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MEETING	:	HUMAN RESOURCES COMMITTEE
VENUE	:	COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE	:	WEDNESDAY 21 OCTOBER 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

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DISCLOSABLE PECUNIARY INTERESTS

1.   A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:

  •   must not participate in any discussion of the matter at the meeting;

  •   must not participate in any vote taken on the matter at the meeting;

  •   must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;

  •   if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;

  •   must leave the room while any discussion or voting takes place.

2.   A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.

3.   The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.

4.   It is a criminal offence to:

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

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

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AGENDA

1. Apologies

    To receive apologies for absence.

2. Minutes (Pages 7 - 16)

    To receive the Minutes of the meeting held on 8 July 2015

3. Declarations of Interest

    To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Policy Development Plan 2015/16 (Pages 17 - 24)

6. Human Resources Management Statistics - Quarterly Report (Pages 25 -
    36)

7. Performance Development Reviews - Review 2015 Stage 1 (Pages 37 -
    48)

8. Review of Recruitment Process (Pages 49 - 98)

9. Here to Help - Progress Report October 2015 (Pages 99 - 108)

10. Investors In People (IIP) Assessment - Silver Standard Action Plan (Pages
    109 - 130)

11. Equalities and Diversity Annual Report 2014/15 (Pages 131 - 190)

12. Local Joint Panel - Minutes of the meeting: (Pages 191 - 196)

    Members are asked to bring with them their copy of the agenda of the
    Local Joint Panel meeting held on 30 September 2015.

    To consider the recommendations on the matters below:

(A)   Organisational Development Strategy 2015-2019
Minute 6 refers

(B)   Professional Career Vocational Study Policy
Minute 7 refers

(C)   Smoke Free Workplace Policy
Minute 8 refers

13. <u>Urgent Business</u>

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 8 JULY 2015, AT 3.00 PM

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

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	-	Democratic Services Officer
Helen Farrell	-	Human Resources Officer
Emma Freeman	-	Head of Human Resources and Organisational Development

126   APPOINTMENT OF VICE CHAIRMAN

It was proposed by Councillor S Cousins and seconded by
Councillor I Devonshire that Councillor P Ruffles be appointed
Vice-Chairman of the Human Resources Committee for the
2015/16 civic year.

After being put to the meeting, Councillor P Ruffles was
appointed Vice-Chairman of the Human Resources
Committee for the 2015/16 civic year.

> RESOLVED – that Councillor P Ruffles be appointed
> Vice-Chairman of the Human Resources Committee for
> the 2015/16 civic year.

127   MINUTES

> RESOLVED - that the Minutes of the meeting held on 25
> March 2015 be confirmed as a correct record and signed
> by the Chairman.

128   CHIEF EXECUTIVE RECRUITMENT PROCESS

The Head of Human Resources (HR) and Organisational Development submitted a report which set out the recruitment process for the appointment of the Chief Executive.

The Chairman stated that he had sat on the Recruitment Committee for the appointment of the Chief Executive, adding that it was important for as much information as possible to be in the public domain.

The Head of HR and Organisational Development explained the background stages to the recruitment process and why GatenbySanderson had been chosen for the executive search. It was noted that the appointment of the Chief Executive would be ratified by Council on 29 July 2015.

In response to a question from Councillor I Devonshire regarding the background of the applicants, the Head of HR and Organisational Development explained that the majority of applicants had come from the public sector with some from a mixed employment background.

In response to a query from Councillor P Ruffles regarding the cost of housing in the District, the salary offered and whether this had deterred any applicants, the Head of HR and Organisational Development stated that the salary reflected the role and market place and that the majority of candidates did not want to relocate. The Head of HR and Organisational Development explained that there would be a six monthly review once the Chief Executive was in post.

The Chairman asked that the Head of HR and Organisational Development circulate the advertisement for the role of Chief Executive to all Members of Human Resources Committee.

The Committee noted the report.

RESOLVED – that (A) the recruitment process for the appointment of Chief Executive be noted; and

(B)   the advertisement for the role of Chief Executive be circulated to all Members of Human Resources Committee.

129   LEARNING AND DEVELOPMENT TRAINING

The Head of Human Resources (HR) and Organisational Development submitted a report reviewing the Learning and Development Programme delivered in 2014/15 and sought approval to the proposed Learning and Development Programme for 2015/16.

The Human Resources Officer (Learning and Development) summarised the main points of the report. The Chairman congratulated Officers' ingenuity for organising more training using less financial resources. The HR Officer gave assurances that any training appropriate for Members was also co-ordinated with the Scrutiny Officer.

In response to a query regarding the circulation of training to Town and Parish Councils, the HR Officer explained that only one response had been received regarding take up and that she would write to Town and Parish Councils again. She also stated that external circulation depended on the number of licences the Council held for "e"-training.

In response to a query from the Chairman, the Head of HR and Organisational Development explained the position in relation to the number of graduates and the use of interns who primarily undertook project work for the Council according to a specified programme. Councillor J Goodeve stated that the use of interns and graduates provided a valuable way of evaluating someone before potentially employing them.

Councillor P Ruffles thanked the Officers for the quality of the report adding that the Council should not lose sight of the customer in terms of their learning needs and how people learn. The Head of HR and Organisational Development referred the Member to Essential Reference Paper "C" of the report and the variety of training offered including training for those who might be considered vulnerable.

The Head of HR and Organisational Development provided an update in response to a number of questions regarding skills training, professional training, skills gaps, feedback and combining the Council's training courses with other Authorities.

In response to a question from Councillor M Stevenson regarding core training, the HR Officer explained the Personal Development Reviews (PDR) appraisal process and the fact that some training such as Here to Help (H2H) was mandatory. The Chairman asked that comments on the H2H programme be also shared with Members. The Head of HR and Organisational Development undertook to speak with the Scrutiny Officer.

In response to a query from the Chairman regarding the use of "Plain English" in report writing, the HR Officer explained that training had been provided on this and on the use of grammar.

Councillor P Ruffles and the Chairman queried staff training and the Council's contractors in relation to their use of apprentices, the training development process and to Town and Parish Councils in relation to the planning process. The Head of HR and Organisational Development explained that the Council had no remit to involve itself with a contractor's training arrangements but that Health and Safety issues was addressed via the contract. Members were advised that Planning and Building Control offered pre-planning advice should this be needed. The Chairman suggested that contractors could be asked for information on their training policies and in relation to apprenticeship schemes.

Councillor P Ruffles referred to the training arranged for Members and asked that the Scrutiny Officer be thanked for arranging this. This was supported.

In response to a query from the Chairman regarding Home Working for new employees, the HR Officer explained that, usually there was a six month wait time, but there was flexibility with this arrangement providing the Head of Service was satisfied that the employee had the experience and

equipment in place.

In response to a query from the Chairman, the Head of HR and Organisational Development provided an update regarding the requests received for "bite-size" training and what the Council could do to provide support and training in relation to the Here to Help programme.

The Chairman asked HR Officers to ensure that all policies were consistent with one another.

The Committee approved the Learning and Development Programme for 2015/16.

> RESOLVED – that (A) the Learning and Development Programme 2015/16 be approved; and

> (B)   Members' thanks be recorded for the help the Scrutiny Officer had provided in arranging Member training.

130   EMPLOYEE HANDBOOK

The Head of HR and Organisational Development submitted a report on a revised and newly designed Employee Handbook. Members were advised that the handbook, as now submitted, had been revised with a more professional look and reflected current policies and practices within the Council. Following consultation with Corporate Management Team (CMT) and UNISON, a number of amendments had been made. Members were provided with an update.

Councillor I Devonshire stated that the handbook was very informative.

The Committee approved the newly designed Employee Handbook.

> RESOLVED – that the Employee Handbook, as amended and now submitted, be approved.

131   HUMAN RESOURCES MANAGEMENT STATISTICS -
        QUARTERLY REPORT

The Head of Human Resources (HR) and Organisational
Development submitted a report setting out Human Resource
information for the period April to June 2015.

The Head of HR and Organisational Development advised
that staff turnover was 4.67% in the first three months of
2015/16 and that projected turnover for 2014/15 was 17.58%
against a target of 10%. The number of voluntary leavers'
was 2.47% against a target of 9.89%.

The Head of HR and Organisational Development explained
that short term sickness per full time equivalent (FTE) was
currently 0.47 days against a target of 4.5 days and that
current long term sickness overall was 0.39 days. The current
projected long-term sickness absence per FTE was 2.34 days
against a target of 2 days.

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

The Head of HR and Organisational Development was
pleased to report substantial improvements in relation to the
PDR statistics in that all Directorates except one, were 100%
complete. The Chairman thanked the Head of Service and all
those involved in achieving this tremendous result. For the
benefit of new Members, the Head of HR explained the PDR
process.

The Chairman stated that Revenues and Benefits had one of
the biggest workloads and had always achieved 100% on its
PDR returns.

In response to a query from Councillor J Goodeve regarding
equalities monitoring targets, the Chairman confirmed that HR
Committee set the targets. Councillor J Goodeve commented
that she hoped that the targets reflected the local population
and what was typical in other organisations. In response to a
further question regarding leavers, the Head of HR and

Organisational Development confirmed that there were 43 vacant posts and that 9 posts were being actively recruited. She asked that Members be provided with a breakdown of those vacancies at the next meeting. This was supported.

In response to a query regarding the use of agency staff, the Head of HR and Organisational Development provided an update. She explained that the introduction of the new payroll system would enable HR to extract and monitor more information and produce more useful information.

The Committee received the report, as now detailed.

> RESOLVED – that (A) the Human Resources Quarterly Management Statistics, as now submitted, be received; and
>
> (B)   Members be provided with a breakdown of current vacancies at the next meeting of Human Resources Committee.

132   SICKNESS ABSENCE REPORT 2014/15

The Head of Human Resources (HR) and Organisational Development submitted a report on sickness absence levels, which reviewed short and long term sickness for 2014/15 and proposed initiatives to reduce absence.

The Head of HR and Organisational Development drew Members' attention to benchmarking averages, adding that the Council had the lowest sickness absence statistics for 2014/15; the average figure for local government was 8.2 days with East Herts recording 4.52 days. The Chairman asked that the benchmarking information be circulated to Members of HR Committee.

The Head of HR and Organisational Development explained that the total short term and long term sickness was its lowest since 2010 which was a result of changes in policy and return to work interviews. The Head of HR and Organisational Development provided a summary of staff sickness reasons.

In response to a query from the Chairman regarding a report on Health and Safety issues and injuries, the Head of HR and Organisational Development explained that there was a Health and Safety Committee and would speak to the Health and Safety Officer about reporting matters to Human Resources Committee.

The Chairman referred to the Absence Management Policy and the phrasing around verbal warnings and asked Officer to review this. This was supported.

The Chairman referred to the high short-term sickness levels in Economic Development in 2013/14 and explained that as this Team was very small this had been reflected in a very high spike. The Head of HR and Organisational Development explained that the graph showed comparative full time equivalents (FTEs), rather than numbers of staff.

The Committee approved the report.

RESOLVED – that (A) the sickness absence levels be noted;

(B)   the Council's sickness absence categories be amended to reflect those shown in the CIPD's Annual Absence Management Survey to facilitate detailed benchmarking when the new HR and Payroll system is introduced;

(C)   the current sickness absence management targets for short term absence (4.5 FTE days) and for long term absence (2 days FTE) and total absence of (6.5 days FTE) be retained; and

(D)   the wording in Absence Management Policy about verbal warnings be reviewed.

133   TURNOVER 2014/15

The Head of Human Resources (HR) and Organisational Development submitted a report on the reasons and key issues for the turnover in 2014/15 and proposed

recommendations for 2015/16.

Councillor P Ruffles referred to the importance of succession planning in the context of human resources and career progression. The Head of HR and Organisational Development referred to the wide spread internal movement of staff and job shadowing which occurred across the Council.

In response to a query from Councillor S Cousins, the Head of HR and Organisational Development explained the process around induction training.

In response to a query from the Chairman regarding recruitment costs, the Head of HR and Organisational Development explained that recruitment for two Heads of Service appointments had affected last year's total figure and the same would occur again in next year's figure as a result of the Chief Executive recruitment process.

The Committee approved the report, as now submitted.

RESOLVED – that (A) the report be noted and that the turnover target remains unchanged for 2015/16;

(B)   staff continue to be supported in relation to career development and succession planning;

(C)   the Council continue to attract apprentices and volunteers into the workforce;

(D)   actions within the 2014/15 East Herts Health and Wellbeing work plan be implemented; and

(E)   staff continue to be supported in implementing the ongoing actions identified from the "Here to Help" Programme.

134   LOCAL JOINT PANEL - MINUTES OF THE MEETING:

RESOLVED – that the Minutes of the Local Joint Panel meeting held on 17 June 2015 be received.

(See also Minutes 135 – 136)

135   HANDLING PERSONAL DATA POLICY

The Committee considered and approved the recommendation of the Local Joint Panel on a new policy for handling personal data to ensure compliance with best practice and the Data Protection Act.

RESOLVED – that the Handling Personal Data Policy, as now submitted, be approved.

(See also Minute 134)

136   SHARED PARENTAL LEAVE - FAMILY FRIENDLY POLICIES

The Committee considered and approved the recommendation of the Local Joint Panel on an updated Shared Parental Leave - Family Friendly Policy, which had been updated to reflect the rights of employees who fell within the "Foster to Adopt" Scheme".

RESOLVED – that the Shared Parental Leave – Family Friendly Policy, as amended, be approved.

(see also Minute 134)

The meeting closed at 5.00 pm

Chairman	……………………………………………
Date	……………………………………………

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 21 OCTOBER 2015

REPORT BY THE HEAD OF HUMAN RESOURCES AND ORANISATIONAL DEVELOPMENT

POLICY DEVELOPMENT PLAN 2015/16

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To note the policy development plan 2015/16

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: That:	
(A)	**The Policy Development Plan 2015/16 be noted;**
(B)	**The Managing Violence and Aggression in the Workforce policy be deleted**

1.0   Background

1.1   Human Resources Committee approved the Policy Development Plan 2014/15 on the 22 October 2014.

1.2   Human Resources Committee advised that policy reviews should be completed every three years.

2.0   Report

2.1   The updated Policy Development Plan 2015/16 is set out in **Essential Reference Paper "B".**

2.2   The plan lists the policies, details of any revision required or reasons for change, progress update and if appropriate the date HRC approved the amendments.

2.3   The HR service has completed a review of the guidance and

support provided to employees on managing violence and aggression in the workplace. The current policy duplicated information and support available on the intranet under the Health and Safety pages. To avoid duplication it is recommended that the Managing Violence and Aggression in the Workplace policy is deleted. The guidance on the intranet has been updated and ensures the Council meets its obligations and best practice in this area.

<u>Background Papers</u>
None

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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	***People* – Fair and accessible services for those that use them and opportunities for everyone to contribute** 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:	Unison and SMG are consulted on the development of policies and procedures
Legal:	Some policies have a legal impact which will be stated at the time of their review or development
Financial:	Some policies have a financial impact which will be stated at the time of their review or development
Human Resource:	As detailed in the report
Risk Management:	There is a risk to the council should the council not follow current employment law and best practice
Health and wellbeing – issues and impacts:	The Health and Wellbeing issues are considered as part of the review of all policies to ensure that we support the strategy.

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Policy Development Plan 2015/16

Policy title	Revision required	Progress	Approved by HRC
Retirement Policy	Updated to include the Council's discretionary powers under the regulations.	Revised	Approved January 2015
Bribery Policy	Updated to reflect best practice	Revised	Approved January 2015
Carers Policy	This policy has been introduced after feedback from the Health and wellbeing Panel.	Revised	Approved January 2015
Flexible Working Policy	This policy has been updated to reflect new statutory rights. All employees can request flexible working after 26 weeks employment service.	Revised	Approved January 2015
General Leave Policy	This policy is being updated to ensure it is fit for purpose.	Revised	Approved January 2015
Job Evaluation Policy	The policy is being review in consultation with the trained JE assessors from HR, Unison and independent staff	Revised	Approved March 2015
Handling Personal Data	The policy has been updated to support the Council's Data Protection Action Plan	Revised	Approved July 2015

Family Friendly Policy	The policy has been updated to reflect changes in employment law in April 2015	Revised	Approved July 2015
Shared Parental Leave	The policy has been updated to reflect changes in employment law in April 2015	Revised	Approved July 2015
Professional Career & Vocational Study Policy	The policy has been updated to reflect changes to the process.	**Subject to approval by HRC October 2015**	
Managing Violence and Aggression in the Workplace, 2007	Guidance notes have been updated and included on the intranet under Health and Safety to ensure the Council meets its obligations and best practice in this area.	**Subject to approval by HRC October 2015 to delete Policy**	
Smoke Free Work Place, 2007	This policy is being updated to ensure it is fit for purpose.	**Subject to approval by HRC October 2015**	
Expenses Policy, 2010	The policy has been revised and HMRC rates have been introduced.	The current Expenses Policy has been referred to the Local Joint Secretaries as local agreement was not reached by the Local Joint Panel in August 2014. Local Joint Secretaries on 5 March 2015 recommended that a Travel Green Policy and survey is completed to support the Expenses Policy	

		Travel Green Policy 1st draft and survey completed July 2015	
Recruitment Policy, 2013	The policy is being reviewed to support the recommendations made in the Recruitment Review June 2015	1st draft	
Alcohol, Drug & Substance Misuse Policy, 2007	This policy is being updated to ensure it is fit for purpose.	1st draft	
Learning and Development Policy, 2008	This policy is being updated to reflect the recommendations made in the Learning and Development 2014/15 annual report	1st draft	
Secondment Policy, 2011	This policy is being updated to ensure it is fit for purpose.	1st draft	
Stress Management Policy, 2008	This policy is being reviewed. Consideration to this policy becoming part of the Absence Management Policy to reduce duplication of process.	1st draft	
Probationary Policy, 2011	This policy is being updated to ensure it is fit for purpose.	1st draft	

Redeployment Policy, 2006	This policy is being updated to ensure it is fit for purpose	1st draft	

EAST HERTS COUNCIL

HR COMMITTEE - 21 OCTOBER 2015

REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCE MANAGEMENT STATISTICS: JULY - SEPTEMBER 2015

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to consider the Human Resources (HR) performance indicators for the period 1 July 2015 – 17 September 2015

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE	
That:	
(A)	the Human Resource Management Statistics for July 2015 to September 2015 be approved

1.0   Background

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

2.0   Report

2.1   Establishment

2.1.1   The number of funded posts as at 17 September 2015 is 406. The total headcount is 369. The number of vacant posts is therefore 37 posts.

2.1.2   The established FTE as at 17 September is 350.54. The current FTE is 320.26. The number of vacant funded hours (expressed as FTE posts) is therefore 30.12.

2.2   Turnover

2.2.1   The turnover rates for the period 1 July 2015 – 17 September 2015 are based on the average headcount for this period (366).

2.2.2   The current turnover rate for the Council is 6.29%; this equates to 23 leavers in the first 6 months of 2015/16. Based on this rate the projected turnover for 2014/15 is 12.59% which is above the target of 10%. These figures do not include 3 employees who have transferred to DWP under TUPE.

2.2.3   The current voluntary leaver's rate is 5.20%; this equates to 19 voluntary leavers. The projected rate is 10.40% which is above the target of 7%. 7 voluntary leavers left due to retirement, 3 due to a change in career, 2 to achieve promotion, 2 for personal reasons, 1 to relocate and 4 due to 'other'.

2.2.4   Voluntary leavers (excluding those that retired) came from various services: 5 were from Revenues and Benefits, 2 from Planning and Building Control, 2 from Environmental Services, 1 from Communications, Engagement and Cultural Services, 1 from Strategic Finance, and 1 from Community Safety and Health Services.   For those leavers in Revenues and Benefits, HR are currently working with managers on reasons for leaving, currently no pattern has been established.

2.2.5   Of the 4 involuntary leavers, 3 left due to the end of their temporary contract, and 1 due to dismissal. 3 leavers not included in the involuntary leavers total were also transferred under TUPE to DWP.

2.2.6   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. To date thirty five (35) vacancies have been advertised. Thirteen (13) posts were advertised internally only and twenty two (22) posts were advertised internally and externally. The posts advertised include permanent and temporary roles.

2.2.7   Of the 35 advertised roles, fifteen (15) internal appointments and twelve (12) external appointments have been made. Recruitment is still on going for eight (8) of the vacancies.

 2.3   Sickness Absence

2.3.1   Sickness Absence is divided into short and long-term sickness. Long term sickness absence is consecutive sickness absence for 28 days plus.

2.3.2   The following outturns are for the period 1 July 2015 – 31 August 2015. Data for the month of September was not available at the

time of writing this report.

2.3.3 The average short-term sickness absence per FTE is currently 0.23 days overall. At the current rate the projected short-term sickness for the year is 2.81 days which is below the target of 4.5 days.

2.3.4 The average long-term sickness absence per FTE is currently 0.12 days overall. There have been five employees on long term sick absence between 1 July and 31 August 2015. Three have returned to work and the remaining two are being supported by managers and HR. At the current rate the projected long-term sickness for the year is 1.44 days which is below the target of 2 days.

2.3.5 Please note that the sickness absence figures stated in the Annual Sickness Absence report that was considered at HR Committee in July 2015 have been revised. It was reported that the short term outturn 2014/15 was 3.47 days per FTE, the long term outturn 2014/15 was 1.05 and the total outturn 2014/15 was 4.51 (figures have been rounded up). The revised figures are the short term outturn 2014/15 is 3.35 days per FTE, the long term outturn 2014/15 is 1.02 and the total outturn 2014/15 is 4.37. These figures are still below the targets. This was due to a reporting error.

2.4   Work-related accidents

2.4.1 Work related accidents are reported at the Safety Committee and include inputs from the Council's trade and domestic refuse and grounds maintenance contractors if accidents occur at Buntingford Service Centre only.

2.4.2 The report should include statistics from the leisure services contractor, Sport and Leisure Management; however this information has not been supplied since the end of December 2014. This matter has been raised with the Leisure Services Contract Manager.

2.4.2 Reportable accidents are those where the Council has a statutory duty under Reporting of Injuries, Diseases and Dangerous Occurrence Regulation's 2013 (RIDDOR) to inform the Health and Safety Executive (HSE).

2.4.3 During the period 1 July to 31 August 2015, there were no reportable accidents.

2.4.4 Non reportable accidents are those that do not fall under the

category above and are used to identify trends to prevent more serious accidents / incidents e.g. slips, trips, minor cuts etc.

2.4.5   During the period 1 July to 31 August 2015, there was 1 non reportable accident involving an employee.

2.5   Learning and Development

2.5.1   From 1 July to 17 September 2015 there were 11 new starters to the Council (this figure does not include internal changes and transfers). A Corporate induction was held on 9 September 2015. There were 10 participants which included some employees who joined the Council prior to July 2015 as well as some agency employees. The target for attendance at Corporate Induction is 100%.

2.5.2   Of the 11 new starters, 3 (27%) attended the Corporate Induction on 9 September 2015. Many of the new starters had start dates very close to the date of the induction and therefore they will be invited to the next induction in the following quarter.

2.5.3   The Learning and Development programme for 2015/16 was approved by the HR Committee in April 2015. Events/courses held between 1 July – 17 September 2015 are:

Event/Course	No of participants	Type/number of sessions held
SMG Hay Training	9	1 session
Corporate Induction	10	1 session
Safeguarding Adults briefing for SMG	15	1 session
Bob's Business Data Protection e-learning	530*	132* sessions
TOTAL	564	135

* Four Bob's Business e-learning modules were released during this quarter and a total of 530 sessions were completed (many employees will have completed more than 1 module) which gives an average of 132 employees completing this training. The total percentage of staff that have received corporate training is therefore 36.58% (i.e.135/369).

2.6   Performance Management

2.6.1   The Council's Performance Development Review Scheme (PDRS) 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 2015. 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 2015 and full year reviews and objectives were due in December 14/January 15. 83.71% of mid-year reviews have been completed to date.

2.6.2 PDR completion rate for December 14/January 15 was 100% with all services meeting target.

2.6.3 Collectively, the PDR completion rate is 87.75% (i.e. full year reviews for Revenues and Benefits and mid-year reviews for the rest of the Council). Services that are below 100% have been reported to CMT and Heads of Service have been instructed to complete their reviews as a priority.

2.6.4 Progress on the PDR completion for June/July 2015 can be viewed on Essential Reference Paper C.

2.7 Equalities Monitoring Indicators

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

2.7.2 The current percentage of employees with a disability is 3.01%, against an indicator of 5.21%. This is a slight decrease on the June 2015 outturn of 3.35%. In the Senior Management Group (SMG) the outturn is 0% against an indicator of 11.76%.

2.7.3 The percentage of staff of Black and Minority Ethnic Origin is 3.83% which is an increase on the June 2015 outturn of 2.79% and higher than the Council's indicator of 2.30%. The outturn for SMG is 0% against an indicator of 5.88%.

2.7.4 Women make up 68.31% of the workforce. Within SMG, women account for 31.25% of staff against an indicator of 41.17%.

2.7.5 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.

2.8 Policy Development

2.8.1 The following policies are currently under review:

- Alcohol, Drug and Substance Misuse Policy
- Smoke-Free Workplace Policy (being considered at Local Joint Panel on 30 September)
- Expenses Policy (being considered at the Joint Secretaries meeting on 22 September)
- Secondment Policy
- Probation Policy
- Volunteer Policy
- Violence in the Workplace Policy (will move to Health and Safety remit)
- Professional Career and Vocational Study Policy (being considered at Local Joint Panel on 30 September)
- Stress Management Policy (to be included as an appendix to the Sickness Absence Policy)

2.9   Quarterly Outturns Overview

2.9.1   See **Essential Reference Paper "B"** for outturn table

2.9.2   See **Essential Reference Paper "C"** for PDR outturn table

3.0   <u>Implications/Consultations</u>

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

<u>Background Papers</u>
None

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Contribution to the Council's Corporate Priorities/Objectives *(delete as appropriate):*	***People*** This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Consultation 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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	East Herts Target	Outturns as at 17 September 2015
ESTABLISHMENT		
Number of Funded Posts	N/A	**406**
Total Headcount	N/A	**369**
Number of Vacant Posts	N/A	**37**
Established FTE	N/A	**350.54**
Current FTE	N/A	**320.26**
Vacant funded hours (expressed as FTE posts)	N/A	**30.12**
TURNOVER		
Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount)	10%	**12.59%**
Voluntary Leavers as a Percentage of Staff in Post	7%	**10.40%**
Percentage of Ill Health Retirements	3.23%	**0%**
SICKNESS ABSENCE (outturns up to 31 August 2015)		
No. of short-term sickness absence days per FTE staff in post	4.5 days	**2.81 days**
No. of long-term sickness absence days per FTE staff in post	2 days	**1.44 days**
Total number of sickness absence days per FTE staff in post	6.5 days	**4.25 days**
TRAINING		
Percentage of New Starters receiving Corporate Inductions	100%	**27.00%**
Percentage of Staff with a Training Plan	100%	**75.28%**
Percentage of PDR reviews completed	100%	**87.75%**
Percentage of Staff that have received Corporate Training	48.28%	**36.58%**
EQUALITIES MONITORING		
Percentage of Senior Management Group (SMG) with a Disability	11.76%	**0%**
Percentage of Staff with Disabilities	5.21%	**3.01%**
Percentage of SMG from Black Minority Ethnic (BME)	5.88%	**0%**
Percentage of BME Employees	2.30%	**3.83%**
Percentage of SMG that are Women	41.17%	**31.25%**
Percentage of Women Employees	N/A	**68.31%**
Percentage of Men Employees	N/A	**31.69%**
Percentage of Part time employees	N/A	**39.34%**
Percentage of Part time Men employees	N/A	**10.42%**
Percentage of Part time Women employees	N/A	**93.24%**

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PDR completion for June/July 2015

1.0 The Council's Performance Development Review (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 2015. 100% of full year reviews and 100% of objectives have been completed.

B) For the rest of the Council, full year reviews and objectives were due in December 14/January 15 and mid-year reviews were due in June/July 2015. 83.71% of mid-year reviews have been completed.

1.1 Collectively, the PDR completion rate is 87.75% (i.e. full year reviews for Revenues and Benefits and mid-year reviews for the rest of the Council).

1.2 The data has been broken down by Directorate and then by service (see overleaf).

FULL YEAR reviews (Revenues & Benefits only)

Service	Full-Year Review completed	Objectives for 2015/16 completed
Revenues & Benefits Shared Service	100% (87/87)	100% (99/99)

MID - YEAR Reviews (all services except Revenues and Benefits)

Service	Mid-Year Review completed
Executive	**100% (6/6)**
Customer & Community Services	**92.63% (88/95)**
Customer and Community Services SMG	75% (3/4)
Engagement and Partnerships	100% (4/4)
Communications, Engagement & Cultural Services	100% (20/20)
Business Development	100% (6/6)

Customer Services & Parking	81.25% (26/32)
Environmental Services	100% (29/29)
Finance and Support Services (excluding Revenues & Benefits)	**96.67% (58/60)**
Finance and Support Services SMG	100% (5/5)
Governance and Risk Management	89.47% (17/19)
Democratic and Legal Support Services	100% (18/18)
Strategic Finance	100% (12/12)
HR & Organisational Development	100% (6/6)
Neighbourhood Services	**66.99% (69/103)**
Neighbourhood services SMG	100% (3/3)
Housing Services	100% (12/12)
Community Safety and Health Services	97.30% (36/37)
Planning and Building Control	35.29% (18/51)
TOTAL (excluding Revenues and Benefits)	**83.71% (221/264)**

COLLECTIVE TOTAL (i.e full year reviews for Revenues & Benefits and mid-year reviews for the rest of the Council)	**87.75% (308/351)**

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 21 OCTOBER 2015

REPORT BY HEAD OF HUMAN RESOURCES AND OD

PERFORMANCE DEVELOPMENT REVIEWS – REVIEW 2015 STAGE 1

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To review the progress of the Performance Development Review Process (Stage 1) review

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE: **That:**	
(A)	**The progress of Performance Development review Process Stage 1 be noted**

1.0   Background

1.1   The Here to Help programme, Staff Survey July 2014 and H2H Staff Forum in February 2015 raised a number of comments/ideas regarding the Performance Development review process (PDRS).

1.2   It was agreed by Corporate Management Team (CMT) that a review of the PDRS would become a H2H corporate project for Human Resources.

1.3   The Head of Human Resources and Organisational Development 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/employee on how to conduct a PDR meeting
- Meeting – does the meeting aid discussion on career development/opportunities/interests/training and development/your ideas/suggestions

1.4   An EELGA survey was completed in January 2015 asking local Council's to share their PDR process, whether they used competencies and how they incorporated their values and behaviours into the process.

1.5   Research was also completed looking at best practice and current PDRS models available. The EELGA Competency Framework Model developed in 2014 was included.

1.6   The Council's old PDR processes and competency framework have been included as part of the review to ensure that the Council reflects and builds on its current process, rather than reinvents the wheel.

1.7   The Human Resources (HR) Committee on 25 March 2015 raised concerns about the completion of the PDRS by managers and recommended 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 PDR and how this could be overcome to ensure timely compliance with the PDR process; and relevant Heads of Service of those services not achieving the PDRS 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.

1.8   The HR Management Statistics April-June 2015 was presented to the HR Committee on 8 July 2015. It was reported that the PDRS stats were 99.71% of mid-year and full PDRs have been completed and 100% of the Council have objectives set for 2015/16.

2.0   Report

2.1   Comments raised under the H2H programme were:

1.   Incorporate the Council's values and behaviours into the process.

2. The PDRS cycle is out of line with the business, full and mid-year reviews are completed at the wrong times of the year.
3. When PDRs are performed, there needs to be more emphasis on personal targets as well as corporate and service ones.
4. PDRS should flow from the top and everyone should have the same deadline.
5. PDR form should be shorter, plus an additional section is added so employees have the opportunity to list any barriers to them completing their objective and feedback is given by Head of Service and/or Director on how these can be overcome.
6. Ongoing performance tool.
7. PDRS should be a valuable staffing tool but it is so time consuming and structured that employees do not value the process and managers dread the time that it takes to complete.
8. Need to be more meaningful in terms of what else happens during the year so employees feel it is relevant and meaningful, also training and development needs more emphasis and investment.
9. Can we use electronic signatures to speed up the process?
10. Grading should be reviewed in order for employees to have the opportunity to reach the top grade of 'Exceeding Expectations'.

2.2 Staff Survey 2014

2.2.1 The Staff Survey completed in July 2014 asked employees to indicate how often various statements on the PDR process applied to their line manager.

2.2.2 Four fifths or more of respondents reported that their line manager always/usually: agrees objectives with them to achieve as part of the PDR (88%), is supportive if they have a problem (86%) and gives them the support they need to do their job to a high standard (80%).

Please indicate how often the following statements apply to your line manager. My line manager…	% who said always/ usually 2011	% who said always/ usually 2014	% point change since 2011
Agrees objectives with me to achieve as part of PDRS process	N/A	88	**N/A**
Is supportive if I have a problem	79	86	↑**7**
Discussed my development with me	N/A	68	**N/A**
Give me the support I need to do my job to a high standard	74	80	↑**6**
Gives me feedback on how I am doing	64	67	↑**3**
Identifies my training and development needs	60	62	↑**2**
Holds regular one-to-one meetings with me	56	59	↑**3**
Discusses how I can apply any training I have had recently	51	54	↑**3**

2.2.3 Employees also had the opportunity to give comments in open text boxes based on the Here to Help values. One comment raised refers to the PDR process:

"Ensure employee's skills are developed and sufficient thought is given to ensuring training and development needs are considered during PDRS and courses are booked every year and tracked by senior management / relevant person."

2.2.4 When comparing 2014 staff survey results with the 2011 staff survey results, it can be seen that there have been increases across the board in regard to the PDR process.

