



**MEETING** : HUMAN RESOURCES COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 5 JULY 2017  
**TIME** : 3.00 PM

**PLEASE NOTE TIME AND VENUE**

## **MEMBERS OF THE COMMITTEE**

Councillor C Woodward (Chairman)  
Councillors P Boylan, S Bull, S Cousins, M McMullen, P Ruffles and  
M Stevenson

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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.)

### **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](mailto: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. Appointment of Vice Chairman

### 2. Apologies

To receive apologies for absence.

### 3. Minutes (Pages 7 - 12)

To receive the Minutes of the meeting held on 19 April 2017

### 4. Declarations of Interest

To receive any Member's Declaration of Interest.

### 5. Chairman's Announcements

### 6. Employee Handbook (Pages 13 - 62)

### 7. Human Resources Management Statistics - Quarterly Report (Pages 63 - 76)

### 8. Turnover Year End Report: April 2016 - March 2017 (Pages 77 - 92)

### 9. Learning and Development 2016/17 (Pages 93 - 112)

### 10. Absence Sickness Year End Report : April 2016 - March 2017 (Pages 113 - 128)

### 11. Local Joint Panel - Minutes of the meeting: 7 June 2017 (Pages 129 - 134)

Members are asked to bring with them their copy of the agenda of the Local Joint Panel meeting held on 7 June 2017.

*To consider the recommendations on the matters below:*

(A) Family Friendly Policy

*Minute 1 refers*

- (B) Home Working Policy

*Minute 2 refers*

- (C) Safeguarding Policy

*Minute 3 refers*

12. Health and Safety : Minutes (Pages 135 - 138)

To receive the Minutes of the Health and Safety Committee held on 27 April 2017.

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 19 APRIL 2017, AT 3.00 PM

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

OFFICERS IN ATTENDANCE:

Emma Freeman	- Head of Human Resources and Organisation Development
Peter Mannings	- Democratic Services Officer

683 PAY POLICY STATEMENT 2017/18

The Head of People and Property Services submitted a report seeking approval of the Pay Policy Statement 2017/18 and pay scale points for Directors. The Head summarised the salient points detailed in the report submitted. She referred to the Localism Act and data regarding senior Officers pay and remuneration compared to the rest of the organisation.

Members were advised that the Heads of Service performance increments would also apply to Directors and pay would rise and fall for them as it currently did for Heads of Service via spinal column points. The Head explained the intended system for scoring of performance for the Leadership Team involving the Executive, Directors, the Leader and the Chief Executive. She also reminded the Committee that the 2 Directors no longer had a specific title other than Director.

The Head confirmed to Councillor S Bull that Unison had agreed in principle, to the above system of performance monitoring. The Chairman referred to the evaluation of

jobs against the pay policy. The Head advised that a significant number of jobs had already been evaluated.

The Head made a number of comments regarding the content of the pay policy statement. She responded to comments from the Chairman and Councillor S Cousins regarding the Local Government Pension Scheme. She also referred to the current situation regarding the local award following comments from the Chairman.

Members supported a recommendation to Council to approve the Pay Policy Statement 2017/18 and a pay scale for Directors.

RESOLVED – that Council be advised that (A) the 2017/18 Pay Policy statement, be approved; and  
(B) the pay scale points for Directors be approved.

684 MINUTES – 18 JANUARY 2017

Members requested that any questions that Officers were unable to answer in meetings of this Committee be included in the Minutes rather than Members being provided with the answers separately by e-mail. The Head of People and Property Services confirmed that the Dementia Friends course had been advertised by the Scrutiny Officer in the Members' Information Bulletin.

The Head confirmed that following the outcome of the diversity review there would be recommendations for the Committee to consider at the next meeting in July 2017.

Councillor M Stevenson referred to safety in Car Parks. The Head advised that the Health and Safety Officer inspected East Herts Car Parks for safety and reported back to the Health and Safety Committee.

RESOLVED – that the Minutes of the meeting held on 18 January 2017, be confirmed as a correct record and signed by the Chairman, subject to the

following amendment:

Minute 531 – Management Development  
Programme.

Insert in second paragraph –  
'Storyteller – the ability to tell a story in an effective and plausible way is crucial. Being able to fashion and communicate options for the future, however tentative or experimental, will be critical in engaging service users, citizens and staff in redesigning services. This may involve not just traditional modes of communication but increasingly, better use of new and multimedia resources'.

685 CHAIRMAN'S ANNOUNCEMENTS

The Chairman thanked Members for the opportunity to serve again as Chairman of the Committee. He also thanked Members for all their efforts in the 2016/17 civic year.

686 HUMAN RESOURCES MANAGEMENT STATISTICS – QUARTERLY REPORT

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The Head of People and Property Services submitted a report setting out management statistics for the period January 2017 to March 2017. The Head summarised the report and highlighted a number of key areas. She referred to the current headcount of 362 and this equated to 307 full time equivalent posts.

The Head referred to a hold on vacant posts in customer services and Members were reminded of the digital East Herts project and the plan for a single customer services centre. She referred to the use of temporary staff as required.

Members were advised that the turnover rate was under target as this had been a high turnover year due to service changes or restructures. The Head summarised

the percentage of Officers that had moved on to new employers due to restructures or had chosen to leave for retirement or a career change.

The Head referred to a reportable incident involving an Officer that had required a visit to Accident and Emergency. Members were advised of current performance and targets regarding PDRs and Officers attending inductions. Members were also advised of percentages and targets regarding Black, Asian and Minority Ethnic (BAME) employees and the gender balance of the Leadership Team and the overall workforce.

The Head responded to a number of comments and queries from Members regarding targets and performance within the quarterly report. Councillor P Ruffles requested that Members be kept more informed regarding the Human Resources Management Statistics going forward. The Committee approved the report, as now detailed.

RESOLVED – that the Human Management Statistics for January 2017 to March 2017 as now submitted, be noted.

687 LOCAL JOINT PANEL – MINUTES – 15 MARCH 2017

Members noted that the Local Joint Panel meeting scheduled to take place on 15 March 2017 had been cancelled.

688 HEALTH AND SAFETY COMMITTEE MINUTES

The Minutes of the Health and Safety Committee held on 26 January 2017 were submitted for information.

RESOLVED – that the Minutes of the meeting held on 26 January 2017 be received.

The meeting closed at 4.16 pm

Chairman .....

Date .....

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 5 JULY 2017

#### REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

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#### EMPLOYEE HANDBOOK

WARD(S) AFFECTED:      **NONE**

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#### Purpose/Summary of Report

Members are invited to consider the updated employee handbook

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</u></b>	
<b>That:</b>	
<b>(A)</b>	the updated employee handbook be noted

#### **1.0 Background**

- 1.1 The employee handbook was last updated in 2015. The council's programme of policy review is after three years or sooner in line with legislation and best practice.

#### **2.0 Report**

##### **Key Changes**

- 2.1 The employee handbook has been updated to reflect current policies and practices within the council.
- 2.3 The employee handbook has been circulated to Leadership Team and Unison for information and consultation. Suggested changes have been incorporated.
- 2.4 The revised employee handbook can be found at Essential Reference Paper 'B'.

### **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

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Report Author: Claire Kirby - HR Officer Ext. 1630  
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## **ESSENTIAL REFERENCE PAPER 'A'**

### **IMPLICATIONS/CONSULTATIONS**

Contribution to the Council's Corporate Priorities/ Objectives ( <i>delete as appropriate</i> ):	<p><i>Priority 1: 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:	Unison and Leadership Team have been consulted on the revised employee handbook.
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and Wellbeing:	As detailed in the Handbook

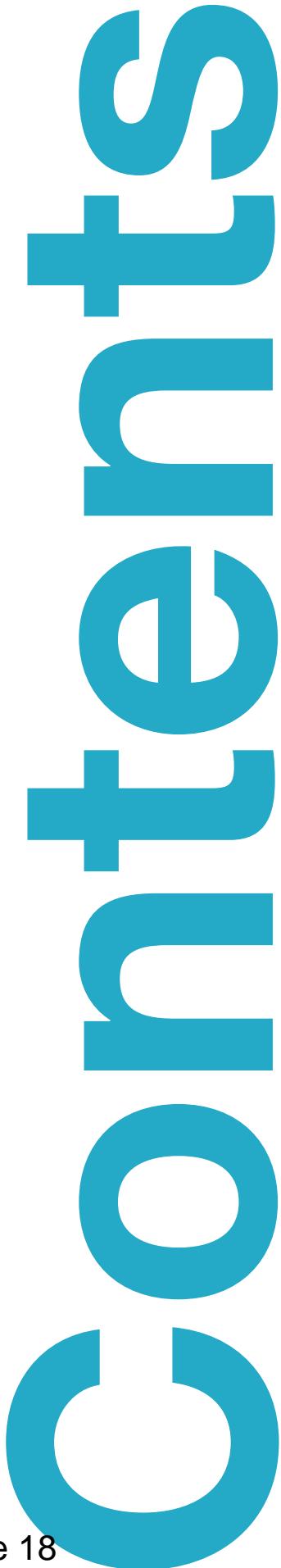
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# **East Herts Council**

## **Employee Handbook**

**July 2017**





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N.B. The Council reserves the right to amend and vary the employee handbook. The employee handbook is updated every three years and therefore any policies or collective agreements that are agreed throughout the year will override the employee handbook.

# East Herts Council Staff Handbook

## Welcome from the Chief Executive

Welcome to East Herts Council. I hope you will find this a great place to work – I know I do!

The council has an ambitious Corporate Strategic Plan which sets out what our councillors want to deliver over their term of office – it's our job to support them in that delivery, whether providing excellent services, shaping our key towns to create fantastic places to live and work, or working with our partners to deliver joined-up public services across the district.

I believe we do our best work when we find our time here worthwhile and enjoyable; both professionally and personally fulfilling. This handbook provides you with a guide to the council's employment policies, procedures and benefits. That said, you are likely to have lots of questions not only about your work and work environment, but also perhaps about your conditions of employment. If you don't find the answer in here, please don't hesitate to ask! Your manager will be your first point of contact and will be there to support and help you with any issues you may have.

I also love talking to staff and getting feedback from you – so do stop by my office and tell me how things are going and how you think we could improve. One of my favourite quotes? "Whatever we're doing, there's almost certainly a better way of doing it" – I rely on everyone to contribute to finding that better way, especially new members of staff – so if you see something that could be improved, do raise it at your team meeting or with your manager.

I hope you have a great experience working with East Herts – good luck in your new role.

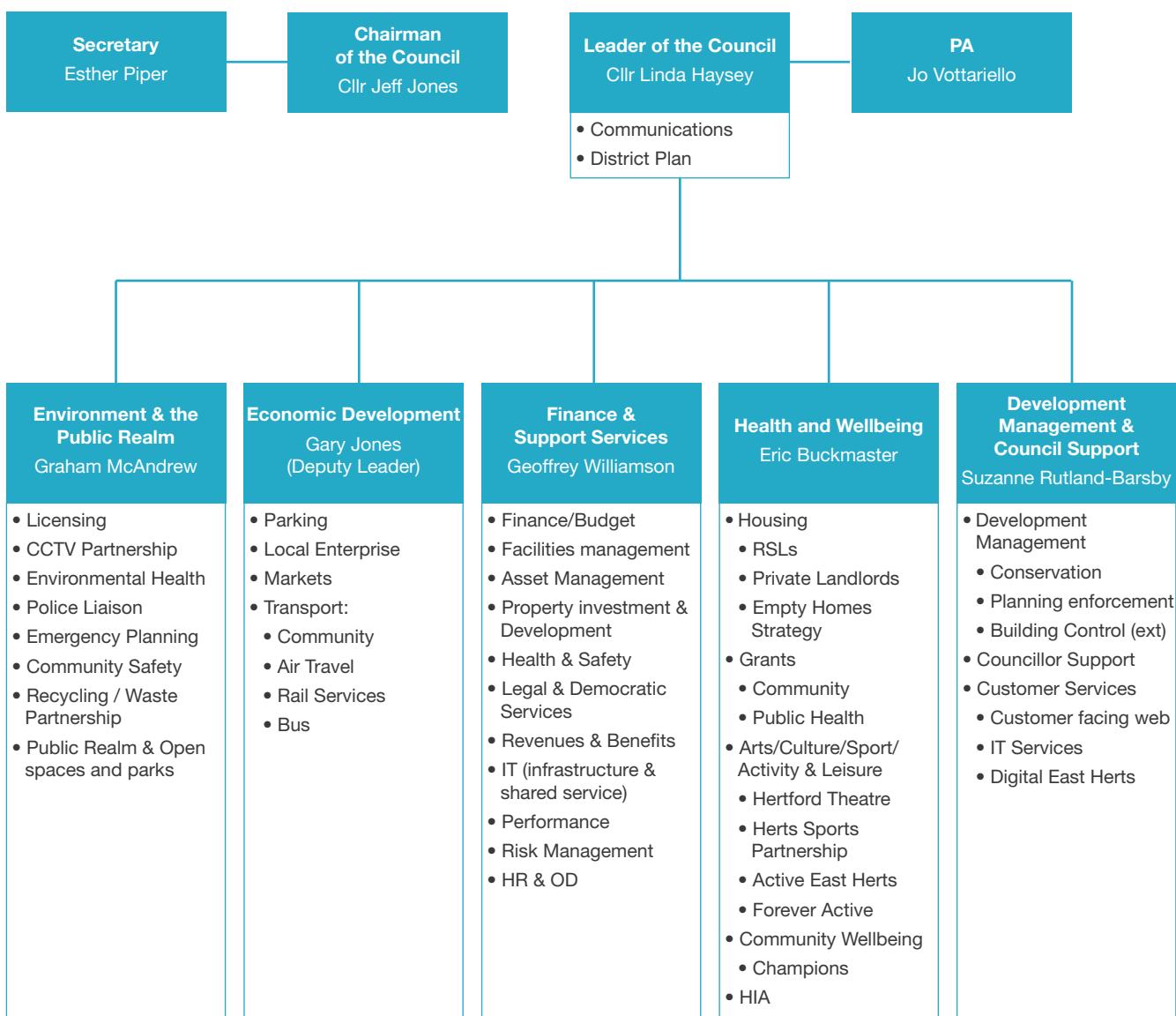
Best wishes

Chief Executive

# The Council

The Council was founded on 1 April 1974. The Council consists of 50 members, 49 Conservative and 1 Independent. Elections are held every 4 years.

The Council has an executive of 6 members, each of which leads specific areas of policy as set out below:



# Our Vision and Priorities

The Council has a four year Corporate Strategic Plan which outlines the key corporate priorities for the Council. The priorities set out in the Corporate Strategic Plan are incorporated into the individual Service Plans which are produced annually by each Head of Service. For further information, please refer to the Strategies, Visions and Standards section of the intranet.

The Council's vision is;

*"To preserve the unique character of East Herts and ensure it remains one of the best places to live and work."*

The Council aims to achieve this vision by working towards the following priorities:

- **Priority 1:** Improve the health and wellbeing of our communities
- **Priority 2:** Enhance the quality of people's lives
- **Priority 3:** Enable a flourishing local economy

## The Organisational Development strategy

The Organisational Development strategy sets out the Council's direction on workforce development over the next four years. Ensuring we support and complement the council's direction of travel, its priorities, values and challenges.

For more information about the Organisational Development strategy, please see the HR pages of the intranet.

## Management Development Framework

The management development framework is designed to support our senior managers to become our future leaders, ensuring they have the right skills, knowledge and experiences to become 21<sup>st</sup> century leaders.

The framework will embed our mentoring and coaching culture and encourage our managers to build on their professional networks alongside their continual professional development; while modelling the values and behaviours of the council. For more information on the framework please contact HR.

# Values and Behaviours

## The council's values are:

Here to help

We work together

We aim high

## These are the behaviours we role model

### Here to help

- We are helpful and understanding
- We listen and explain
- We are knowledgeable and informative
- We make time for our customers
- We take ownership of an issue and we try to get it right first time

### We work together

- We respect and value colleagues
- We work together as one team
- We recognise each other's skills and utilise them
- We offer help and support to each other
- We support colleagues to be flexible and resilient, able to respond to service changes and developments

### We aim high to make a difference

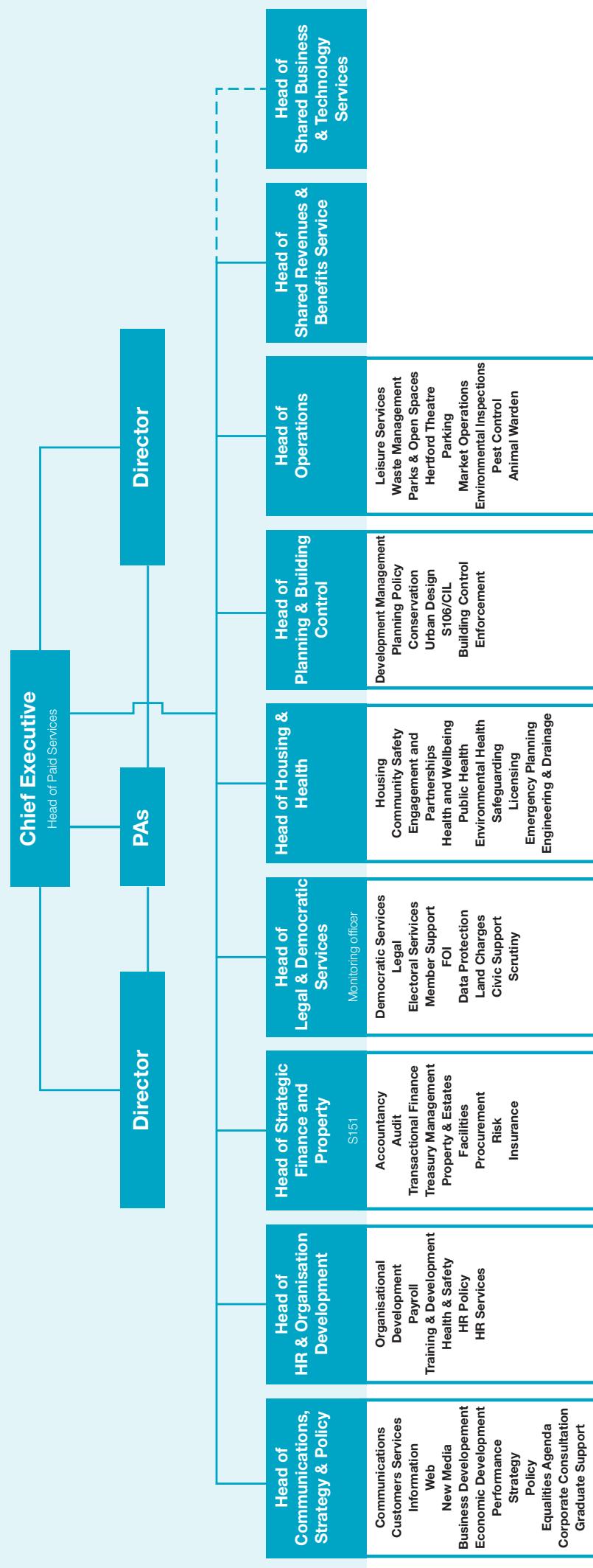
- We go the extra mile
- We take a pride in what we do
- We continually look to improve our performance
- We are flexible in our approach
- We pride ourselves on providing excellent customer service

Please view the PDR pages on the intranet for guidelines on how we expect employees, managers and senior managers to role model our values and behaviours.



