 28 calendar days.

- 4.4 Figure 8 outlines the reasons for Long-Term sickness in 2013/14 compared with 2012/13 and 2011/12.

Figure 8



4.5 The most common reason for long-term sickness in 2013/14 was Sickness/Diarrhoea/Stomach. This accounted for 24% of all long-term sickness. Other reasons included Cold/Flu (15%) and Stress/Anxiety/Depression (9%). In 2012/13 Stress/Anxiety/Depression was the most common reason for long-term sickness (36%). Other reasons included Fractured/Broken bones (15%) and Sickness/Diarrhoea/Stomach (14%).

4.6 The Council has a Stress Management Policy which ensures that employees who are diagnosed with stress are seen by Occupational Health at the earliest opportunity. The employee assistance programme (PPC) offers counselling and useful information about dealing with change and stress. All managers who attended the Management Development Training programme in 2013/14 received stress awareness training, equipping them to recognise and address stress in the workplace. It is proposed that this is rolled out again in 2014/15 to support the launch of the revised Absence Management policy July 2014.

5. The effect of home-working on sickness absence

5.1 A comparison between home workers and office based staff sickness absence in 2013/14, showed no differential between the two groups. (home workers 4.80 days per FTE compared to 4.71 days for office

based staff). It is common to expect to see a reduction in sickness absence for home workers this was not the case for the Council in 2013/14.

6. Occupational Health Services

- 6.1 The Council's Occupational Health Services are supplied by a provider called Harlow Occupational Health Service Ltd. If needed, East Herts staff are referred to the offices to see an Occupational Health Doctor. The doctor's work with both the Council and employees in maintaining employee attendance at work and advising the Council of any reasonable adjustments that may be appropriate.
- 6.2 The cost of the service from August 2013 to present date was £2701.50 compared to £3791.14 in 2012/13. The Council plans to go out to quotation for the supply of Occupational Health in 2014/15.
- 6.3 The Council continues to support staff well-being. Staff are entitled to discounts in all East Herts leisure centres.
- 6.4 The Cycle to Work scheme was re-launched in March 2014. This supports the Council's wellbeing and green policies.

7. Employee Assistance Programme

- 7.1 The Employee Assistance Programme (EAP) provided by PPC provides a variety of services to East Herts employees. These include telephone debt counselling, formal telephone counselling, face-to-face counselling and online guides and fact sheets.
- 7.2 During the period April 2013 – March 2014 the following EAP counselling services were used by employees:

- Face to Face Counselling – 1 case
- Telephone Counselling – 4 cases

Twelve employees also accessed the website for factsheets and information.

- 7.4 PPC recorded six employment issues presented by employees requesting information:
- Disciplinary – 2 cases (actual or threat)
 - Work Stress – 2 cases

- Restructuring – 1 case
- Difficulties with Line Management – 1 case

- 7.5 In 2013/14 the cost of the PPC provision of EAP was £6.06 per employee. This had decreased from the cost in 2012/13 which was £6.55.
- 7.6 The utilisation rate for East Herts Council in 2013/14 was 3.19%. This is a slight decrease from the 2010/11 rate (4.29%). Human Resources will continue to work with the EAP to devise publicity alerting employees to services offered.
- 7.7 From April 2014, EAP is still being provided by PPC but has been transferred to the Council's insurance policy, Legal and General. This has provided a saving to the Council of £2,000.

8.0 Progress against 2012/13 Recommendations

8.1 Targets

In 2012/13 targets were kept at 5 days FTE for short term absence, 2.5 days FTE long term absence and 7.5 days FTE total sickness absence. Targets have been reduced for 2014/15 to reflect the reduction in long term sickness and overall sickness absence being below target.

8.2 Stress Related Sickness

The support available through Occupational Health and PPC was utilised for the stress related sickness cases as appropriate in 2013/14.

Personal resilience training was rolled out for Senior Managers and staff in March 2012. Other training courses throughout the year aimed to help staff manage difficult situations at work (e.g. Communicating in Challenging Situations).

8.3 Absence Management Policy

The Absence Management policy was approved by HRC in July 2014 and incorporates best practice, legislation and recommendations.

The policy has been updated to reflect various changes to legislation, including those regarding the Equality Act 2010. The policy includes key changes which are in-line with best practice given by the CIPD, LGA and EELGA.

The policy links with the Council's Health & Safety Policy, the Stress Management Policy, the Policy and Procedure for Employing and Retaining People with Disabilities, the Disciplinary policy and sets out the Council's obligations to employees under the Disability Discrimination Act 1995 and (Amendment) Regulations 2003.

The policy has been updated to highlight the following;

- Definitions of Absence
- Disability Absence
- Employee, Senior Manager, Line Manager and HR responsibilities in managing attendance, including the recording of absence and a robust Return to work process.
- New sickness absence trigger points;
 - Three or more instances of sickness absence in any six-month period
 - Seven or more days sickness absence within any twelve-month period
 - Any other recurring recognisable pattern, such as frequent absenteeism
- The removal of the 'informal' absence management process.
- An updated Return to Work Interview form.

9. Proposed actions for 2014/15

9.1 Targets

Targets for 2014/15 were approved by HR Committee on 16 April 2014. They are 4.5 days FTE for short term absence, 2 days FTE long term absence and 6.5 days FTE total sickness absence.

9.2 Absence Management Policy

The revised Policy will be rolled out by Human Resources to line managers through a series of briefings in September 2014 highlighting the key changes to the policy. The briefings will also highlight the process of managing absence and will assist managers in managing individual sickness cases appropriately.

9.3 Support for Stress related sickness and increasing Stress Awareness

Personal resilience training was provided to senior managers and some staff in 2012. The majority of the stress related sickness cases in 2012/13 and 2013/14 were due to employee's personal circumstances and work-related stress. It is recommended that the Council continues to promote the support available to employees through EAP.

