



*Head of Legal and
Democratic Services*

MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 18 JANUARY 2017
TIME : 3.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor C Woodward (Chairman)
Councillors P Ballam, S Bull, S Cousins, 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 - 12)

To receive the Minutes of the meeting held on 5 October 2016

3. Declarations of Interest

To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Management Development Programme (Pages 13 - 24)

6. Human Resources Management Statistics: Quarterly Report October - December 2016 (Pages 25 - 34)

7. Local Joint Panel - Minutes of the meeting: 30 November 2016 (Pages 35 - 38)

Members are asked to bring with them their copy of the agenda of the Local Joint Panel meeting held on 30 November 2016.

To consider the recommendations on the matters below:

(A) *Leadership Team Performance Work*

Minute 7 refers

(B) *Managing Performance*

Minute 8 refers

(C) *Lone Working Policy*

Minute 9 refers

(D) Probation Policy

Minute 10 refers

8. Health and Safety Briefing (Pages 39 - 46)

9. Health and Safety : Minutes (Pages 47 - 50)

To receive the Minutes of the Health and Safety Committee held on 27 October 2016

10. Urgent Business

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

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MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD
IN THE COUNCIL CHAMBER,
WALLFIELDS, HERTFORD ON
WEDNESDAY 5 OCTOBER 2016, AT 3.00
PM

PRESENT: Councillor C Woodward (Chairman)
Councillors P Ballam, S Bull, S Cousins,
J Goodeve, P Ruffles and M Stevenson.

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Vicki David	- Human Resources Officer

378 MINUTES

The Chairman referred to Minute 130 (Turnover Report April 2015 to March 2016) and stated that Members had not received any information on how the “buddy” system in Revenues and Benefits worked. He asked the Human Resources (HR) Officer to follow this up.

The Chairman also referred to Minute 133 (Learning and Development 2015/16) and the issue of Diabetes Awareness Training and sought assurances that the Learning and Development Programme for 2016-18 incorporated this issue. This was confirmed.

RESOLVED – that the Minutes of the meeting held on 6 July 2016 be confirmed as a correct record and signed by the Chairman.

379 CHAIRMAN'S ANNOUNCEMENTS

The Chairman reminded Members that as the Local Joint Panel meeting on 7 September 2016 was cancelled, there

were no Minutes for consideration.

The Chairman reminded Members that Hertford Theatre would be hosting The Mental Awareness World Day and encouraged all to go along.

In conclusion, the Chairman stated that if any Member wanted to include an item on the agenda to contact him.

380 HUMAN RESOURCES MANAGEMENT STATISTICS -
QUARTERLY REPORT

The Head of Human Resources and Organisational Development submitted a report setting out management statistics for the period April to September 2016. The Human Resources Officer provided a summary of the report highlighting key areas.

Councillor P Ruffles referred to the current voluntary leaver's rate during the period in question, i.e. 4.9% (equating to 18 voluntary leavers) and queried what the impact was departmentally. The Human Resources Officer explained that this would be explained in more detail within the Annual Report. In terms of the impact on a department, the HR Officer explained the steps which would be put in place to mitigate a problem, such as succession planning, when vacancies occurred.

Councillor J Goodeve hoped that potential changes in career could be addressed at the Personal Development Review (PDR) stage.

Councillor P Ruffles referred to long term sickness and sought assurances that any sickness which might be brought on, e.g. as a result of stress, was being acted upon. The HR Officer provided such assurance.

Updates were provided in relation to non-reportable accidents and Performance Management.

The HR Officer referred to the new HR Payroll system and the intention to encourage staff to disclose more information

which would feed into the equalities monitoring indicators.

It was noted that 70% of the workforce was female. The Chairman suggested that this be broken down by grade to make the information more meaningful and that this be included within future statistical reports. This was supported.

The Committee approved the report, as now detailed.

RESOLVED – that (A) the Human Resource Management Statistics for April to September 2016, be approved; and

(B) in terms of equalities monitoring indicators, future management statistics reports include a breakdown of the employee workforce, by grade and gender.

381 EQUALITY AND DIVERSITY REPORT 2015/16

The Head of Human Resources and Organisational Development submitted the Equality and Diversity Annual Report for 2015/16. The HR Officer provided a summary of the report, as now detailed. The report provided a detailed analysis of monitoring data within six key areas:

- Recruitment
- Employee profile
- Performance Management (PDR ratings)
- Discipline and Grievance
- Training Course participants
- Leavers

The HR Officer explained that the report had been submitted to the Leadership Team which had asked that the Equalities Monitoring Form be amended to include information regarding sexual orientation. Councillor P Ballam queried the need to do this, given the sensitivity of the information. The HR Officer explained that this information was confidential and that the Equalities Monitoring Form was kept separate from the application.

Councillor P Ruffles hoped that when interviewing, HR was

prepared to look beyond qualifications to establish whether an applicant was capable and had the right experience to undertake a role. The HR Officer explained the Council's position and what steps the Council was able to take in furthering careers including an approach to "grow your own". The Chairman commented that he was confident that HR was doing all it could in terms of staff improvement.

