



## Public Document Pack

**Jeff Hughes**  
*Head of Democratic and Legal  
Support Services*

**MEETING** : HUMAN RESOURCES COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 17 OCTOBER 2012  
**TIME** : 3.00 PM

**PLEASE NOTE TIME AND VENUE**

### **MEMBERS OF THE COMMITTEE**

Councillors C Woodward (Chairman), P Ballam, Mrs D Hone, J Ranger, P Ruffles, A Warman and N Wilson

#### Substitutes

Conservative Group: Councillors G McAndrew

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

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## DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:
  - must not participate in any discussion of the matter at the meeting;
  - must not participate in any vote taken on the matter at the meeting;
  - must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
  - if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
  - must leave the room while any discussion or voting takes place.
  
2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.
  
3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.

4. It is a criminal offence to:

- fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
- fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
- participate in any discussion or vote on a matter in which a Member has a DPI;
- knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

(Note: The criminal penalties available to a court are to impose a fine not exceeding level 5 on the standard scale and disqualification from being a councillor for up to 5 years.)

## AGENDA

1. Apologies

To receive apologies for absence

2. Minutes (Pages 7 - 16)

To receive the Minutes of the meeting held on 11 July 2012.

3. Chairman's Announcements

4. Declarations of Interest

To receive any Member's Declaration of Interest and Party Whip arrangements.

5. Recruitment Review (Pages 17 - 26)

6. Annual Employment, Equalities and Diversity Report (Pages 27 - 56)

7. Employee Engagement Action Plan (Pages 57 - 66)

8. Update on 2011 Equal Pay Audit Actions (Pages 67 - 72)

9. Human Resources Management Statistics: April - September 2012 (Pages 73 - 78)

10. Human Resources - Quarterly Performance Update (Pages 79 - 86)

11. Local Joint Panel - Meeting: 19 September 2012

Please note that this meeting was cancelled due to lack of business.

12. Health and Safety at Work Act 1974

13. Urgent Business

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

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MINUTES OF A MEETING OF THE  
HUMAN RESOURCES COMMITTEE HELD  
IN THE COUNCIL CHAMBER,  
WALLFIELDS, HERTFORD ON  
WEDNESDAY 11 JULY 2012, AT 3.00 PM

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PRESENT: Councillor C Woodward (Chairman)  
Councillors P Ballam, Mrs D Hone, J Ranger,  
P Ruffles and N Wilson.

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Helen Farrell	- Human Resources Officer
Emma Freeman	- Head of People, ICT and Property Services
Alan Madin	- Director of Internal Services
Jaleh Nahvi	- Human Resources Officer

152 APPOINTMENT OF VICE CHAIRMAN

It was moved by Councillor P Ruffles and seconded by Councillor D Hone that Councillor J Ranger be appointed Vice Chairman for the Civic Year 2012/13.

RESOLVED – that Councillor J Ranger be appointed Vice Chairman for the Civic Year 2012/13.

153 MINUTES

RESOLVED – that the Minutes of the meeting held on 11 January 2012 be confirmed as a correct record and signed by the Chairman.

154 CHAIRMAN'S ANNOUNCEMENTS

The Chairman reminded Members of the changes in relation to Disclosable Pecuniary Interests and reminded Members to return their forms.

155 HUMAN RESOURCES - QUARTERLY PERFORMANCE REPORT

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The Head of People, ICT and Property Services submitted a report summarising people management statistics and human resource delivery for the July 2012 quarter. A summary of the new projects to be undertaken was provided.

She provided an update in relation to the services provided by Manpower for permanent and temporary recruitment and that their contract with County Council would end in April 2013.

It was noted that following a review by Investors in People in April 2012, the Council had also been successful in passing all 39 indicators and had received a “two-tick” accreditation status.

The Director of Internal Services advised that following on from the consultation in relation to Shared Services, comments would be analysed and a report would be submitted to Members in September 2012.

Councillor P Ruffles referred to Equalities and Disability issues and suggested that the fourth bullet point relating to “employees become disabled” should be extended to include Members. This was supported.

Updates were provided in relation to Human Resource Policies to be reviewed.

Members noted the quarterly performance report.

RESOLVED – that the quarterly performance report be noted.

156 HUMAN RESOURCES MANAGEMENT STATISTICS



The Head of People, ICT and Property Services submitted a report detailing performance indicators for the period 1 April to 30 June 2012.

Members noted that staff turnover for 2012/13 was projected to be 7.73% against a target of 10%. Short term sickness was projected at 4.74% against a target of 5%. Long term sickness was projected at 2.28 days against a target of 2.5 days.

The Head of People, ICT and Property Services reported that there had been 9 new starters during the quarter. Updates were provided in relation to the Council's Performance Development Review schemes and the Corporate Training Plan for 2012/13 and in relation to Equalities Monitoring reviewed on an annual basis. Councillor J Ranger referred to comments made by the Executive regarding disability "targets" preferring instead the use of the word "indicators". He made the point that the Council should be encouraging people with a disability to apply for positions with the Council and that these were not targets in the pure sense of the word.

Councillor C Woodward referred to the fact that the Council was under target in terms of women within the management structure. The Head of People, ICT and Property Services referred to recent re-structures which had affected the target. She suggested that there was a need to review the next tier down and undertook to review the matter and report back to Members.

Members noted the quarterly performance report.

RESOLVED – that the report be noted.

## 157 ABSENCE AND TURNOVER STATISTICS

The Head of People, ICT and Property Services submitted a report detailing absence levels, short and long term sickness for 2011/12 including the current and proposed initiatives to reduce absence. A detailed analysis of the rationale behind short term and long term sickness, including the progress

made against targets made in 2011/12 and proposed actions for 2012/13, were detailed in Essential Reference Paper “B” of the report now submitted.

The Head of People, ICT and Property Services provided a detailed analysis of the turnover for the period 1 April 2011 to 31 March 2012 of 11.86% against a target of 10% and a breakdown of the Stability Index and vacancy rate. An analysis of statistics relating to voluntary leavers was detailed in Essential Reference Paper “C” of the report now submitted.

Councillor J Ranger referred to the “reasonable” levels of sickness in comparison to other averages as set out in the report now submitted.

Councillor P Ruffles thanked Officers for such a comprehensive and detailed report and sought clarification in relation to home working sickness. The Head of People, ICT and Property Services advised that trends were being monitored.

Councillor P Ruffles queried the possibility of using voluntary workers to work on flower beds and litter pick and of the need to develop a policy. The Head of People ICT and Property Services explained the Council’s position in relation to such a suggestion adding that there was a possibility of “helping partners out” and agreed to report back on this issue.

In summary and in terms of sickness and proposed actions for 2012/13, the Head of People, ICT and Property Services recommended that the targets for 2012/13 remain at 5 days FTE (full time equivalent) for short term absence, 2.5 days (FTE) for long term absence and 9.5 days FTE total sickness absence. This was supported.

In summary and in terms of turnover and proposed actions for 2012/13, the Head of People, ICT and Property Services provided an update in relation to the cessation of the Manpower Contract on 7 April 2013, of the County Council’s decision to bring in permanent recruitment in-house and how this might impact on East Herts District Council.

Members supported the recommendations now detailed.

RESOLVED – that (A) sickness absence targets as detailed in the report now submitted, be approved, specifically that the targets for 2012/13 remain at 5 days FTE (full time equivalent) for short term absence, 2.5 days (FTE) for long term absence and 9.5 days FTE total sickness absence;

(B) the Council continue to explore a shared regional recruitment portal with the East of England Local Government Association (EELGA) and sign up to the proposal;

(C) initiatives be explored in relation to career progression and succession planning;

(D) new roles be reviewed to establish their suitability for Apprenticeship and Voluntary Work experience; and

(E) turnover targets remain unchanged for 2012/13.

## 158 LEARNING AND DEVELOPMENT 2011/12

The Head of People, ICT and Property Services submitted a report outlining the Corporate Training Plan delivered in 2011/12 and seeking approval of the Corporate Training Plan for 2012/13, the detail of which, was set out in Essential Reference Papers “B” and “C” of the report now submitted. The budgets for Corporate Training, Service Training, Professional Training and the Corporate Training Plan for 2012/12 were also set out in the report now submitted.

Councillor C Woodward was pleased to see the improvements in the Personal Development Review (PDR) statistics. It was noted that Revenues and Benefits continued to have the highest submission / completion rates of all sections.

Councillor J Ranger suggested that the use of pre and post evaluation forms might be useful in terms of E-Learning.

Councillor C Woodward questioned whether some courses and policies might be flagged up on an employees' computer whereby the computer could be locked until the individual had completed and provided proof that they had undertaken the course of study. This, he suggested, might be especially useful in terms of mandatory courses.

Members noted the annual report and approved the Corporate Training Plan for 2012/13

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

(B) the Corporate Training Plan for 2012/13 be approved.

159 INVESTORS IN PEOPLE AND STAFF SURVEY REPORT

The Head of People, ICT and Property Services submitted a report following a review by the Investors in People and their recommendations made as a result. It was noted that the Council had received a successful positive assessment and would retain the IIP Standard Award for a further three years. As part of the Council's ongoing development, a number of recommendations were made, the detail of which was set out in the report now submitted. It was noted that recommendations were considered by an Engagement and Partnership Team in May 2012 and would ultimately be considered by Corporate Management Team.

Members received the report.

RESOLVED – that the report be received.

160 JOB EVALUATION FOR SENIOR MANAGERS

The Head of People, ICT and Property Services submitted a report which reviewed a job evaluation process for Chief Executive and Chief Officer posts and reviewed the Hay Job Evaluation Process for Heads of Service.

It was noted that the Head of People, ICT and Property Services had looked at two major schemes, the Hay and

Local Government Association and had compared each against a set of criteria. The Head of People, ICT and Property Services stated that on the whole, the Hay Scheme offered better value for money, knowledge and expertise.

Members supported the use of the Hay Job Evaluation process for Chief Executive and Chief Officer roles and that a job evaluation review be completed for Head of Service roles.

RESOLVED – that (A) the Hay Job Evaluation process for Chief Executive and Chief Officer roles be approved; and

(B) a job evaluation review be completed for Head of Service roles.

161 LOCAL JOINT PANEL - MINUTES OF THE MEETING HELD ON 13 JUNE 2012

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RESOLVED – that the Minutes of the Local Joint Panel meeting held on 13 June 2012 be received.

(see also Minutes 162 – 166 below)

162 STAFF AND MEMBER CAR PARKING REVIEW

The Head of People ICT and Property Services submitted a report outlining a policy for consideration regarding staff and Member car parking, the detail of which was set out in the report now submitted. The Director of Internal Services advised that Option 1 (that the status quo continues) was unanimously supported by the Local Joint Panel at its meeting held on 13 June 2012.

Councillor C Woodward sought clarification on how Option 1 might impact on the concerns expressed by the public. The Director of Internal Services explained that with the exception of 1 or 2 days around Christmas, this arrangement would not impact on the public. He explained how the car parking system operated at Wallfields and Gascoyne Way, Hertford.

Councillor J Ranger encouraged the policy of car sharing

where possible.

Members supported the adoption of Option (1) as detailed in the report now submitted as a Policy for staff and Member parking.

RESOLVED – that Option (1) as detailed in the report now submitted, be approved as a policy for staff and Member parking.

(see also Minute 161 above)

### 163 RECRUITMENT POLICY

The Head of People, ICT and Property submitted a report detailing the revisions to the Recruitment Policy. It was noted that in order to facilitate debate, the Director of Internal Services at the Local Joint Panel meeting held on 13 June 2012, had suggested that the report be submitted to Human Resources Committee subject to the Staff and the Employer's Side resolving any issues of disagreement. The Head of People, ICT and Property confirmed that there were now no issues of disagreement.

Members noted and approved the revised policy.

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

(see also Minute 161 above)

### 164 FLEXIBLE WORKING POLICY

The Head of People, ICT and Property Services submitted a report outlining the revisions to the Flexible Working Policy.

The Local Joint Panel, at its meeting held on 13 June 2012, had supported the policy now submitted. Members approved the Flexible Working Policy as set out in the report now submitted.

RESOLVED – that the Flexible Working Policy, as now

submitted, be approved.

(see also Minute 161 above)

165 REDUNDANCY AND APPEALS POLICIES

The Head of People, ICT and Property Services submitted a report setting out revisions to the Redundancy and Appeal Policies. It was noted that to facilitate debate at the Local Joint Panel meeting held on 13 June 2012, the Director of Internal Services, suggested that the reports be submitted to this Committee subject to both the Employer's Side and the Staff Side resolving any anomalies in advance of this meeting. It was noted that paragraph 1.3 of the Policy, the line stating "This policy does not form part of employee's terms and conditions of employment" had been deleted from the revised policy. It was also noted that in paragraph 6.7, the word "strive" be changed to "endeavour".

Members discussed the Council's multiplier and supported the suggestion to leave this alone.

The Head of People, ICT and Property confirmed that there were now no issues of disagreement.

Members approved the revisions to the Redundancy and Appeals policy.