# The Structure of East Herts Council

## Leadership team



# East Herts Council Offices



**Wallfields, Hertford Office**



**Charringtons House,  
Bishop's Stortford Office**



**Service Centre - Buntingford**



**Hertford Theatre**

# Consultation and Negotiation

The Council works in partnership with the recognised trade union, Unison, to ensure the health, safety and welfare of all employees and consults with employees on all matters affecting terms and conditions of employment. The Local Joint Panel (LJP) was established to ensure regular methods of consultation and negotiation between the Council and its employees on matters of mutual concern with the intent of maintaining and developing an efficient service.

The LJP is comprised of four Members of East Herts Council to be appointed annually by the Local Authority and an equal number of employee representatives from Unison.

The LJP will consider any relevant matter referred to it and make recommendations to Human Resources Committee (HRC) and/or a suitable Committee of the Local Authority as to the application of the terms and conditions of service.

The HRC's functions relate to all aspects of the Council's role as an employer, including the monitoring and strategic overview of HR activity.

For more information on the functions of LJP and HRC, please see the Council, Democracy and Information section of the intranet.

# Investors in People (IIP)

The Council has retained Investors in People status since 2005 and achieved the Silver award in 2016. This means it prioritises the need to provide learning opportunities for employees. The Council recognises that it can only achieve its business objectives through a highly trained and motivated workforce. Please refer to the Human Resources pages on the intranet for further information on Investors in People.

# General Terms and Conditions of Employment

## Contract

Employees will be issued with a Contract of Employment prior to their start date with the Council. From time to time, variations in terms and conditions of employment will result from negotiations and agreement with the recognised Trade Union, Unison. Affected employees will be notified of any variations in a statement of change.

## Terms and Conditions of Service

Employees' terms and conditions of employment are in accordance with collective agreements negotiated occasionally by the National Joint Council for Local Authorities (NJC) and supplemented by local collective agreements reached with Unison.

NJC agreements directly affecting terms and conditions of employment currently cover pay, working arrangements, sick pay and car allowances.

## Probation Period

All new employees, including those with continuous local government service, are subject to a probationary period of six months. This is reduced to three months for secondments or fixed term contracts. Please see the Probationary Policy for more information.

## Continuous Employment

Continuous service in local government will be used to calculate any statutory redundancy payment, pension rights and will determine entitlement to sick leave, maternity, paternity, adoption, surrogacy and shared parental leave, annual leave and notice period.

# Pay

Salaries are paid on the 15th day of each calendar month or nearest working day before this if the 15th falls at the weekend, in twelve equal payments by BACS transfer. Payment is for the month in which it is paid i.e. on 15th January employees will be paid for the whole of January.

Salaries will increase by annual increments up to the maximum of the scale point within the grade, subject to satisfactory service (except for Heads of Service and Directors). Increments will be due on the 1st April, unless stated otherwise.

A pay award, which is determined by the NJC, may be given on the 1st January each year; payments will be back dated should the agreement of the award exceed this date.

Employees who work within the East Herts region are entitled to a 'Local Weighting allowance'. This is not a contractual entitlement and is based on work location.

Dependent on the role, some employees will be required to work shifts or take part in a standby rota. If so, this will be specified in the employee's contract of employment, along with the associated rate of pay.

# Grades

The salary structure at the Council is based on grades. Each post has a grade and a scale point range which determines the minimum and maximum level of basic salary. Jobs are evaluated using the Hay Job Evaluation Scheme to determine their grade.

# Hours of Work

The working week for employees on a full time salary is 37 hours, Monday to Friday. Offices must be covered between 9:00am and 5:00pm; working hours should be agreed with managers to accommodate this. Some positions require employees to attend evening meetings; this will be specified in the employee's contract of employment. The Council also operates a Flexi-time scheme.

For more details on this, please see the Flexible Working Policy on the Intranet.

# Annual Leave

Annual leave entitlement is determined by salary scale point.

Scale point	Holiday entitlement*
6-21	22
22-28	24
29-31	26
32-34	27
35+	28
5 years continuous local government service	+5 days

\*Basic entitlement excluding bank holidays

The Council operates an anniversary leave period commencing on the date an employee starts employment with the Council. After 5 years' continuous service in local government, employees are entitled to an additional 5 days' annual leave. Annual leave is subject to approval by line managers and should be taken in accordance with the Working Time Directive. Employees can carry forward a maximum of 5 days into the new holiday year with their line manager's consent.

Leave entitlement will be applied pro-rata and calculated in hours for part time employees, unless they work the same number of hours each day in which case they can convert it into days if they prefer. Those employees with a leave entitlement calculated in hours must book off the number of hours that they would normally work on that day when booking annual leave.

# Bank Holidays

In addition to the annual leave entitlement the Council grants the following statutory holidays to all employees:

- New Year's Day
- Good Friday
- Easter Monday
- May Day
- Spring Bank Holiday
- August Bank Holiday
- Christmas Day
- Boxing Day

Public holiday entitlement for part time employees is calculated as 1/5th of the working week. Therefore, employees should credit their flexi-sheet with a 1/5th of their working hours on every public holiday, regardless of whether it falls on their normal working day.

# Ending Your Employment

Employees must give the following notice:

Scale point	Notice required
Probation Period	1 month
6-34	1 Calendar month
35-50	2 Calendar months
51+	3 Calendar months

Employees should submit their letter of resignation to their line manager, sending a copy to HR and are required to work their full notice period. Employees should ensure that they take any outstanding annual leave during this period but must have consent from their line manager. Should an overpayment of salary occur employees will be required to repay this regardless as to how the overpayment has arisen. All Council property must be returned by the last day of service, including ID badges, uniforms, work mobile phones and IT equipment.

# Retirement

If an employee wishes to retire early or take flexible retirement they may request this in accordance with the Retirement Policy which should be referred to for more information.

# Flexible Working

## Introduction

The Council is committed to maintaining the delivery of high standards of customer service to the local community and wherever possible will facilitate flexible working practices for employees - but customer service must come first. The Council is committed to improving service provisions to meet the needs of the customer as well as providing its employees with a good work-life balance. Flexible working can help to achieve both of these objectives; it enables the Council to work more efficiently and effectively and helps employees to balance their work, home and personal priorities.

## Flexi-Time Scheme

Flexi-time is a method of working flexible hours during the day to accommodate both the needs of the service and the personal circumstances of employees. Flexi-time can be applied successfully to many service areas, although inevitably some jobs will not operate practically under this system.

For a more detailed guide to the Flexi-Time Scheme please refer to the guidance on the Human Resources pages of the intranet.

## Flexible Working

Flexible working involves a range of different working arrangements which allow managers and employees to utilise non-traditional working patterns. The Council has introduced a number of options for working flexibly such as compressed hours, job sharing, term-time working and reduced hours.

For more details about the types of flexible working that the Council offers, please refer to the Flexible Working Policy on the HR intranet pages.

# Home Working

The Council offers employees the opportunity to work from home, on either an occasional or regular basis subject to service need. Some of the many benefits of home working include improved efficiency and productivity, greater flexibility in hours of work, a good work life balance and a reduction in travel time/commuting. For more information and how home working may apply to you and your role please view the Home Working Policy on the HR intranet pages.

## Overtime/Time Off In Lieu (TOIL)

Time worked outside the hours of 8:00am and 6:30pm may either be claimed as overtime or taken as time off in lieu, provided prior approval is obtained from the employee's line manager.

Employees over Scale Point (SCP) 28 should take time off in lieu but may claim overtime with prior written approval from their Head of Service.

Overtime will be paid at time and a half except where 37 hours have not been completed that week, when it will be paid at plain rate. Saturday working is paid time and a half and Sunday working paid at double time. The weekend rates apply regardless of whether 37 hours have already been completed that week. Overtime for officers above SCP 28 will be capped at SCP 28.

On weekdays between 8:00am and 10:00pm time off in lieu (TOIL) will be awarded at plain time. TOIL will be awarded at premium rates between 10pm and 8am Monday - Friday and at weekends. The premium rate applies regardless of whether 37 hours have been completed that week

Premium rates (as defined in the Green Book) are:

• Monday to Saturday	Time and a half
• Sunday	Double time (min 2 hours)
• Public Holidays	Double time (min 2 hours)
• Extra Statutory holidays	Double time (min 2 hours)

Time off in lieu should be approved by line managers. Time accrued should, if possible, be taken within a month.

All employees in receipt of an allowance to attend evening meetings or specified to do so in their contract of employment are entitled to no further payment. Any employees who have different terms and conditions specified in their contract of employment are not entitled to these payments.

# Working Time Directive

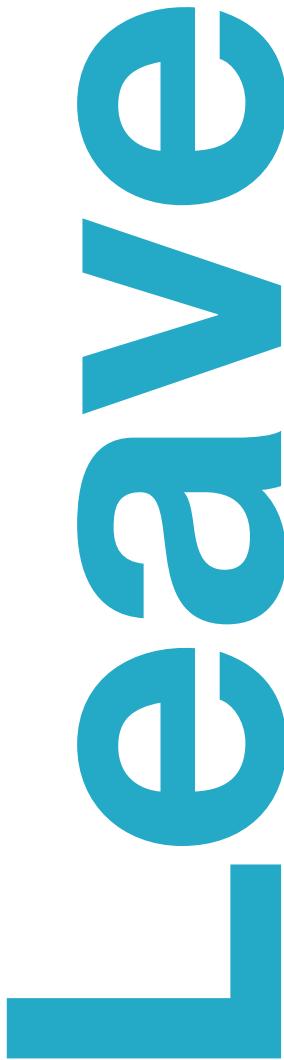
The Working Time Regulations, implemented on 1 October 1998 require that a “worker” must not work in excess of 48 hours per week averaged over a 17 week period unless they chose to opt out. For further information and an opt-out agreement form please view the Working Time Directive on the HR intranet pages. It should also be noted that, under the Working Time Directive, employees must take, at least, a 20 minute break when working more than 6 hours per day, irrespective of the job or shift pattern.

## Lone Working

The Council has a responsibility under Health and Safety at Work legislation to help all employees reduce the risks of lone working and to implement suitable and sufficient measures to ensure employees’ safety at all times when out of hours, off site or lone working is unavoidable. This may cover those parts of employees’ homes that may be considered an extension of the workplace due to agreed home-working arrangements. Relevant employees will be issued with a lone working personal protection device which is monitored 24/7 by a dedicated alarm receiving centre.

For further information please refer to the Lone Working Policy on the HR pages of the intranet.





## Introduction

The following are a summary of the types of leave and time off available to employees in varying circumstances. For more information please refer to the Human Resources Policy section on the intranet.

## Maternity

All female employees are entitled to take Maternity Leave of up to 52 weeks, regardless of their length of service. Maternity Leave and pay are separate entitlements and payment while on maternity leave varies depending on the length of employment. All employees with 26 weeks' continuous local government service by the 15th week before the expected date of childbirth are entitled to Statutory Maternity Pay (SMP). In addition, the Council pays an enhanced rate of maternity pay to employees with more than 12 months' continuous local government service.

## Paternity

Employees who are the biological father and/or the adopter/expectant mother's husband or partner (including same-sex partner or civil partner) are entitled to two weeks' paid Ordinary Paternity Leave. Ordinary Paternity Leave can be taken from the date of birth or up to eight weeks (56 days) from the birth and has to be taken in weekly blocks.

## Shared Parental Leave

Shared Parental Leave (SPL) enables eligible parents to choose how to share the care of their child during the first year of birth or adoption. Its purpose is to give parents more flexibility in considering how to best care for and bond with their child. All eligible employees have a statutory right to take Shared Parental Leave. There may also be an entitlement to some Shared Parental Pay (ShPP).

## Adoption

Employees are entitled to Adoption Leave if they have 26 weeks' continuous service before the beginning of the week when they are matched with a child. In terms of both leave and pay, Adoption Leave has the same conditions as Maternity Leave and Shared Parental Leave.

## Surrogacy

Employees who are the intended parents of a surrogacy arrangement will be eligible for Statutory Adoption Leave and Pay and for Shared Parental Leave (SPL) and Shared Parental Pay (ShPP).

## Parental Leave

There is a right for both parents to take up to 18 weeks' unpaid Parental Leave per parent per child. For qualifying conditions please view the Family Friendly Policy.

## Unpaid Leave – Time off for Dependents

Employees will be allowed reasonable unpaid time off to take the appropriate action necessary to resolve or deal with an unexpected issue which has arisen because of a dependent.

## Discretionary Leave

Heads of Service have the discretion to grant to employees up to 5 days' paid leave per annum. Discretionary leave will normally be used by employees who need to be with a seriously sick dependent or relative; however, the circumstances of each application will be considered thoroughly.



## Notification and Certification of Sickness Absence

Employees must contact their manager by telephone by 10.00am if they are absent from work due to illness, injury or any other health problem on every day of absence for the first 7 days of absence. If their manager is unavailable they should contact another member of the team. The employee must also confirm when the sickness started, how long they expect to be away from work and the reason they are sick. In exceptional circumstances, if the employee is too ill to notify their absence themselves then they can arrange for someone to do this on their behalf.

Employees must keep their line managers up to date if the reason for the absence changes or if the absence is expected to last longer than originally stated.

For each occasion of sickness absence, employees must complete a self-certification form for the first seven calendar days (including weekends and public holidays). Self-certification forms should be countersigned by the line manager, who will forward the documentation to Human Resources.

If the absence continues beyond seven calendar days then the employee must keep their manager informed of the progress of their illness on at least a weekly basis and obtain a fit note to cover the length of the sickness period (from day eight). In cases of continuing absence these should be consecutive. Employees must forward fit notes immediately to their manager who in turn will forward these onto Human Resources.

Every absence must be certified and recorded to ensure correct payment of sick pay and to ensure that accurate records are maintained. Failure to comply with the certification and reporting procedures may result in loss of sick pay. Misleading or false statements may be dealt with under the Council's Disciplinary Policy.

If an employee is absent from work through sickness they must refrain from working elsewhere. If this situation were to arise it may be dealt with under the Council's Disciplinary Policy.

Length of Service	Sick Pay Entitlement
During 1st Year	1 month's full pay and 2 months' half pay
During 2nd year	2 months' full pay and 2 months' half pay
During 3rd year	4 months' full pay and 4 months' half pay
During 4th and 5th year	5 months' full pay and 5 months' half pay
After 5 years	6 months' full pay and 6 months' half pay

For a more detailed guide to procedure regarding sickness please consult the Absence Management Policy which can be found on the HR intranet pages.

## Leave for Medical Reasons

Employees should use their flexi hours for the following:

- GP appointments
- Dental appointments
- Optician appointments

Employees are entitled to paid time off for the following appointments:

- Medical screening as deemed necessary by their GP
- Hospital appointments following a referral by their GP
- Fertility treatment (reasonable paid time off)

These must be outpatient appointments; if employees are required to stay in hospital the absence is classed as sick leave.

## Bereavement

When an employee suffers the loss of an immediate family member, for example, partner, parent or sibling, the employee is entitled to 5 paid days' leave, to include the day of the funeral, on or around the time of bereavement. When an employee suffers the loss of a relative or friend, the employee is entitled to 1 day's paid leave to attend the funeral.

## Carers

The Council recognises that some employees have caring responsibilities and these individuals may need support to combine work with care; please view the Carer's policy for information about the support and leave available to employees.



## Local Award

Employees will be eligible to receive the Local Award of 2% of their basic salary, subject to performance, after 3 years' service (from the employees' original start date with East Herts Council) in accordance with East Herts Council's policy. There is no automatic entitlement to the award; it will depend on service being entirely satisfactory in the previous six months.

This scheme is not a contractual entitlement and East Herts Council reserves the right to withdraw the Local award on an "across the board" basis.

## Pensions

Employees will be brought into the Local Government Pension Scheme (LGPS) from their start date. This is a career average scheme. Every year, you will build up a pension at a rate of 1/49th of the amount of pensionable pay you received in that scheme year (or half this rate for any period you have elected to be in the 50/50 section of the scheme). The amount of pension built up during the scheme year is then added to your pension account and revalued at the end of each scheme year so your pension keeps up with the cost of living. Simply, this means that for every £49 that you earn and pay contributions on you'll get £1 of pension added to your pension account each year.

For more information, please visit [www.lgps.org.uk](http://www.lgps.org.uk)

## Life Assurance

The Council arranges Group Life Insurance for employees on the Council payroll system (including casuals). Arrangements are put in place for employees aged from 18 to their 70th birthday. This excludes:

- Secondments
- Agency/Temporary staff
- Personnel shared with another Authority, if the other Authority is the employing Authority

The benefit payable is 1.5x gross annual salary, inclusive of local weighting and local award (bonuses, overtime, out of hours' allowance, election payments, standby hours etc. are excluded). Payment is subject to policy terms and conditions and Insurer's acceptance of individual

The council is required to share employees' personal data with the insurer, e.g. name and address, job title and sickness and disciplinary records. If you do not want your personal data to be shared then you will need to inform HR and you will not be covered by the insurance policy.

This benefit is not continuous and it will be confirmed in writing annually whether the policy will continue.

## Car Users

Employees are entitled to claim mileage expenses for travel for business purposes. Mileage claims should be submitted and authorised by managers through the HR self-service system, MyView. Claims older than three months will not be paid.

It is the responsibility of employees undertaking official journeys on behalf of the Council to be sure that they have adequate motor insurance cover, i.e. extended to include business use. Many private motor insurance policies do not cover business use as standard. Daily commuting to and from the usual place of work will not invalidate policy cover; however, any deviation or another journey in connection with Council business may, including attending a training course at another site.

There is no insurance industry standard, so it is recommended that employees explain the purpose of journeys to their insurer and seek confirmation that appropriate cover is in place.

Employees driving for business purposes must also hold a full UK driving licence and an MOT if the vehicle is three years or older. Employees are required to show their managers these documents annually.

## Subsistence

Employees are entitled to reclaim expenses incurred, such as meals, while away from the office on business. Expense claims should be submitted and authorised by managers through the HR self-service system, MyView. An allowance will be paid of the actual expense incurred up to a locally determined maximum. Please see the Expenses Policy on the intranet for subsistence rates.

## Long Service Awards

After 20, 30 and 40 years' continuous service with the Council, employees are rewarded with a lump sum to thank them for their service. They will also be presented with a long service framed certificate.

# Retirement Gift

The Council rewards employees aged 65 or over, with 10 years' service upon retirement, with a lump sum to thank them for their service.

## Sharing the Caring (give as you earn)

Employees can donate to their chosen charity through the payroll system which allows the charity to receive a tax free donation. If you are interested in donating money to your chosen charity in this way, please contact the HR service to request a form. Upon receipt of your completed form, arrangements will be made for the required amount to be deducted from your monthly salary. For more information, please visit [www.sharingthecaring.org.uk](http://www.sharingthecaring.org.uk)

## Childcare Vouchers

The Council has introduced as part of its family-friendly initiative, a more flexible way to meet the costs of childcare. Childcare vouchers are paid for through the payroll system and receive tax and National Insurance relief. They, therefore, represent a saving for employees who receive them as part of their total employment package. Childcare vouchers have become the recognised payment method for childcare in the UK and can be exchanged, in whole or part for childcare services including nurseries, after school and holiday clubs and child-minders.

## Cycle to Work Scheme

The Council participates in a Cycle to Work Scheme, with Halfords as our provider, which means that the Council can offer employees bicycles and accessories as a tax-free benefit.

Bicycles and accessories are loaned to employees via a salary sacrifice arrangement whereby the costs of loaning the equipment are offset by deducting the amount from the employee's gross pay. Employees will save tax and National Insurance on the part of the gross salary sacrificed.

At the end of the loan period the Council gives the employee the option to purchase the equipment at a fair market value, which will be substantially less than the original cost of the equipment.

