



*Alison Stuart
Head of Legal and
Democratic Services*

MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 18 APRIL 2018
TIME : 3.30 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor C Woodward (Chairman)
Councillors P Boylan, S Bull, S Cousins, M McMullen, 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.)

Public Attendance

East Herts Council welcomes public attendance at its meetings and will provide a reasonable number of agendas for viewing at the meeting. Please note that there is seating for 27 members of the public and space for a further 30 standing in the Council Chamber on a “first come first served” basis. When the Council anticipates a large attendance, an additional 30 members of the public can be accommodated in Room 27 (standing room only), again on a “first come, first served” basis, to view the meeting via webcast.

If you think a meeting you plan to attend could be very busy, you can check if the extra space will be available by emailing democraticservices@eastherts.gov.uk or calling the Council on 01279 655261 and asking to speak to Democratic Services.

Audio/Visual Recording of meetings

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

AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes (Pages 7 - 18)

To receive the Minutes of the meeting held on 10 January 2018.

3. Declarations of Interest

To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Pay Policy Statement (Pages 19 - 34)

6. Gender Pay Gap (Pages 35 - 50)

7. Human Resources Management Statistics - Quarterly Report (Pages 51 - 70)

8. Local Joint Panel - Minutes of the meeting: 21 March 2018 (Pages 71 - 78)

Members are asked to bring with them their copy of the agenda of the Local Joint Panel meeting held on 21 March 2018.

To consider the recommendations on the matters below:

(A) *Grievance Policy - Update*

Minute 15 refers

- (B) Recruitment, Induction and Probation Policy

Minute 16 refers

- (C) Closure of Offices on Christmas Eve

Minute 17 refers

- 9. Health and Safety : Minutes 21 December 2018 (Pages 79 - 82)

To receive the Minutes of the Health and Safety Committee held on 21 December 2018.

- 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 10 JANUARY
2018, AT 3.00 PM

PRESENT: Councillor Colin Woodward (Chairman)
Councillors P Boylan, S Bull, S Cousins,
M McMullen, P Ruffles and M Stevenson

ALSO PRESENT:

Ms Watkins and Dr Weston

OFFICERS IN ATTENDANCE:

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

310 MINUTES

In respect of Minute 176 – Minutes, Councillor P Boylan referred to his suggestion for an action log so that actions requested by Members would not be lost. The Democratic

Services Officer explained that Minutes were written in accordance with the corporate format. Councillor Boylan stated that if they could not be changed, then the action should be shown as detailed within resolutions (B) and (C) of Minute 176.

In respect of Minute 177 - Equality and Diversity Annual Report 2016/17, Councillor M McMullen referred to paragraph 4 and the gender profile of employees and clarified that he had asked why this was happening.

On the same Minute, the Chairman referred to paragraph 7 and asked that comments such as “the Head of HR and Organisational Development explained the positive steps....” be listed.

Councillor P Boylan referred to the fact that 25% of staff were “exceeding expectations” on their PDRs. He asked for further information on how HR was managing that pool of talent bearing in mind the number of staff who could retire shortly.

Finally, the Chairman confirmed that the omission of Councillor M Stevenson from the attendance listing had been amended on the website and the Minutes to be signed.

RESOLVED – that (A) the Minutes of the meeting held on 4 October 2017 be confirmed as a correct record and signed by the Chairman; and

(B) the Head of Human Resources and Organisational Development’s Annual Report to the April 2018 meeting address the issue of talent management given that 25% were “exceeding

expectations" on their PDRs.

311 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed guest speakers, Dr Weston and Ms D Watkins to the meeting.

312 PRESENTATION BY OCCUPATIONAL HEALTH

A presentation was provided by Dr Weston, an Occupational Health Physician. She explained that one in four people would experience a mental health problem at some point in their lives and the impact this had on the individual, their employers and on the economy (estimated to be in the billions of pounds). Dr Weston explained the risk associated with people who were coming to work when they should not.

The speaker referred to stress and the availability of mental health information on websites (e.g. the Health and Safety Executive and ACAS). Dr Weston explained how situations needed to be managed with open and honest discussion and the legal requirements in terms of the need to evaluate risk and of the consequences of not promoting a positive mental health approach.

Dr Weston referred to the "six management standard stresses" which impacted on an individual (including management of change) and what legal assessments needed to be carried out. The Human Resources Officer assured Members that Officers followed HSE guidelines, including the HSE toolkit. Dr Weston acknowledged that an employer would not be able to address issues which related to serious mental health, but that that it could address work related stresses. She encouraged the need

to create a culture in the workplace which enabled employees to talk about mental health and for the employer to provide adequate support to returning employees including the need to make reasonable adjustments such as phased returns to work, home and flexible working arrangements.

Dr Weston referred to new training in mental health supported by the Government (mental health first aiders) and to a number of documents which were good sources of information for an employer including "Thriving at Work" written by a senior member of staff at Deloitte who had suffered a breakdown.

Dr Weston commented that she had reviewed the Council's sickness and absence records and by comparison, the Council was doing relatively well. Of particular note was the fact that the Council had a small number of staff and that one employee with a mental health issue, could have a dramatic impact on its HR statistics. She referred to the possibility of under reporting in that an employee might not be able to cope and could be off sick for a day and record this as a cold. Dr Weston suggested that the Council might wish to consider the introduction of Mental Health First Aiders and a Mental Health Policy.

The Head of Human Resources and Organisational Development explained that the Council was particularly good at supporting health and wellbeing across its services and cited, by example a new initiative, "Fresh Start", recently promoted by the Head of Housing and Health.

The Committee Chairman stated that a number of Councillors acted as champions on the Health and Wellbeing Forum which included one for Mental Health. Councillor P Ruffles sought clarification on Members'

supporting roles. The Head of Human Resources and Organisational Development explained the Council's proactive and open approach to mental health, in providing adjustments such as allowing people to work at home.

Councillor P Boylan raised the issue of under reporting of mental health issues in terms of short term sickness and return to work interviews. He asked if Officers could review the template used to capture such issues. The Human Resources Officer undertook to review this.

Councillor S Cousins referred to stress caused by abusive telephone calls, particularly for those employees working in Revenues and Benefits and sought assurances that the Council was doing all it could to ensure staff were supported. The Human Resources Officer explained the steps in place to facilitate support to staff and manage workplace stress within Revenues and Benefits (such as the "buddy" system, rotas for different types of work, phones on "hunt"). In response to a query from Councillor M Stevenson, the Human Resources Officer explained the different stress related training employees were provided with.

Councillor S Bull acknowledged the progress made in addressing stress related issues. Councillor M Stevenson sought and was provided with clarification regarding the referrals system to occupational health.

The Committee Chairman, on behalf of Members, thanked the guest speakers for their presentation and thanked Human Resources for their positive policies in managing stress in the workplace. He suggested that there was a need for a Mental Health Policy and to progress the

suggestion of Mental Health First Aiders and Champions. This was supported.

The Committee Chairman asked that the presentation slides be forwarded to the Head of Human Resources and Organisational Development for circulation to all Members.

RESOLVED – that (A) the presentation be received;

(B) the Head of Human Resources and Organisational Development be requested to circulate the presentation to all Members when available;

(C) the Head of Human Resources and Organisational Development be requested to develop a Mental Health Policy and progress initiatives in relation to Mental Health First Aiders and Mental Health Champions; and

(D) the Head of Human Resources and Organisational Development review appropriate return to work templates to ensure accurate reporting and capture of issues which might be mental health related.

At this point, there was a short recess to enable the guests to leave and allow the Human Resources Officer to set up the MyView presentation.

313 MYVIEW - PRESENTATION

The Human Resources Officer provided a presentation on the recently introduced HR software MyView. Its use and applications in relation to HR matters including the ability

to manage absence, book leave, amend personal details, submit expense claims and view online pay slips was explained. The software had been bought as a “shell” and had been designed in consultation with Stevenage Borough Council in view of the joint working relationship.

The Human Resources Officer explained that the information contained was hierarchical in that a section’s manager could only view staff working within their specific section. The Head of Human Resources and Organisational Development thanked Officers for the hard work by the team which had gone into developing the software. She explained that Officers hoped within the next 18 months, to include more information to manage issues such as training and development, the PDR process, leavers and starters, exit interviews and linking core recruitment to the website.