RESOLVED – that the revisions to the Redundancy and Appeals Policy, as now submitted, be approved.

(see also Minute 161 above)

166 BULLYING AND HARASSMENT POLICY

The Head of People, ICT and Property Services submitted a report concerning revisions to the Bullying and Harassment Policies. It was noted that, to facilitate debate at the Local Joint Panel meeting held on 13 June 2012, the Director of Internal Services, had suggested that the reports be submitted to Human Resources Committee, subject to both the Employer's Side and the Staff Side resolving any anomalies in

advance of this meeting.

Members approved the Dignity at Work Statement.

The Head of People, ICT and Property Services advised that the Policy had been amended to ensure that Human Resources would intervene at an early stage and confirmed that the revisions now had the support of UNISON.

RESOLVED – that the Bullying and Harassment Policy, as now submitted, be approved.

(see also Minute 161 above)

The meeting closed at 4.45 pm

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



## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 17 OCTOBER 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### RECRUITMENT REVIEW

WARD(S) AFFECTED: NONE

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

- A review of the current recruitment service

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE: That:</u></b>	
<b>(A)</b>	<b>the recruitment service for both permanent and temporary staff be managed in house, by the Human Resource service</b>

#### 1.0 Background

1.1 The Council entered into a contract with Manpower for permanent and temporary recruitment in April 2009. This was part of a framework agreement with Herts County Council (HCC). This contract is due to expire on 7 April 2013. Herts County Council will be taking permanent recruitment back in-house from this date and have entered into a contract with Carlisle Ltd for the provision of temporary recruitment. The district councils have the option of joining the Carlisle contract, either from April 2013 or at a later date.

#### 2.0 Report

##### **2.1 Manpower Contract**

2.2 The Manpower contract has delivered cost savings on permanent recruitment each year. The average cost per hire in 2011/12 was £520.38. This was a cost reduction of over 10% from last year, following on from cost reductions of 30% in 2010/11 and 35% in 2009/10. However the level of service has been variable.

- 2.3 Manpower's basic charge for permanent recruitment is £250 per hire. This includes administrative support (up until the offer letter) and some advertising. The advertising offered as part of the basic fee is the manpower website, HCC bulletin, the JobCentre Plus and certain free websites. It also includes access to Manpower's talent bank from which Manpower will shortlist candidates for roles such as customer service or admin.
- 2.4 Other recruitment advertising e.g. local or specialist press has been through TMP as part of the Manpower Contract. The savings have been variable and on occasion it has proved cheaper to go direct to the supplier. TMP are also used for public notices.
- 2.5 The Council does not have a great volume of temporary recruitment. Whilst the quality of the temps supplied by Manpower has been good the speed of placement and accuracy of invoicing has not always been up to standard.

### **3 Shared Service**

- 3.1 Stevenage and North Herts Councils both have permanent recruitment in-house.
- 3.2 Stevenage has a contract for recruitment advertising. This expires in July 2015. North Herts do not have a recruitment advertising contract.
- 3.3 Stevenage has a contract for temporary recruitment. This has recently been extended to fit in with the shared service timetable and will expire in August 2013.
- 3.4 North Herts use a Framework Agreement for the supply of temps. This is due to run until March 2014. They have three suppliers for Reception, Administration, Clerical, Secretarial, Financial Administration positions and three for Legal, Finance and IT positions.

### **4 Permanent Recruitment Options**

- 4.1 At present the main option for permanent recruitment is to bring recruitment back in-house once the Manpower contract ends. This will allow time for the outcome of shared service to be known and will ensure the council does not enter into any contracts with providers which could not support shared services.

- 4.2 Recruiting managers will need to be provided with the skills, training and processes to bring the recruitment process in-house. Manpower are currently responsible for all recruitment admin up to the point of offer. Prior to outsourcing recruitment basic admin for each vacancy was managed by the recruiting department (eg organising interview times and completing follow up letters to unsuccessful candidates). HR were responsible for other administrative tasks including advert preparation and placement, sending out application packs, application collation, post-offer paperwork and procedures and monitoring (equalities and advert success rates).
- 4.3 Over the last two financial years the Council has filled approximately 38 vacancies a year through internal recruitment (this includes secondments and increase in hours) and an average of 15 vacancies a year through external recruitment.
- 4.4 Since permanent recruitment was contracted out the level of admin support in the EHC HR & Payroll team has been reduced. The time required to support recruitment will need to be considered and the team's capacity reviewed prior to bringing the service back in-house. Partnership working with the Council's potential shared service partners could also be explored.
- 4.5 It is proposed that the recruitment administration be managed through a HR/Payroll IT System or through the EELGA jobs portal (see section 5.11 for further information).

## **5. Recruitment Advertising Options**

- 5.1 The Council is committed to advertising the majority of roles internally first. This is achieved through the Corporate Management Team (CMT) vacancy control process and the weekly vacancy bulletin. Each week an email is sent to all staff listing the current East Herts Council vacancies. Most roles are advertised for one to two weeks internally before progressing to external recruitment if necessary. Re-deployees receive the bulletin one day in advance. The intranet jobs page is updated weekly with the details of all roles listed in the bulletin.
- 5.2 The Council also works with other local authorities and the East of England local government association (EELGA) to advertise their own and other Council's vacancies. The Council's weekly vacancy bulletin contains links to other local authorities' jobs

pages. Specific external roles are sometimes included within the bulletin at the request of another authority or the EELGA.

- 5.3 In 2011/12 the Council spent £6,765.00 on recruitment (there were no senior management appointments). This was for 16 vacancies and can be broken down into £3,515 for advertising costs and £3,250 for Manpower's placement and administration fees. Thirteen of these vacancies were filled. This equates to an average cost per hire of £520.38.
- 5.4 Advertising is an important part of the recruitment process. East Herts currently utilise a range of advertising medias through the HCC contract with Manpower. The Council will be able to continue to secure recruitment advertising with Jobsgopublic and Network Group at competitive rates. Access to free jobs websites such as lgjobs.co.uk will also still be possible. However the loss of Manpower's talent bank and the HCC bulletin will impact on the cost of recruitment advertising. A large proportion of roles are recruited through this method, of the thirteen posts filled in 2011/12 ten were advertised solely through the HCC bulletin, the Council's external website and manpower's talent bank.
- 5.5 HCC bulletin
- 5.6 East Herts currently advertises external vacancies in the HCC bulletin, free of charge. This option is part of the current Manpower contract. It is recommended that the Council approach HCC to ascertain whether this arrangement will continue at the end of the Manpower contract. This may be done through the Council's partnership working arrangements with the County Council. The Council's potential shared service partners and other district councils could also be approached for reciprocal advertising arrangements.
- 5.7 Jobcentre Plus
- 5.8 All East Herts external vacancies are advertised at the Jobcentre Plus through the HCC bulletin. It is proposed to continue this arrangement with Jobcentre Plus either direct or through the HCC bulletin if this is an option.
- 5.9 EHC Website and Publications
- 5.10 At present all external advertising is placed on the Council's website and this would continue. It may also be possible to utilise

the Council's own publications for advertising, for example Link Magazine. This would be limited as it is a quarterly publication, however for those vacancies for which the publication date works it may be a valuable resource.

5.11 EELGA Regional Recruitment Portal

5.12 The East of England LGA is seeking to establish a regional recruitment and talent management portal. A potential provider has been selected. Consultation across the region to identify local authority needs and potential users is being undertaken before a formal specification is developed further.

5.13 The current proposal offers District Council twelve months unlimited use based on a three year commitment to the scheme.

Summary of the services included:

- Vacancy advertising on the portal and the providers websites.
- Online application form with hard copy options
- A Document Library which allows for the storage of relevant vacancy information be that campaign or organisation specific
- Online short listing for managers
- Candidate communications through selecting the appropriate Word or email template. These are delimited so that the relevant communications must be sent in the right order.
- Online interview slot selection
- Management reports

5.14 East Herts has currently indicated their potential interest in the project, with no commitment at this stage. The Council could also explore joining with our shared service partners and negotiating a group rate.

5.15 If the Council chooses to sign up to the portal it would be recommended that the recruitment module of the proposed new HR/ Payroll IT System is not purchased/ activated as this would be duplication.

5.16 Individual adverts

5.17 If the Council chooses to bring permanent recruitment back in-house the Council may chose to buy recruitment advertising as and when needed. Two examples of providers are detailed below:

## 5.18 Jobs go public

5.19 Jobs go public currently offers basic advertising at £495 per advert. Adverts can be live for up to 30 days. If a shorter period is selected and then an extension to the deadline is requested this is accommodated within the fee, provided the overall period does not exceed 30 days.

5.20 The fee reduces to £400 per advert if three are purchased together (these adverts do not need to be placed at the same time). It may be possible to increase the efficiency by purchasing a greater number of adverts at a time.

## 5.21 Network group

Network group provides the following service for £449 per advert:

- An "internet-ready", "keyword optimised" job advertisement based on requirement.
- Job advertisement is placed on all the leading Job Boards: Monster, Jobsite, Totaljobs, Reed, Fish4 & Jobs.co.uk (+appropriate niche sites linked to those major boards).
- Job advertisement appears on a number of the UK's leading "aggregator" sites including: Indeed, SimplyHired, Workhound, Workcircle, Trovit, Oodle and many others.

For an extra cost Network Group will also search 4 key CV Databases against job specification and produce a short-list of candidates from this separately to the short-list from advertised response.

## 5.22 Specialist advertising

5.23 Specialist advertising may be required (for example in planning or environmental publications). Costs per advertisement vary with publication.

## 6. Temporary Recruitment Options

6.1 East Herts currently use Manpower to source its temporary staff. The volume of temporary staff at the Council is quite low. Certain services do need temps at quick notice (customer services, Environmental Services call centre) and other services have used temps for longer periods to cover absence, vacant posts or to address a backlog. Over the 2011/12 financial year approximately

ten temps were used by the Council. At present there are approximately thirteen temps at the Council. This includes eight temps assisting with the claim volume in Revenues and Benefits two temps on long-term assignments to cover vacant posts and one temp on a project assignment

6.2 There are a number of options open to the Council to explore to provide temporary staff:

6.3 Carlisle

6.4 The Council could enter into the HCC partnership agreement with Carlisle from the start (8 April 2012). However, first the Council would need to assess the impact on any shared services. North Herts are currently considering the Carlisle option but Stevenage are not.

6.5 Other contract suppliers

6.6 The Council could explore contracts with other umbrella organisations. This would probably involve a full procurement procedure. With shared service on the horizon entering into a full procurement process may not be prudent.

6.7 Local preferred suppliers

6.8 The Council could approach local suppliers, perhaps following the model used by North Herts by setting up a framework agreement with a series of local suppliers.

## **7. Feedback from Heads of Service/managers**

7.1 In August 2012 Heads of Service were asked for their feedback on the Manpower contract. Whilst there had been cost savings on permanent recruitment, Heads of Service did not consider the contract to have performed well overall as the level of service from Manpower had not been very high. This was particularly true of managers' experience of temporary recruitment.

7.2 In general the Head of Services support bringing permanent recruitment back in-house and moving to local preferred suppliers for temporary recruitment. Some Heads of Service indicated that the HCC temporary recruitment contract with Carlisle Ltd could be explored, provided adequate Service Level Agreements and

sanctions were in place and Carlisle are able to link with temporary agencies which supply district roles.

## **8. Recommendations**

- 8.1 Permanent recruitment should be brought back in-house from the 8 April 2013. Arrangements to ensure there is capacity within the HR team should be explored or partnership working with Stevenage and North Herts Councils. Managers should be reminded of the role of departments. A full review of permanent recruitment will be carried out as part of shared services.
- 8.2 All low cost advertising should be explored. This includes the HCC bulletin, Link, reciprocal arrangements with other local authorities and free websites. These will either form the basis of recruitment advertising in the near future or will provide valuable additional coverage.
- 8.3 The timeframe for the EELGA portal should be confirmed and further cost analysis done. If the portal is not an option at this stage, or if the timeframe would leave a gap in advertising provision when the Manpower contract has expired, links should be made with jobsgopublic.com, network group etc and bulk purchasing of adverts should be explored.
- 8.4 The Council should set up supplier agreements with local suppliers. It is not recommended that the Council enters into any contracts for temporary requirement until a review can be completed for all three Councils as part of shared services. This can be done quickly and is supported by recruiting managers. This need not be the final position with regards to temporary recruitment but it will allow for flexibility during the change to shared services. HCC Carlisle Ltd contract will be considered as part of the full view of recruitment services under shared services.

## **9 Implications/Consultations**

- 9.1 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  
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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable. <b>Prosperity</b> This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.
Consultation:	As detailed in the report
Legal:	None
Financial:	As detailed in the report
Human Resource:	As detailed in the report
Risk Management:	As detailed in the report

## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 17 OCTOBER 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### ANNUAL EMPLOYMENT EQUALITIES AND DIVERSITY REPORT

WARD(S) AFFECTED:      None

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

- To approve the Annual Employment Equalities and Diversity Report

<b><u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: That:</u></b>	
<b>(A)</b>	<b>Human Resources Committee consider and approve the Annual Equalities and Diversity Report; and</b>
<b>(B)</b>	<b>Human Resources Committee consider and approve the recommendations for 2012/13</b>

#### 1.0 Background

1.1 The last Equalities and Diversity Report was 2010/11. The Employment Equality and Diversity Report 2011/12 updates the Council on equalities and diversity data.

