



## Public Document Pack

**Jeff Hughes**

*Head of Democratic and Legal  
Support Services*

**MEETING** : HUMAN RESOURCES COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 8 JULY 2015  
**TIME** : 3.00 PM

**PLEASE NOTE TIME AND VENUE**

### **MEMBERS OF THE COMMITTEE**

Councillors C Woodward (Chairman), S Bull, S Cousins, I Devonshire,  
J Goodeve, P Ruffles and M Stevenson

**CONTACT OFFICER: LORRAINE BLACKBURN**  
**01279 502172**

**E-Mail- [lorraine.blackburn@eastherts.gov.uk](mailto:lorraine.blackburn@eastherts.gov.uk)**

*This agenda has been printed using 100% recycled paper*

## **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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**Audio/Visual Recording of meetings**

Everyone is welcome to record meetings of the Council and its Committees using whatever, non-disruptive, methods you think are suitable, which may include social media of any kind, such as tweeting, blogging or Facebook. However, oral reporting or commentary is prohibited. If you have any questions about this please contact Democratic Services (members of the press should contact the Press Office). Please note that the Chairman of the meeting has the discretion to halt any recording for a number of reasons, including disruption caused by the filming or the nature of the business being conducted. Anyone filming a meeting should focus only on those actively participating and be sensitive to the rights of minors, vulnerable adults and those members of the public who have not consented to being filmed.

## AGENDA

1. Appointment of Vice Chairman

2. Apologies

To receive apologies for absence.

3. Minutes (Pages 7 - 12)

To receive the Minutes of the meeting held on 25 March 2015

4. Declarations of Interest

To receive any Member's Declaration of Interest.

5. Chairman's Announcements

6. Chief Executive Recruitment Process (Pages 13 - 34)

7. Learning and Development training (Pages 35 - 68)

8. Employee Handbook (Pages 69 - 120)

9. Human Resources Management Statistics - Quarterly Report (Pages 121 - 132)

10. Sickness Absence Report 2014/15 (Pages 133 - 150)

11. Turnover 2014/15 (Pages 151 - 166)

12. Local Joint Panel - Minutes of the meeting: (Pages 167 - 170)

Members are asked to bring with them their copy of the agenda of the Local Joint Panel meeting held on 17 June 2015.

(A) Handling Personal Data Policy

(B) Shared Parental Leave - Family Friendly Policies

13. Urgent Business

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

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MINUTES OF A MEETING OF THE  
HUMAN RESOURCES COMMITTEE HELD  
IN THE COUNCIL CHAMBER,  
WALLFIELDS, HERTFORD ON  
WEDNESDAY 25 MARCH 2015, AT 3.00 PM

PRESENT: Councillor Graham McAndrew (Chairman)  
Councillors P Ballam, Mrs D Hone, 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

604 APOLOGY

An apology for absence was submitted from Councillor J Ranger.

605 MINUTES

RESOLVED – that the Minutes of the meeting held on 14 January 2015 be confirmed as a correct record and signed by the Chairman.

606 HUMAN RESOURCES MANAGEMENT STATISTICS:  
QUARTERLY PERFORMANCE

The Head of Human Resources and Organisational Development submitted a report setting out Human Resource information for the period April 2014 to March 2015.

The Head of Human Resources and Organisational

Development advised that this was the last quarterly return and that the next report would provide end of year results and more detailed HR statistics. The Head advised that staff turnover was 8.17% against a target of 10% and voluntary leavers was 5.92% against a target of 7%. She stated that there had been a lot of internal movement around Revenues and Benefits, with 34 internal appointments.

The Head of Human Resources and Organisational Development explained that short term sickness per full time equivalent (FTE) was currently 3.18 days against a target of 4.5 days and that current long term sickness overall was 0.81 days. The current projected long-term sickness absence per FTE was 0.88 days against a target of 2 days. The Head referred to the Council's Sickness Absence Policy and the positive impact this was having in managing absences through return to work interviews. In response to a query from Councillor P Ballam, the Head of Human Resources and Organisational Development explained the process in relation to staff returning to work after a long term sickness.

Updates were provided in relation to Training and Development, Performance Development Reviews (PDRs) and Equalities Monitoring.

The Head of Human Resources and Organisational Development stated that Revenues and Benefits had achieved 100% in terms of reviews and objectives set. In terms of the rest of the Council, 84.84% of services had had their full-year review and 78.37% their objectives set. The Head of Human Resources and Organisational Development explained that there was a definite improvement in returns. She expressed concern in relation to service areas which were still falling short of targets and assured Members that HR was working with directorates on the issue.

Councillor P Ruffles referred to the pressures within Planning and Building Control and sought assurances that the service was being supported. He referred to the need to be aware of particular circumstances which might affect why PDRs were not being completed or targets met. The Head of Human Resources and Organisational Development said that the



service was supported and that Revenues and Benefits were equally under pressure. She acknowledged the recruitment issues in both sections.

Councillor C Woodward reminded Members that, at an earlier meeting of Human Resources, it was agreed that Line Managers be held to account when services did not achieve the 100% target. He referred to the four departments not achieving 100%, specifically, Corporate Risk, Planning and Building Control, and Community Services and Environmental Services. He queried if the timing of the review was a problem given the length of time non-achievement of targets had been going on and that Head of Service should be asked to explain why targets were not being achieved. The Head of Human Resources and Organisational Development explained that in terms of Corporate Risk, following a re-structure, there was a new head of service in post and that it was unusual that their target had not been met. She stated that she was undertaking a PDR review to establish whether this was being carried out at the most appropriate time. The Head also stated that this was also being reviewed in the context of completing the reviews electronically which would speed up the process.

The Chairman stated that he felt that the responsible Officer was the Chief Executive to ensure compliance with policy. He reminded Members that there was a gap of 15 weeks before the next meeting to see what could be achieved in that time.

Updates were provided on the Learning and Development Programme and in relation to Equalities Monitoring indicators.

In response to a query from Councillor P Ruffles regarding the gender breakdown of part-time workers, the Head of Human Resources and Organisational Development agreed to write to Members.

Councillor N Wilson referred to the contributing role of apprentices to the Council in succession planning.

In receiving the report Members also suggested that the Head of Human Resources and Organisational Development

undertake a review of the process to establish whether there were any blockages to services in undertaking PDRs and how this could be overcome to ensure timely compliance with the PDR process. Also, that the relevant Head of Service of those services not achieving the PDR target of 100% be asked to attend a meeting of Human Resources Committee to explain and give assurances that matters were in hand to secure compliance. This was supported.

RESOLVED – that (A) the Human Resources Quarterly Management Statistics, as now submitted, be received;

(B) the Head of Human Resources and Organisational Development undertake a review of the process to establish whether there were any blockages to services in undertaking PDRs and how this could be overcome to ensure timely compliance with the PDR process; and

(C) relevant Heads of Service of those services not achieving the PDR target of 100% be asked to attend a meeting of Human Resources Committee to explain and give assurances that matters were in hand to secure compliance.

607 LOCAL JOINT PANEL - MINUTES

RESOLVED – that the Minutes of the Local Joint Panel meeting held on 11 March 2015 be received.

(see also Minutes 608 - 610)

608 JOB EVALUATION POLICY

The Head of HR and Organisational Development submitted a report updating the Job Evaluation Policy General Leave Policy which had been reviewed following feedback gained from the Job Evaluation Panel, Unison and suggestions made via the Here to Help Programme.

The Committee considered and approved the recommendations as amended, made at the Local Joint Panel meeting held on 11 March 2015.

RESOLVED - that the revised Job Evaluation Policy, as now submitted, be approved.

(see also Minute 607)

609 FAMILY FRIENDLY POLICY

The Head of HR and Organisational Development submitted a report updating a number of policies into a Family Friendly Policy which had been revised to reflect changes in employment law legislation effective from 5 April 2015.

The Committee considered and approved the recommendations made at the Local Joint Panel meeting held on 11 March 2015.

RESOLVED – that the revised Family Friendly Policy, as now submitted, be approved.

(see also Minute 607)

610 SHARED PARENTAL LEAVE

The Head of HR and Organisational Development submitted a report updating the shared Parental Leave Policy which had been revised following changes to legislation.

The Committee considered and approved the recommendations as amended, made at the Local Joint Panel meeting held on 11 March 2015.

RESOLVED – that the revised Shared Parental Leave Policy, as now submitted, be approved.

(also See Minute 607)

611 VOTE OF THANKS

The Chairman thanked Members and Officers for their support of the human resource process. On behalf of Members, he

wished retiring Councillors Mrs D Hone and N Wilson well.

The meeting closed at 3.40 pm

Chairman .....

Date .....

## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 8 JULY 2015

#### REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### CHIEF EXECUTIVE RECRUITMENT PROCESS

WARD(S) AFFECTED:     *None specific*

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

This report sets out the recruitment process for the appointment of the Chief Executive position

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE :</u></b>	
<b><u>That</u></b>	
<b><u>(A)</u></b>	the Committee notes the recruitment process for the appointment of the Chief Executive position

#### **1.0     Background**

- 1.1     The Council on 20 May 2015 appointed the Chief Officer Recruitment Committee for the recruitment of all Chief Officer roles.
- 1.2     George Robertson, Chief Executive retired from the Council on 31 May 2015. The Council approved the interim appointment of Simon Drinkwater as Chief Executive and Head of Paid Services on 20 May 2015.
- 1.3     The Executive Search Consultant GatenbySanderson was appointed to support the Recruitment Committee on the recruitment process for the Chief Executive in April 2015.

#### **2.0     Report**

- 2.1     The recruitment process for the Chief Executive position comprises of a number of stages:

- Advert/Recruitment website
- Sourcing and search
- Longlist
- Technical interviews
- Shortlist
- Councillor Panel interviews/121 with Leader
- Assessment Centre/References
- Final Panel Interview/Presentation
- Appointment

## 2.2 Recruitment Timetable

Date	Activity
23 April	Advert placed in MJ/recruitment website live
31 May	Sourcing and Search completed
3 June	Meeting held to agree long lists with the Chief Officer Recruitment Committee
8/9 June	Technical interviews held
17 June	Meeting held to agree short lists with the Chief Officer Recruitment Committee
22 June	Assessment centre /references
22 June	Panel interviews with Councilors/121 with Leader
29 June	Presentation and final panel interviews held with Chief Officer Recruitment Committee

## 2.3 Advert/recruitment website

An advert was placed in the MJ on 23 April 2015 to raise market awareness of the role and the Council. A recruitment website through GatenbySanderson was developed to give immediate access to candidates on detailed information about the role and its context within the organisation. The website linked directly to the Council's own website, providing candidates with easy access to relevant material to support their application. Policy and strategy documents, structure charts, job documentation and other materials were replicated on the website, creating a self-contained recruitment portal for the recruitment campaign.

## 2.4 Sourcing and Search

2.4.1 GatenbySanderson completed the executive search process by identifying:

1. Potential candidates mostly likely to fit the brief whether actively in the market
2. The organisations most likely to contain the sort of candidates the Council is looking for

3. Executives who can approach as 'sources' for recommendations that cross reference with points 1 and 2 above.

2.4.2 All submitted applications received were presented to the Chief Officer Recruitment Committee on 3 June 2015 and a longlist of candidates was agreed to put forward to the technical interview stage of the process.

## 2.5 Technical Interview

The technical interview process comprised of an extended interview, focusing mainly on candidates' detailed experience and achievements, specialist skills and knowledge, management and leadership styles, self-awareness and understanding of the job and the Council's requirements. This was completed by GatenbySanderson and Technical Adviser. On conclusion a full and comprehensive report was submitted to the Chief Officer Recruitment Committee on 17 June 2015 to agree the shortlist.

## 2.6 Assessment Centre/121 Leader

2.6.1 The Chief Officer Recruitment Committee agreed on 17 June 2015 that the shortlist of candidates would complete psychometric assessments to measure candidates' leadership capability and test their judgement. This will include personality/leadership profile.

2.6.2 A verbal feedback/validation interview session with a qualified Occupational Psychologist will be provided to each candidate.

2.6.3 A summary report on the key strengths and development areas for each candidate will be provided to the Chief Officer Recruitment Committee at Final Panel interview stage with verbal briefing by a Psychologist.

2.6.4 Each candidate will have a 121 with the Leader to give candidates an insight into the Leader's priorities and give the Leader early sense of the candidate's style in a relatively informal session prior to the Final Panel Interview setting.

## 2.7 Councillor Panel Interviews

The Chief Officer Recruitment Committee invited all Councillors to be part of the recruitment process by conducting the Councillor

Panel interviews on 22 June 2015. The shortlist candidates will be interviewed by four panels. Each panel has been given a topic and set questions and their feedback will be given to the Chief Officer Recruitment Committee. The topics are Leadership and Management; Member Engagement; Governance and Performance and Relationships and Partnering.

## **2.8 Final Panel Interview**

- 2.8.1 The Final Panel interviews will be held on 29 June 2015 by the Chief Officer Recruitment Committee and will consist of feedback from the Councillor Panels; verbal feedback from a Psychologist on candidate's psychometric assessments and feedback from GatenbySanderson on references. Candidates will be required to complete a presentation defined by the Committee and will undergo the final stage of interview questions by the Committee.
- 2.8.2 The Chief Officer Recruitment Committee will then be required to make their recommendations to the appointment of the Chief Executive position to Council.

## **3.0 Equality and Diversity**

- 3.1 GatenbySanderson place a premium on recognising, attracting and helping to develop talent from hard to reach groups and add value by embedding equalities best practice into the planning and implementation of all assignments. This includes:
- Researching and providing a diverse mix of people with non-traditional backgrounds, skills and networks
  - Ensuring their processes are based on fair, honest and transparent decision-making
  - Advertising attraction strategies that are inclusive and accessible and media planning that looks to attract the widest pool of suitable candidates
  - Using technology - in particular considering how social media and behavioural marketing can reach particular groups
  - Designing selection processes that are barrier-free and making suitable adjustments where necessary
  - Use flexible scheduling to match work-life patterns
  - Ensuring they are accessible to all participants.



3.2 Additionally, GatenbySanderson have conducted a major research piece amongst 75 leading organisations examining the impact of diversity on board appointments resulting in a published piece *How Broad is your Board?* They have since aimed to ensure that many of the valuable insights from this research are integrated into their recruitment process. They have also run a number of leadership seminars briefing the results of this research.

### 3.3 Monitoring Diversity Information

For each stage of the recruitment process online diversity statistics have been recorded (Please see **Essential Reference Paper B**). The data is real time and, therefore, action can be taken before the closing date if the relevant number of applicant groups are under-represented. The equality and diversity information has been presented to the Chief Officer Recruitment Committee at each stage of the process. No action has been required.

### 4.0 Implications/Consultations

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

#### Background Papers

Arrangements with regard to the post of Chief Executive Report – Council on 20 May 2015

Pay Policy Statement 2015/16 – Council 18 February 2015

Contact Officer: Emma Freeman - Head of HR and OD Ext. 1635  
[Emma.Freeman@eastherts.gov.uk](mailto:Emma.Freeman@eastherts.gov.uk)

Report Author: Emma Freeman - Head of HR and OD Ext. 1635  
[Emma.Freeman@eastherts.gov.uk](mailto:Emma.Freeman@eastherts.gov.uk)

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## **ESSENTIAL REFERENCE PAPER 'A'**

Contribution to the Council's Corporate Priorities/Objectives ( <i>delete as appropriate</i> ):	<b><i>People</i></b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	As detailed in the report with the Chief Officer Recruitment Committee
Legal:	Process for the recruitment of the Chief Executive position is in accordance with the Constitution
Financial:	Not detailed in this report
Human Resource:	Recruitment process for the appointment of the Chief Executive position
Risk Management:	None
Health and Wellbeing:	None

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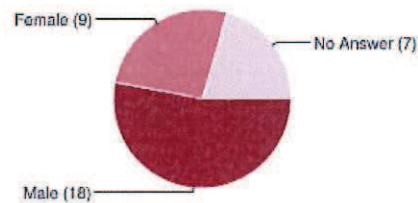
## Equal Opportunities Monitoring Report ( Stage: All Applicants )

As part of the application for the role of **Chief Executive (GSe20950)**, candidates were invited to complete an equal opportunities survey. The questions were not mandatory and the candidate was not obligated to give any answers.

**Total number of applicants: 34**

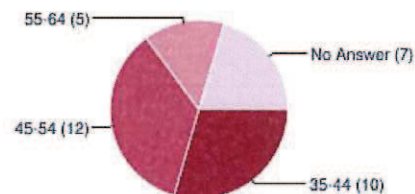
### Gender

Male	18	52.94%
Female	9	26.47%
No Answer	7	20.59%



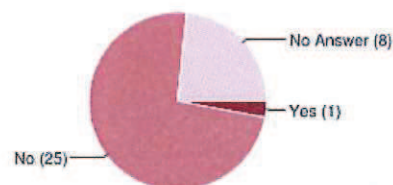
### Age range

35-44	10	29.41%
45-54	12	35.29%
55-64	5	14.71%
No Answer	7	20.59%



### Do you require a work permit to work in the UK?

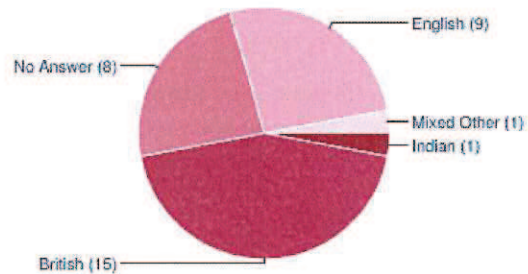
Yes	1	2.94%
No	25	73.53%
No Answer	8	23.53%





## Ethnic origin

Indian	1	2.94%
British	15	44.12%
No Answer	8	23.53%
English	9	26.47%
Mixed Other	1	2.94%



## Do you consider yourself to have a disability as defined by the Disability Discrimination Act 1995?

No	25	73.53%
No Answer	9	26.47%



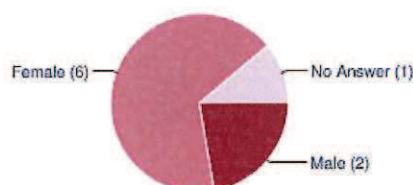
## Equal Opportunities Monitoring Report ( Stage: longlist Meeting )

As part of the application for the role of **Chief Executive (GSe20950)**, candidates were invited to complete an equal opportunities survey. The questions were not mandatory and the candidate was not obligated to give any answers.

**Total number of applicants: 9**

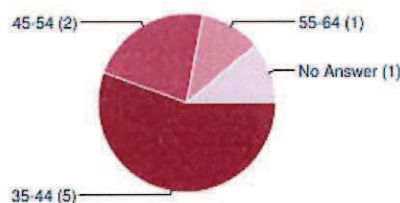
### Gender

Male	2	22.22%
Female	6	66.67%
No Answer	1	11.11%



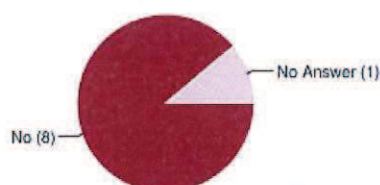
### Age range

35-44	5	55.56%
45-54	2	22.22%
55-64	1	11.11%
No Answer	1	11.11%



### Do you require a work permit to work in the UK?

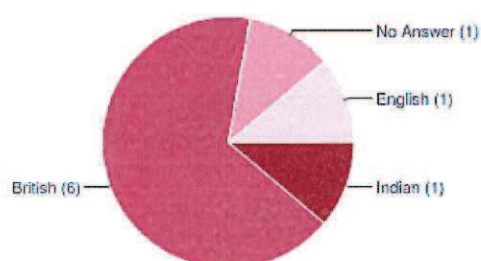
No	8	88.89%
No Answer	1	11.11%





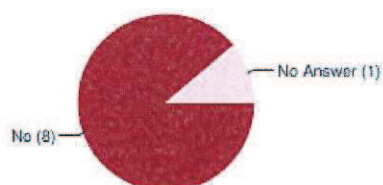
## Ethnic origin

Indian	1	11.11%
British	6	66.67%
No Answer	1	11.11%
English	1	11.11%



## Do you consider yourself to have a disability as defined by the Disability Discrimination Act 1995?

No	8	88.89%
No Answer	1	11.11%





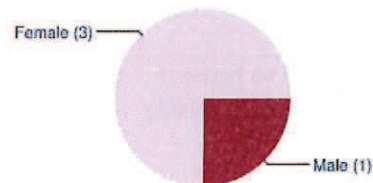
## Equal Opportunities Monitoring Report ( Stage: Shortlist )

As part of the application for the role of **Chief Executive (GSe20950)**, candidates were invited to complete an equal opportunities survey. The questions were not mandatory and the candidate was not obligated to give any answers.

**Total number of applicants: 4**

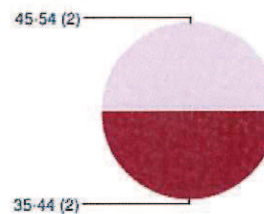
### Gender

Male	1	25%
Female	3	75%



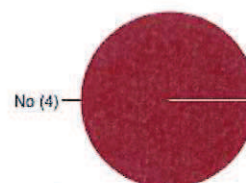
### Age range

35-44	2	50%
45-54	2	50%



Do you require a work permit to work in the UK?

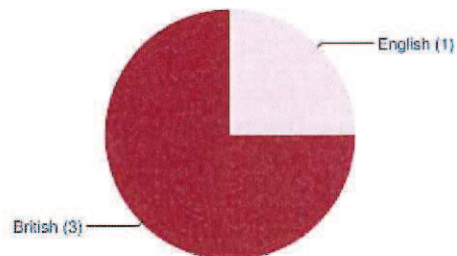
No	4	100%
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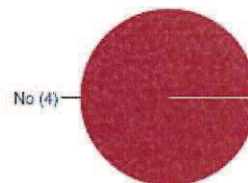
## Ethnic origin

British	3	75%
English	1	25%



## Do you consider yourself to have a disability as defined by the Disability Discrimination Act 1995?

No	4	100%
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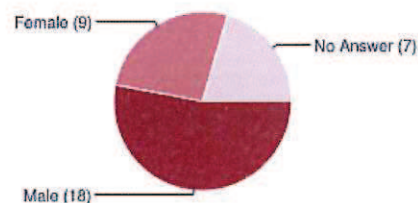
## Equal Opportunities Monitoring Report ( Stage: Candidates )

As part of the application for the role of **Chief Executive (GSe20950)**, candidates were invited to complete an equal opportunities survey. The questions were not mandatory and the candidate was not obligated to give any answers.