2.3 Consultation Feedback

2.3.1 Consultation with employees, managers, SMG and H2H Staff Forum was completed in January to March 2015. The following points were raised:

1. Clarity of performance ratings is needed.
2. Less objective fields, so focus on main objectives.

3. Training for managers on performance ratings. Guidance for managers on how to recognise exceeding/exceptional performance. It was felt by employees that many managers would not award the top rating and it was unachievable to gain.
4. Process and time of year was ok.
5. Moving the PDRS cycle will impact on the year end process and should be taken into consideration.
6. The form should include a summing up section to allow for the employee/manager's overall thoughts which are separate from the main objectives. Such a section would serve as a memory jogger to raise issues outside of the set objectives, which may get forgotten at the PDR.
7. Training requests identified under the review are carried through.
8. Process to be completed electronically on the new HR and Payroll system.
9. PDRS should cascade from service plans, so the timing of the PDR process should be at the end of the financial year.
10. Discussion should add value and therefore not only be about tasks completed and therefore it could focus on three core objectives, knowledge to do the job, behaviour and values and problem solving.
11. There should be consequences for managers and employees who do not complete their PDRS.
12. Objectives should be realistic and achievable.
13. 360 degree reviews might be a good idea and to make it compulsory that objectives are reviewed at each 121.
14. To ensure PDR's are of a sufficient quality, provide managers with examples of good practice and well-structured objectives.
15. Formalise the time that managers should spend creating objectives, for example a new PDR should take about (say) two hours of your time per person to construct and you must ensure that objective are appropriate and s.m.a.r.t. Managers should be encouraged to take set time away from their daily work to do this.
16. Take into consideration CPD requirements/records into the process, to avoid duplication and to recognise professional development.
17. Review the questions asked in the form as the answers can be repetitive due to the nature of the employee's role.
18. The PDR process should incorporate a section to allow employees to raise ideas/suggestions to support H2H programme.

19. Greater importance and value given to 121s.
20. A bank of best practice objectives be created, improving overall standards, reducing time taken to complete PDRS.
21. A lighter version of a PDRS, giving managers and employees the option to choose which process suits their needs.
22. What will a competency framework achieve for East Herts? The focus should be on key areas and skills.

2.4   Unison Consultation

2.4.1   Consultation was carried out with Unison asking for their comments on the process, form, training and meeting.

1. Process –UNISON suggests that the frequency be just once a year only and linked in with one to ones. Otherwise time of year is ok and length is ok we think
2. Form – UNISON is generally ok with this. Perhaps a tweak is needed to allow employees during the PDRS to discuss workloads and highlight where the service needs to be expanded to provide more resources (staffing, equipment etc.).
3. Training –UNISON suggests that some managers use PDRS as a way of bullying / intimidating employees (perhaps unintentionally). More training and perhaps have the option of HR sitting in on a few to see they are being conducted correctly.
4. Meeting – UNISON's view on this is that the PDRS is not currently able to adequately provide ways for employees to access required training and ongoing development (usually due to lack of funds).

2.5   EELGA survey/competencies

2.5.1   The EELGA survey completed in December 2014 highlighted that some Councils have competencies that are based on their values and behaviours. Many were in the process of reviewing their PDR process.

2.5.2   EELGA has developed the East of England Competencies in 2014 that Councils can utilise. These are grouped under eight headings from partnership working to customer focus.

2.6   East Herts Competencies

2.6.1   Employees as part of the Here to Help programme in 2014 developed the Council's values and behaviours. The next stage

of the process is to embed the values and behaviours into the PDR process; therefore part of this review was to review the Council's previous competency framework.

2.6.2 East Herts developed competencies as part of its performance review process in 2005. These were refreshed in 2009 and were used as a tool to help managers and employees review performance and contribution and talk about behaviours. The competencies were not mandatory and therefore not used by all services.

2.6.3 The Competency Framework 2009 had core competencies for all employees to be assessed against and management competencies for managers and SMG. The framework focused on four main clusters; delivering a quality service, managing and motivating people, valuing diversity and personal effectiveness.

2.6.4 The PDR process was reviewed annually from 2009 and in 2012 feedback gained from managers and employees was that the competency framework was not used and therefore it was removed from the process.

2.6.4 The Competency Framework 2009 is out of date and does not reflect the Council's behaviours and values and the priorities of the Council. A new competency framework if developed should include commercial acumen, change and innovation which the current version does not. A full redesign would be needed.

3.0 <u>Summary</u>

3.1 The performance development review process is designed to:
- Ensure that the employee objectives feed into the service and corporate goals, priorities and the outcomes for customers the Council is aiming to achieve.
- Identifies training and development needs that support employees and corporate objectives/needs. Give employees and managers the opportunity to discuss learning aspirations and career development.
- Encourages high performance, giving sufficient time to focus on knowledge and skills to perform the job, behaviours and values and problem solving.
- Gives the opportunity to reflect on the previous year, to look forward and identifying ideas for improvement.

3.2 The PDRS has two key focuses:

1. Performance review: regularly reviewing progress against objectives – the **WHAT**

2. Here to Help review: reviewing **HOW** objectives have been achieved.

3.3 In addition to the tangible benefits, there are substantial intangible benefits as it:

- Supports an opportunity for a high quality conversation between employee and manager
- Can build relationships
- Generate motivation and commitment
- Share successes, praise and recognise achievements
- Celebrating what is good and sharing good practice
- Improving how we work together
- Gives the opportunity to focus on how we can improve the service we provide to customers/our residents.

4.0 <u>PDRS Review Stage 2</u>

The following recommendations are made to establish the direction the Council would like the Head of HR and OD to pursue in consultation with employees, Unison and SMG; to improve the process, embed the Council's values and behaviours and address the issues raised:

1. The PDRS time cycle moves to support service planning and therefore full year reviews are completed in the last quarter of the financial year – Quarter 4 Jan to March. Mid year reviews are completed in Quarter 2 July to Sep. This would support the Council allocating employee resource to corporate and service plan objectives.

2. The PDR form is reviewed and completed online, reducing the level of administration. The timescale of this recommendation would be factored into the project plan of the new HR and Payroll system.

3. A new streamlined version of the form is developed giving employees and managers the choice of a more detailed or condensed PDR process.

4. Ensuring that 121s are a critical and embedded part of the PDR process and consider whether the PDR process is once or twice a year.

5. The need to strengthen the connection between training needs identified through PDR and training programmes and outcomes. The Organisational Development Strategy 2015 to 2019 will support this recommendation.

6. Training is given to managers and employees on the new process, including the use of performance ratings and incorporating the Council's values and behaviours framework.

7. A separate competency framework is not designed but the use of incorporating the Council's values and behaviours into the PDR form and process is considered as part of the ongoing review.

8. The completion of the PDR process is mandatory and therefore employees or managers failing to complete the PDR process would be dealt with under the Disciplinary Policy.

5.0   Implications/Consultations

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

Background Papers
None

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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate)*:	*People* **– Fair and accessible services for those that use them and opportunities for everyone to contribute** 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 has been completed on PDRS Stage 1 with Unison, H2H staff forum, SMG.
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	Supports the Health and Wellbeing agenda by allowing issues, development to be discussed between manager and employee in a structured way.

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 21 OCTOBER 2015

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

REVIEW OF EAST HERTS COUNCIL'S RECRUITMENT PROCESS

WARD(S) AFFECTED: NONE

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Purpose/Summary of Report

- The Council's recruitment processes were reviewed in June 2015. The review details the findings and outlines the recommendations.

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE: **That:**	
(A)	**the recommendations detailed in paragraph 2 within the report be approved and the Action Plan be agreed.**

1.0   Background

1.1   The Recruitment Review was completed in June 2015. The review supports the Council's objectives, the OD Strategy 2015 to 2019 and the Here to Help corporate action proposals.

1.2   The Recruitment Review considers how the Council can improve its current recruitment process to ensure that it attracts candidates and promotes East Herts Council as being a great place to work. It also sets out recommendations and an action plan.

2.0   Recommendations

- Use selected social media alongside current candidate attraction methods to direct candidates to job vacancies on the Council's website;

- Explore different ways to attract candidates into hard to fill roles;

- Update the jobs and careers page on the Council's website to promote the Council as a great place to work;

- Make the application process easier for candidates by e.g. amending the application form allowing them to set up job alert emails;

- Ensure that agency workers who already work for the Council complete the external application form so that the relevant information is captured;

- Have a HR and Payroll system which allows for most of the recruitment process to be as automated as possible;

- Support managers with interviewing candidates with disabilities via coaching and training;

- Produce a set of Frequently Asked Questions (FAQs) on the recruitment process for recruiting managers; and

- Review the recruitment policy once an online recruitment system is implemented.

3.0   Review

3.1   For detailed findings and recommendations please see **Essential Reference Paper "B".**

3.2   For the Recruitment Review action plan please see **Essential Reference Paper "C".**

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 – None

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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	***People*** This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Consultation has been carried out with Unison and SMG. Recruiting managers and new starters were also included in the review process.
Legal:	*None*
Financial:	*None*
Human Resource:	*As detailed in the report*
Risk Management:	*EIA has been completed for the Recruitment review*
Health and Wellbeing:	*The Recruitment Review supports health and wellbeing*

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Review of East Herts Council's Recruitment Process

June 2015

Contents

1.0 Introduction

1.1 Recruitment at East Herts Council is currently managed in-house by managers with support from Human Resources. This has been the case since May 2013. From 2009 to 2013 recruitment was outsourced to Manpower under a shared contract arrangement with Hertfordshire County Council.

1.2 East Herts Council's process for managing recruitment is outlined in its Recruitment Policy (May 2013) – see Appendix 1.

1.3 The CIPD Annual Survey Report 2013 on Resourcing and Talent Planning found that more than two-thirds of responding organisations, regardless of size or sector, conduct recruitment activity in-house (69%). Only a very small minority (3%) outsource all recruitment activity, while just over a quarter (28%) combine in-house and outsourcing approaches. The results are similar amongst local authorities in the East of England: - 77% conduct recruitment activity in-house and 23% combine in-house and outsourcing approaches. There were no local authorities reporting they outsourced all recruitment activity.

1.4 East Herts Council is currently exploring options for a new HR and Payroll System with the aim of implementing self-service for both managers and employees. As part of this process the Council will consider whether to use a recruitment function that is already built into the HR and Payroll System package or whether to choose a separate online recruitment system that will support both candidates and recruiting managers.

2.0 Aims of the review

2.1 This review considers how we can improve our current recruitment process to ensure that it attracts candidates and promotes East Herts Council as being a great place to work. It also aims to ensure that the process is fit for purpose, supports

managers and ensures the Council meets the legislative and equality/diversity requirements.

3.0   Methodology

3.1   Each stage of the recruitment process has been assessed and the findings and recommendations for each stage are outlined in Sections 4 to 10.   Section 11 explores the Council's commitment to equalities and diversity in its recruitment processes and what improvements can be made.   Section 12 covers the Council's current spend on recruitment and how this compares to other employers.   Conclusions of the review and the key recommendations are outlined in Section 13.

3.2   As part of the review, information was collated using the following methods:

- feedback from managers who have recruited in the last 6 months;

- interviews with external candidates;

- discussions with Human Resources employees;

- scrutinising recruitment forms and documentation;

- testing the external application process;

- demonstrations of online recruitment systems by external providers;

- comparing our recruitment processes with those of other local authorities in the East of England;

- looking at recruitment best practice and trends.

4.0   Accessing recruitment information and documents on the intranet (for recruiting managers)

4.1   Information for recruiting managers on the recruitment process as well as template forms and letters can be found on the

intranet. Recruiting managers have commented that it is often difficult to find all the recruitment documents they need and weren't aware of some of the documents available such as the like for like recruitment request form

4.2   The review found that there are several different routes to access recruitment information on the intranet and each route takes the user to different pages and gives access to varying different documents. Please see Appendix 2 for further information.

4.3   It also found that a number of the documents on the intranet are out of date. For example it refers to a Recruitment Checklist which contains out of date information and a Recruitment Guide dated 2003 which refers to outdated job titles such as 'Assistant Director (Human Resources)'.

4.4   Recommendations

4.4.1   Update the recruitment page on the Council's intranet so that it contains all recruitment information including links to all the documents needed:

- The Council's aims/vision statement on recruitment e.g. reinforcing it is a great place to work, its commitment to having a diverse workforce and using fair and transparent recruitment processes etc.;

- A summary of legislation governing recruitment e.g. Equality Act, DBS;

- A summary of the recruitment process;

- A link to the Recruitment Policy;

- A link to the online recruitment system;

- Access to all recruitment forms and template letters (through the online recruitment system, if using);

- A link to current job vacancies;

- Frequently Asked Questions (FAQs) on the recruitment process to assist recruiting managers;

- Information on available recruitment training for managers

4.4.2 Retain the different routes that recruiting managers can follow to access recruitment information and template letters/forms on the intranet to give them maximum flexibility; however ensure that each route directs them to the same information and the information is comprehensive.

4.4.3 Remove or update old and out of date recruitment documents from the intranet.

5.0 Stage 1 – Reviewing the job description and person specification

5.1 Current process

5.1.1 Reviewing the job description and person specification is covered in Section 4.0 of the recruitment policy. The policy states that before requesting authority to recruit, the line manager of the vacancy should review the current job description and person specification to ensure it is fit for purpose for the service now and the changing needs of the authority.

5.1.2 A template job description and person specification can be found in Appendix 3.

5.1.3 Where there are substantial changes to the job description and person specification, the line manager should consult with HR to determine whether the job should be subject to evaluation. The job evaluation policy and procedure was reviewed in March 2015 as a separate piece of work and therefore, it has not been covered here.

5.1.4 Line managers determine how each criteria on the person specification should be assessed and assign 'F' for Application

Form, 'I' for Interview or 'T' for Test next to each criteria. Line managers also split the criteria into 'essential' and 'desirable'.

5.1.5 Suggestions were made under the Here to Help Programme in 2014 regarding incorporating the Council's Values and Behaviours into the recruitment process e.g. included in person specifications.

5.2 Managers' feedback

5.2.1 Managers were generally happy with this stage of the recruitment process. They stated that they would like to have more training on writing job descriptions and person specifications.

5.3 Recommendations

5.3.1 Training to be arranged for senior managers on the job evaluation process, so that they can support their managers with writing good quality job descriptions and person specifications;

5.3.2 Review the job description and person specification template to ensure it reflects best practice. Include a date on the job description to show when it was last reviewed and the date of the job evaluation;

5.3.3 Include the Council's core values and behaviours in the person specification for all posts. See Appendix 4.

6. Stage 2 – Authorisation to recruit

6.1 Current process

6.1.1 Authorisation to recruit is covered in Section 5.0 of the recruitment policy. It states that all recruitment is subject to approval by the Corporate Management Team (CMT). This includes permanent, temporary, consultants, casual and secondment appointments.

6.1.2   Managers are required to complete a Recruitment Request Form (see Appendix 5a) to outline the business case or justification for wanting to recruit to a post including how the post will be funded. The request is then considered by CMT who meet every fortnight.

6.1.3   Since the recruitment policy was last updated in May 2013, an alternative approval process was agreed. If the recruitment is for a 'like for like' replacement, only approval from the Director is needed. As a result a shorter version of the request form was created called the Recruitment Request Like for Like Recruitment form (see Appendix 5b). In these instances, managers are not required to provide a business case.

6.1.4   The demonstrations of online recruitment systems seen so far (by Jobsgopublic and Vacancy Filler) have shown that a recruitment authorisation process could easily be set up on the system and template forms uploaded.

6.2   Managers' feedback

6.2.1   Some managers felt that the recruitment request form duplicated the information provided as part of the CMT approval process and therefore they did not see a need for it. Managers also wanted to be made aware when the CMT deadlines were.

6.2.2   Some managers said that they were not aware of the alternative approval process for 'like for like' recruitment and this should be made clearer.

6.2.3   Managers wanted to be able to complete and submit the Recruitment Request Form electronically. They also wanted the form to be properly formatted.

6.3   HR feedback

6.3.1   The Request to Recruit form is important as it includes key details needed for the recruitment to proceed that are not always apparent from the CMT approval e.g. the grade and hours of the post and the recruiting manager's contact details. HR shortened the form in 2014 in response to managers' feedback so that it is now two pages long.

6.3.2   HR have found that the Recruitment Request Form does not allow for multiple posts to be captured and would like to make minor revisions so that it can do this.

6.4   Recommendations

6.4.1   Retain the current approval process and make minor revisions to the request to recruit forms as follows:

- make it clear on the forms when approval is required from CMT or from the Director;

- include space on the forms for multiple vacancies to be captured;

- ensure that the electronic forms are formatted properly (if an online recruitment system is implemented this can easily be achieved through standard online forms).

6.4.2   Ensure that, if the Council decides to use an online recruitment system that it includes an appropriate authorisation process which allows for electronic signatures.

7.   Stage 3 – Advertising and application process

7.1   Current Process

7.1.1   The advertising and application process is covered in Sections 6.0, 7.0 and 8.0 of the recruitment policy. The policy states that internal positions will be advertised on the intranet and via a weekly vacancy bulletin by Human Resources. The aim of advertising internally first is to encourage staff development. Positions are generally advertised for 2 weeks.   Agency

employees who work for the Council are able to apply for internal vacancies.

7.1.2   The policy states that should internal recruitment be unsuccessful the recruiting manager may proceed to external recruitment, provided permission to do so was given by CMT at authorisation stage. In some cases CMT will agree to internal and external recruitment commencing simultaneously.

7.1.3   Managers have the responsibility for drafting internal and external job adverts. An advert template (see Appendix 6) can be found on the intranet however it is very basic and should be updated.   HR support managers in finalising the advert, ensuring that the Council's branding is consistent and clear (e.g. includes the relevant logos such as the Two Ticks disability symbol and the Investors in People logo), and details such as grade and salary are correct.

7.1.4   If advertising externally, HR will negotiate rates with the appropriate advertising provider and arrange for the advert to be placed.

7.1.5   The Council currently uses a variety of candidate attraction methods depending on the role it is recruiting to including:

- internal candidates;

- online adverts on the Council's website;

- general job boards (e.g. totaljobs);

- specialist job boards (e.g jobsgopublic);

- employment agencies;

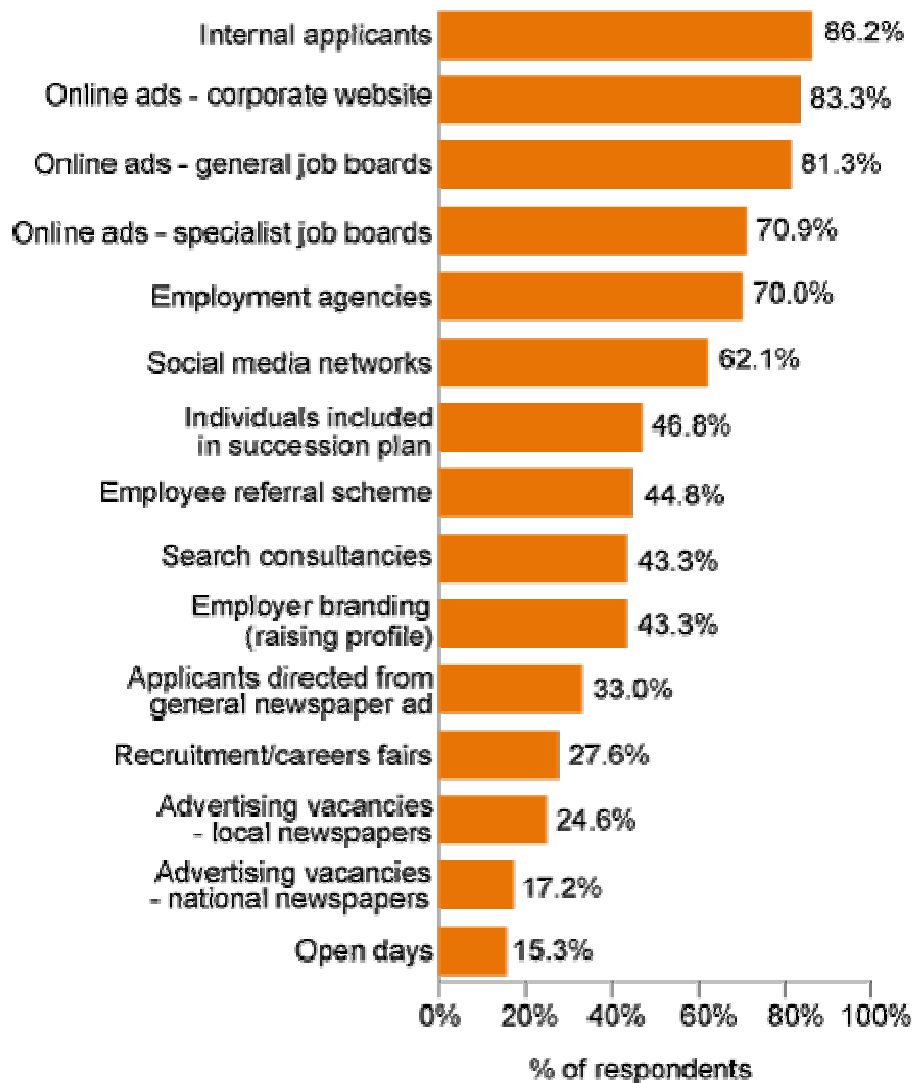- local newspapers;

- national newspapers;

- Job Centre.

7.1.6   When advertising externally, the Council tends to use online adverts on its website in addition to at least one other of the

methods listed above. Each method directs candidates to the Council's website.

7.1.7   The XpertHR Recruitment Trends Key Metrics Survey 2014 reported on employer's use of candidate attraction methods. Chart 1 on the following page shows to what extent the different candidate attraction methods are used.

7.1.8   The data indicates a rise in the use of online job boards since 2012 (general use of job boards increased from 64% to 81.3%, and specialist boards are up from 57% to 70.9%). The use of employment agencies has also risen significantly - from 54% to 70%. XpertHR commented that these changes reflect the need to increase effectiveness as recruitment activity and skills shortages increase.

7.1.9   In the same vein, the use of newspaper advertisements has decreased since 2012 (from 45% to 24.6% for local advertisements, and from 22% to 17.2% for national papers)

Chart 1 - Employers use of Candidate Attraction Methods

Method	%
Internal applicants	86.2%
Online ads - corporate website	83.3%
Online ads - general job boards	81.3%
Online ads - specialist job boards	70.9%
Employment agencies	70.0%
Social media networks	62.1%
Individuals included in succession plan	46.8%
Employee referral scheme	44.8%
Search consultancies	43.3%
Employer branding (raising profile)	43.3%
Applicants directed from general newspaper ad	33.0%
Recruitment/careers fairs	27.6%
Advertising vacancies - local newspapers	24.6%
Advertising vacancies - national newspapers	17.2%
Open days	15.3%

% of respondents

Survey of 203 organisations (71% from private sector services companies, 14% from manufacturing and production sector and 15% from the public sector)
Source: XpertHR.

7.1.10   The Council's use of candidate attraction methods reflects those used by the employers above. It also reflects those used by other local authorities in the East of England. However, the Council does not currently use social media as a candidate attraction method compared to 59% of local authorities who

reported they used social media and 62.1% of the organisations in Chart 1 above. The Council is therefore missing out on an important tool to attract candidates.

7.1.11   A 2013 XpertHR Survey on the use of social media for recruitment reported that although the use of social media as a recruitment tool is still relatively new, their findings indicate that it is a rapidly increasing feature of many organisations' recruitment strategies.

7.1.12   The survey found that the most popular social media channel that employers use to advertise their vacancies is LinkedIn (used by 78% of employers), followed by Twitter (48%), Facebook (37%), YouTube (10%); and Google+ (6%).

7.1.13   Just 19% of respondent organisations using social media advertise all of their vacancies using these channels, "suggesting that employers are careful about choosing the most suitable candidate-attraction techniques to appeal to the target audience for each particular vacancy".

7.1.14   The findings show that employers tend to use social media at the early candidate-attraction stage of recruitment rather than at the subsequent applications-management stage, as Chart 2 shows.

7.1.15   However, those recruiting do not generally restrict their use of social media to just one or two recruitment activities; on average, four different ways are used to help fill their vacancies.

7.1.16   The most common way for organisations to use social media is to promote themselves as an employer, either by driving candidates to their own corporate or careers website or by developing the organisation's corporate page on a social media platform.

7.1.17   XpertHR say that "it is a simple undertaking to build a business presence on a social media channel such as Facebook. Once registered, it is possible to upload corporate images and

information about the organisation and for a fee, run corporate advertisements on the site".

7.1.18 They also say that "there are more sophisticated candidate-attraction options on offer through social media sites, such as LinkedIn's "Recruiter" tool (external website). This enables organisations to "search the widest, most qualified talent pool and get all details to better assess candidates". The tool uses "an advanced search interface" with refinement filters such as "years at company" to help target the most potentially suitable candidates, and allows recruiters to use up to 50 search alerts per month to spot new talent automatically".

7.1.19 "This sophisticated kind of social media approach is less commonly used by the panel of employers when sourcing candidates - for example, just 18% of employers use the social media site's own search engine to advertise their vacancies".

Chart 2 – How social media is used for recruitment

Direct job advertising

Category	%
Paid-for job advertising via social media platform	50%
Free job advertising via targeted social media platforms (eg Facebook Marketplace)	37%
Advertise vacancies via "tweets" or alerts	37%
Develop followers/supporters by posting regular updates	30%
Use social media platform's job search engine to advertise vacancies	18%
Promote recruitment opportunities via video content (eg YouTube)	5%

Promotion as an employer

Category	%
Drive applicants to organisation's corporate career website/HR department/job contact	55%
Develop/promote organisation's own company page to attract jobseekers	52%
Branded promotion of the organisation as a potential employer	30%
Join relevant social media discussion groups to identify suitable potential candidates	22%
Forward to a friend: individuals can forward details of a vacancy to a friend/colleague	22%

Applications management

Category	%
Accept CVs/application forms on organisation's behalf	18%
Applicant tracking system	10%
Screen suitability of potential recruits on their social networking pages	7%

0% 10% 20% 30% 40% 50% 60%

% of respondents

n = 60 organisations.
Source: XpertHR.

7.1.20 Whilst the Council records the candidate attraction methods it uses for each vacancy it advertises, it does not analyse the successfulness of each method. An online recruitment system would enable the Council to easily monitor and report on this data.

7.1.21 The Council does not regularly negotiate advertising packages with providers. Local authorities in the East of England were asked whether they negotiated advertising packages with certain providers. 8 authorities (47%) said that they did negotiate a number of adverts for a set fee, 3 authorities (18%) said they didn't negotiate and 6 authorities (35%) did not provide an answer to the question.

7.1.22 Using a combination of the methods listed in paragraph 7.1.5, the Council achieved a 68% success rate in filling its job vacancies on the first attempt during the period 2014/15.

7.1.23 During 2014/15, the Council had difficulty recruiting to various posts, predominantly in Revenues and Benefits and to a lesser extent in Planning and Building Control. On average, two or three attempts were made to recruit to each post costing the Council additional time and money.

7.1.24 One approach that helped the Council to find suitable candidates for posts in Revenues and Benefits was to advertise the posts on its website for a continuous period of approximately two months. An option currently being considered for hard to fill posts in Planning and Building Control is to recruit trainees, develop them internally and support them with obtaining a relevant qualification.

7.1.25 As the candidate attraction methods direct candidates to the Council's jobs and careers page on its website, it is important that the page is used to its maximum effect to promote the Council as a great place to work.

7.1.26 The jobs and careers page (see Appendix 7) currently has headings on the following: Job vacancies, Equal Opportunities,

Working Arrangements, Learning and Development, Benefits, and Forms and Information.

7.1.27 Whilst these pages provide some information to candidates, the Council could do so much more to promote itself as a great place to work. Examples include highlighting its commitment to employee health and wellbeing, promoting the various schemes it runs to attract younger candidates such as the apprenticeship scheme and the graduate programme, using different media such as videos and blogs e.g. a video of one of the graduates talking about the graduate programme and what it's like working for the Council.

7.1.28 Candidates who wish to apply for a job vacancy at the Council candidate are required to complete an application form which they can either complete online, as a Word Version and then email it or post it to Human Resources. Most applications are completed online. Our current recruitment policy states that CVs are not accepted.

7.1.29 An XpertHR Recruitment Trends Key Metrics Survey 2012 reported that the most common application method is an electronic application form (75% of employers used this method). Paper based application forms were offered by 68% of employers, sending a CV (65% of employers) and a letter of application (47% of employers). On average, at least two application methods per employer are available to potential candidates.

7.1.30 It would be difficult currently for the Council to accept CVs as the sole application method as its recruitment policy states that candidates are assessed according to how they demonstrate on the application form that they meet the criteria in the person specification. For CVs to be accepted as an application method, the Council would need to reassess its recruitment processes.

7.1.31 There are two versions of the Council's application form, internal and external. The version for external candidates is

much more comprehensive than the internal version as the former requires candidates to give personal details such as their home address and national insurance number, details of referees, education and qualifications, and a declaration of any criminal offences whereas the latter does not. Both versions of the application form, along with the full details of the differences between the two, can be found in Appendix 8.

7.1.32   It is generally appropriate for the Council to have two versions of the application form. Permanent employees wishing to apply for an internal vacancy have already provided the information on the external application form (home address, education, referees etc.) when they first applied for a permanent position and therefore, it wouldn't be necessary for them to provide it again. However, agency staff working for the Council can also apply for internally advertised job vacancies using the internal application form. Unlike permanent employees, however, agency staff won't have necessarily already provided the Council with the aforementioned information which could put the Council at risk.

7.1.33   To help candidates complete their application form, the Council provides Guidance Notes on its website (see Appendix 9). The guidance notes are generally fit for purpose.

7.1.34   On receipt of the application form, HR detaches the Equalities Monitoring Form (see Appendix 10) and logs each application received on a candidate tracker spreadsheet along with the equalities data. This enables the Council to monitor whether our recruitment processes are attracting a diverse group of candidates reflective of East Herts residents and this data is reported on at the end of each financial year in the Annual Equality and Diversity Report. Recruiting Managers do not see the Equalities Monitoring form. See Section 11 for further information on Equalities and Diversity.

7.1.35 The return rate of the Equality Monitoring forms is not currently reported on. An online recruitment system would enable easy reporting of this data.

7.1.36 Some sections of the Equalities Monitoring Form do not reflect the 2011 Census (e.g. ethnic origin groups) and therefore these should be updated.

7.1.37 As soon as possible after the closing date, application forms are emailed to the manager along with the shortlisting and interview assessment sheet.

7.2 Managers' feedback

7.2.1 Managers would like support with writing adverts.

7.2.2 Some managers said they have difficulty knowing where to advertise jobs.

7.2.3 Managers felt there needed to be a quality check on the advert before it is placed and once it has been placed to check that it is correct as sometimes links haven't worked or the information is incorrect. Managers would like to see final version of the advert before it is placed.

7.2.4 Candidates should receive an acknowledgement to confirm receipt of their application as sometimes they go missing.

7.3 Candidates' feedback

7.3.1 Many candidates have stated that there isn't sufficient space on the application form to write a full supporting statement and the form didn't allow them to format the statement.

7.3.2 Some candidates said they had applied online; however, they weren't sure whether their application had been received.

7.3.3 Some candidates said that when applying online the system timed them out and didn't automatically save their application and therefore they had to start their application again.

7.4   Feedback from testing the Council's application process

7.4.1   Testing on the Council's application process was undertaken as part of the review to determine whether the process was fit for purpose. Various screenshots have been included in Appendix 11 to provide further details for each stage that the candidate has to progress through to apply for a job with the Council.

7.4.2   The process for completing an *online* application form was found to be quite arduous with the candidate having to enter information that could be automatically entered e.g. post number, job title, service and location. It also found that the system does not allow the candidate to save their application and return to complete it at a later date.

7.4.3   The process for completing the Word version of the application form could also be made easier. E.g. the form does not allow the candidate to copy and paste text from other documents such as their CV.

7.4.4   It was also found that most employers' job application processes allowed candidates to set up job alerts, save and return to their application at a later date and basic information was automatically entered on the form.

7.4.5   It was also found that most employers inform candidates that if they have not had a response within two weeks of the closing date they should assume they have not been successful. The Council also informs external candidates in a similar way (by way of its Guidance Notes); however, the Council writes to internal candidates who have been unsuccessful at the shortlisting stage.

7.5   Recommendations

7.5.1   The Council should continue to use the candidate attraction methods it currently uses as these have proven successful on the whole however it should explore the use of social media as an additional method to alert potential candidates of job vacancies and direct them to the Council's website.   It is

suggested that LinkedIn and Twitter are used in this way in the first instance and then to explore whether other social media could be used, e.g. Glass door, and at a later date to consider the more sophisticated candidate attraction options on offer through social media sites, such as LinkedIn's 'Recruiter' tool.

7.5.2   The Council should closely monitor the performance of the candidate attraction methods it uses for each post being recruited to which will ensure that it is providing good quality candidates in the most cost effective way.   An online recruitment system would enable this data to be captured and reported on effectively.

7.5.3   The Council's jobs and careers page on its website should be refreshed and updated to promote the Council as a great place to work. Suggestions include:

- Promote the various schemes the Council offers to support young people such as the apprenticeship scheme and the graduate programme;

- Include a link to the Local Government Association's document on career opportunities in local government for young people. It explains the wide range of jobs available in local government, different career paths that are available and the benefits of joining local government.

- Use a variety of media such as videos and blogs to promote the benefits of working for the Council e.g. a video of one of the graduates explaining his/her role, how the graduate programme works and the support they have received from the Council;

- Promote the benefits of working for the Council e.g flexible working, generous holiday leave, learning and development, and pension scheme.

- Highlight the Council's commitment to improving the health and wellbeing of its employees by providing

information/links to initiatives such as Step Jockey, Workplace Challenge and the Cycle to Work Scheme;

7.5.4   Update the advert template to highlight the main benefits of working for the Council and include logos such as Investors in People, Two Ticks and H2H.

7.5.5   Agency staff working for the Council should complete the external application form when applying for internally advertised jobs.

