



*Alison Stuart
Head of Legal and
Democratic Services*

MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 19 APRIL 2017
TIME : 3.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor C Woodward (Chairman)
Councillors P Ballam, S Bull, S Cousins, J Goodeve, P Ruffles (Vice
Chairman) and M Stevenson.

**CONTACT OFFICER:
LORRAINE BLACKBURN
01279 502172**

lorraine.blackburn@eastherts.gov.uk

DISCLOSABLE PECUNIARY INTERESTS

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

- knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

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

Public Attendance

East Herts Council welcomes public attendance at its meetings and will provide a reasonable number of agendas for viewing at the meeting. Please note that there is seating for 27 members of the public and space for a further 30 standing in the Council Chamber on a “first come first served” basis. When the Council anticipates a large attendance, an additional 30 members of the public can be accommodated in Room 27 (standing room only), again on a “first come, first served” basis, to view the meeting via webcast.

If you think a meeting you plan to attend could be very busy, you can check if the extra space will be available by emailing committee.services@eastherts.gov.uk or calling the Council on 01279 655261 and asking to speak to Democratic Services.

Audio/Visual Recording of meetings

Everyone is welcome to record meetings of the Council and its Committees using whatever, non-disruptive, methods you think are suitable, which may include social media of any kind, such as tweeting, blogging or Facebook. However, oral reporting or commentary is prohibited. If you have any questions about this please contact Democratic Services (members of the press should contact the Press Office). Please note that the Chairman of the meeting has the discretion to halt any recording for a number of reasons, including disruption caused by the filming or the nature of the business being conducted. Anyone filming a meeting should focus only on those actively participating and be sensitive to the rights of minors, vulnerable adults and those members of the public who have not consented to being filmed.

AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes (Pages 5 – 12)

To receive the Minutes of the meeting held on 18 January 2017

3. Declarations of Interest

To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Pay Policy Statement 2017/18 (Pages 13 – 26)

6. Human Resources Management Statistics – Quarterly Report (Pages 27 – 40)

7. Local Joint Panel – Minutes

Members will note that the Local Joint Panel meeting scheduled to take place on 15 March 2017 was cancelled.

8. Health and Safety: Minutes (Pages 41 – 44)

To receive the Minutes of the Health and Safety Committee held on 26 January 2017.

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.

MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD
IN THE COUNCIL CHAMBER,
WALLFIELDS, HERTFORD ON
WEDNESDAY 18 JANUARY 2017, AT 3.00
PM

PRESENT: Councillor Colin Woodward (Chairman)
Councillors P Ballam, S Bull, S Cousins,
J Goodeve, P Ruffles and M Stevenson

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Vicki David	- Human Resources Officer
Emma Freeman	- Head of Human Resources and Organisation Development

530 MINUTES

The Chairman stated that at the last meeting, Members had requested further information on the "Buddy System". The Head of Human Resources and Organisational Development undertook to follow up on this matter.

RESOLVED - that the Minutes of the meeting held on 5 October 2016 be confirmed as a correct record and signed by the Chairman.

531 MANAGEMENT DEVELOPMENT PROGRAMME

The Head of Human Resources and Organisational Development submitted a report on the new management development programme, as detailed. She explained how this would support senior management in terms of their future development potential. She also explained that the

programme had undergone wide consultation and outlined the framework of the programme.

Councillor P Ruffles welcomed the fact that the programme recognised “customers at the heart” of what the Council did. He sought and was provided with clarification regarding the role of the 21st Century Public Servant as a “storyteller”.

In response to a query from Councillor M Stevenson regarding feedback, the Head explained the role of Personal Development Reviews (PDRs) in this process and that the Management Development Programme would be reviewed during and at the end of the programme.

In response to a query from Councillor J Goodeve, the Head explained that the “Here to Help” initiatives had been incorporated within the Council’s new priorities and values and was now instilled within performance reviews. In acknowledging this, the Chairman commented that he preferred to see a “golden thread” attached to initiatives which helped to evaluate them.

The Committee approved the report, as now detailed.

RESOLVED – that the Management Development Programme, as now submitted, be approved.

532 HUMAN RESOURCES MANAGEMENT STATISTICS -
QUARTERLY REPORT OCTOBER - DECEMBER 2016

The Head of Human Resources and Organisational Development submitted a report setting out management statistics for the period October to December 2016. The Human Resources Officer provided a summary of the report, highlighting key areas. She drew Members’ attention to the additional sheet tabled, which analysed employee data by gender and grade which had been previously requested by Members.

The Chairman referred to the “Voluntary Leavers, Other Category” and asked Officers to ensure that this was followed up on. He sought and was provided with clarification on the

targets set and achieved for people with disabilities and referred to the differentials between the Council's employment of people with disabilities and BAME (Black, Asian, Minority, and Ethnic) Groups with those achieved by Hertfordshire County Council.

The Human Resources Officer explained that she believed that outturn was higher for those groups. She stated that it was anticipated that the new HR and Payroll software would be able to capture more relevant information following a data refresh. The Head of Human Resources and Organisational Development explained that a diversity review was currently underway and had been reported to the Leadership Team on 16 January 2017. She explained the actions the Council had undertaken to encourage applications from all backgrounds.

The Chairman queried the turnover figure. The Head explained that she was not surprised by the level of turnover as four services had been restructured and that another service restructure was planned in the year. Councillor S Bull sought and was provided with clarification on the number of vacant posts.