**Total number of applicants: 34**

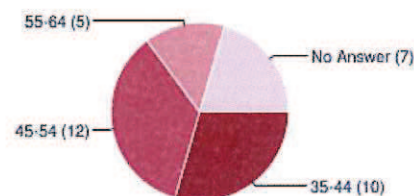
### Gender

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Female	9	26.47%
No Answer	7	20.59%



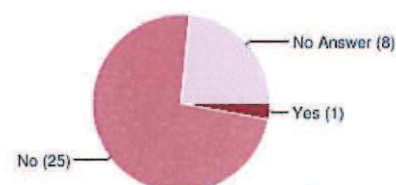
### Age range

35-44	10	29.41%
45-54	12	35.29%
55-64	5	14.71%
No Answer	7	20.59%



### Do you require a work permit to work in the UK?

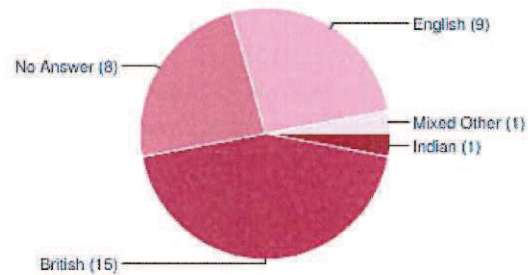
Yes	1	2.94%
No	25	73.53%
No Answer	8	23.53%





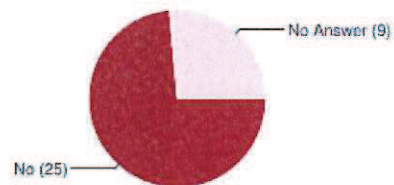
## Ethnic origin

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British	15	44.12%
No Answer	8	23.53%
English	9	26.47%
Mixed Other	1	2.94%



## Do you consider yourself to have a disability as defined by the Disability Discrimination Act 1995?

No	25	73.53%
No Answer	9	26.47%



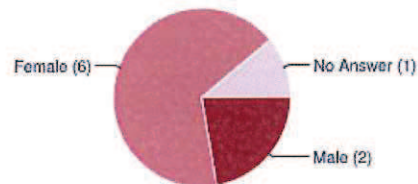
## Equal Opportunities Monitoring Report ( Stage: Preliminary Interview )

As part of the application for the role of **Chief Executive (GSe20950)**, candidates were invited to complete an equal opportunities survey. The questions were not mandatory and the candidate was not obligated to give any answers.

**Total number of applicants: 9**

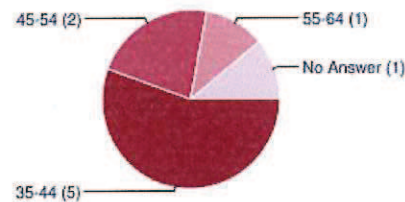
### Gender

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No Answer	1	11.11%



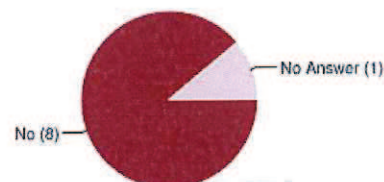
### Age range

35-44	5	55.56%
45-54	2	22.22%
55-64	1	11.11%
No Answer	1	11.11%



### Do you require a work permit to work in the UK?

No	8	88.89%
No Answer	1	11.11%

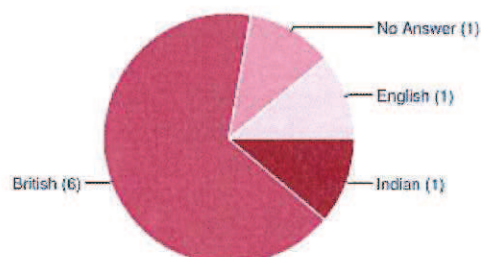






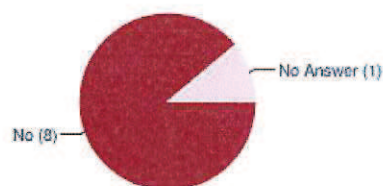
## Ethnic origin

Indian	1	11.11%
British	6	66.67%
No Answer	1	11.11%
English	1	11.11%



## Do you consider yourself to have a disability as defined by the Disability Discrimination Act 1995?

No	8	88.89%
No Answer	1	11.11%



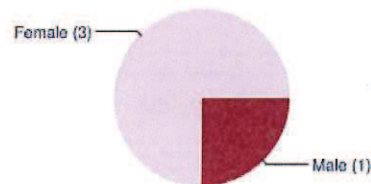
## Equal Opportunities Monitoring Report ( Stage: Assessment )

As part of the application for the role of **Chief Executive (GSe20950)**, candidates were invited to complete an equal opportunities survey. The questions were not mandatory and the candidate was not obligated to give any answers.

**Total number of applicants: 4**

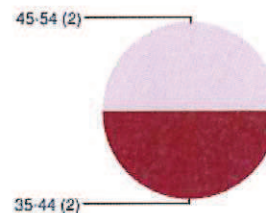
### Gender

Male	1	25%
Female	3	75%



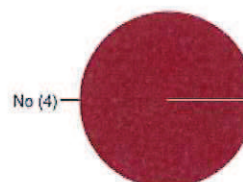
### Age range

35-44	2	50%
45-54	2	50%



### Do you require a work permit to work in the UK?

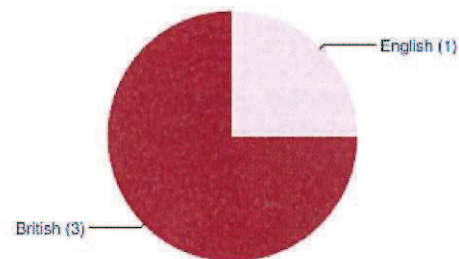
No	4	100%
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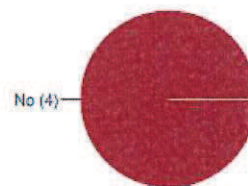
## Ethnic origin

British	3	75%
English	1	25%



## Do you consider yourself to have a disability as defined by the Disability Discrimination Act 1995?

No	4	100%
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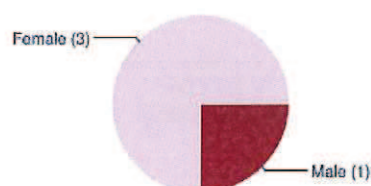
## Equal Opportunities Monitoring Report ( Stage: Final Panel )

As part of the application for the role of **Chief Executive (GSe20950)**, candidates were invited to complete an equal opportunities survey. The questions were not mandatory and the candidate was not obligated to give any answers.

**Total number of applicants: 4**

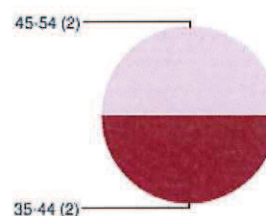
### Gender

Male	1	25%
Female	3	75%



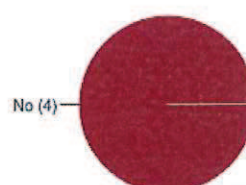
### Age range

35-44	2	50%
45-54	2	50%



### Do you require a work permit to work in the UK?

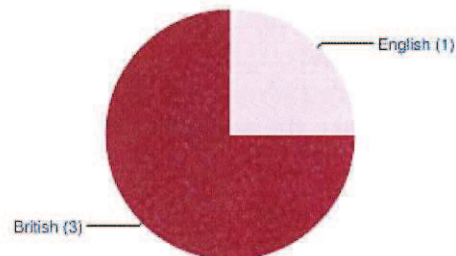
No	4	100%
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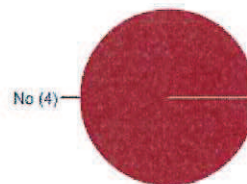
## Ethnic origin

British	3	75%
English	1	25%



## Do you consider yourself to have a disability as defined by the Disability Discrimination Act 1995?

No	4	100%
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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 8 JULY 2015

#### REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### LEARNING AND DEVELOPMENT REVIEW 2014/15

WARD(S) AFFECTED: NONE

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

- To review the Learning and Development Programme delivered in 2014/15 and approve the Learning and Development Programme for 2015/16

<b><u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u></b>
<b><u>That:</u></b>
(A) the annual report is noted and Learning and Development Programme 2015/16 be approved.

#### 1.0 Background

The Learning and Development Programme 2014/15 offered a selection of learning and development to meet corporate and individual needs. The training and development needs were identified corporately and through individual Performance Development Reviews (PDRs). The training was delivered by facilitated events, workshops, bite size training and e-learning.

In 2014/15, 2,438 delegates attended or participated in some form of corporate training, an increase of 1,693 delegates compared to 2013/14 attendance figures (745). The increase was due to the on-line data protection training and the range of Here to Help bitsize events delivered.

The programmes attended were well received and all feedback collated continues to be considered when booking further events.

Training events have also highlighted other areas for future learnings which have been investigated and introduced into the training plan.

## 2.0 Report

### **Corporate Training 2014/15**

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

### **Corporate Training Budget 2014/15**

- 2.2 The total budget for training and development for the council in 2014/15 was £130,010 (£132,270 in 2013/14).

The corporate training budget in 2014/15 was £28,000 (£31,000 in 2013/14).

	Budget 14/15	Spend 14/15	Budget 13/14	Spend 13/14
L&D budget	£130,010	£95,655	£132,270	£116,726
Corporate	£28,000	£28,397	£31,000	£50,214
Service Training & Development	£61,340	£57,109	£43,790	£34,4844
Service Professional Training	£40,670	£10,499	£57,480	£32,028

The total spend on the corporate budget to date for 2014/15 is £95,655 (compared to £116,726 in 2013/14).

The 2014/15 Learning and Development Programme is currently predicated to be delivered just over budget £28,397 (budget £28,000).

Human Resources continue to review the spending costs associated with the corporate training budget. Officers negotiate with training providers and contractors to improve the costs being charged for events. Officers consult with other local council's and arrange shared events to minimise costs. Human Resources are

working with the Procurement Team to ensure best practice is followed when engaging with new providers.

The 2014/15 Learning and Development Programme was delivered by external training providers, internal presenters and e-learning. East Herts continues to be involved in the Hertfordshire Joint Learning Programme in partnership with other local authorities; which enables employees to participate in a wide range of development opportunities with the council acquiring free training places when events are held on our premises. These events are funded from the corporate training budget.

Employees' attendance on corporate events has improved; last minute cancellations have been scrutinised and challenged with line managers informed. Two teams were re-charged for non-attendance in 2014/15.

Employees are informed of training opportunities via email and employees were approached on an individual basis when they had requested specific training in their PDR.

### **Service Training and Development**

- 2.3 The total services training and development budget for 2014/15 was £61,340, which is divided amongst the services for additional training and development. This budget is used for service specific training, one day conferences, seminars, training events and team building.

The budget breaks down to £177.80 per employee based on 345 employees, the employee head count in April 2014. The training and development budgets are managed by each Head of Service, to date £57,109 of the budget has been spent leaving an estimated under spend of £3,221(excluding an estimated £1,009 committed).

### **Professional Training**

- 2.4 The Professional training budget was £40,670 in 2014/15. A total of £10,449 has been spent to date on professional qualifications and continued professional development in 2014/15 (excluding an estimated £3,539 committed). The Council is sponsoring employees undertaking vocational qualifications, which include:

- CIPFA Business Strategy
- ILM Level 5 Coaching
- FOI Certificate
- A range of CPD to maintain professional knowledge

Employees funded for professional qualifications continue to sign training agreements in line with the Professional Career and Vocational Study Policy; which allows East Herts to re-claim a percentage of funding if an employee leaves the Council within two years. The training agreements are recorded centrally in Human Resources.

### **Training Budget Review**

- 2.5 In 2014 the training budgets were reviewed to ensure all employees have equal access to training and development across the Council; enabling each service to have access to a Service Training and Development budget for service specific training events, seminars, conferences and team building away days.

Corporate Management Team (CMT) agreed to all the recommendations included in the report dated 28 October 2014:

- The training budgets are reviewed to ensure employees have equal access to training and development across the Council; enabling each service to have access to a Training and Development budget for service specific training events, seminars, conferences and team building away days.
- Managers receive support and training to understand the budgets under their control.
- The Professional Training budget to be managed centrally by Human Resources as part of the Professional Career and Vocational Study Policy to ensure the policy is consistently implemented across the Council

### **Learning and Development Programme 2015/16**

- 2.6 The new Learning and Development Programme 2015/16, **Essential Reference Paper C**, focuses on the corporate priorities (People, Place and Prosperity) and support the Council's values and behaviours, building upon the Learning and Development Programme delivered in 2014/15 and employee engagement

through the Here to Help programme. The Corporate Training budget for 2015/16 is £28,000 and the estimated cost of the proposed training is £35,175.

The Learning and Development Programme 2015/16 has been split into three elements Core, Corporate and Personal. This will support the Organisational Development Strategy that reflects that learning and development should include core skills training, mandatory training but also support employees to develop personal skills; such as learning a language. This will be built upon in 2016/17.

### **Training Evaluation**

- 2.7 Training and Development is evaluated at the Council using the Pre and Post Training Evaluation forms, employees one to one's and PDR's.

The evaluation process has highlighted further development areas and Human Resources have been working with employees to ensure the additional learning needs are met. The Learning and Development Programme is in place to support employees and enhance their skills. The statutory professional training continues to build on employees core knowledge ensuring employees are up to date with current legislation and their CPD points.

### **Here to Help**

- 2.8 The Here to Help organisational development programme started in January 2014. Continuing through 2015, the programme focused on developing action proposals at local service level and corporate wide projects which emerged as the output of the Here to Help workshops.

Values and behaviours were launched with the goal of embedding the core values and positive behaviours in everything we do and generate a culture of continuous improvement where employees are engaged and empowered to make a difference.

The programme has recently delivered bite size training sessions to managers and employees; 279 employees attended the sessions. The training sessions looked at celebrating our achievements and success stories, how we build on this and how we get better at sharing successes. Manager's sessions additionally offered what tools there are to support managers to

implement change and how to engage and empower employees to continue to raise improvement ideas.

As part of the training, employees were asked what further bite size training sessions they would like in future **Essential Reference Paper D** and the feedback received will be incorporated in the learning and development programme 2015/16 and the E-learning programme 2015/16.

### **Members Training Plan 2013/14**

2.9 The Member Development Plan 2013/14 was delivered using several types of learning styles:

- Workshops/seminars: face to face, group training
- Self-study books - linked to a follow up discussion group
- Action Learning Sets
- Member Briefings delivered before/during Council meetings
- Focused training delivered as an agenda item (Audit, CBS)
- Specialist/technical training (Development Management, Licensing)
- Drop-In 'clinic' for IT and budget questions
- Webinars – with LGiU
- Tour/visit (Development Control, Economic Development, Community Services, Leisure Services)

Relevant training has been shared with neighbouring authorities and opened up to town/parish councils. Training has been delivered predominately in-house with 31 delegates attending external events.

During 2014/15 a total of 700 training 'episodes' have been recorded. A detailed list of attendances is posted online on the profile page of each Member.

Evaluation forms are collected after events and the feedback reported to the Member Development Charter Group. These forms and the training needs questionnaire completed by Members help to frame the plans for the coming year.

An outline member development programme for 2015/16 has been agreed by the Charter Group and work is already well underway in preparation for the Members' induction programme following the May 2015 district elections.



## E-learning

- 2.10 Bob's Business has been funded from the corporate training budget and further licences have been acquired to ensure all employees have access to Bob's Business. Bob's Business specialises in Data Protection training; a training need identified during 2014/15. Currently 1,613 individual training exercises have been completed covering ID Theft, Data Protection, Email Etiquette, PCI Compliance, Printing and Keeping it Clear.

East Herts E-learning programme will be re-launched in June 2015 using the Vine East E-learning platform. A list of the courses to be programmed is included in **Essential Reference Paper E**. This will be built upon in 2016/17 to support the Here to Help programme.

## Performance Development Review Process (PDR)

- 2.11 The Head of HR and OD carried out consultation on the PDRs during January to March 2015 with all employees, managers, SMG and Unison. All employees were given the opportunity to comment on the following:

- Process – time of year/frequency/length
- Form - is there anything missing/layout/aid to discussion
- Training – is more training need for managers/staff on how to conduct a PDR meeting
- Meeting – does the meeting aid discussion on career development/opportunities/interests/training and development/your ideas/suggestions

The review and recommendations will be reported to CMT in May 2015.

On the 4 June 2015, 96.8 % of the January 2015 PDR reviews had been completed (January 2014 64.48%) and 94.8% of employees had objectives set (January 2014 54.51%). HR continues to support the Heads of Service to ensure the outstanding PDR's are completed and recorded. The Human Resources Committee will continue to receive regular updates on the progress of the PDR process.

The next round of PDR's will commence in June/July with the majority of employees having their mid-year reviews with one service having their full PDR.

The Learning and Development Programme has been devised to reflect the training needs of employees captured through the PDRs, managers and employees feedback and to ensure consistency will be amended if necessary to meet the employee's requirements in the next round of PDR's. This will ensure the training identified on the plan meets the corporate and employee needs, and all training delivered is relevant and value for money.

### **Proposed Actions 2015/16**

- 2.12 East Herts will participate in the National Graduate Development Programme again this year. East Herts currently have two graduates and it is proposed to recruit one graduate in 2015/16. The national scheme promotes local government to the graduate market on behalf of all councils in England and Wales. The graduates will work on strategic projects across the council having a minimum of three placements during their programme.
- 2.13 In 2013/14 East Herts took part in the District Council's Network Development Programme. The officer who completed the programme gave positive feedback on all aspects of the programme. One applicant was put forward for the DCN programme in 2015/16, and has been advised their application was successful.
- 2.14 After the success of Local Authority Challenge East 2014 when East Herts were represented by two teams and won the Best Presentation award, the council will participate in the 2015 event. The event gives employees the opportunity to expand their skills set, works with others and gives an appreciation to the roles within local government.
- 2.15 Human Resources will look to build on the coaching/mentoring culture in the council by using internal and external coaches/mentors, where relevant. The coaching/mentoring will be provided to support employees explore different areas in their work which may include managing work demands, planning projects, tackling a new area of work or issues within their teams.
- 2.16 Employees in 2014/15 have pursued job shadowing opportunities in the Council to increase their knowledge and understanding of other roles and services in the Council. It is proposed to build on this success in 2015/16. Employees will be encouraged to pursue job shadowing opportunities across the Council and with partners

to increase their knowledge and skills.

2.17 HR continue to endorse the recommended training protocols to ensure staff are engaged in their learning and development:

- Turning up on time
- Staying for the whole of the event
- No use of phones (except in exceptional circumstances but this would be agreed with the trainer at the beginning of the course)
- Employees will treat internal training with the same professionalism as they do at external events
- Services will be charged £100 for less than 48 hours notice if a participant withdraws from an event or fails to attend. The appropriate Head of Service and the employee will be informed of the charge.

2.18 HR will continue to identify areas of improvement in the training and development provision and the performance development review process, strengthening the connection between learning and development needs and training programme outcomes.

2.19 HR will work with partners to achieve value for money in the delivery of programmes. The Learning and Development Programme and the provision of training and development will be reviewed as part of shared support services.

2.20 HR have been investigating NVQ funding streams and the following NVQ's currently attract funding:

- Business Administration levels 2 and 3
- Customer Services Levels 2 and 3
- Team Leading Level 2
- Management Level 3

Some employees have expressed an interest in pursuing an NVQ and HR are working with them to confirm they meet the required funding criteria.

2.21 The Training and Development Policy will be reviewed to ensure it reflects best practice and incorporates and supports the Council's learning and development programme and Organisational Development Strategy.

2.22 The Professional, Career and Vocational Study policy will be

reviewed to reflect the recommendations made following the Training Budget Review (see 2.5)

- 2.23 The Bite Size training events will be built upon in 2015/16 following feedback received from employees under the Here to Help programme.

### 3.0 Recommendations

- 3.1 The Learning and Development Programme for 2015/16 is agreed.

### 4.0 Implications/Consultations

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

### Background Papers

CMT Report 28 October 2014 - Review of Training Budgets 2013/14 & 2014/15, **Essential reference Paper 'F'**.

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01992 531635  
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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<b><i>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</i></b>  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:	Consultation on the L&D programme has been carried out with Unison, SMG
Legal:	Not applicable
Financial:	As detailed in the report
Human Resource:	As detailed in the report.
Risk Management:	None
Health and wellbeing – issues and impacts:	The 2015-16 Learning and Development plan aims to support the Health and Wellbeing agenda.

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Corporate Learning and Development Programme 2014/15

Programme title	Target audience/Cost	Purpose
Introduction to flexible/home working	2 Participants In-house event	This training provides staff with the knowledge, skills and confidence to be a flexible/home worker. To present a range of tools and techniques for working successfully with your team and manager as a flexible/home worker.
Managing flexible/home workers	3 Participants In-house event	To provide managers with the knowledge, skills and confidence to manage individuals or teams working remotely.
Finance Workshops and Management Sessions	31 Participants In-house event	The Finance sessions were held to update managers on Finance Review and to introduce the new process from the 1 April 2015.
Project Management	3 Participants	This highly practical course provides all the essential skills, tools and techniques that are needed to support the delegate in their project management role. The course concentrates on the practical techniques that you can apply directly back to the workplace.
Trainer Development	2 Participants	This 2 day event develops new manager's skills to enable them to be confident in training and developing staff in their own teams. Preparing and delivering presentations.
Speed Reading & Retention/ Memory Skills and Mind Mapping	10 Participants	These 2 half days event provide techniques for manager to retain information, look at new ways of collating information and enhance their skills for reading and digesting a large amount of text.
Maintaining Morale and Motivation	2 Participants	Looking at ways to keep employees motivated and engaged to improve staff morale.
Managing Challenging Customers	11 Participants	To support front line officers working with customers either face to face or on the phone.
Stress Management & Coping Techniques	8 Participants	Looking at how to recognise the signs of stress in yourself and others. Implementing coping techniques.
Time Management Training	3 Participants	How do you use your time? Looking at better ways of working.
Mediation Training	6 Participants (all delivered in partnership)  £4,575	This programme covers all areas of the mediation process - from the role of the mediator through to managing deadlock and conflict. (2 day event)
IT application support/MS Applications	77 Participants £2725	To support the rollout of IT applications and to deliver a range of training opportunities to up skill staff for the 4 main Microsoft applications, Word, Excel, Outlook and PowerPoint.

