



*Alison Stuart
Head of Legal and
Democratic Services*

MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 3 JULY 2019
TIME : 7.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor R Bolton (Chairman)
Councillors A Alder, S Bull, J Dumont, M McMullen, S Newton and
P Ruffles

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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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AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes (Pages 7 - 12)

To receive the Minutes of the meeting held on 2019

3. Declarations of Interest

To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Acceptable Usage Policy (Pages 13 - 22)

6. Human Resources and Payroll Update (Pages 23 - 32)

7. Employee Health and Wellbeing (Pages 33 - 54)

8. Health and Safety Audit (Pages 55 - 74)

9. Turnover Report (Pages 75 - 100)

10. Human Resources Management Statistics - Quarterly Report (Pages 101 - 112)

11. Member Training (Pages 113 - 124)

12. Local Joint Panel - Minutes of the meeting: 5 June 2019 (Pages 125 - 130)

Members are asked to refer to the agenda papers for the Local Joint Panel meeting held on 5 June 2019

13. Safety Committee - Minutes of the Meeting: 18 March 2019 (Pages 131 - 136)

To receive the Minutes of the Health and Safety Committee held on 18 March 2019

14. 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 ROOM 27, WALLFIELDS, HERTFORD
ON WEDNESDAY 10 APRIL 2019, AT 2.00
PM

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

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Simon O'Hear	- Head of Human Resources and Organisational Development
Alison Stuart	- Head of Legal and Democratic Services

469 MINUTES - 13 MARCH 2019

The Chairman referred to the on-going work with Apprenticeships and asked that this be circulated to all Members via the Members' Information Bulletin. This was supported

It was moved by Councillor P Ruffles and seconded by

Councillor R Cheswright that the Minutes of the meeting held on 13 March 2019 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 13 March 2019 be confirmed as a correct record and signed by the Chairman.

470 PAY POLICY STATEMENT 2019/20

The Head of Human Resources and Organisational Development submitted the Pay Policy Statement for 2019/20 for Members' consideration adding that this would be submitted to Council in May 2019, for approval. He explained that the Pay Policy Statement had been delayed this year, as a result of the NJC National Agreement and on-going negotiations with UNISON in relation to new pay structure. The Pay Policy Statement set out the current picture to 31 March 2020.

The Head of HR explained that the Statement supported the requirements under the Local Government Transparency Code and needed to be published annually, under Section 28 of the Localism Act 2011. The Head of HR explained the significant improvements in the pay position e.g. grades shorter and much less overlapping and more competitive salary ranges by consolidating the previous 2% local award and that 73% of applicable staff had agreed to the new pay scale arrangements when balloted by Unison.

Councillor P Ruffles sought and was provided with clarification on the 73% response rate from UNISON Members. It was noted that UNISON Membership had

significantly increased during the pay structure negotiations, as staff wanted to comment on the proposed arrangement. The Head of HR explained that comprehensive information had been circulated to staff as part of the consultation process and that most of the concerns raised centred on the reduction of the redundancy multiplier and the length of time disturbance and pay protection would be paid. The compromise reached on these and other key points, was set out in the report.

The Head of HR and Organisational Development explained the changes to the UNISON arrangements following the departure of the former Branch Secretary. He provided an update in relation to the Chief Executive and Deputy posts which were negotiated under the JNC conditions of service and that that the payments to statutory posts i.e. Head of Paid Service, Section 151 and Monitoring Officers had increased to £10K.

The Head of HR and Organisational Development referred to the need to amend the Pay Policy Statement to reflect a change in the mileage rates for Electric Cars which HMRC had now established at 4p per mile. Councillor R Cheswright referred to the new HRMC rates for electric cars compared with the allowance for bicycles (20p per mile) adding that she felt this to be disproportionate. The Head of HR explained that running costs for electric cars were approximately 1p per mile but that the cost of buying an electric car prevented a lot of people from making the change. He referred to the charging points available in Hertford and in Bishop's Stortford.

Members supported the revised mileage rate for electric vehicles (at 4p per mile) to accord with HMRC advisory

levels to avoid P11ds or additional taxation. The Chairman also asked that promotional information on charging points be included within a future edition of the Members' Information Bulletin and that consideration also be given to including information regarding authorised travel and subsistence costs within Members' Induction Packs. This was supported.

Councillor M Stevenson sought and was provided with clarification regarding what staff, if any were staff employed on zero contract hours. The Head of HR explained that no staff were employed on zero contract hours but that there were a number of staff on casual contracts e.g at Hertford Theatre. Councillor M Stevenson sought and was provided with clarification regarding last year's staff salaries. The Head of HR explained the position and undertook to provide Members with the information.

Members debated at length, the issue of fees and subscriptions paid by the Council on behalf of staff. The Head of HR explained that the Council now only paid for Lawyers' Practising Certificates. The Head of Legal and Democratic Services explained that the Council had four Lawyers and that there were currently two vacancies and that the Practising Certificate fee was around £400.

The Committee approved the report, as amended.

It was moved by Councillor Cheswright and seconded by Councillor S Bull that the report, as amended, be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the amended Pay Policy Statement be recommended to Council for approval;

(B) Promotional information on charging points be included with a future edition of the Members' Information Bulletin; and

(C) Consideration be given to including information regarding authorised travel and subsistence costs within Members' Induction Packs.

The meeting closed at 2.40 pm

Chairman
Date

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 3 JULY 2019

HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT

ACCEPTABLE USAGE POLICY - 2019

WARD(S) AFFECTED: None

Purpose/Summary of Report

- Members are invited to approve the revised Policy which has been developed to guide all ICT users on the boundaries of acceptable usage of ICT equipment and systems.

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE

That:

(A)	The Acceptable Usage Policy be approved as proposed
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1.0 Background

Following an ICT audit it was recommended that all ICT policies were rewritten. The acceptable usage policy is the policy ground work for all other ICT policies and protocols which will follow.

2.0 Report

2.1 Two separate ICT audits stated that our policies were not fit for purpose and recommended rewriting. This is the first ICT to be re-drafted and is the highest level policy related to all users of

ICT. The remaining policies are more specific to certain areas of ICT e.g. Mobile working.

- 2.2 The policy aims to guide users as to the minimum acceptable behaviour in the usage of ICT equipment and systems, and attempts to guide towards good behaviour.
- 2.3 This report has been to the LJP on the 5th June LJP following item 6.6 was added.
- 2.4 At the LJP it was suggested that an appendix of approved file sharing sites was listed. File sharing sites are not an approved method of transferring files. Under GDPR and DPA guidance we need to be able to maintain an audit of data transfer, and web based solutions circumnavigate all auditing functions. We are in the process of upgrading our firewalls and web blocking software which will enable to block access to these systems from our network. Also with the upgrade to Office 365 this will open up a number of routes to transfer and grant access to files securely.
- 2.5 Until these solutions are on offer it is requested that members use the email system to transfer files. If there are files which are too large to send in this fashion contact the ICT department.

3.0 Implications/Consultations

Consultation has taken place with Unison, East Herts Council Leadership Team and the policy has been approved by the Local Joint Panel.

- 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: Simon Russell, ICT Strategic Partnership Manager
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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 ICT contributes as an internal service to all three corporate priorities
Consultation:	Consultation with the following has been undertaken and changes incorporated: <ul style="list-style-type: none">• HR• Unison as recognised trade union• Leadership Team• Local Joint Panel
Legal:	None
Financial:	None
Human Resource:	Yes and changes/comments have been considered and incorporated where appropriate
Risk Management:	The policy in part aims to limit the risk of staff miss-use of ICT.
Health and wellbeing – issues and impacts:	None.
Equality Impact Assessment required:	Not applicable

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Acceptable Use Policy	Approved By:		 
	Date:		
	Next Review Date:		
	Department:	IT	

1. Scope

- 1.1. This policy applies to all staff, Members, agency workers and contractors or anyone else that has access to or uses the joint Stevenage & East Herts ICT network.

2. General usage

- 2.1. Users need to take reasonable care of the equipment provided for the execution of their duties,
- 2.2. Any damage or loss of equipment must be reported to the ICT department straight away.
- 2.3. Reasonable physical protection of the device must be taken to prevent damage or theft.
- 2.4. Users must not knowingly attempt to run or load any program on the ICT systems without express permission and knowledge of the ICT department.
- 2.5. Users must abide by the security measures put in place and not take any actions which would circumvent them.
- 2.6. ICT equipment remains in the ownership of the council and must be surrendered on demand by the ICT department for upgrading or inspection.
- 2.7. Council equipment is not to be used for any private business activity.
- 2.8. Users must not connect any privately owned ICT equipment to the council's networks without express permission of the ICT department.
- 2.9. Users must not alter or upgrade any supplied equipment.
- 2.10. Users must not allow any others to use equipment supplied to them for the execution of their duties.

3. Monitoring usage

- 3.1. Users should be aware that all electronic communication and internet activity may be monitored for security reasons. Any improper use may result in disciplinary action.

4. Email

- 4.1. The councils email system is for business use; however reasonable personal use is permitted but this should be during lunch breaks or before or after starting work.
- 4.2. Permanent forwarding rules to external email address are not to be created. Setting up such rules would be a disciplinary matter
- 4.3. User must not knowingly:
 - 4.3.1. Pass on chain mail emails.
 - 4.3.2. Send information that constitutes a breach of data protection rules under the Data Protection Act 2018 or General Data Protection Regulation 2016.
 - 4.3.3. Make abusive, derogatory or defamatory statements.
 - 4.3.4. Send or exchange information which could bring the council into disrepute.
 - 4.3.5. Download executable files (files which run a program).
 - 4.3.6. Open any links in emails which are not expected or not from a recognised source. This is to prevent phishing attacks on the councils systems.

