



## Public Document Pack

**Jeff Hughes**  
*Head of Democratic and Legal  
Support Services*

**MEETING** : HUMAN RESOURCES COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 20 APRIL 2016  
**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 (Vice Chairman) 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 - 10)

To receive the Minutes of the meeting held on 24 February 2016

3. Declarations of Interest

To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Human Resources Management Statistics - Quarterly Report (Pages 11 - 24)

6. Investors in People - Update (Pages 25 - 34)

7. Local Joint Panel - Minutes of the meeting: 24 February 2016 (Pages 35 - 40)

For information only – recommended items already approved at the previous meeting on 24 February 2016.

8. Local Joint Panel - Minutes of the meeting: 16 March 2016 (Pages 41 - 44)

Members are asked to bring with them their agendas for the Local Joint Panel meeting held on 16 March 2016.

*To consider the recommendations on the matters below:*

(A) Alcohol Drug and Substance Misuse Policy

Minute 19 refers

(B) Secondment Policy

Minute 20 refers

9. Urgent Business

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

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MINUTES OF A MEETING OF THE  
HUMAN RESOURCES COMMITTEE HELD  
IN THE ROOM 27, WALLFIELDS,  
HERTFORD ON WEDNESDAY 24  
FEBRUARY 2016, AT 4.40 PM

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**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
Emma Freeman	- Head of Human Resources and Organisational Development
Liz Watts	- Chief Executive

**597 PAY POLICY STATEMENT 2016/17**

**The Head of People and Organisational Services submitted a report on the Pay Policy Statement 2016/17 which needed to be annually approved and published under Sections 38 to 43 of the Localism Act 2011. She provided a summary of the report now detailed.**

**Members were advised that the report had been considered and supported by the Local Joint Panel at its meeting on 24 February 2016.**

**In response to a query, the Head of People and Organisational Services provided clarification in relation to the definition of “allowances” and reimbursement of “expenses” incurred by employees.**

**The Committee supported the report and recommended to Council, approval of the report as detailed.**

**RECOMMENDED – that the Pay Policy Statement**

**for 2016/17 as detailed, be approved.**

**(see also Minute 600)**

598 MINUTES

RESOLVED - that the Minutes of the Meeting held on 13 January 2016 be confirmed as a correct record and signed by the Chairman.

599 CHAIRMAN'S ANNOUNCEMENTS

The Chairman explained that it had been necessary to convene an additional meeting of Human Resources Committee in order to consider the verbal recommendations of the Local Joint Panel in relation to the Senior Management Pay Proposals and the Pay Policy Statement 2016/17. The Chairman stated that the Pay Policy Statement 2016/17 needed annual approval by Council.

600 LOCAL JOINT PANEL - MINUTES OF THE MEETING:

The Chairman explained that as the meeting of the Local Joint Panel had taken place in advance of this Human Resources Committee, Officers would be reporting verbally on the recommendations of that Panel.

It was noted that the Minutes of the Local Joint Panel held on 24 February 2016 would be formally reported to HR Committee on 20 April 2016.

(see also Minutes 597 and 601)

601 SENIOR MANAGEMENT PAY PROPOSALS

The Head of People and Organisational Services submitted a report on senior management pay proposals following a senior management restructure.

The Committee considered and approved the verbal recommendations made at the Local Joint Panel meeting held on 24 February 2016.



RESOLVED – that (A) the pay scales for Grade 12 be approved and pay increments for Grade 13 and Directors be made on the basis of performance rather than time-served increments;

(B) the Council’s S151 Officer, Monitoring Officer and the Head of Paid Service be given a payment of £5,000 per year; and

(C) Officers on Grade 13 and above be restricted from participating in the Flexi-time scheme.

(see also Minute 600)

The meeting closed at 4.42 pm

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

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 20 APRIL 2016

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

#### HR MANAGEMENT STATISTICS: JANUARY - MARCH 2016

WARD(S) AFFECTED:     *None*

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

Members are invited to consider the Human Resources (HR) Management Statistics for the period 1 January 2016 – 14 March 2016

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</u></b>
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<b>That:</b>
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<b>(A)</b>	the HR Management Statistics for January to March 2016 be approved
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### **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 14 March 2016 is 401. The total headcount is 372. The number of vacant posts is therefore 29 posts.

