



*Alison Stuart  
Head of Legal and  
Democratic Services*

**MEETING** : HUMAN RESOURCES COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 9 JANUARY 2019  
**TIME** : 3.00 PM

**PLEASE NOTE TIME AND VENUE**

**MEMBERS OF THE COMMITTEE**

Councillor P Boylan (Chairman)

Councillors S Bull, Mrs R Cheswright, 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.)

### **Public Attendance**

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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](mailto: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 7 - 16)

*To receive the Minutes of the meeting held on 3 October 2018*

3. Declarations of Interest

*To receive any Member's Declaration of Interest.*

4. Chairman's Announcements

5. Human Resources Management Statistics: October to December 2018  
(Pages 17 - 26)

6. Human Resources and Payroll Update (Pages 27 - 32)

7. Gender Pay Gap (Pages 33 - 50)

8. Local Joint Panel - Minutes of the meeting: 12 December 2018 (Pages  
51 - 56)

*Members are asked to bring with them their copy of the agenda of the Local Joint Panel meeting held on 12 December 2018.*

*To consider the recommendations on the matters below:*

- (A) *Flexible Working scheme  
(Minute 8 refers)*

(B) *Appeals Policy  
(Minute 9 refers)*

(C) *Revisions to the Local Joint Panel's Constitution)  
(Minute 10 refers)*

9. Health and Safety : Minutes (Pages 57 - 60)

*To receive the Minutes of the Health and Safety Committee held on 18 September 2018*

10. Urgent Business

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

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MINUTES OF A MEETING OF THE  
HUMAN RESOURCES COMMITTEE HELD IN  
THE COUNCIL CHAMBER, WALLFIELDS,  
HERTFORD ON WEDNESDAY 3 OCTOBER  
2018, AT 3.00 PM

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PRESENT: Councillor Peter Boylan (Chairman)  
Councillors Mrs R Cheswright, S Cousins,  
M McMullen, P Ruffles and M Stevenson

OFFICERS IN ATTENDANCE:

Vicki David	- Human Resources Officer
Kate Leeke	- Interim Head of Human Resources and Organisational Development
Claire Kirby	- Human Resources Officer
Peter Mannings	- Democratic Services Officer

200 STAFF SURVEY: PRESENTATION

The Interim Head of Human Resources and Organisational Development provided Members with a presentation on the results of the 2017 Staff Survey.

The Committee Chairman, on behalf of Members, thanked the Interim Head of Human Resources and Organisational Development for her presentation. The Interim Head responded to a number of queries from Members.

RESOLVED – that the presentation be received.

201 APOLOGY

An apology for absence was received from Councillor S Bull.

202 MINUTES - 25 JULY 2018

It was moved by Councillor S Cousins and seconded by Councillor M Stevenson that the Minutes of the meeting held on 25 July 2018 be confirmed as a correct record and signed by the Chairman. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Minutes of the meeting held on 25 July 2018 be confirmed as a correct record and signed by the Chairman.

203 CHAIRMAN'S ANNOUNCEMENTS

The Chairman drew Members' attention to a number of housekeeping issues in relation to the fire alarm, fire exits and the need to silence mobile devices and the unisex toilets located outside the Council Chamber.

204 SHARED INTERNAL AUDIT SERVICE - ANNUAL LEAVE AUDIT

The Interim Head of Human Resources and Organisational Development submitted an update report by the Shared Internal Audit Service (SIAS) commissioned by the Chief Executive, to review the implementation of the self-service annual leave recording process, its successes, issues raised and



lessons learned.

The Head explained that the auditor had reported on a number of issues that arose during the implementation of the new HR and Payroll System (My View) and identified that Human Resources were already aware of or had resolved them.

The Audit highlighted the need for the training to be ongoing to provide continual support for the users and HR Officers continued to provide that necessary training. The Committee noted the report.

RESOLVED – that the update be noted.

## 205 ANNUAL SICKNESS ABSENCE

The Interim Head of Human Resources and Organisational Development submitted a report which set out employee absence levels, analysed short and long term sickness absence for the period April 2017 – March 2018 and which outlined current and proposed initiatives to reduce absence.

The Head stated that the Council's sickness absence in 2017/18 (6.1 days per FTE) was well below the national local authority average (8.1 days) and lower than the Council's target (6.5 days). This figure had increased slightly since the previous year (5.9 days in 2016/17).

The Council's short term sickness absence in 2017/18 (3.1 days per FTE) was significantly lower than the Council's target (4.5 days). This figure had fallen since the previous year (3.2 days in 2016/17).

Members were advised that the 2017/18 long term sickness absence was 3.1 days per FTE which was well below the national local authority average of 4.1 days. This figure had increased slightly since the previous year and for the second year running had not met the Council's target for long term sickness.

The Interim Head stated that managers were supporting employees on long term sickness with counselling or referrals to Occupational Health and adjustments to their work/workplace to assist with returning to work. Members were advised that the most common reason (43% of absences) for long term sickness absence was due to acute medical conditions (e.g. stroke, heart attack or cancer).

The Chairman commented on the introduction of mental health first aiders. Councillor S Cousins referred to the benefits of a less stressful working environment. Councillor P Ruffles referred to the impacts of stress and long term conditions such as cancer on the mental health of Officers. The Committee Chairman also commented that, as short term sickness had not reached 4.0 FTE since 2013/14, the Council's target could be reduced from 4.5 days per FTE to 4.0 days.

Councillor Mrs R Cheswright proposed and Councillor S Cousins seconded, a motion that the Council should lower the short term sickness absence target to 4 days per FTE and therefore the target for total sickness absence would be reduced to 6 days FTE. After being put to the meeting and a vote taken, the recommendations were declared CARRIED.

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

(B) the absence management target for short term sickness absence be reduced to 4 days per FTE and the total sickness absence target be reduced to 6 days per FTE.

## 206 ANNUAL EQUALITIES REPORT

The Interim Head of Human Resources and Organisational Development submitted the results of the 2017/18 Annual Equalities Report. Members were advised that the Council's employee profile was broadly reflective of the local demographic.

The Interim Head stated that one area where the employee profile was not reflective was gender and age as the Authority had a considerably higher percentage of females than males when compared to the working population of East Hertfordshire. Members were advised however that this was common in the public sector.

The Interim Head stated that that there were no concerns with regard to leavers in terms of ethnic origin, religion and belief, disability and sexual orientation but there was, however, a disproportionate percentage of male leavers when compared to the percentage of male employees although it had reduced since last year.

The HR Officer advised that there had been a reduction in applicants from BAME groups being shortlisted from last year from 20 people (25% of BAME applicants) to 8

people (16% of BAME applicants). There were no concerns in other areas at the shortlisting stage and the principal concern was ensuring that the best candidates were appointed.

Councillor M Stevenson commented on the ratio of male and female employees and referred to administrative and customer services roles being mostly occupied by women. Councillor Mrs R Cheswright emphasised the importance of not over-analysing the annual equalities results.