5. Passwords

- 5.1. Users must not share their password with anyone.
- 5.2. Users must not write their passwords down.
- 5.3. Passwords must abide by the password complexity rules.

6. Internet usage

- 6.1. Users are allowed reasonable use of internet personal browsing but this should be during lunch breaks or before or after starting work.
- 6.2. Users will only access the internet when they are logged in with their own credentials.
- 6.3. Councils email addresses are not to be used for registering to web sites for personal use.

- 6.4. Access to inappropriate sites will be blocked by the council systems, if access to such sites is required for staff's duties exemptions can be made by the ICT department.
- 6.5. Files are not to be uploaded from the councils systems to any site (e.g. dropbox or facebook) unless authorised by the ICT department.
- 6.6. Segments of data removed from council documents should not be used or republished outside the councils network without explicit permission, unless as part of the normal course of duties.

7. Telephone Usage

- 7.1. Reasonable use of telephones for personal calls is allowed but this should be during lunch breaks or before or after starting work.

8. Data protection

- 8.1. Users must abide by the Data Protection Act 2018 or General Data Protection Regulation 2016 to protect data under their control.
- 8.2. Data must be protected from misuse and must not be supplied to any persons who do not have legal permission to obtain or view that data.
- 8.3. Users will not view, disseminate or process the data they have access to in any way expect in performance of their duties.

Document Version History	Created by	Date	Approved by	Description of Change
0.01	Simon Russell			Created document in draft form for presentation to appropriate committees for approval

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 3 JULY 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCES AND PAYROLL TEAM UPDATE REPORT

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to note the HR and Payroll Team Update Report.

<u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</u>	
That:	
(A)	the HR and Payroll Team Update report be noted

1.0 Background

This report provides an update on what the HR and Payroll team have been working on.

2.0 Report - Payroll Service

2.1 Payroll and HR incorporated the new pay award with effect from 1st of April as well as implementing the revised grading structure.

2.2 Payroll have also set up new members and processed leavers in line with the local elections.

2.3 Payroll have been very busy in terms of implementing the payroll for both the District Elections and European Elections which involved processing 434 staff and this will be run on week commencing 23rd June 2019.

3.0 Health and Safety Update

3.1 Guardian 24 Lone Worker Service Contract

The Health and Safety Officer has taken responsibility for overseeing the contract management of the service supported by the Facilities Team Leader. The current contract runs until April 2020 and a review process will commence in January 2020.

3.2 Automated External Defibrillators

The Health and Safety Officer would like to report that two defibrillators have been purchased, one based in reception at Wallfields and one based in the foyer at Hertford Theatre.

Training on the use of the device was carried out in March 2019.

3.3 Shared Internal Audit Service (SIAS) Audit on H&S

SIAS carried out a review of Health and Safety practice and management in May 2019 and have submitted their draft report which has a rating of:

Satisfactory	The internal control framework is largely working well in managing the key risks in scope, with some audit findings related to the current arrangements.
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There are 4 recommendations please see Health and Safety (H&S) Audit report for full details (elsewhere on the agenda).

SIAS held an exit meeting on the 11th June with the Head of Human Resources and Organisational Development and the Health and Safety Officer to finalise the report before it was signed off.

3.4 Evacuation Chair Replacement

The Health and Safety Officer managed the process of replacing old evacuation chairs and procuring replacement chairs to include Hertford Theatre in the process as they had not previously had an evacuation chair as the old chairs were not compatible with the style of rake seating at the Theatre.

This involved drawing up a specification, service requirements and assembling a team of colleagues to assist with the scoring of each of the service providers. This was necessary as the arrangement that was in place did not satisfy procurement regulations.

In order to meet the Council's procurement requirements it was necessary to invite the existing supplier to submit an expression of interest. To support this process I assembled a team to assist with the scoring methodology. I based my choice on the following factors:

- o Experience using an evacuation chair
- o Experience working on contract procurement
- o Personal skills demonstrated by individuals.

3.5 Health and Safety Policy Review

A principal undertaking has been the review of the Health and Safety Policy with a view to streamlining, harmonising and rationalising the content. The aim of this exercise was to identify where H&S policy arrangements were broadly similar in content to HR policies and where possible these could be harmonised, reduce duplication and eliminate confusion.

The Health and Safety Policy consisted of 34 separate arrangements supported by a Statement of Intent and is a legally required document. Prior to reviewing each

arrangement it was necessary to identify which HR policies were a natural fit in order to ensure compliance with relevant health and safety legislation.

The number of arrangements has been reduced to 19 covering technical and specialist subjects outside the scope of conventional HR policies.. The remaining arrangements have also been streamlined to tighten the language and remove unwanted duplication.

3.6 Executive Member Health and Safety Training

The Health and Safety Officer and Head of Human Resources and Organisational Development will deliver a health and safety briefing session in September as part of the new members induction programme. The training is designed to raise executive members awareness of their health and safety responsibilities and the role they play in supporting the Councils duty of care to manage health and safety in the workplace through its internal management practices and in the delivery of contracted services.

4.0 Training and Development

- 4.1 Please see the statistics report for details around recent training as can be seen a range of events have been delivered including corporate induction which has been updated based on new Membership changes and the new Chief Executive.
- 4.2 A presentation was given by the Head of HR & OD at the last Quarterly Management session and it was agreed that a review of policies to improve effectiveness as well the development of staff competences would be undertaken which then lead to a management development program in part based on the use of these tools.
- 4.3 HR are therefore undertaking a policy review which will then lead to development and delivery of an initial 5 day

management development program which all EHC line managers will attend (this is expected to be over 3 tranches of managers).

5 Days Line Manager training with developed EH Tools (delivered internally by Head of HR and OD with support from T&D HR Officer)

- Recruitment and Selection (1 day)
- Performance Management, Staff Development and Managing Change (2 days)
(Includes Probation, PDRs, Coaching and Capability)
- Managing difficult behaviour and discipline (1 day)
- Managing Attendance (1 day)

5.0 Human Resources Update

5.1 Structure of HR

The Head of HR and OD has reviewed the current structure of HR in line with EHC needs and the line management structure. The HR Officer with responsibility for Training and Development and Health and Safety alongside providing general HR Officer work, has reduced permanently from 4 days to 3 days per week which meant previous line management responsibility was no longer suitable. Previously the role line managed the HR and Payroll Admin team (2 staff) as well as the Health and Safety Officer and the HR Apprentice.

Line management is now distributed differently with the remaining full-time HR Officer managing the full time HR and Payroll Assistant and the Payroll Manager managing the part – time assistant who has focus on payroll support and back-up. The HR apprentice will be moved into a trainee role which is in part funded from the Officer reduction and will be managed by the Head of HR and OD with a clear focus on system development. The 3 day per week HR Officer will continue to line manage the H&S Officer who is full time which will be supported by the Head of HR and OD. The 3 day HR Officer will

continue to have lead responsibility for Training and Development and Health and Safety under the management of the Head of HR and OD.

5.2 Policy Review

The Head of HR and OD with support from the new Chief Executive, is working on a roadmap for HR policy review as well as other HR practice (i.e. PDR process and Core Competences) which will also support an internal management development program. As stated in the HR Quarterly Statistics report the following policies have been identified as priority as once developed and approved they will be used as part of the management training.

- Recruitment, Induction and Probation
- Disciplinary
- Code of Conduct
- Bullying and Harassment
- Managing Performance
- Absence Management Policy
- General Leave (and related leave policies)
- Training and Development
- Staff and management Core Competences
 - new development planned to support Values and behaviours

Consideration may need to be given to the schedule and length of LJP and HRC meetings to allow these to be implemented in a timely manner.

5.3 Casework

Support has been provided by HR on a number of probation cases and absence cases. Support has also been provided on a number of conduct investigations and cases.

5.4 HR and Payroll System Development

The HR apprentice is going to move into a new HR Officer Trainee role (18 month FTC) in August and as part of this will complete a Levy funded Level 5 CIPD Qualification. The trainee role will be managed as stated above by the Head of HR and OD who will project manage development of the HR and Payroll system with the trainee completing the development work and supporting others. Some initial improvements have been made i.e. by providing system links on email prompts. The Head of HR and OD and the HR Trainee are organising to visit Stevenage District Council (who purchased the system with EHC) and other local district councils using the system to learn from their experience and consider whether their developments can be mirrored by EHC to maximise the effectiveness of the system and move into using the system to support recruitment and training and development.

5.5 Recruitment

We are reviewing the job application form to make the application process easier for candidates. The form will be split into two parts whereby only part 2 will need to be completed if a CV is attached. The Recruitment Policy and Procedure are also being reviewed and will be reported to HRC in due course.

5.6 Hertford Town Council HR support

The HR team have been providing significant HR support to Hertford Town Council in recent months. The team have been providing a pay-as-you-go HR service to the town council since November 2016.

5.7 Agency Review

The Head of HR and OD along with support from the HR apprentice have begun to review Agency terms and conditions.

Negotiated terms which provide greater value for money and clear routes for converting temps into permanent employees need to be established and HR are working with procurement to achieve this.