7.5.6   It is recommended that the Council considers having an online recruitment system which is either (a) an integral part of the HR and Payroll system or (b) a separate package that can interface with the HR and Payroll system. An online recruitment system would provide a self-service process for candidates and recruiting managers. The benefits would be as follows:

- Saves time for recruiting managers and Human Resources – e.g. letters can be automatically generated, references can be automatically chased, and shortlisting can be completed electronically;

- Promotes a more professional image to candidates – e.g. candidates can book interview slots themselves, the system can save their personal details so that they don't have to enter them again if they wish to apply for more than one role, they can register for job alerts, they are automatically kept up to date with where their application is in the process, and they can link their social media accounts to their application;

- More environmentally friendly – most of the process can be done electronically without needing to print off documents - e.g. authorisation process, shortlisting, invite to interview letters;

- Monitoring and Reporting of data is easier – standard reports are available such as time to hire, cost to hire, equalities monitoring etc.

7.5.7   Explore whether it would be beneficial for the Council to negotiate advertising packages with external providers e.g. jobs go public

7.5.8   *Recommended Changes to the application form:*

- Include the HR email address before the postal address to encourage more candidates to email their applications to us;

- Include a space for referees' email addresses to help speed up the process of obtaining references;

- Allow more space in the supporting information section and allow the candidate to format this section;

- Include a question which asks the candidate where they saw the job advertised.

7.5.9   *Recommended Changes to the Equalities Monitoring Form:*

- Align the ethnic origin groups stated on the form with those used in the 2011 Census;

- Include options for religious groups in line with the groups used in the 2011 Census;

- Include a question regarding sexual orientation with options to tick in line with the groups used in the 2011 Census;

- Remove the question where did you see the post advertised and include it on the application form;

- On the last page, where it states where to return completed forms to, include the HR email address as well as the postal address;

- Include the Investors in People and Two Ticks symbols on the Equal Opportunities Monitoring Form

8. Stage 4 – Shortlisting candidates

8.1 Current Process

8.1.1 Shortlisting candidates is covered in Sections 8.0, 9.0 and 10.0 of the recruitment policy. Shortlisting is carried out by a panel. The policy states that recruitment panels should be 'representative of gender and, if possible, by race'. At least one member of the panel must be trained by the Council in recruitment and selection. The same shortlisting panel should be used to interview.

8.1.2 The recruitment panel shortlists the candidates against the criteria in the person specification using a scoring system of 0 to 3 where 0 is no evidence provided and 3 is exceeds requirements of the person specification

8.1.3 The panel are required to record their scores against each criterion on a shortlisting grid (see Appendix 12). Candidates scoring less than 12 overall are rejected and the highest scoring candidates are invited to interview.

8.1.4 Managers contact successful candidates to invite them for interview. There is a template letter available on the intranet (see Appendix 13).

8.1.5 External candidates are advised in the Guidance Notes that if they have not heard anything within two weeks of the closing date, then they can assume that they have not been shortlisted. This is standard practice in many organisations. Internal candidates in the Council, however, are informed in writing if they have been unsuccessful and a template letter is provided (see Appendix 14)

8.1.6 The Council operates a Disability Two Ticks Scheme (see Appendix 15) which means that candidates with a disability who have indicated they wish to be considered under this scheme and meet the essential criteria of the person specification will be guaranteed an interview. Managers are informed by HR of any candidates who have applied under this scheme. More

information on the Two Ticks Scheme can be found in Section 11.

8.2   Managers' feedback

8.2.1   Some managers commented that they did not like the format of the shortlisting grid and they only use it as a summary to send to HR. They often develop their own shortlisting form so they can capture more information and to use should they be asked by candidates to give feedback;

8.2.2   Managers weren't always clear whether they could take into account what was written on the application form when scoring candidates at the interview;

8.2.3   There was a suggestion by some managers that HR should send the invite to interview letters out as managers don't have time to do this;

8.2.4   Some managers hadn't realised that they didn't have to inform external candidates if they had been unsuccessful at the shortlisting stage. They said that if this is the case it should be stated in the advert;

8.2.5   Most managers said they gave feedback to unsuccessful candidates at the shortlisting stage as they felt it was the right thing to do;

8.2.6   One manager felt that the sentence on the shortlisting grid which states 'candidates scoring less than 12 overall should be rejected, leaving a shortlist of candidates for interview' was misleading as it suggests that the panel have to interview all those scoring 12 or above.

8.3   Candidates' feedback

8.3.1   Candidates gave positive feedback on the shortlisting process and only one candidate experienced a delay in being invited for an interview following the closing date. Candidates reported that the communication was clear and they were offered a suitable date and time for the interview.

8.4   Recommendations

8.4.1   To change the wording in the Recruitment Policy to state that all panel members should be trained in the Council's recruitment processes rather than 'panels should be representative of race and gender'. The recruitment training will cover equalities and diversity and legislative requirements.

8.4.2   Include wording in the advert and on intranet pages which states that if candidates haven't had a response within 2 weeks of the closing date they should assume that they have been unsuccessful.

8.4.3   On the shortlisting grid, add the following sentence to address the issue raised in paragraph 8.2.6:

"From the shortlist, managers should invite the highest scoring candidates for interview"

8.4.4   To review the shortlist grid form to ensure it is fit for purpose.

9.   Stage 5 - Interviewing

9.1   Current Process

9.1.1   Interviewing is covered in Sections 8.0, 9.0 and 10.0 of the recruitment policy.

9.1.2   The policy states in Section 10.5 that candidates must bring proof of their right to work in the UK and relevant qualifications (as stated on their application form) to the interview. Copies should be taken before the interview takes place and securely retained by the recruiting manager until the appointment is made.

9.1.3   The panel should meet before the interview to discuss and finalise the questions that will be asked at interview. Questions should be designed to assess whether the candidate meets the requirements of the person specification.

9.1.5 Tests can be used as an additional method of assessing candidates.

9.1.6 Each panel member takes notes during the interview and individually scores the candidates using a scale of 0 to 5 where 0 is 'does not match the specification' and 5 is 'exceeds the specification'

9.1.7 An Interview Assessment Sheet (see Appendix 16) is completed by the panel for each candidate

9.1.8 An offer of appointment is made to the candidate who scores the highest points in the interview (and any tests if applicable). If none of the candidates meet the requirements of the role the panel is not obliged to offer the job.

9.1.9 Managers inform unsuccessful candidates using the template letter provided (see Appendix 17).

9.2 Managers' feedback

9.2.1 Managers find there are problems with finding suitable rooms to interview in (e.g. at Bishops Stortford there are only 2 large rooms available). Sometimes the rooms are untidy and have boxes stacked in them. They are concerned that it doesn't give a very professional image of the Council;

9.2.2 Managers would like more guidance on interviewing candidates with disabilities e.g. what adjustments should be made;

9.2.3 Some managers felt that the scoring criteria for shortlisting should be the same as for interviewing;

9.2.4 Managers would ideally like to have a bank of interview questions that they can choose from.

9.3 Candidates feedback on the interview process

9.3.1 Candidates gave positive feedback on the interview process. They said they didn't experience any delays being invited to interview and the interview itself was as expected.

9.4   Recommendations

9.4.1   The Council should consider introducing core values and behaviours into the interviewing process for all posts which will explore the candidates' professional experiences around the values the Council sees as essential such as Trust, Integrity and Diversity.

9.4.2   Training to be arranged for recruiting managers on managing candidates with disabilities.

9.4.3   Consider developing a bank of example interview questions for recruiting managers to select from.

9.4.4   Consider whether the definitions for shortlisting and interview scores should be the same.

10.   Stage 6 – Provisional offer and pre-employment checks

10.1   Current process

10.1.1 The provisional offer and pre-employment checks stage is covered in Section 11.0 of the recruitment policy.

10.1.2 When the panel has decided who to appoint to the post, the recruiting manager contacts the successful candidate and offers the appointment. The candidate is informed that the offer is conditional on satisfactory pre-employment checks (see 10.1.5 below). The recruiting manager discusses and agrees the starting scale point and salary with the candidate.

10.1.3 Recruiting managers complete a statement of employee particulars (see Appendix 18) and attach the successful candidate's application form, interview assessment sheets, copies of their right to work in the UK and qualifications and send them to HR. The manager should also return all application forms to HR.

10.1.4 It is important that **all** the paperwork is returned to HR. An Internal Audit Report completed in August 2014 commented

that in most cases the appropriate documentation was retained on file however there were omissions noted in respect of shortlisting and interview and selection documentation being retained. This has been addressed and actions taken by HR to reinforce the message to recruiting managers.

10.1.5   On receipt of all the paperwork, HR undertake the pre-employment checks which include:

- two references (one of which should be from the current employer)

- medical clearance from Occupational Health and,

- a Disclosure and Barring Service (DBS) check (where applicable for the post).

The paperwork is currently sent by post.

10.1.6   Once managers are satisfied with the outcomes of the pre-employment checks, HR send out the letter of appointment and the statement of particulars.

10.1.7   HR retain the recruitment paperwork for one year after the closing date and then destroy it as confidential waste.

10.2   Managers' Feedback

10.2.1   Managers think that the pre-employment checks take too long.

10.2.2   One manager suggested that the pre-employment check documentation could be given to candidates to complete at the interview stage e.g. the occupational health questionnaire could be completed and sealed in an envelope and passed to Occupational Health if they candidate was successful or shredded in envelope if they were unsuccessful.

10.2.3   Some managers said they weren't sure whether permission to request references was stated on the application form.

10.2.4   One manager said that a candidate was asked to bring in their passport three times – once at interview, once to provide ID to HR and once for DBS purposes.

10.2.5   Managers thought it would be useful to have Frequently Asked Questions (FAQs) to give guidance on e.g. the process when a fixed term job becomes permanent.

10.3   Candidate feedback

10.3.1   Candidates felt that this part of the process was fine and they didn't experience any delays. They said that they understand that delays can often be caused by their referees.

10.3.1   Candidates suggested that referees should be emailed to speed up the process; however, there was no room on the application form to include email addresses.

10.4   HR comments

10.4.1   Pre-employment checks are progressed promptly by HR; however, there are often delays with receiving references. HR chase referees where there is a delay and when necessary notify the candidate so that they can also chase the referees themselves.

10.4.2   XpertHR survey 2013 reported that, of the 208 employers taking part in the research, just 14 (6.7%) do not conduct background checks on candidates as part of their recruitment process. Three employers in four (75.5%) carry out checks on all candidates, while the remainder (17.8%) do so for some vacancies.

10.4.3   The main types of checks that employers carry out are:

- references (99.5% of employers);

- seeing originals (or certified copies) of documents that confirm the candidate's identity (89.7%);

- seeing original copies (or certified copies) of qualifications (78.4%);

- using the interview to follow up information given in the candidate's CV or application form (73.7%);

- Disclosure and Barring Service/Disclosure Scotland/Access NI checks (70.1%);

- declarations from the candidate about unspent criminal convictions (64.4%); and

- seeing original copies (or certified copies) of documents that confirm the candidate's address (59.3%).

10.4.4 The XpertHR survey also found that when employers obtain references on potential recruits, the most common approach is to obtain two references - this is the case for almost nine employers in 10 (87.6%). Just 2.6% of recruiting organisations rely on one reference alone, while one in 10 (9.8%) seek three or more references.

10.4.5 When looking at responding employers that obtain background checks on candidates, the survey found that all of them accompany their request for a reference with guiding information to help referees produce a more tailored reference. Three employers in four (75.1%) provide guidance for the referee on information they should supply. Other types of information provided include:

- a copy of the job description for the vacant role (46.6% of employers);

- a copy of the person specification (37.3%); and

- a summary of the vacant role (28%).

10.4.6 The Council's reference request asks previous employers for the following information about candidates:

- Dates of employment

- Position held

- Reason for leaving

- Whether the employee was honest, industrious, reliable, a good time keeper and able to get along and work well with others

- Whether the employee enjoyed good health during their employment

- How many days sickness absence the employee had in the last 2 years

- Whether they would re-employ the employee and, if not, why not

- Any other information which could help the Council make a decision on the employee's application

10.4.7 The XpertHR survey found that employers seek a wide range of information on potential recruits when obtaining references, as shown below in chart 4.

Chart 4: Types of information employers seek when obtaining references

Type of information	% of respondents
Employment dates	97.9%
Job title(s)	88.1%
Performance in role	73.1%
Absences	71.5%
Disciplinary action taken against the candidate	66.3%
The referee's views on the candidate's ability to do the job applied for	65.8%
Responsibilities of the candidate's role	64.8%
Whether or not the referee would recommend the candidate to another employer	61.7%
Time keeping	57.0%
Salary	52.8%
Experience gained	32.6%
Qualifications held	18.1%
Relevant personality or behavioural traits	16.1%
Training undertaken	10.4%

n = 193.
Source: XpertHR.

% of respondents

10.4.8   The Council, therefore, follows best practice in terms of the information it requests in its reference request form; however, unlike some employers, it does not attach documents, such as the job description, to the reference request.

10.5   Recommendations

10.5.1   The pre-employment checks can be speeded up by asking candidates to include email work addresses for their referees on the application form.

11.   Equality and Diversity

11.1   The Council states on the jobs and career page on its website that it is firmly committed to providing and promoting equality for all its employees and the wider community. A link to its Equality and Diversity Policy is provided on the page which

states that "the Council will recruit and treat candidates for jobs or promotion on objective criteria, having regard to relevant experience, potential, skills and abilities. No candidate or employee will be placed at a disadvantage by requirements or conditions which are not necessary to the job, or which constitute direct or indirect discrimination"

11.2   Equalities data for external candidates is collected from the Equalities Monitoring Forms which candidates are asked to complete as part of the application process. The Council reports on this data in its Equality and Diversity Annual Report.

11.3   The annual report analyses the data using 5 of the 9 protected characteristics under the Equality Act 2010 - Gender, Ethnicity, Age, Religion or Belief, and Disability Status.

11.4   Comparison data is used to understand whether the Council is successful in attracting a diverse range of candidates that reflects the residents of East Hertfordshire. The report highlights any issues and makes recommendations to address these issues.

11.5   The 2013/14 Annual Equalities and Diversity Report found that the Council attracted a diverse range of external candidates in terms of gender, ethnicity, age, religion and belief, and disability status which is reflective of the profile of East Hertfordshire residents.

11.6   The Council takes steps to ensure that it does not discriminate against particular groups e.g. recruiting managers do not see the Equalities Monitoring Forms, and in the letter inviting candidates to an interview it asks them to notify the recruiting manager if they need any adjustments.

11.7   Equalities monitoring data is currently analysed for external candidates at the application stage only. In order to fully understand whether any part of the recruitment process is impacting on certain groups, it is recommended that equalities data is analysed at the shortlisting and interview stages.

11.8   Recruiting Managers are trained in the Council's recruitment process which covers equalities and diversity issues.

11.9   The Council is approved by Job Centre Plus to use the 'Two Ticks' Disability symbol. Employers who use the symbol have agreed that they will take action on five commitments which are:

1. To interview all disabled candidates who meet the minimum (essential) criteria for a job vacancy and consider them on their abilities

2. To ensure there is a mechanism in place to discuss, at any time, but at least once a year, with disabled employees what can be done to make sure they can develop and use their abilities

3. To make every effort when employees become disabled to make sure they stay in employment

4. To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work

5. To annually review the five commitments and what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans.

11.10   The Council is currently meeting all the commitments. With regard to commitment 1, this is clearly stated in the recruitment policy and the review found that this is happening in practice.

11.11   The Council is meeting commitment 2 in various ways: the Equalities Officers Group supports the Corporate Management Team by guiding the implementation of the Comprehensive Corporate Equality Plan; employees can feed back any issues through the Here to Help Forum and the Staff Survey; support can be sought from Human Resources and Occupational

Health; and issues can also be raised through one to one's or through the PDR process.

11.12   With regard to commitment 3, the Council has a policy on Employing and Managing People with disabilities which ensures that people with disabilities are offered all reasonable support, equipment and facilities to assist them during the recruitment process and whilst in employment.

11.13   The Council is meeting commitment 4 through e.g. training its recruiting managers on equalities issues and supporting employees with reasonable adjustments, and it is currently offering various awareness briefing sessions on topics such as mental health, deafness and dementia.

11.14   The Council had an annual review with Job Centre Plus in August 2015 and is therefore meeting commitment 5.

12.   Recruitment Statistics

12.1   Recruitment Spend

12.1.1   The Council reported in its Turnover Report 2014/15 that it spent £57,499.26 on recruitment. There were two senior management appointments made during 2014/15. The recruitment spend, which covers advertising costs, agency and search fees, was for 53 vacancies. This equates to an average cost per hire of £1,084.89.

12.1.2   An XpertHR Recruitment Trends Key Metrics Survey 2014 reported that the typical (median) costs associated with filling a vacancy are £4,000 for a manager and £1,000 for other staff. Only a fifth (20.7%) of employers have managed to reduce the cost of hiring a new employee. Four respondents in 10 (41.9%) said the cost to hire is actually rising at their organisation, while almost three in 10 (31.5%) say it has remained the same.

12.2   Time to hire

12.2.1   The Council does not currently analyse the average time to hire a new employee. Again an online recruitment system would be able to report on this data.

12.2.2   The aforementioned XpertHR survey reported that, based on the median figures provided by respondents, recruitment - from the point that a vacancy has been identified until the start date - typically takes 22 weeks for directors, 14 weeks for managers and 8 weeks for other staff.

12.2.3   For most employers, the time to hire has remained the same in the past 12 months.

13.   Conclusion and Key Recommendations

13.1   The review has found that, on the whole, East Herts Council's recruitment process is working reasonably well and is in line with best practice. However there is significantly more that it could do to attract and retain candidates.

13.2   The Council uses candidate attraction methods which are reflective of those used by other local authorities in the East of England and other employers in general, and these have been successful in recruiting to most posts.

13.3   However, unlike the majority of employers, the Council does not use social media as one of its methods. The use of social media as a recruitment tool is predicted to continue to grow and therefore it is recommended that the Council should follow this trend.

13.4   The most popular social media channels were found to be 'LinkedIn' followed by 'Twitter'. It is recommended therefore that the Council uses these channels alongside its current candidate attraction methods to direct candidates to job

vacancies on its website. Depending on the success of this, the Council could then explore whether to use more sophisticated candidate attraction options on offer through social media sites such as LinkedIn's 'Recruiter' tool, or whether to use other social media such as 'Glassdoor'.

13.5   The Council has difficulty recruiting to various posts in Revenues and Benefits and Planning and Building Control. The Council should explore different ways to attract candidates into these roles. For example, recruiting managers could use their LinkedIn networks to target particular candidates

13.6   The Council's jobs and careers page on its website, which candidates are directed to if they wish to apply for one of its job vacancies, provided some information on e.g. working arrangements and equal opportunities, however it did not promote the Council as a great place to work. It is recommended that this page is refreshed and updated as appropriate. It should e.g. highlight the Council's commitment to the health and wellbeing of its employees and the various initiatives it is currently running. It should also do more to promote the various benefits of working for the Council such as generous annual leave, flexible working and an excellent pension scheme. It is recommended that different formats are used such as videos and blogs to make the site more interesting and appealing to a wide range of potential candidates.

13.7   The application process could be made easier for candidates. The most common complaint the Council receives from candidates is there not being enough space on the application form for them to address how they meet the person specification and the form not allowing them to format what they have written. A test of the online application form found that candidates had to enter text which could be automatically inserted for them such as the post number and job title. The test also found that the online process does not consistently

allow the candidate to save their application and return to complete it at a later date. Research of other employer's application processes found them to be more sophisticated than East Herts Council's regarding the above and they also allowed candidates to set up email job alerts.

13.8 The Council does not currently accept CVs as an application method however many employers do. Submitting a CV is a less time consuming method of applying for a job compared to an application form and therefore the Council needs to ensure that, if it continues to require candidates to complete an application form, it makes the process and the form as simple and quick to complete as possible.

13.9 Concerns have recently been raised that agency staff currently working for the Council are only required to complete the Council's internal application form resulting often in insufficient information being collected presenting a possible risk to the Council. Agency workers who work for the Council should therefore complete the external application form.

13.10 In order to create a more professional recruitment experience for candidates and to have a more efficient process for managers and HR, an online recruitment system is recommended. The Council will need to decide whether this is an integral function of the HR and Payroll system it chooses or it operates as a separate package which can integrate with the former.

13.11 Access to recruitment information and documents on the intranet could be easier. The review found that there are currently various different routes to access recruitment information and documents on the intranet. Each route directs users to a different page which does not contain all the recruitment information that they might need. One recruitment page should be set up containing all recruitment information and documents.

13.12　Managers were generally happy with their role in the current recruitment process. In addition to minor changes to some of the recruitment forms, they reported they would like more support with writing job adverts and job descriptions and they would also like to receive training on interviewing candidates with disabilities. Managers would like Frequently Asked Questions to be put on the intranet.

13.13　Candidates reported a generally positive experience of the Council's recruitment processes. They said that the communication with them throughout was very good and the process met their expectations.

13.14　The review found that minor changes were needed on some of the recruitment documentation e.g. having space on the application form for email address for referees, and allowing space for requests to recruit to multiple posts on the request to recruit form.

13.15　The review found that the Council complies with the Equality Act 2010 with regard to how it advertises vacancies, shortlists and interviews candidates. The Council demonstrates this through best practice recruitment processes such as monitoring equalities information, using the Disability Two Ticks System, and training recruiting managers in equalities and diversity.

13.16　The recruitment policy is generally fit for purpose; however, it will need some minor amendments if the recommendations in this review are accepted. Once an online recruitment system is implemented, it is recommended that the recruitment policy is reviewed further.

ACTIONS FROM THE RECRUITMENT REVIEW

SUMMARY FOR CMT & HRC

	Action	Completion Date
1.0	**Recruitment pages on the intranet**	
1.1	Update the recruitment pages on the intranet so that all information including forms and guidance on recruitment can be found in one place and remove out of date documents.	Nov 2015
2.0	**Recruitment documentation (e.g. forms, letters etc.)**	
2.1	Review the job description and person specification template to ensure it reflects best practice and add in the Council's core values and behaviours.	Oct 2015
2.2	Update the request to recruit forms to ensure that all required information can be captured and the appropriate approval is obtained	Oct 2015
2.3	Update the advert template to ensure that adverts look professional and attractive to candidates	Oct 2015
2.4	Update the external application form to ensure that it is as easy as possible for candidates to complete and submit	Oct 2015

	Action	Completion Date
2.5	Update the Equalities Monitoring Form to ensure that the categories are aligned with Census data	Nov 2015
2.6	To review the shortlisting grid to ensure it is fit for purpose and easy to use.	Nov 2015
2.7	Develop a bank of example quality interview questions to assist recruiting managers in the process.	Nov 2015
2.8	Develop a set of frequently asked questions (FAQs) for recruiting managers to provide clarity on the recruitment process	Nov 2015
3.0	**Training**	
3.1	Arrange training on the job evaluation process for senior managers, to enable them to support their managers with writing good quality job descriptions and person specifications;	Completed
3.2	Arrange training for recruiting managers on supporting candidates with disabilities.	2015/16
3.3	Recruitment training for recruiting managers	2015/16

	Action	Completion Date
4.0	**Link to HR and Payroll System**	
4.1	Ensure the new HR & Payroll System has an effective and flexible recruitment function that meets the Council's requirements	2015/16
4.2	Develop the online recruitment process	2016/17
5.0	**Social media**	
5.1	Explore the use of social media as an additional candidate attraction method	Oct 2015
6.0	**East Herts Council website**	
6.1	Update the Council's jobs and careers page on its website to promote the Council as a great place to work and to ensure that the process for applying for roles is as simple and effective as possible.	2015/16
7.0	**Recruitment Policy**	

	Action	**Completion Date**
7.1	Update the recruitment policy to ensure that it is fit for purpose and reflects the changes identified in the review	2015/16
8.0	**Equalities and Diversity**	
8.1	Complete the Equalities and Diversity annual report 2014/15 and implement recommendations	2015/16

4

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 21 OCTOBER 2015

REPORT BY CORPORATE PROJECTS CO-ORDINATOR

HERE TO HELP PROGRAMME

WARD(S) AFFECTED: None

_____

Purpose/Summary of Report

- Members are asked to note the progress of the Here to Help programme October 2015.

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: That:	
(A)	**the Here to Help programme update report October 2015 be noted**

1.0   Background

1.1   The Here to Help (H2H) organisational development programme commenced in January 2014 which has been developed in-house to allow managers and employees to contribute to the development of the East Herts Council's performance, values and behaviours. It has been a major vehicle for driving improvement within East Herts Council.

2.0   Progress to date

A number of activities have been implemented following the second set of workshops ran in June 2014 to ensure H2H did not lose momentum.

Summary of key activities:

Date	Description	Output	Outcome/ Success
Oct 2014	H2H telephone improvement project	Changed telephone user set-up and introduced user protocols and better reporting	Improved the way East Herts Council delivers customer focused service by telephone
Nov 2014	Team boards installed	H2H whiteboards in all services to have a focal point for team information	Improved communication with a visual display of team information
Dec 2014	H2H office sort	Employees took part in a 'corporate clear out' of office areas	Better working environment - organised and clear of clutter
Feb/ March 2015	Bite size sessions – topics: celebrating our success stories, building on these for the future	250 success stories and 150+ ideas for sharing	Meeting colleagues from other services to better understand what they do and what they have achieved. Breaking down the silo mentality of working.
April/ May 2015	H2H pulse survey	Recommendations and conclusions fed into the H2H programme schedule	Employees have a voice in the development of a high profile corporate programme
June 2015	Corporate training programme 2015/16 and draft Learning and Development	Output from bite size training and survey fed into this programme and strategy	Employees have a voice in the development of a corporate strategy

	Strategy		
July 2015	Staff forum – terms of reference expanded	Informal dialogue on wider range of topics and high profile H2H actions	Employees empowered to input and shape the way services are delivered
July 2015	H2H steering group – date of final meeting	Steering group no longer required	N/A

2.1 Corporate level action proposals

H2H workshops completed in 2014 raised 130 improvement ideas for corporate level actions. 50% of these ideas have already been implemented. The remaining 50% breaks down as 31% agreed and on target for completion in 2015/16, 2% are behind schedule, 12% are not due to be started yet and 5% are not viable.

If an improvement idea hasn't been progressed or rejected, employees are encouraged to challenge this decision and put forward an alternative solution or suggestion so that it can be reviewed again. This approach reinforces the H2H ethos of encouraging and empowering employees to have a voice and try to find better ways of doing things every day.

A number of projects resulted from the H2H workshops. The Telephone Improvement Project (TIP) was the first H2H corporate project to be established in October 2014.

The key project objectives were to:
- Improve the way East Herts Council delivers customer focused service by telephone.
- To resolve the issues employees raised at the Here to Help workshops relating to telephony.

Project deliverables:

- New voicemail procedure and protocols to ensure consistent use of voicemail across the council.
- Training package developed to improve user knowledge and consistent use of handset functionality.

- Establish clear reporting to help manage and drive performance of call handling.
- Streamlined and updated internal telephone directories.
- Deployment of licences to improve service efficiency.
- Developed procedures, roles and responsibilities for the on-going management of telephone systems.

The output and successes of the TIP have demonstrated and delivered the council's H2H values and behaviours which include:

Here to Help
- The updated telephone directory has improved the way employees direct customers to the right service first time.
- The new voicemail procedure improves information given to customers by communicating response times.

We work together to support each other
- Pick up groups have been set up in some areas to enable employees to answer colleagues calls. Customers can speak to a person more often and not put straight through to voicemail.
- Working together in this way also provides better flexibility and resilience to cover colleagues when they are away from their desk.

We aim high to make a difference
- Reporting is in place to measure performance and improve call handling.
- Delivery of training has improved knowledge of the functions of telephone handsets to continually improve our performance and provide excellent customer service.

2.2 Team boards

Team whiteboards are now installed in all services and employees are developing ways to use these effectively. Ownership for the content of the board is given to the individual teams so they can tailor them to best suit their service.

Additionally there is standardised information on all team boards including visual branding H2H, space for writing improvement ideas and copies of the local action proposals.

Team members are using the boards to write thank you to colleagues and also displaying compliments from customers.

2.3   Bite-size training

One hour mandatory H2H bite size training sessions took place in February and March 2015.

Training content was devised and delivered by the corporate projects co-ordinator and Head of Human Resources and Organisational Development. They delivered the sessions along with three HR officers and two volunteers.

The objective of the training sessions was to give all employees an update on the H2H programme, to look at what tools are available to support change, what 'we achieved together' in the last year and how we can build on our successes to encourage the development of improvement ideas.

There were two training sessions, one for managers and one for employees.

Managers training session covered three topics:
- Tools to support implementing change
- How can we encourage employees to continue to raise and develop ideas?
- Successes – 'we achieved'

Employees training session covered three topics:
- Celebrating our achievements and success stories
- How do we build on this?
- How do we get better at sharing successes?

During the sessions, over 250 success stories and 100+ ideas were shared with colleagues. Two recurring themes were requests for more job shadowing, networking opportunities and cross service working to increase knowledge of what others do, work better together and improve our services. These requests have been fed into the learning and development programme for 2015/2016.

2.4   Employee pulse survey

A H2H 'pulse' survey was sent to all employees in April 2015. The purpose of the survey was to give employees a voice on the direction of travel for the H2H programme, what positive changes employees have seen since H2H began and areas for improvement.

Key conclusions

Understanding of our values and behaviours, the branding of H2H and the relevance to employees roles is an area we are performing well. Employees wanted us to do more on our behaviours and how we can challenge our colleague's behaviours if they do not reflect our values.

Team meetings are now being used more effectively to continue raising improvement ideas and employees are listened to. More sharing of success stories and compliments received from customers are discussed within the teams and this is seen as a positive output of the H2H programme. Recognition of achievement had improved but a lot of respondents were neutral on this point and therefore it was felt we could do more.

A number of employees responded with 'neutral' for a number of questions. Their comments in most cases explained that this was due to a good level in their service/team/manager before the H2H programme and therefore they hadn't seen a significant change because of the programme but just an increase in awareness.

Respondents agree communication of the progress and next steps of H2H via team update and quarterly staff briefings is working well. Some employees indicated that they do not access the intranet for H2H information and use other communication methods.

2.5   Here to Help staff forum

The H2H staff forum was established in September 2014 and meetings are held monthly. The purpose of the forum is to act as a direct link between employees and the H2H Steering Group, SMG and CMT; to provide a channel for two-way communication.

It is a mechanism to get direct feedback/ consultation from the bottom up, empowering employees to have a say in the way we work and deliver services.

From July 2015, the H2H staff forum had its terms of reference expanded to become an employee forum. The forum agenda will continue to be driven by employees and there will a revolving chairperson for each meeting.

2.6   Communications

The way we communicate both from top down and bottom up was identified by employees as one of the main areas of the organisation requiring improvement. There have been a number of success stories for how communication has improved since the H2H programme including regular team meetings, H2H staff forum, team whiteboards and staff briefings.

Building on the foundation of all the communication tools used since H2H started, the way we communicate H2H messages has developed and evolved to represent the changing phases of the H2H programme.

Internal communication

It is vital to have a H2H article every month in team update to keep H2H at the forefront of everyone's mind and the continuing importance of our H2H culture. Every month success stories are shared by services and recent articles have included outputs of the telephone improvement project; corporate action proposal updates and successes; pulse survey results; sharing compliments; ideas for team meetings; work shadowing.

The new weekly email newsletter, Connect, is used to drip feed information on H2H via short news articles. The articles are used to signpost employees to H2H updates and success stories on the intranet.

Communication to new members

New councillors were briefed on the H2H programme and the council's values and behaviours in July 2015. The briefing included a summary of the objectives, process and future of H2H.

A copy of a case study produced for the District Councils' Network's stand was also included.

2.7 **Next steps**

H2H has moved to "phase 2" of delivery with two distinct strands:
- Improvement and efficiency (integrating the H2H brand into the core Business Development function) Lead: Head of Business Development.
- Organisational culture (using the Organisational Development Strategy to take forward H2H work on values and behaviours) Lead: Head of Human Resources and Organisational Development.

3.0 **Implications/Consultations**

None

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

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Contribution to the Council's Corporate Priorities/Objectives *(delete as appropriate):*	***People*** This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Consultation 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:	None

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 21 OCTOBER 2015

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISTIONAL DEVELOPMENT

INVESTORS IN PEOPLE (IIP) SILVER STANDARD ACTION PLAN

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- Members are asked to approve the Investors in People Action Plan that supports the Council achieving the Silver Standard in 2016/17

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE: That:	
(A)	**the Investors in People Action Plan be approved**

1.0   Background

1.1   The Investors in People (IIP) core standard was obtained by the Council in June 2005 and has been retained every three years. The Council re-evaluation of the IIP Framework was due in April/May 2015.

1.2   The Council was awarded Bronze standard in June 2015, recognising the development and commitment the Council has achieved under the framework and wider in its processes, policies and workforce. The Council was also awarded its 10 Year award in June 2015.

2.0   Report

2.1   The Council is required to undertake an interaction with the IIP Practitioner within 18 months of the assessment date. The scale of the activity may range from a discussion with senior managers

on progress against current people strategies and any challenges the Council may be facing, through to a full assessment.

2.2 The Council has the opportunity to build upon the Bronze standard and to be assessed against the Silver standard. Feedback provided in the Assessment document (Please see Essential Reference Paper B) indicates that the Council achieved 91 evidence requirements. To gain Silver the Council is required to demonstrate 115 evidence requirements. The Council therefore has an opportunity to be assessed for the Silver standard within 12 months.

2.3 Should the Council decide to be assessed against the Silver evidence requirements within 12 months (June 2016) then the Assessor will assess the Council only on the additional requirements and the 91 evidence requirements gained at Bronze level with be carried forward.

2.4 The approximate cost of the assessment would be £3,800 and would be funded from the Corporate Training budget 2016/17.

2.5 To support the Council achieving the Silver standard within 12 months an IIP action plan has been developed. Please see Essential Reference Paper 'C' for the Investors in People Action Plan.