2.1.2   The established FTE as at 14 March is 344.38. The current FTE is 321.68. The number of vacant funded hours (expressed as FTE posts) is therefore 22.70.

#### **2.2     Turnover**

2.2.1   The turnover rates for the period 1 January – 14 March 2016 are based on the average headcount for this period (369).

- 2.2.2 The current turnover rate for the Council is 11.66%; this equates to 43 leavers in 2015/16. Although this report concerns data as at the end of 2015/16, the projected turnover rate differs slightly from the current turnover rate due to the latter figure not including 3 employees who transferred to DWP under TUPE in April 2015. The projected turnover for 2015/16 is 10.84% which is slightly above the target of 10%.
- 2.2.3 The current voluntary leaver's rate is 9.49%; this equates to 35 voluntary leavers in 2015/16. This is above the target of 7%. During the period 1 April 2015 – 14 March 2016, 15 voluntary leavers left due to retirement, 5 due to a change in career, 2 to achieve promotion, 4 for personal reasons, 2 to relocate and 7 due to 'other'.
- 2.2.4 Voluntary leavers (excluding those that retired) came from various services: 7 were from Revenues and Benefits, 4 from Planning and Building Control, 2 from Environmental Services, 3 from Communications, Engagement and Cultural Services, 1 from Strategic Finance, 1 from Governance and Risk Management and 2 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 5 involuntary leavers, 4 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 A more detailed analysis of turnover data will be undertaken in the Annual Turnover Report 2015/16 which will be presented to HR Committee in July or October.
- 2.2.7 The Council continues to encourage internal movement within the organisation to fill vacancies. To date sixty nine (69) vacancies have been advertised. Twenty seven (27) posts were advertised internally only, 1 post externally only and forty one (41) posts were advertised internally and externally. The posts advertised include permanent and temporary roles.
- 2.2.8 Of the 69 advertised roles, sixteen (16) internal appointments and thirty two (32) external appointments have been made. Recruitment is still on going for twenty one (21) of the vacancies. Please note that these figures include roles that have been advertised more than once during the year. Some of the 21 vacancies may be on hold by the manager and not currently being

actively recruited to.

## **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 January – 29 February 2016. Data for the month of March was not available at the time of writing this report.
- 2.3.3 The average short-term sickness absence per FTE is currently 0.47 days overall. At the current rate the projected short-term sickness for the year is 3.83 days which is below the target of 4.5 days.
- 2.3.4 The average long-term sickness absence per FTE is currently 0.09 days overall. There have been three employees on long term sick absence between 1 January – 29 February 2016. Two have returned to work and the remaining one is being supported by managers and HR. At the current rate the projected long-term sickness for the year is 1.68 days which is below the target of 2 days.
- 2.3.5 The total sickness absence per FTE is currently 5.06 days. At the current rate, the projected total sickness absence for the year is 5.52 days which is below the target of 6.5 days.

## **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 now includes statistics from the swimming pools from the leisure services contractor, Sport and Leisure Management.
- 2.4.3 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).
- 2.4.4 During the period 1 January 2016 – 29 February 2016 there were no reportable accidents.
- 2.4.5 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.

2.4.6 During the period 1 January 2016 – 29 February 2016, there were 2 non reportable accidents involving employees.

## 2.5 Learning and Development

2.5.1 From 1 January to 14 March 2016 there were 6 new starters to the council (this figure does not include internal changes and transfers). Two corporate inductions were held on 14 January and 23 March 2016 and there were a total of 15 attendees. The target for attendance at Corporate Induction is 100%. 50% of new starters joining the council between 1 January and 14 March 2016 attended a corporate induction during the same period.

Depending on how late in the reporting period the new starter joins and the date of the corporate induction, some new starters will attend a session in the next reporting period.

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 January – 14 March 2016 are:

<b>Event/Course</b>	<b>No of participants</b>	<b>Type/number of sessions held</b>
Vulnerability and Mental Health	76	4 sessions
Report Writing	9	1 session
WRAP	24	2 sessions
Corporate Induction	15	2 sessions
Negotiation skills	6	1 session
Child Sexual Exploitation	13	1 session
Safeguarding Adults	15	1 session
<b>TOTAL</b>	<b>158</b>	<b>12 sessions</b>

## 2.6 Performance Management

2.6.1 The table in ERP C shows mid-year and full-year PDR completion for 2015/16 for each Directorate and each service area.