Councillor P Ruffles queried the additional information tabled which set out employee data by gender and grade. Members noted the fact that 79% of the workforce were women and that 88% of them were employed on grade 4 but that only 12% of men were on that grade. Councillor M Stevenson queried the disparity.

Councillor J Goodeve welcomed the use of social media sites such as LinkedIn, Twitter and Easy Web to advertise vacant posts.

Members sought and were provided with clarification regarding the Learning and Development Programme. The Head explained that employee attendance was generated mainly following a need identified during the Personal Development Review (PDR) process.

The Chairman referred to low attendance figures in relation to the recruitment and interview skills course. He referred to the

Dementia Friends Course and asked for an update in terms of highlighting this course to all. Councillor P Ballam was keen to ensure that staff in direct contact with the public, were aware of courses on the “Action on Hearing Loss”. The Head suggested that it might be useful to have a consolidated figure setting out how many had attended courses and from which section for the year as the data shown was just for this quarter. This was supported.

Councillor S Cousins raised the issue of Diabetes and following queries on a number of related matters, advised Members that progress was being made and that he would be liaising with the Scrutiny Officer.

Although not part of the report, Councillor P Ruffles raised the issue of car usage and parking. He asked that the Council’s role as a “good neighbour” be highlighted in terms of what actions the Council had undertaken in terms of encouraging car sharing to minimise car use. The inclusion of changes in work practices such as working from home was suggested by Councillor M Stevenson. The Head stated that she would speak with communications on this issue.

The Committee approved the report, as now detailed.

RESOLVED – that the Human Management Statistics for October to December 2016, as now submitted, be approved.

533 LOCAL JOINT PANEL - MINUTES OF THE MEETING: 30 NOVEMBER 2016

RESOLVED – that the Minutes of the meeting held on 30 November 2016 be received.

(see also Minutes 534 - 537)

534 LEADERSHIP TEAM PERFORMANCE REPORT

The Committee considered and approved the recommendation of the Local Joint Panel meeting held on 30

November 2016 on a new Leadership Team Performance report.

RESOLVED – that the Leadership Team Performance report, as now submitted, be approved.

(see also Minute 533)

535 MANAGING PERFORMANCE

The Committee considered and approved the recommendation of the Local Joint Panel meeting held on 30 November 2016 on a revised Managing Performance report.

RESOLVED – that the Managing Performance report, as now submitted, be approved.

(see also Minute 533)

536 LONE WORKING POLICY

The Committee considered and approved the recommendation of the Local Joint Panel meeting held on 30 November 2016 on a revised Lone Working Policy.

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

(see also Minute 533)

537 PROBATIONARY POLICY

The Committee considered and approved the recommendation of the Local Joint Panel meeting held on 30 November 2016 on a revised Probationary Policy.

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

(see also Minute 533)

538 HEALTH AND SAFETY BRIEFING

The Health and Safety Officer submitted a report on the performance of contractors and compliance monitoring undertaken by Contract Managers. The Health and Safety Officer provided a summary of monitoring and compliance matters for high risk services, as now detailed.

In response to a query about the deployment of defibrillators in leisure facilities and other public places, the Head of Human Resources and Organisational Development said she would undertake to speak with the Health and Safety Officer. The Chairman commented on statistics which had been consolidated. He asked that future reports be broken down into more meaningful information.

In response to a query by Councillor S Bull, the Head said that she would check with the Health and Safety Officer regarding on site provision of health and safety officers at Buntingford depot..

Councillor M Stevenson queried the use of health and safety in car parks. The Head undertook to speak with the Health and Safety Officer in this regard.

The Committee received the briefing and agreed that it should be submitted to Members on a quarterly basis.

RESOLVED – that (A) the briefing be received; and

(B) the briefing be submitted to Members on a quarterly basis.

539 HEALTH AND SAFETY : MINUTES

The Minutes of the Health and Safety Committee held on 26 July 2016 were submitted for information.

RESOLVED – that the Minutes of the meeting held on 26 July 2016 be received.

The meeting closed at 3.50 pm

Chairman
Date

This page is intentionally left blank

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 19 APRIL 2017

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

PAY POLICY STATEMENT 2017/18

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

Members are invited to recommend to Council approval of the Pay Policy Statement 2017/18 and pay scale points for Directors.

<u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	the Pay Policy Statement 2017/18 be recommended for approval to Council; and
(B)	the pay scale points for Directors be recommended for approval to Council

Background

1.1 A Pay Policy Statement is required to be produced annually under sections 38 to 43 of the Localism Act 2011. Regard is to be had to guidance section 40 from the Secretary of State in producing this statement.

1.2 A Pay Policy Statement for a financial year must set out the Authority's policies for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest paid employees
- the relationship between chief officers remuneration and that of other officers

1.3 The statement must include the authority's policies relating to:

- a) the level and elements of remuneration for each chief officer
- b) remuneration of chief officers on recruitment
- c) increases and additions to remuneration for each chief officer
- d) the use of performance related pay for chief officers
- e) the use of bonuses for chief officers
- f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
- g) the publication of and access to information relating to remuneration of chief officers.

1.4 The term 'remuneration' covers:

- a) the chief officers salary or, in the case of chief officers engaged by the authority under a contract for services
- b) payments made by the authority to the chief officers for those services
- c) any bonuses payable by the authority to the chief officers
- d) any charges, fees or allowances payable by the authority to the chief officers
- e) any benefits in kind to which the chief officers are entitled as a result of the chief officer's office or employment
- f) any increase in or enhancement of the chief officer's pension entitlement where the increase or enhancement is as a result of a resolution of the authority, and
- g) any amounts payable by the authority to the chief officers on the chief officers ceasing to hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

1.5 A pay policy statement for a financial year may also set the Authority's policies for the financial year relating to the other terms and conditions applying to the authority's chief officers.

