



MEETING : LOCAL JOINT PANEL
VENUE : EAST HERTS COUNCIL, MEETING ROOM A -
CHARRINGTONS HOUSE, BISHOP'S STORTFORD
DATE : TUESDAY 28 FEBRUARY 2012
TIME : 2.30 PM

MEMBERS OF THE COMMITTEE

EMPLOYER'S SIDE:

Councillors M Wood (Chairman), M Alexander, L Haysey and A Jackson

Substitutes:

Conservative

J Ranger

Liberal Democrat:

J Wing

STAFF SIDE - UNISON

Mr C Clowes, Mrs B Dodkins, Mrs J Sharp and Mr A Stevenson

(Substitutes: S Gray and J Francis)

(Note: Substitution arrangements must be notified by the absent Member to Democratic Services 24 hours before the meeting)

CONTACT OFFICER: LORRAINE BLACKBURN
01279 502172

PERSONAL AND PREJUDICIAL INTERESTS

1. A Member with a personal interest in any business of the Council who attends a meeting of the Authority at which the business is considered must, with certain specified exemptions (see section 5 below), disclose to that meeting the existence and nature of that interest prior to the commencement of it being considered or when the interest becomes apparent.
2. Members should decide whether or not they have a personal interest in any matter under discussion at a meeting. If a Member decides they have a personal interest then they must also consider whether that personal interest is also prejudicial.
3. A personal interest is either an interest, as prescribed, that you must register under relevant regulations or it is an interest that is not registrable but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of the Council more than it would affect the majority of inhabitants of the ward(s) affected by the decision.
4. Members with personal interests, having declared the nature of that personal interest, can remain in the meeting, speak and vote on the matter unless the personal interest is also a prejudicial interest.
5. An exemption to declaring a personal interest applies when the interest arises solely from a Member's membership of or position of general control or management on:
 - any other body to which they have been appointed or nominated by the authority
 - any other body exercising functions of a public nature (e.g another local authority)

In these exceptional cases, provided a Member does not have a prejudicial interest, they only need to declare their interest if they speak. If a Member does not want to speak to the meeting, they may still vote on the matter without making a declaration.

6. A personal interest will also be a prejudicial interest in a matter if all of the following conditions are met:
 - the matter does not fall within one of the exempt categories of decisions
 - the matter affects your financial interests or relates to a licensing or regulatory matter
 - a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.

7. Exempt categories of decisions are:
 - setting council tax
 - any ceremonial honour given to Members
 - an allowance, payment or indemnity for Members
 - statutory sick pay
 - school meals or school transport and travelling expenses: if you are a parent or guardian of a child in full-time education or you are a parent governor, unless it relates particularly to the school your child attends
 - housing; if you hold a tenancy or lease with the Council, as long as the matter does not relate to your particular tenancy or lease.

8. If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that interest and its nature as soon as the interest becomes apparent to you.

9. If you have declared a personal and prejudicial interest, you must leave the room, unless members of the public are allowed to make representations, give evidence or answer questions about the matter, by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose. However, you must immediately leave the room once you have finished or when the meeting decides that you have finished (if that is earlier). You cannot remain in the public gallery to observe proceedings.

AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes (Pages 7 - 12)

To confirm the Minutes of the meeting held on 6 December 2011.

3. Chairman's Announcements

4. Declarations of Interest

To receive any member's Declarations of Interest and Party Whip arrangements.

5. Reports by Secretary to the Employer's Side

(A) Restructure Update (Pages 13 - 16)

(B) Recruitment Policy (Pages 17 - 40)

(C) Staff Car Parking Review (Pages 41 - 62)

6. Report by Secretary to the Staff Side

(A) Termination of Contract by the Chief Executive: Questions and Lessons (Pages 63 - 68)

7. Health and Safety at Work at 1974

8. Urgent Business

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

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MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON TUESDAY 6 DECEMBER
2011, AT 2.30 PM

PRESENT: **Employer's Side**

Councillor M Wood (Chairman)
Councillors M Alexander, L Haysey and
J Ranger

Staff Side (UNISON)

Mr C Clowes, Mrs B Dodkins, Mrs J Sharp
and Mr A Stevenson

OFFICERS IN ATTENDANCE:

Valdis Belinis	- Community Planning Officer
Lorraine Blackburn	- Committee Secretary
Emma Freeman	- Head of People and Organisational Services
Alan Madin	- Director of Internal Services

15 **VOLUNTEERING POLICY**

The Secretary to the Employer's Side submitted a report introducing a volunteering policy. The report set out the legal status of volunteers and the benefits to both the Council and the volunteer, in contributing to the local community. The report provided feedback on a volunteering pilot at Hertford Theatre where volunteers

were asked to “meet and greet”, steward shows and sell merchandise. The Secretary to the Employer’s Side assured Members that appropriate CRB checks would be made on the volunteers as necessary.

A Member hoped that the policy would have a “light touch” so that the approach was not encumbered by Local Government Policy. It was also hoped that jobs which could “benefit the Council” could be defined more specifically. The Chairman stated that running the Rhodes Complex in Bishop’s Stortford relied on some 35 volunteers.

The Secretary to the Staff Side agreed that there was a place for volunteers, but would not wish to see them substituted for employees and that the Council should not become reliant on them. The Panel considered instances where and how volunteers could be used.

Members supported the recommendation that the Volunteering Policy be approved.

RECOMMENDED - that the new Volunteering Policy, as now submitted, be approved.

16 **RETIREMENT POLICY - UPDATE**

The Secretary to the Employer’s Side submitted a revised Retirement Policy report which had been updated to reflect key changes which were set out in the report now submitted. Following a query by a Member, concerning “benefits” for those under 55, it was agreed that the draft report should be amended to clarify this point.

The Secretary to the Staff Side expressed concern regarding paragraph 4.4 set out in the report now submitted and preferred to see the wording “does not generally” added. The Director of Internal Services stated that the retirement policy was a general policy and that there may be special reasons which may, from time to time, need be taken into account and that the Council

should retain discretion to look at individual cases. The issue of “added years” was discussed. The Director stated that in 99.9% of cases the general policy would apply.

The Panel supported the suggestion that paragraph 4.4 be removed and that the content of paragraph 6.4 be clarified.

RECOMMENDED – that the revised Retirement Policy, as now amended, be approved.

17 APOLOGY

An apology for absence was submitted from Councillor A Jackson. It was noted that Councillor J Ranger was substituting for Councillor A Jackson.

18 MINUTES

RESOLVED – that the Minutes of the meeting held on 13 September 2011 be approved and signed as a correct record and signed by the Chairman.

19 CHAIRMAN'S ANNOUNCEMENTS

The Chairman commented that with the consent of Members, the report by the Secretary to the Employer's Side concerning recruitment be deferred as all supporting papers had not been provided for circulation with the agenda. This was agreed.

It was noted that Valdis Belinis had been co-opted to the Staff Side to speak on the report “Impact on Restructures on Staff and Services” from a Community Projects Team perspective.

20 IMPACT OF RESTRUCTURES ON STAFF AND SERVICES

The Secretary to the Staff Side submitted a report which considered the impact of restructures on staff and Council Services and referred to two examples affecting Community Projects and Democratic Services Sections. She referred to

the fact that all services had been affected by the proposed restructures and that this was not only stressful, but affected staff in terms of morale, energy and goodwill. She referred to the possibility of changing terms of conditions under the guise of a restructure, the promotion of redundancies to delete certain posts, of the impact on service delivery of reduced staffing levels and how this will impact on talent retention.

The Secretary to the Staff Side stated that following consultation, CMT had decided that they would not delete the post of Senior Democratic Services Officer and one staff member had agreed to redundancy. She referred to the fact that reducing staffing would affect the service in that statutory committees would continue to be staffed, but non-statutory would not.

The Secretary to the Staff Side stated that in accordance with the Panel's Constitution an Officer had been co-opted onto the Panel to put forward the perspective of the Community Projects Team in relation to the suggested restructures.

Valdis Belinis referred to the role of the Community Projects Team in supporting the Council's corporate priorities and of the fact that 2.5 staff were being asked to carry out a disproportionate amount of work and questioned how three part time officers could deliver seven corporate short/medium term outcomes by 2013. He referred to the significant partnership role to be played by the team in terms of the Local Strategic Partnership, the demands of the Localism Bill and working with the community, the role of the team in relation to projects allocated under the New Homes Bonus, and their responsibility for implementing a transport strategy.

A Member stated that 3.5 staff to 2.5 was not a 50% reduction in staff adding that one FTE member of staff would be lost. He emphasised the role of the Council as an "enabler" and of the need to find other partners to undertake the work which the Council could not undertake. The Secretary to the Staff Side reminded the Member that all organisations appeared to be cutting jobs and of the difficulties in getting partners to take on functions which the Council could no longer undertake. The Staff Side stated that the Council had ploughed money

into certain areas at the expense of more vulnerable areas of the community.

Validis Belinis referred to the fact that the team had been reduced from six to three and half FTE and stated that a further reduction in the light of aforementioned demands would be unrealistic. He stated that under previous proposals, 7.5 staff were identified as being responsible for delivering priorities. He stated that the role of “enabler” was not a function mentioned in the Job Description.