3.0 <u>Implications/Consultations</u>

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

<u>Background Papers</u>
Investors in People Bronze Assessment report dated June 2015

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Report Author: Emma Freeman – Head of HR and OD
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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	***People* – Fair and accessible services for those that use them and opportunities for everyone to contribute** 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 and Unison have been consulted on the IIP action plan
Legal:	*None*
Financial:	£3,800 + expenses would be funded from the Corporate Training budget 2016/17
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	As detailed in the report

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INVESTORS IN PEOPLE
Central England

INVESTORS IN PEOPLE
BRONZE ASSESSMENT

EAST HERTS COUNCIL

EMBx
EMB Excellence

Key Information

Assessment Type	Bronze Assessment
Investors in People Practitioner	Jeannette Stanley
Visit Dates	12/05/2015 – 03/06/2015 (six days onsite)
Assessment Enquiry Number	ENQ – 96024 – 1TN5GN

Conclusion

Having conducted the assessment in accordance with the UK Commission for Employment & Skills (UKCES) and EMB Excellence Ltd guidelines, I am very pleased to confirm that East Herts Council continues to meet all evidence requirements of the core Investors in People (IIP) Standard with sufficient additional evidence requirements to have achieved the Bronze Award.

Many congratulations on achieving a positive assessment outcome set against a backdrop of organisational development, including a number of changes at the corporate leadership level.

My thanks go to all those people who took part in the IIP discussions for their open and honest feedback; special thanks must go to Helen Farrell for ensuring that the assessment flowed smoothly and trouble-free.

Milestone Dates

Review of Continuous Improvement Plan	December 2016
Date of Next Full Assessment	April 2018

Jeannette Stanley, June 2015

Investors in People Practitioner

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1   Introduction and organisation background

East Herts has continued to face a number of challenges in line with all local authorities since the Government introduced austerity measures to reduce the nation's deficit. To meet these challenges East Herts has revised its delivery model (and continues to do so) to delivery services more efficiently while achieving the same outcomes, as well as improving services at a reduced cost.

Approaches adopted by the Council are many and varied and include a number of strategies for sharing services and resources with neighbouring authorities, as well as undergoing an internal restructure and introducing new ways of working to ensure East Herts successfully delivers its commitments to residents, communities, business partners, stakeholder and staff alike.

Another key instrument of change relates to the number of elections held in May 2015, both parliamentary and local elections, that resulted in East Herts welcoming a new Council Leader together with 22 new elected members. In addition to the elections, the previous Chief Executive retired at the end of May 2015, an interim Chief Executive has been appointed from within to lead the organisation until a new Chief Executive has been successfully recruited and permanently takes up the position. Other staff changes at corporate leadership level include the appointment of a Director of Finance & Support Services, the creation of a number of new roles and the appointment of a number of new Heads of Service.

The squeeze on public funding continues and impacts on East Herts' strategic partners including the police, fire-service, job-centre plus, health, local housing associations, regional colleges, the CAB and CVS who form the local strategic partnership and shape the corporate plan. Working collaboratively, sharing resources and premises with stakeholders will continue moving forward in order to face the next round of funding cuts.2015-2016.

East Herts will continue to focus innovatively on developing budget and service models to maintain performance through organisation development by building both workforce capacity and staff resilience; challenges that are not taken lightly. A key driver central to the Council's priorities was the introduction of the *Here to Help* transformational programme following a peer challenge. *Here to Help* provides a platform based on corporate values, beliefs and behaviours considered desirable on which to develop strategies for creativity, innovation and business development.

2 **Summary of findings against the requirements of the Standard**

Strategies to improve

East Herts vision is to *improve the quality of peoples' lives and preserve all that's best in East Herts.* The Council's vision is firmly underpinned by a set of values fully enshrined in the organisation's transformational programme *Here to Help* introduced just over18 months ago providing a platform for change from which to deliver the corporate plan and its key priorities.

The corporate strategic plan 2015/16 – 2018/19 broadly sets out the direction of travel for the next four years continuing to build on efficiency savings and improve service delivery through three main priorities identified for:

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 three corporate priorities were established directly as a result of feedback received from a number of wide-ranging consultations held with the residents, local business partners, communities, stakeholders and strategic partners taking into account the district plan and other strategic drivers such as performance data and funding constraints.

Central to East Herts' overall vision and direction of travel lays the *Here to Help* transformation programme with an overriding purpose to provide the best possible access to services and advice by *"putting customers first"*. Following feedback and recommendations made after a peer review, East Herts initially worked with an external consultant to develop the *Here to Help* concept. A number of workshops were held for managers and staff looking at values and desirable behaviours relating to customer care, enhancing the customers' experience, as well as identifying barriers that got in the way of providing the best possible customer service requiring improvement. A number of major projects were also identified from staff feedback and the *Here to Help* workshops; some were corporate for example the Performance Development Review (PDR) and Induction; some were service specific looking at ways of working to avoid duplication, as well as a number of other local projects

.

After the initial *Here to Help* workshops, the Head of HR and Organisational Development took over the strategic lead and redesigned the workshops. A corporate project co-ordinator was appointed to take on the operational lead and control of *Here to Help* and other corporate projects, for example how to improve customer contact through telephony. A new Head of Business Development has also been recently appointed to develop commercial innovation, dove-tailing with East Herts' organisational development strategies.

A stated the focus for the *Here to Help* workshops was to identify ways of removing barriers to success, to communicate and celebrate successes internally, as well as ensure that people became fully engaged with the programme. It was also important to make sure that people agreed and believed in the values and behaviours and this was achieved by staff being involved in their identification, ultimately voting on the final five.

A *Here to Help* steering group was set and a staff forum was also established to include representatives from across all areas of the Council. The forum meets regularly to provide people with an update and feedback on progress against local service level action-plans, as well as discuss barriers, concerns, lessons learnt and to share achievements and success. There are opportunities for people to contribute ideas for service improvements that may also relate to other major projects. HR consistently provides a regular update during the forum on learning and development strategies, activities and new innovations such as e-learning and bite-size training sessions together with opportunities for questions/answers.

Evidence gathered during interview confirmed that staff consultations and employee engagement have considerably improved since the last assessment. People and stakeholders are fully involved in developing strategies for improving performance, including improvements to the way people are managed and developed shaped by information gained through staff feedback, surveys, pulse-checks and *Here to Help* providing a framework for staff development underpinning corporate priorities.

A culture of communication and involvement ensures that team meetings and individual one-to-ones *"shimmer with Here to Help all the way through our service and through people's personal and professional motivation"*. Communication channels are many and varied and continue to include team meetings, one-to-ones, PDRs, "Update" a monthly staff magazine and staff briefings. There is also good use of the steering group and staff forum made as mentioned. CMT and SMG continue to meet strategically focusing on policies, strategies and performance from which headline messages cascade through all service areas via DMT and local area meetings. Effective use of notice-boards display key messages, providing information for signposting and referral together with other electronic methods via the web-site, emails and social-media adding to the effective flow and exchange of information, knowledge and advice. Joint-meetings continue to be held at the strategic level with representatives from UNISON.

The PDRs and one-to-ones continue to be the main vehicle for people to discuss their individual learning needs which also inform service planning and ultimately feed into the organisational development strategy. The commitment to and application of PDRs was impressive with extremely high return rates. Opportunities provided for learning are innovative, designed to be cost effective and flexible to develop the Members, service, leadership and management capabilities taking into account external good practice – for example HAY. There is a wide mix of external and internal activities on offer including networking forums and sharing resources with strategic partners. Mandatory and professional development opportunities continue to be well planned and well supported. There is also a raft of learning activities made available to support corporate projects and the culture change programme at which values lay at the heart of all planned activities including induction.

There is a developing and emerging culture of social responsibility within East Herts. Discussions revealed community engagement strategies now include the *Time Bank* which is a community facing initiative for people to share their skills and where people can volunteer their help and support by registering a certain number of hours to do gardening for example and then claim the hours back through *Time Bank*. East Herts is also proactively working with partners to develop Dementia Awareness and befriending schemes in the community, delivering training with allied professionals, as well as working on a scheme to provide staff with a set number of days throughout the year to devote to charity work, working in voluntary organisations or on community projects.

Opportunities for improvement

- o It was suggested that the Council would improve communication and increase access to corporate leadership by introducing quarterly meetings attended by the Chief Executive and UNISON representatives.
- o East Herts may wish to revisit its Health and Wellbeing strategies to ensure that Work Life Balance solutions are effectively deployed both for the Council and its employees.
- o KPIs are used to improve performance. Question: Has East Herts clearly defined the most useful KPIs to provide performance data, metrics and intelligence needed to effectively implement its next phase of transformation?
- o Consider including *How Officers Are Expected To Work* sessions as part of Members' development programme.

Taking actions to improve

East Herts is committed to providing clarity of leadership, setting a clear direction while providing a sense of re-assurance in light of the recent changes made at both Council Leader and Chief Executive's positions. Moving forward the interim Chief Executive to be (at the time of the assessment) explained *"how everyone has a contribution to make and future priorities will be discussed and agreed by being consultative at all levels - Here to Help will continue to play its part."*

With a determined ambition to move from being "good" to "great" East Herts is aiming towards becoming a more agile and responsive organisation, with a supportive culture in which people are able to make decisions quickly and effectively in line with self-sufficiency and are commercially focused. The Council's ambition is expected to be realised by developing a *"high performance mentality"* in a culture in which people are personally growing and developing, working on service area improvement-plans that impact on the corporate plan. *"We are asking people 'what can you do that will make a difference?' "*   Good news and success stories are now consistently being shared at CMT, SMG and DMT cascading throughout the Council via the communications' network.

In line with celebrating success and recognising individual and others' contributions through *Here to Help,* East Herts is now recognising staff with 40 years' service. The Council is also currently revising its reward and recognition strategy and had originally involved UNISON representatives to look at reward and recognition as part of *Here to Help.* The Council has benchmarked strategies for reward and recognition at both a regional and national level against local authorities and is about to embark on a major piece of work with an external Benefits' Consultant.

Here to Help is based on a pragmatic approach to achieving the Council's purpose and vision and involves people across all levels as stated, to be role-modelled and led by Members, CMT and SMG in all service areas. Initially perceived to be internally facing to gain people's initial *"buy-in",* the Council is now into its next stage of transformation and focusing more externally. A staff survey had been recently conducted to gain feedback to make sure that the programme continues *"on the right track".* Key findings show that people clearly understand the Council's values and what they mean in terms of the way they work including how managers are expected to manage and develop their teams. However, feedback obtained during the assessment indicated that there are people in some areas of the Council who continue to be or have become less engaged with *Here to Help* and are starting to feel frustrated by the programme. Typical comments included:

- o *"We've always worked this way - we don't need to be told!"*
- o *"It's a waste of time and resources and we have little of either to spare"*
- o *"We always do the best we possibly can for our customers."*
- o *"We've always done this, all of us, all of the time!"*

In terms of involving and empowering people *Here to Help* without question has played a critical role in improving consultations, communications, as well as employee engagement. For example, team meetings are now happening in certain areas of the Council where they hadn't been before for whatever reasons – high volumes of work, lack of staff, lack of time or other resources were some examples. As a result of *Here to Help* people now have a voice and are heard with their input and ideas for service/process/systems improvement regularly feeding into action-plans. Moreover, the staff forum is not chaired by a manager and is *"great for empowerment and provides a good balance to UNISON"*. Further communication improvements have also been made to the staff briefings which are now on video and put online for those on holiday or for those home-working, remote working or otherwise.

Contained within East Herts strategic plans is the next stage of *Here to Help* that involves bite-sized training to follow up on last year's work, as well as to refresh and encourage collaboration across the different service areas. The programme is expected to inform the Council's future direction through a mix of corporate projects connecting strategies for organisational development and business development through people strategies designed to build future capacity, capabilities and resilience. The learning and development programme is designed to encourage more cross-working through internal networking, supported by a wide range of learning and development activities to drive performance improvements and improve East Herts' service provision.

The Council's Organisational Development Strategy 2015/2018 sets out East Herts approach for the next four years to workforce development and how it is firmly underpinned by *Here to Help* which in turn is further underpinned by the Learning and Development Programme 2015/16. To ensure workforce capabilities, capacity and resilience the programme is essentially split into three categories: Core, Corporate and Personal to support the development of core skills, mandatory training and appropriate professional development. As mentioned, the range of activities on offer is wide and extremely flexible taking into account service and team needs, as well as learning styles including e-learning. Coaching and mentoring are well-embedded in the culture supported by a number of ILM qualified coaches. The commitment to and support for workforce development in East Herts is impressive;- all people are encouraged to continuously learn, many referred to working in local government effectively ensures that learning is an ongoing activity as change is constant owing to political, financial, environmental and technological legislation and obligations.

<u>*Opportunities for improvement*</u>

- o The PDRs were still considered in some areas to be a tick-box exercise; in others they were considered to be de-motivational as managers are not "*allowed*" to recognise good performance, as good performance is down-graded.
- o As part of the PDRs revisions mention was made that a higher profile of *Here to Help* objectives would be included. The Council will need to ensure that *Here to Help* objectives are both work relevant and meaningful to avoid further disengagement and / or *"a tick-box approach"* becoming even more embedded.
- o Mention was made that CMT and SMG were not visible enough and should *"walk the talk"* more by consistently role-modelling the Council's values.
- o Mention was frequently made that Members, CMT and SMG should recognise the extra work people are coping with by revisiting work / staff ratios. *"If you're under resourced it's difficult to go the extra mile, let alone above and beyond expectations."*

Continually improving

East Herts continually improves on the quality of service delivery, as well as approaches to employee engagement and workforce development as a result of its ongoing investment in developing people whose inputs, outputs and outcomes are measured through range of internal and external methods. For example, training and development activities are evaluated to determine whether the original learning objectives were achieved, as well as to determine if learning has been applied in the workplace and / or shared with others. In terms of the Council gaining an understanding of its return on investment and impact on performance, qualitative methods used include feedback from stakeholders and customers.

There is a large suite of KPIs against which performance outcomes are recorded on Convalence and regularly reported on. Every quarter the statistics are reviewed via performance reports going to CMG; performance levels are also RAG rated enabling a quick strategic focus for any necessary adjustments.

In each service area monthly DMTs are held where there is a management review of statistics relating to the budget, invoicing against targets, sickness and absence, as well as a management review of reports generated by the finance and performance team that then feed into the quarterly Covalence reports reviewed by CMG and Corporate Business Scrutiny.

Furthermore, quarterly reports are developed and go to Members' HR Committee providing an accurate overview of learning and development activities, turn-over rates, induction figures, information relating to Equality and Diversity, as well as sickness and absence figures. Annual reports are also produced by HR contrasting and comparing this year's figures with last year's overall performance. In addition to all these activities the Council benchmarks its performance regionally, as well as with the CIPD and ELGA.

Underpinning as stated the Council's organisational development is the *Here to Help* programme. Staff surveys and pulse-checks capture people's views on how they are managed and developed and shape continuous improvement plans. East Herts' employees believe in the Council's vision and values. *"We've got a good name – we're an organisation that cares and strives to do its best for customers!"*

3   Next steps

East Herts is required to undertake an interaction with the IIP Practitioner within 18 months of this assessment. The scale of the activity may range from a discussion with senior managers on progress against current people strategies and any challenges the Council may be facing, through to a full assessment.

Commercial in Confidence

Appendix 1 – Template for Continuous Improvement (left blank to develop actions towards achieving higher level accreditation)

Business Issue – What	Suggested Actions - How	Potential Benefit – Why	Priority – When	Solutions/Support Available - Who

Appendix 2 – Assessment results summary

The Investors in People Framework Evidence Requirements

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	?	✓				✓		✓		?	✓					
2	✓	✓	✓	✓	✓	✓	✓	✓	?	✓			✓	✓	✓	✓													
3	✓	✓	✓	✓	✓	?	✓	?	✓	✓	?	✓	X	X	✓	X	✓			✓	X	?	X	X	✓	X		✓	X
4	✓	✓	✓	✓	X	?	✓	X	X	?	?	X	?																
5	✓	✓	✓	✓	X			✓	?	X				X	X				✓	X	?	X		X	✓				
6	✓	✓	✓		✓	?	✓				?		✓	✓															
7	✓	✓	✓	✓	✓	✓	?	✓	✓	X	X	✓	X	?	X				✓										
8	✓	✓	✓	✓	✓		?		✓				✓	?					✓										
9	✓	✓	✓	✓	✓								✓	?															
10	✓	✓	✓	✓	?			?			?		✓	?															

The number of evidence requirements met is **91**

Key: ✓ = ERs included and fully met
             X = ERs included and not met
             ? = ERs included with some evidence available but insufficient to fully meet

The Core Investors in People Standard
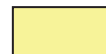
Your Choice from the Investors in People Framework

Not part of the Investors in People Framework

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Investors In People – Action plan

Bronze to Silver

September 2015

No.	Business Issue – What	Suggested actions – How	Potential benefit – Why	Priority – When	Solutions/Support Available - Who	Status update
1	Core values are embedded and at the heart of the way the Council operates	Embed values in Recruitment process (person spec and interview Qs) Embed values in Appraisal process E-learning programme developed on behaviours Here to help action plans completed	Embed the council values and support the culture change programme H2H	As defined by project plans in 2015/16	Vicki David Claire Kirby Emma Freeman/ Helen Farrell Nikki Roberson/ Emma Freeman/HR Officers	
2	Managers can describe how they involve people to identify L&D needs for the team	Develop service L&D plans – as part of PDRS and service planning process	Pick up service L&D needs and give employees the opportunity to identify needs	2016/17 service plan and L&D plan	SMG supported by Helen Farrell	
3	Recruitment and	Recruitment review	Improve the current recruitment	July 2015	Vicki David	Completed

	selection processes are fair, efficient and effective	completed

Action plan | process to ensure that it attracts candidates and promotes East Herts Council as being a great place to work. It also aims to ensure that the process is fit for purpose, supports managers and ensures the Council meets the legislative and equality/diversity requirements. | As specified in the Plan | | |
| 4 | Work-life balance is valued and part of the culture | Support the Health and Wellbeing Workplan | Work life balance solutions are effectively deployed | 2015/2016 | Simon Barfoot/Emma Freeman | |
| 5 | Leadership and management capabilities are clearly defined and understood | Develop a leadership and management development framework | Managers will lead, motivate and encourage innovation, be highly effective, supportive and approachable. | OD Strategy 2015 to 2019 – TBA | Emma Freeman | |
| 6 | Managers demonstrate our values | Introduction of behaviour based e-learning

Directors attend team meetings

PDRS review (Stage 2) | Managers consistently role-model the Council's values.

SMG are viewed as more visible by employees | 2015/16

2015/16

2015/16 | Emma Freeman

Directors

Emma Freeman/Claire Kirby |

Completed

 |
| 7 | The Council has a clear and fair | Develop a reward strategy | Valuing, recognising and rewarding our workforce. Exploring how we can | OD Strategy 2015 to 2019 | Emma Freeman | |

	reward and recognition strategy		get more from our reward and benefit packages that give choice to our workforce and support work life balance	- TBA		
8	Consultation process is effective and employees are part of the design and the decision-making process	¼ meetings between Unison/CE/Head of HR and OD Staff forum	Engagement with Unison Engagement with employees	November 2015 July 2015	Liz Watts/Unison/ Emma Freeman Emma Freeman	Completed
9	KPIs are used to improve performance	Service and business planning process Self-service implementation	Performance data, metrics and intelligence support transformation agenda Central monitoring of KPIs; managers to run own reports to manage business day to day	2015/16 in accordance with service plan timetable 2016 in accordance with project timetable	Ben Wood/Ceri Pettit Emma Freeman /project team	
10	Having the right appraisal process	PDRS review (Stage 1) PDRS review (Stage 2)	Recognise good performance Embed values and behaviours	June 2015 2015/16	Emma Freeman Emma Freeman/ Claire Kirby	Completed
11	Workforce planning	Integrated finance and service planning process	Overall evidence base for workforce development. Allowing employees to go the extra	August 2015	Claire Kirby/Finance and Service Planning Process team	

		Face to Face meetings	mile	August 2015		Completed
		Workforce plans produced for each service	Supporting succession planning Identifying resource issues Identifying recruitment issues (hard to recruit/skills gaps)	September 2015	Claire Kirby/Emma Freeman	Completed
		Council workforce plan with actions	Identify investment needs in the workforce	As specified in the plan		
12	Volunteering	Develop a Volunteering Policy	Giving back to our communities through volunteering and enhanced partnership working.	2015/16	Jo Vottariello/Emma Freeman	

<u>EAST HERTS COUNCIL</u>

<u>HUMAN RESOURCES COMMITTEE - 21 OCTOBER 2015</u>

<u>REPORT BY HEAD OF HUMAN RESOURCES AND</u>
<u>ORGANISATIONAL DEVELOPMENT</u>

<u>EQUALITY AND DIVERSITY ANNUAL REPORT 2014/15</u>

<u>WARD(S) AFFECTED:</u>   NONE

Purpose/Summary of Report

Members are invited to approve the Equality and Diversity Annual Report 2014/15 as now submitted.

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: That:	
(A)	**the Equality and Diversity Annual Report 2014/15 be noted and the recommendations for 2015/16 as now outlined in paragraph 2.2 below be approved.**

1.0   <u>Background</u>

1.1   The 2013/14 Equality and Diversity Annual Report was produced in October 2014. The Equality and Diversity Annual Report 2014/15 updates the Council on equalities and diversity data.

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

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

2.0   Report

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

2.2   Recommendations

The recommendations set out in the Equalities and Diversity report 2014/15 are:

- To ensure that the new HR and Payroll System is able to accurately capture and report on equalities data.

- To explore why a disproportionate percentage of BME applicants were unsuccessful at the appointment stage compared to the total percentage of applicants from these groups.

- To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the Council

- To explore why applicants in the under 20, 20-29 and 30-39 age groups were less successful in being invited to interview and being appointed than older age groups, through discussions with recruiting managers.

- To undertake an exercise in conjunction with the introduction of the new HR & Payroll System to give employees the opportunity to update their personal details including equalities data e.g. on whether they consider themselves to have a disability. It is also an opportunity for those employees who originally chose not to disclose some of their personal details to disclose them should they now wish to.

- To explore why the Council employs disproportionately fewer full time males compared to the percentage of full time males in the East Herts working population.

- To explore why there are a disproportionate percentage of leavers in the under 20 and 20-29 age groups through exit questionnaires.

- To link this work with the recommendations from the Turnover Report that was considered and approved by the HR Committee in July 2015.

▪	To conduct the next Equal Pay Audit in 2016 to include the additional obligations required by law on mandatory gender pay gap reporting.

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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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	***People* – Fair and accessible services for those that use them and opportunities for everyone to contribute** This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.
Consultation:	*None*
Legal:	The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces annually.
Financial:	None
Human Resource:	As detailed in the policy
Risk Management:	None
Health and wellbeing – issues and impacts:	None

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East Herts Council

EQUALITY AND DIVERSITY ANNUAL REPORT

(EMPLOYMENT)

1 APRIL 2014 – 31 MARCH 2015

1

Contents **Page**

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1.0 Introduction

1.1 This report provides a detailed analysis of the Council's workforce, by the protected characteristics of the Equality Act 2010.

1.2 The Equality Act (2010) consolidated the legislation for groups protected by previous equalities legislation. Everyone has the right to be treated fairly and the Equality Act protects people from discrimination on the basis of protected characteristics.

1.3 Protected characteristics include; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.

1.4 The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces annually.

1.5 The Council is committed to comply with the Equality Act across all its services and continues to increase awareness and understanding through its policies, training and staff groups.

1.6 This report provides a detailed analysis of the available monitoring data for 2014/15. It covers 6 areas:

- Recruitment

- Employee Profile

- Performance Management (PDR ratings)

- Discipline and Grievance

- Training Course Participants

- Leavers

2.0   Summary

2.1   Recruitment

2.1.1   In 2014/15 the Council attracted a diverse range of external applicants in terms of gender, ethnicity, religion and belief, and disability status which is reflective of the profile of East Hertfordshire residents.

2.1.2   Of note however, is that the Council is not attracting a proportionate percentage of applicants from the under 20, 60-64 and 65-75 age groups when compared to the age profile of East Hertfordshire residents.   Perhaps this is less surprising for the latter two age groups.

2.1.3   The Council's shortlisting process has proven to be successful in selecting a diverse range of applicants for interview with the exception of those in the younger age groups. Applicants in the under 20, 20-29 and 30-39 age groups are unlikely to be as successful in being shortlisted for interview as older applicants.

2.1.4   The Council's interview process has proven less successful in terms of appointing a diverse range of applicants. There are only two areas (gender and religion and belief) where there is a proportionate balance when compared to applicants overall.

2.1.5   With regard to ethnicity, of all applicants who were appointed in 2014/15, only 4% were from Black and Minority Ethnic Groups which is significantly less than the total percentage of applicants from these groups (11%).

2.1.6   Similarly with regard to age, of all applicants who were appointed in 2014/15, only 32% were from the under 20, 20-29 and 30-39 age groups which is significantly less than the total percentage of applicants from these groups (56%).

2.1.7   The Council did not appoint any applicants who had declared they had a disability compared to the percentage of all applicants

with a disability (2.9%). The figures are likely to be skewed by the small number of applicants with a disability overall (11 applicants).

2.2 Employee Profile

2.2.1 The Council's employee profile at the end of March 2015 is broadly reflective of the profile of the working population/residents in East Herts (or, where comparisons at this level weren't available, residents in the East of England or UK) in terms of ethnicity, religion and belief, disability and sexual orientation.

2.2.2 The areas where the employee profile is <u>not</u> reflective are gender, working hours and age.

2.2.3 With regard to gender, the Council has a significantly higher percentage of females than males (68%:32%) compared to the gender split of the working population of East Hertfordshire (51%:49%).

2.2.4 In terms of working hours, the Council has a significantly lower percentage of full time males (28%) compared to working full time males in the East of England (47%).

2.2.5 With regard to age, 61% of Council employees are in the 40 to 49 and 50 to 59 age ranges, which is more than double the percentage of residents in East Hertfordshire in these age ranges (30%). The percentage of employees in the 65 to 75 age range is gradually increasing (4.3% in 2012/13 and 5.2% in 2013/14 and 6% in 2014/15). This is likely to be due to the removal of the default retirement age of 65 in 2011.

2.3 Performance Management (PDR ratings)

2.3.1 The analysis of equalities data in terms of PDR ratings shows that no groups are being disadvantaged by the Council's Performance Management system.

2.3.2 Of note however, is that no employees aged 65-75 achieved the higher PDR ratings of 'exceptional performance' or 'exceeding

5

expectations'. They all achieved the 'meeting expectations' rating.

2.4 Discipline and Grievance

2.4.1 The number of disciplinary and grievance cases in 2014/15 was small and therefore are not representative of the employee profile.

2.4.2 In 2014/15 there were 7 employees who were subject to formal disciplinary proceedings. The equalities data of these employees is varied in terms of ethnic origin, age, religion and belief, disability and sexual orientation.

2.4.3 There were no formal grievance cases.

2.5 Training Course Participants

2.5.1 In summary, the figures show that training and development is provided on a fair and equal basis across the Council and allows all employees to take advantage of the opportunities.

2.6 Leavers

2.6.1 The report found that the equalities data of leavers in 2014/15 was reflective of the equalities data of all employees in all but one of the protected characteristics.

2.6.2 The one protected characteristic that is of concern is age. The Council has a significantly higher percentage of leavers in the under 20 and 20-29 age groups (27.5% collectively) than the percentage of all employees in these age ranges (7.6% collectively). A further concern is that 7 out of 8 leavers (87.5%) in these age groups had less than 2 years' service however two of these left due to the end of their fixed term contract. The reasons for leaving were varied.

3.0   Recruitment

3.1   Introduction

3.1.1   This section provides information on external applicants who applied for advertised jobs at East Herts Council during the period April 2014 and March 2015.

3.1.2   Data has been collected at the application, shortlist and appointment stages.

3.1.3   There were 53 external recruitment campaigns between April 2014 and March 2015. A total of 385 applicants applied.

3.1.4   Recruitment has been managed in-house since May 2013. A review of East Herts recruitment processes was undertaken in June 2015 and part of this review considered alternative service models.

3.1.5   Recruitment data has been analysed using 5 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender

- Ethnicity

- Age

- Religion or Belief

- Disability Status

3.1.6   The data has been collected from the Equalities Monitoring Forms which are part of the application form, which is detached on submission to HR.

3.1.7   Comparison data has been used to understand whether the Council has been successful in attracting a diverse range of applicants that reflects the profile of the working population/residents of East Hertfordshire.

3.1.8 Most of the comparison data has been taken from the 2011 Census unless more recent data has been available. More recent data has been available on gender and age.

3.1.9 The equalities data of applicants who reach the shortlisting and appointment stages has been compared to the data of all applicants to understand whether certain groups are being disadvantaged and at what stage.

3.2 Recruitment analysis by Gender

3.2.1 Figure 3.2 (i) below shows that the Council is attracting a good balance of both female and male applicants. Of all applicants, 56% were female and 44% were male which is reflective of the gender profile of the working population of East Hertfordshire (51% and 49% respectively).

Figure 3.2 (i) - Applicant profile by Gender compared to the working* population of East Hertfordshire
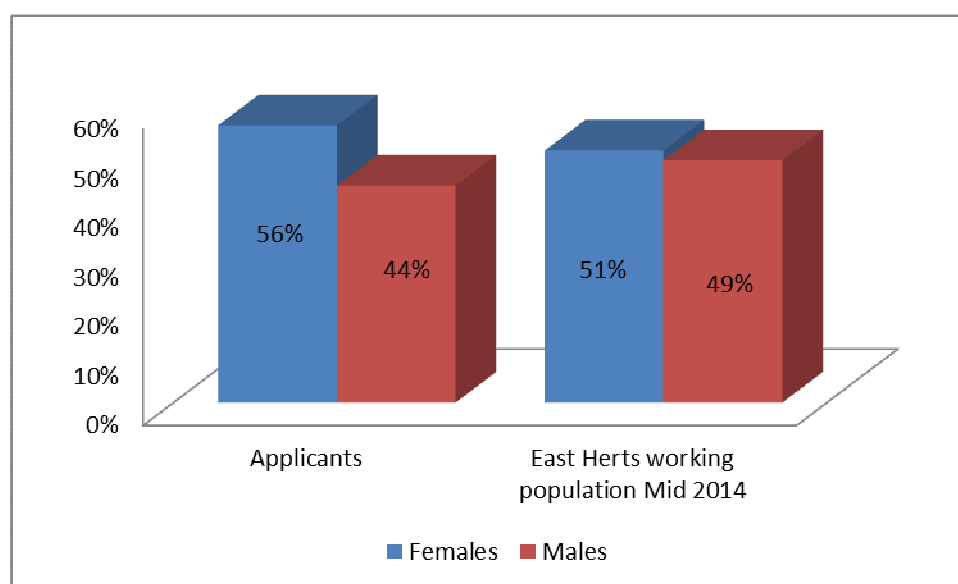
Source: ONS Population aged 16-64 (2014)

* The ONS defined working population as those aged between16-64

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3.2.2   Figure 3.2 (ii) shows that both genders are performing well at the shortlisting stage.   Of all applicants who were shortlisted for interview, 57% were female and 43% were male.   This is reflective of the gender split of all applicants (56% female and 44% male).

Figure 3.2 (ii) – Analysis by Gender at the shortlisting stage
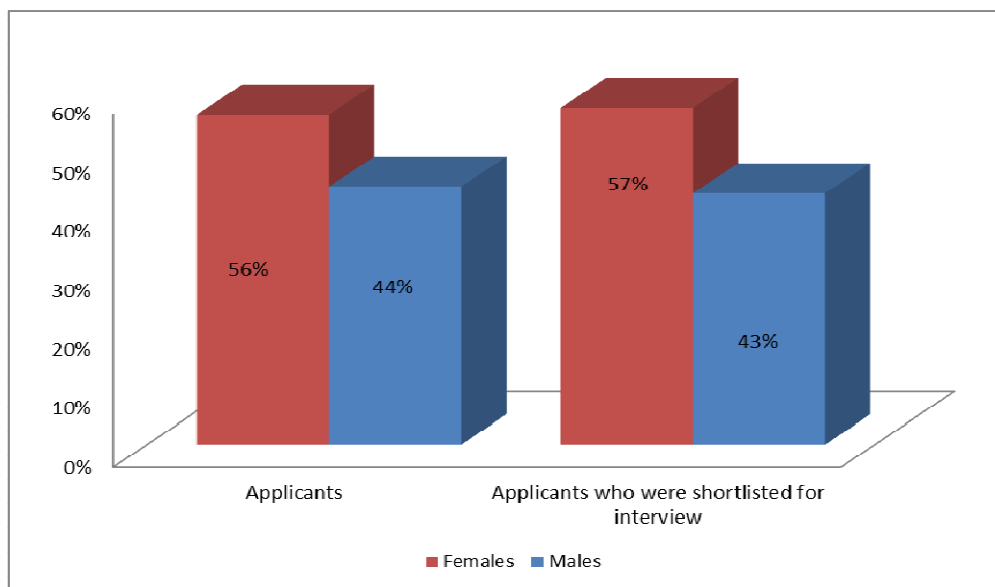
3.2.3   Figure 3.2 (iii) shows that of all applicants who were appointed, 55% were female and 45% were male. Again, this is reflective of the gender split of all applicants (56% female and 44% male).

