



*Alison Stuart
Head of Legal and
Democratic Services*

MEETING : HUMAN RESOURCES COMMITTEE
VENUE : RIVER ROOM, HERTFORD THEATRE, HERTFORD
DATE : WEDNESDAY 4 OCTOBER 2017
TIME : 1.00 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 (Vice-Chairman) 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.)

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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 democraticservices@eastherts.gov.uk or calling the Council on 01279 655261 and asking to speak to Democratic Services.

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AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes (Pages 5 - 14)

To approve the Minutes of the meeting held on 5 July 2017 as a correct record.

3. Chairman's Announcements

4. Declarations of Interest

To receive any Member's Declaration of Interest.

5. Equality and Diversity Annual Report 2016/17 (Pages 15 - 72)

6. Human Resources Management Statistics - Quarterly Report (Pages 73 - 94)

7. Urgent Business

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

MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD
IN THE COUNCIL CHAMBER,
WALLFIELDS, HERTFORD ON
WEDNESDAY 5 JULY 2017, AT 3.00 PM

PRESENT: Councillor Colin Woodward (Chairman)
Councillors P Boylan, S Bull, P Ruffles and
M Stevenson

OFFICERS IN ATTENDANCE:

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

94 APPOINTMENT OF VICE CHAIRMAN

It was moved by Councillor M Stevenson and seconded by Councillor S Bull that Councillor P Ruffles be appointed Vice Chairman for the civic year 2017/18.

RESOLVED – that Councillor P Ruffles be appointed Vice Chairman for the civic year 2017/18.

95 MINUTES

RESOLVED – that the Minutes of the meeting held on 19 April 2017 be confirmed as a correct and signed by the Chairman.

96 EMPLOYEE HANDBOOK

The Head of Human Resources and Organisational Development submitted a report inviting Members to review the updated Employee Handbook. The Head provided a summary of the key changes since its last review. The Chairman sought clarification and made a number of suggestions in relation to the following:

- publication of the handbook on line;
- the removal of names from the Council's structure;
- an explanation of the relationship between the Local Joint Panel and Human Resources Committee;
- addition of the Local Weighting Allowance;
- Retirement Gift – clarification of the award rather than the wording “lump sum”. It was suggested that it should be changed to read “a gift to the value of” and that this figure be reviewed. This was supported;
- Discounts at East Herts Leisure Facilities – clarification that this was also available to Members;
- Whistleblowing Policy – it was noted that the Performance Audit and Governance Scrutiny Committee at its meeting held on 4 July 2017, wanted to review the Policy. The Head of Human Resources and Organisational Development explained that the policy fell within the remit of Human Resources Committee; and
- Standards of Dress – especially on “dress down Friday”.

Members noted the changes to the Employee Handbook and supported the suggestion that names be removed from the Council's structure and that the Retirement Gift lump sum be reviewed.

RESOLVED – that (A) revisions to the updated

Employee Handbook as amended, be approved; and

(B) the Retirement Gift lump sum be reviewed.

97 HUMAN RESOURCES MANAGEMENT STATISTICS -
QUARTERLY REPORT

The Head of Human Resources and Organisation Development submitted a report setting out management statistics for the period April to June 2017. The HR Officer summarised the report and highlighted a number of key areas. She referred to the current headcount of 354 which equated to 300 full time equivalent posts (FTE). It was noted that the number of vacant funded hours expressed as FTE posts, was 43.34 hours.

Members were advised that the projected turnover for 2017/18 was 23.4% which was above the target of 10%. The current voluntary leaver's rate was 3.94% and projected to be 20.49% for 2017/18. A summary of which services were affected by the statistics was detailed in the report. The Head explained how these were unusually high and should level off in future quarters.

The Head explained that data for quarter one in relation to sickness was not available due to the launch of a new HR and Payroll System "MyView" and would be reported to Members in October 2017.

Updates were provided in relation to reportable accidents (none) and non-reportable accidents (five).

The Head of Human Resources and Organisational Development provided a summary of the Learning and Development programme for 2017/18. The Head also provided a summary of Performance Development Reviews between January and March 2017, the detail of which was set out in the report and equalities monitoring indicators.

In response to a query from Councillor P Boylan, the HR Officer explained levels of attendance on the various courses.

He also sought and was provided with clarification on how the Black, Asian and Minority Ethnic (BAME) targets had been set.

Councillor M Stevenson asked how courses were organised for different departments. This was provided.

Members noted the HR statistics as presented.

RESOLVED – that the Human Management Statistics for the period April to June 2017, as now submitted, be noted.

98 TURNOVER YEAR END REPORT: APRIL 2016 - MARCH 2017

The Head of Human Resources and Organisational Development submitted a report which provided a detailed analysis of turnover for 2016/17.

The HR Officer provided a summary of actions identified to be delivered in 2017/18 to support the Council in improving its turnover rates and reasons for leaving, as now detailed. The Head recommended that the turnover targets as follows remain unchanged for 2017/18:

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

The Chairman thanked Officers for providing comparative information and referred to the difficulties some departments faced (namely planning), in recruiting officers. The HR Officer provided an update on how the Council advertised vacant posts and what professional career support was provided.

Councillor M Stevenson referred to Leavers' Feedback and the issue of promotional prospects. The Head of HR and Organisational Development explained that many services had recently been restructured and that such feedback was not uncommon at a time of change.

In response to a query from Councillor P Boylan regarding the Local Government Workforce Survey 2015/16 regarding recruitment difficulties within the top three posts, e.g., Planning, Building Control and Civil Enforcement, the Head undertook to research this further and let Members know. She explained that on the issue of planning, many District Councils experienced similar difficulties and the private sector tended to pay more. The issue of recruiting civil enforcement and building control staff was debated.

Councillor M Stevenson referred to the use of apprentices and confirmed that HR Officers did visit schools to explain the role of the Council and what employment opportunities existed.

The Committee supported the recommendations, as now detailed.

RESOLVED – that the targets for 2017/18 remain unchanged as follows:

- turnover target rate – 10%
- Voluntary turnover rate – 7%
- Stability index – 90%

99 LEARNING AND DEVELOPMENT 2016/17

The Head of Human Resources and Organisational Development submitted an annual report summarising the delivery of the Learning and Development Programme 2016/17 both to employees and to Council Members. The HR Officer provided a summary of the report.

In response to a query from the Chairman regarding sharing e-learning with Town and Parish Councils, the HR Officer explained that the Council was working more closely and referred to the issue of safeguarding information. In relation to the provision of statutory information via e-learning, the Chairman stated that he was aware that some software blocked access to a computer until information, important to a person's role, had been completed. Updates were provided in relation to "Bob Business" e-learning.

The Chairman referred to initiatives which were available such

as Young Enterprise which provided young people with experience of business scenarios.

In response to a query from Councillor P Boylan, the Head of HR and Organisational Development explained why the current budget should remain unchanged, despite underspends in previous years. She undertook to provide Members with the training and development costs per employee. The HR Officer explained why attendance costs had risen.

The Committee noted the Learning and Development Annual Review 2016/17.

RESOLVED – that the Learning and Development Annual review 2016/18 be noted.

100 ABSENCE SICKNESS YEAR END REPORT : APRIL 2016 - MARCH 2017

The Head of Human Resources and Organisational Development submitted a report on the short and long term sickness absence for 2016/17 and outlined initiatives to reduce absence. The HR Officer provided a summary of the explanations for sickness and benchmarking which had been carried out to help evaluate the targets proposed.

Councillor P Ruffles expressed concern about the rise in mental health statistics and queried whether this was because more people were comfortable discussing their illnesses. He urged HR to keep this under review. The Head explained that this issue was no longer a “taboo” subject to discuss. She added that the statistics reflected the amount of change within the Council in terms of restructures and how people had reacted to this and that long term sickness was not just about work, but a combination of other factors too.

Councillor M Stevenson sought and was provided with assurances regarding the Council’s referral system to Occupational Health. The Committee Chairman queried whether Members would like to have a presentation on Occupational Health at some future date. This was

supported.

In response to a query from Councillor P Boylan regarding national sickness averages against those of East Herts, the HR Officer explained that she would review the report to establish more information. The Head of HR and Organisational Development explained that the Council did not have high levels of sickness and that last year, the Council had its lowest sickness levels in the last five years.

The Head of HR and Organisational Development explained how the new payroll system “MyView” allowed employees to add personal details.

The Committee noted the changes to the Sickness Absence Policy and agreed that the targets as detailed, be retained.

RESOLVED – that (A) the report be noted;

(B) 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 be retained; and

(C) a presentation be provided to Members by the Occupational Health team on mental health within the Council, including a review on the use of the new payroll system “MyView”.

101 LOCAL JOINT PANEL - MINUTES OF THE MEETING: 7 JUNE 2017

RESOLVED – that the Minutes of the meeting held on 7 June 2017 be received.

(see also Minutes 102 – 104)

102 FAMILY FRIENDLY POLICY

The Committee considered and approved the recommendation of the Local Joint Panel meeting held on 7 June 2017 on a new Family Friendly Policy.

RESOLVED – that the Family Friendly Policy report, as now submitted, be approved.

(see Minute 101 above)

103 HOME WORKING POLICY

The Committee considered and approved the recommendation of the Local Joint Panel meeting held on 7 June 2017 on a revised Home Working Policy.

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

(see Minute 101 above)

104 SAFEGUARDING POLICY

The Committee considered and approved the recommendation of the Local Joint Panel meeting held on 7 June 2017 on a new Safeguarding Policy.

The Head of HR and Organisational Development explained the Policy had been updated to reflect changes requested by the Local Joint Panel at its meeting on 7 June 2017 and had been circulated to all Members of HR Committee. She provided a summary of the changes.

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

(see Minute 101 above)

105 HEALTH AND SAFETY : MINUTES

The Minutes of the Health and Safety Committee held on 27 April 2017 were submitted for information.

RESOLVED – that the Minutes of the meeting held on 27 April 2017 be received.

The meeting closed at 5.00 pm

Chairman

Date

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 4 OCTOBER 2017

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

EQUALITY AND DIVERSITY ANNUAL REPORT 2016/17

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To outline the Equality and Diversity Annual Report 2016/17 as now submitted.

<u>RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:</u>	
That:	
(A)	the Equality and Diversity Annual Report 2016/17 be noted
(B)	the recommendations for 2017/18 as detailed in paragraph 2.2 be approved

1.0 Background

1.1 The Equality and Diversity Annual Report 2016/17 updates the council on equalities and diversity data.

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

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

2.0 Report

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

2.2 Recommendations

Following analysis of the equalities data in 2016/17, the following recommendations are made:

1. To ensure that the new HR and Payroll System can capture equalities data during the recruitment process.
2. To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the council. For example, to have a more structured approach to offering work placements by listing available opportunities and case studies on the website.
3. To consider placing job adverts on disability websites to attract disabled people to apply for jobs at the council.
4. To continue to implement the Recruitment Review 2016 action plan by ensuring that recruitment paperwork e.g. shortlisting forms, interview sheets, internal application form are user-friendly.
5. To ensure that recruitment procedures and paperwork complies with the new General Data Protection Regulations (GDPR).
6. To collect data on sexual orientation at the recruitment stage during 2017/18.
7. To ensure that the council's procedures with regard to personal data, including equalities data, complies with the new General Data Protection Regulations (GDPR).
8. To conduct the next Equal Pay Audit in 2017/2018 to include the additional obligations required by law on mandatory gender pay gap reporting.
9. HR to continue to undertake spot checks on PDR documentation to ensure that they are of good quality and provide sufficient evidence to justify the rating given, particularly for those achieving 'exceptional performance' and 'exceeding

expectations.’

10. Continue to monitor equalities data for all disciplinaries and grievances.
11. Continue to monitor equalities data for course participants.
12. HR to review the exit interview process including implementing a more robust process for chasing exit questionnaires.
13. To link this work with the recommendations from the Turnover Report 2016/17 that was considered and approved by the HR Committee in July 2017.

3.0 Implications/Consultations

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

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate)</i> :	<i>Priority 1: Improve the health and wellbeing of our communities</i> Residents living active and healthy lives Support our vulnerable families and individuals Communities engaged in local issues
Consultation:	<i>None</i>
Legal:	The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces annually.
Financial:	None
Human Resource:	As detailed in the policy
Risk Management:	None
Health and wellbeing – issues and impacts:	None

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Essential Reference Paper 'B'

East Herts Council

**EQUALITY AND DIVERSITY
ANNUAL REPORT**

(EMPLOYMENT)

1 APRIL 2016 – 31 MARCH 2017

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1.0 Introduction

- 1.1 This report provides a detailed analysis of the council's workforce and external applicants applying for council jobs, by the protected characteristics of the Equality Act 2010.
- 1.2 The Equality Act (2010) consolidated the legislation for groups protected by previous equalities legislation. Everyone has the right to be treated fairly and the Equality Act protects people from discrimination on the basis of protected characteristics.
- 1.3 Protected characteristics include: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, sexual orientation, and marriage and civil partnership.
- 1.4 The Equality Act 2010 (Specific Duties) Regulations 2011 require public sector bodies with more than 150 employees to publish data on equality in their workforces annually.
- 1.5 The council is committed to complying with the Equality Act across all its services and continues to increase awareness and understanding through its policies, training and staff groups.
- 1.6 This report provides a detailed analysis of the available monitoring data for 2016/17. It covers 6 areas:
 - Recruitment
 - Employee Profile
 - Performance Management (PDR ratings)
 - Discipline and Grievance
 - Training Course Participants
 - Leavers

2.0 Summary

2.1 Recruitment

- 2.1.1 The report shows that in 2016/17 the council was successful in attracting a diverse range of external applicants in terms of most of the protected characteristics (i.e. ethnic origin, age, religion and belief, and disability status). The council was particularly successful in attracting applicants from the 20-29 age group and from Black, Asian and Minority Ethnic (BAME) groups. This suggests that the council is seen as a fair and equal employer. The council was less successful in attracting male applicants when compared to the percentage of male residents: 39% of all applicants were male compared to 49% of male residents.
- 2.1.2 At the shortlisting stage, male applicants were generally less successful than female applicants: 31% of those shortlisted were male and 69% were female compared to the gender split of all applicants (39% and 61% respectively). The 20-29 age group were reasonably successful at the shortlisting stage with 14.7% from this age group being shortlisted. There were no concerns in other areas at the shortlisting stage.
- 2.1.3 The council's interview process has proven less successful in terms of appointing a diverse range of applicants. Of all applicants who were appointed, only 15% were male despite males forming 39% of all applicants. Only 9% were from Black, Asian and Minority Ethnic (BAME) groups, which is an increase on the previous year (7% in 2015/16), however it is lower than the total percentage of applicants from these groups (18%). Applicants age 20-29 performed the least well of all the age groups (15.2% of all those appointed) despite forming 28.9% of all applicants.

2.2 Employee Profile

- 2.2.1 The council's employee profile as at the end of March 2017 is broadly reflective of the profile of the working population in East Hertfordshire (or, where comparisons at this level weren't

available, residents in the East of England or UK) in terms of ethnic origin, religion and belief, disability and sexual orientation.

2.2.2 The areas where the employee profile is not reflective are gender, working hours and age. The council has a considerably higher percentage of females than males (72%:28%) compared to the working population of East Hertfordshire (51%:49%) however this is common in many local authorities (see section 4.2 for further information). In addition, the percentage of full time males is low (23%) compared to East of England figures (46%).

2.2.3 The percentage of employees under the age of 20 has increased over the last 3 years (0% in 2014/15, 0.3% in 2015/16 and 1.7% in 2016/17) which is due in part to recruiting 7 apprentices in September 2016. The figure is still lower than East Herts residents in this age group (5.9%) however this may be due to some of these individuals remaining in full time education. The percentage of employees in the 20-29 age range has fallen slightly in the last 3 years (7.6% in 2014/15, 6.3% in 2015/16 and 6.2% in 2016/17) and it remains slightly lower than the percentage of East Herts residents in this age group (10.2%).

2.3 Performance Management (PDR ratings)

2.3.1 The analysis of equalities data in terms of PDR ratings shows that no groups are being disadvantaged by the council's performance management system.

2.4 Discipline and Grievance

2.4.1 In 2016/17 there were 2 employees who were subject to formal disciplinary proceedings. There was 1 formal grievance case. The protected characteristics of these employees are varied and therefore there are no concerns in this area.

2.5 Training Course Participants

2.5.1 The report shows that training and development is provided on a fair and equal basis across the council and allows all employees to take advantage of the opportunities.

2.6 Leavers

- 2.6.1 The report found that there were no concerns with regard to leavers in terms of ethnic origin, religion and belief, disability and sexual orientation.
- 2.6.2 There was however a disproportionate percentage of male leavers (55%) when compared to the percentage of male employees (28%). Further analysis has been undertaken in this report (see section 8.2) however no patterns were found in terms of reasons for leaving, the service they worked in or their length of service.
- 2.6.3 There was also a disproportionate percentage of leavers aged 20-29 (15%) when compared to the percentage of employees in this age group (6%). However, this is still a significant improvement on 2 years ago (2014/15) when 24% of all leavers were aged 20-29. Further analysis has been undertaken in this report (see section 8.4) however no patterns were found in terms of reasons for leaving, the service the leavers worked in or their length of service.

3.0 Recruitment

3.1 Introduction

- 3.1.1 This section provides information on external applicants who applied for jobs at the council during the period 1 April 2016 to 31 March 2017.
- 3.1.2 Data has been collected at the application, shortlist and appointment stages.
- 3.1.3 There were 47 external recruitment campaigns between 1 April 2016 and 31 March 2017. A total of 439 external applicants applied.
- 3.1.4 Recruitment is managed in-house. A review of East Herts recruitment processes was undertaken in June 2015 and part of this review considered alternative service models.

3.1.5 Recruitment data has been analysed using 5 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender
- Ethnic origin
- Age
- Religion or Belief
- Disability Status

3.1.6 The data has been collected from the Equalities Monitoring Forms which are part of the application form and is detached on submission to HR.