Councillor M Stevenson hoped that HR was getting the support it needed in terms of disability advice in relation to job applications. In response to a query regarding people with disabilities, the HR Officer explained how, through working patterns and adjustments to equipment, disability needs could be addressed.

The Committee noted the report and approved the recommendations (numbers 1 - 15), as detailed in paragraph 2.2 of the report.

RESOLVED – that (A) the Equality and Diversity Annual Report for 2015/16 be noted; and

(B) the recommendations as detailed in paragraph 2.2 of the report be approved.

382 EMPLOYEE VOLUNTEERING PROGRAMME

The Head of Human Resources and Organisational Development submitted a report outlining a new employee volunteering programme. The HR Officer provided a summary of the report.

Councillor P Ballam supported the scheme and wondered whether the Council should be promoting Trustee roles. Councillor J Goodeve queried whether individuals involved in charity work could impact positively in terms of their Personal Development Reviews (PDRs) and the possible award of a higher grade. The HR Officer explained that this would not affect their grades, but an individual's skill set might benefit from the voluntary work. Councillor Goodeve supported the initiative, adding that this would bring the Council into a positive light in terms of its corporate social responsibility.

The issue of insurances and legal liability were debated. It was suggested that the programme should clearly set out a volunteer's legal liability and obligations, while working for the Council. This was supported.

The Committee noted the new Employee Volunteering Programme.

RESOLVED – that (A) the new employee volunteering programme be noted; and

(B) the volunteering programme be amended to clearly establish a volunteer's legal liability and obligations while employed by the Council.

383 HEALTH AND SAFETY: MINUTES - 26 JULY 2016

The Health and Safety Minutes for 25 July 2016 were submitted for information.

Councillor P Ballam referred to Minute 2 (Note from 9 December 2015) and the ongoing issue of the defective fire door. She hoped that this had now been resolved. The HR Officer agreed to look into this.

Councillor S Bull referred to Minute 3 (Accident/Incident Reports) and expressed concern about the remoteness of Buntingford (Depot) should an accident occur. The HR Officer agreed to feed this back to the Health and Safety Committee.

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

(B) the Members' comments now detailed, be referred back to the Health and Safety Committee.

The meeting closed at 3.52 pm

Chairman

Date

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 18 JANUARY 2017

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

MANAGEMENT DEVELOPMENT PROGRAMME

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

To approve the management development programme.

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	the new Management Development Programme be approved

1.0 Background

1.1 The Council 's Organisational Development strategy 2015-2019 and learning and development programme 2016 to 2018 focuses on supporting managers and employees on the transformation, culture and channel shift journey. It seeks to empower employees to challenge the status quo, be creative, be responsible and embrace modern ways of working.

1.2 A focus is to help managers with personal reflection and growth through personal development, sabbaticals, secondments, mentoring, coaching; helping individuals to identify career aspirations.

1.3 The learning and development programme focuses on three elements Core, Corporate and Personal; ensuring that learning opportunities are delivered in a variety of ways to support the different learning styles of the employees for example workshops,

facilitated sessions, networking forums, work shadowing, coaching, “e”-learning and “webinars”.

1.4 The new performance development review process underpins this; with new sections on identifying development needs and career aspirations.

1.5 The Digital East Herts programme’s target operating model underpins the council’s future design. This includes having a strong leadership and a clear direction of travel; supporting our workforce to develop digital skills and having customers at the heart of what we do.

2.0 Report

2.1 The management development framework is designed to support our senior managers to become our future leaders, ensuring they have the right skills, knowledge and experiences to become 21st century leaders.

2.2 The framework will embed our mentoring and coaching culture and encourage our managers to build on their professional networks alongside their continual professional development; while modelling the values and behaviours of the council.

2.3 The framework includes:

- Management development programme – core elements
- Management development programme – additional elements
- Senior managers forum

2.4 The framework will focus on growing, improving and sharing the following skills:

- Leadership
- Commercialism
- Process review
- Project management
- Strategic partnership building/Operational partnership building
- Contract management/relationships
- Values and behaviours – challenge the status quo/creative/storytelling
- Coaching/mentoring
- Performance management
- Effective management

- Personal reflection/growth
- Customer service
- Digital awareness

2.5 Please see **Essential Reference Paper 'B'** for the management development programme

3.0 Implications/Consultations

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

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate)</i> :	<i>Priority 1: Improve the health and wellbeing of our communities</i> Residents living active and healthy lives Support our vulnerable families and individuals Communities engaged in local issues
Consultation:	Consultation has been completed with leadership team who support this programme and with Unison.
Legal:	None
Financial:	The management development programme will be funded from the Corporate Training budget 2017-2019
Human Resource:	To support the development of our managers, the programme contains a range of experiences, learning styles and approaches.
Risk Management:	None
Health and wellbeing – issues and impacts:	To support the development of our managers, the programme contains a range of experiences, learning styles and approaches.