Figure 3.2 (iii) – Analysis by Gender at the appointment stage

9
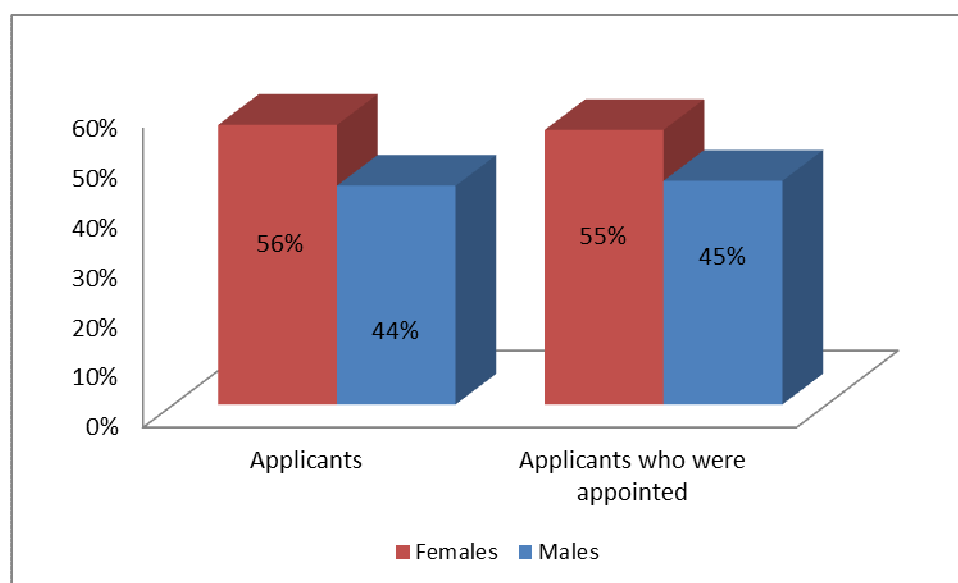
3.3 Recruitment analysis by Ethnicity

3.3.1 Figure 3.3(i) shows that in 2014/15 the Council attracted applicants from a diverse range of ethnic origins. Of all applicants, 11% were from Black and Minority Ethnic (BME) Groups which is more than double the percentage of East Hertfordshire residents in these groups (4.5%).

Figure 3.3(i) Applicant Profile by Ethnicity compared to the residents of East Hertfordshire
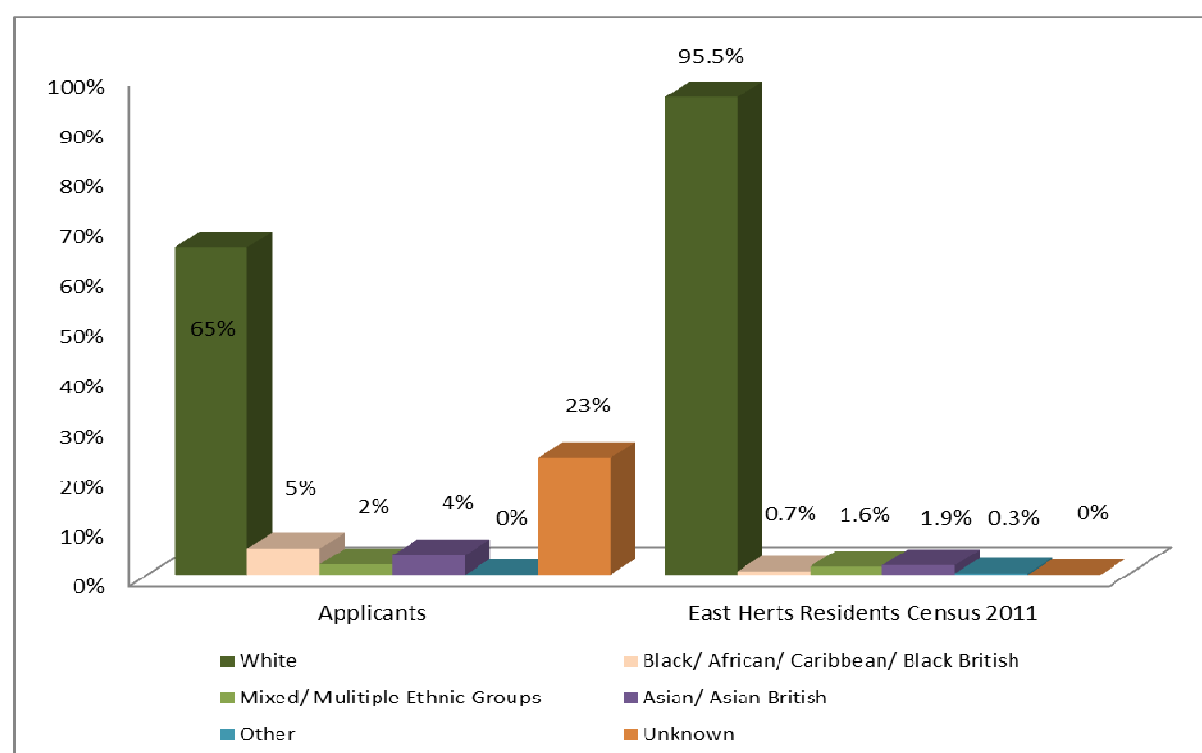
Source: ONS Census 2011_Key Statistics_KS201EW Ethnic Group by Measures

Definitions of Ethnic Groups in the 2011 Census:

* White – includes English, Welsh, Scottish, Northern Irish, British, Irish, Gypsy or Irish Traveller, Other White.

* Mixed/Multiple Ethnic – includes White & Black Caribbean, White & Black African, White and Asian, Other mixed.

* Asian/Asian British – includes Indian, Pakistani, Bangladeshi, Chinese, Other Asian.

* Black/African/Caribbean/Black British – includes African, Caribbean, Other Black.

* Other – includes Arab, Any other ethnic group.

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3.3.2   Figure 3.3(ii) shows that, of all applicants who were shortlisted for interview, 9% were from BME groups which is only slightly lower than the total percentage of applicants from these groups (11%).

Figure 3.3(ii) – Analysis by Ethnicity at the shortlisting stage
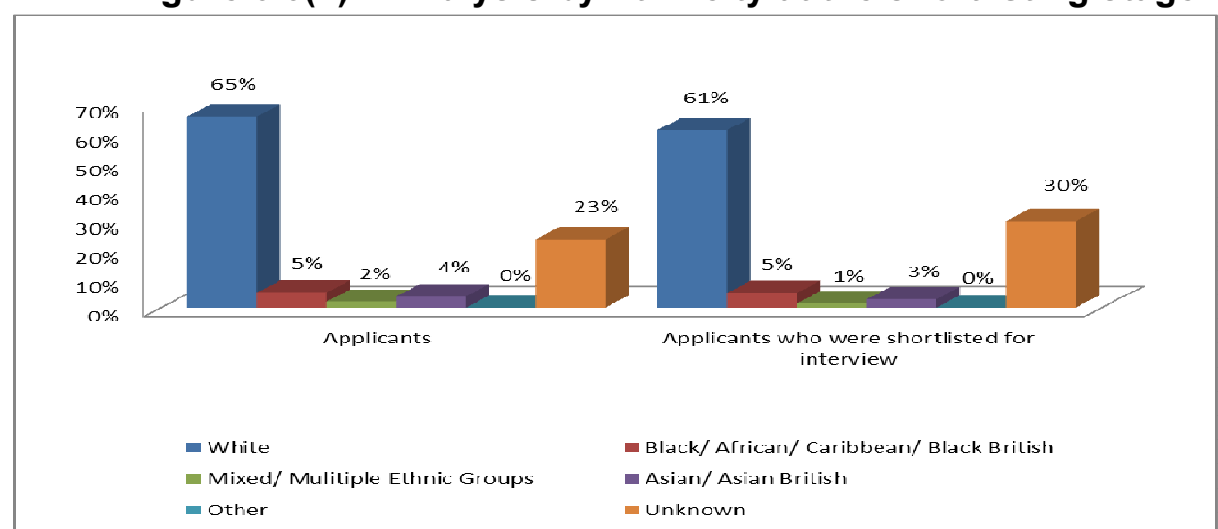
3.3.3   Figure 3.3 (iii) shows that, of all the applicants who were appointed, only 4% were from BME groups, which is lower than the total percentage of applicants from these groups (11%). In these cases, applicants with more experience and knowledge were appointed.

Figure 3.3 (iii) – Analysis by Ethnicity at the Appointment stage

11
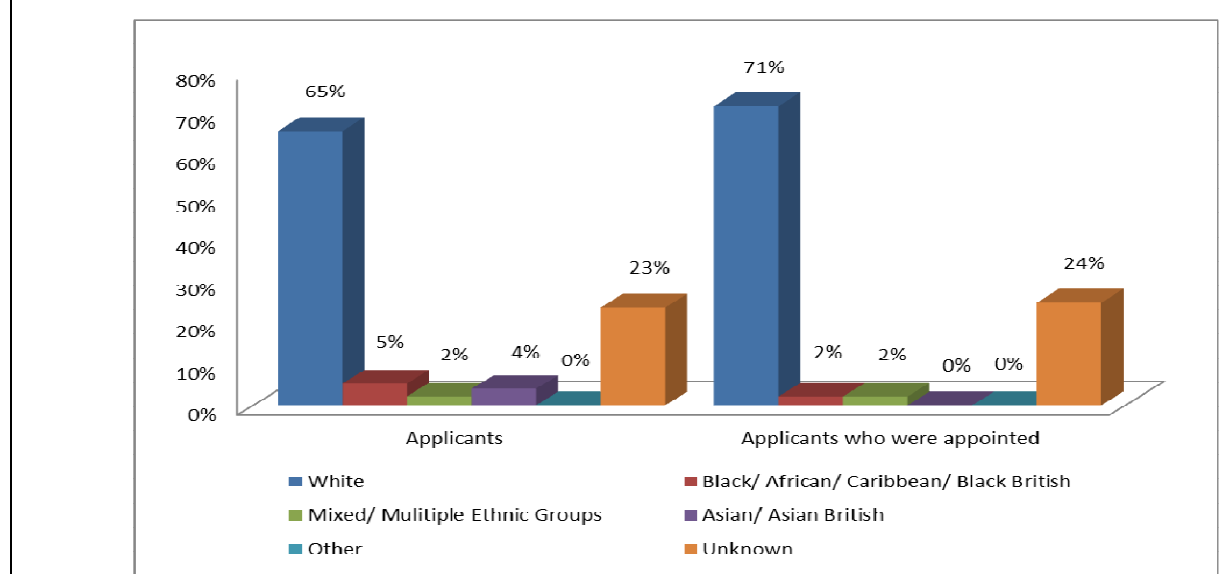
3.4 Recruitment Analysis by Age

3.4.1 Figure 3.4 (i) below shows that the Council attracted applications from a wide range of age groups.

3.4.2 The Council attracted more than double the percentage of East Hertfordshire residents in the 20-29 age range to apply for jobs (22.1% compared to 10.1%).

3.4.3 The Council also attracted almost double the percentage of East Hertfordshire residents in the 30-39 age range to apply for jobs (22.9% compared to 12.9%).

Figure 3.4 (i) – Applicant Profile by Age compared to the residents of East Hertfordshire
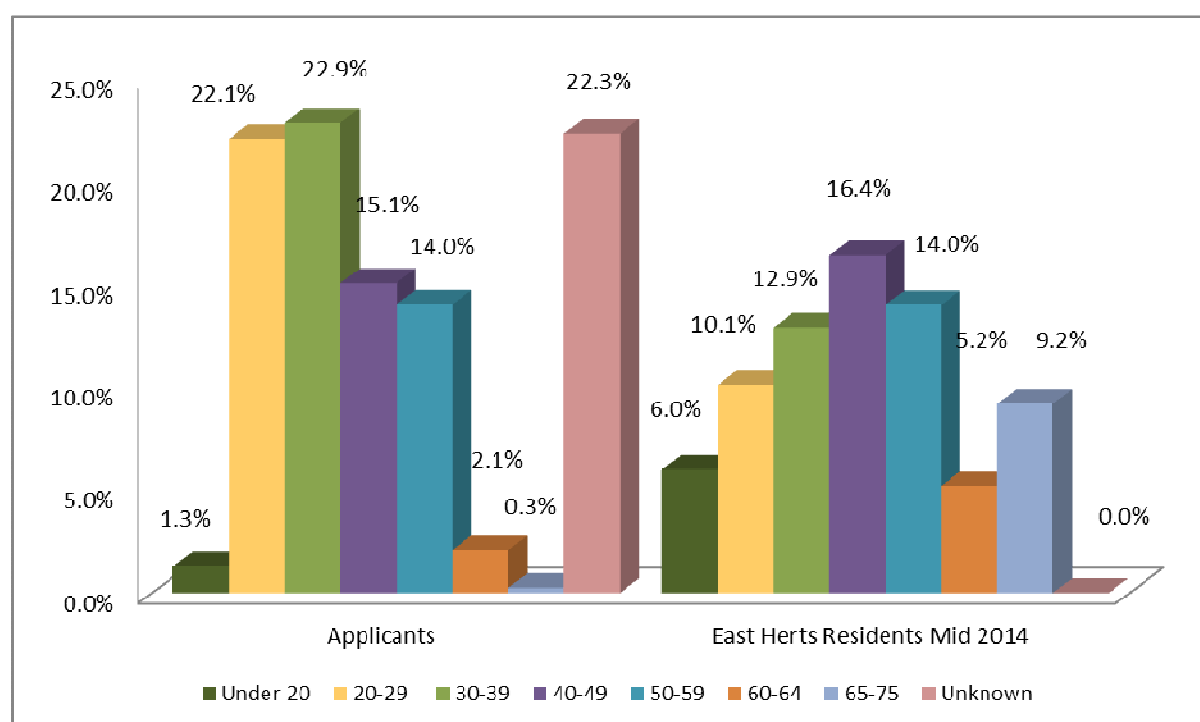
Source: ONS Population Data aged 16-64 (2014)

Note: The percentages for East Hertfordshire residents does not total 100% as only the data for 16-75 year olds has been included here

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3.4.3   The Council did not attract many applicants under the age of 20 (1.3% compared to 6% of East Hertfordshire residents in that age range) however this is an increase from 0% in 2013/14. This may be because many individuals in this age range are in full time education and therefore were not seeking employment.

3.4.4   Figure 3.4 (ii) below shows that applicants in the younger age groups (under 20, 20-29 and 30-39) performed less well at the shortlisting stage than applicants in the older age groups when compared to the total number of applicants in these age groups.

Figure 3.4 (ii) – Recruitment Analysis by Age at the shortlisting stage
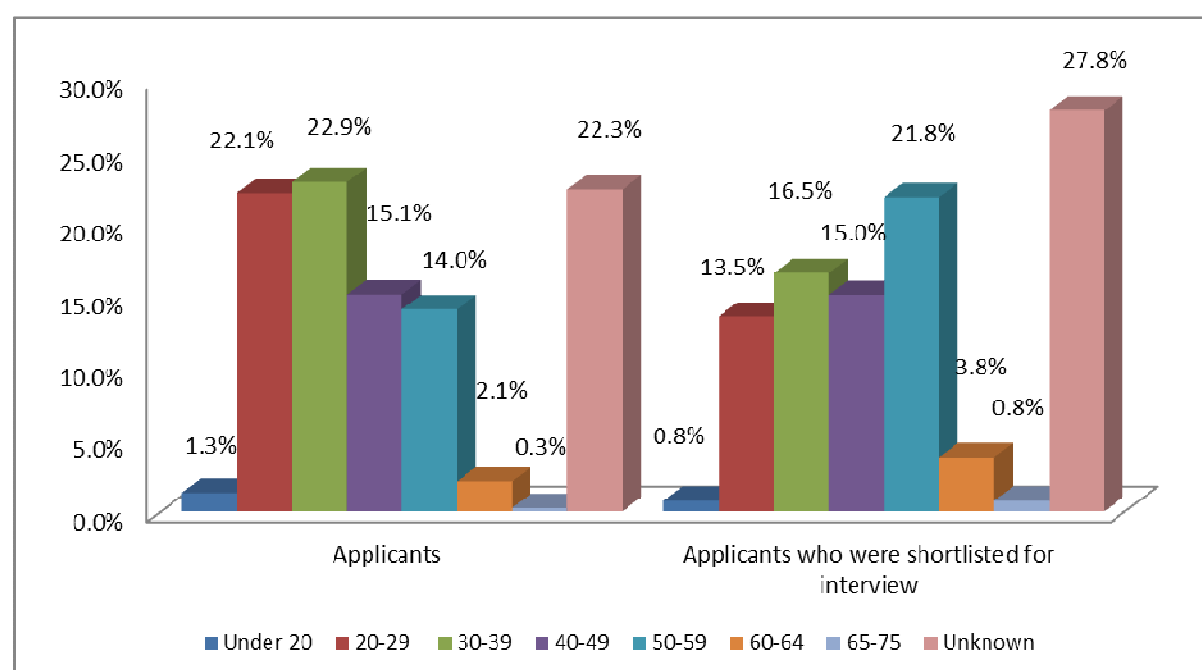
3.4.5 Similarly, Figure 3.4 (iii) below shows that applicants in the younger age groups (under 20, 20-29 and 30-39) performed less well at interview than applicants in the older age groups when compared to the total number of applicants in these age groups.

Figure 3.4 (iii) – Recruitment Analysis by Age at the appointment stage

14
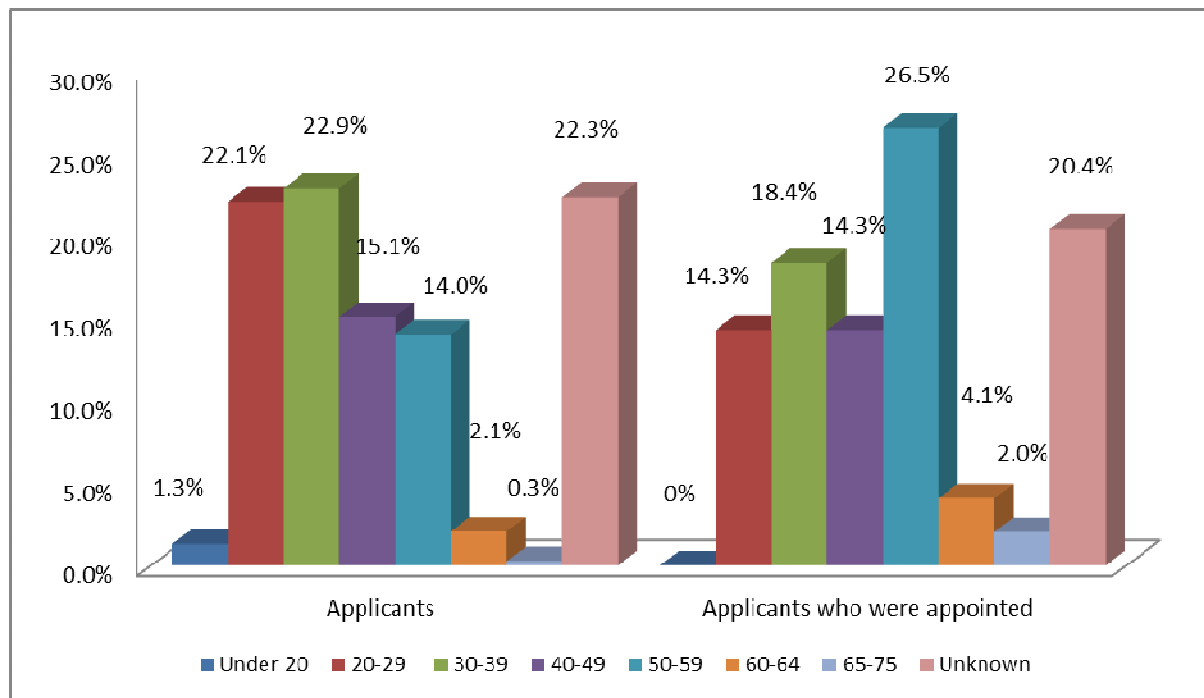
3.5 Recruitment Analysis by Religion and Belief

3.5.1 Figure 3.5 (i) below shows that the Council attracted applicants from a wide range of religions reflective of those of the residents of East Hertfordshire.

3.5.2 More than a half of all applicants (55.1%) chose not to disclose their religion or belief.

Figure 3.5 (i) – Applicant Profile by Religion and Belief compared to the residents of East Hertfordshire

Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

15
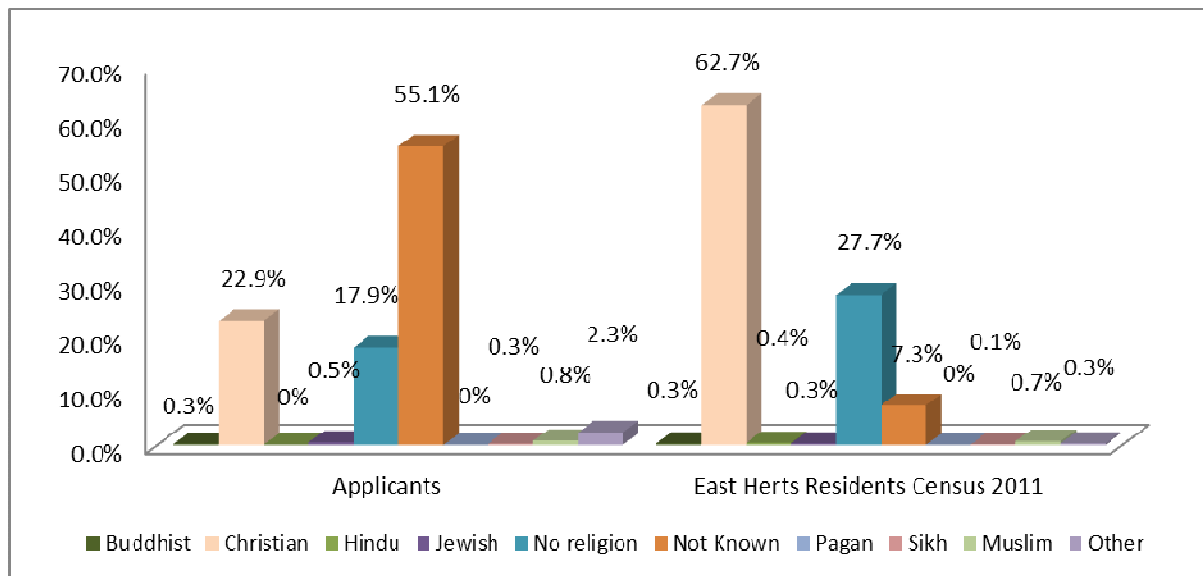
3.5.3 Figure 3.5 (ii) below shows that of all applicants who were shortlisted for interview, 3.6% were from religious groups other than Christian. This is proportionate to the total percentage of all applicants from these groups (4.2%).

Figure 3.5 (ii) – Analysis by Religion and Belief at the shortlisting stage
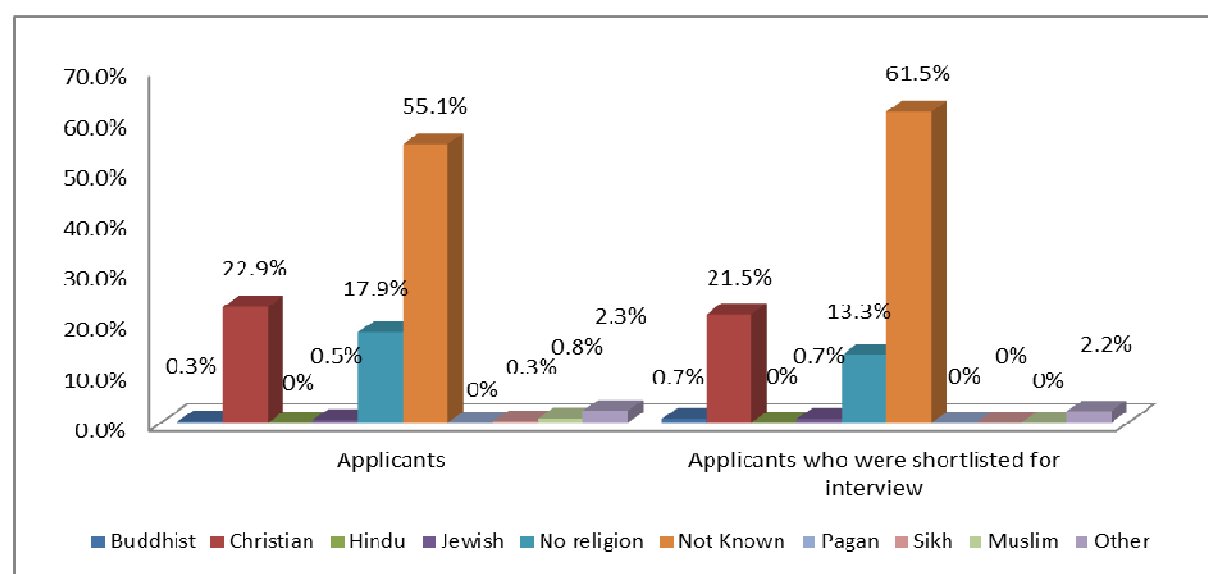
3.5.4 Similarly, Figure 3.5 (iii) shows that of all applicants who were appointed, 4.1% were from religious groups other than Christian. This is proportionate to the total percentage of all applicants from these groups (4.2%).

Figure 3.5 (iii) – Analysis by Religion and Belief at the appointment stage

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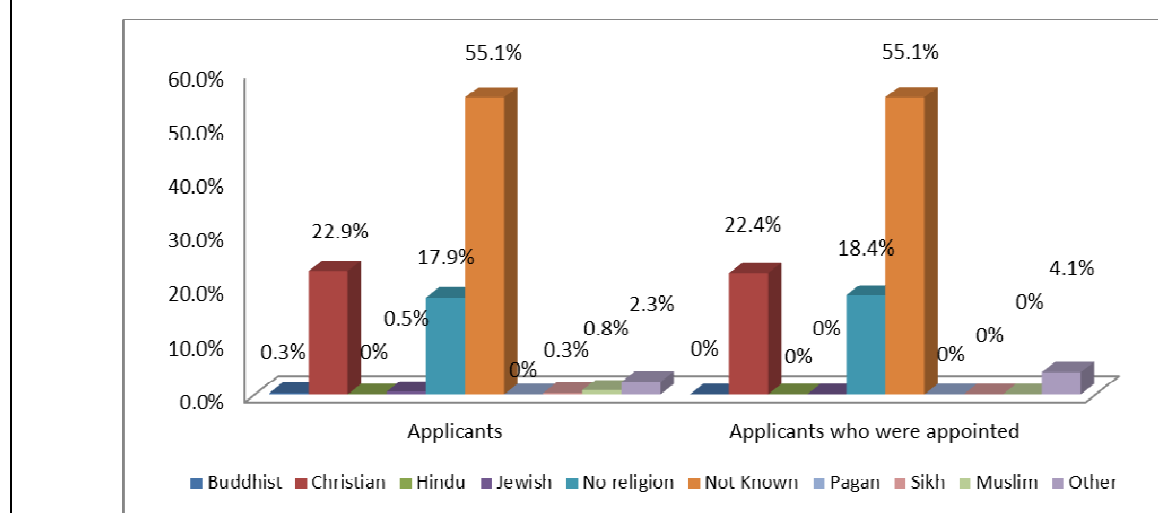
3.6 Recruitment Analysis by Disability

3.6.1 Figure 3.6 (i) below shows that the Council was successful in attracting applicants with a disability (2.9%) and this is reflective of the residents of East Hertfordshire with a disability (3%).

Figure 3.6 (i) – Applicant Profile by Disability Status compared to the residents of East Hertfordshire
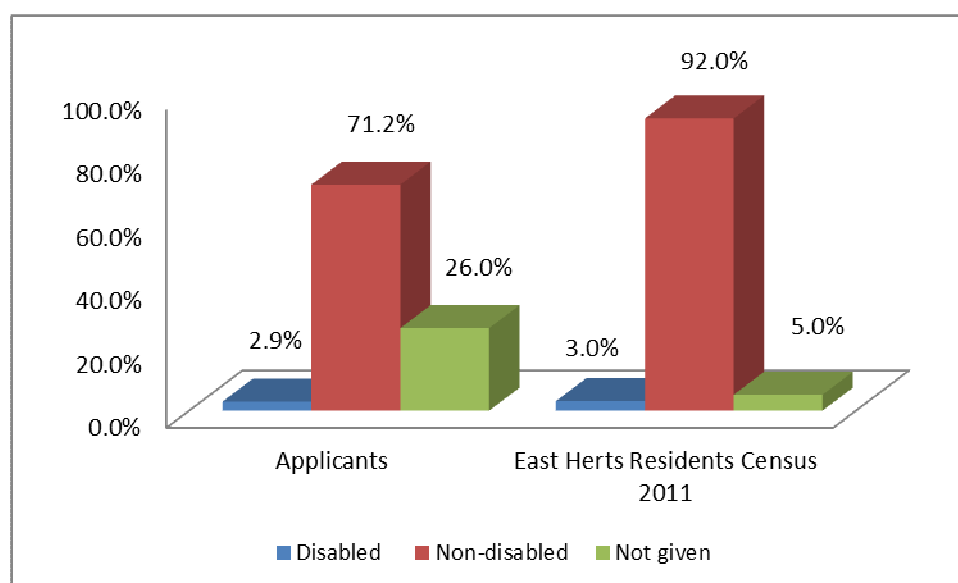
Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

Note: Those residents who declared themselves as disabled in the survey stated that their day to day activities were 'limited a lot'

3.6.2 Figure 3.6 (ii) below shows that of all applicants who were shortlisted for interview, 4% had declared they had a disability. This is higher than the total percentage of all applicants with a disability (2.9%).

3.6.3 The Council has approval to use the *Two Ticks* disability symbol on its recruitment documentation. Where applicants apply under the *Two Ticks* scheme, they are guaranteed to be invited for an interview if they meet the minimum essential criteria for the role. In 2014/15, 11 applicants applied for roles under the *Two Ticks* scheme. Of these, 5 met the minimum essential criteria for the role and were therefore invited to interview.

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3.6.4 The Council asks all applicants in the invite to interview letter to inform the recruiting manager if they need any reasonable adjustments to be made at the interview e.g. hearing loop, interpreter.

Figure 3.6 (ii) – Analysis by Disability at the shortlisting stage
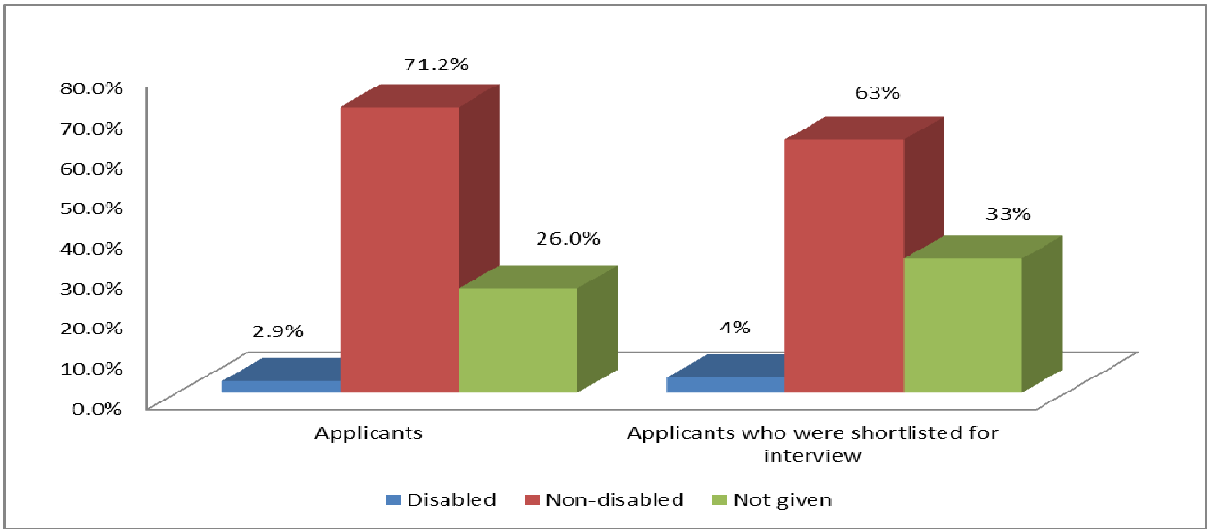
3.6.5 Figure 3.6 (iii) below shows that no applicants with a disability were appointed compared to 4% who were interviewed. In these cases, applicants with more experience and knowledge were appointed.

Figure 3.6 (iii) – Recruitment analysis by disability at the appointment stage
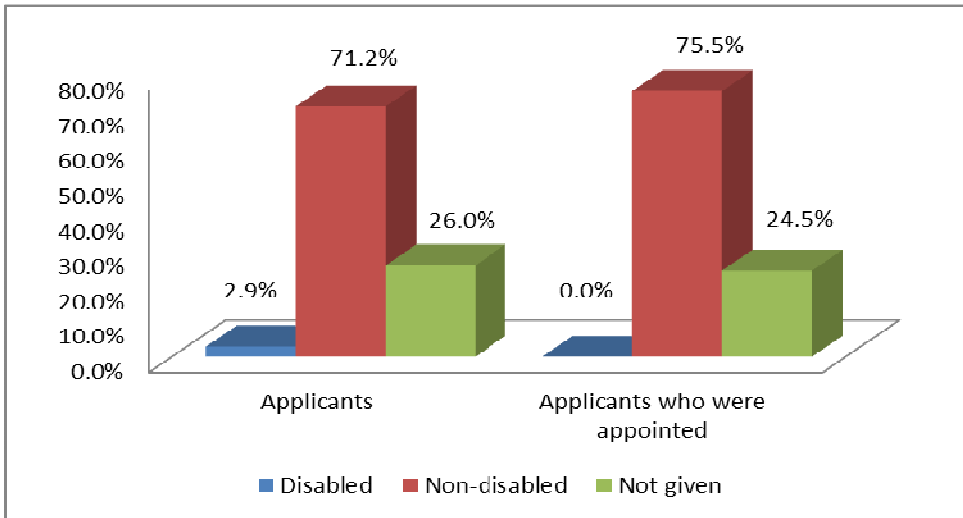
4.0 <u>Employee Profile</u>

4.1 Introduction

4.1.1 This section provides information on employees employed by the Council as at 31 March 2015.

4.1.2 Casual employees, agency workers and contractors are <u>not</u> included.

4.1.3 The total number of employees employed by the Council as at 31 March 2015 was 368. This has increased from 345 in the previous year (at 31 March 2014).