Councillor M Stevenson proposed and Councillor S Cousins seconded, a motion that the 2017/18 annual equalities report be noted and the recommendations for 2018/19 be approved, as detailed in the report submitted. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that (A) the annual equalities report 2017/18 be noted; and

(B) the recommendations for 2018/19 be approved as detailed in the report submitted.

207 HUMAN RESOURCES MANAGEMENT STATISTICS -  
QUARTERLY REPORT

The Interim Head of Human Resources and Organisational Development submitted a report inviting Members to consider the Human Resources (HR) Management Statistics for Quarter 2 (July to September 2018).

Members were advised that 70% of vacancies were

actively being recruited to, 26% were on hold pending job redesign and potential review of structure and 4.3% were due to other reasons, such as being covered by other temporary arrangements or as an external secondment or via a shared service with Stevenage Borough Council.

The Interim Head advised that action was ongoing to fill vacant posts and employee turnover had reduced slightly in line with an ongoing annual trend as the year progressed. It was noted that HR Officers were putting considerable effort into contacting leavers to follow up the completion of exit questionnaires.

Members were advised that completion rates had increased from 42% in 2017/18 to 74% as at the end of Quarter 2 of 2018/19. The Interim Head stated that projected sickness absence for 2018/19 had been slightly lower at 5.9 days when compared to the same quarter in 2017/18 and had been below the Council's target of 6.5 days. This figure had, however, increased slightly since Quarter 1 when the figure had been 5.6 days.

The Interim Head responded to a small number of queries from Members. The Committee noted the report.

RESOLVED – that the HR Management Statistics for Quarter 2 (July to September 2018) be noted.

## 208 GENDER PAY - ACTION PLAN

The Interim Head of Human Resources and Organisational Development submitted a report that

outlined the gender pay gap and detailed action plan following the publication of the Council's gender pay gap data in March 2018.

Members were advised that the Authority had conducted a review of job adverts to ensure that the language was gender neutral. Other actions included training on unconscious bias when shortlisting, interviewing and promoting flexible working in all full time job adverts. The Committee noted the report.

RESOLVED – that the update be noted.

#### 209 HUMAN RESOURCES AND PAYROLL - UPDATE

The Interim Head of Human Resources and Organisational Development submitted a report inviting Members to note the update. Members were advised of the timely and accurate delivery of the payroll service with no errors or queries from Officers or Members.

The Interim Head referred to the General Data Protection Regulations (GDPR) and advised that the GDPR action plan was almost complete with only minor issues outstanding.

Members were updated in respect of the 'You said, we did' initiative and the "Our Workspace" project. The Interim Head referred to the introduction of Mental Health First Aiders and the imminent review of the Flexi Time scheme. Members were updated in respect of Mandatory Training and in relation to a number of Health and Safety issues.

The Committee noted the report.

RESOLVED – that the update report be noted.

210 HEALTH AND SAFETY MINUTES - 12 JUNE 2018

The Minutes of the Health and Safety Committee held on Thursday 12 June 2018 were submitted for information.

RESOLVED – that the Minutes of the meeting held on 12 June 2018 be received.

The meeting closed at 5.00 pm

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

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 9 JANUARY 2019

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

#### HUMAN RESOURCES MANAGEMENT STATISTICS: OCTOBER TO DECEMBER 2018

WARD(S) AFFECTED:            *None*

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

- Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 3 (October – December 2018).

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</u></b>	
<b>That:</b>	
<b>(A)</b>	The Human Resources Management Statistics for Quarter 3 (October to December 2018) be noted

#### **1.0 Background**

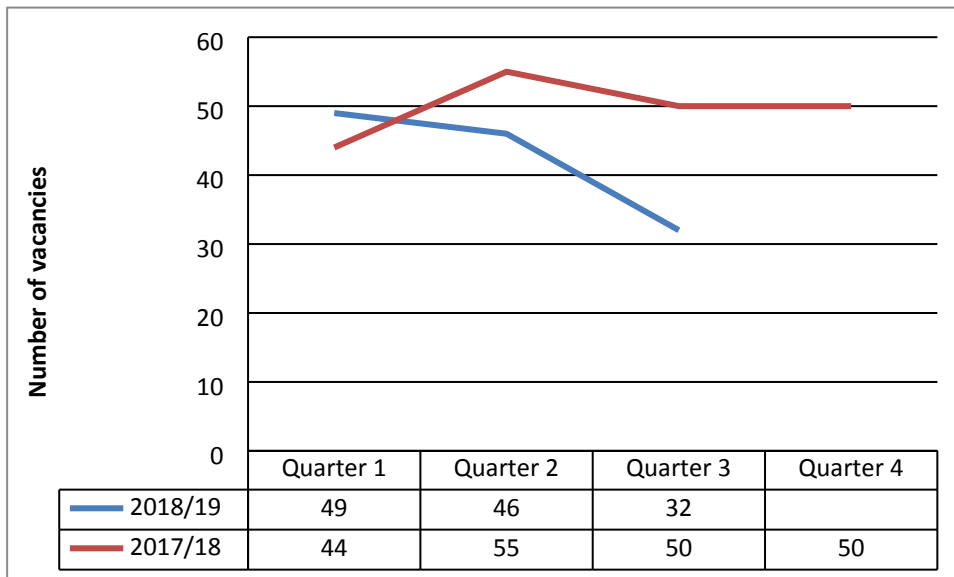
1.1 This report outlines the current performance against the annual HR targets as approved by the HR Committee.

#### **2.0 Report**

##### **2.1 Vacancy Data**

2.2 Figure 1 below shows that the number of vacancies in the council has fallen significantly from 46 in Quarter 2 to 32 in Quarter 3 and is significantly lower than this time last year (50 vacancies in Quarter 3 2017/18)

**Figure 1 – Number of vacancies in the council**



2.3 The table below shows that 50% of the vacancies are actively being recruited to, 28% are on hold e.g. pending job redesign, potential review of structure and 22% are due to 'other' (e.g. covered by other temporary arrangements such as an external secondment, on hold for potential digital East Herts saving or via a shared service with Stevenage Borough Council).

<b>Progress with vacancy</b>	<b>No. of posts</b>	<b>% age of vacant posts**</b>	<b>Comments</b>
Actively being recruited to:	16	50%	Out to advert (12)*, Shortlisting (2), offer made but not yet started (2)
On hold – pending job redesign, imminent restructure	9	28%	
Other	7	22%	Egs include post being covered by an external secondee, post covered by a temporary shared service arrangement with

\*for 7 of these vacancies, several recruitment attempts have been unsuccessful as they are nationally difficult to recruit posts however they are currently being advertised.