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Management Development Framework

Background

The council 's Organisational Development strategy 2015-2019 and learning and development programme 2016 to 2018 focuses on supporting managers and employees on the transformation, culture and channel shift journey. It seeks to empower employees to challenge the status quo, be creative, be responsible and embrace modern ways of working.

A focus is to help employees with personal reflection and growth through personal development, sabbaticals, secondments, mentoring, coaching; helping individuals to identify career aspirations.

The learning and development programme focuses on three elements Core, Corporate and Personal; ensuring that learning opportunities are delivered in a variety of ways to support the different learning styles of the employees for example workshops, facilitated sessions, networking forums, work shadowing, coaching, elearning and webinars.

The new performance development review process underpins this; with new sections on identifying development needs and career aspirations.

The Digital East Herts programme's target operating model underpins the council's future design. This includes having a strong leadership and a clear direction of travel; supporting our workforce to develop digital skills and having customers at the heart of what we do.

The 21st Century Public Servant

Birmingham City council completed a study on what the skills, values and attributes the 21st century public servant will need and how can people working in public sector, get the support they need to develop those skills. This study reflects the direction the council wishes to adopt for its employees.

They concluded new roles for the public servant were:

- Entrepreneur
- Storyteller
- Resource weaver
- Networker

Underpinned by:

- Developer: increasing the sustainability, ability and flexibility of public services.

- Defender: negotiating to ensure local government is getting the most for its buck, as are its residents.
- Balancer: balancing conflicting demands, pressures and views.

The organisation of the future the study concluded is about working in partnership with the community – about being an enabler; being fluid and supportive rather than siloed and controlling and learning to work in a culture an era of austerity – taking this as the opportunity to review and change services – rethink services.

The reflective practice that will help staff to cope with these multiple challenges was seen as best supported through experience, coaching and mentoring than traditional training courses.

The 21st century public servant would be recruited and rewarded for generic skills and technical expertise – so it is important to have staff with the right attitude, ways of working (empowering, leadership, creative thinking). Careers would be fluid across public sector; so the need to recognise this through sabbaticals and secondments. It also combined publicness and commerciality; an ethos of wanting to serve the public is as important now as in the past but sense of profit motive value, having commercial skills would drive organisations forward. Commerciality was linked to better value for money and more effective contract management, both of which were felt to be strongly in the public interest.

The study concluded by recognising leadership should be dispersed throughout the organisation; given to the frontline and staff empowered to make decisions that directly affect services and customers.

Management development framework

The management development framework is designed to support our senior managers to become our future leaders, ensuring they have the right skills, knowledge and experiences to become 21st century leaders.

The framework will embed our mentoring and coaching culture and encourage our managers to build on their professional networks alongside their continual professional development; while modelling the values and behaviours of the council.

The framework includes:

1. Management development programme – core elements
2. Management development programme – additional elements
3. Senior managers forum

The framework will focus on growing, improving and sharing the following skills:

- Leadership
- Commercialism
- Process review
- Project management
- Strategic partnership building/Operational partnership building
- Contract management/relationships

- Values and behaviours – challenge the status quo/creative/storytelling
- Coaching/mentoring
- Performance management
- Effective management
- Personal reflection/growth
- Customer service
- Digital awareness

Management Development Programme April 2017- March 2019

To support the development of our managers, the programme contains a range of experiences, learning styles and approaches.

The programme is mandatory for senior managers (second tier). It is made up of both core and additional elements. The programme is expected to run over the course of two years, allowing managers the flexibility to attend sessions throughout the year.

The core sessions will be delivered using a range of methods including internal/external speakers; workshops; e-learning; networking; seminars/conferences; webinars and forums. Senior managers will be expected to participate fully and be self-motivating; exploring opportunities for the programme to cover the core sessions in liaison with HR.

Throughout the programme the senior managers will have regular engagement with the Leadership and Executive teams and will have the opportunity to demonstrate their increased knowledge and understanding.

The core and additional sessions may change during the two year programme to ensure the programme reflects the needs of the organisation and its senior managers.

Here to Help/Working together/Aiming high (core elements)

Working with Partners - working smarter with our partners to improve how we deliver our services.

Working with Contractors – contract and service management.

Walk Tall – being a 21st century public servant, characteristics, values, behaviours and attributes. Learn more about the study.

Commercial – developing the commercial skills necessary to commission services from the private and voluntary sectors. Horizon scanning, networking. Looking at various trading models.

Performance/Effective Management - analysing staff skills, abilities and creating opportunities for staff development. Introducing the GROW model of coaching – setting goals/problem solving processes.

Strategic Finance – to develop a strategic overview of the council’s financial position. Supporting managers to generate ideas/savings. Develop a good understanding of budget setting.

Political landscape – understand the political landscape; challenges local government and partners face. Political awareness. Understand democratic process.

Leadership – to embrace the changes needed to deliver government priorities and projects on time and on budget

Business Planning – business plan writing to include: marketing, market share/penetration, generating a business idea, finances, developing the business case.

Presentation/Media training – having the confidence to represent the council in front of any audience. Brand awareness/development – using social media.

Project Management/Process review –process review; project management in the real world – cross service and multi-agency working; planning the financial and time requirements and project management on a day to day basis.