2.6.2 The table shows that 99% of mid-year reviews were completed, 74% of full year reviews have been completed and 71% of objectives have been set.

2.6.3 The leadership team restructure has affected the completion rate for full year reviews and objectives in some service areas.

## **2.7 Equalities Monitoring Indicators**

- 2.7.1 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 14 March 2016.
- 2.7.2 The Senior Management Group (SMG) statistics quoted refer to the Chief Executive, Directors, Heads of Service, Manager of Housing Services, and the Corporate Planning and Performance Manager.
- 2.7.3 The current percentage of employees with a disability is 3.2%, which is a slight decrease on the December 2016 outturn of 3.3% and it is lower than the target indicator of 5%. For SMG the outturn is 0% against an indicator of 5%.
- 2.7.4 The percentage of Black and Minority Ethnic (BME) employees is 3.8% which is an increase on the December 2015 outturn of 3.3% but slightly lower than the Council's indicator of 4.5%. The outturn for SMG is 0% against an indicator of 4.5%.
- 2.7.5 Females make up 68.8% of the workforce. Within SMG, 37.5% are females, which is lower than the target indicator of 51%.
- 2.7.6 From 1 April 2016, the Senior Management Group (SMG) will be replaced by the new Leadership Team (LT) which will comprise of the Chief Executive, Directors and Heads of Service. Future reports will therefore report on the equalities data for the Leadership Team.

## **2.8 Comments on the recommendations from the Equality and Diversity Annual Report 2014/15**

- 2.8.1 The Equalities and Diversity Annual Report 2014/15, which was presented to HR Committee in October 2015, recommended several actions with regard to the council's recruitment processes. Members of the HR Committee requested that an update be included in a subsequent HR Management Statistics Quarterly report and presented at the next HR Committee.
- 2.8.2 One of the findings in the Equalities and Diversity Annual Report 2014/15 was that a disproportionate percentage of BME applicants were unsuccessful at interview compared to the total percentage of applicants from these groups.
- 2.8.3 Interview paperwork between December 2014 and November

2015 has been reviewed (paperwork prior to December 2014 could not be reviewed as it has been destroyed in line with the retention schedule).

- 2.8.4 The review focussed on those recruitment exercises where BME applicants were interviewed but were not appointed (4 exercises in total). In 3 of the exercises, the BME applicant in each exercise was ranked somewhere in between the other applicants; scoring higher than some but not as high as others depending on the quality and fullness of their responses at interview.
- 2.8.5 In only 1 of the exercises, the BME applicant scored less than the other 3 white applicants as the former did not give as full responses as the latter applicants.
- 2.8.6 There is no evidence therefore that BME applicants have been treated any less favourably than white applicants during the interview process. The figures are skewed due to the small number of BME applicants who were interviewed.
- 2.8.7 The Equalities and Diversity Annual Report 2014/15 also found that younger applicants (those under 20, aged 20-29 and 30-39) were less successful in being invited to interview and being appointed than older age groups.
- 2.8.8 Application and interview paperwork between December 2014 and November 2015 has been reviewed for these groups. The review found that there was no evidence that applicants in the younger age groups were treated less favourably than older applicants.
- 2.8.9 To verify this the data has been analysed and presented in a different way to how it was reported in the Equalities and Diversity Report. The table below shows the percentage of applicants in each age group who were successful at each stage of the recruitment process – i.e. at shortlist and at appointment stage.

*Table to show the percentage of applicants in each age group who were successful at shortlist and at appointment stage.*



Age	<b>Under 20*</b>	<b>20-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>60-64</b>	<b>65-75</b>
<b>Percentage shortlisted</b>	20%	21%	25%	35%	54%	63%	100%
<b>Percentage appointed</b>	0%	39%	41%	35%	45%	40%	100%

\* 5 applicants in total in this age group, 1 of whom was interviewed

2.8.10 The figures for the under 20 age group are skewed due to the small number of applicants overall in this age group (5 in total).

2.8.11 The same conclusion as was originally drawn can be seen in that the chances of success in being shortlisted increase with age. However the data above demonstrates that a good proportion of applicants in the younger age groups are still being shortlisted (21% for the 20-29 age group and 25% for the 30-39 age group).

