



MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 9 JULY 2014
TIME : 3.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillors G McAndrew (Chairman), P Ballam, Mrs D Hone, J Ranger,
P Ruffles, J Thornton and N Wilson

Substitutes

Conservative Group: Councillors A Warman
Group of Independents:

*(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. Appointment of Vice Chairman

2. Apologies

To receive apologies for absence

3. Minutes (Pages 7 - 10)

To receive the Minutes of the meeting held on 16 April 2014.

4. Declarations of Interest

To receive any Member's Declaration of Interest.

5. Chairman's Announcements

6. Human Resources - Quarterly Performance Report (Pages 11 - 18)

7. Human Resources Management Statistics April to June 2014 (Pages 19 - 24)

8. Local Joint Panel - Minutes of the meeting held on 26 June 2014 (To follow)

Members are asked to bring to the meeting, their copy of the agenda for the meeting held on 26 June 2014. It is anticipated that the following items will be recommended for approval by the Local Joint Panel.

(A) Absence Management Policy

(B) Disciplinary Policy Review

(C) Expenses Policy

9. 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 16 APRIL 2014, AT 3.00 PM

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

OFFICERS IN ATTENDANCE:

| | |
|--------------|--|
| Emma Freeman | - Head of People and Property Services |
| Jeff Hughes | - Head of Democratic and Legal Support Services |
| Adele Taylor | - Director of Finance and Support Services |

649 MINUTES

RESOLVED – that the Minutes of the Human Resources Committee meeting held on 25 March 2014 be confirmed as a correct record and signed by the Chairman.

650 LEARNING AND DEVELOPMENT PROGRAMME 2013/14 AND 2014/15

The Head of People and Property Services submitted a report inviting the Committee to review the Learning and Development Programme delivered in 2013/14 and to approve the Programme proposed for 2014/15.

Members noted the actual spend to date on the Programme was £99,648. The budget for 2013/14 was £132,270. The Head of Service outlined the main factors behind the

underspend. She confirmed that the corporate budget for 2014/15 for learning and development was £28,000.

In response to comments from Members, the Head of Service stated that training budget apportionment would be reviewed to ensure resources were allocated to deliver corporate and service objectives, particularly ad hoc priority projects such as the “here to help” initiative.

Members made a number of comments and observations on the proposed Programme for 2014/15.

The Committee agreed to note the Programme delivered in 2013/14 and to approve the proposed Programme for 2014/15.

RESOLVED – that the Learning and Development Programme delivered in 2013/14 be noted and the proposed Programme for 2014/15 be approved.

651 HUMAN RESOURCES - QUARTERLY PERFORMANCE REPORT

The Head of People and Property Services submitted a report providing performance information for human resources matters for the for the quarter period ending 28 February 2014.

Members noted a correction to statistics on the numbers of starters and leavers for this period (the number of starters should be recorded as 36 and the number of leavers as 44).

Members further noted that the increased percentage turnover (12%) largely related to the impact of staff leaving the Authority’s employment under the IT Shared service arrangement with Stevenage Borough Council.

Members agreed to note the report.

RESOLVED – that the human resources quarterly performance report now submitted be noted.

652 HUMAN RESOURCES PERFORMANCE INDICATOR
STATISTICS

The Head of People and Property Services submitted a report detailing proposed Human Resources Performance Indicators and targets for 2014/15.

In relation to the target proposed for short term sickness absence of 5.0 days, Members agreed that this should be reduced to 4.5 days for the reasons now submitted and the total absence figure be amended to 6.5 days.

Subject to this amendment, the Committee approved the proposed annual Human Resources Performance Indicators and targets for 2014/15.

RESOLVED – that subject to the target proposed for short term sickness absence being reduced to 4.5 days and the total absence figure being amended to 6.5 days, the proposed annual Human Resources Performance Indicators and targets for 2014/15 be approved.