\*\*Some figures have been rounded up

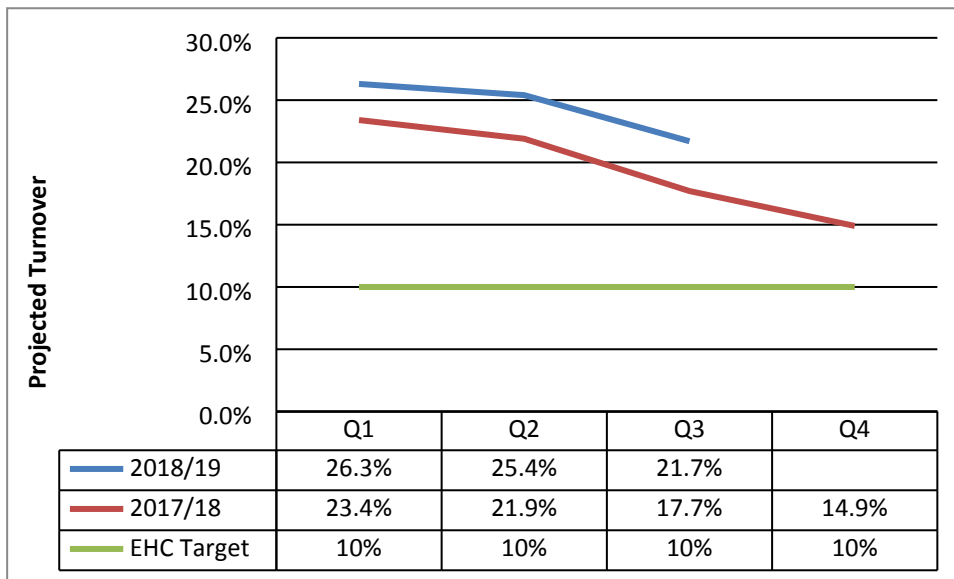
## 2.4 Employee Turnover

2.5 There were 54 leavers (47 voluntary and 7 involuntary) between 1 April and 31 December 2018. Based on this figure, projected turnover is 21.7% for the year which has fallen slightly since Quarter 2 (25.4%) however it is above the council's target of 10%. The projected turnover rate for Quarter 3 is higher in 2018/19 compared to the same period last year (17.7% in Quarter 3 of 2017/18).

<b>Quarter</b>	<b>Number of Leavers</b>	<b>Projected Turnover for 2018/19 (TARGET 10%)</b>	<b>Compared to the same period last year (2017/18)</b>
Quarter 1	22	26.3%	23.4%
Quarter 2	20	25.4%	21.9%
Quarter 3	12	21.7%	17.7%

2.6 It is anticipated that projected turnover will continue to fall each quarter as the year progresses following a similar pattern to the previous year: in 2017/18 projected turnover in Quarter 1 was high (23.4%) however it fell to 14.9% by Quarter 4. Please see Figure 2 below.

**Figure 2 – Projected Turnover 2018/19 and comparisons with the previous years' figures**



2.7 Given the turnover figures, HR have put considerable effort into contacting and following up on voluntary leavers for the return of their exit questionnaire and as a result completion rates at the end of Quarter 3 are at 72% (slightly down from 74% in Quarter 2). Where appropriate, HR Officers have also been following up questionnaires by interviewing leavers to capture further information which may assist in determining trends.

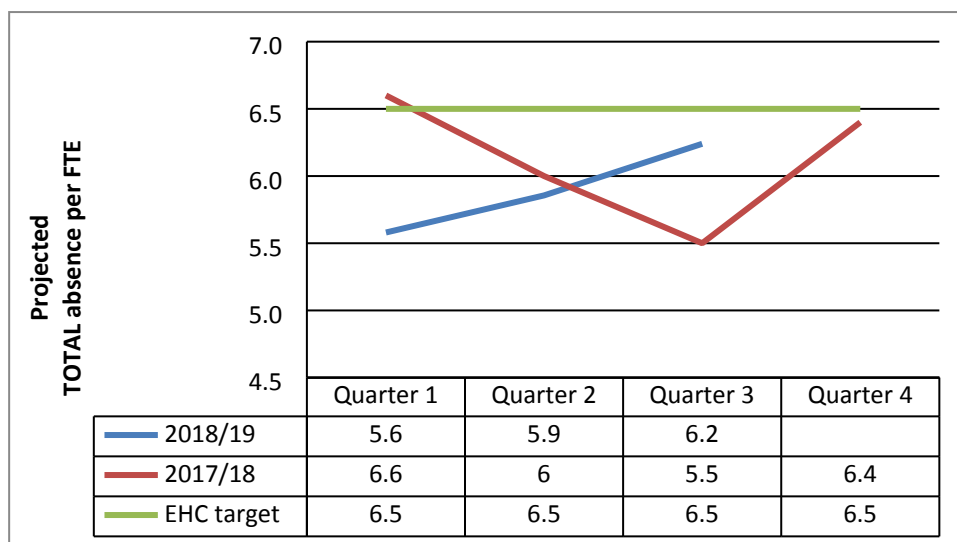
2.8 Exit Questionnaire data is given in confidence to HR however leavers are encouraged to give their permission to share the data with their managers so that they can take any actions as appropriate. Exit Questionnaire data is analysed in full in the Annual Turnover Report which will be presented to HRC in October 2019.

### 3.0 Sickness Absence

3.1 Figure 3 below shows that, based on sickness absence data as at Quarter 3, projected sickness absence for 2018/19 is higher

(6.2 days) compared to the same quarter in 2017/18 (5.5 days) and is below the council's target (6.5 days). It has increased slightly since Quarter 2 (5.9 days).

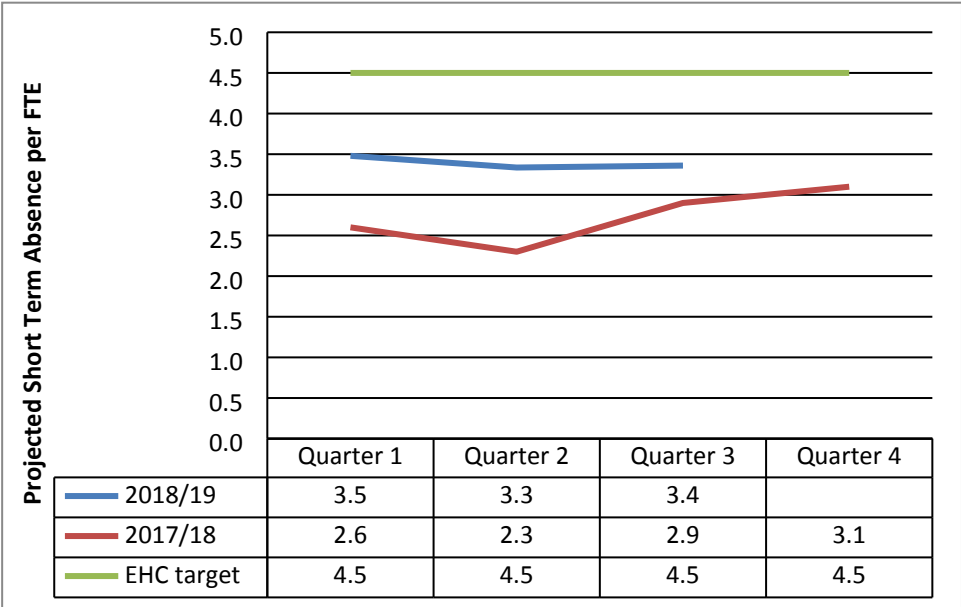
**Figure 3 – Projected absence for 2018/19 compared to last years' figures**