All employees are entitled to a 10% discount at Halfords, regardless of whether they have taken up the scheme.

## Eye Tests

The Council will provide employees with eye care vouchers to cover the cost of eye tests every 2 years and will make a contribution towards lenses that are required for either Visual Display Unit (VDU) or non-VDU use. Please refer to the Health and Safety pages of the intranet for further information.

## Employee Assistance Programme (EAP)

The EAP is a confidential advice, information and counselling service available to all employees. The EAP is available 24 hours a day, seven days a week for expert independent advice and guidance on a wide range of subjects. Further details can be found on the HR intranet pages.

## Unison

The Council works in partnership with Unison to consult with employees on important issues affecting them. The Council acknowledges the value of trade union membership for its employees and encourages employees to join.

Unison, with nearly 1.3 million members across the public sector, is Britain's biggest trade union and is the one recognised by the Council through a formal Recognition Agreement.

A full list of all the Branch officers is displayed on the Unison intranet page.

To become a member, employees should complete the application form that can be found on Unison's page on the intranet. Please note: the form cannot be completed online and should be returned to one of the Unison members at the Council.

The cost of joining depends on an employee's pay scale and is also found on the application form. Being a member of Unison entitles employees to a huge range of benefits.

Finally, as laid down in the recognition agreement, Unison participates fully in the Local Joint Panel where Councillors and employee representatives discuss important issues affecting employees. If an employee would like something raised on their behalf they should speak to their local Branch Officer.

# Employee Discount at East Herts Leisure Facilities

Employees can receive a discount on leisure facilities at the following sports centres across the district:

- Hartham Leisure Centre, Hertford
- Grange Paddocks Pool and Gym, Bishop's Stortford
- Ward Freeman School pool, Buntingford
- Fanshawe Pool and Gym, Ware
- Leventhorpe Pool and Gym, Sawbridgeworth

For details of the employee discounts available, please see the Employee Benefits page on the intranet.

## Hertford Theatre

Employee discounts are available at Hertford Theatre. Council employees can also see shows for free by volunteering to be an unpaid member of the front-of-house team.

## Kaarp Benefits

The Council subscribes to the Kaarp Voluntary Benefits website. Employees are able to take advantage of any of the offers available. Offers include days out, theatre tickets, holidays, restaurants, CDs, DVDs, car insurance, and much more. For more information, please go to [www.kaarp.co.uk](http://www.kaarp.co.uk)



# Performance Development & Training

## Performance Development Review Scheme (PDRS)

The performance development review is a two-way process designed to record an assessment of performance, giving recognition of performance and contribution and to look back on what has been achieved. Previous objectives will be reviewed and revised and new objectives will be agreed as part of the changing priorities and service plan. The PDRS process should be ongoing throughout the year using regular 121s to review progress and there should be no surprises for the employee at the review meetings.

There is one formal review of performance and learning development needs and at least three formal 121s every year. The PDR Scheme consists of three elements; a review of the past year to discuss existing objectives, an opportunity to review competencies against the Council's values and behaviours, identifying learning and development needs and career aspirations and an action plan to set targets and objectives for the future.

Each employee has a responsibility for their own learning and development. It is essential that all employees:

- Take an active part in the PDRS process
- Share responsibility for identifying development needs
- Take advantage of learning and development as identified

As part of the PDRS, managers will assist employees in creating learning and development plans and will:

- Help employees to identify their specific learning and development requirements
- Prioritise their needs within given constraints
- Select the most appropriate, cost-effective solution to ensure their needs are met.

Ongoing monitoring of performance both throughout and after learning and development is essential to ensure the benefits are optimised.

Reflecting on the development and deciding whether it achieved the learning objectives and whether the service and/or the employee benefited from it, is a key part of the process. For more information, please view the PDRS pages on the HR intranet pages.

# Learning and Development

The Council aims to provide learning and development opportunities to all employees to ensure that they are equipped with the knowledge and skills they require to carry out their job role effectively and also, to provide employees with opportunities for career development. Please refer to the Training and Development Policy on the HR intranet pages for further information.

The Council publishes an annual Corporate Learning and Development Plan which is monitored during the year to ensure it is meeting the needs of the organisation and the individual. The plan is designed to meet the range of different corporate training and development needs.

Each Service has a separate training plan and budget which includes service specific training and CPD events including seminars and conferences.

The Council also supports professional development and employees are encouraged to discuss with their manager how they can develop their skills and knowledge to support their current role or future career plans.

Corporate training is advertised in a training bulletin which is sent to all employees by email on a monthly basis.

For a copy of the Corporate Learning and Development Plan, please go to the Learning and Development intranet pages.

## Secondments

The Secondment Policy demonstrates the Council's commitment to the development of all employees, both for their current roles and for the individual and organisational changes and challenges of the future.

The Secondment Policy works in conjunction with other learning and development initiatives within the Council to offer internal and/or external opportunities for individuals to take up different posts for a specific period of time in order to provide temporary cover, i.e. for maternity leave in another service. For further information, please refer to the Secondment Policy on the HR intranet pages.

# Professional, Career and Vocational Development

Employees can apply for sponsorship and limited paid time off for professional, career and vocational training which leads to formal qualifications. Please see the Professional, Career and Vocational Study Policy for details on criteria for approval, the application process, sponsorship amounts and study leave.

## Training Courses and Day Release

Paid time off will be given to employees participating in training events and/or day release courses subject to approval by their line manager.

## Career Breaks

The Council recognises that during an employee's working life there will be times when personal commitments may take priority over work e.g. bringing up children; longer term care for sick or elderly relatives or pursuing a course of further education. The Council offers employees with at least two years' continuous service with the Council the opportunity to take a career break to accommodate such personal commitments.

A career break enables an employee to take an unpaid break from work for personal reasons and maintain continuity of service with the Council. The minimum break is three months and the maximum break is one year. Please read the General Leave Policy on the HR intranet pages for further details.



# Rights and Responsibilities

## Equality & Diversity

The Council is firmly committed to providing and promoting equality for all its employees and the wider community. The Council has adopted this policy to ensure equality, diversity and social inclusion influences the way we provide services and the employment of staff. The Council will seek to ensure applicants and employees with disabilities receive full and fair consideration for all types of job vacancies, as well as for training, career development and promotion. The Council is signed up to the JobCentre Plus 'Two Ticks' Scheme to help protect against discrimination at recruitment level. A full copy of the Council's Equality policy can be found on the HR pages of the intranet.

## Grievance Procedure

In the majority of cases employees can resolve their concerns through informal discussion with their line manager. However, if the issue cannot be resolved in this way, the Council's Grievance Procedure enables individual employees to raise their grievance through formal processes to resolve disputes internally. For further information, please read the Grievance Policy on the HR intranet pages.

## Disciplinary Procedure

The Council's Disciplinary Procedure has been established to help and encourage all employees to achieve and maintain appropriate standards of conduct in support of its Vision Statement, Corporate Priorities, Values and Behaviours and Service Plans. For further information, please read the Disciplinary Policy on the HR intranet pages.

## Managing Performance Policy

The Council's Managing Performance Policy has been established to help and encourage all employees to achieve and maintain appropriate standards of performance and contribution in support of its Vision Statement, Corporate Priorities, Values and Behaviours and Service Plans. For further information, please read the Managing Performance Policy on the HR intranet pages.

# Harassment and Bullying

All Council employees should be treated with dignity and respect and as an employer the Council has both a legal and moral duty to protect its employees against harassment and bullying. For further information, please read the Harassment and Bullying Policy on the HR intranet pages.

# Confidential Reporting Code

The aim of the confidential reporting code is to provide employees with the opportunity, without fear or recrimination, to disclose any allegations of malpractice within the Authority, any impropriety or breach of procedure or any deficiency in the delivery of the service. Please refer to the Disclosure (Whistleblowing) Code on the HR intranet pages to find out how to use the code.

# Anti-fraud and Anti-Corruption

East Herts Council has a culture of zero tolerance towards fraud and corruption. The public are entitled to expect the highest standards of conduct from all Council employees. Council workers have an obligation to avoid conflicts between their private interests and their duty to East Herts Council and should use their best endeavours to avoid any weakening of public confidence in the conduct of the Council's business.

# Code of Conduct

The aim of the Code of Conduct is to ensure that all employees are clear that the highest standards are followed and to protect employees from misunderstanding or criticism. It is important to adhere to the standards of conduct set out in the Code as a breach of these standards may lead to disciplinary action. The Code must be read and followed by all employees. The Code of Conduct can be found on the HR intranet pages.

# Alcohol, Drug and Substance Misuse

The 1974 Health and Safety at Work Act requires the Council to ensure, so far as is reasonably practicable, the health and safety of its employees at work. It also owes a duty of care to third parties to take reasonable care to ensure that they are not exposed to risks to their health and safety because of substance misuse or drug and alcohol related negligence. All employees are reminded that arriving at work under the influence of alcohol or banned or misused substances is considered gross misconduct and as such will be subject to disciplinary action.

For further information, please read the Alcohol, Drug and Substance Misuse Policy on the HR intranet pages.

# Smoke-free Workplace

The Council operates a smoke free work place. Please refer to the Smoke-free Workplace Policy for full details.

## Data Protection

The Data Protection Act 1998 (DPA) replaced and broadened the Data Protection Act 1984. The purpose of the Act is to protect the rights and privacy of individuals and to ensure that data about them is not processed without their knowledge and wherever possible, is processed with their consent. The DPA covers personal data relating to living individuals and defines a category of sensitive personal data which are subject to more stringent conditions on their processing than other personal data.

It should be assumed, as a general rule, that any personal data relating to an identifiable living individual held by East Herts Council, in any form, is covered by the DPA.

East Herts Council is a data controller in respect of the data for which it is responsible. This means that East Herts Council is responsible under the DPA for decisions in regard to the processing of personal data, including the decisions and actions of external data processors acting on East Herts Council's behalf (i.e. contractors/suppliers).

The Senior Information Risk Officer (SIRO) is responsible for owning the risk policy and assessment process ensuring that the Council takes a responsible attitude to information and implementation of data handling standards, mitigating and addressing any significant risks that have implications for the Council, ensuring robust data security practices and reviewing any significant control weaknesses.

The DPA requires that personal information should be processed fairly, stored safely and not disclosed to any other person unlawfully. East Herts Council is committed to protecting the rights and privacy of individuals in accordance with the requirements of the DPA. For further information, please refer to the guidance on Data Protection on the intranet pages and the Council's policy for Handling Personal Data.

## Webcasting and the Right to Report

All employees should be aware that webcasting is used for certain committee meetings. The recordings of these meetings will also be available on the Council's internet site. Employees attending these meetings may be filmed as part of the proceedings. Any images created by the Council will be kept in accordance with the Data Protection Act.

All employees should also be aware that, following recent legislation, members of the public are permitted to record committee meetings. As members of a public body there can be no expectation of secrecy or anonymity and employees may be filmed as part of these meetings.

If an employee finds this a cause for concern the individual will need to alert their line manager or Human Resources. The individual's decision and its impact on their ability to perform their role at committee meetings will then be explored.

## ICT and Acceptable Use of Emails

All employees must sign and adhere to the 'policy for the use of information and communications technology and equipment'. Any employee who does not sign this agreement will have their internet access removed. The Council has also published 'best practice' guidelines for all employees with regard to the acceptable use of emails. Email misuse and/or inappropriate content may lead to disciplinary action. Please refer to the ICT User Policy on the HR pages of the intranet for further details.

## Social Media

Social media opens up many new and exciting opportunities. It is part of East Herts Council's Communication Strategy to engage effectively with social media. However, employees have both an opportunity and a responsibility to manage and protect the Council's reputation online and to selectively participate and engage in the online conversations that mention us on a daily basis.

The Council's Social Media Principles detailed in the Social Media Policy will ensure these are maximised for the Council. However, there are many potential issues to consider – as individuals outside work, as employees and as an organisation.

The Social Media Policy provides clear guidance about personal and business (on behalf of the Council) use of social media. This policy is part of the Information Security Policy and links with the Council's other ICT User Policies and the Officer Code of Conduct, in particular the Disclosure of Information.

## Health and Safety

The Council is committed to providing a safe working environment for all. All employers have a duty of care for the health and safety of their employees. The Council expects everyone - employees, volunteers, contractors, suppliers and temporary or agency employees - to give health and safety the same importance. The Council's policy on health and safety must be adhered to at all times.

It is the responsibility of all employees, temporary, contract or agency employees to familiarise themselves and comply with the Council's Health and Wellbeing Strategy and Health and Safety Policy. All employees also have a responsibility for the health and safety of themselves and others who may be affected by their acts or omissions of action and to familiarise themselves with:

- The Council's Health and Wellbeing Strategy
- The Council's Health and Safety Policy
- The General statement of Health and Safety
- General safety arrangements
- Safe systems or work
- Risk assessment control and elimination
- Instructions and advice provided for the safe use of plant and equipment
- General advice, information and guidance provided for the benefit of the health and safety of all Council employees

Please refer to the Health and Safety intranet pages where you will find the most up- to-date information.

## First Aid

First aid notices can be found on notice boards and on the Health and Safety intranet pages.

Site	Number of First Aiders	First Aid Room
Hertford	5+	1st Floor opposite Council Chamber
Charrington's House	3+	Staff rest room on the ground floor
Buntingford	1+	Treatment area on the ground floor

The names and extension numbers for each first aider are displayed in the building. Please remember that no medicines, not even analgesics, should be offered.

under the direction of a fully qualified person or medical practitioner. Please refer to the Health and Safety intranet pages where first aid procedures are kept fully up-to-date.

## Fire Safety and Evacuation Procedures

All employees should be aware of the fire safety and evacuation procedure and ensure they know where the nearest two fire exits are in relation to the area in which they work. Please refer to the Health and Safety intranet pages where the fire safety and evacuation procedures are kept up to date and to view the fire evacuation points and assembly areas for Wallfields, Charrington's House Buntingford Service Centre and Hertford Theatre.

## Wellbeing

The Council's Health and Wellbeing Strategy is all about supporting good health outcomes for all those who live, work and visit East Herts. Amongst the Council employees and members this is about "Creating health and work together" one of the priorities which seeks to promote the workplace as a healthy environment and encouraging all employees to recognise their public health contribution in their work role. In order to support this priority various staff events are organised from promoting increases in activity through the use of the Step Jockey, signposts via a smartphone app to encouraging healthy eating or cycling, walking, joining the work badminton club or attending yoga classes held at Wallfields. There are plans to secure a small amount of funding to promote these events more regularly in the future. For details of all things Health and Wellbeing please see the intranet pages.

## Occupational Health

The Council is committed to ensuring the health, safety and welfare of all employees by providing an Occupational Health Service. The role of Occupational Health Service is to:

- Monitor the health of employees in accordance with the Council's Absence Management Policy
- Help identify health problems and fitness for work issues at an early stage
- Formulate rehabilitation programmes/return to work strategies
- Work closely with line managers and Human Resources
- Promote employee wellbeing and healthy living

Managers wishing to refer employees to Occupational Health or employees who would like to self-refer should consult the Occupational Health section on the HR intranet pages.

## Induction

On an employee's first day at the Council their line manager should complete a short informal induction; this includes; a tour of the building and introduction to employees at their site of work, the completion of any necessary paperwork, a brief guide about day-to-day important information and a chance to ask their manager any outstanding questions.

New employees should also attend the 'Getting to Know the Council' corporate induction day and line managers should notify them when they have been booked to attend this. The corporate induction is aimed at supporting new employees through their first few months with the Council and includes information about:

- Getting to know the Council
- The structure of the Council
- The services the Council provides
- The Council's Values and Behaviours
- How information is communicated to employees
- The working environment including the Council's policies and procedures
- The benefits the Council offers employees and
- Advice on how to seek help.

## Standards of Dress

The Council considers the way we dress and our appearance to be of significant importance to ensure we portray a professional image to all our customers whether they are Councillors, visitors, residents of the district or colleagues.

Employees are expected to dress appropriately for the duties of their post and are encouraged to adopt a common sense approach with regard to the clothing and jewellery they wear to work. All external business meetings and contact with the public do require business dress, while a more casual approach is acceptable for employees working in the back office environment (jeans, t-shirts with logos or trainers are not allowed).

The Council operates a "dress down Friday" where employees may wear jeans and t- shirts. However, employees must ensure that casual dress is appropriate for the workplace.

# Uniforms and Protective Clothing

Employees will be informed in their Contract of Employment if they are required to wear a uniform or protective clothing as part of their job. Uniforms must be worn during working hours and must be kept clean and presentable at all times.

Employees in roles that require protective clothing or footwear must wear this whilst carrying out their duties in accordance with health and safety requirements. Individuals that are unsure about such requirements should discuss this with their manager. All uniform and protective clothing must be purchased through the official procurement process to ensure the council is compliant with HMRC regulations. Uniform and protective clothing should be returned to the employee's manager if the items are damaged, the employee is leaving or the uniform is no longer appropriate.

Employees attending training course do not need to wear uniforms or protective clothing, provided they are not performing their usual duties on the day.

## ID Badges

Every employee is issued with an ID badge. New employees should inform their line manager if they do not receive one. Employees are required to display their badge at all times whilst undertaking Council duties.

## Car Parking and Car Park Permits

The Council has free car parking facilities and your line manager will inform you where you are able to park. East Herts has adopted a car parking procedure to ensure fair allocation of spaces at its offices. All employees who wish to use the car parking facilities must display an East Herts car park permit. Special permits will be issued to those who require parking at East Herts car parks across the district to carry out their role.

Please see the Car Parking Procedures Policy on the HR intranet pages and contact the Facilities Management service to obtain your car park permit

## Lift share

East Herts has signed up to a car share scheme where the database can be shared not only across the district council but with potential partners up at County Hall too. Employees don't even have to have a car to take advantage; just a willingness to share the petrol costs.

Sharing the journey not only reduces the costs for the employees, it also takes pressure off the car parking spaces at Wallfields, County Hall and in the overflow public car park. It also helps the green agenda because of the environmental benefits of fewer cars on the roads, leading to reduced pollution and carbon emissions.

# Loss or Damage to Personal Property

The Council can accept no responsibility for any loss, by theft or otherwise, for damage occurring to personal property of employees whilst on Council premises or occurring whilst employees are travelling on Council business. Employees are, therefore, recommended to take out an insurance policy to cover their personal property.

## Change of Personal Details

Employees are responsible for ensuring that any changes to their personal details are notified to Human Resources by submitting the changes through the HR self-service system, MyView.. Should an employee change their bank or building society, details will need to be provided to Payroll via email by the first working day of the month in order for payment to be made to the new account. The Council will not inform HM Revenues and Customs of the new address but will update their records with LPFA, our pension provider.

## Office Environment

To make the best use of the Council's working environment and to ensure it supports employees to work effectively, employees should view the Making the best use of our Office Environment Policy. The guidance covers the following issues associated with working environments:

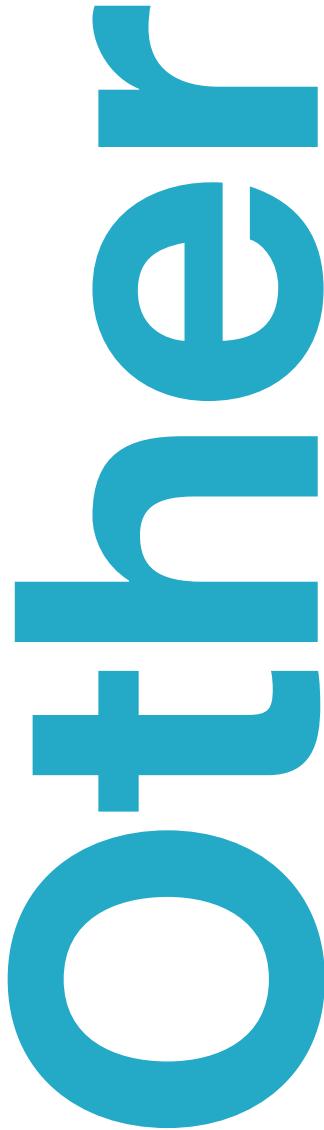
- Clean and tidy desk policy
- Team desks & touch down desks
- Noise levels
- Data security

Further information can be found on the HR intranet pages.