9.4 Health and Wellbeing

A programme to support the Council's Health and Wellbeing has now been designed which is focussed towards resilience and wellbeing. This will be delivered in 2014/15 to managers and staff.

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 22 OCTOBER 2014

REPORT BY HEAD OF PEOPLE AND PROPERTY SERVICES

HUMAN RESOURCES MANAGEMENT QUARTERLY STATISTICS APRIL 2014 – SEPTEMBER 2014

WARD(S) AFFECTED: *None specific*

Purpose/Summary of Report

- This report considers the Human Resources (HR) performance indicators for the period 1 April 2014 – 30 September 2014

<u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE :</u>	
That:	
(A)	the Committee considers the HR Management Statistics April 2014 – September 2014 and determines any action it wishes officers to take arising from that consideration; and
(B)	Members approve the assimilation of the HR quarterly performance report into the HR Management Statistics quarterly report from October 2014 onwards.

1.0 Background

- 1.1 This report outlines the current performance against the annual HR targets as approved by the HR Committee.
- 1.2 To avoid duplication of information and reporting the HR quarterly performance report has been assimilated into this HR Management Statistics quarterly report.

2.0 Report

2.1 Turnover

- 2.2 The turnover rates for the period 1 April 2014 – 30 September 2014 are based on the average headcount for this period (347).

- 2.3 The current turnover rate for the Council is 4.31%; this equates to 15 leavers in the first 6 months of 2014/15. Based on this rate the projected turnover for 2014/15 is 8.6% which is below the target of 10%.
- 2.4 The current voluntary leaver's rate is 3.45%; this equates to 12 voluntary leavers. The projected rate is 6.92% 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. In this financial year so far thirty-nine (39) vacancies have been advertised. Seventeen (17) posts were advertised internally only; seventeen (17) posts were advertised internally and externally. The posts advertised include permanent and temporary roles.
- 2.6 Five (5) 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 Of the 39 advertised roles, twenty (20) internal appointments and ten (10) external appointments have been made. Recruitment is still on going for 9 of the vacancies.
- 2.8 **Sickness Absence**
- 2.9 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.
- 2.10 The following outturns are for the period 1 April 2014 – 15 September 2014.
- 2.11 The average short-term sickness absence per FTE is currently 1.18 days overall. At the current rate the projected short-term sickness for the year is 2.74 days against a target of 4.5 days.
- 2.12 The average long-term sickness absence per FTE is 0.10 days per month. There have been three employees on long term sick absence between April and September 2014. At the current rate the projected long-term sickness for the year is 1.2 days against a target of 2 days.

2.13 Training and Development / Performance Management

2.14 From 1 April to 30 September 2014 there were 25 new starters to the Council (this figure does not include internal changes and transfers). Corporate inductions were held on 2 June 2014 and 1 July 2014. There were 11 participants. A further corporate induction is scheduled for 30 September where the remainder of the new starters will attend. The target for attendance at Corporate Induction is 100%. Progress will be reported in the January 2015 HR statistics report.

2.15 The Council's PDR Scheme runs on two cycles.

A) Revenues and Benefits Service have their full year objectives and PDRs in June/ July. 84.71% of the Revenue and Benefits Service PDRs have been completed and 91.17% have had objectives set.

B) The rest of the Council have a full PDR in December/ January and a mid-year review in June/ July. 54.54% of mid-year reviews have been completed.

As a combined figure, to date, 64.79% of mid-year and full PDRs have been completed. As a combined figure to date 87.7% of the Council have had objectives set. Further progress will be reported in the January 2015 HR statistics report.

2.16 The Learning and Development programme for 2014/15 was approved by the HR Committee in April 2014. Events/courses held between 1 April 14 – 15 September 2014 have been:

Event/Course	No of participants	Type/number of sessions held
Key user Microsoft conversion training	117	15 sessions
Here to Help	215	18 sessions
Corporate Induction	11	2 sessions
Safe Guarding Level 2	10	1 session
Practical Project Management	3	Joint training event with neighbouring authorities
Dementia Friends	55 (includes 13 Councillors)	Joint training event with neighbouring authorities
Trainer development	1	Joint training event with neighbouring authorities
Speed reading and	2	Joint training event with

retention		neighbouring authorities
Memory skills and mind mapping	8	Joint training event with neighbouring authorities
Mediation training	6	Joint training event with neighbouring authorities
Maintaining morale and motivation	2	Joint training event with neighbouring authorities

2.17 Equalities Monitoring

2.18 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 15 September 2014. The Senior Management Group statistics quoted refer to the Chief Executive, Directors and Heads of Service.

2.19 The current percentage of employees with a disability is 3.98%, against a target of 5.21%. This is a slight increase on the April 2014 outturn of 3.78%. In the Senior Management Group (SMG) the outturn is 0% against a target of 11.76%.

2.20 The percentage of staff of Black and Minority Ethnic Origin is 2.84% and is a slight increase on the April 2014 outturn of 2.03%. This is lower than the Council's target of 5.45% and is a decrease on the January 2012 outturn of 5.21%. The outturn for SMG is 0% against a target of 5.88%.

2.21 Women make up 68.95% of the workforce. Within SMG, women account for 29.4% of staff against a target of 41.17%.

2.22 The current equalities targets will be reviewed in the annual equalities report with consideration given to benchmarking data available and any population changes outlined in the Census 2014 results.

2.23 Policy Development

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

- General leave policy
- Retirement Policy
- Flexible Working Policy
- Carers Policy

2.25 Other

2.26 Following industrial action on 10 July 2014 on the proposed NJC pay award 2014, another one day strike has been confirmed by Unison and Unite on 14 October 2014.