2.8.12 Similarly, the table shows that at the interview stage, a good proportion of applicants in the younger age groups who were interviewed were then appointed (39% for the 20-29 group and 41% for the 30-39 age group)

2.8.13 The Council has already identified that it would like to attract more younger people into its workforce and has identified a number of initiatives to achieve this. These initiatives were outlined in the HR Management Statistics Quarterly report in January 2016.

2.8.14 The final recommendation in the Equalities and Diversity Annual Report 2014/15 was to explore through looking at exit questionnaires why there were a disproportionate percentage of leavers in the under 20 and 20-29 age groups.

2.8.15 Exit questionnaires were analysed for all age groups as part of the Annual Turnover Report which was presented to HR Committee in July 2015. No trends were identified and questionnaire responses were generally positive.

2.8.16 To explore this further, Human Resources agreed to interview any further leavers in these age groups to be able to acquire

further information to understand if there are any patterns in their reasons for leaving.

2.8.17 Since January 2016, there has only been 1 leaver in the age groups concerned and they did not wish to be interviewed.

## **2.9 Policy Development**

2.9.1 The following policies are currently under review:

- Alcohol, Drug and Substance Misuse Policy (HR Committee 20 April 2016)
- Secondment Policy (HR Committee 20 April 2016)
- Probation Policy
- Employee Volunteering Policy
- Violence in the Workplace Policy (will move to Health and Safety)
- Absence Management Policy
- Managing Performance Policy
- Stress Management Policy (to be included as an appendix to the Sickness Absence Policy)
- Uniform Policy

## **2.10 Quarterly Outturns Overview**

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

## **3.0 Implications/Consultations**

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

### Background Papers

None

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Report Author: Vicki David - HR Officer Ext. 1652  
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## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives ( <i>delete as appropriate</i> ):	<b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Consultation is not applicable to this report as it is a quarterly management information report.
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None
Health and Wellbeing:	The health and wellbeing of employees is monitored as part of the absence management policy and procedures

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## ESSENTIAL REFERENCE PAPER 'B'

	East Herts Target	Outturns as at 14 March 2016
<b>ESTABLISHMENT</b>		
Number of funded posts	N/A	401
Total headcount	N/A	372
Number of vacant posts	N/A	29
Established FTE	N/A	344.38
Current FTE	N/A	321.68
Vacant FTE	N/A	22.70
<b>TURNOVER</b>		
	<b>% age</b>	<b>% age</b>
Turnover rate - annual accumulative (all leavers as a % of the headcount)	10%	10.84%
Voluntary leavers as a percentage of employees in post	7%	9.49%
Percentage of ill health retirements	3.23%	0.00%
<b>SICKNESS ABSENCE (outturns up to 31 November 2015)</b>		
	<b>Days</b>	<b>Days</b>
No. of short-term sickness absence days per FTE employee in post	4.5	3.83
No. of long-term sickness absence days per FTE employee in post	2	1.68
Total number of sickness absence days per FTE employee in post	6.5	5.52
<b>TRAINING</b>		
	<b>% age</b>	<b>% age</b>
Percentage of new starters receiving corporate inductions	100%	50%
Percentage of employees with a training plan	100%	56%
Percentage of PDR reviews completed	100%	74%
Percentage of employees that have received corporate training	48.28%	55%
<b>EQUALITIES MONITORING</b>		
	<b>% age</b>	<b>% age</b>
<b>Disability:</b>		
SMG members with a disability	5%	0.0%
Employees with a disability	5%	3.2%
<b>Ethnicity:</b>		
SMG members from BME groups	4.5%	0.0%
Employees from BME groups	4.5%	3.8%
<b>Gender:</b>		
SMG members who are female	51%	37.5%
Employees who are female	51%	68.8%
<b>Part Time/Full Time:</b>		
Employees who are part time	27%	39.2%
Employees who are part time and female	21%	34.9%
Employees who are part time and male	6%	4.3%

Notes: BME – Black and Minority Ethnic

SMG – Senior Management Team

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**Performance Development Review (PDR) completion for 2015/16**

- 1.0 The table overleaf shows mid-year and full-year PDR completion for 2015/16 for each Directorate and each service area.
- 1.1 The table shows that 99% of mid-year reviews were completed, 74% of full year reviews have been completed and 71% of objectives have been set.
- 1.2 The leadership team restructure has affected the completion rate for full year reviews and objectives in some service areas.