## Facilities Helpdesk

The Facilities Management helpdesk has been established so that employees are able to report any faults in their working environment as quickly and efficiently as possible. Information can be found on the intranet.





## MyView

MyView is the self-service interface of the HR and Payroll system that will enable you, as an employee to:

- Update your personal details
- Request annual leave
- View your peers' annual leave planner
- View payslips
- Request paid/unpaid absence
- Expenses Submission
- Car mileage
- Request training

And as a manager:

- Authorise annual leave
- View reports
- Approve expenses
- Approve car mileage
- Authorise leave – sickness paid/unpaid
- Authorise discretionary paid/unpaid absence
- Authorise training requests

The self-service system gives managers and employees the ability to input and manage a number of HR processes online, empowering managers and employees and reducing the administrative processes. MyView delivers a responsive service enabling employees and managers to sign in 24 hours a day, 7 days a week.

The link to MyView and an 'how to' manual can be found on the HR pages of the intranet.

## Secondary Employment

Council employees are required to advise their line manager of any work, paid or unpaid, which is undertaken outside of employment with the Council. This is to ensure that there is no conflict of interest and that the provisions of the Working Time Directive are complied with. This is updated on an annual basis.

# Politically Restricted Posts

Under the terms of the Local Government and Housing Act 1989, restrictions have been placed on the political activities which may be undertaken by certain post-holders within Local Authorities. Employees will be made aware of any restrictions in their Contract of Employment.

## Court Attendance as a Witness/Jury Member

Employees summoned as a witness or jury member will be allowed the necessary time off to attend court. The employee should inform their line manager at the earliest convenience and pass on the summons document to the Payroll Manager for completion.

## Time Off to Undertake Trade Union Duties

Unison Stewards and officers are entitled to reasonable time off for Unison activities, giving their line manager as much notice as possible. When management requests Unison to attend meetings, the employees concerned will be allowed paid time off from their normal duties to attend, as set out in the Recognition Agreement.

## Interviews in Other Local Authorities

Employees will be able to take up to 5 days' paid leave per annum in order to attend interviews at other Local Authorities. It is the line manager's responsibility to approve and monitor requests for time off to attend Local Authority interviews. However, if the manager has any query regarding leave arrangements these should be discussed with the appropriate Head of Service and Human Resources before any action is taken. Please refer to the General Leave Policy on the HR intranet pages for further details.

# Time Off for Election Duties

During local and general elections, employees are encouraged to volunteer for election duties, such as helping to run the polling stations or verifying and counting the votes. Employees are paid for these duties and pay rates are published at the time.

Employees are not required to book leave or flexi for election duties; they are given paid time off as well as the pay they receive for doing the duty. For polling/ counting duties during the day employees should credit their flexi sheet with 7.30 hours in the adjustment panel. For further verification duties (and for general elections only, the count as well) that take place during the evening, the Council allow employees to take the following morning off as paid leave. As such, employees should credit the flexi sheet with 3:45 hours in the adjustment panel for the following morning. The 3:45 hours are only for the following morning and not to be taken at any other time.

## Further Information

If employees require any further information not contained in the Employee Handbook, please view the intranet or contact a member of the HR service.

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE - 5 JULY 2017

#### REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### HUMAN RESOURCE MANAGEMENT STATISTICS: APRIL - JUNE 2017

WARD(S) AFFECTED: *None*

#### Purpose/Summary of Report

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

#### **RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE**

**That:**

<b>(A)</b>	the Human Resources Management Statistics for April to June 2017 be noted
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#### **1.0 Background**

1.1 This report outlines the current performance against the annual Human Resource (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 June 2017 is 398. The total headcount is 354. The number of vacant posts is therefore 44 posts.

2.1.2 The established FTE as at 14 June is 343.34. The current FTE is 300.00. The number of vacant funded hours (expressed as FTE posts) is therefore 43.34.

## **2.2 Turnover**

- 2.2.1 The turnover rates for the period 1 April – 14 June 2017 are based on the average headcount for this period (355).
- 2.2.2 The current turnover rate for the council is 4.5%; this equates to 16 leavers for the period 1 April 2017 to 14 June 2017. The projected turnover for 2017/18 is 23.4% which is above the target of 10%.
- 2.2.3 The turnover rate is high which is not uncommon when an organisation has gone through a period of restructures and changing work practices.
- 2.2.4 The current voluntary leaver's rate is 3.94%; this equates to 14 voluntary leavers for the period 1 April to 14 June 2017. The projected voluntary turnover for 2017/18 is 20.49% which is above the target of 7%. During the period 1 April 2016 – 14 June 2017, 1 voluntary leaver left to retire, 2 due to a change in career, 2 to achieve promotion, 1 due to personal reasons, 3 to relocate, 3 due to 'other', and 2 took voluntary redundancy.
- 2.2.5 The 3 leavers who stated 'other' as the reason for leaving did not provide further explanation on their leavers form and did not complete an exit questionnaire.
- 2.2.6 Voluntary leavers came from various services: 1 was from Revenues and Benefits, 2 from Planning and Building Control, 1 from Legal and Democratic Services, 1 from Corporate Support, 5 from Health and Housing, 1 from Communications, Strategy and Policy, 1 from Strategic Finance and Property, and 2 from Operations.
- 2.2.7 Of the 2 involuntary leavers, 1 left due to redundancy and 1 due to the end of their contract.
- 2.2.8 The council continues to encourage internal movement within the organisation to fill vacancies. To date, eight (8) vacancies have been advertised. Four (4) posts were advertised internally only and four (4) posts were advertised internally and externally simultaneously. The posts advertised include permanent and temporary roles.
- 2.2.9 Of the eight (8) advertised roles, two (2) internal appointments have been made. Recruitment is still on going for six (6) of the

vacancies.

### **2.3 Sickness Absence**

- 2.3.1 Due to the launch of the new HR and Payroll System, Resourcelink, in April 2017, sickness absence data for Quarter 1 is not available at the time of writing this report. Sickness absence data for Quarter 1 and 2 will be reported on at the HR Committee in October 2017.

### **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 April – 31 May 2017 there were no reportable accidents involving employees.
- 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 April – 31 May 2017, there were 5 non reportable accidents involving employees (includes swimming pools).

### **2.5 Learning and Development**

- 2.5.1 From 1 April to 14 June 2017 there were 8 new starters to the council (this figure does not include internal changes and transfers). All new starters have attended a corporate induction. The target for attendance at Corporate Induction is 100%.
- 2.5.2 The Learning and Development programme for 2017/18 was approved by the HR Committee in July 2016. Events/courses held between 1 April and 14 June 2017 are as follows:

<b>Event/Course</b>	<b>No of participants</b>	<b>Type/number of sessions held</b>
Corporate Induction	10	1
Out of Hours Duties	11	1
Essential Training and Development	3	2
Developing a Commercially Aware Organisational Culture	1	1
Communicating with Confidence and Assertiveness	2	1
Evacuation Chair Training	7	1
<b>TOTAL</b>	<b>34</b>	<b>7</b>

## **2.6 Performance Management**

- 2.6.1 All services have one annual Performance Development 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 June 2017, 89.88% 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.

## **2.7 Equalities Monitoring Indicators**

- 2.7.1 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 14 June 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 3.5%, which is higher than the March 2017 outturn (2.8%) 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 4.6% which is higher than the March 2017 outturn (4.0%) and higher than the council's indicator of 4.5%. The outturn for the Leadership Team is 16.7% which is above the indicator of 4.5%.
- 2.7.5 Females make up 72.9% of the workforce. Within the Leadership

Team, 75% 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:

- Family Friendly Policy (HR Committee 5 July 2017)
- Homeworking Policy (HR Committee 5 July 2017)
- Safeguarding Policy (HR Committee 5 July 2017)
- Employee Handbook (HR Committee 5 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

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## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):	<p><i>Priority 1: 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:	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

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	East Herts Target	Outturns as at 14 June 2017
<b>ESTABLISHMENT</b>		
Number of funded posts	N/A	<b>398</b>
Total headcount	N/A	<b>354</b>
Number of vacant posts	N/A	<b>44</b>
Established FTE	N/A	<b>343.34</b>
Current FTE	N/A	<b>300.00</b>
Vacant FTE	N/A	<b>43.34</b>
<b>TURNOVER</b>		
Projected Turnover rate for 2017/18	10%	<b>23.4%</b>
Projected Voluntary Turnover rate for 2017/18	7%	<b>20.49%</b>
Percentage of ill health retirements	3.23%	<b>0.00%</b>
<b>SICKNESS ABSENCE</b>		
No. of short-term sickness absence days per FTE employee in post	4.5	<b>TBC</b>
No. of long-term sickness absence days per FTE employee in post	2	<b>TBC</b>
Total number of sickness absence days per FTE employee in post	6.5	<b>TBC</b>
<b>TRAINING</b>		
Percentage of new starters receiving corporate inductions	100%	<b>100%</b>
Percentage of employees with a training plan	100%	<b>89.88%</b>
Percentage of PDR reviews completed	100%	<b>89.88%</b>
Percentage of employees that have received corporate training	48.28%	<b>63%</b>
<b>EQUALITIES MONITORING</b>		
<b>Disability:</b>		
Leadership Team members with a disability	5%	<b>0.0%</b>
Employees with a disability	5%	<b>3.5%</b>
<b>Ethnicity:</b>		
Leadership Team members from BAME groups	4.5%	<b>16.7%</b>
Employees from BAME groups	4.5%	<b>4.6%</b>
<b>Gender:</b>		
Leadership Team members who are female	51%	<b>75.0%</b>
Employees who are female	51%	<b>72.9%</b>
<b>Part Time/Full Time:</b>		
Employees who are part time	27%	<b>38.3%</b>
Employees who are part time and female	21%	<b>34.3%</b>
Employees who are part time and male	6%	<b>4.0%</b>

Notes: BAME – Black, Asian and Minority Ethnic

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**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 89.88% of PDRs have been completed as at 14 June 2017.
- 1.2 Various service restructures, including in 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	%
<b>Corporate Organisation</b>	<b>336</b>	<b>302</b>	<b>89.88%</b>
<b>Leadership Team</b>	<b>9</b>	<b>9</b>	<b>100.00%</b>
Personal Assistants	4	4	100.00%
<b>Communications Strategy and Policy</b>	<b>27</b>	<b>27</b>	<b>100.00%</b>
Communications and Digital Media	4	4	100.00%
Economic Development	3	3	100.00%
Customer Services Front Line Team	16	16	100.00%
Improvement and Insight Team	4	4	100.00%
<b>Operations</b>	<b>52</b>	<b>39</b>	<b>75.00%</b>
Leisure Services	2	0	0.00%
Environmental Coordination	1	0	0.00%
Business Support	7	7	100.00%
Waste Services	5	3	60.00%
Parks & Open Spaces	4	4	100.00%
Environmental Inspection	8	5	62.50%
Market Operations	1	0	0.00%
Parking Services	11	11	100.00%
Hertford Theatre	13	9	69.23%
<b>Strategic Finance and Property</b>	<b>34</b>	<b>23</b>	<b>67.65%</b>
Financial Services	16	10	62.50%
Corporate Property Services	18	13	72.22%
<b>Legal and Democratic Services</b>	<b>18</b>	<b>8</b>	<b>44.44%</b>
Democratic Services	6	1	16.67%
Electoral Services	2	1	50.00%
Legal Section	6	2	33.33%
Land Charges	4	4	100.00%
<b>HR &amp; Organisational Development</b>	<b>8</b>	<b>8</b>	<b>100.00%</b>
Human Resources Team	7	7	100.00%
Health and Safety Officer	1	1	100.00%
<b>Revenues and Benefits Shared Service</b>	<b>103</b>	<b>103</b>	<b>100.00%</b>
Revenue Division	38	38	100.00%
Benefit Division	24	24	100.00%
Systems, Support & Control	41	41	100.00%
<b>Housing and Health</b>	<b>46</b>	<b>46</b>	<b>100.00%</b>
Housing Services	17	17	100.00%

Licensing and Enforcement	6	6	100.00%
Environmental Health	12	12	100.00%
Community Wellbeing and Partnerships	11	11	100.00%
<b>Planning</b>	<b>35</b>	<b>35</b>	<b>100.00%</b>
Development Control Managers / Planning Officers	13	13	100.00%
Development Control Tech / Admin	8	8	100.00%
Planning Conservation	3	3	100.00%
Planning Enforcement	4	4	100.00%
Planning Policy	7	7	100.00%

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 5 JULY 2017

#### REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### TURNOVER REPORT: APRIL 2016 – MARCH 2017

WARD(S) AFFECTED:      NONE

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#### Purpose/Summary of Report

- The Turnover report 2016/17 considers the turnover rate and reasons and outlines recommendations for 2017/18.

#### RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

**That:**

<b>(A)</b>	The turnover report be noted, <b>and</b>
<b>(B)</b>	The turnover targets remain unchanged for 2017/18

#### **1.0 Background**

1.1 The Turnover Report 2016/17 provides a detailed analysis of turnover for the financial year 2016/17. Turnover is analysed by reason, length of service and service area. It sets out recommendations for targets and to prioritise actions for 2017/18.

#### **2.0 Report**

##### **2.1 Turnover**

2.1.1 See Essential Reference Paper B and C

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 (delete as appropriate):	<p><i>Priority 1: 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 report has been sent to Unison, Leadership Team for information
Legal:	<i>None</i>
Financial:	<i>None</i>
Human Resource:	<i>As detailed in the report</i>
Risk Management:	<i>None</i>
Health and Wellbeing:	<i>The turnover report supports the health and wellbeing workforce plan</i>

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# **East Herts Council**

## **TURNOVER REPORT**

### **1 APRIL 2016 – 31 MARCH 2017**

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#### **1. Summary**

- 1.1 This report provides a detailed analysis of turnover for the financial year 2016/17. Turnover is analysed by reason, length of service and service area.
- 1.2 Overall there has been an increase in turnover in 2016/17 to 14.4% compared to 10.85% in 2015/16. This does not include Building Control staff who transferred out of the council under TUPE.

#### **2. Turnover**

- 2.1 Figure 1 shows that the council's turnover for 2016/17 was 14.40% (52 employees). This is an increase since the previous year (10.85%) and is over the target (10%). This figure does not include Building Control employees who transferred out under TUPE in August 2016. The total turnover, including Building Control transferees, was 17%.
- 2.2 The Local Government Workforce Survey 2015/16 published in March 2017 reported that total labour turnover for districts in 2015/16 was 12.5%.
- 2.3 Voluntary Turnover in 2016/17 was 11.36% (41 employees) which is an increase on the previous year (9.49%) and has not met the target (7%).
- 2.4 Figure 1 also shows that the council's Stability Index for 2016/17 (85%) has improved since 2015/16 (63%). It however remains slightly lower than the council's target of 90%. The Stability Index indicates the retention rate of employees with over 1 years' service and gives a clear indication whether the council is retaining employees in the first year of service. Where employees are leaving with less than 1 years' service, this may indicate problems with the council's recruitment processes.

**Figure 1 – Turnover figures and Stability Index over the last 3 years**

	Average Head count	Number of leavers			Total Turnover <sup>(1)</sup>	Voluntary Turnover	Stability Index <sup>(3)</sup>
		Total	Voluntary	Involuntary	Percentage	Percentage	Percentage
<b>Targets</b>					10.00%	7.00%	90%
<b>2016/17</b> <i>(figures in brackets include staff leaving under TUPE)</i>	361	52 (62)	41	11 (21)	14.40% (17.00%)	11.36%	85%
<b>2015/16</b>	369	40	35	5 (2)	10.85%	9.49%	63%
<b>2013/14</b>	355	29	21	8	8.17%	5.92%	81%

(1) Turnover rates are based on average headcount

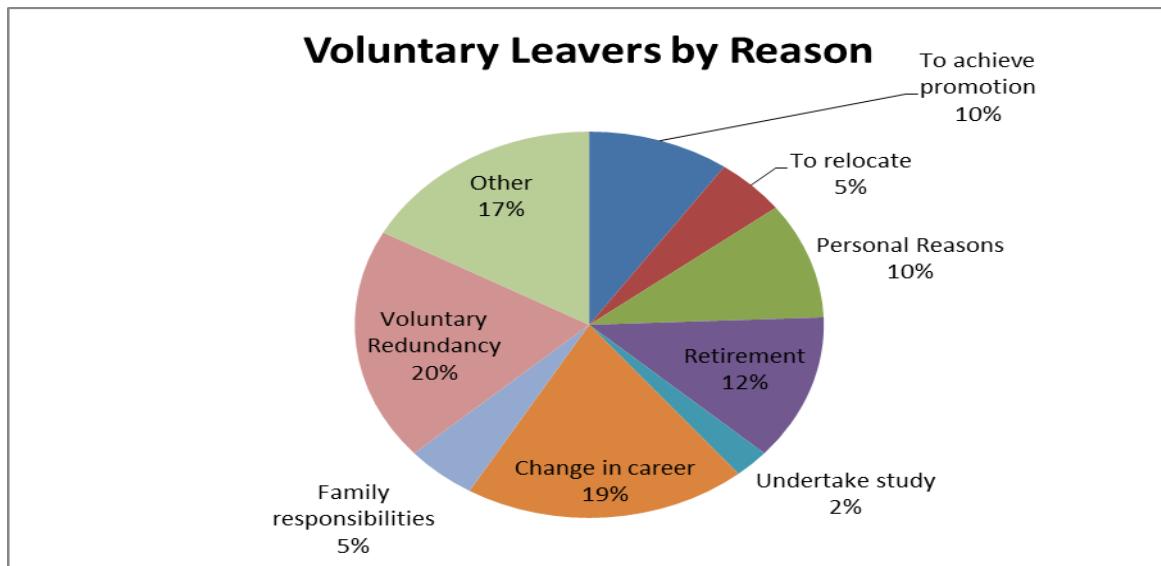
(2) Figures do not include those employees who transferred to DWP in April 2015

(3) The Stability Index is calculated by dividing the number of voluntary leavers with 1+ years' service by the total number of voluntary leavers (multiplied by 100 to express as a percentage)

### **3. Voluntary Turnover**

#### **3.1 Voluntary leavers by reason for leaving**

3.1.1 Figure 2 shows the reasons why employees left the council in 2016/17.



3.1.2. The two most common reasons for leaving in 2016/17 were voluntary redundancy (19.5%) and change in career (19.5%). A number of service restructures were completed in 2016/17 which would have contributed to these being the most common reasons for turnover.

