



*Alison Stuart  
Head of Legal and  
Democratic Services*

**MEETING** : HUMAN RESOURCES COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 4 JULY 2018  
**TIME** : 3.00 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

**CONTACT OFFICER: LORRAINE  
BLACKBURN**  
[lorraine.blackburn@eastherts.gov.uk](mailto:lorraine.blackburn@eastherts.gov.uk)  
**01279 502172**

## 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](mailto: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. Appointment of Vice Chairman

2. Apologies

*To receive apologies for absence.*

3. Minutes (Pages 7 - 20)

*To receive the Minutes of the meeting held on 18 April 2018*

4. Declarations of Interest

*To receive any Member's Declaration of Interest.*

5. Chairman's Announcements

6. Turnover Update: March 2017 - April 2018 (Pages 21 - 56)

7. Human Resources Management Statistics - Quarterly Report (Pages 57 - 64)

8. Human Resources and Payroll: Update (Pages 65 - 70)

9. Local Joint Panel - Minutes of the meeting: 6 June 2018 (Pages 71 - 78)

*There are no recommendations from the Local Joint Panel to Human Resources Committee.*

10. Health and Safety : Minutes (Pages 79 - 82)

*To receive the Minutes of the Health and Safety Committee held on 22 March 2018.*

11. 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.*

This page is intentionally left blank

MINUTES OF A MEETING OF THE  
HUMAN RESOURCES COMMITTEE HELD IN  
THE COUNCIL CHAMBER, WALLFIELDS,  
HERTFORD ON WEDNESDAY 18 APRIL  
2018, AT 3.30 PM

---

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

OFFICERS IN ATTENDANCE:

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

437 APOLOGY

An apology for absence was submitted on behalf of Councillor S Cousins.

438 MINUTES

Members referred to Minute 312 (Presentation by

Occupational Health) and queried what action had been taken on the development of a Mental Health Policy. It was noted that the Council already had trained First Aiders and that Councillor P Moore was the Council's Mental Health Champion. The Interim Head of Human Resources and Organisational Development explained that staff involved with mental health would need to be well trained and the Council would need to be guided by clinicians in the development of any policy. Members asked the Interim Head to report back with a draft paper on how Mental Health First Aiders could be implemented to support staff.

Councillor P Boylan referred to Minute 310 (Minutes) and the fact that 25% of staff were "exceeding expectations" and reminded Officers that the Committee had asked for a report addressing the issue of talent management. It was noted that this would be addressed within the Human Resources Annual Report.

It was moved by Councillor P Ruffles and seconded by Councillor M Stevenson that the Minutes of the meeting held on 10 January 2018 be agreed as a correct record and signed by the Chairman. Additionally, that the Interim Head of Human Resources and Organisational Development report back on how mental health support can be addressed in the context of the Council's duty of care to its employees.

After being put to the vote and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the Interim Head of Human Resources and Organisational Development report back to Members on how mental health support can be addressed in the context of the



Council's duty of care to its employees.;

(B) the Interim Head of Human Resources and Organisational Development address the issue of talent management within the HR Annual Report; and

(C) the Minutes of the meeting held on 10 January 2018 be agreed as a correct record and signed by the Chairman.

439 CHAIRMAN'S ANNOUNCEMENTS

The Committee Chairman referred to a new requirement for more visual and transparent decision making. To this end, all recommendations (including the Minutes) and recommendations made by the Local Joint Panel, needed to be formerly moved and seconded and be voted on.

440 PAY POLICY STATEMENT

The Interim Head of Human Resources and Organisational Development submitted a report setting out the annual Pay Policy Statement required under Sections 38 and 40 of the Localism Act. The Interim Head provided a summary of the report and advised that a 2 year staff pay award had been agreed from 1 April 2018.

Councillor P Boylan sought clarification of the pay award made to the Chief Executive. The Interim Head said that 1% had been offered nationally and this had been refused. The Interim Head said that the Chief Executive's salary was 6.2 times the average salary which was well within the target of 10 times the average salary of the lowest paid.

The Interim Head said she noted differing annual leave entitlements according to grade and as part of a wider review of remuneration this could be looked at in the long term. This was supported.

Clarification was sought and provided on progression schemes for Heads of Service and 360 degree appraisals.

Councillor P Boylan questioned what plans the Council had in terms of working towards a National Living Wage by a 2020 timeframe. Members supported the suggestion of an update at the next meeting.

It was moved by Councillor M McMullen and seconded by Councillor P Boylan that the Pay Policy Statement for 2018/19 be recommended for approval to Council. Additionally that a report on the progress made on a National Living Wage be presented at the next meeting and that a review be undertaken of annual leave discrepancies. After being put to the meeting, and a vote taken, the motion was declared CARRIED.

The Committee supported the recommendations now detailed.

RESOLVED – that (a) the Pay Policy Statement for 2018/19 be recommended for approval to Council;

(B) Officers provide an update on the progress towards a National Living Wage at the next meeting; and

(C) differing annual entitlements according to grade be reviewed and reported back to Members.

441 GENDER PAY GAP

The Interim Head of Human Resources and Organisational Development submitted a report on the Council's gender pay gap for 2017.

The Human Resources Officer provided a summary of the report, adding that this was a statutory requirement for organisations with 250 or more employees. She explained that the Council's mean gender pay gap was 8.46% and the median gender pay gap was 16.96%. There was no bonus pay gap as the Council did not make bonus payments. The Human Resources Officer said that this compared favourably with that of the UK as a whole as well as within the public sector.

The Human Resources Officer explained that there were more women in the lower pay scales with men concentrated in particular areas. Additionally, there was 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 upper pay quartiles. As such this had an impact on the Council's gender pay gap. The Human Resources Officer explained that as a result, the Council would be prioritising on a number of areas to reduce the gender pay gap :

- Recruitment – attracting more men into the Council, particularly into the lower graded roles
- Flexible working – in every role at every level;
- Breaking down gender stereotypes – in terms of traditionally “male or “female” areas of work.

The Committee Chairman sought and was provided with

assurances on progress reports on the actions proposed.

In response to a query from Councillor M Stevenson, the Human Resources Officer explained what lower graded roles were, e.g., those in customer services, revenues and benefits, and business support functions. Following a review of recruitment data and processes, no pattern had been established as to why some applicants/interviewees were not offered roles.

It was moved by Councillor P Ruffles and seconded by Councillor M Stevenson that the Gender Pay Gap for 2017 as detailed, be noted. Additionally, that a progress report be presented on the initiatives outlined above, to reduce the gender pay gap.

After being put to the vote and a vote taken, the motion was declared CARRIED.

The Committee supported the recommendations now detailed.

RESOLVED – that (A) the Gender Pay Gap for 2017 for 2018/19 be noted; and

(B) a progress report be presented on the initiatives outlined to reduce the gender pay gap.

442 HUMAN RESOURCES MANAGEMENT STATISTICS -  
QUARTERLY REPORT

The Interim Head of Human Resources and Organisational Development submitted a report setting out management statistics for the period 1 January 2018 to 14 March 2018. The Human Resources Officer summarised the report and

highlighted a number of key areas. She referred to the current head count of 345 which equated to 301.44 full time equivalent posts. It was noted that the number of vacant posts was 50, which was 45.34 expressed as FTE posts.

Members were advised that turnover for the whole year 1 April 2017 to 31 March 2018 was 14.9% against a target of 10%. The current volunteer leavers' rate for quarter 4 was 1.7% and for the whole year 12.3% against a target of 10%. A summary of leaver turnover by service was provided. There were 9 involuntary leavers and involuntary turnover for the period was 0.3% and for the whole year this was 2.5%. A summary of sickness absence and work related accidents, reportable accidents (none) and equalities monitoring statistics were provided.

The Human Resources Officer provided a summary of the Learning and Development programme for 2017/18. It was noted that completed Performance Development Reviews now stood at 82%.

The Committee Chairman referred to the fact that there were 50 vacant posts and queried how long these had been vacant and whether the roles were needed. The HR Officer explained that the service was working with Heads of Service to review establishments and give consideration as to whether these roles were needed.

Councillor M McMullen referred to the high volume of voluntary leavers. The Human Resources Officer explained that during 2017/18, a number of restructures had taken place and turnover had been high as a result. However, this had fallen each quarter and currently remained above the target.

Councillor S Bull expressed concern at the loss of Planning Officers and queried why they had left and that 21% across the organisation seemed a high figure for those choosing a different career. The Human Resources Officer explained that as a result of the high turnover, exit interviews were being closely monitored and results were largely positive with no trends having been identified. Staff were encouraged to complete exit questionnaires and submissions could be made anonymously. Confirmation was also provided that the Annual Turnover report 2017/18, which would be presented in July 2018, would give more detailed information. The Chairman suggested that if the high leaving figures continued, a further report be presented to Members. This was supported.

The Committee Chairman referred to the new General Data Protection Regulations and sought assurances that the Council was “up to speed”. The Interim Head provided an update and outlined what was proposed in terms of e-learning training platforms for both Officers and Members. She suggested a proposal to have mandatory training for some roles, e.g., health and safety. The Committee Chairman suggested that once a list of roles had been identified, the training could be rolled out to Town and Parish Councils.

Councillor P Boylan was concerned that a number of Town Clerks felt “in the dark” about the forthcoming GDPR and needed training.

It was moved by Councillor S Bull and seconded by Councillor P Boylan, that the Human Resources statistics, as detailed be noted. Additionally that a further report be presented to Members should the high volume of leavers

continues. After being put to the meeting and a vote taken, the motion was declared CARRIED.

The Committee supported the recommendations now detailed.

RESOLVED – that (A) the Human Resource Management Statistics for the period 1 January 2018 to 14 March 2018 as now submitted, be noted; and

(B) should the high volume of leavers continue, a report be presented to Members for consideration.

443 LOCAL JOINT PANEL - MINUTES OF THE MEETING: 21 MARCH 2018

---

It was moved by Councillor P Ruffles and seconded by Councillor M Stevenson that the Minutes of the Local Joint Panel be received. After being put to the vote and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Minutes of the meeting held on 21 March 2018 be received.

(See also Minutes 444 to 446)

444 GRIEVANCE POLICY

The Committee considered the recommendation of the Local Joint Panel held on 21 March 2018.

It was moved by Councillor P Ruffles and seconded by Councillor M Stevenson that the Grievance Policy, as submitted, be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Grievance Police as submitted, be approved.

(See Minute 443 above)

445 RECRUITMENT, INDUCTION AND PROBATION POLICY

The Committee considered the recommendation of the Local Joint Panel held on 21 March 2018.

It was moved by Councillor S Bull and seconded by Councillor M McMullen that the Recruitment, Induction and Probation Policy as submitted, be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Recruitment, Induction and Probation Policy as submitted, be approved.

(See Minute 443 above)

446 CLOSURE OF OFFICES ON CHRISTMAS EVE

The Committee considered the recommendation of the Local Joint Panel held on 21 March 2018.

The Interim Head of Human Resources and Organisational Development reminded Members that a member of staff via the suggestion scheme, had proposed that the offices close on Monday, as Christmas Day fell on a Tuesday.

The Interim Head explained that the Local Joint Panel had debated the issue at length and Members (including the



Panel Chairman), were concerned about the impact an enforced closure might have on the public and the Emergency Teams.

