



James Ellis
Head of Legal and Democratic
Services

MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 15 FEBRUARY 2023
TIME : 7.00 PM

PLEASE NOTE TIME AND VENUE

This meeting will be live streamed on the Council's Youtube page:
<https://www.youtube.com/user/EastHertsDistrict>

MEMBERS OF THE COMMITTEE

Councillor Rosemary Bolton (Chairman)
Councillors A Alder, S Bull, J Dumont, M McMullen, S Newton and
P Ruffles (Vice-Chairman)

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- 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;
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AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes - 23 November 2022 (Pages 6 - 15)

To receive the Minutes of the meeting held on 23 November 2022.

3. Declarations of Interest

To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Health and Safety Committee : Minutes - 8 November 2022 (Pages 16 - 20)

To receive the Minutes of the Health and Safety Committee held on 8 November 2022.

6. Health and Safety Quarterly Review - Quarter 3, October 2022 - December 2022 (Pages 21 - 35)

7. Human Resources Management Statistics - Quarter 3, October 2022 - December 2022 (Pages 36 - 45)

8. Gender Pay Gap Report 2022 (Pages 46 - 68)

9. Pay Policy Statement 2023/2024 (Pages 69 - 84)

10. Human Resources and Payroll Team Update Report - Quarter 3 (Pages 85 - 96)

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.

Agenda Item 2

HR

HR

MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD IN
THE COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON WEDNESDAY 23
NOVEMBER 2022, AT 7.00 PM

PRESENT: Councillor Rosemary Bolton (Chairman)
Councillors A Alder, S Bull, J Dumont,
M McMullen, P Ruffles and R Buckmaster
(substitute for S Newton)

OFFICERS IN ATTENDANCE:

Michele Aves	- Democratic Services Officer
Peter Dickinson	- Health and Safety Officer
Elly Starling	- Interim Head of Human Resources and Organisational Development

246 APOLOGIES

An apology for absence was received from Councillor Newton. It was noted that Councillor R Buckmaster was substituting for Councillor Newton.

247 MINUTES - 21 SEPTEMBER 2022

It was moved by Councillor Alder and seconded by Councillor Ruffles that the Minutes of the meeting of

the Committee held on 21 September 2022 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 of the Committee held on 21 September 2022 be confirmed as a correct record and signed by the Chairman.

248 DECLARATIONS OF INTEREST

There were rolling declarations of interest from Members of Parish/Town Councils which were receiving services from East Herts Council's Human Resources Department.

249 CHAIRMAN'S ANNOUNCEMENTS

The Chairman reminded Members to use their microphones when speaking as the meeting was being webcasted.

250 HEALTH AND SAFETY QUARTERLY REVIEW FOR QUARTER 2 - (JULY 2022 TO SEPTEMBER 2022)

The Health and Safety Officer introduced the report. He advised Members that there were no Minutes from the most recent Health and Safety Committee meeting on the agenda due to the close proximity of this meeting. He said that these Minutes would be available at the next meeting of the Human Resources Committee.

The Chairman thanked the Health and Safety Officer for his report and said that it was good to see that it contained only minor accidents.

Councillor Alder asked what would escalate a non-reportable accident to a reportable accident and enquired if any such accidents had been escalated. The Health and Safety Officer said that reportable accidents fell within a specified criterion, for example, the loss of a limb, a death, or a serious failure of a structure. He said that such accidents required the venue to complete and submit an online form to the Health and Safety Executive, which he would also be advised of. He said that to date there had been no such reportable accidents.

The Health and Safety Officer said that should it transpire that a minor accident was serious it would be escalated by the venue upon contact from the injured party. He said that in such circumstances the accident/event could be traced back via the venue's records, and again he would also be advised. He said that to date there had been no such escalations.

Councillor Ruffles said that he very much enjoyed reading the Health and Safety reports and that he had learnt much from them. He acknowledged the extra work which was being created by Hertford Theatre being closed, meaning that productions instead were being hosted by alternative venues such as Ware Drill Hall, and he thanked Officers for this.

Councillor Buckmaster asked if percentages could be

used in the venue accident data, i.e. the number of accidents expressed as a percentage of a venue's footfall. The Health and Safety Officer said that he could enquire as to whether this was a possibility.

The Chairman said that it was good to see that the implementation of the new lone working provision continued, with several departments now having received devices and training. She also thanked the Health and Safety Officer for his report.

RESOLVED – that the Health and Safety Quarterly Review, Quarter Two, July 2022 – September 2022 be considered and received.

251 HUMAN RESOURCES MANAGEMENT STATISTICS FOR QUARTER 2 (JULY - SEPTEMBER 2022)

The Interim Head of Human Resources and Organisational Development introduced the report. She said that a verbal update would also be given regarding the recruitment and retention of staff within the Planning Department.

Councillor Dumont asked if recruitment for disabled applicants had progressed as discussed and minuted at the meeting of the Committee on 21 September 2022. The Interim Head of Human Resources and Organisational Development said that due to the recent Council IT outage and Officer absence an update on this subject and the whole plan would be forthcoming by the next meeting of the Committee.

Councillor Alder referred to paragraph 3.3.10 of the report and asked for clarification of how an employee could be long term absent from work for 'minor reasons'. The Interim Head of Human Resources and Organisational Development said that long term absence from work was normally due to serious diseases or stress, but believed that the employee in question was suffering from a combination of several 'minor reason' complaints. She said that the department was working with this employee to try and get them back to work.

Councillor Bull said the Council's IT Communications were not good and gave an example of recently having to obtain a new password for his laptop. The Interim Head of Human Resources and Organisational Development said that she would feed Councillor Bull's concerns back to the IT Department.

Councillor Dumont asked for further information about the 'How to Find Your Brave' workshops. The Interim Head of Human Resources and Organisational Development said that the workshop was part of a series, aimed at aiding participants' resilience, bravery and enabling them to say the things which they needed to say. She said that the fifth workshop had just been run and was very positively received, with videos also available to view on the intranet.

Councillor Dumont asked who had oversight of the Applicant Tracking System (ATS). The Interim Head of Human Resources and Organisational Development said that a Human Resources Officer had been allocated to each Council Department, with Human

Resources Admin carrying out back-room ATS functions. She said that an end-to-end review of the Human Resources Department (including ATS, which was in its infancy) had been commissioned via Lean Six Sigma.

Councillor Dumont said that Lean Six Sigma was a powerful tool and asked if the Council had any expert Black Belts. The Health and Safety Officer said that at present there were no Black Belts within the organisation, but there were eight change champion practitioners, supported by the Deputy Chief Executive and Head of Operations that all qualified as Yellow belts before progressing to Green Belts.

The Health and Safety Officer explained to the Committee that Lean Six Sigma was a method which used collaborative team effort to improve performance by systematically removing waste and reducing variation. He gave examples of how challenging conventions could help organisations to deliver services with time and cost savings.

Councillor Buckmaster referred to the Equalities Monitoring Indicators included within the report and noted that although over 70% of the Council's employees were female, only 40% of the Leadership Team were female. The Interim Head of Human Resources and Organisational Development said that all Councils were female heavy. She said that the Talent Management Scheme and the Future Manager Scheme were both programs which could help to increase the number of female staff in more senior roles, adding that a Full Skills Audit was to be undertaken in the new year which would look at how

an employee's previous job skills could be utilised in new Council roles.

The Interim Head of Human Resources and Organisational Development said that the vacancies within the Planning Department continued to be a concern. She said that the Department was too reliant on temporary agency staff, with recent recruitment incentives proving unsuccessful. She added that these problems were country wide and not just an issue faced by East Herts.

The Interim Head of Human Resources and Organisational Development said that a campaign-based approach to recruit and retain Planning staff was now being taken, this included a separate Planning Department landing page on the internet with videos from the Head of Service. She said that the career grading which was previously removed from posts had been reintroduced, with an academy approach to learning and a copywriter had been engaged for job adverts.

The Interim Head of Human Resources and Organisational Development said that in addition it had been agreed in principle that Market Forces Supplements could be applied to Planning Department vacancies. The Chairman said that the use of Market Forces Supplements fell under Section 7 of the Pay Policy Statement 2022/2023 which was approved by the Committee in February 2022.

Councillor Bull asked if Planning staff could be 'tied into' contracts to stop them being trained and then

leaving the Council for jobs in the private sector. The Interim Head of Human Resources and Organisational Development said that this was not possible (as even with a payback clause, staff could not be stopped from leaving). Exit interviews with staff did not indicate that all left employment with the Council for a higher salary. She said that it was important to look at the 'total package' of employment at the Council, including pensions, free car parking and a sense of belonging.

The Interim Head of Human Resources and Organisational Development gave Members a verbal update on the work of the Human Resources and Payroll Department since the last meeting of the Committee. This included:

- A review of the Corporate Induction Process, to include the assessment of job applications when received and engaging with any prospective employees before the closing date.
- Analysing the outcomes from completed Lean Six Sigma processes.
- The development of the Future Managers Programme.
- The development of the New Leadership Programme.
- The completion of the Payroll review, this was now being examined and reference workbooks were being compiled for staff as back up.
- Work completed by Payroll to enable staff pay rises and any backdated pay to be received in December 2022 pay.
- East Herts Together continues, this now incorporates Transforming East Herts.

- A review of the Human Resources support given to Broxbourne Council. Broxbourne have been advised that they need to recruit to their two vacant Human Resources posts, as East Herts can only trade services if they have capacity.

The Interim Head of Human Resources and Organisational Development said that this verbal update will be compiled and sent out to Members of the Committee by email.

The Chairman thanked the Interim Head of Human Resources and Organisational Development for her report and update.

RESOLVED – that the Human Resources Management Statistics for Quarter Two, July 2022 – September 2022 be considered and received.

252 URGENT BUSINESS

There was no urgent business.

The meeting closed at 7.55 pm

Chairman
Date

Agenda Item 5

Minutes of Safety Committee
Tuesday 08th November 2022,
Meeting Room 1.15 / Microsoft Teams

Present: Peter Dickinson (PD), Steve Whinnett (SW), Dominique Kingsbury (DK), Jennifer Frances (Unison) (JF), Jeanette Lowden (JL) Waste Team, Buntingford Depot, Geoff Hayden (GH), Benjamin Wood (BW)

Apologies: Simon O'Hear (SOH), Paul Thomas-Jones (PTJ), Rowan Perrin (RP), Jackie Bruce (JB), Ian Sharratt (IS), Chloe Hipwood - Norton (CH-N)

1.0 Minutes of the last meeting

The Minutes of the meeting held on 30th August 2022 were agreed as an accurate record.

Action items:

GH to feedback to Committee concerning liaison between the Project Team and Property Services on ongoing and future capital projects and developments – no update – PD to speak to GH.

PD/GH to review occupant capacity of existing meeting rooms – PD and GH have finalised room numbers in regard to the occupancy of meeting rooms on both sides of the building. Safety guidance/user guides along with seating capacities and room configurations have been put in each room.

Buntingford Bridge – GH updated Committee on current position regarding the bridge that was relocated from Grange Paddocks and placed in storage at the Buntingford Depot. GH informed the Committee that no decision has been taken on

future options for the bridge so it will remain at Buntingford Depot until a decision is taken.

2.0 Matters Arising from the minutes

None (as above)

Action: None

3.0 Coronavirus Update

No updates. The Safe Working Procedures have been revised and updated to reflect the easing and lifting of Covid restrictions but still emphasising the importance of maintaining a clean and clutter free workspace.

Action: None

4.0 Regulatory and Legislative Changes (Verbal Report)

Nothing to update.