**Table to show PDR completion in 2015/16**

Service	Mid-Year Review completed		Full-Year Review completed		Objectives for 2016/17 completed	
	% age	No.	% age	No.	% age	No.
<b>Executive</b>	<b>100%</b>	<b>6/6</b>	<b>67%</b>	<b>4/6</b>	<b>50%</b>	<b>3/6</b>
<b>Customer &amp; Community Services</b>	<b>100%</b>	<b>91/91</b>	<b>82%</b>	<b>78/95</b>	<b>76%</b>	<b>73/96</b>
Customer and Community Services SMG	100%	4/4	50%	2/4	0%	0/4
Communications, Engagement & Cultural Services	100%	20/20	100%	20/20	100%	19/19
Business Development	100%	6/6	100%	6/6	86%	6/7
Customer Services & Parking	100%	32/32	91%	30/33	86%	30/35
Environmental Services	100%	29/29	63%	20/32	58%	18/31
<b>Finance &amp; Support Services (excl. R &amp; B)</b>	<b>99%</b>	<b>144/146</b>	<b>80%</b>	<b>131/163</b>	<b>77%</b>	<b>128/166</b>
Finance and Support Services SMG	100%	5/5	40%	2/5	0%	0/4
Governance and Risk Management	89%	17/19	95%	18/19	82%	18/22
Democratic and Legal Support Services	100%	17/17	0%	0/19	0%	0/20
Strategic Finance	100%	12/12	64%	9/14	64%	9/14
HR & Organisational Development	100%	6/6	100%	6/6	17%	1/6
Revenues & Benefits Shared Service	100%	87/87	96%	96/100	100	100/100
<b>Neighbourhood Services</b>	<b>99%</b>	<b>100/101</b>	<b>56%</b>	<b>58/103</b>	<b>57%</b>	<b>60/106</b>
Neighbourhood services SMG	100%	3/3	100%	3/3	100%	3/3
Housing Services	100%	12/12	100%	13/13	93%	13/14
Community Safety and Health Services	100%	37/37	35%	14/40	35%	14/40
Planning and Building Control	98%	48/49	60%	28/47	61%	30/49
<b>TOTAL</b>	<b>99%</b>	<b>341/344</b>	<b>74%</b>	<b>271/367</b>	<b>71%</b>	<b>264/374</b>



## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 20 APRIL 2016

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

#### INVESTORS IN PEOPLE UPDATE

WARD(S) AFFECTED: NONE

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

To note the Investors in People action plan that supports the Council achieving the Silver Standard in 2016/17.

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:</u></b>	
<b>That:</b>	
(A)	the revised Investors in People action plan which supports the Council achieving the Silver Standard in 2016/17 be noted.

#### 1.0 Background

1.1 The Investors in People (IIP) core standard was obtained by the whole council in June 2005 and has been retained every three years.

1.2 The council was awarded the 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.

1.3 In September 2015 CMT approved the recommendation for the council to be assessed against the IIP Silver standard in 2016/17.

1.4 The council's drive for Silver is established from the Council's continued growth, the transformation since the implementation of

## Core Values and the embedding of the Organisational Development Strategy.

### 2.0 Report

- 2.1 The IIP Silver assessment will take place on 13, 14 and 19 April 2016. The Assessor will be Jeannette Stanley from IIP Central England. It is estimated that 18 – 21 employees will be interviewed over the duration of the assessment process.
- 2.2 Feedback from the Bronze assessment indicated that the Council achieved 91 evidence requirements against the IIP Framework Indicators and we need to evidence a minimum of 14 additional indicators to achieve the Silver standard.
- 2.3 The Bronze report highlighted opportunities for improvement and the revised IIP Action Plan captures the current position regarding those areas. The plan is attached as Essential Reference Paper 'B'.
- 2.4 The Assessor will be focussing on key areas which will include the PDR review, the development of the volunteering policy, the Health and Wellbeing Strategy, the Officer/Councillor relationship, KPI's and the evolution of the staff forum.
- 2.5. The Assessor will also be substantiating the leadership and management capabilities to ensure the managers demonstrate our values and understand our policies.
- 2.6 The Assessor has asked that the following roles/employees are included in the assessment process:
- The Leader of the Council
  - Chief Executive
  - Head of HR and OD
  - Human Resources Officer (responsible for the PDR Review and Volunteering Policy)
  - A member of the Staff Forum
  - Environmental Health Promotions Officer
  - Unison Branch Secretary
  - Corporate Planning and Performance Manager
  - Scrutiny Officer

We have the autonomy to choose the other officers to partake in the assessment process.