1.2 The Equality Act (2010) consolidates the legislation for groups protected by previous equalities legislation and expanded the definition to include; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. These are called 'protected characteristics

1.4 The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces by 31 January 2012.

#### 2.0 Report

2.1 Please see **Essential Reference Paper 'B'** for the full report

## 2.2 Recommendations

- 2.2.1 The recommendations from the 2011/12 Employment Equality and Diversity report are:
- 2.2.2 The Council has a number of equalities monitoring targets for disability and ethnicity. These should be reviewed once the relevant Census 2011 data becomes available.
- 2.2.3 The data cleanse performed in 2011 should be refreshed again as part of the HR and Payroll system upgrade. Disability status should then be refreshed every two years to ensure the data for employed staff remains accurate.
- 2.2.4 The recruitment contract with Manpower ceases in April 2012. Any new arrangements for recruitment (in-house or external) should be reviewed to ensure relevant checks are in place for recruitment monitoring and the Council's commitment under the Jobcentre Plus Disability Two Ticks scheme
- 2.2.5 Employees who undertake training through their services or via the Council's Professional and Vocational training policy should be monitored to enable this information to be reported in the 2012/13 equalities report.

## 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

- Annual Equality and Diversity Report 2010/11, Human Resources Committee January 2012

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Report Author: Jaleh Nahvi – HR Officer  
[Jaleh.Nahvi@eastherts.gov.uk](mailto:Jaleh.Nahvi@eastherts.gov.uk)

## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate)</i> :	<b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	<i>None</i>
Legal:	<i>None</i>
Financial:	<i>None.</i>
Human Resource:	<i>As detailed in the report</i>
Risk Management:	<i>The aim of this report is review the Council's Equalities Monitoring Data and ensure there is equality of treatment in all areas. The Council is required to publish an Annual Equalities report under the Equality Act (2010)</i>

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**East Herts Council**

**ANNUAL EMPLOYMENT EQUALITY AND  
DIVERSITY REPORT**

**1 APRIL 2011 – 31 MARCH 2012**

## **1 Summary**

This report provides a detailed analysis of the workforce by gender, ethnicity, age, disability status, religion/belief and sexual orientation. The Council is committed to promoting Equality and Diversity across all its services and continues to increase awareness and understanding through its policies, training and staff groups.

This report provides a detailed analysis of the available monitoring data for 2011/12.

## **2 Background**

The Equality Act (2010) consolidated the legislation for groups protected by previous equalities legislation. Everyone has the right to be treated fairly and the Equality Act protects people from discrimination on the basic protected characteristics.

Protected characteristics include; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.

The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces annually.

## **3 Recruitment**

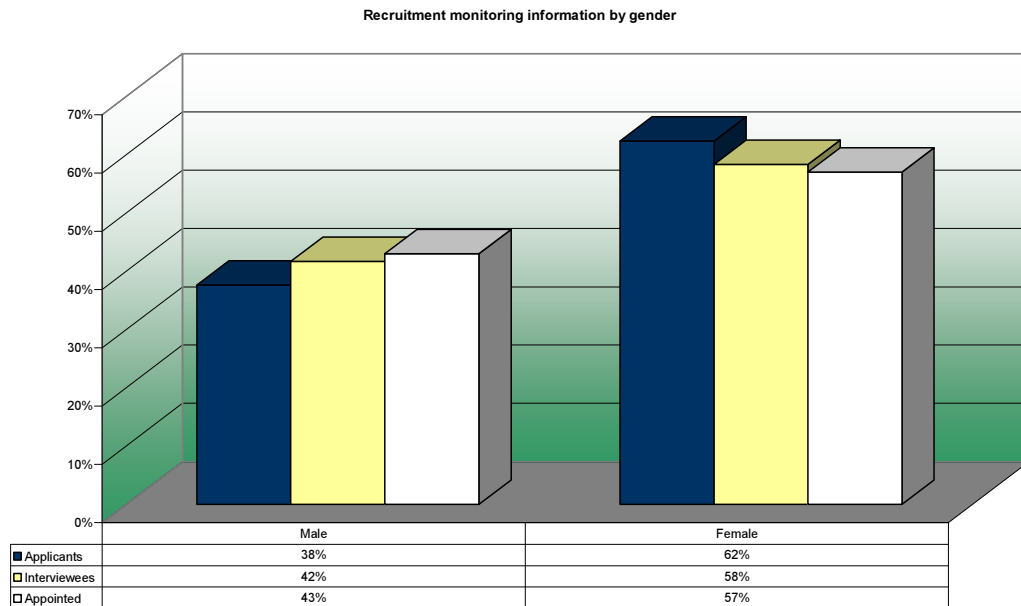
The Council's recruitment services were outsourced to Manpower on 1 April 2009. Equalities monitoring data is collected and collated by Manpower at the application stage of the recruitment process. It is monitored through short-listing to the appointment stage.

### **3.1 Gender**

The Council's workforce is predominately female and this is reflected in the applicants. However by appointment stage men and women are more evenly represented (43% men, 57% women). This is an improvement on the 2010/11 outturn when 71% of appointees were female.



Figure 1



### 3.2 Ethnicity

East Herts District has a predominately white population (90% ‘white’ or ‘white other’, (Resident Population Estimates by Ethnic Group, All Persons, ONS, 2009).) and this is reflected throughout the recruitment process (see figure 2 and 3).

At the external application stage the percentage of Black and Minority Ethnic (BME) candidates is greater than the district as a whole. At the external short listing stage the percentage of white and BME candidates reflects the district. However further analysis shows that within the BME group the interviewees are not reflective of the district as they are all within one category, the ‘other’ category (which is predominately used to mean ‘white other’ or mixed ethnicity) and therefore there is no representation from those in the Asian, Chinese and Black ethnic groups.

At external appointment stage (see figure 3) appointed candidates were white or white other. This pattern is similar to 2010/11. The reason for this is not clear and, whilst no discrimination has been identified, it should be explored further.

Figure 2

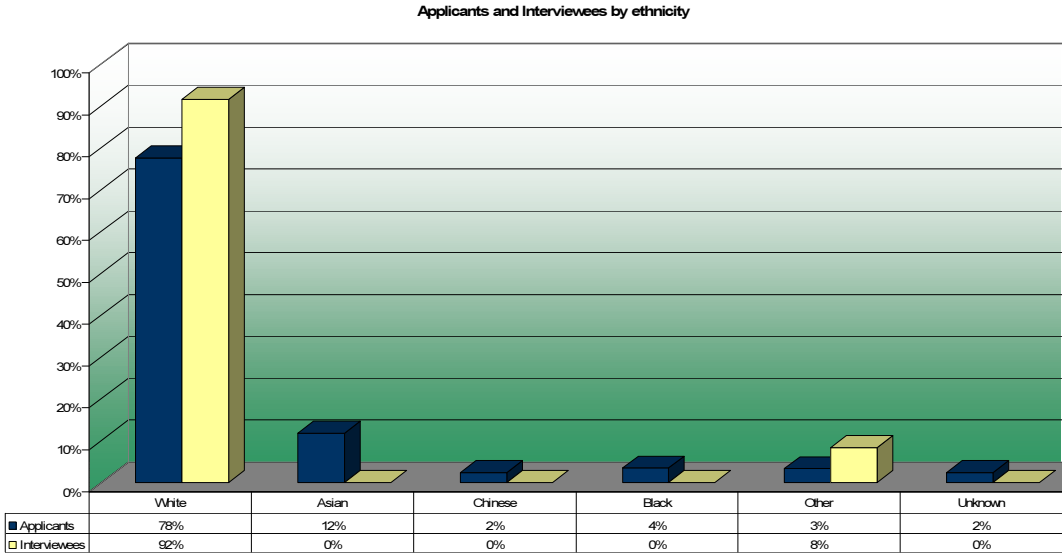
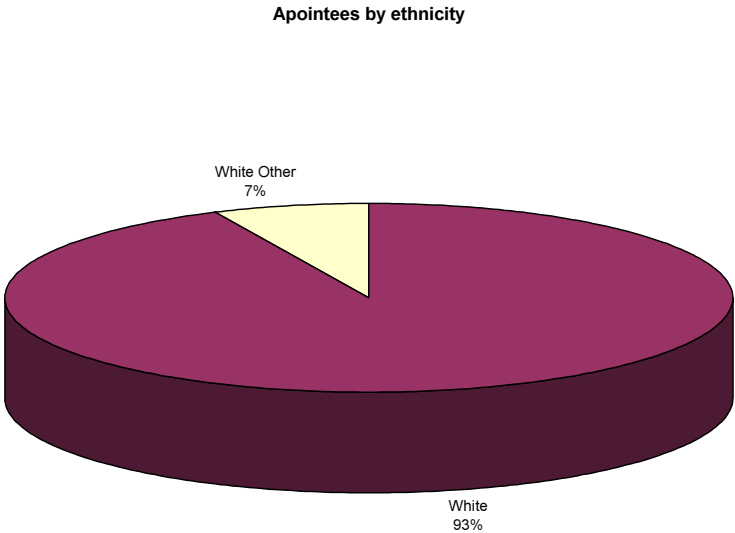


Figure 3

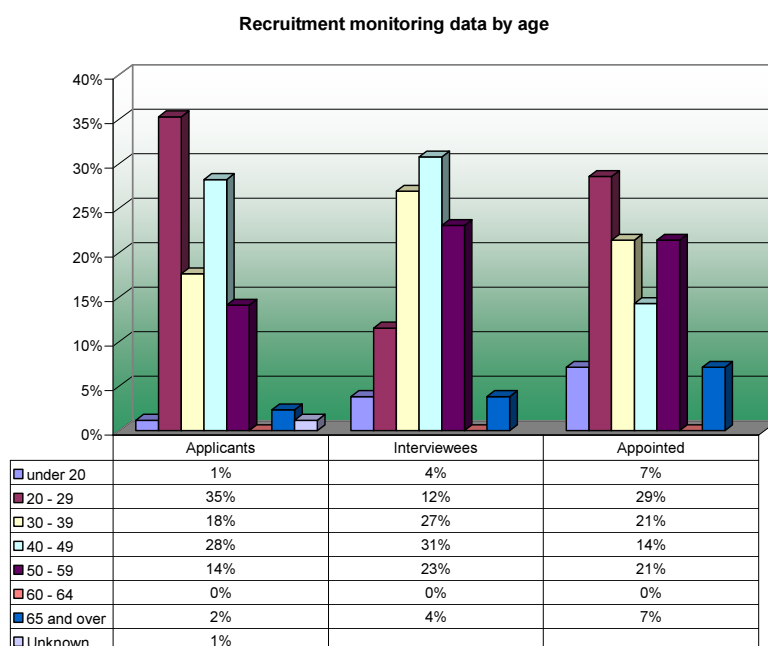


3.3 Age

The largest group of external applicants (35%) was in the 20 -29 year old category. This is consistent with previous years. However by appointment stage the percentage in this age group drops to (25%). To support this age group in being successful at appointment stage, the Council is working with JobCentre Plus on the voluntary work experience scheme to give those leaving school and university work experience which will assist them in gaining employment.

The most successful external candidates at appointment stage were those in the 50 – 59 and 65 and over categories. The 50 – 59 group represented 14% of applicants, 23% of interviewees and 21% of appointees. The 65 and over group represented 2% of applicants, 4% of interviewees and 7% of appointees.

Figure 4



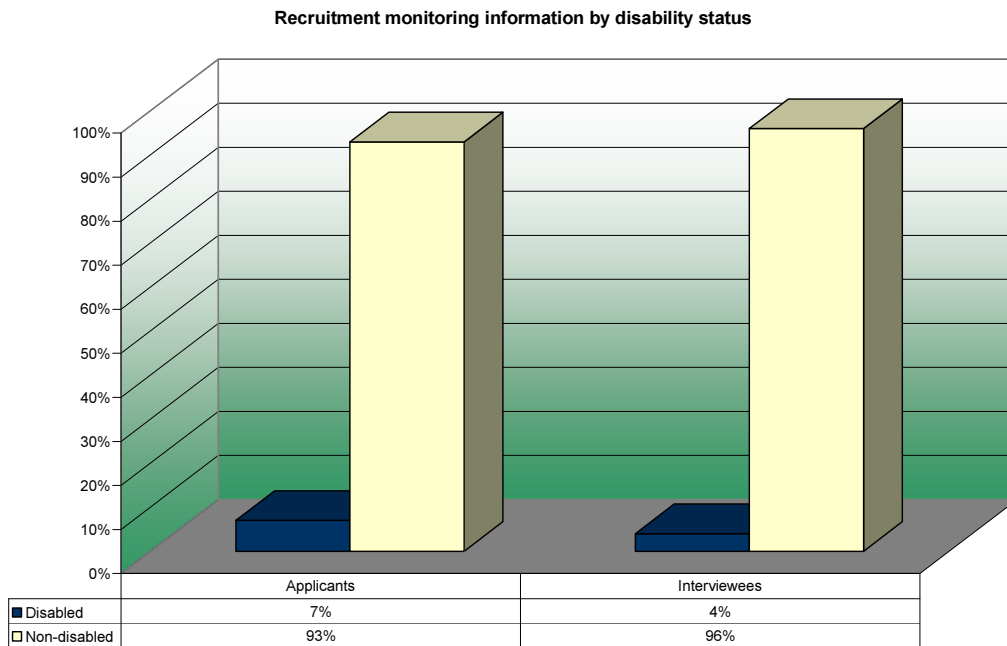
### 3.4 Disability Status

The Council is accredited with the Jobcentre Plus Disability Symbol Scheme, which was renewed in 2012. As part of the commitments under the scheme the Council guarantees to interview all applicants who meet the minimum criteria for a role.