## Essential Reference Paper B

	<p>7 Participants 5 Participants 7 Participants 4 Participants 9 Participants 7 Participants 3 Participants</p> <p>£3,815</p>	<p>Excel Introduction Outlook Intermediate Excel Intermediate Word Advanced Excel Advanced PowerPoint Advanced Word Intermediate</p>
Mandatory/Legal	<p>17 Participants Verification training £1,059</p> <p>14 Participants Safe Guarding £1066</p>	<p>To ensure delegates are compliant with legal issues and procedures. Including:</p> <ul style="list-style-type: none"> <li>• Verification training</li> <li>• Safe Guarding Children</li> </ul>
Data Protection/FOI	<p>1613 Participants E Learning</p> <p>£3,473</p>	<p>To provide knowledge and information on data security, data protection and FOI procedure. Bobs Business was introduced and the training courses are emailed directly to the employees. All employees have been asked to participant in the FOI training.</p>
PDR Training	<p>7 Participants In-house event</p>	<p>To provide new managers with support. Going through the paperwork, process and objective setting. Discussing the appropriate skills set required so they are confidence to take part in productive PDR process.</p>
Here to Help workshops	<p>207 Participants In-house event</p>	<p>The workshops are designed to give all staff the opportunity to contribute to the development of the Council's values and behaviours. The workshops will result in action plans being generated and implemented across the Council.</p>
Here to Help Bitesize	<p>279 Participants In-house event</p>	<p>These Bitesize events were designed to review and celebrate the Here to Help programme and its outcomes. Separate employee and Management sessions were held.</p>
Corporate Induction	<p>35 Participants In-house event</p>	<p>To welcome new staff to East Herts Council. To provide delegates with an understanding of the Council's vision and priorities, policies and procedures, benefits and welfare.</p>
Policy Briefing workshops	<p>25 Participants In-house event</p>	<p>To support the launch of the Absence Management and Disciplinary Policies.</p>
Dementia Friends	<p>41 Participants No cost</p>	<p>Two 1 hour information sessions on the signs and effects of dementia; enabling the participant to become a dementia friend. These sessions were in partnership with the councillors</p>

Target Audience:



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

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Corporate Learning and Development Programme 2015/16

Programme title	Target audience/Cost	Purpose
<b>CORE</b>		
SMG HAY Training	3 £3,500	To train SMG on the principals and process of the HAY Job Evaluation process
Commercial Awareness	2 & 3 £1500	In challenging market and economic conditions, employees need to have a greater awareness of external influences and commercial opportunities that should be explored.
Project Management	1 & 2 & 3 Approx cost £400 (delivered in partnership)	This highly practical course provides all the essential skills, tools and techniques that are needed to support the delegate in their project management role. The course concentrates on the practical techniques that you can apply directly back to the workplace.
Communication and Conflict Management customer focussed	1, 2 & 3 Approx cost £2,000	This programme will focus on how to handle conflict in the workplace and people in a stressed state. It will equip delegates with practical techniques they can use to communicate and perform effectively in any difficult work situation.
Financial and Procurement Training	1, 2 & 3 In – House (With a potential external cost up to £2,000)	To ensure all staff responsible for ordering, budgets and tendering are aware of and understand all Rules and Regulations, (EHC Procurement Regulations 2015, EU rules, UK Law, Financial Regulations 2015) and the roles and responsibilities of Procurement, Legal and Project Managers. This training will provide the skills and knowledge required to mitigate risks to officers and the council as a whole and will support the launch of the updated Financial Regulations 2015 and Procurement Regulations 2015.
Social Media Training	3 In-house/ E Learning	To provide knowledge and ensure understanding of the new Internal Communications strategy, Social Media Policy and to enhance staff skills and familiarity of social media sites and the role they play at East Herts Council.
Strategic Leadership programme	SMG (through Professional Development)	This programme develops practical strategic leadership skills immediately transferable to work. Participants will be equipped to challenge future service provision and lead and deliver successful change using "hard skills" of commercial and strategic decision making and "soft skills" of influencing, persuading, inspiring high performance and building cross functional teams, as well as gaining practical tools and techniques for leading change.
LA Challenge East	1, 2	This one day challenge is a team event, which will give employee the chance to gain a practical insight into how a local authority management team works. To work with colleagues from across the Council to improve joint working and engage in partnership working and political communication to gain a better understanding of the

		benefits this can bring.
<b>CORPORATE</b>		
H & S Awareness	1 & 2 & 3 Approx cost £1600 (From the Health and Safety Budget)	To provide delegates with the information and knowledge they need to work in a healthy and safe environment. To provide them with their key areas of responsibility and actions they are expected to take to ensure the safety of themselves and their colleagues. To support the H&S action plan. Including: <ul style="list-style-type: none"> <li>• Lone Working/personal safety</li> <li>• First Aid at Work</li> <li>• ISOH Managing Safely</li> </ul>
ELearning/Webinars programmes	1, 2 & 3 In-house/ E-learning £7,000	East Herts will roll out an annual e-learning programme. The programme covers a range of subjects. Webinars will also be promoted in the Council for employees to increase their knowledge on professional topics.
Vulnerability training	1, 2 & 3 Approx cost £2,000	This course aims to enable collection staff, bailiffs and supporting staff to better understand and identify different types of vulnerability. It also provides tools and strategies for dealing with vulnerable customers fairly.
Mediation Training	1, 2 & 3 £1,000	This programme covers all areas of the mediation process - from the role of the mediator through to managing deadlock and conflict.
IT application support/MS Applications	1, 2 & 3 Approx cost £5000	HR investigating to source e-learning packages for the Microsoft applications to enable the training to be accessible to employees. The training can then be applied when needed.
Mandatory/Legal	1, 2 & 3 Approx cost RIPA £875, PACE £875 Court Room £875 Verification training £1,100 Safe Guarding £400	To ensure delegates are compliant with legal issues and procedures. Including: <ul style="list-style-type: none"> <li>• RIPA training</li> <li>• Preparing a Prosecution file &amp; PACE</li> <li>• Verification training</li> <li>• Safe Guarding Adults</li> <li>• Court Skills</li> </ul>
Data Protection/FOI	1 & 2 & 3 ELearning £500	Bob's Business will continue to send out monthly courses to employees across the council.
PDR Training	1, 2 & 3 In-house	To provide staff at all levels, whether reviewing or being reviewed, the appropriate skills set and confidence to take part in productive PDR process. This will include the results and findings of the PDR Review 2015.
Managing Performance	2 & 3 In-house	To provide knowledge and information to assist in enhancing the performance of teams, through setting effective business objectives. Support PDR process.

## Essential Reference Paper C

Recruitment and Selection training	2 & 3 In-house event with possible external £1,000	Following the recruitment and selections review. Training will be devised to support managers through the recruitment process, ensuring managers recruit within the law.
Corporate Induction	1, 2 & 3 In-house	To welcome new staff to East Herts Council. To provide delegates with an understanding of the Council's vision and priorities, policies and procedures, benefits and welfare.
Note/minute taking skills	1 & 2 £750	This course has been a popular request from employees who need support to ensure they are capturing the correct points and main subjects when taking minutes or key notes as meetings.
Bite Size training	1, 2 & 3 In-house	Bite size training or seminars for all employees to launch policies/procedures/new ways of working/corporate policy or to share best practice techniques and tips. To support ideas raised through Here to Help bite size training sessions.
Networking	1, 2 & 3 In-house/ external	Employees are encouraged to pursue networking opportunities both internally and externally to increase knowledge and enhance skills.
Job Shadowing	1, 2 & 3 In-house/ external	Employees are encouraged to pursue job shadowing opportunities across the Council and with partners to increase their knowledge and skills.
NVQ	1, 2 & 3 External funding/ professional training budget	Employees are encouraged to pursue an NVQ qualification to support their role in the council. The following NVQ's are currently available to employees: <ul style="list-style-type: none"> <li>• Business Administration levels 2 and 3</li> <li>• Customer Services Levels 2 and 3</li> <li>• Team Leading Level 2</li> <li>• Management Level 3</li> </ul>
<b>PERSONAL</b>		
Deaf Awareness Training	1, 2 & 3 £1400	As part of diversity programme the deaf awareness team will present two sessions one in Wallfields and Bishops Stortford to discuss the needs and support out deaf customers need when visiting our offices.
Yoga/Pilates	1, 2 & 3 Neutral Cost	To be introduced as part of the Health and Wellbeing Strategy. The tutor would be paid for via the council and employees would be charged a subsidised fee to attended the event
Mindfulness At Work	1, 2 & 3 £1,000	Mindfulness looks at people's ability to focus attention on the situation at hand with the intention to observe the judgments we often make so quickly and choosing how to respond appropriately. This ability helps individuals step away from autopilot rote responses, see context and different perspectives more clearly leading to making

## Essential Reference Paper C

		smarter decisions.
Coaching/Mentoring	1, 2 & 3 In-house/ external cost up to £2,000	Using internal/external coaches/mentors to support different employees with exploring issues including work demands, planning projects, tackling new areas of work etc
Dementia Training	1, 2 & 3 In-house	An information session on the signs and effects of dementia; enabling the participant to become a dementia friend. These sessions will be opened up to the public so will be a mixture of staff and public.
Stop Smoking Support	1, 2 & 3 HCC	There are many agencies East Herts can work with to give the appropriate support to employees who wish to stop smoking. The support will help employees quit for good by building confidence and providing the required support and advice for the employee.
Staff Development Opportunities	1, 2 & 3 Unison	A range of training and development opportunities open to members of Unison.

Target Audience:

- 1 - All
- 2 - Team leaders, Managers, Senior Professionals/Specialist Roles
- 3 - Managers and Heads of Service

## **Additional bite-size training requests**

### **Managers Training requests**

- Team morale/motivation
- Dealing with difficult staff
- Ideas to motivate teams to invoke new thought processes for H2H.
- Managing morale
- Managing Staff
- Tips for managers in motivating demoralised staff members.
- Management techniques, perhaps stress, absence, performance, PDRS, time management etc.
- PDR's
- Flexi and General leave policies
- I think these are a useful reminder of the main council procedures and how to apply them in practice
- Sickness policy –( I think with the new sickness policy in place a review in about 6/9months would be good)
- Any changes in Policy – helpful to have changes pointed out rather than have to try and work it out, especially in policies not that familiar with
- Taking notes
- Report writing
- Time Management (refresher)
- New tricks for old teams (introducing new skills to teams with entrenched processes),
- Managing Managers (engaging with senior managers in a meaningful way)... as a manager the concept of a short tea/coffee session and a themed discussion with peers is quite an exciting one, and it would lend itself to almost any problem or hurdle we face... I would perhaps suggest using Hertford Theatre River Room as a venue to make the sessions even more informal, although the 10 minute walk down and back might eat into the “bite size” nature of the sessions

### **Staff training requests**

- Bite size sessions on policies that staff aren't aware of.
- Aim some of the training to Lone Workers who do not link into their respective teams as should happen and find ways to improve this.
- Asset disposal
- Future corporate bite size training that would be very useful for a number of staff is that of "procurement". Many of the rules on this are changing and it would seem to be an area on which corporate training would be extremely helpful
- Letter writing skills
- Email writing skills/etiquette
- Health and safety, insurance and risk management training

### **Improve communication/staff briefing/work shadowing**

- Communicating effectively
- Perhaps one that's based on our reflection to the public?
- An insight into different departments-How they run what they do. This would give a better insight into what the authority does. This will also help new recruits have a better knowledge.
- Not necessarily via bite size training – maybe via Staff Briefing – it would be good to have a greater appreciation of what other services do. Planning Policy has frequently given presentations on the District Plan process and it would be good to hear from other teams about their priorities.
- A quiz about different departments. For example; around their "Here to Help" actions, the department's functions and who's who?
- The bite size training might in future cover a particular element that a service was about to introduce to help both customer, services and Members. i.e we heard that customer services had developed a "Wiki" page – I would have liked to know if and how this could be rolled out within other sections – how this was "policed" etc in terms of content.
- Some comments in the group shared interest in finding more out about job roles from other departments to aid connectivity with other colleagues and as a Council as a whole.



- Anything that would update us on either our team or other helpful information regarding the authority

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Skills Build -2015/2016

Project Plan

<b>Skills Build – 2015/16</b>	<b>Sponsor: Emma Freeman Manager: Helen Farrell Support: Ryan Brock</b>
<b>Project Background:</b>	East Herts joined the EELGA ELearning contract Vine East in 2012. Our individual platform named Skills Build went live to all employees in 2013. In 2014 Vine East made changes to the host server and updated the main platform. This has given East Herts the opportunity to review the contents on the platform and look to re-launch Skills Build.
<b>Project Benefits:</b>	The benefits of E Learning are: <ul style="list-style-type: none"> <li>• All Employees can access the training courses</li> <li>• Employees can complete a course at a time convenient to them at home or in the office</li> <li>• Courses can be set up for certain groups of employees to complete</li> <li>• Participation can be monitored</li> <li>• The open courses are accessible as and when an employee needs them</li> </ul>
<b>Project Objectives:</b>	The current objectives are: <ul style="list-style-type: none"> <li>• To update the platform to ensure current employees can access the courses and leavers are removed</li> <li>• To ensure the current courses are fit for purpose</li> <li>• Re-launch the platform to all employees</li> <li>• Ensure that courses are uploaded and released to employees on a regular basis</li> <li>• Reporting is carried out on a quarterly basis to monitor participation and use of the platform</li> <li>• To research the core Microsoft e-learning courses</li> </ul>
<b>Project Deliverables:</b>	The required outcomes are: <ul style="list-style-type: none"> <li>• A successful re-launch of the Skills Build platform</li> <li>• Up-to-date and fit for purpose courses</li> <li>• Regular reporting of platform use</li> <li>• New courses added to the platform each month</li> <li>• 6 monthly review of the courses on the platform</li> <li>• To procure the core Microsoft e-learning courses</li> </ul>
<b>Success Criteria:</b>	The success of the project will be measured by the members of employees using the platform and the recommendations from employees/managers to add courses to Skills Build.
<b>Constraints:</b>	The constraints are currently system access issues and the pull of other projects that Officers are working on. Officers have been allocated a set period of time on the

	project.
<b>Key Assumptions:</b>	<ul style="list-style-type: none"> <li>• That Graduate will be available to support the initial set up of the re-launch</li> <li>• Managers will work with HR Officer to ensure the course content is correct and relevant to East Herts employees</li> <li>• Support will be given by the Head of HR and OD to implement the project</li> <li>• Managers will support the re-launch and encourage staff to access Skills Build and complete the courses</li> <li>• HR will report on Skills Build to CMT on a quarterly basis</li> </ul>
<b>Project Manager:</b>	<p>Helen Farrell, Human Resources Officer is the project lead. Helen has produced the project plan and will share the initial plan with Emma Freeman and Ryan Brock. Once the plan is agreed, Helen will monitor the project updating and reporting any issues to Emma Freeman.</p> <p>Helen with the assistance of Ryan will adapt and design courses on Composica and transfer them onto the Skills Build platform enabling employees to access them. Helen will also be responsible for keeping the platform up-to-date with new starters and leavers.</p> <p>Helen will also work with the Scrutiny Officer to develop key courses for the Councillors.</p>
<b>Project Sponsor:</b>	<p>Emma Freeman is the project sponsor. Emma's role is to support the project and give progress reports to CMT. Emma will also provide input on the types of courses that should be introduced to Skills Build through SMG feedback and to ensure the ELearning compliments the council's strategic learning programme.</p>
<b>Budget:</b>	<p>£7000 has already been paid to Vine East for the financial year 20015/16. This gives access to Vine East Central, Skills Build, Composica and support from Vine East and their partner CLS.</p> <p>£3,000 to enable the purchase or design if the core Microsoft programme e-learning courses.</p> <p>E-learning is funded from the corporate training budget</p>
<b>Project Start Date:</b>	1 April 2015
<b>Completion Date:</b>	June 2015 for the re-launch and the maintenance and growth of the platform to be on-going until the 31 March 2016. There will be progress reports every quarter.

**Course Responsibilities**

<b>Helen</b>	<b>Ryan</b>
East Herts Induction	Presentation Skills
Chairing a Great Meeting	Introduction into Local Government
Email Stress	Wellbeing
Managing Your Stress	Inclusion and Diversity
Making Every Contact Count	Introduction to Equality and Diversity
Code of Conduct	
Giving Supportive Feedback	
Listening Skills	
Practical Problem Solving	
Delegating Effectively	
Disciplinary Process	
Absence Management	
Meeting Essential Skills	
Homeworking	

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EAST HERTS COUNCIL

CORPORATE MANAGEMENT TEAM – 28 OCTOBER 2014

REPORT BY HEAD OF PEOPLE AND PROPERTY SERVICES

REVIEW OF TRAINING BUDGETS 2013/14 & 2014/15

WARD(S) AFFECTED:      NONE

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**Purpose/Summary of Report**

- To review the expenditure and allocation of the training budgets across the authority for 2013/14 and 2014/15

**RECOMMENDATIONS FOR CORPORATE MANAGEMENT TEAM: That:**

(A)	The recommendations as set out in the report are approved.

**1.0      Background**

1.1      The training budget for the council has historically been allocated into three codes:

- Corporate Training Plan (0538)
- Professional Training (0590)
- Training and Development (3620)

1.2      The Corporate Training Plan is managed centrally by the Head of People and Property Services to deliver the annual Learning and Development Programme. The Learning and Development programme is agreed each year by the Human Resources Committee and offers a selection of training and development to meet corporate and individual needs. The training and development needs are identified corporately and through individual PDR's.

- 1.3 The Professional Training budget is managed by service managers. The Professional Training budget is predominantly used for vocational qualifications and seminars. Employees can be sponsored to undertake vocational qualifications relevant to their role and their personal development.

All employees funded for a qualification from a professional training budget are required to sign a training agreement in line with the Professional Career and Vocational Study Policy. The approved policy entitles East Herts to re-claim a percentage of funding if an employee leaves the Council within two years of finishing their qualification. The training agreements are recorded centrally in Human Resources.

- 1.4 The Training and Development budgets are managed by service managers. The budget is broken down per employee based on the head count each April and distributed amongst the services for additional training and development. This budget can be used for service specific training events, seminars, conference or team building away days.
- 1.5 The purpose of the report is to review the Professional Training and Training and Development budgets to establish if they are fit for purpose, the budgets are being used appropriately and whether the budgets be allocated differently in future budget years.
- 1.6 The Corporate Training Plan is not included in this review as the budget is scrutinised on an annual basis by CMT, LJP and HR Committee.

## 2.0 **Report**

### **Training Budget Review**

- 2.1 In 2013/14 both the Training and Development and Professional Training budget were corporately underspent:

2013/14	Budget	Actual	Variance
Professional Training	£57,480	£32,028	£25,452
Training & Development	£43,790	£34,484	£9,306



Financial Support Services have tracked the Professional Training and Training and Development budgets back to 2007/08.

Records show that Professional Training (0590) was overspent in 2007/08 and has been underspent for the following 6 years.

Training and Development (3620) was underspent in 2007/08, overspent in 2008/09, then underspent for the subsequent 5 years.

- 2.2 Each budget manager received a template containing the training expenditure recorded for 2013/14. The templates provided details for both Training and Development and Professional Training codes where appropriate. The managers were asked to review the detail to ensure the budgets had been appropriately used for training purposes or give reasons why any non-related training expenditure had been coded to a training code.
- 2.3 Each budget manager also received a template for 2014/15. This template was designed for managers to indicate predicated and already allocated expenditure for 2014/15. The return rate was 100% for both exercises.
- 2.4 The training review feedback 2013/14 and 2014/15 has been collated and is attached in Essential Reference Paper B.

### **3.0 Review Outcomes**

#### **Training and Development**

- 3.1 The review of 2013/14 expenditure showed that managers are spending the training budgets on general training, conferences, seminars, continued professional development and professional qualifications.
- 3.2 Not all service's and teams have direct access to either a Training and Development and/or Professional Training budget. As part of the 2004/2005 training review, each Director decided how the Professional Training and Training and Development budgets would be allocated within their directorate. No Training and Development or Professional Training budgets have been surrendered as part of a budget challenge. ERP C contains a break down of the training budgets.

- 3.3 The training codes contained various credit card payments. On investigation it was found that the Council's credit cards are being used to pay for conferences and one day events where an organisation won't accept a purchase order.
- 3.4 The review highlighted that training was being coded to the wrong budget codes and finance have been allocating the expenditure to the appropriate code.
- 3.5 Managers use the Training and Development budgets to pay for professional qualifications and training. This could be because the team does not have access to a Professional Training budget or the differences between the two are not understood by the manager.
- 3.6 Two events Project Management and Legionella were funded from service Training and Development budgets. Project Management was delivered through the Corporate Training Plan at a more reasonable cost and the Legionella could have been delivered in-house through the Health and Safety training programme.

### **Professional Development**

- 3.7 The Council are currently sponsoring two members of staff to complete a qualification and there are outstanding requests from two service areas to sponsor a qualification but those managers do not have direct access to a professional training budget.
- 3.8 The professional budgets need to be appropriate for the relevant services areas as certain officers such as surveyors and environmental health officers have to maintain a minimum amount of CPD hours as part of their professional body membership. It is evident that some services fund CPD training and others do not.

## **4.0 Learnings**

- 4.1 As part of the PDR review the element of capturing the training requirements of the individuals and services needs to be scrutinised. This is to ensure training requirements are highlighted and recorded so the appropriate training can be delivered at a corporate or local level, without duplication.

- 4.2 The allocation of training budgets needs to be reviewed to ensure they meet the requirements of the service and the continued professional development of the employees in the respective services.
- 4.3 Managers need to receive budget training to ensure they understand the relevance of the training budget and the individual codes within it. There is a lack of consistency in the way the training budgets are managed across the Council.
- 4.4 The council is an AAT accredited employer which acknowledges our support to continued professional development in this area. The accreditation is due for renewal in August 2017.

## **5.0 Recommendations**

- 5.1 The training budgets are reviewed to ensure employees have equal access to training and development across the Council; enabling each service to have access to a Training and Development budget for service specific training events, seminars, conferences and team building away days.
- 5.2 Managers receive support and training to understand the budgets under their control.
- 5.3 The Professional Training budget to be managed centrally by Human Resources as part of the Professional Career and Vocational Study Policy to ensure the policy is consistently implemented across the Council.

### **Background Papers**

None

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## EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE: 8 JULY 2015

REPORT BY HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

## EMPLOYEE HANDBOOK

WARD(S) AFFECTED:      NONE

---

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

To approve the revised and newly designed Employee Handbook

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:</u></b>
---

<b>That:</b>
--------------

(A)	the revised and newly designed Employee Handbook be approved
-----	--

#### 1.0    Background

- 1.1    The council's Employee Handbook was last reviewed in 2011. The council's programme of policy review is after three years or sooner in line with legislation and best practice.

#### 2.0    Report

##### 2.1    **Key Changes**

- 2.2    The Employee Handbook has been updated to reflect current policies and practices within the council. It has been redesigned to give it a more professional look and make it more inviting to read.

- 2.3    The Employee handbook has been circulated to Senior Management Group (SMG) and Unison for information and consultation. Suggestions for changes to the Employee handbook have been incorporated into the Employee Handbook.

2.4 The revised Employee Handbook can be found at **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

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

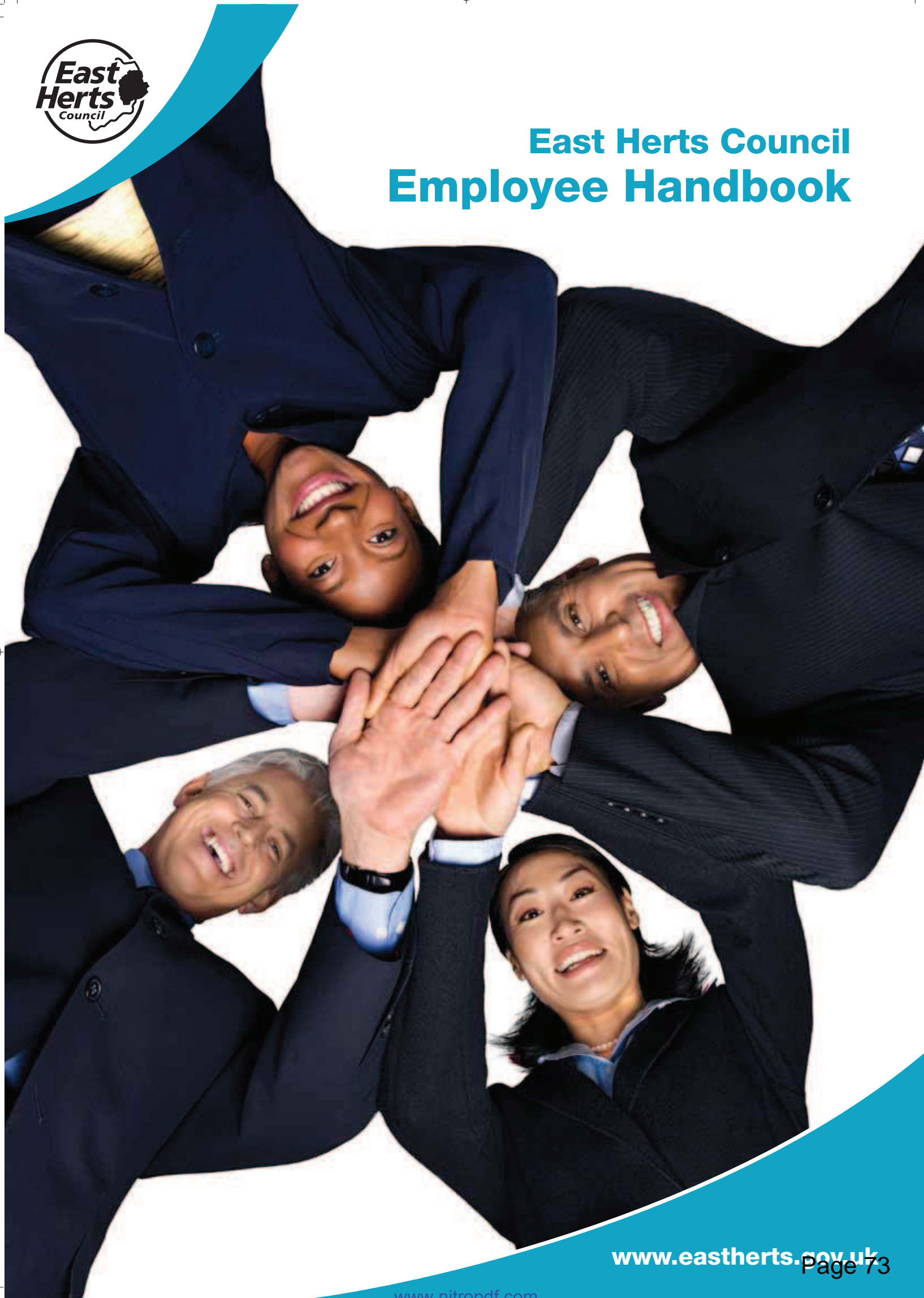
Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<b><i>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</i></b>  This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.
Consultation:	SMG, Unison have been consulted on the updated and redesigned Employee Handbook
Legal:	None
Financial:	None
Human Resource:	As detailed in the Employee Handbook
Risk Management:	None
Health and wellbeing – issues and impacts:	As detailed in the Employee Handbook

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# East Herts Council Employee Handbook



# East Herts Council

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N.B. The Council reserves the right to amend and vary the employee handbook. The employee handbook is updated every three years and therefore any policies or collective agreements that are agreed throughout the year will override the employee handbook.