In response to a query from Councillor P Boylan, the Head of Human Resources and Organisational Development explained that the system would eventually be extended for Members’ use, e.g. submission of expense claims, learning and development.

The Committee Chairman, on behalf of Members, thanked Officers for their hard working in driving the initiative forward.

RESOLVED – that the presentation be received.

314 HUMAN RESOURCES MANAGEMENT STATISTICS -
QUARTERLY REPORT

The Head of Human Resources and Organisational Development submitted a report setting out management

statistics for the period 1 October 2017 to 14 December 2017. The Human Resources Officer summarised the report and highlighted a number of key areas. She referred to the current headcount of 355 which equated to 304 full time equivalent posts. It was noted that the number of vacant posts was 50.

Members were advised that the projected turnover for 2017/18 was 17.7 % against a target of 10%. The current voluntary leavers' rate was 14.4% against a projected (voluntary) turnover of 7% for 2017/18. A summary of leaver turnover, sickness absence and work related accidents, was provided. There were no reportable accidents.

The Human Resources Officer provided a summary of the Learning and Development programme for 2017/18. Clarification was sought and provided regarding those attending the retirement workshop. The Head advised that PDRs would be carried out between January and March 2018. Updates were provided in relation to equalities monitoring data up to 14 December 2017.

In response to a query from Councillor M McMullen regarding the 23.4% projected turnover in Quarter 1, the Human Resources Officer explained that the high number of leavers was as a result of re-structures in the Council, but that turnover was falling.

Councillor P Boylan commented that Members should be provided with comparative data from last year which would help identify whether there were any emerging trends in the figures as presented.

The Human Resources Officer explained that she would be

including comparative information from the start of the next financial year. The Head of Human Resources and Organisational Development stated that the Annual Report went into greater depth in terms of presenting comparative information. Councillor M Stevenson asked that the information be presented from a service viewpoint. She sought and was provided with information on how staff were encouraged to train and how this was co-ordinated.

Members noted the HR Statistics as presented.

RESOLVED – that the Human Management Statistics for the period 1 October 2017 to 14 December 2017 as now submitted, be noted.

315 LOCAL JOINT PANEL - MINUTES OF THE MEETING: 29 NOVEMBER 2017

RESOLVED – that the Minutes of the meeting held on 29 November 2017 be received.

(see also Minutes 315 to 318)

316 SOCIAL MEDIA GUIDE

The Committee considered and approved the recommendation of the Local Joint Panel meeting held on 29 November 2017 on a new Social Media Guide.

RESOLVED – that the Social Media Guide as now submitted, be approved.

(See Minute 315 above)

317 EXPENSES POLICY

The Committee considered and approved the recommendation of the Local Joint Panel held on 29 November 2017 on a revised Expenses Policy.

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

(see Minute 315 above)

318 TRAINING AND DEVELOPMENT

The Committee considered and approved the recommendation of the Local Joint Panel held on 29 November 2017 on a revised Training and Development Policy.

RESOLVED – that the revised Training and Development Policy as now submitted, be approved.

(see Minute 315 above)

319 HEALTH AND SAFETY: MINUTES

The Minutes of the Health and Safety Committee held on 28 September 2017 were submitted for information.

RESOLVED – that the Minutes of the meeting held on 28 September 2017 be received.

The meeting closed at 4.35 pm

Chairman
Date

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 18 APRIL 2018

REPORT BY INTERIM HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

PAY POLICY STATEMENT 2018/19

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- Members are invited to recommend to Council, approval of the Pay Policy Statement 2018/19.

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	the Pay Policy Statement 2018/19 be recommended for approval to Council

1.0 Background

1.1 A pay policy statement is required to be produced annually under sections 38 of the Localism Act. Regard is to be had to guidance section 40 from the Secretary of State in producing this statement.

1.2 A pay policy statement for a financial year must set out the Authority's policies for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest paid employees

- the relationship between chief officers remuneration and that of other officers

1.3 “Remuneration” for the purposes of this statement includes three elements:

- basic salary
- pension
- all other allowances arising from employment

1.4 The objectives of the report are to:

- (a) ensure a capable and high performing workforce;
- (b) ensure simplicity, clarity and fairness between employees and between the council and the community;
- (c) differentiate between remuneration and other employee related expenses.

2.0 Report

2.1 The Pay Policy Statement 2018/19 can be found at **Essential Reference Paper “B”**.

3.0 Implications/Consultations

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

Background Papers - none

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (<i>delete as appropriate</i>):	Priority 1 – Improve the health and wellbeing of our communities Priority 2 – Enhance the quality of people's lives Priority 3 – Enable a flourishing local economy
Consultation:	N/A
Legal:	Approved by LT
Financial:	None
Human Resource:	Approved by LT
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	<i>No</i>

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Pay Policy Statement 2018/2019 April 2018

Introduction

A pay policy statement is required to be produced annually under Section 38 of the Localism Act 2011. Guidance from the Secretary of State will be taken into account when producing this statement.

Any decision under powers delegated in the council's Constitution with regard to remuneration between 1 April 2018 to 31 March 2019 will be bound by and must comply with this statement.

This statement supports the requirements under the Local Government Transparency Code to publish data on Senior Salaries and Pay Multiple.

The Head of Human Resources and Organisational Development must be consulted prior to any decision impacting on remuneration to ensure compliance with this pay policy statement.

Scope

This statement sets out the council's policy with regards to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers' remuneration and that of other officers

"Remuneration" for the purposes of this statement includes three elements:

- basic salary
- pension
- all other allowances arising from employment

"Chief Officers" covers more than the council's usual definition for the purposes of this statement.

The council's constitution regards the following as its "Chief Officers"

Chief Executive

Director (2) (as at April 2018 one vacant post)

Statutory officer roles (Head of Paid Service; S151 Officer; Monitoring Officer)

There is a statutory requirement that for the purposes of producing this statement the following posts (Leadership Team) be covered by the policy statement as well as the above posts and statutory roles.

Head of Human Resources and Organisational Development
Head of Strategic Finance and Property (S151 Officer)
Head of Legal and Democratic Services (Monitoring Officer)
Head of Shared Revenues and Benefits Service
Head of Operations
Head of Communications, Strategy and Policy
Head of Housing and Health
Head of Planning and Building Control

In this policy statement the term “Chief Officers” refers to the Chief Executive and two Directors’ roles in that where there are any differences in terms of the policy it is between this group and all other employees.

This policy statement applies to all Council employees, but not to other workers such as casuals, agency workers, etc.

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

Objectives

East Herts Council recognises the importance of having a clear written policy statement on pay in order to ensure that employees are fairly rewarded and there is proper public accountability.

In respect of Chief Officers and all other employees the council’s policy is to set remuneration sufficient to attract and retain adequately experienced, trained and qualified individuals to deliver the council’s priorities.

The council aims to be transparent on pay to its employees, prospective employees and the wider community and uses and maintains an effective job evaluation system and procedures to provide equity and consistency in pay, whilst adhering to the basic principles of the national Local government single Status pay agreement.

Remuneration subject to national and local determination

The council is a member of the Local Government Employers’ Association for national collective bargaining in respect of Chief Officers and other employees.

Changes from national negotiations generally take effect from 1 April each year and are retrospective to 1 April if agreements are finalised after 1 April. It is the council’s policy to implement national agreements.

The Chief Executive and Directors are under the JNC conditions of service including pay. All other employees are under the NJC national agreement on pay and conditions of service.

The national pay award for April 2018 has not been agreed at the date of this document's publication.

General Pay Policy

All employees other than Chief Officers have their basic pay determined by a job evaluation scheme to ensure that different jobs which have the same value are paid on the same grade. Most pay grades have 6-8 spinal column points (increments).

The Chief Executive is paid a fixed spot salary with no set incremental progression. Performance is measured through the Leadership Team 360° performance review process.

Heads of Service and Directors' progression through the pay range and scale points is based on performance (measured through the LT 360° performance review process) rather than by annual increments.

Directors are paid on incremental scale points between a pay range of £75,750 - £90,658 base pay (pay award pending), with set incremental progression.

All employees other than Chief Officers currently become eligible for a 2% Local Award in addition to basic pay on completion of 3 years satisfactory service.

Basic pay is calculated on a pro-rata basis for part-time employees.