The Interim Head explained that arising from the Local Joint Panel, she had followed up on the concerns raised with managers and service heads who had confirmed their reassurance that services' would have good communications in place and that the public would be given advance notification of a closure over a five day holiday period. It was noted that the Council would also achieve savings in terms of lighting and heating costs should the offices close for a five day period.

The Interim Head explained that the LJP had been advised about the options available to staff in terms of leave arrangements to accommodate a proposed Christmas Eve closure and the fact that Stevenage Council, (who shared some joint services with East Herts) would be asked to take a half day's leave.

In response to a query from the Committee Chairman, the Interim Head explained the definition of cost neutral (given staff would take a day of leave to cover the day of absence).

Councillor P Boylan felt conflicted by the proposal to close on Christmas Eve, in terms of the impact this would have on the provision of public services and the precedent this might set. He added that if staff wanted Christmas Eve off, they could ask for it. Members were reminded that the closure would only happen every seven years and the need for managers to make decisions on possibly multiple leave requests, for the same day.

Councillor P Ruffles referred to the LJP meeting and the very strong concerns expressed by the Panel Members and echoed by the Panel Chairman.

The recommendation to close the offices on Christmas Eve was moved by Councillor S Bull but this was not supported by a seconder. Members felt that as a public service, the general public should have access to all of the Council's services and that the enforced closure of the offices covering a five day period, could impact negatively in terms of public perception and service delivery.

It was moved by Councillor P Boylan and seconded by Councillor P Ruffles, that Christmas Eve should be viewed as a normal working day and the offices should be open and accessible to the public, as usual. After being put to the vote and a vote taken, the motion was declared CARRIED.

RESOLVED – that Christmas Eve should be viewed as a normal working day and the offices should be open and accessible to the public, in the usual way.

(See Minute 443 above)

#### 447 HEALTH AND SAFETY : MINUTES 21 DECEMBER 2017

The Minutes of the Health and Safety Committee held on 21 December 2017 were submitted for information.

RESOLVED – that the Minutes of the meeting held on 21 December 2017 be received.

The meeting closed at 4.25 pm

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

This page is intentionally left blank

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 4 JULY 2018

REPORT BY INTERIM HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

TURNOVER REPORT: APRIL 2017 – MARCH 2018

WARD(S) AFFECTED:            NONE

---

## **Purpose/Summary of Report**

- The Turnover report 2017/18 considers the turnover rate and reasons and outlines recommendations for 2018/19.

### **RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:**

**That:**

<b>(A)</b>	The turnover report be noted, and
<b>(B)</b>	The turnover targets remain unchanged for 2018/19

#### 1.0 Background

1.1 The Turnover Report 2017/18 provides a detailed analysis of turnover for the financial year 2017/18. Turnover is analysed by reason, length of service and service area. It sets out recommendations for targets and to prioritise actions for 2018/19.

#### 2.0 Report

## 2.1 Turnover

2.1.1 See Essential Reference Paper B and C

## 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

Contact Officer: Kate Leeke, Head of HR and OD  
01279 502141  
[Kate.Leeke@eastherts.gov.uk](mailto:Kate.Leeke@eastherts.gov.uk)

Report Author: Vicki David, HR Officer  
01992 531 652  
[Vicki.David@eastherts.gov.uk](mailto:Vicki.David@eastherts.gov.uk)

**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 report has been sent to Unison and Leadership Team for information
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	No

This page is intentionally left blank



# East Herts Council

## EMPLOYEE TURNOVER REPORT

### 1 APRIL 2017 – 31 MARCH 2018

---

<b>Contents</b>	<b>Page</b>
1. Aims/Purpose	2
2. Executive Summary	3
3. Turnover and Stability Rate	7
4. Voluntary Turnover	8
Reasons for Leaving	
Length of Service	
Service Area	
Analysis by Profession	
5. Involuntary Employee Turnover	13
6. Vacancy Rate	14
7. Recruitment costs	15
8. Exit Questionnaire Analysis	16
9. Review of actions taken in 2017/18 to support recruitment and retention	23
10. Recommendations for 2018/19	24

## **1. Aim/Purpose**

- 1.1 This report provides a detailed analysis of East Herts Council's employee turnover rates for the financial year 2017/18.
- 1.2 The report analyses turnover by reasons for leaving, length of service, service area, profession, and exit questionnaire data to identify any trends.
- 1.3 Comparisons have been made with previous years' data.

**\*\*\*Please note that the latest benchmarking data has not been included in this report as the Local Government Workforce Survey 2016/17 had not been published at the time of writing this report.\*\*\***

## 2. Executive Summary

- 2.1 Employee turnover has fallen since the previous year (from 17% in 2016/17 to 14.9% 2017/18) however it remains above the council's target of 10%.
- 2.2 *Voluntary* turnover has increased since the previous year (from 11.4% in 2016/17 to 12.3% in 2017/18).
- 2.3 The reasons for leaving were varied with the most common reasons being due to a change in career (21%) and retirement (16%).
- 2.4 Leavers had varying lengths of service. The percentage of leavers with less than 1 years' service has continued to fall (9% in 2017/18) compared to previous years (15% in 2016/17). This has given a stability rate of 91% demonstrating that the council has been successful in retaining employees in their first year of service. This could be due to the council improving its recruitment processes (e.g. having clearly defined adverts and job descriptions, well-designed interviewing/selection methods and efficient appointment process); fine tuning its corporate and local inductions, and managers effectively managing new employees during their probation period.
- 2.5 There were voluntary leavers from all services with the exception of HR & OD. The services with the highest voluntary turnover in 2017/18 were Housing and Health (20%, 10 employees), Legal and Democratic Services (19%, 4 employees) and Planning (17%, 7 employees). Both Housing & Health and Planning restructured in 2017 and it is not uncommon during restructures for employees to reflect on whether they wish to be part of a new service and new ways of working or whether they wish to take the opportunity to try something new in another organisation or to retire. Legal

and Democratic Services have seen a fall in voluntary turnover of 17% since the previous year (36% in 2016/17).

- 2.6 The council's vacancy rate was high in 2017/18 (13.1%) compared to the previous year (9.1% in 2016/17). HR are working closely with managers to promote recruitment campaigns, develop career-graded posts, and consider re-designing posts to develop career pathways for apprentices and graduates in order to fill vacancies.
- 2.7 The average cost per hire has increased since the previous year (from £927 in 2016/17 to £1,365 in 2017/18) and is higher than the UK average cost per hire (£1000). This is partly due to having to advertise 'difficult to fill' posts several times.
- 2.8 The return rate of completed exit questionnaires has fallen despite HR chasing for their return: 18 out of the 43 voluntary leavers (42%) completed an exit questionnaire. Leavers rated the council on the whole positively. Comments included "great colleagues", "interesting and varied work", "strong sense of team work" and "good flexible working". The data shows that two thirds of leavers (66%) rated the council as 8 out of 10 or higher. This is a small increase on the previous year (62% in 2016/17). The percentage of leavers who said they would recommend the council as an employer to others is also high (87%) however it has fallen since 2016/17 (96%).
- 2.9 Other positive comments from the exit questionnaires are as follows:
- 95% (17 respondents) said that relationships with their colleagues were either good or excellent.
  - 84% (15 respondents) said that the relationship with their manager was either good or excellent.

- 83% (15 respondents) said that their manager always held PDR meetings with them.
- 50% (9 respondents) completely agreed that they had received adequate training/coaching and 44% (8 respondents) partially agreed.
- 94% (17 respondents) said that flexible working at the council was either good or very good.

2.10 There were some areas of the exit questionnaires in which, although the majority of responses were positive, there were significant numbers that responded negatively and may need attention. They relate to:

- 44% (7 respondents) said prospects for promotion/advancement were poor or very poor.
- 33% (6 respondents) who said they seldom or never had 1 to 1s with their manager.
- 22% (4 respondents) said their manager seldom or never listened to their ideas and suggestions.
- 28% (5 respondents) said their manager seldom gave them praise/recognition where it was due.
- 22% (4 respondents) said their workload was too much.
- 27% (4 respondents) said they would rate their salary as poor or very poor.

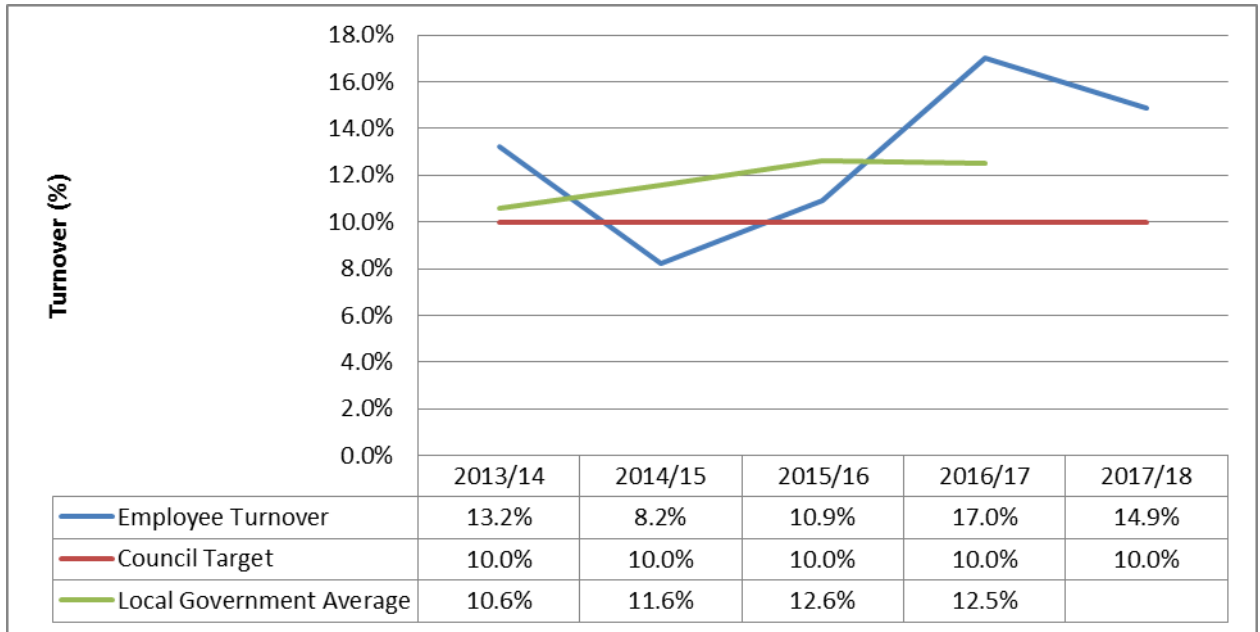
2.11 There have been various actions taken in 2017/18 to improve recruitment and retention. They include:

- implementing strategies to reduce advertising costs (e.g. bulk-buying advertising credits to reduce the cost per advert);
- attending 4 career fairs at local schools to promote the council as an employer of choice;
- employing an additional 4 apprentices;
- implementing split 50/50 funding between the employee and the council to allow more employees to undertake professional study;
- developing pay-linked progression criteria within some 'difficult to fill' posts;
- renewing the council's status as a Disability Confident Employer demonstrating it supports employees with disabilities;
- analysing turnover on a more regular basis (i.e. monthly) to identify any patterns at an earlier stage;
- identifying career pathways for employees;
- organising an Employee Survey and implementing actions as a result of employee feedback; and
- implementing a new rewards system, MyRewards.