# Introduction

## Welcome from the Chief Executive

Dear Colleague

Welcome to East Herts Council. I hope you will find this a great place to work and enjoy working as part of our team. Our primary reason for being here is to deliver good services to our residents and I believe we do that best when we find our time here worthwhile; both professionally and personally fulfilling. This handbook provides you with a guide to the council's employment policies, procedures and benefits.

That said, you are likely to have lots of questions not only about your work and work environment but also perhaps about your conditions of employment. If you don't find the answer in here, please don't hesitate to ask! Your manager will be your first point of contact and will be there to support and help you with any issues you may have.

Best wishes

Chief Executive

## The Council

The Council consists of 50 members, all of whom are Conservative. Elections are held every 4 years. The Council has an executive of 7 members, together with 3 scrutiny committees responsible for corporate business, community and environment.

## Our Vision and Priorities

The Council has a three year Corporate Strategic Plan which outlines the key corporate priorities for the Council. The priorities set out in the Corporate Strategic Plan are incorporated into the individual Service Plans which are produced annually by each Head of Service. For further information, please refer to the Corporate Information section of the intranet.

The Council's vision is;

*"To improve the quality of people's lives and preserve all that is best in East Herts."*

Alongside our partners that make up the Local Strategic Partnership, the Council aims to achieve this vision by working towards the following priorities:

- **People** - Fair and accessible services for those who use them and opportunities for everyone to contribute
- **Place** - Safe and Clean
- **Prosperity** - Improving the economic and social opportunities available to our communities

## The People Strategy

The People Strategy is the Council's framework for the delivery of people management over the next three years. Everyone has some responsibility for delivering the key people objectives identified in the strategy to succeed in developing a high quality workforce that delivers high quality services.

For more information about the People Strategy, please see the HR pages of the intranet.

# Here to Help

The Here to Help programme is an organisational development programme which commenced in January 2014 to allow managers and employees to contribute to the development of the Council's performance, values and behaviours.

The Here to Help programme is about celebrating what is good, sharing good practice, making things better and unlocking barriers.

It is about giving employees the opportunity to think about how we can improve the way we work together to deliver a high quality customer experience every time.



## Values and Behaviours

Our goal is to embed the core values and positive behaviours in everything we do and generate an organisational culture of continuous improvement where employees are engaged and empowered to make a difference every day.

East Herts Council's 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

All employees must clearly understand what is expected of them and must know how to actually demonstrate the Council's behaviours. Employees must show behavioural support for the cultural change and lead by example.

Here to Help values are discussed in 121's and are an integral part of the performance appraisal process (PDRS) and service planning.

The Here to Help programme plays a key role in helping to support the council in the future as we continue to improve the services we offer to our customers.

For more information about Here to Help, please view the Corporate Core pages of the intranet.

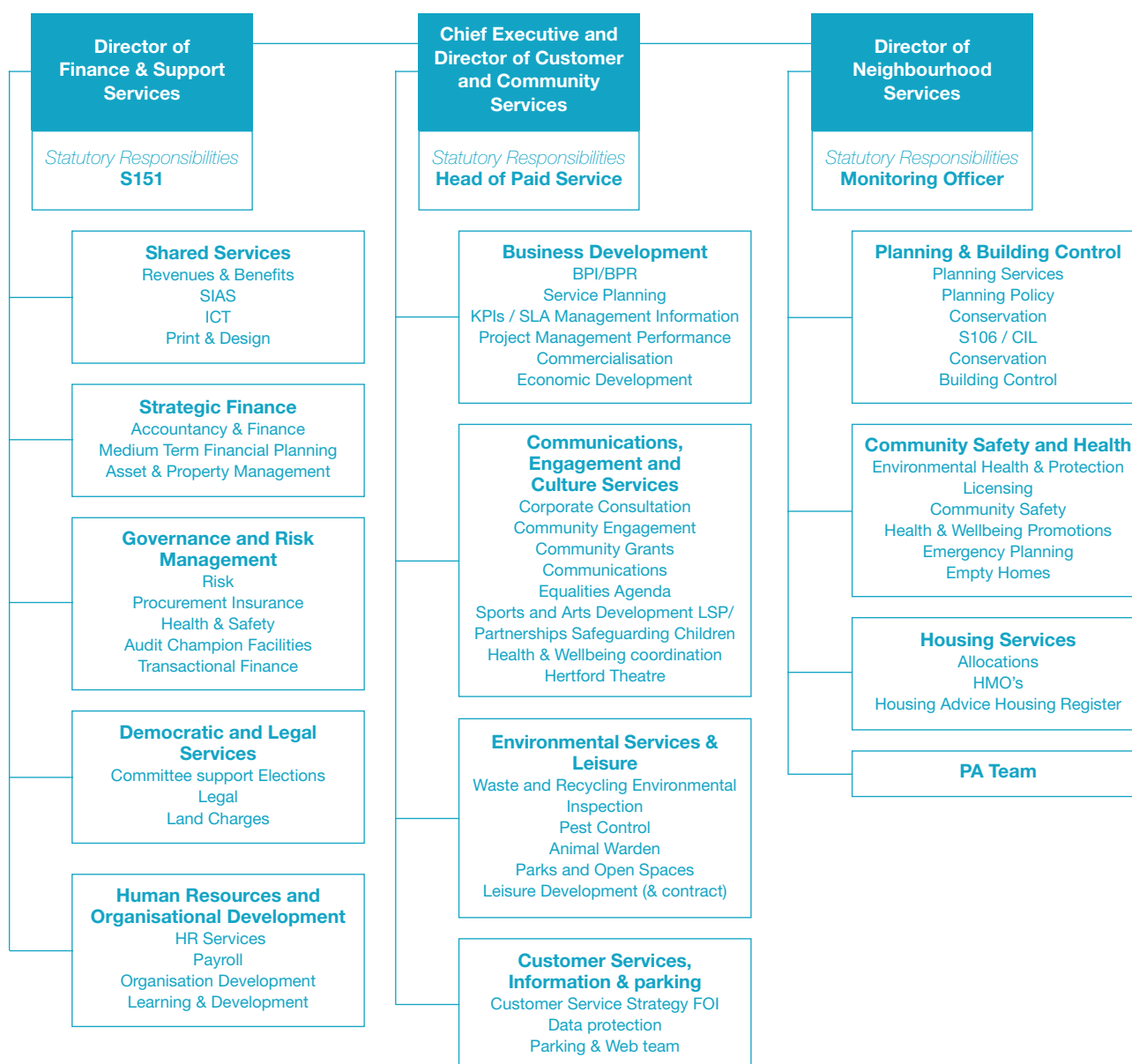


# The Structure of East Herts Council

The Council's employees are organised into three directorates in order to carry out the policies of the Council efficiently and effectively.

- Customer and Community Services
- Finance and Support Services
- Neighbourhood Services

## Corporate Management Team



## East Herts Council Offices



**Wallfields, Hertford Office**



**Charringtons House,  
Bishop's Stortford Office**



**Service Centre - Buntingford**



**Hertford Theatre**



## Consultation and Negotiation

The Council works in partnership with the recognised trade union, Unison, to ensure the health, safety and welfare of all employees and consults with employees on all matters affecting terms and conditions of employment. The Local Joint Panel (LJP) was established to ensure regular methods of consultation and negotiation between the Council and its employees on matters of mutual concern with the intent of maintaining and developing an efficient service.

The LJP is comprised of four Members of East Herts Council to be appointed annually by the Local Authority and an equal number of employee representatives from Unison.

The LJP will consider any relevant matter referred to it and make recommendations to Human Resources Committee (HRC) and/or a suitable Committee of the Local Authority as to the application of the terms and conditions of service.

The HRC's functions relate to all aspects of the Council's role as an employer, including the monitoring and strategic overview of HR activity.

For more information on the functions of LJP and HRC, please see the section of the internet, Councillors, Committees and Council Information.

## Investors in People (IIP)

The Council has achieved Investors in People status and has retained this accreditation since 2005. This means it prioritises the need to provide learning opportunities for employees. The Council recognises that it can only achieve its business objectives through a highly trained and motivated workforce. Please refer to the Human Resources pages on the intranet for further information on Investors in People.

# General Terms and Conditions of Employment

## Contract

Employees will be issued with a Contract of Employment prior to their start date with the Council. From time to time, variations in terms and conditions of employment will result from negotiations and agreement with the recognised Trade Union, Unison. Affected employees will be notified of any variations in a statement of change.

## Terms and Conditions of Service

Employees' terms and conditions of employment are in accordance with collective agreements negotiated occasionally by the National Joint Council for Local Authorities (NJC) and supplemented by local collective agreements reached with Unison.

NJC agreements directly affecting terms and conditions of employment currently cover pay, working arrangements, sick pay and car allowances.

## Probation Period

All new employees, including those with continuous local government service, are subject to a probationary period of six months. This is reduced to three months for secondments or fixed term contracts. Please see the Probationary Policy for more information.

## Continuous Employment

Continuous service in local government will be used to calculate any statutory redundancy payment, pension rights and will determine entitlement to sick leave, maternity, paternity, adoption, surrogacy and shared parental leave, annual leave and notice period.

## Pay

Salaries are paid on the 15th day of each calendar month or nearest working day before this if the 15th falls at the weekend, in twelve equal payments by BACS transfer. Payment is for the month in which it is paid i.e. on 15th January employees will be paid for the whole of January.

Salaries will increase by annual increments up to the maximum of the scale point within the grade, subject to satisfactory service. Increments will be due on the 1st April, unless stated otherwise.

A pay award, which is determined by the NJC, may be given on the 1st January each year; payments will be back dated should the agreement of the award exceed this date.

Employees who work within the East Herts region are entitled to a 'Local Weighting allowance'. This is not a contractual entitlement and is based on work location.

Dependent on the role, some employees will be required to work shifts or take part in a standby rota. If so, this will be specified in the employee's contract of employment, along with the associated rate of pay.

## Grades

The salary structure at the Council is based on grades. Each post has a grade and has a scale point range which determines the minimum and maximum level of basic salary. Jobs are evaluated using the Hay Job Evaluation Scheme to determine their grade.

## Hours of Work

The working week for employees on a full time salary is 37 hours, Monday to Friday. Offices must be covered between 9:00am and 5:00pm; working hours should be agreed with managers to accommodate this. Some positions require employees to attend evening meetings; this will be specified in the employee's contract of employment. The Council also operates a Flexi-time scheme.

For more details on this, please see the Flexible Working Policy on the Intranet.

## Annual Leave

Annual leave entitlement is determined by salary scale point.

Scale point	Holiday entitlement*
6-21	22
22-28	24
29-31	26
32-34	27
35+	28
5 years continuous local government service	+5 days

\*Basic entitlement excluding bank holidays

The Council operates an anniversary leave period commencing on the date an employee starts employment with the Council. After 5 years' continuous service in local government, employees are entitled to an additional 5 days' annual leave. Annual leave is subject to approval by line managers and should be taken in accordance with the Working Time Directive. Employees can carry forward a maximum of 5 days into the new holiday year with their line manager's consent.

Leave entitlement will be applied pro-rata and calculated in hours for part time employees, unless they work the same number of hours each day in which case they can convert it into days if they prefer. Those employees with a leave entitlement calculated in hours must book off the number of hours that they would normally work on that day when booking annual leave.

## Bank Holidays

In addition to the annual leave entitlement the Council grants the following statutory holidays to all employees:

- New Year's Day
- Good Friday
- Easter Monday
- May Day
- Spring Bank Holiday
- August Bank Holiday
- Christmas Day
- Boxing Day

Public holiday entitlement for part time employees is calculated as 1/5th of the working week. Therefore, please credit your flexi-sheet with a 1/5th of your working hours on every public holiday, regardless of whether it falls on your normal working day.

# Ending Your Employment

Employees must give the following notice:

Scale point	Notice required
Probation Period	1 week
6-34	1 Calendar month
35-50	2 Calendar month
51+	3 Calendar month

Employees should submit their letter of resignation to their line manager, sending a copy to HR and are required to work their full notice period. Employees should ensure that they take any outstanding annual leave during this period but must have consent from their line manager. Should an overpayment of salary occur employees will be required to repay this regardless as to how the overpayment has arisen. All Council property must be returned by the last day of service, including ID badges, uniforms and laptops.

## Retirement

If an employee wishes to retire early or take flexible retirement they may request this in accordance with the Retirement Policy which should be referred to for more information.

# Flexible Working

## Introduction

The Council has a commitment to facilitating, wherever possible, flexible working practices for employees while maintaining the delivery of high standards of customer service to the local community. The Council is committed to improving service provisions to meet the needs of the customer as well as providing its employees with a good work-life balance. Flexible working can help to achieve both of these objectives; it enables the Council to work more efficiently and effectively and helps employees to balance their work, home and personal priorities.

## Flexi-Time Scheme

Flexi-time is a method of working flexible hours during the day to accommodate both the needs of the service and the personal circumstances of employees. Flexi-time can be applied successfully to many service areas; although inevitably some jobs will not operate practically under this system.

For a more detailed guide to the Flexi-Time Scheme please refer to the guidance on the Human Resources Forms section of the intranet.

## Flexible Working

Flexible working involves a range of different working arrangements which allow managers and employees to utilise non-traditional working patterns. The Council has introduced a number of options for working flexibly such as compressed hours, job sharing, term-time working and reduced hours.

For more details about the types of flexible working that the Council offers, please refer to the Flexible Working Policy on the HR intranet pages.

## Home Working

The Council offers employees the opportunity to work from home, on either an occasional or regular basis. Some of the many benefits of home working include improved efficiency and productivity, greater flexibility in hours of work, a good work life balance and a reduction in travel time/commuting. For more information and how home working may apply to you and your role please view the Home Working Policy on the HR intranet pages.

## Overtime/Time Off In Lieu (TOIL)

Time worked outside the hours of 8:00am and 6:30pm may either be claimed as overtime or taken as time off in lieu, provided 37 hours have been completed that week and prior approval is obtained from the employee's line manager.

Employees over Scale Point (SCP 28) should take time off in lieu but may claim overtime with prior written approval from their Director.

Overtime will be paid at time and a half except where 37 hours have not been completed that week, when it will be paid at plain rate. Saturday working is paid time and a half and Sunday working paid at double time. The weekend rates apply regardless of whether 37 hours have already been completed that week. Overtime for officers above SCP 28 will be capped at SCP 28. Please see the Overtime Rules for more information.

On weekdays between 8:00am and 10:00pm time off in lieu (TOIL) will be awarded at plain time. TOIL will be awarded at premium rates between 10pm and 8am Monday - Friday and at weekends.

Premium rates (as defined in the Green Book) are:

- |                            |                           |
|----------------------------|---------------------------|
| • Monday to Saturday       | Time and a half           |
| • Sunday                   | Double time (min 2 hours) |
| • Public Holidays          | Double time (min 2 hours) |
| • Extra Statutory holidays | Double time (min 2 hours) |

Time off in lieu should be approved by line managers. Any time should be recorded on the back of the annual leave form. Time accrued should, if possible, be taken within a month. The leave form must be countersigned by line managers before time off in lieu can be taken.

All employees in receipt of an allowance to attend evening meetings or specified to do so in their contract of employment are entitled to no further payment. Any employees who have different terms and conditions specified in their contract of employment are not entitled to these payments.

# Working Time Directive

The Working Time Regulations, implemented on 1 October 1998 require that a “worker” must not work in excess of 48 hours per week averaged over a 17 week period unless they chose to opt out. For further information and an opt-out agreement form please view the Working Time Directive on the HR intranet pages. It should also be noted that, under the Working Time Directive, employees must take, at least, a 20 minute break when working more than 6 hours per day, irrespective of the job or shift pattern.

## Lone Working

The Council has a responsibility under Health and Safety at Work legislation to help all employees reduce the risks of lone working and to implement suitable and sufficient measures to ensure employees’ safety at all times when out of hours, off site or lone working is unavoidable. This may cover those parts of employees’ homes that may be considered an extension of the workplace due to agreed home-working arrangements.

For further information please refer to the Lone Working section on the intranet.





# Leave

## Introduction

The following are a summary of the types of leave and time off available to employees in varying circumstances. For more information please refer to the Human Resources Policy section on the intranet.

## Maternity

All female employees are entitled to take Maternity Leave of up to 52 weeks, regardless of their length of service. Maternity Leave and pay are separate entitlements and payment while on maternity leave varies depending on the length of employment. All employees with 26 weeks' continuous local government service by the 15th week before the expected date of childbirth are entitled to Statutory Maternity Pay (SMP). In addition, the Council pays an enhanced rate of maternity pay to employees with more than 12 months' continuous local government service.

## Paternity

Employees who are the biological father and/or the expectant mother's husband or partner (including same-sex partner or civil partner) are entitled to two weeks' paid Ordinary Paternity Leave. Ordinary Paternity Leave can be taken from the date of birth or up to eight weeks (56 days) from the birth and has to be taken in weekly blocks.

## Shared Parental Leave

Shared Parental Leave (SPL) enables eligible parents to choose how to share the care of their child during the first year of birth or adoption. Its purpose is to give parents more flexibility in considering how to best care for and bond with their child. All eligible employees have a statutory right to take Shared Parental Leave. There may also be an entitlement to some Shared Parental Pay (ShPP).

## Adoption

Employees are entitled to Adoption Leave if they have 26 weeks' continuous service before the beginning of the week when they are matched with a child. In terms of both leave and pay, Adoption Leave has the same conditions as Maternity Leave and Shared Parental Leave.

## Surrogacy

Employees who are the intended parents of a surrogacy arrangement will be eligible for Statutory Adoption Leave and Pay and for Shared Parental Leave (SPL) and Shared Parental Pay (ShPP).

## Parental Leave

There is a right for both parents to take up to 18 weeks' unpaid Parental Leave per parent per child. For qualifying conditions please view the Family Friendly Policy.

## Unpaid Leave – Time off for Dependents

Employees will be allowed reasonable unpaid time off to take the appropriate action necessary to resolve or deal with an unexpected issue which has arisen because of a dependent.

## Discretionary Leave

Directors have the discretion to grant to employees up to 5 days' paid leave per annum. Discretionary leave will normally be used by employees who need to be with a seriously sick dependent or relative; however, the circumstances of each application will be considered thoroughly.

# Sickness

## Notification and Certification of Sickness Absence

Employees must contact their manager by telephone if they are absent from work due to illness, injury or any other health problem on every day of absence for the first 7 days of absence. If their manager is unavailable they should contact another member of the team. The employee must also confirm when the sickness started, how long they expect to be away from work and the reason they are sick. In exceptional circumstances, if the employee is too ill to notify their absence themselves then they can arrange for someone to do this on their behalf.

Employees must keep their line managers up to date if the reason for the absence changes or if the absence is expected to last longer than originally stated.

For each occasion of sickness absence, employees must complete a self-certification form for the first seven calendar days (including weekends and public holidays). Self-certification forms should be countersigned by the line manager, who will forward the documentation to Human Resources.

If the absence continues beyond seven calendar days then the employee must keep their manager informed of the progress of their illness on at least a weekly basis and obtain doctor's certificates to cover the length of the sickness period (from day eight). In cases of continuing absence these should be consecutive. Employees must forward doctor's certificates immediately to their manager who in turn will forward these onto Human Resources.

Every absence must be certified and recorded to ensure correct payment of sick pay and to ensure that accurate records are maintained. Failure to comply with the certification and reporting procedures may result in loss of sick pay. Misleading or false statements may be dealt with under the Council's Disciplinary Policy.

If an employee is absent from work through sickness they must refrain from working elsewhere. If this situation were to arise it may be dealt with under the Council's Disciplinary Policy.

Length of Service	Sick Pay Entitlement
During 1st Year	1 month's full pay and 2 months' half pay
During 2nd year	2 months' full pay and 2 months' half pay
During 3rd year	4 months' full pay and 4 months' half pay
During 4th and 5th year	5 months' full pay and 5 months' half pay
After 5 years	6 months' full pay and 6 months' half pay

For a more detailed guide to procedure regarding sickness please consult the Absence Management Policy which can be found on the HR intranet pages.

## Leave for Medical Reasons

Employees should use their flexi hours for the following:

- GP appointments
- Dental appointments
- Optician appointments
- Fertility treatment

Employees are entitled to paid time off for the following appointments:

- Medical screening as deemed necessary by their GP
- Hospital appointments following a referral by their GP

These must be outpatient appointments; if you are required to stay in hospital your absence is classed as sick leave.

## Bereavement

When an employee suffers the loss of an immediate family member, for example, partner, parent or sibling, the employee is entitled to 5 paid days' leave, to include the day of the funeral, on or around the time of bereavement.

When an employee suffers the loss of a relative or friend, the employee is entitled to 1 day's paid leave to attend the funeral.

## Carers

The Council recognises that some employees have caring responsibilities and these individuals may need support to combine work with care; please view the Carer's policy for information about the support and leave available to employees.

# Benefits

## Local Award

Employees will be eligible to receive the Local Award of 2% of their basic salary, subject to performance, after 3 years' service (from the employees' original start date with East Herts Council) in accordance with East Herts Council's policy. There is no automatic entitlement to the award; it will depend on service being entirely satisfactory in the previous six months.

This scheme is not a contractual entitlement and East Herts Council reserves the right to withdraw the Local award on an "across the board" basis.