A Member acknowledged the good work of the team having worked closely with them in the past. She hoped that the Council would continue with its good progress and find ways of working with partners to achieve its aspirations better than the Council might provide itself. She said that the team should be congratulated for its innovative ways of working and achieving its outcomes.

The Director of Internal Services emphasised the need for the Council to work within its means and sought feedback in terms of possible alternatives to the restructure. The Secretary to the Employer’s Side acknowledged that restructures were stressful but that the Council consistently applied its policies, e.g. in relation to recruitment, redeployment and selection and that jobs were ring-fenced or “slotted in” wherever possible.

The Staff Side stated that Members needed to understand what could be delivered with limited resources and of the incorrect expectation on the part of Members, that things would carry on the same but with reduced staff. Officers stated that Job Descriptions needed to be realistic.

A Member referred to a survey which revealed that 1/6 of staff were prepared to work less hours to make savings. The Secretary to the Staff Side reminded the Member that there had been considerable negative changes recently on employees’ pay and pensions since that survey had been taken.

The Panel debated the suggestion by the Staff Side that there

should be an Equalities Impact Assessment carried out on areas where restructuring was taking place. The Secretary to the Employer’s Side stated that the Council carried out an equalities impact assessment on staff. The Staff Side suggested that one should be carried out to measure the impact of its policies on services provided by the Council. A majority vote in favour of this recommendation was not supported.

The Local Joint Panel received the report and agreed that the Secretary to the Employer’s Side should report back to the next meeting providing details of the outcomes of all recent restructures including the total number of voluntary and compulsory redundancies, early retirements / resignations resulting from the restructures during the civic year 2010/11.

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

(B) the Secretary to the Employer’s Side provide details of the outcomes of all recent restructures including the total number of voluntary and compulsory redundancies and early retirements / resignations resulting from restructures during the 2010/11 civic year to the next Local Joint Panel.

The meeting closed at 3.35pm

Chairman
Date

EAST HERTS COUNCIL

LOCAL JOINT PANEL –28 FEBRUARY 2012

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

RESTRUCTURE UPDATE

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To report the staff outcomes of recent restructures

<u>RECOMMENDATION:</u>	
(A)	That Members note the report

1.0 Background

- 1.1 The Local Joint Panel meeting on 6 December 2011 requested that the Employer's Side report back to the next meeting providing details of the outcomes of all recent restructures including the total number of voluntary and compulsory redundancies, early retirements/resignations resulting from the restructures during the civic year 2010/11.

2.0 Report

- 2.1 The Council during 2010/11 and 2011/12 have restructured services in accordance with service plans and savings identified under the MTFP.
- 2.2 To date the Council over the financial years 2010/11 and 2011/12 has had 5 compulsory redundancies, 5 voluntary redundancies, 7 early retirements, 13 flexible retirements, 2 employees protected pay (salary grade is protected for 3 years if the employee is slotted into a lower grade post).

- 2.3 The turnover rate for 2010/11 was 8.24%, against a target of 12% this equates to 30 leavers. Of the 30 leavers, 21 staff left voluntarily and 9 left involuntarily (due to redundancy 1, retirement 5, end of contract 2, other 1). The voluntary leaver's rate is 5.77%, against a target of 8%. The main reason employees left in 2010/11 was for a promotion or pay increase (8 people)
- 2.5 The Turnover report 2011/12 will not be completed until July 2012. To-date during 2011/12 the Council has had 37 leavers. This is below our target of 10%.

3.0 Implications/Consultations

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

Background Papers

Turnover report 2010/11

Contact Officer: Emma Freeman - Head of People, ICT and Property Services

Report Author: Emma Freeman - Head of People, ICT and Property Services

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	Consultation has taken place with UNISON and staff as part of the Council's Redundancy Policy
Legal:	None.
Financial:	As detailed in the report
Human Resource:	As detailed in the report
Risk Management:	None.

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EAST HERTS COUNCIL

LOCAL JOINT PANEL – 28 FEBRUARY 2012

REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

RECRUITMENT POLICY UPDATE

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To approve the revised Recruitment Policy

<u>RECOMMENDATION:</u>
(A) that the revised Recruitment Policy be approved

1.0 Background

1.1 The Council's Human Resources policies are regularly reviewed to ensure they remain in line with current legislation, best practice and are fit for purpose for the organisation.

1.2 This report outlines the changes made to the Recruitment Policy

2.0 Report

2.2.1 Recruitment Policy

2.2.2 Please see Essential Reference Paper 'B' for the revised policy

2.2.3 Drivers for change

2.2.4 The recruitment policy was last updated in 2003 and needed to be revised to ensure it was fit for purpose and in line with current legislation.

2.2.5 The Council is currently in contract with Manpower for recruitment administration and temps. The contract is based on a master contract with Hertfordshire County Council (HCC). The master contract is currently out to tender for temps and it is HCC's intention to bring permanent recruitment back in-house. At the tender stage EHC will review the options and a decision will be made and subsequent to this the policy may need to be revised again. However, it is expected that the current arrangement with Manpower will be in place until 31 March 2013 and therefore it was considered appropriate to continue with the policy amendments.

2.2.6 Key changes

2.2.7 The revised policy outlines the recruitment and advertising processes with Manpower.

2.2.8 The Council's commitments to internal staff and those on the redeployment register are reinforced with detail around internal vacancies.

2.2.9 The Council's process of vacancy management is clearly detailed for managers (see section 5 of the policy).

2.2.10 Details on casuals, temps and 'sole traders', volunteers and the associated recruitment processes are given.

3.0 Implications/Consultations

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

Background Papers

None

Contact Officer: Emma Freeman - Head of People, ICT and Property Services

Report Author: Jaleh Nahvi – HR Officer

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	Consultation has taken place with UNISON and Heads of Service.
Legal:	None.
Financial:	As detailed in the report
Human Resource:	As detailed in the report
Risk Management:	None.

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East Herts Council

Recruitment Policy

Policy Statement

**Policy Statement No 35 (Issue No 2)
[Month Year]**

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1.0 Introduction

1.1 The objective of recruitment and selection at East Herts Council is to fairly and consistently appoint the best person for the post.

1.2 Our recruitment processes are therefore:

- Based on employment law and best practice
- Flexible to ensure they can be updated
- Designed to ensure that the Authority builds on relevant equal opportunities/diversity best practice

2.0 Scope

2.1 East Herts recruitment procedures apply to all posts within the Council, excluding Chief Officers. The selection process will vary depending upon the post.

3.0 Principles

3.1 The recruitment process will not be discriminatory with regard to race, disability, gender, sexual orientation, age, gender reassignment, religion or belief.

3.2 Most positions will be advertised internally first to encourage internal staff development. Any employees on the redeployment register will be notified of vacancies prior to the general advert and be given priority as set out in the Redeployment Policy. If it is identified that the necessary skills required for the role are unlikely to be met internally, the internal and external recruitment may run concurrently.

3.3 Non permanent vacancies, (for example maternity leave cover or back-filling of vacant hours) should be advertised internally first to give existing employees the opportunity to apply. These vacancies can be filled with fixed term contracts or secondments as applicable. For very short periods or where specific skills are needed it may be more appropriate to use temporary agency staff. See section 11 for more information.

- 3.4 Vacant posts will be advertised with a job description & person specification which have been evaluated in accordance with the Council's job evaluation policy.
- 3.5 Applicants will complete application forms rather than submit CVs. Any CVs that are received will not be considered as part of the recruitment process.
- 3.6 The Council has a contract with Manpower to provide recruitment services. These include recruitment administration, advertising and temporary recruitment. See Appendix 1 further details of the services provided.

4.0 Job Descriptions & Person Specifications

- 4.1 The line manager should consult with Human Resources when reviewing the job description and person specification to ensure consistency.
- 4.2 Before requesting authority to recruit, the line manager of the vacancy should review the current job description and person specification to ensure it is fit for purpose. A copy of the job description and person specification should be sent to Human Resources. Human Resources should be notified if any substantial changes have been made to the Job Description. The job description may be subject to evaluation should any substantial changes be made. If this is the case the Job Evaluation must take place prior to submitting a recruitment request.
- 4.2 Each post must have an up-to-date job description and person specification, which will be used during the selection process.
- 4.3 Selection will be measured and scored against the criteria for the person specification, it is therefore important to ensure this is suitable and up to date.
- 4.4 Line managers should assign 'F(orm), I(nterview) or T(est)' next to each criteria on the person specification, this will inform applicants how they will be assessed for each point. Managers need to split criteria into 'essential' and 'desirable' as this will support short listing.

5.0 Authorisation process

- 5.1 All recruitment is subject to approval by the Corporate Management Team (CMT). This includes permanent, temps, consultants, casual and secondment appointments.
- 5.2 After reviewing the job description and person specification, the recruiting manager (usually the line manager to the vacant position, or another senior manager) must complete a recruitment request form. This form details the business case to fill the vacancy, and outlines any advertising costs. Recruitment request forms must be submitted to CMT adhering to the usual timescales for CMT reports.
- 5.3 Following approval, the recruiting manager should send the approved recruitment request to Human Resources with the job description and person specification and vacancy details (Contractual hours & working arrangements, whether it is permanent, fixed term or a secondment and recruiting manager's contact details and closing date).