Action: None

5.0 Health and Safety Inspections and Compliance

Sample chairs from a provider will be looked at before rolling out replacements. The provider has been selected from the ESPO Framework and quotes received on the costs.

There have been no safety related issues identified from inspections.

Action: PD Co-Ordinating sample chairs ahead of purchasing replacements for old/damaged/defective items.

6.0 Capital Project Updates /Contractor Health & Safety Compliance

BW attended on behalf of the Project Team to report on any issues or concerns regarding the key Capital Projects.

BW confirmed that there were no issues or concerns to report to Committee in regard to the Capital projects

6.1 Hartham Pool Upgrade

No issues to report, work progressing well.

6.2 Hertford Theatre – Growth and Legacy Project

No issues and progressing.

6.3 Northgate End MSCP & Residential / Commercial Premises

Action: To note that in future we need to bring to the attention of LT any future or ongoing projects; and that the relevant party involved should be in discussions. Those discussions should also be minuted.

7.0 Contract Health and Safety Compliance

7.1 Shared Waste Service – Buntingford Depot

JL reported that options for consolidating bin colours are being reviewed with a view to harmonising across both East and North Herts Districts, this would help reduce the

number of bins required in addition to a financial saving by having one standard colour scheme.

Action: None

7.2 Parks, Open Spaces and Play Areas

No issues or reports received from the Operations Team.

Action: None

8.0 Car Parks and Parking Enforcement

DK reported no safety related issues across the districts car parks and multi-storey car parks and no issues across the enforcement function.

Action: None

9.0 Property – Premise’s Maintenance and Repairs

SW had nothing to report in regard to Property related safety matters in respect to the Councils physical assets.

Action: None

10.0 Facilities Management

GH reported no safety issues in regard to Facilities management.

Action: None.

11.0 List of Issues

11.1 Employee side (UNISON)

JF did not have any issues or concerns on behalf of UNISON in respect to health and safety matters

11.2. Management side

PD did not have any issues or concerns in regard to health and safety matters.

Action: None

12.0 Health and Safety Training

PD is looking at personal safety, conflict management and difficult situations training. PD advised Committee that lone worker devices and training have been taking place.

Action: None

13.0 AOB

There being no other business the meeting closed.

Action: None

Date of Next Meeting:

7th February 2022 @ 1.30pm

Teams/Meeting Room – Lea Room, 1st Floor, Old Building

East Herts Council Report

Human Resources Committee

Date of Meeting: 15 February 2023

Report by: Head of HR and Organisational Development

Report title: Health and Safety Quarterly Review (Q3) – October 2022 to December 2023

Ward(s) affected: N/A

Summary

RECOMMENDATIONS FOR (LT/Human Resources Committee):

- (a) To consider the Health and Safety Quarterly Review (Q3) – October 2022 to December 2022 and provide comments to the Head of HR & OD and the Health and Safety Officer.**

1.0 Executive Overview

- 1.1 This report sets out the Health and Safety (H&S) Management Statistics and service updates for Quarter 3 (October 2022 to December 2022) and includes a summary of:

Non-Reportable and Reportable Accidents

Accidents involving employees and members of the public on council premises.

Accidents reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 **(RIDDOR 2013)**.

Contract compliance and monitoring

The Health and Safety Officer can report that there have been no safety incidents or site accidents in respect to the following major contracts.

Capital Projects.

Hertford Theatre – Growth and Legacy Project
Hartham Swimming Pool and Gym Refurbishment

Premises and Sites.

There have been no safety related issues in regard to premises and sites for the third quarter.

Parks, Open Spaces and Play Areas.

There have been no reported incidents or accidents in respect to the parks, open spaces and play areas for the third quarter.

Workplace Accidents

There was one non reportable (non-RIDDOR) accident at work which was not the result of any failure in this quarter (see 4.2).

Leisure Accidents

There were 26 minor non reportable accidents reported across the 5 swimming pools and gyms between October 2022 and December 2022 in respect to users and 2 minor accidents concerning SLM employees. None of the reported accidents were the result of any procedural or equipment related failure. This number is in line with normal trends, see 4.3 for details.

Lone Working Contract.

Further roll out of new devices taking place, new devices to be issued to Operations Team which will

include user and portal administrator training.

The Facilities Management, Property Services and Estates and Asset Management Teams are in the process of reviewing their requirements.

The final roll out will be with Planning in due course in line with Service development (in the meantime they continue to use the old devices).

Modern Workplace Review.

Inspection of standard operator seats completed, and old or defective chairs marked for disposal.

Health and Safety Officer has signed up to ESPO (Eastern Shires Purchasing Organisation) purchasing framework to ensure value for money and working with the Head of Strategic Finance has selected a suitable supplier and acquired sample chairs to test.

New meeting rooms now have fire safety guidance in place. Health and Safety Officer undertaking a Safety and Equalities Impact Assessment.

2.0 Background

- 2.1 The Health and Safety Officer reports to the HR Committee each quarter through this report. The report will be submitted to Safety Committee after it has been considered by the Leadership Team.

3.0 Safety Committee

- 3.1 Safety Committee met on Tuesday 08 November 2022. The minutes of this meeting are received at this HR Committee.
- 3.2 Contract Managers and Contract Project Managers are invited to attend Safety Committee to provide feedback on the main and capital projects.

4.0 Work and Non-Work-Related Accident Reports

For the purposes of the report:

I.P refers to Injured Person

Non-Reportable Accidents do not need to be reported under RIDDOR 2013 and may include minor cuts etc.

- 4.1 There were no reportable accidents under the Reporting of Incidents Diseases and Dangerous Occurrence Regulations (RIDDOR) for the period October 2022 to December 2022.
- 4.2 There was 1 non reportable work-related minor accident for the period October 2022 to December 2022; the incident was not a result of any procedural, mechanical, or structural failure or defect (human error).
- 4.3 Swimming Pools and Open Spaces. There were 26 minor non reportable accidents reported across the 5 swimming pools and gyms between October 2022 and December 2022 in respect to users and 2 minor accidents concerning SLM employees. None of the reported accidents were the result of any procedural or equipment related failure and a sample of the type of accident recorded is included below:
 - IP Sustained minor contact injury in pool no fault or defect – skill execution error.
 - IP Sustained a minor laceration – No root cause determined.

- IP slipped exiting the swimming pool – human error
- IP sustained minor cut – No specific cause or injury.
- IP burned lip whilst eating - IP misjudged heat of food item
- IP was hit by a ball during a planned activity under supervision, no injury – occurrences expected for the type of activity.
- IP felt dizzy after using equipment – IP had overexerted themselves.

Skill execution errors arise as a result of individual action and not as a result of any equipment or procedural failure.

The Health and Safety Officer would like to inform the Committee that the figures for Grange Paddocks remain consistent due to the high footfall.

Q3 Non-Reportable Accidents – Oct, Nov, Dec 2022

Swimming Pool & Gym	Oct	Nov	Dec	TOTAL
Hartham	0	2	1	3
Fanshawe	1	1	0	2
Leventhorpe	0	0	1	1
Grange Paddocks	3	5	5	13
Ward Freman	2	1	2	5
Employees (SLM)	1	1	0	2
Contractors	0	0	0	0
TOTAL	7	10	9	26

Quarter 2 Table for comparison

Q2 Non-Reportable Accidents – Jul, Aug, Sept 2022

Swimming Pool & Gym	July	August	September	TOTAL
Hartham	4	2	3	9
Fanshawe	1	1	0	2
Leventhorpe	0	1	0	1
Grange Paddocks	9	3	3	15
Ward Freman	1	0	0	1
Employees (SLM)	0	0	0	0
Contractors	0	0	0	0
TOTAL	15	7	6	28

Q3 Non-Reportable Accidents - Oct, Nov, Dec 2022

EHC Employees	Oct	Nov	Dec	TOTAL
	1	0	0	1
TOTAL	1	0	0	1

Quarter 2 Table for comparison

Q2 Non-Reportable Accidents - Jul, Aug, Sept 2022

EHC Employees	July	August	September	TOTAL
	0	0	0	0
TOTAL	0	0	1	1

Q3 Non-Reportable Accidents - Oct, Nov, Dec 2022

Parks, Open Spaces, Members of the Public	July	Aug	Sept	TOTAL
Play Area	0	0	0	0
TOTAL	0	0	0	0

Quarter 2 Table for comparison

Q2 Non-Reportable Accidents - Jul, Aug, Sept 2022

Parks, Open Spaces,	July	Aug	Sept	TOTAL
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Members of the Public				
Play Area	0	0	0	0
TOTAL	0	0	0	0

An analysis of the number and type of accidents have not shown any abnormal trends or patterns over the course of the third quarter for 2022 and no unusual or abnormal number of accidents when compared to Q2.

The Contract Manager for Sport and Leisure Management (SLM) has arranged for the Health and Safety Officer to be able to access relevant health and safety information pertinent to the Councils five pools and gyms.

The Contract Manager will ask for comparable sites to be built into a comparison, so we have like for like site's for the dual use with gym (Fanshawe and Leventhorpe, dual use pool only (Ward Freman), Large pool and gym site with no sport hall (Grange Paddocks) and a Medium site pool/ gym and no sport hall (Hartham). The Contract Manager is discussing this option with the Everyone Active Regional H&S Quality manager and this will be shared if it can be established however it is proving difficult to gather.

4.4 Hartham Leisure Centre (HLC) Development

The wet weather of the past few months and icy weather in December created H&S concerns for working at height and the need to ensure the roof insulation remains dry during installation.

Cadman were aiming to complete the roof by December, however the week of snow and ice meant that this could not be achieved.

Cadman estimate that due to the weather there is a 3-week delay in schedule but as work progresses through January the Project Manager will get a clearer idea of whether this is an accurate forecast and whether Cadman can claw any lost time back within the revised programme.

The Project Manager advises that by the end of January the sides of the building will start to be constructed, unlike the roof the weather will not impact on this work.

4.4.1 Summary

No injuries to report to date, Cadman have kept a tight ship and with the high-risk work of the roof install going on they have increased their site supervision to ensure work is carried out safely.

5.0 Contract Management and Compliance

- 5.1 In order to fulfil its duty of care, all contracts are overseen by a contract manager who is responsible for ensuring the contract is being delivered safely and the contractor has the appropriate safety procedures in place. The Health and Safety Officer works with the service contract managers to improve the information reporting processes and to ensure pertinent information is being monitored/reported and relevant action is being taken (when required) to Safety Committee, Leadership Team and Human Resources Committee.

The following updates should be noted:

5.2 Buntingford Service Centre

5.2.1 The Health and Safety Officer can report that there have been no on-site accidents or incidents at Buntingford Depot

5.2.2 The Councils Assets and Estates Manager advised the user group that a meeting took place with the landlord to discuss options for utilising the land opposite building 01 for additional storage space for bins. The group were advised discussions were taking place with Affinity Water in regard to extra capacity for parking. The aim of these measures is to relieve the pressure on available space within the depot yard and storage areas.

5.2.3 The Health and Safety Officer continues to support the Project Officer and Shared Waste Services Management Team with the contract procurement process.

6.0 Parking Enforcement Contract

For the purposes of the report the Councils Parking Contract Provision is delivered by APCOA - APCOA's name originates From the former US parent company and is an abbreviation for Airport Parking Corporation of America

6.1 The Health and Safety Officer receives monthly site inspections from the Service Development Manager and Parking Contract Manager on the overall performance of the Parking Enforcement contract (with APCOA) and it can be reported that there have been no accidents in regard to car parks or Multi Story Car Parks (MSCP's) during this quarter.