Creative thinking – to look at best practices; challenge the status quo; discuss the priorities of the council and explore as a group how best to meet them.

Digital skills – to design online services based around user needs.

Values and Behaviours – how we can embed our values and behaviours in everything we do.

Adopting a Coaching Style of Leadership – learn how to be an effective coach; empowering staff to make decisions that directly affect services and customers. Recognising leadership should be dispersed throughout the organisation and given to the frontline.

Mindfulness – to increase capacity in the areas of resilience, complexity and collaboration. Mindful interventions can focus on identifying the most relevant and pragmatic tools which enable busy managers to learn new skills and develop their own mindfulness practices for the workplace and at home.

Mentoring – introducing ways in which mentoring can be beneficial to the individual and their development; learning through applied experiences and case studies.

Additional elements

The manager should include as many of these elements as possible to support their success on the programme:

- Sabbatical/secondment (internal or external)

- Job shadowing (internal or external)
- Leading a project/programme (cross cutting) internal/external
- Present at committee and/or staff briefings
- Attend a leadership team meeting – participating in debate/challenge
- Coach/mentor a member of staff
- Share expertise/knowledge to peers at senior managers quarterly meetings
- Attend seminars/conferences – share knowledge gained
- Join a network group to share best practice
- Visit another organisation to share best practice
- Professional development/CPD
- Attend a scrutiny and/or council meeting
- Attend a coaching or mentoring session(s) to identify own career aspirations
- Develop a multi-agency group to look at local issues; understand opportunities for joint approaches

Senior manager forum

Senior managers as part of the programme will be asked to establish/manage a forum where they can take a wider review of progress in delivering the corporate strategic plan; come together to share ideas and challenges; share best practice/knowledge; ask questions and use as a support network.

Senior managers will be encouraged to come together as working groups to tackle strategic and operational issues/challenges; reporting back to the leadership team.

Success

The Leadership team hope the management development programme will empower and facilitate our senior managers and through them our workforce; to deliver fantastic services, enjoy their work and be very proud of their achievements.

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 18 JANUARY 2017

REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCES MANAGEMENT STATISTICS: OCTOBER - DECEMBER 2016

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to consider the Human Resources (HR) Management Statistics for QTR 3: 1 October 2016 – 14 December 2016

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</u>
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That:

(A)	the Human Resources Management Statistics for October to December 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 December 2016 is 400. The total headcount is 357. The number of vacant posts is therefore 43 posts.

2.1.2 The established FTE as at 14 December is 342.07. The current FTE is 310.04. The number of vacant funded hours (expressed as FTE posts) is therefore 32.03.

2.2 Turnover

- 2.2.1 The turnover rates for the period 1 October – 14 December 2016 are based on the average headcount for this period (355).
- 2.2.2 The current turnover rate for the council is 10.4%; this equates to 37 leavers for the period 1 April to 14 December 2016. The projected turnover for 2016/17 is 13.9% which is above the target of 10%.
- 2.2.3 The current voluntary leaver's rate is 8.45%; this equates to 30 voluntary leavers for the period 1 April to 14 December 2016. The projected voluntary turnover for 2016/17 is 11.3% which is above the target of 7%. During the period 1 April – 14 December 2016, 4 voluntary leavers left due to retirement, 6 due to a change in career, 2 to achieve promotion, 2 due to personal reasons, 2 to relocate, 1 to undertake study, 5 due to 'other', 2 due to family reasons and 6 took voluntary redundancy.
- 2.2.4 Voluntary leavers came from various services: 5 were from Revenues and Benefits, 5 from Planning and Building Control, 4 from Legal and Democratic Services, 1 from Corporate Support, 4 from Health and Housing, 6 from Communications, Strategy and Policy, 1 from Strategic Finance and Property, 1 from Operations and 3 were former Heads of Service.
- 2.2.5 Of the 7 involuntary leavers, 6 left due to redundancy and 1 due to 'other'. This does not include Building Control staff who TUPE'd out in August 2016.
- 2.2.6 The council continues to encourage internal movement within the organisation to fill vacancies. To date, thirty four (34) vacancies have been advertised. Nine (9) posts were advertised internally only, three (3) posts externally only and twenty three (22) posts were advertised internally and externally. The posts advertised include permanent and temporary roles.
- 2.2.7 Of the thirty four (34) advertised roles, five (5) internal appointments and twenty five (25) external appointments have been made. Recruitment is still on going for four (4) 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 October – 30 November 2016. Data for the month of December was not available at the time of writing this report.
- 2.3.3 The average short-term sickness absence per FTE is currently 2.0 days overall. At the current rate the projected short-term sickness for the year is 3.0 days which is below the target of 4.5 days.
- 2.3.4 The average long-term sickness absence per FTE is currently 1.8 days overall. There were two employees on long term sick absence between 1 October and 30 November 2016. One employee remains off sick and is being supported by managers and HR. The other is back at work. At the current rate the projected long-term sickness for the year is 2.7 days which is above the target of 2 days.
- 2.3.5 The total sickness absence per FTE is currently 3.9 days. At the current rate, the projected total sickness absence for the year is 5.8 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 October – 30 November 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 October – 30 November 2016, there were 4 non reportable accidents involving employees.