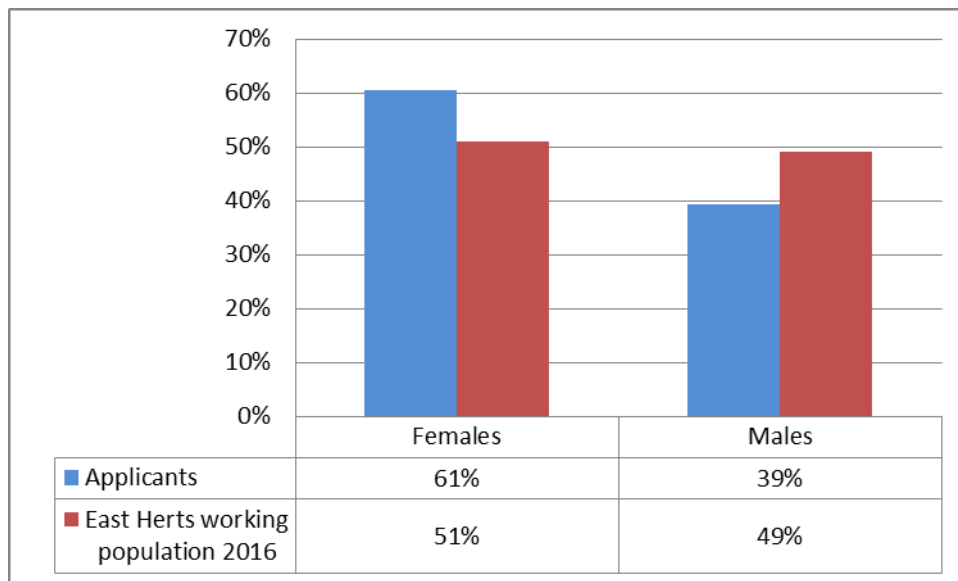
3.1.7 Comparison data has been used to understand whether the council has been successful in attracting a diverse range of applicants that reflects the profile of the working population of East Hertfordshire.

3.1.8 The equalities data of applicants reaching the shortlisting and appointment stages has been compared to the data of all applicants to understand whether certain groups are being disadvantaged and at what stage of the recruitment process.

3.2 Recruitment analysis by Gender

3.2.1 Figure 3.2 (i) shows that in 2016/17 the council attracted a higher proportion of female applicants than male applicants: 61% of applicants were female and 39% were male compared to the gender profile of the working population of East Hertfordshire (51% and 49% respectively).

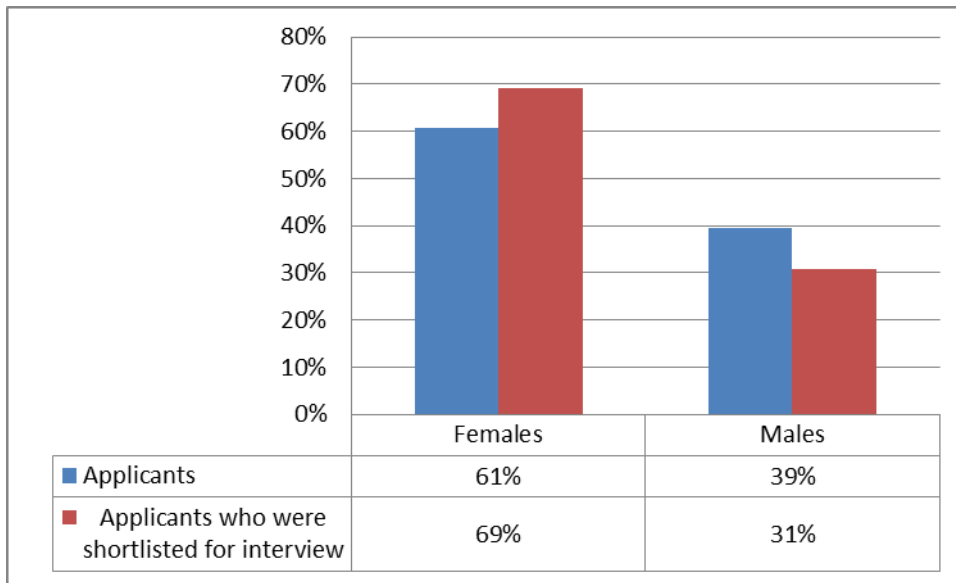
Figure 3.2 (i) - Applicant profile by Gender compared to the working population of East Hertfordshire



Source: Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2016))

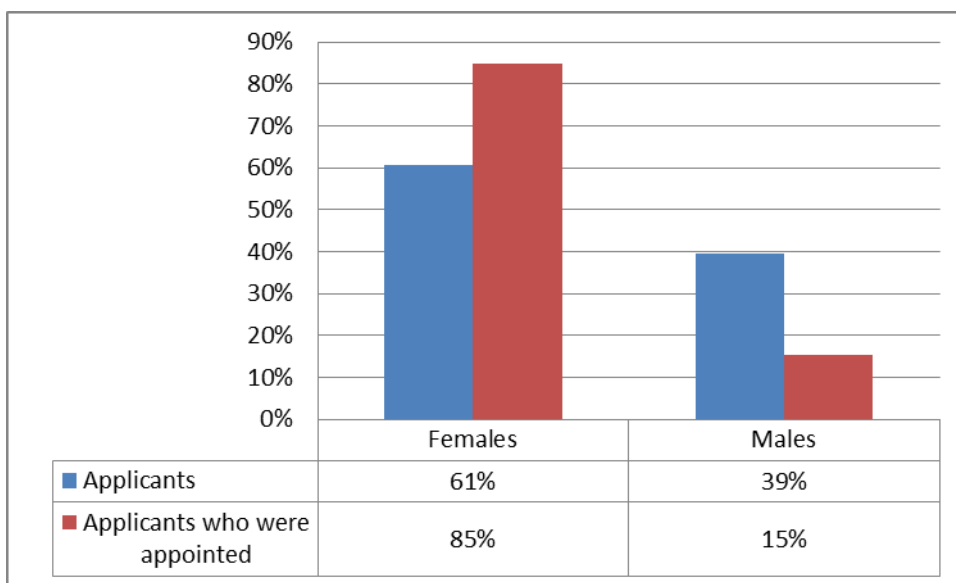
3.2.2 Figure 3.2 (ii) shows that a higher proportion of females were shortlisted for interview compared to males: 69% of those shortlisted were female and 31% were male compared to the gender split of all applicants (61% and 39% respectively).

Figure 3.2 (ii) – Analysis by Gender at the shortlisting stage



3.2.3 Figure 3.2 (iii) shows that a considerably higher proportion of females were appointed compared to males: 85% of those appointed were female and 15% were male compared to the gender split of all applicants (61% female and 39% male). The council encourages balanced panels where it is possible, taking into account the experience of panel members and the relevance to the post being interviewed.

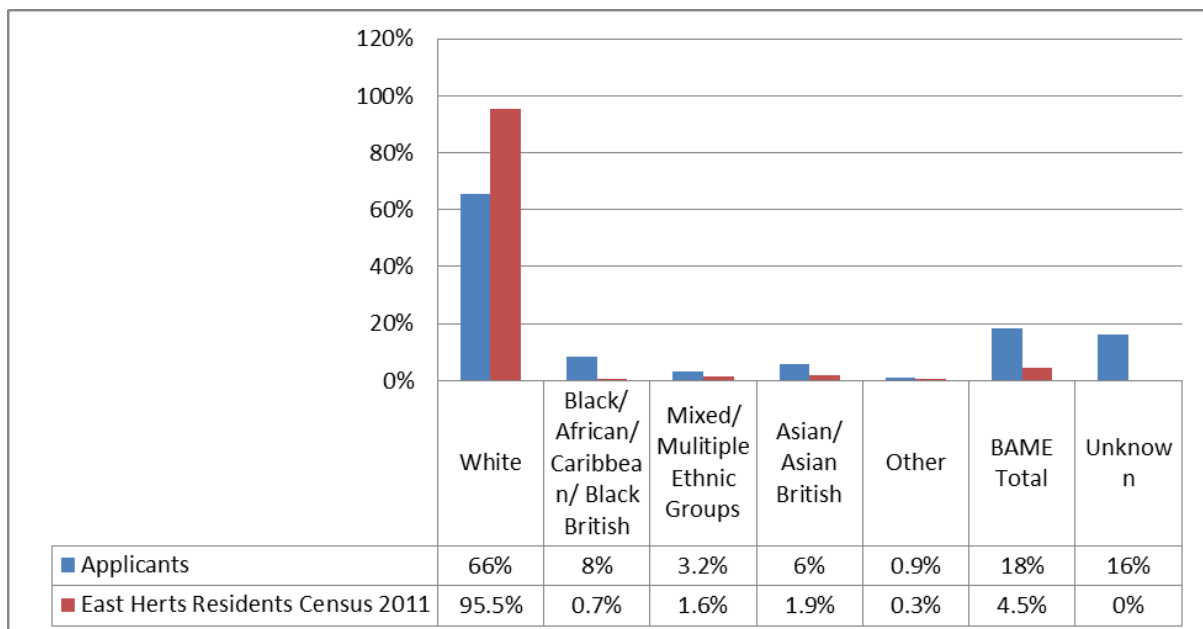
Figure 3.2 (iii) – Analysis by Gender at the appointment stage



3.3 Recruitment analysis by Ethnic origin

3.3.1 Figure 3.3(i) shows that in 2016/17 the council attracted applicants from a diverse range of ethnic origins reflective of those of East Herts residents: 18% of applicants were from Black, Asian and Minority Ethnic (BAME) groups which is significantly higher than the percentage of East Hertfordshire residents in these groups (4.5%), suggesting that the council is seen as a fair and equal employer.

Figure 3.3(i) Applicant Profile by Ethnic origin compared to East Hertfordshire residents



Source: ONS Census 2011_Key Statistics_KS201EW Ethnic Group by Measures

Definitions of Ethnic Groups in the 2011 Census:

* White – includes English, Welsh, Scottish, Northern Irish, British, Irish, Gypsy or Irish Traveller, Other White.

* Mixed/Multiple Ethnic – includes White & Black Caribbean, White & Black African, White and Asian, Other mixed.

* Asian/Asian British – includes Indian, Pakistani, Bangladeshi, Chinese, Other Asian.

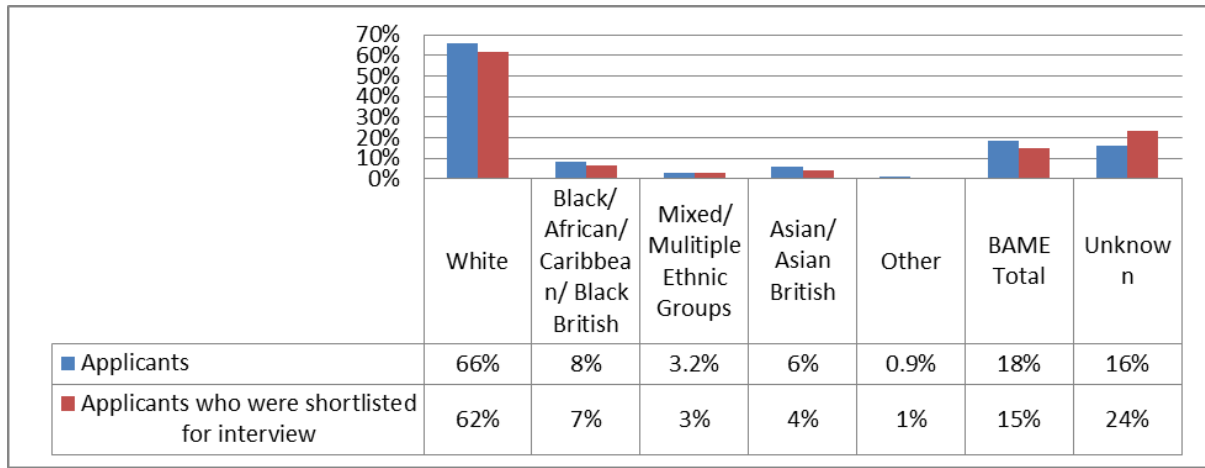
* Black/African/Caribbean/Black British – includes African, Caribbean, Other Black.

* Other – includes Arab, Any other ethnic group.

3.3.2 Figure 3.3(ii) shows that there were no concerns with regard to ethnic origin at the shortlisting stage: 15% of those shortlisted for

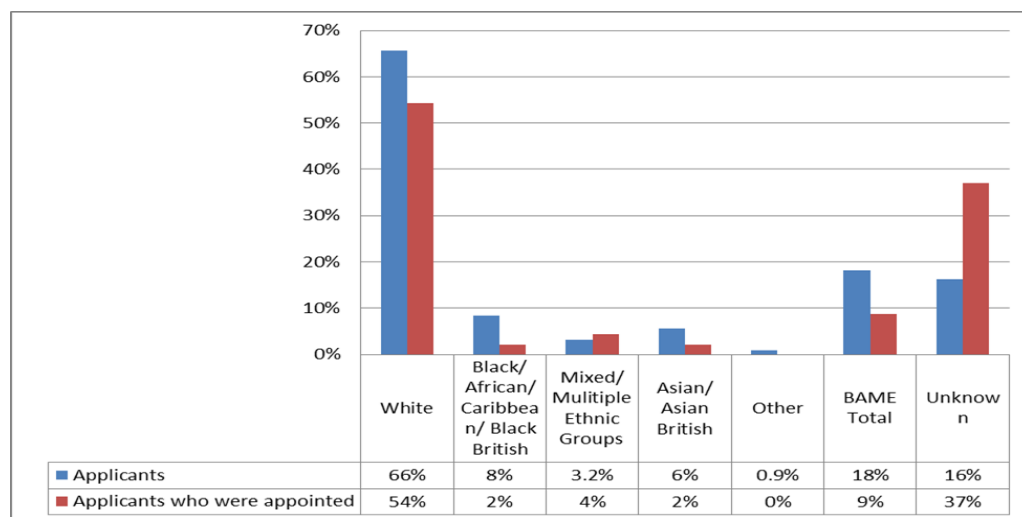
interview were from BAME groups which is an increase from 2015/16 (10%) and only slightly lower than the total percentage of applicants from these groups (18%).

Figure 3.3(ii) – Analysis by Ethnic origin at the shortlisting stage



3.3.3 Figure 3.3 (iii) shows that 9% of those appointed were from BAME groups, which is an increase on the previous year (7%) however it remains lower than the total percentage of applicants from BAME groups (18%).

Figure 3.3 (iii) – Analysis by Ethnic origin at the Appointment stage



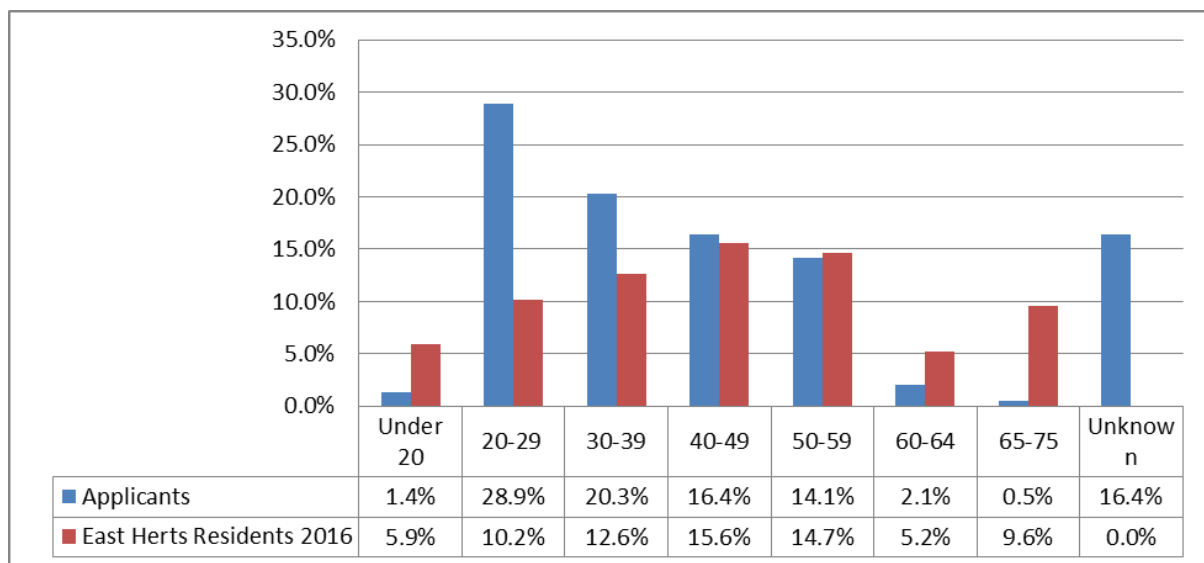
3.3.4 Applicants from Black/African/Caribbean/Black British groups generally performed the least well at the interview stage (2% were appointed despite this group comprising 8% of total applicants). However, this is an increase on the previous year

(0% in 2015/16). The data is skewed by the small number of applicants from this group who were selected for interview overall (9).

3.4 Recruitment Analysis by Age

3.4.1 Figure 3.4 (i) shows that the council attracted applicants from a wide range of age groups reflective of those of East Hertfordshire residents.

Figure 3.4 (i) – Applicant Profile by Age compared to East Hertfordshire residents



Source: ONS Population Data aged 16-64 (2015)

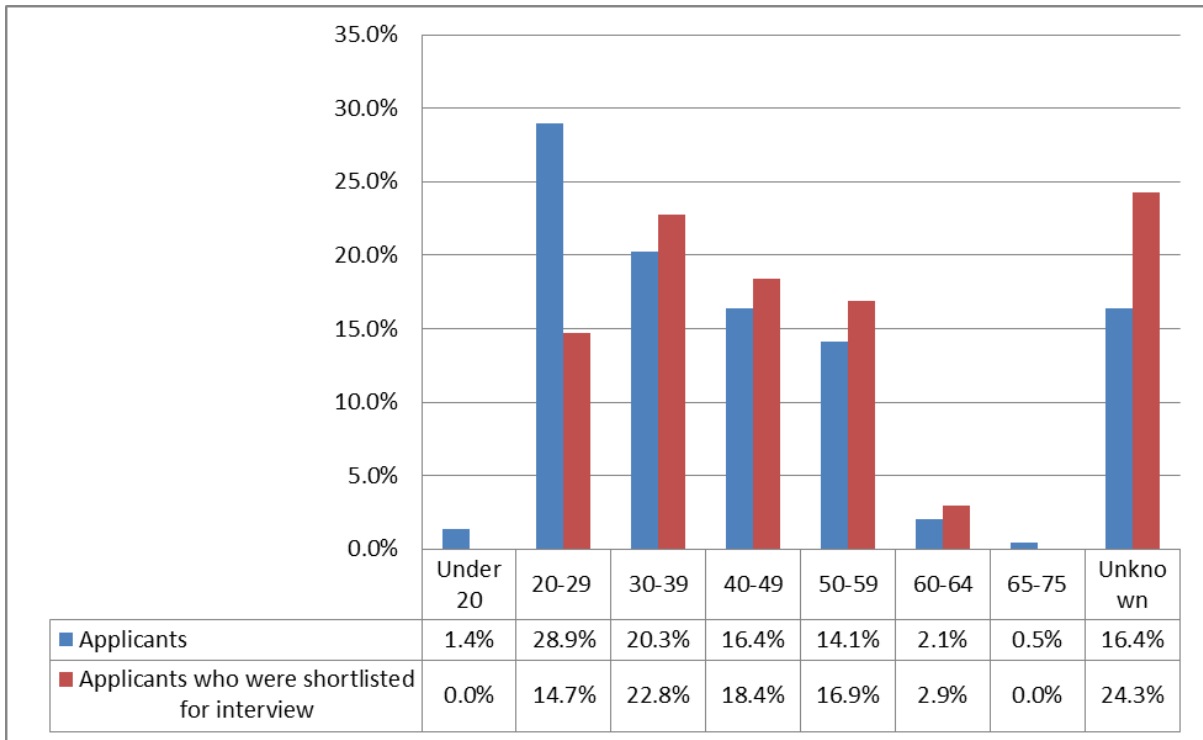
Note: The percentages for East Hertfordshire residents does not total 100% as only the data for 16-75 year olds has been included here

3.4.2 The data suggests that younger applicants see the council as an attractive place to work: the percentage of applicants in the 20-29 age group (28.9%) is higher than in 2015/16 (21.8%) and almost three times that of East Herts residents in that age group (10.2%). The percentage of applicants under the age of 20 is low (1.4%) compared to East Hertfordshire residents in that age group (5.9%), however this is possibly due to these individuals remaining in full time education.