6.0 Recruitment & advertising process

6.1 Internal recruitment

- 6.1.1 Internal positions will be advertised on the staff intranet and via a weekly vacancy bulletin that is emailed by Human Resources.
- 6.1.2 The weekly vacancy bulletin is sent to Redeployees on Wednesday and all staff on a Thursday. Recruiting managers must send all the paperwork to HR by Tuesday to ensure inclusion in the bulletin.
- 6.1.3 Positions are generally advertised internally for 2 weeks. In cases where internal recruitment is unlikely and the role needs to be filled quickly this may be reduced to one week.
- 6.1.4 Applicants will be required to complete an internal application form against the person specification and submit it to HR before the deadline. The internal application form is available on the HR pages of the intranet. Prospective applicants for secondments should ensure they have their line manager's approval prior to submitting an application as per the Secondment Policy.

6.1.5 After the deadline, HR will email the recruiting manager with the application forms, short listing grid, interview assessment sheets and statement of employee particulars. The recruiting manager should then proceed to the selection stages as detailed below.

6.1.6 Redeployees will be given priority and will be considered ahead of other internal candidates in accordance with the Redeployment Policy.

6.2 External recruitment

6.2.1 Should internal recruitment be unsuccessful the recruiting manager may proceed to external recruitment provided permission to do so was given by CMT at authorisation stage. In some cases CMT will agree to internal and external recruitment commencing simultaneously. Recruiting managers should contact Manpower (contact details can be obtained via HR) for external recruitment. The service will cover the cost of recruitment.

6.2.2 Recruiting managers must send the recruitment request form, job description and person specification and advert to Manpower. They should then liaise directly with Manpower to determine how best to advertise the position and suitable deadlines for external recruitment. Special consideration to deadlines should be given when advertising during holiday periods. Manpower will also advise on advert placement for specialist roles.

6.2.3 Adverts must clearly state the following information;

- The grade and salary range + local weighting
- Service, team and location of the job
- Job title and reference number (usually the job number)
- Basic outline of the job role and key requirements
- Contractual hours and working arrangements
- Whether the position is permanent, fixed term, secondment etc.
- East Herts District Councils Logo/IIP Logo/ Disability two ticks symbol (all jobs)
- Contact details including email address
- Closing date

TMP (Manpower's advertising agency) can assist with advert design. Alternatively a basic advert template can be obtained from Human Resources.

6.2.4 Manpower has a database of applicants who are suitable for positions such as administration. For these types of vacancies, it is not necessary to advertise the position, recruiting managers can ask for a selection of candidates from Manpower's 'talent pool'.

6.2.5 Manpower will work with the recruiting manager to finalise the advert which can be placed in various media. External adverts will also be placed on the Council's website.

6.2.6 Manpower is responsible for sending information packs to applicants if requested. Packs will include;

- Job Description/Person Specification
- Application Form and Guidance Notes on completing the form
- Key terms and conditions for the post
- Equal Opportunities and related policy

6.2.7 After the deadline, Manpower will send the recruiting manager the application forms, shortlisting grid, interview assessment sheets and statement of employee particulars. Recruiting managers can ask Manpower to do a 'first sift' of applications to rule out any that do not meet the person specification, or can receive all of the applications.

6.2.8 The recruiting manager should now proceed to the selection stages detailed below.

7.0 Short listing & Interviews

7.1 Recruiting managers should follow the selection procedure detailed below for both internal and external recruitment.

7.2 Recruitment panels will consist of at least two members, one male, one female, and in the case of management recruitment panels should be at least three members. At least one member of the panel must be trained by the Council in recruitment and selection. The same panel that shortlists should be used to interview. The line manager for the vacant position should be part of the recruitment panel.

7.3 All stages of the selection process must be written and recorded, panel members should keep notes throughout. When the successful candidate is appointed, the panel should send their records to HR.

7.4 Equalities and Diversity

7.5 Under the Equality Act 2010 the Council has a duty to make reasonable changes for disabled applicants. These are known as 'reasonable adjustments'. Adjustments should be made to avoid putting a candidate at a disadvantage compared to a non-disabled person. A candidate will either specify the reasonable adjustments they require, for example they may ask for a British Sign Language interpreter to be present at the interview. Or they may alert the Council to their condition and request suitable reasonable adjustments. For example a candidate may have dyslexia and managers will need to consider increasing the time given to complete tests. Human Resources can assist and advise managers with these requests.

7.6 East Herts Council is part of the Job Centre's Disability Two Ticks Scheme. Manpower will inform recruiting managers if any applicants have indicated they wish to be considered under this scheme.

7.6.1 The Two Ticks Scheme applies to applicants that have a disability and have indicated on their monitoring form that they wish to be considered under the scheme. It guarantees that applicants will be invited to interview provided that they meet the essential criteria of the person specification.

7.7 Short listing

7.8 The recruitment panel will shortlist the applicants against the criteria detailed in the person specification. Manpower also offer a short listing service, managers may choose to use this, particularly when there has been a large volume of applicants. These will be the only criteria used in the selection process. The panel should use the short listing grid to record the scores of the applicants.

7.9 The panel should score applications 0-3 for each criteria of the person specification (Qualifications, Job Specific Skills, Team Working, Contacts, Service Delivery and Communication).

7.10 The scores equate to the following rating;

3	=	Exceeds requirements of the person specification
2	=	Meets requirements of the person specification
1	=	Below requirements of the person specification
0	=	No evidence of requirements of the person specification

7.11 A total score of 12 or above will indicate that from the information available on the form, the applicant meets the requirements of the person specification and should probably be invited to interview. The score of 12 needs to have come from a wide range of criteria meeting the requirements. Not all criteria will be of equal weight so judgement is required. Those scoring under 12 should normally be rejected.

7.12 After short listing, the panel should use the scores to select for interview. For internal applicants, recruiting managers should invite applicants (a standard template letter can be obtained from HR). For external recruitment, recruiting managers should inform Manpower who will invite applicants to interview on their behalf.

7.13 When inviting to interview, applicants should be informed of the following details;

- Date, time, location and duration of the interview
- Who will be on the panel
- Arrangements for arrival at Council offices, i.e. who to ask for
- The assessment methods, i.e. interview, tests
- To bring proof of their right to work in the UK and relevant qualifications
- Whether they require any reasonable adjustments to be made.

7.14 The candidate must bring proof of their right to work in the UK and relevant qualifications (as stated on their application); copies should be taken before the interview takes place and securely retained by the recruiting manager until appointment is made.

7.15 The panel should meet before the interview to discuss and finalise the questions that will be asked at interview. Questions should be

designed to assess whether the candidate meets the requirements of the person specification. The panel should pay particular attention to whether the person specification identifies how criteria will be assessed using 'F(orm), I(nterview), T(est)'.

7.16 The panel may wish to agree and write 'model answers' to their questions prior to interview, to help them to score and assess candidates.

7.17 If the panel are using tests to assess the candidates, it is good practice to do a 'mock' before the interview, ensure that the answers are written prior to marking and to decide the weighting the test will place on the overall decision to appoint.

7.18 HR can help panels to devise tests and assessments that are fit for purpose and will help to recruit the best candidate to the post.

7.19 Panels should ensure interviews and assessments run on time, and that candidates are given sufficient time to prepare, time to complete and breaks. Interviews should last between 40 minutes to an hour. It is advised that the maximum amount of interviews scheduled for one day is 6.

7.20 Every member of the panel should take notes during the interview and individually score the candidates to the following ratings;

- 5 = Exceeds specification
- 4 = Fully matches specification
- 3 = Matches specification well, with only slight discrepancies
- 2 = Matches specification fairly well, but with weaknesses in some aspects.
- 1 = Matches specification in some respects, but with important omissions.
- 0 = Does not match specification

7.21 An offer of appointment will be made to the candidate who scores the highest in interview and any tests if applicable. If none of the candidates meet the requirements of the role the panel is not obliged to offer the job. In this situation the recruiting manager should speak to HR to discuss the next steps for recruitment.

7.22 If the successful applicant declines the offer of appointment, the recruiting manager should consider offering the position to the person with the next highest score at interview stage. If there are no other suitable applicants the recruiting manager should seek advice from HR.

8.0 Selection & appointment process

8.1 When the panel has decided who to appoint to the post, the recruiting manager should contact the successful applicant and offer the appointment. They should inform the applicant that at this stage the offer is conditional on satisfactory reference, medical clearance and CRB (if applicable), and that they should not hand in their notice to their current employer until HR have sent an unconditional offer of employment in writing. The recruiting manager should also discuss and agree the starting SCP and salary with the applicant.

8.2 Recruiting managers must then complete a statement of employee particulars (available on the intranet) detailing contractual entitlements and send to HR. Recruiting managers should check any details they are unsure of with HR, as this document will be used to write the appointee's terms and conditions. Recruiting managers must attach the successful candidate's application form, interview assessment sheets, copies of their right to work in the UK and qualifications to the statement of employee particulars.