7.0 Parks and Open Spaces Management Contract

- 7.1 There have been no incidents or accidents reported for this period involving the Councils Grounds Maintenance Contractor, Glendale.
- 7.2 There have been no incidents or accidents reported for this period involving the Councils shared waste services contractor Urbaser.

8.0 Lone Worker Contract Update

- 8.1 The Health and Safety Officer would like to advise the Committee that the new lone working service provision implementation is continuing.

New devices roll out is nearing completion and devices have been issued to the Area Inspection Team, Operations. The Facilities Management, Property Services and Asset and Estates Management Team are reviewing their requirements.

The final team to receive devices will be Planning officers. The Committee will be aware that a major recruitment campaign is taking place and the Health and Safety Officer will liaise with Service Managers on requirements. There is no break in continuity of coverage as Planning Officers remain covered by existing devices which will remain in place until the new devices are issued.

9.0 Contract and Development Support for Leisure Development Projects / Capital Programmes

- 9.1 The Health and Safety Officer continues to liaise with the Leisure and Parks Development Officer (Leisure) on the progress of improvement programmes and projects.
- 9.2 The Health and Safety Officer is pleased to inform the Committee that Hertford Theatres Christmas production ran successfully at Ware Drill Hall. The Health and Safety Officer worked closely with the Front of House Manager, Hertford Theatre to implement safety measures to ensure the safety of staff and patrons at the venue. Inspections were carried to ensure fire safety; first aid and health and welfare arrangements were robust and fit for purpose. No incidents or accidents were reported during the shows run.
- 9.3 Significant progress is being made as the demolition phase continues at Hertford Theatre. The Health and Safety Officer has received a suite of documents in relation to the design and build and will be liaising with the Project Manager and the Theatre Team as the project evolves. GPF Lewis are now releasing a newsletter advising neighbouring businesses of progress, site operation times, delivery of materials and site contact details.
- 9.3.1 The Health and Safety Officer can advise the committee that there have been no on-site accidents or incidents.

10.0 Modern Workspace

- 10.1 The Health and Safety Officer, Head of Strategic Finance and Property and the UNISON Branch Secretary conducted an audit of office seating (Chairs).
- 10.2 Following the review the Health and Safety Officer joined the Eastern Shires Procurement Organisation (ESPO) in order to access the procurement frameworks

to ensure value for money and quality. Working with the Head of Strategic Finance a suitable supplier from the framework was chosen and sample chairs have been obtained and are being trialled by colleagues. Once feedback has been received a decision on the choices can be finalised and replacement chairs ordered.

The following factors were considered when identifying chairs for replacement.

- Chair specification
- Build and
- Functionality of component parts such as wheels, arms, back rest, adjustment mechanisms for lumbar support.
- Defect and damage
- Wear and tear

The selection of chairs has been based on the specific requirements for office seating and the improvements to chair specification now presents us with an opportunity to replace the old obsolete models with a higher standard of chair which will better support multiple use of chairs/hot desking.

- 10.3 The Health and Safety Officer has been working with the Corporate Property Services Manager on updating the furniture and layout of the meeting rooms at Wallfields to create greater flexibility. Room layout guides and capacities will be developed and calculated so people will be able to make informed choices for events and meetings.

Following the completion of the work the Health and Safety Officer has been asked to conduct a Safety and

Equalities Impact Assessment for the Corporate Property Services Manager.

- 10.4 The Health and Safety Officer has been working with the Head of Communications, Strategy and Policy and the Customer Services Manager on reviewing suitable alternative Bishops Stortford based accommodation options for the Customer Services Team currently based at Charringtons House.

Two options were evaluated combining a safety assessment and an equalities impact assessment to determine the viability of both sites.

Based on the criteria defined by the equalities impact assessment the Health and Safety Officer drafted a report for the Head of Communications, Strategy and Policy for consideration.

11.0 Learning and Development – Partnership training and future events

The Health and Safety Officer is exploring options for the following safety training and has made relevant updates to the E-Learning modules which will be rolled out in due course.

- 11.1 Personal safety awareness course.
- 11.2 Defibrillator use for Buntingford Depot.
- 11.3 Fire Safety E-Learning Module updated to reflect the introduction of blended working, will be rolled out as part annual mandatory training in due course.

- 11.4 Health and Safety E-Learning module reviewed as fit for purpose, will also be rolled out as part annual mandatory training in due course.
- 11.5 Updated and revised Health and Safety Awareness Handbook and presentation for elected members to support Member induction following May Elections.

12.0 Options

N/A

13.0 Risks

- 13.1 As stated in the report where health and safety risks have been identified appropriate assessment has been made with relevant controls or mitigation put in place.

14.0 Implications/Consultations

Community Safety

As covered by the report the measures or controls put in place will impact positively on community safety e.g., re parks and open spaces or reception re-opening to the public.

Data Protection

No

Equalities

No patterns or links in the data that accidents are related to any protected characteristics. In terms of developments reasonable adjustments are made to support disabilities and ensure disabled access.

A Safety and Equalities Impact Assessment has been undertaken in regard to the work carried out on the first floor, old Wallfields and the options for relocating Customer Services from Charringtons House.

Environmental Sustainability

No

Financial

No

Health and Safety

Yes – as described in the report

Human Resources

Yes – Health and Safety is part of the HR & OD Service

Human Rights

No

Legal

Yes - Health and Safety practice, reporting and monitoring is in place to comply with legal requirements and the report has been reviewed by LT which includes the Head of Legal and Democratic Services.

Specific Wards

No

15.0 Background papers, appendices and other relevant material

N/A

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Agenda Item 7

HR Committee

Date of Meeting: 15 February 2023

Report by: Head of HR and OD

Report title: Human Resources Management Statistics for Quarter 3 (October - December 2022)

Ward(s) affected: None

Summary

RECOMMENDATIONS FOR HR Committee:

- To consider the Human Resources Management Statistics for Quarter 3 (October - December 2022) and provide any comments to the HR Officer/Head of HR and OD.

1.0 Proposal(s)

- 1.1 Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 3 (October - December 2022).

2.0 Background

- 2.1 This report outlines the current performance against the annual HR targets as approved by the HR Committee and available benchmarking data.

3.0 Report

3.1 Vacancy Data and Recruitment

- 3.1.1 There were 44 vacancies at the end of Quarter 3 (31 December 2022).
- 3.1.2 5 of the 44 vacancies (12%) have been appointed to and 5 (12%) of the posts are currently out to advert.

- 3.1.3 19 of the 44 posts (44%) are within planning and include new posts that have been created from the service restructure. Recruitment for these roles is expected from February 2023.
- 3.1.4 4 vacancies are being covered by agency staff. 7 posts have not yet commenced recruitment due to service reviews, 6 of these are within strategic finance and property and the other in housing. The remaining 4 vacancies are pending recruitment advertising.

3.2 Employee Turnover

- 3.2.1 There were 9 leavers in Quarter 3 (October - December 2022) giving a turnover rate for the quarter of 2.9%. Based on the leavers so far, it is estimated that the turnover rate for the annual period 2022/23 will be **12%**. This has decreased by 0.1% since quarter 2 and is lower than the local government average (14% for 2018/19 for Local Authority districts in the UK).

Figure 1 - Leavers and Turnover throughout 2021/22

	Q1	Q2	Q3	Q4
Number of Leavers 2021/22	12	11	9	15
Turnover rate 2020/21	3.6%	3.4%	2.8%	4.6%
Number of Leavers 2022/23	11	8	9	
Turnover rate 2021/22	3.5%	2.5%	2.9%	

- 3.2.2 Reasons for leaving in Quarter 3 included 1 leaving to achieve promotion, 1 to relocation, 1 to retirement, 2 to change in career, 2 due to the end of fixed term contract, 1 for personal

reasons and 1 due to work related issues.

3.3 Sickness Absence

ALL absence

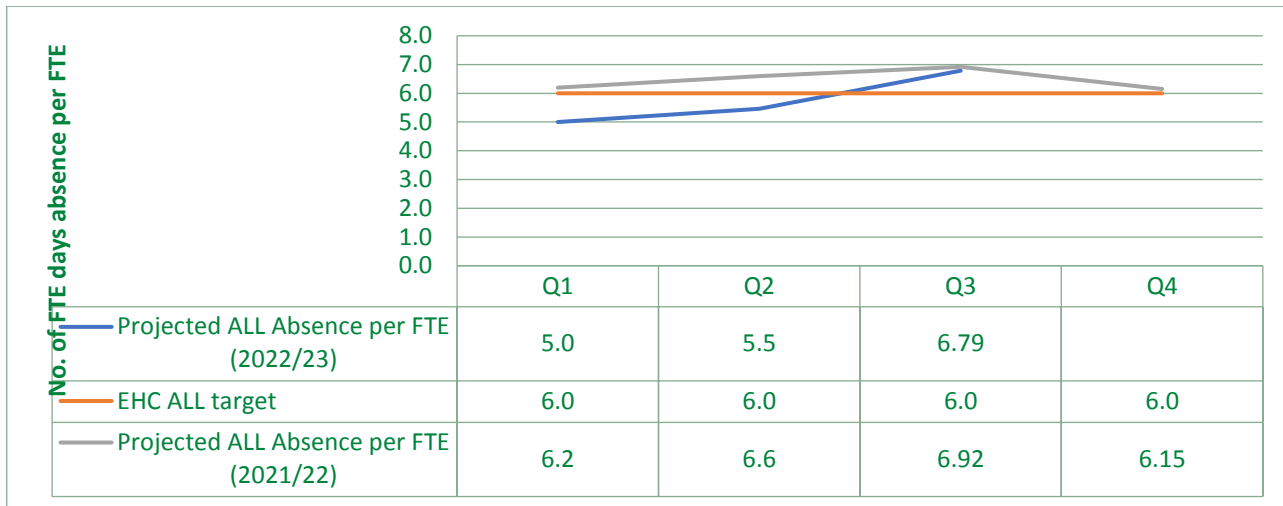
ALL Absence - Quarter 3

- 3.3.1 At the end of Quarter 3, the total number of sickness days taken was 622.75 full time equivalent (FTE) days. Of these, 357.94 FTE days (58%) were due to short term sickness and 264.81 FTE days (42%) were due to long term sickness. The percentage of time lost due to short term sickness is 6.2% and the percentage of time lost due to long term sickness is 4.6% which equates to a total percentage lost time of 10.8%.
- 3.3.2 At the end of Quarter 3, the number of FTE days absent per FTE was an average of 5.09 days.

ALL Absence - Annual period 2022/23

- 3.3.3 Figure 2 below shows that, based on the absences for the year so far, (i.e., absences at the end of December 2022) Projected sickness absence for the annual period 22/23 is estimates to be **6.79 days per FTE**. This is slightly above the council's annual target of 6 days.