2.5 Learning and Development

- 2.5.1 From 1 October to 14 December 2016 there were 14 new starters

to the council (this figure does not include internal changes and transfers). All new starters attended the corporate inductions held on 8 November and 15 December 2016. The target for attendance at Corporate Induction is 100%.

2.5.2 The Learning and Development programme for 2016/17 was approved by the HR Committee in July 2016. Events/courses held between 1 April – 14 December 2016 are as follows:

Event/Course	No of participants	Type/number of sessions held
Business Objects	8	2
First Aid at Work	11	6
Recruitment & Interview Skills	2	1
Action on Hearing Loss	9	1
Outplacement Support	4	1
Mental Health Awareness	2	1
Project Management	6	1
Business Objects	9	1
Emergency Planning	7	1
WRAP	127	6
Corporate Induction	27	3
Lone Worker	3	1
Bite Size Training (on new Absence Policy, new PDR process & updates on L&D and H&S)	97	11
Leadership Team RIPA Training and RIPA authorisation	13	1
Dementia Friends	12	2
Local Authority Challenge	7	1
Fire Marshal	39	6
Procurement	16	1
RIPA/PACE	9	1
Business Writing Training	10	1
Contract and relationship management programme	11	1
Evacuation Chair	9	1
TOTAL	438	51

2.6 Performance Management

2.6.1 It was agreed at HR Committee in July 2016 that for the 2016/17

Performance Development Review (PDR) year all services (including Revenues and Benefits) will have one annual PDR review between January and March with regular one to ones throughout the year. A report on PDR completion will be available at the next HR Committee in April 2017.

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 December 2016.

2.7.2 The Leadership Team statistics quoted refer to the Chief Executive, Directors and Heads of Service.

2.7.3 The current percentage of employees with a disability is 3.4%, which is the same as the October 2016 outturn (3.4%) and lower than the target indicator of 5%. For the Leadership Team the outturn is 0% against an indicator of 5%.

2.7.4 The percentage of Black, Asian and Minority Ethnic (BAME) employees is 4.2% which is the same as the October 2016 outturn (4.2%) and lower than the council's indicator of 4.5%. The outturn for the Leadership Team is 8.3% against an indicator of 4.5%.

2.7.5 Females make up 71.9% of the workforce. Within the Leadership Team, 50% are females, which is almost as high as the target indicator of 51%.

2.8 Policy Development

2.8.1 The following policies are currently under review:

- Probation Policy (HR Committee 18 January 2017)
- Managing Performance Policy (HR Committee 18 January 2017)
- Disturbance Allowance Policy (Local Joint Panel March 2017)
- Homeworking Policy (Local Joint Panel March 2017)
- Redeployment Policy (Local Joint Panel March 2017)

2.9 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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ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):</p>	<p><i>Priority 1: Improve the health and wellbeing of our communities</i> <i>Priority 2: Enhance the quality of people's lives</i> <i>Priority 3: Enable a flourishing economy</i></p> <p><i>HR contributes as an internal service to all three corporate priorities</i></p>
<p>Consultation:</p>	<p>Consultation is not applicable to this report as it is a quarterly management information report.</p>
<p>Legal:</p>	<p>None</p>
<p>Financial:</p>	<p>None</p>
<p>Human Resource:</p>	<p>None</p>
<p>Risk Management:</p>	<p>None</p>
<p>Health and Wellbeing:</p>	<p>The health and wellbeing of employees is monitored as part of the absence management policy and procedures</p>

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ESSENTIAL REFERENCE PAPER 'B'

	East Herts Target	Outturns as at 14 December 2016
ESTABLISHMENT		
Number of funded posts	N/A	400
Total headcount	N/A	357
Number of vacant posts	N/A	43
Established FTE	N/A	342.07
Current FTE	N/A	310.04
Vacant FTE	N/A	32.03
TURNOVER		
	% age	% age
Turnover rate - annual accumulative (all leavers as a % of the headcount)	10%	13.9%
Voluntary leavers as a percentage of employees in post	7%	11.3%
Percentage of ill health retirements	3.23%	0.00%
SICKNESS ABSENCE (outturns up to 30 November 2016)		
	Days	Days
No. of short-term sickness absence days per FTE employee in post	4.5	3.0
No. of long-term sickness absence days per FTE employee in post	2	2.7
Total number of sickness absence days per FTE employee in post	6.5	5.8
TRAINING		
	% age	% age
Percentage of new starters receiving corporate inductions	100%	100%
Percentage of employees with a training plan	100%	84%
Percentage of PDR reviews completed	100%	TBC%
Percentage of employees that have received corporate training	48.28%	59%
EQUALITIES MONITORING		
	% age	% age
Disability:		
Leadership Team members with a disability	5%	0.0%
Employees with a disability	5%	3.4%
Ethnicity:		
Leadership Team members from BAME groups	4.5%	8.3%
Employees from BAME groups	4.5%	4.2%
Gender:		
Leadership Team members who are female	51%	50.0%
Employees who are female	51%	71.9%
Part Time/Full Time:		
Employees who are part time	27%	40.3%
Employees who are part time and female	21%	36.1%
Employees who are part time and male	6%	4.2%