### **3. Turnover and Stability Rate**

- 3.1 Employee turnover has fallen since the previous year (from 17% in 2016/17 to 14.9% 2017/18). However it remains higher than the council's target of 10%. See Figure 1 below.
- 3.2 Please note that the latest benchmarking data has not been included as the Local Government Workforce Survey 2016/17 had not been published at the time of writing the report.

**Figure 1 – Employee Turnover over the last 5 years compared with the council’s target and Local Government Average**



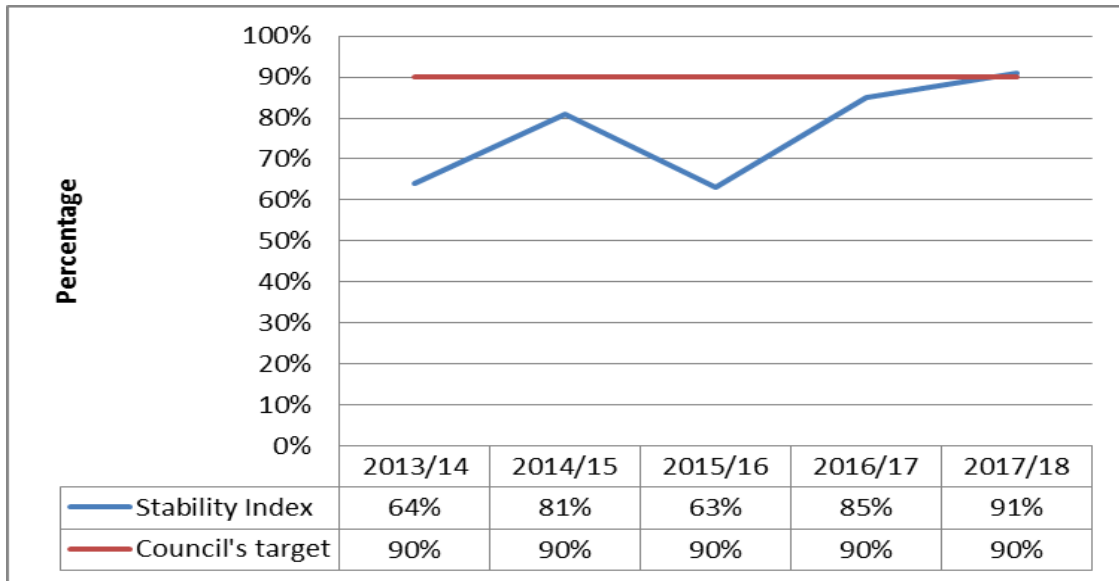
\* The 2016/17 figure includes 10 Building Control employees who were transferred out under TUPE. Excluding these employees, the turnover rate was 14.4%.

\*\* The 2017/18 figure includes 3 employees who transferred out under the Waste Shared Services project. Excluding these employees, the turnover rate was 14.3%.

\*\*\* The Local Government Average is the average employee turnover for shire districts (5% trimmed mean) – Local Government Workforce Survey. Please note that the latest local government average figure was not available as the Local Government Workforce Survey had not been published at the time of writing this report.

3.3 The council’s stability rate was 91% in 2017/18 which has increased from 63% in 2015/16 and is the highest it has been over the last 5 years. It is above the council’s target (90%). This indicates that the council is retaining employees in their first year of service and can be attributed to the council improving its recruitment processes (e.g. having clearly defined adverts and job descriptions, well-designed interviewing/selection methods and an efficient appointment process); fine tuning its corporate and local inductions, and managers effectively managing new employees during their probation period. See Figure 2 below.

**Figure 2 – Stability Index over the last 5 years compared with the council’s target**



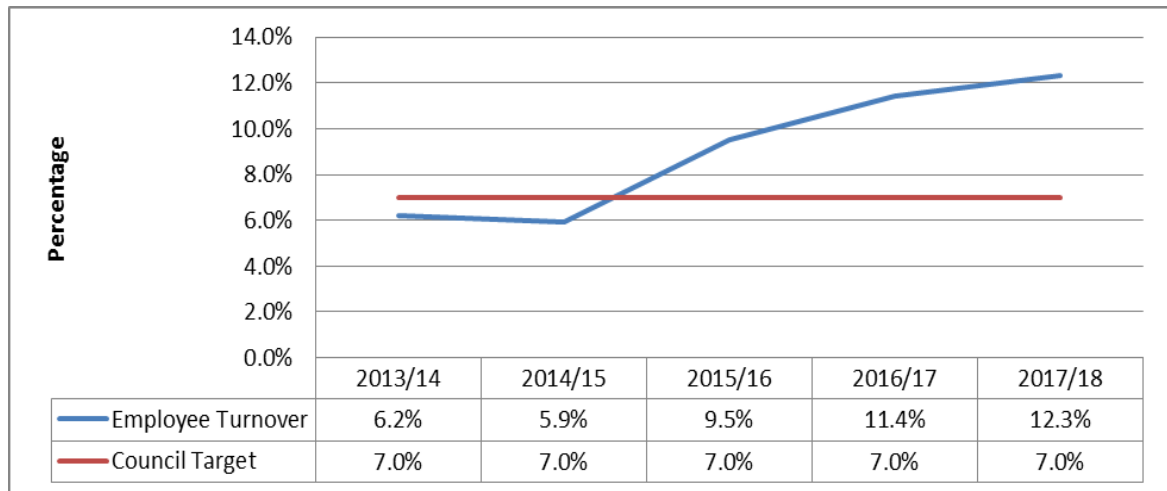
The Stability Index is calculated by dividing the number of voluntary leavers with 1+ years' service by the total number of voluntary leavers (multiplied by 100 to express as a percentage)

#### 4. Voluntary Employee Turnover

4.1 There were 43 voluntary leavers in 2017/18 compared to 21 leavers in 2013/14. Voluntary employee turnover has increased over the last 5 years (from 6.2% in 2013/14 to 12.3% in 2017/18) and is higher than the council's target (7%). See Figure 3 below.



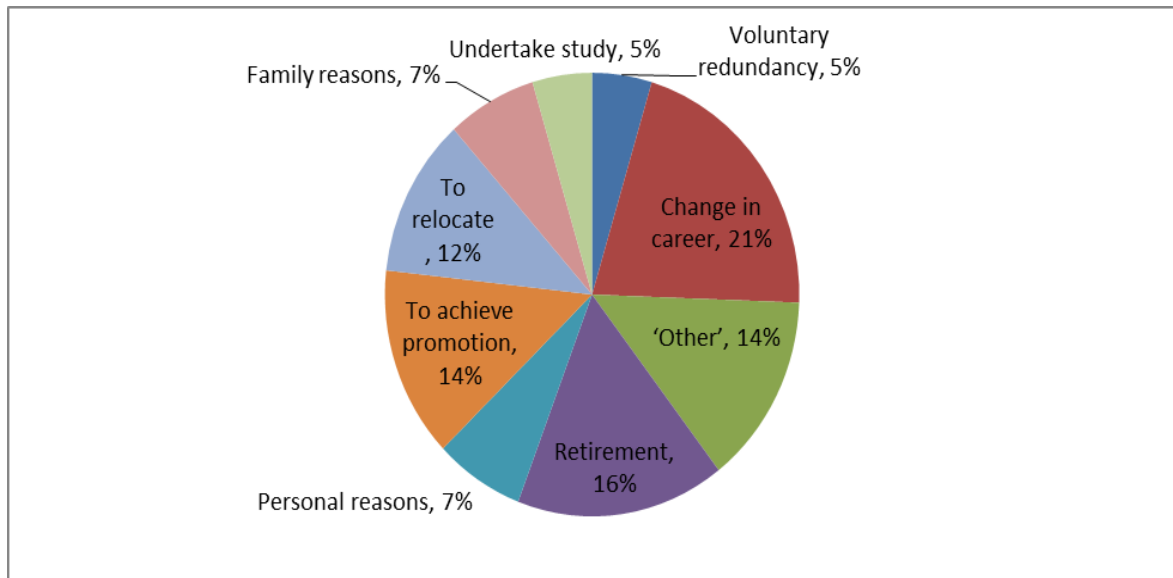
**Figure 3 – Voluntary Employee Turnover over the last 5 years compared with the council’s target**



4.2 During 2017/18, 6 out of 8 services in the council restructured their teams. It is not uncommon during restructures for employees to reflect on whether they wish to be part of a new service and new ways of working or whether they wish to take the opportunity to try something new in another organisation or to retire.

### 4.3 Analysis of reasons for leaving

4.3.1 The reasons for leaving in 2017/18 were varied. The most common reasons were 'change in career' (21%) followed by retirement (16%). See Figure 4 below.

**Figure 4 – Reasons for leaving in 2017/18**

4.3.2 The reasons for leaving have been analysed over the past 5 years to identify whether there are any trends. Apart from an increase in employees leaving due to a change in career and a decrease in employees leaving due to personal reasons over the last 5 years, there are no other trends of note. Please see Figure 5 below.

4.3.3 For those who left due to a change in career, 4 left to work in the private sector, 1 to work in local government and 3 to work in other public sector bodies.

4.3.4 An analysis of employees leaving due to 'other' reasons (14%, 6 employees) has been undertaken however no patterns have been identified.

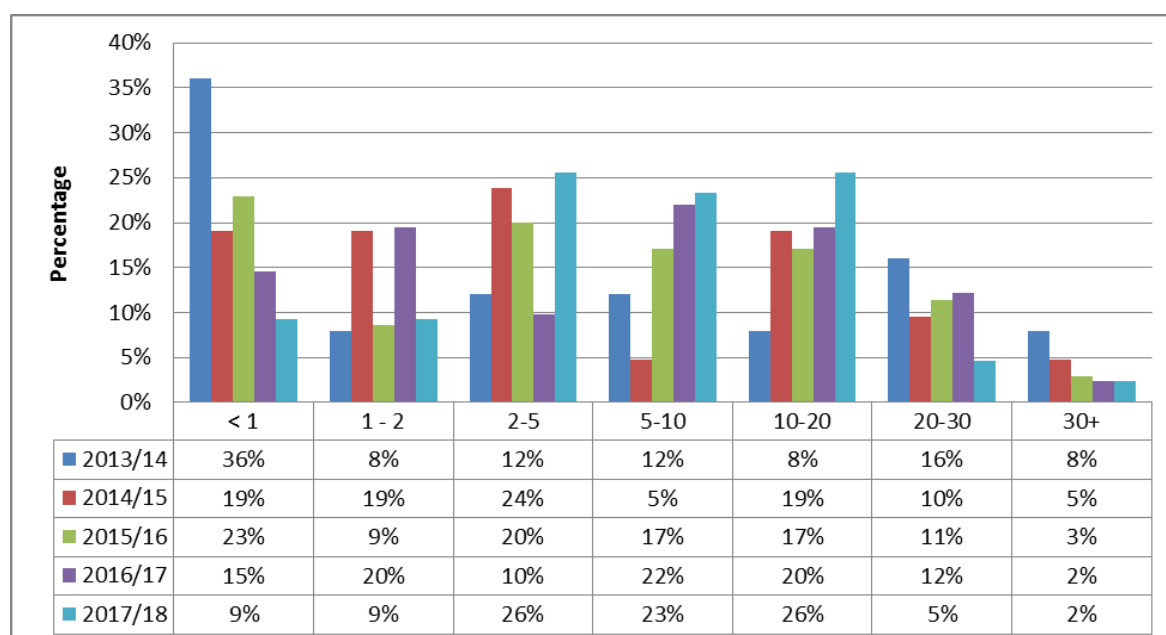
**Figure 5 - Reasons for leaving over the last 5 years**