653 LOCAL JOINT PANEL - MINUTES OF THE MEETING: 26
MARCH 2014

RESOLVED – that the Minutes of the Local Joint Panel meeting held on 26 March 2014 be received.

(See also Minute 654 below.)

654 SAFEGUARDING CHILDREN AND VULNERABLE ADULTS
POLICY

The Committee considered the recommendation of the Local Joint Panel meeting held on 26 March 2014 on the Safeguarding Children and Vulnerable Adults Policy.

The Committee supported the Panel's recommendation subject to the third sentence of narrative under paragraph 8.3 being highlighted in bold.

The Director of Finance and Support Services undertook to

advise all Councillors of the new Safeguarding Children and Vulnerable Adults Policy via the Members' Information Bulletin.

RESOLVED – that subject to the third sentence of narrative under paragraph 8.3 being highlighted in bold, the Safeguarding Children and Vulnerable Adults Policy, as amended and as set out in Essential Reference Paper “B” to the report submitted to the Local Joint Panel meeting on 26 March 2014, be approved.

The meeting closed at 3.52 pm

| | |
|----------|-------|
| Chairman | |
| Date | |

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 9 JULY 2014

REPORT BY HEAD OF PEOPLE AND PROPERTY SERVICES

HUMAN RESOURCES QUARTERLY PERFORMANCE REPORT –
JUNE 2014

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

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

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

That:

| | |
|------------|---|
| (A) | the Committee notes the quarterly performance report. |
|------------|---|

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 2009-2013 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: June 2014 **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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Report Author: Emma Freeman – Head of People and Property Services

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

| | |
|---|--|
| Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i> | People 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. |
| Health and Wellbeing | As detailed in the report |

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HR Quarterly Performance Report: June 2014

People stats 1/4/2014 – 31/3/2015 as at 30 June 2014

| | | | |
|---|-------|--|-------|
| Current Headcount: | 344 | Number of leavers: | 10 |
| Number of Starters: | 13 | Vacant Number FTE funded posts (expressed as FTE): | 24.95 |
| Current Turnover: | 2.91% | Number of posts advertised: | 11 |
| Average No short term sickness days per FTE staff in post: (1/4/14-31/5/14) | 0.54 | Average No long term sickness days per FTE staff in post: (1/4/14-31/5/14) | 0.10 |

The following actions support the People Strategy 2009-2014:

Resourcing/Reward

Unison balloted its members this month regarding industrial strike action on the NJC pay offer 2014. There are four unions who are balloting for industrial action on 10 July 2014. They are Unison, Unite, GMB and NUT. The Council only recognises Unison for negotiations.

The employers offer is 1.0% and a proposal to increase the bottom six pay points (SCP 5 to 11) by between 1.25% and 4.66% largely to recognise the position of lowest paid employees. Unison seek agreement that employers which employ employees under NJC terms and conditions will increase the pay of such employees by a minimum of £1 per hour. Any agreement reached will be backdated to 1 April 2014.

The outcome of the Unison ballot was confirmed on 23 June 2014. The results were:

Total number of votes cast in the ballot: 85,020 (14.1%)

Total number **in favour** of strike action: 49,836 (58.7%)

Total number **against** strike action: 35,062 (41.3%)

Total number of spoiled voting papers: 122

Official legal notification from Unison will be received within 7 days notification of the strike. The proposed date for action is on Thursday 10 July 2014. However, this date has not been confirmed. Other dates may also be declared.

Learning and Development

The Learning and Development programme 2014/15 was approved by HRC in April 2014 and has been launched to staff.

The following training events/courses were run in the first quarter:

- Key user Microsoft conversion training – 117 Participants (15 sessions)
- Here to Help - 215 participants (18 sessions)
- Corporate Induction – 4 participants
- Safe Guarding Level 2 – 10 participants
- Practical Project Management – 1 participant (Joint training event with neighbouring authorities)

Policies

The following policies are requested to be approved by HR Committee July 2014:

- Absence Management policy
- Disciplinary Policy

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

- General leave policy
- Retirement Policy
- Flexible Working Policy

Equalities and Diversity

An Equal Pay Audit will be completed during 2014.