Figure 2 - Annual absence for 2022/23



Short term absence

3.3.4 Absences of less than four weeks are considered to be short term sickness absence.

Short term absence - Quarter 3

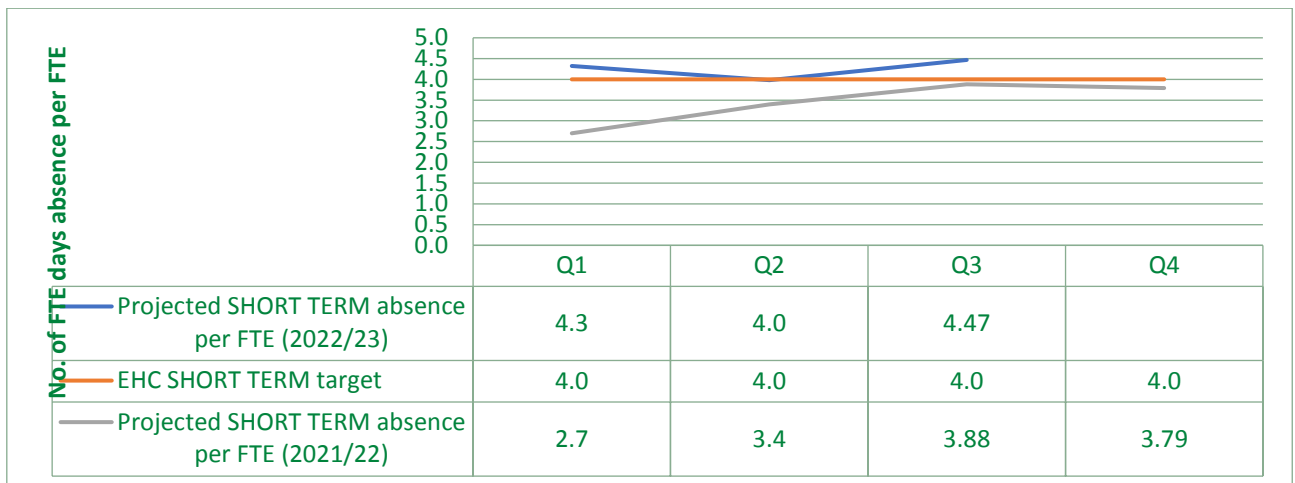
3.3.5 Ninety employees (29% of the total headcount) had short term sickness absence during Quarter 3 totalling 357.94 FTE days. This represents a percentage lost time rate of 6.2%.

3.3.6 At the end of Quarter 3, the number of short-term FTE days absent per FTE was an average of 3.35 days.

Short term absence - Annual period 2022/23

3.3.7 Figure 3 below shows that, based on the absences for the year so far, (i.e., absences at the end of December 2022) It is estimated that short term sickness absence for the annual period 22/23 is estimates to be 4.47 days per FTE. This is slightly above the council’s short-term target of 4 days.

Figure 3 – Annual SHORT TERM absence for 2022/23



Long Term absence

3.3.8 Absences in excess of 4 weeks/28 consecutive calendar days are considered to be long term sickness absence.

Long term absence – Quarter 3

3.3.9 Eight employees (4.6% of the total headcount) had long term sickness absence during Quarter 3 totalling 264.81 FTE days. This represents a percentage time lost rate of 2.6%.

3.3.10 All employees were offered support through the Employee Assistance Programme and referred to Occupational Health. The reasons for long term absence were due to acute medical conditions (one employee) Stress (three employees), Mental Health (two employees), Muscular and back pain (one employee) and recurring medical reason (one employee). Four of the eight employees are now back to work.

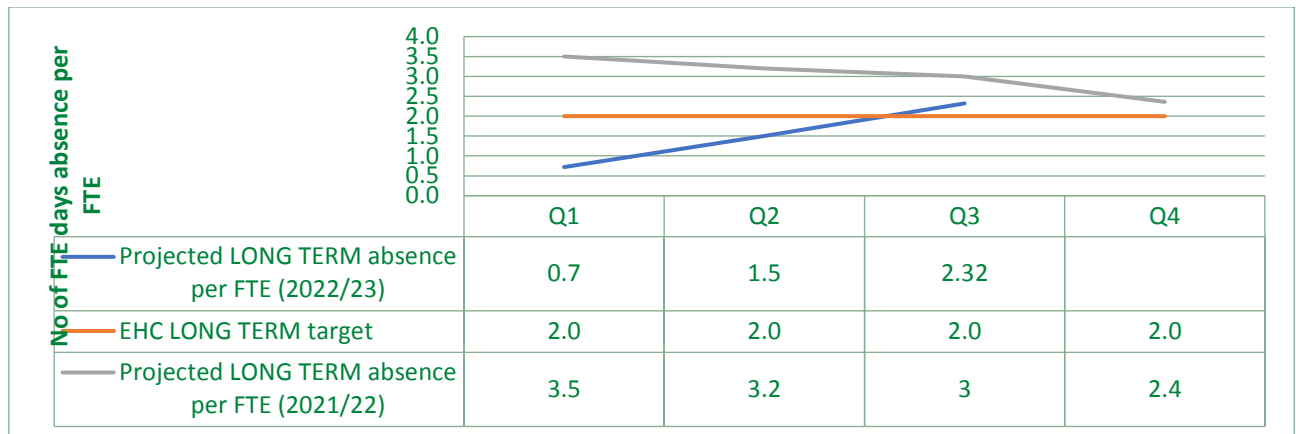
3.3.11 At the end of Quarter 3, the number of long term FTE days absent per FTE was 1.74 days.

LONG TERM absence - Annual period 2022/23

3.3.12 Figure 4 below shows that, based on long term absences for

the year so far (i.e. as at the end of December 2022), it is estimated that long term sickness absence for the annual period 2022/23 will be 2.3 days per FTE. This is slightly above the council's long-term target of 2 days.

Figure 4 Annual LONG TERM absence for 2022/23



3.4 Learning and Development

- 3.4.1 In Quarter 3, we continued delivering Resilience Workshops with the 'Art of Brilliance'. Three sessions took place during the quarter on Mental Health, Self-care and Bounce back ability. A total of 58 people attended the online sessions
- 3.4.2 In Quarter 3, there was first aid at work requalification training for 6 employees. All employees successfully completed the course and retained their certification.
- 3.4.3 In Quarter 3, People Safe delivered online training to 20 employees over two sessions on the use of the MySOS Lone worker device. This included familiarisation with the device functionality, alarm receiving centre response, portal administration and general use.

3.4.4 The annual mandatory e-learning training programme is currently being refreshed. Courses will be going live in January 2023 for employees to complete in line with their appraisal by end of March. HR will be looking for a new e-learning provider going forward.

3.4.5 The following is a summary of the learning and development events that were held in Quarter 3:

Event/Course	No of Participants	Number of sessions held
Mod gov Training	13	1
People Safe Device User Training	20	2
Resilience Workshop- From Mental Health to Mental Wealth	19	1
Resilience Workshops – It’s all about you	21	1
Resilience Training – Bounce back ability	18	1
First Aid at Work Requalification	6	1
Total	97	7

3.5 Equalities Monitoring Indicators

3.5.1 The table below shows a summary of employee equalities

data at the end of Quarter 3 (30 December 2022).

	Comparison to local population data	EHC Staff and Percentage
Disability		
Leadership Team with a disability	5% CENSUS 2011	0%
Employees with a disability	5% CENSUS 2011	5% (13 employees)
Ethnicity		
Leadership Team members from BAME groups	4.5% CENSUS 2011	10% (1 employee)
Employees from BAME groups	4.5% CENSUS 2011	14% (43 employees)
Gender		
Leadership Team members who are female	51% NOMIS 2019	40% (4 employees)
Employees who are female	51% NOMIS 2019	82% (225 employees)
Sexual Orientation (Gay, Lesbian, Bisexual)		
Leadership Team	2.1% ONS 2018	20% (2 employees)
Employees	2.1% ONS 2018	3% (9 employees)
The Leadership Team comprises the Chief Executive, Deputy Chief Executive and all Heads of Service		

4.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

Section 3.5 has equalities data which makes comparison of East Herts Leadership Team and Employees against key equality data. The census data applies to census 2011 this will be updated in future papers as the 2021 Census is now available. The data shows that East Herts Council employs a diverse workforce with some areas of overrepresentation. Fuller analysis of Equalities data including action planning is undertaken in the Annual Equalities Report which will also reflect 2021 census data.

Environmental Sustainability

No

Financial

No

Health and Safety

No

Human Resources

As detailed in the report

Human Rights

No

Legal

No

Specific Wards

No

5.0 Background papers, appendices and other relevant material

None

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Agenda Item 8

Human Resources Committee

Date of Meeting: 15 February 2023

Report by: Head of HR & OD

Report title: Gender Pay Gap Report 2022

Ward(s) affected: None

Summary

RECOMMENDATIONS FOR (LT/Human Resources Committee):

- (a) To note the Gender Pay Gap Report 2022**
- (b) To consider the action plan 23/24, adding further suggestions where appropriate and agreeing the revised plan**

1.0 Proposal(s)

- 1.1 This report sets out the outcome of the Gender Pay Gap report 2022, reports progress on last year's action plan and outlines new actions for this year.

2.0 Background

- 2.1 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. As well as publishing our gender pay gaps we follow the best practice in terms of sharing the full report by providing a link so that the public can view our analysis and the actions we are taking to address the gap.
- 2.2 East Herts Council published its first gender pay gap

report in March 2018 for the snapshot date of 31 March 2017. This is the council's sixth gender pay gap report for the snapshot date of **31 March 2022**.

- 2.3 The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.
- 2.4 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.
- 2.5 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. All jobs at East Herts are put through a 'Hay' job evaluation scheme to ensure the right grade and pay is given to jobs.

3.0 Report

Review of action plan

- 3.1 In our last gender pay report published in March 2021 we prioritised areas for action to reduce our gender pay gap. Here we report our progress.
- 3.2 85% of staff completed the equality and diversity module as part of the mandatory e-learning training programme. This training will be refreshed and rolled

out again in 2023 as part of the performance development review process.

- 3.3 The blended working arrangements that were introduced on a trial basis in November 2021 remain in place; the scheme is currently under review but is expected to continue and be extended. New starters are able to join the blended working scheme (subject to their role being eligible) and blended/hybrid working is stated in all relevant job adverts to attract candidates and compete with other employers. All employees are able to request flexible working in line with the Council's Flexible Working policy.
- 3.4 The HR team have been encouraging managers to try to ensure that interview panels are as diverse as possible and some 'meet the team' sessions have taken place virtually (due to the pandemic) as part of recruitment processes in the past year. Ultimately some teams are limited in terms of how diverse they are so it is not always possible to demonstrate a full range of diversity in every recruitment process however the case studies also demonstrate and welcome diversity for the council see below.
- 3.5 The employee case studies have been finalised and are on the council's careers site which is included with our package with the ATS provider. This is where all of the council's jobs are advertised. We will continue to refresh case studies aimed at attracting both genders but especially men into lower quartile roles where this is possible.
- 3.6 The ATS was implemented in August 2022, later than planned due to delays with IT and name blinding. Unfortunately, the system has had to be implemented without name blinding as the system was losing key

data from the CVs in the name blinding process. We are waiting for an alternative solution from the ATS providers.

- 3.7 The management development programme is due to be delivered in early 2023. This will upskill and support development of all managers including junior managers/team leaders where we have high numbers of women who we will therefore further support in terms of development and then hopefully progress into the upper pay quartiles.

2022 figures

- 3.8 As can be seen in the report (Appendix A), the mean gender gap (19%) has increased by 1 percentage point and the median gender pay gap (24%) has increased by 7 percentage points when compared to 2021.
- 3.9 The Council's overall headcount has reduced by 17 since 31 March 2021 (from 324 headcount last year to 307 this year). This equates to 8 less male and 9 less female employees. As there are far fewer men employed by the Council, the number of men employed by the Council have reduced proportionally more than the women. As the mean is an average calculation but it is averaged over a smaller number, this has brought the mean hourly pay rate for men up further than for women. In addition, the lowest male earner in 2021 has now left the council and the lowest earner in 2022 is on a higher pay point than the lowest male earner was in 2021 so this will have caused an increase in the mean as it is an average calculation.
- 3.10 The median figure represents the 'typical' man or woman (i.e. the man/woman in the middle of the

male/female pay range) and is due to the 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. The median gender pay gap has increased by 7 percentage points when compared to 2021. This is because there are less men in the lowest pay quartile (10% down from 17% in 2021). This means the middle value has moved up to be a higher pay point than it was last year.