Disabled candidates represented 7% of applicants and 4% of interviewees. There were no disabled appointees. This may be due to the low numbers involved.

The JobCentre Plus review the Council’s recruitment procedures annually and were satisfied that the Council meets all the criteria required under the Symbol Scheme.

Figure 5



### 3.5 Religion & Belief and Sexual Orientation

This data is not collected by Manpower at the appointment and short listing stage and therefore cannot be reviewed here.

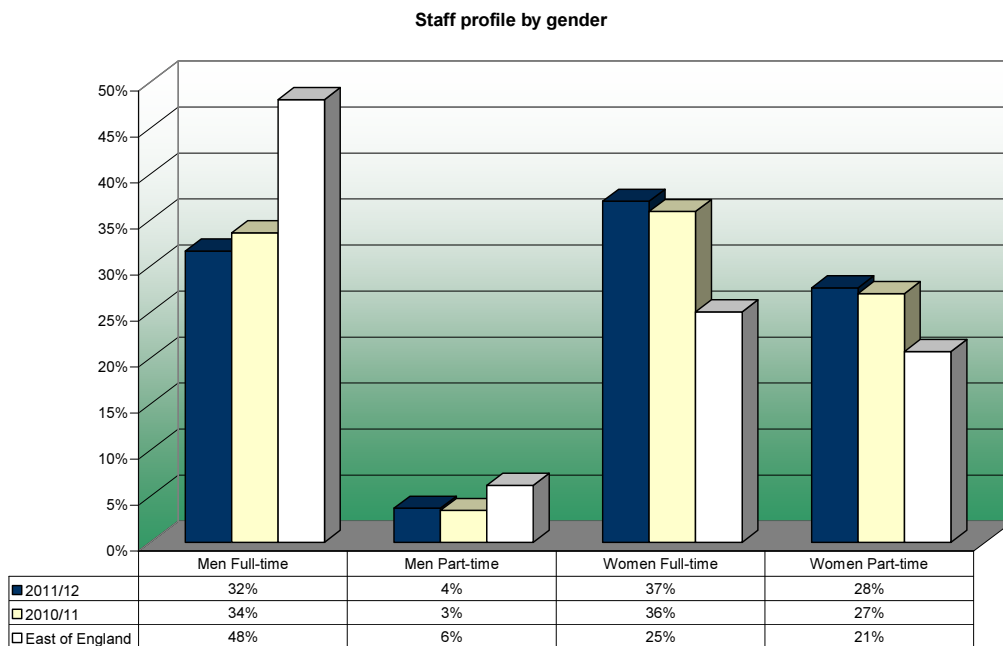
## **4 Staff Profile**

### 4.1 Gender

Figure 6 compares the Council’s gender profile with that of the East of England’s working population. The Council has a much greater proportion of women employees (65%) than the region (46%). This is true for both full-time and part-time work. This is a

favourable outturn when compared to Local Authorities in general where 75% of staff are female with 53.55% of those working on a part-time basis (Local Government Workforce Demographics 2010) The flexible working options offered by Councils often attract female employees who may have caring commitments. The ratio of female to male workers at the Council has remained consistent over the last few years. There has been a slight increase in the number of part-time workers.

Figure 6



## 4.2 Ethnicity

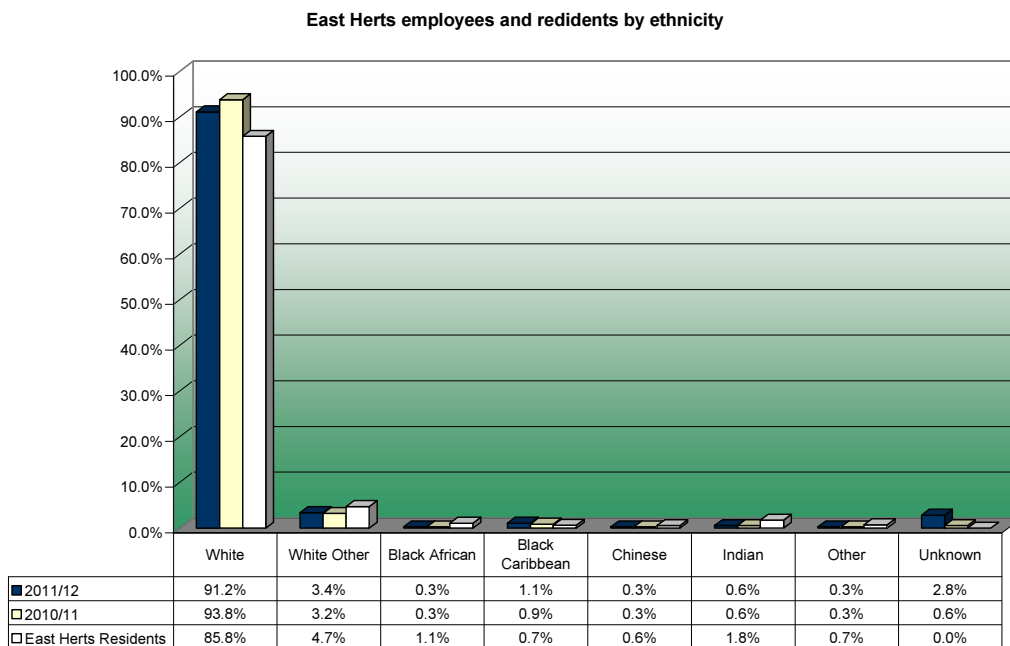
Figure 7 compares the Council’s staff profile with that of the District’s population (Resident Population Estimates by Ethnic Group, All Persons, ONS, 2009). Both the Council and the District are predominately white although the Council is overrepresented with 91.2% against 85.8%.

The Black and Minority Ethnic (BME) population of the district is 9.6% compared to the Council where 6% of the workforce are within the BME category. This has increased slightly since 2010/11 when the outturn was 5.6%. All sections of the District’s

population remain represented within the Council, albeit not in the same proportions as in the district.

The Council’ target for BME representation within the workforce is 2.30% (HR Management Statistics Report, Human Resources Committee July 2012). The Council current outturn is over this target. This target will be reviewed once the Census 2011 data is available to ensure it remains relevant to the district’s population.

Figure 7



### 4.3 Age

Figure 8 compares the staff profile by age with the age of East Herts residents.

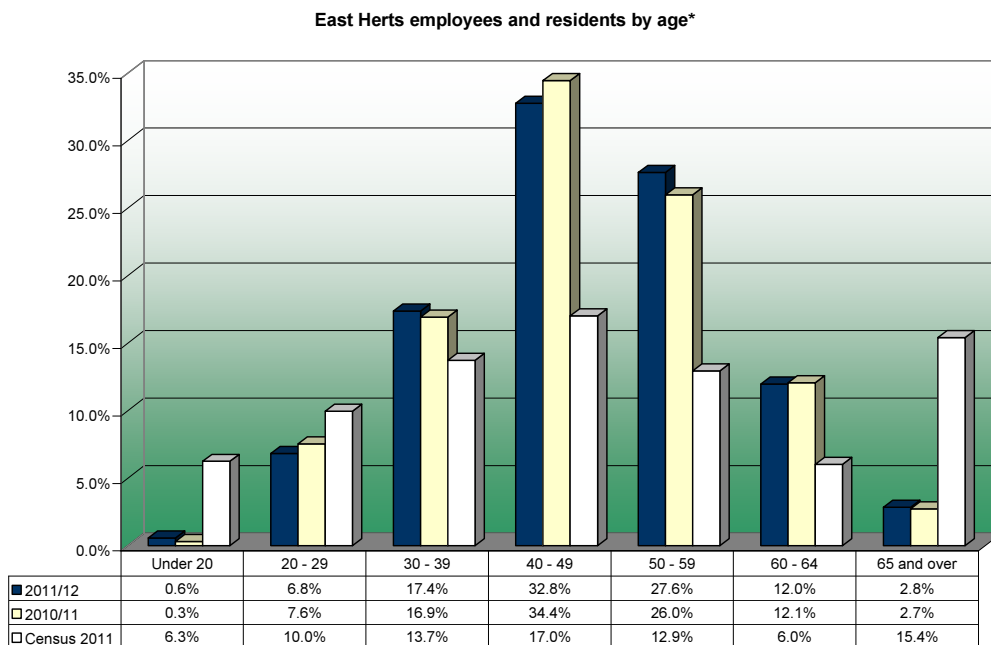
The Council’s workforce remains predominately within the 40 years and over categories with the largest proportion of the workforce within the 40 -49 age range (32.8%). This broadly reflects the district. The majority of residents are over 40 and the largest group of economically active residents are in the 40-49 age range (17.0%)

The removal of the Default Retirement Age in 2011 continues to have an effect on the Council’s workforce profile. Those in the 65+

age group continue to increase (2.7% in 2010/11 to 2.8% in 2011/12). Human Resources are working with the Community Engagement Team on the Council’s response to the national Ageing Well initiative to ensure the Council supports both its residents and employees as the national demographics change.

The Council’s apprenticeship schemes and work with the JobCentre Plus has resulted in a slight increase in those in the under 20 age group.

Figure 8



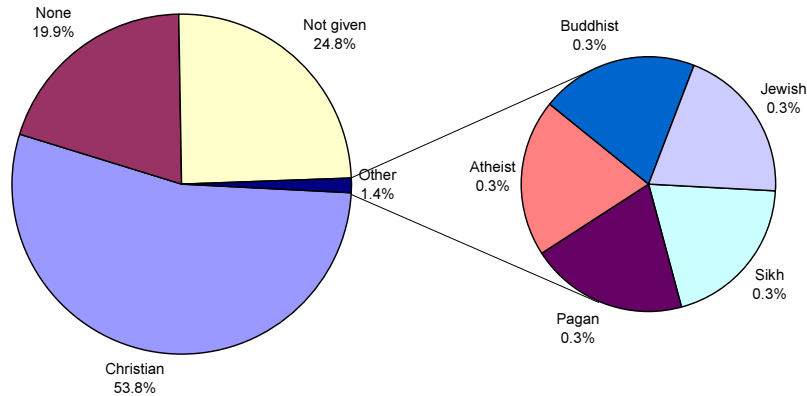
\*Census data quoted in the Under 20 category is for the 15 – 19 age bracket as the younger age brackets are not economically active

#### 4.4 Religion and Belief

Figure 9 outlines the religions and beliefs of the Councils workforce. Religion and belief has remained consistent within the Council since the data cleanse exercise in April 2011 which enabled more meaningful reporting.

Figure 9

Staff profile by religion & belief

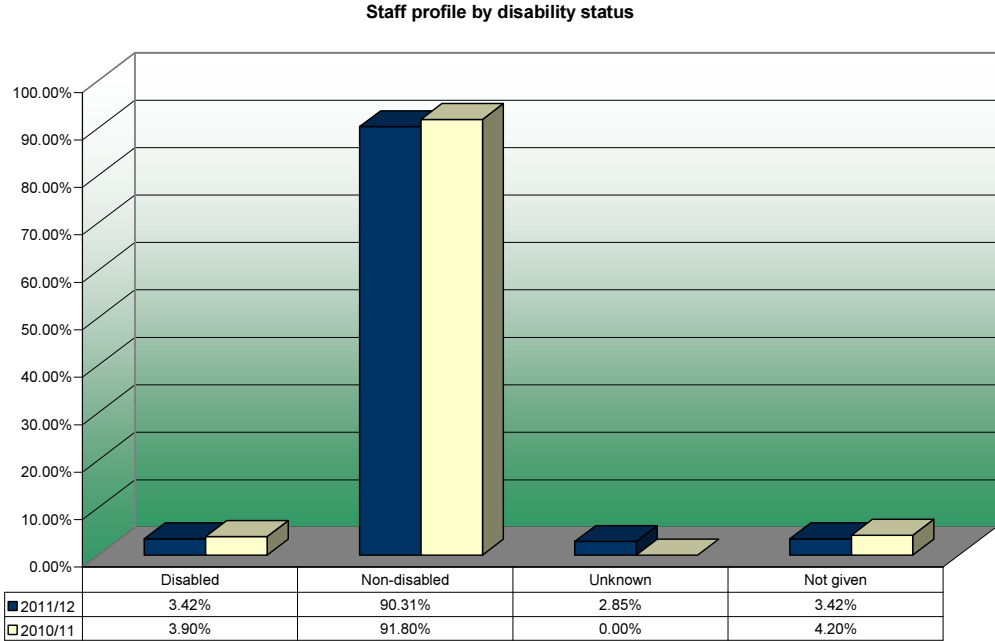


#### 4.5 Disability Status

Figure 10 details the staff profile by disability status. (HR Management Statistics Report, Human Resources Committee July 2012). The current outturn is 3.42%; this is a decrease on the outturn 2010/11 of 3.9%. Currently the disability status of 6% of staff is not known. This is due to staff not wishing to disclose the information (3%) and staff whose data is currently unknown (3%). It is therefore not possible to ascertain whether the Council has met the target of 5.21% (HR Management Statistics Report, Human Resources Committee July 2012). Further training may be needed to explain why the Council asks for the information and encourage staff to disclose.