Setting Salaries

For the posts of

Chief Executive
Director (2)

The council will use robust recruitment processes when making an appointment to these roles, ensuring the best candidate for the role is appointed. In determining the appropriate salary, market testing and bench marking from peer authorities will be considered.

Pay ceilings

For 2018/19 the basic pay ceiling for Chief Executive post will be £107,010 per annum (including an additional payment for Head of Paid Service) subject to the pending national pay award 2018.

The basic pay ceiling (i.e. including additional payments, salary protection and professional fees where appropriate) for Director posts will be £95,000. As noted above national agreed pay settlements will be applied. For other posts covered by this statement the pay ceiling for grade 13 will be

Post	£
Head of Legal and Democratic Services	*68,631
Head of Human Resources and Organisational Development	68,631
Head of Strategic Finance and Property	68,631
Head of Operations	68,631
Head of Housing and Health	68,631
Head of Communications, Strategy and Policy	68,631
Head of Planning and Building Control	68,631
Head of Shared Revenue and Benefits Service	68,631

(figures shows are subject to National Pay Award – pending)

Head of Shared Revenues and Benefits Service post receives 10% of base salary per annum for shared services role.

Pay floor

The pay floor is the remuneration of the lowest paid employees. “Lowest paid” is defined as the average pay of employees paid on grade 1/2. Grade 1/2 are the lowest grades paid by the council. This year the figure is 0.86% (3 part-time employees) of the council’s employees. Where any employee is less than full time their pay is multiplied up to full time and the aggregate full time equivalent pay for the group divided by three to determine the average.

As at January 2018 this average was £17,772 per annum (full time).

The council will not pay basic pay less than the amount applicable to the bottom point of the national pay scales as agreed from time to time by the Local Government Employers (apprenticeships are excluded). Employees in this group will be entitled to all other benefits – local weighting, local allowance (2%), pension, redundancy as all other employees.

Pay multiples

The council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts.

In terms of overall remuneration packages the council’s policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities but not to differentiate on other allowances, benefits and payments it makes.

The council would not expect the remuneration of its highest paid employee to exceed 10 times that of the lowest group of employees. In the case of East

Herts Council, the pay of the Chief Executive is 6.02 times the value of the lowest paid employee (calculated using current salaries at 1st April 2018).

The council is working towards and is committed to paying the National Living Wage by 2020.

Heads of Service reporting to Chief Executive are paid basic salaries in a range of £54,474 to £68,631. There are eight such posts.

Pay ranges are as follows as set on 1 April 2017

Grade	Minimum £	Maximum £	Median £	Median on all elements of remuneration *	Number of employees in the grade band **
1/2	15,014	17,772	15,807	16,708	0.70
3	16,781	20,138	17,772	18,712	37.80
4	17,772	21,962	19,430	20,404	16.55
5	20,138	24,964	21,962	22,986	87.27
6	21,962	27,668	24,174	25,242	23.91
7	24,964	30,785	27,668	28,806	35.89
8	29,323	33,437	30,785	31,986	17.95
9	30,785	35,444	32,486	33,721	30.45
10	36,379	41,025	38,237	39,587	22.99
11	38,237	42,899	40,057	41,443	6.57
12	42,899	53,094	48,277	49,828	8.86
13	54,474	68,631	60,365	62,157	7.00
Directors	75,750	90,658	88,708	N/A	2.00
Total					297.94

* median point plus all elements of remuneration by grade which includes local weighting and 2% Local Award.

** Full Time Equivalent (excludes Casual staff)

The Apprenticeship rate is £4.00 per hour for the first year and £4.50 per hour for the second year of the scheme.

Additional payments and Variations

Additional Payments

The council's policy is to not pay any form of "signing on" fee or incentive payment when recruiting. Exceptions may occasionally be agreed for hard to recruit posts.

The posts designated as the council's S151 Officer, Monitoring Officer and Head of Paid Service will receive a payment of £5,000 per year. No officer will receive more than one additional payment.

Acting Up and Honorarium payments

The council will ensure that acting up and honorarium payments are paid in a fair and consistent manner across the council.

Acting up payments can be made when an employee undertakes either some or all of the duties of a senior post, for a continuous period of four weeks or more (payment will then be backdated to the beginning of the cover).

Acting up payments do not apply for periods of less than four weeks or when an employee is providing cover for another employee's annual leave

Honorarium payments can be made where an employee has completed an important project or produced major work output to a high standard that is significantly above and beyond the scope of their normal duties, for significant additional duties not commensurate with the employee's current job description/grade or for work which is exceptionally onerous (e.g. difficult and/or demanding situations or working to extremely tight timescales).

Honorarium payments do not apply where additional work undertaken is of a like nature to the individual's existing job description; for project work or tasks that are an expected part of the employee's job role; for work above and beyond the employee's contracted hours.

Permanent changes to job roles should be dealt with through the job evaluation process.

The Head of Service with advice from the HR service have the responsibility for implementing and monitoring these arrangements.

Professional fees and subscriptions.

The council will meet the cost of a legal practicing certificate for all those employees where it is a requirement of their employment. No other professional fee or subscription is paid.

Market Supplements

Market supplements are only paid in exceptional circumstances where several attempts have been made to recruit and usual recruitment processes have not resulted in an appointment. Market rate will be established by reference to soft market testing, external advice and dialogue with peer authorities.

Pension

Pension provision is an important part of the remuneration package.

All employees (except those employees over the age of 75) may join the local government pension scheme. The scheme is a statutory scheme with contributions from the employee and from the employer.

All employees will automatically be enrolled into the LGPS pension scheme unless the contract of employment is less than 3 months' duration, although the employee does have the option to 'opt in'.

For more comprehensive details of the local government pension scheme see: <https://lgpsmember.org>

Neither the scheme nor the council adopt different policies with regard to benefits of employees, the same terms apply to the Chief Officers and other employees.

East Herts Council as an employer is under a legal duty to prepare and publish a written statement of its policy relating to certain discretionary powers under the Regulations which apply to the Local Government Pension Scheme ("the LGPS"). The scheme provides for the exercise of discretion that allow for retirement benefits to be enhanced. The council will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees. The Policy on Exercise of Employer Discretions reaffirms this in respect of Chief Officers and other employees.

The pension scheme provides for flexible retirement. In applying the flexible retirement provision no distinction is made between the Chief Officers and other employees. The scheme requires that a minimum permanent reduction in working hours of 25% is made and/or there is a reduction in grade and that any consequential payments to the pension fund are recoverable in three years with the discretion to extend the three years in exceptional circumstances. The council's Human Resources Committee will consider requests from a Chief Officer and Chief Executive will consider requests from other employees.

Annual Leave

Annual leave entitlement is related to both an individual employee's spinal column point and length of continuous service in local government.

The council awards five days additional annual leave for employees that reach five years' local government service.

Spinal Column Point (SCP)	Annual leave entitlement	Annual leave entitlement after 5 years in continuous local government service
6 - 21	22 days	27 days
22 - 28	24 days	29 days
29 - 31	26 days	31 days
32 - 34	27 days	32 days
35 - 64	28 days	33 days

Annual leave entitlement is calculated on a pro-rata basis for part-time employees.

Occupational Sick Pay

Entitlement to sick pay is related to continuous service, measured in complete months or years at the start of the period of absence. Any previous absences in the twelve months before the start of any absence are deducted from the entitlement.

Entitlement to sick pay is in accordance with the provisions of the NJC for Local Authorities, as follows:

During 1st Year	1 month's full pay and (after completing 4 months service) 2 months half pay
During 2nd Year	2 months full pay and 2 months half pay
During 3rd Year	4 months full pay and 4 months half pay
During 4th and 5th Year	5 months full pay and 5 months half pay
After 5 Years	6 months full pay and 6 months half pay

Expenses

The council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events in accordance with the council's Expenses policy. The council does not regard such costs as remuneration but as non pay operational costs. This policy is applied consistently to Chief Officers and other employees.

The council pays car mileage in accordance with HMRC approved rates which are the same for Chief Officers and other employees. The current rates are:

Mileage	HMRC Rates
Car* (first 10,000 business miles per annum)	45p per business mile
Car (after 10,000 business miles per annum)	25p per business mile
Electric Car Rate	20p per business mile**
Motorcycle Rate	24p per business mile
Bicycle Rate	20p per business mile
Passenger Rate (employee/member)	5p per passenger per mile

*A Hybrid car falls under the Car HMRC rate of 45p per business mile.