Reason	2013/14	2014/15	2015/16	2016/17	2017/18
Voluntary redundancy	0%	5%	0%	20%	5%
Change in career	13%	5%	14%	20%	21%
'Other'	17%	19%	20%	17%	14%
Retirement	33%	29%	43%	12%	16%
Personal reasons	25%	24%	11%	10%	7%
To achieve promotion	4%	10%	6%	10%	14%
To relocate	8%	10%	6%	5%	12%
Family reasons	0%	0%	0%	5%	7%
Undertake study	0%	0%	0%	2%	5%

#### 4.4 Analysis by Length of service

4.4.1 Leavers had varying lengths of service.

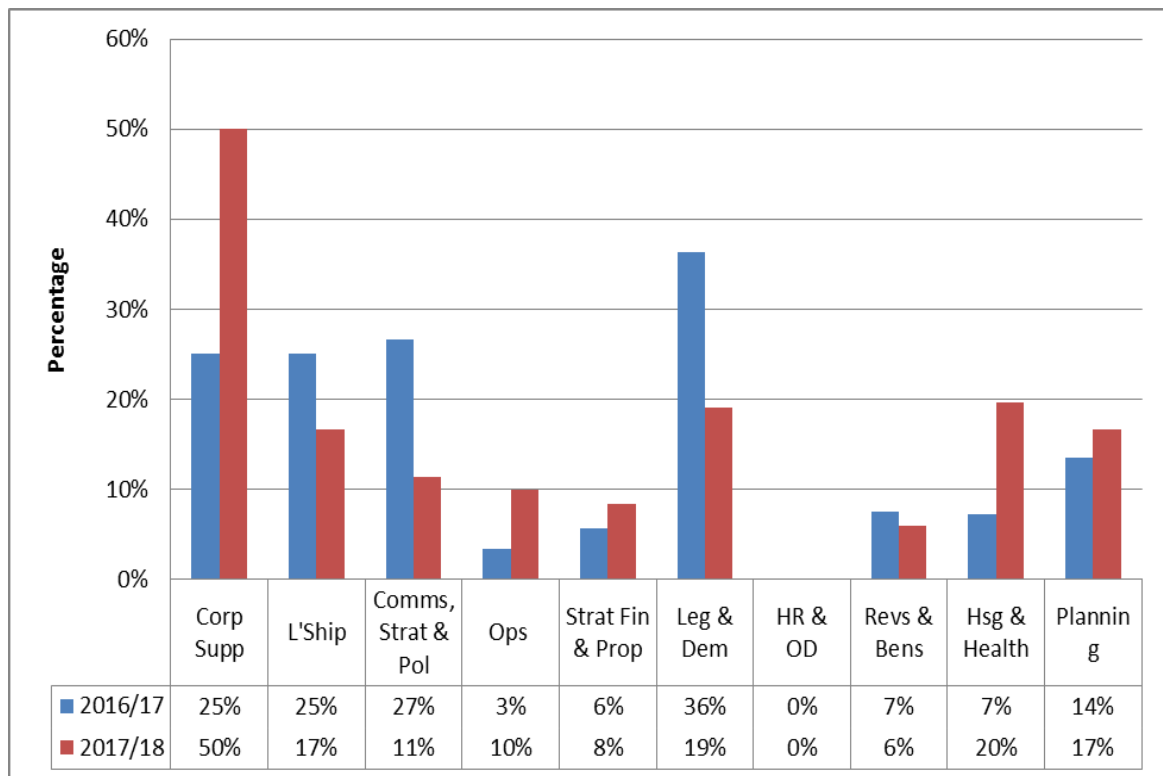
4.4.2 The percentage of leavers with less than 1 years' service has fallen over the last 5 years (from 36% in 2013/14 to 9% in 2017/18) which is a significant improvement. The percentage of leavers with between 1 and 2 years' service has also fallen from 20% in 2016/17 to 9% in 2017/18. See Figure 6 below.

**Figure 6 – Voluntary Leavers by Length of Service**

## 4.5 Analysis by Service area

4.5.1 There were voluntary leavers from all services with the exception of HR & OD. See Figure 7 below.

**Figure 7 - Voluntary Leavers by service**



Figures for Corporate Support are skewed due to the small number of employees in the team overall

4.5.2 Apart from Corporate Support where the figures are skewed due to the small number of employees in the team overall (4 employees), the services with the highest employee turnover are as follows:

1. Housing and Health (20%, 10 employees)
2. Legal and Democratic services (19%, 4 employees)
3. Planning (17%, 7 employees)

4.5.3 Both Housing and Health and Planning services restructured in April and May 2017 respectively. Employee turnover in Legal and Democratic Services has fallen significantly since the previous year (from 36% in 2016/17 to 19% in 2017/18)

4.5.4 Reasons for leaving in the three services were varied as follows:

<b>Reason</b>	<b>Housing &amp; Health</b>	<b>Legal &amp; Democratic</b>	<b>Planning</b>
Retirement	2	0	1
Voluntary Redundancy	2	0	0
Change in career	2	2	2
To achieve promotion	1	0	0
To relocate	1	0	3
Family responsibilities	1	0	0
To undertake Study	0	1	0
Other	1	1	1
<b>TOTAL</b>	<b>10</b>	<b>4</b>	<b>7</b>

## **4.6 Analysis by Profession**

4.6.1 The professions with the highest employee turnover in 2017/18 were Planning Officers and Environmental Health Officers (6 leavers for each in 2017/18).

## **5. Involuntary Leavers**

5.1 Involuntary Turnover in 2017/18 was 2.6% (9 employees). The reasons for leaving were varied and have been compared with the previous 4 years. There were no trends of note. See Figure 8 below.

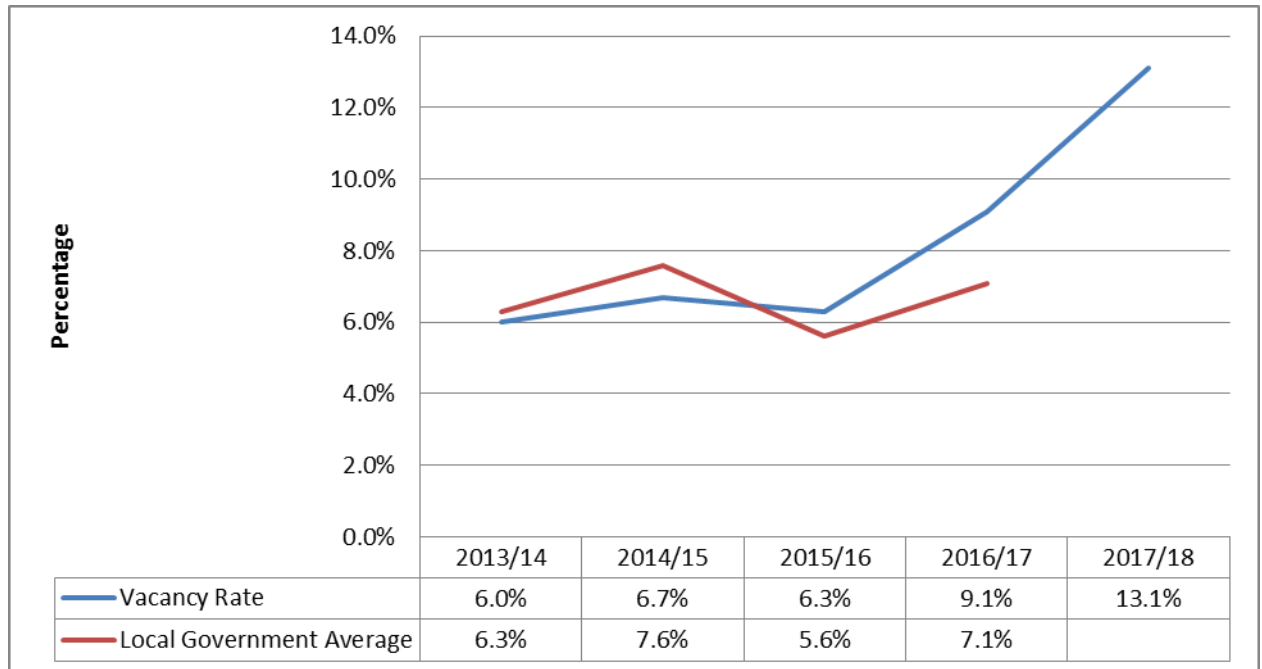
**Figure 8 - Involuntary reasons for leaving over the last 4 years**

<b>Reason</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Transferred out (e.g. under TUPE)	0	0	9	3
End of Fixed term Contract	6	4	4	2
Compulsory Redundancy	0	0	6	3
Dismissal	2	1	0	1
Other	0	3	2	0
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>21</b>	<b>9</b>

## **6. Vacancy Rate**

- 6.1 The vacancy rate is defined as the number of vacant full-time equivalent positions expressed as a percentage of the number of budgeted full-time equivalent positions. This has been calculated as at 31 March 2018.
- 6.2 The council's vacancy rate has increased over the last 5 years (from 6% in 2013/14 to 13.1% in 2017/18). See Figure 9 below.
- 6.3 Please note that the latest benchmarking data has not been included as the Local Government Workforce Survey 2016/17 had not been published at the time of writing this report.

**Figure 9 – The council’s vacancy rate over the last 5 years compared to the local government average.**



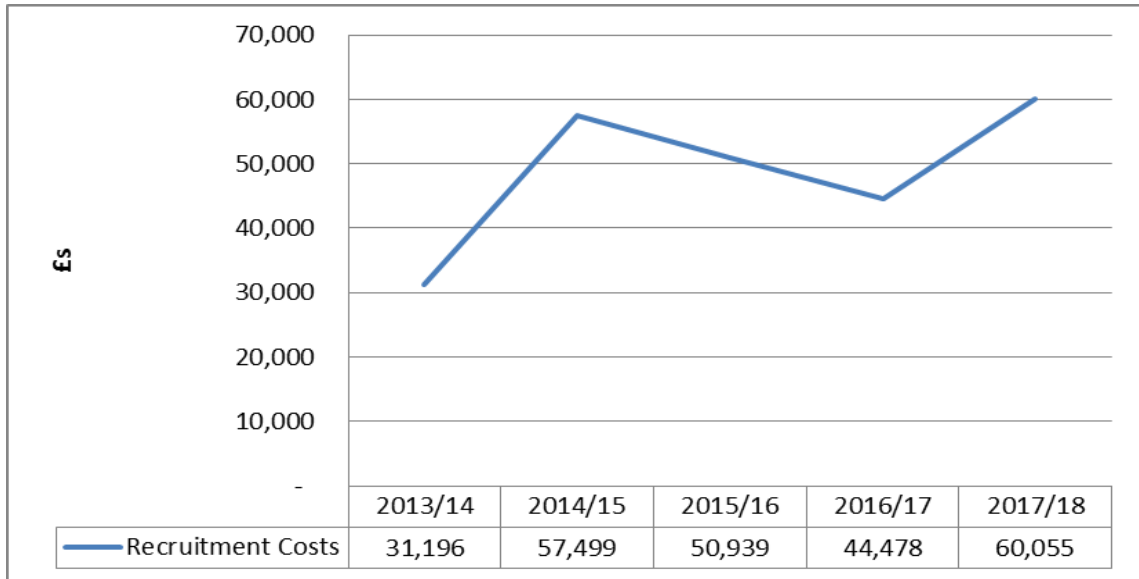
The Local Government Average is the average (mean) vacancy rate for shire districts taken from the Local Government Workforce Survey. Please note that the latest local government average figure was not available as the Local Government Workforce Survey had not been published at the time of writing this report.