Here to Help programme

Here to Help is an organisational development activity which has been developed in-house to allow managers and staff to contribute to the development of the East Herts Council's performance, values and behaviours.

The purpose of Here to Help is celebrating what is good, sharing good practice, making things better and unlocking barriers to better working. It is about giving employees greater opportunity to think about how we can improve the way we work together to deliver a high quality customer experience every time.

The Process

All employees were asked to contribute to developing behaviours considering three core organisational values:

- Here to Help
- We work together to support each other
- We aim high to make a difference

Employees attended workshops in their own teams with their managers to come up with ideas and suggestions that will allow us to improve what we do and how we do it. They were asked to consider the services we provide for our customers and consider how we might unlock some of the barriers to better ways of working. We also wish to think about how we can better work in a way that supports our values and behaviours.

A number of projects emerged from the output of the workshops and these projects will be rolled out from June 2014 as part of the programme of activities. Actions can range between simple / short, medium or long term / complex projects but all will be aligned with the authority's corporate ambitions.

Measuring Success

The outcome of the Here to Help programme of activities will be measured through compliments, through the staff survey, through examples of successes we share and improvements which are made in how services are delivered.

The Future of Here to Help

Here to Help cannot be a one off programme or exercise. Employees will continue to be able to put forward their ideas to make Here to Help happen and managers will still listen to them.

Our goal is to embed the core values and positive behaviours in everything we do and generate a culture of continuous improvement where employees are engaged and empowered to make a difference.

Other

The Staff Survey 2014 was launched to staff in April 2014 with a cut-off date of 20 May 2014. The results and final report will be published in July 2014. A report will be submitted to HRC in October 14.

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 9 JULY 2014

REPORT BY HEAD OF PEOPLE AND PROPERTY SERVICES

HUMAN RESOURCES MANAGEMENT STATISTICS APRIL 2014 – JUNE 2014

WARD(S) AFFECTED: *None specific*

Purpose/Summary of Report

This report considers the Human Resources (HR) performance indicators for the period 1 April 2014 – 30 June 2014

| <u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE :</u> | |
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| <u>That:</u> | |
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| (A) | the Committee considers the HR Management Statistics April 2014 – June 2014 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 HR targets as approved by the HR Committee.

2.0 Report

2.1 Turnover

2.2 The turnover rates for the period 1 April 2014 – 30 June 2014 are based on the average headcount for this period (344).

2.3 The current turnover rate for the Council is 2.91%, this equates to 10 leavers in the first 3 months of 2014/15. Based on this rate the projected turnover for 2014/15 is 11.64%, which is above the target of 10%.

2.4 The current voluntary leaver's rate is 2.62%, this equates to 9 voluntary leavers. The projected rate is 10.47% against 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. In this financial year so far 12 vacancies have been advertised internally first, these include, permanent and temporary roles. Six of these roles have been appointment internally. The recruitment processes for 6 of these roles are still in progress.

2.6 Three posts have been advertised externally, either where internal recruitment was not successful or whether 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 2014 – 31 May 2014.

2.10 The average short-term sickness absence per FTE is currently 0.54 days overall. At the current rate the projected short-term sickness for the year is 3.24 days against a target of 4.5 days.

2.11 The average long-term sickness absence per FTE is 0.10 days per month. Up until the 14 May 2014 there was 1 member of staff on long-term sick. At the current rate the projected long-term sickness for the year is 0.6 days against a target of 2 days.

2.12 Training and Development / Performance Management

2.13 In the first quarter of 2014/15 there were 15 new starters to the Council (this figure does not include internal changes and transfers). These new starters attended a corporate induction held on 2 June 2014. The next corporate induction is being held on 1 July 2014. The target for attendance at Corporate Induction is 100%. Progress will be reported in the October HR statistics report.