**HMRC does not currently provide an electric car rate/so the rate has been based on the bicycle rate.

Redundancy payments and payments on termination

The council has a single redundancy scheme which applies to all employees without differentiation. The council does not provide any further payment to employees leaving the council's employment other than in respect of accrued leave which by agreement is untaken at the date of leaving.

The redundancy payment is based on the length of continuous local government service which is used to determine a multiplier of 2.6 which is then applied to actual pay. Details of the full scheme can be found in the council's Redundancy Policy.

Where termination of employment is subject to a settlement agreement that agreement may include a negotiated payment in exchange for which the employee undertakes not to pursue claims against the council.

Future appointments

In the event of a vacancy, Chief Officer or other employee the arrangements set out above in regards to pay will apply in respect of permanent appointments.

Publication and access to information

The publication of and access to information relating to remuneration of Chief Officers' is set out in this document and published on the council's website.

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 18 APRIL 2018

REPORT BY THE INTERIM HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

GENDER PAY GAP

WARD(S) AFFECTED: None

Purpose/Summary of Report

- Members are invited to consider the council's gender pay gap report

<u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	The Council's gender pay gap report 2017 be noted

1.0 Background

1.1 In 2017 the government introduced legislation that made it statutory for organisations with 250 or more employees to report on their gender pay gap by 30 March 2018 and annually thereafter.

1.2 The data the council is required to provide includes mean and median pay gaps; mean and median bonus gaps; the proportion of male and female employees who received bonuses; and the proportion of male and female employees in each pay quartile.

1.3 The gender pay gap shows the difference in average pay

between all men and women in the workforce. The gender pay gap is different from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

2.0 Report

2.1 The council's gender pay gap report for 2017 can be found at **Essential Reference Paper 'B'**. This was published on both the council and government websites on 14 March 2018.

2.2 As can be seen in the report, the council's mean gender pay gap is 8.46% and the median gender pay gap is 16.96%. There is no bonus pay gap as the council does not make bonus payments.

2.3 The council's gender pay gap compares favourably with that of the UK as a whole as well as within the public sector. The gender pay gap for all employees (full and part-time) in the UK in 2017 was 17.4% (mean) or 18.4% (median) while in the public sector it is 17.7% (mean) or 19.4% (median).

2.4 We are confident that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. The council is in an unusual position in that the gender pay gap is not due to less women working in more senior roles than men but because at the lower grades there is a much higher percentage of women than men.

2.5 71% of the council's workforce is female so women outnumber men in every pay quartile. However, the fact that there is a greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles, has an impact on our gender pay gap. If the council were to employ more men in the lower pay quartiles,

while keeping the overall number of staff constant, this would act to reduce the gender pay gap.

- 2.6 As a result the council has prioritised the following areas for action:

Recruitment

We will explore how we can attract more men into the council to create a more even gender balance, given that we have more women than men at every level of our organisation, including the leadership team.

Flexible working

We will continue to actively encourage flexible working across the council, in every role, at every level, to ensure that employees have the opportunity to balance their career aspirations with caring responsibilities.

Breaking down gender stereotypes

We will try to dispel gender stereotypes about traditionally “male” or “female” areas of work within the council, for example by promoting positive case studies within the council and through working with local secondary schools regarding career opportunities.

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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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	Priority 1 – Improve the health and wellbeing of our communities Priority 2 – Enhance the quality of people's lives Priority 3 – Enable a flourishing local economy HR contributes as an internal service to all three corporate priorities
Consultation:	The gender pay gap report was sent to UNISON and Leadership Team for information.
Legal:	In 2017 the government introduced legislation that made it statutory for organisations with 250 or more employees to report on their gender pay gap by 30 March 2018 and annually thereafter.
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	No

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Essential Reference Paper


East Herts Council - Gender Pay Gap Report

Published 14 March 2018



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Introduction

In 2017 the government introduced legislation that made it statutory for organisations with 250 or more employees to report on their gender pay gap by 30 March 2018 and annually thereafter.

The data the council is required to provide includes mean and median pay gaps; mean and median bonus gaps; the proportion of male and female employees who received bonuses; and the proportion of male and female employees in each pay quartile.

The gender pay gap shows the difference in average pay between all men and women in the workforce. The gender pay gap is different from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

This is East Herts Council's report for the required snapshot date of 31 March 2017.

The figures set out in this report have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Gender Pay Gap Analysis

Tables 1.0 and 2.0 below show that the council's mean gender pay gap is 8.46% and the median gender pay gap is 16.96%. There is no bonus pay gap as the council does not make bonus payments.

Table 1.0 Gender pay and bonus gap

Difference between men and women	Mean (Average)	Median (Middle)
Gender Pay Gap	8.46%	16.96%
Gender Bonus Gap	0%	0%

Table 2.0 Proportion of employees receiving a bonus

Proportion of employees receiving a bonus	
Men	0%
Women	0%

The council is committed to the principle of equal opportunities and equal treatment for all employees. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other protected characteristic). As such, we have a pay and grading structure agreed with Unison; have a published pay policy statement; evaluate all jobs using the HAY job evaluation method; and carry out equal pay audits at regular intervals.

The council is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

The council's gender pay gap compares favourably with that of the UK as a whole as well as within the public sector. The gender pay gap for all employees (full and part-time) in the UK in 2017 was 17.4% (mean) or 18.4% (median) while in the public sector it is 17.7% (mean) or 19.4% (median) (Office for National Statistics (ONS), 2017). At 8.46% (mean) and 16.96% (median), the council's gender pay gap is therefore lower than the UK as a whole and the public sector.

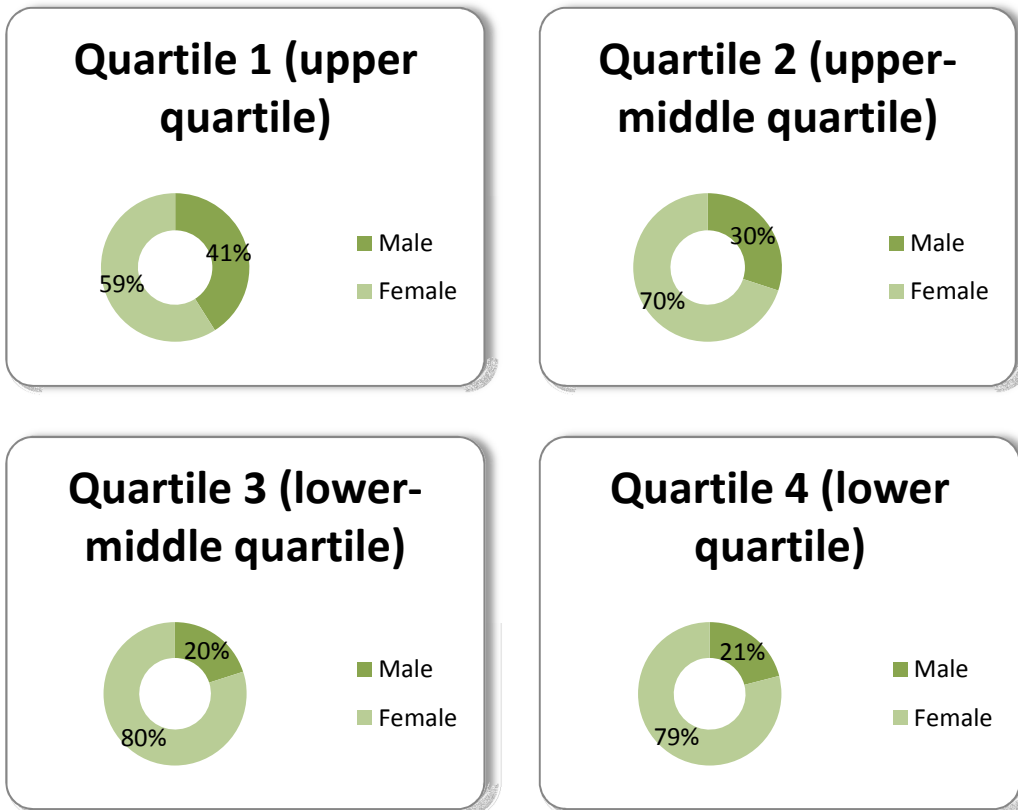


Figure 1.0 Pay quartiles by gender

Figure 1.0 above depicts pay quartiles by gender. This shows the council’s workforce divided into four equal-sized groups based on hourly pay rates, with Q1 including the highest-paid 25% of employees (the upper quartile) and Q4 covering the lowest-paid 25% (the lower quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each quartile.