Notes: BAME – Black, Asian and Minority Ethnic

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MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON WEDNESDAY 30
NOVEMBER 2016, AT 2.30 PM

PRESENT: **Employer's Side**

Councillor E Buckmaster (Chairman)
Councillors L Haysey and G McAndrew

Staff Side (UNISON)

Fiona Brown
Andrew Stevenson

OFFICERS IN ATTENDANCE:

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

7 **LEADERSHIP TEAM PERFORMANCE REPORT**

The Secretary to the Employer's Side submitted a report on a proposed 360 Performance Review Process and related pay scheme. The Secretary to the Employer's Side provided a summary of the report.

The Secretary to the Staff Side confirmed that UNISON had worked closely with the Secretary to the Employer's Side on the review process and scheme and was happy with the new scheme proposed.

In response to a query from Councillor L Haysey, the Secretary to the Employer's Side confirmed that training would be given to Heads of Service on the new process.

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

RECOMMENDED - that the Leadership Team 360 Performance Review process and performance related pay scheme, as now submitted, be approved.

8 **MANAGING PERFORMANCE**

The Secretary to the Employer's Side submitted a report on a revised Managing Performance Policy. She summarised key changes which had been made to the policy to ensure consistency with the new Absence Management Policy. Following feedback from managers, the Policy had also been amended to include support for managers and holding case reviews at the end of the performance process. The Secretary to the Staff Side explained that UNISON had worked closely with the Secretary to the Employer's Side on the revised policy and was happy with the changes.

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

RECOMMENDED – that the revised Managing Performance Policy, as now submitted, be approved.

9 **LONE WORKING POLICY**

The Secretary to the Employer's Side submitted a report on a revised Lone Working Policy. She provided a summary of the key changes necessary to ensure that the policy reflected comments and current working practices.

In response to a query from the Panel Chairman, the Secretary to the Employer's Side explained that Personal Safety Devices were available to staff and how these worked. The Secretary to the Staff Side explained that there had been some issues with the safety devices and

its particular anomalies. Councillor L Haysey asked that the devices be also made available to Members and that their availability be highlighted in the Members' Information Bulletin. This was agreed.

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

RECOMMENDED – that the revised Lone Working Policy, as now submitted, be approved.

10 **PROBATION POLICY**

The Secretary to the Employer's Side submitted a report on a revised Probationary Policy. The Secretary to the Employer's Side explained that the policy had been updated to include a formal review meeting and a final review meeting and that the second review meeting stage had been reconsidered.

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

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

11 **APOLOGIES**

Apologies for absence were submitted on behalf of Councillors G Cutting and T Jackson.

12 **MINUTES**

RESOLVED - that the Minutes of the meeting held on 8 June 2016 be confirmed as a correct record and signed by the Chairman.

13 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman stated that there were no reports from the

Secretary to the Staff Side.

The meeting closed at 2.55 pm

Chairman

Date

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 18 JANUARY 2017

REPORT BY HEATH AND SAFETY OFFICER

HEALTH AND SAFETY BRIEFING

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

To receive the quarterly Health and Safety briefing report.

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	Human Resources Committee continue to receive the quarterly briefing report.

1.0 Background

1.1 In response to the council's Risk Assurance Officer and Health and Safety Officers briefing in September 2015 on the council's liabilities, risk and health and safety responsibilities; the Executive accepted an offer to receive a quarterly briefing by the Health and Safety Officer.

1.2 The Health and Safety Officer presents a report to the Leader of the Council and the Environment and Public Spaces portfolio holder. Other portfolio holders attend when required.

2.0 Report

2.1 The purpose of the quarterly briefing is to provide feedback on the performance of the contractors and the compliance and monitoring undertaken by contract managers.

2.2 To provide statistical information as detailed in **Essential Reference Paper "B"** on the number of accidents that have

occurred if any at the Council's offices, Hertford Theatre, Hillcrest Hostel and Buntingford Service Centre and those accidents reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) 2013 regulations.

- 2.3 To provide an overview of the Council's health and safety commitment, development and forward plan.

Background Papers

None

Contact Officer: Emma Freeman – Head of HR and OD
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Report Author: Peter Dickinson – Health and Safety Officer
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Peter.Dickinson@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):</p>	<p><i>Priority 1: Improve the health and wellbeing of our communities</i> <i>Priority 2: Enhance the quality of people's lives</i></p> <p><i>Health and Safety contributes as an internal service to both of these corporate priorities</i></p>
<p>Consultation:</p>	<p>Consultation is not applicable to this report as it is a quarterly briefing report for the Leader of the Council, the Environment and Public Spaces portfolio holder and other portfolio holders in attendance.</p>
<p>Legal:</p>	<p>None</p>
<p>Financial:</p>	<p>None</p>
<p>Human Resource:</p>	<p>None</p>
<p>Risk Management:</p>	<p>None</p>
<p>Health and Wellbeing:</p>	<p>Health and Safety is monitored as part of the Health and Safety monitoring and compliance policy and procedures</p>

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HEALTH AND SAFETY MONITORING AND COMPLIANCE

To report on the Council’s monitoring and contract management compliance arrangements for high risk services provided by Veolia, John O’Conner and SLM.