6.4 The council has held some posts vacant due to the single customer services project to avoid potential redundancies. A number of vacancies are difficult to fill posts (8 posts in total). HR are working closely with managers to discuss solutions including improving job design, developing career graded posts, and using alternative advertising methods.

## **7. Recruitment Costs**

7.1 In 2017/18 the council spent £60,055 on recruitment. This covers external advertising costs, agency or search fees for 44 vacancies. Recruitment costs had fallen between 2014/15 (£57,499) and 2016/17 (£44,478) however they have increased this year and are now closer to the 2014/15 spend levels. Please see Figure 10 below.

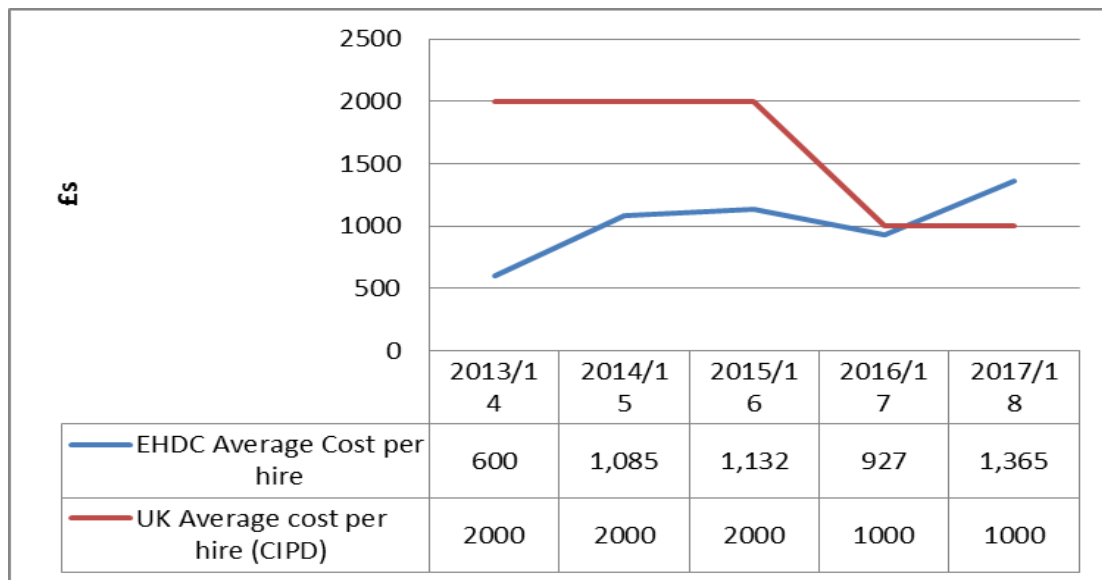
**Figure 10 – Recruitment Costs over the last 5 years**



- 7.2 HR Officers have implemented a number of strategies to try to keep recruitment costs low including negotiating with advertisers to reduce advertising costs, purchasing advertising credits in bulk with frequently used providers, and encouraging managers to use free advertising (e.g. the council’s website, LinkedIn, Twitter, Indeed, University job boards, and the job centre).
- 7.3 The average cost per hire has also increased over the last few years (from £1,085 in 2014/15 to £1365 in 2017/18) and is higher than the UK average (£1000). See Figure 11 below.



**Figure 11 - Average cost per hire over the last 5 years**



UK Average Cost per hire is taken from the Chartered Institute of Personnel Development (CIPD) Resourcing and Talent Survey 2017. This is the median rate based on recruitment advertising for all positions other than those at senior management and director level in the public service sector.

7.4 One reason that the cost per hire has increased is due to some 'difficult to fill' posts having to be advertised more than once and having to use several advertising methods for each post to reach the widest audience possible. With some posts e.g. Environmental Health Officer and Principal Planning Officers, this has been more difficult as there is a national shortage of skills in these areas.

7.5 Of the 44 vacancies advertised externally in 2017/18, 25 (57%) were successfully filled. HR are working closely with managers to fill the remaining 19 posts of which 8 are difficult to fill.

**8. Exit Questionnaire Analysis**

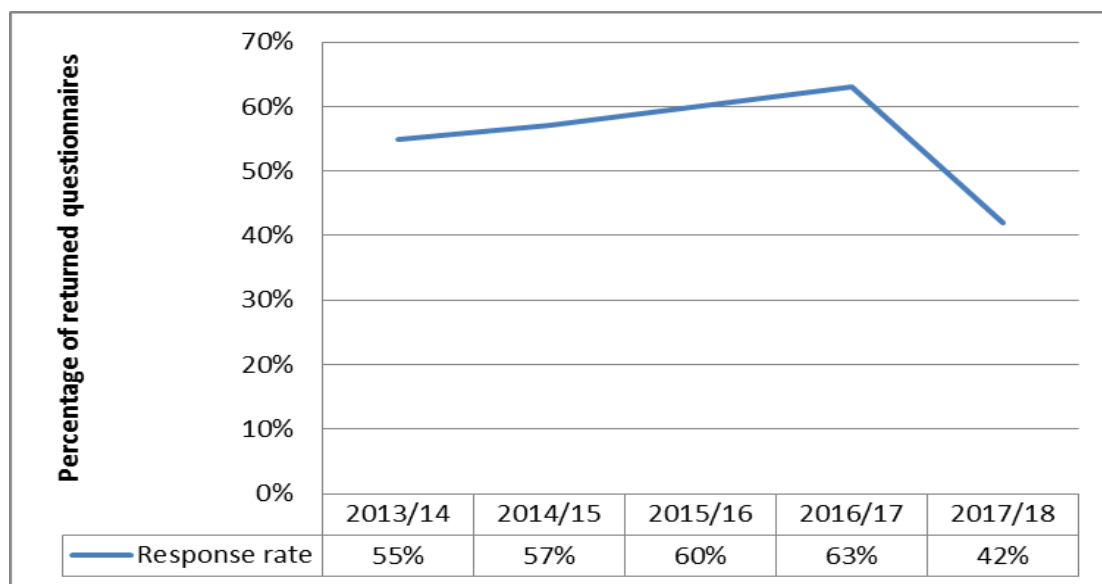
8.1 Voluntary leavers are asked to complete a confidential exit questionnaire upon resigning. If HR identify any areas of

concern, a meeting is set up between the HR Officer and employee to explore the issues further. HR may with the express agreement of the leaver also take up actions with the manager. A summary of the results of the exit questionnaires is provided below. For the full results, please see Essential Reference Paper C.

## 8.2 Response rate

8.2.1 The percentage of voluntary leavers completing an exit questionnaire in 2017/18 was 42% (18 employees) which has fallen since 2016/17 (63%) despite HR regularly chasing leavers to return their questionnaires. Please see Figure 12 below.

**Figure 12 - Exit questionnaire response rate**

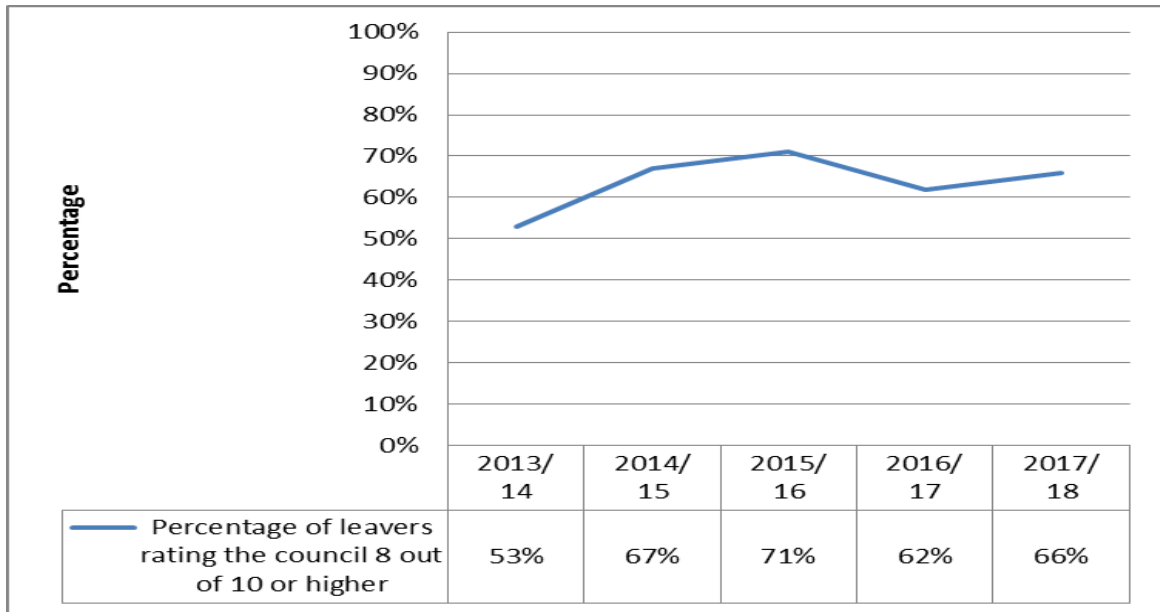


## 8.3 Overview of exit questionnaire responses

8.3.1 Leavers rated the council positively on the whole. Comments included “great colleagues”, “interesting and varied work”, “strong sense of team work” and “good flexible working”.

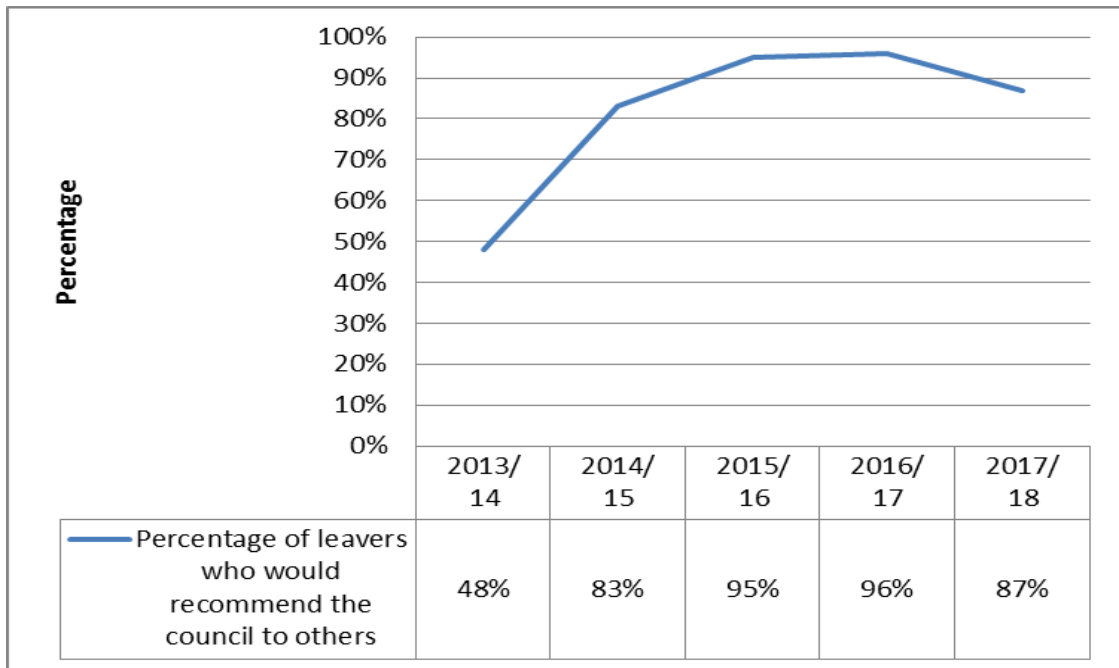
8.3.2 Two thirds of leavers (66%) rated the council as 8 out of 10 or higher. This is a small increase on the previous year (62% in 2016/17). See Figure 13 below.