6.0 Implications/Consultations

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

Background Papers

None

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Report Author: Vicki David - HR Officer Ext. 1652
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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

HUMAN RESOURCES COMMITTEE – 3 JULY 2019

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

EMPLOYEE HEALTH AND WELLBEING REPORT 2018/ 2019

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- The Employee Health and Wellbeing report considers employee absence levels and causes, trends in other public sector organisations and outlines the council's current and proposed initiatives to improve employee health and wellbeing.

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

That:

(A)	the Employee Health and Wellbeing report be noted;
(B)	the council's absence management targets are changed to reflect the decision made by HR Committee on 3 October 2018 to reduce the short term target from 4.5 days to 4 days per FTE, and for the long term absence target to remain as 2 days (thereby reducing the overall absence target to 6 days), with effect from 1 April 2019.

1.0 Background

- 1.1 Previously the Sickness Absence Management Report provided a detailed analysis of sickness absence for the financial year. As studies have shown that absence levels are just one

indicator of the health and well-being of employees within an organisation, the report has been replaced with the Employee Health and Wellbeing report

1.2 The Employee Health and Wellbeing report considers short and long term employee absence levels and causes, trends in other public sector organisations and outlines the council's current and proposed initiatives to improve employee health and wellbeing. It sets out recommendations for absence targets for 2019/20.

2.0 Report

2.1 Employee Health and Wellbeing

2.2 See **Essential Reference Papers B and C.**

3.0 Implications/Consultations

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

Background Papers

None

Contact Officer: Simon O'Hear, Head of HR and OD
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Report Author: Vicki David, HR Officer
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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:	The report has been sent to Unison and Leadership Team for information
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	None
Health and wellbeing – issues and impacts:	The Absence report supports the health and wellbeing workforce plan
Equality Impact Assessment required:	<i>No</i>

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East Herts Council

EMPLOYEE HEALTH AND WELLBEING REPORT

2018/2019

1. Introduction

- 1.1 The Chartered Institute of Personnel and Development (CIPD) 'Health and Wellbeing at Work Survey 2018' states that 'Average absence levels are just one indicator of the health and well-being of employees within an organisation. 'Presenteeism' (working when unwell) and 'leaveism' (for example, employees using allocated time off such as annual leave to work or if they are unwell, or working outside contracted hours) can also indicate organisational issues (such as a long-hours culture or excessive workloads). These behaviours can adversely affect employees' health and well-being: working when ill or not taking opportunities to relax outside work may have far greater impact on employees' long-term physical and mental health, as well as organisational productivity, than their absence'.
- 1.2 For this reason the previously titled 'Sickness Absence Management' Report has changed to 'Employee Health and Wellbeing' Report.

2. Sickness Absence Levels

- 2.1 The table below shows that the council's short and long term sickness absence levels are lower than UK local authority averages. Short term and overall absence levels have met the council's targets, however the long term absence rate has not.

	Short Term	Long	Total
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		Term	
Sickness Absence days per FTE	3.6	2.9	6.5
Council's Target	4.5	2.0	6.5
UK Local Authority Average	3.9	4.1	8.1

The UK Local Authority Average figure is the mean for shire districts. It is taken from the 2016/17 Local Government Survey which is the latest available at the time of writing the report.

2.1 Charts 1 to 3 in Essential Reference Paper C (ERP C) show the council's overall, short and long term absence levels over the last 5 years.

3. Short Term absence

3.1 Short term¹ absences per FTE have increased from 3.1 days in 2017/18 to 3.6 days in 2018/19. Chart 4 in ERP C shows a breakdown of the causes.

3.2 Minor illnesses such as colds/flu, headaches/migraines, stomach upsets, and minor operations, were by far the most common causes (65.2%) for short term absence in the council in 2018/19. This is similar in other public sector organisations where 84% reported that minor illnesses were in their top three causes of short term absence².

3.3 Acute medical conditions, such as stroke, heart attack and cancer, were the second most common cause of short term absence (9.9%). This is similar in other public sector organisations where 8% reported that acute medical conditions were in their top three causes of short term absence.

3.4 Stress was the third most common cause of short term absence (7.5%). This has increased from 3.4% in 2017/18. 66% of public sector organisations responding to their survey reported that stress was in their top three causes of short term absence.

¹ Short Term are absences that are less than 20 calendar days

² Chartered Institute of Personnel and Development (CIPD) 'Health and Wellbeing at Work Survey 2018'

4. Long Term Absence

- 4.1 Long term³ absences per FTE have fallen from 3.1 days in 2017/18 to 2.9 days in 2018/19. Chart 6 in ERP C shows a breakdown of causes.
- 4.2 Stress was by far the most common cause (55%) of long term absences in the council in 2018/19. This has increased from 10% in 2017/18. This is similar to other public sector organisations where 72% reported that stress was in their top three causes of long term absence⁴.
- 4.3 Seven employees were off with stress in 2018/19. All employees have received support from Occupational Health (OH), managers and HR. All cases have been resolved: 6 employees have returned to work and 1 employee has left the council. 2 of these employees went off for stress in relation to being subject to disciplinary investigations which were then substantially delayed as the employees were assessed as unfit to participate in the process by OH, making it more challenging to manage and seek an earlier return to work. Stress risk assessments are now being undertaken at an earlier stage and with HR involvement.
- 4.4 Mental Health was the second most common cause of long term absence (17%, 2 employees). This has increased from 6.4% in 2017/18. 73% of public sector organisations reported that mental health was in their top three causes of long term absence.
- 4.5 Acute Medical Conditions, such as stroke, heart attack and cancer, were the third most common cause of long term absence (12%, 3 employees). This has fallen considerably since 2017/18 (43%). 44% of public sector organisation responding to

³ Long Term are absences that are 20 or more calendar days

⁴ Chartered Institute of Personnel and Development (CIPD) 'Health and Wellbeing at Work Survey 2018'

the survey reported that acute medical conditions were in their top three causes of long term absence.

- 4.6 Work-related injuries/accidents account for 3% of all long term absence. This relates to 1 employee who had an accident out on a site visit. A risk assessment has been undertaken and remedial action put in place. The employee has returned to work.

5. How is the council addressing absence

- 5.1 Short term absences due to minor illnesses are mostly unavoidable. Managers are managing them through holding return-to-work meetings after every absence, providing support, monitoring absences against the council's triggers⁵ and taking the appropriate action in line with procedures.
- 5.2 Managers are supporting employees with acute medical conditions by e.g. allowing them time off to attend medical appointments/treatment and allowing flexible working where possible.
- 5.3 It is important that managers recognise the signs of stress at an early stage so that action can be taken to support employees. Employees experiencing stress are referred to the council's occupational health service. Managers use the Health and Safety Executive's (HSE) stress risk assessment tool which looks at the key causes of stress (e.g. demands of the job, control over their work, support from their manager and colleagues, relationships at work, the role, and organisational change) and identifies actions to help reduce the stress. Employees can also seek confidential support from the council's Employee Assistance Programme (EAP).

⁵ The council's absence triggers are: 7 days in any 12 month period, 3 occasions in 6 months or a pattern of absence which causes concern, such as frequent absenteeism on a Monday or Friday, or avoiding particular work tasks

- 5.4 The CIPD Survey states that “a heavy workload remains by far the most common cause of stress at work, across all sectors. Management style remains the second and relationships at work the third cause”.
- 5.5 The council has taken considerable action to manage employee mental health in 2018/19 e.g. training employees to become Mental Health First Aiders (MHFAs), promoting mental health awareness through events such as Time to Talk, and arranging wellbeing sessions such as mindfulness. Please see Section 7 for further information on how the council is supporting employees experiencing mental health issues.
- 5.6 Managers and HR are supporting employees with health issues through e.g. home visits, referrals to Occupational Health, making adjustments to their work/workplace to assist them in returning to work at the appropriate time, and offering flexible working.

6. Financial Wellbeing

- 6.1 The CIPD have said that ‘money worries can contribute directly to employee mental stress, and the financially stressed are more likely to suffer conditions such as fatigue and heart attacks as well as alcohol and drug abuse’. It found that 24% of organisations believe that poor financial well-being is a significant cause of employee stress in their organisation.
- 6.2 Recent CIPD research (2017) has identified the importance of financial well-being for employees and organisations, yet their findings⁶ show that financial well-being is a relatively neglected area of organisations’ health and well-being activity.
- 6.3 The council recognises the importance of financial wellbeing support for employees. It provides a fair and equitable pay

⁶ Chartered Institute of Personnel and Development (CIPD) ‘Health and Wellbeing at Work Survey 2018’

system and pay rates are above the national living wage and the living wage foundation national rates. It offers phased retirement and pre-retirement courses and has a good pension plan. The Employee Assistance Programme (EAP) offers financial support e.g. with debt management and budgeting. The MyRewards site provides advice, tips and tools such as a budget planner, loan calculator, how to get free debt advice, and how to check your credit report.

7. Health and Wellbeing activities

- 7.1 The CIPD reported that, 'overall, three-quarters of respondents reported benefits from their health and well-being activity over the last 12 months, most noticeably better morale and engagement, a healthier and more inclusive culture, and lower sickness absence'. It added that 'organisations that critically evaluate the impact of their well-being activity, particularly those that take a continuous improvement/feedback loop approach, are much more likely to report their activity has resulted in positive organisational outcomes.'
- 7.2 The Community Wellbeing and Partnerships Team in conjunction with HR have developed and delivered a comprehensive programme of employee wellbeing events throughout 2018/19. To understand what events employees were interested in, Staff Forum representatives were asked to consult their colleagues. Wellbeing sessions have included lunch time health walks, Reiki and Crystal healing sessions, reflexology sessions, short 'TED-style'⁷ talks on topics such as Mindfulness; and wellness talks on e.g. hydration. Other initiatives have included free flu vaccinations for employees at the workplace and setting up a carer's support group. All events were free for employees and the majority were arranged at no

⁷ TED talks are short powerful talks on a variety of topics

or little cost to the council. The council has further demonstrated its commitment to wellbeing by stating that all wellbeing events can be attended during council work time. The feedback from employees attending the events has been positive.