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

Contact Officer: Emma Freeman - Head of People and Property Services Ext. 1635
Emma.Freeman@eastherts.gov.uk

Report Author: Allyson Williams - HR Officer Ext. 1630
Allyson.Williams@eastherts.gov.uk

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/Objectives (<i>delete as appropriate</i>):	People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	As this is a statistics update no consultation has been carried out.
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None
Health and Wellbeing:	The health and wellbeing of staff is monitored as part of the absence management policy and procedures

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ESSENTIAL REFERENCE PAPER 'B'

	East Herts Target	Outturns as at 30 September 2014
ESTABLISHMENT		
		347
Total Headcount of Established Posts	N/A	(N.B. average for 1 April to 30 September 14)
Number of Funded Posts	N/A	379
Number of Vacant Posts	N/A	39
Current FTE	N/A	307.84
Established FTE	N/A	329.78
Vacant funded hours (expressed as FTE posts)	N/A	21.94
TURNOVER		
Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount)	10%	8.6%
Voluntary Leavers as a Percentage of Staff in Post	7%	6.92%
Percentage of Ill Health Retirements	3.23%	0%
SICKNESS ABSENCE (outturns as at 15 September 2014)		
No. of short-term sickness absence days per FTE staff in post	4.5 days	2.74 days
No. of long-term sickness absence days per FTE staff in post	2 days	1.2 days
Total number of sickness absence days per FTE staff in post	6.5 days	3.94days
TRAINING		
Percentage of New Starters receiving Corporate Inductions	100%	44.0%
Percentage of Staff with a Training Plan	100%	87.70%
Percentage of PDR reviews completed	100%	64.79
Percentage of Staff that have received Corporate Training	48.28%	93.08
EQUALITIES MONITORING		
Percentage of SMG with a Disability	11.76%	0%
Percentage of Staff with Disabilities	5.21%	3.98%
Percentage of SMG from BME	5.88%	0%
Percentage of BME Employees	2.30%	2.84%
Percentage of SMG that are Women	41.17%	29.41%
Percentage of Women Employees	N/A	68.95%
Percentage of Men Employees	N/A	31.05%

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 22 OCTOBER 2014

COUNCIL - 17 DECEMBER 2014

REPORT BY HEAD OF PEOPLE AND PROPERTY SERVICES

PAY POLICY STATEMENT 2014/15 - UPDATED

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

To approve the updated Pay Policy Statement 2014/15

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	The updated Pay Policy Statement 2014/15 be recommended for approval; and
<u>RECOMMENDATION FOR COUNCIL:</u>	
That:	
(A)	The updated Pay Policy Statement 2014/15 be approved

1.0 Background

1.1 A pay policy statement is required to be produced annually under sections 38 to 43 of the Localism Act 2011. Regard is to be had to guidance section 40 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.

- 1.7 The Department for Communities and Local Government published 'Openness and Accountability in Local pay: Guidance under Section 40 of the Localism Act 2011' in February 2013. The pay policy statement has been written taking into consideration this guidance.
- 1.8 Following the Senior Management restructure in September 2014 the policy has been updated to reflect the changes in posts.
- 2.0 Report
- 2.1 Pay Policy Statement 2014/15 (Essential Reference Paper B).
- 3.0 Implications/Consultations
- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

Contact Officer: Emma Freeman – Head of People and Property Services
01992 531 635
Emma.Freeman@eastherts.gov.uk

Report Author: Emma Freeman – Head of People and Property Services
01992 531 635
Emma.Freeman@eastherts.gov.uk

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Not applicable
Legal:	Not applicable
Financial:	Not applicable
Human Resource:	None
Risk Management:	None
Health and Wellbeing:	None

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Pay Policy Statement 2014/2015 Updated October 2014

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 from 1 April 2014 to 31 March 2015 will be bound by and must comply with this Statement.

The Head of People 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 and Director of Customer and Community Services
Director of Finance and Support Services
Director of Neighbourhood Services

There is a statutory requirement that for the purposes of producing this statement that the following posts (Senior Management Team) be covered by the policy statement along side the above 3 posts.

Head of Democratic and Legal Services
Head of Human Resources and Organisational Development
Head of Strategic Finance
Head of Revenues and Benefits Shared Service
Head of Governance and Risk Management
Head of Environmental Services
Head of Business Development
Head of Customer Services and Parking
Head of Communications, Engagement and Cultural Services
Manager Economic Development
Head of Planning and Building Control Services
Head of Community Safety and Health Services
Manager of Housing Services

In this policy statement the term “Chief Officers” refers to the Chief Executive/Director and two 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 2014/15

Objectives of the policy

(a) to ensure a capable and high performing workforce

In respect of 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 4% local award after 3 years service 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 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 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. 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 of the Chief Officers was last increased in April 2008 and of other staff in April 2013. Subject to negotiations the Council will apply any settlement reached in respect of April 2014 but is currently budgeting for a 1% increase. The current expectation is that the next increase will be a 1% in 2015 and 2.5% in 2016 and 2017. 2014 and 2015 budgeted increase will be offset by an equal reduction in respect of East Herts Council local award.

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 Chief Officers and other staff. The current rates (which were last increased in April 2009) are:

Essential User Rates	451 - 999cc	1000 - 1199cc	1200 & Above
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	1.5670p	1.7270p	1.88101p

Casual User Rates			
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	1.5670p	1.7270p	1.88101p

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

All Employees over 22 years of age, but below state pension age and earn more than the qualifying annual salary currently £10,000 per annum will automatically be enrolled into the LGPS pension scheme

<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 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 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 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 a Chief Officer and directors will consider requests from other employees.

Local variations and allowances

Pay evaluation and the local award

All employees other than 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.

A benchmarking exercise for Chief Officers using the HayGroup job evaluation scheme was completed in October 2012.

All employees other than Chief Officers currently become eligible for a 4% local award in 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.