3.4.3 Figure 3.4 (ii) below shows that applicants in the younger age groups (under 20 and 20-29) were generally less successful at the shortlisting stage compared to other age groups: no

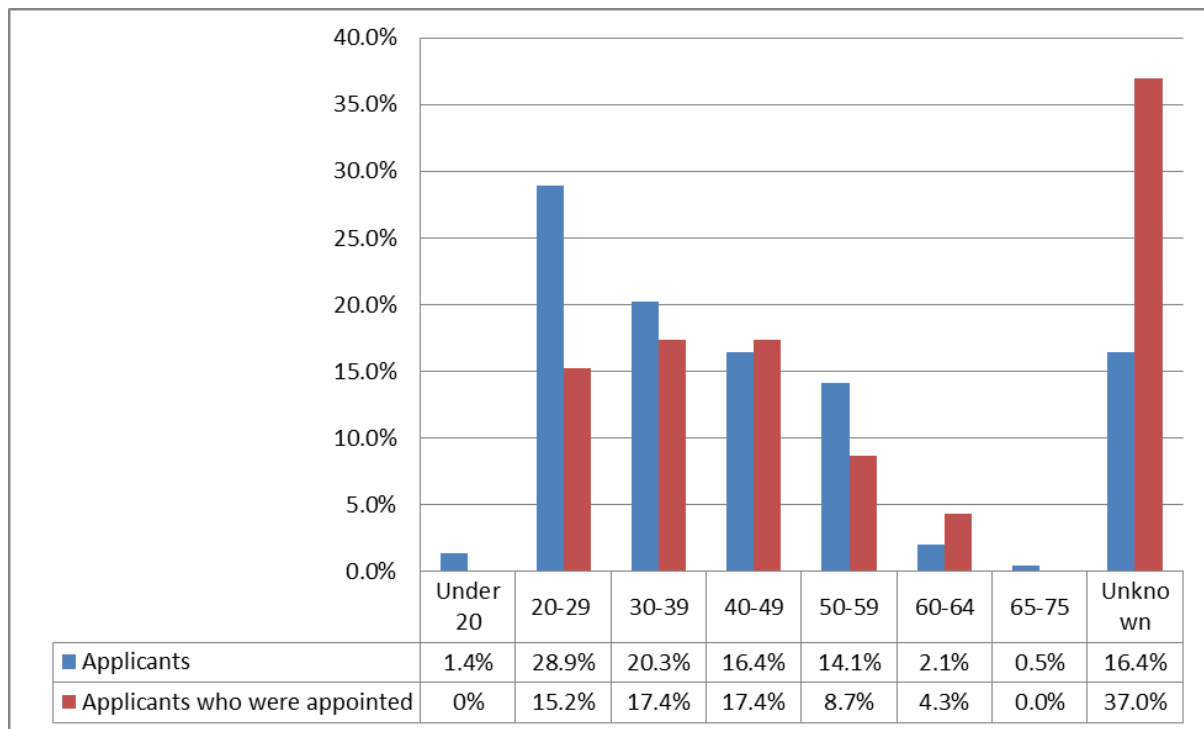
applicants under the age of 20 were shortlisted for interview and only 14.7% were aged 20-29 compared to the total number of applicants in these age groups (1.4% and 28.9% respectively). The figure for the 'under 20' age group is skewed due to the small number of applicants in this age group (6).

Figure 3.4 (ii) – Recruitment Analysis by Age at the shortlisting stage



3.4.4 Figure 3.4 (iii) below shows that applicants in the younger age groups were generally less successful at the interview stage: 0% of those appointed were under the age of 20 and 15.2% were aged 20-29 compared to the total number of applicants in these age groups (1.4% and 28.9% respectively). Despite these figures, the council cannot be said to be discriminating against the 20-29 age group as it employs a proportionate number of 20-29 year olds (6.2%) when compared to residents in this age group (10.2%). See Section 4.4 for further information.

Figure 3.4 (iii) – Recruitment Analysis by Age at the appointment stage



3.4.5 The council is committed to supporting young people into employment and has supported work experiences, career fayres, graduate schemes and has improved links with local schools. In September 2016 the council launched its apprenticeship scheme and is seeking to recruit further apprentices in September 2017.

3.4.6 Unusually, applicants in the 50-59 age group generally performed less well at the interview stage: 8.7% of those appointed were in this age group compared to the total percentage of applicants in this age group (14.1%). This is a marked contrast with the previous year (2015/16) when 20.4% of those appointed were from this age group.

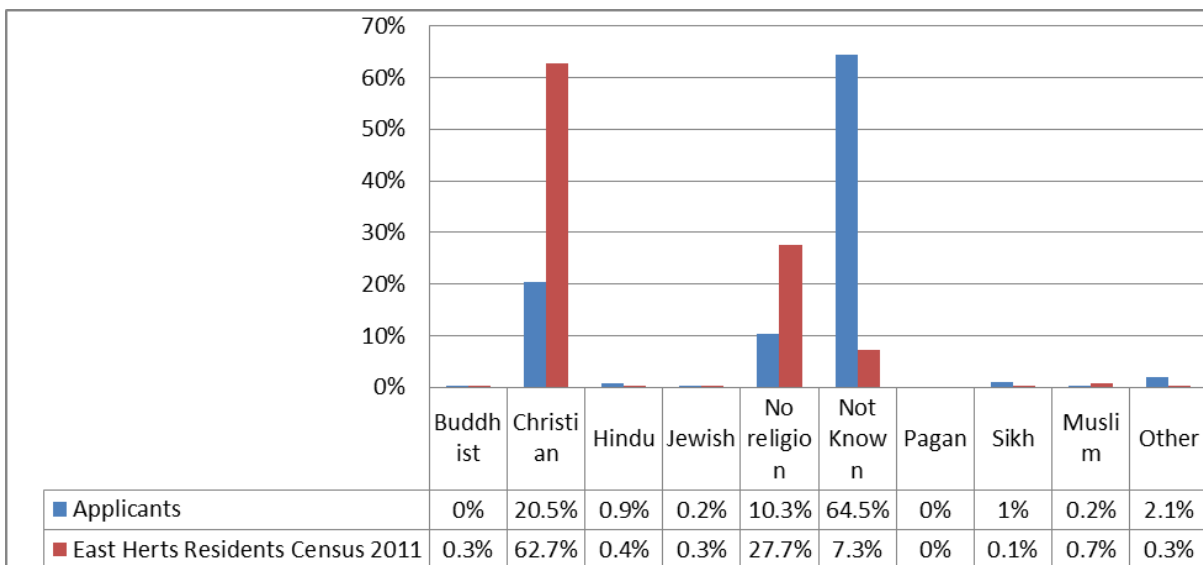
3.4.7 Of note is that 37% of those appointed did not disclose their age and were therefore recorded as 'unknown'.

3.5 Recruitment Analysis by Religion and Belief

3.5.1 Figure 3.5 (i) shows that the council attracted applicants from a wide range of religions and beliefs reflective of those of East Hertfordshire residents.

3.5.2 Of note is that 64.5% of all applicants chose not to disclose their religion or belief in 2016/17. This 'not known' figure has increased year on year (55.1% in 2014/15 and 63.3% in 2015/16).

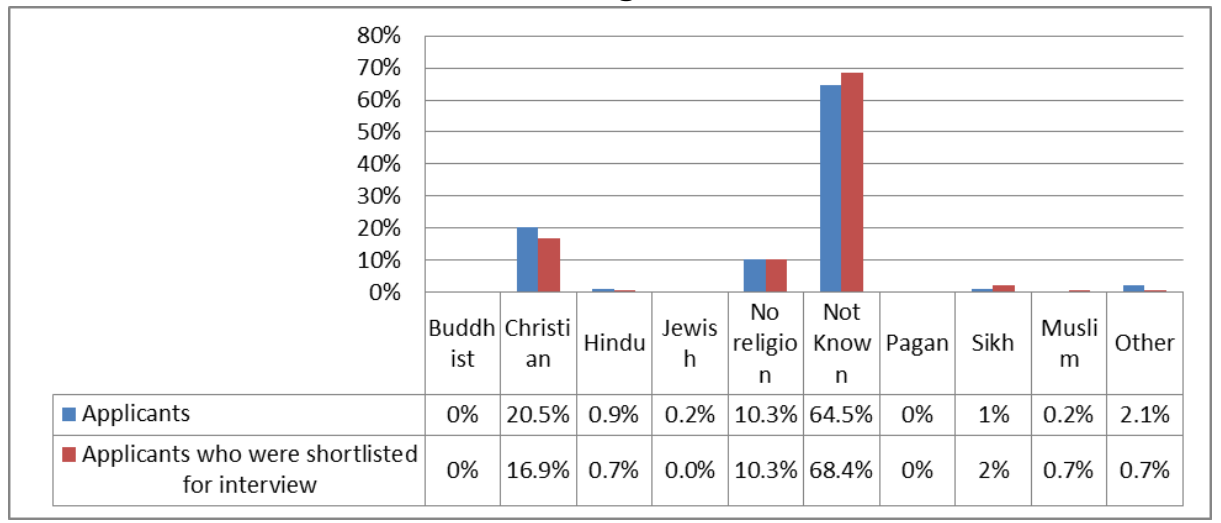
Figure 3.5 (i) – Applicant Profile by Religion and Belief compared to East Hertfordshire residents



Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

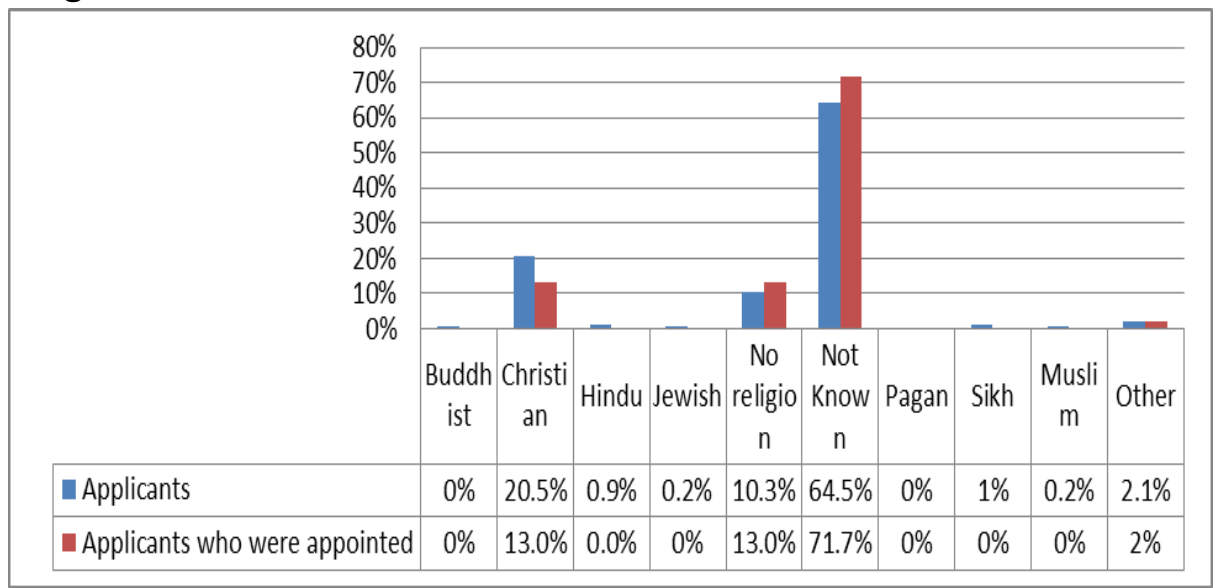
3.5.3 Figure 3.5 (ii) shows that there were no concerns with regard to religion and belief at the shortlisting stage: of all applicants who were shortlisted for interview, 4.1% were from minority religious groups (i.e. groups other than Christian) which is reflective of the total percentage of all applicants from these groups (4.4%).

Figure 3.5 (ii) – Analysis by Religion and Belief at the shortlisting stage



3.5.4 Figure 3.5 (iii) below shows that there were no concerns with regard to religion and belief at the appointment stage: 2% of those appointed were from minority religious groups which is slightly lower than the total percentage of all applicants from these groups (4.4%).

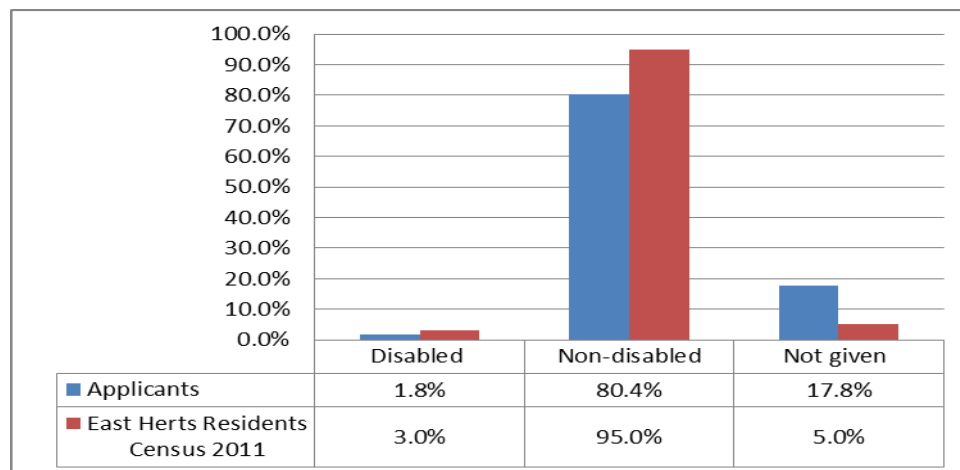
Figure 3.5 (iii) – Analysis by Religion and Belief at the appointment stage



3.6 Recruitment Analysis by Disability

3.6.1 Figure 3.6 (i) below shows that there are no concerns with regard to attracting applicants with a disability: 1.8% of applicants had a disability which is slightly lower than East Hertfordshire residents with a disability (3%).

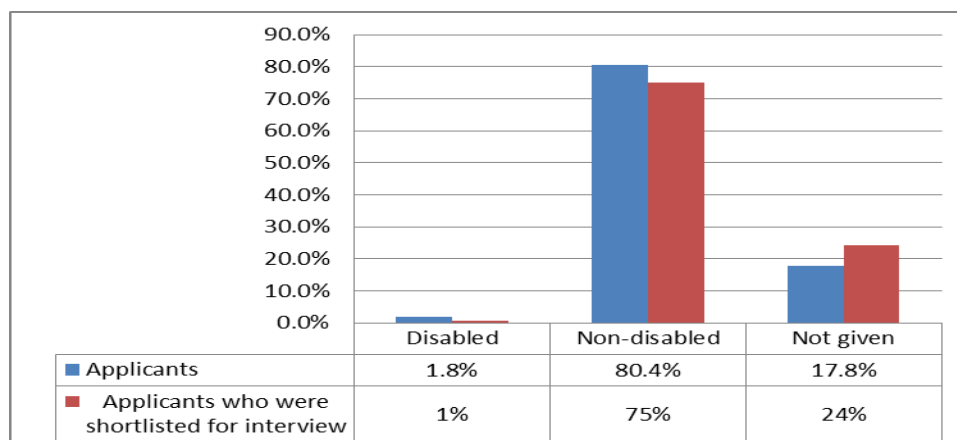
Figure 3.6 (i) – Applicant Profile by Disability Status compared to the residents of East Hertfordshire



Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

3.6.2 Figure 3.6 (ii) shows that there were no concerns with regard to disability at the shortlisting stage: 1% of those shortlisted for interview had a disability which is slightly lower than the percentage of all applicants with a disability (1.8%).

Figure 3.6 (ii) – Analysis by Disability at the shortlisting stage

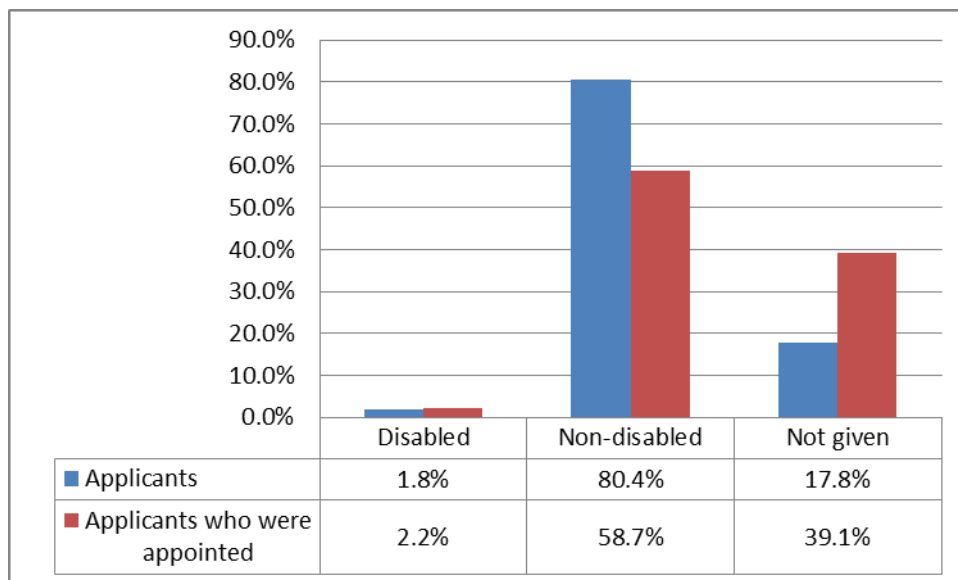


3.6.3 The council guarantees that applicants who have applied under the Disability Confident Scheme (which replaced the ‘Two Ticks’

Scheme in 2016) will be invited for an interview if they meet the minimum essential criteria for the role. In 2016/17, there were 7 applicants who applied for roles under the scheme. Of these, 4 (57%) met the minimum essential criteria for the role and were therefore invited to interview.