8.3 For internal positions, the recruiting managers should inform the unsuccessful candidates (a standard letter can be obtained from HR). For external recruitment, Manpower will contact the unsuccessful candidates. It is advised that unsuccessful candidates should only be informed after the successful candidate has verbally accepted the offer of appointment. This will allow recruiting managers to offer the position to the next candidate should the first choice decline or withdraw their application.

8.4 The recruiting manager should retain their interview notes in order to provide feedback to any successful candidates for a few weeks. All selection paperwork must be sent to HR, including checks of the candidates' right to work in the UK and qualifications. HR will retain the paperwork for 1 year after the closing date and then destroy it as confidential waste.

9.0 Pre employment checks

- 9.1 Offers of appointment are conditional upon receipt of two satisfactory references (one from the current employer), medical clearance and CRB clearance (if applicable). Successful candidates must be informed by the recruiting manager and HR not to give notice to their current employer until they receive an unconditional offer of employment in writing.
- 9.2 Should the recruiting manager or HR deem the pre-employment checks unsatisfactory, the manager should liaise with HR for advice on how to proceed. It may be appropriate to seek a third reference or arrange a medical consultation with the Council's occupational health provider. Conditional offers of appointment may only be withdrawn in agreement with HR, in which circumstances an offer will be made to the next highest scoring candidate.

10.0 Transition from non-permanent to permanent

- 10.1 In some cases a non-permanent vacancy may develop into a permanent post. For example an employee may be appointed to cover maternity and then the substantive post-holder may choose not to return to work. In these situations managers must seek approval from CMT prior to making the post permanent. In requesting this, the manager must demonstrate that they are complying with the principles detailed in section 3 of this document.
- 10.2 The post will also be advertised internally unless the incumbent employee went through a selection procedure as outlined in this policy (or the Secondment Policy) then they may be made permanent without advertising the post again. The Council must ensure there are two references and medical clearance for the individual.

10.3 Casuals

- 10.4 Casual employees are those on a 'zero hours' contract who are asked to work as and when the service needs. There is no obligation on behalf of the Council to provide work and no obligation on behalf of the individual to accept work offered.

- 10.5 Casual employees will be subject to the same recruitment process and pre-employment checks as described above.
- 10.6 If casual employees wish to become a permanent member of staff they must apply for vacant positions following the recruitment processes detailed above. Casual staff may apply for vacancies at the internal vacancy stage.

11.0 Temps

- 11.1 A 'Temp' is defined as an agency worker supplied by an agency to fill a temporary vacancy. The individual is not an employee of East Herts Council and the agency will invoice the service for any hours worked. This is different to those individuals employed by East Herts Council on Fixed-Term or 'Temporary' Contracts.
- 11.2 If a recruiting manager has a short term vacancy to fill (i.e. to cover long term sick leave) it may be appropriate to use a Temp to fill the role. Managers must obtain CMT approval to fill a vacancy as described in section 5.
- 11.3 To hire a temp to fill a vacancy, the recruiting manager should contact and liaise with Manpower directly. See the HR pages of the intranet for the temporary recruitment process.
- 11.4 Temps should be used to fill short-term vacancies and in general should not be in place for longer than 12 weeks. Temporary workers who work beyond 12 weeks are entitled to the same terms and conditions as other employees, in accordance with the Agency Workers Regulations (2010). Managers considering keeping a temp on beyond 12 weeks should contact Human Resources for advice.
- 11.5 If temps wish to become permanent members of staff they must apply for vacant positions following the internal or external recruitment as detailed above.
- 11.6 Temp positions that become permanent through EHC recruitment processes are subject to an agency placement fee.

12.0 Consultants and 'Sole Trader' Contractors

- 12.1 If a recruiting manager has a short term project which requires specialist skills, it may be appropriate to use a Consultant to fill the role. Managers must obtain CMT approval to engage a consultant. This is not a recruitment request but rather a report to CMT outlining the business case for hiring a consultant. Advice should be sought from Human Resources and Procurement to ensure the role is suitable for a consultant. Depending on the nature of the appointment it may be necessary to follow procurement regulations rather than follow the process outlined below. These can be found on the intranet under Procurement.
- 12.2 Manpower can assist with the hiring of consultants. This would be subject to a placement fee which should be negotiated in advance. Managers may also use other agencies for consultants.
- 12.3 To become a permanent, salaried employee, Contractors and Consultants must apply for a vacant position via internal or external recruitment.
- 12.4 Sole traders or small businesses where an individual is working as a contractor or consultant for all or most of their employment may be entitled to employment rights in the same way as temporary staff. It is the responsibility of the commissioning manager to make adequate checks. Human Resources should be consulted where this is likely to be the case.

13.0 External secondments

- 13.1 External secondments will be subject to the appointment procedure as described in the Secondment Policy.
- 13.2 If the external secondment becomes a permanent vacancy (e.g. the employee does not return from maternity leave), the post may be offered to the external secondee without advertising internally or externally provided that the secondee has already gone through a recruitment procedure and the principles detailed in section 3 are complied with.

14.0 Volunteers

14.1 If a recruiting manager would like to use volunteers in their service, they must contact HR for advice and read the Council's Volunteer Policy for further information

15.0 Work experience & Work placements

15.1 Work experience placements are dependant on the services capacity to support them. If the service would like to provide a work experience placement, they should contact HR to complete the necessary paperwork.

15.2 The Council can only support unpaid work placements where the student is undertaking work experience as part of a UK further or higher education course. Managers interested in pursuing this should contact HR for further information.

16.0 Administration

16.1 All recruitment and selection paperwork will be retained by HR for one year after the deadline for applications, it will then be destroyed as confidential waste.

16.2 The new starter process is outlined in Appendix 2, HR will contact the line manager directly to ensure this is followed.

17.0 Policy Review

17.1 This Policy shall be reviewed after two years or sooner in line with legislation and best practice to reflect the best possible level of support and management.

Manpower Services

Scope

Manpower provide recruitment services for all staff except Senior Management (defined as Heads of Service, Directors and Chief Executive).

Recruitment services – an integrated approach

The Recruitment Service provided by Manpower on behalf of East Herts integrates all the Council's people resourcing requirements, both temporary and permanent, into one Outsourced contract. The service is the single point of contact for applicants, temps and hiring managers.

Permanent recruitment

Manpower will provide administrative support, advertising advice (via their contractor), advertising placement. They can also provide short listing services if required.

In addition to permanent appointments, this also includes temporary appointments of more than 3 months, fixed term contracts and secondments, where the person appointed will be on the Council's payroll.

Talent Pool

Manpower have a talent pool of candidates which can be used to recruit candidates for more generic roles. This search is included in the administration fee and can save on unnecessary advertising costs.

See the recruitment pages on the intranet for the Permanent Recruitment Process

Temporary recruitment

The Manpower contract includes a Master Vendor arrangement for the provision of all temporary, casual agency staff, Interims and Locums.

The business can be broken down into three key areas:

- Admin/General temps
- Customer service temps
- Specialists, locums and interims

The temps from the first two areas will be usually be supplied from Manpower's Recruitment Centre database. Where Manpower cannot source temps from their own databases other agencies will be used through a master vendor agreement.

For further information please see the recruitment pages on the intranet for the Temporary Recruitment Process