- 3.11 The data shows that for each quartile other than Q3 the percentage of males has dropped. The biggest decrease is in Q4 where the percentage of males has dropped by 7 percentage points (to 10%), in Q1 and Q2 it has dropped by 1 percentage point. In Q3 the percentage of males has increased by 4 percentage points (to 18%) but due to the decrease at Q4 this has made no impact and the gap has widened.
- 3.12 There are more women in all four quartiles but this increases as you move down the quartiles meaning the medium pay gap increases. Men make up 27% of the workforce compared to 73% women meaning that men are just over a quarter of the workforce therefore a small change in the number of men makes a more significant difference compared to women.
- 3.13 We are confident that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. All jobs are evaluated using the HAY job evaluation method and the council has a pay and grading structure agreed with Unison.
- 3.14 The council's mean gender pay gap is less than median gender pay gap because there are more women than

men employed in senior roles and the mean is more influenced by the extremes. The median figure represents the 'typical' man or woman (i.e. the man/woman in the middle of the male/female pay range) and is due to the 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 is partly due to our organisational structure. The council has outsourced services such as refuse and grounds maintenance which are predominately male dominated areas of work. If these services remained in-house the proportion of male and female employees in the lower pay quartiles would be much more even. The types of roles typically found in the council in the lower quartiles tend to be customer facing or administrative in nature and currently are occupied predominately by women.

Explaining the Gap

- 3.15 The Council is in an unusual position in that the gender pay gap is not due to fewer women working in more senior roles than men but because at the lower grades there is a much higher percentage of women than men. All quartiles are dominated by women, at Q1 it is 57% Women and 43% Men, at Q2 it is 64% women both have increased slightly (by 1 point) but because the percentage of men remains very low in Q3 (18% up from 14%) and Q4 (10% down from 17%) the gap has widened overall.
- 3.16 The Council remains committed to trying to reduce the gap but this is an ongoing challenge due to the gender dominance in certain occupation groups and overall split of women 73% to 27% men, as well as the difficulty

of trying to attract men into lower paid jobs to create more balance especially when these jobs are reducing. The transformation programme to make savings will seek to automate more of the lower skilled paid jobs so this will become more challenging.

Action plan for 23-24

3.17 Leadership Team are asked to review the actions below and suggest further actions they would like implemented, as stated name blind recruitment will be progressed when possible but the main challenge is how we attract more men into Q3 and Q4.

3.18 We have already taken forward several actions since the Council's first gender pay gap report in 2017 and will continue to build on these. Rather than create new actions, the actions below have been taken from the general equalities action plan (published in September 2022) which already considered gender based equality actions for the Council:

- Continue to ensure that all staff complete the equality and diversity module as part of the mandatory e-learning training programme. Offer further equalities based training as identified by annual training needs analysis undertaken by the HR and OD Manager.
- Each interview panel chair to continue to give consideration to the diversity of the interview panel and where possible try to ensure the panel is diverse. Where this is not possible try to ensure that other elements of the panel show staff diversity, for example 'meet the team' sessions to demonstrate the diversity at East Herts and to appear as welcoming as possible to applicants of all backgrounds.

- Continue to investigate with the ATS provider how to name blind CVs without losing key data

Additional supporting actions implemented:

- Continue to refresh case studies aimed at attracting both genders but especially men into lower quartile roles where this is possible.
- Investigate using Plotr which is a Government supported website that connects young people (aged 11-24) to the world of work. Employers can add information about apprenticeships, work experience and entry level roles in order to try and attract young people to work for them. It is hoped that by encouraging more younger people into entry level roles there might be a better mix of males and females.
- Once all managers have been trained in recruitment as part of the management development training in 2023, publish a list of all interview trained managers to encourage recruiting managers to select a mixed panel in terms of gender.
- The upcoming recruitment campaign for Planning where salaries and progression are both positive includes a video with four members of staff, three of which are women (providing role model case studies). The video sets out the flexibility offered and progression available. The Head of Service and both Service Managers are women, although East Herts needs to attract more men into lower paid jobs we also continue to ensure our senior roles are attractive to women and the video demonstrates this well.

- In addition to management training for current line managers, East Herts is also developing a 'First Steps' Introduction to Management Course, the first will be a cohort of 10 who apply with their managers support, and as well as training Mentors will be provided. This scheme is also hoped to attract both genders but with women dominating East Herts especially at Q3 and Q4 it is expected that a number of female employees will apply and that this should support progression in the future.
- As stated above the management development programme for current line managers should also support future female progression. As can be seen both Q1 and Q2 have increased in terms of the female split (now 57% in Q1 and 64% in Q2). East Herts does promote women and does attract women into management roles, the main factor continues to be that it is only Q1 where men represent more than 40% and in Q3 (18%) it is much lower and Q4 (10%) it is reducing. The Council is undertaking a Transformation Programme which aims to automate more tasks through better online services this may reduce the number of jobs in Q4.

4.0 Options

N/A - publishing the Gender Pay Gap figures on an annual basis is a statutory requirement.

5.0 Risks

N/A

6.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

Yes – as described in the report

Environmental Sustainability

No

Financial

No

Health and Safety

No

Human Resources

Yes – as described in the report

Human Rights

No

Legal

No

Specific Wards

No

7.0 Background papers, appendices and other relevant material

7.1 Appendix A – Gender Pay Gap Report 2022

Contact Officer


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East Herts Council - Gender Pay Gap Report 2022



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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. East Herts Council published its first gender pay gap report in March 2018.

The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.

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 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 2022.

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.

Review of action plan

Rather than create new actions, in the 2021 gender pay gap report we listed the gender based equality actions in the general equalities action plan (published in September 2021). Here we report our progress for each action.

We said we would:

- Continue to ensure that all staff complete the equality and diversity module as part of the mandatory e-learning training programme. Offer further equalities based training as identified by annual training needs analysis undertaken by the OD and HR Co-ordinator.

Our progress:

- 85% of staff completed the equality and diversity module as part of the mandatory e-learning training programme. This training will be refreshed and rolled out again in 2023 as part of the performance development review process. No other equalities-based training was held in 2022.

We said we would:

- Continue to provide flexible working opportunities including blended working to support women and job progression.

Our progress:

- The blended working arrangements that were introduced on a trial basis in November 2021 remain in place; the scheme is currently under review but is expected to continue and be extended. New starters are able to join the blended working scheme (subject to their role being eligible) and blended (hybrid) working is stated in all relevant job adverts to attract candidates and compete with other employers. All employees are able to request flexible working in line with the Council's Flexible Working policy.

We said we would:

- Each interview panel chair to continue to give consideration to the diversity of the interview panel and where possible try to ensure the panel is diverse. Where this is not possible try to ensure that other elements of the panel show staff diversity, for example 'meet the team' sessions to demonstrate the diversity at East Herts and to appear as welcoming as possible to applicants of all backgrounds.

Our progress:

- The HR team have been encouraging managers to try to ensure that interview panels are as diverse as possible and some 'meet the team' sessions have taken place. Ultimately some teams are limited in terms of how diverse they are so it is not always possible to demonstrate a full range of diversity in every recruitment process.

We said we would:

- Work with Communications to add to the existing set of staff case studies on the Council's recruitment pages and develop more variety. We will continue to try and demonstrate diversity in our workforce and if possible they will include men in roles in the lower quartiles (especially in Customer Services and Administration) and higher graded female employees. Willing employees would need to be identified to become case studies but we need role models to try to break down more traditional stereotypes and career norms.

Our progress:

- The case studies have been finalised and are on the council's careers site which is included with our package with the ATS provider. This is where all of the council's jobs are advertised. We will continue to refresh case studies aimed at attracting both genders but especially men into lower quartile roles where this is possible.

We said we would:

- Implement an ATS that will include an electronic application form which automatically directs applicants to the equalities monitoring form and also enables name blind recruitment

Our progress:

- This was implemented in August 2022, later than planned due to delays with IT and name blinding. Unfortunately, the system has had to be implemented without name blinding as the system was losing key data from the CVs in the name blinding process. We are waiting for an alternative solution from the ATS providers.

We said we would:

- Deliver management development in 2022 to all line managers to cover Recruitment, Performance Management, Managing difficult behaviour, and Managing Absence. This will upskill and support development of all managers including junior managers/team leaders where we have high numbers of women (Pay Quartile 2 = 63% and Pay Quartile 3 = 86%) who we will therefore further support in terms of development and then hopefully progression into the upper quartiles of pay.

Our progress:

- The management development programme has been developed and is due to be delivered in early 2023.

Gender Pay Gap Analysis

Mean and Median Gender Pay Gap Figures

Table 1.0 shows that the Council's mean gender pay gap is 19% and the median gender pay gap is 24%. Table 2.0 shows that there is no bonus pay gap as the Council does not make bonus payments.

Table 1.0 Gender pay gap

	Gender pay gap 2022	Gender pay gap 2021	+/- percentage points
Mean (Average)	19%	18%	+1%
Median (Middle)	24%	17%	+7%

The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.

Table 2.0 Gender bonus gap

	Gender bonus gap 2022	Gender bonus gap 2021
Mean (Average)	0%	0%
Median (Middle)	0%	0%

Table 3.0 Proportion of employees receiving a bonus

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

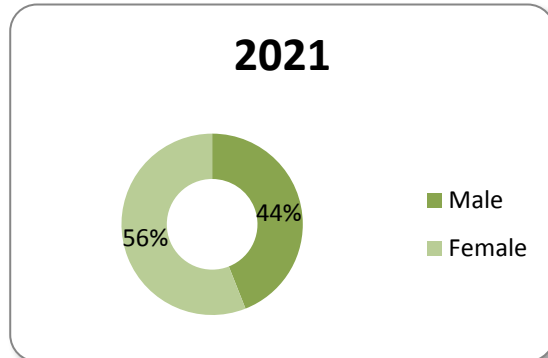
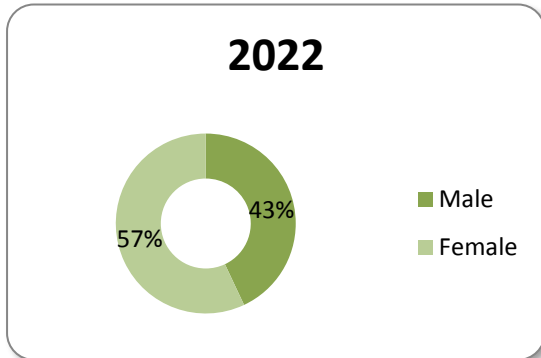
The Council's mean gender pay gap has increased by 1 percentage point when compared to 2021. The Council's overall headcount has reduced by 17 since 31 March 2021 (from 324 headcount last year to 307 this year). This equates to 8 less male and 9 less female employees. As there are far fewer men employed by the Council, the number of men employed by the Council have reduced proportionally more than the women (the ratio as at 31 March 2022 was 27% male to 73% female compared to 31 March 2021 where the ratio was 28% male and 72% female). As the mean is an average calculation but it is averaged over a smaller number, this has brought the mean hourly pay rate for men up further than for women. In addition, the lowest male earner in 2021 has now left the council and the lowest earner in 2022 is on a higher pay point than the lowest male earner was in 2021 so this will have caused an increase in the mean as it is an average calculation.