3.6.4 Figure 3.6 (iii) shows that there were no concerns with regard to disability at the appointment stage: 2.2% of those appointed had a disability which is slightly higher than the percentage of all applicants with a disability (1.8%).

Figure 3.6 (iii) – Recruitment analysis by disability at the appointment stage



4.0 Employee Profile

4.1 Introduction

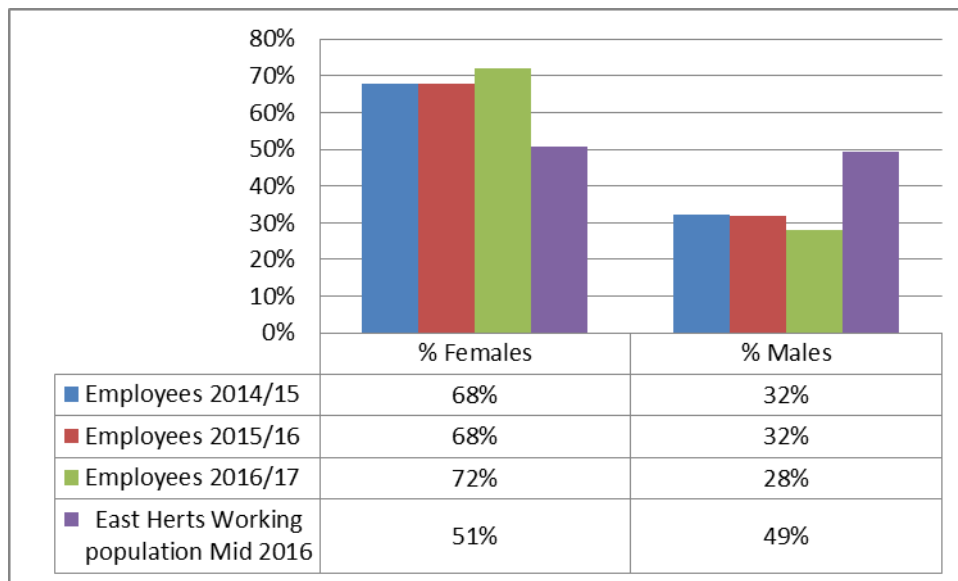
- 4.1.1 This section provides information on employees employed by the council as at 31 March 2017.
- 4.1.2 Casual employees, agency workers and contractors are not included.
- 4.1.3 The total number of employees employed by the council as at 31 March 2017 was 353. This has decreased from 373 in the previous year.
- 4.1.4 The data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:
- Gender
 - Ethnic origin
 - Age
 - Religion or Belief
 - Disability status
 - Sexual orientation
- 4.1.5 Various comparison data has been used to understand how the employee profile of the council compares to the wider context in which it operates and to identify whether there are any areas of concern which the council needs to take action on.
- 4.1.6 Where possible, comparisons have been made at the most local level (i.e. with East Hertfordshire residents) and using the most recent data available. However where this data has been unavailable at this level, comparisons have been made with East of England residents.
- 4.1.7 Most of the comparison data has been taken from either the Nomis or Office for National Statistics (ONS) websites.

4.2 Employee Profile by Gender

4.2.1 Figure 4.2(i) below shows that the gender profile of employees does not closely reflect that of the East Hertfordshire working population. The council has a considerably lower percentage of male employees (28%) compared to the overall male working population in East Hertfordshire (49%).

4.2.2 A survey of local authorities in the East of England by the East of England LGA in December 2015 has revealed that the high female to male workforce ratio is common in local authorities. Of the 6 local authorities that responded to the survey, all had a high female to male ratio.

Figure 4.2 (i) – Employee Profile by Gender compared to the working population of East Hertfordshire



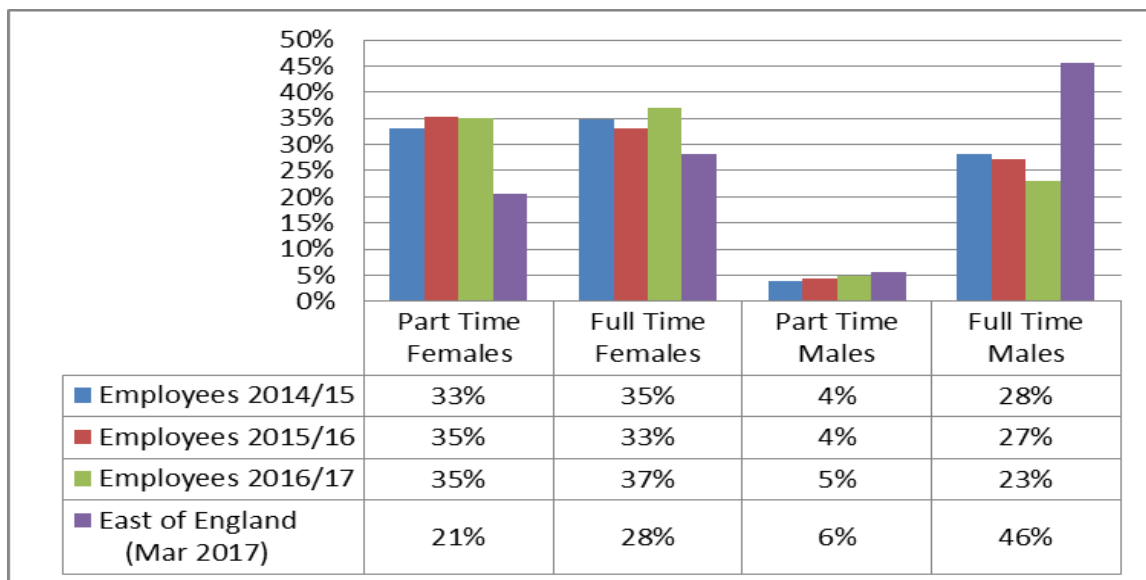
Source: Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2016))

4.2.3 The data on gender has been further analysed by the full or part time status of employees. Comparison data with the working population in East Hertfordshire is not available at this level of detail and therefore comparisons have been made with the working population in the East of England.

4.2.4 Figure 4.2(ii) shows that the council has a higher percentage of part time female employees (35%) compared to part time females in the East of England as a whole (21%). Possible reasons for this include the council's commitment to flexible working options which can often attract females who may have caring commitments and therefore wish to work flexibly.

4.2.5 In contrast, the council has a considerably lower percentage of full time males (23%) compared to full time males in the East of England (46%). The percentage has decreased over the last three years.

Figure 4.2(ii) – Employee Profile by Gender and Part/Full Time Status compared to the Working Population of the East of England



Source: Nomis Official Labour Market Statistics – Annual Population Survey (Workplace Analysis) March 2017

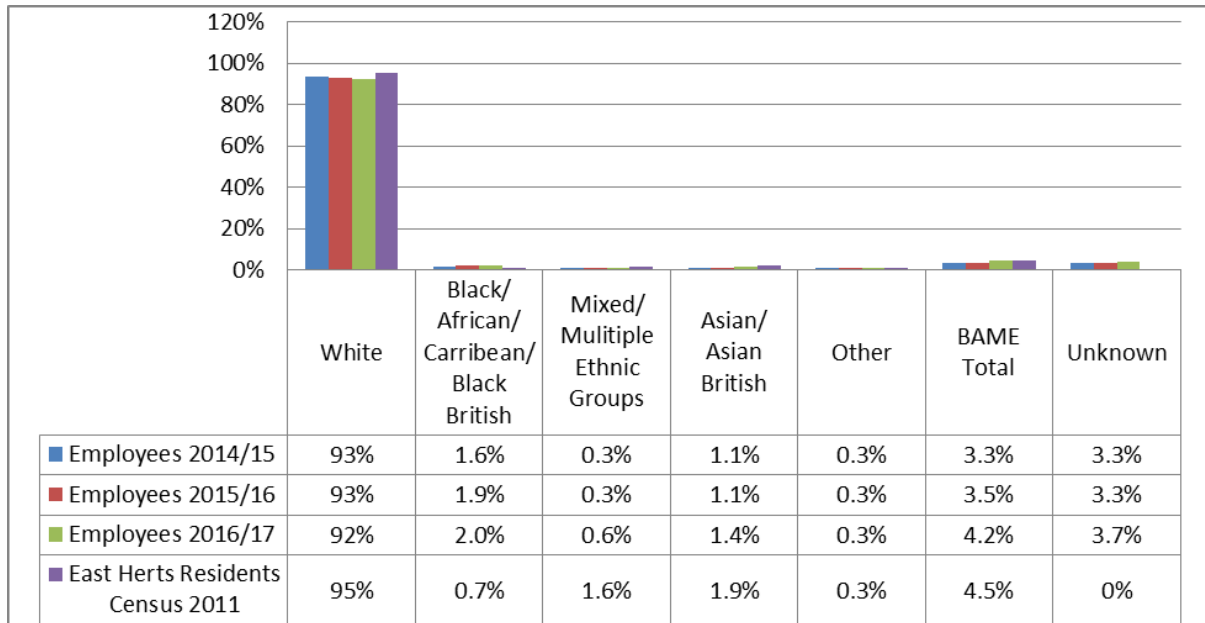
4.2.6 Further analysis has been undertaken to determine whether there is a correlation between the gender profile of the leadership team and that of employees. The outcome was that there is no correlation between the two: in 2014 71% of the Senior Management Team were male, the percentage of female employees was still high (69% were female).

4.3 Employee Profile by Ethnic origin

4.3.1 Figure 4.3 shows that the ethnic origin of employees is reflective of East Herts residents.

4.3.2 The total percentage of Black, Asian and Minority Ethnic (BAME) employees has increased over the last 3 years (3.3% in 2014/15, 3.5% in 2015/16 and 4.2% in 2016/17) and is reflective of BAME residents in East Hertfordshire (4.5%). There are therefore no concerns in this area.

Figure 4.3 – Employee Profile by Ethnic origin compared to residents of East Hertfordshire

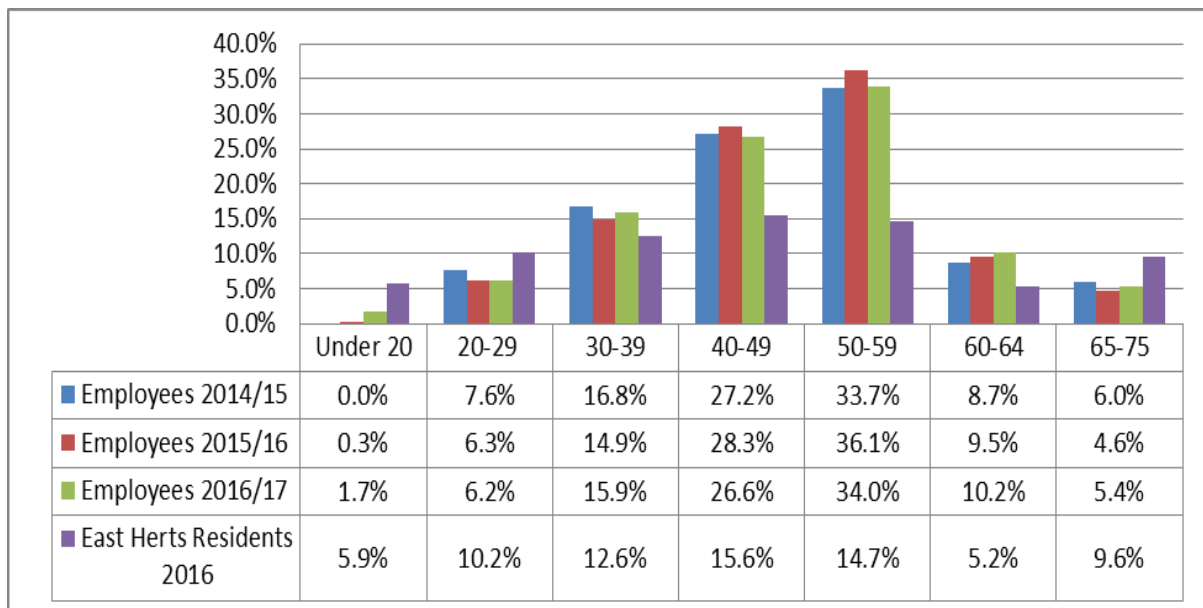


Source: ONS Census 2011_Key Statistics_KS201EW_Ethnic Group by Measures

4.4 Employee Profile by Age

4.4.1 Figure 4.4 below shows that the council has a considerably higher proportion of employees aged between 40 and 59 compared to East Herts residents: 60.6% of employees are in the 40-49 and 50-59 age ranges which is twice the percentage of East Hertfordshire residents in these age ranges (30.3% in total).

Figure 4.4 – Employee Profile by Age compared to the residents of East Hertfordshire



Source: Nomis Official Labour Market Statistics – Population Estimates in East Herts (April 2016)

Note: The percentage for East Herts residents does not total 100% as only the data for 16-75 year olds has been included here. The percentages have been rounded up for presentation purposes

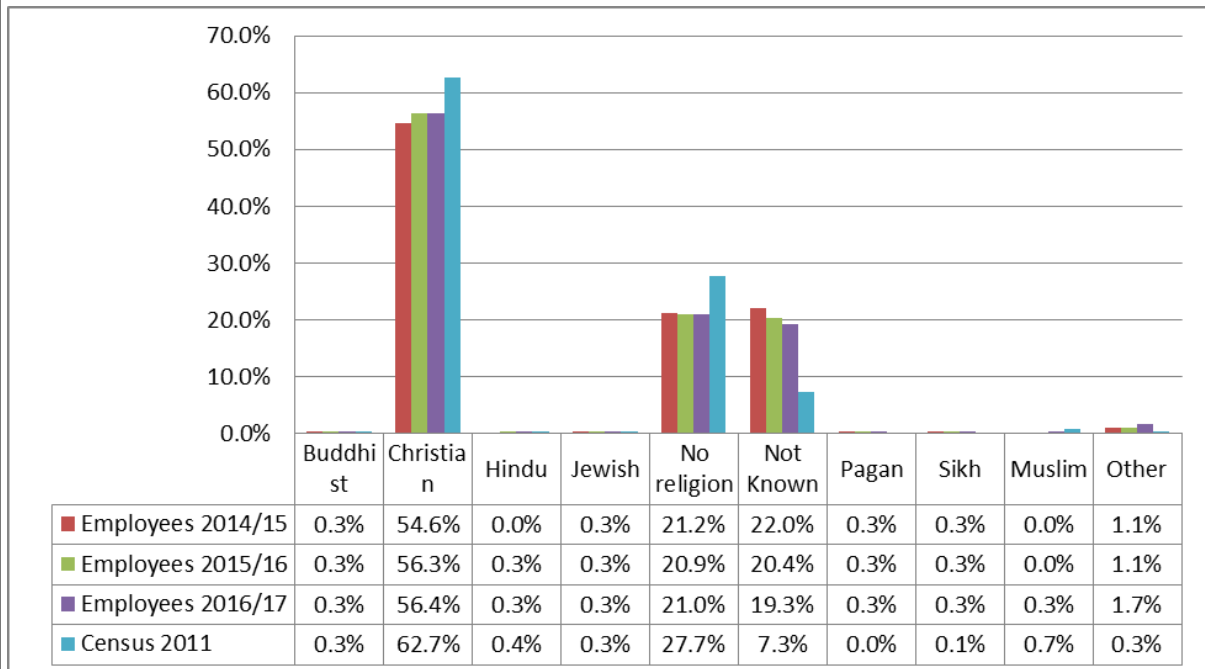
4.4.2 The percentage of employees under the age of 20 has increased over the last 3 years (0% in 2014/15, 0.3% in 2015/16 and 1.7% in 2016/17) which is due in part to recruiting 7 apprentices in September 2016. The figure is still lower than East Herts residents in this age group (5.9%) however this may be due to some of these individuals remaining in full time education. The percentage of employees in the 20-29 age range has fallen slightly in the last 3 years (7.6% in 2014/15, 6.3% in 2015/16 and 6.2% in 2016/17) and it remains lower than the percentage of East Herts residents in this age group (10.2%).

4.5 Employee Profile by Religion and Belief

4.5.1 Figure 4.5 below shows that the religions and beliefs of employees are generally reflective of East Herts residents. There are therefore no concerns in this area.

4.5.2 Of note is that almost a fifth of employees (19.3%) have chosen not to disclose their religion ('not known').

Figure 4.5 – Employee Profile by Religion and Belief compared to the residents of East Hertfordshire

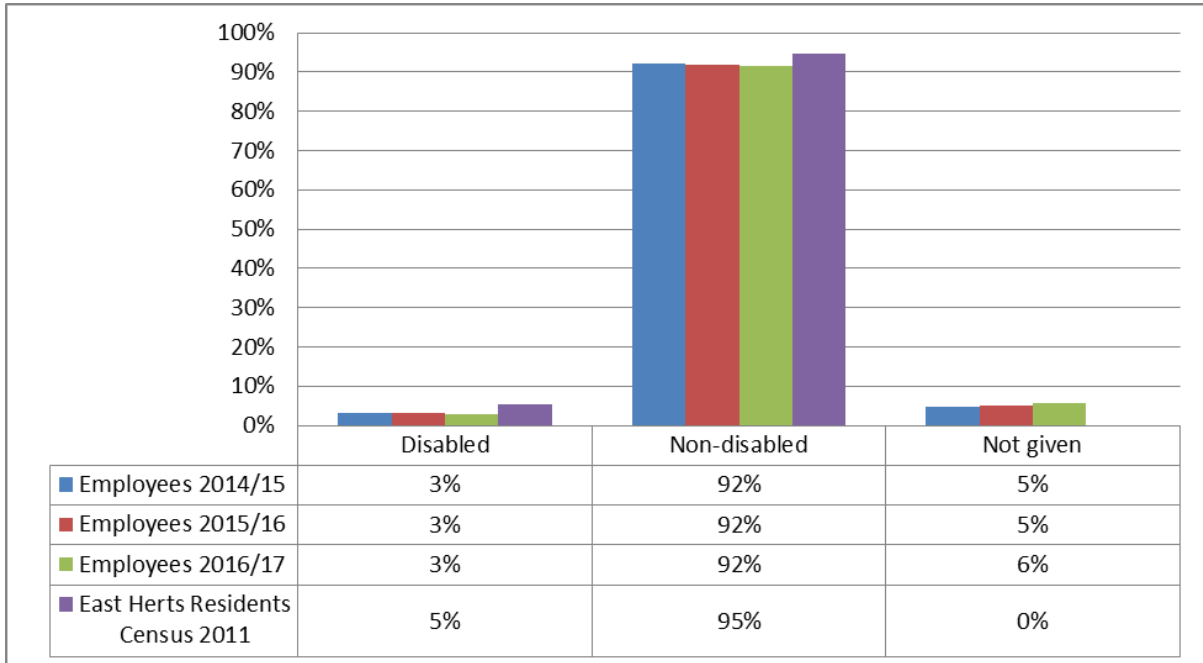


Source: ONS Census 2011_Key Statistics_KS209EW_Religion by Measures

4.6 Employee Profile by Disability

4.6.1 Figure 4.6 below shows that there are no concerns with regard to the council having a proportionate percentage of employees with a disability when compared to East Herts residents: as at 31 March 2017, 3% of employees had a disability which is slightly lower than East Herts residents with a disability (5%).