3.1.3 Figure 3 compares the voluntary reasons for leaving in 2016/17 against the previous 2 years

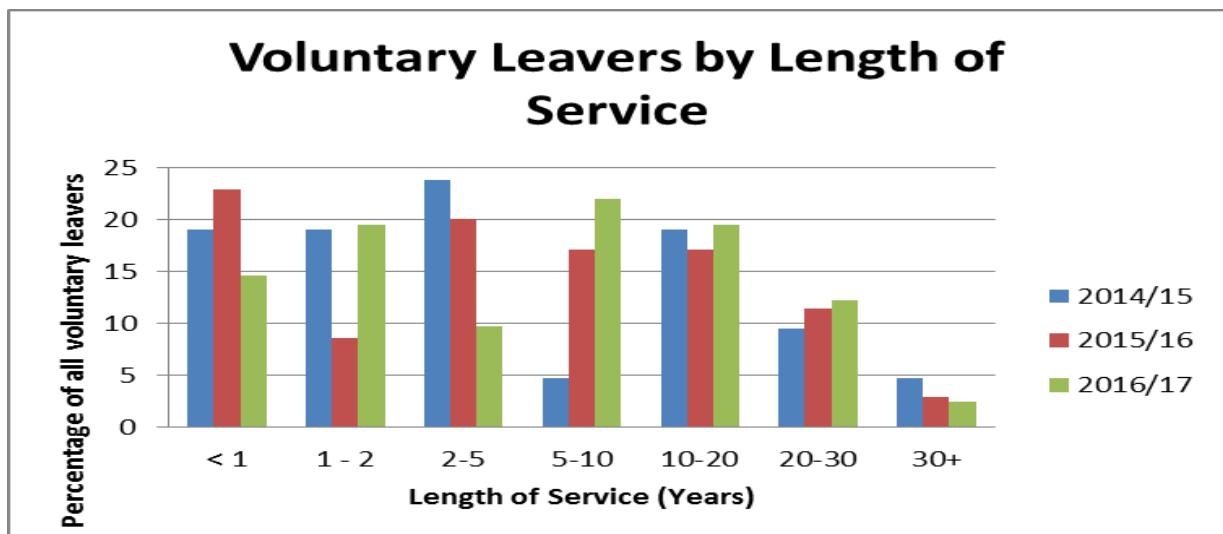
	<b>Reason</b>	<b>2016/17</b>		<b>2015/16</b>		<b>2013/14</b>	
1	Voluntary redundancy	<b>19.5%</b>	8	<b>0%</b>	0	<b>4.5%</b>	1
2	Change in career	<b>19.5%</b>	8	<b>14%</b>	5	<b>4.5%</b>	1
3	'Other'	<b>17%</b>	7	<b>20%</b>	7	<b>19%</b>	4
4	Retirement	<b>12%</b>	5	<b>43%</b>	15	<b>29%</b>	6
5	Personal reasons	<b>10%</b>	4	<b>11%</b>	4	<b>24%</b>	5
6	To achieve promotion	<b>10%</b>	4	<b>6%</b>	2	<b>9.5%</b>	2
7	To relocate	<b>5%</b>	2	<b>6%</b>	2	<b>9.5%</b>	2
8	Family reasons	<b>5%</b>	2	<b>0%</b>	0	<b>0%</b>	0
8	Undertake study	<b>2%</b>	1	<b>0%</b>	0	<b>0%</b>	0

3.1.4 The percentage of leavers who left due to retirement in 2016/17 (12%), 5 employees), is significantly lower than in 2015/16 (43%, 15 employees).

## 3.2 Voluntary leavers by length of service

3.2.1 Figure 4 shows the length of service of voluntary leavers over the last 3 years. The percentage of leavers in 2016/17 with less than 1 years' service (15%) has decreased since 2015/16 (23%). This is a positive improvement; demonstrating that improved recruitment and retention initiatives focused on under one years' service have started to make an impact.

3.2.2. The table shows an increase in the number of leavers in the categories 5-10 and above, this could be due to long servicing employees leaving by voluntary redundancy or career changes. It is not uncommon during organisational restructures for employees to reflect on whether they wish to be part of the new service and new ways of working or whether they wish to take the opportunity to try something new in another organisation.

**Figure 4 – Voluntary Leavers by Length of Service**

### 3.3 Voluntary leavers by service area

3.3.1 Table 1 shows voluntary leavers by service area and the reasons for employees leaving in those service areas.

**Table 1 – Voluntary Leavers by service area (including reasons for leaving)**

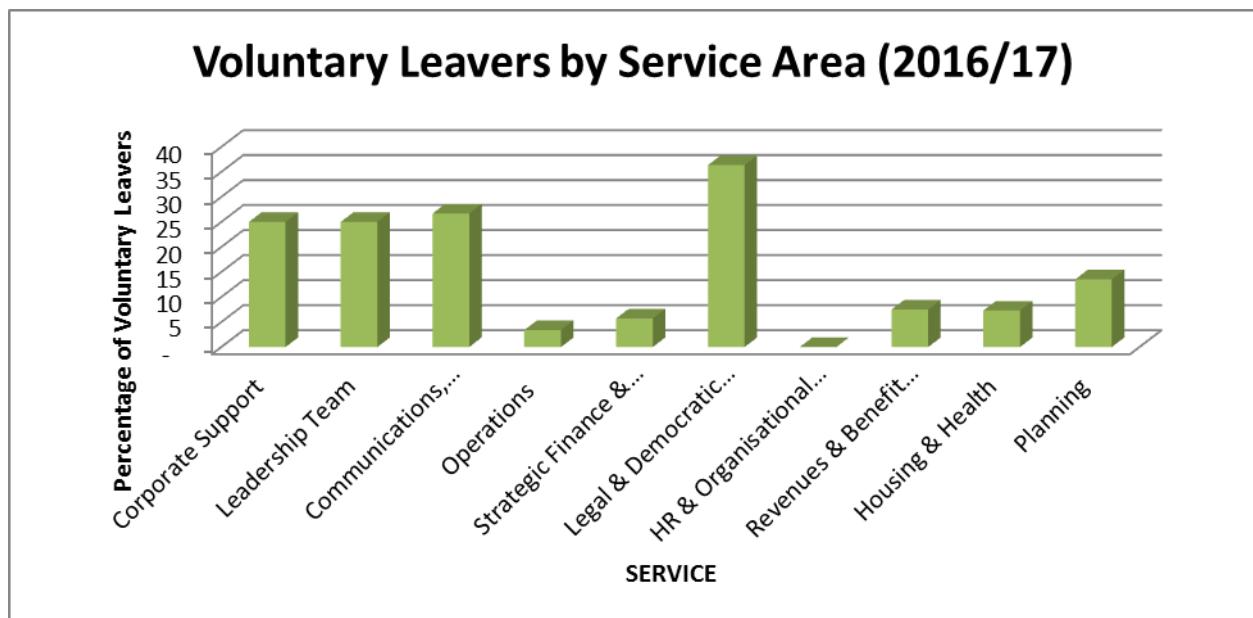
Service Area	Number of Voluntary Leavers	Head count as at 31 March 2017	Turnover (%)	Reasons
Corporate Support	1	4	25%*	Promotion (1) 100%
Leadership Team (restructured)	3	12	25%	Voluntary Redundancy (3) 100%
Communications, Strategy & Policy (restructured)	8	30	27%	Promotion (1) 12.5% Undertake Study (1) 12.5% Career Change (2) 25% Voluntary Redundancy (3) 37.5% Other (1) 12.5%
Operations	2	59	3%	Personal (1) 50% Other (1) 50%
Strategic Finance & Property (restructured)	2	35	6%	Promotion (1) 50% Undertake Study (1) 50%
Legal &	8	22	36%	Personal (2) 25%

Democratic Services (new ways of working/location changes implemented)				Retirement (4) 50% Career Change (1) 12.5% Voluntary Redundancy (1) 12.5%
HR & Organisational Development	0	9	0%	
Revenues & Benefit Services	8	107	7%	Promotion (2) 25% Personal Reasons (2) 25% Career Change (2) 25% Family Reasons (1) 12.5% Other (1) 12.5%
Housing & Health (restructured)	4	55	7%	Promotion (1) 25% Career Change (2) 50% Family Reasons (1) 25%
Planning (restructured)	5	37	14%	Relocation (2) 40% Career Change (1) 20% Other (2) 40%

\* Figure is skewed due to the small number of employees in this group.

3.3.2 Legal and Democratic services has the highest voluntary turnover (36%). This equates to 8 leavers in 2016/17, 4 of whom (50%) left due to retirement. This service has been restructured and therefore roles, location and ways of working have changed throughout the year.

3.3.3 Voluntary leavers by service area are also shown in Figure 5 below.

**Figure 5 - Voluntary Leavers by service area**

#### **4. Involuntary Leavers**

4.1 Involuntary Turnover in 2016/17 was 6% (21 employees). Ten employees (47.6%) left due to being transferred out under TUPE, six (28.6%) due to compulsory redundancy, three (14.3%) due to their contracts coming to an end and two (9.5%) due to other reasons.

4.2 The Local Government Workforce Survey 2015/16 reported that 3 people transferred into districts under TUPE as an average in 2015/16 and 8 transferred out of employment of the council.

#### **5. Vacancy Rate**

5.1 The overall vacancy rate for 2016/17 is 9.11%. This is an increase from the outturn for 2015/16 which was 6.30% and is also higher than the latest average vacancy rate for district councils of 7.1% (Local Government Workforce Survey 2015/2016).

\*This is defined as the average number of vacant full-time equivalent positions, expressed as a percentage of the average number of budgeted full-time equivalent positions as defined in the establishment list.

5.2 The council has held some vacancies due to pending restructures and the single customer services project.

5.3 The Local Government Workforce Survey 2015/16 reported that the top three posts that district councils experienced retention difficulties with were Planning Officers (31%, 13 councils), Building Control Officers (21%, 9 councils), and Civil Enforcement Officers (12%, 5 councils).

5.4 Table 2 shows voluntary leavers in the council by profession and reflects some of the difficulties other councils are experiencing particularly in terms of retaining Planning and Building Control staff.

**Table 2 – Voluntary Leavers by profession (1)**

<b>Job Title</b>	<b>Number of leavers</b>
District Surveyors (Building Control)	2
Planning Officers	2
Enforcement Officers	1
Housing	1
Environmental Health	1
Solicitor/legal services (2)	3
Digital Media and Information (3)	3

(1) Please note that the data does not include all voluntary leavers if they do not fall within a particular profession e.g. administrative staff

(2) 2 of the 3 employees left to retirement

(3) All 3 employees left on voluntary redundancy

## **6. Recruitment Costs**

6.1 In 2016/17 the council spent £44,478 on recruitment. There were two leadership team appointments made during 2016/17. The recruitment spend which covers external advertising costs, agency or search fees, was for 48 vacancies (advertised externally). This equates to an average cost per hire of £927 (£1131 in 2015/16). Of the 48 vacancies advertised 39 were filled (81%). The 9 remaining unfilled posts were put on hold due to pending restructures.

6.2 The council has continued to use social media (i.e. LinkedIn and Twitter), alongside more traditional advertising methods,

which has proved cost effective and an efficient method in recruiting.

- 6.3 The estimated total cost of recruitment in the UK (advertising costs, agency or search fees) is £1,000 per vacancy (Chartered Institute of Personnel Development (CIPD) Resourcing and Talent Survey 2017). This is the median rate based on recruitment advertising for all positions other than those at senior management and director level in the public service sector.
- 6.4 The Local Government Workforce Survey 2015/16 reported that 6 districts had reported a recruitment freeze in 2015/16. 55% of districts said their council was currently experiencing recruitment and retention difficulties.

## **7. Exit Interview Analysis**

- 7.1 Voluntary leavers are asked to complete a confidential exit questionnaire upon resigning. If HR identifies any areas of concern a meeting is set up between the HR Officer and employee to explore the issues. HR may also take up actions with the manager if appropriate. The results of the exit questionnaires are discussed below.

### **7.2 Overview**

- 7.2.1 The exit questionnaire return rate for 2016/17 voluntary leavers was 63%. This was an increase on 2015/16's return rate of 60%.
- 7.2.2 The results of 2016/17 exit questionnaires are positive. In 2016/17 the majority of leavers (62%) rated the council as a level 8, 9 or 10 employer on a scale of 1-10 (1 being poor and 10 being excellent). This has decreased from 2015/16 (71%). However this is not an unusual dip in ratings if the council has gone through restructures.
- 7.2.3 96% of respondents said they would recommend the council as an employer to others. This is a slight improvement on 2015/16 (95%).

### **7.3 Leavers' feedback on their Line Management**

7.3.1 In 2016/17 respondents said that their line manager:

- Always or often gave them help and advice (92%)
- Always or often gave them praise or recognition (81%)

7.3.2 In 2015/16 the outturn was lower:

- Always or often gave them help and advice (76%)
- Always or often gave them praise or recognition (76%)

### **7.4 Leavers' feedback on Training, development and promotion opportunities**

7.4.1 Overall respondents continued to view learning and development opportunities within the council positively. Most respondents (81%) agreed either 'completely' or 'partially' that they had received adequate learning and development. 85% of respondents considered their Induction to be 'completely' or 'partially' effective.

7.4.2 In 2016/17, 62% of respondents considered the prospect for promotion as 'good' or 'excellent' in comparison to 76% in 2015/16. In 2016/17, 27% of leavers thought promotional prospects were 'poor' or 'very poor' compared to 14% in 2015/16.

## **8.0 HR actions taken in 2016/17 to support Recruitment and Retention**

### **8.1 Career Progression/Succession Planning**

8.1.1 The council has continued throughout 2016/17 to explore council wide initiatives to ensure that employees are developed. For example, job shadowing, career grade roles, coaching and mentoring arrangements have been put in place.

8.1.2 In 2016/17, three employees received sponsored professional development and six employees undertook secondments.

8.1.3 Workforce plans have been developed for each service to help them to plan their workforce changes in terms of recruitment and learning and development. As a result, some services e.g. Planning and Building Control have introduced career graded posts to help with succession planning.

## **8.2 Apprenticeships and Graduates**

8.2.1 The council launched its apprenticeship scheme in 2016/17 and seven apprentices joined the council. In 2017/18 the council will continue to develop its apprenticeship programme.

8.2.2 New graduates have recently been recruited through the National Graduate Development Programme (NGDP) and through partnership with HCC.

8.2.3 HR representatives attended three careers carousels at local schools to help promote the work of the council. The council was also able to support a number of work placements throughout 2016/2017.

## **8.3 Improved recruitment process**

8.3.1 New jobs and career pages have been launched with the new designed website for the council. Candidates can find information more easily and information supporting the application process has been included.

8.3.2 A section on opportunities for young people has been added to the jobs and career pages which includes information for graduates, apprentices and those interested in work experience at the council.

8.3.3 Recruitment forms, such as the external application form, the equalities monitoring form and the volunteering application form, have been redesigned to ensure they are easier to complete and professional looking for candidates.

8.3.4 The council has used social media such as LinkedIn and Twitter, in addition to the more traditional methods, to advertise roles. By doing so the council was able to attract significant numbers of good quality candidates and to

successfully recruit to each post in a timely and cost effective manner.

## 9. **Summary and Recommendations for 2017/18**

9.1 The actions identified to be delivered in 2017/18 should support the council improving its turnover rates and reasons for leaving:

- Supporting services to implement their workforce plans (through career development and succession planning for its employees).
- Continue to embed the council's values and behaviours.
- To identify initiatives to improve recruitment and retention difficulties.
- To work with partners on ways to attract people into working for local government.
- Continue to attract and promote young people into local government (apprentices, graduates, work placements, secondments, sabbaticals and volunteers). Continue initiatives such as career fayres, partnerships with schools (Hertfordshire LEP).
- Engage with employees through the Staff Forum and other forums
- Continue to implement and improve the recruitment action plan; looking at modern, innovative ways to recruit
- Continue to use social media methods of promoting vacancies

9.2 HR to review the exit interview process to ensure that it is fit for purpose and reflects the council's behaviours and values.

## 10. Turnover Targets

It is recommended that the turnover targets remain unchanged for 2017/18.

Turnover rate	target 2017/18	10%
Voluntary turnover rate	target 2017/18	7%
Stability index	target 2017/18	90%

## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 5 JULY 2017

#### REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### LEARNING AND DEVELOPMENT REVIEW 2016/17

WARD(S) AFFECTED:      **NONE**

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#### Purpose/Summary of Report

- To review the Learning and Development Programme delivered in 2016/17

#### **RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:**

**That:**

(A)	The annual report be noted
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#### **1.0 Background**

The 2016/18 learning and development programme offers a range of learning and development opportunities designed to meet corporate and individual needs. 2016/17 annual report is the first year of the two year learning and development plan that was agreed by HR Committee in July 2016. The range of development needs were identified corporately and through individual PDR's. Development opportunities were delivered by facilitated events, workshops, job shadowing, mentoring, coaching, webinars and e-learning.

In 2016/17, delegates attended or participated in some form of corporate training (an average of 7 sessions per headcount), a decrease of delegates compared to 2015/16 attendance figures (2,946). The figures were higher last year due to corporately targeted training for finance and procurement.

The events delivered were well received and the evaluation feedback has been collated and will be considered when booking further events.

The facilitated events have also highlighted areas for future development; these have been investigated and introduced into the learning and development programme for 2016-18.

## 2.0 Report

### **Central Training 2016/17**

2.1 Details of the training provided from the corporate training budget are attached in **Essential Reference Paper B**. This document details the events held, number of delegates and a summary of the session.

### **Corporate Training Budget 2016/17**

2.2 The total training and development budget for the council in 2016/17 was £145,990 (£144,890 in 2015/16). This equates to £405 per employee based on the headcount of 360 on the 1 April 2016.

The central training budget in 2016/17 was £35,000 (£28,000 in 2015/16).

	Budget 17/18	Budget 16/17	Spend 16/17	Budget 15/16 £	Spend 15/16 £
L&D budget	147,330	145,990	109,656	144,890	114,362
Central	40,000	35,000	32,340	28,000	24,878
Service Training & Development	77,330	80,990	66,027	96,890	70,524
Professional Training	30,000	30,000	11,288	20,000	18,960

The total spend on the corporate budget for 2016/17 is £109,656 (compared to £114,362 in 2015/16).

The Local Government Workforce Survey 2015/16 published in March 2017 reported that the average cost per employee by districts on training and development was £234 per employee, compared to the council's £405 per employee.

Human Resources continue to review the spending costs associated with the central training budget. Officers negotiate with training providers and contractors to improve the costs being

charged for events. Officers consult with other local council's and arrange shared events to minimise costs. Human Resources are working with the Procurement team to ensure best practice is followed when engaging with new providers.

The 2016/17 Learning and Development programme was delivered by external facilitators, internal presenters, webinars and e-learning. East Herts continues to be involved in the Hertfordshire Joint Learning Programme in partnership with other local authorities; which enables employees to participant in a wide range of development opportunities with the council acquiring free training places when events are held on our premises. These events are funded from the corporate training budget.

Employee's attendance on corporate events has improved; however, there was a rise in last minute cancellations which were scrutinised and challenged with the employee and line manager.

Employees are informed of training opportunities via email and individuals are approached directly when they have requested specific training in their PDR.

### **Service Training and Development**

2.3 The total services training and development budget for 2016/17 was £80,990, which was divided amongst the services for additional training and development. This budget is predominantly used for service specific training, one day conferences, seminars, training and team building events.

The budget breaks down to £225 per employee based on the employee head count on 1 April 2016. The training and development budgets were managed by each head of service, to date £66,027 of the budget has been spent leaving an estimated under spend of £14,963.