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 2% to reflect the reduction in the 4% addition paid to other employees with the same basis of phasing the reduction.

Discontinued benefits and allowances in run off

The Council's health insurance scheme was discontinued in January 2014.

The Council's car lease scheme was discontinued in January 2014 and all Chief Officers and Senior Management Team reverted to Casual Car Allowance Status.

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 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 normally will 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. Where termination of employment is subject to a settlement agreement that agreement may include a negotiated payment in exchange for which the employee undertakes not to pursue claims against the Council. The relevant Director in respect of other employees and the Human Resources Committee in respect of a Chief Officer shall only approve such payments where having regard to all the circumstances of the case and in particular the potential costs of alternative action and after taking appropriate advice they determine the sum involved is reasonable.

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.

Additional Payments, 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 2012, three employees receive this benefit one of whom is the Director of Neighbourhood Services as monitoring officer.

The post designated as the Council’s S151 Officer will receive a payment of up to £10,000 per year.

The post designated as Monitoring Officer will receive a payment of up to £10,000 per year.

The post designated Head of Paid Service will receive a payment of up to £10,000 per year.

Provided that no one officer will receive more than one of the above additional payments.

Where any Head of Service post is evaluated at a level which the “Chief Executive and Director of” determines to be significantly above the level

recognised by the evaluation scheme an addition of up to 10% base pay may be paid subject to annual review.

This pay statement does not include the Returning Officer payment (see report to Council February 2007).

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 Chief Officer as to all other employees.

Setting Salaries

For the posts of

Chief Executive and Director of Customer and Community services
Director of Finance and Support 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. Fixed spot salaries will be set informed by the HayGroup Report on Senior Pay at East Herts Council (October 2012) as benchmarking information.

As part of the general review of all employees’ terms and conditions agreement was reached to forgo the first 2% of any future pay award arising from national agreements for these posts.

In respect of new appointments above the salary of £100K full council approval will be sought.

Pay ceilings

For 2014/15 the basic pay ceiling for Chief Executive and Director of Customer and Community services post will be £115,000 per annum (i.e. including additional payment for Head of Paid Service) The salary shall not be increased by any national pay settlement for at least two years from 1 April 2013.

The basic pay ceiling (i.e. including additional payments and professional fees where appropriate) for Director posts will be £90,000. As noted above national agreed pay settlements will be applied. For other posts covered by this statement the pay ceiling will be:-

Post	£
Head of Democratic and Legal Services	56,007
Head of Human Resources and Organisational Development	56,007
Head of Strategic Finance	56,007
Head of Governance and Risk Management	56,007
Head of Environmental Services	56,007
Head of Business Development	56,007
Head of Customer Services and Parking	56,007
Head of Communications, Engagement and Cultural Services	56,007
Head of Revenues and Benefits Shared Services	56,007
Manager Economic Development	33,998
Head of Planning and Building Control Services	56,007
Head of Community Safety and Health Services	56,007
Manager of Housing Services	56,007

Head of Revenues and Benefits post receives an additional payment of £5,545.20 per annum for shared services role.

Pay floor

The pay floor is the remuneration of the lowest paid employees. “Lowest paid” is defined as the average pay of the 2.97% (4 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 4 to determine the average.

This definition of lowest paid is used to capture a meaningful number of employees avoiding distortions of a lesser number or an extended group such as lowest quartile which would require excessive averaging.

As at February 2014 this average was £15,803.50.

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 (4%), casual/essential 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 £46,043 to £56,007. There are 11 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	12,614	16,998	15,034	2.97
3	15,882	19,317	17,165	49.28
4	16,998	21,067	18,977	14.03
5	19,317	23,945	21,400	76.32
6	21,067	26,539	23,566	22.18
7	23,945	29,528	26,931	34.80
8	28,127	32,072	29,919	20.57
9	29,528	33,998	31,616	30.97
10	34,894	39,351	37,127	18.53
11	36,676	41,148	38,886	13.31
12	41,148	50,928	46,307	3.00
Total				285.96

*** Full Time Equivalent (excludes Casuals)

Future appointments and interim arrangements

In the event of a vacancy – 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 - 22 OCTOBER 2014

REPORT BY THE OF PEOPLE AND PROPERTY SERVICES

POLICY DEVELOPMENT PLAN 2014/15

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

To approve the policy development plan 2014/15

<u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	The Policy Development Plan 2014/15 be approved;

1.0 Background

- 1.1 Human Resources Committee accepted the original Policy Development Plan on the 22 October 2013.
- 1.2 Human Resources Committee advised that policy reviews should be completed every three years.

2.0 Report

- 2.1 The updated Policy Development Plan 2014 – 15 is set out in **Essential Reference Paper “B”**.
- 2.2 The plan lists the policies, details of any revision required or reasons for change, progress update and if appropriate the date HRC approved the amendments.
- 2.3 The plan includes the following polices:

- Duty to consider working beyond retirement age
- Ending a fixed term employment
- Home working policy
- Absence management policy
- Disciplinary policy, 2009
- Flexible working
- Redeployment Policy/Redundancy Policy
- Expenses policy
- Retirement Policy
- General Leave Policy
- Professional Career and Vocational Study Policy
- Smoke free work place
- Job Evaluation Protocol
- Recruitment Policy
- Carer's Policy

2.4 A Carer's Policy is being introduced after feedback from the Health and Wellbeing Panel. The draft policy sets out East Herts Council's commitment to supporting carers and outlines the support that is available. East Herts Council recognises that many employees have caring responsibilities and many of these individuals may need support to combine work with care.

3.0 Consultations

3.1 Human Resources will continue to consult with Unison and Senior Management Group in regard to the policy changes and implementation.