4.1.4 The data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender

- Ethnicity

- Age

- Religion or Belief

- Disability status

- Sexual orientation

4.1.5 Various comparison data has been used to understand how the employee profile of the Council compares to the wider context in which it operates and to identify whether there are any areas of concern which the Council needs to take action on.

4.1.6 Where possible, comparisons have been made at the most local level (i.e. with East Hertfordshire residents) and using the most up-to-date data available. However where this data has been unavailable at this level, comparisons have been made with East of England residents and, failing that, with UK residents.

4.1.7 Most of the comparison data has been taken from the 2011 Census unless more recent data has been available. More

recent data has been available on population figures broken down by gender and age, and also on sexual orientation.

4.2 Employee Profile by Gender

4.2.1 Figure 4.2(i) below shows that the Council's employee profile by gender is not closely reflective of that of the East Hertfordshire working population. The Council has a significantly lower percentage of male employees (32%) compared to the overall male working population in East Hertfordshire (49%). This has remained broadly the same over the last three years – i.e. approximately 2 females to every 1 male.

Figure 4.2 (i) – Employee Profile by Gender compared to the working[1] population of East Hertfordshire

	% Females	% Males
Employees 2012/13	65%	35%
Employees 2013/14	69%	31%
Employees 2014/15	68%	32%
East Herts Working population Mid 2014	51%	49%
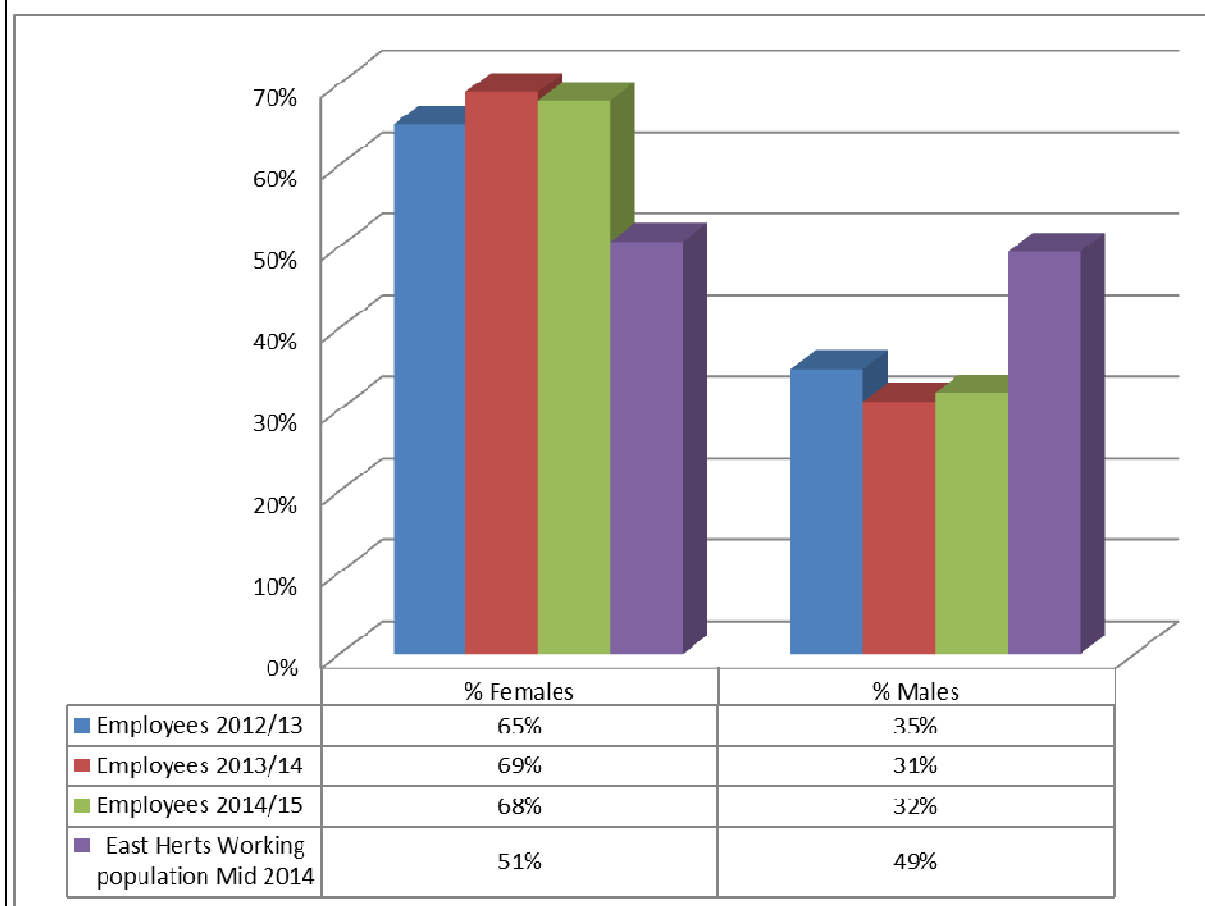
Source: ONS Population aged 16-64 (2014)

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[1] The ONS defined working population as those aged between 16-64

4.2.3   The data on gender has been further analysed by the full or part time status of employees. Comparison data with the working population in East Hertfordshire is not available at this level of detail and therefore comparisons have been made with the working population in the East of England.

4.2.4   Figure 4.2(ii) below shows that the Council has a significantly higher percentage of part time female employees (33%) compared to part time females in the East of England as a whole (21%).   Possible reasons for this include the Council's commitment to flexible working options which can often attract females who may have caring commitments and therefore wish to work flexibly.

4.2.5   Also of note is that the Council has a significantly lower percentage of full time males (28%) compared to full time males in the East of England (47%).   This has remained broadly the same over the last three years.

Figure 4.2(ii) – Employee Profile by Gender and Part/Full Time Status compared to the Working Population of the East of England

	Part Time Females	Full Time Females	Part Time Males	Full Time Males
Employees 2012/13	29%	36%	4%	31%
Employees 2013/14	34%	34%	4%	27%
Employees 2014/15	33%	35%	4%	28%
East of England (Dec 14)	21%	25%	6%	47%
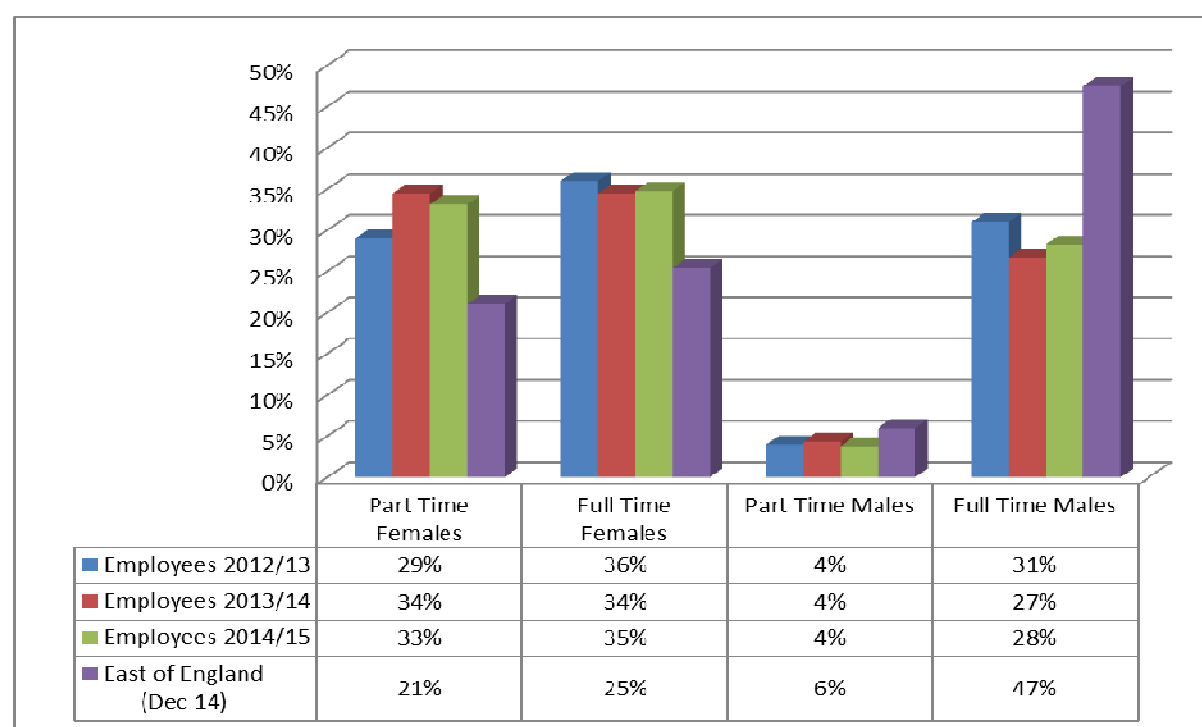
Source: ONS HI06 – 3, Full time, part time and temporary workers, East of England Dec 2014

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4.3 Employee Profile by Ethnicity

4.3.1 Figure 4.3 below shows that the Council's employee profile by ethnicity has remained broadly the same over the last 3 years with the vast majority of employees being white (93.5% in 2014/15).

4.3.2 Figure 4.3 shows that the percentage of Black and Minority Ethnic (BME) employees has increased slightly over the last 3 years (2.8% in 2012/13, 2.9% in 2013/14 and 3.3% in 2014/15) however, it is not quite as high as the percentage of BME residents in East Hertfordshire (4.5%).

Figure 4.3 – Employee Profile by Ethnicity compared to residents of East Hertfordshire

	White	Black/ African/ Carribean/ Black British	Mixed/ Mulitiple Ethnic Groups	Asian/ Asian British	Other	Unknown
Employees 2012/13	95%	1.4%	0%	1.2%	0.3%	2.6%
Employees 2013/14	94%	0.9%	0.6%	1.2%	0.3%	3.5%
Employees 2014/15	93%	1.6%	0.3%	1.1%	0.3%	3.2%
East Herts Residents Census 2011	95%	0.7%	1.6%	1.9%	0.3%	0%
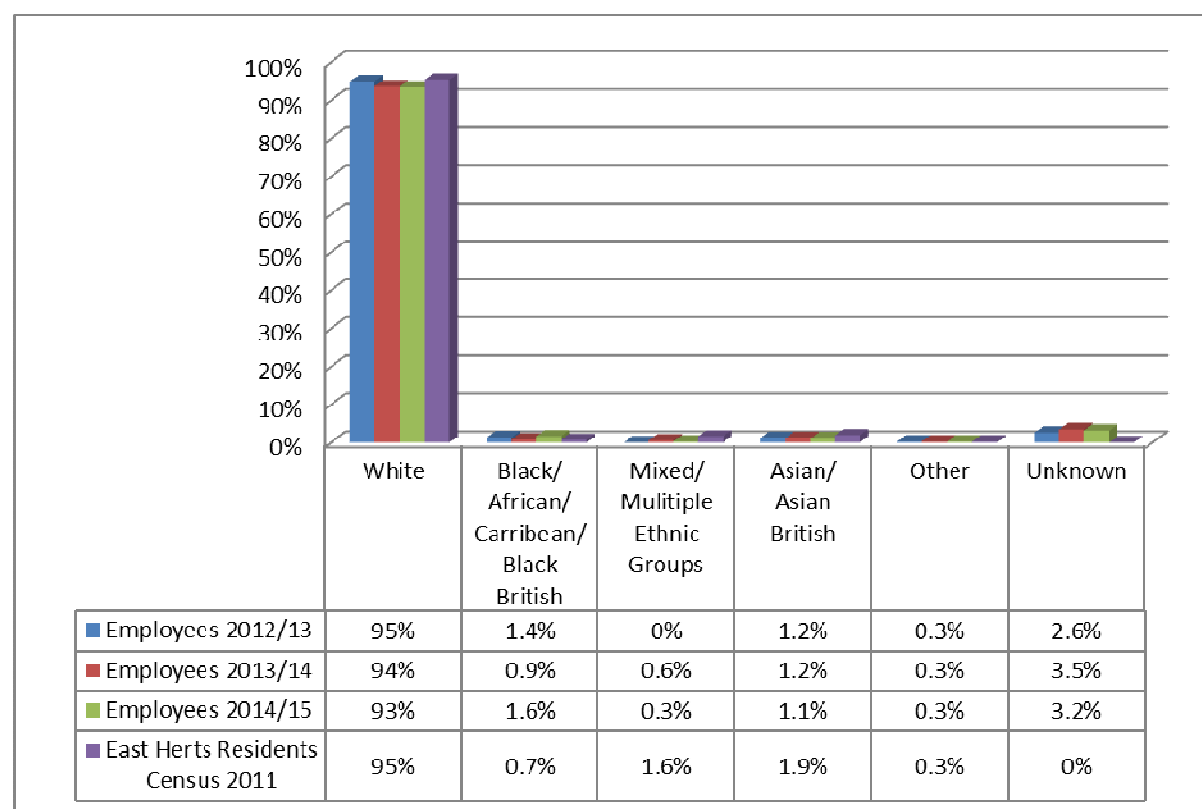
Source: ONS Census 2011_Key Statistics_KS201EW_Ethnic Group by Measures

Note: The above ethnic origin groups mirror those detailed in the 2011 Census.   Data on the 'Mixed/Multiple ethnic' group had not been reported on for 2012/13 however it has been included for the last 2 years to be consistent with the ethnic groups used in the Census.

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4.4 Employee Profile by Age

4.4.1 Figure 4.5 shows that the Council's employee profile by age has remained broadly the same over the last 3 years with almost two thirds of employees being in the 40-49 and 50-59 age ranges (61% for both age ranges in 2014/15). This is approximately double the percentage of residents in East Hertfordshire in these age ranges (30%).

Figure 4.4 – Employee Profile by Age compared to the residents of East Hertfordshire

	Under 20	20-29	30-39	40-49	50-59	60-64	65-75
Employees 2012/13	0.3%	6%	17%	31%	30%	11%	4%
Employees 2013/14	0.3%	7%	16%	30%	32%	10%	5%
Employees 2014/15	0%	8%	17%	27%	34%	9%	6%
East Herts Residents Mid 2014	6%	10%	13%	16%	14%	5%	9%
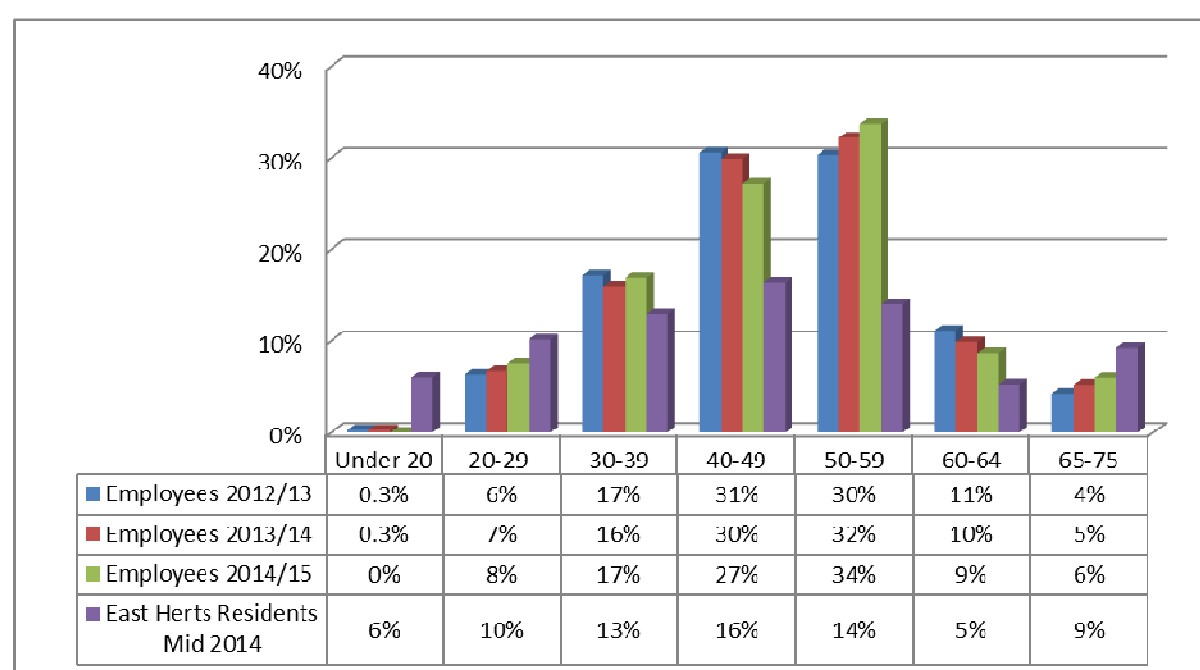
Source: ONS Population Data mid 2014

Note: The percentage for East Herts residents does not total 100% as only the data for 16-75 year olds has been included here

The percentages have been rounded up for presentation purposes

4.4.2 Figure 4.5 also shows that the percentage of employees under the age of 20 has fallen to 0% in 2014/15 compared to 6% of East Herts residents. The percentage of employees in the 20-29 age range increased slightly in 2014/15 (8%) compared to the previous year (7% in 2013/14) however it is still lower than the percentage of East Herts residents in this age range (10%).

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4.4.3 The percentage of employees in the 65-75 age range continues to rise (4% in 2012/13, 5% in 2013/14 and 6% in 2014/15). This is likely to be due to the removal of the default retirement age in 2011.

4.5 Employee Profile by Religion and Belief

4.5.1 Figure 4.5 shows that the Council's employee profile by religion and belief is generally proportionate to those of East Herts residents and has remained consistent over the last 3 years.

4.5.2 22% of employees chose not to disclose their religion.

Figure 4.5 – Employee Profile by Religion and Belief compared to the residents of East Hertfordshire

	Buddhist	Christian	Hindu	Jewish	No religion	Not Known	Pagan	Sikh	Muslim	Other
Employees 2012/13	0.3%	55%	0.3%	0.3%	21%	23%	0.3%	0.3%	0%	0%
Employees 2013/14	0.3%	56%	0.3%	0.3%	22%	21%	0.3%	0.3%	0%	0.6%
Employees 2014/15	0.3%	55%	0%	0.3%	21%	22%	0.3%	0.3%	0%	1.1%
Census 2011	0.3%	63%	0.4%	0.3%	28%	7%	0%	0.1%	0.7%	0.3%

Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures
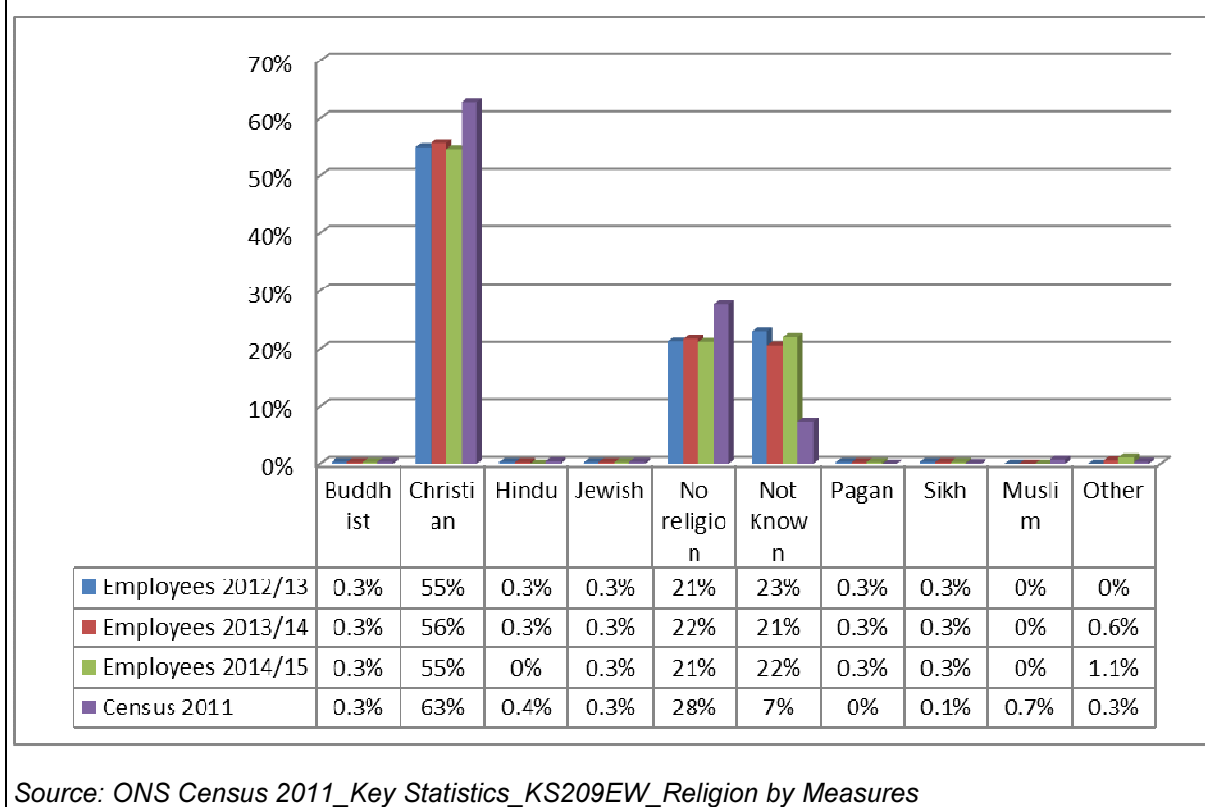
4.6 Employee Profile by Disability

4.6.1 Figure 4.6 shows that the percentage of employees who have declared they have a disability in 2014/15 (3%) is slightly lower than those East Herts residents with a disability (5%).

Figure 4.6 – Employee Profile by Disability Status compared to the residents of East Hertfordshire

	Disabled	Non-disabled	Not given
Employees 2012/13	3%	92%	5%
Employees 2013/14	4%	91%	5%
Employees 2014/15	3%	92%	5%
East Herts Residents Census 2011	5%	95%	0%
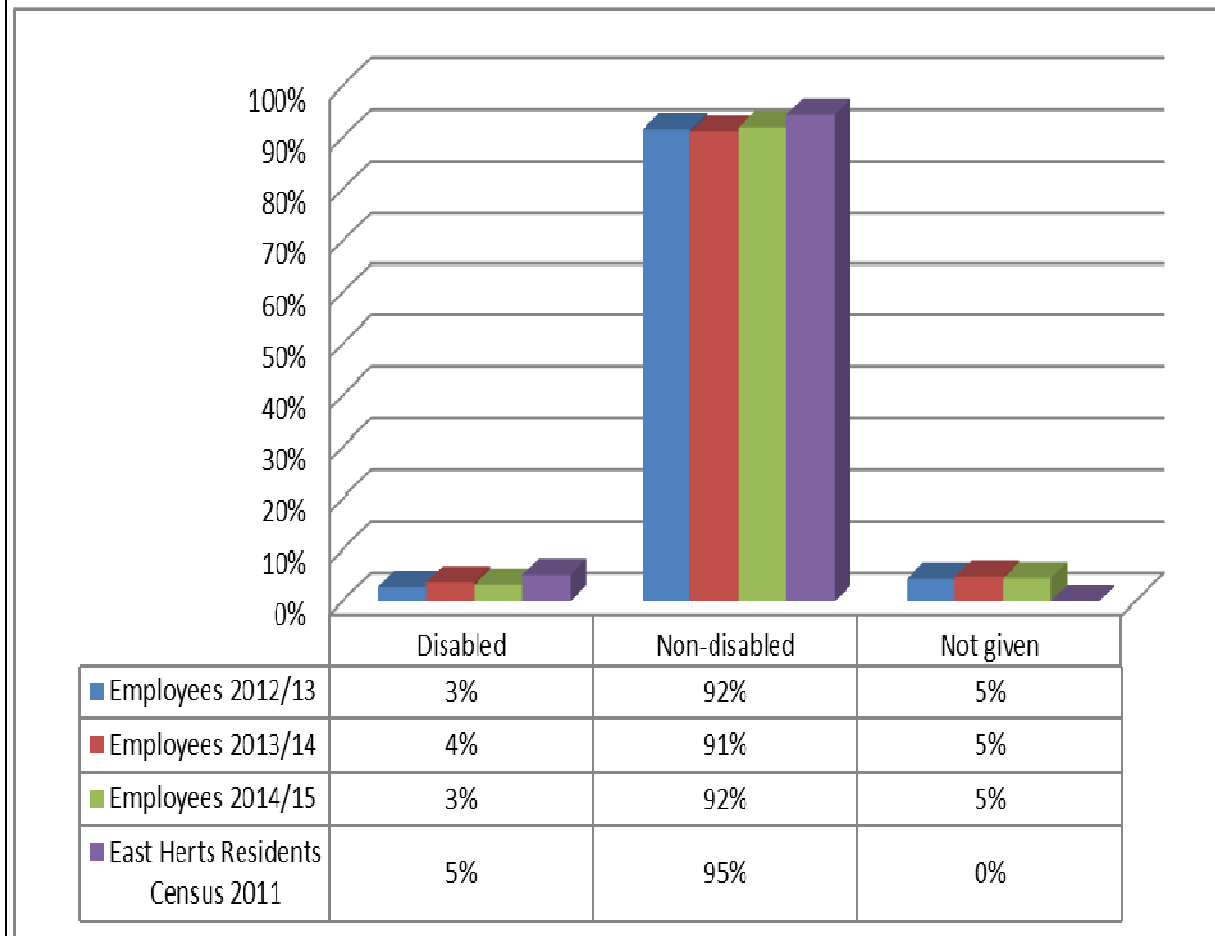
Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

Note: Those residents included in the 'disabled' figures stated that their day to day activities were 'limited a lot'

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4.7 Employee Profile by Sexual Orientation

4.7.1 Figure 4.7 shows that the Council's employee profile by sexual orientation is consistent with data gathered by the ONS in the UK Integrated Household Survey in 2013.

Figure 4.7 – Employee Profile by Sexual Orientation compared to UK residents

	Hetero sexual	Lesbian, Gay or Bisexual	Other	Unknown
Employees 2012/13	67.0%	2.0%	0.0%	31.0%
Employees 2013/14	75.7%	1.4%	0.0%	22.6%
Employees 2014/15	76.1%	1.6%	0.3%	22.0%
UK residents 2013	92.7%	1.7%	0.3%	5.4%
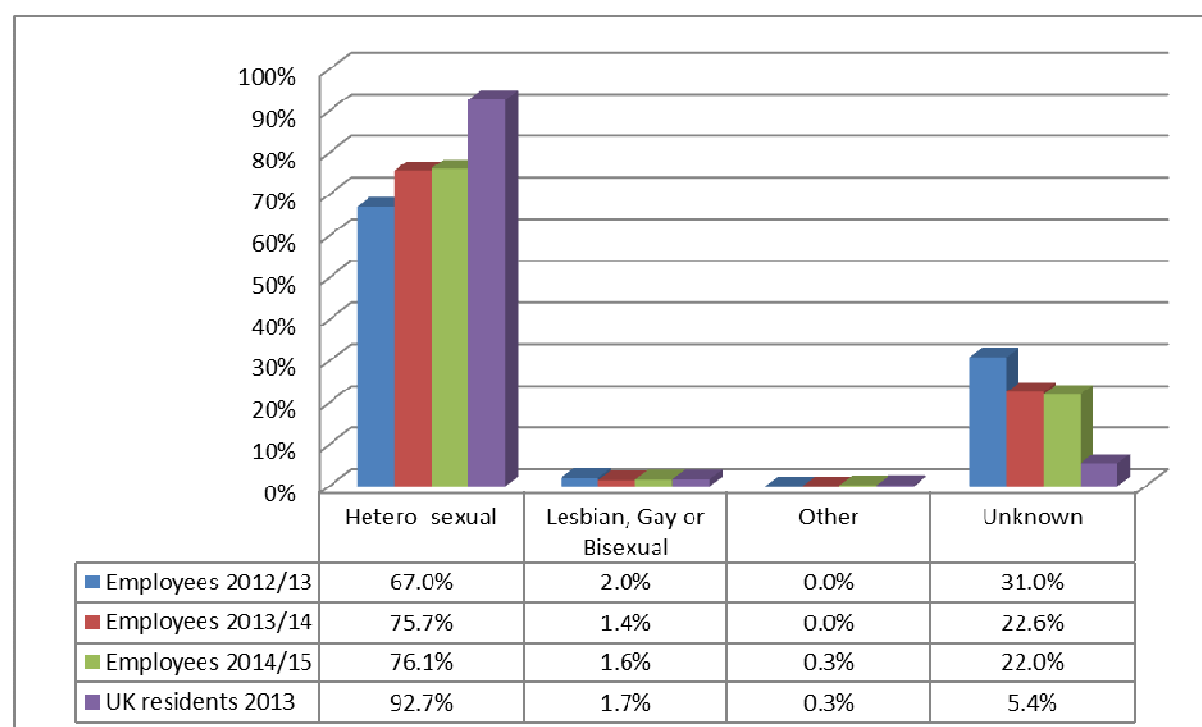
Source: ONS Statistical Bulletin: Integrated Household Survey, January to December 2013: Experimental Statistics – Sexual Identity

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5.0   Performance Management

5.1   Introduction

5.1.1   The Council's performance management scheme has 5 ratings:

- **Exceptional Performance** - performance/contribution consistently exceeds the requirements of the role and all objectives are achieved;

- **Exceeding Expectations** - performance/contribution on occasion exceeds the requirements of the role and all objectives are achieved;

- **Meeting Expectations** - performance/contribution meets the requirements of the role and objectives are achieved;

- **Opportunity for Improvement** - performance/contribution is occasionally below the requirements of the role (some development and support needed);

- **Immediate Improvement Required** - performance/ contribution is consistently below the requirements of the role and immediate improvement is required (development and support needed and being formally managed under the Managing Performance Policy).

5.1.2   Most employees receive an annual performance development review (PDR) in December/January and a mid-year review in June/July. The exception is Revenues and Benefits Shared Services employees who receive an annual review in June/July and a mid-year review in December/January. The data in this section is based on full-year PDRs completed in 2014/15 for all services.

5.1.3   PDR completion rate for 2014/15 was 100% which is a vast improvement on the previous year (72%).

5.1.3   The data has been analysed using 5 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender

- Ethnicity

- Age

- Religion or Belief

- Disability status

5.2   Breakdown of ratings

5.2.1   Figure 5.2 shows that of those employees who were due a full-year PDR in 2014/15, 4.3% were rated as achieving 'exceptional performance', 29.1% as 'exceeding expectations', 55.7% as 'meeting expectations', 0.8% as 'opportunity for improvement' and 0.3% as 'immediate improvement required'.

5.2.2   For 9.8% of employees, a PDR rating at this time was not applicable (N/A) either due to the employee being new in post, on maternity leave or on long term sickness absence.

Figure 5.2 – PDR Ratings for those employees who were due a full year PDR in 2014/15

	Exceptional Performance	Exceeding Expectations	Meeting Expectations	Opportunity for improvement	Immediate Improvement Required	N/A
Employees	4.3%	29.1%	55.7%	0.8%	0.3%	9.8%

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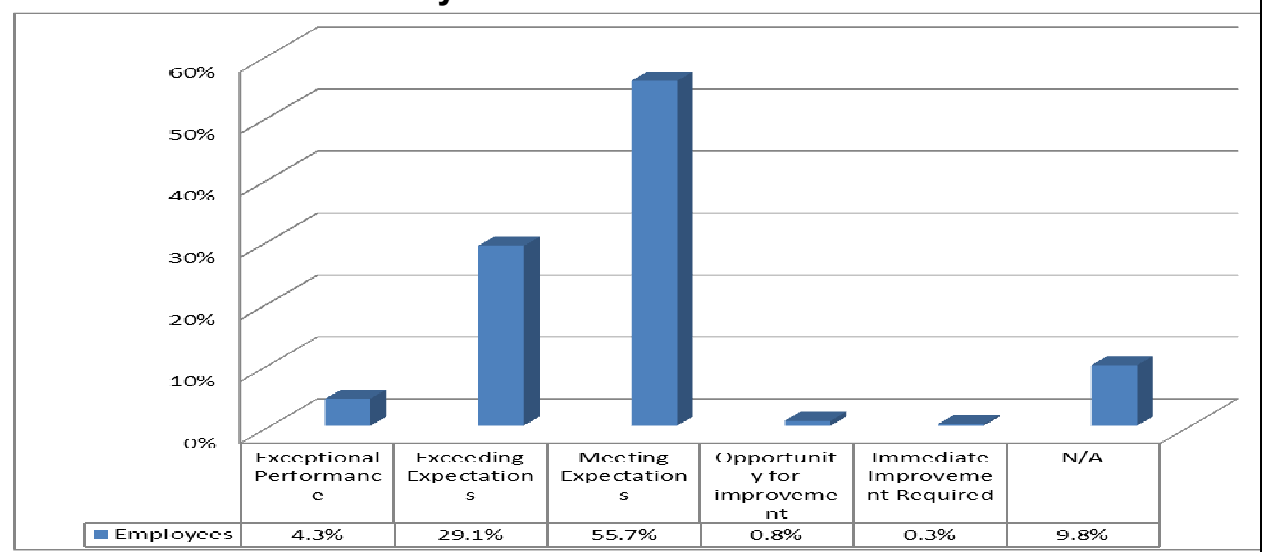
5.3   PDR Ratings by Gender

5.3.1   Figures 5.3 (i) to (iv) show the percentage of female and male employees in each PDR rating category.

5.3.2   With the exception of those in the 'Immediate Improvement Required' category, the female/male ratio for each category is reflective of the female/male ratio of all employees (approximately two thirds female and one third male).