- To report on the monitoring inspections at Wallfields, Charrington’s House offices, Buntingford Service Centre, Hillcrest Hostel and Hertford Theatre.
- To report on health and safety initiatives and developments
- To report on the number of non-reportable and reportable accidents.

Monitoring and Inspections undertaken in past quarter

The following observations have been reported since July 2016.

Grounds Maintenance

The Health and Safety Officer spent a morning with the Grounds Maintenance Contract Compliance Monitoring Officer on the 07th October to review planned open space improvement work.

Bishops Park, Bishops Stortford – Site Improvement and Development

The Contract Compliance Monitoring Officer explained the aim to carry out improvement work to improve safety, access to the site and to improve the overall appearance and appeal.

- Access to the park and local school is currently shared by both pedestrians and vehicles
- Proposed work includes:
- Safety improvements aimed at segregating pedestrians and vehicles by creating a footpath within the boundary of the greenspace.

- Improved lighting for the footpath.
- Installing an interactive goal wall
- Boot camp run by Regiment Fitness
- Running track
- The existing car parking space is small and access and visibility needs improving, it is proposed to relocate the car park which will improve visibility and appearance.

Grange Paddocks

- Proposed footpath improvements and improvements to the visible sightline and surrounding landscaping.
- New electronic fitness play equipment
- A proper designated hardstanding for snack vehicle to park to protect the grassed area.

Buntingford Service Centre

- New led lighting units have been installed in the storage area, vehicle workshop and tipping hall. The units have a longer lifespan so will require less maintenance.

Hertford Theatre

- The Health and Safety Officer will be working with the Councils Procurement Officer and Front of House Manager to review the specification for the café/bar redevelopment and selection of furniture to ensure the process follows sound health and safety principles.

Accident, Incident and Near Misses **August 2016 - November 2016**

Summary of totals for non-reportable accidents from 1 August 2016 – 30 November 2016

General staff – East Herts Council offices

Aug - 16	Sept - 16	Oct - 16	Nov - 16	TOT
1	0	1	0	0

Leisure

Management

Contract Combined Totals for 5 pools

Aug - 16	Sept - 16	Oct - 16	TOT
17	21	13	51

Members of the public / Contractors – combined totals for visitors to all sites (excluding Hertford Theatre and Hillcrest)

Aug - 16	Sept - 16	Oct - 16	Nov - 16	TOT
1	0	0	0	0

Hertford

Theatre Non-staff

Aug - 16	Sept - 16	Oct - 16	Nov - 16	TOT
0	3	1	0	4

Accidents occurring on site – Buntingford Service Centre

Aug - 16	Sept - 16	Oct - 16	Nov - 16	TOT
0	0	0	0	0

There have been no accidents reportable under RIDDOR 2013 for the period 01.08.2016 – 30.11.2016

Corporate Health and Safety on-going programme

In the last quarter Health and Safety has accomplished the following:

- Supported Heads of Service and their teams with the preparation of Risk Assessments.
- Revised the Lone Working Policy
- Reviewed

- Worked with Human Resources colleagues to arrange fire marshall, manual handling awareness, evacuation chair and lone worker training
- Arranged training for new first aiders

Health and Safety will be focussing on the following in the next quarter:

- Continuation of premises inspections
- Contract compliance monitoring functions to include site visits to the districts car parks and multi-storey car parks will be planned to commence in January 2017
- Accompanying the area environmental inspectors to observe and monitor the importance of this role in ensuring that East Herts is a safe and clean environment.
- To accompany the area environmental inspectors undertaking inspections of parks, green spaces and play areas and equipment.
- Continue to review and revise the arrangements in the Health and Safety Policy
- Providing advice and guidance with Hertford Theatres café/bar redevelopment
- Continue to build on the successes that have been made

Further reporting will follow the risk management timetable.

Minutes of Health & Safety Committee
Room 1.11
Tuesday 26th July 2016

Present:

Adele Taylor (AT) (Chair), Peter Dickinson (PD), Trevor Smith (TS), Tracey Sargent (TSt), Paul Thomas-Jones (PTJ), Jo Vottariello (JV) (minutes)