1.6 The Secretary of State published 'The Code of Recommended Practice for Local Authorities on Data Transparency' on 29 September 2011. The Code enshrines the principles of transparency and asks councils to follow three principles when publishing data they hold; responding to public demand; releasing data in open formats available for re-use; and, releasing data in a timely way. This includes data on senior salaries and the structure of their workforce. The pay policy statement has been written using these principles.

- 1.7 The Department for Communities and Local Government published 'Openness and Accountability in Local pay: Guidance under Section 40 of the Localism Act 2011' in February 2013. The pay policy statement has been written taking into consideration this guidance.
- 1.8 The Pay Policy statement has been written to support the requirements under the Local Government Transparency Code 2014 to publish data on Senior Salaries and Pay Multiple.
- 1.9 Local Joint Panel and the HR Committee approved the Leadership performance related pay scheme and 360 performance review process on 18 January 2017.
- 2.0 Report
- 2.1 Pay Policy Statement 2017/18 (Essential Reference Paper B).
- 2.2 To support the approved Leadership team performance related pay scheme; scale points within the approved pay range of £75,750 to £90,658 have been developed for Directors (inclusive of 1% pay award for 2017). This will allow directors to move up or down the pay range dependant on performance in accordance with the approved performance related pay scheme for Directors and Heads of Service.
- 2.3 The scale points are based on an average differential of 2.6% between each scale point which is consistent with the current scale point differentials for other grades.
- 2.4 The directors pay band proposed is:

SCP	Basic salary
70	75750
71	77720
72	79740
73	81810
74	83941
75	86123
76	88360
77	90658

- 2.5 The scale points would be increased in accordance with future JNC Chief Officers pay awards. The scale points proposed in 2.4 include the April 2017 pay award.

3.0 Implications/Consultations

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

Background Papers

None

Contact Officer: Emma Freeman – Head of HR and OD
Ext 1635
Emma.Freeman@eastherts.gov.uk

Report Author: Emma Freeman – Head of HR and OD
Ext 1635
Emma.Freeman@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p><i>Priority1: Improve the health and wellbeing of our communities</i></p> <p><i>Priority 2: Enhance the quality of people's lives</i></p> <p><i>Priority 3: Enable a flourishing economy</i></p> <p><i>HR contributes as an internal service to all three corporate priorities</i></p>
Consultation:	The Pay Policy statement has been consulted with LT and Unison
Legal:	<p>The Pay Policy statement has been written using the principles of The Code of Recommended Practice for Local Authorities on Data Transparency.</p> <p>The Department for Communities and Local Government published 'Openness and Accountability in Local pay: Guidance under Section 40 of the Localism Act 2011' in February 2013. The pay policy statement has been written taking into consideration this guidance.</p> <p>The Pay Policy statement has been written to meet the requirements under the Local Government Transparency Code 2014 to publish data on Senior Salaries and Pay Multiple.</p>
Financial:	As detailed in the report
Human Resource:	As detailed in the report. The Council's pay policy statement supports the OD Strategy 2015 to 2019.
Risk Management:	None
Health and Wellbeing:	None

This page is intentionally left blank

Essential Reference Paper “B”

Pay Policy Statement 2017/2018 March 2017

Status of this statement

A pay policy statement is required to be produced annually under section 38 of the Localism Act. Regard is to be had to any guidance from the Secretary of State in producing this statement.

Any decision under powers delegated in the council’s Constitution with regard to remuneration to be taken from 1 April 2017 to 31 March 2018 will be bound by and must comply with this Statement.

This statement supports the requirements under the Local Government Transparency Code to publish data on Senior Salaries and Pay Multiple.

The Head of Human Resources and Organisational Development Services must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

Coverage

This statement sets out the council’s policy with regards to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers remuneration and that of other officers

“Remuneration” for the purposes of this statement includes three elements:

- basic salary
- pension
- all other allowances arising from employment

“Chief Officers” covers more than the council’s usual definition for the purposes of this statement.

The council regards the following as its “Chief Officers”

Chief Executive
Director
Director
Statutory officer roles

There is a statutory requirement that for the purposes of producing this statement the following posts (Leadership Team) be covered by the policy statement as well as the above three posts and statutory roles.

Head of Human Resources and Organisational Development
Head of Strategic Finance and Property
Head of Legal and Democratic Services
Head of Shared Revenues and Benefits Service
Head of Operations
Head of Communications, Strategy and Policy
Head of Housing and Health
Head of Planning and Building Control

In this policy statement the term “Chief Officers” refers to the Chief Executive and two Directors in that where there are any differences in terms of the policy it is between this group and all other employees.

The Policy for 2016/17

Objectives of the policy

(a) to ensure a capable and high performing workforce

In respect of Chief Officers and all other employees the council’s policy is to set remuneration sufficient to attract and retain adequately experienced, trained and qualified individuals to deliver the council’s priorities.

(b) simplicity, clarity and fairness between employees and between the council and the community.

The council aims to be transparent on pay to its staff, prospective staff and the wider community. Therefore other than the 2% local award after 3 years service the council does not pay any bonus, performance enhancement, hospitality or expenses allowance to any of its employees. This approach avoids processing costs of multiple allowance schemes and is fair in that “status” is never a determinant of entitlement to benefits or allowances.