Figure 4.6 – Employee Profile by Disability Status compared to the residents of East Hertfordshire



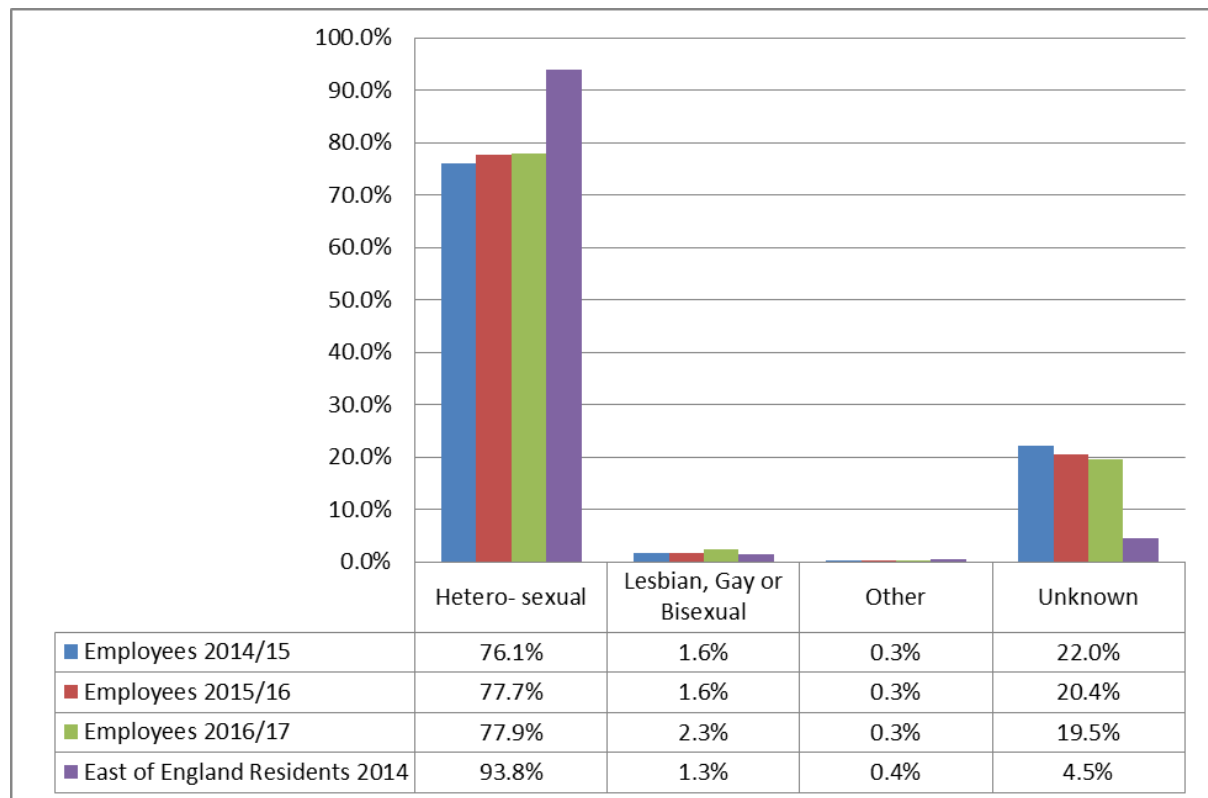
Source: ONS Census 2011_Long Term Health Problem or Disability (QS303EW)

Note: Those residents included in the 'disabled' figures stated that their day to day activities were 'limited a lot'

4.7 Employee Profile by Sexual Orientation

4.7.1 Figure 4.7 below shows that there are no concerns with regard to the council's employee profile in terms of sexual orientation: in fact the council had a slightly higher percentage of lesbian, gay and bisexual employees (2.3%) compared to residents in the East of England (1.3%).

Figure 4.7 – Employee Profile by Sexual Orientation compared to East of England residents



Source: ONS Website – Sexual Identity by Region (East of England) - 2014

5.0 Performance Management

5.1 Introduction

5.1.1 All employees have one annual Performance Development Review (PDR) between January and March with regular one to ones throughout the year. The headings of the 5 PDR ratings have remained the same however the descriptions for each rating were strengthened in 2016 and they are outlined below:

Exceptional Performance

- Someone who is regarded by others as being excellent at their job, a good colleague to work with and a role model for others.
- They consistently display excellent levels of enthusiasm, motivation and commitment.

- They constantly push for and undertake tasks that will challenge them
- This is the type of person who would be capable of doing a higher grade job and/or who might be difficult to replace if they were to leave.
- They can lead and inspire others regardless of whether or not they are managers.
- They go above and beyond in demonstrating all of the council's values and behaviours.

Exceeding Expectations

- Employees at this level do their job and do it well, and they frequently go above and beyond the standard required.
- They regularly display high levels of enthusiasm, motivation and commitment.
- They are actively interested in taking on tasks that will challenge them.
- They go above and beyond in demonstrating some of the council's values and behaviours.

Meeting Expectations

- Employees at this level are reliable and dependable, and consistently do their job to the required standard.
- They display good levels of motivation and commitment to ensure delivery of objectives
- They show expected practice in demonstrating all of the council's values and behaviours

Opportunity for Improvement

- Someone who has done most of their job to the required standard, but for whom some improvement is needed.
- They show inconsistent levels of motivation and/or commitment.
- They need some development in demonstrating the council's values and behaviours.

Immediate Improvement Required

- There are serious concerns about the employee's ability to do their job. Significant improvement is needed if employment is to continue.
- They have a poor attitude to work.
- Employees at this level would already be being formally managed under the Managing Performance Policy.
- They need development in demonstrating the council's values and behaviours.

5.1.2 The data has been analysed using 5 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender
- Ethnic origin
- Age
- Religion or Belief
- Disability status

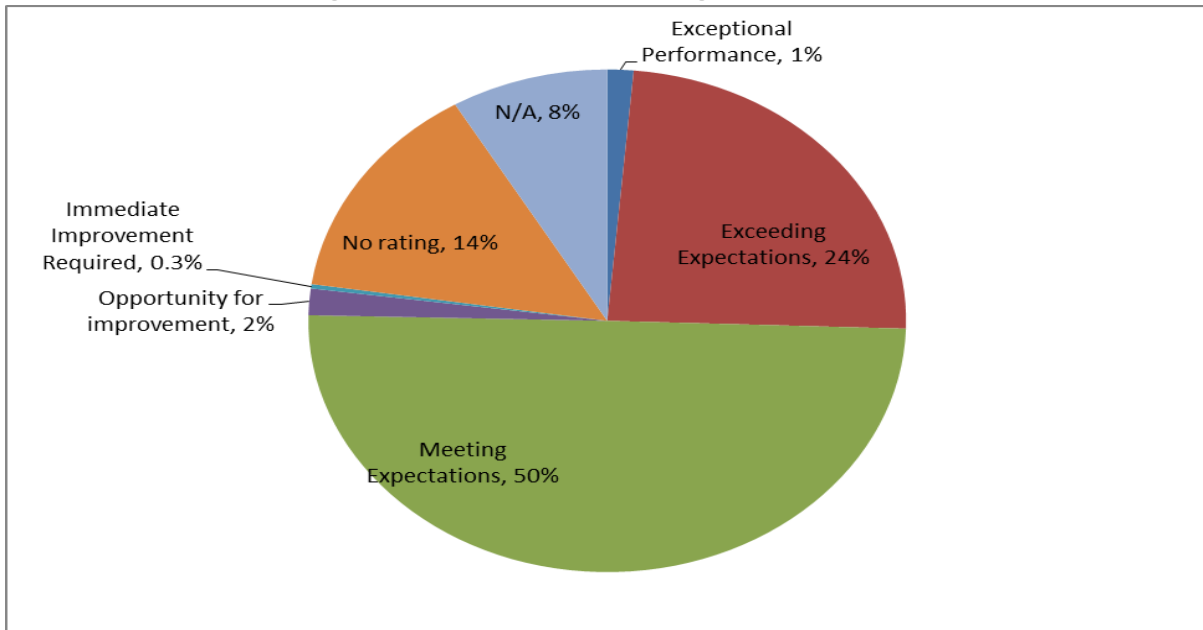
5.2 Breakdown of ratings

5.2.1 Figure 5.2 shows a breakdown of PDR ratings for all employees. 1% of employees were rated as achieving 'exceptional performance', 24% as 'exceeding expectations', 50% as 'meeting expectations', 2% as 'opportunity for improvement' and 0.3% as 'immediate improvement required'. Data for those in the 'Immediate Improvement Required' category has not been reported on in this section due to the small number of employees (1 employee) in this category which may identify individual employees.

5.2.2 For 8% of employees, a PDR rating at this time was not applicable (N/A) either due to the employee being new in post, on maternity leave, on long term sickness absence, or on a different performance scheme (e.g. the National Graduate Development Programme (NGDP)).

5.2.3 At the time of writing this report, 14% of PDRs were not completed and therefore no rating has been given.

Figure 5.2 – PDR Ratings in 2016/17



5.3 PDR Ratings by Gender

5.3.1 Table 5.3 shows the percentage of female and male employees receiving each PDR rating. Comparisons have been made with the gender split of all employees (shown in green at the bottom of the table). There are no concerns in this area.

5.3.2 There is a disproportionately small percentage of males receiving the 'exceptional performance' rating (17%) compared to the percentage of male employees (28%). However the figures are skewed due to the small number of employees receiving this rating in total (6).

5.3.4 There is also a disproportionately high percentage of females receiving the 'opportunity for improvement' rating (83%) compared to the percentage of female employees (72%). However, again the figures are skewed due to the small number of employees receiving this rating in total (6).

Table 5.3

Rating	Females	Males
Exceptional Performance	83%	17%
Exceeding Expectations	71%	29%
Meeting Expectations	74%	26%
Opportunity for Improvement	83%	17%
No rating	62%	38%
Not applicable	73%	27%
All Employees	72%	28%

5.4 PDR ratings by Ethnic origin

5.4.1 Table 5.4 shows a breakdown of PDR ratings by ethnic origin. Comparisons have been made with the ethnic origins of all employees (shown in green at the bottom of the table). There are no concerns in this area.

Table 5.4

	White	Black/ African/ Caribbean/ Black British	Mixed/ Multiple Ethnic Groups	Asian/ Asian British	Other	BAME Total	Not Known
Exceptional Performance	100%	0%	0%	0%	0%	0%	0%
Exceeding Expectations	98%	0%	0%	2.4%	0%	2.4%	0%
Meeting Expectations	89%	3%	1%	0%	1%	5%	6%
Opportunity for Improvement	83%	0%	0%	17%	0%	17%	0%
No rating	88%	4%	0%	3.9%	0%	7.9%	4%
Not Applicable	100%	0%	0%	0%	0%	0%	0%
All Employees	92%	2%	0.6%	1.4%	0.3%	4.3%	3.7%

5.4.2 There were no Black, Asian and Minority Ethnic (BAME) employees achieving the 'exceptional performance' rating in 2016/17, however these figures are again skewed due to only 6 employees receiving this rating overall. BAME employees are

better represented in the 'exceeding expectations' (2%) and the 'meeting expectations' (5%) categories compared to the percentage of BAME employees overall (4.2%). The percentage of BAME employees in the 'opportunity for improvement' category (17%) is skewed as this represents only 1 employee and is also due to the small number of employees receiving this rating overall (6 employees).

5.4.3 Those employees in the 'not known' category have chosen not to declare their ethnic origin to the council.

5.5 PDR ratings by Age

5.5.1 Table 5.5 shows a breakdown of PDR ratings by age. Comparisons have been made with the age groups of all employees (shown in green at the bottom of the table).

5.5.2 Although the 'under 20', '20-29' and '65-75' age groups are not represented in the 'exceptional performance' category, they are generally better represented in the 'exceeding expectations' and 'meeting expectations' categories. The data for the 'under 20' age group is skewed due to the small number of employees in this age group (6 employees).

Table 5.5

	Under 20	Age 20-29	Age 30-39	Age 40-49	Age 50-59	Age 60-64	Age 65-75
Exceptional Performance	0%	0%	20%	20%	40%	20%	0%
Exceeding Expectations	0%	4.7%	22.4%	28.2%	38.8%	3.5%	2.4%
Meeting Expectations	1.1%	3.4%	13.1%	25%	38.6%	12.5%	6.3%
Opportunity for Improvement	0%	0%	0%	50%	33.3%	16.7%	0%
No rating	5.9%	17.6%	13.7%	21.6%	25.5%	11.8%	3.9%
Not Applicable	0%	10%	20%	36.7%	6.7%	10%	16.7%
All Employees	1.7%	6.2%	15.9%	26.6%	34.0%	10.2%	5.4%

5.5.3 The 'opportunity for improvement' figures are skewed due to their being only 6 employees overall who received this rating.

5.6 PDRs by Religion and Belief

5.6.1 Table 5.6 shows a breakdown of PDR ratings by Religion and Belief. Comparisons have been made with the religions and beliefs of all employees (shown in green at the bottom of the table). There are no concerns in this area.

5.6.2 Table 5.6 shows that employees from minority religious groups (i.e. Buddhist, Pagan, Hindu, Jewish, Sikh, Muslim and 'Other') are not represented in the 'exceptional performance' category. The latter three (Sikh, Muslim and 'Other') are better represented in the 'exceeding expectations' category. All received at least the 'meeting expectations' rating. The figures are skewed due to the small percentage of employees overall in these religious groups (3.5% - 8 employees in total).

Table 5.6

	Buddhist	Christian	Hindu	Jewish	No religion	Not Known	Pagan	Sikh	Muslim	Other
Exceptional Performance	0.0%	60.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%
Exceeding Expectations	0.0%	57.6%	0.0%	0.0%	24.7%	12.9%	0.0%	1.2%	1.2%	2.4%
Meeting Expectations	0.6%	60.2%	0.0%	0.6%	17.0%	20.5%	0.6%	0.0%	0.0%	0.6%
Opportunity for Improvement	0.0%	33.3%	0.0%	0.0%	16.7%	50.0%	0.0%	0.0%	0.0%	0.0%
No rating	0.0%	43.1%	2.0%	0.0%	31.4%	19.6%	0.0%	0.0%	0.0%	3.9%
Not applicable	0.0%	30.0%	5.0%	0.0%	30.0%	30.0%	0.0%	0.0%	0.0%	5.0%
All Employees	0.3%	56.4%	0.3%	0.3%	21.0%	19.3%	0.3%	0.3%	0.3%	1.7%

5.7 PDR ratings by Disability

5.7.1 Table 5.7 shows a breakdown of PDR ratings by disability. Comparisons have been made with the disability profile of all employees (shown in green at the bottom of the table). There are no concerns in this area.

5.7.2 Although employees with a disability were not represented in the 'exceptional performance' category, they were better represented in the 'exceeding expectations' (1%) and 'meeting expectations' categories (2%) which is reflective of 3% of all employees with a disability.

Table 5.7

	Disabled	Non-disabled	Not given
Exceptional Performance	0%	100%	0%
Exceeding Expectations	1%	99%	0%
Meeting Expectations	2%	90%	8%
Opportunity for Improvement	17%	83%	0%
No Rating	2%	94%	4%
Not applicable	7%	80%	13%
All Employees	3%	92%	5%

5.7.3 The 'opportunity for improvement' figures are skewed due to their being only 6 employees overall who received this rating.

5.8 PDR ratings by Sexual Orientation

5.8.1 Data on PDR ratings by sexual orientation has not been reported on due to the small number of employees in some of the PDR categories which may identify individual employees. There were no concerns in this area.

6.0 Discipline and Grievance

6.1.1 In 2016/17 there were 2 employees who were subject to formal disciplinary proceedings and 1 formal grievance case. The equalities data of these employees is varied in terms of all the protected characteristics (i.e. ethnic origin, age, religion and belief, disability and sexual orientation).

6.1.2 The council has clear guidance in its policies on Equality and Diversity, Discipline, Grievance, and Harassment and Bullying to ensure there is no discrimination in the workplace. Employees undergoing disciplinary action or submitting grievances will continue to be monitored, however there is currently no evidence, through monitoring, staff survey or feedback to suggest that any one group is being disadvantaged.

7.0 Training Course Participants

7.1 Introduction

7.1.1 The 2016/17 Learning and Development Programme offered a range of learning and development opportunities designed to meet corporate, service and individual needs. 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.

7.1.2 In 2016/17, 2520 delegates attended or participated in some form of corporate training (an average of 7 sessions per headcount), a decrease of 426 delegates compared to 2015/16 attendance figures (2,946).