### **Professional Training**

2.4 The professional training budget was set at £30,000 in 2016/17; to date £11,288 has been spent on professional development a decrease of £7,672 from 2015/16. The council sponsored employees undertaking various vocational qualifications, which included:

- LGA/KBA Strategic Leadership

- CIPFA
- MSc degree in Spatial Planning
- BSc in Building Surveying
- PA and Secretary Professional Development Programme
- Diploma in Public Relations
- Diploma in Business Leadership

In addition to the corporate professional development budget the Shared Revenues and Benefits Services have sponsored four Officers towards gaining their IRRV qualification. The cost currently £4362 comes from the Shared Revenues and Benefits Services' professional budget.

All employees funded for professional qualifications sign training agreements in line with the Professional Career and Vocational Study policy; which allows East Herts to reclaim a percentage of funding if an employee leaves the council within two years. The training agreements are held centrally in Human Resources.

The professional training budget for 2017/18 remains at £30,000.

### **Learning and Development Programme 2016-2018**

2.5 The Learning and Development Programme 2016-2018, **Essential Reference Paper C**, focuses on supporting employees to deliver the corporate priorities:

- Improve the health and wellbeing of our communities
- Enhance the quality of people's lives
- Enable a flourishing local economy

It supports and embeds the council's Organisational Development Strategy 2015-2019. It focuses on supporting managers and employees on the transformation, culture and digital journey. It seeks to empower employees to challenge the status quo, be creative, be responsible and embrace modern ways of working. A focus of the two year plan is to also help employees with personal reflection and growth through personal development, sabbaticals, secondments, mentoring, coaching; helping individuals to identify career aspirations.

The learning and development programme focuses on three elements Core, Corporate and Personal; ensuring that learning opportunities are delivered in a variety of ways to support the

different learning styles of the employees for example workshops, facilitated sessions, networking forums, work shadowing, coaching, e-learning and webinars.

The learning and development programme in 2017/2018 includes the launch of the management development programme for senior managers. The programme was launched in April 2017 and is designed to support the council's values and behaviours and the 21<sup>st</sup> century public servant.

### **Training Evaluation**

2.6 Training and development is evaluated at the council using the Pre and Post Training Evaluation forms, employees one to one's and PDR's. If the evaluation process highlights further development areas; Human Resources works with managers and employees to ensure any additional learning can be met.

### **Members Training Plan 2016/17**

2.7 The Member Development Plan 2016/17 was delivered using several types of learning styles:

- Induction Meetings (new councillors elected)
- Mentor support groups (for those working with newly elected members)
- Workshops/seminars: face to face, group training
- Self-study books - linked to a follow up discussion group
- Action Learning Sets (now called member support groups)
- Member Briefings open to all, delivered before/during committee meetings
- Focused training delivered as an agenda item (Audit)
- Specialist/technical training (Development Management, Licensing)
- Tour/visit (planning)
- E-Learning (Bob's Business)

During 2016/17 a total of 80 training events were delivered. A detailed list of attendance is posted online on the profile page of each member.

The Local Government Workforce Survey 2015/16 reported that the average cost per councillor by districts on training and development was £137 per councillor.

Training has been delivered predominately in-house but in addition, training has been delivered by external trainers and Members have attending external training run by organisations such as the Local Government Association and the Centre For Public Scrutiny.

Relevant training has been shared with neighbouring authorities and opened up to town/parish councils.

Evaluation forms are collected after events and the feedback reported to the Member Development Group. These forms, the training needs questionnaire completed by members and feedback from mentors help to frame the plans for the coming year.

An outline member development programme for 2017/18 went to the Member Development Group on 20 April 2017.

### **E-Learning**

2.8 Bob's Business continues to be funded from the corporate training budget which ensures all employees have access to modules on data protection and FOI. During 2016/17 individual training exercises were completed covering ID Theft, Data Protection, Email Etiquette, PCI Compliance, Printing and Keeping it Clear.

SkillsBuild the council e-learning programme has delivered chairing a meeting and presentation skills in 2016/17.

### **Performance Development Review Process (PDR)**

2.9 The learning and development programme reflects the training needs of employees captured through the PDR process. The new PDRS scheme launched in 2016 builds on the feedback gained from employees to strengthen the connection between training needs identified through PDR and training programmes and outcomes.

### **Investors in People (IiP) Silver Award**

2.10 In April 2016 the council was assessed and awarded the IiP silver award.

### **Health and Safety Training**

2.11 Health and Safety training was reviewed in 2016/17 and training has been delivered to updated officers skills in manual handling, fire marshall training, evac chair and lone working. A rolling programme is now being devised to keep officers knowledge up to date and training is being designed to support the review of the Health and Safety policy.

### **Proposed Actions 2017/18**

2.12 **National Graduate Development Programme.** East Herts currently employs one graduate (with their fixed term contract due to end Sept 2017). East Herts is working in partnership with Hertfordshire County Council to develop the opportunities available to the graduates. We have also supported two County graduates in Strategic Finance and one of the council's graduates is currently working in Corporate Policy at County Hall. The new graduate will work on strategic projects across the council having a minimum of three placements during their programme.

The Local Government Workforce Survey 2015/16 reported that for districts there was a median of zero for the placement of graduates in 2015/16 as most did not provide any graduate placements. The average was two. East Herts council has employed between two and three graduates between 2015 and 2017.

2.13 **Apprenticeship Programme.** East Herts has employed 6 apprentices, 2 NVQ Level 3 Business Administration Apprentices, 3 NVQ Level 2 Business Administration Apprentices and 1 NVQ Level 2 Customer Services Apprentice. They have been based in:

- Human Resources
- Executive Support
- Property and FM
- Customer Services
- Revenues and Benefits Shared Services
- Legal and Democratic Services

All the apprentices have received their academic support through Hertford Regional College and are due to complete their NVQ's in July 2017. All apprentices have received mentoring alongside the management and college support. All apprentices have been

encouraged to attend corporate learning and development opportunities whilst at the council.

East Herts is part of the EELGA Apprentice Get Up and Grow campaign and the HAA (Hertfordshire Apprenticeship Alliance) to support our apprenticeship programme. The council has also joined Hertfordshire County Council and other district/borough councils in a joint procurement process to ensure the council's get best value for money when procuring training providers for our new apprentice cohorts 2017/18.

The Local Government Workforce Survey 2015/16 reported that the average number of apprentices directly employed or placed in 2015/16 was 5 in districts. East Herts council did not employ any apprentices in 2015 but launched its new apprenticeship programme in 2016 and currently employs 6 apprentices.

- 2.14 **Local Authority Challenge East 2017.** The council has participated in the event for the last three years. The event gives employees the opportunity to expand their skills set, experience different roles and work alongside officers they don't have the opportunity to work with on a daily basis.
- 2.15 **Coaching/mentoring culture.** Internal and external coaches and mentors have been arranged to support officer development where appropriate during 2016/17. Coaching and mentoring provides an alternative way for officers to explore different areas of their work which may include managing work demands, planning projects, tackling a new area of work or issues within their teams. Human Resources will continue to embed this practice during 2017/18.
- 2.16 **Job shadowing/Sabbaticals/Secondments.** The leadership team wish to expand these opportunities in 2017/18. It is hoped the opportunities will increase knowledge and skills with partners and give employees the opportunity to consider career development and promote the sharing of good practice.
- 2.17 **Dragons Apprenticeship Challenge.** The council supports this programme for young people by providing mentors; giving senior managers and leadership team opportunities to mentor young people on enterprise schemes raising money for charities.
- 2.18 **Training Protocols.** Human Resources will continue to endorse the recommended training protocols to ensure employees are

engaged in their learning and development:

- Turning up on time
- Staying for the whole of the event
- No use of phones (expect in exceptional circumstances but this would be agreed with the trainer at the beginning of the course)
- Employees will treat internal training with the same professionalism as they do at external events
- Services will be charged £100 for less than 48 hours notice if a participant withdraws from an event or fails to attend. The appropriate head of service and the employee will be informed of the charge.

2.19 Human Resources will continue to identify areas for improvement in the training and development provision and the performance development review process, strengthening the connection between learning and development needs and training programme outcomes.

2.20 Human Resources continue to work with partners and other councils to achieve value for money in the delivery of programmes.

2.21 The learning and development intranet pages will be reviewed to ensure they reflect best practice and keep employees informed of the development opportunities available to them to support the organisational development strategy as part of the review of the intranet project.

#### **4.0 Implications/Consultations**

4.1 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'

Contribution to the Council's Corporate Priorities/Objectives (delete as appropriate):	<p><i>Priority 1: 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:	This report has been shared with the Leadership Team, Unison and the Staff Forum as part of the consultation process.
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None
Health and Wellbeing:	We continue to provide developmental opportunities to East Herts employees.

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**Central Learning and Development Programme  
2016/17 Review**

<b>Programme title</b>	<b>Target audience/Cost</b>	<b>Purpose</b>
<b>CORE</b>		
Leadership Team Development - RIPA	13 participants £895	Regulation of Investigatory Powers Act legislation update and refresher training.
Management Development Programme – Development session	17 participants (in-house)	An initial workshop to discuss the programme and ensure the officers required elements are included in the programme - Launched in April 2017.
ILM talent programme	N/A	Planned to be launched in July 2017
Project Management	7 participants £1,140	Developing a project managing culture within the Council.
Partnership and Contract relationships/management	24 participants £2,000	Contract and relationship management programme for managers involved in the procurement process
LA Challenge East	7 participants £1,500	East Herts were represented by 7 officers in this management development day.
<b>CORPORATE</b>		
H & S Awareness	17 participants £2,965	First Aid at Work - Refresher and re-qualification training
	34 participants £1,000	Lone working training and the re-launch of the policy
	28 participants £1,950	Fire Marshall training who new Fire Marshalls and refresher training
	6 participants £190	Evac Chair training
	16 participants £580	Manual Handling training
E-Learning/webinars programmes	1352 participants £10,000	Data protection, FOI, Chair meetings, presentation skills and we are aware that employees are participating in webinars but this is not being recorded corporately.
Mental Health Awareness	2 participants £90	Supporting managers to recognise stress and mental health issue within their own teams.
Emergency Planning	16 participants (in-house event)	An event to provide underpinning knowledge to the Leadership team and to explore their roles and responsibilities
Licence training with Hertfordshire Police	15 participants (in partnership)	Licence legislations update and refresher training

## Essential Reference Paper B

Business Objectives	17 participants £2,075	Supporting managers in digital reporting
Mandatory/Legal	92 participants (in-house)  22 participants £950	WRAP - Workshop to raise awareness of Prevent , continuation of the roll out of WRAP programme  RIPA/PACE - Annual refresher training
Commercial Awareness	6 participants £380	For officers developing organisational responses to the challenges faced by Authorities.
Safe Guarding	23 participants £1289	Annual refresher training for officer working with adults and young people at risk
Minute taking	10 participants £795	How to structure minutes in a business environment
Introduction to Supervision	9 participants £760	Developing the skills and knowledge of our new managers
Recruitment and Selection training	30 participants £2,335	Good practice - to ensure our managers are trained and up to date on employment legislation.
Corporate Induction	16 participants (in-house)	Getting to know East Herts, it's policies and benefits
Bite Size training	97 participants (in-house)	Policy and Health and Safety updates
Networking/Sabbaticals/Secondments	Various	These development opportunities continue formally and informally across the organisation and with our partnerships
Job Shadowing	Various	Employees have embraced job shadowing opportunities across the Council to increase their knowledge and skills.
<b>PERSONAL</b>		
Action on Hearing Loss	9 participants £500	Helping officers to understand and support customers and colleagues with hearing needs.
Yoga	Average 8 participants a class	A weekly yoga class has been arranged at Wallfields
Outplacement redundancy support	5 participants £455	Supporting officers leaving the Council, including interview and CV development
Coaching/Mentoring	11 participants	Internal and external coaches have been used to

## Essential Reference Paper B

	£298	support officer development
Dementia Friends	8 participants Voluntary presenters	A continuation of our pledge to make our employees dementia friends.

Target Audience:

- 1 - All
- 2 – Managers/Team leaders/ Senior Professionals/Specialist Roles
- 3 – Leadership team

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**Central Learning and Development Programme 2016-18**

Programme title	Target audience/Cost	Purpose
<b>CORE</b>		
Leadership Team Development	3 £TBC	The Leadership Team will be able to utilise the senior management development programme to enable them to develop and enhance their skills. The programme will be modelled to develop creative thinking, changing culture, contract partnerships, values, external networking, peer learning, coaching in management and tools and techniques for leading change. The programme will be developed through workshops, peer learning, coaching, mentoring and dynamic speakers.
Management Development Programme	2 senior managers £TBC	A senior management programme has been launched which supports our senior managers (tier 2) to develop and enhance their leadership skills. Topics include: project management; storytelling, commercial awareness, 21 <sup>st</sup> Century public servant; public speaking, digital awareness and contract management.
ILM talent programme	2	A module based management programme that supports employees to become our next managers and have the training and skills they may need. ILM qualification in Leadership gained.
Digital awareness	2 & 3 In-house/inspiration speakers	East Herts needs to ensure its services are fit for purpose. We need to have a greater understanding of digital services. Making connections across services. Improve our customer insight and be more commercial in our approach
Project Management	2 & 3 £2,000	Is it project management or project programming? There are a variety of skills and individuals required to ensure a project achieves a positive outcome. Planning, programming, business mapping, mentoring, coaching and evaluation.
Partnership and Contract relationships/management	2 & 3 In-house	How to build appropriate relationships within the contractual and procurement frameworks. Including negotiation skills, support networks, evaluation and having an effective influence.
Procurement	2 & 3 In-house	A range of workshops will be delivered to ensure managers and new employees are kept up to date with the current procurement regulations and they are aware of the procurement and contract processes.
Communication and Conflict Management customer focussed	1, 2 & 3 Approx cost £2,000	This programme will focus on how to handle conflict in the workplace and people in a stressed state. It will equip delegates with practical techniques they can use to communicate and perform effectively in any difficult work situation.

Financial and business support	1, 2 & 3 In-house	Looking at business finance and making financial decisions balance with creative thinking and commercial awareness.
Social Media Training	3 In-house	To enhance staff skills and familiarity of social media sites and the role they play at East Herts Council.
LA Challenge East	1 & 2	This one day challenge is a team event, which will give employee the chance to gain a practical insight into how an local authority management team works. To work with colleagues from across the Council to improve joint working and engage in partnership working and political communication to gain a better understanding of the benefits this can bring.
<b>CORPORATE</b>		
H & S Awareness	1, 2 & 3 Approx cost £1600 (From the Health and Safety Budget)	To provide delegates with the information and knowledge they need to work in a healthy and safe environment. To provide them with their key areas of responsibility and actions they are expected to take to ensure the safety of themselves and their colleagues. To support the H&S action plan. Including: <ul style="list-style-type: none"> <li>• Lone Working/personal safety</li> <li>• First Aid at Work</li> <li>• ISOH Managing Safely</li> <li>• Fire Warden Training</li> <li>• Evac chair training</li> </ul>
ELearning/Webinars programmes	1, 2 & 3 In-house/ E-learning £7,000	Webinars will continue to be promoted throughout the council for employees to increase their knowledge on professional topics. 2017 launch of e-learning based on behaviours.
Mental Health Lite	1, 2 & 3 Approx cost £2,000	This course aims to explain and discuss the traits of people living with mental health conditions to give better understand and identify the different types of vulnerability. It also provides tools and strategies for dealing with vulnerable customers fairly.
Emergency Planning	1, 2 & 3	These courses will ensure volunteers and duty officers have the knowledge and skills to carry out emergency planning.
Telephone negotiation skills	1, 2 & 3 £1,000	This programme will be designed to support the officers who spend the majority of their time negotiation with members of the public. Enhancing and developing negotiation skills to agree revised payment plans, housing needs and managing deadlock and conflict.
IT application support/MS Applications	1, 2 & 3 Approx cost £5000	HR are working with VineHR to develop IT e-learning topics which supports the needs of our Microsoft users. The training can then be applied when needed and accessed by all staff.
Business Objectives	1 & 2 £4,500	To support officers using business objects who need to manipulate corporate data and format reports to answer

		key business questions.
Mandatory/Legal	1, 2 & 3 Approx cost RIPA £875, PACE £875 Court Room £875 Verification training £1,100 Safe Guarding £1,000	To ensure delegates are compliant with legal issues and procedures. Including: <ul style="list-style-type: none"><li>• RIPA training</li><li>• Preparing a Prosecution file &amp; PACE</li><li>• Verification training</li><li>• Safe Guarding Adults and young people</li><li>• Court Skills</li></ul>
Political awareness	1, 2 & 3 £1,500	This event provides an overview of the considerations and knowledge to effectively engage with Councillor's, ensuring an overall understanding of the political context and terminology.
Data Protection/FOI	1, 2 & 3 ELearning £500	Bob's Business provides short elearning modules covering practice and legalisation on data protection and FOI.
PDR Training	1, 2 & 3 In-house	In line with the PDR review bite size sessions will be designed to cascade details of the new process and paperwork.
Managing Performance	2 & 3 In-house	To provide knowledge and information to assist in enhancing the performance of teams, through setting effective business objectives, managing conflict and having difficult conversations.
Recruitment and Selection training	2 & 3 In-house event with possible external £1,000	Following the recruitment and selection review. Training will be devised to support managers through the recruitment process, ensuring managers recruit on the basis of values as well as skills.
Corporate Induction	1, 2 & 3 In-house	To welcome new staff to East Herts Council. To provide delegates with an understanding of the Council's vision and priorities, policies and procedures, values, benefits and welfare.
Bite Size training	1, 2 & 3 In-house	Bite size training or seminars for all employees to launch policies/procedures/new ways of working/corporate policy or to share best practice techniques and tips. Suggested topics include managing teams, managers being managers, effective use of data, time management and the self-service function of the new HR/Payroll system.
Networking/Sabbaticals/ Secondments	1, 2 & 3 In-house/ external	Employees are encouraged to pursue opportunities both internally and externally to increase knowledge and enhance skills.
Job Shadowing	1, 2 & 3	Employees are encouraged to pursue job shadowing

	In-house/ external	opportunities across the council and with partners to increase their knowledge and skills at all levels of the structure.
<b>PERSONAL</b>		
Staying strong	1, 2 & 3 £1,000	Supporting staff by sharing experience and different strategies for dealing with stress and developing your personal resilience.
Yoga	1, 2 & 3 Subsidised	Wellbeing supporting the Health and Wellbeing Strategy.
Planning your retirement	1, 2 & 3 £1,000	Supporting employees with a practical and inspirational guide to how to enjoy an active, contented and fulfilling retirement.
Mindfulness	1, 2 & 3 £1,000	Mindfulness looks at people's ability to focus attention on the situation at hand with the intention to observe the judgments we often make so quickly and choosing how to respond appropriately. This ability helps individuals step away from autopilot rote responses, see the context and different perspectives more clearly leading to making smarter decisions.
Coaching/Mentoring	1, 2 & 3 In-house/ external costs up to £3,000	Developing the coaching and mentoring culture across the council. Coaching at work and coaching a team will be balanced with enhancing mentoring skills for the leadership team and managers.
Stop Smoking Support	1, 2 & 3 Various agencies	There are many agencies East Herts can work with to give the appropriate support to employees who wish to stop smoking. The support will help employees quit for good by building confidence and providing the required support and advice for the employee.
Dementia Friends	1, 2 & 3 In-house and voluntary	The council remains committed to dementia friends and will continue to deliver awareness sessions.
Additional Development Opportunities	1, 2 & 3 Unison	A range of training and development opportunities open to members of Unison through the lifelong learning programmes.