\*Quarter 3 is based on figures as at the end of November as data for December was not available at the time of writing the report

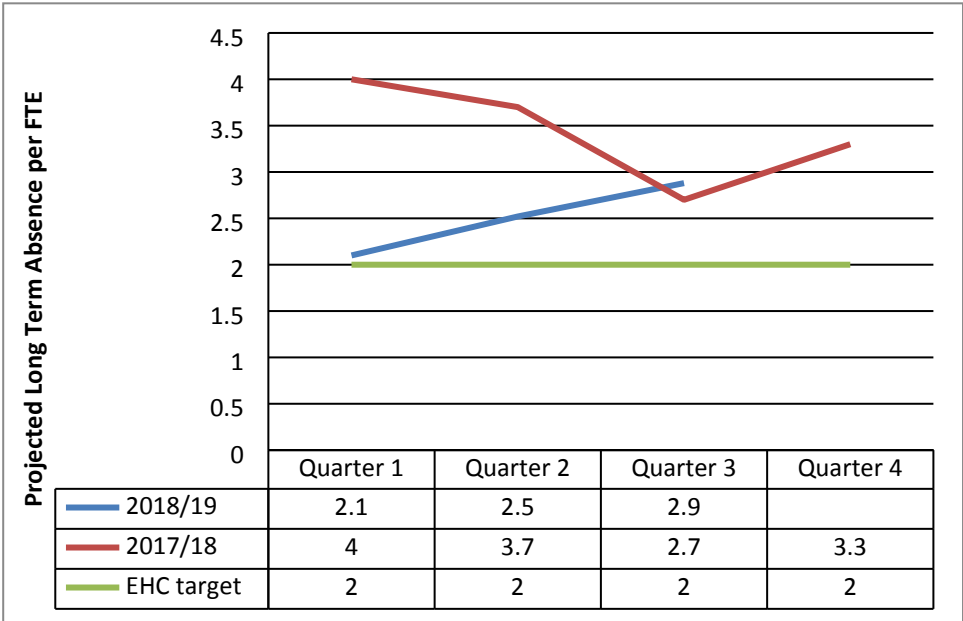
3.2 Figure 4 below shows that projected short term absence has increased slightly from 3.3 days in Quarter 2 to 3.4 days in Quarter 3 and is well below the council's target of 4.5 days. It is higher than the same period last year (2.9 days in 2017/18).

**Figure 4 – Projected SHORT TERM absence for 2018/19 compared to the previous years' figures**



3.3 Figure 5 below shows that projected long term absence is slightly higher (2.9 days) than the same period last year (2.7 days in 2017/18) and it has increased since the previous quarter (2.5 days). It is above the council's target of 2 days.

**Figure 5 – Projected LONG TERM absence for 2018/19 compared to last years' figures**



3.4 HR are working closely with managers to support employees

who are on long term sickness absence through e.g. referrals to Occupational Health and making adjustments to their work/workplace to assist them in returning to work at the appropriate time.

#### **4.0 Work-related accidents**

4.1 During the period 1 September to 30 November 2018 there were no reportable\* and 3 non-reportable accidents involving employees. (Stats are not yet available for December 2018).

\* 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).

#### **5.0 Learning and Development**

5.1 During the period 1 October to 14 December 2018, 86 learning and development events were held and there were 1058 participants.

#### **6.0 Performance Management**

6.1 Date for the completion of Performance Development Reviews (PDRs) in 2018/19 will be reported on at the end of the PDR year – i.e. HRC in June/July 2019.

#### **7.0 Equalities Monitoring Indicators**

7.1 The table below shows a summary of equalities data for employees as at 14 December 2018.

	<b>Target</b>	<b>EHC Percentage</b>
<b>Disability</b>		
Leadership Team with a disability	5%	0%
Employees with a disability	5%	4.0%
<b>Ethnicity</b>		

Leadership Team members from BAME groups	4.5%	20%
Employees from BAME groups	4.5%	6.6%
<b>Gender</b>		
Leadership Team members who are female	51%	70%
Employees who are female	51%	75%
<b>Full Time/Part Time</b>		
Employees who are part time	27%	37%
Employees who are part time and female	21%	34%
Employees who are part time and male	6%	2.8%

The Leadership Team = Chief Executive, Deputy Chief Executive and Heads of Service.

## 8.0 Policy Development

8.1 The following policies are currently being reviewed:

- Appeals
- Flexible Working

## 9.0 Implications/Consultations

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

### Background Papers

None

Contact Officer: Kate Leeke – Head of Human Resources and Organisational Development, Extn: 2141.  
[kate.leeke@eastherts.gov.uk](mailto:kate.leeke@eastherts.gov.uk)

Report Author: Vicki David – Human Resources Officer Extn: 1652. [vicki.david@eastherts.gov.uk](mailto:vicki.david@eastherts.gov.uk)



## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	Priority 1 – Improve the health and wellbeing of our communities  Priority 2 – Enhance the quality of people's lives  Priority 3 – Enable a flourishing local economy  HR contributes as an internal service to all three corporate priorities
Consultation:	None
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	No

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 9 JANUARY 2019

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

#### HUMAN RESOURCES AND PAYROLL TEAM UPDATE REPORT

WARD(S) AFFECTED:            *None*

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

- Members are invited to note the Human Resources Update Report.

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

#### **1.0 Background**

1.1 This report provides an update on the Human Resources and Payroll team.

#### **2.0 Report**

##### **2.1 Payroll Service – Achievements**

2.2 Every month the Human Resources and Payroll Team continues to deliver its primary mission of ensuring all Staff, Councillors and Contractors on the payroll are paid accurately and timely.

2.3 Successful submission of the national fraud initiative exercise that helps prevent and detect fraud within and between public

and private sector bodies

2.4 In addition to the monthly payroll run the Team processed payments to those who staffed the recent bi elections and the electoral register annual canvass.

2.5 Typically no errors or irregularities have been highlighted which enhances good morale on pay day and enhances the profile of the Team.

2.6 Processes within the Team continue to be reviewed for streamlining and improving.

## **2.7 Health and Safety Update**

## **2.8 Guardian 24 Lone Worker Service Contract**

2.9 The Health and Safety Officer has taken responsibility for overseeing the contract management of the service supported by the Facilities Team Leader.