(c) to differentiate between remuneration and other employee related expenses.

The council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The council does not regard such costs as remuneration but as non pay operational costs. This policy is applied consistently to Chief Officers and other employees.

Remuneration subject to national and local determination

The national context

Pay bargaining

The council is a member of the local government employers association for national collective bargaining in respect of Chief Officers and other employees. There are separate negotiations and agreements in respect of each of these three groups. Changes from national negotiations generally take effect from 1 April each year and are retrospective to 1 April where agreements are struck later than 1 April. It is the council's policy to implement national agreements. Chief Executive and directors are under the JNC conditions of service including pay. All other employees are under the NJC national agreement on pay and conditions of service.

National Pay Awards for Chief Executives and Chief Officers (directors) and other staff was made in April 2016. A two year agreement was reached for pay scales from April 2016 and April 2017.

In addition to pay the national agreements cover other terms and conditions such as annual leave and allowances for use of private vehicles on council business. The council gives 5 days extra annual leave for employees that reach 5 years local government service. The council pays car allowances in accordance with HMRC approved rates which are the same for Chief Officers and other staff.

The current rates are:

Car Mileage	HMRC Rates
Per mile - first 10,000 business miles per annum	45p
Per mile - after 10,000 business miles per annum	25p
Amount of VAT per mile in Petrol element	1.5670p

The Local Government Pension Scheme and policy with regard to the exercise of discretions

Pension provision is an important part of the remuneration package.

All employees may join the local government pension scheme. The scheme is a statutory scheme with contributions from employees and from employers. For more comprehensive details of the local government pension scheme see: <https://lgpsmember.org>

All Employees over 22 years of age, but below state pension age and earn more than the qualifying annual salary currently £10,000 per annum will automatically be enrolled into the LGPS pension scheme.

Neither the scheme nor the council adopt different policies with regard to benefits for any category of employee: the same terms apply to the Chief Officers and other staff.

East Herts council as an employer is under a legal duty to prepare and publish a written statement of its policy relating to certain discretionary powers under the Regulations which apply to the Local Government Pension Scheme ("the LGPS"). The scheme provides for the exercise of discretion that allow for retirement benefits to be enhanced. The council will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees. The Policy on Exercise of Employer Discretions reaffirms this in respect of Chief Officers and other employees.

The pension scheme provides for flexible retirement. In applying the flexible retirement provision no distinction is made between the Chief Officers and other employees. The scheme requires that a minimum permanent reduction in working hours of 25% is made and/or there is a reduction in grade and that any consequential payments to the pension fund are recoverable in three years with the discretion to extend the three years in exceptional circumstances. The council's Human Resources Committee will consider requests from a Chief Officer and Chief Executive will consider requests from other employees.

Local variations and allowances

Pay evaluation and the local award

All employees other than Chief Officers have their basic pay determined by a job evaluation scheme (the Hay scheme) which ensures that different jobs having the same value are paid at the same rate. The "job score" determines the pay scale for the job range within which there is provision for progression by annual increments until the top of the pay scale is reached. Most pay grades have 6 SCP increments.

Heads of Service and Directors progression through the pay range and scale points is based on performance (measured through a performance review process) rather than by annual increments.

All employees other than Chief Officers currently become eligible for a 2% Local Award in addition to basic pay on completion of 3 years satisfactory service.

Chief Executive is paid a fixed spot salary with no set incremental progression.

Directors are paid on incremental scale points between a pay range of £75,750 - £90,658 base pay with set incremental progression. Progression is based on performance (measured through a performance review process).

Allowances on appointment

The council's policy is to not pay any form of "signing on" fee or incentive payment when recruiting. The council does not have a Relocation policy.

Redundancy payments and payments on termination

The council has a single redundancy scheme which applies to all employees without differentiation. The council does not provide any further payment to employees leaving the council's employment other than in respect of accrued leave which by agreement is untaken at the date of leaving. Where termination of employment is subject to a settlement agreement that agreement may include a negotiated payment in exchange for which the employee undertakes not to pursue claims against the council. The Chief Executive in respect of other employees and the Human Resources Committee in respect of a Chief Officer shall only approve such payments where having regard to all the circumstances of the case and in particular the potential costs of alternative action and after taking appropriate advice they determine the sum involved is reasonable.

The redundancy payment is based on the length of continuous local government service which is used to determine a multiplier which is then applied to actual pay. The maximum number of years service taken into account is 20 and the resulting maximum payment is 78 weeks pay for anyone aged 61 or older. Details of the full scheme can be found in the council's Redundancy Policy.

Additional Payments, Professional fees and subscriptions.

The council will meet the cost of a legal practicing certificate for all those employees where it is a requirement of their employment. No other professional fee or subscription is paid. The council makes this distinction on the basis of the relative cost to the employee and does not differentiate between Chief Officers and other staff. At February 2017, two employees receive this benefit.

The post designated as the council's S151 Officer will receive a payment of £5,000 per year.

The post designated as Monitoring Officer will receive a payment of £5,000 per year.

The post designated Head of Paid Service will receive a payment of £5,000 per year.

Provided that no one officer will receive more than one of the above additional payments.

Where any Head of Service post is evaluated at a level which the “Chief Executive” determines to be significantly above the level recognised by the evaluation scheme an addition of up to 10% base pay may be paid subject to annual review.

This pay statement does not include the Returning Officer payment (see report to Council February 2007).