2.7 The initially the Silver assessment was estimated at 4 days but that has now been reduced to three days with an estimated cost of £3,475.00 plus VAT.

### 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

Investors in People Bronze Assessment report dated June 2015

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<b>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</b>  This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Unison and SMG have been consulted on the IIP Silver Action Plan.
Legal:	None
Financial:	£3,475.00 plus VAT
Human Resource:	As detailed in the report.
Risk Management:	None
Health and Wellbeing:	None

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## Investors In People – Action plan

### Bronze to Silver

February 2016

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	<p>Embed values in Recruitment process (person spec and interview Qs)</p> <p>Embed values in Appraisal process</p> <p>E-learning programme developed on behaviours</p> <p>Here to help action plans completed</p>	Embed the council values and support the culture change programme H2H	As defined by project plans in 2015/16	<p>Vicki David</p> <p>Claire Kirby</p> <p>Emma Freeman/ Helen Farrell</p> <p>Nikki Roberson/ Emma Freeman/HR Officers</p>	<p>Implementation</p> <p>Consultation</p> <p>TBC</p> <p>Completed</p>
2	Managers can describe how they involve people to identify L&D needs	Develop service L&D plans – 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	Implementation

	for the team					
3	Recruitment and selection processes are fair, efficient and effective	Recruitment review completed  Action plan	Improve the 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.	July 2015  As specified in the Plan	Vicki David	Completed  Implementation
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	implementation
5	Leadership and management capabilities are clearly defined and understood	Develop a leadership and management development framework	Managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.	OD Strategy 2015 to 2019 – TBA	Emma Freeman	1 <sup>st</sup> draft
6	Managers are role models	Introduction of behaviour based e-learning  Directors attend team meetings  PDRS review	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	TBC  Completed  Consultation



		(Stage 2)			Freeman/Claire Kirby	
7	The Council has a clear and fair reward and recognition strategy	Develop a reward strategy	Valuing, recognising and rewarding our workforce. Exploring how we can get more from our reward and benefit packages that give choice to our workforce and support work life balance	OD Strategy 2015 to 2019 - TBA	Emma Freeman	TBC
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	Engagement with Unison	November 2015	Liz Watts/Unison/Emma Freeman	Completed
		Staff forum	Engagement with employees	July 2015	Emma Freeman	Completed
9	KPIs are used to improve performance	Service and business planning process	Performance data, metrics and intelligence support transformation agenda	2015/16 in accordance with service plan timetable	Ben Wood/Ceri Pettit	Completed
		Self-service implementation	Central monitoring of KPIs; managers to run own reports to manage business day to day	2016 in accordance with project timetable	Emma Freeman /project team	procurement
10	Having the right appraisal process	PDRS review (Stage 1)	Recognise good performance	June 2015	Emma Freeman	Completed
		PDRS review	Embed values and behaviours	2015/16	Emma Freeman/	consultation

		(Stage 2)			Claire Kirby	
11	Workforce planning	<p>Integrated finance and service planning process</p> <p>Face to Face meetings</p> <p>Workforce plans produced for each service</p> <p>Council workforce plan with actions</p>	<p>Overall evidence base for workforce development.</p> <p>Allowing employees to go the extra mile</p> <p>Supporting succession planning</p> <p>Identifying resource issues</p> <p>Identifying recruitment issues (hard to recruit/skills gaps)</p> <p>Identify investment needs in the workforce</p>	<p>August 2015</p> <p>August 2015</p> <p>September 2015</p> <p>As specified in the plan</p>	<p>Claire Kirby/Finance and Service Planning Process team</p> <p>Claire Kirby/Emma Freeman</p>	Completed
12	Volunteering	Develop a Volunteering Policy	Giving back to our communities through volunteering and enhanced partnership working.	2015/16	Jo Vottariello/Emma Freeman	Planned

MINUTES OF A MEETING OF THE  
LOCAL JOINT PANEL HELD IN THE ROOM  
27, WALLFIELDS, HERTFORD ON  
WEDNESDAY 24 FEBRUARY 2016, AT 3.30  
PM