Target Audience:

- 1 - All
- 2 – Managers/Team leaders/ Senior Professionals/Specialist Roles
- 3 – Leadership team

## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 5 JULY 2017

#### REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

#### SICKNESS ABSENCE REPORT – APRIL 2016 TO MARCH 2017

WARD(S) AFFECTED:      NONE

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#### Purpose/Summary of Report

- The Sickness Absence report considers employee absence levels, analyses the short and long term sickness for 2016/17 and outlines current and proposed initiatives to reduce absence.

#### **RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:**

**That:**

<b>(A)</b>	the sickness absence report be noted;
<b>(B)</b>	the council retains the current sickness absence management targets of 4.5 days FTE for short term absence; 2 days FTE for long term absence and 6.5 days FTE total sickness absence

#### **1.0 Background**

1.1 The sickness absence report provides a detailed analysis of sickness absence for the financial year 2016/17. Sickness absence is analysed by short term and long term absences, by reason and service area. It sets out recommendations to set targets and prioritise actions for 2017/18.

#### **2.0 Report**

##### **2.1 Sickness Absence**

**2.2 See 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: Vicki David, HR Officer  
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[Vicki.David@eastherts.gov.uk](mailto:Vicki.David@eastherts.gov.uk)

## **ESSENTIAL REFERENCE PAPER 'A'**

### **IMPLICATIONS/CONSULTATIONS**

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p><i>Priority 1: 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 report has been sent to Unison, Leadership Team for information
Legal:	<i>None</i>
Financial:	<i>None</i>
Human Resource:	<i>As detailed in the report</i>
Risk Management:	<i>None</i>
Health and Wellbeing:	<i>The Absence report supports the health and wellbeing workforce plan</i>

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# East Herts Council

## SICKNESS ABSENCE REPORT

### 1 APRIL 2016 – 31 MARCH 2017

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#### 1. Executive Summary

1.1 The following information outlines East Herts sickness absence levels for 2016/2017.

#### 2. Sickness Absence Overview

**Figure 1 – Sickness Absence Days per FTE over the last 5 years and comparisons with the council's targets and local government averages**

Year	Sickness Absence Days per FTE Staff in Post								
	Local Authority Average (1)	East of England LGA Average (2)	East Herts Target			East Herts Outturns			
			Short Term	Long Term	Total	Short Term	Long Term	Total	
2012/13	8.1	6.2	5	2.5	7.5	4.50	1.70	6.20	
2013/14	8.7	7.1	5	2.5	7.5	4.64	1.26	5.89	
2014/15	8.2	8.54	4.5	2	6.5	3.47	1.05	4.51	
2015/16	8.0	7.64	4.5	2	6.5	3.92	1.71	5.62	
2016/17	9.9	(3)	4.5	2	6.5	3.18	2.78	5.96	

(1) Figures taken from the annual CIPD Absence Management Survey as it is updated (2016 is the latest). The figures are based on the average days lost per employee per year for local government (5% trimmed mean)

(2) Average sickness days per FTE (District Councils)

(3) 2016/17 Data unavailable

#### 2.1 Explanation of Sickness Absence Data Calculations

2.1.1 The data includes sickness absence for all permanent employees and those on fixed-term contracts. Agency staff are excluded from the calculation.

2.1.2 All calculations (sick days and employees in post) are based on Full Time Equivalents (FTE). Unless stated otherwise, the FTE of employees in post is an average for the business year. For 2016/17, this has been calculated by obtaining the FTE as at 1 April

2016 and the FTE as at 31 March 2017 and averaging the two figures (309.49 FTE employees).

## **2.2 Benchmarking**

- 2.2.1 The council's sickness absence for 2016/17 has been compared to the Chartered Institute of Personnel and Development (CIPD) Absence Management Survey 2016. The CIPD survey reported that the average days lost per employee per year in the local government sector was 9.9 days. At 5.96 days the East Herts figure is significantly below the average for local authorities across the UK.
- 2.2.2 The East of England Local Government Association (LGA) Sickness Absence Benchmarking data for 2015/16 has just been published. Reflecting on 2015/16 and 2016/17 the council falls below the average FTE total number of sickness days and is below both the short term (3.41 days) and long term (3.5 days) sickness figures for 2016/17. This demonstrates that the council has a good absence level when compared with other East of England councils.
- 2.2.3 The LGA has published the Local Government Workforce survey 2015/16 in March 2017 which summarises:
  - On average, 4.9 per cent of days were lost due to sickness and 8.8 days per FTE employee.
  - The most common cause of sickness absence was "stress, depression, anxiety, mental health and fatigue" (18.9 per cent of days lost (districts)).

## **2.3 East Herts council outturns 2016/17**

- 2.3.1 In 2016/17 the total sickness absence days per FTE was 5.96 days which is below the target of 6.5 days but a slight increase from 5.62 FTE days in 2015/16. Short-term sickness was 3.18 days which is below the target of 4.5 days, and a slight decrease from 3.92 days in 2015/16. Long Term sickness absence was 2.78 days in 2016/17, which is above the target of 2 days and an increase from 1.71 days in 2015/16.

## **2.4 Employees on sickness absence management triggers**

- 2.4.1 The Absence Management policy states that an employee's sickness absence levels must be reviewed when one of following trigger points is reached:

- 7 days sickness absence within any 12 month period
- 3 separate periods of sickness absence in a 6-month period; or
- A pattern of absence which gives cause for concern, such as frequent absenteeism on a Monday or Friday or avoiding particular work tasks

2.4.2 Figure 2 compares the percentage of employees reaching the first two of the sickness absence triggers over the last four years. The percentage of employees reaching the '7 days in a 12-month period' trigger has decreased from 24.29% in 2015/16 to 14% in 2016/17. The percentage of employees hitting the '3 separate periods in 6 months' trigger has decreased from 5.65% in 2015/16 to 4% in 2016/17.

**Figure 2 – Percentage of employees reaching the council's absence triggers over the last 4 years**

Absence Triggers	Reporting Year			
	Mar 14	Mar 15	Mar 16	Mar 17
7 days in a 12-month period (1)	5.51%	21.25%	24.29%	14.00%
3 separate periods in a 6-month period	5.22%	4.02%	5.65%	4.00%
Both short term triggers met (2)	~	~	19.00%	17.00%

(1) The trigger was 10 days in a 12-month period prior to March 2015

(2) Figures for both short term triggers met were not reported on prior to March 2016

### 3. Short-Term Sickness Absence

#### 3.1 Overview

3.1.1 Figure 3 shows the number of short term sickness absence days per FTE employee over the last 5 years.

3.1.2 The short-term absence level for 2016/17 is 3.18 days per FTE and is below the target of 4.5 days. It remains low compared to previous years and when compared to national and regional results.

**Figure 3 – Short Term Sickness absence days per FTE over the last 5 years**

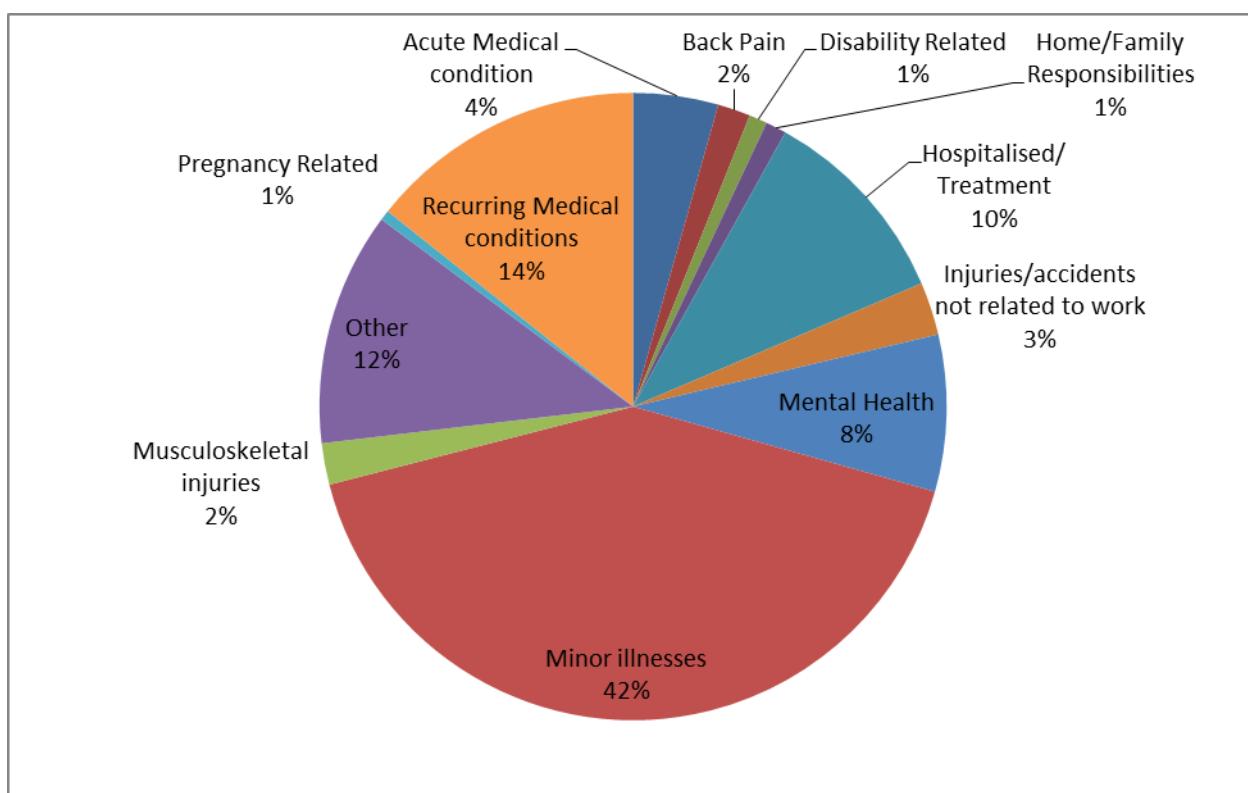
Year	Short-Term Sickness Absence Days per FTE staff in post
2012/13	4.50
2013/14	4.64
2014/15	3.47
2015/16	3.92
2016/17	3.18

### 3.2 Short term absence by reason

3.2.1 Figure 4 shows a breakdown of the reasons for short-term sickness absence in 2016/17.

3.2.2 The Chartered Institute of Personnel and Development (CIPD) absence categories have been used with the addition of two East Herts categories of 'Disability Related' and 'Hospitalised/ Treatment'.

**Figure 4 – Short Term Sickness Absence Reasons in 2016/17**

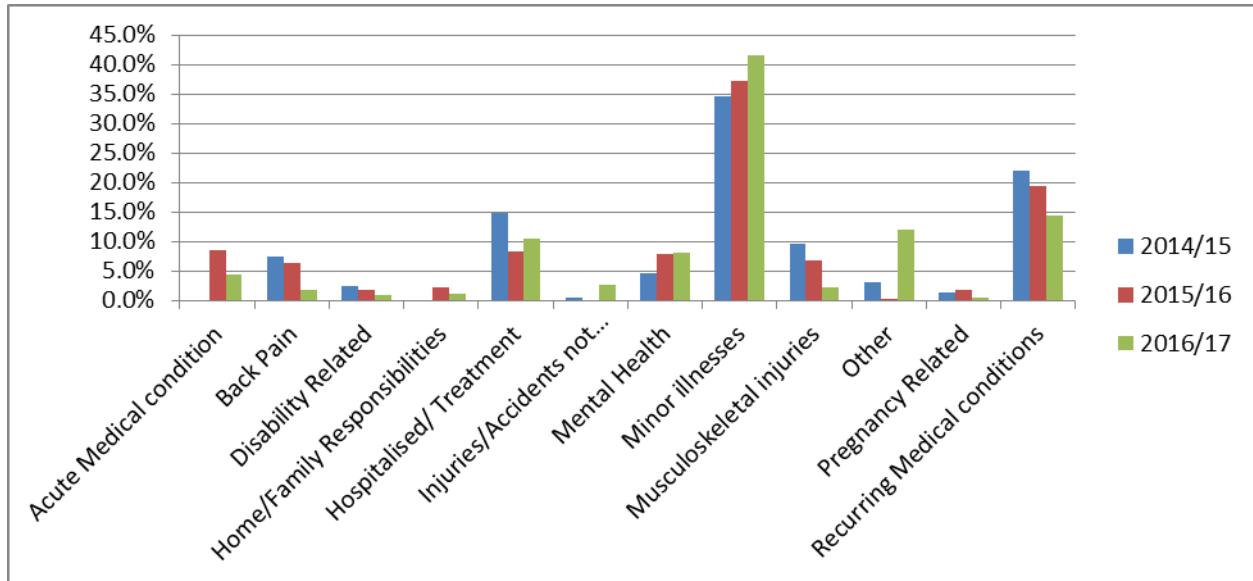


**KEY:**

- *Minor illnesses (e.g. colds/flu, stomach upsets, headaches and migraines)*
- *Musculoskeletal injuries (e.g. neck strains and repetitive strain injury, but excluding back pain)*
- *Recurring medical conditions (e.g. asthma, angina and allergies)*
- *Mental ill health (e.g. clinical depression and anxiety)*
- *Acute medical conditions (e.g. stroke, heart attack and cancer)*
- *Home/Family Responsibilities (e.g. bereavement)*

3.2.3 Minor illnesses continue to be the most common reason for short term sickness absence (42% in 2016/17). EELGA reported in 2015/16 that 12.55% of absences were caused by minor illnesses. The second most common reason for East Herts was 'recurring medical conditions' (14%) which includes conditions such as asthma, angina and allergies.

**Figure 5 – Short Term Sickness Absence reasons over the last 3 years**

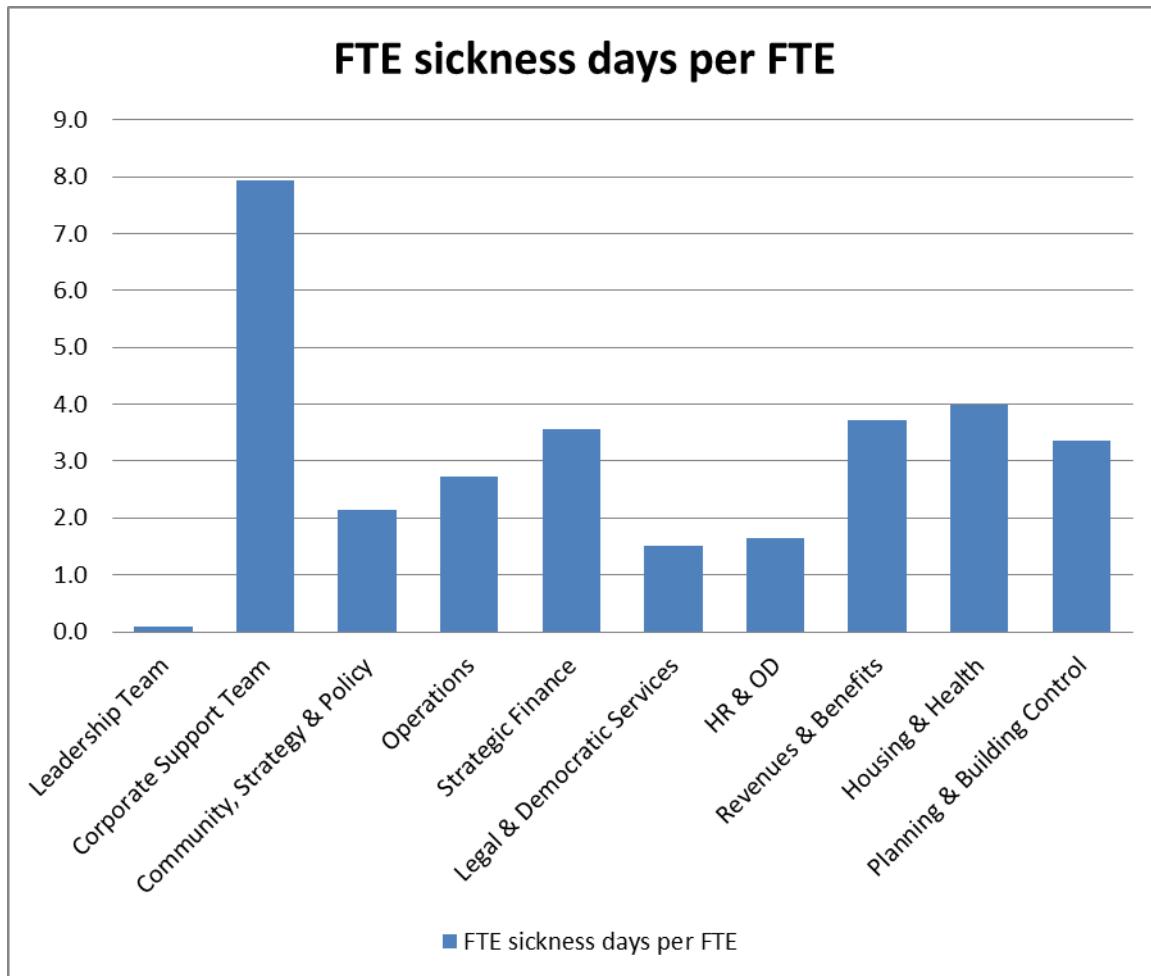


- 3.2.6 The categorisation of ‘Other’ picks up any sickness absence reasons that are not covered in other definitions.
- 3.2.7 Short-term absence due to mental health issues has increased slightly from 7.9% in 2015/16 to 8.1% in 2016/17. The Local Government Workforce Survey 2015/16 reported the most common cause of sickness absence was “stress, depression, anxiety, mental health and fatigue” (18.9% of days lost (districts)). EELGA reported in 2015/16 that 10.59% of absences were due to mental health.
- 3.2.8 Referrals to Occupational Health and support and advice are given to managers and employees at the first point of absence for mental health related absence. Stress risk assessments are used by managers with employees where work related stress is cited.

### **3.3 Short term absence by service area**

- 3.3.1 Figure 6 shows short term sickness absence by service area.
- 3.3.2 The data is based on FTE figures as at 31 March 2017.

**Figure 6 - Short Term FTE Sickness Absence per FTE for each service area (2016/17)**



3.3.3 The services with the highest short term absence per FTE are Corporate Support (7.9 days) (although the figures are skewed due to the small number of FTEs in this area), Housing and Health (4.0 days) and Revenues and Benefits (3.7 days).

3.3.4 Managers and Human Resources continue to work together to address any employees reaching sickness absence triggers.

#### **4. Long-Term Sickness Absence**

##### **4.1 Overview**

4.1.1 Long-term sickness absence is defined as a period of sickness lasting over 28 calendar days which is in-line with best practice.

4.1.2 Figure 7 shows the long term sickness absence days per FTE employee over the last 5 years.

4.1.3 The long term absence level is 2.78 days per FTE in 2016/17 which is above the target of 2 days. EELGA reported in 2015/16 the average long term sickness for districts based on FTE was 3.5 days. The Local Government Workforce Survey 2015/16 reported 5.3 days per FTE. So although the council's long term sickness absence is above target for 2016/17 it is below benchmarking data.