Figure 10



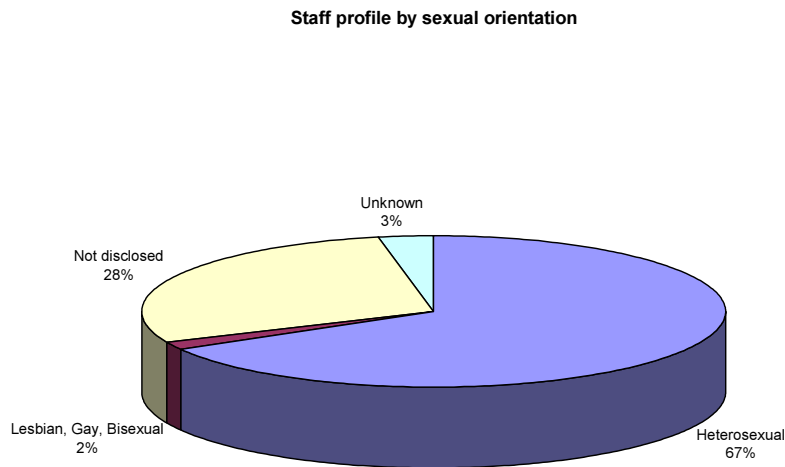


**4.6 Sexual Orientation**

As part of the data cleanse exercise in 2011 employees were asked to declare their sexual orientation or tick the ‘prefer not to say’ option. Staff responded well to the request with a 97% return rate.

2% of the Council’s workforce indentify as LGB (Lesbian, Gay, Bisexual). The government estimates that between 5% - 7% of the UK population are Lesbian, Gay or Bisexual.

Figure 11



## 5 Performance Management

The Council's performance management scheme was reviewed in 2011 and now has five grades:

**Exceptional** - Performance/contribution consistently exceeds the requirements of the role and all objectives are achieved.

**Exceeding Expectations** - Performance/contribution on occasion exceeds the requirements of the role and all objectives are achieved.

**Meeting Expectations** - Performance/contribution meets the requirements of the role and objectives are achieved.

**Opportunity for Improvement** - Performance/contribution is occasionally below the requirements of the role (some development and support needed).

**Immediate Improvement Required** - Performance/contribution is consistently below the requirements of the role and immediate improvement is required (development and support needed and being formally managed under the Managing Performance Policy).

All employees should receive an annual performance development review (PDR) in December/ January and a mid-year review. The data in this section is based on the 254 (77% of the workforce) PDRs completed in December/ January 2011/12.

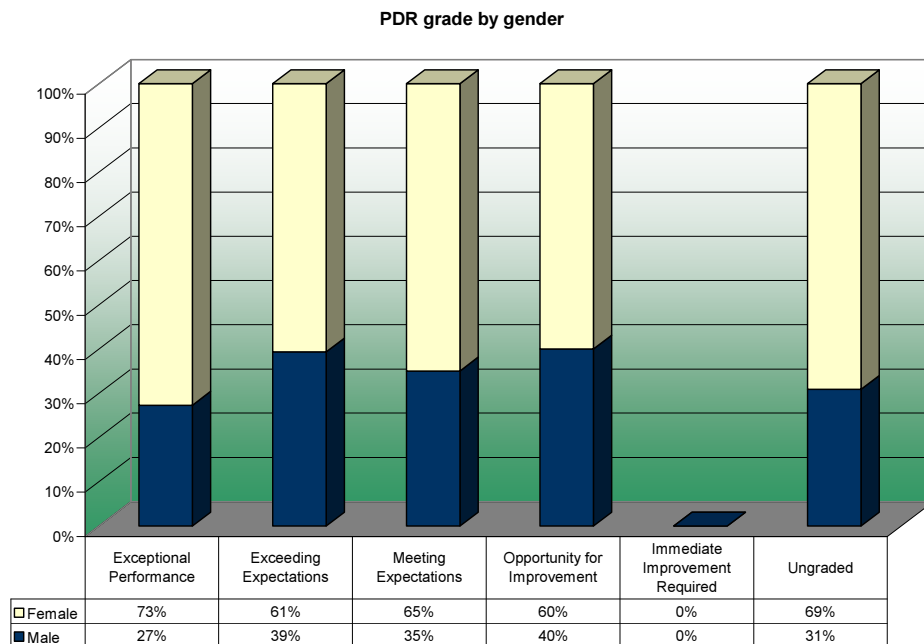
No employees received the ‘Immediate Improvement Required’ grading in 2011/12.

A number of employees have not received a grade. This is for a variety of reasons and the ‘ungraded’ category includes new starters, those on maternity of sick leave and those employees PDRs were not returned to Human Resources on time.

5.1 Gender

‘Meeting Expectations’ grade, which is the rating most employees are expected to achieve, is representative of the Council’s workforce. Women are over represented in the ‘exceptional performance’ grading and men are over represented in the ‘Opportunity for improvement’ grading. However both these categories represent a very small number of employees (16 in total). No issues have been raised and the discrepancies are most likely due to the small sample size.

Figure 12

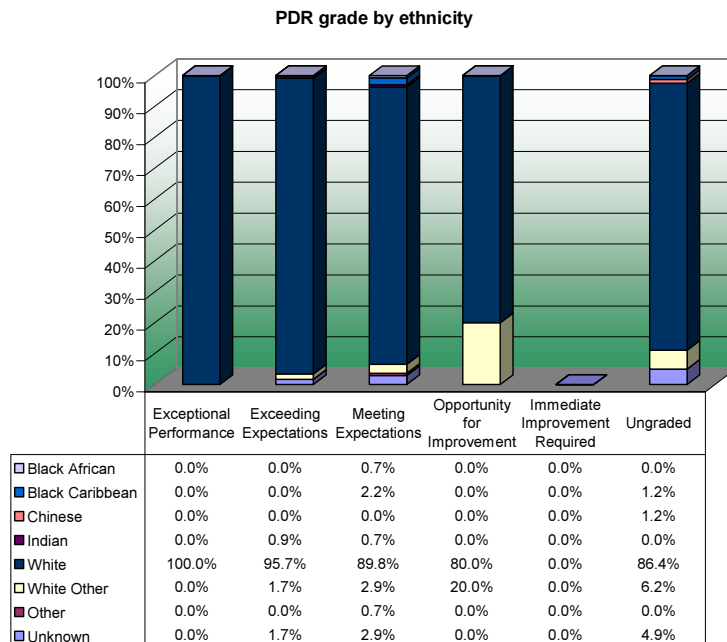


5.2 Ethnicity

Overall the outturns for 2011/12 follow a similar pattern to those in the 2010/11 report.

Once again the ‘Meeting Expectations’ grade, which most staff achieve is broadly reflective of the staff profile. The ‘Exceptional Performance’ grading was solely achieved by white employees but the small sample size may explain the outturn.

Figure 13

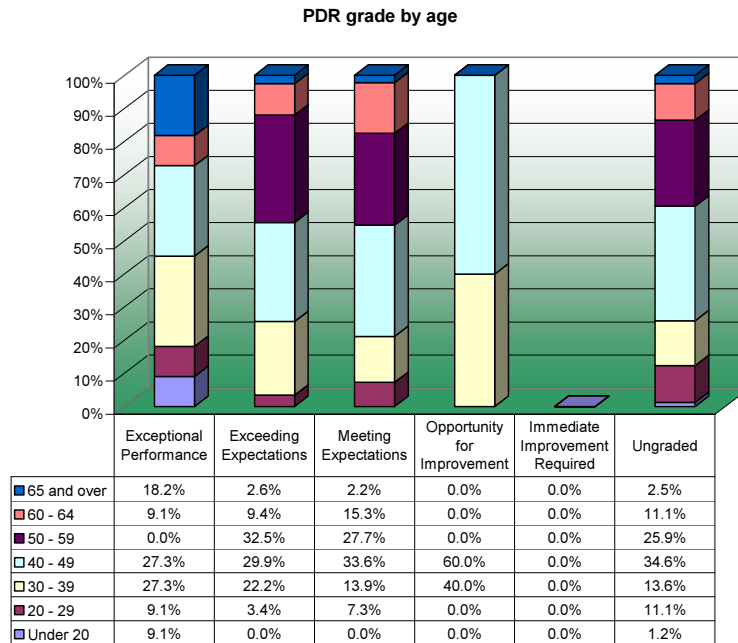


5.3 Age

Overall the distribution of grades is reasonably consistent across the age bands. The percentage of staff receiving ‘Exceptional Performance’ and ‘Opportunity for Improvement’ grades is relatively low and this is why the data appears more concentrated around certain age bands in these grades. As the grading system was reviewed in 2011 comparison with earlier years is difficult.

However in general the pattern is the same, with a more reflected spread around the common grades and more concentrated age groups receiving the highest and lowest grades.

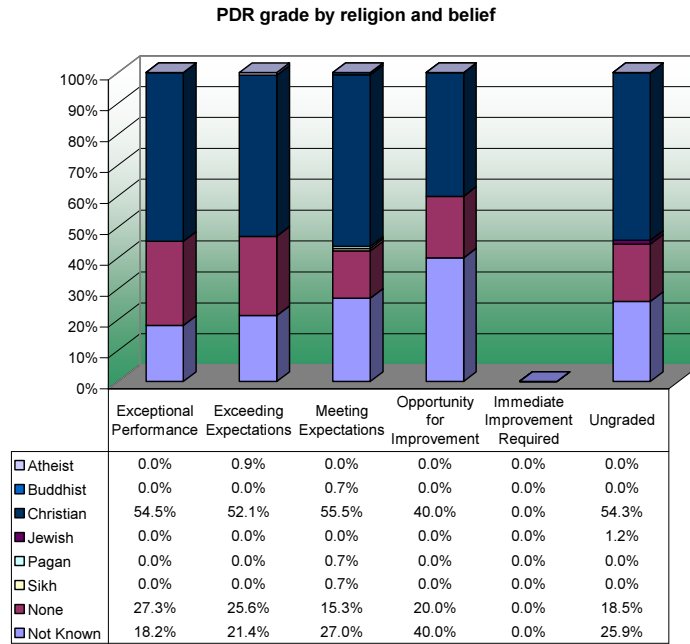
Figure 14



### 5.4 Religion & Belief

In general the percentages of staff are reflective of the staff profile, which is consistent with 2010/11. It is difficult to fully analyse the data as 24.8% of staff chose not to share their religion or belief. However the data does not give cause for concern.

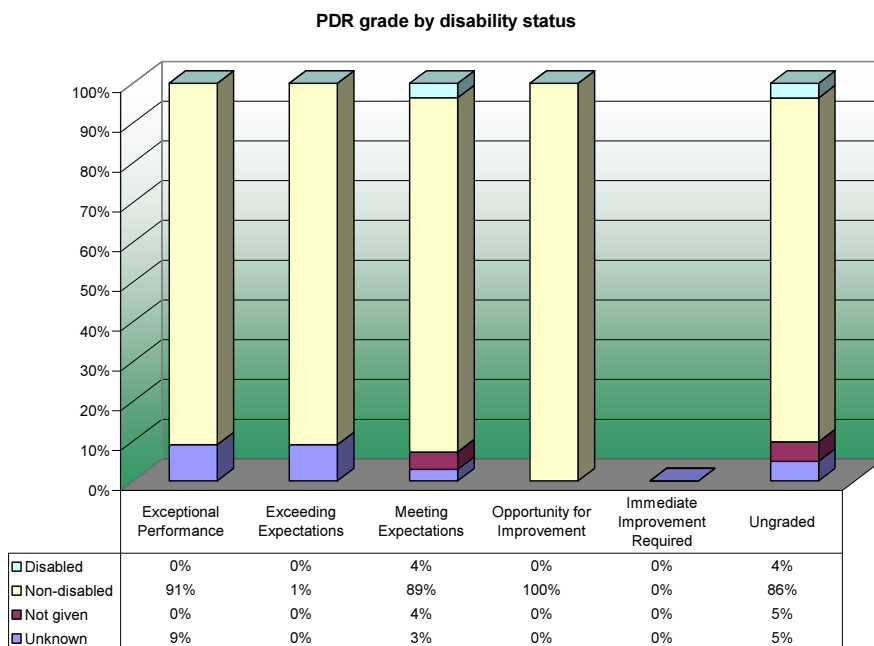
Figure 15



### 5.5 Disability Status

The outturns are reflective of the staff profile. As the disability status of 9% of staff in the ‘Exceptional Performance’ category is unknown it is difficult to analyse this group.