Given that 71% of the council’s workforce is female, women outnumber men at every quartile. However, the fact that there are a greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles, this has an impact on our gender pay gap. Over half of women (140) were in roles in the lower and lower-middle pay quartiles and 114 women were in the upper-middle and upper pay quartiles. This compares with 37 men in the lower and lower-middle pay quartiles, and 63 men in the upper middle and upper pay quartiles.

It is positive news that there is a higher percentage of women than men in the upper quartiles and this is echoed by the council’s leadership team, which is 75% female. However, males at the council are underrepresented at the lower grades whereas

women are fairly evenly spread across all of the grades (Figure 2.0 below shows the breakdown of men and women at each grade). If the council were to employ more men in the lower pay quartiles, while keeping the overall number of staff constant, this would act to reduce the gender pay gap.

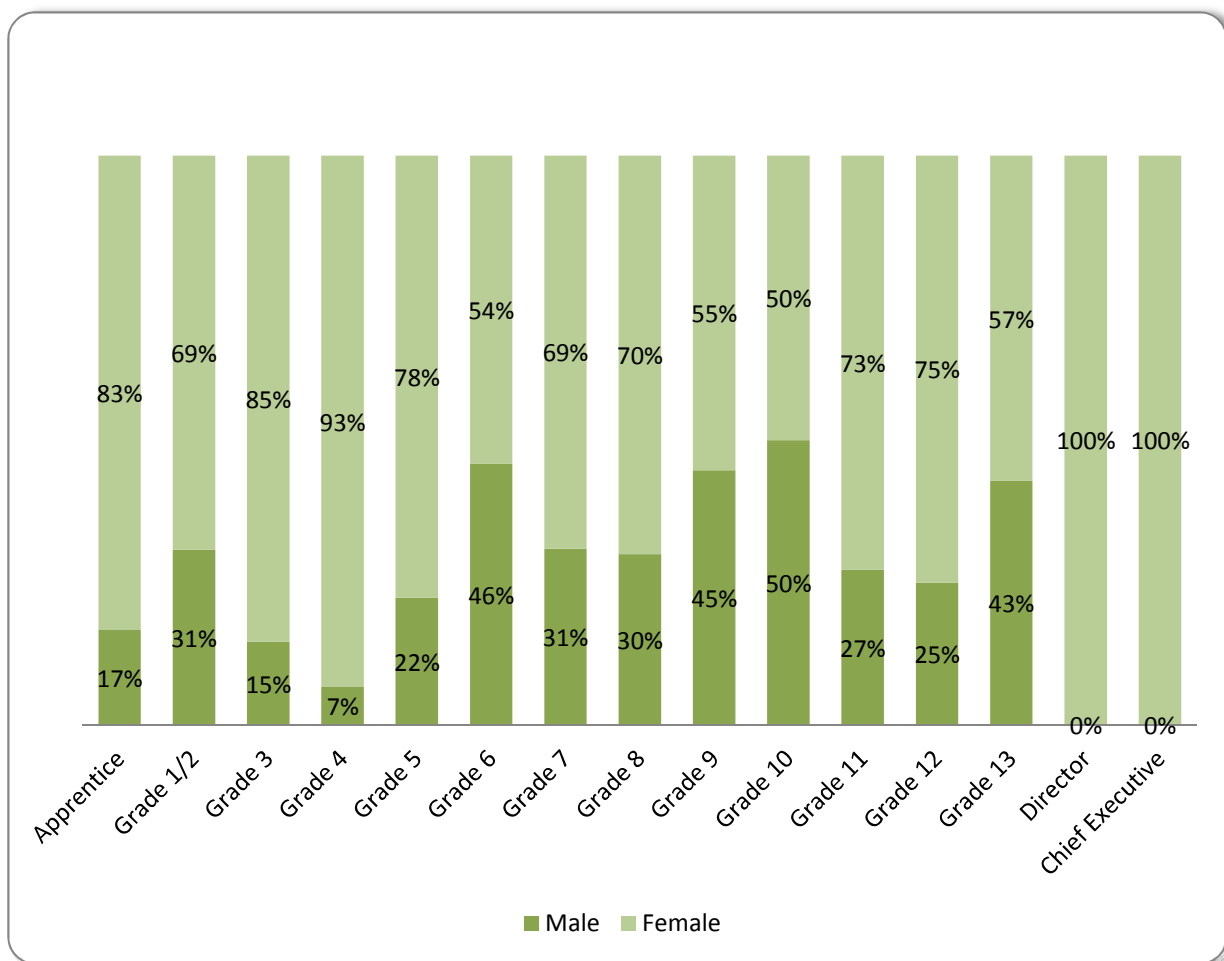


Figure 2.0 Percentage of male and female employees at each grade

Across the UK as a whole, men are more likely than women to be in senior roles, while women are more likely than men to be in front-line roles at the lower end of the organisation. In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children.

The high proportion of women and low proportion of men in the lower and lower-middle quartiles is reflective of the type of roles typically found in these quartiles. The lower and lower-middle quartiles are made up of employees in jobs at Grade 1/2 up to Grade 5. Roles at these grades tend to be more administrative in nature and

examples include Business Support Officers, Customer Service Advisors and Revenues/Benefits Officers. ONS (2018) report that women have the highest employment share (75%) in caring, leisure and other service occupations.

Women are more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid. ONS (2018) report that between the ages of 30 to 49 more than 90% of men's jobs are full-time whereas women are less likely to work full-time, with only 61.1% and 57.6% of women's jobs being full-time between the ages of 30 – 39 and 40 to 49 respectively. This is linked to the average age of first-time mothers being 28.8 years and women having a preference for part-time employment when re-joining the labour market, with 65.5% of mothers seeking part-time work (ONS, 2018).

Table 3.0 below shows that 44% of women at the council are working part-time compared to just 14% of men. Table 4.0 below shows that women are working part-time across grades 1/2 to 11 but that for the very senior roles (grade 12 upwards) they are all full-time. As can be seen from Table 4.0, there are more women working part-time in the lower grades than the higher grades. The high proportion of women working part-time at the council reflects the council's Flexible Working and Family Friendly policies which support employees who have caring responsibilities to work flexibly. The lower number of men working part-time across all grades compared to women is likely to be due to women being more likely to be primary carers than men.

Table 3.0 Percentage of men and women part-time overall

Percentage of men and women part-time overall	
Men	14%
Women	44%

Table 4.0 Number and percentage of men and women part-time at each grade

Grade	No. of women who are part-time in this grade	Total no. of women in this grade	% of women who are part-time in this grade	No. of men who are part-time in this grade	Total no. of men in this grade	% of men who are part-time in this grade
Apprentice	0	5	0%	0	1	0%
Grade 1/2	1	9	11%	1	4	25%
Grade 3	23	41	56%	4	7	57%
Grade 4	8	14	57%	1	1	100%
Grade 5	41	80	51%	3	23	13%
Grade 6	1	13	8%	1	11	9%
Grade 7	13	29	45%	2	13	15%
Grade 8	7	14	50%	0	6	0%
Grade 9	10	21	48%	0	17	0%
Grade 10	4	10	40%	1	10	10%
Grade 11	4	8	50%	1	3	33%
Grade 12	0	3	0%	0	1	0%
Grade 13	0	4	0%	0	3	0%
Director	0	2	0%	0	0	N/A
Chief Executive	0	1	0%	0	0	N/A

Closing the gap

While the council's gender pay gap compares favourably with that of organisations both across the whole UK economy and within the public sector, the council is not complacent and it is committed to trying to reduce the gap. The council is in an unusual position in that the gender pay gap is not due to less women working in more senior roles than men but because at the lower grades there is a much higher percentage of women than men.

The council has prioritised the following areas for action:

Recruitment

We will explore how we can attract more men into the council to create a more even gender balance, given that we have more women than men at every level of our organisation, including the leadership team.

Flexible working

We will continue to actively encourage flexible working across the council, in every role, at every level, to ensure that employees have the opportunity to balance their career aspirations with caring responsibilities.