**Figure 13 – Percentage of leavers rating the council as 8 out of 10 or higher**



8.3.3 The percentage of leavers who said they would recommend the council to others is also high (87%, 14 employees) however it has fallen since 2016/17 (96%). See Figure 14 below.

**Figure 14 – Percentage of leavers who would recommend the council to others**



## 8.4 Positive Comments from Exit Questionnaires

8.4.1 There were numerous positive areas on the exit questionnaires. The highlights are as follows:

### **Relationships with colleagues:**

95% (17 respondents) said that relationships with their colleagues were either good or excellent. This is also the view of current employees as reported in the 2017/18 Employee Survey where 95% of employees said that colleagues were friendly.

### **Relationship with their manager:**

84% (15 respondents) said that the relationship with their manager was either good or excellent.

### **Performance Development Review (PDR) meetings:**

83% (15 respondents) said that their manager always held PDR meetings with them.

**Induction:**

75% (12 respondents) completely agreed that they had had an effective induction and 25% (4 respondents) partially agreed.

**Training opportunities:**

50% (9 respondents) completely agreed that they had received adequate training/coaching and 44% (8 respondents) partially agreed.

**Flexible working:**

94% (17 respondents) said that flexible working at the council was either good or very good. This also reflects the view of current employees in the 2017/18 Employee Survey which reported that 83% were satisfied with working hours.

**Reasonable pay and benefits:**

29% (5 respondents) completely agreed that the council's pay and benefits were reasonable for the work that they did. Just over half (53%, 9 respondents) partially agreed.

8.4.2 The positive areas from the exit questionnaire analysis have been summarised in the table below:

Leavers reported:	2017/18	
	% age	Number
They had good or excellent relationships with colleagues	95%	17
They had a good or excellent relationship with their manager	84%	15
Their manager always conducted PDRs with them	83%	15
Their manager always or often gave adequate help and advice	83%	15
Their manager always or often knew and followed council procedures	89%	16
They had an effective induction	75%	12
They received adequate training/coaching*	50%	9
The flexi-time scheme was good or very good	100%	18
Flexible Working Options were good or very good	94%	17
Pay & Benefits were completely or partially reasonable for the work and responsibility undertaken	82%	14

Please note that not all respondents completing the exit questionnaires answered every question

\* An additional 44% *partially* agreed that they had received adequate training/coaching

## 8.5 Areas of consideration from Exit Questionnaires

8.5.1 There were some areas of the exit questionnaires where, although the majority of responses were positive, there were significant numbers that responded negatively and may need attention. They relate to:

**Prospects for promotion/advancement:**

Although most respondents (56%, 9 respondents) said that prospects for promotion/advancement were good or excellent, it is worth noting that there were still a considerable number (44%, 7 respondents) who said prospects were poor or very poor.

**1 to 1s with their manager:**

Again, although the vast majority (67%, 12 respondents) said they always (50%, 9 respondents) or often (17%, 3 respondents) had regular 1 to 1s with their manager, there were still one third (33%, 6 respondents) who said they seldom (28%, 5 respondents) or never (5%, 1 respondent) had 1 to 1s with their manager.

**Having their ideas listened to:**

Similarly, over two thirds of respondents (67%, 14 respondents) said that their manager always (50%, 9 respondents) or often (17%, 3 respondents) listened to their ideas and suggestions, however it is worth noting that just under a quarter of respondents (22%, 4 respondents) said their manager seldom (17%, 3 respondents), or never (5%, 1 respondent) listened to their ideas and suggestions. The results were more positive for current employees as the 2017/18 Employee Survey reported that 80% said that managers listen to their ideas.

**Receiving praise/recognition from their manager:**

Although almost three quarters (72%, 13 respondents) said that their manager always (44%, 8 respondents) or often (28%, 5 respondents) gave them praise/recognition where it was due, there is still over a quarter (28%, 5 respondents)

who said their manager seldom gave them praise/recognition.

### **Workload:**

The majority of respondents said that their workload was about right (67%, 12 respondents), 11% (2 respondents) said it was easy, and 22% (4 respondents) said it was too much. Overall, this is reflective of what current employees say about their workload as the Employee Survey 2017/18 reported that 81% of respondents said they were able to cope with the demands of the job.

### **Satisfaction with salary:**

The majority of respondents said they would rate their salary as good (66%, 10 respondents), 7% (1 respondent) said they would rate it as very good, 20% (3 respondents) as poor and 7% (1 respondent) as very poor. The negative responses reflect those of current employees as the Employee Survey 2017/18 reported that just under two fifths (38%) were dissatisfied with basic pay.

8.5.2 The areas for consideration from the exit questionnaire analysis have been summarised in the table below:

<b>Leavers reported:</b>	<b>2017/18</b>	
	<b>% age</b>	<b>Number</b>
Their workload was too much	22%	4
Their manager seldom or never had 1 to 1s with them	33%	6
Their manager seldom or never listened to their ideas and suggestions	22%	4
Their manager seldom gave praise/recognition where due	28%	5
Prospects for	44%	7



promotion/advancement were poor or very poor		
Their salary was poor or very poor	27%	4

8.3.3 HR encourage leavers to give their permission to share their exit questionnaire responses with their manager so that any feedback can be taken on-board and improvements can be made, where applicable.

## **9.0 Actions taken in 2017/18 to support Recruitment and Retention**

### **9.1 Recruitment**

9.1.1 To keep recruitment costs low, HR have implemented a number of strategies including negotiating with advertisers to reduce advertising costs, purchasing advertising credits in bulk with frequently used providers, and encouraging managers to use free advertising (e.g. the council's website, LinkedIn, Twitter, Indeed, University job boards and the job centre).

9.1.2 To help promote the council as an employer of choice, particularly to young people, HR representatives have attended 4 career fairs at schools in the district and a number of short term work placements have been arranged.

9.1.3 In September 2017 the council employed an additional four apprentices in Planning and Building Control, Housing and Health, Strategic Finance, and Communications, Strategy and Policy. Including one apprentice from the 2016 intake who has continued with the council on the second year of their apprenticeship programme, the total number of apprentices the council had in 2017/18 was five.

9.1.4 The council currently employs one graduate who is in their second year of the National Graduate Development Programme (NGDP) through partnership with HCC. No new graduates were employed in 2017/18.

## **9.2 Retention**

9.2.1 To enable more employees to benefit from support for professional study, financial support was changed in January 2018 to dual funding between the council and employee (up to 50%). Full funding is still available for 'difficult to fill' posts.

9.2.2 HR have worked closely with managers to design pay-linked progression criteria to recognise and reward employee development within some 'difficult to fill' posts.

9.2.3 HR lead on a piece of work to renew the council's status as a Disability Confident Employer in June 2017 by demonstrating the actions the council is taking to support employees with disabilities.

9.2.4 Throughout 2017/18 HR have been analysing turnover data on a more regular basis (i.e. monthly) to identify any patterns at an earlier stage.

9.2.5 HR have worked with managers to identify career pathways for employees e.g. expanding existing career graded posts to allow an earlier entry point for those without the necessary qualifications but who are committed to studying.

9.2.6 To seek employees' views and increase employee engagement, HR organised for an Employee Survey to be conducted in December 2017. An action plan has been developed to address any issues raised by employees and HR are working with managers to implement this.

9.2.7 HR have lead on the launch of a new rewards system in 2017, MyRewards, which provides the following:

- consolidates existing benefits into one place and includes a wellbeing centre providing articles, tips and videos for physical, mental and financial wellbeing;
- gives employees access to various discounts with major retailers;
- allows employees to spread the cost of technology and gym membership purchases over a 12 month period with SmartTech and SmartFit; and
- allows employees various ways to say thank you to each other e.g. sending e-cards.

## 10. **Summary and Recommendations for 2018/19**

10.1 The following actions have been identified to support the council in improving recruitment and retention in 2018/19:

- HR to continue to explore innovative ways to keep recruitment costs to a minimum;
- HR to continue to attend career's events at local schools and universities and to encourage representatives from services to attend particularly those services who have 'difficult to fill' posts;
- HR to continue to analyse turnover data on a monthly basis to identify any patterns and take any remedial action at an earlier stage;

- HR to support managers in implementing the actions identified from the Employee Survey e.g. 'back to the floor';
- HR to continue to work with managers to identify career pathways for employees;
- HR to continue to promote the MyRewards system;
- HR to continue to promote the e-learning platform, Skills Build, to support employee development;
- HR to review the exit interview process to ensure that it is fit for purpose.

## **10. Turnover Targets**

It is recommended that the turnover targets remain unchanged for 2018/19.

Turnover rate	target 2018/19	10%
Voluntary turnover rate	target 2018/19	7%
Stability index	target 2018/19	90%

**Exit Questionnaire Analysis 2017/18**

This report analyses exit questionnaire data for leavers between 1 April 2017 and 31 March 2018.

Please note that not all respondents answered all of the questions. The number of leavers responding is given in brackets. Due to rounding, some percentages may not equal 100%.

**Job Description and Duties**

Question asked:	Leaver's responses			
	Yes, completely	Yes, partially	Not really	Not at all
Enjoy time at East Herts?	44% (8)	50% (9)	6% (1)	0% (0)
Duties clearly defined?	59% (10)	41% (7)	0% (0)	0% (0)
Job description accurate?	63% (10)	37% (6)	0% (0)	0% (0)
Sort of work expected?	53% (9)	41% (7)	6% (1)	0% (0)

Question asked:	Leaver's responses		
	Easy	About right	Too much
How did you find the workload?	11% (2)	67% (12)	22% (4)

**Relationships with line manager and colleagues**

Question asked:	Leaver's responses			
	Excellent	Good	Poor	Very Poor
Relationship with colleagues	67% (12)	28% (5)	5% (1)	0% (0)
Relationship with manager	67% (12)	17% (3)	11% (2)	5% (1)

Question asked:	Leaver's responses			
	Always	Often	Seldom	Never
<i>Did your manager:</i>				
Have regular 1 to 1s with you?	50% (9)	17% (3)	28% (5)	5% (1)
Conduct PDRs with you?	83% (15)	5% (1)	5% (1)	5% (1)*
Give adequate help and advice?	50% (9)	33% (6)	11% (2)	5% (1)
Listen to your ideas & suggestions?	50% (9)	28% (5)	17% (3)	5% (1)
Give praise/recognition where due?	44% (8)	28% (5)	28% (5)	0% (0)
Know & follow council procedures?	50% (9)	39% (7)	11% (2)	0% (0)

\* 1 employee was not at EHC during the PDR review period

## Training and Development

Question asked: (1)	Leaver's responses			
	Yes, completely	Yes, partially	Not really	Not at all
Had an effective induction?	75% (12)	25% (4)	0% (0)	0% (0)
Received adequate training/coaching	50% (9)	44% (8)	5% (1)	0% (0)