Consultants

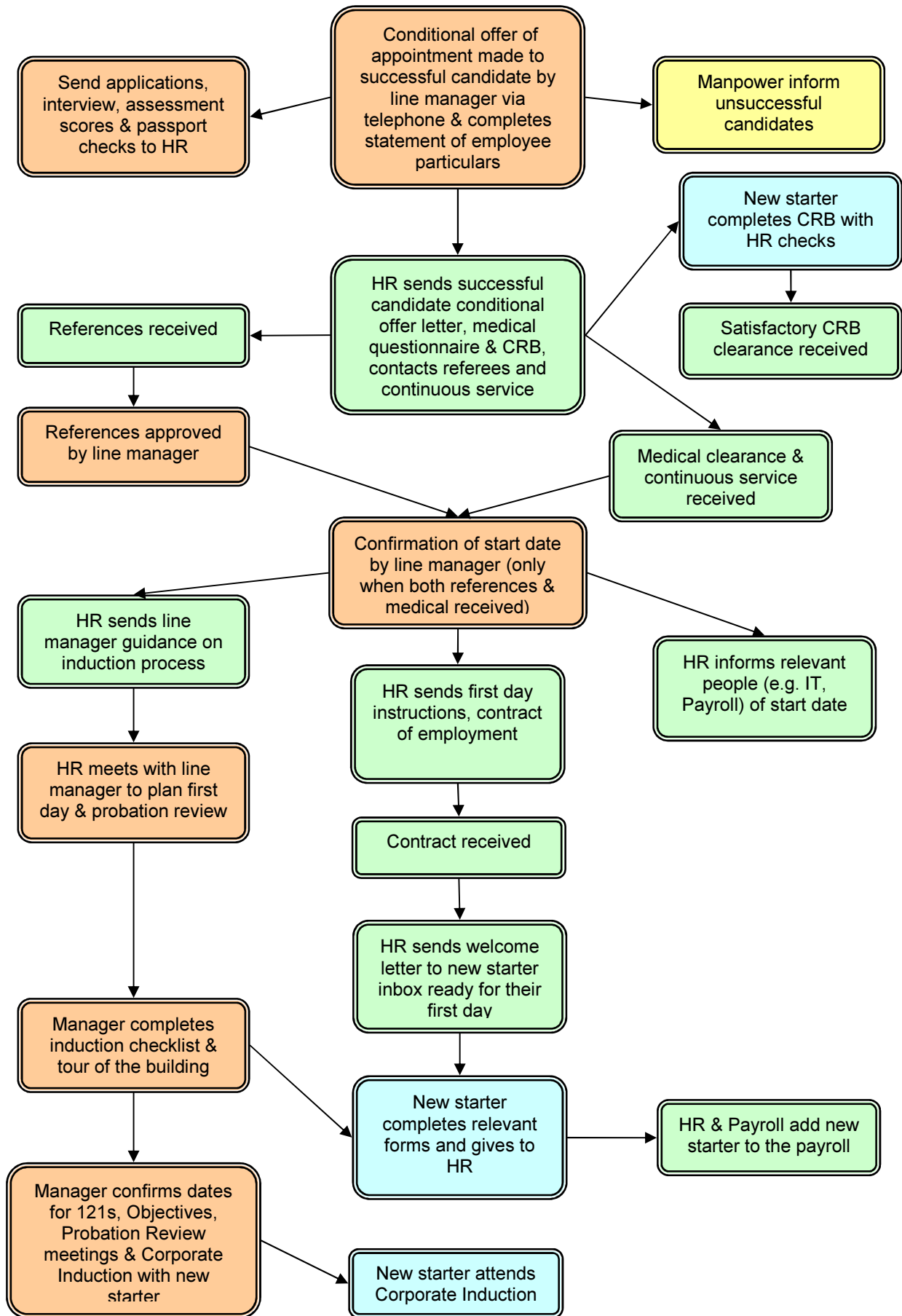
Manpower are able to assist with the recruitment of consultants. Managers who wish to appoint consultants should seek advice from HR to ascertain whether this is the correct route. Consultants recruited through Manpower will be subject to a finders fee from Manpower. This should be negotiated at the start of the campaign. In all cases when procuring external service, Managers must be mindful of the Council Financial and Procurement Regulations. These are part of the Council's Constitution and can be found on the intranet under 'Procurement' at <http://www.eastherts.gov.uk/intranet/index.jsp?articleid=7383>

Redeployment

Manpower offer assistance with redeployment, including access to Hertford County Council's redeployment register.

Additional services may be procured from Manpower to assist employees at risk of redundancy. These include

- job hunting/self marketing training and coaching
- training in completion of application forms and CV's and interview practice/ techniques
- mentoring



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EAST HERTS COUNCIL

CORPORATE MANAGEMENT TEAM – 14 FEBRUARY 2012

LOCAL JOINT PANEL – 28 FEBRUARY 2012

HUMAN RESOURCES COMMITTEE – 14 MARCH 2012

REPORT BY SECRETARY TO THE STAFF SIDE

STAFF AND MEMBER CAR PARKING ARRANGEMENTS

WARD(S) AFFECTED:

Purpose/Summary of Report

- To request that the committee consider and agree the policy on staff parking provision based on the findings of this report.

RECOMMENDATION FOR LOCAL JOINT PANEL:	
(A)	Members consider the report to make a recommendation on the policy for staff and member parking provision to the Human Resources Committee
RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:	
(A)	Human Resources Committee approve and record the policy on parking provision for staff and members.

1.0 Background

- 1.1 Council staff moves to the Wallfields site in Hertford ended in August 2011. The car parking facilities on site are insufficient to cater for everyone's needs.
- 1.2 The Grange Paddocks car park in Bishops' Stortford, currently free to use, will become a charging long stay car park in the summer of 2012 in line with the Council's approved Medium Term Financial Plan and Fees and Charges Policy. Any policy on car parking provision must include staff working and visiting Bishops' Stortford.

- 1.3 A report to the Local Joint Panel (LJP) and Human Resources Committee (HRC) on 13 July outlined options for staff and member car parking at the Wallfields site, and those unable to be accommodated on site. LJP and HRC agreed that no change to the provision of car parking (at no cost to staff) should be made in the current financial year, allowing staff and members to park at no charge when unable to be accommodated at the Wallfields site. This was subject to a review of occupancy and use in December 2011 to be presented to LJP and HRC in February and March respectively to determine the policy on member and staff parking provision.
- 1.4 All employees have received revised terms and conditions which includes a reduction in the local award from 5% to 2% linked to national pay awards.
- 1.5 Given inflation and the current pay freeze in local government, wages are reducing in real terms.
- 1.6 The provision of free parking, whilst not contractual, may be considered as an implied term in the contracts of employment of those who have had the benefit for many years through custom and practice. Any change to this provision may therefore constitute a breach of existing contracts and be subject to challenge requiring consultation and agreement in the change to work conditions or termination of contracts and re-engagement.

2.0 Report

Current Position - Hertford

- 2.1 All staff have the benefit of free car parking consisting of rostered access to the Wallfields' car park and permitted overflow use of the Hertford long stay and mixed use car parks, Gascoyne Way being the most used.
- 2.2 Members are permitted to park free of charge in the visitor car park at Wallfields on display of a permit.

Current Position – Stortford

- 2.3 All staff have the benefit of parking in Grange Paddocks, a non-charging car park.

- 2.4 Visitors for meetings and members have access to seven spaces located at the Charringtons House office. These are for short stay and disabled customer use.

Vehicle Numbers

- 2.2 Currently there are 348 staff. Approximately 30 work at Charringtons House in Bishops' Stortford and 31 are 'home workers'. 75% of workers choose to drive to get to work (Source: Staff Survey December 2011) leaving an absolute maximum number of 215 staff that may drive to work at the Wallfields site. This includes full, part-time, remote and occasional home workers.
- 2.3 The Wallfields staff car park has 127 spaces so the maximum number of vehicles unable to park at the Wallfields site would be 88. It was estimated that the number of cars to be accommodated within the Hertford long stay car parks would be closer to 65 taking account of different working patterns, home and mobile working.
- 2.4 A survey of car park use by staff was undertaken on three separate occasions in December 2011. These counted 16, 8 and 6 vehicles with Council passes in the long and mixed use car parks in Hertford. This implies that many staff have opted to use uncontrolled on-street parking and increased the amount of ad-hoc home working (less than 3 days per week) when they have no rostered access to the Wallfields staff car park.
- 2.5 The review of the car parking provision in Hertford and occupancy levels presented to LJP and HRC in July 2011 determined that on a typical day the long stay and mixed use car parks have up to 239 empty car parking spaces, far in excess of the actual use of between 16 to 6 vehicles.

Bishops' Stortford

- 2.6 At present staff working in Bishops' Stortford can park in the free Grange Paddocks' car park. This will become a charging long-stay car park in the summer of 2012.
- 2.7 Charringtons House, has 7 associated parking bays, an insufficient number for use by rota. These bays are reserved for those with mobility difficulties, other special needs, a disability and those visiting for short meetings. The bays are managed by the landlord.

- 2.8 A maximum of 30 staff work in Charringtons House. As not all drive to work, an estimated maximum number of 20 vehicles would need to be accommodated in the Council's long stay and mixed use car parks in Bishops' Stortford. Bishops' Stortford has 820 long stay car parking spaces.

Car Sharing

- 2.3 The Council is joining a regional car sharing scheme which includes business and local authorities which will give staff greater flexibility in identifying car sharing opportunities. Currently 13% of staff travel to work within a car sharing arrangement. This could be increased to 28%, an additional 27 staff, subject to support measures including guaranteed transport home in an emergency and preferential parking (Source: Staff Survey 2011).
- 2.4 As the Council implements more shared service working, extends mobile working and continues to restructure its services to reflect the strategic priorities identified by the Council, the number of employees and hence vehicles unable to park at the Wallfields site will continue to decrease.

Options

- 2.5 The main options for staff car parking with their potential impact on and associated risks were presented to LJP and HRC in July 2011. These are enclosed again as Essential Reference Paper B. These remain the key policy choices:
- Ongoing provision of a free car parking benefit to all staff that ensures short-term parking is not disadvantaged consisting of:
 - Hertford - Rostered access to Wallfields staff car park, supplemented by long-stay designated parking in car parks.
 - Members – provision of free car parking in the Wallfields visitor car park.
 - Stortford - parking in long-stay designated parking in car parks.
 - Grant free car parking only to those parking at Wallfields on a rota basis. Those unable to park at Wallfields would pay to park in the Council's car parks. Under this option the staff working in Bishops' Stortford would also have to pay for their parking.