7.1.3 The figures below analyse the equalities data of course participants.

7.1.4 The data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:

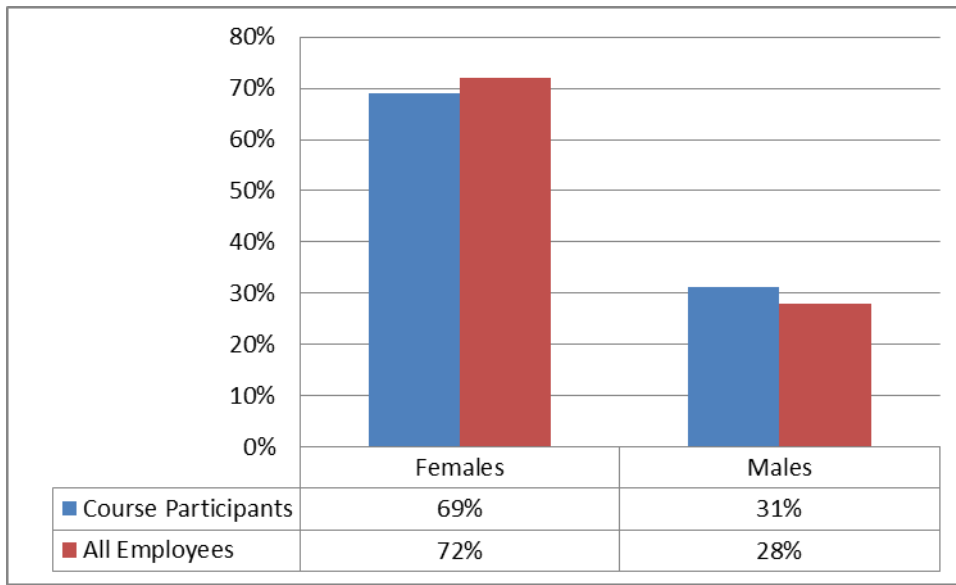
- Gender
- Ethnic origin
- Age
- Religion or Belief
- Disability status
- Sexual Orientation

7.1.5 In summary, the figures show that training and development is provided on a fair and equal basis across the council and allows all employees to take advantage of the opportunities.

7.2 Training course participants by Gender

7.2.1 Figure 7.2 below shows that the percentage of female and male employees who attended training courses in 2016/17 is reflective of the female/male employee profile.

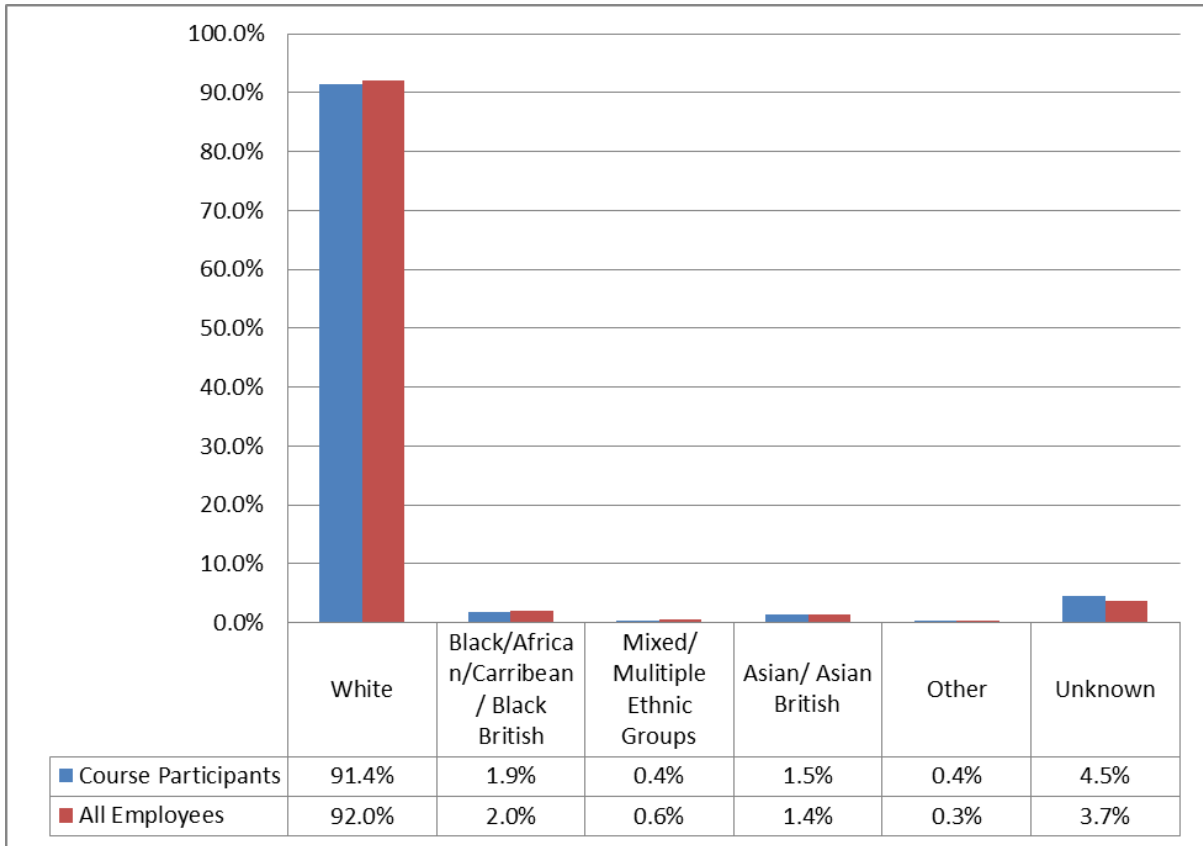
Figure 7.2 - Training course participants by gender



7.3 Training course participants by Ethnic origin

7.3.1 Figure 7.3 below shows that the percentage of training course participants by ethnic origin was reflective of the ethnic origin profile of all employees.

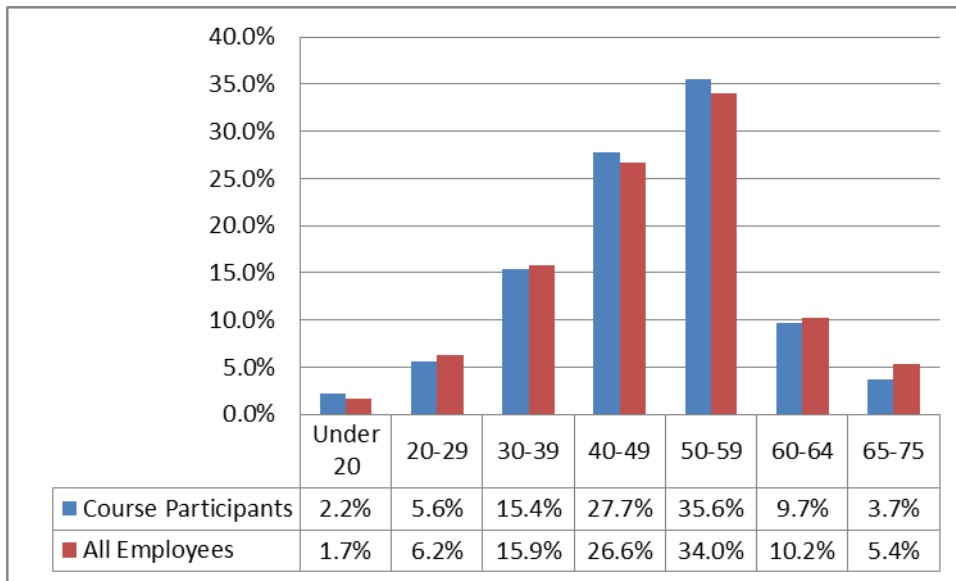
Figure 7.3 - Training course participants by Ethnic origin



7.4 Training course participants by Age

7.4.1 Figure 7.4 below shows that the percentage of training course participants by age was reflective of the age groups of all employees.

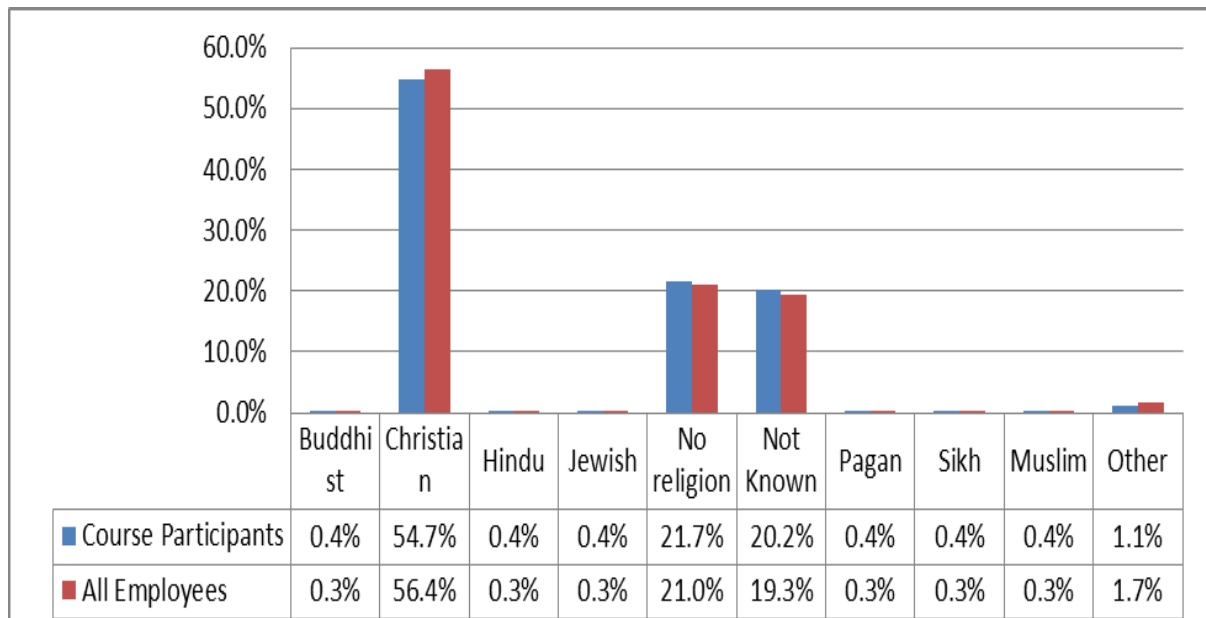
Figure 7.4 - Training course participants by Age



7.5 Training course participants by Religion and Belief

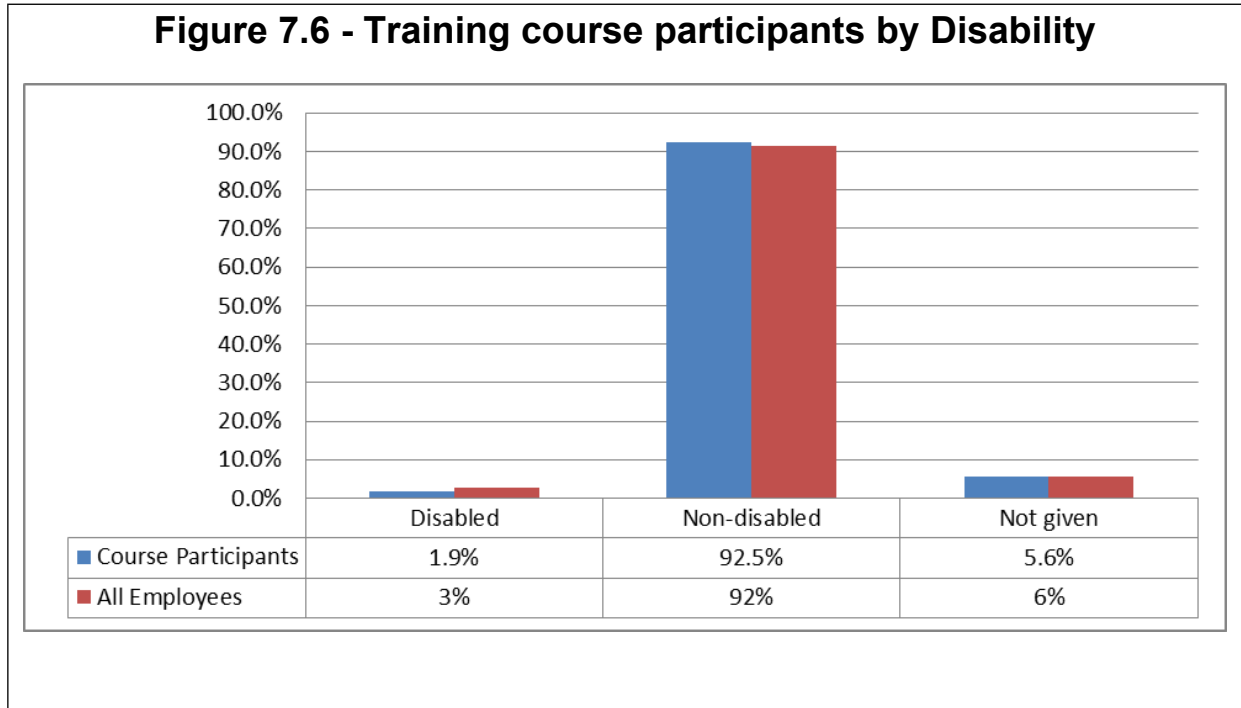
7.5.1 Figure 7.5 below shows that the percentage of training course participants by religion and belief was reflective of the employee profile.

Figure 7.5 - Training course participants by Religion and Belief



7.6 Training course participants by Disability

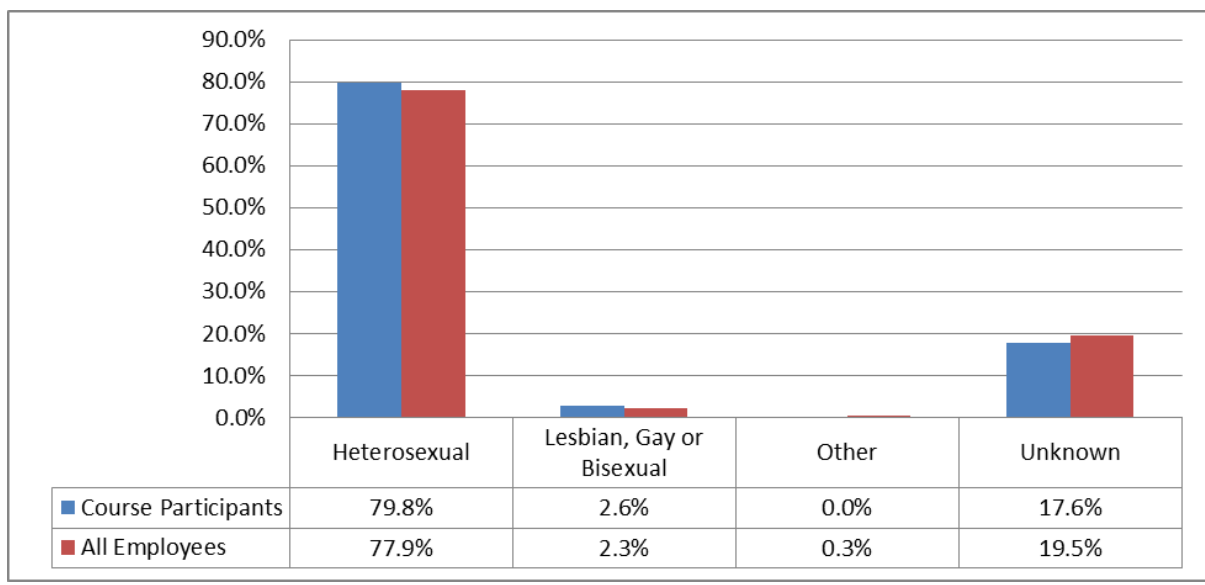
7.6.1 Figure 7.6 below shows that the percentage of training course participants by disability is reflective of the employee profile.



7.7 Training course participants by Sexual Orientation

7.7.1 Figure 7.7 below shows that the percentage of training course participants by sexual orientation was reflective of the employee profile.

Figure 7.7 - Training course participants by Sexual Orientation



8.0 Leavers

8.1 Introduction

8.1.1 This section provides information on employees who have left the council (both voluntarily and involuntarily) between the period 1 April 2016 and 31 March 2017.

8.1.2 The figures exclude casual employees who have left the council and those who are on a career break.

8.1.3 The total number of leavers during the period is 62. Of these, 41 left voluntarily and 21 left involuntarily.

8.1.4 Reasons for leaving were analysed in the Turnover Report for 2016/17 (Human Resources Committee July 2017)

8.1.5 Leaver data has been analysed using 6 of the 9 protected characteristics under the Equality Act 2010 as follows:

- Gender
- Ethnic origin
- Age
- Religion or Belief
- Disability Status
- Sexual Orientation

8.2 Leavers by Gender

8.2.1 Figure 8.2(i) shows that there was a considerably higher percentage of male leavers when compared to the percentage of male employees: 55% of leavers were male and 45% were female which is not reflective of the gender split of all employees (28% and 72% respectively).