## **2.10 Automated External Defibrillators**

2.11 The Leadership Team supported the purchase of Automated External Defibrillators, which has been progressed by the Health and Safety Officer

2.12 A successful application was supported by Councillors E Buckmaster and Andrew Stevenson who contributed through their Locality Budgets. Councillor P Boylan has provided support, guidance and advice and has offered additional support.

2.13 It is hoped the AEDs will be in place early in the new year and appropriate training will be delivered.

## **2.14 Human Resources update**

## **2.15 General Data Protection Regulations (GDPR)**

2.16 The Human Resources GDPR action plan is now completed following the completion of the project to scan and destroy all of our hard copy staff files.

## **2.17 Employee Assistance Programme (EAP)**

2.18 The council's EAP was previously provided as part of the employee life assurance scheme, which ceased on 30 November 2018. As a result we procured a new EAP through Optum as a call-off from the HCC framework agreement. This is temporary until 31 March 2018 when a new framework agreement with HCC will be in place which we also intend to call-off.

## **2.19 Gender Pay Gap Report 2018**

2.20 The Gender Pay Gap Report for the snapshot date of 31 March 2018 has been produced. Please see separate report for details.

## **2.21 Recruitment**

2.22 We are modernising our approach to recruitment and increasing our online presence, particularly on LinkedIn. We are working with colleagues in Print and Design to create videos, photo job advert templates and other media to attract attention to our job adverts.

## **2.23 Mental Health First Aiders (MHFA)**

2.24 Twenty two employees have been trained as Mental Health First Aiders (MHFA) across the council. MHFA's will be available for staff to contact in early 2019. A promotion campaign has

already begun including posters displaying photos of all MHFA's.

## **2.25 Flu vaccinations**

2.26 The flu vaccination campaign in November was a great success. The council's Occupational Health provider visited the Wallfields and Charringtons House sites to offer free flu vaccinations to staff. In total, 73 staff were vaccinated which is just over one fifth of the workforce.

## **2.27 Which? Careers fair**

2.28 HR colleagues attended a successful 1 day event at the Which? office in Hertford to help support their staff facing redundancy due to the closure of their office. East Herts council was promoted as a great place to work and current vacancies were discussed with interested participants.

## **3.0 Implications/Consultations**

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

### Background Papers

None

Contact Officer: Kate Leeke - Head of Human Resources and Organisational Development, Extn: 2141.  
[kate.leeke@eastherts.gov.uk](mailto:kate.leeke@eastherts.gov.uk)

Report Author: Vicki David – Human Resources Officer Extn: 1652. [vicki.david@eastherts.gov.uk](mailto:vicki.david@eastherts.gov.uk)

## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	Priority 1 – Improve the health and wellbeing of our communities  Priority 2 – Enhance the quality of people's lives  Priority 3 – Enable a flourishing local economy  HR contributes as an internal service to all three corporate priorities
Consultation:	None
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	No

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## EAST HERTS COUNCIL

### HUMAN RESOURCES COMMITTEE – 9 JANUARY 2019

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

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#### GENDER PAY GAP REPORT 2018

WARD(S) AFFECTED: NONE

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

- Members are invited to consider the council's gender pay gap report

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE: That:</u></b>	
<b>(A)</b>	<b>The council's gender pay gap report 2018 be noted</b>

#### 1.0 Background

1.1 In 2017 the government introduced legislation that made it statutory for organisations with 250 or more employees to report on their gender pay gap by 30 March 2018 and annually thereafter.

1.2 East Herts Council published its first gender pay gap report in March 2018 for the snapshot date of 31 March 2017. This is the council's second gender pay gap report for the date of 31 March 2018.

1.3 The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.

- 1.4 The data the council is required to provide includes mean and median pay gaps; mean and median bonus gaps; the proportion of male and female employees who received bonuses; and the proportion of male and female employees in each pay quartile.
- 1.5 The gender pay gap is different from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

## 2.0 Report

### **Review of action plan**

- 2.1 In our first gender pay report published in March 2018 we prioritised areas for action to reduce our gender pay gap. Here we report our progress.
- We have reviewed our job adverts to ensure that language is gender neutral and reinforces our commitment to diversity and inclusion.
  - We have introduced awareness of stereotyping and unconscious gender bias into our recruitment training and are developing a guidance document on avoiding unconscious bias in all shortlisting packs to be rolled out in early 2019.
  - We are exploring introducing 'name-blind' recruitment (where names and genders are removed during the shortlisting process to avoid gender bias) in 2019.
  - We have reviewed and updated the council's Flexible Working Policy.
  - The job advert template has been amended to highlight flexible working as a benefit for jobs at all levels and we state that part-time working and job-share arrangements are considered for all full-time roles.

- We are in the process of creating a more agile and collaborative work environment through the refurbishment of our offices and use of technology which should further enable flexible working across the council.
- We have arranged for male employees to represent the council at careers fairs as it has traditionally only been members of HR who attend (all female).
- We are working with communications to promote flexible working for men and to encourage the uptake of shared parental leave, including the use of positive case studies.

## 2018 figures

- 2.2 As can be seen in the report (**Essential Reference Paper 'B'**), the council's mean gender pay gap has increased from 8% to 9% and the median gender pay gap has reduced from 17% to 12%. There is no bonus pay gap as the council does not make bonus payments.
- 2.3 We are confident that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. All jobs are evaluated using the HAY job evaluation method and the council has a pay and grading structure agreed with Unison.
- 2.4 The council's mean gender pay gap is smaller than median gender pay gap because there are more women than men employed in senior roles and the mean is more skewed by the extremes. The median figure represents the 'typical' man or woman (i.e. the man/woman in the middle of the male/female pay range) and is higher because of the greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles. This is partly due to our organisational structure. The council has outsourced services such as refuse and grounds maintenance which are predominately male dominated areas of work. If these services remained in-house the proportion of male and female

employees in the lower pay quartiles would be much more even. The types of roles typically found in the council in the lower quartiles tend to be customer facing or administrative in nature and currently are occupied by women.

- 2.5 The mean gender gap has increased by less than 1% from the 2017 figure but the figures have been rounded due to the gender pay gap reporting requirements. This change is not statistically significant.
- 2.6 The median gender pay gap has gone down by 5% from the 2017 figure. The median pay figure for women has increased slightly and the median pay figure for men has gone down which has reduced the gap. The distribution of men across all of the grades is more balanced this year when compared to last year and there is an increase in men at some of the mid-lower grades which has caused the mid-point for men to shift down slightly. This is good news and reflects some of the changes we have implemented to increase the number of men across the lower grades. However, as the number of men employed by the council overall is low (96) the numbers have only changed marginally but this has affected the median due to the small sample size.

## **Action plan**

- Explore introducing 'name-blind' recruitment (where names and genders are removed during the shortlisting process to avoid gender bias) in 2019. If introduced, impact will be measured in the 19/20 Annual Equalities Report where shortlisting data is analysed by sex and other protected characteristics.
- Conduct an audit of how gender diverse our interview panels are in early 2019 and take action if issues are identified.
- Complete the refurbishment of our building to create a more agile and collaborative work environment enabling further flexible working across the council.