(1) Some respondents did not provide an answer

Question asked: (1)	Leaver's responses			
	Excellent	Good	Poor	Very Poor
Prospects for promotion/ advancement?	6% (1)	50% (8)	31% (5)	13% (2)

(1) Some respondents did not provide an answer

## Pay and Benefits

Question asked:	Leaver's responses			
<i>How would you rate the following pay and benefits provided by the council? (1)</i>	Very good	Good	Poor	Very Poor
Remuneration	7% (1)	66% (10)	20% (3)	7% (1)
Pension	35% (6)	65% (11)	0% (0)	0% (0)
Flexi – time scheme	50% (9)	50% (9)	0% (0)	0% (0)
Flexible Working Options	55% (10)	39% (7)	5% (1)	0% (0)
Car Allowance	14% (1)	43% (3)	43% (3)	0% (0)
Child Care Vouchers	43% (3)	57% (4)	0% (0)	0% (0)
MyRewards	29% (2)	57% (4)	0% (0)	14% (1)
Long Service Award	13% (1)	50% (4)	25% (2)	12% (1)
Life Assurance	40% (2)	60% (3)	0% (0)	0% (0)
Occupational Health/ Employee Assistance Programme	20% (1)	80% (4)	0% (0)	0% (0)

(1) Some respondents did not provide an answer

Question asked:	Leaver's responses			
	Yes, completely	Yes, partially	Not really	Not at all
Did you feel that your pay and benefits were reasonable for the work and responsibility undertaken?	29% (5)	53% (9)	13% (2)	5% (1)

## Other

Question asked: (1)	Leaver's responses									
	1	2	3	4	5	6	7	8	9	10
On a scale of 1-10 how would you rate East Herts council as an employer (1 being poor and 10 being excellent)?	0	0	0	0	1	1	4	8	2	2
	0%	0%	0%	0%	5%	5%	22%	44%	11%	11%

(1) Some respondents did not provide an answer

Question asked: (1)	Leaver's responses	
	Yes	No
Would you recommend other to join East Herts council?	87% (14)	13% (2)

(1) Some respondents did not provide an answer

This page is intentionally left blank



EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 4 JULY 2018

REPORT BY THE INTERIM HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCE MANAGEMENT STATISTICS: APRIL TO JUNE 2018

WARD(S) AFFECTED:        *None*

---

## **Purpose/Summary of Report**

Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 1 (April – June 2018).

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</u></b>	
<b>That:</b>	
<b>(A)</b>	the HR Management Statistics for Quarter 1 (April to June 2018) be noted

## **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 table below summarises the council's establishment and vacancy data as at 14 June 2018.

	<b>Quarter 1</b>
Number of funded posts	382
Total headcount	333
Vacant posts	49
Established FTE	337.08
Actual FTE	290.26
Vacant FTE posts	46.82

## **2. Employee Turnover**

- 2.1. There were 22 leavers (20 voluntary and 2 involuntary) between 1 April and 30 June 2018. Based on this figure, projected turnover is 26.3% for the year which is above the council's target of 10%.

<b>Quarter</b>	<b>Number of Leavers</b>	<b>Projected Turnover for 2018/19 (TARGET 10%)</b>
Quarter 1	22	26.3%

## **3. Sickness Absence**

- 3.1 The table below shows absence data for the period 1 April – 31 May 2018 (data for the month of June was not available at the time of writing this report).
- 3.2 Based on Quarter 1 data, the projected sickness absence rate for the year is 5.58 days per FTE which is below the target of 6.5 days.

	<b>Quarter 1</b>
Short term absence per FTE to date	0.58
<b>Projected Short Term absence</b>	<b>3.48</b>
Long Term absence per FTE to date	0.35
<b>Projected Long Term absence</b>	<b>2.1</b>
Total absence per FTE to date	0.93
<b>Projected Total Absence</b>	<b>5.58</b>

Long term sickness absence is 28 plus consecutive calendar days

The council's targets are short term = 4.5 days, long term = 2 days, total = 6.5 days

#### **4. Work-related accidents**

4.1 During the period 1 April to 31 May 2018 there were no reportable\* or non-reportable accidents involving employees.

\* 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).

#### **5. Learning and Development**

5.1 During the period 1 April to 14 June 2018, 64 learning and development events were held and there were 475 participants.

#### **6. Performance Management**

6.1 Date for the completion of Performance Development Reviews (PDRs) in 2018/19 will be reported on at the end of the PDR year – i.e. HRC in April 2019.

#### **7. Equalities Monitoring Indicators**

7.1 The table below shows a summary of equalities data for employees as at 14 June 2018.

<b>Disability:</b>		
Leadership Team members with a disability	5%	<b>0%</b>
Employees with a disability	5%	<b>3.8%</b>
<b>Ethnicity:</b>		
Leadership Team members from BAME groups	4.5%	<b>16.7%</b>
Employees from BAME groups	4.5%	<b>4.5%</b>
<b>Gender:</b>		
Leadership Team members who are female	51%	<b>75%</b>
Employees who are female	51%	<b>71%</b>
<b>Part Time/Full Time:</b>		
Employees who are part time	27%	<b>36%</b>
Employees who are part time and female	21%	<b>33%</b>
Employees who are part time and male	6%	<b>2.6%</b>

The Leadership Team = Chief Executive, Directors and Heads of Service.

## 8. Policy Development

8.1 The following policies are currently under review:

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

## 9.0 Implications/Consultations

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

Background Papers

None

Contact Officer: Kate Leeke - Head of HR and OD Ext. 2141  
[Kate.Leeke@eastherts.gov.uk](mailto:Kate.Leeke@eastherts.gov.uk)

Report Author: Vicki David - HR Officer Ext. 1652  
[Vicki.David@eastherts.gov.uk](mailto:Vicki.David@eastherts.gov.uk)

This page is intentionally left blank

**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:	None
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	No

This page is intentionally left blank



## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 4 JULY 2018

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

---

#### HUMAN RESOURCES AND PAYROLL: TEAM UPDATE REPORT

WARD(S) AFFECTED:        *None*

---

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

Members are invited to note the Human Resources update report.

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

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

<b>(A)</b>	<b>the Human Resources update report be noted</b>
------------	---

#### **Background**

This report provides an update on the HR and Payroll team

#### **Report**

##### **1. Health and Safety – Achievements/Successes**

#### **Compliance Monitoring**

This month we have successfully carried out six inspection and monitoring visits this quarter. The inspections help to identify any significant risks; required procedure reviews and ensures the compliance of the council's contracts in terms of health and safety. The impact of this work is that East Herts has had no reportable incidents this quarter.

## **Love Parks Week**

Following the successful implementation of the site safety plans and pre-site risk assessments; we received thanks from the Operations Team for providing assistance and guidance on the two Love Parks Week 'Get Park Active' events.

## **Guardian 24 Lone Worker Service Contract**

The lone worker contract is being reviewed to ensure all staff feel safe and protected whilst carrying and using their lone working devices. Training has also been delivered to members.

## **Shared Waste Services Contract**

Input from Health & Safety was integral in the tendering process for the shared waste services contract commenced on the 08th May

## **2. Payroll Service - achievements**

Every month the Human Resource (HR) and payroll team deliver a valuable service to meet the needs of Staff, Councillors and statutory bodies. This includes ensuring pay and claims arrive in bank accounts on time.

The implementation of a new HR/Payroll system has been challenging for the team, with the usual operational difficulties, which any new system incurs. They have ensured continued accuracy and statutory compliance on a monthly basis, and additionally for the first time in May, successfully submitted on year end returns, including the complex year end pension report, using the new system.

The team have risen to this challenge and embraced this total change in processes.

### **3. General Data Protection Regulations (GDPR)**

HR are working on a GDPR action plan to ensure compliance with the regulations. This is almost complete.

### **4. Staff Survey**

HR are working with Heads of Service and the Communications Team on the results of the staff survey, taking forward actions for each service to address the issues raised by staff. A presentation on the findings of the staff survey will be given at Staff Briefings in July.

### **5. Gender Pay Gap**

HR are working on a detailed action plan for the Gender Pay Gap and will provide an update to HRC in October.

### **6. Agile Workspace project**

HR are acting as the culture lead for the agile workspace project, ensuring there is appropriate consultation and engagement with staff and supporting them in the transition to a new way of working.

### **7. Pay Policy**

HR are drafting a new Pay Policy that incorporates all elements of how we pay people.

### **8. Mental Health First Aiders**

HR are researching the benefits and any potential risks of having Mental Health First Aiders in the council and exploring the costs of training staff.

### **9. Facility time**

HR are working with Unison to collate and publish Facility Time recording data on our website. This will be achieved by July 2018.

## 11. Apprentices

East Herts recruited 5 apprentices in September 2018 studying three NVQ level 2's in Business Studies and Accountancy (AAT) and two NVQ level 3's in Human Resources and Digital Media and Communications.

We were pleased to announce that one of the apprentices left this month after being accepted at university to further their studies in their chosen field and the Leadership Team have approved the retention of three of the apprentices to remain at East Herts to progress to the next level of their chosen qualifications.

One apprentice has successfully used the process to identify a future career in Environmental Health and we wish them every success as they continue their studies within the council.

We are very proud of the apprentices and their achievements. We have received some excellent feedback from their college assessors on their ability to self-study; the quality of their work and one apprentice achieve 98% in their exams.

East Herts is involved in an exciting joint working project with North Herts Council and Oakland's College as we work together to recruitment town planning apprentices.

### 9.0 Implications/Consultations

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

**Background Papers** - None

Contact Officer: Kate Leeke - Head of HR and OD Ext. 2141  
[Kate.Leeke@eastherts.gov.uk](mailto:Kate.Leeke@eastherts.gov.uk)

Report Author: Vicki David - HR Officer Ext. 1652  
[Vicki.david@eastherts.gov.uk](mailto:Vicki.david@eastherts.gov.uk)

**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:	None
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	No

This page is intentionally left blank

MINUTES OF A MEETING OF THE  
LOCAL JOINT PANEL HELD IN THE COUNCIL  
CHAMBER, WALLFIELDS, HERTFORD ON  
WEDNESDAY 6 JUNE 2018, AT 2.30 PM

---

PRESENT:      **Employer's Side**

Councillor Jan Goodeve (Chairman)  
Councillors E Buckmaster, L Haysey and  
L Radford

**Staff Side (UNISON)**

Ms J Bruce, Mr S Ellis and Mr A Stevenson  
(Vice Chairman)

ALSO PRESENT:

Councillor P Ruffles

OFFICERS IN ATTENDANCE:

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

1      APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN

It was moved by Councillor L Haysey and seconded by Councillor L Radford that Councillor J Goodeve be appointed Chairman for the civic year 2018/19. After being put to the meeting and a vote taken, the motion was declared CARRIED and Councillor J Goodeve was appointed Chairman of the Local Joint Panel for the civic year 2018/19.

It was moved by Ms J Bruce and seconded by Mr S Ellis that Mr A Stevenson be appointed Vice Chairman for the civic year 2018/19. After being put to the meeting and a vote taken, the motion was declared CARRIED and Mr A Stevenson was appointed Vice Chairman of the Local Joint Panel for the civic year 2018/19.

RESOLVED – that (A) Councillor J Goodeve be appointed Chairman for 2018/19; and

(B) Mr A Stevenson, be appointed Vice Chairman for 2018/19.

## 2 APOLOGY

An apology for absence was submitted on behalf of Ms F Brown (UNISON).