- Grant parking provision at a reduced charge to all staff based on a work place parking levy, set lower than the full pay and display cost of parking. This would be equally payable whether staff are parked in the Wallfields car park or using one of the Councils pay and display car parks (in Hertford or Stortford). Funds generated by such a levy should be ring fenced to support transportation improvements including environmentally friendly solutions.

The risks and implications of these choices are provided in **Essential Reference Paper B**.

Equality

- 2.7 If the existing provision of free car parking is not maintained for all, additional administrative processes will be required to manage the car parking of employees. This will be required given the financial cost of not gaining a rostered place in the Wallfields car park to ensure individuals are not disadvantaged and to ensure fair, equitable and non-discriminatory access to the finite parking resource. This would include potential impacts on part-time workers, parents, flexible workers, and different grades of staff.
- 2.8 A decision to maintain free car parking only at the Wallfields site may lead to disproportionate impacts on part-time and flexible working arrangements. These are a key element of Council services' efficiency targets and allowing the consolidation of the Council to the Wallfields site, thereby achieving the savings from the closure of the Causeway offices and its extensive refurbishment costs.
- 2.9 A decision to maintain free parking only at the Wallfields staff car park would disproportionately impact staff based at Charringtons House as they would always have to pay for parking in Bishops' Stortford.
- 2.10 Should staff have to pay for parking, appropriate considerations for members would need to be made, particularly if a workplace levy is considered. This applies to Charringtons House as this is a short term visitor only car park for short term use/meetings at the site.

Potential On Street Parking Issues

2.11 The Council has received no correspondence regarding staff parking and associated increases in congestion as a result of staff parking where traffic controls are not in place.

3.0 Implications/Consultations

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

3.2 The 2011 Staff Survey included questions on car parking provision to assist in the formulation of this report.

3.3 A number of staff comments regarding the provision of car parking facilities have been provided as background information in **Essential Reference Paper C**.

3.4 The Union have commented on the current temporary arrangements:

'As we understand it the current car parking arrangements in Wallfields are working well, with no adverse reactions to the free parking from the public or local businesses. Therefore we see no reason why any changes need to be made.

As we now have a similar situation in Bishops Stortford, with Grange Paddocks becoming a pay and display car park in March we believe the council should now be issuing permits to park for free, to staffs who work in Charringtons House. Thus ensuring all employees, receive comparable benefits.'

Background Papers

CMT Paper 29th March 2011 – Car Parking Procedure

Local Joint Panel/Human Resources Committee 13th July –

Staff Car Parking Arrangements

CMT 11th October – Update on Staff and Member Parking Arrangements

Contact Member: Councillor Tony Jackson, Leader of the Council.

Contact Officer: Neil Sloper – Head of Customer Services/Programme Head – Ext. 1611

Report Author: Neil Sloper – Head of Customer Services/Programme Head

ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<p>Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p>
<p>Consultation:</p>	<p>The C3W Staff User Group meeting on the 21st June included a workshop to review the options, risks and impacts included in this report.</p> <p>A meeting was held with Unison on 22nd June to brief them on the production of the paper and to enable them to draw a paper together for a special Local Joint Panel meeting.</p> <p>Staff views are presented in Essential Reference Paper C.</p> <p>The Union have commented on the operation of the current scheme in 3.4 of the report.</p>
<p>Legal:</p>	<p>Free parking, whilst not contractual, may be considered as an implied term in the contracts of employment of those who have had the benefit for many years through custom and practice. Any change to this provision may therefore constitute a breach of existing contracts and be subject to challenge requiring consultation and agreement in the change to work conditions or termination of contracts and re-engagement.</p>
<p>Financial:</p>	<p>There is no cost to the Council of providing a benefit of free car parking to its staff within the Council's own car parks.</p> <p>The Council will not lose income from displaced motorists as a result of staff parking free of charge within its own car parks as the levels of empty spaces more than accommodate the potential volume of parking. The actual impact being much less than estimated.</p> <p>If a benefit of free parking remains in place there are no taxation implications of this benefit as it is not assigned to an individual.</p> <p>There will be a small administrative cost in order to facilitate staff parking within the Council's car parks in the form of permit issue and control. This can be minimised by utilising electronic monitoring methods removing the need for passes.</p>
<p>Human Resource:</p>	<p>The implications of no longer affording free parking to Council employees will be a departure from current practice. It may be considered that the provision of free parking is custom and practice and therefore be subject to formal challenge should any change be made.</p> <p>During a period of uncertainty and change removal of access to free parking will reduce staff motivation and may result in industrial action.</p>

	<p>Not maintaining access to free parking to staff will be seen as a further reduction in pay following the recent terms and conditions changes.</p>
<p>Risk Management:</p>	<p>The public perception of access to free parking to staff within our car parks is anticipated to be negative, when other workers in the town pay to park. However, actual staff use will be below 20 spaces in Hertford and Stortford on any day.</p> <p>An increase in uncontrolled parking by staff in residential areas may give rise to additional bad press exposure and demands for residents permit zones. As highlighted in Essential Reference Paper B, the experience of other Councils is that staff will seek to park on unrestricted roads following the introduction of any blanket charging. Based on the experience of East Lincolnshire Council the Council could reasonable expect up to 100 staff seeking parking in the town at no charge.</p> <p>The risks of losing car parking income through staff use of car parks is identified as extremely low, as the occupancy figures show capacity in excess of that required to accommodate the minor staff use.</p> <p>Advice has been provided from the Council's Risk Management Team that it can be preferable that the Council should not specify a single location for parking. By ensuring members of staff have choice over location (for example in the event of adverse weather conditions) the staff member can make the best decision for themselves regarding where to park, like any other motorist.</p>

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ESSENTIAL REFERENCE PAPER B

Staff Car Parking Options

Option	Car Parking Impact	Staff Impact	Value	Risks
<p>Staff able to park for free in long-stay car parks (Hertford and Bishops Stortford) and Wallfields car park.</p>	<p>None.</p> <p>Approximately 20 cars will park across the 4 long stay and mixed use car parks in Hertford which have a spare capacity of 239 spaces.</p> <p>Approximately 20 cars will park in the long stay and mixed used car parks in Stortford which have 820 spaces.</p>	<p>Minimal</p> <p>Issues of equality and fair use of car parking will be minimised.</p> <p>No concerns or reaction in respect of loss of a benefit believed to be contractual through custom and practice.</p> <p>Saving in administration and assessment of fair use and allocation of spaces.</p> <p>Inconvenience of walking additional distance to work, adding time to the day is mitigated.</p>	<p>High value to staff and residents, no cost.</p> <p>There is no cost to the authority as spare spaces across 4 car parks will be utilised in Hertford.</p> <p>Car parking numbers are very low in Stortford with an estimated requirement of 10 spaces to meet staff parking needs.</p> <p>Procedure to manage access to Wallfields car park will be much easier to administer, saving staff time and distress.</p>	<p>Low to medium</p> <p>Potential for negative public and press perception of 'free car parking for staff'</p> <p>The risks of losing car parking income through staff use of car parks is identified as extremely low, as the occupancy figures show capacity in excess of that required to accommodate the minor staff use.</p> <p>Advice has been provided from the Council's Risk Management Team that it can be preferable that</p>

				the Council should not specify a single location for parking. By ensuring members of staff have choice over location (for example in the event of adverse weather conditions) the staff member can make the best decision for themselves regarding where to park, like any other motorist.
<p>Introduce a charge for all staff using a car to travel to work, possibly a 'workplace parking levy'.</p> <p>The levy/charge would permit parking in Wallfields and the long stay car parks in Hertford, Grange Paddocks in Bishops' Stortford.</p>	<p>None</p> <p>Approximately 100 staff will park on uncontrolled residential streets.</p>	<p>High</p> <p>Loss of current benefit, perceived as contractual through custom and practice will result in challenge.</p> <p>Additional cost to park perceived as a further pay cut by staff.</p> <p>Conflict in amount payable for essential users if required to have access to a car for work.</p> <p>Equity and fairness issues</p>	<p>Low/limited – low take up expected</p> <p>A levy/charge would generate a fund, ring fenced to transportation improvement. The actual value may be lower due to part-time working, job share and home working.</p>	<p>High for residents/staff and service provision</p> <p>Potential for negative public and press perception of subsidised parking for staff.</p> <p>Potential staff conflict and industrial action.</p> <p>An increase in uncontrolled parking by staff in residential areas may give rise to additional bad press exposure and demands</p>

		<p>about amount of charge between pay grades, full and part-time workers.</p> <p>Equity and fairness issues regarding actual days of use, sickness absence and annual leave.</p> <p>An administration system would be needed to administrate the levy.</p> <p>Contractors would have to incur the levy unless the parking facility already exists within their contract with the Council.</p> <p>Issues regarding Members parking costs and staff.</p> <p>A levy is typically cheaper at £250-350 per year than pay and display tariffs in car parks (roughly £1000 per year long stay in Hertford).</p>		<p>for residents permit zones. The experience of other Councils is that staff will seek to park on unrestricted roads following the introduction of any blanket charging. Based on the experience of East Lincolnshire Council the Council could reasonable expect up to 100 staff seeking parking in the town at no charge.</p>
A mixed solution of free parking in Wallfields for staff on	Low Approximately 100	High and many equality issues	Low If all 40 staff (20 in	High for staff, residents and service provision.