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**PRESENT:**    **Employer's Side**

Councillors E Buckmaster, A Jackson and  
G McAndrew

**Staff Side (UNISON)**

Andy Stevenson (Chairman), Ms F Brown

**ALSO PRESENT:**

Councillors S Cousins, I Devonshire,  
J Goodeve, P Ruffles and C Woodward

**OFFICERS IN ATTENDANCE:**

Lorraine Blackburn	- Democratic Services Officer
Emma Freeman	- Head of Human Resources and Organisational Development
Liz Watts	- Chief Executive

14    **SENIOR MANAGEMENT PAY PROPOSALS**

**The Secretary to the Employer's Side submitted a report inviting Members to approve senior management pay proposals and to make a recommendation to Human Resources Committee, as appropriate . The Secretary to the Employer's Side submitted a summary of the report and the rationale behind the proposed changes.**

**In response to a query from Councillor G McAndrew regarding the exclusion of Heads of Service from flexible working, the Secretary to the Employer's Side explained that not all Heads chose to be in the scheme, and spoke of the need for flexibility and the need for a work / life balance.**

**In response to a query from Councillor E Buckmaster regarding proposed payments of £5,000 to the Section 151 Officer, the Monitoring Officer and Head of Paid Service, the Secretary to the Employer's Side explained that was a reduction in the current payments made and was being proposed following market research and information received from Epaycheck, a public sector pay comparator, as detailed and an East of England Local Government Association (EELGA) survey.**

**Councillor A Jackson stated that the report was opportune given the proposed new restructure and addressed the spinal point pay gap anomalies. The Secretary to the Employer's Side explained that there would be no automatic increments, that pay progression would be based on performance and that measuring performance would be the subject of discussion with UNISON.**

**In response to queries from Councillors G McAndrew and A Jackson regarding scheduling in relation to the proposed senior management restructure, the Secretary to the Employer's Side explained when the deadline was for expressions of interest in the new posts and that successful Heads of Service would receive new contracts. In response to a question from Councillor E Buckmaster, the Secretary to the Employer's Side explained that there would be corresponding changes to PDRs by those posts affected.**

**The Panel Chairman stated that he felt that Epaycheck data could be viewed as biased towards more senior staff. The Secretary to the Employer's Side explained that data from Epaycheck was also used to look at pay in**

relation to Planners, Environmental Health and other Officers over the years and that the report was supplemented by a body of information from other sources, including EELGA and through partnership working with Stevenage Borough Council.

Councillor A Jackson believed that Epaycheck now provided a solid basis of information on which to make decision which had not been available five years ago.

The Chief Executive reminded the Panel that the report served to present the collation of data about senior managers' pay and that pay in relation to other staff could be the subject of another discussion at another time.

The Panel Chairman stated that he was happy to see grade disparities being addressed. The Secretary to the Employer's Side said that she would welcome the opportunity to discuss pay and reward with UNISON at some future date.

The Panel Chairman queried why there was a need to make separate payments for statutory roles such as Section 151, Monitoring Officer and Head of Services. The Secretary to the Employer's Side explained that making separate payments provided flexibility within the system. She explained how the roles had historically been allocated to particular positions within the Council.

The Panel recommended to Human Resources Committee, approval of the report, as now detailed.

**RECOMMENDED** – that (A) the pay scales for Grade 13 be approved and pay increments for Grade 13 and Directors be made on the basis of performance rather than time served increments;

(B) the Council's S151 Officer: Monitoring Officer and Head of Paid Service be given a payment of £5,000 per year; and

**(C) Officers on Grade 13 and above be restricted from participating in the Flexi-time scheme.**

**15 PAY POLICY STATEMENT 2016/17**

**The Secretary to the Employer’s Side submitted a report requesting Members to approve the Pay Policy Statement for 2016/17 and to make a recommendation to Council via Human Resources Committee. The Secretary to the Employer’s Side submitted a summary of the report, highlighting key changes. She explained that a report on the Pay Policy Statement 2016/17 needed to be annually approved and published under Sections 38 to 43 of the Localism Act 2011.**

**The Panel Chairman sought and was provided with clarification on the wording in relation to “does not pay any bonus” and the Council paying allowances to employees incurred in selling and moving into the area.**