- 7.3 In November 2018, twenty two employees were trained to become Mental Health First Aiders (MHFAs). MHFA's are available across the council to support employees experiencing mental health through listening, empathising and providing further sources of support.
- 7.4 In March 2019 a wellbeing page was set up on the intranet to bring together in one place information for employees on wellbeing e.g. how to contact a MHFA, details of upcoming lunchtime health walks, and links to The Wellbeing Centre on MyRewards. The latter provides education, support and tools for employees e.g. helping improve their quality of sleep, healthy recipes and advice on how to improve financial wellbeing.
- 7.5 The council has continued to offer an Employee Assistance Program (EAP) which supports health and wellbeing however it has significantly developed further support.
- 7.6 The council will monitor absence levels throughout the year to see if the wellbeing activities have had a positive effect. It can also monitor any improved morale and engagement as a result of wellbeing activities e.g. through a survey.

8. 'Presenteeism' and 'Leavism'

- 8.1 As mentioned in the introduction, 'presenteesim' and 'leaveism' are also indicators of the health and well-being of employees within an organisation.

8.2 'Presenteesim' is working when unwell. The CIPD reported⁸ that a quarter of all organisations said that 'presenteeism' had increased. It added that 'buy-in from senior leaders and line managers is critical for tackling 'presenteeism' as they have a significant role to play in creating a culture where people do not work when ill and are encouraged to go home if they are unwell. Just over a third of organisations report their leaders are role-modelling by not working when ill. Making efforts to identify the causes of 'presenteeism' is a vital step to dealing with the issue for the long term'.

8.3 Leaveism is defined as:

(1) employees using allocated time off such as annual leave entitlements, flexi hours banked and so on, to take time off when they are in fact unwell;

(2) taking work home that cannot be completed in normal working hours;

(3) working while on annual leave to catch up.

8.4 In the same report, nearly two-thirds of respondents report they have observed some form of 'leaveism' over the past 12 months. Half have observed employees working outside contracted hours to get work done and over a third report employees use allocated time off (such as annual leave) when unwell.

8.5 There is currently no evidence that the council has a culture of 'presenteesim' or 'leaveism' however it would be useful to seek employees views on this by e.g. conducting a wellbeing survey.

9. Summary

⁸ Chartered Institute of Personnel and Development (CIPD) 'Health and Wellbeing at Work Survey 2018'

- 9.1 The council has effective measures in place to support employee health and wellbeing e.g. support from Occupational Health, advice from the EAP, articles and advice on the MyRewards site, a flexible working culture, tools such as the HSE Stress Risk Assessment, free wellbeing events for employees and trained MHFAs.
- 9.2 However it could take a more holistic approach by focussing on all aspects of wellbeing including physical, mental, emotional, financial and social. Developing an Employee Health and Wellbeing Strategy would help the council to have a more integrated approach to wellbeing.

10. Actions planned in 2019/20 to improve health and wellbeing

- 10.1 In light of the findings from the CIPD's Survey and the council's absence data for 2018/19, the primary focus for 2019/20 should be on taking preventative measures to help reduce the number of employees experiencing stress or mental health issues. The following actions have been planned:
- Develop an Employee Health and Wellbeing Strategy to ensure that the council is taking an integrated approach
 - Train managers in the importance of wellbeing, managing sickness absence effectively, and spotting the early signs of stress
 - Continue with the roll out of the Wellbeing programme – i.e. lunchtime health walks, Bike to Work week, workplace NHS Health checks, reflexology etc.
 - Sign up to the Time to Change initiative which is a pledge to demonstrate the council's commitment to change how it

thinks and acts about mental health in the workplace and make sure that employees who are facing these problems feel supported

- Promote Mental Health Awareness Week (13-19 May 2019) by sharing stories from employees who would like to share their personal experience of mental health
- Support the financial wellbeing of employees through promoting the various support available e.g. debt counselling from EAP, financial tips and advice available on MyRewards, signpost to external sources of free advice e.g. debt charities, citizens advice
- Deliver sessions to help employees build personal resilience (such as coping techniques and mindfulness)
- Monitor and evaluate employee health and wellbeing in the council, including the effectiveness of the council's wellbeing activities and signs of 'presenteesim' and 'leavism' e.g. through post-event surveys and annual wellbeing surveys
- Review the council's Sickness Absence Management Policy and the notification of sickness absence process as well as reviewing related leave policies
- HR Officers to continue to meet regularly with managers to ensure managers are consistently and proactively managing sickness absence
- HR to increase support to managers to ensure they manage employees who are absent with stress by completing stress risk assessments at an earlier stage

- Review the council's Occupational Health Provider and identify a more effective provider in terms of supporting employees to participate in formal procedures which they state are causing them stress. The advice from OH is normally that the best way to resolve the stress is to complete the process but this has been overly delayed especially in 2018/19. A more proactive provider is being sought to improve timescales/outcomes
- Promote the council's new Employee Assistance Programme (EAP), Workplace Wellness, from 1 April 2019. The programme has a number of additional features which will help the council to support employee wellbeing e.g. it provides proactive intervention from the first day of absence where the employee is absent due to stress. The EAP will contact the employee and discuss options, treatments, concerns and barriers to returning to work and provide the manager with recommendations to facilitate a return to work. The EAP also now provides face to face counselling which can support employees experiencing stress.

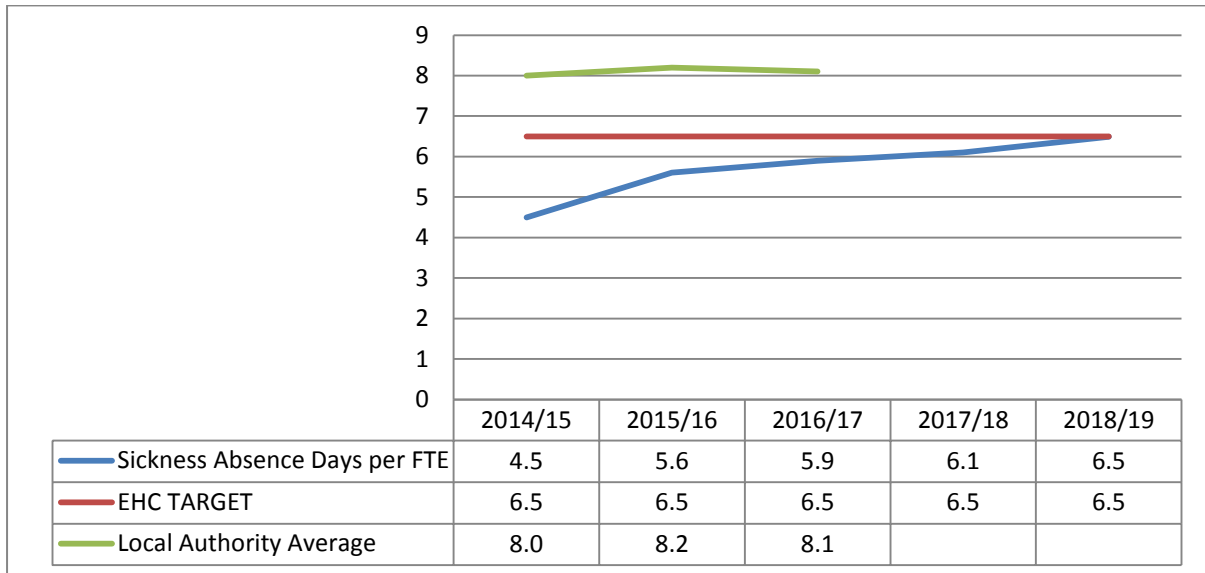
11. Absence Targets for 2019/20

11.1 A decision was made by HR Committee on 3 October 2018 that the council's short term absence target should be reduced from 4.5 days to 4 days, reducing the overall target from 6.5 days to 6 days. The Long Term target was not changed and remains at 2 days. It was agreed that these changes could take effect from 1 April 2019.