The median figure represents the 'typical' man or woman (i.e. the man/woman in the middle of the male/female pay range) and is due to the 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. The median gender pay gap has increased by 7 percentage points when compared to 2021. This is because there are less men in the lowest pay quartile (10% down from 17% in 2021). This means the middle value has moved up to be a higher pay point than it was last year.

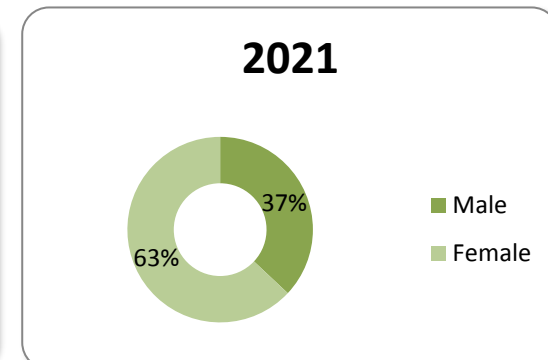
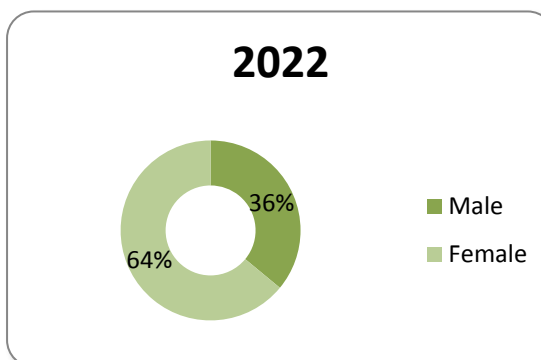
The Council is committed to the principle of equal opportunities and equal treatment for all employees. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other protected characteristic). As such, we have a pay and grading structure agreed with Unison; have a published pay policy statement and evaluate all jobs using the HAY job evaluation method. The Council is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work.

Pay quartiles

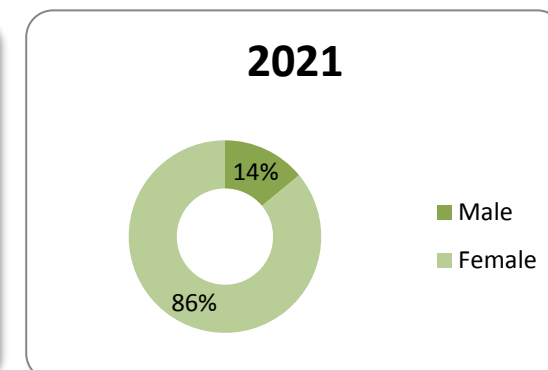
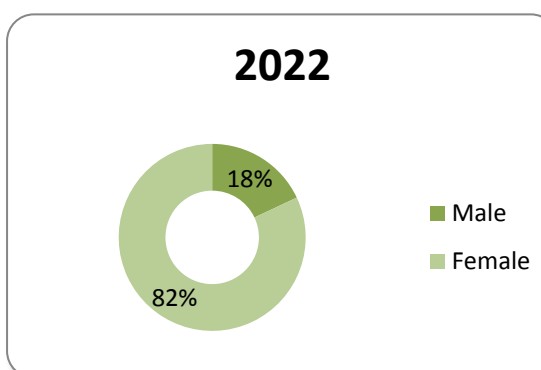
Quartile 1 (upper quartile)



Quartile 2 (upper middle quartile)



Quartile 3 (lower middle quartile)



Quartile 4 (lower quartile)

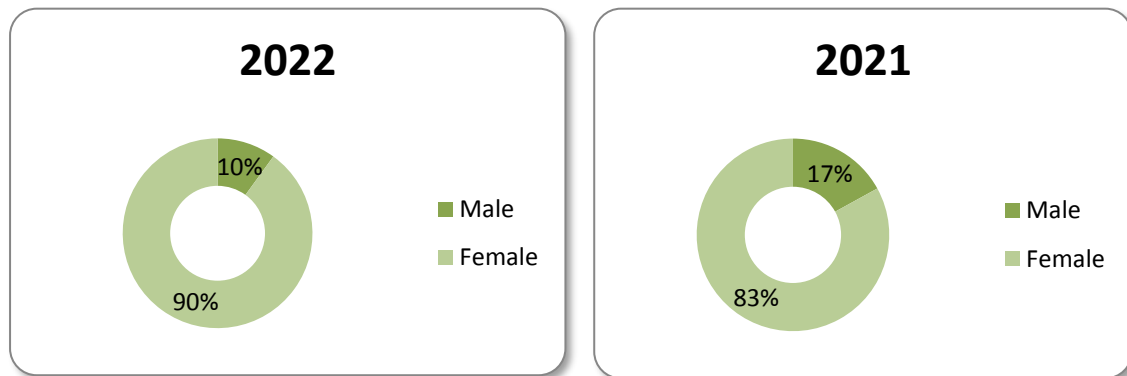


Figure 1.0 Pay quartiles by gender

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. There are actually more women in all four quartiles but this increases as you move down the quartiles meaning the median pay gap increases. As stated above, men make up 27% of the workforce compared to 73% women meaning that men are just over a quarter of the workforce therefore a small change in the number of men makes a more significant difference compared to women.

The data shows that for each quartile other than Q3 the percentage of males has dropped due to turnover (Leavers/Starters) in 21-22 by a reduction in headcount of 8 men compared to 9 women. The biggest decrease is in Q4 where the percentage of males has dropped by 7 percentage points, in Q1 and Q2 it has dropped by 1 percentage point. In Q3 the percentage of males has increased by 4 percentage points but due to the decrease at Q4 this has made no impact and the gap has widened.

In order to most significantly reduce the gender pay gap there would need to be further increases in the proportion of men in Q3 and Q4. The types of roles typically found in the Council in these quartiles tend to be customer facing or administrative, often part-time in nature and currently are occupied predominately by women. The Council has outsourced services such as IT, Waste and Grounds Maintenance which are predominately male dominated areas of work but also more likely to be paid in Q3 and Q4. If these services remained in-house the proportion of male and female employees in the lower pay quartiles should be much more even.

The gender segregation in some occupation groups that we experience at the Council is typical for many organisations. In the UK men have a high employment share in skilled trade and high-skill occupation groups (chief executives and senior officials, and managers and directors). In contrast, women have the highest employment share in caring, leisure and other service occupations. 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 (ONS, 2018).

Closing the gap (actions for 23-24)

The Council is in an unusual position in that the gender pay gap is not due to fewer women working in more senior roles than men but because at the lower grades there is a much higher percentage of women than men. All quartiles are dominated by women, at Q1 it is 57% women and 43% men, at Q2 it is 64% women both have increased slightly (by 1 point) but because the percentage of men remains very low in Q3 (18% up from 14%) and Q4 (10% down from 17%) the gap has widened overall.

The Council remains committed to trying to reduce the gap but this is an ongoing challenge due to the gender dominance in certain occupation groups, as mentioned previously as well as the difficulty of trying to attract men into lower paid jobs to create more balance. The transformation programme to make savings will also seek to automate more of the lower skilled paid jobs so this will become more challenging.

The council will continue to promote diversity and continue to support flexible working in line with business needs, including 'blended working' across all levels which allows most staff to work 50% from home as well as continuing to support flexible working requests which can support caring responsibilities which makes opportunities more attractive to women but as stated the main issue is attracting men into our lower quartiles. Jobs in the lower quartiles are a mix of full and part time but through requests more are part time which are more attractive to women staying in such roles.

Apprenticeships are now funded directly by service budgets but the need to meet significant savings and automate basic functions has meant there is currently only one apprentice in Planning which is occupied by a male. We will continue to look at apprentice roles which are attractive to both genders but current savings targets and potential redundancies have meant this investment has had to be slowed.

We have already taken forward several actions since the Council's first gender pay gap report in 2017 and will continue to build on these. Rather than create new actions, the actions below have been taken from the general equalities action plan (published in September 2022) which already considered gender based equality actions for the Council:

- Continue to ensure that all staff complete the equality and diversity module as part of the mandatory annual e-learning training programme, which includes training on unconscious bias in recruitment. Offer further equalities based training as identified by annual training needs analysis undertaken by the OD and HR Manager.
- Each interview panel chair to continue to give consideration to the diversity of the interview panel and where possible try to ensure the panel is diverse. Where this is not possible try to ensure that other elements of the panel show staff diversity, for example 'meet the team' sessions to demonstrate the diversity at East Herts and to appear as welcoming as possible to applicants of all backgrounds.
- Continue to investigate with the ATS provider how to name blind CVs without losing key data

Additional supporting actions being implemented:

- Continue to refresh case studies aimed at attracting both genders but especially men into lower quartile roles where this is possible.
- Once all managers have been trained in recruitment as part of the management development training in 2023, publish a list of all interview trained managers to encourage recruiting managers to select a mixed panel in terms of gender.
- Investigate using Plotr which is a Government supported website that connects young people (aged 11-24) to the world of work. Employers can add information about apprenticeships, work experience and entry level roles in order to try and attract young people to work for them. It is hoped that by encouraging more younger people into entry level roles there might be a better mix of males and females.
- The upcoming recruitment campaign for Planning where salaries and progression are both positive includes a video with four members of staff, three of which are women (providing role model case studies). The video sets

out the flexibility offered and progression available. The Head of Service and both Service Managers are women, although East Herts needs to attract more men into lower paid jobs we also continue to ensure our senior roles are attractive to women.

- In addition to management training for current line managers, East Herts is also developing a 'First Step' Introduction to Management Course, the first will be a cohort of 10 who apply with their manager's support, and as well as training mentors will be provided. This scheme is also hoped to attract both genders but with women dominating East Herts especially at Q3 and Q4 it is expected that a number of female employees will apply and that this should support progression in the future.
- As stated above, the management development programme for current line managers should also support future female progression. As can be seen both Q1 and Q2 have increased in terms of the female split (now 57% in Q1 and 64% in Q2). East Herts does promote women and does attract women into management roles, the main factor continues to be that it is only Q1 where men represent more than 40% and in Q3 (18%) and Q4 (10%) it is reducing. The Council is undertaking a Transformation Programme which aims to automate more tasks through better online services

Statement

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

Signed *Richard Cassidy*

Date

References

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>

Human Resources Committee

Date of Meeting: 15 February 2023

Report by: Head of HR and Organisational Development

Report title: Pay Policy Statement 2023/24

Ward(s) affected: N/A

Summary

RECOMMENDATIONS FOR (Human Resources Committee):

- a) That the Pay Policy Statement 2023/24 be recommended for approval by Council.**

1.0 Proposal

- 1.1 It is proposed that the council's existing Pay Policy Statement, which was last reviewed and approved by HRC in February 2022 and then full council in March 2022, be revised and updated.
- 1.2 The Pay Policy Statement 2023/24 contained at Appendix A should be reviewed by members, with suggested amendments, additions, deletions and/or clarifications raised for consideration by the Head of Human Resources and Organisational Development prior to the final proposed version, and accompanying report, be recommended for adoption by Council on 01 March 2023.
- 1.3 Members are therefore invited to approve the Pay Policy Statement 2023/24, taking into account any amendments which may be deemed appropriate.

2.0 Background

- 2.1 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.
- 2.2 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
- 2.3 "Remuneration" for the purposes of this statement includes three elements:
- basic salary
 - pension
 - all other allowances arising from employment
- 2.4 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.

3.0 Report

- 3.1 The Pay Policy Statement 2023/24 can be found at Appendix A.
- 3.2 The Pay Policy Statement framework for East Herts Council has not yet been updated in line with the pay award for 23/24 in terms of reference to salary scales, salary levels and multipliers (as this has not yet been agreed).