Setting Salaries

For the posts of

Chief Executive
Director
Director

The council will normally use external advisers when making an appointment. A major input from the adviser is information and advice as to the appropriate level at which to pitch the salary to be successful in recruiting. This statement is part of the process by which these salaries are reviewed.

In respect of new appointments above the salary of £100K full council approval will be sought.

Pay ceilings

For 2017/18 the basic pay ceiling for Chief Executive post will be £107,010 per annum (i.e. including additional payment for Head of Paid Service).

The basic pay ceiling (i.e. including additional payments, salary protection and professional fees where appropriate) for Director posts will be £95,000. As noted above national agreed pay settlements will be applied. For other posts covered by this statement the pay ceiling for grade 13 will be

Post	£
Head of Legal and Democratic Services	68,631
Head of Human Resources and Organisational Development	68,631
Head of Strategic Finance and Property	68,631
Head of Operations	68,631
Head of Housing and Health	68,631
Head of Communications, Strategy and Policy	68,631
Head of Planning and Building Control	68,631
Head of Shared Revenue and Benefits Service	68,631

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

Pay floor

The pay floor is the remuneration of the lowest paid employees. “Lowest paid” is defined as the average pay of the 1.10% (4 individuals) of the council’s employees with the lowest hourly rate. Where any employee is less than full time their pay is multiplied up to full time and the aggregate full time equivalent pay for the group divided by 4 to determine the average.

This definition of lowest paid is used to capture a meaningful number of employees avoiding distortions of a lesser number or an extended group such as lowest quartile which would require excessive averaging.

As at February 2017 this average was £17,684.

The council will not pay basic pay less than the amount applicable to the bottom point of the national pay scales as agreed from time to time by the local government employers (apprenticeships are excluded). Employees in this group will be entitled to all other benefits – local weighting, local allowance (2%), car allowance, pension, relocation, redundancy as all other employees.

Pay multiples

The council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required. Nor does it readily address the treatment of inhouse provided as against labour intensive bought in services if pay multiplies are used as some sort of benchmark.

In terms of overall remuneration packages the council’s policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities but not to differentiate on other allowances, benefits and payments it makes.

The council would not expect the remuneration of its highest paid employee to exceed 10 times that of the lowest group of employees.

Heads of Service reporting to Chief Executive are paid basic salaries in a range of £54,474 to £68,631. There are 8 such posts.

Pay ranges are as follows as at 1 April 2017

Grade	Minimum £	Maximum £	Median £	Median on all elements of remuneration *	Number of employees in the grade band **
1/2	15,014	17,772	15,807	16,708	1.51
3	16,781	20,138	17,772	18,712	42.37
4	17,772	21,962	19,430	20,404	11.81
5	20,138	24,964	21,962	22,986	89.84
6	21,962	27,668	24,174	25,242	24.28
7	24,964	30,785	27,668	28,806	36.41
8	29,323	33,437	30,785	31,986	18.05
9	30,785	35,444	32,486	33,721	35.05
10	36,379	41,025	38,237	39,587	19.50
11	38,237	42,899	40,057	41,443	9.65
12	42,899	53,094	48,277	49,828	4.00
13	54,474	68,631	60,365	62,157	8.00
Dirs	75,750	90,658	88,708	N/A	2.00
Total					302.47

* median point plus all elements of remuneration by grade which includes local weighting and 2% Local Award.

** Full Time Equivalent (excludes Casuals)

The Apprenticeship rate is £4.00 per hour for the first year and £4.50 per hour for the second year of the scheme.

Future appointments and interim arrangements

In the event of a vacancy, Chief Officer or other employee the arrangements set out above will apply in respect of permanent appointments.

If the need arises to provide agency or interim cover the policy is to seek to cap the cost of that appointment at no more than that of the permanent appointment taking into account additional employment costs – pension contributions, national insurance, paid leave etc. However, where necessary a higher “market rate” will be paid to secure a suitable individual and market rate will be established by reference to soft market testing, external advice and dialogue with peer authorities.

Publication and access to information

The publication of and access to information relating to remuneration of Chief Officers will be set out in this document and published on the council’s website.

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 19 April 2017

REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCES MANAGEMENT STATISTICS: JANUARY - MARCH 2017

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 4: 1 January 2017 – 14 March 2017

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</u>	
That:	
(A)	the Human Resource Management Statistics for January to March 2017 be noted

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 Establishment

2.1.1 The number of funded posts as at 14 March 2017 is 398. The total headcount is 362. The number of vacant posts is therefore 36 posts.

2.1.2 The established FTE as at 14 March is 343.09. The current FTE is 307.48. The number of vacant funded hours (expressed as FTE posts) is therefore 35.61.