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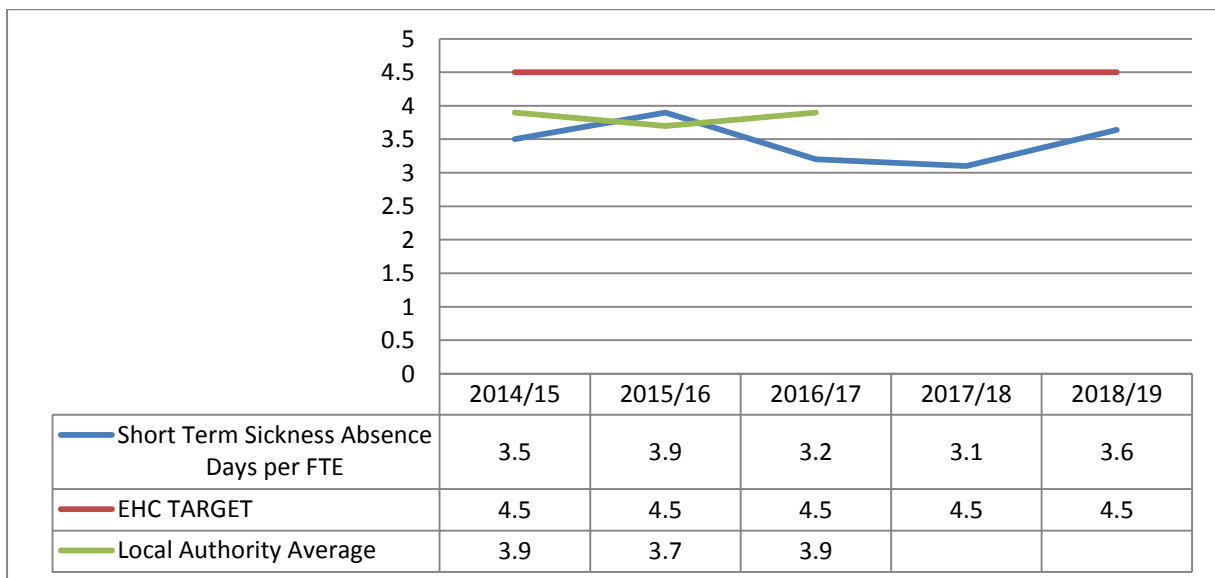
Sickness Absence Charts

Chart 1 – Total Absence Days per FTE



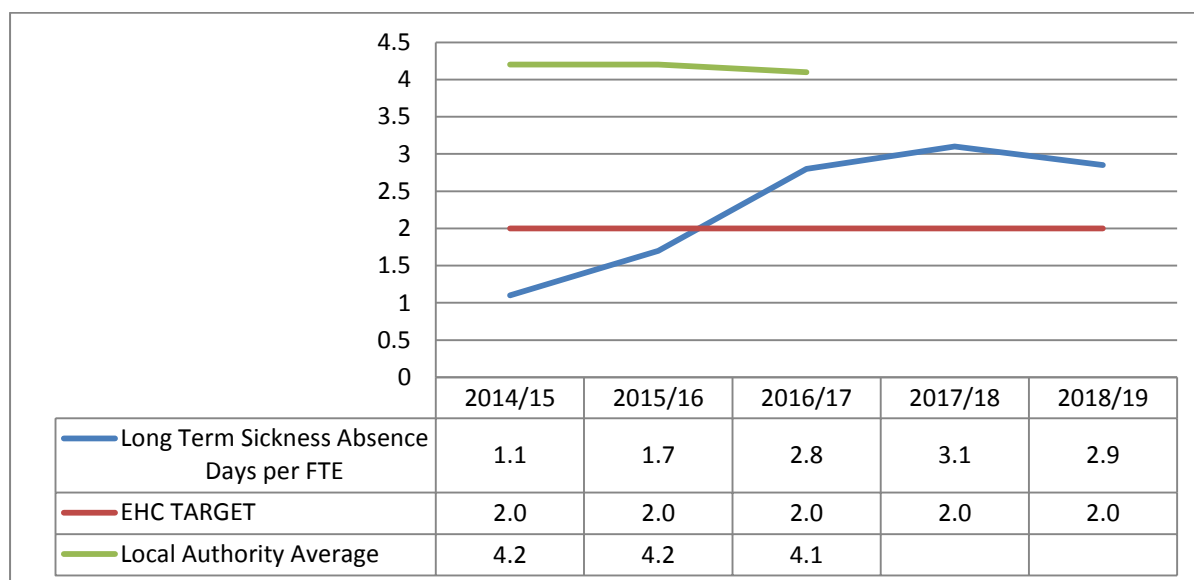
Local Authority Average figures are taken from the latest Local Government Survey available at the time. The 2016/17 survey is the latest available at the time of writing this report.

Chart 2 - Short Term Absence per FTE



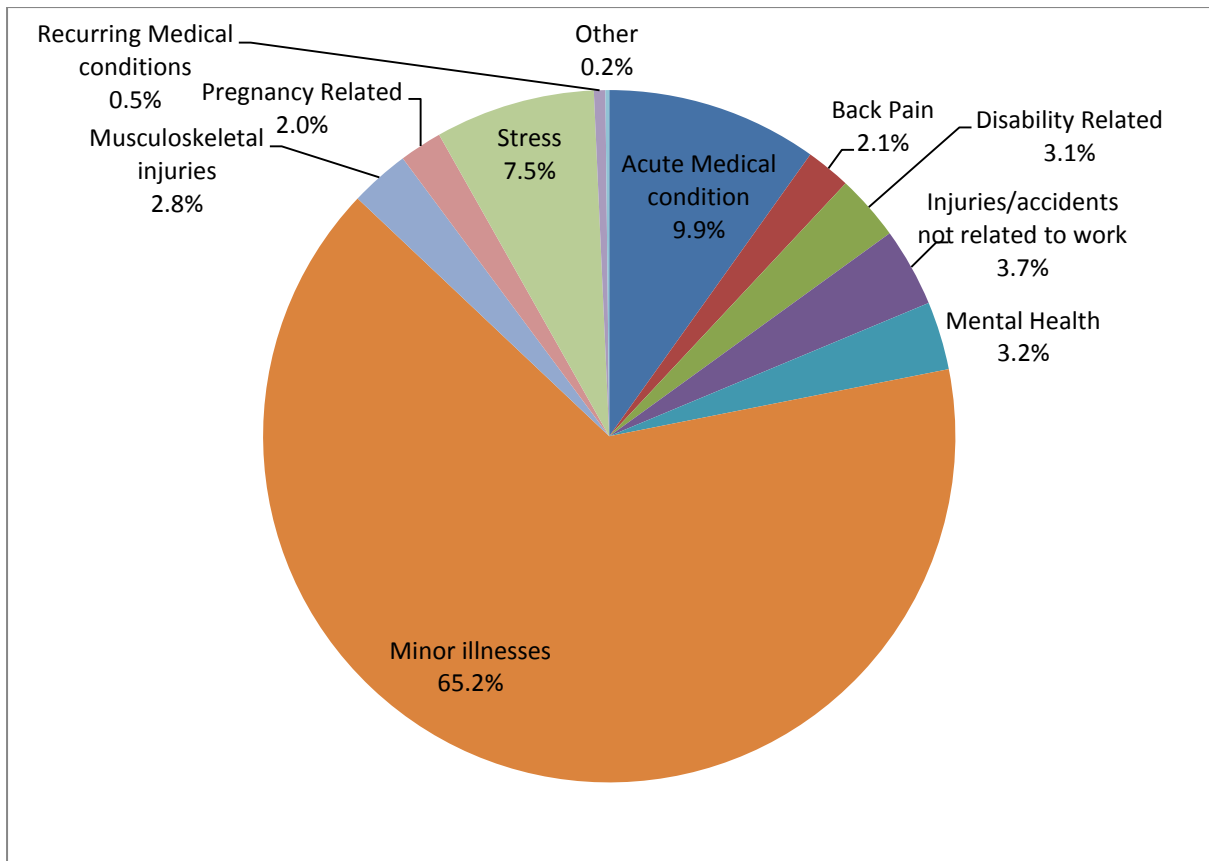
Local Authority Average figures are taken from the latest Local Government Survey available at the time. The 2016/17 survey is the latest available at the time of writing this report.

Chart 3 - Long Term Absence per FTE



Local Authority Average figures are taken from the latest Local Government Survey available at the time. The 2016/17 survey is the latest available at the time of writing this report.

Chart 4 - Causes of Short Term absence



KEY:

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

Chart 5 – Short Term Absence in each service

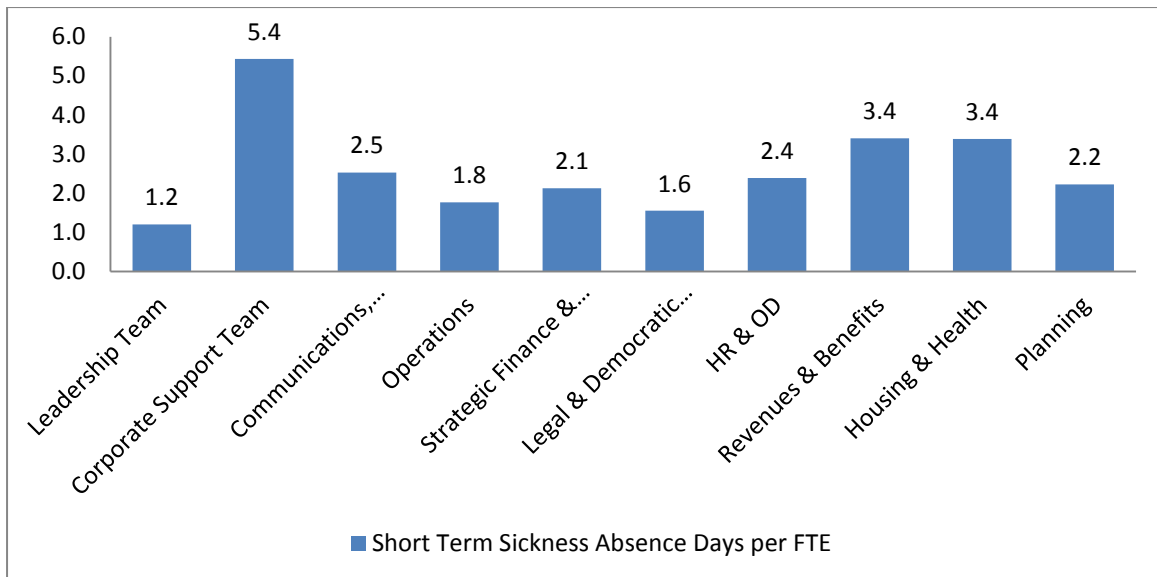
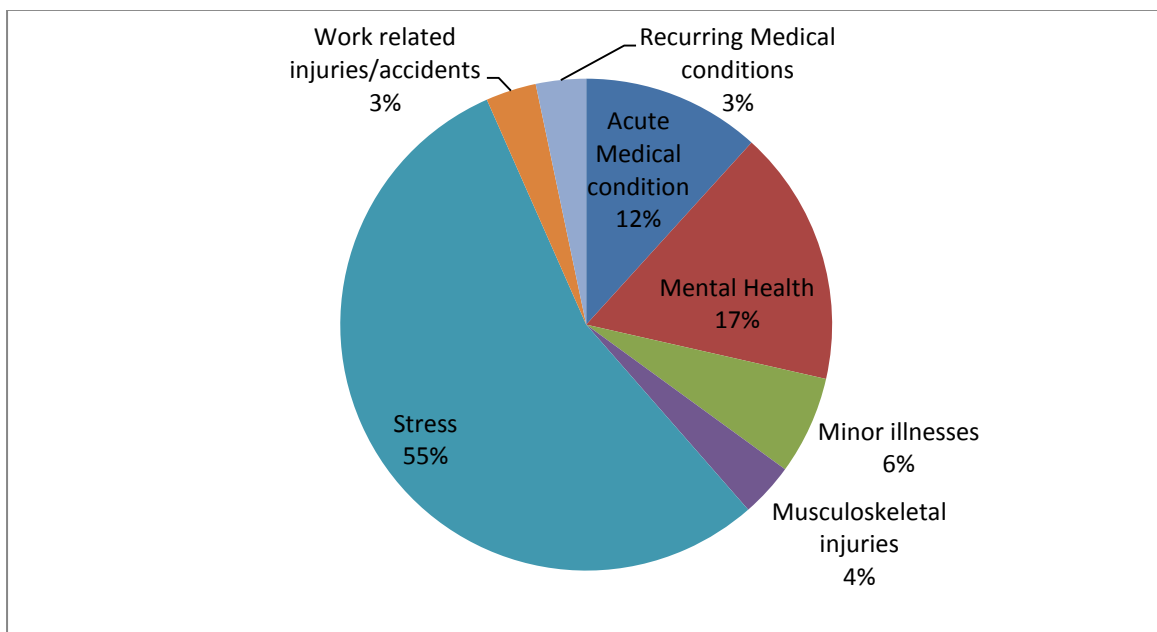


Chart 6 – Causes of Long Term absence



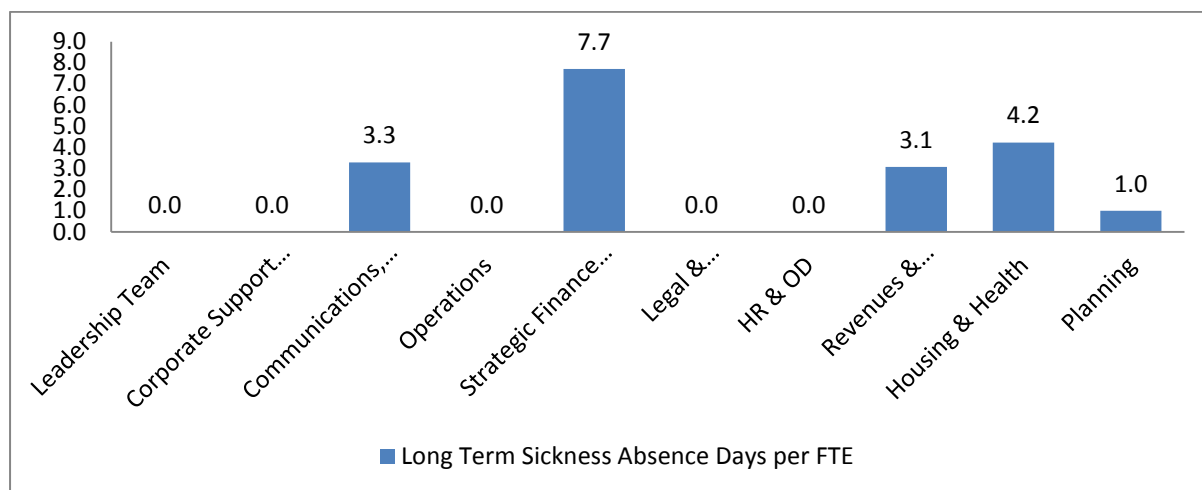
Number of employees – Acute Medical Conditions (3), Mental Health (2), Minor illnesses (4), Musculoskeletal (2), Stress (7), Work-related injuries (1), Recurring Medical Conditions (1)

KEY:

- *Minor illnesses (e.g. colds/flu, stomach upsets, headaches and migraines)*
- *Musculoskeletal injuries (e.g. neck strains and repetitive strain injury, but excluding back pain)*

- *Recurring medical conditions (e.g. asthma, angina and allergies)*
- *Mental ill health (e.g. clinical depression and anxiety)*
- *Acute medical conditions (e.g. stroke, heart attack and cancer)*
- *Home/Family Responsibilities (e.g. bereavement)*

Chart 7 - Long Term Absence in each service



Long Term absences in Strategic Finance and Property were accumulated by three employees, 2 are back at work and 1 has left the council

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 3 JULY 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

HEALTH AND SAFETY (H&S) AUDIT

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- Members are invited to note the Health and Safety audit report and associated action plan

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

That:

(A)	the health and safety audit report and associated action plan be noted; and
(B)	from the October HRC meeting a separate quarterly safety report be provided on health and safety with a more in depth annual report being provided to January 2020 meeting

1.0 Background

1.1 In May 2019 the Shared Internal Audit Service (SIAS) completed an audit of Health and Safety at the council. The findings were presented in a final report issued to HR in June 2019. The report contained four main action points for Leadership Team (LT) and Health & Safety (H&S) / Human Resources (HR).

1.2 The full and final audit report and agreed action plan can be found at **Essential Reference Paper 'B'**.

2.0 Report

- 2.1 SIAS undertook an internal audit in May of EHC's Health and Safety in line with the Council's approved 2019/20 Audit Plan. The overall assurance level suggested is Satisfactory (the highest assurance is one more up in terms of 'Good') meaning that there are effective controls in operation for those elements of the risk management processes covered by this review.
- 2.2 Four recommendations have been made to further strengthen the control environment which HR/H&S and LT have considered. One is classified as low priority and three are classified as medium priority. The low recommendation was in relation to safety committee structure (officer level) and the three medium recommendations relate to reviewing risk assessments, ensuring lone working risk assessments are understood by staff and auditing the health and safety aspects of contracts.
- 2.3 Actions undertaken to meet the recommendations should improve the assurance to 'Good' providing other standards are maintained and greater awareness and ownership is shared across East Herts Council.
- 2.4 In addition to four recommendations a further four advisory actions have also been made which have again been considered by HR/H&S, LT and at the safety committee. These were not made as recommendations on the management action plan as they were already being worked towards:
- Annual Health and Safety Training for Members: Members were given a basic overview of Health and Safety as part of the member induction on Super Saturday and this will be further strengthened by the

Executive receiving a Health and Safety briefing which has been re-scheduled for September 2019. The e-learning modules that are completed annually by staff on health and safety will also be delivered to members going forward. Member training is coordinated by Democratic Services who are aware of the annual requirement.

- Health and Safety Officer (H&SO) signing and dating checks: The checks are taking place but had not been signed in a few examples, this was an oversight as normally such checks are signed and dated, therefore H&SO will ensure this is evidenced going forward and this will be monitored by the HR Officer who manages the H&SO.
- E-learning module on lone working: This was already in development by H&S/HR but will support the 2nd recommendation made and will be rolled out in 19/20.
- Incident and Near Miss reporting through MyView: MyView is the self-serve intranet tool that links to the core HR system i.e. to request annual leave, it is already used to report accidents, again the H&SO shared that developments were underway to expand this to include reporting incidents and near misses (again this will be implemented in 2019/20) and auditors have recognised that this is an additional control under development which will be beneficial.

2.5 The four recommendations have been accepted and a management response (action plan) has been agreed as set in **Essential Reference Paper B**, in summary the following has been agreed:

1. Risk Assessments

A timetable for risk assessment review was already in place but this has not been consistently followed across services, and will therefore be monitored more closely by the Leadership Team. Annual reviews are expected to take place in September each year and are supported by the H&SO. It is proposed (see recommendation B at the beginning of the report) that as well as compliance being reported to LT it will also be reported through an annual safety report to the HR Committee, the increased reporting and monitoring should increase compliance. The annual safety report will be reported to LT and then to the January 2020 HR Committee going forward if the committee accept the recommendation.

2. Lone Working Risk Assessments

The lone working risk assessment has been established but this not currently signed off by staff who lone work and practice could be more consistent. Therefore the H&SO will attend team meetings with relevant staff groups to discuss the risk assessment and then collate a sign off which will be repeated annually. This will further be supported by the new lone working e-learning module which is being implemented in due course.

3. Health and Safety Oversight of Contracts

Currently contract managers manage the health and safety aspect of contracts locally; this will be further supported by the H&SO providing advice during the tendering stage and then receiving regular reports on compliance and supporting auditing the Health and safety aspects of these contracts with support from contract managers. A review of the contract register is already

underway by the H&SO to ensure each contract which requires H&S oversight is actioned appropriately.