**Figure 7**

Year	Long-Term Sickness Absence Days per FTE staff in post
2012/13	1.70
2013/14	1.26
2014/15	1.05
2015/16	1.71
2016/17	2.78

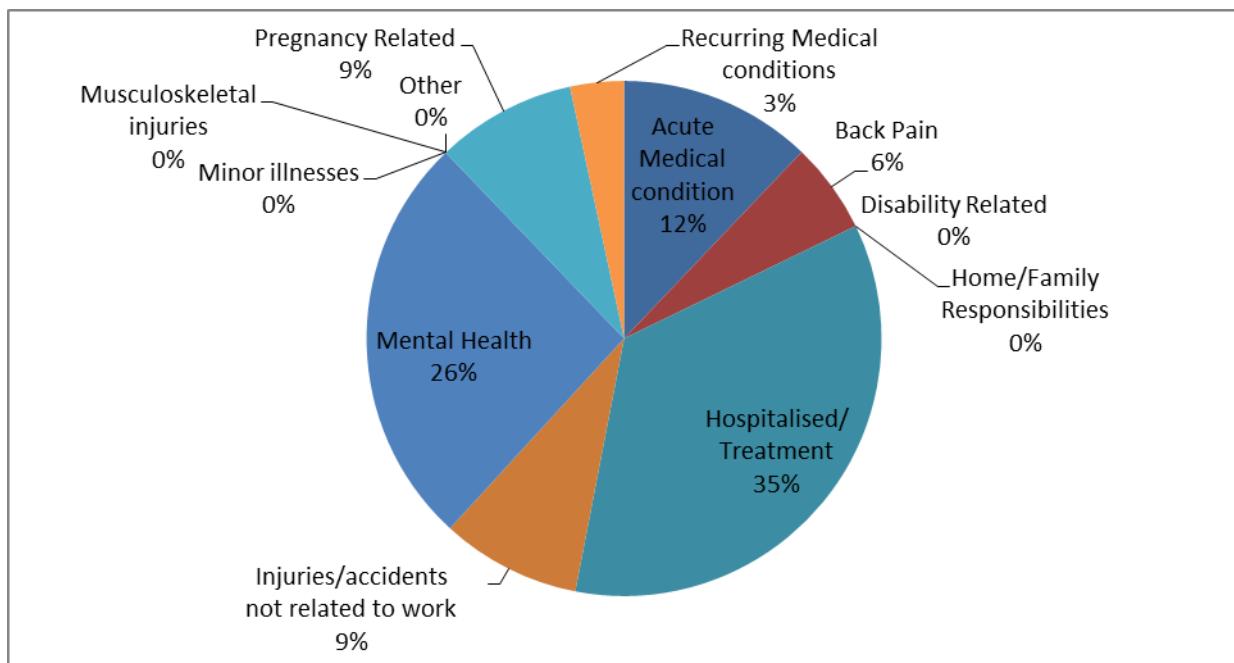
\*The definition of long-term sickness absence is when an employee is absent for a continuous period of 28 calendar days.

4.1.4 Of the 1841.05 FTE days sick in 2016/17, 857.62 FTE days (47%) are due to long-term sickness.

4.1.5 The long term sickness absence in 2016/17 was accrued by 23 people (compared to 19 people in 2015/16). Twenty two employees have returned to work and HR is working with managers and Occupational Health on the remaining 1 case. A number of employees had a critical illness in 2016/17 and therefore need time off for operations, re-cooperation and recovery. To support employees a new guidance document on cancer and critical illness has been developed.

## 4.2 Long Term Absence by Reason

4.2.1 Figure 8 shows long term absence reasons in 2016/17.

**Figure 8 – Long Term Absence Reasons in 2016/17**

4.2.2 The most common reason for long term sickness absence in 2016/17 was 'hospitalised treatment' (35%). This was followed by 'mental health' (26%) and 'acute medical condition' (12%). EELGA reported in 2015/16 the most common reason for long term sickness absence was heart, cardiac and circulation problems (11%); mental health was 7.01%.

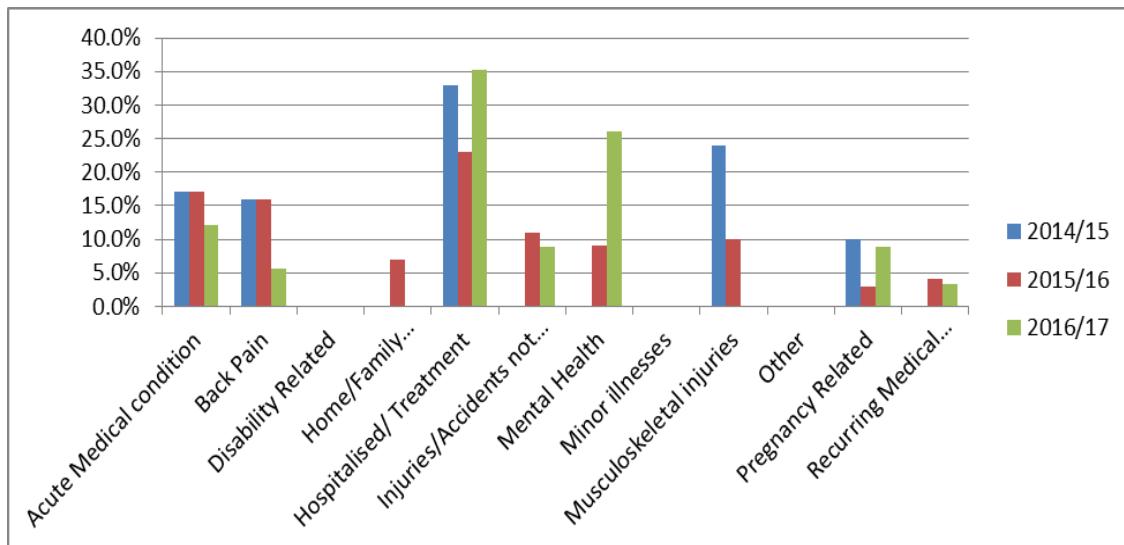
4.2.3 Long term sickness absences due to mental ill health have increased in 2016/17 to 26% compared to 9% in 2015/16. This relates to 5 employees who stated their absence was caused by stress/anxiety and depression. Public Health England reported in their Health and Wellbeing at Work Survey 2014 that 19% of long term sickness in England is attributable to mental health.

4.2.4 The five employees who were absent due to mental health cited a combination of work and personal factors. They have been supported by Occupational Health, given the appropriate phased return to work and reasonable adjustments have been put in place. Employees have also been given time off to receive specialist support as appropriate.

4.2.5 Various methods have been used over the year to help reduce

workplace stress and/or promote mental wellbeing. For example; mindfulness training, mental health awareness training for managers, dementia friends training, 'Time to Talk' days, yoga and fitness awareness programmes.

4.2.5 Figure 9 shows long-term sickness absence reasons over the last 3 years.



## 5. Occupational Health Services

5.1 The council's Occupational Health Services are supplied by a provider called Harlow Occupational Health Service Ltd. The doctors work with both the council and employees in maintaining attendance at work and advising the council of any reasonable adjustments that may be appropriate.

5.2 The cost of the service in 2016/17 was £5,499 compared to £5,750 in 2015/16.

5.3 In 2016/17 the council made 20 referrals to Occupational Health. Outcomes from Occupational Health have included:

- Phased return to work e.g. temporary reduction in hours and duties
- Allowing time off to attend hospital appointments and for treatment
- Practical risk assessments
- Display Screen Equipment (DSE) assessments e.g. provision of equipment such as a special chair, monitor riser
- Changes to work environment e.g. lighting

- Restrictions on physical activities e.g. heavy lifting
- Taking regular breaks
- Temporarily reducing workload and duties
- Regular manager support
- Temporarily restricting driving
- Temporarily working from home
- Stress risk assessment if work related stress
- Recommendations of relaxation techniques e.g. yoga
- More flexible hours

## **6. Health and Wellbeing**

6.1 The council continues to support employee wellbeing and has launched a number of initiatives as part of its Health and Wellbeing Strategy 2013-2018.

6.1.1 Some of the projects in 2016/17 have been:

- Time to Talk day in February 2017 which was a national initiative to encourage employees to take a break from work to have a tea or coffee with their colleagues and to raise awareness of mental health issues.
- HR continue to offer monthly coaching drop in sessions for employees which are an opportunity for employees to develop themselves through confidential one to one discussions to enhance their skills, knowledge or work performance.
- Continued promotion of the Cycle to Work Scheme.
- Bike Week Breakfast was held in June 2016 which is an annual event the council holds to encourage employees to use bikes and to walk more.
- Weekly yoga sessions for employees take place

## **7. Employee Assistance Programme**

7.1 The Employee Assistance Programme (EAP), Capita, provide a variety of services to East Herts Council employees including telephone debt counselling, formal telephone counselling, face-to-face counselling and online guides and fact sheets.

## **8.0 Progress against 2015/16 Recommendations**

### **8.1 Targets**

- 8.1.1 As per the report.

### **8.2 Bitesize training for managers**

- 8.2.1 Bite size training sessions for managers and employees on the revised Absence policy were rolled out in summer 2016 to ensure that the policy is understood and consistently applied across the council.

### **8.3 Health and Wellbeing**

- 8.3.1 The council has continued to support the wellbeing initiatives as identified as part of the East Herts Health and Wellbeing Strategy 2013-2018 workplan.

### **8.4 Promoting the council's Employee Assistance Provider (EAP)**

- 8.4.1 Human Resources have continued to promote the EAP service to ensure that managers and employees are aware of the support available.

### **8.5 Absence Reason Categories**

- 8.5.1 The CIPD absence reason categories have been built into the new HR and Payroll system.

### **8.6 Cancer and Critical Illness support**

- 8.6.1 Human Resources are working with employees and managers to ensure that employees who are critical ill received the support required as detailed in the new guidance on Cancer and Critical Illness.

## **9. Proposed actions for 2017/18**

- 9.1 It is recommended that the council retains the current sickness absence management targets of 4.5 days FTE for short term absence, 2 days FTE for long term absence and 6.5 days FTE total sickness absence.

9.2 The council will continue to support health and wellbeing initiatives and promote the employee assistance programme and occupational health as services available to both managers and employees to support recovery and health.

9.3 To support mental health and wellbeing and explore methods to help reduce sickness related absence including some of the following interventions:

- Wellbeing in the workplace courses
- Employee assistance programme
- Launch Emoquo (behavioural e-learning programmes for managers)
- Wellbeing week and stress awareness sessions
- Workplace stress assessments
- Automatic referrals to occupational health
- Mental health courses (e.g. mindfulness) and yoga/fitness sessions

MINUTES OF A MEETING OF THE  
LOCAL JOINT PANEL HELD IN THE  
COUNCIL CHAMBER, WALLFIELDS,  
HERTFORD ON WEDNESDAY 7 JUNE 2017,  
AT 2.30 PM

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PRESENT: **Employer's Side**

Councillors A Alder, E Buckmaster,  
G McAndrew and L Radford

**Staff Side (UNISON)**

Mr A Stevenson (Chairman), Mr S Ellis,

ALSO PRESENT:

Councillor P Boylan

OFFICERS IN ATTENDANCE:

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

1

**FAMILY FRIENDLY POLICY**

**The Secretary to the Employer's Side submitted a report outlining changes to the Policy to reflect health and safety arrangements and minor amendments following legislative changes around shared parental leave and surrogacy leave.**

**In response to a query by Councillor A Alder regarding casual workers, private adoptions, and arrangements regarding adoption leave, the Secretary to the Employer's Side explained legislative arrangements and referred**

**Members to the report for the definition of casual workers.**

**The Panel recommended to Human Resources Committee, (subject to clarification by the Secretary to the Employer's Side via email regarding private adoption in relation to Statutory Adoption Leave), approval of the report, as now detailed.**

**RECOMMENDED – that the revised Family Friendly Policy as now submitted, be approved, subject to clarification regarding private adoption in relation to Statutory Adoption leave.**

2

## **HOME WORKING POLICY**

**The Secretary to the Employer's Side submitted a report on a revised Home Working Policy to reflect legislative changes and best practice. The Secretary to the Employer's Side provided a summary of the changes, including the ability to appeal home working arrangements.**

**In response to a query from Councillor A Alder regarding the number of staff actively working as home workers, the Secretary to the Employer's Side explained that of the (approximately) 350 staff, 50-60 staff were regular home workers (actual 66), and that 30-40 staff worked in Revenues and Benefits (actual 59).**

**Councillor A Alder expressed concern about feelings of isolation and the impact this might have on the wellbeing and mental health of staff. The Secretary to the Employer's Side provided a summary of the steps taken by the Head of Service to ensure that chat links, (1:1) training and communication with home workers were open and accessible on a daily basis.**

**The Secretary to the Employer's Side acknowledged the Council's Duty of Care to its staff which had prompted the revision to the Policy, as now submitted.**

**The Panel recommended to Human Resources Committee, approval of the report, as now detailed.**

**RECOMMENDED – that the revised Home Working Policy, as now submitted, be approved.**

3

### **SAFEGUARDING POLICY**

**The Secretary to the Employer's Side submitted a report on a revised Safeguarding Policy. She provided a summary of the report.**

**Councillor P Boylan welcomed the Policy but expressed concern that two important pieces of legislation had not been reflected in the revised Policy, namely the absence of a legislative framework around safeguarding either for adults or children. He stated that since the last policy of 2014, there had been a number of significant changes:**

- **Working Together to Safeguard Children 2015 (which provided statutory guidance to inter-agency working and specific responsibilities for housing services and environmental health);**  
and
- **the Care Act 2015 (which provided statutory framework around safeguarding adults);**
- **Safeguarding Training for Councillors;**
- **Allegations against Staff and responsibilities (under the Children Act 2004) of early referral to the Local Authority Designated Officer (LADO) at Hertfordshire County Council and so avoid any criticism for attempting to manage any allegations “in house”.**

**The Panel welcomed these views. Councillor G McAndrew provided a summary of what other actions the Council had introduced from a safeguarding viewpoint**

**and the Council's actions in relationship to partnership working to promote safeguards.**

**Councillor P Boylan referred to the responsibilities of Authorities in relation to domestic violence.**

**The Secretary to the Employer's Side assured Members that the Policy would be amended and circulated in advance of Human Resources Committee to reflect the legislative changes referred to above.**

**The Panel recommended to Human Resources Committee, approval of the report, as now amended .**

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

#### **4 APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN**

It was moved by Councillor G McAndrew and seconded by Councillor E Buckmaster that Mr A Stevenson (UNISON) be appointed as Chairman for the civic year 2017/18. After being put to the meeting Mr A Stevenson was appointed Chairman of the Local Joint Panel for the civic year 2017/18.

It was moved by Councillor E Buckmaster and seconded by Councillor G McAndrew that Councillor L Radford be appointed Vice Chairman for the civic year 2017/18. After being put to the meeting, Councillor L Radford was appointed Vice Chairman of the Local Joint Panel for the civic year 2017/18

**RESOLVED – that Mr A Stevenson (UNISON) and Councillor L Radford be appointed Chairman and Vice Chairman respectively for the civic year 2017/18.**

#### **5 APOLOGY**

An apology for absence was submitted on behalf of Councillor L Haysey. It was noted that Councillor A Alder was substituting for Councillor L Haysey.

6 MINUTES

RESOLVED - that the Minutes of the meeting held on 30 November 2016 be confirmed as a correct record and signed by the Chairman.

7 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed all Members and Officers to the meeting. It was noted that there were no reports from the Secretary to the Staff Side.

The meeting closed at 3.03 pm

Chairman .....

Date .....

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**Minutes of Health & Safety Committee**  
**Thursday 27<sup>th</sup> April 2017 in room 1.12**

**Present:**

Adele Taylor (AT) - Chair  
Peter Dickinson (PD)  
Helen Farrell (HF)  
Tracey Sargent (TSt)  
Steve Whinnett (SW)  
Paul Thomas-Jones (PTJ)  
Emily Cordwell (EC) - Minutes

**1 Apologies:** Emma Freeman (EF)  
Trevor Smith (TS)

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

**3 Matters Arising - None**

**4 Accident & Incident reports – Verbal Reports**

- PD gave verbal report on accident and incidents between 01/01/17 – 31/03/17
- 92 non reportable accident and 0 reportable accidents.

**5 Regulatory and legislative changes**

The Health and Safety Executive (HSE) has opened a consultation period on a revised process for considering disputes under Fee for Intervention (FFI)

**Consultation dates 21 April 2017 - 2 June 2017.**

Read consultation document and determine if a draft response is required.

**ACTION: HF/PD**

**6 Health and Safety Compliance Reports**

Nothing to report at any of the sites.

The Veolia incident at Buntingford was discussed. SW Property Manager co-ordinating repairs to structural damage to tipping hall entry bay.

**7 Facilities and Property – Premises maintenance and repairs**

Nothing to report

## 8 List of issues

**Employee side (UNISON)** – Tst reported that she had spent time on main reception to monitor the issue of thermal comfort levels. Tst also reported that the Customer Services Team had not been advised that they could obtain a fleece.

AT to discuss with the Customer Service Manager about the options to reconfigure the layout of reception furniture away from the door.

It was noted that employees are reporting FM issues to PD instead of reporting them to the FM helpdesk. PD to refer employees to FM helpdesk so appropriate issues can be logged

TSt and PD to lead a unison member health and safety briefing on the 18 May and will remind members to report issues to the FM helpdesk.

Since re-joining HR, PD has been sharing Health and Safety information in an article format in Team Update and Connect to remind employees about health and safety and individual's responsibilities.

**ACTION: PD**

**Management side** – Nothing to report.

## 9 Health and Safety Training

Over the last 9 months PD has been rolling out training to ensure all employees are up to date with their training, PD has now met with a training provider to create a rolling programme to ensure the refresher training for fire marshal, evacuation chair, first aid at work and manual training is maintained.

PD to circulate fire marshal plan to AT

**ACTION: PD**

A reminder for May's evacuation chair training to be advertised in connect in the hope that it increases the number of people willing to be trained.

**ACTION: PD**

## 10 Health and Safety Policy arrangements

**Legionella Management and Control** – Remove cooling tower from 3.3 in the policy and discuss with Graham and Isabel about tweaking the organisational risk management structure on the back.

ACTION: PD

**Asbestos Management and Control** – Adopted

**Accident, Incident, Near Misses and the Provision of First Aid** – to be adopted after 2.5 of the policy is amended.

Write an article for Update to inform employees of the policy amendments

**ACTION: PD**

Send AT a progress bar of the policy review. How many policies were there originally and how many are left to review.

**ACTION: PD/HF**

**11 Health and Wellbeing**

DSE and workstation assessments continue to be rolled out and assessments undertaken. It was suggested a separate assessment be undertaken for standing desks. PD to research

**ACTION: PD**

Guardian 24 – Lone worker device. TS to consult stakeholders about the devices performance issues e.g. man down functionality and the effectiveness of the Alarm Receiving Centre (ARC) and feedback a report to safety committee for the next quarter.

**ACTION: TS/TSt**

**12 Key messages for the next quarter**

- New policies need to be advertised in team update.
- Map of fire marshals needs to be sent to AT.
- Building on health and wellbeing and raising awareness.

**ACTION: PD**

**13 Health and Safety news items, prosecutions**

2 neighbouring authorities have been subject to the HSE's Fee for Intervention scheme.

Parking on Wallfields approach road and footpaths. The sign to remind people not to park on double yellow lines was approved. It was agreed to make the sign smaller to fit on car windows and no laminating so that it is recyclable.

**ACTION: EC**

Problem with parking around Richard Hale School. Blocking access to East Herts and Bentley House. HF to email Richard Hale in regards to parking and blocking the road.

**ACTION: HF**

**14 AOB**

Try to increase numbers for yoga, contact Bentley House and the Police to see if any of them are interested.

**ACTION: EC**

Hot desks have had a positive outcome, although the new desks are an inch lower than the old desks, so adjustments need to be made in order to make sure no physical issues arise. PD to speak to TS regarding the issue.

**ACTION: PD**

Concrete is deteriorating on the steps outside service area and there is a raised area outside reception – these will be monitored and improvements considered.

**ACTION: SW**

**15 Date of next meeting** – July 2017 exact date to be confirmed