3.2 Managers will receive Bitesize training to advise them of any policies amendments and changes in working practice.

Background Papers - none

Contact Officer: Emma Freeman – Head of People and Property Services Ext 1635
emma.freeman@eastherts.gov.uk

Report Author: Emma Freeman – Head of People and Property Service
emma.freeman@eastherts.gov.uk

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<i>People</i> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Not applicable
Legal:	Not applicable
Financial:	Not applicable
Human Resource:	None
Risk Management:	None
Health and Wellbeing:	None

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Policy Development Plan 2014 – 15

Policy title	Revision required	Progress	Approved by HRC
Duty to consider working beyond retirement age	Removal of default retirement ages means this is no longer required.	Deleted	Approved October 2013
Ending of fixed term employment	This is now dismissal in law, so policy no longer required.	Deleted	Approved October 2013
Home Working Policy	Amended to make explicit must be contactable at home.	Revised	Approved January 14
Absence Management policy, 2009	<ul style="list-style-type: none"> • To reduce absence levels • Changes in case law • Simplify triggers and address reporting • Measure and reduce the cost of absence • Separate out disability related sickness 	Revised	Approved July 2014
Disciplinary policy, 2009	Disciplinary policy needs reviewing as part of 3 year review cycle.	Revised	Approved July 2014

Flexible working 2012	ACAS issuing new code of practice in April 2014.	1 st draft Sep 2014	Due Jan HRC
Redeployment Policy, 2006 and Redundancy Policy 2012	Redeployment policy was revised in 2013 but it was agreed not to consult on the changes at that time. Both policies will form part of the Term and Conditions review which starts in September 2014.	Commenced September 2014	
Expenses Policy	The policy has been revised and HMRC rates have been introduced.	The current Expenses Policy has been referred to the Local Joint Secretaries (meeting 20/10/14) as local agreement was not reached by the Local Joint Panel in August 2014.	
Retirement policy	This policy need to be amended as we still have ill health retirement, flexible retirement, retirement succession planning, insurance paperwork that needs to be completed once staff reach 65, etc.	This policy was revised in October 2013, awaiting comments and approval from LPFA.	Due Jan HRC
General Leave Policy, 2007	This policy is being updated to ensure it is fit for purpose.	Commenced September 2014	

Professional Career and Vocational Study Policy, 2008	This policy is being updated to ensure it is fit for purpose.	Commencing October 2014	
Smoke Free Work Place, 2007	This policy is being updated to ensure it is fit for purpose.	Commenced September 2014	
Job Evaluation Protocol 2011	The policy is being review in consultation with the trained JE assessors from HR, Unison and independent staff	Commenced September 2014	
Carer's Policy (new) 2014	This policy has been introduced after feedback from the Health and wellbeing Panel.	Commenced September 2014	

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MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON MONDAY 18 AUGUST
2014, AT 10.00 AM

PRESENT: **Employer's Side**

Councillor L Haysey (Chairman)
Councillors M Alexander, A Jackson and
J Thornton

Staff Side (UNISON)

ALSO PRESENT:

Councillors G McAndrew, J Ranger,
P Ruffles, N Wilson and C Woodward

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Emma Freeman	- Head of People and Property Services
Adele Taylor	- Director of Finance and Support Services

7 MINUTES - 26 JUNE 2014

RESOLVED – that the Minutes of the meeting held on
26 June 2014 be approved as a correct record and
signed by the Chairman

8 EXPENSES POLICY

The Secretary to the Employer's Side submitted a report

setting out the proposed key changes on the revised Expenses Policy.

The Secretary to the Employer's Side explained that the policy had been updated as part of a regular review. Additionally, an internal audit had recommended a number of revisions and more recently, the need to review the policy around casual and essential car users in the light of a recent grievance.

The Secretary to the Employer's Side explained the key changes to the policy, the detail of which was set out in the report now submitted.

In response to a query from Councillor J Thornton regarding mileage rates, the Secretary to the Employer's Side confirmed that the mileage rates paid by East Herts were in accordance with a national joint council agreement. Councillor Thornton urged standardisation of the rates paid to all. The Director of Finance and Support Services explained that many Authorities had switched to paying HMRC mileage rates. No changes were proposed to the lump sum. Councillor A Jackson confirmed that Councillors were paid on the basis of HMRC rates.

In response to a query from Councillor M Alexander, the Secretary to the Employer's Side explained the mileage claim arrangement paid to those staff in relation to joint working with Stevenage Borough Council.

The Secretary to the Staff Side commented that UNISON were currently having initial discussions with the Secretary to the Employer's Side on expenses (Terms and Conditions) related issues which had a bearing on the policy before Members. The Secretary to the Employer's Side confirmed that matters had not yet progressed to formal consultation.

Councillor A Jackson suggested that if there were wider issues to consider, that it would be sensible to defer consideration of the policy until these had been resolved. He further stated that moving to HMRC mileage rates was sensible and queried why the report had been brought forward

when there were outstanding issues to resolve. The Secretary to the Employer's Side reminded Members that the Panel had asked for the policy to be submitted for consideration at its meeting on 26 June 2014.

Councillor J Ranger stated that to delay moving to HMRC rates was only delaying the inevitable and would not affect the Terms and Conditions ongoing discussions.

The Secretary to the Staff Side stated that as the policy stood, UNISON would not support it.

In response to a query from Councillor J Thornton, the Secretary to the Employer's Side stated that providing a time frame by which discussions might be concluded with UNISON would be difficult to predict.

In noting that there was no general agreement to the HMRC rates proposed, the Secretary to the Employer's Side sought confirmation from the Panel about other aspects of the report, including clarifying the process and how staff were defined as users. The Secretary to the Staff Side stated that there were other elements within the policy that UNISON were still not happy with and could not support the changes.

Mr Ellis (UNISON) referred to proposed tax changes in legislation which would positively affect Councillors.