4. Safety Committee Chair (low recommendation)

The Head of Human Resources and Organisational Development will continue to chair the meeting to ensure continuity. LT will however now receive the minutes of the Safety Committee to ensure greater join up, the minutes will be reviewed by LT to consider representation and LT participation as appropriate. The Committee is also reviewing the terms of reference and actual attendance.

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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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:	LT have been consulted on the draft report and the proposed management action plan which was then agreed, the agreed report and plan have also been shared with safety committee.
Legal:	None
Financial:	None
Human Resource:	As detailed in the report
Risk Management:	Risk assessments is covered within the report
Health and wellbeing – issues and impacts:	Health is covered in terms of Health and Safety as part of the report, the audit was Satisfactory so there no significant concerns and any concerns will be addressed by the action plan.
Equality Impact Assessment required:	No

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Final Internal Audit Report

East Herts Council – Health and Safety 2019/20

June 2019

Issued to: Peter Dickinson – Health and Safety Officer
Helen Farrell – Human Resources Officer
Simon O’Hear – Head of HR and OD

**Copied to:
(Final Only)** Alison Stuart – Head of Legal and
Democratic Services
Isabel Brittain – Head of Strategic Finance
and Property
Members of the Performance, Audit and
Governance Scrutiny Committee
Portfolio Holder for Finance and Support
Services

Report Status: Final

Reference: E07/19/001

**Overall
Assurance:** Satisfactory

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1. EXECUTIVE SUMMARY

Introduction

- 1.1 Internal Audit provides East Herts Council ('the Council') with an independent and objective opinion on the organisation's governance arrangements, encompassing internal control and risk management, by completing an annual risk-based audit plan. The audit of Health and Safety (H&S) derives from the Council's approved 2019/20 Audit Plan.
- 1.2 Health and Safety legislation confers upon the Council statutory obligations to control hazards which could result in illness or injury to an employee or member of the public. This legislation includes the Health and Safety at Work Act 1974, personal safety / lone working and management / monitoring of contractors.
- 1.3 In recent years the Council's Health and Safety Handbook has been reviewed and brought into line with Human Resource Policies and has focused on identifying and managing significant risk, as directed by the Health and Safety Executive (HSE). Operational Risk Assessments are carried out by services and a review of this process is due to be carried out by the Health and Safety Officer in September 2019.
- 1.4 The Health and Safety Officer currently collates and monitors all accident and incident reports. Human Resources and Operational Development are working towards online accident and incident reporting via a module on MyView.
- 1.5 This audit provides assurance on the direction of travel since the previous Internal Audit review of Health and Safety in 2016/17 and how embedded Health and Safety practice is across Council services.

Overall Audit Opinion

- 1.6 The Council has a Health and Safety Guide dated 2019, as well as clear procedures that cover all aspects of Health and Safety.
- 1.7 There is a central record of risk assessments held by the Health and Safety Officer. Risk assessments should be carried out by service managers. Based on guidance from the Health and Safety Executive (HSE) the Council takes a proportionate approach to manage significant risk. Risk Assessments are the responsibility of the service to complete, review and implement. We identified that some service areas had not reviewed their Risk Assessments in four years.
- 1.8 Lone workers carry a personal alarm system operated by Guardian24. Individuals are responsible for ensuring their alarm is charged and tested. Lone Worker Risk Assessments are completed by each service. Line managers and individuals are responsible for ensuring risks and controls in Risk Assessments are understood by all lone working staff.
- 1.9 The health and safety element of contracts entered into by the Council are monitored by the respective contract manager. There is no formal oversight by the Health and Safety Officer.

- 1.10 At present contractors carry out evacuation drills at two Council sites (Charrington's House and Buntingford depot). It is not practical to carry out drills at Hertford Theatre and Hillcrest Hostel. There are satisfactory procedures in place in the event of an evacuation.
- 1.11 Based on the work performed during this audit, we can provide overall **satisfactory assurance** that there are effective controls in operation for those elements of the risk management processes covered by this review. These are detailed in the Assurance by Risk Area Table in section 4 below.
- 1.12 For definitions of our assurance levels, please see Appendix B.

Summary of Recommendations

- 1.13 We have made four recommendations to further strengthen the control environment. One is classified as low priority and three are classified as medium priority. These relate to reviewing risk assessments, ensuring lone working risk assessments are understood by staff and auditing the health and safety aspects of contracts.
- 1.14 Please see Management Action Plan at Appendix A for further detail.

Annual Governance Statement

- 1.15 This report provides satisfactory levels of assurance to support the Annual Governance Statement.

2. ADVISORY ACTIONS

- 2.1 We note that Human Resources and Operational Development are currently aware of some risk and control weaknesses and are working towards implementing additional controls. Therefore, we have not included these as recommendations in the Management Action Plan. SIAS endorses the following actions being implemented:
- Member Health and Safety training being carried out annually, which is co-ordinated by Democratic Services. This recommendation was included in the 2016/17 Internal Audit report of Health and Safety. During this audit we identified that Member training was last conducted in February 2018.
 - The Health and Safety Officer should sign and date all Health and Safety Checks carried out. During the audit we identified that the Health and Safety Officer and the Facilities Team Leader had carried out a COSHH assessment of Hertford Theatre, which was dated, but did not evidence which officers carried out the assessment.
 - As part of the corporate training programme an e-Learning module is in development for staff that do or may lone work. This will be an annual requirement. Currently Lone Working is directed by service risk assessments and communication between the service manager and individuals.

- A module on MyView should be created for incident and near miss reporting and monitoring. Currently incidents and near misses are reported to, documented and monitored by, the Health and Safety Officer. Accident forms are already being reported on MyView

3. HEALTH AND SAFETY BEST PRACTICE

3.1 Having carried out a number of Health and Safety audits at other SIAS clients over recent years we can outline examples of best practice at neighbouring local authorities. This is for information. We are pleased to report East Herts already have some of these protocols in place and are working towards others where appropriate.

- Corporate Health and Safety Group attended by senior managers, thereby promoting awareness of health and safety risks, incidents and actions throughout the Council.
- A Risk Management Committee representation from Health and Safety Officers. The Committee assists in the development of Health and Safety procedures and ensure the Council is compliant with Health and Safety procedures.
- A Risk Assessment Database used to record risk assessments. The database allows the Council to prioritise the frequency of review, based upon the level of risk to services.
- An annual Health and Safety Audit Plan is devised whereby audits are scheduled and carried out by the Health and Safety Team. Action plans are then produced at the end of each audit to identify issues and actions for improvement.
- A Health and Safety survey sent out bi-annually to all staff to identify the training needs of the organisation.

4. ASSURANCE BY RISK AREA

4.1 Our specific objectives in undertaking this work, as per the Terms of Reference, were to provide the Council with assurance on the adequacy and effectiveness of internal controls, processes and records in place to mitigate risks in the following areas:

Risk Area	No	Limited	Satisfactory	Good
Follow-up of recommendations made in 2016 / 17 review of Health and Safety - to determine if recommendations made in the previous audit have been implemented or superseded.				
Policies & Procedures – up to date and approved Health and Safety policies and procedures and communicated to stakeholders.				
Risk Assessments and Registers – strategic and operational risk identification, documented risk assessments and risk mitigation plans for significant risks.				
Operational Health and Safety Compliance – monitoring and records to evidence compliance with Health and Safety policies. Incident and illness reporting and effective investigations. Contractor compliance. Management information on Health and Safety compliance is produced, reported and effectively monitored by Safety Committee.				
Induction and Training – provision of Health and Safety training to all permanent and temporary officers, as appropriate. Training and induction courses conducted for staff, contractors and Members.				
Health and Safety Best Practice – examples of SIAS partner best practice and recommendations.			NOT APPLICABLE	
Overall				

4.2 See definitions for the above assurance levels at Appendix B.

No.	Finding / Associated Risk	Priority	Recommendation	Management Response	Target Date
1.	<p>Risk Assessments</p> <p>The Health and Safety Officer holds a register of Risk Assessments completed by services. There are some Risk Assessments that have not been reviewed in four years. Whilst the Council takes the approach of managing significant risks there is an expectation that Service Managers regularly review their Risk Assessments. The Health and Safety Officer is currently working towards timetabling more frequent reviews of Risk Assessments to ensure Service Managers are carrying out these reviews and provide guidance.</p> <p><u>Associated Risk</u></p> <p>Appropriate Health and Safety risk assessments may not have been carried out to identify health and safety risks within the organisation.</p>	Medium	We recommend the Health and Safety Officer produces a timetable for reviewing Risk Assessments based on the date of the last risk assessment and taking a proportionate approach to risks endured by each service.	<p>Responsible Officer(s):</p> <p>Peter Dickinson – Health and Safety Officer Simon O’Hear – Head of HR &OD</p> <p>Agreed Management Action:</p> <p>A timetable (excel spreadsheet) for risk assessment reviews is already produced by the H&SO, the need to review this annually is prompted for completion by September each year which includes the offer of support and to undertake a random checks with staff in the specific area to ensure they are aware and operating the control measures set out (concerns regarding progress will be made to HOS as well SMs). The progress will be included in an annual safety report to LT and then HRC. The increased reporting should produce increased</p>	October 2019