- 3.3 No significant changes to the overall framework it provides have been made.
- 3.4 The main update to the Pay Policy Statement has been to set out pay awards agreed for 2021-2022 and 2022-2023 that have been incorporated from the Joint Negotiating Committee (JNC) for Chief Officers and National Joint Council (NJC) for all other employees. The Annual Leave table in section 9.0 has been updated for NJC posts with the additional day of annual leave which was agreed as part of 2022-23 NJC award and comes into effect from 1 April 2023.

4.0 Options

N/A - publishing the Pay Policy Statement on an annual basis is a statutory requirement. The statement will be published on the Council Website once it is approved and will be formatted into an accessible document before publication.

5.0 Risks

N/A

6.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

Yes – The Pay Policy Statement has been shared with the Head of Strategic Finance and Property and budgets set have been based on the pay changes agreed.

Health and Safety

No

Human Resources

Yes – Policy Statement is produced by Head of HR&OD

Human Rights

No

Legal

Yes – Head of Legal and Democratic Service has confirmed that statutory requirements have been met.

Specific Wards

No

7.0 Background papers, appendices and other relevant material

7.1 Appendix A – Pay Policy Statement 2023/24

Contact Officer

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Report Author

As above

Executive Member for Corporate Services

Cllr George Cutting - Portfolio Holder for HR &

OD

George.cutting@eastherts.gov.uk

Pay Policy Statement 2023/2024

April 2023

1.0 Introduction

- 1.1 A pay policy statement is required to be produced annually under Section 38 of the Localism Act 2011. Guidance from the Secretary of State has been taken into account when producing this statement.
- 1.2 Any decision under powers delegated in the council's Constitution with regard to remuneration from 1 April 2023 to 31 March 2024 will be bound by and must comply with this statement.
- 1.3 This statement supports the requirements under the Local Government Transparency Code to publish data on Senior Salaries and Pay Multiple.
- 1.4 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.

2.0 Scope

- 2.1 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
- 2.2 The council's constitution regards the following as its "Chief Officers"

Chief Executive
Deputy Chief Executive
- 2.3 The council, also has Statutory officer roles (Head of Paid Service; S151 Officer; Monitoring Officer, Data Protection Officer)

- 2.3 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 Strategic Finance and Property (S151 Officer)
Head of Legal and Democratic Services (Monitoring Officer)
Head of Human Resources and Organisational Development
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 Deputy Chief Executive roles in that where there are any differences in terms of the policy it is between this group and all other employees.

- 2.4 This policy statement applies to all Council employees, but not to other workers such as casuals, agency workers, etc.
- 2.5 This pay statement does not include the Returning Officer payment. The fees payable to the Returning Officer are set by statute for national elections, and are paid by central government. Fees are, also, payable to the Councils’ Returning Officer for local elections. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Council. As Returning Officer, he/she is paid a separate fee, which includes expenses, for each election for which he/she is responsible. Regulations govern which elections the fee is pensionable and, if opted in, a separate pension will accrue in the Local Government Pension Scheme for each election type.

3.0 Objectives

- 3.1 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.
- 3.2 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.

- 3,3 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.

4.0 Remuneration subject to national and local determination

- 4.1 The council is a member of the Local Government Employers' Association for national collective bargaining in respect of Chief Officers and other employees.
- 4.2 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.
- 4.3 The Chief Executive and Deputy Chief Executive are under the Joint Negotiating Committee for Chief Officers (JNC) conditions of service including pay. All other employees are under the National Joint Council (NJC) national agreement on pay and conditions of service.
- 4.4 The national pay award (the NJC national agreement) for 2023-2024 has not yet been considered following delays in both previous years. Currently the employers' side are awaiting the Trade Union Claim and regional pay consultation rounds are due to begin in February 2023. This Pay Policy Statement will therefore provide that the National Award will be implemented for both NJC and JNC once agreement is confirmed. East Herts will implement increments for applicable staff from the 1st of April 2023 but the national pay award is not expected (due to the delay in negotiations/agreement) to be implemented in this (April) payroll and will instead be processed as a backdated payment once the award is agreed.
- 4.5 Previous Awards for 2021-2022 and 2022-2023
As reported in previous Pay Policy Statement the final offers made for 2021-2022 of 1.75% for officers and 1.5% for chief officers had been made but rejected by the unions, agreement was finally reached in March 2022 when the majority of the Trade Unions accepted the final offer. East Herts Council were able to process the award, including back-pay, in the March 2022 payroll to ensure it stayed within the correct tax year and benefit from lower National Insurance rates. The NJC award was as above 1.75% and the JNC award was 1.5% (the JNC agreement was received in February and also processed in the March 2022 payroll). This was first year in some time that the JNC and NJC award differed, normally they have been aligned.

The national award for 2022-2023 was also delayed and was not agreed until November 2022. The award was not this time a percentage and instead a flat consolidated award for both NJC and JNC of £1925 on all

SCPs (and fixed salaries) this ensured that SCP 1 stayed above the National Living Wage and the award favoured the lower paid being the equivalent of a 10% increase on the lowest pay points.. East Herts Council Salaries start from SCP 4. The NJC award also included an additional day's annual leave applicable from 1 April 2023 to counter the union claim for a shorter working week.

5.0 General Pay Policy

- 5.1 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. Grades have between 4-7 spinal column points (increments) within them.
- 5.2 The Chief Executive is paid a fixed spot salary with no set incremental progression. Performance review is facilitated through the East of England Local Government Association .
- 5.3 Heads of Service and the Deputy Chief Executive's progression through the pay range (incremental points) is based on performance (measured through the LT 360° performance review process) rather than by annual time served increments and this can lead to a drop of one increment if poor performance has been established.
- 5.4 The Deputy Chief Executive is paid on incremental scale points between a pay range of £95,808 to £105,963 base pay (as at April 2022), with set incremental progression also based on performance.
- 5.5 There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, emergency call rota, etc, paid to these senior staff (Chief Officers and Leadership Team), as they are expected to undertake duties outside their contractual hours and working patterns without additional payment.
- 5.6 Basic pay is calculated on a pro-rata basis for part-time employees.
- 5.7 All employees (except chief officers) receive local weighting which is called an outer fringe payment which is determined by the NJC, for 2022-2023 this was £663pa for a full time employee but will be revised for 2023-2024 once the pay awards have been agreed and the increase will be backdated to 1 April 2023 as appropriate.

5.8 Setting Salaries

For the posts of

Chief Executive
Deputy Chief Executive

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. Both the Chief Executive and Deputy Chief Executive salaries were benchmarked for 2019-2020 and this has led to a revised spot salary for the Chief Executive appointed from 3 June 2019 in line with market expectations as advised by EELGA and a revised salary range for the Deputy Chief Executive.

5.9 Pay ceilings

For 2023/24 the basic pay ceiling for Chief Executive post will be £126,645 per annum (including an additional payment of £10,000 for Head of Paid Service) plus the percentage or award agreed by the JNC.

The basic pay ceiling (i.e. including additional payments, salary protection and professional fees where appropriate) for Deputy Chief Executive will be £105,963 plus the percentage or award agreed by the JNC.

As noted above national agreed pay settlements from the JNC will be applied to the Chief Officer posts with effect from 1 April 2023 once agreed.

For other posts covered by this statement the basic pay ceiling for grade 13 will be £78,564 plus the percentage or award agreed by the NJC (the outer fringe area allowance is paid in addition to these posts):

Grade 13 Posts:

Head of Legal and Democratic Services*

Head of Strategic Finance and Property*

Head of Human Resources and Organisational Development

Head of Operations

Head of Housing and Health

Head of Communications, Strategy and Policy

Head of Planning and Building Control

Head of Shared Revenue and Benefits Service **

* Both of these posts are statutory posts designated as the council's Monitoring Officer and S151 Officer respectively (see additional payments below for further details).

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

5.10 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 2. Grade 2 are the lowest grades paid by the council. This year the figure is 0.32% (1 part-time employees) of the council’s employees. Where any employee is less than full time their pay is multiplied up to full time salary and the aggregate full time equivalent pay is determined.

As at 24 January 2023 this figure is £22,777 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/fringe, pension, redundancy as all other employees.

5.11 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.

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 5.56 times the value of the lowest paid employee (calculated using salaries at 1st November 2022). (CEO salary plus statutory post holder allowance = £126,645 divided by average of lowest paid employees: £22,777 = 5.56)

5.12 Pay ranges are as follows as set on 1 November 2022 and still current (N.B. These will be adjusted by any Pay Award agreed by NJC)

Grade	Minimum £	Maximum £	Median £	Number of employees in the grade *
2	21,189	22,277	21,968	0.27
3	23,194	24,948	24,054	17.99
4	24,948	26,845	25,878	23.09
5	26,845	30,151	28,371	73.48
6	30,151	32,909	31,560	20.68
7	32,909	36,298	34,723	34.66
8	36,298	39,493	37,779	23.93
9	39,493	42,503	40,987	23.74

10	44,539	48,587	46,549	20.39
11	48,587	54,437	51,138	12.86
12	54,437	62,719	58,805	9.00
13	67,584	78,564	72,841	9.00
Deputy Chief Exec	95,808	105,963	100,755	1.00
Total				270.09

* Full Time Equivalent (excludes Casual staff as at 24 January 2023)

5.13 The minimum apprenticeship pay rate is in line with statutory rates and is currently £4.81 for year one, the national living wage rate is paid as appropriate to an individual's age range thereafter (i.e. from year 2).

6.0 Additional payments and Variations

6.1 Additional Payments

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

The statutory posts designated as the council's S151 Officer, Monitoring Officer and Head of Paid Service will receive a payment of £10,000 per year. No officer will receive more than one additional statutory post payment.

6.2 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 (Responsibility Allowances) can be made where an employee is required to complete an important project or produce major work output to a high standard that is significantly above and beyond the scope of their normal duties or responsibilities, or for significant additional duties or responsibilities 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).

Where an Honorarium payment is determined to be appropriate for additional work, any additional work time spent on the additional duties/responsibilities for which the honorarium is being awarded should not be accounted for on the flexi-time sheet.

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

The Head of Service in consultation with the Head of HR and OD have the responsibility for implementing and monitoring these arrangements.

6.3 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.

7.0 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.

8.0 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 (although higher paid staff are required to pay a higher contribution in terms of the percentage of pay deducted as a pension contribution).

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 Leadership Team will consider requests from other employees where there is a cost to the council, if there are no costs the Head of Service can approve in consultation with the Head of HR and OD.

9.0 Annual Leave

Annual leave entitlement is related to both an individual employee’s spinal column point and length of continuous service in local government. From 1 April 2023 the basic annual leave entitlement for staff covered by the NJC increases by 1 day in line with the 2022/23 pay award.

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
4-22	26 days	31 days
23-25	27 days	32 days
26-28	28 days	33 days
29-59	29 days	34 days
Chief Officers	30 days	35 days

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

10.0 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

11.0 Expenses

- 11.1 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.
- 11.2 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	4p 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.

12.0 Redundancy payments and payments on termination

- 12.1 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.

- 12.2 The redundancy payment is based on the length of continuous local government service as set out in the employee contract, the council follows the statutory process in terms of age multipliers and a maximum of 20 years' service, however, no statutory cap is applied to weekly pay and actual weekly pay is used in all cases and the council then further enhances the redundancy payment by applying a multiplier of 2. Details of the full scheme can be found in the council's Redundancy Policy.

13.0 Future appointments

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

14.0 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.