The Secretary to the Staff Side reiterated that UNISON would not support the policy as it stood and suggested that the matter should be referred to the Joint Secretaries to mediate/advise.

The Panel supported the recommendation to refer the matter to the Joint Secretaries for East of England Regional Council to mediate/advise.

RESOLVED – that the Expenses Policy be referred to the Joint Secretaries for East of England Regional Council to mediate/advise.

The meeting closed at 10.40 am

Chairman

Date

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 22 OCTOBER 2014

REPORT BY: HEAD OF PEOPLE AND PROPERTY SERVICES

“HERE TO HELP” PROGRAMME

WARD(S) AFFECTED: None

Purpose/Summary of Report

- To update Human Resources Committee on the progress of the Here to Help programme.

<u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	Members note the “Here to Help” programme update report for September 2014

1.0 Background

- 1.1** “Here to Help” is an organisational development programme which has been developed in-house to allow managers and staff to contribute to the development of the East Herts Council's performance, values and behaviours.

The purpose of “Here to Help” is celebrating what is good, sharing good practice, making things better and unlocking barriers to better working. It is about giving employees greater opportunity to think about how we can improve the way we work together to deliver a high quality customer experience every time.

2.0 Progress to date

2.1 Here to Help Steering Group

A “Here to Help” Steering Group was set up in January 2014.

The Steering Group's primary purpose is to be responsible to East Herts CMT for the implementation and delivery of Here to Help. The group is responsible for the delivery of the roll out project timetable, headline activities and management of project resources so that "Here to help" is properly resourced.

Monthly "Here to Help" steering group meetings have been held and minutes distributed and shared with all staff via the intranet.

2.2 "Here to Help" workshops

In April 2014, Managers and staff attended the first of two workshops. In the first workshop they were asked to contribute to developing behaviours under the three core values that the Council have developed ("Here to Help, We Work together, We aim high to make a difference").

The workshop covered identifying who our customer is, what good and bad service looks like and identifying barriers that stop us working in a way that supports our values.

In May and June 2014, the second workshop was rolled out and staff were asked to work in their own teams with their managers to develop ideas/suggestions at a local, service and corporate level. The action planning process allowed teams to record their successes, what good ideas/practices they can share and what their barriers are.

2.3 Workshop outputs - Action proposals

The action planning process identified ideas/suggestions that allowed staff to improve what we do, the service we provide for our customers, to unlock some of the barriers to allow us to work in a way that supports our values and behaviours.

The ideas were documented and categorised as either 'Corporate level; working with others and local service level'.

Each service action proposals has been captured and all proposals are on the intranet and all staff can view each other's proposals.

Output of the action planning workshops:

- 43 action proposals were received across all services.
- 115 ideas for corporate level

- 104 ideas for working with others
- 369 ideas for local service level
- 179 responses for the question 'what are we doing well?'
- 169 responses for the question 'what can we celebrate?'
- 106 responses for the question 'we good ideas we can share?'
- 192 responses for the question 'what can we fix?'

Corporate level action proposals

At the SMG away day on 30 June 2014 and subsequent special SMG meeting on 21 July 2014, action proposals at corporate level were assigned to the appropriate Head of Service. The responsible person is reviewing their assigned proposals and where applicable feeding them into existing service plans. For example; there are several ideas for the use of the telephone system and this will be incorporated into the telephone project and not a separate project.

Corporate level actions will form part of more complex projects as they affect all services and part of the review process will be to assess which will become short/ medium/ long term actions or projects.

The responses from SMG were distributed to staff on the corporate level action plans on 30/09/2014.

Local service level action proposals

The majority of services have either completed some of the actions on their proposals or have assigned target dates and are planning the implementation of their ideas. The summer holidays slowed progress a little but momentum has picked up in September.

30 updates on the status of local actions were received in August 2014. 13 are outstanding and a catch back plan has been devised to receive the outstanding updates by 14/10/2014.

Nikki Roberson - Project Co-ordinator, will attend department team meetings to support, assess resources required and advise on taking the proposals forward to ensure Here to Help continues and is not a one off exercise. It is planned that quarterly reviews with the services will be scheduled to keep the actions on track.

Working with others action proposals

The outputs have been captured and documented. The next stage is to devise an action proposal for next steps for 'working with others' staff action proposals. Target date for devising an action proposal: 30/09/2014.

Our customers

One of the key objectives of the Here to Help programme is to make improvements which directly benefit our external customers and residents. To achieve this and build on our success stories, over the next quarter we will develop staff ideas to be less inward facing and focus will need to continue to shift towards process improvements to front line services.

Staff Survey

Ideas and suggestions from the 2014 staff survey have been added to the action proposals to ensure all staff ideas are captured and followed up.

2.4 Values and Behaviours

To succeed in the goal of developing a Here to Help culture, all employees were given the opportunity to select five behaviours that they felt best supported the Council's values of Here to Help, We work together and We aim high to make a difference.

The outcome was:

- 169 people responded with their selections.
- 'Respect and value colleagues' behaviour was 69% of staff choices.
- 'We go the extra mile' and 'we take pride in what we do' were the two highest choices under the value of we aim high to make a difference.

East Herts Councils chosen values and behaviours are:

Here to help

- We are helpful and understanding
- We listen and explain
- We are knowledgeable and informative
- We make time for our customers
- We take ownership of an issue and we try to get it right first time

We work together

- We respect and value colleagues
- We work together as one team
- We recognise each other's skills and utilise them
- We offer help and support to each other
- We support colleagues to be flexible and resilient, able to respond to service changes and developments

We aim high to make a difference

- We go the extra mile
- We take a pride in what we do
- We continually look to improve our performance
- We are flexible in our approach
- We pride ourselves on providing excellent customer service

2.5 Communications

Communication will be key to embedding our values and behaviours. Keeping employees informed about the organisational change process will ensure commitment and success. News stories celebrating our successes will be communicated as often as possible and in several ways (team update; notice boards; team boards) to demonstrate how our behaviours are having a positive impact on the services we provide.