2.2 Turnover

- 2.2.1 The turnover rates for the period 1 January – 14 March 2017 are based on the average headcount for this period (361).
- 2.2.2 The current turnover rate for the council is 13.6%; this equates to 49 leavers for the period 1 April 2016 to 14 March 2017. The projected turnover for 2016/17 is 14.1% which is above the target of 10%.
- 2.2.3 The turnover rate is high due to the number of service restructures that have taken place during 2016/17.
- 2.2.4 The current voluntary leaver's rate is 11.08%; this equates to 40 voluntary leavers for the period 1 April 2016 to 14 March 2017. The projected voluntary turnover for 2016/17 is 11.52% which is above the target of 7%. During the period 1 April 2016 – 14 March 2017, 5 voluntary leavers left due to retirement, 8 due to a change in career, 4 to achieve promotion, 3 due to personal reasons, 2 to relocate, 1 to undertake study, 7 due to 'other', 2 due to family reasons and 8 took voluntary redundancy.
- 2.2.5 Of those 7 leavers who stated 'other' as the reason for leaving, 4 gave further details on their leavers forms as follows: 3 left for employment with other local government employers and 1 left for personal development reasons. The remaining 3 did not provide further explanation on their leavers form or on their exit questionnaire.
- 2.2.6 Voluntary leavers came from various services: 7 were from Revenues and Benefits, 5 from Planning and Building Control, 8 from Legal and Democratic Services, 1 from Corporate Support, 4 from Health and Housing, 8 from Communications, Strategy and Policy, 2 from Strategic Finance and Property, 2 from Operations and 3 were former Heads of Service.
- 2.2.7 Of the 9 involuntary leavers, 6 left due to redundancy, 2 due to end of contracts and 1 due to 'other'. This does not include Building Control staff who TUPE'd out in August 2016.
- 2.2.8 The council continues to encourage internal movement within the organisation to fill vacancies. To date, sixty five (65) vacancies have been advertised. Eighteen (18) posts were advertised internally only, six (6) posts externally only and forty one (41) posts were advertised internally and externally. The posts advertised include permanent and temporary roles.

2.2.9 Of the sixty five (65) advertised roles, nineteen (19) internal appointments and twenty six (26) external appointments have been made. Recruitment is still on going for twenty (20) of the vacancies.

2.3 Sickness Absence

2.3.1 Sickness Absence is divided into short and long-term sickness. Long term sickness absence is consecutive sickness absence for 28 days plus.

2.3.2 The following outturns are for the period 1 January – 28 February 2017. Data for the month of March was not available at the time of writing this report.

2.3.3 The average short-term sickness absence per FTE is currently 2.95 days overall. At the current rate the projected short-term sickness for the year is 3.22 days which is below the target of 4.5 days.

2.3.4 The average long-term sickness absence per FTE is currently 2.38 days overall. There were two employees on long term sick absence between 1 January and 28 February 2017. One employee remains off sick and is being supported by managers and HR. The other is back at work. At the current rate the projected long-term sickness for the year is 2.60 days which is above the target of 2 days.

2.3.5 The total sickness absence per FTE is currently 5.33 days. At the current rate, the projected total sickness absence for the year is 5.82 days which is below the target of 6.5 days.

2.4 Work-related accidents

2.4.1 Work related accidents are reported at the Safety Committee and include inputs from the council's trade and domestic refuse and grounds maintenance contractors if accidents occur at Buntingford Service Centre only.

2.4.2 The report now includes statistics from the swimming pools from the leisure services contractor, Sport and Leisure Management.

2.4.3 Reportable accidents are those where the council has a statutory duty under Reporting of Injuries, Diseases and Dangerous Occurrence Regulation's 2013 (RIDDOR) to inform the Health and Safety Executive (HSE).

2.4.4 During the period 1 December 2016 – 28 February 2017 there

was 1 reportable accident involving an employee.

2.4.5 Non reportable accidents are those that do not fall under the category above and are used to identify trends to prevent more serious accidents / incidents e.g. slips, trips, minor cuts etc.

2.4.6 During the period 1 December 2016 – 28 February 2017, there were 26 non reportable accidents involving employees (includes swimming pools).

2.5 Learning and Development

2.5.1 From 1 January to 14 March 2017 there were 9 new starters to the council (this figure does not include internal changes and transfers). One new starter (11%) attended the corporate induction held on 26 January 2017. The remaining new starters will attend on the next induction scheduled for 20 April 2017. The target for attendance at Corporate Induction is 100%.

2.5.2 The Learning and Development programme for 2016/17 was approved by the HR Committee in July 2016. Events/courses held between 1 April 2016 – 14 March 2017 are as follows:

Event/Course	No of participants	Type/number of sessions held
Business Objects	8	2
First Aid at Work	11	6
Recruitment & Interview Skills	26	3
Action on Hearing Loss	9	1
Outplacement Support	4	1
Mental Health Awareness	2	1
Project Management	13	2
Business Objects	9	1
Emergency Planning	7	1
WRAP	127	6
Corporate Induction	28	4
Lone Worker	33	3
Bite Size Training (on new Absence Policy, new PDR process & updates on L&D and H&S)	97	11
Leadership Team RIPA Training and RIPA authorisation	13	1
Dementia Friends	13	3
Local Authority Challenge	7	1
Fire Marshal	39	6
Procurement	16	1

RIPA/PACE	31	3
Business Writing Training	10	1
Contract and relationship management programme	52	4
Evacuation Chair	9	1
Manual Handling	28	2
Coaching Drop in	4	3
Management Development	17	1
Safeguarding Adults	22	3
TOTAL	635	72

2.6 Performance Management

- 2.6.1 It was agreed at HR Committee in July 2016 that for the 2016/17 Performance Development Review (PDR) year all services (including Revenues and Benefits) will have one annual PDR review between January and March with regular one to ones throughout the year. A report on PDR completion is attached at Essential Reference Paper C.
- 2.6.2 As at 14 March 2017, 45% of PDRs have been completed to date. As a result of various service restructures and two new Heads of Service, completion of PDRs have been delayed in some service areas.
- 2.6.3 A verbal update on PDR completion will be provided at the meeting as it is anticipated that we will receive further PDRs before the 31 March 2017 deadline.