## Pensions

Employees will be brought into the Local Government Pension Scheme (LGPS) from their start date. This is a career average scheme. Every year, you will build up a pension at a rate of 1/49th of the amount of pensionable pay you received in that scheme year (or half this rate for any period you have elected to be in the 50/50 section of the scheme). The amount of pension built up during the scheme year is then added to your pension account and revalued at the end of each scheme year so your pension keeps up with the cost of living. Simply, this means that for every £49 that you earn and pay contributions on you'll get £1 of pension added to your pension account each year.

For more information, please visit [www.lgps.org.uk](http://www.lgps.org.uk)

## Life Assurance

The Council arranges Group Life Insurance for employees on the Council payroll system (including casuals). Arrangements are put in place for employees aged from 18 to their 70th birthday. This excludes:

- Secondments
- Agency/Temporary staff
- Personnel shared with another Authority, if the other Authority is the employing Authority

The benefit payable is 1.5x gross annual salary, inclusive of local weighting and local award (bonuses, overtime, out of hours' allowance, election payments, standby hours etc. are excluded). Payment is subject to policy terms and conditions and Insurer's acceptance of individuals.

# Car Users

## Essential Car Users

Any employee who completes over 2000 business miles per annum (pro rata for part-time employees) is classed as an essential car user. Essential car users receive a monthly allowance and are entitled to claim mileage allowance towards travel for business purposes. For part-time employees the monthly allowance is pro-rated on the basis of annual hours worked.

Business mileage for all posts will be reviewed annually in December to determine eligibility for mileage allowances the following year.

## Casual Car Users

Employees who are not classed as essential users are entitled to casual mileage allowance; this means they can claim mileage expenses for travel for business purposes.

For more information on mileage rates and to obtain a mileage claim form, please go to the Payroll Forms page on the intranet or view the Expenses Policy. All forms must be authorised by line managers before any payment will be made. Claims older than three months will not be paid.

It is the responsibility of employees undertaking official journeys on behalf of the Council to be sure that they have adequate motor insurance cover, i.e. extended to include business use. Many private motor insurance policies do not cover business use as standard. Daily commuting to and from the usual place of work will not invalidate policy cover; however, any deviation or another journey in connection with Council business may, including attending a training course at another site.

There is no insurance industry standard, so it is recommended that employees explain the purpose of journeys to their insurer and seek confirmation that appropriate cover is in place.

Employees driving for business purposes must also hold a full UK driving licence and an MOT if the vehicle is three years or older. Employees are required to show their managers these documents annually.

# Subsistence

Employees are entitled to reclaim expenses incurred, such as meals, while away from the office on business. A claim form must be submitted with a receipt attached. An allowance will be paid of the actual expense incurred up to a locally determined maximum. Please see the Expenses Policy on the intranet for subsistence rates and the expenses claim form.

## Car Loan

The Council offers all employees who require a car to carry out their duties for the Council a loan to buy a car. This loan is then paid back with interest by way of salary deduction. Please see the Car Loans section of the intranet for more information and to download an application form.

## Long Service Awards

After 20, 30 and 40 years' continuous service with the Council, employees are rewarded with a lump sum to thank them for their service. They will also be presented with a long service framed certificate.

## Retirement Gift

The Council rewards employees aged 65 or over, with 10 years' service upon retirement, with a lump sum to thank them for their service.

## Sharing the Caring (give as you earn)

Employees can donate to their chosen charity through the payroll system which allows the charity to receive a tax free donation. If you are interested in donating money to your chosen charity in this way, please contact the HR service to request a form. Upon receipt of your completed form, arrangements will be made for the required amount to be deducted from your monthly salary.

For more information, please visit [www.sharingthecaring.org.uk](http://www.sharingthecaring.org.uk)

## Childcare Vouchers

The Council has introduced as part of its family-friendly initiative, a more flexible way to meet the costs of childcare. Childcare vouchers are paid for through the payroll system and receive tax and National Insurance relief. They, therefore, represent a saving for employees who receive them as part of their total employment package. Childcare vouchers have become the recognised payment method for childcare in the UK and can be exchanged, in whole or part for childcare services including nurseries, after school and holiday clubs and child-minders. For more information refer to the Computer Share website [www.computersharevoucherservices.com](http://www.computersharevoucherservices.com)



## Cycle to Work Scheme

The Council participates in a Cycle to Work Scheme, with Halfords as our provider, which means that the Council can offer employees bicycles and accessories as a tax-free benefit.

Bicycles and accessories are loaned to employees via a salary sacrifice arrangement whereby the costs of loaning the equipment are offset by deducting the amount from the employee's gross pay. Employees will save tax and National Insurance on the part of the gross salary sacrificed.

At the end of the loan period the Council gives the employee the option to purchase the equipment at a fair market value, which will be substantially less than the original cost of the equipment.

All employees are entitled to a 10% discount at Halfords, regardless of whether they have taken up the scheme.

For more information, please view the HR intranet pages.

## HertSavers Credit Union

The Council is a member of HertSavers Credit Union which is a not-for-profit financial co-operative that is owned and controlled by its members. Members of credit unions pool their savings together; these savings then provide funds from which loans can be made. Credit Unions are regulated and authorised by the Financial Conduct Authority (FCA) who oversee all banks and building societies and provide protection for members' money.

Benefits to employees include:

- An easy way to save whereby money is transferred to their Credit Union savings account via payroll deductions
- All members receive an annual dividend on their savings
- Access to low cost loans that are responsibly lent
- Automatic free life insurance on both savings and loans
- Assists employees in the management of their money and encourages regular saving

For more information, please view the HR intranet pages.

## Eye Tests

The Council will provide employees with eye care vouchers to cover the cost of eye tests every 2 years and will make a contribution towards lenses that are required for either Visual Display Unit (VDU) or non-VDU use. Please refer to the Health and Safety pages of the intranet for further information.

# Employee Assistance Programme (EAP)

The EAP is a confidential advice, information and counselling service available to all employees and their immediate family household members – including dependents currently living away from home, such as children at college or university. If counselling is required, the first four consultations are free. The EAP is available 24 hours a day, seven days a week for expert independent advice and guidance on a wide range of subjects. Further details can be found on the HR intranet pages.

## Unison

The Council works in partnership with Unison to consult with employees on important issues affecting them. The Council acknowledges the value of trade union membership for its employees and encourages employees to join.

Unison, with nearly 1.3 million members across the public sector, is Britain's biggest trade union and is the one recognised by the Council through a formal Recognition Agreement.

A full list of all the Branch officers is displayed on the Unison intranet page.

To become a member, employees should complete the application form that can be found on Unison's page on the intranet. Please note: the form cannot be completed online and should be returned to one of the Unison members at the Council.

The cost of joining depends on an employee's pay scale and is also found on the application form. Being a member of Unison entitles employees to a huge range of benefits which are shown on the intranet page.

Finally, as laid down in the recognition agreement, Unison participates fully in the Local Joint Panel where Councillors and employee representatives discuss important issues affecting employees. If an employee would like something raised on their behalf they should speak to their local Branch Officer.

## Employee Discount at East Herts Leisure Facilities

Employees can receive a discount on leisure facilities at the following sports centres across the district:

- Hartham Leisure Centre, Hertford
- Grange Paddocks Pool and Gym, Bishop's Stortford
- Ward Freeman School pool, Buntingford
- Fanshawe Pool and Gym, Ware
- Leventhorpe Pool and Gym, Sawbridgeworth

For details of the employee discounts available, please see the Employee Benefits page on the intranet.

## Hertford Theatre

Employee discounts are available at Hertford Theatre. Council employees can also see shows for free by volunteering to be an unpaid member of the front-of-house team.

## Kaarp Benefits

The Council subscribes to the Kaarp Voluntary Benefits website. Employees are able to take advantage of any of the offers available. Offers include days out, theatre tickets, holidays, restaurants, CDs, DVDs, car insurance, and much more. For more information, please go to [www.kaarp.co.uk](http://www.kaarp.co.uk)

# Performance Development & Training

## Performance Development Review Scheme (PDRS)

The performance development review is a two-way process designed to record an assessment of performance, giving recognition of performance and contribution and to look back on what has been achieved. Previous objectives will be reviewed and revised and new objectives will be agreed as part of the changing priorities and service plan. The PDRS process should be ongoing throughout the year using 1-1's to review progress and there should be no surprises for the employee at the review meetings.

There are two formal reviews of both performance and learning development needs every year. The PDR Scheme consists of three elements; a review of the past year to discuss existing objectives, an opportunity to review competencies against the Council's values and behaviours, identifying learning and development needs and an action plan to set targets and objectives for the future.

Each employee has a responsibility for their own learning and development. It is essential that all employees:

- Take an active part in the PDRS process
- Share responsibility for identifying development needs
- Take advantage of learning and development as identified

As part of the PDRS, managers will assist employees in creating learning and development plans and will:

- Help employees to identify their specific learning and development requirements
- Prioritise their needs within given constraints
- Select the most appropriate, cost-effective solution to ensure their needs are met.

Ongoing monitoring of performance both throughout and after learning and development is essential to ensure the benefits are optimised.

Reflecting on the development and deciding whether it achieved the learning objectives and whether the service and/or the employee benefited from it, is a key part of the process. For more information, please view the PDRS pages on the HR intranet pages.

## Learning and Development

The Council aims to provide learning and development opportunities to all employees to ensure that they are equipped with the knowledge and skills they require to carry out their job role effectively and also, to provide employees with opportunities for career development. Please refer to the Training and Development Policy on the HR intranet pages for further information.

The Council publishes an annual Corporate Learning and Development Plan which is monitored during the year to ensure it is meeting the needs of the organisation and the individual. The plan is designed to meet the range of different corporate training and development needs.

Each Service has a separate training plan and budget which includes service specific training and CPD events including seminars and conferences.

The Council also supports professional development and employees are encouraged to discuss with their manager how they can develop their skills and knowledge to support their current role or future career plans.

Corporate training is advertised in Team Update, the Council's employee magazine and in a training bulletin which is sent to all employees by email on a monthly basis.

For a copy of the Corporate Learning and Development Plan, please go to the Learning and Development intranet pages.

## Secondments

The Secondment Policy demonstrates the Council's commitment to the development of all employees, both for their current roles and for the individual and organisational changes and challenges of the future.

The Secondment Policy works in conjunction with other learning and development initiatives within the Council to offer internal and/or external opportunities for individuals to take up different posts for a specific period of time in order to provide temporary cover, i.e. for maternity leave in another service. For further information, please refer to the Secondment Policy on the HR intranet pages.

# Professional, Career and Vocational Development

Employees can apply for sponsorship and limited paid time off for professional, career and vocational training which leads to formal qualifications. Please see the Professional, Career and Vocational Study Policy for details on criteria for approval, the application process, sponsorship amounts and study leave.

## Training Courses and Day Release

Paid time off will be given to employees participating in training events and/or day release courses subject to approval by their line manager.

## Career Breaks

The Council recognises that during an employee's working life there will be times when personal commitments may take priority over work e.g. bringing up children; longer term care for sick or elderly relatives or pursuing a course of further education. The Council offers employees with at least two years' continuous service with the Council the opportunity to take a career break to accommodate such personal commitments.

A career break enables an employee to take an unpaid break from work for personal reasons and maintain continuity of service with the Council. The minimum break is three months and the maximum break is one year. Please read the General Leave Policy and Procedure on the HR intranet pages for further details.





# Rights and Responsibilities

## Equality & Diversity

The Council is firmly committed to providing and promoting equality for all its employees and the wider community. The Council has adopted this policy to ensure equality, diversity and social inclusion influences the way we provide services and the employment of staff. The Council will seek to ensure applicants and employees with disabilities receive full and fair consideration for all types of job vacancies, as well as for training, career development and promotion. The Council is signed up to the JobCentre Plus 'Two Ticks' Scheme to help protect against discrimination at recruitment level. A full copy of the Council's policy on Equal Opportunities can be found on the intranet or through the 'equality officers' task group'.

## Grievance Procedure

In the majority of cases employees can resolve their concerns through informal discussion with their line manager. However, if the issue cannot be resolved in this way, the Council's Grievance Procedure enables individual employees to raise their grievance through formal processes to resolve disputes internally. For further information, please read the Grievance Policy on the HR intranet pages.

## Disciplinary Procedure

The Council's Disciplinary Procedure has been established to help and encourage all employees to achieve and maintain appropriate standards of conduct in support of its Vision Statement, Corporate Priorities, Values and Behaviours and Service Plans. For further information, please read the Disciplinary Policy on the HR intranet pages.



## Managing Performance Policy

The Council's Managing Performance Policy has been established to help and encourage all employees to achieve and maintain appropriate standards of performance and contribution in support of its Vision Statement, Corporate Priorities, Values and Behaviours and Service Plans. For further information, please read the Managing Performance Policy on the HR intranet pages.

## Harassment and Bullying

All Council employees should be treated with dignity and respect and as an employer the Council has both a legal and moral duty to protect its employees against harassment and bullying. For further information, please read the Harassment and Bullying Policy on the HR intranet pages.

## Confidential Reporting Code

The aim of the confidential reporting code is to provide employees with the opportunity, without fear or recrimination, to disclose any allegations of malpractice within the Authority, any impropriety or breach of procedure or any deficiency in the delivery of the service. Please refer to the Disclosure (Whistleblowing) Code on the HR intranet pages to find out how to use the code.

## Anti-fraud and Anti-Corruption

East Herts Council has a culture of zero tolerance towards fraud and corruption. The public are entitled to expect the highest standards of conduct from all Council employees. Council workers have an obligation to avoid conflicts between their private interests and their duty to East Herts Council and should use their best endeavours to avoid any weakening of public confidence in the conduct of the Council's business.

## Code of Conduct

The aim of the Code of Conduct is to ensure that all employees are clear that the highest standards are followed and to protect employees from misunderstanding or criticism. It is important to adhere to the standards of conduct set out in the Code as a breach of these standards may lead to disciplinary action. The Code must be read and followed by all employees. The Code of Conduct can be found on the HR intranet pages.

## Alcohol, Drug and Substance Misuse

The 1974 Health and Safety at Work Act requires the Council to ensure, so far as is reasonably practicable, the health and safety of its employees at work. It also owes a duty of care to third parties to take reasonable care to ensure that they are not exposed to risks to their health and safety because of substance misuse or drug and alcohol related negligence. All employees are reminded that arriving at work under the influence of alcohol or banned or misused substances is considered gross misconduct and as such will be subject to disciplinary action. For further information, please read the Alcohol, Drug and Substance Misuse Policy on the HR intranet pages.

## Smoke-free Workplace

The Council operates a smoke free work place. Please refer to the Smoke-free Workplace Policy for full details.

## Data Protection

The Data Protection Act 1998 (DPA) replaced and broadened the Data Protection Act 1984. The purpose of the Act is to protect the rights and privacy of individuals and to ensure that data about them is not processed without their knowledge and wherever possible, is processed with their consent. The DPA covers personal data relating to living individuals and defines a category of sensitive personal data which are subject to more stringent conditions on their processing than other personal data.

It should be assumed, as a general rule, that any personal data relating to an identifiable living individual held by East Herts Council, in any form, is covered by the DPA.

East Herts Council is a data controller in respect of the data for which it is responsible. This means that East Herts Council is responsible under the DPA for decisions in regard to the processing of personal data, including the decisions and actions of external data processors acting on East Herts Council's behalf (i.e. contractors/suppliers).

The DPA requires that personal information should be processed fairly, stored safely and not disclosed to any other person unlawfully. East Herts Council is committed to protecting the rights and privacy of individuals in accordance with the requirements of the DPA. For further information, please refer to the guidance on Data Protection on the intranet pages and the Council's policy for Handling Personal Data.

## Webcasting and the Right to Report

All employees should be aware that webcasting is used for certain committee meetings. The recordings of these meetings will also be available on the Council's internet site. Employees attending these meetings may be filmed as part of the proceedings. Any images created by the Council will be kept in accordance with the Data Protection Act.

All employees should also be aware that, following recent legislation, members of the public are permitted to record committee meetings. As members of a public body there can be no expectation of secrecy or anonymity and employees may be filmed as part of these meetings.

If an employee finds this a cause for concern the individual will need to alert their line manager or Human Resources. The individual's decision and its impact on their ability to perform their role at committee meetings will then be explored.

## Data Quality

Data quality plays an important part towards contributing to the delivery of the Council's corporate priorities.

Data quality is the responsibility of every employee whether they are inputting, extracting or analysing data from any of the Council's information systems. Each employee should be aware of their responsibility in relation to data quality; however, some officers will play a greater role in data quality than others.

East Herts Council has a data quality policy in place to act as a regulator for data. This means that data coming in and out of the authority has a set of standards for data to conform to. This will not only protect the interests of the public but also, the interests of all those who provide data to the council. Please refer to the Data Quality Strategy on the Publications and Procedures section of the intranet for further details.



## ICT and Acceptable Use of Emails

All employees must sign and adhere to the 'policy for the use of information and communications technology and equipment'. Any employee who does not sign this agreement will have their internet access removed. The Council has also published 'best practice' guidelines for all employees with regard to the acceptable use of emails. Email misuse and/or inappropriate content may lead to disciplinary action. Please refer to the Data Quality Strategy on the Publications and Procedures and the ICT and Acceptable use of Emails section of the intranet for further details.

## Social Media

Social media opens up many new and exciting opportunities. It is part of East Herts Council's Communication Strategy to engage effectively with social media. However, employees have both an opportunity and a responsibility to manage and protect the Council's reputation online and to selectively participate and engage in the online conversations that mention us on a daily basis.

The Council's Social Media Principles detailed in the Social Media Policy will ensure these are maximised for the Council. However, there are many potential issues to consider – as individuals outside work, as employees and as an organisation.

The Social Media Policy provides clear guidance about personal and business (on behalf of the Council) use of social media. This policy is part of the Information Security Policy and links with the Council's other ICT User Policies and the Officer Code of Conduct, in particular the Disclosure of Information.







# Health and Wellbeing

## Health and Safety

The Council is committed to providing a safe working environment for all. All employers have a duty of care for the health and safety of their employees. The Council expects everyone - employees, volunteers, contractors, suppliers and temporary or agency employees - to give health and safety the same importance. The Council's policy on health and safety must be adhered to at all times.

It is the responsibility of all employees, temporary, contract or agency employees to familiarise themselves and comply with the Council's Health and Wellbeing Strategy and Health and Safety Policy. All employees also have a responsibility for the health and safety of themselves and others who may be affected by their acts or omissions of action and to familiarise themselves with:

- The Council's Health and Wellbeing Strategy
- The Council's Health and Safety Policy
- The General statement of Health and Safety
- General safety arrangements
- Safe systems or work
- Risk assessment control and elimination
- Instructions and advice provided for the safe use of plant and equipment
- General advice, information and guidance provided for the benefit of the health and safety of all Council employees

Please refer to the Health and Safety intranet pages where you will find the most up- to-date information.

## First Aid

First aid notices can be found on notice boards and on the Health and Safety intranet pages.

Site	Number of First Aiders	First Aid Room
Hertford	5+	1st Floor opposite Council Chamber
Charrington's House	3+	Staff rest room on the ground floor
Buntingford	1+	Treatment area on the ground floor

Please remember that no medicines, not even analgesics, should be offered unless under the direction of a fully qualified person or medical practitioner.

Please refer to the Health and Safety intranet pages where first aid procedures are kept fully up-to-date.

## Fire Safety and Evacuation Procedures

All employees should be aware of the fire safety and evacuation procedure and ensure they know where the nearest two fire exits are in relation to the area in which they work. Please refer to the Health and Safety intranet pages where the fire safety and evacuation procedures are kept up to date and to view the fire evacuation points and assembly areas for Wallfields, Charrington's House Buntingford Service Centre and Hertford Theatre.

## Wellbeing

The Council's Health and Wellbeing Strategy is all about supporting good health outcomes for all those who live, work and visit East Herts. Amongst the Council employees and members this is about "Creating health and work together" one of the priorities which seeks to promote the workplace as a healthy environment and encouraging all employees to recognise their public health contribution in their work role. One of the projects planned for 2015 is for an employee and member health and wellbeing intranet site which will see a number of health opportunities and initiatives developed featuring the Five Ways to Wellbeing themes and featuring the Here to Help aspects which support these. For further information, please refer to the Health and Wellbeing intranet pages.

## Occupational Health

The Council is committed to ensuring the health, safety and welfare of all employees by providing an Occupational Health Service. The role of Occupational Health Service is to:

- Monitor the health of employees in accordance with the Council's Absence Management Policy
- Help identify health problems and fitness for work issues at an early stage
- Formulate rehabilitation programmes/return to work strategies
- Work closely with line managers and Human Resources
- Promote employee wellbeing and healthy living

Managers wishing to refer employees to Occupational Health or employees who would like to self-refer should consult the Occupational Health section on the HR intranet pages.

# General Information

## Induction

On an employee's first day at the Council their line manager should complete a short informal induction; this includes; a tour of the building and introduction to employees at their site of work, the completion of any necessary paperwork, a brief guide about day-to-day important information and a chance to ask their manager any outstanding questions.

New employees should also attend the 'Getting to Know the Council' corporate induction day and line managers should notify them when they have been booked to attend this. The corporate induction is aimed at supporting new employees through their first few months with the Council and includes information about:

- Getting to know the Council
- The structure of the Council
- The services the Council provides
- The Council's Values and Behaviours
- How information is communicated to employees
- The working environment including the Council's policies and procedures
- The benefits the Council offers employees and
- Advice on how to seek help.

## Standards of Dress

The Council considers the way we dress and our appearance to be of significant importance to ensure we portray a professional image to all our customers whether they are Councillors, visitors, residents of the district or colleagues.

Employees are expected to dress appropriately for the duties of their post and are encouraged to adopt a common sense approach with regard to the clothing and jewellery they wear to work. All external business meetings and contact with the public do require business dress, while a more casual approach is acceptable for employees working in the back office environment (jeans, t-shirts with logos or trainers are not allowed).

The Council operates a "dress down Friday" where employees may wear jeans and t-shirts. However, employees must ensure that casual dress is appropriate for the workplace.



## Uniforms and Protective Clothing

Employees will be informed in their Contract of Employment if they are required to wear a uniform as part of their job. Uniforms must be worn during working hours and must be kept clean and presentable at all times.

Employees in roles that require protective clothing or footwear must wear this whilst carrying out their duties in accordance with health and safety requirements. Individuals that are unsure about such requirements should discuss this with their manager.

Employees attending training course do not need to wear uniforms or protective clothing, provided they are not performing their usual duties on the day.

## ID Badges

Every employee is issued with an ID badge. New employees should inform their line manager if they do not receive one. Employees are required to display their badge at all times whilst undertaking Council duties.

## Car Parking and Car Park Permits

The Council has free car parking facilities and your line manager will inform you where you are able to park. East Herts has adopted a car parking procedure to ensure fair allocation of spaces at its offices. All employees who wish to use the car parking facilities must display an East Herts car park permit. Special permits will be issued to those who require parking at East Herts car parks across the district to carry out their role.

Please see the Car Parking Procedures Policy on the Staff Parking intranet and contact the Facilities Management service to obtain your car park permit

## Lift share

East Herts has signed up to a car share scheme where the database can be shared not only across the district council but with potential partners up at County Hall too. Employees don't even have to have a car to take advantage; just a willingness to share the petrol costs.

Sharing the journey not only reduces the costs for the employees, it also takes pressure off the car parking spaces at Wallfields, County Hall and in the overflow public car park. It also helps the green agenda because of the environmental benefits of fewer cars on the roads, leading to reduced pollution and carbon emissions.