There is a "Here to Help" Communications Strategy which complements the council's internal communications strategy and this will support the aims of the Here to Help initiative by:

- Ensuring that the benefits of the initiatives are understood
- Ensuring that stakeholders are aware of key dates and milestones in the programme
- Ensuring there are opportunities to feedback comments or concerns
- Ensuring staff are informed and consulted

To reinforce "Here to Help" communication, a number of mechanisms have been implemented to ensure all staff are updated regularly via the intranet; dedicated Here to Help email address; notice boards; team meetings; staff briefings; team update; staff forum.

Intranet

All outputs from “Here to Help” workshops, “Here to Help” steering group minutes and presentations pertaining to “Here to Help” will be published on the “Here to Help” page on the intranet.

Notice boards

There will be a number of notice boards around the office which will display hard copies of “Here to Help” documentation (i.e. workshop outputs), communicating achievements, values and behaviours, communications schedule etc. This is to give another channel for communication and be available for all to view. An electronic version will be developed to reach out to homeworkers.

Team meetings

Include “Here to Help” as an agenda item at all team meetings. This will give an opportunity for two-way communication; Managers to update staff on “Here to Help” progress and staff to communicate to Managers new ideas or raise concerns.

Staff briefings

Quarterly staff briefings will be used to present updates on the “Here to Help” programme. New ways of communicating the Here to Help message will continually be sought to improve staff engagement and attendance. Review and incorporate staff ideas for changing staff briefings.

Team update

“Here to Help” success stories, updates and implementation of ideas will be given to the communications team to be included in the monthly Team Update magazine.

Staff Forum

The “Here to Help” staff forum will perform an important role in communicating updates to colleagues in their own service including reaching out to homeworkers.

The role of the delegate:

- Communicating updates on all “Here to Help” activities to colleagues in their own service including reaching out to homeworkers
- Feeding back the views of staff on the progress of the “Here to Help” action plans within their service
- Raising concerns that staff may have and identifying barriers that may prevent the programme going forward
- Celebrating success stories to be published in team update to communicate to the wider audience of the council

- Sharing best practice and improvement ideas with colleagues across all services
- Updating the user group of what their service is working on at that time
- Reporting back what is working well and lessons that can be learnt along the way
- Listen to and respect colleagues point of view and be impartial at all times
- Champion the objectives of the “Here to Help” programme and support colleagues with new ways of working
- Continually demonstrate the behaviours that support the council’s three values of “Here to Help”, “We work together” and “We aim high to make a difference”.
- Be actively engaged in user group activities to help the programme move forward

It is anticipated that in the first instance the forum will meet once a month, however staff will be asked how often they would like the forum to meet and asked what items they would like included on the agenda.

The first staff forum took place on 17 September 2014.

All representatives gave feedback to the group on the progress of their services’ local level action proposals. On the whole feedback was positive, however there are still concerns that need to be addressed. A snapshot of staff comments and key concerns are below:

- The meetings have set the ball rolling and have opened up communications in the team.
- The meetings have given a clear way forward.
- A few quick wins have been put in place.
- Here to help is already part of our team meetings and each team has had individual team meeting to develop plans.
- Unison is broadly supportive of the project (particularly staff remuneration and staff resourcing for services) and wants to ensure that it is effective.
- We regularly discuss “Here to Help” and are on board; we have developed our action plan.
- We are a small team and have explored the good areas for development.

There were three main areas for concerns raised by the group:

1. Forum representatives

There isn't a representative from each team and they all felt there is a need for all teams to be represented at the forums.

2. Agency Staff

- There is a general feeling that there are too many agency staff and issues are coming to the surface and that is reflected in the customer complaints; becoming a barrier to our residents.
- Training of temporary staff needs to be improved and values and behaviours need to form a part of their induction and be included in the corporate induction.
- Unison want staff to be employed directly rather than employing agency workers.
- Agency staff are arranged by the services and not by HR so there is not always awareness of how many are employed and who they are. There is also a concern about carbon footprint as we don't report the true numbers of staff in the building.

On a positive note; agency staff can be helpful to look at our processes with 'fresh eyes'.

3. How to deal with negative behaviour

Since the "Here to Help" programme started, they have had a heightened awareness of people's behaviour and have seen some bad examples. Feedback from the group was that negative behaviour needs to be addressed and the question was asked how management will deal with this.

All concerns will be feedback to the Here to help Steering group.

The expectation is that reps will feedback to their teams in their team meetings. The minutes of the forum will be circulated to reps and will be on the intranet for all staff to access.

If reps receive feedback on a "Here to Help" issue but the next meeting isn't for a few weeks' time, Nikki would prefer to receive the feedback directly rather than wait for the next monthly meeting.

Team Meetings

"Here to Help" will be an agenda item for all team meetings. This will give an opportunity for two-way communication; managers to

update staff on “Here to Help” progress and staff to communicate to managers new ideas or raise concerns. Nikki Roberson, Project Co-ordinator, will attend department team meetings to support this.

121's and PDR process

Our three values will be discussed in 121's and included in the PDR process. It will be compulsory for all Managers to follow this process by doing so it will improve communication and ensure “Here to Help” carries on after the initial launch and becomes an integral part of the organisational culture.

The PDRS process will be reviewed to consider ideas raised by staff and to include East Herts values. The aim is for the PDRS to become an online process on launch of the new HR system in 2015.

“Here to Help” will also form part of the recruitment process and include questions that ask candidates how they would demonstrate our Values and Behaviours.