Breaking down gender stereotypes

We will try to dispel gender stereotypes about traditionally "male" or "female" areas of work within the council, for example by promoting positive case studies within the council and through working with local secondary schools regarding career opportunities.

Statement

I, Liz Watts, Chief Executive of East Herts Council, confirm that the information in this statement is accurate.

Signed

Date

14 March 2018

References

Office for National Statistics (ONS), 2017. *Annual Survey of Hours and Earnings: 2017 provisional and 2016 revised results* [online] Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2017provisionaland2016revisedresults>

Office for National Statistics (ONS), 2018. *Understanding the pay gap in the UK* [online] Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/understandingthegenderpaygapintheuk/2018-01-17>

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 18 APRIL 2018

REPORT BY THE INTERIM HEAD OF HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCE MANAGEMENT STATISTICS:
JANUARY - MARCH 2018

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 4 (1 January – 14 March 2018)

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE

That:

(A)	the HR Management Statistics for Quarter 4 (1 January to 14 March 2018) be noted
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Background

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

Report

1. Establishment and Recruitment

1.1 The number of funded posts as at 14 March 2018 is 395. The total headcount is 345. There are therefore 50 vacant posts.

- 1.2 The established FTE as at 14 March is 346.78 posts. The current FTE is 301.44. The number of vacant funded posts (expressed as FTE posts) is therefore 45.34.
- 1.3 The council continues to encourage internal movement within the organisation to fill vacancies. To date, 61 vacancies have been advertised. Of those, 17 posts were advertised internally only and 44 posts were advertised internally and externally simultaneously. The posts advertised include permanent and temporary roles.
- 1.4 Of the 61 advertised roles, 20 internal and 20 external appointments have been made. For the remaining 21 vacancies, recruitment is either ongoing or the posts have been put on hold pending review.

2. Staff Turnover

This section analyses staff turnover for Quarter 4 (1 January to 31 March 2018).

2.1 Summary

- 2.1.1 There were 7 leavers in Quarter 4 giving a turnover rate of 2% for the period. There were 6 voluntary leavers and 1 involuntary leaver.
- 2.1.2 The turnover rate for the whole year (1 April 2017 – 31 March 2018) is 14.9% which is above the target of 10%. There were a total of 52 leavers during the year.
- 2.1.3 High turnover is not uncommon when an organisation has gone through a period of restructures and changing work practices. Projected Turnover has however continued to fall throughout the year as can be seen in Table 1 below.

Table 1 – Projected Turnover for 2017/18 as at the end* of each quarter

Quarter	Projected Turnover (TARGET = 10%)
As at end of Quarter 1* (April – June)	23.4%
As at end of Quarter 2* (July – September)	21.9%
As at end of Quarter 3* (October – December)	17.7%
As at end of Quarter 4 (January – March)	14.9% (ACTUAL)

* Due to the timings of these reports, data can only be provided up to the 14th of the last month of each quarter with the exception of Quarter 4 which includes data the whole of the last month.

2.2 Voluntary Staff Turnover

- 2.2.1 There were 6 voluntary leavers in Quarter 4 giving a voluntary turnover rate of 1.7% for the period.
- 2.2.2 The voluntary turnover rate for the whole year (April 2017 – March 2018) is 12.3% which is above the target of 10%. There were a total of 43 voluntary leavers during the year.
- 2.2.3 Voluntary turnover has however continued to fall throughout the year as can be seen in Table 2 below.

Table 2 – Projected Voluntary Turnover for 2017/18 at the end* of each quarter

Quarter	Projected Voluntary Turnover (TARGET = 7%)
As at end of Quarter 1* (April – June)	20.5%
As at end of Quarter 2* (July – September)	18.7%
As at end of Quarter 3* (January – December)	14.4%
As at end of Quarter 4 (January – March)	12.3% (ACTUAL)

* Due to the timings of these reports, data can only be provided up to the 14th of the last month of each quarter with the exception of Quarter 4 which includes data the whole of the last month.

Reasons for leaving (voluntary leavers)

2.2.4 Table 3 below shows the reasons that voluntary leavers gave for leaving between 1 April 2017 and 31 March 2018.

2.2.5 The main reason for leaving was for a change in career (21% of all voluntary leavers) followed by retirement (16%).

Table 3 – Reasons for Leaving (voluntary leavers between 1 April 2017 – 31 March 2018)

Reason for leaving	Number of leavers	Percentage of Voluntary Leavers*
Change in Career	9	21%
Retirement	7	16%
Achieve promotion	6	14%
Relocation	5	12%

Other**	5	12%
Personal Reasons	4	9%
Family Responsibilities	3	7%
Undertake Study	2	5%
Voluntary Redundancy	2	5%

* Rounding of figures may mean percentages do not total 100%

** Of those leavers stating 'other' as the reason for leaving, 4 did not provide further explanation why they were leaving and 1 stated they were moving to another local authority.

Leavers by Service Area (voluntary leavers)

2.2.6 Table 4 below shows voluntary leavers by Service Area between 1 April 2017 and 31 March 2018.

2.2.7 The service with the highest number of leavers was Housing and Health (10 leavers) followed by Planning and Building Control (7 leavers). Both services restructured in April/May 2017.

Table 4 – Voluntary leavers by Service Area (1 April 2017 - and March 2018)

Service	Number of leavers
Strategic Finance and Property	3
Communications, Strategy and Policy	4
Corporate Support	2
Housing and Health	10
Legal and Democratic Services	4
Planning and Building Control	7
Revenues and Benefits	6
Leadership Team	2
Operations	6

2.3 Involuntary Staff Turnover

- 2.3.1 There was 1 involuntary leaver in Quarter 4 giving an involuntary turnover rate of 0.3% for the period.
- 2.3.2 The involuntary turnover rate for the whole year (April 2017 – March 2018) is 2.5%. There were a total of 9 involuntary leavers during the year.

Reasons for leaving (involuntary leavers)

- 2.3.3 Table 5 below shows the reasons for leaving for involuntary leavers between April 2017 and March 2018.

Table 5 – Reasons for Leaving (involuntary leavers) between 1 April 2017 and 31 March 2018

Reason for leaving	Number of leavers	Percentage of Involuntary Leavers*
Transferred to North Herts council as a result of the Shared Waste project	3	33%
Redundancy	3	33%
End of Contract	2	22%
Dismissal	1	11%

* Rounding of figures may mean percentages do not total 100%

Leavers by Service Area (involuntary leavers)

- 2.3.4 The services that involuntary leavers worked in has not been included due to the small numbers and the risk of identifying individuals.
- 2.3.5 Turnover will be analysed in more detailed in the Annual Turnover Report 2017/18 which will be submitted to the July HR Committee.

3. Sickness Absence

- 3.1 Sickness Absence is divided into short and long-term sickness.

Long term sickness absence is consecutive sickness absence for 28 calendar days plus.

- 3.2 The table below shows absence data for the period 1 April 2017 – 28 February 2018.
- 3.3 Data for the month of March was not available at the time of writing this report.
- 3.4 The absence data has been produced using the new HR and Payroll system and therefore may be subject to change following a data audit.
- 3.5 Projected short term absence has increased from 2.9 days in Quarter 3 to 3.1 days in Quarter 4 however it remains under the target (4.5 days). Projected long term absence has increased from 2.7 days in Quarter 3 to 3.3 days in Quarter 4 and remains over the target of 2 days. Projected total absence has increased from 5.5 days in Quarter 3 to 6.4 days in Quarter 4 however it remains under the target (6.5 days).

Number of FTE days absent per FTE for the period 1 April 2017 – 28 February 2018

	Target	Q1	Q2	Q3	Q4
Short term absence per FTE to date		0.4	0.9	1.9	2.9
Projected Short Term absence	4.5	2.6	2.3	2.9	3.1
Long Term absence per FTE to date		0.7	1.5	1.8	3.0
Projected Long Term absence	2	4.0	3.7	2.7	3.3
Total absence per FTE to date		1.1	2.5	3.7	5.9

Projected Total Absence	6.5	6.6	6.0	5.5	6.4

Figures may have been rounded up

Q1 – absences between 1 April and 31 May 2017

Q2 – absences between 1 April and 31 August 2017

Q3 – absences between 1 April and 30 November 2017

Q4 – absences between 1 April 2017 and 28 February 2018

Under target Over target

4. Work-related accidents

- 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.
- 4.2 The report now includes statistics from the swimming pools from the leisure services contractor, Sport and Leisure Management.
- 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).
- 4.4 During the period 1 January – 28 February 2018 there were no reportable accidents involving employees.
- 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.
- 4.6 During the period 1 January – 28 February 2018, there was 1 non-reportable accident involving employees (includes swimming pools).