Figure 8.2 (i) – All Leavers by Gender



8.2.2 Further analysis has been undertaken below in an attempt to identify any patterns.

8.2.3 The reasons for leaving for male leavers are varied as follows:

Reason for Leaving	Number of Leavers
Voluntary leavers:	22
Change in career	7
Voluntary redundancy	4
Other	3
Retirement	2
Personal Reasons	2
Promotion	1
Family Responsibilities	1
Relocation	1
Undertake Study	1
Involuntary Leavers:	12
TUPE transferred out	6
Compulsory redundancy	4
End of contract	2

8.2.4 Male leavers worked in a variety of services:

Service	Number of Leavers
Planning & Building Control	10 (i)
Heads of Service	8 (ii)
Revenues and Benefits	7 (iii)
Communications, Strategy & Policy	4
Legal & Democratic Services	3
Housing & Health	2

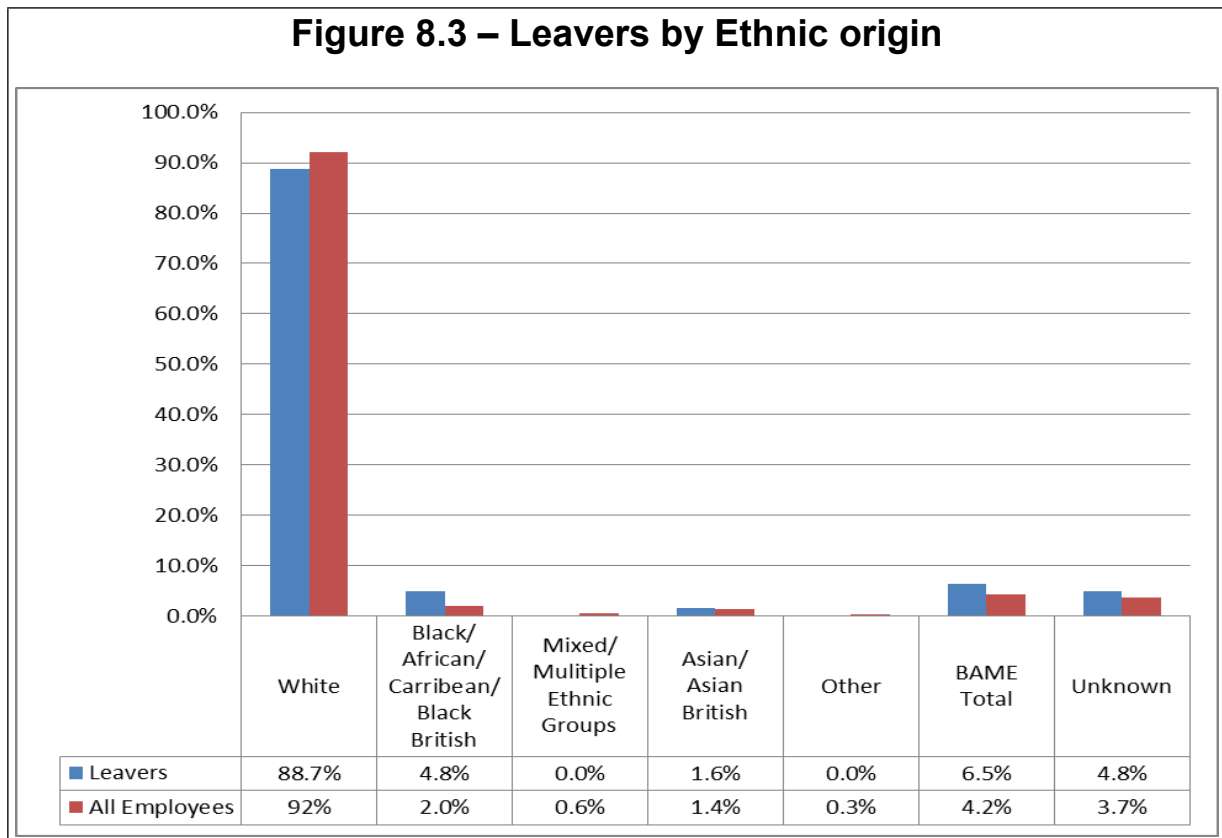
- (i) 6 of the leavers transferred out under TUPE.
- (ii) Following a restructure of the leadership team, 3 Heads of Service left due to compulsory redundancy, 3 on voluntary redundancy, 1 to achieve promotion and 1 due to personal reasons.
- (iii) This figure is not high compared to the total headcount in this service (107 employees as at 31 March 2017)

8.2.5 Male leavers had the following length of service:

Length of Service	Number of Leavers
Less than 1 year	4
1-2 years	5
2-5 years	2
5-10 years	6
10-20 years	11
20-30 years	5
30+ years	1

8.3 Leavers by Ethnic Origin

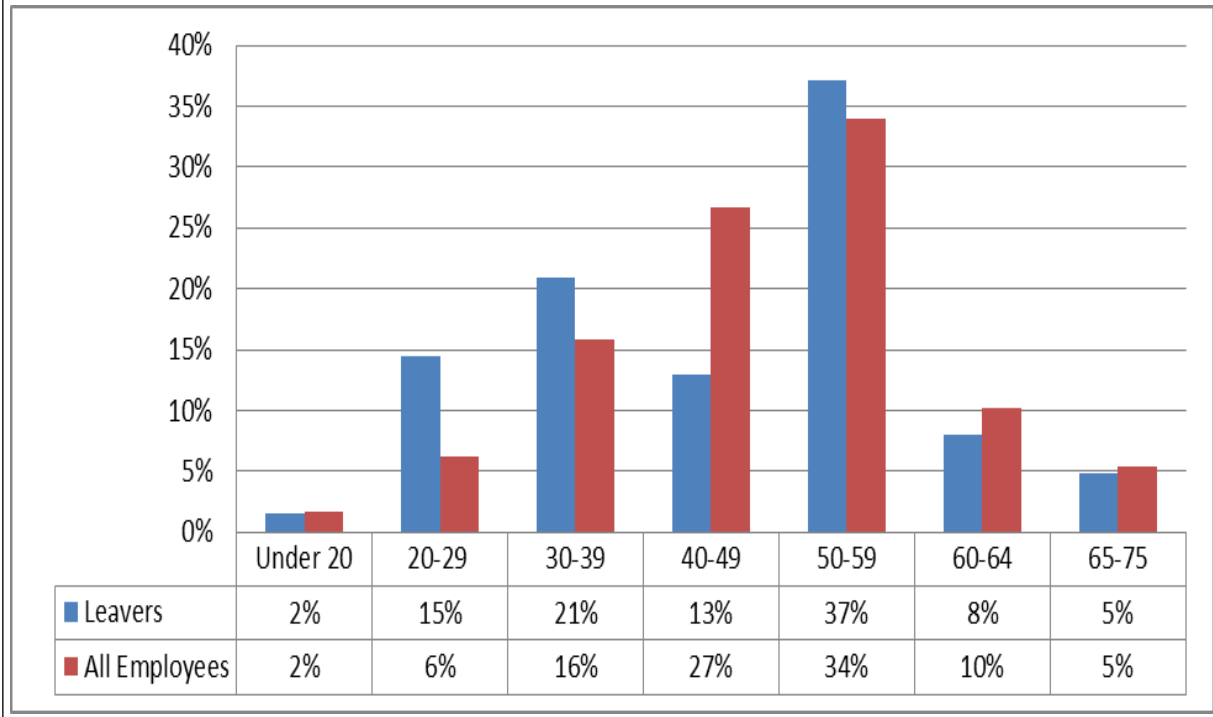
8.3.1 Figure 8.3 shows that there are no concerns in this area. The percentage of Black, Asian and Minority Ethnic (BAME) leavers (6.5%) is slightly higher than the percentage of BAME employees (4.2%) however the figures are skewed by the small number of BAME employees in total.



8.4 Leavers by Age

8.4.1 Figure 8.4 below shows the percentage of leavers in the 20-29 age groups (15%) is more than twice the percentage of employees in this age range (6%). However, this is still a significant improvement on 2 years ago (2014/15) when 24% of all leavers were aged 20-29.

Figure 8.4 - Leavers by Age



8.4.2 Further analysis has been undertaken below in an attempt to identify any patterns.

8.4.3 The reasons for leaving for those in the 20-29 age group (9 employees) are varied as follows:

Reason for Leaving	Number of Leavers
To achieve promotion	3
Change in career	1
End of contract	2
'Other'	1
Relocation	1
TUPE transferred out	1

8.4.4 Leavers in the 20-29 age group worked in the following services:

Service	Number of Leavers
Revenues and Benefits	2
Planning & Building Control	2

Housing & Health	1
Operations	2
Corporate Support	1
Communications, Strategy & Policy	1

8.4.5 Leavers in the 20-29 age group had the following length of service:

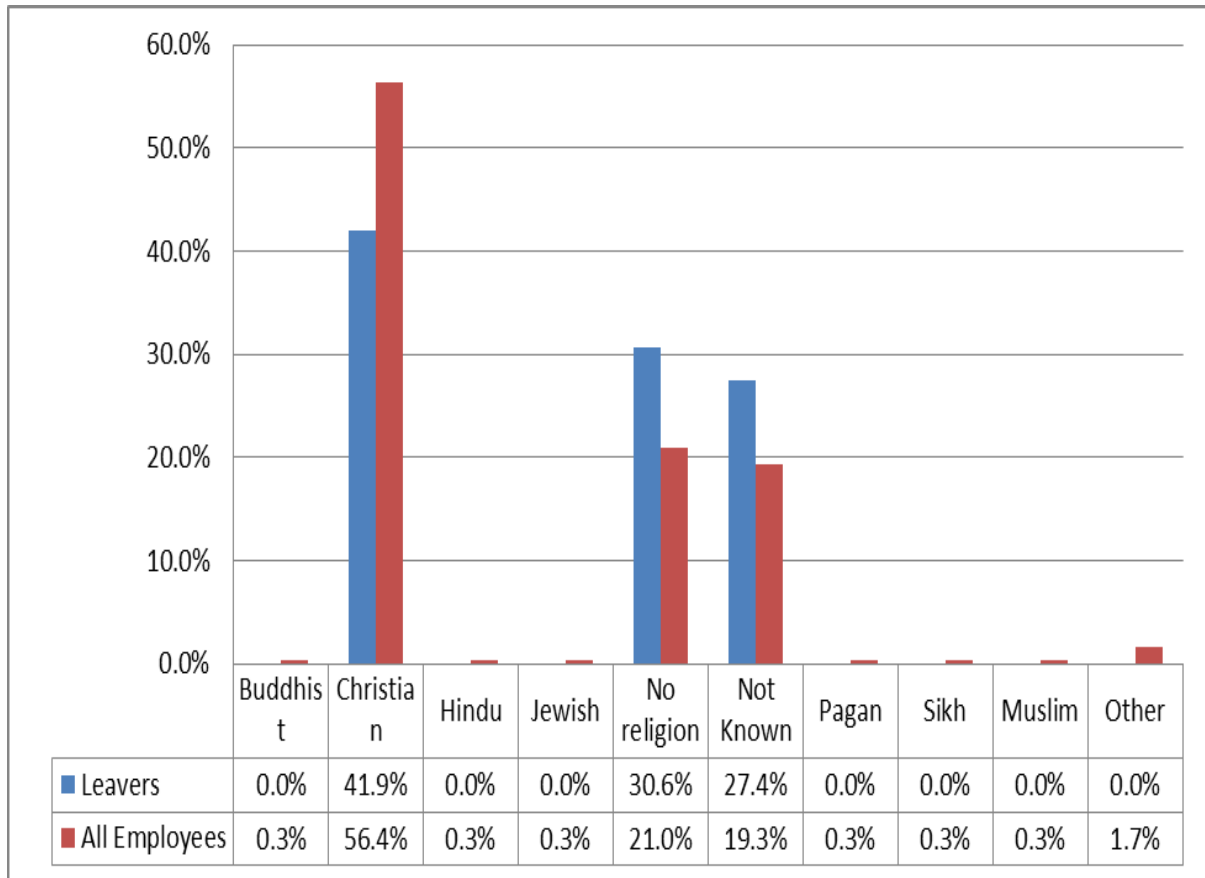
Length of Service	Number of Leavers
Less than 1 year	4
1-2 years	3
2-5 years	1
5-10 years	1

8.4.6 An action to be explored with the age range 20-29 is to ensure they are aware of career opportunities at the council and they take advantage of learning and development to support them in their career pathways. The new PDRS process now includes a section on career development and managers should ensure this is explored with employees of all age ranges.

8.5 Leavers by Religion and Belief

8.5.1 Figure 8.5 shows that there are no concerns in this area

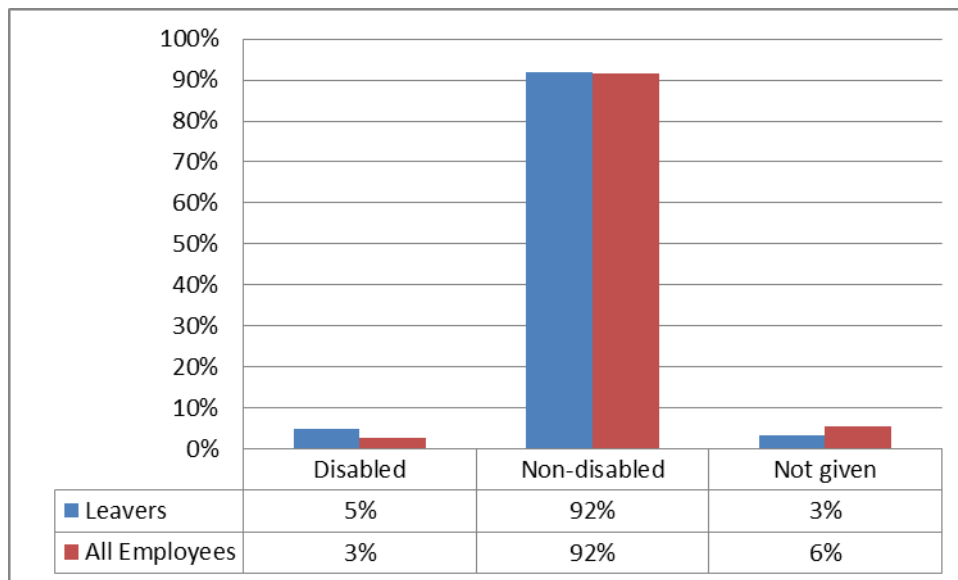
Figure 8.5 - Leavers by Religion and Belief



8.6 Leavers by Disability

8.6.1 Figure 8.6 shows that the percentage of leavers with a disability in 2016/17 (5%) is slightly higher than the percentage of employees with a disability (3%) however there are no concerns in this area.

Figure 8.6 - Leavers by Disability



8.7 Leavers by Sexual Orientation

8.7.1 Data on the sexual orientation of leavers has not been reported on due to the small number of employees in this category which may identify individual employees. There are no concerns in this area.

9.0 Comments on the 2015/16 recommendations

9.1. To ensure that the new HR and Payroll System is able to accurately capture and report on equalities data.

9.1.1 Equalities data produced by the new HR and Payroll System, Resourcelink, was successfully included in the HR Quarterly Statistics report for April – June 2017 (presented to HR Committee in July 2017). As part of the launch of MyView employees were encouraged to update their data including their equality characteristics.

9.2 To explore why a disproportionate percentage of male applicants were unsuccessful at the appointment stage compared to the total percentage of male applicants.

9.2.1 Interview paperwork has been analysed and it was found that applicants who performed better during the interview process were appointed.

9.3 To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the council.

9.3.1 The council launched its apprenticeship scheme in 2016/17 and seven apprentices joined the council.

9.3.2 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.

9.4 To promote the council as a Disability Confident employer and to consider progressing to be a Disability Confident Leader.

9.4.1 The Disability Confident Scheme has been promoted on the council's job and career pages of its website. The external job application form has been updated so that applicants can indicate on the form if they wish to be considered under the Scheme and the Disability Confident logo has been added to recruitment documentation.

9.4.2 The council successfully renewed its status as a Disability Confident Employer in August 2017. This has been promoted on social media, and is due to be promoted on the council's job and career pages of the website and internally through Team Update.

9.5 To consider placing job adverts in the disability press or on disability websites to attract disabled people to apply for roles at the council.

9.5.1 Discussions with providers of disability websites will be taking place shortly to see whether the council can advertise jobs with them.

9.6 To continue to implement the Recruitment Review 2016 action plan to ensure that the council promotes itself as an employer of choice.

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

- 9.6.2 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.
- 9.6.3 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 applicants.
- 9.6.4 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.
- 9.7 To collect data on sexual orientation at the recruitment stage from April 2017.**
- 9.7.1 Work has commenced to ensure that sexual orientation data can be collected from April 2017. The data will therefore be reported on in the Annual Equality and Diversity Report 2017/18 (HR Committee October 2018).
- 9.8 To undertake an exercise in conjunction with the introduction of the new HR & Payroll System to give employees the opportunity to update their personal details including equalities data e.g. on whether they consider themselves to have a disability. It is also an opportunity for those employees who originally chose not to disclose some of their personal details to disclose them should they now wish to.**
- 9.8.1 MyView, the new HR and Payroll self-service system, has now been rolled out across the council and employees have been asked to check and update their personal details including their equalities data.
- 9.9 HR to continue to undertake spot checks on PDR documentation to ensure that they are of good quality and provide sufficient evidence to justify the rating given, particularly for those achieving 'exceptional performance' and 'exceeding expectations.'**

9.9.1 HR have continued to undertake spot checks on PDR documentation and have found no issues to raise.

9.10 Continue to explore why there are a disproportionate percentage of leavers in the 20-29 age group.

9.10.1 Further analysis on leavers in the 20-29 age group has been undertaken in this report in an attempt to identify any patterns. No patterns were found in terms of reasons, the service area they were employment in or their length of service.

9.11 Continue to hold exit interviews for those employees who leave with less than 1 years' service.

9.11.1 The percentage of leavers with less than 1 years' service decreased in 2016/17 (15%) compared to 2015/16 (23%) as reported in the Annual Turnover Report 2016/17 (presented to HR Committee in July 2017). This area is therefore no longer a matter for concern. Exit interviews however continue to be completed for all leavers.

9.12 HR to review the exit interview process.

9.12.1 HR have commenced a review of the exit interview process and it is due to be completed towards the end of 2017/18.

9.13 To conduct the next Equal Pay Audit in 2017 to include the additional obligations required by law on mandatory gender pay gap reporting

9.13.1 The Equal Pay Audit will be in 2017/18.

10.0 Recommendations 2017/2018

Following analysis of the equalities data in 2016/17, the following recommendations are made:

10.1 Recruitment

10.1.1 To ensure that the new HR and Payroll System can capture equalities data during the recruitment process.

10.1.2 To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the council. For example, to have a more structured approach to offering work

placements by listing available opportunities and case studies on the website.

10.1.3 To consider placing job adverts on disability websites to attract disabled people to apply for jobs at the council.

10.1.4 To continue to implement the Recruitment Review 2016 action plan by ensuring that recruitment paperwork e.g, shortlisting forms, interview sheets, internal application form are user-friendly.

10.1.5 To ensure that recruitment procedures and paperwork complies with the new General Data Protection Regulations (GDPR).

10.1.6 To collect data on sexual orientation at the recruitment stage during 2017/18.

10.2 Employee Profile

10.2.1 To ensure that the council's procedures with regard to personal data, including equalities data, complies with the new General Data Protection Regulations (GDPR).

10.2.2 To conduct the next Equal Pay Audit in 2017/2018 to include the additional obligations required by law on mandatory gender pay gap reporting.

10.3 Performance Management (PDR ratings)

10.3.1 HR to continue to undertake spot checks on PDR documentation to ensure that they are of good quality and provide sufficient evidence to justify the rating given, particularly for those achieving 'exceptional performance' and 'exceeding expectations.'

10.4 Discipline and Grievance

10.4.1 Continue to monitor equalities data for all disciplinaries and grievances.

10.5 Training Course Participants

10.5.1 Continue to monitor equalities data for course participants.

10.6 Leavers

- 10.6.1 HR to review the exit interview process including implementing a more robust process for chasing exit questionnaires.
- 10.6.2 To link this work with the recommendations from the Turnover Report 2016/17 that was considered and approved by the HR Committee in July 2017.

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 4 OCTOBER 2017

REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCE MANAGEMENT STATISTICS: JULY - SEPTEMBER 2017

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 2 (1 July – 14 September 2017)

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

1.0 Background

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

2.0 Report

2.1 Establishment

2.1.1 The number of funded posts as at 14 September 2017 is 398. The total headcount is 343. There are therefore 55 vacant posts.

2.1.2 The established FTE as at 14 September is 346 posts. The current FTE is 293. The number of vacant funded posts (expressed as FTE posts) is therefore 53.

2.2 Turnover

- 2.2.1 The turnover rates for the period 1 April – 14 September 2017 are based on the average headcount for this period (351).
- 2.2.2 The current turnover rate for the council is 9.7%; this equates to 34 leavers for the period 1 April 2017 to 14 September 2017. The projected turnover for 2017/18 is 21.9% 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 As you can see from Table 1 below, projected turnover has fallen since Quarter 1: total projected turnover was 23.4% in Quarter 1 compared to 21.9% in Quarter 2. Projected *voluntary* turnover has also fallen: 20.5% in Quarter 1 compared to 18.7% in Quarter 2.