**The Panel Chairman sought clarification that the Directors’ proposed salary as detailed, did not contradict information set out elsewhere in the report. The Secretary to the Employer’s Side explained that at the present time, the statutory roles sat with Directors but that the new structure proposed that these roles moved to the Heads of Services.**

**The Panel Chairman sought and was provided with clarification that the Head of Revenues and Benefits Services’ remuneration did not contradict the report, as now detailed.**

**The Panel recommended to Human Resources Committee, approval of the report, as now detailed.**

**RECOMMENDED – that the Pay Policy Statement 2016/17, as now submitted, be approved.**

16 APOLOGIES

An apology for absence was submitted from Councillor L Haysey

17 MINUTES

RESOLVED - that the Minutes of the meeting held on 2 December 2015 be confirmed as a correct record and signed by the Chairman.

18 CHAIRMAN'S ANNOUNCEMENTS

The Chairman explained that it had been necessary to convene an additional meeting of the Local Joint Panel in order for Members to make verbal recommendations to the Human Resources Committee at the conclusion of the Panel meeting, in relation to the Senior Management Pay Proposals and the Pay Policy Statement 2016/17.

The Chairman stated that there were no reports from the Secretary to the Staff Side.

The meeting closed at 4.35 pm

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

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MINUTES OF A MEETING OF THE  
LOCAL JOINT PANEL HELD IN THE  
COUNCIL CHAMBER, WALLFIELDS,  
HERTFORD ON WEDNESDAY 16 MARCH  
2016, AT 2.30 PM

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**PRESENT:**    **Employer's Side**

Councillors E Buckmaster, L Haysey and  
G McAndrew

**Staff Side (UNISON)**

Andy Stevenson (Chairman), Ms F Brown

**OFFICERS IN ATTENDANCE:**

Lorraine Blackburn	- Democratic Services Officer
Emma Freeman	- Head of Human Resources and Organisational Development
Claire Kirby	- Human Resources Officer

19    **ALCOHOL DRUG AND SUBSTANCE MISUSE POLICY**

**The Secretary to the Employer's Side submitted a report inviting Members to approve the revised policy and to make a recommendation to Human Resources Committee, as appropriate. The Human Resources Officer summarised the background behind the proposed changes.**

**Councillor E Buckmaster referred to paragraph 3.2 of the report as detailed and was pleased to see that the report acknowledged that different symptoms might manifest themselves to be wholly unconnected with substance misuse. He asked that the report provide further**

clarification on this, especially for example, that it might be as a result of a mental health issue. This was supported.

In response to a query from Councillor G McAndrew in relation to communicating changes to staff and the process for reporting suspected employees, the Secretary to the Employer's Side clarified the process and explained the role of Occupational Health (OH). She stated that OH would only be called in if needed.

In response to a query from Councillor L Haysey, the Secretary to the Employer's Side explained that legal "highs" would be treated in the same way as alcohol, drug or substance misuse.

The Panel recommended to Human Resources Committee, approval of the report, as amended and as now detailed.

**RECOMMENDED** – that the revised Alcohol, Drug and Substance Misuse Policy, as now amended, be approved.

## 20 **SECONDMENT POLICY**

The Secretary to the Employer's Side submitted a report inviting Members to approve the revised policy and to make a recommendation to Human Resources Committee, as appropriate. The Human Resources Officer summarised the background behind the proposed changes.

The Panel Chairman welcomed updates to the Secondment Policy stating that it was a useful way of gaining experience in different organisations and referred to his past positive experience of a secondment, including its usefulness in terms of the transfer of learning and information. The Secretary to the Employer's Side explained how the process was advertised, adding that she was keen to promote this arrangement in working with the Council's partners.

**In response to a query by Councillor E Buckmaster, the Secretary to the Employer’s Side explained how the process worked within the shared services arrangement.**

**The Panel recommended to Human Resources Committee, approval of the report, as now detailed.**

**RECOMMENDED – that the revised Secondment Policy, as now submitted, be approved.**

21 MINUTES

RESOLVED – that the Minutes of the meeting held on 24 February 2016 be confirmed as a correct record and signed by the Chairman.

22 CHAIRMAN'S ANNOUNCEMENTS

The Panel Chairman stated that there were no reports from the Staff Side.

The meeting closed at 2.45 pm

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

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