<p>a rota basis. Those not accommodated would be expected to find parking at their own cost.</p>	<p>staff will park on uncontrolled residential streets.</p>	<p>Loss of current benefit, perceived as contractual through custom and practice will result in challenge.</p> <p>Additional cost to park perceived as a further pay cut by staff.</p> <p>Conflict in amount payable for essential users if required to have access to a car for work.</p> <p>Equity and fairness issues about access to free car parking on a rota basis between essential car users, pay grades, full and part-time workers.</p> <p>An administration system would be needed to administrate the free parking access.</p> <p>Issues regarding Members parking costs and staff.</p> <p>Lack of consistency afforded</p>	<p>Hertford and 20 in Stortford) were to pay for long stay car parking the parking pay and display income would be £40,000. In practice many would seek and successfully park on street in uncontrolled locations.</p>	<p>Poor staff morale at a time of change and efficiency measures. High potential for disadvantage amongst staff and competing business needs. Potential staff conflict and industrial action.</p> <p>An increase in uncontrolled parking by staff in residential areas may give rise to additional bad press exposure and demands for residents permit zones. These in turn cost money to establish, administer and patrol.</p> <p>The experience of other Councils is that staff will seek to park on unrestricted roads following the introduction of any blanket charging. Based on the experience of East</p>
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		in Bishops' Stortford as visitors car park too small to accommodate similar rota based free parking for staff based there.		Lincolnshire Council the Council could reasonable expect up to 100 staff seeking parking in the town at no charge.
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ESSENTIAL REFERENCE PAPER C

Staff Comments Staff Car Parking

Essential Use

If charges are introduced should be a discount for those staff who are obliged by either their job description or terms of service to have a car available as part of their role

Placing a levy on parking automatically disadvantages members of staff who are required to bring a vehicle with them to work to carry out their duties. The car user allowances are intended to reimburse staff for the full cost of providing a car to perform their role. If a parking charge is placed upon these staff, it could be strongly argued that the car allowances would need to be increased to compensate for this unavoidable additional motoring cost. At present a parking permit is issued to staff required to use their vehicle for work to avoid them being subjected to parking charges around the district.

Members of staff who do not require a vehicle during the working day for council business have the choice of paying to park, or finding alternatives such as public transport and car sharing. There is additional inconvenience, but the cost is hypothetically avoidable for these staff if they wish to find alternatives.

I am required to use my car as part of my duties and the time that will be incurred in finding/travelling to and from a parking space would not, in my view, appear to be the most appropriate use of my time.

An issue I would like to raise is that, we have to be on 24 hour stand by call for dangerous structures. In normal working hours we have to respond to the police and fire service and be in attendance within 1 hour. It is vital we access our cars immediately.

My comments regarding charging for car parking at Wallfields specifically target those who are required to provide a vehicle for the purposes of executing their role.

In the event the Council decide to charge for parking on site, these members of staff would face an unavoidable charge. As the Council have a car user allowance scheme to reimburse these members of staff for the cost of providing a vehicle for the purposes of executing their role, it would seem only fair that any additional unavoidable car parking charges incurred at Wallfields or Gascoyne Way be reimbursed as part of the essential car user allowance.

I think that it would be unfair to charge staff for parking, especially staff that have no choice and have to use a car for their job.

This intimates that charges for car parking will be implemented at some stage, on top of all the other cuts to pay and conditions. I feel particularly resistant to the idea of having to pay to park, when I am expected to provide a car, to use to carry out work for the Council - especially when that car is The Councils' own (lease) car!

My contract of employment requires me to have a car available for the business of the Council, so I may appear to be a soft target. However I can find no requirement in my contract to park that vehicle within a given distance of Wallfields. Accordingly if a charging system were to be introduced I would have to seriously consider joining the number of colleagues scouring the local streets for parking, despite the annoyance to local residents. This would, of course, mean that my frequent site visits would be less efficient, given the time it would take to travel to and from my car. I don't like to appear so negative but that is, I believe, the reality of the situation.

Equality Impact

A 'no charge' at Hertford car parks option would avoid all the many and varied problems that will otherwise ensue.

Charges could have a disproportionate effect on part-timers where their working arrangements are dictated either by needs of their service or for childcare or other responsibilities so that they work over more than two or three days (e.g. those that work school hours over five days but are only contracted for 18.5 hours a week). When added to the length of time walking from car park they may be having to pay almost as much, or indeed as much, as a full timer to park.

Those working part time will suffer yet again. For example, if you pay per day or even per week to park in Gascoyne Way for example, it works out cheaper than paying by hour. Yet for many the reason they work part time is to accommodate school hours. They will never be able to benefit from the economies of scale of cheaper long stay parking. This also applies for those who may be able to leave the car at home or car-share but on some occasions will need to drive in.

In the event of an annual fee this should take account of annual leave and be pro-rata for part-time staff

Charging could detrimentally effect service flexibility where part timers are prepared to come in for extra meetings etc on days not normally worked but will be disinclined to do so if they have to pay for extra parking.

Charging could have a huge effect on those on a low salary.

If following the review, it is decided to implement charges for staff parking; surely such charges would have to apply to the rostered places in the staff car

park at Wallfields as well as public car parks? Staff who do not have designated spaces should not be placed at a disadvantage to others.

I know the staff who work at Wallfields have parking in the car park there or a pass at Gascoyne Way, but do not have to pay. I know that we can park at Grange Paddocks at the moment it is free but surely for the amount of people who work at Charringtons House (some who are part time like me) why can't we have a pass for one of the long stay car parks? Either Northgate End or Link Road which are both Long Stay car parks and which are never full! It is unfair if staff at Wallfields are getting free car parking and staff at Charringtons will have to pay!!

I also believe that if some staff are to have free parking in the Wallfields car park, then all remaining staff should have a free parking permit if they have to park in one of the Council's Pay & Display car parks. I understand that staff having to park in Gascoyne Way car park are issued with a free pass, and assume that the same kind of pass will be issued to staff at Charringtons House for use in Grange Paddocks once that becomes chargeable from 1st April - perhaps this could be raised at the committee meeting.

Custom and Practice Issues

This is terms and conditions issue, all other changes to terms and conditions have had a manner of compensation or a protection period. A period of consultation at least should occur. Free parking should be provided for staff until the decisions made are equitable and agreed.

Has the equitability of this proposal been considered in the light of all the other pay cuts, costs, freezes and loss of benefits? At the end of the T&C 3 year period I will have lost circa £3,000 worth of benefits. Is this reasonable?

Impact in Time

If staff have to spend 30 minutes at least of their own time travelling to and from external parking spaces, for some staff this may mean having to work an additional day or half day to work their hours within an inflexible time constraint, this is at their own cost.

Impact on Staff

I am strongly opposed to being charged for car parking. It would represent a considerable cut in salary at a time when morale is very low anyway. Also, if we have the number of empty parking spaces suggested, surely it would be cost neutral to allow those of us who do not get granted a place at East Herts, to be given a free parking space in the town. I don't envisage a public outcry over this. There are many instances of other large organisations that have free staff parking.

Whilst I appreciate that the Council does have to make savings and consider opportunities to generate income, the charging of staff to park, especially where Officers vehicles are required for Council duties, is not appropriate in this case, and will significantly impact on the moral of staff.

In response to the possibility of charging staff to park, I consider this to be yet another kick in the teeth for us workers who have already undergone significant changes and cuts with regard to reactions to changes in the economy.

It is my opinion that in these difficult times the Council should be looking for ways to empower their staff and not encourage changes that would drag down morale.

Many feel that this would really be the 'final straw' on top of the other financial cutbacks imposed by the Council i.e. loss of the 5% local award, loss of retention payments etc.

When looking at the impact of the current policy on the parties, emphasis should be placed on the accumulative effect of staff hardships already incurred in recent times - specifically, the real loss of earnings that all members of staff have suffered. I do not think that we should be asked to contribute any more.

Following on from the detrimental effects of the new terms and conditions, the imposition of parking charges for staff and the resultant effective salary cut would cause serious resentment amongst our staff for their employer. Managers like us are left with the task of maintaining service delivery with a demoralised workforce.

At a personal level I believe that free parking is a basic provision and I'd be angry to see it taken away.

Free parking is going to be a particular issue with staff as we are already all struggling financially. This feels just like a way for the council to cut our wages – any money generated from charging staff would be new money – they have never earned any money from our car park and Gascoyne way is never full so for the council coffers this would be extra but for staff this will have a severe impact. This could work out at about £1000 a year and as a lot of staff are probably earning less than £25k a year this is a major cut to their wages.

I note the possibility of free car-parking being scrapped for staff, and feel that this would be a very poor move by the members, as it would demoralise the staff even further. Staff are already on a pay freeze, and so to expect them to then have to find another £85-£90 per month in order to park would make life very difficult for many members of staff.