- Continue to review and update our commitment to promote flexible working for men and to encourage the uptake of shared parental leave by working collaboratively with our Communications team.

### 3.0 Implications/Consultations

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

#### Background Papers

None

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Report Author: Claire Kirby, HR Officer  
01992 531630  
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**IMPLICATIONS/CONSULTATIONS**

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	Priority 1 – Improve the health and wellbeing of our communities  Priority 2 – Enhance the quality of people's lives  Priority 3 – Enable a flourishing local economy  HR contributes as an internal service to all three corporate priorities
Consultation:	None
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	No

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# East Herts Council - Gender Pay Gap Report


**Published 14 January 2019**

Essential Reference Paper "B"



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01279 655261

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## Introduction

In 2017 the government introduced legislation that made it statutory for organisations with 250 or more employees to report on their gender pay gap by 30 March 2018 and annually thereafter. East Herts Council published its first gender pay gap report in March 2018.

The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.

The data the council is required to provide includes mean and median pay gaps; mean and median bonus gaps; the proportion of male and female employees who received bonuses; and the proportion of male and female employees in each pay quartile.

The gender pay gap is different from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

This is East Herts Council's report for the required snapshot date of 31 March 2018.

The figures set out in this report have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

# Review of action plan

In our first gender pay report published in March 2018 we prioritised three areas for action to reduce our gender pay gap. Here we report our progress for each area.

## Recruitment

### We said:

We will explore how we can attract more men into the council to create a more even gender balance, given that we have more women than men at every level of our organisation, including the leadership team.

### Our progress:

- We have reviewed our job adverts to ensure that language is gender neutral and reinforces our commitment to diversity and inclusion.
- We have introduced awareness of stereotyping and unconscious gender bias into our recruitment training and we are developing a guidance document about avoiding unconscious bias in all shortlisting packs.
- We are exploring introducing 'name-blind' recruitment (where names and genders are removed during the shortlisting process to avoid gender bias) in 2019.

## Flexible working

### We said:

We will continue to actively encourage flexible working across the council, in every role, at every level, to ensure that employees have the opportunity to balance their career aspirations with caring responsibilities.

### Our progress:

- We have reviewed and updated the council's Flexible Working Policy.

- The job advert template has been amended to highlight flexible working as a benefit for jobs at all levels and we state that part-time working and job-share arrangements are considered for all full-time roles.
- We are in the process of creating a more agile and collaborative work environment through the refurbishment of our offices and use of technology which should further enable flexible working across the council. We anticipate that this will be complete by mid-2019.

## **Breaking down gender stereotypes**

### **We said:**

We will try to dispel gender stereotypes about traditionally “male” or “female” areas of work within the council, for example by promoting positive case studies within the council and through working with local secondary schools regarding career opportunities.

### **Our progress:**

- We have arranged for male employees to represent the council at careers fairs as it has traditionally only been members of HR who attend (all female).
- We are working with communications to promote flexible working for men and to encourage the uptake of shared parental leave, including the use of positive case studies.

# Gender Pay Gap Analysis

## Mean and Median Gender Pay Gap Figures

Table 1.0 shows that the council’s mean gender pay gap is 9% and the median gender pay gap is 12%. Table 2.0 shows that there is no bonus pay gap as the council does not make bonus payments.

Table 1.0 Gender pay gap

	Gender pay gap 2017	Gender pay gap 2018	+/- percentage points
Mean (Average)	8%	9%	+1%
Median (Middle)	17%	12%	-5%

Table 2.0 Gender bonus gap

	Gender bonus gap 2017	Gender bonus gap 2018
Mean (Average)	0%	0%
Median (Middle)	0%	0%

Table 3.0 Proportion of employees receiving a bonus

Proportion of employees receiving a bonus	
Men	0%
Women	0%

The council’s mean gender pay gap is smaller than median gender pay gap because there are more women than men employed in senior roles and the mean is more skewed by the extremes. The median figure represents the ‘typical’ man or woman (i.e. the man/woman in the middle of the male/female pay range) and is higher because of the greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles.

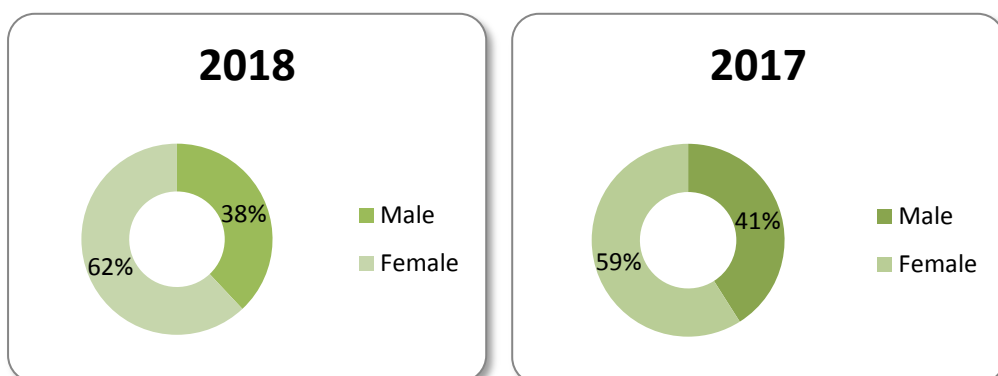
The mean gender gap has increased by less than 1% from the 2017 figure but the figures have been rounded due to the gender pay gap reporting requirements. This change is not statistically significant.

The median gender pay gap has gone down by 5% from the 2017 figure. The median pay figure for women has increased slightly and the median pay figure for men has gone down which has reduced the gap. The distribution of men across all of the grades is more balanced this year when compared to last year and there is an increase in men at some of the mid-lower grades which has caused the mid-point for men to shift down slightly. This is good news and reflects some of the changes we have implemented to increase the number of men across the lower grades. However, as the number of men employed by the council overall is low (96) the numbers have only changed marginally but this has affected the median due to the small sample size.

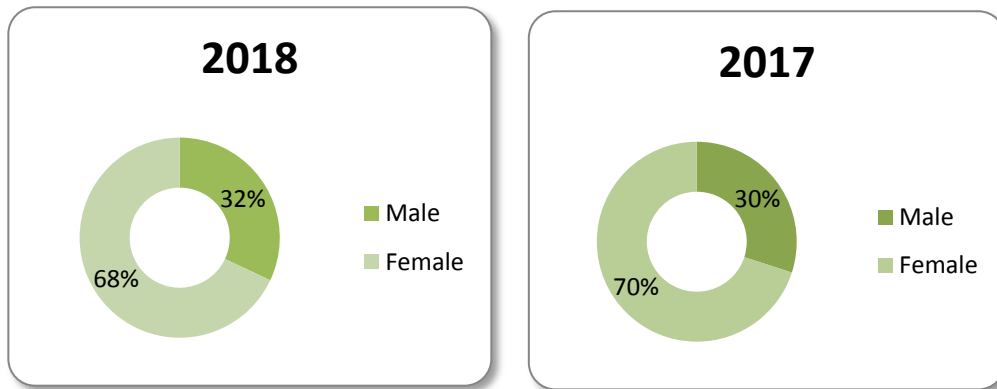
The council is committed to the principle of equal opportunities and equal treatment for all employees. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other protected characteristic). As such, we have a pay and grading structure agreed with Unison; have a published pay policy statement and evaluate all jobs using the HAY job evaluation method. The council is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work.