5. Learning and Development

5.1 From 1 April to 14 March 2018 there were 42 new starters to the council (this figure does not include internal changes and transfers). All new starters have attended a corporate induction. The target for attendance at Corporate Induction is 100%.

5.2 The Learning and Development programme for 2017/18 was approved by the HR Committee in January 2017. Events/courses held between 1 April and 14 March 2018 are as follows:

Event/Course	No of participants	Type/number of sessions held
Corporate Induction	41	6
Out of Hours Duties	11	1
Essential Training and Development	3	2
Developing a Commercially Aware Organisational Culture	1	1
Communicating with Confidence and Assertiveness	2	1
Building Political Awareness and sensitivity	1	1
Emoquo - Management Development Training	20	1
Innovation - Creative Thinking	16	1
WRAP	13	2
Retirement Workshop	17	7
Workbased Assignment	7	1
Excel Training	44	5
Developing Commercial Awareness	19	1
Report Writing	12	1
Leading Innovation and Change	14	2
My View Drop in	37	3
Working with Contractors	4	1
Interview Skills	23	3
Workplace implementation Day	21	3

Evac Chair	3	1
Asbestos	9	1
Legionella	12	1
Modern Slavery Training	50	2
Managing a health and safety environment	7	1
Sharps	4	2
My View Sickness	45	5
Moving on from redundancy	3	1
Partnership Working	7	1
Coaching conference	2	1
Budgetary planning & Control	7	1
Dementia friends	1	1
TOTAL	449	61

6. Performance Management

- 6.1 All services have one annual Performance Development Review (PDR) between January and March with regular one to ones throughout the year.
- 6.2 Essential Reference Paper C shows that 48% of PDRs have been completed as at 14 March 2018. A further verbal update will be provided at the HRC meeting.

7. Equalities Monitoring Indicators

- 7.1 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 14 March 2018.
- 7.2 The Leadership Team statistics quoted refer to the Chief Executive, Directors and Heads of Service.
- 7.3 The current percentage of employees with a disability is 3.8%, which is a slight increase from Quarter 3 (3.7%) however it remains lower than the target indicator of 5%. For the Leadership Team the outturn is 0% against an indicator of 5%.

- 7.4 The percentage of Black, Asian and Minority Ethnic (BAME) employees is 4.6% which is higher than in Quarter 3 (4.5%) and higher than the council's indicator of 4.5%. The outturn for the Leadership Team is 16.7% which is above the indicator of 4.5%.
- 7.5 Females make up 72% of the workforce. Within the Leadership Team, 75% are females. Both are higher than the target indicator of 51%.

8. Policy Development

8.1 The following policies are currently under review:

- Bullying and Harassment
- Diversity & Equality
- Appeals
- General Leave
- Whistleblowing
- Managing Change

2.9 Quarterly Outturns Overview

Please refer to **Essential Reference Paper "B"** for outturn table and **Essential Reference Paper "C"** for PDR completion 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'

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> <i>Priority 2: Enhance the quality of people's lives</i> <i>Priority 3: Enable a flourishing economy</i> <i>HR contributes as an internal service to all three corporate priorities</i>
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
Equality Impact Assessment required:	No

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ESSENTIAL REFERENCE PAPER 'B'

	East Herts Target	Outturns as at 14 March 2018
ESTABLISHMENT		
Number of funded posts	N/A	395
Total headcount	N/A	345
Number of vacant posts	N/A	50
Established FTE	N/A	346.78
Current FTE	N/A	301.44
Vacant FTE	N/A	45.34
TURNOVER (as at 31 March 2018)		
	% age	% age
Projected Turnover rate for 2017/18	10%	14.9%
Projected <i>Voluntary</i> Turnover rate for 2017/18	7%	12.3%
Percentage of ill health retirements	3.23%	0.29%
SICKNESS ABSENCE (projected for year)		
	Days	Days
No. of short-term sickness absence days per FTE employee in post	4.5	3.1
No. of long-term sickness absence days per FTE employee in post	2	3.3
Total number of sickness absence days per FTE employee in post	6.5	6.4
TRAINING		
	% age	% age
Percentage of new starters receiving corporate inductions	100%	100%
Percentage of employees with a training plan	100%	48%
Percentage of PDR reviews completed	100%	48%
Percentage of employees that have received corporate training	48.28%	61%
EQUALITIES MONITORING		
	% age	% age
Disability:		
Leadership Team members with a disability	5%	0.0%
Employees with a disability	5%	3.8%
Ethnicity:		
Leadership Team members from BAME groups	4.5%	16.7%

Notes: BAME – Black, Asian and Minority Ethnic

Employees from BAME groups	4.5%	4.6%
Gender:		
Leadership Team members who are female	51%	75.0%
Employees who are female	51%	73.0%
Part Time/Full Time:		
Employees who are part time	27%	35.0%
Employees who are part time and female	21%	33.0%
Employees who are part time and male	6%	2.6%

Notes: BAME – Black, Asian and Minority Ethnic

Essential Reference Paper "C"

Performance Development Review (PDR) completion for 2017/18

- 1.0 The table overleaf shows PDR completion for 2017/18 for all services.
- 1.1 The table shows that 48% of PDRs have been completed as at 14 March 2018.

Team	Review Required	Review Completed	%
Corporate Organisation	336	161	48%
Leadership Team	9	6	67%
Corporate Support	4	0	0%
Communications Strategy and Policy	34	0	0%
Communications and Digital Media	5	0	0%
Economic Development	3	0	0%
Customer Services Front Line Team	21	0	0%
Improvement and Insight Team	5	0	0%
Operations	40	1	3%
Business Support	7	0	0%
Leisure and Environment	11	0	0%
Parking Services	9	1	11%
Hertford Theatre	12	0	0%
Strategic Finance and Property	39	1	3%
Financial Services	19	0	0%
Corporate Property Services	20	1	5%
Legal and Democratic Services	17	0	0%
Democratic Services	4	0	0%
Electoral Services	5	0	0%
Legal Section	4	0	0%
Land Charges	4	0	0%
HR & Organisational Development	8	7	88%
Human Resources Team	7	6	86%
Health and Safety Officer	1	1	100%
Revenues and Benefits Shared Service	100	94	94%
Revenue Division	35	33	94%
Benefit Division	27	27	100%
Systems, Support & Control	38	34	89%

Housing and Health	46	43	93%
Housing Services	15	14	93%
Licensing and Enforcement	6	5	83%
Environmental Health	11	11	100%
Community Wellbeing and Partnerships	14	13	93%
Planning	39	10	26%
Development Management - Quality Places	11	0	0%
Development Management Tech / Admin	9	3	33%
Development Management Quality & Performance	12	2	17%
Planning Policy	5	4	80%

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MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE COUNCIL
CHAMBER, WALLFIELDS, HERTFORD ON
WEDNESDAY 21 MARCH 2018, AT 2.30 PM

PRESENT: **Employer's Side**

Councillors A Alder and L Radford

Staff Side (UNISON)

Mr A Stevenson (Chairman) and J Francis

ALSO PRESENT:

Councillor P Ruffles

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Vicki David	- Human Resources Officer
Kate Leeke	- Interim Head of Human Resources and Organisational Development

15 **GRIEVANCE POLICY – UPDATE**

The Interim Head of Human Resources and Organisational Development submitted a report on a

revised Grievance Policy. The Human Resources (HR) Officer provided a summary of the changes which were needed to bring the policy up to date in terms of best practice and statute. She explained that consultation had been undertaken with UNISON and Leadership Team.

Councillor L Radford sought clarification of the removal of the timeframe with the insertion of wording “without unreasonable delay”. The HR Officer explained that the policy had been amended in line with ACAS best practice.

Councillor A Alder asked that the colour of the flow chart (showing the informal and formal grievance process) be reviewed as she felt the colour blue against black was difficult to read.