For more information, please refer to the Liftshare page on the intranet.

## Loss or Damage to Personal Property

The Council can accept no responsibility for any loss, by theft or otherwise, for damage occurring to personal property of employees whilst on Council premises or occurring whilst employees are travelling on Council business. Employees are, therefore, recommended to take out an insurance policy to cover their personal property.

## Change of Personal Details

Employees are responsible for ensuring that any changes to their personal details are notified to Human Resources. Employees should complete the change of name/address form (which can be obtained from the intranet) as soon as possible. Should an employee change their bank or building society, details will need to be provided to Payroll by the first working day of the month in order for payment to be made to the new account. The Council will not inform HM Revenues and Customs of the new address but will update their records with LPFA, our pension provider.

## Office Environment

To make the best use of the Council's working environment and to ensure it supports employees to work effectively, employees should view the Making the best use of our Office Environment Policy. The guidance covers the following issues associated with working environments:

- Clean and tidy desk policy
- Team desks & touch down desks
- Noise levels
- Data security

Further information can be found on the HR intranet pages.

## Facilities Helpdesk

The Facilities Management helpdesk has been established so that employees are able to report any faults in their working environment as quickly and efficiently as possible. Information can be found on the intranet.







## Secondary Employment

Council employees are required to advise their line manager of any work, paid or unpaid, which is undertaken outside of employment with the Council. This is to ensure that there is no conflict of interest and that the provisions of the Working Time Directive are complied with. This is updated on an annual basis.

## Politically Restricted Posts

Under the terms of the Local Government and Housing Act 1989, restrictions have been placed on the political activities which may be undertaken by certain post-holders within Local Authorities. Employees will be made aware of any restrictions in their Contract of Employment.

## Court Attendance as a Witness/Jury Member

Employees summoned as a witness or jury member will be allowed the necessary time off to attend court. The employee should inform their line manager at the earliest convenience and pass on the summons document to the Payroll Manager for completion.

## Time Off to Undertake Trade Union Duties

Unison Stewards and officers are entitled to reasonable time off for Unison activities, giving their line manager as much notice as possible. When management requests Unison to attend meetings, the employees concerned will be allowed paid time off from their normal duties to attend, as set out in the Recognition Agreement.

## Interviews in Other Local Authorities

Employees will be able to take up to 5 days' paid leave per annum in order to attend interviews at other Local Authorities. It is the line manager's responsibility to approve and monitor requests for time off to attend Local Authority interviews. However, if the manager has any query regarding leave arrangements these should be discussed with the appropriate Head of Service and Human Resources before any action is taken. Please refer to the General Leave Policy on the HR intranet pages for further details.

## Time Off for Election Duties

During local and general elections, employees are encouraged to volunteer for election duties, such as helping to run the polling stations or verifying and counting the votes. Employees are paid for these duties and pay rates are published at the time.

Employees are not required to book leave or flexi for election duties; they are given paid time off as well as the pay they receive for doing the duty. For polling/counting duties during the day employees should credit their flexi sheet with 7.30 hours in the adjustment panel. For further verification duties (and for general elections only, the count as well) that take place during the evening, the Council allow employees to take the following morning off as paid leave. As such, employees should credit the flexi sheet with 3:45 hours in the adjustment panel for the following morning. The 3:45 hours are only for the following morning and not to be taken at any other time.

## Further Information

If employees require any further information not contained in the Employee Handbook, please view the intranet or contact a member of the HR service.

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This image shows a vertical rectangular sheet of white paper. It features approximately 20 evenly spaced, thin, light-blue horizontal lines running across its entire width. The lines are uniform in color and thickness, creating a clean, minimalist appearance similar to standard notebook paper. There are no margins, text, or other markings on the page.







## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 8 JULY 2015

#### REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### HUMAN RESOURCES MANAGEMENT STATISTICS: APRIL – JUNE 2015

WARD(S) AFFECTED:     *None specific*

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

This report considers the Human Resource (HR) performance indicators for the period 1 April 2015 – 17 June 2015

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE :</u></b>	
<b>That:</b>	
<b>(A)</b>	That the Committee considers the HR Management Statistics April 2015 to June 2015 and determines any action it wishes officers to take arising from that consideration

#### **1.0     Background**

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

#### **2.0     Report**

##### **2.1     Turnover**

2.1.1   The turnover rates for the period 1 April 2015 – 17 June 2015 are based on the average headcount for this period (364).

2.1.2   The current turnover rate for the Council is 4.67%; this equates to 16 leavers in the first 3 months of 2015/16. Based on this rate the projected turnover for 2014/15 is 17.58% which is significantly above the target of 10%.

- 2.1.3 The current voluntary leaver's rate is 2.47%; this equates to 9 voluntary leavers. The projected rate is 9.89% which is above the target of 7%. 3 voluntary leavers left due to retirement, 2 due to a change in career, 2 to achieve promotion, and 2 due to 'other'.
- 2.1.4 Voluntary leavers (excluding those that retired) came from various services: 2 were from Revenues and Benefits, 2 from Planning and Building Control, 1 from Environmental Services, and 1 from Community Safety and Health Services.
- 2.1.5 Of the 7 involuntary leavers, 3 left due to the end of their temporary contract, 1 due to dismissal, and 3 employees transferred to the Department Works Pensions (DWP).
- 2.1.6 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 thirteen (13) vacancies have been advertised. Five (5) posts were advertised internally only and eight (8) posts were advertised internally and externally. The posts advertised include permanent and temporary roles.
- 2.1.7 Of the 13 advertised roles, two (2) internal appointments and three (3) external appointments have been made. Recruitment is still on going for eight (8) of the vacancies.

## **2.2 Sickiness Absence**

- 2.2.1 Sickiness Absence is divided into short and long-term sickness to enable easier analysis. Sickiness absence is classed as long-term after the 28th day of consecutive sickness absence.
- 2.2.2 The following outturns are for the period 1 April 2015 – 31 May 2015. Data for the month of June was not available at the time of writing this report.
- 2.2.3 The average short-term sickness absence per Full Time Equivalent (FTE) is currently 0.47 days overall. At the current rate the projected short-term sickness for the year is 2.28 days which is below the target of 4.5 days.
- 2.2.4 The average long-term sickness absence per FTE is currently 0.39 days overall. There have been five employees on long term sick absence between 1 April and 31 May 2015. Two have returned to work and one has left the Council due to the end of their fixed term contract. The remaining two are being supported

by managers and HR. At the current rate the projected long-term sickness for the year is 2.34 days which is slightly above the target of 2 days.

## **2.3 Learning and Development**

2.3.1 From 1 April to 17 June 2015 there were 12 new starters to the Council (this figure does not include internal changes and transfers). A Corporate induction was held on 8 June 2015. There were 17 participants which including some employees who joined the Council prior to April 2015. The target for attendance at Corporate Induction is 100% and this has been achieved for this quarter.

2.3.2 The Learning and Development programme for 2015/16 was approved by the HR Committee in April 2015. Events/courses held between 1 April 15 – 17 June 2015 have been:

<b>Event/Course</b>	<b>No of participants</b>	<b>Type/number of sessions held</b>
Financial Management training	9	1 session
Practical Project Management	7	1 session
Deaf Awareness	9	1 session
Confident & Assertive Communication	1	1 session
Dementia Friends	23	1 session
Safeguarding Adults	10	1 session
Negotiation Skills	3	1 session
Corporate Induction	17	1 session
Retiring with Attitude	1	1 session

## **2.4 Performance Management**

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

A) For the Revenues and Benefits Service, mid-year reviews were due in December 14/January 15 and full year reviews and objectives were due in June/ July 2014. 98.85% of mid-year reviews have been completed. 100% of full year reviews and 100% of objectives have been completed.

B) For the rest of the Council, mid-year reviews were due in June/July 2014 and full year reviews and objectives were due

in December 14/January 15. 100% of full-year reviews have been completed.

2.4.2 As a combined figure, to date, 99.71% of mid-year and full PDRs have been completed. As a combined figure to date 97.77% of the Council have had objectives set.

2.3.4 Progress on the Personal Development Review (PDR) Dec 2014/Jan 2015 cycle can be viewed on **Essential Reference Paper “C”**.

## **2.5 Equalities Monitoring Indicators**

2.5.1 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 17 June 2015. The Senior Management Group statistics quoted refer to the Chief Executive, Directors and Heads of Service.

2.5.2 The current percentage of employees with a disability is 3.35%, against an indicator of 5.21%. This is a slight increase on the March 2015 outturn of 3.27%. In the Senior Management Group (SMG) the outturn is 0% against an indicator of 11.76%.

2.5.3 The percentage of staff of Black and Minority Ethnic Origin is 2.79% and is a decrease on the March 2015 outturn of 3.27%. This is still higher than the Council's indicator of 2.30%. The outturn for SMG is 0% against an indicator of 5.88%.

2.5.4 Women make up 68.16% of the workforce. Within SMG, women account for 31.25% of staff against an indicator of 41.17%.

2.5.5 The current equalities indicators will be reviewed in the Annual Equalities Report with consideration given to benchmarking data available and any population changes outlined in the latest Office for National Statistics data. The Annual Equalities Report will be considered at HR Committee in October 2015.

## **2.6 Policy Development**

2.6.1 The employee handbook was developed in the last quarter and is awaiting final approval from Human Resources Committee.

2.6.2 The following policies are currently under review:

- Alcohol, Drug and Substance Misuse Policy
- Smoke Free Workplace Policy

- Redeployment Policy
- Secondment Policy
- Violence in the Workplace Policy
- Professional Career and Vocational Study Policy

## **2.7 Quarterly Outturns Overview**

2.7.1 See **Essential Reference Paper “B”** for outturn table

2.7.2 See **Essential Reference Paper “C”** for PDR 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

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## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives ( <i>delete as appropriate</i> ):	<b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Consultation is not applicable to this report as it is a quarterly management information report.
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None
Health and Wellbeing:	The health and wellbeing of employees 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 17 June 2015
<b>ESTABLISHMENT</b>		
Total Headcount (Average for 1 April to 17 June 2015)	N/A	<b>364</b>
Number of Funded Posts	N/A	<b>407</b>
Number of Vacant Posts	N/A	<b>43</b>
Current FTE	N/A	<b>315.68</b>
Established FTE	N/A	<b>348.78</b>
Vacant funded hours (expressed as FTE posts)	N/A	<b>33.11</b>
<b>TURNOVER</b>		
Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount)	10%	<b>18.68%</b>
Voluntary Leavers as a Percentage of Staff in Post	7%	<b>10.99%</b>
Percentage of Ill Health Retirements	3.23%	<b>0%</b>
<b>SICKNESS ABSENCE (outturns up to 31 May 2015)</b>		
No. of short-term sickness absence days per FTE staff in post	4.5 days	<b>2.28 days</b>
No. of long-term sickness absence days per FTE staff in post	2 days	<b>2.34 days</b>
Total number of sickness absence days per FTE staff in post	6.5 days	<b>4.62 days</b>
<b>TRAINING</b>		
Percentage of New Starters receiving Corporate Inductions	100%	<b>100%</b>
Percentage of Staff with a Training Plan	100%	<b>97.40%</b>
Percentage of PDR reviews completed	100%	<b>100%</b>
Percentage of Staff that have received Corporate Training	48.28%	<b>18.96%</b>
<b>EQUALITIES MONITORING</b>		
Percentage of SMG with a Disability	11.76%	<b>0%</b>
Percentage of Staff with Disabilities	5.21%	<b>3.35%</b>
Percentage of SMG from BME	5.88%	<b>0%</b>
Percentage of BME Employees	2.30%	<b>2.79%</b>
Percentage of SMG that are Women	41.17%	<b>31.25%</b>
Percentage of Women Employees	N/A	<b>68.16%</b>
Percentage of Men Employees	N/A	<b>31.84%</b>
Percentage of Part time employees	N/A	<b>37.99%</b>
Percentage of Part time Men employees	N/A	<b>9.56%</b>
Percentage of Part time Women employees	N/A	<b>90.44%</b>

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

- A) For the Revenues and Benefits Service, mid-year reviews were due in December 14/January 15 and full year reviews and objectives were due in June/ July 2014. 98.85% of mid-year reviews have been completed. 100% of full year reviews and 100% of objectives have been completed.
- B) For the rest of the Council, mid-year reviews were due in June/July 2014 and full year reviews and objectives were due in December 14/January 15. 99.41% of full-year reviews have been completed. Mid-year reviews are due in June/July 2015.

1.1 If we break down the data by directorate, it can be noted that one directorate has outstanding reviews and objectives to be completed.

Directorate	2014/15 Full year completed	2015/2016 Objectives completed
Customer & Community Services	100%	100%
Finance and Support Services	100%	95.86% (139/145)
Neighbourhood Services	100%	100%
Executive	100%	100%

1.2 If we break down the data by service.

<b>Service</b>	<b>2014/15 Full year Review completed</b>	<b>2015/16 Objectives completed</b>
Finance and Support Services SMG	100%	100%
Corporate Risk	100%	100%
Financial Services and Performance	100%	37.5% (3/8)
People and Property Services	100%	90% (9/10)
Revenue and Benefits Shared Service	100%	100%
Democratic and Legal Services	100%	100%
Neighbourhood services SMG	100%	100%
Housing Services	100%	100%
Planning and Building Control	100%	100%
Community Safety and Health Services	100%	100%
Executive	100%	100%
Customer and Community Services SMG	100%	100%
Customer Services & Parking	100%	100%
Communications, Engagement and Cultural Services	100%	100%
Economic Development	100%	100%
Environmental Services	100%	100%

Source:

For Revenues and Benefits PDR data: Human Resources → PDRs → PDRs 2014 → PDRs 2014 June – July 2014

For the rest of the Council PDR data: Human Resources → PDRs → PDRs 2015 → PDRs 2015 Dec 14 – Jan 15 → PDRs 2015 Dec 14 – Jan 15

## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 8 JULY 2015

#### REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### SICKNESS ABSENCE REPORT – APRIL TO MARCH 2015

WARD(S) AFFECTED:        NONE

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

- The Sickness Absence Report considers East Herts employee absence levels, analyses the short and long term sickness for 2014/15 and outlines current and proposed initiatives to reduce absence.

<b><u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u></b>	
<b>That:</b>	
<b>(A)</b>	<b>the sickness absence report be noted;</b>
<b>(B)</b>	<b>the Council's sickness absence categories reflect those that the CIPD Annual Absence Management Survey reports on (as set out in Essential Reference Paper "B") to enable more detailed benchmarking and this change takes effect once the new HR and Payroll system is implemented.</b>
<b>(C)</b>	<b>the Council retains the current sickness absence management targets of 4.5 days FTE for short term absence, 2 days FTE for long term absence and 6.5 days FTE total sickness absence; and</b>

#### 1.0 Background

- 1.1 The sickness absence report provides a detailed analysis of sickness absence for the financial year 2014/15. Sickness absence is analysed by short term and long term absences, by reason and service area. It sets out recommendations for 2015/16 to set targets and prioritise actions for 2015/16.

## 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

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<b><i>People</i></b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	The report has been sent to Unison, SMG for information
Legal:	<i>None</i>
Financial:	<i>None</i>
Human Resource:	<i>As detailed in the report</i>
Risk Management:	<i>None</i>
Health and Wellbeing:	<i>The Absence report supports the health and wellbeing workforce plan</i>

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# East Herts Council

## SICKNESS ABSENCE REPORT

### 1 APRIL 2014 – 31 MARCH 2015

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## 1. Executive Summary

- 1.1 The following information outlines East Herts sickness absence levels for 2014/2015.

## 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		
<b>2010/11</b>	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
<b>2011/12</b>	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
<b>2012/13</b>	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
<b>2013/14</b>	8.7 (CIPD Absence Management Survey 2013)	7.1 days*	Short-term 5	Long-term 2.5	Total 7.5	Short-term 4.64	Long-term 1.26	Total 5.89
<b>2014/15</b>	8.2** (CIPD Absence Management Survey 2014)	***	Short Term 4.5	Long Term 2	Total 6.5	Short Term 3.47	Long Term 1.05	Total 4.51

\* The EELGA Sickness Benchmarking analysis 2013/14 reported that the average sickness days per employee in District Councils was 7.1 days

\*\* Average days lost per employee per year for local government

\*\*\* 2014/15 Data will be available in Summer 2015

## **2.1 Explanation of Sickness Absence Data Calculations**

- 2.1.1 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 employees in post is an average for the business year. For 2014/15, this has been calculated by obtaining the FTE as at 1 April 2014 and the FTE as at 31 March 2015 and averaging the two figures (310.57 FTE employees).

## **2.2 Benchmarking**

- 2.2.1 The outturns for East Herts have been compared to local authority averages. The Council's sickness absence for 2014/15 has been compared to the CIPD Absence Management Survey 2014. The CIPD Survey reported that the average days lost per employee per year in the local government sector was 8.2 days. At 4.51 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 was unavailable at the time of completing the report however, this is expected in August 2015.

## **2.3 East Herts Council outturns 2014/15**

- 2.3.1 In 2014/15 the total sickness absence days per FTE was 4.51 days, a decrease from 5.89 FTE days in 2013/14. Short-term sickness has decreased over this period from 4.64 days to 3.47 days. Long Term sickness absence has also decreased from 1.26 days (2013/14) to 1.05 days (2014/15).

To note the short term, long term and total sickness absence are the lowest reported (from 2015 to 2010). It should also be pointed out that the targets levels were reduced in 2014/15 and the outcomes are below those targets.

## **2.4 Employees on sickness absence management triggers**

- 2.4.1 The Absence Management Policy states that an employee's sickness absence levels must be reviewed when one of following trigger points is reached:

- 7 days sickness absence within any 12 month period

- 3 separate periods of sickness absence in a 6-month period; or
- A pattern of absence which gives cause for concern, such as frequent absenteeism on a Monday or Friday or avoiding particular work tasks

2.4.2 Figure 2 below compares the percentage of employees reaching the first two sickness absence triggers over the last four years. The trigger '3 separate periods in 6 months' has continued to decrease. This is a positive outturn. The percentage of employees reaching the '7 days in a 12-month period' trigger however, has increased significantly (21.25% in 2014/15 compared to 5.51% in 2013/14).

2.4.3 The increase in the percentage of employees reaching the 7 days in a 12-month period in 2014/15 is due to this trigger being lowered from 10 days in 2013/14 to 7 days in 2014/15. Another contribution to this data is the launch of the revised Absence Management Policy in July 2014 and the training and development for managers and employees on the process; including the importance of return to work interviews and meetings with employees who hit the trigger points.

**Figure 2**

Absence Triggers	Reporting Year			
	Mar 12	Mar 13	Mar 14	Mar 15
3 separate periods in a 6-month period	9.38%	6.06%	5.22%	4.02%
7 days in a 12-month period*	17.38%	6.89%	5.51%	21.25%

\* This was 10 days in a 12-month period prior to March 2015

### 3. Short-Term Sickness Absence

#### 3.1 Overview

3.1.1 Figure 3 shows the short term sickness absence days per FTE employee in post.

3.1.2 The short-term absence level has decreased in 2014/15 to 3.47 days per FTE. The outturn is below the target of 4.5 days.

**Figure 3**

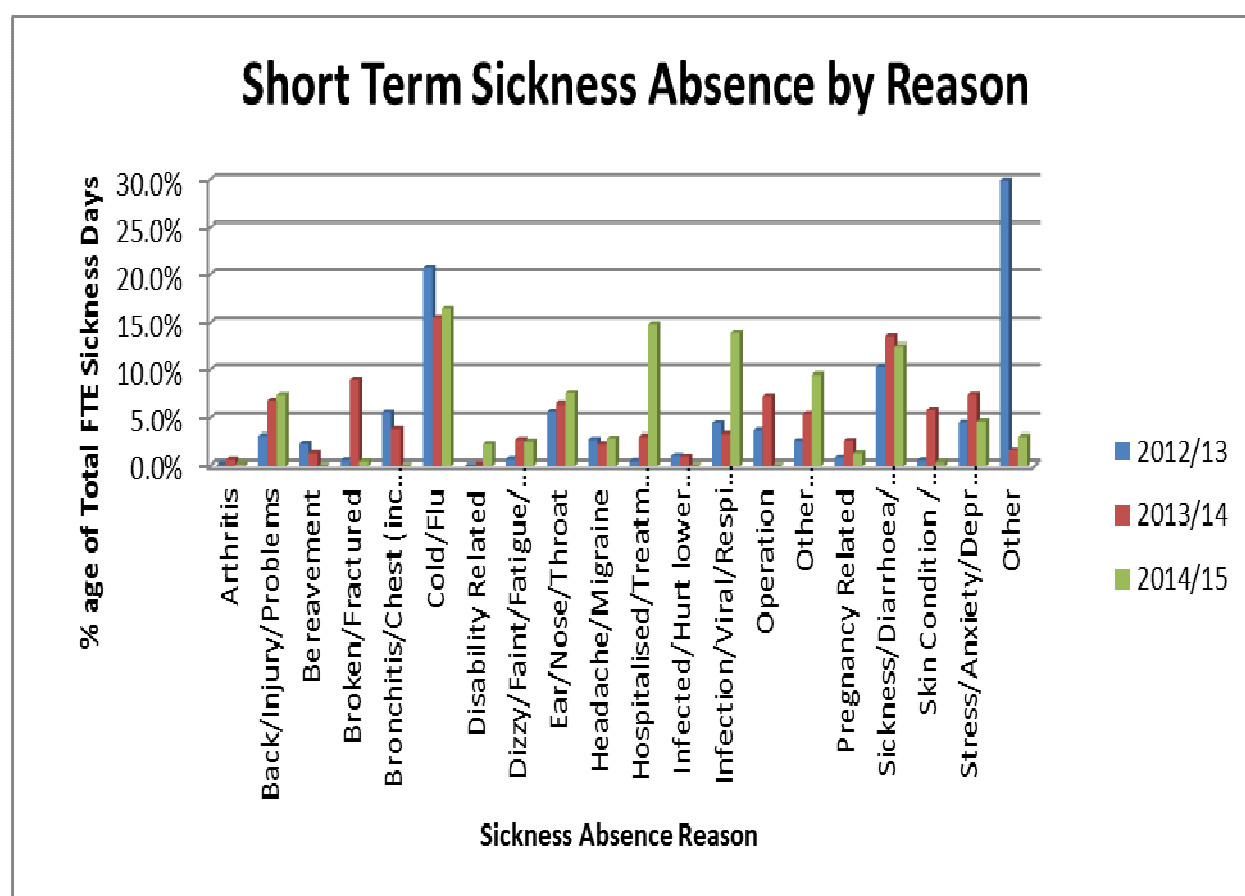
Year	Short-Term Sickness Absence Days per FTE staff in post
2010/11	4.73
2011/12	3.69
2012/13	4.50
2013/14	4.64

2014/15	3.47
---------	------

### 3.2 Short term absence by reason

- 3.2.1 Figure 4 outlines the main reasons for short-term sickness absence in 2014/15 compared with 2013/14 and 2012/13.
- 3.2.2 The Absence Reason categories that the Council reports on in 2014/15 have changed since the 2013/14 Absence Report. The categories from the 2013/14 Absence Report have been retained to ensure comparisons can be made with previous years' data.
- 3.2.3 It is recommended however, that when the new HR & Payroll system is in place, the absence reason categories are changed to reflect those in the CIPD Annual Survey Report on Absence Management. This will enable more detailed comparisons to be made with other employers on absence management, if required.