Figure 16



## 6 Training

The data for training and development is based on staff attendance on in-house training courses. Overall figures 17 – 21 show that training attendees are broadly reflective of the overall staff profile.

Figure 17 shows that women are slightly over represented when compared to the staff profile (73% against 65%)

Figure 22 shows the breakdown of training attendees by full-time/part-time status. In 2010/11 part-time workers were underrepresented (24.1% of part time attending training compared to 30% of the workforce being part-time). In 2011/12 part time workers attending training was reflective of Council employees as a whole (32% of part time attending training compared to 32% of the workforce being part-time).

Figure 17

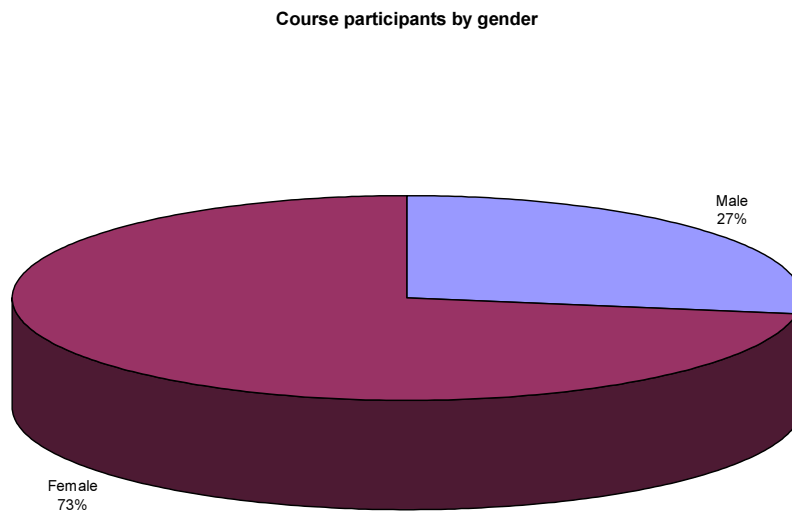


Figure 18

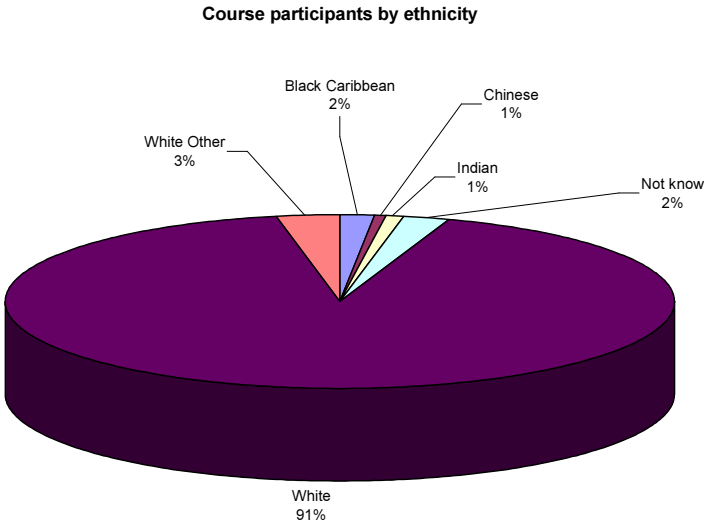


Figure 19

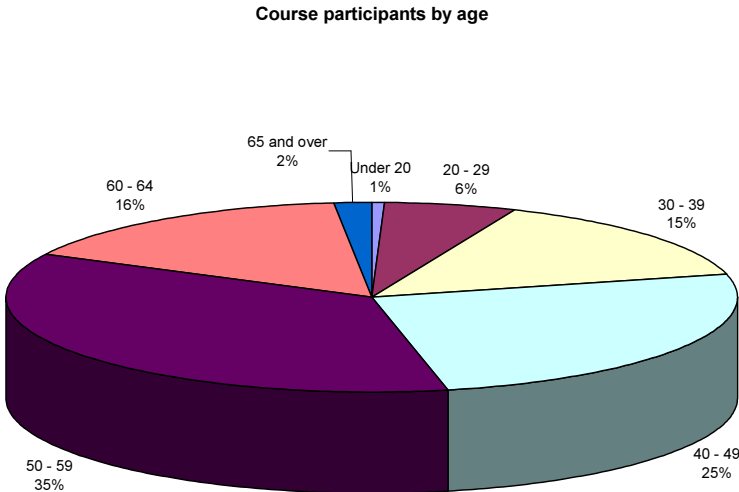




Figure 20

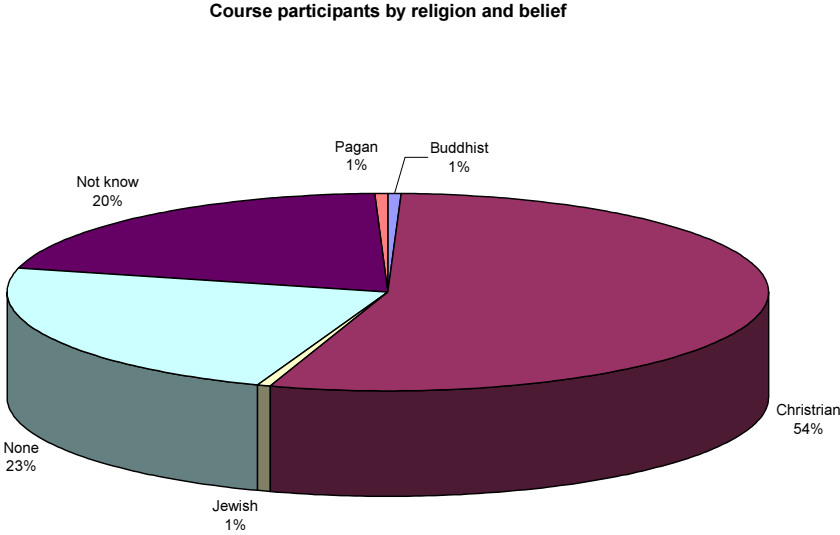


Figure 21

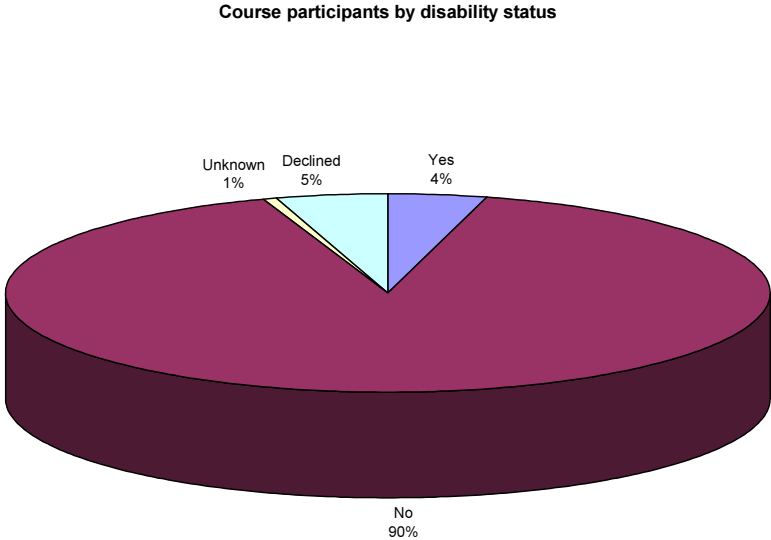
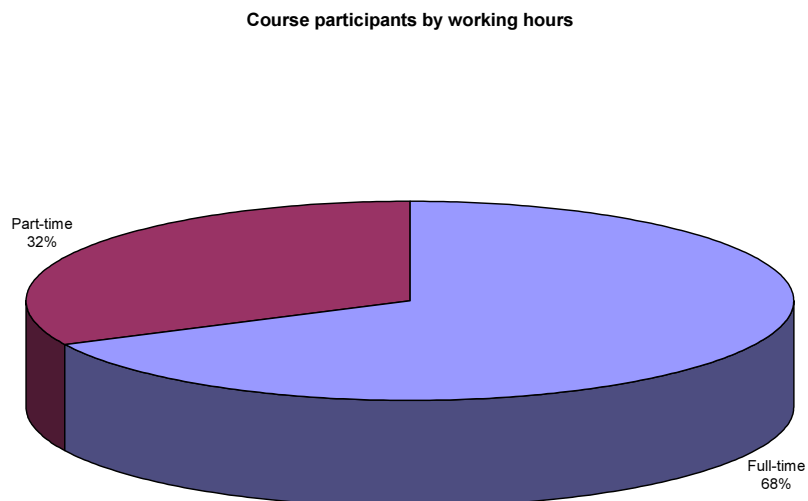


Figure 22



## 7 Disciplinary & Grievance

The number of disciplinary and grievance cases in 2011/12 were very small and therefore are not representative of the staff profile. The profile of those who took out grievances was 100% female, white and non-disabled and within the 30 – 39 age group.

Of those who were disciplined 67% were female and 33% male. 33% were white, 33% from BME groups and 33% have not declared their ethnicity. 67% were in the 30 - 39 years age group and 33% were in the 50 – 59 years age group. 100% were non disabled.

The Council has clear guidance in its Equality and Diversity Policy, Disciplinary Policy, Grievance Policy and Harassment and Bullying Policy to ensure there is no discrimination within the Council. Staff undergoing disciplinary action or submitting grievances will be continue to be monitored, however there is currently no evidence, through monitoring, staff survey or feedback to suggest that any one group is being disadvantaged.

### 8 Leavers

This section details leavers (both compulsory and voluntary) by gender, ethnicity, age, religion and belief, disability status and sexual orientation. Some categories (for example disability) are reflective of the staff profile, whereas others are less so (gender). Reasons for leaving were analysed in the Turnover Report for 2011/12 (Human Resources Committee July 2012). This did not raise any causes for concern. Where the percentages below are not reflective of the staff profile this is may due to the small sample size or other factors. For example the percentage of leavers in the 60 – 64 and 65 and over age brackets are far greater than the percentage of employees within these groups. However as many staff choose to retire at this point this overrepresentation is expected.