Councillor A Alder sought further information on how many grievances were lodged last year pro rota of staff. The Interim Head of Human Resources and Organisational Development explained that she did not believe the Council benchmarked the number of grievances lodged against numbers of staff employed, adding there were good informal processes in place to resolve issues at an early stage. She added that the formal process was available for staff if the informal process had not resolved the grievance.

The Interim Head of Human Resources and Organisational Development commented that staff needed to feel that there was a route to be heard if their manager was not hearing them. She undertook to provide the Members with grievance statistics.

The Panel Chairman commented that the role of UNISON in helping staff resolve grievances was vital, especially at the early stages. The Interim Head of Human Resources and Organisational Development said it was important to capture issues of concern early. She did not get the impression that there had been an increase in grievances being lodged.

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

RECOMMENDED – that (A) the Interim Head of Human Resources and Organisational Development provide Members with statistics on the number of grievances lodged; and

(B) the revised Grievance Policy as now submitted, be approved.

16

RECRUITMENT, INDUCTION AND PROBATION POLICY

The Interim Head of Human Resources and Organisational Development submitted a report detailing a revised Recruitment, Induction and Probation Policy. The HR Officer explained that the new policy combined three existing policies: the Recruitment Policy, the Probationary Policy and the Employing and Managing Employees with Disabilities Policy. She provided a summary of the key changes to the policy and procedures.

Councillor L Radford referred to the possibility of “slippage” in terms of managing people from the viewpoint of probation reviews. The HR Officer referred to the probation procedure process set out within Essential Reference Paper “D” of the report

submitted.

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

RECOMMENDED – that the revised Recruitment, Induction and Probation Policy as now submitted, be approved.

17 **CLOSURE OF OFFICES ON CHRISTMAS EVE**

The Interim Head of Human Resources and Organisational Development submitted a report inviting Members to support approval of a Policy Statement on the closure of the Council's offices on 24 December where Christmas day fell on a Tuesday and a recommendation that the Council's offices be closed on 24 December 2018.

The Interim Head of Human Resources and Organisational Development explained that this issue had initially been raised by a member of staff and had been discussed at Leadership Team. She explained that closure of the offices this year, on 24 December 2018 would be an enforced closure and that staff would have to save a day's leave (or take leave from a number of options suggested in the report) to accommodate the closure.

It was noted that Stevenage Borough Council (and who shared joint services with East Herts in terms of IT and Revenues and Benefits) had taken a decision to close on 24 December 2018, and that staff had been asked to use a half day's leave.

The Interim Head of Human Resources and

Organisational Development outlined the merits of the proposed closure in terms of health and wellbeing and a family friendly approach and the savings that would be achieved by closing the office. She explained that the issue of service delivery and emergency cover had been considered and could continue to be covered for the additional day. The Interim Head of Human resources and Organisational Development stated that by addressing the issue early allowed staff to plan for the closure.

Councillors A Alder and L Radford were concerned that the enforced closure would mean that the offices would be closed this year for five days and the impact this might have on the Emergency Team including the public perception of the five day closure. She queried whether this would also impact on New Year Bank Holiday arrangements.

The Panel Chairman shared Councillor Alder's concerns.

Councillor Alder suggested that staff could be encouraged to work by offering them double time payments. She explained that she felt that the suggestion to take a day's leave was "hard" on staff and the community and left her feeling conflicted.

The Interim Head of Human Resources and Organisational Development explained that staff had confirmed small footfall numbers over Christmas Eve and that, with advance communication notifying the public of the closure, expectations could be managed. On the issue of a suggested enhanced payment to staff to work on Christmas Eve, she explained that the

closure was on a normal working day, rather than on a day when enhanced rates might apply. The proposal being made was cost neutral to the Council in terms of the pay bill. The Interim Head of Human Resources and Organisational Development assured the Panel that with advance notification, expectations could be managed.

The Panel recommended approval of the report, subject to confirmation by Officers that:

- appropriate and sufficient arrangements be put in place in terms of emergency cover over the five day holiday period; and**
- the public be provided with advance notification of the proposed closure and given assurances in terms of continuity of service, should an emergency arise during the closure of the offices over the Christmas period.**

RECOMMENDED – that subject to:

- confirmation that appropriate and sufficient arrangements be put in place in terms of emergency cover over the five day holiday period; and**
- assurances being provided that the public would receive advance notification of the proposed closure and given assurances in terms of continuity of service should an emergency arise during the closure of the offices over the Christmas period;**

(A) the Policy Statement on the closure of

Council offices on 24 December where Christmas day falls on a Tuesday be approved; and

(B) the Council offices be closed on 24 December 2018 and staff be required to take time off.

18 APOLOGIES

Apologies for absence were submitted from Councillors E Buckmaster, L Haysey, and G McAndrew. Councillor A Alder was substituting for Councillor L Haysey. Apologies were also submitted from Ms F Brown, Ms J Bruce and Mr S Ellis. Ms J Francis was substituting for Ms F Brown.

19 MINUTES

RESOLVED - that the Minutes of the meeting held on 29 November 2017 be confirmed as a correct record and signed by the Chairman.

The meeting closed at 3.15 pm

Chairman
Date

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Minutes of Health & Safety Committee Thursday 21st December 2017 in room 1.11

Present: Adele Taylor (AT) – Chair
Peter Dickinson (PD)
Steve Whinnett (SW)
Tracey Sargent (TS)
Paul Thomas-Jones (PTJ)
Helen Farrell (HF)
Steve Ellis (SE)
Ola Newham (ON)

1 - Apologies: Emma Freeman (EF)
Sarah Bye (SB)

2 - Meeting opened by AT. Minutes of the meeting 27 April 2017 read and agreed.

3 - Matters Arising:

Lone Workers devices – Deborah Quinney, PD and AT have already met once to go through issues with Lone worker devices and will meet again in January to update on progress.

Action: PD

HF – lone worker training – members raised concerns about potential of lone working. HF to follow up.

Action: HF

4 -Accident & Incident reports – Verbal Reports

PD gave a verbal report on accident and incidents from 01.09.2017 – 30.11.2017 for employees and non-employees. There were no incidents for employees and 4 non-reportable for non-employees.

For the Leisure Contract over the same period of time there were 273 non-reportable accidents (6 involving Pool employees). These were the usual incidents for a leisure centre setting and no specific concerns were raised.

There were no reportable accident reports.

5 –Regulatory and legislative changes

None to report during this period

6 –Health and Safety compliance reports

The usual site visits were undertaken since the last meeting. No concerns or issues were raised at the sites.

7 – Property – Premises maintenance and repairs

SW reported that everything was up to date. It is anticipated that there will be changes to building regulations following the inquiry into the fire at Grenfell Tower. The team are ensuring that they keep up to date with any relevant information as it emerges.

SW informed that there have been some reported problems with sash windows in the old building which are being dealt with.

Everything is ready for the Parking Team to move into Wallfields over the Christmas and New Year time.

Demolition of Causeway is complete, new parking spaces are now available.

PD discussed some Health and safety and maintenance issues at the Hostel and measures that are being taken to resolve these.

8 – Facilities Management

PTJ raised concern over the furthest away part of parking in Wallfields that remained icy and could have caused problems if the building needed to be evacuated in an emergency as this is one of the escape routes. Also a bush by the side of old building needs cutting back as this was overhanging the road and footway. SE to discuss issues with the rest of the facilities team

Action: SE

9 –List of issues (from employee and management side)

No issues were raised

10 –Health and Safety Training

HF gave updates on the recent training sessions. She said that the Asbestos course was very popular.

Training to be arranged around:

Lone working Manual handling Health and safety Compliance for managers.

11 –Health and Safety Policy arrangements

PD said that folding chairs have been placed around the building (missed places).

12 –Health and Wellbeing

All throughout the next year there will be different wellbeing events and activities organised for all. Further information will be coming out via the usual communications channels on the different activities available. This is all being arranged through Claire Carter's team In addition, yoga to start again from January 2018.

13 –Key messages for the next quarter

Ongoing training and development

14 –Health and Safety news items, prosecutions

Committee were advised that neighbouring Councils had ongoing cases with the HSE with regard to Hand Arm Vibration Syndrome (HAVS).

A neighboring council has recently avoided being prosecuted by the Health and Safety Executive (HSE) after two workers fell through a garage roof.

15 – AOB

None.

Date of next meeting: 24th March 2018

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