**Figure 4**



- 3.2.3 Cold/Flu remains the most common reason for short-term absence in 2014/15 at 16.4%. Hospitalised/Treatment is the second most common reason in 2014/15 (14.8%). This is a change from 2013/14

where the second most common reason was sickness/diarrhoea/stomach(13.5%).

- 3.2.4 The categorisation of 'Other' picks up any sickness absence reasons that are not covered in other definitions.
- 3.2.5 Short-term absence due to stress/anxiety/depression has decreased from 7.4% in 2013/14 to 4.7% in 2014/15. The monitoring of this type of sickness absence has improved in 2014/15 with the updated return to work interview process. Referrals to Occupational Health and support and advice are given to managers and employees at the first point of absence.
- 3.2.6 Short term absence due to 'Other injury/Muscular pain' has seen a continuous rise since 2012/13 and has almost doubled since 2013/14 (5.5% in 2013/14 to 9.5% in 2014/15).

### 3.3 Short term absence by Service

- 3.3.1 During the latter part of 2014/15 some services were restructured resulting in team changes.
- 3.3.2 Table 1 below shows how the service names have changed since the Absence report 2013/14 was approved. The changes are shown in red text.

**Figure 5**

Service Name (2013/14)	Service Name (2014/15)
Corporate Support Team	Corporate Support Team
Communications, Engagement & Cultural Services	Communications, Engagement & Cultural Services
Corporate Risk	Governance & Risk Management Service
Financial Services & Performance	Teams split into either Strategic Finance or Business Development
Customer Services & Parking	Customer Services & Parking
Environmental Services	Environmental Services
People, ICT & Property Services	Teams split into either HR & OD, Strategic Finance, or Governance & Risk Management
Democratic & Legal Services	Democratic & Legal Services
Revenues & Benefits	Revenues & Benefits
Housing Services	Housing Services
Community Safety and Health Services	Community Safety and Health

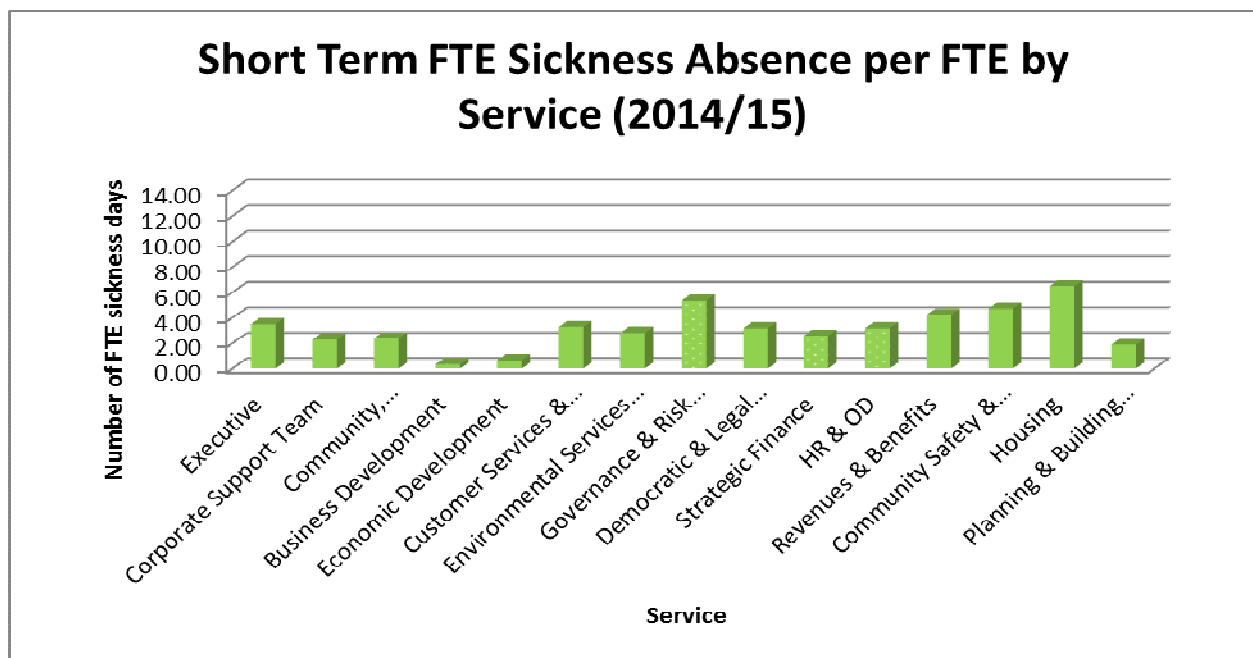
	Services
Planning & Building Control	Planning & Building Control

Red text indicates where service areas have been restructured in 2014/15

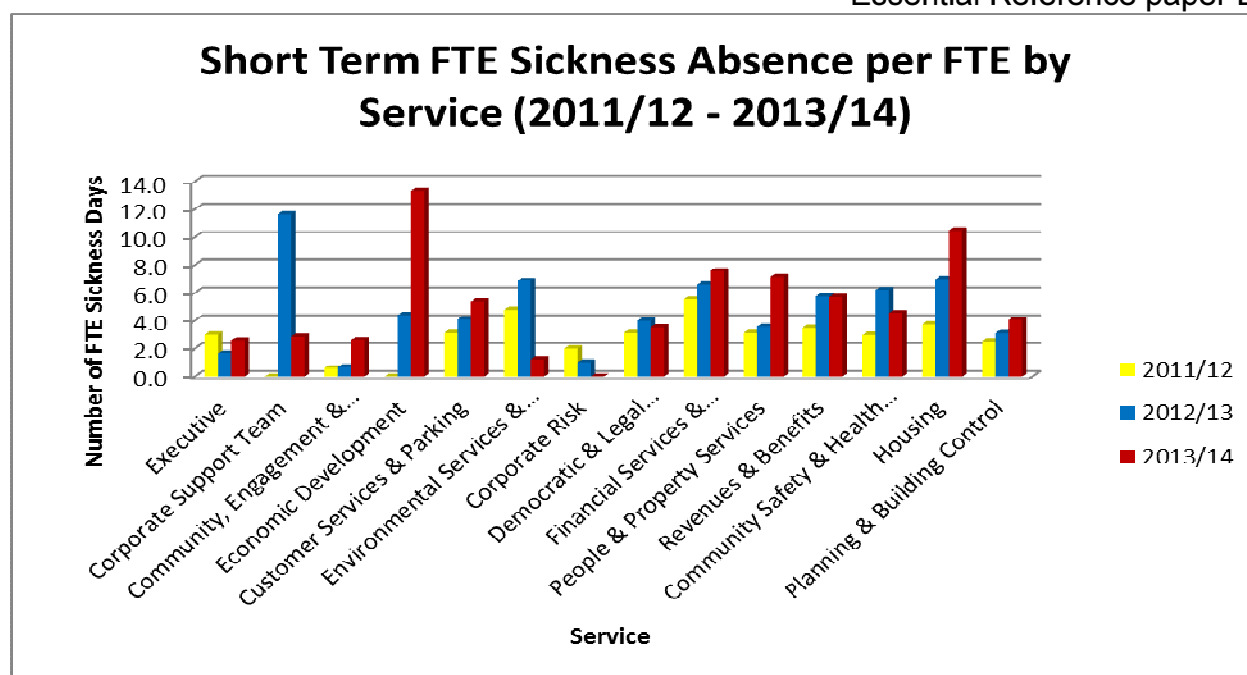
3.3.3 As a result of the service restructures, to enable comparisons to be made between the data reported on in the Absence reports from the previous 3 years and the current 2014/15 data, two Figures have been produced. Figure 6 details short term sickness absence by service for 2014/15 and Figure 7 shows short term sickness absence for the previous 3 years (2011/12, 2012/13 and 2013/14).

3.3.4 The shaded columns show where there have been changes in the service area since 2013/14.

**Figure 6**



**Figure 7**



3.3.5 The service with the highest level of short term sickness absence days per FTE is Housing (6.49 FTE). The main reasons were due to 'Hospitalised/Treatment' and 'Disability Related' sickness.

3.3.6 The second highest service was Governance and Risk Management (5.34 FTE). The majority of short term sickness in this service was due to headache/migraine and sickness/diarrhoea/stomach problems.

3.3.7 Managers and Human Resources continue to work together to address any employees reaching sickness absence triggers.

#### **4. Long-Term Sickness Absence**

4.1 Figure 8 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 which is in-line with best practice.

4.2 Of the 1403.87 FTE days sick in 2014/15, 327.68 are due to long-term sickness. The outturn for 2014/15 is 1.05 days, which is a decrease since 2013/14 (1.26 days) and significantly below the target of 2 days.

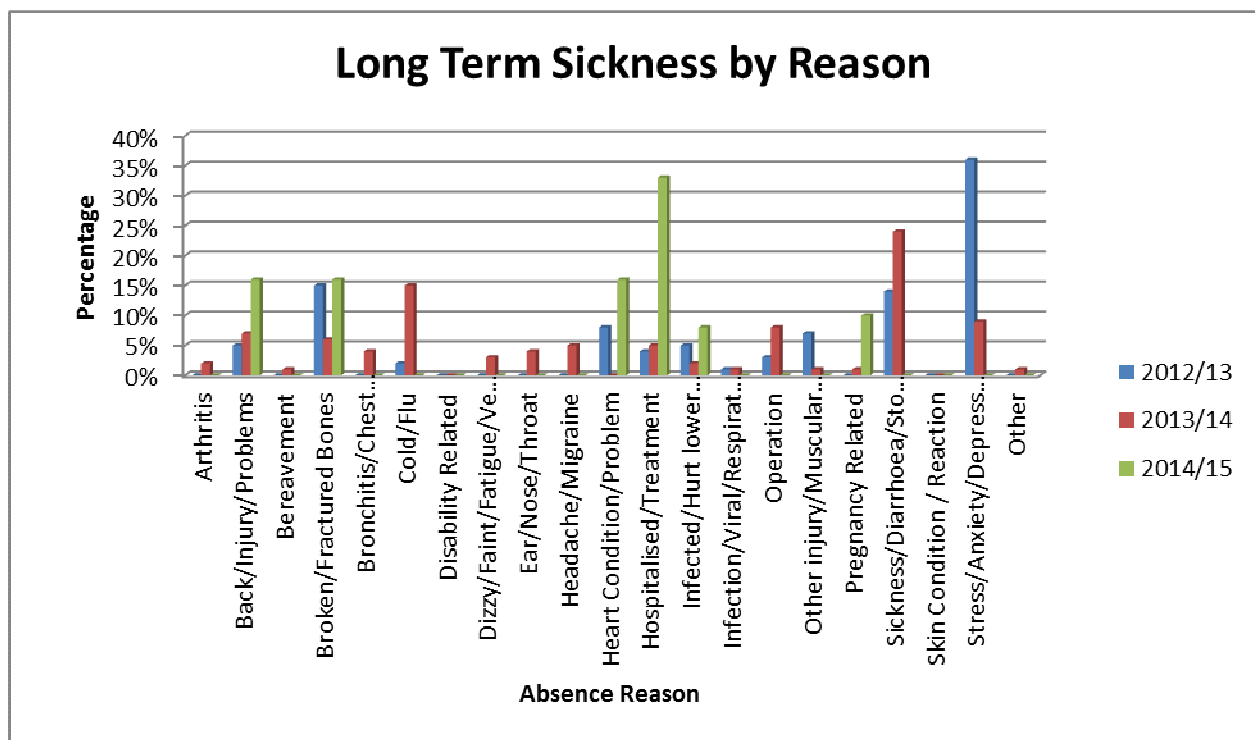
4.3 The long term sickness absence in 2014/15 was accrued by 7 people (compared to 11 people in 2013/14). Two of these people have now left the Council. Three have returned to work and HR is working with managers and Occupational Health on any ongoing cases.

**Figure 8**

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
2014/15	1.05

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

4.4 Figure 9 outlines the reasons for long-term sickness absence in 2014/15 compared with 2013/14 and 2012/13.

**Figure 9**

4.5 The most common reason for long-term sickness absence in 2014/15 was hospitalised/treatment. This accounted for 33% of all long-term sickness absences. Other reasons included back injury/problems (16%), broken/fractured bones (16%) and heart condition/problems (16%). In 2013/14 sickness/diarrhoea/stomach problems was the most common reason for long-term sickness absence (24%). Other reasons included cold/flu (15%) and stress/anxiety/depression (9%).

4.6 It is worth noting that there were no long term sickness absences due to stress/anxiety/depression in 2014/15 which is a change from previous years (36% in 2012/13 and 9% in 2013/14). This is a success and may be partly due to the Management Development Training



Essential Reference paper B  
programme which all managers attended in 2013/14 where they received stress awareness training, equipping them to recognise and address stress in the workplace.

## **5. Occupational Health Services**

- 5.1 The Council's Occupational Health Services are supplied by a provider called Harlow Occupational Health Service Ltd. If needed, East Herts employees are referred to the offices to see an Occupational Health Doctor. The doctors work with both the Council and employees in maintaining attendance at work and advising the Council of any reasonable adjustments that may be appropriate.
- 5.2 The cost of the service in 2014/15 was £4753.70 compared to £2701.50 in 2013/14. The Council recently went out to quotation for the supply of Occupational Health services. The tender process is expected to be completed in June 2015.

## **6. Health and Wellbeing**

- 6.1 The Council continues to support employee well-being and has launched a number of initiatives as part of its Health and Wellbeing Strategy 2013-2018. Please see Section 8.4 for further information.
- 6.2 The Cycle to Work scheme was re-launched in May 2015. This supports the Council's wellbeing and green policies.

## **7. Employee Assistance Programme**

- 7.1 The Employee Assistance Programme (EAP) is currently provided by the Positive People Company (PPC) through the Council's life insurance policy with Legal and General. PPC provide a variety of services to East Herts Council employees including telephone debt counselling, formal telephone counselling, face-to-face counselling and online guides and fact sheets.
- 7.2 The EAP provider will change to Capita with effect from 14 June 2015. The new programme will be very similar to the current one with two significant additions:
- Free online health risk assessment tool which can provide the employee with information on their health age score, health risks based on health conditions, family history and lifestyle, a personalised goal planner and alerts, and provide recommendations based on evidence-based research;

- Face to face counselling will be available to more people and will no longer be restricted to those that Legal and General cover for Group Income Protection (GIP) and employees not covered by the Council's Legal & General GIP policy will also be eligible, without charge.

7.3 Management information on the usage of the EAP service is usually included in this report. However, Legal and General do not provide this for organisations of less than one thousand staff.

## 8.0 Progress against 2013/14 Recommendations

### 8.1 Targets

8.1.1 Targets were reduced for 2014/15 (4.5 days FTE for short term absence, 2 days FTE long term absence and 6.5 days FTE total sickness absence) to reflect the reduction in long term sickness and overall sickness absence being below target.

8.1.2 In 2014/15 the Council met the reduced sickness absence targets (3.47 days FTE for short term absence, 1.05 days FTE for long term absence and 4.51 FTE total sickness absence).

### 8.2 Absence Management Policy

8.2.1 The revised Absence Management policy was rolled out by Human Resources through a series of briefings in September 2014 highlighting the key changes to the policy and the process of managing absence. However, managers have reported confusion regarding the interpretation of certain parts of the policy. For example, there is uncertainty regarding *when* they should hold a First Health Review meeting as paragraph 14.1.2 seems to provide managers with some discretion over whether they should convene such a meeting. It states:

“The manager must consider the trigger points above and ***if it is felt that there is a potential problem*** they should convene a First Health Review Meeting with the employee”.

Text has been emboldened and italicised for the purposes of this report and does not appear so in the Absence Management Policy

- 8.2.2 Managers have also frequently asked whether it is always necessary to issue a verbal warning at the end of the first health review meeting as the last bullet point on paragraph 14.1.4 of the policy states:

“The manager ***should*** issue a verbal warning”

Text has been emboldened and italicised for the purposes of this report and does not appear so in the Absence Management Policy

- 8.2.3 Human Resources continue to support managers to ensure the absence management policy is consistently applied across the Council.

### **8.3 Support for Stress related sickness and increasing Stress Awareness**

- 8.3.1 Both short and long term sickness absence due to stress/anxiety and depression have decreased since 2013/14 (short term from 7.4% in 2013/14 to 4.7% in 2014/15 and long term from 9% in 2013/14 to 0% in 2014/15).
- 8.3.2 For work-related stress, managers are making more use of stress risk assessments as a tool to go through with employees to help them to identify the causes of stress and actions that can be put in place to address the causes.
- 8.3.3 The EAP service continues to offer support to East Herts employees experiencing stress whether it's work-related or personal. For example, they offer telephone counselling, online resources such as factsheets, articles and links to specialist resources.

### **8.4 Health and Wellbeing**

- 8.4.1 The Council continues to support the health and wellbeing of its employees. A number of projects have been implemented through the East Herts Health and Wellbeing Strategy 2013-2018 workplan which will help to improve employee wellbeing and resilience. Some of the projects are:
- Health and Wellbeing intranet pages have been developed for employees and Members. The pages are divided into the Five Ways to Wellbeing themed sections of Connect, Give, Be Active, Take Notice and Keep Learning

- Launch of Step Jockey which encourages increased stair usage for employees in place of using the lift.
- Five Ways to Wellbeing theme launched to employees with merchandise.
- The Herts Healthy Workplace Challenge was promoted which enables employees to track and record their physical activity levels along with a number of other physical activity options on the intranet pages.

## **9. Proposed actions for 2015/16**

### **9.1 Targets**

- 9.1.1 It is recommended that the Council retains the current sickness absence management targets of 4.5 days FTE for short term absence, 2 days FTE for long term absence and 6.5 days FTE total sickness absence.

### **9.2 Absence Management Reporting**

- 9.2.1 Given the confusion regarding the interpretation of some parts of the absence management policy, it is recommended that either the policy is revised to make it clearer and/or further briefing sessions are held for managers on the application of the policy to ensure the policy is interpreted correctly.
- 9.2.2 It is recommended that the Council's sickness absence categories reflect those that the CIPD Annual Absence Management Survey reports on to enable more detailed benchmarking. The CIPD categories are as follows:
- Minor illnesses (e.g. colds/flu, stomach upsets, headaches and migraines)
  - Back pain
  - Musculoskeletal injuries (e.g. neck strains and repetitive strain injury, but excluding back pain)
  - Stress
  - Home/family responsibilities
  - Recurring medical conditions (e.g. asthma, angina and allergies)
  - Mental ill health (e.g. clinical depression and anxiety)
  - Injuries/Accidents not related to work

- Acute medical conditions (e.g. stroke, heart attack and cancer)
- Work related injuries/accidents
- Pregnancy-related absence
- Drink or drug related conditions

9.2.3 It is recommended that this change takes effect once the new HR and Payroll system is implemented.

### **9.3 Health and Well-being**

9.3.1 The Council should continue to promote the wellbeing initiatives for employees as identified as part of the East Herts Health and Wellbeing Strategy 2013-2018 workplan.

### **9.4 EAP provider**

9.4.1 The Council should promote the new EAP provider to all employees with effect from June 2015 to ensure that they are aware of the new services on offer and any new contact details.

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 8 JULY 2015

#### REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### TURNOVER REPORT: APRIL 2014 – MARCH 2015

WARD(S) AFFECTED:        NONE

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

- The Turnover Report 2014/15 considers the turnover rate and reasons for 2014/15 and outlines recommendations for 2015/16.

<b><u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u></b>	
<b>That:</b>	
<b>(A)</b>	<b>the turnover report be noted and that the targets remain unchanged for 2015/16:</b>
<b>(B)</b>	<b>the Council continues to support career development and succession planning for its employees;</b>
<b>(C)</b>	<b>the Council continues to attract and support apprentices and volunteers into its workforce;</b>
<b>(D)</b>	<b>the actions within the 2014/15 East Herts Health and Wellbeing work plan be implemented; and</b>
<b>(E)</b>	<b>the Council continues to work with employees to implement actions identified from the “Here to Help” programme</b>

#### 1.0 Background

- 1.1 The Turnover Report 2014/15 provides a detailed analysis of turnover for the financial year 2014/15. Turnover is analysed by

reason, length of service and service area. It sets out recommendations for 2015/16 to set targets and prioritise actions for 2015/16.

2.0 Report

2.1 **Turnover**

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

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Report Author: Vicki David, HR Officer  
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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<b><i>People</i></b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	The report has been sent to Unison, SMG for information
Legal:	<i>None</i>
Financial:	<i>None</i>
Human Resource:	<i>As detailed in the report</i>
Risk Management:	<i>None</i>
Health and Wellbeing:	<i>The turnover report supports the health and wellbeing workforce plan</i>

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# **East Herts Council TURNOVER REPORT 1 APRIL 2014 – 31 MARCH 2015**

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## **1. Summary**

- 1.1 This report provides a detailed analysis of turnover for the financial year 2014/15. Turnover is analysed by reason, length of service and service area.
- 1.2 Overall there has been a decrease in turnover in 2014/15 to 8.17% compared to 9.3% 2013/14 (excluding shared services transferors)

## **2. Turnover**

- 2.1 The turnover rate for 2014/15 is 8.17% against a target of 10%. Turnover rates are based on headcount where full-time and part-time are undifferentiated rather than full-time equivalent posts. The average headcount for 2014/15 was 355.
- 2.2 This year's outturn equates to 29 leavers. Of the leavers, 21 left voluntarily and 8 left involuntarily (due to end of temporary contract 6, and dismissal 2). The voluntary leaver's rate is 5.92% against a target of 7%.
- 2.3 In 2011/12 the overall turnover targets were reduced from 12% to 10% and the voluntary turnover target from 8% to 7%. The targets were changed due to both outturns for the previous 4 years being below targets set and it was believed it would be a more achievable target. These targets remained valid in 2014/15.

## **3. Stability Index**

- 3.1 The Stability Index indicates the retention rate of employees with over 1 years' service. This is a clear indication whether the Council is retaining employees in the first year of service, which may indicate problems with the Council's recruitment processes.

The positive outturn for 2014/15 was 81% against a target of 90%. This is a positive increase from the outturn in 2013/14 (64%).

Figure 1

Financial Year	Percentage of turnover	Percentage of turnover identified as voluntary leavers	Stability Index*
2007/8	12.24%	9.51%	87.88%
2008/9	8.60%	6.30%	81.82%
2009/10	5.39%	3.50%	84.62%
2010/11	8.24%	5.77%	95.24%
2011/12	11.86%	8.28%	73.33%
2012/13	8.29%	6.35%	70%
2013/14	13.24%	6.2%	64%
<b>2014/15</b>	<b>8.17%</b>	<b>5.92%</b>	<b>81%</b>
<b>2014/15</b>	<b>Target 10%</b>	<b>Target 7%</b>	<b>Target 90%</b>

\*The stability index is measured by dividing the number of voluntary leavers with over 1 years' service by the total number of voluntary leavers (multiplied by 100 to express as a percentage).

#### 4. Vacancy Rate

- 4.1 The overall vacancy rate for 2014/15 is 6.65%\*. This is an increase from the outturn for 2013/14 which was 6.01% and is also higher than the latest average vacancy rate for shire district councils of 6.3% (Local Government Workforce Survey 2012/2013).