Figure 5.3 (i) – 'Exceptional Performance' rating by Gender
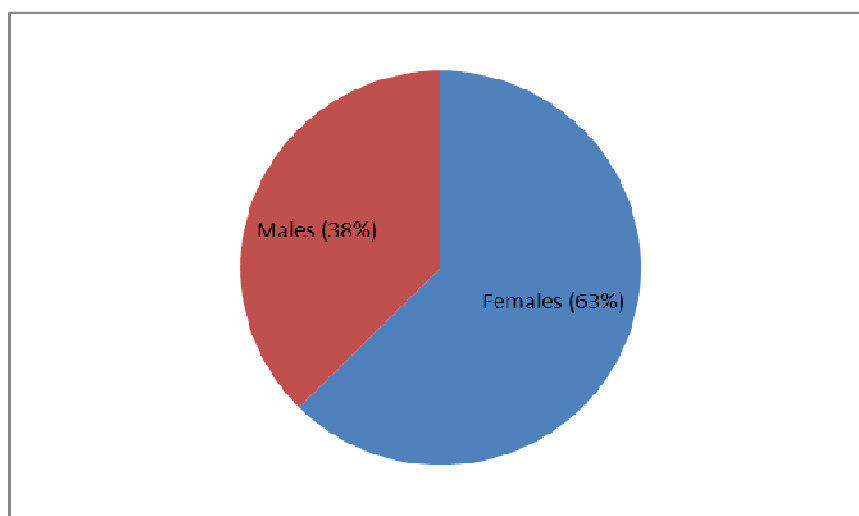
Males (38%)

Females (63%)

Employee Profile by Gender: Females (68%); Males (32%)

Figure 5.3(ii) – 'Exceeding Expectations' rating by Gender

Males (33%)

Females (67%)

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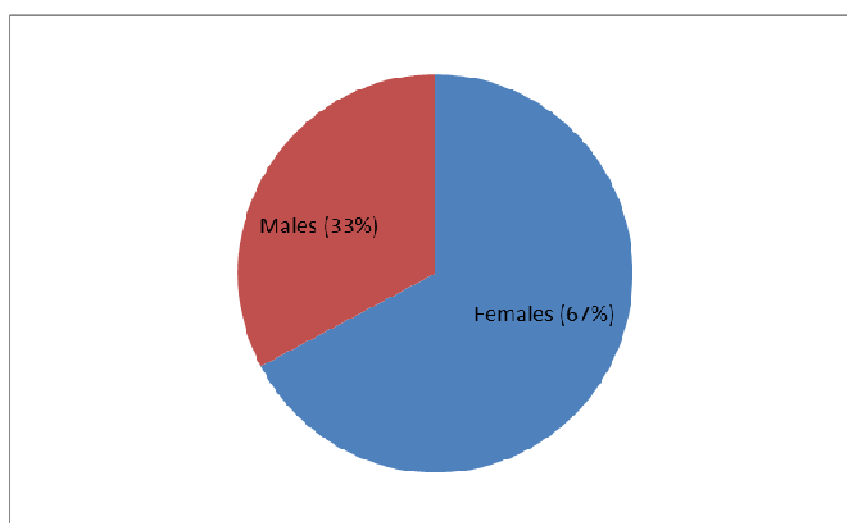
Figure 5.3 (iii) – 'Meeting Expectations' rating by Gender
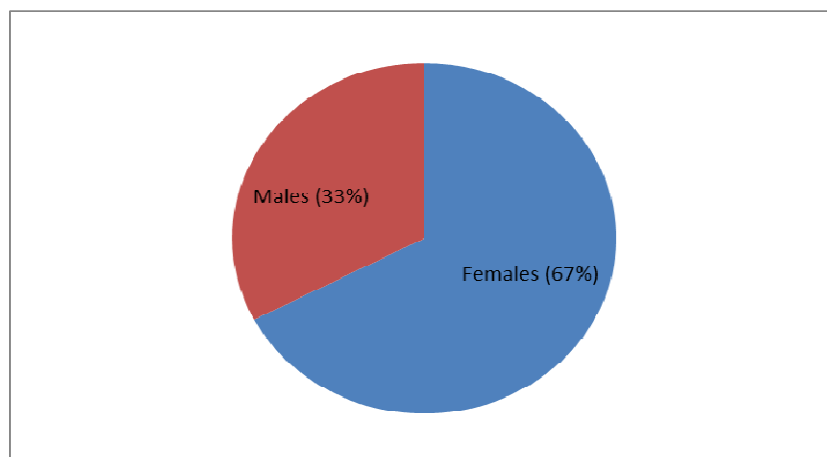
Males (33%)

Females (67%)

Employee Profile by Gender: Females 68%; Males (32%)

Figure 5.3 (iv) - 'Opportunity for Improvement' Rating by Gender

Males (33%)

Females (67%)
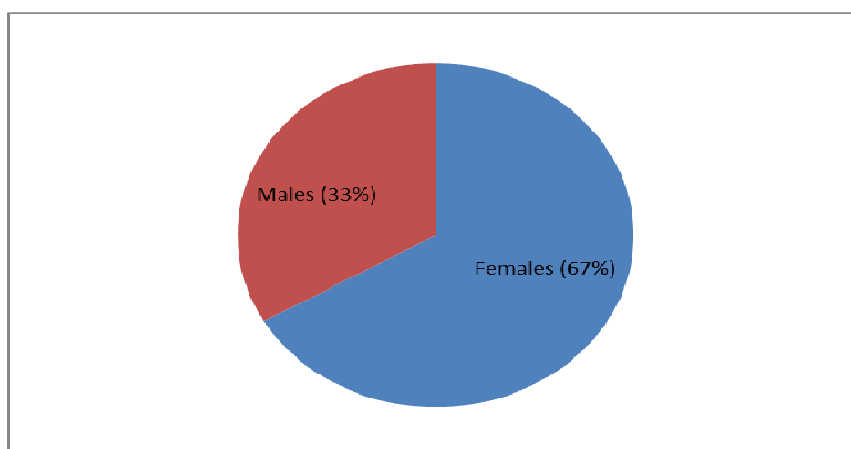
5.3.3   Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees.

5.4   PDR ratings by Ethnicity

5.4.1   Figures 5.4(i) to (iv) show how employees from Black and Minority Ethnic (BME) groups have been rated in their PDRs compared to white employees.

5.4.2   Although there were no BME employees achieving the 'exceptional performance' rating, this group performed well in the 'exceeding expectations' (3.7%) and 'meeting expectations' (4.4%) categories and these are reflective of the percentage of BME employees overall (3.3%). There are no BME employees in the 'opportunity for improvement' or 'immediate improvement required' categories.

5.4.3   Those employees in the 'unknown' category have chosen not to declare their ethnic origin to their employer.

Figure 5.4 (i) – 'Exceptional Performance Rating by Ethnicity

BME (0%)

White (100%)
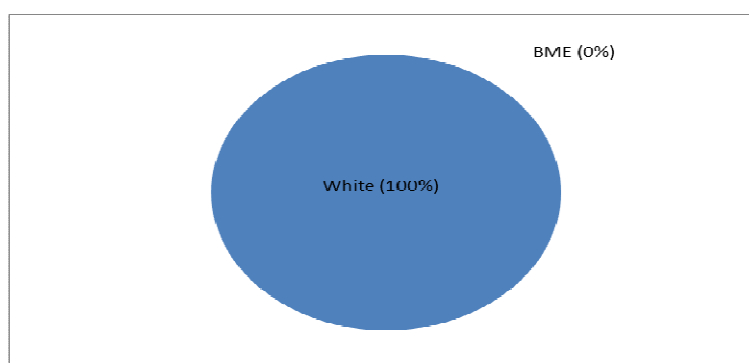
Employee Profile by Ethnicity: White (93.5%); BME (3.3%)

Figure 5.4 (ii) – 'Exceeding Expectations' rating by Ethnicity

BME (3.7%)

White (96.3%)

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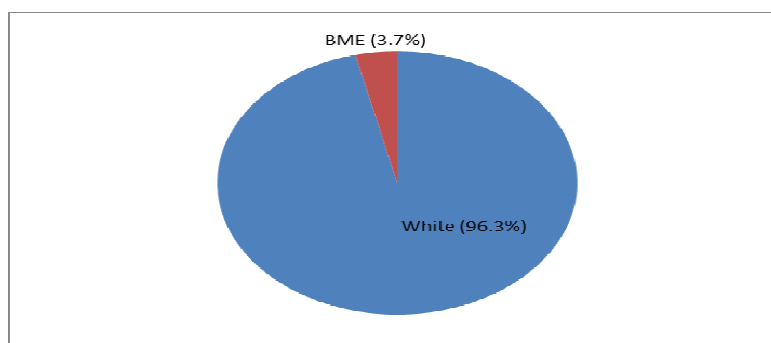
Figure 5.4 (iii) – 'Meeting Expectations' rating by Ethnicity
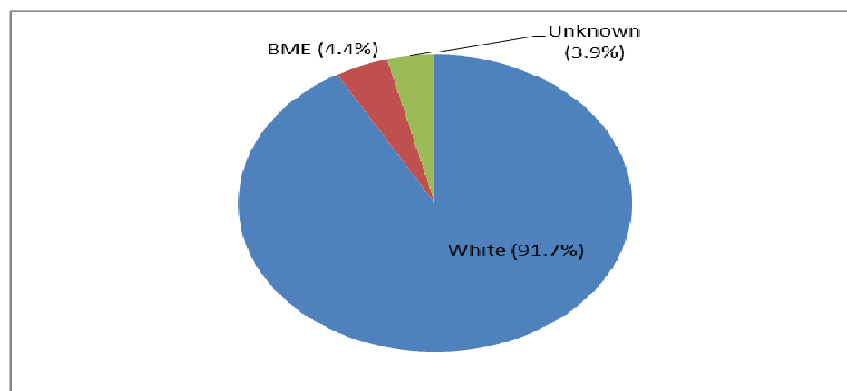
Figure 5.4 (iv) – 'Opportunity for Improvement' rating by Ethnicity
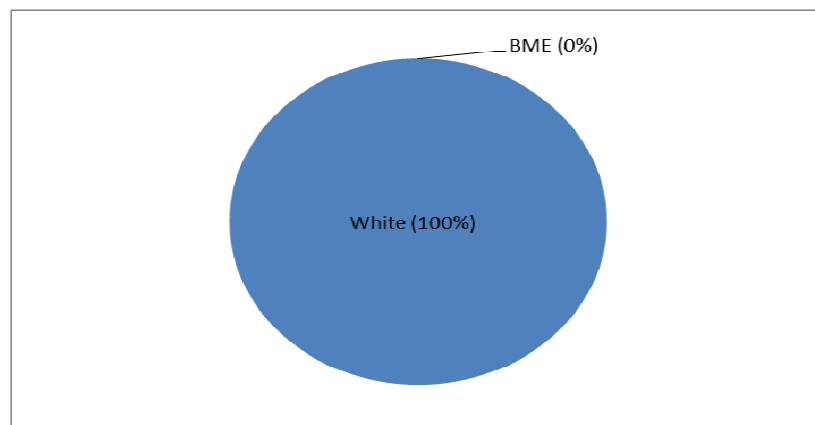
5.4.4 Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees

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5.5   PDR ratings by Age

5.5.1   Figures 5.5(i) and (ii) show that most age ranges (with the exception of the 65-75 age range) are represented in the 'exceptional performance' and 'exceeding expectations' categories, and the figures reflect the percentage of all employees in those age ranges.

Figure 5.5 (i) – 'Exceptional Performance' rating by Age
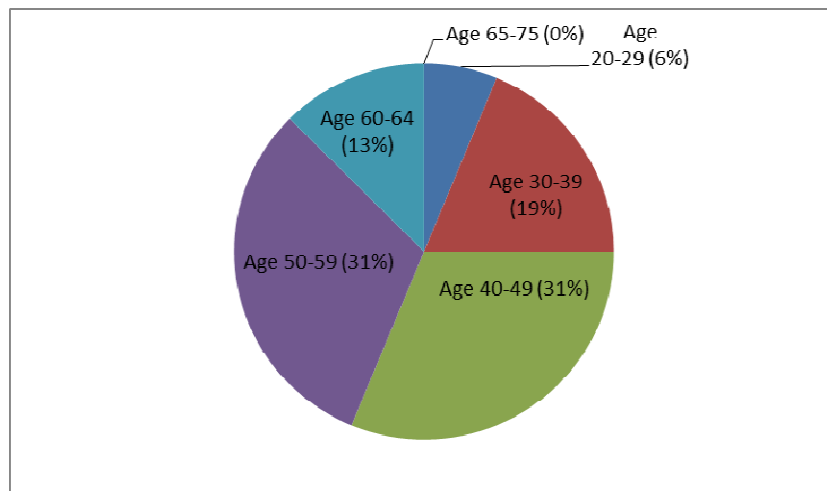
Employee Profile by Age: Age 20-29 (8%); Age 30-39 (17%); Age 40-49 (27%); Age 50-59 (34%); Age 60-64 (9%); Age 65-75 (6%)

Figure 5.5 (ii) - 'Exceeding Expectations' rating by Age

33
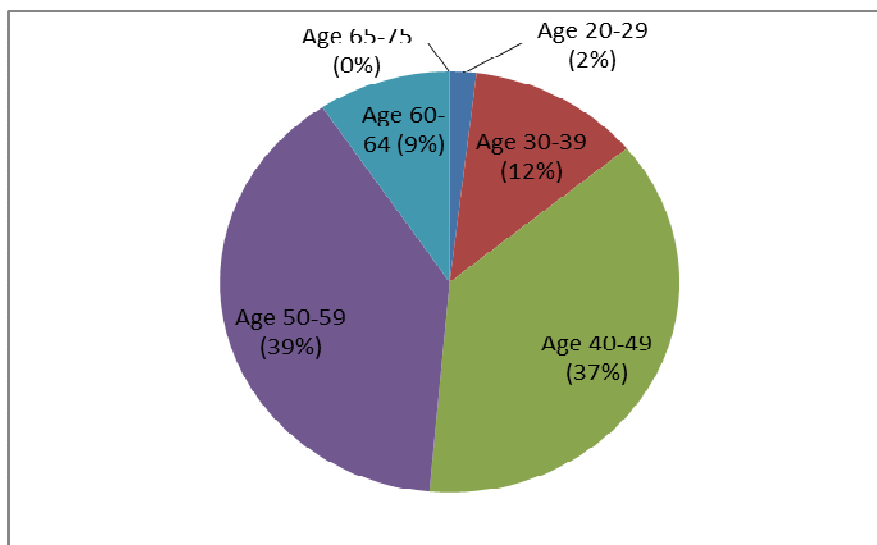
5.5.2 All employees in the 65-75 age range have been rated as 'meeting expectations'.

Figure 5.5 (iii) – 'Meeting Expectations' rating by Age
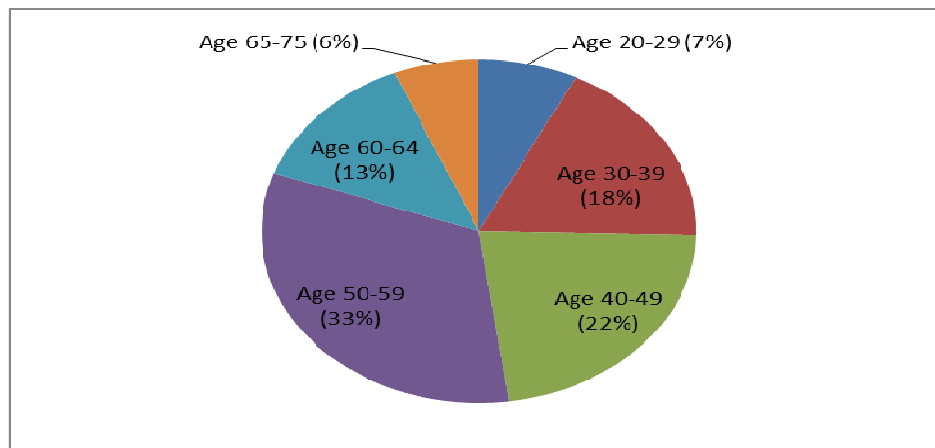
5.5.3 The 'opportunity for improvement' figures are skewed due to their being only 3 employees overall who received this rating.

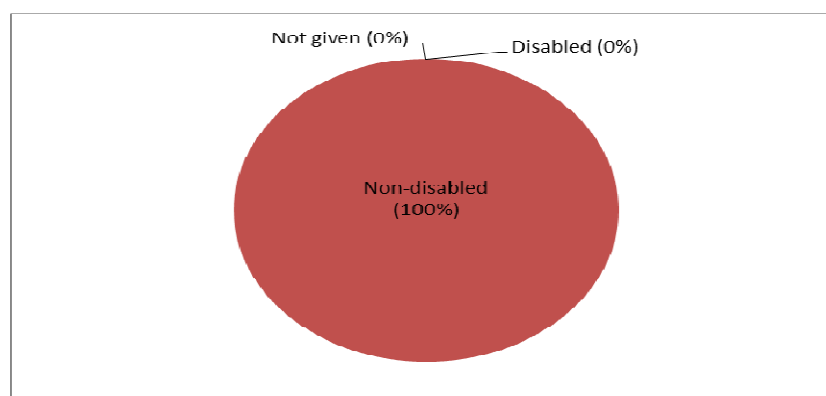**Figure 5.5 (iv) – 'Opportunity for Improvement' rating by age**
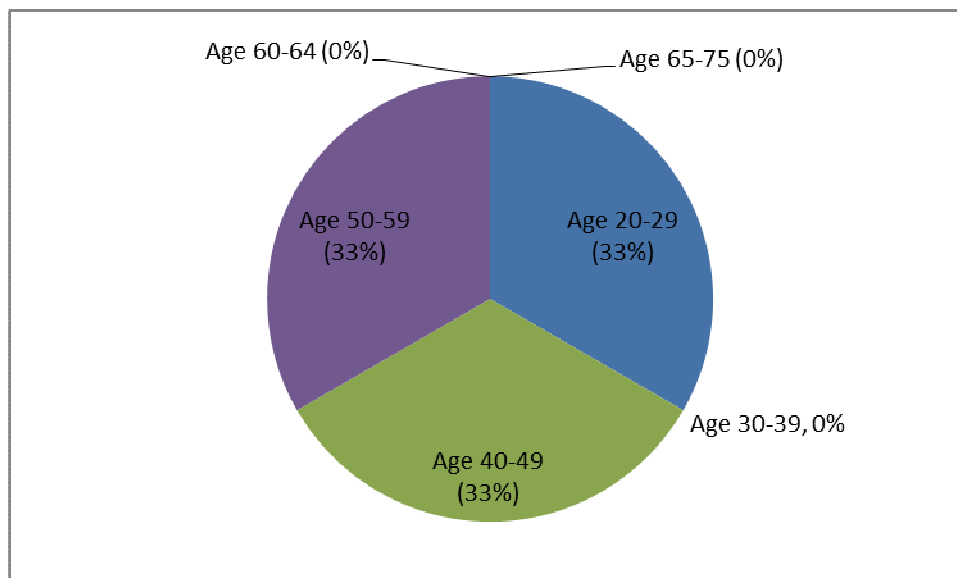
5.5.4 Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees

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5.6 PDRs by Religion and Belief

5.6.1 Figures 5.6 (i) and (ii) show that most religious groups are <u>not</u> represented in the 'exceptional performance' and 'exceeding expectations' categories, however the figures are skewed due to the small percentage of employees overall in these groups (1.4%).

Figure 5.6 (i) – 'Exceptional Performance' rating by Religion & Belief
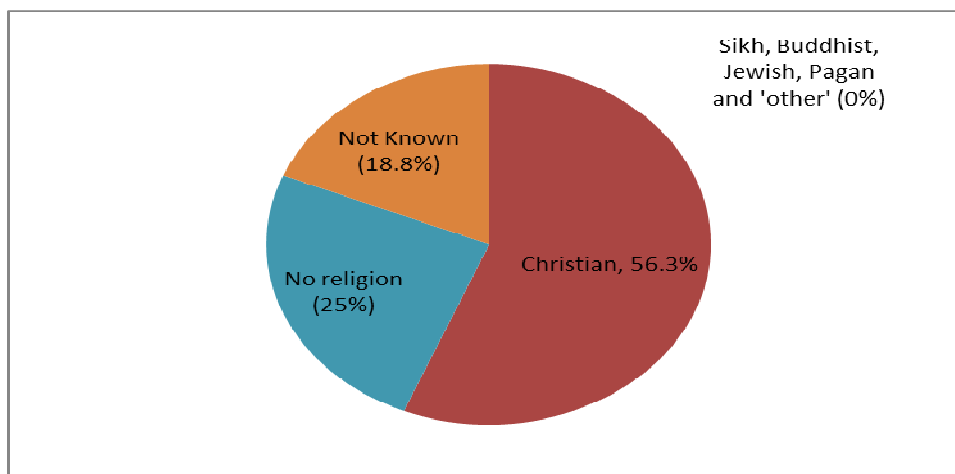
Employee Profile by Religion and Belief: Buddhist (0.3%); Christian (54.6%); Jewish (0.3%); Pagan (0.3%); Sikh (0.3%); No Religion (21.2%); Not Known (22%) and 'Other' (1.1%)

Figure 5.6 (ii) – 'Exceeding Expectations' by Religion and Belief

35
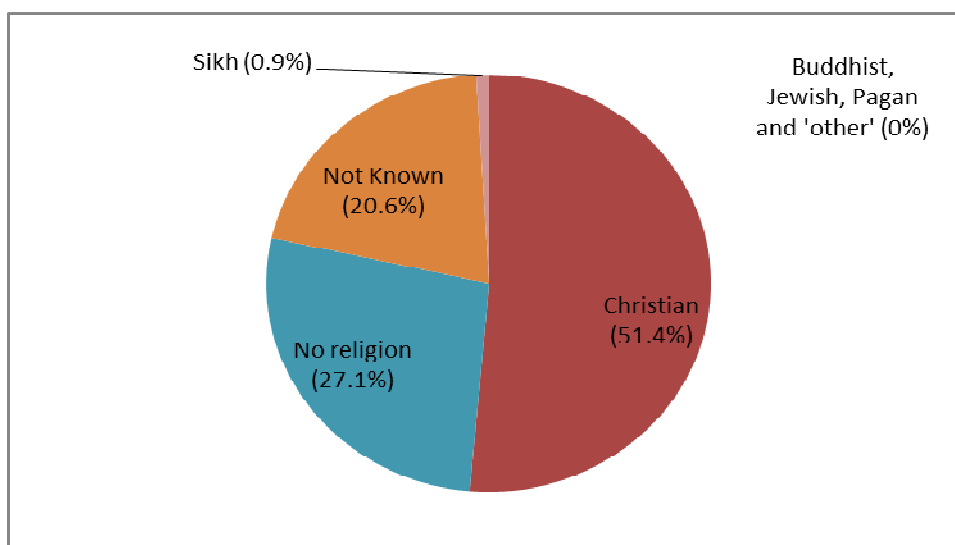
5.6.2 Figure 5.6 (iii) shows that all religions are reflected in the 'meeting expectations' rating which is proportionate to the religious profile of all employees.

Figure 5.6 (iii) – 'Meeting Expectations' by Religion & Belief
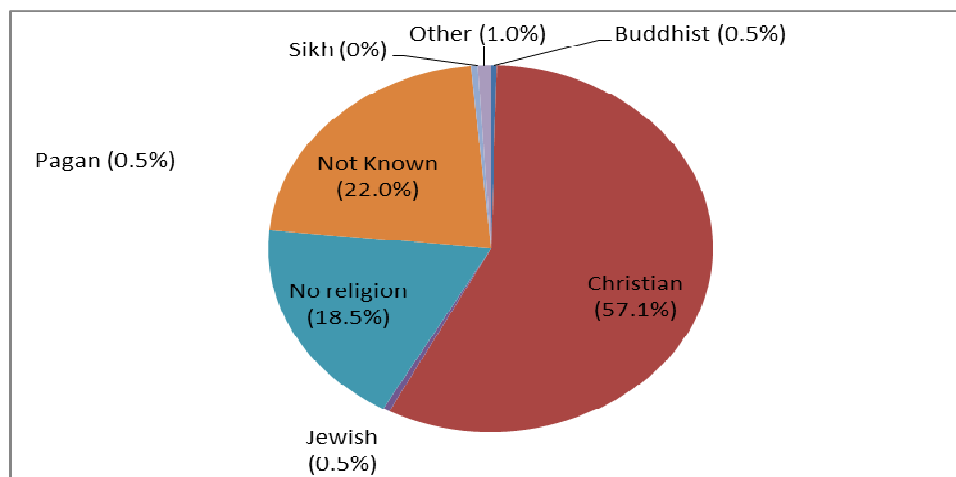
5.6.3 Figure 5.6(iv) shows that those employees receiving the 'opportunity for improvement' PDR rating were not from the minority religious groups. They were either Christian or their religion was not known. These figures however are skewed due to the small number of employees in this category (3).

Figure 5.6 (iv) – 'Opportunity for Improvement' by Religion & Belief
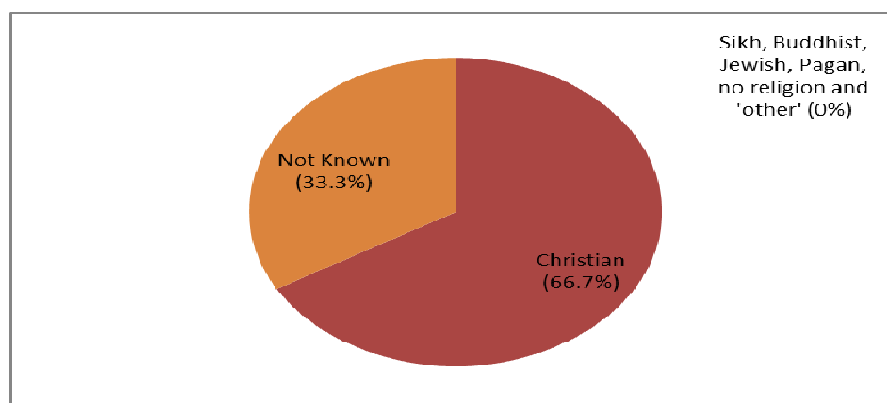
5.6.4 Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees

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5.7 PDR ratings by Disability

5.7.1 Figures 5.7(i) to (iv) show that employees who have declared they have a disability performed well in their PDRs however they are under-represented in the 'exceptional performance' PDR category (0%) compared to the percentage of all employees with a disability (3%).

5.7.2 Employees with disabilities are however, fairly represented in the 'exceeding expectations' and the 'meeting expectations categories (3% in each). The figures are skewed by the small number of employees who have declared they have a disability overall (12 employees).

Figure 5.7 (i) – 'Exceptional Performance' rating by Disability

Not given (0%)   Disabled (0%)

Non-disabled (100%)

Employee Profile by disability: Disabled (3%); Non-disabled (92%) and Not given (5%)

Figure 5.7 (ii) – 'Exceeding Expectations' rating by Disability

Not given (1%)   Disabled (3%)

Non-disabled (95%)

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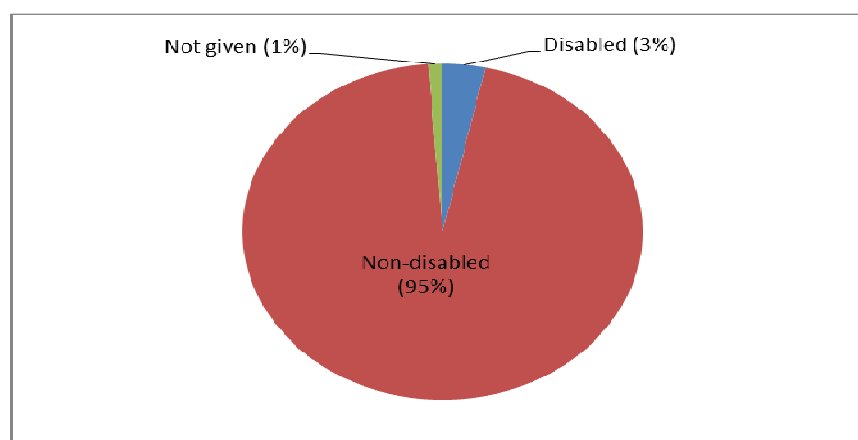
5.7.2   No employees with a disability were rated lower than 'meeting expectations'

Figure 5.7 (iii) – 'Meeting Expectations' rating by Disability

Not given (6%)   Disabled (3%)

Non-disabled
(91%)
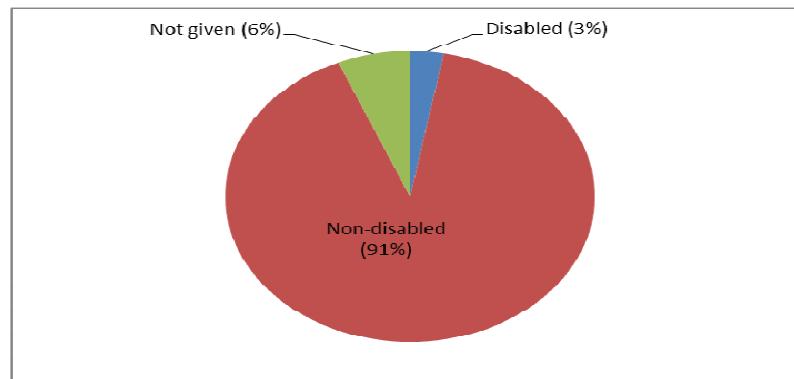
Figure 5.7 (iv) – 'Opportunity for Improvement' rating by Disability

Disabled (0%)   Not given (0%)

Non-disabled
(100%)
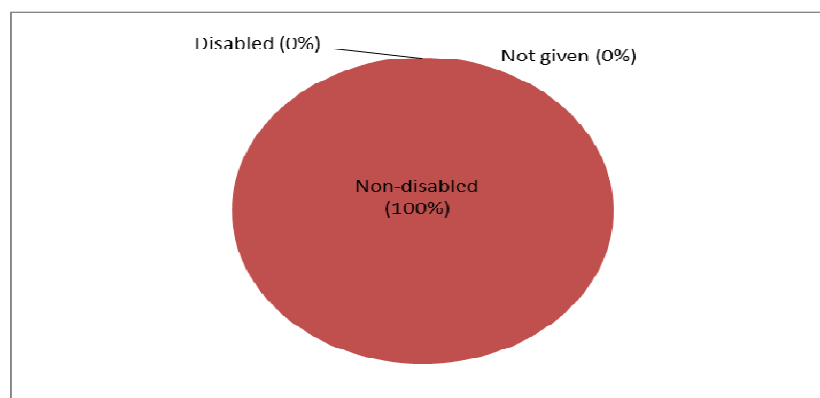
5.7.3   Data for those in the 'Immediate Improvement Required' category has not been reported due to the small number of employees in this category which may identify individual employees

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5.8   PDR ratings by Sexual Orientation

5.8.1   Data on PDR ratings by sexual orientation has not been reported on due to the small number of employees in some of the PDR categories which may identify individual employees. There were no concerns in this area.

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6.0   Discipline and Grievance

6.1.1   The number of disciplinary and grievance cases in 2014/15 was small and therefore are not representative of the employee profile.

6.1.2   In 2014/15 there were 7 employees who were subject to formal disciplinary proceedings.   The equalities data of these employees is varied in terms of ethnic origin, age, religion and belief, disability and sexual orientation.

6.1.3   A breakdown of the equalities data for those who were subject to formal disciplinary proceedings is as follows:

Gender	5 x females, 2 x males
Ethnic Origin	7 x white
Ages	1 x 20-29, 1 x 30-39, 2 x 40-49, 1 x 50-59, 1 x 60-64, 1 x 65-75
Religion and Belief	1 x Christian, 5 x no religion, 1 x unknown
Disability	2 x had a disability
Sexual Orientation	4 x heterosexual, 3 x unknown

6.1.4   There were no formal grievance cases.

6.1.5   The Council has clear guidance in its policies on Equality and Diversity, Discipline, Grievance, and Harassment and Bullying to ensure there is no discrimination in the workplace. Employees undergoing disciplinary action or submitting grievances will continue to be monitored, however there is currently no evidence, through monitoring, staff survey or feedback to suggest that any one group is being disadvantaged.
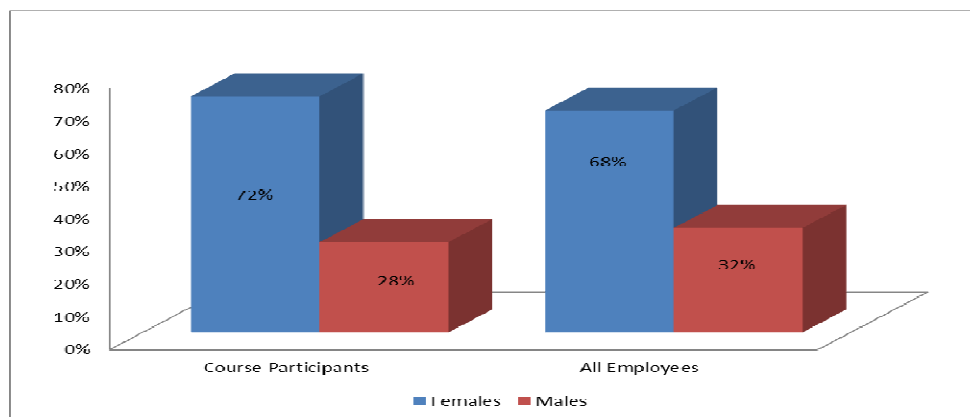
7.0   Training Course Participants

7.1   Introduction

7.1.1   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 PDR's.   The training was delivered by facilitated events, workshops, bite size training and e-learning.

7.1.2   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 bite-size events delivered.

7.1.3   The figures below analyse the equalities data of those course participants who attended HR-led training courses only.   There were a total of 329 course participants who attended these courses.   Course participants have been counted once only even if they have attended more than one course throughout the year.

7.1.4   The data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender
- Ethnicity
- Age
- Religion or Belief
- Disability status
- Sexual Orientation

7.1. 5   In summary, the figures show that training and development is provided on a fair and equal basis across the council and allows all employees to take advantage of the opportunities.