	Action
<p>1. <u>Apologies</u></p> <p>Helen Farrell (HF)</p>	
<p>2. <u>Minutes from 26 July 2016</u></p> <p>The minutes were noted. All actions complete unless mentioned below.</p> <p>3. <u>Matters Arising</u></p> <p>3.1 Defective door being dealt with by BC.</p> <p>3.2 Security doors – TS to pick up with Helen Standen through the accommodation strategy as we may need a complete new system as they are so unreliable and reducing our security.</p> <p>3.3 Ensure these minutes get forwarded to HR committee.</p> <p>3.4 SW to ask John Earley for update on Buntingford fire bell and advise AT Mon 31 Oct.</p>	
<p>4. <u>Accident & Incident Figures</u></p> <p>a) <i>Accident & Incident themes and trends</i> NA</p> <p>b) <i>Status of First Aid, Fire Marshall – arrangements</i> Additional first aider for Buntingford is now in place which will increase resilience.</p> <p>c) <i>Lessons Learned</i></p> <ul style="list-style-type: none">• Speed hump – people avoiding driving over which defeats the object. Reminder going into connect/update.• Yellow marks on steps need re-painting. TS getting a quote to see us through the winter. Will be more expensive as the quote will be for a stronger substance more resilient to weather. TS to pick up with PG for funding.	

5. **New Regulations**

HR are currently reviewing risk assessments. Nothing new to add.

6. **Compliance reports**

a) Fire door in room 27- meeting with BC being organised to discuss.

c) Fire bell for NSL staff – no update. SW to ask John Earley to provide update on his return from leave – 31 Oct.

No further

7. **Compliant Reports (Steve Whinnett)**

Upcoming capital works :

- New LED lighting at Bunts Service Centre has been installed which is much better.
- Causeway project taking up all his time.
- No update on shelter.

8. **List of Issues (Tracey Sargeant)**

All quiet – nothing new

LTM advised if they have concerns they need to let TSt know.

9. **Items from Unison**

None to report.

10. **Health & Safety – Organised Training**

10.1 First Aid, Fire Marshal, Evacuation Chair and Manual handling training all being organised. EF to flag up to HOS at LTM.

10.2 Hertford Theatre have asked for an awareness refresher. HOS to be asked what staff they may want to attend.

10.3 Lone working and conflict resolution will soon be rolled out.

10.4 AT would like to see what H&S training is required for which posts through each service. This will try and ensure that any training needs get picked up at induction stage. PD and EF to discuss timescales and may get apprentice to assist.

PD/EF

11. **Policy Review**

a) Forward Plan

Trying to reduce paper by finding links and consolidate policies that cross over. EF and HF going through policies one by one.

PD to update review list for next meeting to look at status.

PD

b) Risk assessments

LTM asked to feedback by end of this week. PD working close with HOS to refine.

Nice to have a list of what has been updated, amended, added. PD to bring to next meeting.

PD

c) Inspections & Audit

PD has been accompanying parking with their inspections and has visited our parks and open spaces with member of the environment team.

Main issues are housekeeping – article will appear in update.

Update – review and send any comments to PD by next week then it will be sent to Linda Haysey before HRC in December.

12. Health & Wellbeing

12.1 Reception are still having difficulty with their thermal comfort. The matter will be discussed at staff forum. Will try and look at potential solutions.

PD / SW

12.2 PD is concerned for peoples postures while working at their desks and feels there should be more effort made to move out of their chairs more regularly. DSE assessments will be arranged when the re-structures have taken place for all users but will take time and moving out of their chairs.

12.3 Bins are being removed from desks which will force people to move to access a centrally located one.

12.4 Simon Barfoot wants to introduce a week of H&W doing something different each day, no date has been confirmed yet. HR will assist but do not currently have the necessary resources. Will try and include Mental health as part of the week as there is a big push to include mental health first aid in the workplace. TS suggested that people with a hidden disability could wear a different colour lanyard to identify them as such so that others are aware.

12.5 PD strongly encourages people to tidy their environments to allow better working and an workplace which conforms to our H&S standards and policies. Clear out December to be encouraged.

13. Report to Leader and Portfolio Holder (LH & GM)

13.1 A great amount of support being received from both and have commented that they like the reassurance around work being done with our contractors.

13.2 Ward Freeman Pool – housekeeping issues at last inspection. PD due to go out for an inspection with MK soon. SLM are responsible for managing. PD to ask Mark Kingsland to raise with SLM to ensure checks have been done. – JK to be made aware of any issues.

PD

13.3 Having clear out December being organised by facilities. EF to raise with LTM to encourage participation by all services.

EF

Case studies from Bens area could help encourage involvement and desired outcomes. Message to be : Could we ask each HOS to allocate time in December to have a good clear out and find the best way of doing it.

14. Key Messages for Next quarter

- Housekeeping – general tidiness of office areas
- Health & Wellbeing – getting people involved in a special week run by Simon Barfoot
- Bin removal – encourages movement and desk cleaning
- December clear out – EF will bring up at LTM

15. Health & Safety news items & prosecutions

Discussion item.

PD provided information on current PR stories. PD to produce key items page to enable lessons learnt so they are not repeated at East Herts and ensure we have the correct systems in place.

PD

16. AOB

16.1 Issues with contractos parking on pavement so pedestrians are unable to walk around. EF suggests raising as part of the accommodation strategy but PD will follow up with HOS/ Managers to tackle the offending contractors.

16.2 This was the first meeting with the new agenda. Any amendments or suggestions please let PD know.