## Pay quartiles

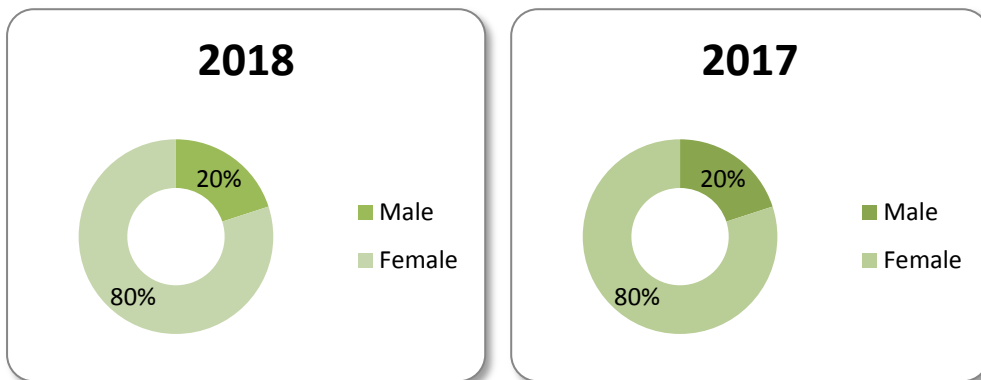
### Quartile 1 (upper quartile)



### Quartile 2 (upper middle quartile)



### Quartile 3 (lower middle quartile)



### Quartile 4 (lower quartile)

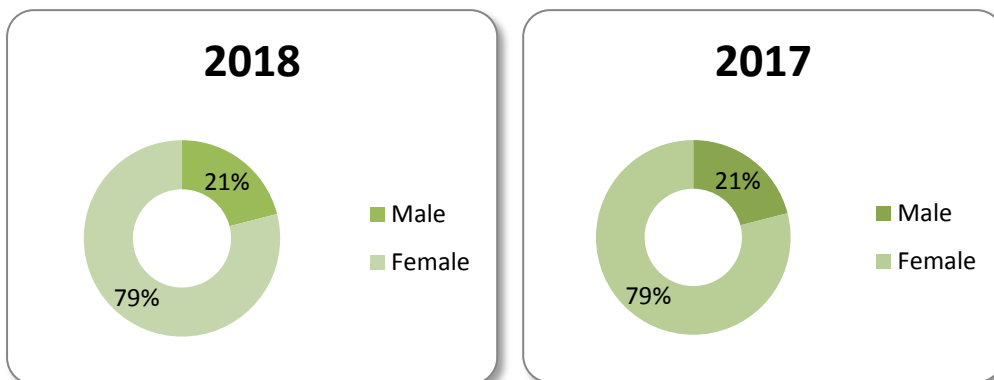


Figure 1.0 Pay quartiles by gender

Figure 1.0 above depicts pay quartiles by gender. This shows the council's workforce divided into four equal-sized groups based on hourly pay rates, with Q1 including the highest-paid 25% of employees (the upper quartile) and Q4 covering the lowest-paid 25% (the lower quartile). In order for there to be no

gender pay gap, there would need to be an equal ratio of men to women in each quartile.

Given that 72% of the council's workforce is female, women outnumber men at every quartile. This year's data shows small increases in the percentage of men in the upper middle quartile and the percentage of women in the upper quartile. The lower and lower middle quartiles have remained the same.

In order to reduce the gender pay gap there would need to be an increase in the proportion of men in the lower and lower middle quartiles. The types of roles typically found in the council in these quartiles tend to be customer facing or administrative in nature and currently are occupied by women. The council has outsourced services such as refuse and grounds maintenance which are predominately male dominated areas of work. If these services remained in-house the proportion of male and female employees in the lower pay quartiles would be much more even.

The gender segregation in some occupation groups that we experience at the council is typical for many organisations. In the UK men have a high employment share in skilled trade and high-skill occupation groups (chief executives and senior officials, and managers and directors). In contrast, women have the highest employment share in caring, leisure and other service occupations. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children (ONS, 2018).



## Closing the gap

The council is in an unusual position in that the gender pay gap is not due to fewer women working in more senior roles than men but because at the lower grades there is a much higher percentage of women than men.

The council remains committed to trying to reduce the gap.

We have already taken forward several actions since the 2017 report and will continue to build on these as follows.

### Recruitment

- Explore introducing 'name-blind' recruitment (where names and genders are removed during the shortlisting process to avoid gender bias) in 2019. If introduced, impact will be measured in the 19/20 Annual Equalities Report where shortlisting data is analysed by sex and other protected characteristics.
- Finalise the guidance document on avoiding unconscious bias to be included in all shortlisting packs in early 2019.
- Conduct an audit of how gender diverse our interview panels are in early 2019 and take action if issues are identified.

### Flexible working

- Complete the refurbishment of our building by mid-2019 to create a more agile and collaborative work environment enabling further flexible working across the council.

### Breaking down gender stereotypes

- Continue to review and update our commitment to promote flexible working for men and to encourage the uptake of shared parental leave by working collaboratively with our Communications team.

## Statement

I, Liz Watts, Chief Executive of East Herts Council, confirm that the information in this statement is accurate.

Signed  
[ ]

Date  
? 2019

## References

Office for National Statistics (ONS), 2018. *Understanding the pay gap in the UK* [online] Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/understandingthegenderpaygapintheuk/2018-01-17>

MINUTES OF A MEETING OF THE  
LOCAL JOINT PANEL HELD IN THE COUNCIL  
CHAMBER, WALLFIELDS, HERTFORD ON  
WEDNESDAY 12 DECEMBER 2018, AT 2.30  
PM

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PRESENT:        **Employer's Side**

Councillor J Goodeve (Chairman)  
Councillors E Buckmaster, A Alder,  
L Radford,

**Staff Side (UNISON)**

J Bruce and Mr A Stevenson (Vice  
Chairman)

OFFICERS IN ATTENDANCE:

Vicki David	- Human Resources Officer
Kate Leeke	- Interim Head of Human Resources and Organisational Development
Peter Mannings	- Democratic Services Officer

6        APOLOGY

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

Alder was substituting for Councillor L Haysey.

7 MINUTES - 6 JUNE 2018

The Secretary to the Staff Side (Unison) advised that the Restructure Consultation Policy would no longer be referred to the Executive for mediation. The Secretary to the Employer's Side stated that Officers would work with Unison in respect of the Restructure Consultation Policy.