2.12 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. As the June/July cycle is currently in

progress the results will be reported in the October HR statistics report.

- 2.12 The Learning and Development programme for 2014/15 was approved by the HR Committee in April 2014. Events held between 1 April 14 – 10 June 2014 have been:

Key user Microsoft conversion training – 117 Participants (15 sessions)

Here to Help - 215 participants (18 sessions)

Corporate Induction – 4 participants

Safe Guarding Level 2 – 10 participants

Practical Project Management – 1 participant (Joint training event with neighbouring authorities)

2.13 Equalities Monitoring

- 2.14 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 13 June 2014. The Senior Management Group statistics quoted refer to the Chief Executive, Directors and Heads of Service.

- 2.15 The current percentage of employees with a disability is 3.78%, against a target of 5.21%. This is a slight increase from the January 2012 outturn of 3.54%. In the Senior Management Group (SMG) the outturn is 0% against a target of 11.76%.

- 2.16 The percentage of staff of Black and Minority Ethnic Origin is 2.03%. This is lower than the Council's target of 5.45% and is a decrease on the January 2012 outturn of 5.21%. The outturn for SMG is 0% against a target of 5.88%.

- 2.17 Women make up 70.93% of the workforce. Within SMG, women account for 29.4% of staff against a target of 41.17%.

- 2.21 The current equalities targets will be reviewed in the annual equalities report with consideration given to benchmarking data available and any population changes outlined in the Census 2014 results.

2.18 Quarterly Outturns Overview

- 2.19 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:

Employee personal data

HR sickness data software – WILDEN

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ESSENTIAL REFERENCE PAPER 'A'

| | |
|---|--|
| Contribution to the Council's Corporate Priorities/Objectives (<i>delete as appropriate</i>): | People 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 |
| Health and Wellbeing: | The health and wellbeing of staff is monitored as part of the absence management policy and procedures |

ESSENTIAL REFERENCE PAPER 'B'

| | East Herts Target | Outturns as at 30 June 2014 |
|---|----------------------|--|
| ESTABLISHMENT | | |
| | | 343 |
| Total Headcount of Established Posts | N/A | (nb average for 1 April to 30 June 14) |
| Number of Funded Posts | N/A | 379 |
| Number of Vacant Posts | N/A | 31 |
| Current FTE | N/A | 300.14 |
| Established FTE | N/A | 325.09 |
| Vacant funded hours (expressed as FTE posts) | N/A | 24.95 |
| TURNOVER | | |
| Turnover Rate - Annual Accumulative (All Leavers as a % of the headcount) | 10% | 2.33% |
| Voluntary Leavers as a Percentage of Staff in Post | 7% | 2.04% |
| Percentage of Ill Health Retirements | 3.23% | 0% |
| SICKNESS ABSENCE (outturns as at 31 May 2014) | | |
| No. of short-term sickness absence days per FTE staff in post | 4.5 days | 0.54 days |
| No. of long-term sickness absence days per FTE staff in post | 2 days | 0.10 days |
| Total number of sickness absence days per FTE staff in post | 6.5 days | 0.64 days |
| TRAINING | | |
| Percentage of New Starters receiving Corporate Inductions | 100% | 2.6% |
| Percentage of Staff with a Training Plan | 100% | 75.19% |
| Percentage of PDR reviews completed | 100% | To be reported in October |
| Percentage of Staff that have received Corporate Training | 48.28% | 8.43% |
| EQUALITIES MONITORING | | |
| Percentage of SMG with a Disability | 11.76% | 0% |
| Percentage of Staff with Disabilities | 5.21% | 3.78% |
| Percentage of SMG from BME | 5.88% | 0% |
| Percentage of BME Employees | 2.30% | 2.03% |
| Percentage of SMG that are Women | 41.17% | 29.41% |
| Percentage of Women Employees | N/A | 69.52% |
| Percentage of Men Employees | N/A | 30.48% |