2.7 Equalities Monitoring Indicators

- 2.7.1 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 14 March 2017.
- 2.7.2 The Leadership Team statistics quoted refer to the Chief Executive, Directors and Heads of Service.
- 2.7.3 The current percentage of employees with a disability is 2.8%, which is lower than the December 2016 outturn (3.4%) and lower than the target indicator of 5%. For the Leadership Team the outturn is 0% against an indicator of 5%.
- 2.7.4 The percentage of Black, Asian and Minority Ethnic (BAME) employees is 4.0% which is lower than the December 2016 outturn (4.2%) and lower than the council's indicator of 4.5%. The

outturn for the Leadership Team is 8.3% above an indicator of 4.5%.

2.7.5 Females make up 72.5% of the workforce. Within the Leadership Team, 66.7% are females. Both are higher than the target indicator of 51%.

2.8 Policy Development

2.8.1 The following policies are currently under review:

- Pay Policy Statement (HR Committee 19 April 2017)
- Family Friendly Policy (LJP 7 June 2017)
- Safeguarding Policy (LJP 7 June 2017)
- Employee Handbook (HR Committee July 2017)

2.9 Quarterly Outturns Overview

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

None

Contact Officer: Emma Freeman - Head of HR and OD Ext. 1635
Emma.Freeman@eastherts.gov.uk

Report Author: Vicki David - HR Officer Ext. 1652
Vicki.David@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):	<i>Priority 1: Improve the health and wellbeing of our communities</i> <i>Priority 2: Enhance the quality of people's lives</i> <i>Priority 3: Enable a flourishing economy</i> <i>HR contributes as an internal service to all three corporate priorities</i>
Consultation:	Consultation is not applicable to this report as it is a quarterly management information report.
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None
Health and Wellbeing:	The health and wellbeing of employees is monitored as part of the absence management policy and procedures

This page is intentionally left blank

ESSENTIAL REFERENCE PAPER 'B'

	East Herts Target	Outturns as at 14 March 2017
ESTABLISHMENT		
Number of funded posts	N/A	398
Total headcount	N/A	362
Number of vacant posts	N/A	36
Established FTE	N/A	343.09
Current FTE	N/A	307.48
Vacant FTE	N/A	35.61
TURNOVER	% age	% age
Turnover rate - annual accumulative (all leavers as a % of the headcount)	10%	14.1%
Voluntary leavers as a percentage of employees in post	7%	11.52%
Percentage of ill health retirements	3.23%	0.00%
SICKNESS ABSENCE (outturns up to 28 February 2017)	Days	Days
No. of short-term sickness absence days per FTE employee in post	4.5	3.22
No. of long-term sickness absence days per FTE employee in post	2	2.60
Total number of sickness absence days per FTE employee in post	6.5	5.82
TRAINING	% age	% age
Percentage of new starters receiving corporate inductions	100%	11%
Percentage of employees with a training plan	100%	45%
Percentage of PDR reviews completed	100%	45%
Percentage of employees that have received corporate training	48.28%	65%
EQUALITIES MONITORING	% age	% age
Disability:		
Leadership Team members with a disability	5%	0.0%
Employees with a disability	5%	2.8%
Ethnicity:		
Leadership Team members from BAME groups	4.5%	8.3%
Employees from BAME groups	4.5%	4.0%
Gender:		
Leadership Team members who are female	51%	66.7%
Employees who are female	51%	72.5%
Part Time/Full Time:		
Employees who are part time	27%	39.9%
Employees who are part time and female	21%	35.1%
Employees who are part time and male	6%	4.8%

Notes: BAME – Black, Asian and Minority Ethnic

This page is intentionally left blank

Performance Development Review (PDR) completion for 2016/17

- 1.0 The table overleaf shows PDR completion for 2016/17 for all services.
- 1.1 The table shows that 45% of PDRs have been completed as at 14 March 2017.
- 1.2 Various service restructures, including in Housing and Health and Strategic Finance and Property, and new Heads of Service in the latter and in Legal and Democratic Services, have delayed the completion rate in these service areas.

Table to show PDR completion in 2016/17

Team	Review Required	Review Completed	%
ALL	353	160	45.33%
Leadership Team	9	9	100.00%
Personal Assistants	4	1	25.00%
Communications Strategy and Policy	30	10	33.33%
Communications	4	3	75.00%
Economic Development	4	1	25.00%
Customer Services Front Line Team	17	4	23.53%
Improvement and Insight Team	5	1	20.00%
Operations	57	15	26.32%
Leisure Services	2	0	0.00%
Environmental Coordination	2	0	0.00%
Business Support	8	0	0.00%
Waste Services	5	0	0.00%
Parks & Open Spaces	5	0	0.00%
Environmental Inspection	9	0	0.00%
Market Operations	1	0	0.00%
Parking Services	11	11	100.00%
Hertford Theatre	14	4	28.57%
Strategic Finance and Property	34	0	0.00%
Insurance and Risk	4	0	0.00%
Procurement	2	0	0.00%
Corporate Finance	6	0	0.00%
Business Support	6	0	0.00%
Property	3	0	0.00%
Assets and Estates	5	0	0.00%
Facilities	10	0	0.00%
Legal and Democratic Services	18	0	0.00%
Democratic Services	6	0	0.00%
Electoral Services	2	0	0.00%
Legal Section	6	0	0.00%
Land Charges	4	0	0.00%
HR & Organisational Development	8	8	100.00%
Human Resources Team + Health and Safety	8	8	100.00%
Revenues and Benefits Shared Service	108	98	90.74%
Revenue Division	39	38	97.44%
Benefit Division	26	23	88.46%
Systems, Support & Control	43	37	86.05%
Housing and Health	48	0	0.00%
Housing Services	17	0	0.00%
Licensing and Enforcement	6	0	0.00%
Environmental Health	14	0	0.00%