As I have quite a distance to travel to and from work each day, I do find the additional time to walk across to the car park a little frustrating sometimes. I am often juggling finishing something off at work with trying to get home by a certain time. I regularly work more than my 37 hours, often prioritising work

over evening activities. Again though, at least being able to park in one place means that I know how long to allow to reach my car. The alternative of “walking the streets” to wherever I am able to leave it would be far more difficult.

In relation to withdrawal of a number of benefits recently for me and other staff across the Council, such as essential user allowance withdrawal, time and a half reverting to straight time for the periods work between 6.30pm to 10.30pm on weekdays - it would be helpful to reflect the dedication and hard work of the staff and members by not charging for car parking.

Given the pay freeze staff have endured for the last two years, the loss of parking could be seen as an extra impact on staff wages

Local Impact

If I am asked to pay to park at the Council Officers or other car parks I, amongst other colleagues, will have to consider finding alternative on-street parking in the vicinity of the Office which, I am sure, will have an impact on local roads.

I believe that if these charges were to be introduced, the only outcome will be the workers scouring the streets for free parking spaces, much to the annoyance of local residence.

If charges are imposed, staff will probably park elsewhere – people will always find a way to do this. This would seriously delay our response time and lay the council open to yet more public criticism.

If they are worried about the impact on the local residents they should consider the impact of more staff parking in side roads because staff can not afford to pay for the car park (or wont). There will be lot more congestion locally with staff looking for areas to park. In the 80's there was a major problem with County Hall when they suddenly didn't have enough parking and they started parking in side streets – this led to yellow lines in the local area but then meant staff went further a field looking for free parking, it didn't stop the problem just increased the area affected.

I use the Gascoyne Way car park when necessary and find it extremely useful. Whilst I recognise that many people now have to pay to park if they work in a town centre, I will always try to find a free space somewhere if I can. Human nature and financial pressure require no less! Providing a Council parking facility free of charge avoids the inevitable congestion to the residential areas near our offices where I and others would otherwise park.

My observations are (under the current arrangements) that there are still always plenty of spaces available for the public.

The council office car park is unsuitable to be opened to the public, therefore the impact of this policy is likely to be considered in terms of the use of the

public car parks by those staff not allocated an office car park space on any given day. Car park occupancy in the long stay car parks in Hertford are such that the staff using those car parks are easily accommodated without displacing paying customers (for example, the top floor of Gascoyne Way car park is rarely more than 30% full, with lower floor long stay areas operating at an approximate average of 75 - 80% occupancy)

Councillor Parking

Will the visitor car park (or certain spaces within it) be subject to the parking levy? The reason for asking is that under the new arrangements some of the spaces in the visitor car park will be used by councillors. It would be manifestly unfair, that if the "staff car park" was subject to the levy but councillors didn't have to pay (at least a pay and display charge). Furthermore, will the visitor car park become pay and display to bring it into line with all other council car parks?

If we have to pay everyone should pay (Councillors included).

EAST HERTS COUNCIL

LOCAL JOINT PANEL – 28 FEBRUARY 2012

REPORT BY SECRETARY TO THE STAFF SIDE

TERMINATION OF CONTRACT BY THE CHIEF EXECUTIVE – QUESTIONS AND LESSONS

WARD(S) AFFECTED: None

Purpose/Summary of Report

- To consider the issues and questions concerning the process leading up to the Chief Executive's departure and what may follow to secure the long term leadership of the Council's 340 Officers.

<u>RECOMMENDATION FOR LOCAL JOINT PANEL:</u>	
(A)	That, in the interests of transparency, the next meeting of the Local Joint Panel be provided with a financial breakdown of all costs incurred as a result of restructures since 2001 including those associated with voluntary redundancy; and
(B)	the Staff Side be invited to participate in future appointments for senior management positions.

1.0 Background

1.1 Although the Chief Executive had been absent from work since August 2011, her employment was terminated within a few days of rumours appearing in the press. No information was given about the reasons for her departure as the statement simply said the process was by mutual agreement. In this report, the staff side wish to raise some issues and questions about the event and what may follow to secure the long term leadership of the Council's 340 officers.

2.0 Report

- 2.1 Ms Freimanis commenced as Chief Executive (CE) in June 2006 and was recruited in response to the collapse of the previous senior management configuration of three executive directors which according to the Leader, has also been the model for the interim arrangement since last August when the CE began her absence. Unison noted that no communication on the interim management or on Ms Freimanis's absence appeared until December last year. Rumour of her departure first appeared in the Mercury web edition on 13/12/11 – well before a memo was released to staff.
- 2.2 Employees at no time were explicitly told that their Chief Executive was ill and no mention of an illness was in the official statement. We know that there had been some considerable media interest in Ms Freimanis's absence well before December and the lack of internal communication lead to noticeable speculation and confusion among staff.
- 2.3 During the Team Brief that took place in Charringtons House, two days before the statement was issued, a question was asked regarding the CE's absence and the impact it would have on the management restructure should she not return. This was an opportunity for the directors to inform the staff of the situation, instead the director concerned refused to talk about this. Further examples of misdirection or evasiveness in answering questions posed by Unison could be considered to be examples of a lack of transparency and accountability at the core of the organisation.
- 2.4 The staff are also concerned that the 'tradition' of large pay offs of senior executives would govern this departure recognising these settlements in the current context can mean loss of jobs. Inevitably the obvious conclusion of the Leader's statement about the CE's service of over 5 years is 'damning by terse praise'.

The staff side consider the following issues and questions need addressing:-

- Although it is by no means clear, it is a concern that someone appears to have had their employment ended abruptly when they are ill;

- The staff side do not understand the phrase “by mutual agreement” as applied to the Chief Executive’s contract of employment. There has to be an initiator and a responder and it is a concern if the initiator is the Council and the responder is a sick employee;
- There was an exceptionally strict information blackout both on the cause of Ms Freimanis’s absence and the de facto interim top management responsibilities which lead to confusion and speculation among the staff. While it goes without saying that details of a person’s illness is confidential, there was freedom to inform staff of the fact of a sickness and the rearranged management duties;
- It is very unclear what HR policies were used to deal with both the position of Ms Freimanis’s absence and the termination of her employment. It is surprising that no attempts were made to assist her back to work through a capability action;
- The staff side can see no merit in delaying publishing the details of the payments under the agreement that the Council is legally obliged to publish in the 2011 – 2012 Annual Reports and Accounts. The Secretary of State (DCLG) has emphasised the need to inform voters of such settlements to gain the confidence of the community in the Council’s management of its finances.
- Ms Freimanis was granted a flexible retirement to part time package which involved the Council making payments totalling almost £100,000. Many staff felt that the CE in ‘retiring’ at 50 was abusing a human Council procedure designed to help people near retirement age easing into a post employment state. Mitigating this was the potential for the Council to recover its costs if the individual left and it is the view of the staff side leaving by “mutual agreement” means the agreement is applicable to all and must be enforced.

4.0 Future Senior Management of East Herts:

- 4.1 There has been an absence of clear leadership at the top for several years and consequently relationships with staff have deteriorated. Staff have felt for some time that they are not part of a corporate “Team”. The changes to terms and conditions were unwelcome in any circumstance, but the failure of senior management to demonstrate that things were not fixed for them greatly exacerbated the difficulties. The issues concerning the

loss of subsidised cars by Heads of Service before the scheme terminated or the rush by the Chief Executive to retire early at 50 before the rules changes suggest crude values and poor governance.

- 4.2 The staff side do not support the top management of the Council by a sharing arrangement between two or three directors as exemplified in the past and the fact that there is no evidence to suggest that this arrangement would work successfully in the future. Staff are worn down by the continuing re-structures since 2001. Since that time the Council has incurred substantial costs in maintaining a workable top management structure and in the interests of transparency, the Staff Side request that the next meeting of the Local Joint Panel be provided with a financial breakdown of these costs of restructures including those associated with voluntary retirements, since 2001. The current remaining Corporate Management Team would not present a continuity of management and one has already declared their imminent retirement.
- 4.3 The Staff Side also has strong reservations about sharing Chief Executives as many past cases are unravelling as we discuss (e.g. Brentwood – Essex is a case in point). It is intriguing how an authority can declare at a stroke, the top job to be part time when incumbents in conventional posts frequently work long hours.
- 4.4 The Staff Side favour the full time single accountability model of the Chief Executive post, although it is appropriate for this post to have a range of responsibilities relating to policy and strategy.
- 4.5 The Staff Side feel that the Council gained nothing to have paid an exceptionally high salary to a candidate who had no experience in the role as a Chief Executive. We would expect the salary to be determined in relation to current circumstances and implied guidance from the government along the lines of pay restraint for senior managers.
- 5.0 Implications/Consultations
- 5.1 The staff side urge the Council to prioritise people skills in the experience and qualities of the next Chief Executive and to complement this, the Council, should resume the annual staff attitude surveys which were abandoned in 2009, possibly because the results were embarrassing to the Council.

5.2 The staff side is not part of the appointments panel but we believe it would be of mutual benefit if we had a role in the process. It would help if we could meet the shortlisted candidates and express our views to the Panel before they make their decision.

Background Papers: None

Contact Member: Brenda Dodkins: Secretary to the Staff Side
UNISON

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