Figure 23



Figure 24

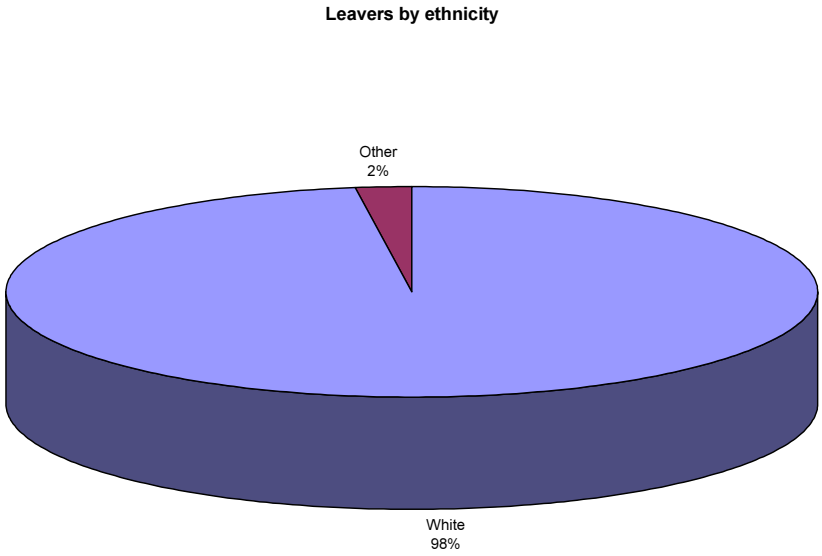


Figure 25

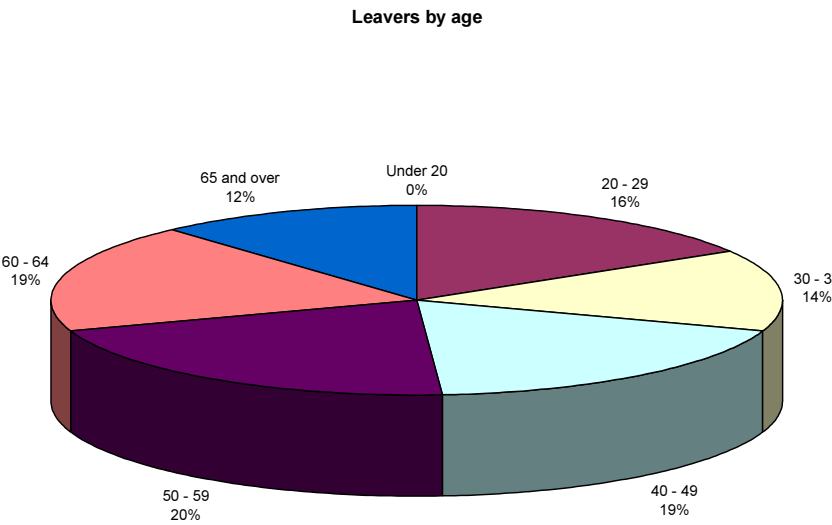


Figure 26

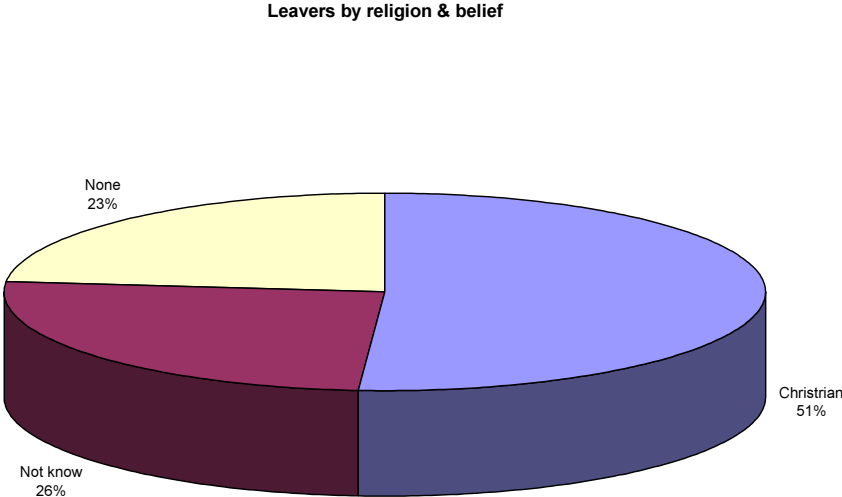


Figure 27

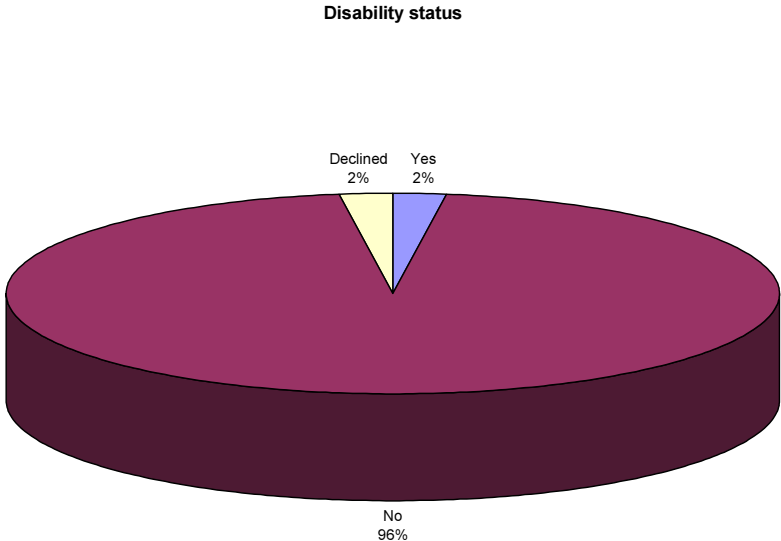
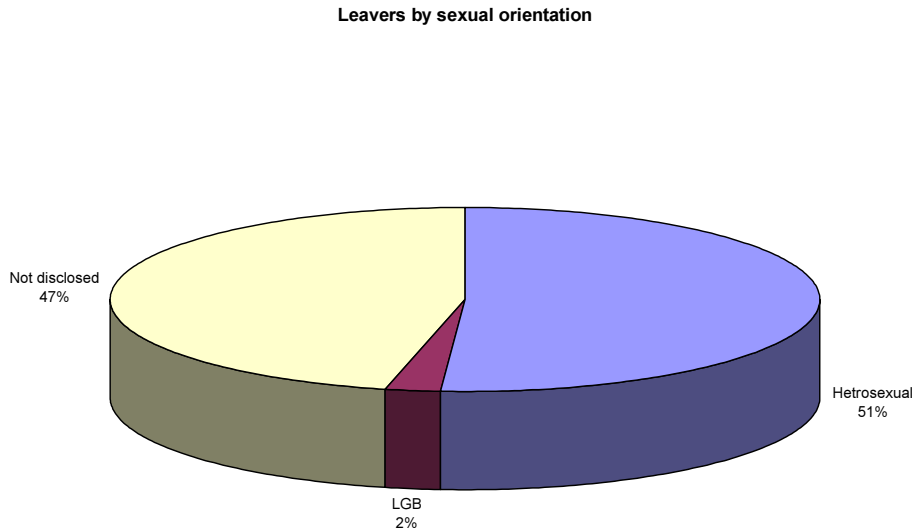


Figure 28



## **9 Review of earlier recommendations**

The following recommendations were put forward to the Human Resources Committee in the 2010/11 Equalities Report:

9.1 This report is published on the Council’s internet to ensure the Council complies with the Equality Act 2010 (Specific Duties) requirement to publish data on equality in the workforces by 31 January 2012.

The report was published on the equality pages of the Council’s internet site by 31 January 2012.

9.2 The recruitment processes are reviewed to ensure they are not indirectly discriminating against any of those within the protected characteristic groups.

The Council’s recruitment policy was reviewed and no evidence was found of indirect discrimination in the recruitment practices. A new policy was adopted in July 2012.

- 9.3 Attendance at training courses should be reviewed to ascertain why part-time workers are underrepresented.

The training timetable was reviewed to ensure courses were at times suitable for part-time workers. The number of part-timers attending training has increased in 2011/12.

- 9.4 A programme of internal Equality Impact Assessments continues for 2012/13 incorporating policy reviews, service restructures and relevant HR procedures.

The programme of Equality Impact Assessments has continued during 2012/13.

## **10 Recommendations for 2012/13**

- 10.1 The Council has a number of equalities monitoring targets for disability and ethnicity. These should be reviewed once the relevant Census 2011 data becomes available.

- 10.2 The data cleanse performed in 2011 should be refreshed again as part of the HR and Payroll system upgrade. Disability status should then be refreshed every two years to ensure the data for employed staff remains accurate.

- 10.3 The recruitment contract with Manpower ceases in April 2012. Any new arrangements for recruitment (in-house or external) should be reviewed to ensure relevant checks are in place for recruitment monitoring and the Council's commitment under the Jobcentre Plus Disability Two Ticks scheme

- 10.4 Employees who undertake training through their services or via the Council's Professional and Vocational training policy should be monitored to enable this information to be reported in the 2012/13 equalities report.

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 17 OCTOBER 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### EMPLOYEE ENGAGEMENT ACTION PLAN

WARD(S) AFFECTED:       None

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

- To approve the Employee Engagement Action Plan

<b><u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: That:</u></b>	
<b>(A)</b>	<b>HUMAN RESOURCES COMMITTEE consider and approve the Employee Engagement Action Plan</b>

#### 1.0 Background

1.1 The latest staff survey was undertaken in November 2011 and the Council following an Investors in People (IIP) review, was awarded the IIP standard for a further three years.

1.2 The staff survey results and the IIP report highlighted a few areas for improvement.

1.3 In May 2012 the Engagement & Partnership Team and HR convened a staff focus group to obtain feedback on the key issues arising from the staff survey and the IIP review. The feedback was presented to Corporate Management Team (CMT) for consideration.

1.4 CMT agreed that a an Employee Engagement Action Plan should be devised which captured the actions arising from both the Staff Survey and IIP report and took into consideration the staff focus group feedback. This report presents the draft action plan.

#### 2.0 Report

- 2.1 Combining the issues arising from the survey and IIP review the following key themes were identified:
- Corporate Communications (including Core Brief)
  - Senior Management Engagement (Corporate Management Team and Senior Management Group)
  - Line Management, Performance Development Reviews and Identifying Training Needs
  - Change Management
  - The perception of East Herts as an Employer
- 2.2 The staff focus group concentrated on the first three areas and their suggestions have been incorporated into the action plan.
- 2.3 The actions for Change Management and the Perception of East Herts as an Employer have been devised based on the Staff Survey feedback, IIP feedback and suggestions from CMT.
- 2.4 If approved progress will be reported back to CMT and the Human Resources Committee on a quarterly basis, or as required.
- 2.5 Please see *Essential Reference Paper B* for the draft Employee Engagement action plan.
- 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

- East Herts Council Staff Survey 2011 Report (CMT, 31 January 2012)
- Investors in People East Herts Council Report (HRC, July 2012)
- Staff Survey and Investors in People Review Feedback Report (CMT, 17 July 2012)

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Report Author: Jaleh Nahvi – HR Officer  
[Jaleh.Nahvi@eastherts.gov.uk](mailto:Jaleh.Nahvi@eastherts.gov.uk)

## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate)</i> :	<b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	<i>This report is based on consultation with staff through a staff focus group. The report has been shared with those who attended the focus group. This group includes representation from Unison. This report has been shared with Unison</i>
Legal:	<i>None</i>
Financial:	<i>None.</i>
Human Resource:	<i>As detailed in the report</i>
Risk Management:	<i>The aim of this report is to produce an action plan arising from the staff survey and Investors in People (IiP) review. Should an action plan not be produced this may effect staff engagement and subsequent IiP reviews</i>

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## Employee Engagement Action Plan 2012/13

Action	Lead	Timescale	Status
<b>Corporate Communications</b>			
Undertake a light touch review of internal communication, with a focus on refreshing the monthly core brief. This will involve consulting with staff representatives to ensure that communication methods are fit for purpose, accessible, inclusive and timely.	Lorna Georgiou Communications	December 2012	
<b>Senior Management Engagement (Corporate Management Team &amp; Senior Management Group)</b>			
<b>CMT – improving engagement:</b>			
Review CMT 'open door' sessions.	CMT	August 2012	Completed
Directors to attend occasional team meetings within their Directorates	CMT	Ongoing	
<b>Senior Management (SMG) – improving engagement :</b>			
Review and relaunch the Corporate Behaviours	SMG / Emma Freeman	TBA 2013	
<b>Training and Development</b>			
Annual Review of Training and Development	Helen Farrell Human Resources	July 2012	Completed
Development of an Annual Corporate Training Plan	Helen Farrell Human Resources	July 2012	Completed
Training Audit	Helen Farrell Human Resources	July 2012	Completed

Action	Lead	Timescale	Status
Reinstate monthly training bulletin email to all staff. Remind staff of training protocols	Helen Farrell Human Resources	October 2012	
Review the use of training page in Team Update and ensure information is timely and relevant	Human Resources	December 2012	
Remind staff and managers of the different avenues for training within the Council through presentations at SMG and Staff Briefing	Human Resources	March 2013	
Review of Pre and Post Training Evaluation Forms	Helen Farrell Human Resources	June 2013	
Launch E-Learning programme	Helen Farrell Human Resources	October 2012	
The Corporate training plan and the provision of training and development to be reviewed as part of Shared Support Services	Human Resources	TBC 2013	
<b>PDRS</b>			
Review the PDR process	Human Resources	November 2011	Completed
Conduct a comprehensive quality review of the Performance Development Review returns	Human Resources	June 2012	Completed
Ongoing PDR training for managers and staff and grandparent signatories	Human Resources	2012/13	Incorporated into the Corporate Training Plan
Refresh PDR form following feedback from Jun/July 2012 PDR round	Human Resources	November 2012	

Action	Lead	Timescale	Status
Perform annual spot check of a sample of PDR returns for quality and grading	Human Resources	March 2013	
<b>Change Management</b>			
Review recent organisational change projects within the Council and assess lessons learnt	Human Resources	July 2012	Completed
Training for staff and managers about to embark on change programmes	Human Resources	2012/13	
<b>The perception of East Herts as an Employer</b>			
Conduct annual staff survey	Community Engagement/ Human Resources	November 2013	
Shared Support Services: Benchmarking exercise on HR performance indicators including recruitment, retention and pay across district councils	Human Resources	January 2013	
<b>Staff Forum</b>			
Review the options for either a staff forum or project specific staff consultation groups	Jaleh Nahvi Human Resources	June 2013	









## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 17 OCTOBER 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### UPDATE ON 2011 EQUAL PAY AUDIT ACTIONS

WARD(S) AFFECTED: NONE

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

- To provide an update on the actions identified in the 2011 Equal Pay Audit

<b><u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: That:</u></b>	
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(A)	The report be noted

### 1.0 Background

1.1 An Equal Pay Audit (EqPA) was completed in November 2011. An Equal Pay Action Plan was approved by HR Committee on 11 January 2012 based on the recommendation made. This report details the progress made on each of these actions.