Community Wellbeing and Partnerships	11	0	0.00%
Planning	37	19	51.35%
Development Control Managers / Planning Officers	14	7	50.00%
Development Control Tech / Admin	9	1	11.11%
Planning Conservation	3	1	33.33%
Planning Enforcement	4	3	75.00%
Planning Policy	7	7	100.00%

This page is intentionally left blank

Minutes of Health & Safety Committee **Thursday 26th January 2017 in Room 1.11**

Present: Adele Taylor (AT) - Chair,
Peter Dickinson (PD),
Helen Farrell (HF)
Trevor Smith (TS),
Tracey Sargent (TSt),
Emma Freeman (EF)
Steve Whinnett (SW)
Paul Thomas-Jones (PTJ),
Sue Bruce (SB) – Minutes

1 -Apologies: None

2 - Meeting opened by AT. Minutes from last meeting agreed.

3 - Matters Arising

Security Doors – TS to pick up with Helen Standen through the accommodation strategy as we may need to consider options around a more reliable system. ACTION: TS

4 - Accident & Incident Figures

Accident & Incident themes and trends – NA

Some members of staff continue to try to avoid driving over the speed humps in the car park causing a risk to pedestrians. A reminder has gone out in Connect to remind staff of the dangers and asking them not to avoid the humps. ACTION: TS/SW

The yellow hazard paint denoting the pedestrian walkway and on the steps requires re-painting. Quote required – ACTION: TS
(SW) has the details of a more resilient paint and will provide to (TS)

5 - New Regulations

HR are currently reviewing risk assessments
No new regulations nationally need to be considered. ACTION: PD/HF

6 - H&S Compliance Reports

One accident – top plinth became unclipped from the top of a cupboard and fell on an employee's head. The cause could have been wear and tear or the fact that cupboards have been moved in the staff relocation. The plinths on all of the cupboards have now been checked and screwed into place.

A formal report is to be put together to detail the incident and the response from officers and action taken – resolution etc. The wording of the incident/accident report to be revised. ACTION: PD/HF

7 - Facilities & Property

The Land Charges area move will need to be done out of hours

The annual Health and Safety premises inspections are being booked for 2017 and will also focus on housekeeping. Reception areas are included on the inspection lists.

Upcoming Capital works:
Causeway project taking up a lot of the time (SW)
No update on the shelter

8 - List of Issues

No issue reported.

9 - Health & Safety Training

Various training sessions were organised.

Fire Marshall sessions ran for a full day and had very good attendance although more Fire Marshalls are still required. ACTION: PD/HF

Attendance on the Evacuation Chair training was lower than expected. PD to produce a list of officers trained and circulate the list to the committee members.

Discussion on PEEP plans re the evacuation of relevant staff.

HOS/Service Managers will be involved in any plans with support from Occupational Health and Human Resources. ACTION: PD/HF

Manual Handling training, 13 attended and Hertford Theatre had bespoke awareness/refresher training.

Two trial sessions for Lone Worker Training have been organised, they are being held in February 2017.

All First Aid kits have been replenished.

HR have collated the responses received from HOS detailing the organisational Health and Safety training required. This will be presented at the next committee with a list of officers who still need to attend.

Also collate a visual database to highlight the H&S training statistics. ACTION: PD/HF

10 - Policy Review

The arrangement of the Health and Safety policy are being reviewed. Some arrangements are obsolete and will be deleted.

H&S are looking to consolidate policies and streamline the data to enable clearer guidelines and information. They will look to see if other authorities will share their policies for us to consider.

The revised policies will be circulated to the committee members for consultation with clear deadlines before going to the committee for agreement.

The Health and Safety policies and its arrangements will be uploaded to the new intranet with clear links along with the Risk Assessments. ACTION: PD/HF/TSt

11 - Health & Wellbeing

Reception is still having difficulty with their thermal comfort. The issues are ongoing and an email was received again today from Becky. A couple of suggestions were made. For the short term the staff could each be given a fleece jacket. A reasonable long term solution needs to be found and possibly relocating the Reception desk away from the draught of the door could work. The feasibility of this needs to be looked at and the staff need to be 'shadowed' during the working day to fully understand their issues. Feedback by mid-February

ACTION: TSt

Eye Test information has been published in Update

Mental Health Day – Time to Talk is scheduled for the 2nd February. A communication has been sent out.

12 - Key Messages for the next quarter

Mental Health Day

The need for more Fire Marshalls

Parking – Contractors parking on the pavement, TS to speak to the caretakers and PD to produce some notices for the drivers.

ACTION: TS/PD

13 - Health & Safety News items

Nothing to report.

14 - AOB

On the recent internal audit report there were 3 issues highlighted.

Medium – Evacuation drills for all buildings

ACTION: PD/HF

Medium – a risk assessment to be carried out for Housing, Health & Planning. Jonathan Geall confirmed that this will be carried out when the new person is in place

Merits Attention – H&S training to be carried out for members. Helen and Peter have met with Fiona Corcoran who arranges member training.

ACTION: PD/HF

Meeting closed at 16:05pm

Date of next meeting – 27th April 2017 in room 1.12 from 15:00pm to 16:00pm

Distribution to all members listed above.

This page is intentionally left blank