7.2 Training course participants by Gender

7.2.1 Figure 7.2 shows that the percentage of female and male employees who attended training courses is reflective of the female/male employee profile.
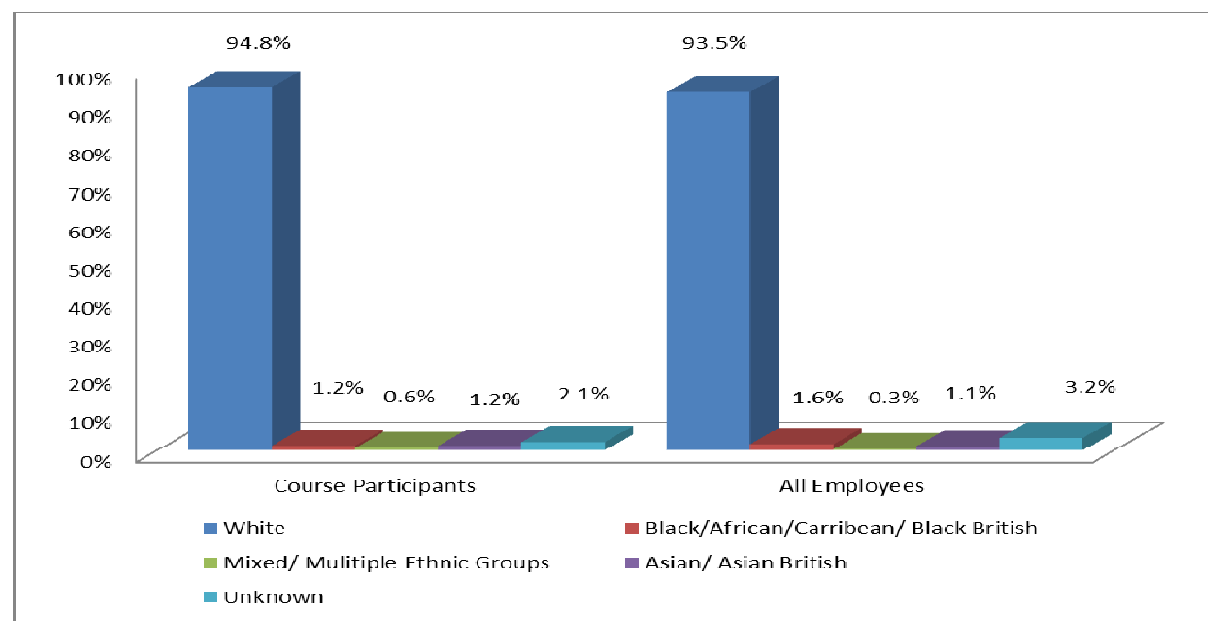
Figure 7.2 - Training course participants by gender

7.3 Training course participants by Ethnicity

7.3.1 Figure 7.3 shows that the percentage of training course participants by ethnicity was reflective of the ethnicity profile of all employees.
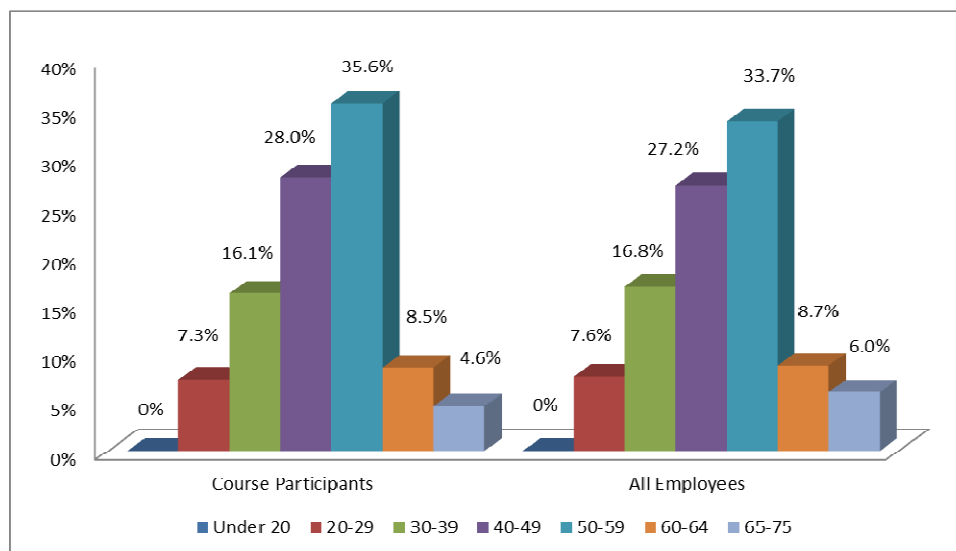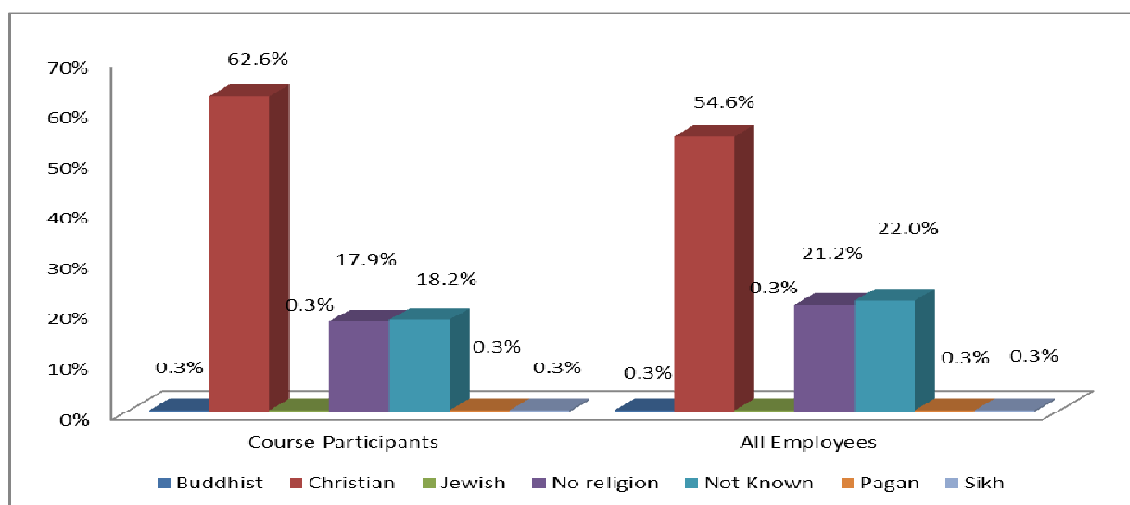
Figure 7.3 - Training course participants by Ethnicity

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7.4 Training course participants by Age

7.4.1 Figure 7.4 shows that the percentage of training course participants by age was reflective of the age groups of all employees.

Figure 7.4 - Training course participants by Age

7.5 Training course participants by Religion and Belief

7.5.1 Figure 7.5 shows that the percentage of training course participants by religion and belief was reflective of the employee profile.
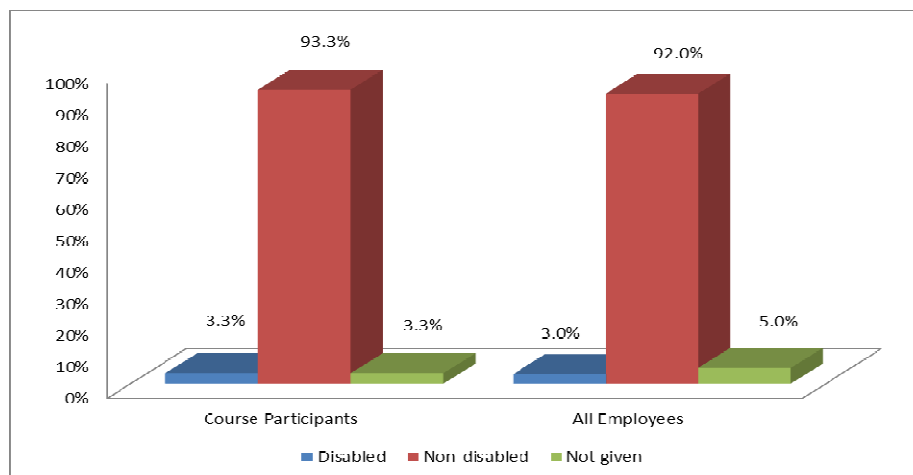
Figure 7.5 - Training course participants by Religion and Belief

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7.6   Training course participants by Disability

7.6.1   Figure 7.6 shows that the percentage of training course participants by disability is reflective of the disability profile of all employees.
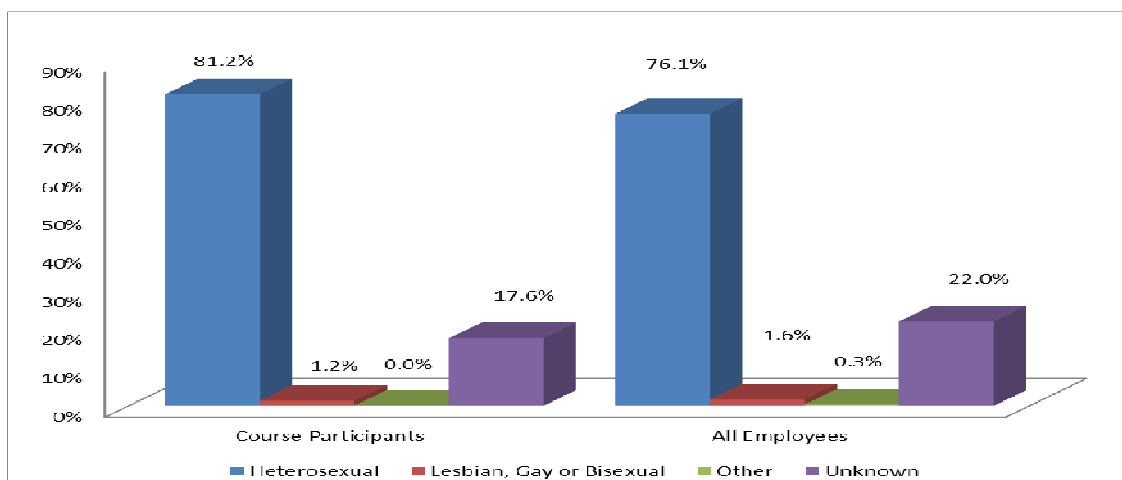
Figure 7.6 - Training course participants by Disability

7.7   Training course participants by Sexual Orientation

7.7.1   Figure 7.7 shows that the percentage of training course participants by sexual orientation was reflective of the employee profile.

Figure 7.7 - Training course participants by Sexual Orientation


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8.0   Leavers

8.1   Introduction

8.1.1   This section provides information on employees who have left the Council (both voluntarily and involuntarily) between the period 1 April 2014 and 31 March 2015.

8.1.2   The figures exclude casual employees who have left the Council and those who are on a career break.

8.1.3   The total number of leavers during the period is 29. Of these, 21 left voluntarily and 8 left involuntarily.

8.1.4   Of those who left involuntarily, 2 left as a result of dismissals and 6 due to the end of fixed term contracts.

8.1.5   Reasons for leaving were analysed in the Turnover Report for 2014/15 (Human Resources Committee July 2015)

8.1.6   Leaver data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender

- Ethnicity

- Age

- Religion or Belief

- Disability Status

- Sexual Orientation

8.2   Leavers by Gender

8.2.1   Figure 8.2(i) shows that, of all leavers (both voluntary and involuntary), 76% were female and 24% were male. These figures are roughly proportionate to the female/male employee profile: 68% and 32% respectively.

8.2.2   The percentage of male leavers in 2014/15 (24%) is the lowest it has been over the last 3 years (2011/12 – 26%, 2012/13 – 43% and 2013/14 50%).

Figure 8.2 (i) – All Leavers by Gender
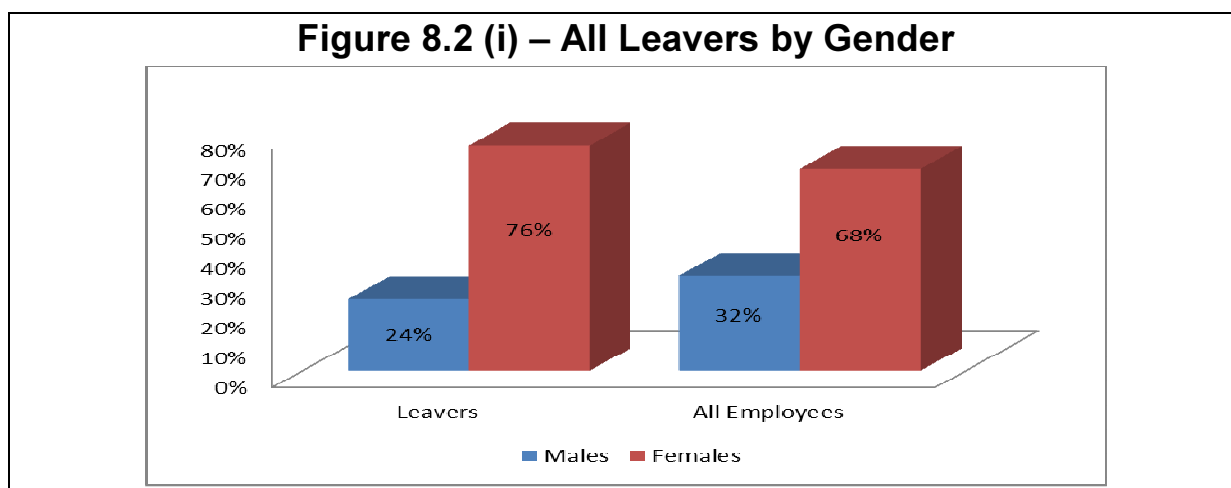
8.3   Leavers by Ethnicity

8.3.1   Figure 8.3 shows that the percentage of leavers by ethnicity is roughly proportionate to the ethnic profile of all employees.

8.3.2   The percentage of leavers from mixed/multiple ethnic groups is higher than the percentage of all employees in this group however the figures are skewed due to the small number of leavers in this group (1 employee).

Figure 8.3 – Leavers by Ethnicity
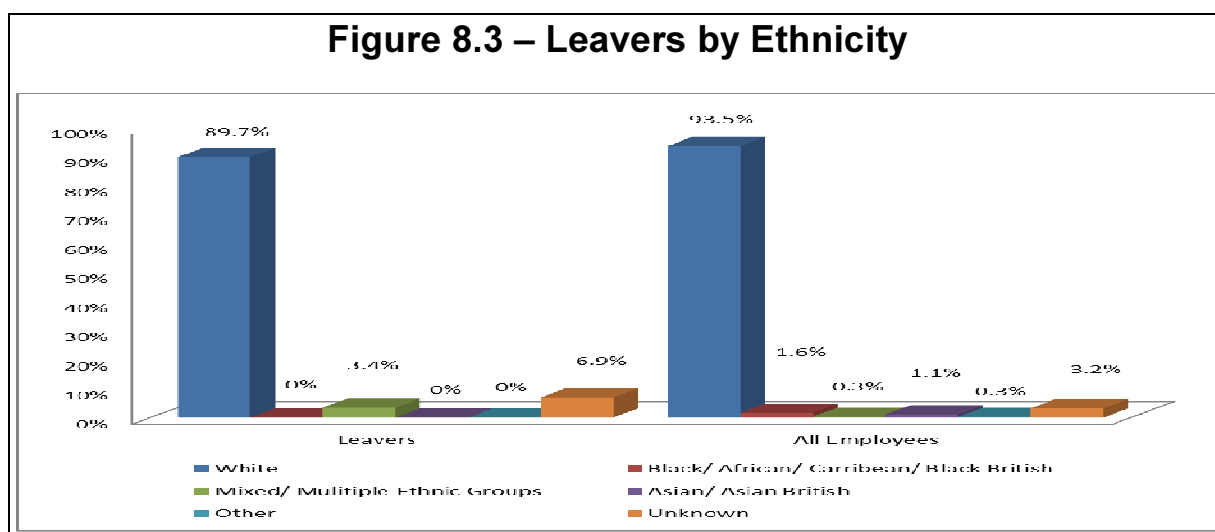
8.4 Leavers by Age

8.4.1 Figure 8.4 shows that with the exception of the 40-49 and 50-59 age groups, the percentages of leavers in the remaining age groups are disproportionately higher when compared to all employees in those age groups.

8.4.2 Perhaps it is unsurprising for the 60-64 and 65-75 age groups. 6 out of 7 (86%) leavers in these groups left due to retirement.

Figure 8.4 - Leavers by Age
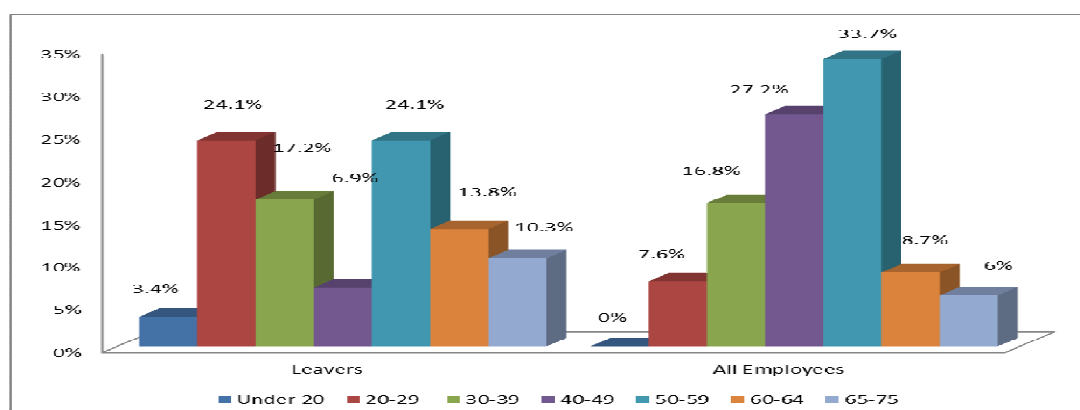
The percentage of leavers in the 'under 20' age range is higher than the percentage of employees in this age range as data for the latter was taken at 31 March 2015 and therefore the leaver will have left at some point during 2014/15.

8.4.3 Of concern is that the percentage of leavers in the under 20 and 20-29 age groups (27.5% collectively) is almost 4 times the percentage of employees in these age ranges (7.6% collectively).

8.4.4 The reasons for leaving for those in the under 20 and 20-29 age ranges are varied as follows:

Reason for Leaving	Number of Leavers	Percentage of Leavers
To relocate	1	12.5%
Personal reasons	1	12.5%
To achieve promotion	2	25%
Change in career	1	12.5%
End of contract	2	25%
'Other'	1	12.5%

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8.4.5   A further concern is that 7 out of 8 (87.5%) leavers in the under 20 and 20-29 age groups had less than 2 years' service however two of these left due to the end of their fixed term contract.

8.5   Leavers by Religion and Belief

8.5.1   Figure 8.5 shows that for most religious groups the percentages of leavers are proportionate to the profile of the Council's employees.

8.5.2   The exceptions are those leavers whose religious group is Hindu however the figure is skewed due to the small number of leavers in this religious group (1 leaver).

Figure 8.5 - Leavers by Religion and Belief
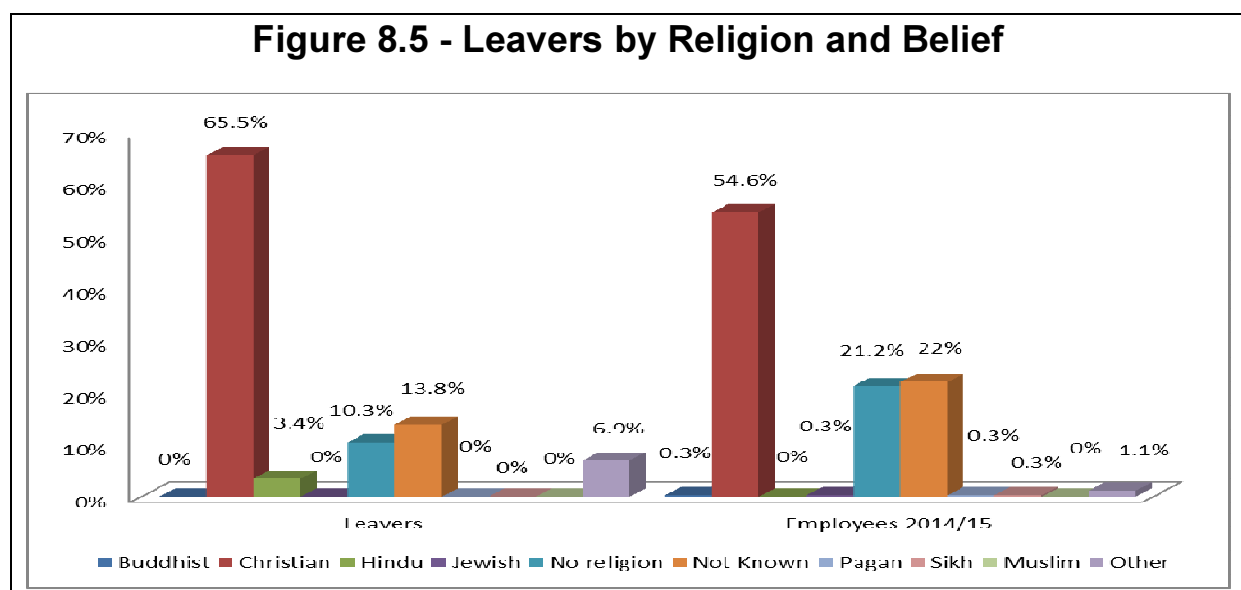
8.6 Leavers by Disability

8.6.1 Figure 8.6 shows that the percentage of leavers who have declared they have a disability (6.9%) is more than double the percentage of all employees with a disability (3%). The figure is skewed however due to the small number of leavers with a disability (2 employees).

Figure 8.6 - Leavers by Disability
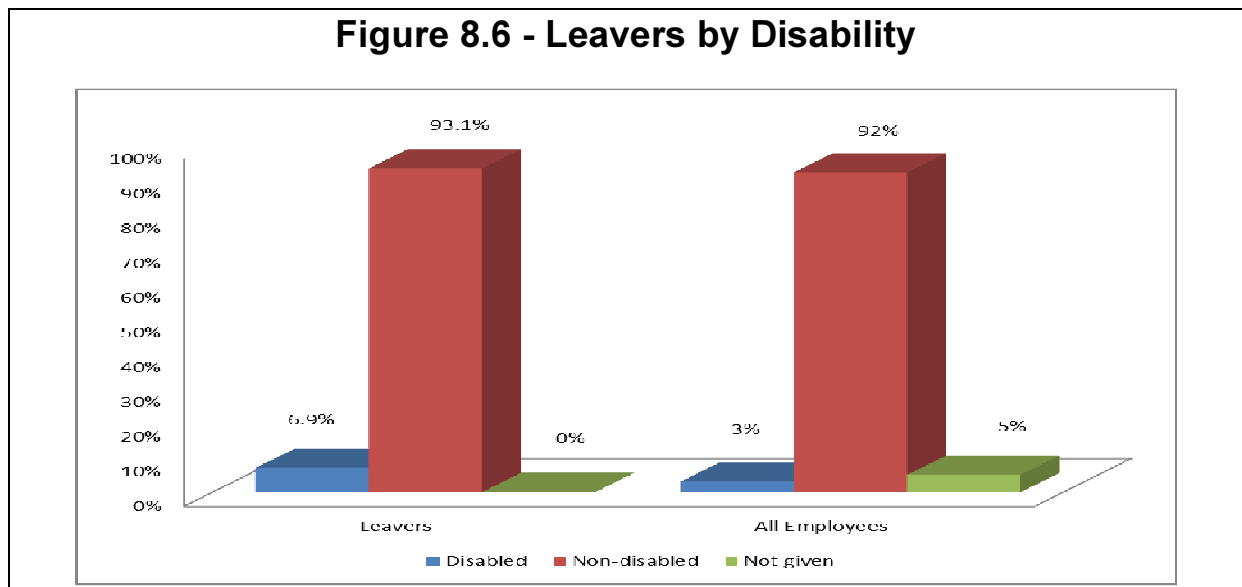
8.7 Leavers by Sexual Orientation

8.7.1 Data on the sexual orientation of leavers has not been reported on due to the small number of employees in this category which may identify individual employees. There are no concerns in this area.

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9.0   Comments on the 2013/14 recommendations

9.1   To explore why full time males seem to have less chance of being offered roles within the Council compared to other groups

9.1.1   The 2013/14 report found that the Council was attracting a proportionate percentage of male applicants (45%) to apply for advertised roles compared to males in the East Herts working population (49%) however, a disproportionate percentage of males were being employed by the Council (31%), and therefore one of the recommendations was to look at whether the Council's recruitment processes were disadvantaging males in any way.

9.1.2   In the 2014/15 report, data was analysed at each stage of the recruitment process for the first time. The results show that during 2014/15, males performed as well as females at both the shortlisting and appointment stages. It can be concluded therefore that the Council's recruitment processes are not disadvantaging male applicants.

9.2   To explore why applicants in the 20-29 age range seem to have less chance of being offered roles within the Council compared to other groups

9.2.1   An analysis of the equalities data at each stage of the recruitment process in 2014/15 has found that applicants in the under 20, 20-29 and 30-39 age groups performed less well at the shortlisting stage and the appointment stage compared to older age groups. To understand why this is happening, further discussions would need to take place with recruiting managers immediately following the recruitment exercise to identify whether there are any trends for these groups. This has been stated as a recommendation for 2015/16.

9.3 **To ensure that equalities data is collected at the shortlist and interview stage for all applicants to enable a wider analysis of the equalities data.**

9.3.1 Equalities data has been collected at all stages of the recruitment process for 2014/15 onwards.

9.4 **To ensure that all recruitment panel members are trained in the Council's Recruitment Policy and Equal Opportunities, and that panels are balanced particularly in terms of gender.**

9.4.1 Recruitment Panel Members are trained in the Council's recruitment policy and equal opportunities and where possible are balanced.

9.5 **To ensure that equalities data is captured for course participants attending all training courses, not just HR-lead courses.**

9.5.1 This has not been implemented in this review period however it will be implemented with the new HR and Payroll system as it will be easier to collate and report on this data.

9.6 **To review data from exit questionnaires to explore why there are a disproportionate number of male leavers compared to the total number of male employees.**

9.6.1 Exit Questionnaire data was analysed in the 2014/15 Annual Turnover report which was considered at HR Committee in July 2015. The exit questionnaire return rate for 2014/15 voluntary leavers was 57%. The results were positive and gave feedback on working for the Council, their manager, training and development, and promotion opportunities.

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10.0   Recommendations

Following analysis of the equalities data in 2014/15, the following recommendations are made:

10.1   Recruitment

10.1.1 To ensure that the new HR and Payroll System is able to accurately capture and report on equalities data.

10.1.2 To explore why a disproportionate percentage of BME applicants were unsuccessful at the appointment stage compared to the total percentage of applicants from these groups.

10.1.3 To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the Council

10.1.4 To explore why applicants in the under 20, 20-29 and 30-39 age groups were less successful in being invited to interview and being appointed than older age groups through discussions with recruiting managers.

10.2   Employee Profile

10.2.1 To undertake an exercise in conjunction with the introduction of the new HR & Payroll System to give employees the opportunity to update their personal details including equalities data e.g. on whether they consider themselves to have a disability. It is also an opportunity for those employees who originally chose not to disclose some of their personal details to disclose them should they now wish to.

10.2.2 To explore why the Council employs disproportionately fewer full time males compared to the percentage of full time males in the East Herts working population.

10.3   Performance Management (PDR ratings)

10.3.1 There are no recommendations in this area

10.4   Discipline and Grievance

10.4.1 Continue to monitor equalities data for all disciplinaries and grievances

10.5   Training Course Participants

10.5.1 There are no recommendations in this area.

10.6   Leavers

10.6.1 To explore why there are a disproportionate percentage of leavers in the under 20 and 20-29 age groups through exit questionnaires.

10.6.2 To link this work with the recommendations from the Turnover Report that was considered and approved by the HR Committee in July 2015.

10.7   To conduct the next Equal Pay Audit in 2016 to include the additional obligations required by law on mandatory gender pay gap reporting.

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MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON WEDNESDAY 30
SEPTEMBER 2015, AT 2.30 PM

PRESENT: **Employer's Side**

Councillors E Buckmaster, G McAndrew and
G Cutting

Staff Side (UNISON)

Andy Stevenson (Chairman), Ms F Brown

OFFICERS IN ATTENDANCE:

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

6   **ORGANISATIONAL DEVELOPMENT STRATEGY 2015-2019**

The Secretary to the Employer's Side submitted a report setting out revisions to the Organisational Development Strategy for 2015 – 2019 which had been developed to support and complement the Council's values and priorities.

The report had been developed in consultation with senior management and UNISON.

The Secretary to the Employer's Side explained that the Council had recently been awarded an Investor's in

People (IIP) Bronze Assessment and that the new Organisational Development Strategy would assist the Council in moving towards a Silver Assessment.

In response to a query from Councillor E Buckmaster regarding staff who needed support in filling their roles, the Secretary to the Employer's Side explained that the process was robust. She explained how the PDR Stage One identified needs and that Stage Two ensured that there was a link between staff performance and learning and development.

Councillor L Haysey welcomed the report adding that this was an integrated approach to ensure staff received professional support and in providing a work-life balance. In response to a further question concerning indicators for employees with disabilities, the Secretary to the Employer's Side explained that indicators were set by Human Resources (HR) Committee following an annual review in terms of the District's demographics and population changes. Work was ongoing with the Diversity Team. The Secretary to the Employer's Side explained that Corporate Management Team received reports concerning monitoring and performance and statistical information was submitted quarterly to HR Committee.

Councillor G McAndrew welcomed the positive news in terms of PDR completions.

The Panel Chairman stated that Unison had worked closely with Human Resources on this issue and was pleased to see that the Council had been awarded a Bronze Assessment and thanked the Secretary to the Employer's Side for her work in the process. He welcomed further discussions with HR on the move towards a Silver Assessment and HR's aspirational intentions.

The Panel recommended to Human Resources Committee, approval of the Organisational Development Strategy 2015 –2019.

RECOMMENDED – that the Organisational Development Strategy 2015 – 2019, as now submitted, be approved.

7   **PROFESSIONAL CAREER VOCATIONAL STUDY POLICY**

The Secretary to the Employer's Side submitted a report setting out a revised Professional Career and Vocational Study Policy. The policy was last updated in October 2008 and had been updated to reflect current practice and to incorporate revised budget allocations for 2015/16. The Secretary to the Employer's Side summarised the key changes.

In response to a query from Councillor G Cutting regarding what opportunities were available to staff, the Secretary to the Employer's Side, by example, explained what professional courses could be undertaken adding that internally, the Council was also reviewing a management development programme leading to a qualification.

Councillor L Haysey suggested that staff successes should be celebrated with recognition in some form. This was supported. The Secretary to the Employer's Side stated that this approach could be adopted corporately in terms of succession planning.

In response to a query from Councillor E Buckmaster regarding employees who acted up in more senior positions, the Secretary to the Employer's Side explained that such staff were remunerated.

The Panel Chairman referred to his civil engineering qualifications studied over a six year period, made possible by the Professional Career Vocational Study Policy and thanked the Council for making this possible.

The Panel recommended to Human Resources Committee, approval of the revised Professional Career and Vocational Study Policy as submitted and that a

corporate approach to recognise staff successes be developed.

> **RECOMMENDED** – that (A) the Professional Career Vocational Study Policy, as now submitted, be approved; and
>
> (B) a corporate approach to recognise staff successes be developed.

8   **SMOKE-FREE WORKPLACE POLICY**

The Secretary to the Employer's Side submitted a report detailing a new Smoke Free Workplace Policy. At the meeting on 11 March 2015, the Local Joint Panel requested that the issue be deferred, querying the enforceability of a total ban and how this might create problems for Managers. As such it was suggested that a more positive approach to encourage employees not to smoke, was less adversarial and more supportive.

The Secretary to the Employer's Side explained that the policy had been amended to take into account the implications of a total no smoking ban; ways in which smokers could be encouraged not to smoke and how the Council could influence service providers, i.e. contractors, in enforcing a total ban. She hoped that the Council could move to a totally smoke free environment within the Council's premises from 1 January 2017.

Councillor G Cutting acknowledged the difficulties faced by smokers and stop-smoking initiatives being put in place. He expressed concern about those people visiting the Council premises and the use of e-cigarettes. The Secretary to the Employer's Side explained that practical issues could be worked out with Customer Services in supporting the Health and Wellbeing agenda. She confirmed that e-cigarettes would be treated in the policy in the same way as cigarettes.

The Panel Chairman stated that Unison was involved in discussions about the proposed policy and still had

reservations, e.g. the public visiting the Council's offices, e-cigarettes (possibly being offered on prescription) and its enforceability of implementation (Manager or HR). The Chairman commented that he could foresee a situation whereby smokers might feel they were being targeted as a problem compared to those taking coffee breaks. He stated that the policy, as it stood, did not take into account possible changes in legislation with regard to e-cigarettes. The Chairman commented that Unison had asked for the report to be removed from the agenda but Corporate Management Team had requested that it go forward.

In an effort to address Unison's immediate concerns the Secretary to the Employer's Side suggested that the proposed policy be amended by the amendment of paragraph 4.3 (number of smoke breaks) and 5.2 (recording smoke breaks); with the wording to be agreed with Unison and to reflect the current policy. This was supported. Paragraph 2.5 would also refer to e-cigarettes and legislative changes.

Councillor E Buckmaster suggested that the recommendation also be amended to reflect a position that the Council was working to support a totally smoke-free environment by 1 January 2017, which would give Officers an opportunity to address areas of concern. This was supported.

The Panel recommended to Human Resources Committee, that, subject to the amendment of paragraphs 4.3 and 5.2 of the Policy, as now submitted, a move towards a totally smoke free environment by 1 January 2017 be approved.

> RECOMMENDED – that subject to the amendment as now detailed, the Smoke-free Workplace Policy, and a move towards a totally smoke free environment by 1 January 2017 be approved.

9   <u>APOLOGY</u>

An apology for absence was received from Councillor A Jackson. It was noted that Councillor G Cutting was substituting for him.

10   <u>MINUTES</u>

<u>RESOLVED</u> – that the Minutes of the meeting held on 17 June 2015 be confirmed as a correct record and signed by the Chairman.

The meeting closed at 3.35 pm

Chairman	....
Date	....