Human Resources Committee

Date of Meeting: 15 February 2023

Report by: Head of HR and Organisational Development

Report title: HR and Payroll Team Update Report

Ward(s) affected: N/A

Summary

RECOMMENDATIONS FOR (Human Resources Committee):

(a) To note the HR and Payroll Team Update Report

1.0 Proposal

This report provides an update on key areas the HR and Payroll team have been working on during Quarter 3 of 2022/23 (October to December 2022). An update report was not submitted in the November meeting as the previous meeting was held in September. Verbal Updates were given at the November meeting.

2.0 HR Team

Simon O'Hear, Head of HR and OD returned on a phased basis starting 7th November 2022 following a period of 3 months long term sickness absence. The Interim Head of HR & OD; Elly Starling was initially asked to stay on until Xmas (whilst Simon was allocated projects before returning to his main role in mid January 2023). Elly Starling was extended until 10th of February to work specifically on transformation HR support in a number of areas.

3.0 Payroll Service

3.1 Payroll continues to deliver its primary mission of

ensuring all Staff, Councillors and Contractors on Payroll are paid accurately and on a timely basis.

- 3.2 Payroll processed a separate election payroll for the Hunsdon Neighbourhood Plan Referendum.
- 3.3 Payroll successfully uploaded the national fraud initiative reports for East Herts & Returning Officer payroll which is a statutory requirement to SAFS (Shared Anti-Fraud Service) that helps prevent and detect fraud within and between public & private sectors.
- 3.4 Payroll Manager & HR Officer attended the Zellis User Summit in Birmingham which proved very worthwhile because the content was relevant to us along with networking with many other Resource Link users and getting to know our dedicated Customer Support Team from Zellis.
- 3.5 Payroll updated the system parameters for national insurance to reflect the reduction of 1.25% from 6th November 22 as per statutory instruction.
- 3.6 The Pay Award for 2021/22 was received on 1st November 22 detailing the new pay rates from 1st April 2022, this was implemented in December payroll following an extensive process including updating all scale points and elements with the new rates then calculating and inputting the back pay for the period from April to November 2022. This was a successful process with no queries from Staff.
- 3.7 Payroll set up the relevant individuals to process payments to those who took part in the annual electoral registration canvass for 2022 from information provided by Electoral Services.
- 3.8 Payroll Lean Process review confirmed the over reliance on the Payroll Manager, as well as the need to automate

more elements. The HR and Payroll Administrator who can provide back-up has been re-employed on FTC following retirement and discussions are underway to extend this further. The future payroll provision is currently being reviewed as part of the overall transformation programme.

4.0 Learning and Development

- 4.1 The HR Quarterly Management Statistics Report provides the data and details regarding the learning and development events from October to December 2022.
- 4.2 In Quarter 3, we continued delivering Resilience Workshops with the 'Art of Brilliance'. Three sessions took place during the quarter on Mental Health, Self-care and Bounce back ability. A total of 58 people attended the online sessions, the HR&OD Manager is undertaking a review and the video recordings remain available for staff who were unable to attend to watch.
- 4.3 There was first aid at work requalification training for 6 employees. All employees successfully completed the course and retained their certification.
- 4.5 People Safe delivered online training to 20 employees over two sessions on the use of the MySOS Lone worker device. This included familiarisation with the device functionality, alarm receiving centre response, portal administration and general use.
- 4.6 In annual mandatory e-learning training programme is currently being refreshed. Courses will be going live in January 2023 for employees to complete by end of March. HR will be looking for a new e-learning provider or an extension with a the revised provider going forward.

- 4.7 In November 2022, 21 employees attended a Retirement Seminar run by Affinity Connect. The staff who attended were then offered the opportunity to have a personal retirement planning follow up meeting, to discuss their individual circumstances.
- 4.8 Provision of Complaints training has been discussed with the Complaints Manager and Customer Services Manager, and agreement has been reached that training will be revisited when the new CRM system; which was procured in November 2022; is implemented. The new CRM system will replace the current complaints management system.
- 4.9 Future training commissioned for the new year includes RIPA (Regulation of Investigatory Powers Act) training (January) and Commercial Skills training (February) for Leadership Team member and relevant officers.
- 4.10 Management Training
The interim Head of HR & OD has agreed a management development programme with Leadership Team and the Be Agile and Sustainable Transformation group consisting of two elements. The first is called First Step and is aimed at staff who are not in management roles but would like to progress in the future; the second is called Blueprint and is aimed at all existing managers (Team Leaders, Supervisors, Managers to Service Managers). The two elements are being promoted at the quarterly managers session and the staff briefing sessions in February.
- 4.10.1 First Step
Developed by the Interim Head of HR&OD and to be led by the HR&OD Manager. This is aimed at Staff who have

reached a level of competence and confidence in their role and aspire to a career in the management of people and / or resources. Staff have to apply and their manager has to approve their application. Once approved they will attend an opening day run by HR&OD Manager where senior leaders will provide a briefing and they will be allocated a mentor to work with over 12 months.

Delegates will attend the two-day Management Essentials workshop to lay the foundations of good management and leadership practice. Each delegate will need to maintain a portfolio to record their journey and development which will be reviewed at the end of the programme.

Delegates will attend additional planned training and encouraged to look at other opportunities to develop with the support of their mentor and manager. Each delegate will be assigned to an ongoing transformation project or other relevant project, with specific learning objectives agreed.

At the end of the programme, the delegate will write a synopsis of their experiences as part of their portfolio. The overall portfolio will then be assessed, with the process including the delegate having a 'panel interview' with senior managers. The panel will comment on progress and outcomes and recommend next steps.

4.9.2 Blueprint

All line managers (from Team Leader / Supervisor to Service Manager) to attend, to ensure a consistent use of policies and shared EHC management approach. Mandatory unless Head of Service determines not required. This is core line manager training that will cover use of EHC competencies/PDR and core HR

Policies: Probation Policy, Capability Policy, Disciplinary Policy (Code of Conduct) and Managing Absence Policy.

The 5 day programme has been developed by the Head of HR&OD and will be delivered face to face over 1 day at a time. There are approximately 60 managers so this will be delivered initially in two tranches. The Head of HR&OD will deliver the programme with support from the HR&OD Manager.

There are 5 x 1 day modules which will cover the following:

- Recruitment (Running an effective selection process)
- Performance Management Part 1
(Including Appraisal/Motivation/Feedback/Probation)
- Performance Management Part 2
(Including Staff Development/Coaching/Capability)
- Managing Difficult Behaviour (Disciplinary Policy)
- Managing Absence (Managing Absence Policy)

A number of further elements have been agreed that need to be commissioned for the blueprint programme, clarity will first be sought internally and where this cannot be identified it will be commissioned externally. These include:

- Business Skills (Including Bid Writing, Report Writing, Commissioning, Contract monitoring, Measuring Service performance, Complaint Handling) – 2 days
- How to' sessions – expected to be run by our own internal experts:
 - build and monitor / manage a budget
 - political awareness
 - understand the Constitution and governance of EHC
 - understanding and using data to support service planning

- maximising the use of social media and digital platforms.
- Other potential areas of learning:
 - Awareness of Community Diversity e.g. community groups/different cultures in the community – More in-depth Managing and working with Equalities
 - Partnership working
 - Project management disciplines
 - Managing across teams
 - Presentation skills / public speaking / media interviews
 - Coaching qualification
 - Six Sigma
 - Presenting reports at committee, Executive Team and Overview and Scrutiny Panel
 - Attending public meetings to represent the council
 - Representing the council at other meetings
 - Interacting with the press and other media.
- Specific 2 day module for Service Managers to support development into future Heads of Service – commissioned externally by HR.

5.0 Human Resources Update

5.1 East Herts Together (EHT) Development Update

The East Herts Together Group has continued to meet on Zoom due to differing work patterns of group members in terms of home/office days. The group is being reviewed with the Chief Executive expected to take over chairing the meeting to support the join to transformation.

- 5.1.1 The new Core Staff & Management Competencies and redesigned PDR process including the competencies and 360 feedback (for managers only) were rolled out for the 22/23 PDR cycle. Following feedback from managers, a review of the forms is currently underway ahead of the 23/24 PDR cycle (which is expected to run from February until May) and a decision has been made

not to extend 360 feedback to all employees and to adapt the process for managers to gather more meaningful feedback through comments. This will be communicated to managers once approved by Leadership Team along with the revised paperwork.

- 5.1.2 The EHT group agreed and implemented a revised recognition scheme which moved from monthly to quarterly awards with 4 categories covering each of our values and a change champion. This has been very successful with lots of nominations each quarter and an award ceremony is held in the council chamber which both nominees and their nominators are invited to. There will also be an annual awards ceremony in July sponsored by the council's larger contractors.
- 5.1.3 Other current topics of ongoing discussion at EHT are the Terms of Reference and membership of the group and how to improve the 'one team' culture at East Herts.
- 5.1.4 The review period for the blended working arrangements ended in November 2022. Managers and employees were surveyed for their opinions with over 160 responses received. This data is in the final stages of being collated before being presented to Leadership Team for a decision on the future of the scheme.
- 5.1.5 The Transformation Programme is now a regular item on the EHT agenda with the group giving feedback and suggestions as well as supporting some of the actions.

5.2 Recruitment

5.2.1 Planning Campaign

HR are supporting the Planning service in launching a recruitment campaign for all twelve vacant posts. A micro

site has been created which includes a video with management and officers talking about the planning service, current projects, and the benefits of working for East Herts Council. Our key focus is on how we can develop our employees by offering a range of training and career progression. The campaign is set to launch in February.

Applicant Tracking System (ATS)

The ATS has been live since August 2022 and is being used successfully by HR and managers. We are still exploring an alternative name blinding solution with Web Recruit as the system they currently use was causing key data to be lost in the name blinding process. At this point we have chosen not to progress with the onboarding module within the system as it does not meet our needs. This position may change if improvements are made to the system in the future.

5.3 HR Services provided to external organisations

The HR team continue to provide HR support to Hertford and Ware Town Councils. The team are currently supporting Ware Town Council with some complex casework.

Hertford Town Council have quarterly manager surgeries and are being supported under the revised offer. The HR team have supported HTC with a variety of queries.

Borough of Broxbourne Council has requested considerable support with case work and a TUPE transfer. The HR&OD Manager, Jane Mackie has provided much of this support.

From December 2022, the East Herts HR Team have been reducing the level of support provided to Broxbourne . One of the Broxbourne HR officers has returned, which means Broxbourne's HR cases/workload has become more manageable. Broxbourne DC has also recruited a HR Manager who is due to start in March 2023. Support for Broxbourne has ended in January 2023 to ensure the EHC team has capacity internally to support transformation especially service reviews and restructuring.

6.0 Casework

6.1 Support has been provided by HR on a number of cases in terms of probation, disciplinary and absence.

7.0 HR and Payroll System Development

7.1 The HR Officer has added in an extra day's annual leave pro rata on to the HR System effective from 1 April 2023 following the NJC pay agreement 22/23.

7.2 IT have been liaising with Zellis on installing BAM (Business alert manager) which allows for date triggered notifications and emails which will improve efficiency and stop the need for some manual processes.

7.3 The HR Officer has continued working with the provider on developing the overtime module on My View to allow employees to submit claims through the online portal which will cease the paper process. It is expected that this will be progressed further following a planned review of overtime.

8.0 Options

N/A

9.0 Risks

N/A

10.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

No

Health and Safety

No

Human Resources

Yes – as described in the report

Human Rights

No

Legal

No

Specific Wards

No

11.0 Background papers, appendices and other relevant material

N/A

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