2.6 Branding

The launch of the branding of our values and behaviours took place on 15 September 2014. This was launched as a double page spread of September's team update, which is circulated to all East Herts staff.

The brief for the branding was created by Nikki Roberson - Corporate Projects Co-ordinator, and agreed by the “Here to Help” steering group.

The roll out of the branding will be completed in four phases:

- 1) Simple design (infographic) to display our values and behaviours - easily recognised as part of the Here to Help initiative and will be used in all communications going forward.

Design agreed and launched 16/10/2014. Task completed.

- 2) Three ‘posters’ displaying our three values; “Here to Help”, “We work together”, “We aim high to make a difference”. Posters to include staff in their role helping residents.

Design work to start October 2014. Posters will be rolled out following discussion with and feedback from the “Here to Help” steering group and staff forum. Due date: 31/10/2014

- 3) Develop the initial design to include corporate strategy values and people strategy objectives.

Design work to start following the roll out of phase two.
Actions and due date: tbc

- 4) Simple design displaying results/ achievements of the H2H projects, using the message of: ‘You said, We listened, Together we achieved’.

Design work to start following the roll out of phase three.
Actions and due date: tbc

The branding design is shown in **Essential Reference paper “B”**.

2.7 Programme schedule (May 2014 to Oct 2014)

An overview of scheduled tasks (status as of 23 September 2014)

		Resp.	Target/ Due date	Status
Key Milestones	H2H steering group meetings	NR	Monthly	<i>Ongoing</i>
	Feedback to staff (intranet and team update)	NR	Monthly	<i>Ongoing</i>
	Quarterly review of status of local service level action proposals	NR/ Managers	Quarterly	<i>Ongoing</i>
No.	Task	Resp.	Target/ Due date	Status
1	Staff workshops (2) - deadline	Mgrs	13/06/2014	<i>Completed</i>
2	Corporate Project Co-ordinator to attend a selection of staff workshops	NR	30/05/2014	<i>Completed</i>
3	Start Here to help branding designs (meeting)	NR/RC	20/05/2014	<i>Completed</i>
4	Agree and sign off branding	NR	21/08/2014	<i>Completed</i>
5	Staff action proposals received	Mgrs/ HoS	13/06/2014	<i>Completed</i>
6	Action proposals collated and split into corporate/ working with/ local level	NR	23/06/2014	<i>Completed</i>
7	Add staff survey ideas and suggestion to action proposals	NR	11/07/2014	<i>Completed</i>
8	Publish Here to Help outputs/ updates on the intranet	NR	08/07/2014	<i>Completed</i>
9	Request staff input for selecting behaviours	GAR	20/06/2014	<i>Completed</i>
10	Chosen Values & Behaviours - feedback to staff	NR	11/07/2014	<i>Completed</i>
11	SMG away day (assign owners)	EF/NR	30/06/2014	<i>Completed</i>

12	Staff briefing - Here to Help update	NR	17/07/2014	<i>Completed</i>
13	Review Comms strategy (Here to Help section)	WON	29/08/2014	<i>Completed</i>
14	Agree and sign off Comms strategy (inc. Here to Help section)	CMT	29/08/2014	<i>Completed</i>
15	Request updates from services for local level action proposals	NR	08/08/2014	<i>Overdue (revised date 17/10/2014)</i>
16	Attend local service level action proposal meetings	NR	29/08/2014	<i>Completed</i>
17	Collate shared/ working with action proposals	NR	04/08/2014	<i>Completed</i>
18	Request for delegates for Here to Help staff forum	NR	05/08/2014	<i>Completed</i>
19	Deadline for Here to Help delegate nominations	NR	22/08/2014	<i>Completed</i>
20	First Here to Help staff forum meeting	NR	27/08/2014	<i>Completed</i>
21	Notice boards (request print quote and stationery order)	NR	11/08/2014	<i>Completed</i>
22	Devise and agree simple visual for response to staff of action proposal status	NR	19/08/2014	<i>Completed</i>
23	Put up Here to Help notice boards	NR	26/08/2014	<i>Overdue (revised date 30/09/2014)</i>
24	Proposal to Here to Help steering group 5s policy, team boards	NR	21/08/2014	<i>Completed</i>
25	Launch Here to Help branding	NR/ Comms	16/09/2014	<i>Completed</i>
26	Devise an action proposal for next steps for 'working with/ to be shared with' staff action proposals	NR	20/09/2014	<i>Not due</i>
27	Set up one proposal on covalent - test if this will be the best process for updates	CP	30/09/2014	<i>Not due</i>
28	Start phase two design – Here to help branding	NR/RC	30/09/2014	<i>Not due</i>

29	Launch phase two of Here to help branding	NR/ Comms	31/10/2014	<i>Not due</i>
30	Roll out 5s/ team boards (re-brand as part of Here to help programme)	NR	31/10/2014	<i>Not due</i>
31	Here to Help quarterly update January 2015	NR/EF	13/01/2015	<i>Not due</i>

3.0 Implications/Consultations

None

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

Contact Officer: Emma Freeman – Head of People and Property Services
Tel: 01992 531635
Email: emma.freeman@eastherts.gov.uk

Report Author: Nikki Roberson – Corporate Project Co-ordinator
Email: nicola.roberson@eastherts.gov.uk

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Consultation on H2H activities and updates was completed with the Head of People and Property Services, H2H Steering Group and H2H Staff Forum.
Legal:	There are no legal implications at this stage.
Financial:	It will be the role of the Here to Help steering group to analyse and prioritise activities / development on how funds are allocated and to make recommendations to CMT.
Human Resource:	As detailed in the report
Risk Management:	There will be low staff morale and lack of engagement if the Here to help programme is not continued or supported by senior management.
Health and Wellbeing:	There will be low staff morale and lack of engagement if the Here to help programme is not continued or supported by senior management.

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