It was proposed by Councillor L Radford and seconded by Ms J Bruce, that the Minutes of the meeting held on 6 June 2018 be confirmed as a correct record and signed by the Chairman. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Minutes of the meeting held on 6 June 2018 be confirmed as a correct record and signed by the Chairman.

8 FLEXIBLE WORKING SCHEME

The Secretary to the Employer's Side submitted a report inviting Members to approve the revised Flexible working scheme. The Panel was advised of a number of key changes to the policy, including clarifying flexible working patterns and deleting the job share policy and adding job-share as a flexible working option to this policy.

The Panel was also advised of the key difference between flexible working and flexi time. The Secretary to the Employer's Side confirmed that the authority

embraced flexible working and if an employee was denied flexible working, they would be unable to apply again for 1 year.

In response to a query from Councillor E Buckmaster, the Panel was advised that flexi time was available to all, with the exception of the Leadership Team. Councillor A Alder commented on the procedure which should be followed should a request for flexible working be rejected and whether an Officer could reapply.

The Secretary to the Employer's Side confirmed that requests could reasonably be considered for flexible working every 12 months. Officers could ask for a temporary variation to hours if, for example, there was a short term family issue or emergency. A request for formal flexible working could only be submitted once in a 12 month period.

It was proposed by Mrs J Bruce and seconded by Councillor L Radford that Human Resources Committee be advised that the Local Joint Panel supports approval of the revised flexible working scheme and also the deletion of the job-share policy.

After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that Human Resources Committee be advised that the Local Joint Panel supports approval of the revised Flexible working policy and the deletion of the job-share policy.

## 9 APPEALS POLICY

The Secretary to the Employer's Side submitted a report inviting the Local Joint Panel to approve the revised Appeals Policy. The Panel was advised that e-forms had been created and the revised policy was intended to be more user friendly. The procedure on the Right of Appeal was also clarified.

The Secretary to the Staff Side advised that the revised policy had been consulted on widely and a number of comments had been taken on board. It was proposed by Councillor E Buckmaster and seconded by Mrs J Bruce that Human Resources Committee be advised that Local Joint Panel supports the revised appeals policy.

After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that Human Resources Committee be advised that Local Joint Panel supports the revised appeals policy.

## 10 REVISIONS TO LJP'S CONSTITUTION

The Secretary to the Staff Side (Unison) submitted a report that introduced the revised Local Joint Panel constitution. The Panel was invited to recommend the revised constitution to Council through the Human Resources Committee.

The Panel were referred to paragraph 2.2 of the report submitted for changes that had been agreed by Unison and Human Resources Committee. The Secretary to

the Staff Side (Unison) apologised that that section 7.15e in Essential Reference Paper 'B' should have been shown as a complete tracked change deletion instead of the last 2 lines.

The Panel were advised that section 7.15b in Essential Reference Paper 'B' covered matters in respect of Health and Safety. It was proposed by Councillor A Alder and seconded by Mr A Stevenson that the revisions to the Local Joint Panel's constitution, be recommended to Council via the Human Resources Committee, subject to the deletion of 7.15e in Essential Reference Paper 'B'.

After being put to the meeting and a vote taken, the motion was declared CARRIED. The Panel supported the recommendation as now detailed.

RESOLVED – that the revised Local Joint Panel constitution be recommended to Council via the Human Resources Committee, subject to the deletion of 7.15e in Essential Reference Paper 'B'.

The meeting closed at 2.47 pm

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

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## **Minutes of Health and Safety Committee** **Tuesday 18<sup>th</sup> September 2018 in Room 1.11**

**Present:** Graham Mully (GM)  
Peter Dickinson (PD)  
Kate Leeke (KL) – Chair  
Sarah Bye (SB)  
Helen Farrell (HF)  
Peter Mannings (PM) - Minutes

**1.0 Apologies:** Isabel Brittain (IB)  
Ewa Dennis (ED)  
Louise Overington (LO)  
Paul Thomas-Jones (PTJ)  
Steve Whinnett (SW)

### **2.0 Minutes of the last meeting**

2.1 The Minutes of the previous meeting were agreed as an accurate record.

### **3.0 Matters Arising**

3.1 Lone Workers devices – PD advised that adjustments to the guides for these devices had been made following testing by the Planning Department. The revised guides had been submitted to the intranet yesterday and PD undertook to check that they were online. A communications update would be issued regarding standards and guides for lone working devices. Action: PD

3.2 HF advised that lone worker devices had been added to the leavers' checklist.

3.3 PD confirmed that the previously considered lost/stolen devices remained deactivated. He confirmed that Trevor Smith had been deleted from the circulation list.

3.4 JF confirmed that she had been appointed as the new UNISON Health and Safety Officer.

3.5 GM confirmed that a Business Continuity Meeting was due to take place on 19 September 2018. He referred to a table of responsibility detailing who was responsible for what.

3.6 HF to circulate the safety policy to KL and the Safety Committee. Action: HF

#### **4.0 Tenant representative matters**

4.1 None.

#### **5.0 Accident and Incident reports**

5.1 For the period 22 May to 31 August 2018.

Accidents involving staff:

- 3 non-reportable accidents
- No reportable accidents

No accidents involving non-employees or the public

Accidents involving the pools:

- 66 non-reportable accidents
- One incident of a heart attack in a pool

#### **6.0 Regulatory and legislative changes**

6.1 None.

#### **7.0 Health and Safety compliance reports**

7.1 PD advised that he was updating all fire safety log books. He stated that a standardised format was due to be issued for Wallfields and Hertford Theatre.

Action: PD

#### **8.0 Property – Premises maintenance and repairs**

8.1 The issue of CCTV coverage of interview rooms was raised as there was nothing in the rooms at present. There were local panic alarms and the audible signal could be relocated to the Revenues and Benefits Office. There was also the option to record interviews being held in the interview rooms at Wallfields.

8.2 KL commented that the accommodation review was not currently looking at the reception areas.

8.3 SB advised that the carpet in the Wallfields reception was on order following a leaking hot water pipe.

## **9.0 Facilities Management**

None

### **10.0 List of Issues**

a. Employees side (UNISON):

None

b. Management side:

The issue of electric pool cars was mentioned in reference to preparatory work being carried out by David Thorogood. Also mentioned was the matter of vehicle document checks that were supposed to be carried out by Line Managers.

### **11.0 Health and Safety Training**

11.1 PD commented on Fire Marshalls and stated that training was being arranged for the evacuation chairs. This training had not been advertised yet.

11.2 KL commented on the importance of ensuring Officers signed up to these courses in order to fill the available places.

### **15.0 - AOB**

15.1 The Committee was advised that the tender documents for the award of a contract for the refurbishment of Hartham and Grange Paddocks were currently being prepared.

**Date of next meeting:** Monday 17<sup>th</sup> December 2018, 2 pm in Room 27

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