## 3 MINUTES

It was moved by Councillor L Radford and seconded by Ms J Bruce that the Minutes of the meeting be confirmed as a correct record and signed by the Chairman. After being put to the meeting and a vote taken, the motion was declared CARRIED.



RESOLVED – that the Minutes of the meeting held on 21 March 2018 be confirmed as a correct record and signed by the Chairman.

#### 4 CHAIRMAN'S ANNOUNCEMENTS

The Chairman commented that there were no reports from the Secretary to the Employer's side.

#### 4 RESTRUCTURE CONSULTATION POLICY

The Secretary to the Staff Side (UNISON) submitted a report and provided Members with a summary of the report. He said that the Local Joint Panel should be a useful forum for staff and management to look at and air issues of concern.

The Secretary to the Staff Side expressed concern that some aspects of the Local Joint Panel's Powers and Duties had been changed without consultation and without the agreement of UNISON and that these had subsequently been agreed at Council on 16 May 2018. Councillor L Haysey commented that this was a totally different issue to the item under discussion and should be considered elsewhere on the agenda.

The Secretary to the Staff Side expressed concern that the proposed Restructure Consultation Policy (last considered by the Local Joint Panel in November 2017) had not been progressed and that staff were very concerned about the number of concurrent restructures which had taken place since 2016. He stated that staff felt that their views were being ignored and that this was affecting production and staff morale.

The Secretary to the Employer's Side explained that she accepted that there had been a lack of progress in relation to the report since the departure of the previous Head of Human Resources. She assured UNISON that staff were not being ignored and that it was her view that the Council should move forward positively with a policy to address Organisational Change.

The Secretary to the Employer's Side explained that she was committed to working in partnership with UNISON and expressed her concerns about the way in which papers had been presented to the Local Joint Panel. Additionally, she said that the comments shown in Essential Reference Paper "A" were not submitted by HR. She explained the current regular arrangements with UNISON to discuss issues.

The Secretary to the Employer's Side explained that she was currently looking into the issue of the LJP's changed powers and agreed to work with UNISON and bring this item back to the next LJP to update on progress. In response to the question of staff morale, she provided statistics on the positive results of the staff survey.

The Secretary to the Employer's Side reminded the Panel on what policies were currently in place to support individuals and business need. She explained that it was possible to carry out multiple consultations concurrently, adding that UNISON's report contained some factual inaccuracies and that the policy submitted seemed to be unfinished. The Secretary to the Employer's Side suggested that the Council should have an Organisational Change Policy which covered all aspects of organisational change. She accepted that no progress had been made to the report which had been submitted in November 2017 as

it was her belief following a meeting with UNISON this was not considered to be a priority.

Councillor E Buckmaster supported the view of encapsulating all policies under one document. He stated that, in his view, the purpose of the LJP was for all Panel Members to achieve a consensus having discussed and resolved issues prior to the LJP meeting.

The Secretary to the Staff Side sought and was provided with clarification in terms of a timescale for the consideration of a proposed organisational policy. The Secretary to the Employer's Side stressed the need for proper consultation rather than imposed timescales.

Councillor L Haysey commented that this was the beginning of a larger piece of work on a suite of papers so that all re-organisational issues were considered.

The Secretary to the Employer's Side confirmed that a draft Organisational Policy could be produced and a consultation period allowed, which, she estimated could happen by the end of the year. After consultation, it would then be brought back to LJP for consideration and discussion.

The Panel Chairman urged Members to move forward and to strive for excellence in managing the process. Councillor L Haysey felt that the policy as proposed could not be accepted because it needed further work. The Secretary to the Staff Side reiterated his concerns that there had been representations made to management since 2016 about the restructure process and he hoped that the LJP could agree a timetable as so much time had elapsed.

The Secretary to the Employer's Side acknowledged the Staff Side's frustration adding that going forward, any policy needed to be resilient for the future and existing policies reviewed and properly integrated.

It was moved by Councillor L Haysey and seconded by Councillor E Buckmaster that a fully integrated policy addressing organisational change be developed as a basis for consultation. After being put to the meeting and a vote taken, the motion was declared LOST. Ms J Bruce asked that her abstention from voting be recorded.

It was moved by Mr A Stevenson and seconded by Mr S Ellis that the new restructure consultation policy as now submitted, be recommended for approval. After being put to the meeting and a vote taken, the motion was declared LOST.

The Panel noted that according to the revised constitution, in the absence of a majority the matter be referred to the Executive by way of mediation.

RESOLVED - that the Restructure Consultation Policy be referred to the Executive for mediation.

## 5 URGENT BUSINESS

The Panel Chairman agreed to accept an urgent item of business onto the agenda in order to facilitate the partnership working arrangements between the Staff and Employer's side.

The Secretary to the Staff Side expressed concern that the LJP's powers and duties had been changed and this had

been agreed at Annual Council on 16 May 2018 without consultation with the Staff Side. He explained that this had removed the power to refer matters to the Joint Secretaries when a recommendation could not be supported. The Secretary to the Staff Side said that the changes agreed were significant and he had strong reservations about these unapproved changes.

The Secretary to the Employer's Side explained that she had contacted the Head of Legal and Democratic Services as soon as the matter had been brought to her attention and this was currently under review. She hoped that the Employer's Side would continue to work in partnership with UNISON.

The Secretary to the Staff Side asked that a further issue be considered by the Panel as "Any Other Business" regarding issues within Pest Control. The Panel Chairman advised the Secretary to the Staff Side that there was no provision to raise items under "Any Other Business" and that a report should be prepared by the Secretary to the Staff Side for consideration at the next Local Joint Panel meeting in September 2018.

The Secretary to the Staff Side commented that this could not wait until September 2018. The LJP was advised that its constitution provided for either side to call another meeting of the Panel upon the receipt of a requisition signed by at least two members of either side.

The meeting closed at 3.20 pm

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

## Minutes of Health & Safety Committee Thursday 22<sup>nd</sup> March 2018 in room 1.11

**Present:** Adele Taylor (AT) – Chair  
Peter Dickinson (PD)  
Steve Whinnett (SW)  
Sarah Bye (SB)  
Paul Thomas-Jones (PTJ)  
Helen Farrell (HF)  
Ola Newham (ON) - Minutes

**1. Apologies:** Tracey Sargent (TS)  
Kate Leeke (KL)  
Steve Ellis (SE)

### **2. Minutes of the last meeting**

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

### **3. Matters Arising**

3.1 Lone Workers devices – PD drafted standards guide following the meeting with Guardian, which will be circulated to all staff. The structure of responsibilities has been reviewed in regards to looking after spare devices and each team would have an administrator responsible for looking after devices.

Action: PD

3.2 The group discussed issues around missing devices. All lost/stolen devices have now been replaced at cost of £100 per device. It has been suggested to make people liable for loss of device or to charge the cost to the relevant department. AT suggested adding lone working device to leavers' checklist.

Action: HF

3.3 PD advised the group that all lost devices have now been deactivated and cannot be used.

3.4 AT suggested there should be a post/guide on intranet about use of Lone Working devices.

3.5 AT stressed the importance of access and security checks. She said this should be done monthly.

SB said that the temporary access cards are quite difficult to keep the track of, and agency staff/guest staff that uses these doesn't always return pass back.

#### **4. Accident & Incident reports – Verbal Reports**

4.1 PD gave a verbal report on accident and incidents from 01.12.2017 – 22.03.2018 for employees and non-employees. There were no incidents for employees and 1 non-reportable for non-employees. The incident has been dealt with and the member of public has been updated on the outcomes from investigation.

#### **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.

6.1. Wallfields: as a result of inspections in February and March some issues have been identified:

- Sash windows on 1<sup>st</sup> floor of Old Building cannot be opened safely, this had been reported to FM Helpdesk.

With two services moving into Old Building, there were some rearrangements in place to accommodate this:

- IT has been moved to 1<sup>st</sup> floor additional security door swipes have been installed as CAB is moving in mid-April.

All fire exits are still fully operational. AT stressed the importance of making sure we have a full access to the building as we are responsible for safety and maintenance.

6.2 Buntingford: No significant defects or hazards.

Property Services arranged for Landmark to commence re-lining work.

6.3 Hertford Theatre: No significant defects or hazards.

6.4 Hillcrest Hostel:

two buildings being adapted for disabled access  
minor improvements to two fire doors following buildings fire risk assessment

6.5 Leisure Services Contract:

Talks with Operations Team about arrangements for Contract Compliance inspections ongoing, Health and Safety Officer continues site visits.

#### **7. Property – Premises maintenance and repairs**



7.1 SW reported that the work in old building is nearly finished. There was some noise disturbance, mainly around morning hours.

7.2 SB said the part of the building where CAB is moving in is ready.

## **8 – Facilities Management**

8.3 PTJ raised question about meeting room 28, as there were rumours that this will be no longer available. The room booking calendar has booking going far into 2018 and there should be update to all staff that bookings for room 28 have to be rescheduled to alternative rooms. AT suggested Sb should contact Deborah Quinney to discuss logistics. There also should be a Comms email to all staff and a note on intranet.

Action: DQ/SB

8.4 The change of use for room 28 raised question about room 27. It has been confirmed room 27 will be only for the use by EH.

8.5 PD to raise legal duty of care papers and share any safety rules with CAB.

Action: PD

## **9. List of issues (from employee and management side)**

9.1 TS email:

*“ Today would have been my last Safety Committee meeting and I am sorry that I am unable to attend. With Peter getting the backing of the Safety Committee as it stands now H&S has moved to the forefront of the council and lots has happened in those short years. This is shown by the few reports that Peter now has to present to the committee on a regular basis. It has been a pleasure to have been involved in a small way with this improvement and wish you all the best for the future. There is a Unison AGM on 28<sup>th</sup> March where there will the election of Union Representatives so hopefully a new rep will be attending the Safety Committee in due course.”*

9.2 AT said that the group should send a message back with a thank you.

## **10. Health and Safety Training**

10.1 PD sent out an email requesting feedback on training matrix, no feedback received.

10.2 AT suggested that all future changes/ restructures should be included.

### **1.1 Health and Safety Policy arrangements**

11.1 AT requested the full list of policies relevant to this Committee should be emailed to the new Chair of this meeting.

11.2 The new Chair should be selected in the next week or so.

## **12. Health and Wellbeing**

12.1 HF gave updates on Yoga and recent free taster on Tai-Chi. Yoga group is now meeting every Thursday, the change of the day met more interest. ON said the feedback from free Tai-Chi session was very positive.

12.2 AT said the group should become more active on intranet to motivate other members of staff and help create a sharing and active attitude.

## **13. Key messages for the next quarter**

Health and Wellbeing  
Lone Working  
GDPR  
Moving and Handling

## **14. Health and Safety news items, prosecutions**

PD selected some incidents from other areas:

Tower Hamlets – tree swing fatal incident – he said we can learn the importance of good relationship with Contractors  
Croydon – good support and staff management are very important. Each new started/volunteer/apprentice should be fully assessed and informed, especially in case of more vulnerable members of staff.

## **15 – AOB**

15.1 PD has done a research on defibrillators and said he would present report to the group soon.

15.2 Evacuation chairs – bid for new provider has been extended. The current chairs are not easy to use, we are looking to replace those for easy to use ones.

15.3 PTJ suggested the group could consider Health and Safety blog on intranet.

15.4 The group passed thank you's to AT at her last meeting. AT has less than a week left at EH.

Date of next meeting: 12<sup>th</sup> June 2018, room 1.11