Table 1 – Projected Turnover for 2017/18 as at the end of each quarter

Quarter	Projected Turnover (Total)	Projected Turnover (Voluntary)
TARGET	10%	7%
Quarter 1 (April – June*)	23.4%	20.5%
Quarter 2 (July – September*)	21.9%	18.7%
Quarter 3 (October – December*)		
Quarter 4 (January – March)		

* due to the timings of the reports, the data is provided as at the 14th of the last month in the quarter

- 2.2.5 The current *voluntary* turnover rate is 8.3%; this equates to 29 voluntary leavers for the period 1 April to 14 September 2017. The projected voluntary turnover for 2017/18 is 18.7% which is above the target of 7%. During the period 1 April – 14 September 2017, 5 voluntary leavers left to retire, 6 due to a change in career, 4 to achieve promotion, 1 due to personal reasons, 4 to relocate, 2 to undertake study, 1 due to family responsibilities, 4 due to 'other', and 2 took voluntary redundancy.

- 2.2.6 The 4 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.
- 2.2.7 Voluntary leavers came from various services: 3 were from Revenues and Benefits, 5 from Planning and Building Control, 3 from Legal and Democratic Services, 2 from Corporate Support, 8 from Health and Housing, 2 from Communications, Strategy and Policy, 2 from Strategic Finance and Property, and 4 from Operations.
- 2.2.8 Further analysis has been undertaken on exit questionnaires for voluntary leavers between 1 April and 31 August 2017 to identify whether there are any trends. Please see Essential Reference Paper D for further information. Completion of exit questionnaires for Quarter 1 and 2 was low (30% of voluntary leavers completed the questionnaire) and therefore an action has been agreed that this process will be reviewed and HR will chase the return of questionnaires moving forward.
- 2.2.9 Of the 5 involuntary leavers, 2 left due to redundancy, 2 due to the end of their contract and 1 due to dismissal.
- 2.2.10 The council continues to encourage internal movement within the organisation to fill vacancies. To date, 38 vacancies have been advertised. Of those, 10 posts were advertised internally only and 28 posts were advertised internally and externally simultaneously. The posts advertised include permanent and temporary roles.
- 2.2.11 Of the 38 advertised roles, 13 internal and 10 external appointments have been made. Recruitment is still on going for 15 of the vacancies.

2.3 Sickness Absence

- 2.3.1 Sickness Absence is divided into short and long-term sickness. Long term sickness absence is consecutive sickness absence for 28 days plus.
- 2.3.2 The following outturns are for Quarters 1 and 2 covering the period 1 April – 31 August 2017. Data for the month of September was not available at the time of writing this report.
- 2.3.3 The average short-term sickness absence per FTE is currently 1.1 days overall. At the current rate the projected short-term sickness for the year is 2.6 days which is below the target of 4.5 days.
- 2.3.4 The average long-term sickness absence per FTE is currently 1.6

days overall. There were twelve employees on long term sick absence between 1 April and 31 August 2017. Two employees remain off sick and are being supported by managers and HR. The others have returned to work. At the current rate the projected long-term sickness for the year is 3.9 days which is above the target of 2 days.

2.3.5 The total sickness absence per FTE is currently 2.7 days. At the current rate, the projected total sickness absence for the year is 6.5 days which is the same as the target of 6.5 days.

2.3.6 The absence data has been produced using the new HR and Payroll system and therefore may be subject to change.

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 August 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 August 2017, there were 6* non reportable accidents involving employees (includes swimming pools).

*(*N.B. at the time of writing this report, data from the swimming pools was not available)*

2.5 Learning and Development

2.5.1 From 1 April to 14 September 2017 there were 21 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 2017. Events/courses held between 1 April and 14 September 2017 are as follows:

Event/Course	No of participants	Type/number of sessions held
Corporate Induction	14	2
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
Building Political Awareness and sensitivity	1	1
Emoquo - Management Development Training	20	1
Innovation - Creative Thinking	16	1
WRAP	6	1
Retirement Workshop	8	2
Workbased Assignment	7	1
Excel Training	26	3
Developing Commercial Awareness	19	1
TOTAL	134	18

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 September 2017, 90% of PDRs have been completed to date. As a result of various service restructures and two new Heads of Service, completion of PDRs has 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 September 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 no change from Quarter 1 (3.5%) 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 4.4% which is lower than in Quarter 1 (4.6%) and lower 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 74% 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:

- Social Media Policy

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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ESSENTIAL REFERENCE PAPER 'B'

	East Herts Target	Outturns as at 14 September 2017
ESTABLISHMENT		
Number of funded posts	N/A	398
Total headcount	N/A	343
Number of vacant posts	N/A	55
Established FTE	N/A	346
Current FTE	N/A	293
Vacant FTE	N/A	53
TURNOVER		
	% age	% age
Projected Turnover rate for 2017/18	10%	21.9%
Projected <i>Voluntary</i> Turnover rate for 2017/18	7%	18.7%
Percentage of ill health retirements	3.23%	0.29%
SICKNESS ABSENCE		
	Days	Days
No. of short-term sickness absence days per FTE employee in post	4.5	2.6
No. of long-term sickness absence days per FTE employee in post	2	3.9
Total number of sickness absence days per FTE employee in post	6.5	6.5
TRAINING		
	% age	% age
Percentage of new starters receiving corporate inductions	100%	100%
Percentage of employees with a training plan	100%	90%
Percentage of PDR reviews completed	100%	90%
Percentage of employees that have received corporate training	48.28%	58%
EQUALITIES MONITORING		
	% age	% age
Disability:		
Leadership Team members with a disability	5%	0.0%
Employees with a disability	5%	3.5%
Ethnicity:		
Leadership Team members from BAME groups	4.5%	16.7%
Employees from BAME groups	4.5%	4.4%
Gender:		
Leadership Team members who are female	51%	75.0%
Employees who are female	51%	74.0%
Part Time/Full Time:		
Employees who are part time	27%	37.9%
Employees who are part time and female	21%	34.7%
Employees who are part time and male	6%	3.2%

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 90% of PDRs have been completed as at 14 September 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	%
Corporate Organisation	334	302	90%
Leadership Team	9	9	100%
Personal Assistants	4	4	100%
Communications Strategy and Policy	27	27	100%
Communications and Digital Media	4	4	100%
Economic Development	3	3	100%
Customer Services Front Line Team	16	16	100%
Improvement and Insight Team	4	4	100%
Operations	52	39	75%
Leisure Services	2	0	0%
Environmental Coordination	1	0	0%
Business Support	7	7	100%
Waste Services	5	3	60%
Parks & Open Spaces	4	4	100%
Environmental Inspection	8	5	63%
Market Operations	1	0	0%
Parking Services	11	11	100%
Hertford Theatre	13	9	69%
Strategic Finance and Property	34	23	68%
Financial Services	16	10	63%
Corporate Property Services	18	13	72%
Legal and Democratic Services	18	8	44%
Democratic Services	6	1	17%
Electoral Services	2	1	50%
Legal Section	4	2	50%
Land Charges	4	4	100%
HR & Organisational Development	8	8	100%
Human Resources Team	7	7	100%
Health and Safety Officer	1	1	100%
Revenues and Benefits Shared Service	103	103	100%
Revenue Division	38	38	100%
Benefit Division	24	24	100%
Systems, Support & Control	41	41	100%
Housing and Health	46	46	100%

Housing Services	17	17	100%
Licensing and Enforcement	6	6	100%
Environmental Health	12	12	100%
Community Wellbeing and Partnerships	11	11	100%
Planning	35	35	100%
Development Control Managers / Planning Officers	13	13	100%
Development Control Tech / Admin	8	8	100%
Planning Conservation	3	3	100%
Planning Enforcement	4	4	100%
Planning Policy	7	7	100%

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Exit Questionnaire Analysis for those employees who left the council between 1 April and 31 August 2017

This report analyses exit questionnaire data for leavers between 1 April and 31 August 2017.

1.0 Background

1.1 Turnover for Quarter 1 2017/18 (April – June 2017) was high and therefore the projected turnover for the year 2017/18 is 23.4% against a target of 10%. Exit Questionnaires have therefore been analysed for leavers who left the council between 1 April and 31 August 2017 to identify whether there are any trends.

2.0 Summary

2.1 Between 1 April and 31 August 2017 there were 33 leavers (voluntary and involuntary) in total. 10 leavers (30%) completed the exit questionnaire.

2.2 Leavers worked in a variety of services including the Planning Service (3), Strategic Finance & Property (2), Housing & Health (1), Legal & Democratic Services (1), Revenues & Benefits (1), Operations (1), and Communications, Strategy & Policy (1). They had a variety of grades: 1 x Grade 10, 3 x Grade 9, 2 x Grade 7, 3 x Grade 5, and 1 x Grade 3.

2.3 Overall, leavers generally had a positive experience of working at East Herts Council. 100% of leavers stated that they completely or partially enjoyed their time at East Herts, 90% of leavers rated the council as a 7 or above out of 10 employer and 80% of leavers would recommend others to join the council.

2.4 Most leavers provided positive responses with regard to their job description and duties. 100% of leavers agreed (completely or partially) that their duties were clearly defined, 90% agreed (completely or partially) that their job description was accurate and 90% agreed (completely or partially) their work was the sort of work they expected. 70% of leavers stated that their workload was about right, 20% said it was too much and 10% said it was easy.

2.5 The vast majority of leavers reported positive relationships with colleagues and their manager (90% and 80% respectively reported relationships were either 'good' or 'excellent').

2.6 Results were mostly positive with regard to views on the performance of their manager in terms of holding regular one to ones (80% said 'always' or 'often'), PDRs (100% said 'always' or 'often'), giving help and advice (80% said 'always' or 'often'), listening to their idea and suggestions (80% said 'always'

or 'often'), giving praise/recognition where due (70% said 'always' or 'often'), and knowing and following council procedures (90% said 'always' or 'often').

- 2.7 Leavers' responses on induction and learning and development were generally positive. 80% of leavers agreed (completely or partially) that they had an effective induction and 90% agreed (completely or partially) that they had received adequate training and coaching.
- 2.8 Of note is that more than half (60%) of respondents stated that prospects for promotion/advancement were either 'poor' or 'very poor'.
- 2.9 Leavers generally reported positive responses on the council's pay and benefits. 80% agreed (completely or partially) that their pay and benefits were reasonable for the work undertaken. 60% of respondents stated that pay was 'good', 100% reported that the pension scheme was 'good' or 'very good'. With regard to the flexi-time scheme and flexible working options, respondents were positive (90% and 80% respectively stated they were 'good' or 'very good'). Responses were less positive in relation to car allowances and the long service award however responses were generally low in these areas.
- 2.10 When asked what they liked most about working for the council, the most common responses referred to the support of colleagues and variety of work. The responses on what they liked the least were more varied and included amongst others difficult car parking, dealing with the public, concern with lone working, and overly bureaucratic processes. These were individual responses and not given by more than 1 respondent. Please see paragraphs 3.2 and 3.3 for further information.
- 2.11 Suggested areas for improvement from leavers were also varied and included, amongst others, reviewing the pay structure, more support from managers, working from home, and the option to sell back annual leave. Apart from responses on reviewing the pay structure (2 respondents mentioned this), most were individual responses and were not given by more than 1 respondent. Please see paragraph 3.4 for further information.
- 2.12 Only 4 respondents gave comments on how the general working environment could be improved: 2 respondents said the working environment was generally pleasant however, other comments included problems with the temperature, not enough space and noise levels. Please see paragraph 3.8 for further information.

3.0 Detailed analysis of responses

3.1 Job Description and Duties

Question asked:	Leaver's responses			
	Yes, completely	Yes, partially	Not really	Not at all
Enjoy time at East Herts?	3	7	0	0
Duties clearly defined?	5	5	0	0
Job description accurate?	4	5	0	0
Sort of work expected?	3	6	1	0

Question asked:	Leaver's responses		
	Easy	About right	Too much
How did you find the workload?	1	7	2

3.2 What did you like most?

- “Great colleagues, good flexible working”
- “Working with a great team of people, in an interesting and varied job.”
- “I liked the supportive nature of my managers. As this was my first job after finishing university, I have felt extremely supported by all my colleagues.”
- “Interesting and varied job. Liked utilising my local knowledge and attention to detail skills.”
- “Liked team work the most, as worked together to complete tasks”
- “Generally I enjoyed my time at East Herts and, had I been leaving the Authority about one year earlier, I would have ticked the 'completely' box. However, the manner in which changes to the department have been imposed through the re-structure and approach of the Leadership Team; the lack of support and acknowledgment of the hard work that [job title deleted to protect identity] and staff have put into the service have been very disappointing and weighed reasonably in my decision to leave the Authority”
- “I most enjoyed the variety of work and high workload that was allocated to me. I equally value the strong sense of team work in the department and help/support/encouragement from my Line Managers”
- “I have generally enjoyed my time and work in DM at East Herts - the work, experience and training that I have received has been vital in progressing my career to date. I enjoy the people that I work with and the support and knowledge that I have gained from colleagues and Line Managers has been invaluable.”
- “I liked my working with my colleagues and dealing with the public.”

- “The team are great at the theatre which makes the working environment enjoyable.”
- “I have enjoyed my time working for EHDC and for [[deleted to protect identity]. I was welcomed warmly by the team and overall feel I completed my duties and role to a high standard and in a positive way.”
- “Varied job with quite a lot of autonomy and strong partnership networking”

3.3 What did you like least?

- “Difficult car parking”
- “Dealing with the public can sometimes be very trying with some very intolerant, narrow minded, selfish and unreasonable people (fortunately in the minority”
- “My principle reason for leaving E Herts is to gain experience in a differing Authority to further develop my career in [deleted to protect identity]. However, in making the decision to leave, I did factor in the poor level of reumeration at the Authoirty; the manner in which the new structure has been imposed on staff including the lack of proper 'consultation'; the lack of any proper recongition of the hard work that [job title deleted to protect identity] have been given and; the approach of the [deleted to protect identity] and certain Members in their decision making.”
- “I do not like the endless inputting and indexing and scanning that has become a major part of my workload in recent months”
- “The indexing of minor applications can take hours”
- “I am now mostly clerical /admin with no time to be technical”
- “The only concern would be lone working - personal alarms have been introduced but when in the building on my own at night, although there were no problems, there were times of feeling slightly vulnerable.”
- “Unfortunately, the lack of career progression led me to look for work elsewhere, along with the work hours allocation. At interview it was indicated that evenings and weekends would be equally split between the team. Whilst I was happy to take on weekends as there was a financial benefit, I don't feel there was a fair split and I feel this needs to be addressed for the next person fulfilling this role. I am grateful for the opportunities I have had at EHDC and wish the Council and the team the very best in the future.”
- “Council processes are sometimes overly bureaucratic”

3.4 Suggestions for improvements

- “More teamwork and support from management at all levels. Clearer direction from management.”
- “Consideration in terms of flexible working options for those looking after sick or elderly family members. Perks such as working from home should be made

available to all with commitments, not just for those with children, and those on management grades”

- (regarding pay and benefits) “colleagues and I have, on numerous occasions advised HofS of the poor level of remuneration for the post when considered against other nearby Authorities and other Authorities in the region. I have taken a similar post where I will be earning more than at E Herts.”
- “Review pay structure”.
- “Options to sell back a/l to Authority.”
- “Get rid of the indexing from the Technician role it would make an enormous difference to the efficiency of the office”
- “A more equal split of evening and weekend work would be an improvement - obviously most hours in *[deleted to protect identity]* will be anti-social but I felt I was carrying out more than my share of those shifts. Also, there seemed to be a regular occurrence of all senior managers taking annual leave at the same time which is not useful when there are big decisions or occasional problems to be dealt with.”

3.5 Relationships with line manager and colleagues

Question asked:	Leaver's responses			
	Excellent	Good	Poor	Very Poor
Relationship with colleagues	5	4	1	0
Relationship with manager	6	2	1	1

Question asked:	Leaver's responses			
	Always	Often	Seldom	Never
<i>Did your manager:</i>				
Have regular 1 to 1s with you?	5	3	1	1
Conduct PDRs with you?	9	1	0	0
Give adequate help and advice?	6	2	1	1
Listen to your ideas & suggestions?	6	2	1	1
Give praise/recognition where due?	5	2	3	0
Know & follow council procedures?	5	4	1	0

3.6 Training and Development

Question asked: (1)	Leaver's responses			
	Yes, completely	Yes, partially	Not really	Not at all
Had an effective induction?	4	4	0	0
Received adequate training/coaching	4	5	1	0

(1) Some respondents did not provide an answer

Question asked: (1)	Leaver's responses			
	Excellent	Good	Poor	Very Poor
Prospects for promotion/ advancement?	1	2	4	2

(1) Some respondents did not provide an answer

3.7 Pay and Benefits

Question asked:	Leaver's responses			
<i>How would you rate the following pay and benefits provided by the council? (1)</i>	Very good	Good	Poor	Very Poor
Remuneration	0	6	1	1
Pension	4	6	0	0
Flexi – time scheme	2	7	0	0
Flexible Working Options	4	4	1	0
Car Allowance	0	1	3	0
Child Care Vouchers	0	3	0	0
Kaarp Benefits	0	2	0	1
Long Service Award	0	2	2	1
Life Assurance	1	2	0	0
Occupational Health/ Employee Assistance Programme	0	1	0	0

(1) Some respondents did not provide an answer

Question asked:	Leaver's responses			
	Yes, completely	Yes, partially	Not really	Not at all
Did you feel that your pay and benefits were reasonable for the work and responsibility undertaken?	1	7	1	1

3.8 Comments about general working environment

- “Sometimes too hot in the summer and cold in the winter”
- “Poor - the Office is cramped, desks are too close together with limited storage or space to open hard copies of plans. The Office gets extremely hot in Summer months which is compounded by the number of people in the office and number of computers / etc generating heat.”
- “General working environment is pleasant .But the office is noisy and over-crowded (less so now that everyone is leaving)”
- “It's a safe and pleasant working environment”

3.9 Other

Question asked:	Leaver's responses									
	1	2	3	4	5	6	7	8	9	10
On a scale of 1-10 how would you rate East Herts council as an employer (1 being poor and 10 being excellent)?	0	0	0	0	1	0	3	5	1	0

Question asked: (1)	Leaver's responses	
	Yes	No
Would you recommend other to join East Herts council?	8	1

(1) Some respondents did not provide an answer

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