### 2.0 Report

2.1 The table below shows each of the actions and an update on the progress of these actions to date.

Action	Update
Investigate whether it is appropriate to have posts with scores higher than the top bandings, and if not, research alternative solutions.	This was investigated as part of a review on the grading of Head of Service posts and above.  An independent pay review is currently being completed by Hays

	on senior pay at East Herts Council.
Arrange for HAY to run a refresher training course for trained Hays evaluators to ensure skills and knowledge are up to date and evaluators are assessing jobs correctly.	Completed April 2012.
Arrange for HAY to quality assure a selection of recent job evaluations and appeals to ensure that job evaluators are still assessing jobs correctly.	Completed April 2012. The job evaluations of several jobs were quality assured by a HAY trained evaluator as part of the refresher training course.
Research whether female employees are employed at lower grades due to personal choice and circumstances as opposed to any perceived discrimination on the part of East Herts Council. The staff survey may be used to check this as staff are asked their opinions on career progression at the Council. Some additional research may need to be undertaken if the staff survey does not produce the required results. Appropriate training on career progression will be arranged if deemed necessary.	The November 2011 staff survey showed that of those that responded, females were more satisfied with career progression at the Council than men. Therefore it is not recommended that any further research is undertaken.
Conduct an overtime review (these have been conducted annually for the past 2 years) with particular focus on access to overtime between men and women at the Council to check whether there are any unjustified discrepancies.	This is currently in progress.
Conduct EqPAs every 2 years in line with published guidance to ensure compliance with the Equality Act 2010.	An EqPA will next be completed in 2013.
To introduce a new HR IT system to enable pay data to be analysed in more detail in time for the next scheduled EqPA. In the interim period before a new system is introduced, HR will make arrangements to record information that was not available from the system for this EqPA, such as pay entry points.	A new HR & Payroll system will be considered as part of Shared Support Services.

2.2 A further update on actions will be brought to the HR Committee in March 2013.

3.0 Implications/Consultations

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

Background Papers

None

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	None
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 17 OCTOBER 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### HUMAN RESOURCES MANAGEMENT STATISTICS APRIL 2012 – SEPTEMBER 2012

WARD(S) AFFECTED:     *None specific*

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

This report considers the HR performance indicators for the period 1 April 2012 – 30 September 2012

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE :</u></b>	
<b>(A)</b>	That the Committee considers the Human Resource Management Statistics April 2012 - September 2012 and determines any action it wishes Officers to take arising from that consideration

#### 1.0     Background

1.1     This report outlines the current performance against the annual Human Resources (HR) targets as approved by the Human Resources (HR) Committee.

#### 2.0     Report

#### **2.1     Turnover**

2.2     The turnover rates for the period 1 April 2012 – 30 September 2012 are based on the average headcount for this period (359).

2.3     The current turnover rate for the Council is 4.74%, this equates to 17 leavers in the first 6 months of 2012/13. Based on this rate the projected turnover for 2012/13 is 9.47%, which is just below the

target of 10%.

- 2.4 The current voluntary leaver's rate is 4.18%, this equates to 15 voluntary leavers. The projected rate is 8.36% which is above the target of 7%.
- 2.5 The Council continues to encourage internal movement within the organisation to fill vacancies and all vacancies must be advertised internally first, unless there are clear business reasons for going to external recruitment immediately. This financial year 33 vacancies have been advertised internally first, 18 were filled internally and 11 were filled externally. The recruitment processes for 4 of these roles are still in progress
- 2.6 In the first 6 months of 2012/13 there have been 19 external appointments in total. This includes posts which were advertised prior to the 1 April 2012. These posts went to external recruitment because either internal recruitment was not successful or the position required skills or qualifications not held by current members of staff.

## **2.7 Sickness Absence**

- 2.8 Sickness Absence is divided into short and long-term sickness to enable easier analysis. Sickness absence is classed as long-term after the 28th day of consecutive sickness absence.
- 2.9 The following outturns are for the period 1 April 2012 – 31 August 2012.
- 2.10 The average short-term sickness absence per FTE is currently 1.77 days overall. At the current rate the projected short-term sickness for the year is 4.25 days against a target of 5 days.
- 2.11 The average long-term sickness absence per FTE is 1.22 days. As at 31 August 2012 there were 2 members of staff on long-term sick, one member of staff has since returned to work and one has left the organisation. Since the 31 August 2012 two further employees have reached the long term sickness threshold. Human Resources are working with the employees, their managers and Occupational Health. At the current rate the projected long-term sickness for the year is 2.93 days against a target of 2.5 days.

## **2.12 Training and Development / Performance Management**

- 2.13 In the first half of 2012/13 there were 19 new starters to the Council (this figure does not include internal changes and

transfers). The first induction of the year was held in September. 15 new starters attended. The remainder either had not started at the council or where unable to attend the date, these new starters will attend the next quarterly corporate induction. The current outturn for attendance at Corporate Induction is 79% against a target of 100%.

- 2.14 The Council's PDR Scheme runs on two cycles. The Revenues and Benefits Service have their full PDR in June/ July. The rest of the Council have a full PDR in December/ January and a six month review in June/ July. The corporate outturn for the June/ June round was 72.32%. The outturn for the Revenues and Benefits Service was 100%.
- 2.15 The Corporate Training plan for 2012/13 was approved at the HR Committee in July 2012 and is now being implemented. As at 30 September 2012 4.74% of staff had received corporate training against a target of 48.28%. Traditionally very few training courses are run over the summer period due to annual leave. A full programme of courses is now being rolled out to staff and it is anticipated that the outturn in the January 2013 report will be much greater.

## **2.16 Equalities Monitoring**

- 2.17 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 30 September 2012. The Senior Management Group statistics quoted refer to the Chief Executive, Directors and Heads of Service.
- 2.18 The current percentage of employees with a disability is 2.77%, against an indicator of 5.21%. This is a slight decrease from the June 2012 outturn of 3.15%. In the Senior Management Group (SMG) the outturn is 8.33% against an indicator of 11.76%.
- 2.19 The percentage of staff of Black and Minority Ethnic Origin is 5.56%. This is a slight decrease from the June 2012 outturn (6.02%) but still exceeds the Council's indicator of 5.45%. There is no change in the outturn for SMG, 0% against an indicator of 5.88%.
- 2.20 Women make up 64.72% of the workforce. Within SMG, women account for 16.67% of staff against an indicator of 41.17%.
- 2.21 The current equalities targets will be reviewed once the relevant Census 2011 population data is released.

## 2.21 Quarterly Outturns Overview

2.22 See **Essential Reference Paper “B”** for outturn table

## 3.0 Implications/Consultations

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

### Background Papers

HR Management Statistics 1 April 2012 – 30 June 2012  
(HR Committee July 2012)

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ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives ( <i>delete as appropriate</i> ):	<b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	As this is a statistics update no consultation has been carried out.
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None.

**ESSENTIAL REFERENCE PAPER 'B'**

	<b>East Herts Target</b>	<b>Outturns as at 30 September 2012</b>
<b>ESTABLISHMENT</b>		
		<b>359</b>
Total Headcount of Established Posts	N/A	(nb average for period April – September, 359 )
Number of Funded Posts	N/A	<b>382</b>
Number of Vacant Posts	N/A	<b>23</b>
Current FTE	N/A	<b>308.22</b>
Established FTE	N/A	<b>337.47</b>
Vacant funded hours (expressed as FTE posts)	N/A	<b>31.68</b>
<b>TURNOVER</b>		
Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount)	10%	<b>4.74%</b>
Voluntary Leavers as a Percentage of Staff in Post	7%	<b>4.18%</b>
Percentage of Ill Health Retirements	3.23%	<b>0.28%</b>
<b>SICKNESS ABSENCE (outturns as at 31 August 2012)</b>		
No. of short-term sickness absence days per FTE staff in post	5 days	<b>1.77 days</b>
No. of long-term sickness absence days per FTE staff in post	2.5 days	<b>1.22 days</b>
Total number of sickness absence days per FTE staff in post	7.5 days	<b>2.99 days</b>
<b>TRAINING</b>		
Percentage of New Starters receiving Corporate Inductions	100%	<b>79%</b>
Percentage of Staff with a Training Plan	100%	<b>72.32%</b>
Percentage of PDR reviews completed (Jun/ July 2012)	100%	<b>72.32%</b>
Percentage of Staff that have received Corporate Training	48.28%	<b>4.74%</b>
<b>EQUALITIES MONITORING</b>		
	<b>Indicators</b>	
Percentage of SMG with a Disability	11.76%	<b>8.33%</b>
Percentage of Staff with Disabilities	5.21%	<b>2.77%</b>
Percentage of SMG from BME	5.88%	<b>0%</b>
Percentage of BME Employees	2.30%	<b>5.56%</b>
Percentage of SMG that are Women	41.17%	<b>16.67%</b>
Percentage of Women Employees	N/A	<b>64.72%</b>
Percentage of Men Employees	N/A	<b>35.28%</b>

## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 17 OCTOBER 2012

#### REPORT BY HEAD OF PEOPLE, ICT AND PROPERTY SERVICES

#### HUMAN RESOURCES QUARTERLY PERFORMANCE REPORT – OCTOBER 2012

WARD(S) AFFECTED: NONE

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

- To update Human Resources Committee on people management and HR delivery

<b><u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u></b>	
<b>That:</b>	
<b>(A)</b>	That the Committee notes the quarterly performance report, and
<b>(B)</b>	Approves the increase in Home Working allowance to £216 per annum with effect from 1 April 2012

#### 1.0 Background

- 1.1 Following a request from the Chairman of Human Resources (HR) Committee a report on HR Team Current and Future Events April 2008 was submitted to HR Committee on 24 April 2008. The Committee welcomed the report and requested updates to be provided to each Committee.
- 1.2 The report was redesigned to include an update on people management and HR delivery. The first report was submitted to HR Committee on 16 July 2008.
- 1.3 This report will be updated and submitted to each Committee on a quarterly basis.

1.4 The report will be used to report on progress on the People Strategy 2009-2012 and demonstrate the difference being made to the Council as a result of implementation of the strategy.

## 2.0 Report

2.1 See the HR Quarterly Performance Report: October 2012 Essential Reference paper B.

## 3.0 Implications/Consultations

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

## Background Papers

None

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	<i>None, update report</i>
Legal:	<i>None</i>
Financial:	<i>None</i>
Human Resource:	<i>As detailed in the report</i>
Risk Management:	<i>None</i>

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## HR Quarterly Performance Report: October 2012

### People stats 1/4/2012 - 31/3/2013 as at 30 September 2012

Current Headcount:	359	Number of leavers:	17
Number of Starters:	9	Number FTE funded hours (expressed as FTE):	31.68
Current Turnover:	4.74% (9.47%)	Number of posts advertised (national and local press):	14
Average advertising cost per vacancy (based on No of posts advertised)	£363	Average No short term sickness days per FTE staff in post:	1.77 (as at 31.8.12)

The following actions support the People Strategy 2009-2012:

### Management Actions to mitigate increased pressures (Medium Term Financial Plan)

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HR is currently supporting a number of service changes including restructures, transfers and shared service programmes.

### Resourcing/Reward

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The Council is currently in contract with Manpower for permanent and temporary recruitment. The contract is based on a master contract with Hertfordshire County Council (HCC) which expires in April 2013. It is proposed to bring the recruitment service back in house from April 2013. A separate report has been sent to HR Committee October 2012 for approval.

Shared Services Programme Board agreed on 26 September 2012 that East Herts payroll system will transfer onto Wealden (Stevenage Borough Council's payroll system) will effect from 1 April 2013 to ensure East Herts is compliant with Real Time Information. The procurement of a new HR & Payroll system will proceed in shared services once a decision on shared services has been made in November 2012.

The allowance for regular Home Workers has increased in accordance with Inland Revenue Rate for 2012/13 to £216 per annum. This allowance has not increased since 2008/09 which was £156 per annum. About 40 employees currently receive this allowance. It is recommended to increase the home working allowance from 1 April 2012 to £216 per annum.

Hay Group is currently completing a senior pay review for Heads of Service and above. Recommendations will be presented to HR Committee in January 2013.

## **Learning and Development**

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HR is currently developing the regional E-Learning platform with VineEast and is planning to launch the system in October 2012.

The corporate and training plan 2012/13 has been launched and courses are currently being planned.

The Council was reviewed in April by Investors in People and the Council successfully passed all 39 indicators. A joint staff survey and IIP action plan has been sent to HRC in October 2012.

## **Policies**

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The following policies are currently being reviewed/developed for the next quarter:

- Social Media Policy
- Disturbance Policy (Shared Services)
- Code of Conduct Policy
- Maternity/Paternity Policy
- Disclosure and Barring Policy

## **Equalities and Diversity**

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The 2011/12 Annual Employment Equality and Diversity reports has been sent to HR Committee in October 2012 and sets out a number of recommendations in 2012/13.

## **Shared Support Services Programme**

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East Herts, North Herts and Stevenage councils agreed in October/November 2011 that partnership is a viable option for some support services. It has been confirmed that the detailed business case will be taken to Members at all three councils for a final decision on **28 November 2012**.

Ongoing consultation started with the Trade Unions, Staff and the North Herts Staff Consultative Forum in June 2012. Consultation on the final version of the detailed business case will commence in October 2012.

The Programme team are currently working on a customer survey to be sent to staff on the services in scope, to ascertain their view on the current service they receive and what they would like the new service to provide. Work on service performance indicators and service level agreements has commenced.

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