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

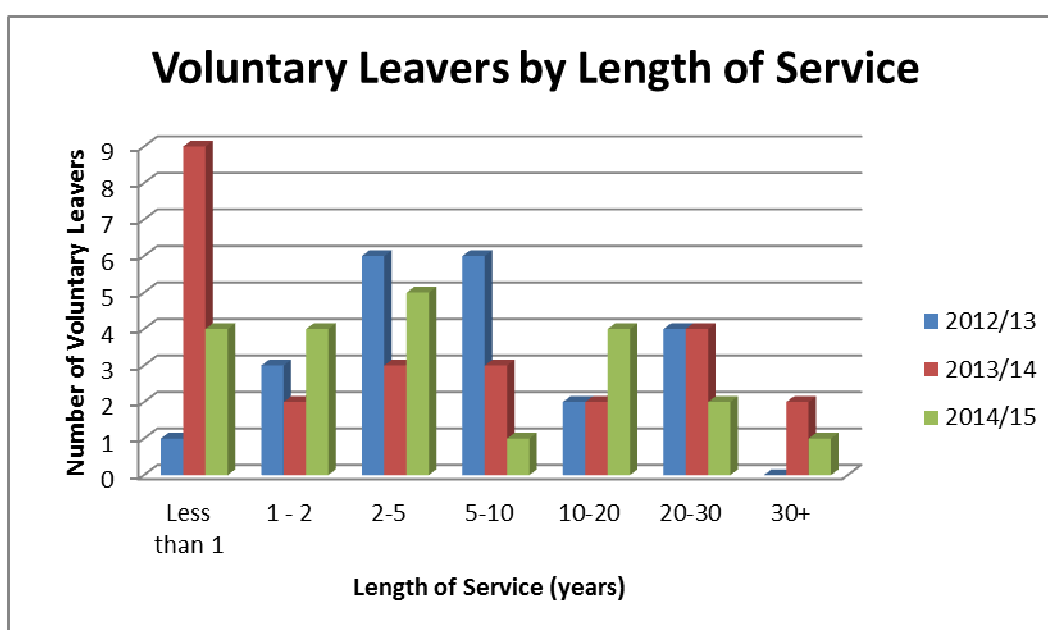
#### 5. Voluntary Leavers

- 5.1 This section reviews voluntary turnover by length of service, service area and reason for leaving.

##### 5.2 Voluntary leavers by length of service

Figure 2 details voluntary leavers by length of service

Figure 2



- 5.2.1 In 2014/15, 4 employees left with less than 1 years' service which is a decrease of more than 50% since the previous year (9 employees). However the percentage of employees leaving with 1-2 and 2-5 years' service has more than doubled (43%) since the previous year (20%).
- 5.2.2 Those employees who left voluntarily with less than 1 years' service gave the following reasons for leaving: change in career (1), personal reasons (1), to relocate (1) and 'other' (1).
- 5.2.3 The reasons for leaving for those with between 1 and 2 years' service were to achieve promotion (2) and 'other' (2). For those with between 2 and 5 years' service, the reasons for leaving were personal reasons (3), 'other' (1), and to relocate (1).

### 5.3 Voluntary leavers by service area

- 5.3.1 This section looks at voluntary leavers by service area. This is calculated as a percentage base on each service's headcount and the number of voluntary leavers from that service.
- 5.3.2 During the latter part of 2014/15 some services were restructured resulting in team changes.

5.3.3 Table 1 below shows how the service names have changed since the Turnover report 2013/14 was approved. The changes are shown in red text.

Table 1

Service Name (2013/14)	Service Name (2014/15)
Corporate Support Team	Corporate Support Team
Communications, Engagement & Cultural Services	Communications, Engagement & Cultural Services
Corporate Risk	Governance & Risk Management Service
Financial Services & Performance	Teams split into either Strategic Finance or Business Development
Customer Services & Parking	Customer Services & Parking
Environmental Services	Environmental Services
People, ICT & Property Services	Teams split into either HR & OD, Strategic Finance, or Governance & Risk Management
Democratic & Legal Services	Democratic & Legal Services
Revenues & Benefits	Revenues & Benefits
Housing Services	Housing Services
Community Safety and Health Services	Community Safety and Health Services
Planning & Building Control	Planning & Building Control

Red text indicates where service areas have been restructured in 2014/15

5.3.4 As a result of the service restructures, to enable comparisons to be made between the data reported on in the Turnover report 2013/14 and the current 2014/15 data, two Figures have been produced. Figure 3 details voluntary leavers by service area for 2013/14 and Figure 4 for voluntary leavers by service area for 2014/15.

5.3.4 The shaded columns show where there have been changes in the service area since 2013/14.

Figure 3

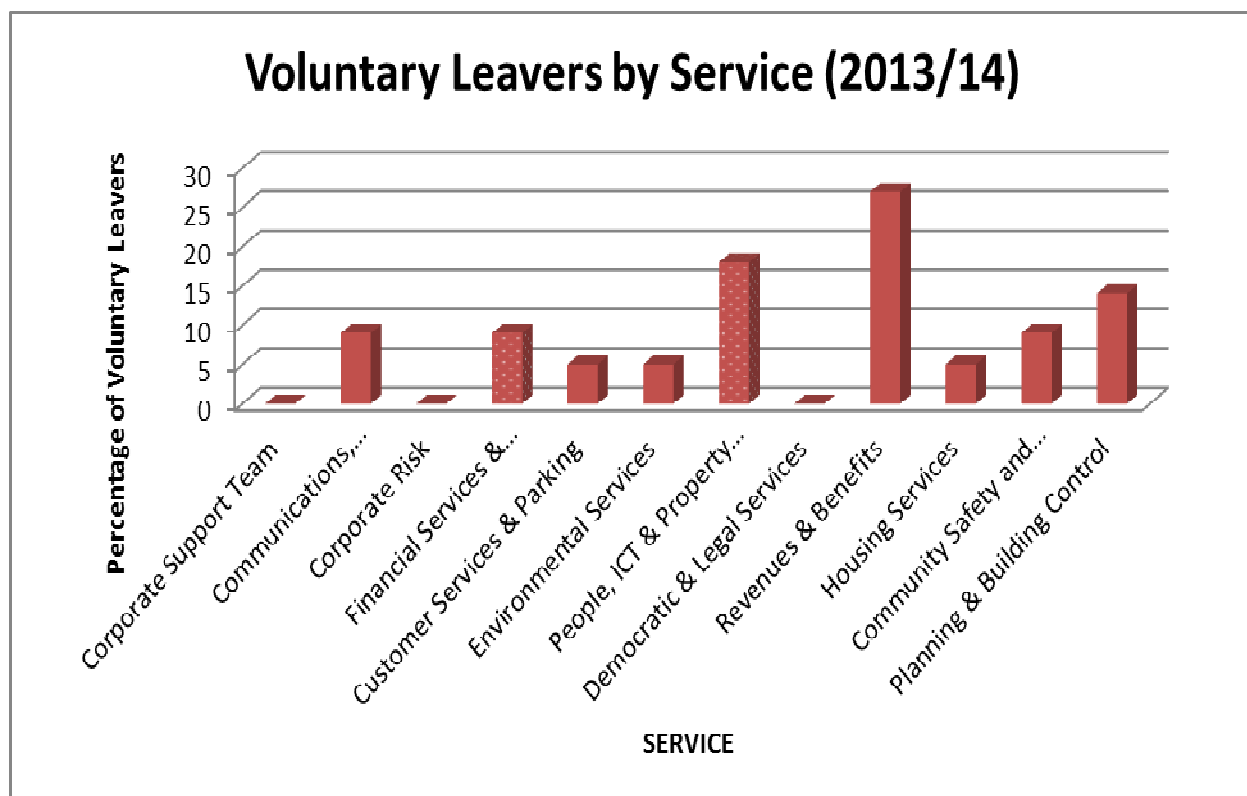
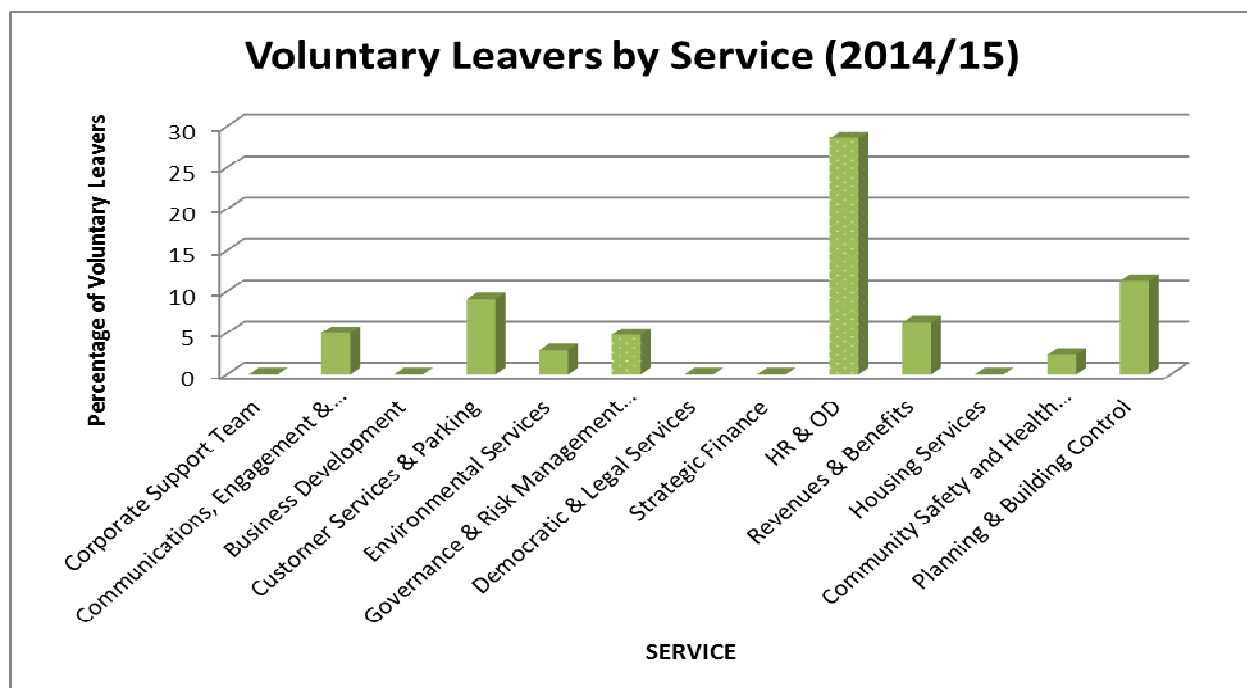


Figure 4



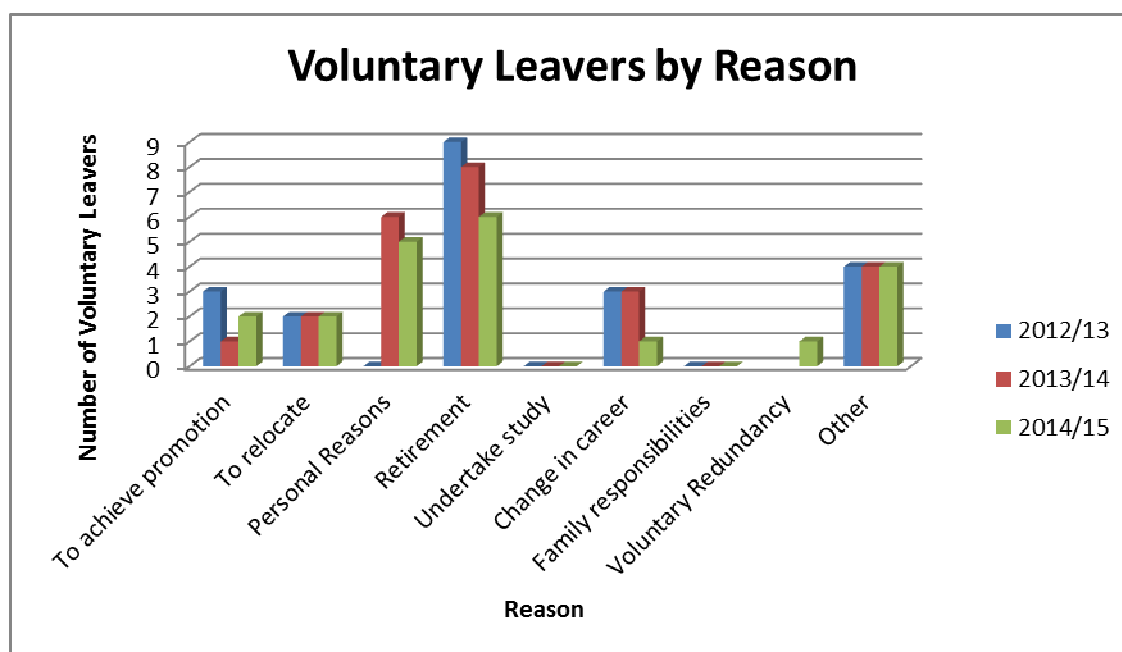
5.3.3 In 2014/15, for those service areas where there has been no restructures (10 in total), turnover declined in 7 of the services, increased in 1 service and remained the same in 2 of the services. The only service area with an increase in turnover was Customer Services and Parking. The reasons for leaving in this service area were due to retirement (2 employees) and due to 'other' (1 employee).

5.3.4 For those service areas that have been restructured, it is difficult to make direct comparisons between the 2013/14 and 2014/15 data. Figure 4 shows there is a high percentage of voluntary leavers in HR & OD (29%) however this only equates to 2 leavers and the figure is skewed due to the small size of the HR & OD team overall. The reasons given for leaving for both employees was 'other' (to gain a permanent role and not returning from maternity leave).

#### 5.4 Voluntary leavers by reason for leaving

5.4.1 Figure 4 shows the reasons for leaving amongst voluntary leavers.

Figure 4



5.4.2 In 2014/15 the top three reasons for leaving were retirement (6), personal reasons (5) and 'other' (4). Of the total voluntary leavers, just over a quarter (29%) left due to retirement. This is due to an



ageing workforce. This reflects the findings from the Equality and Diversity Annual Report 2013/14 which stated that the number of employees in the 65-75 age range had increased over the last 3 years (2.8% in 2011/12 to 5.2% in 2013/14).

## **6. Recruitment Costs**

- 6.1 This year the Council has spent £57,499.26 on recruitment. There were two senior management appointments made during 2014/15. The recruitment spend, which covers advertising costs, agency or search fees, was for 53 vacancies. Of the 53 vacancies advertised 49 were filled (92%). This equates to an average cost per hire of £1,084.89 (2013/14 £623.90).
- 6.2 The estimated total cost of recruitment in the UK (advertising costs, agency or search fees) is £2,000 per vacancy (Chartered Institute of Personnel Development (CIPD) Resourcing and Talent Survey 2013). This is the median rate based on recruitment advertising for all positions other than those at Senior Management and Director level.

## **7. Exit Interview Analysis**

- 7.1 Voluntary leavers are asked to complete a confidential exit interview form upon resigning. If HR identifies any areas of concern a meeting is set up between the HR Officer and employee to explore the issues. HR may also take up actions with the line manager if appropriate. The results of the exit interviews are discussed below.
- 7.2 **Overview**
  - 7.2.1 The exit interview return rate for 2014/15 voluntary leavers was 57.14%. This was a slight increase on 2013/14's return rate of 54.8%.
  - 7.2.2 The results of 2014/15 exit interviews are positive. In 2014/15 the majority of leavers (67%) rated the Council as a level 8 or 9 employer on a scale of 1-10 (1 being poor and 10 being excellent). This is an increase from 2013/14 (53%).
  - 7.2.3 83% of respondents said they would recommend the Council as an employer to others. This is a significant improvement on 2013/14 (48%).

### **7.3 Leavers' feedback on their Line Management**

7.3.1 In 2014/15 respondents said that their line manager:

- Always or often gave them help and advice (92%)
- Always or often gave them praise or recognition (92%)

7.3.2 In 2013/14 the outturn was much lower:

- Always or often gave them help and advice (48%)
- Always or often gave them praise or recognition (42%)

### **7.4 Leavers' feedback on Training, development and promotion opportunities**

7.4.1 Overall respondents continued to view training opportunities within the Council positively. All respondents either 'completely' or 'partially' agreed that they had received adequate training. 58% of respondents considered their Induction to be 'completely' or 'partially' effective.

7.4.2 Promotion opportunities within the Council were viewed much more positively amongst leavers than last year. In 2014/15, 75% of respondents considered the prospect for promotion as 'good' in comparison to 13% in 2013/14. In 2014/15, 25% of leavers thought promotional prospects were 'poor' or 'very poor' compared to 27% in 2013/14.

## **8.0 HR actions taken in 2014/15 to support Recruitment and Retention**

### **8.1 Career Progression/Succession Planning**

8.1.1 The Council has continued throughout 2014/15 to explore Council wide initiatives to ensure that employees are developed. For example, job shadowing, coaching and mentoring arrangements have been put in place.

8.1.2 In 2014/15, three employees received sponsored professional development and nine employees undertook secondments.

## **8.2 Apprenticeships and Voluntary Work Experience**

- 8.2.1 The Council has continued to explore apprenticeships and volunteering opportunities. In 2014/15, an opportunity for an apprentice in Facilities Management was advertised however as yet an appointment has not been made. The Council currently engages a number of volunteers through a work experience scheme run by Job Centre Plus. Two graduates were recruited in 2014 and are currently in the first year of their placement.

## **8.3 Recruitment Process**

- 8.3.1 A review of the Council's recruitment processes commenced in 2014/15 to consider whether the process should remain in-house. This review is ongoing and is due to be concluded by the end of June 2015.

## **8.4 Health and Wellbeing**

- 8.4.1 East Herts Health and Wellbeing Strategy 2013-2018 has continued to be supported through the delivery of the Workplan. Some of the projects are:
- Health and Wellbeing intranet pages have been developed for employees and Members. The pages are divided into the Five Ways to Wellbeing themed sections of Connect, Give, Be Active, Take Notice and Keep Learning
  - Launch of Step Jockey which encourages increased stair usage for employees in place of using the lift.
  - Five Ways to Wellbeing theme launched to employees with merchandise.
  - The Herts Healthy Workplace Challenge was promoted which enables employees to track and record their physical activity levels along with a number of other physical activity options on the intranet pages.

## **8.5 Here to Help**

- 8.5.1 A number of projects have been developed from corporate and local action plans. Employees attended bite size sessions to share success stories. Employees have also completed Pulse Surveys which asked them to express their views on what changes they have seen since the programme started so that areas of success can be built on and areas of improvement can be developed.

## **8.6 Market Supplements Exercise**

- 8.6.1 A benchmarking exercise was undertaken in 2014/15 to consider whether the Council should pay market supplements in certain posts that are hard to recruit to or where there are retention issues due to higher salaries being paid elsewhere. The exercise is due to be concluded by the end of June 2015.

## **8.7 Vacancy Control**

- 8.7.1 Throughout 2014/15 the Council has continued to maintain a programme of vacancy control with the Corporate Management Team approving all vacancies.

## **9. Summary and Recommendations for 2015/16**

- 9.1 The Council's turnover rate is healthy and below target. The Council should therefore continue with the actions outlined in Section 8:
- Support career development and succession planning for its employees
  - Attract and support apprentices and volunteers into its workforce
  - Implement actions from the 2014/15 East Herts Health and Wellbeing workplan
  - Work with employees to implement actions identified from the Here to Help programme

## 10. **Turnover Targets**

It is recommended that the turnover targets remain unchanged for 2015/16, as the Council was below target for both turnover rate, voluntary turnover and had improved on the stability index.

Turnover rate	target 2015/16	10%
Voluntary turnover rate	target 2015/16	7%
Stability index	target 2015/16	90%

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MINUTES OF A MEETING OF THE  
LOCAL JOINT PANEL HELD IN THE  
COUNCIL CHAMBER, WALLFIELDS,  
HERTFORD ON WEDNESDAY 17 JUNE  
2015, AT 2.30 PM

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**PRESENT:**     **Employer's Side**

Councillors E Buckmaster, A Jackson and  
G Cutting

**Staff Side (UNISON)**

Mr A Stevenson (Chairman) and Ms F Brown

**ALSO PRESENT:**

Councillors C Woodward

**OFFICERS IN ATTENDANCE:**

Lorraine Blackburn	- Democratic Services Officer
Emma Freeman	- Head of Human Resources and Organisation Development

**1     POLICY FOR HANDLING PERSONAL DATA**

**The Head of Information, Customer and Parking Services submitted a report setting out a new policy for handling personal data to ensure compliance with best practice and the Data Protection Act.**

**The Secretary to the Employer's Side explained that the new policy, as set out within Essential Reference Paper "B" would be applicable to employees, services and functions of the Council to ensure compliance with the requirements of the Data Protection Act.**

In response to a query regarding training, the Secretary to the Employer's Side explained that staff received training, via an "e"-learning programme called "Bob's Business" which focused on specific areas of learning. The Digital and Information Manager was then able to track who had completed areas of learning.

In response to a query from Councillor A Jackson regarding rolling out the idea of "Bob's Business" "e"-learning to Members, the Secretary to the Employer's Side explained that the information was generic and that she would discuss the matter of extending Member training with the Scrutiny Officer and Head of Information, Parking and Customer Services.

Assurances were sought that there was consistency with Members' Data Policy and the revisions now proposed. The Secretary to the Employer's Side was confident that there would be consistency between the policies but undertook to discuss the matter further with the Head of Information, Parking and Customer Services and ask for an email to be sent to the Panel.

The Panel recommended approval of the report subject to confirmation that the revised policy was consistent with Members' Data Policy.

**RECOMMENDED** – that subject to confirmation that the revised policy, as now submitted, was consistent with the Members' Data Policy, the Policy for Handling Personal Data be approved.

## **2      SHARED PARENTAL LEAVE - FAMILY FRIENDLY POLICIES**

The Secretary to the Employer's Side submitted a report on changes to a new policy on Shared Parental Leave and Family Friendly policies which encompassed a number of changes to employment law effective from 5 April 2015.



**The Secretary to the Employer's Side reminded Members that the Human Resources Committee on 25 March 2015 had asked that Officers review fostering arrangements in other Authorities and report back to Members.**

**The Secretary to the Employer's Side explained that the policy now submitted had been updated to include the rights of employees who fell within the "Foster to Adopt" Scheme and as such were entitled to Adoption Leave, Shared Parental Leave and Paternity Leave.**

**The Panel recommended approval of the report.**

**RECOMMENDED – that the Shared Parental Leave - Family Friendly Policies, as now submitted be approved.**

### **3 APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN**

It was moved by Fiona Brown (UNISON) and seconded by Councillor A Jackson that Andrew Stevenson (UNISON) be appointed as Chairman for the civic year 2015/16.

After being put to the meeting and a vote taken, Andrew Stevenson was appointed Chairman of the Local Joint Panel for the civic year 2015/16.

It was moved by Councillor E Buckmaster and seconded by Councillor G Cutting that Councillor A Jackson be appointed Vice Chairman for the civic year 2015/16.

After being put to the meeting and a vote taken, Councillor A Jackson was appointed Vice Chairman of the Local Joint Panel for the civic year 2015/16.

**RESOLVED – that Andrew Stevenson (UNISON) and Councillor A Jackson be appointed Chairman and Vice Chairman respectively, for the civic year 2015/16.**

### **4 APOLOGIES**

Apologies for absence were submitted from Councillor L Haysey and G McAndrew. It was noted that Councillor G Cutting was substituting for Councillor G McAndrew.

5 MINUTES

RESOLVED - that the Minutes of the meeting held on 11 March 2015 be approved as a correct record and signed by the Chairman.

The meeting closed at 2.45 pm

Chairman .....

Date .....