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

No.	Finding / Associated Risk	Priority	Recommendation	Management Response	Target Date
70				compliance and identify gaps in a more timely manner so that appropriate action is taken.	
2.	<p>Lone Working Risk Assessments</p> <p>Risk Assessments for lone working are carried out by service managers for all officers that work alone during visits to various locations. There is no evidence that officers have read and understood the risk assessments.</p> <p><u>Associated Risk</u></p> <p>Staff are unaware of Health and Safety policies and therefore become harmed or injured.</p>	Medium	We recommend Risk Assessments that relate to the lone working of officers are shared with relevant staff, who are then asked to sign and date the risk assessment (or email confirmation) confirming they have understood the possible risks and control actions associated with working alone.	<p>Responsible Officer(s):</p> <p>Peter Dickinson – Health and Safety Officer</p> <p>Agreed Management Action:</p> <p>H&SO to attend relevant team meetings to discuss effective use and risk assessment which is then followed up by either signing or confirming by email (from individuals) that all is understood. This can then be annually re-acknowledged, with new starters being supported through local induction (the induction checklist will be updated around this). The e-learning module on Lone Working which is being introduced will also support embedding effective use.</p>	<p>July to September 2019</p> <p>Annually thereafter</p>

No.	Finding / Associated Risk	Priority	Recommendation	Management Response	Target Date
3.	<p>Health and Safety Oversight of Contracts</p> <p>The Council are responsible for ensuring its contracts are compliant with Health and Safety matters. At present the Health and Safety Officer is consulted by Contract Managers on a needs basis. There are no ad hoc checks by the Council to confirm contractors are compliant with the Health and Safety elements of their contracts.</p> <p>Additionally, the Health and Safety Officer has been consulted during the tender stage of contracts to confirm health and safety elements of the contract are satisfactory. Advice was recently given on the waste contract and leisure service contract. There are no formal records of this consultation.</p> <p><u>Associated Risk</u></p> <p>The Council may be liable for any harm contractor's cause to the public, or from their insufficient safety checks. This may result in financial penalty and / or a negative reputation</p>	Medium	<p>We recommend the Health and Safety Officer carries out ad hoc safety audits of Council contracts that carry out works or services on behalf of the Council.</p> <p>The Health and Safety Officer may wish to obtain evidence from Contract Managers that the safety element of contracts is being appropriately managed.</p> <p>We further recommend a document is produced and retained by Health and Safety for consultation on contracts out to tender. This document should include:</p> <ul style="list-style-type: none"> • The contract name • Contract manager • Reference to the part of the contract advice is sought on • Advice given • Actions • Date of advice 	<p>Responsible Officer(s):</p> <p>Peter Dickinson – Health and Safety Officer Leadership Team</p> <p>Agreed Management Action:</p> <p>The H&SO will review the contract register and then contact the contract managers to ensure H&S is covered and an ongoing audit is included which is then reported back. HOS and SMs will be required to ensure that any new contract is identified to the H&SO during the specification stage to ensure H&S elements are considered (documented as suggested) and then an ongoing audit agreed. HOS/SMs will liaise with H&SO where identified to ensure any existing contracts are given appropriate oversight this can then be reported to LT and HRC through the safety reports.</p>	October 2019

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No.	Finding / Associated Risk	Priority	Recommendation	Management Response	Target Date
72	for the Council.				
4.	<p>Safety Committee Chair</p> <p>The Safety Committee meets quarterly and is attended by representatives from:</p> <ul style="list-style-type: none"> • HR • Property • Facilities Management • Shared Waste Service • Unison • Leisure Services <p>The Committee is chaired by the Head of HR and OD. No other senior managers attend.</p> <p><u>Associated Opportunity</u> Additional engagement from Heads of Service by attending Safety Committee to comprehend health and safety matters that is pertinent to the Council.</p>	Low / Advisory	We recommend minutes of the Safety Committee are reviewed by Leadership Team with consideration given to senior management representation at the Safety Committee.	<p>Responsible Officer(s):</p> <p>Leadership Team</p> <p>Agreed Management Action:</p> <p>LT have considered the recommendation, and this was discussed in the exit meeting with a modified response agreed. The minutes of Safety Committee will in future go to LT to ensure greater join up. A review can then be undertaken by LT of how to manage representation and LT participation as appropriate. The Head of HR & OD will continue to chair the meeting to ensure continuity.</p>	June 2019 Then ongoing

Assurance Level	Definition
Good	The design and operation of the internal control framework is effective, thereby ensuring that the key risks in scope are being well managed and core objectives will likely be achieved. There are minor reportable audit findings.
Satisfactory	The internal control framework is largely working well in managing the key risks in scope, with some audit findings related to the current arrangements.
Limited	The system of internal control is only partially effective, with important audit findings in key areas. Improvement in the design and/or operation of the control environment is necessary to gain assurance risks are being managed to an acceptable level, and core objectives will be achieved.
No	The system of internal control has serious gaps, and controls are not effective in managing the key risks in scope. It is highly unlikely that core objectives will be met without urgent management intervention.

Priority Level			Definition
Corporate	Critical		Audit findings which, in the present state, represent a serious risk to the organisation as a whole, i.e. reputation, financial resources and / or compliance with regulations. Management action to implement the appropriate controls is required immediately.
Service	High		Audit findings indicate a serious weakness or breakdown in control environment, which, if untreated by management intervention, is highly likely to put achievement of core service objectives at risk. Remedial action is required urgently.
	Medium		Audit findings which, if not treated by appropriate management action, are likely to put achievement of some of the core service objectives at risk. Remedial action is required in a timely manner.
	Low / Advisory		Audit findings indicate opportunities to implement good or best practice, which, if adopted, will enhance the control environment. The appropriate solution should be implemented as soon as is practically possible.

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 3 JULY 2019

REPORT BY HEAD OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT

TURNOVER REPORT: APRIL 2018 – MARCH 2019

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- The Turnover report 2018/19 considers the turnover rate, any and outlines recommendations for 2019/20.

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

That:

(A)	The turnover report be noted, and
(B)	i) The turnover target for 2019/20 is increased from 10% to 15% and the voluntary turnover target is increased from 7% to 11%. The stability rate target remains the same at 90%. Or ii) Remove the targets and monitor against wider benchmarks and more local benchmarks directly sourced i.e. other local district councils.

1.0 Background

1.1 The Turnover Report 2018/19 provides a detailed analysis of turnover for the financial year 2018/19. It considers whether there are any trends in terms of reasons for leaving, length of service and service area. It also looks at exit questionnaire data. It sets out recommendations for targets and to prioritise actions for 2019/20.

2.0 Report

2.1 Turnover

2.1.1 See Essential Reference Papers B and C

3.0 Implications/Consultations

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

Background Papers

None

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Vicki.David@eastherts.gov.uk

IMPLICATIONS/CONSULTATIONS

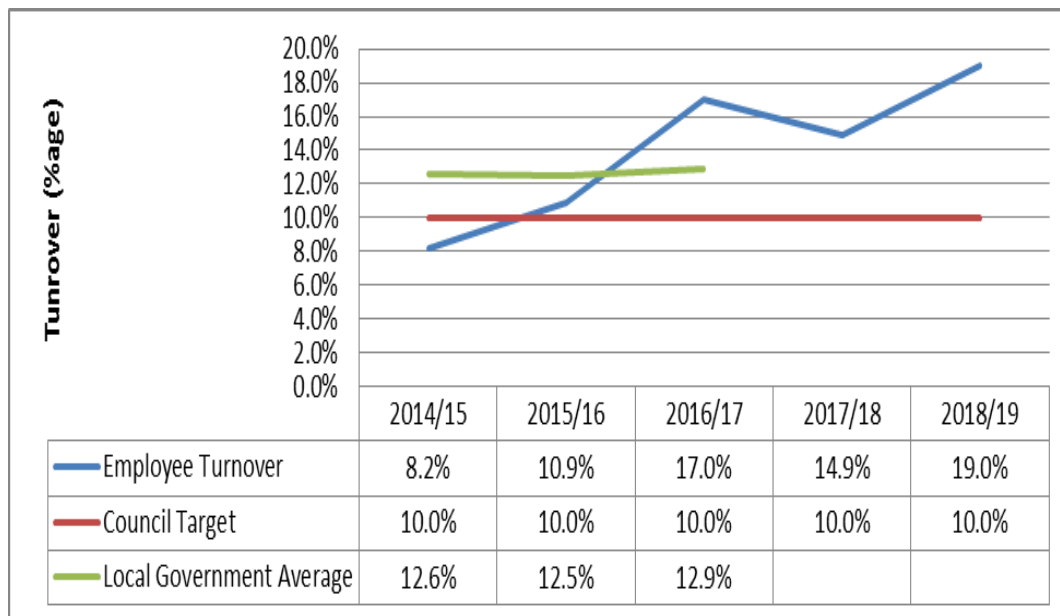
Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	Priority 1 – Improve the health and wellbeing of our communities Priority 2 – Enhance the quality of people's lives Priority 3 – Enable a flourishing local economy HR contributes as an internal service to all three corporate priorities
Consultation:	The report has been sent to Unison and Leadership Team for information
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 EMPLOYEE TURNOVER REPORT 2018/19

1. Summary

1.1 The chart below shows that turnover in the council in 2018/19 was 19% which is significantly higher than the council's target (10%) and the local government average (12.9% in 2016/17*).



* The Local Government Average is the average employee turnover for shire districts (mean) and it taken from the Local Government Workforce Survey 2016/17 (the latest survey to be published at the time of writing the report)

1.2 There were a total of 63 leavers (53 were voluntary and 10 were involuntary). Involuntary leavers were predominantly those leavers whose temporary contract had come to an end. They also included any dismissals e.g. as a result of compulsory redundancy or misconduct, of which there were very few.

1.3 Voluntary turnover in 2018/19 was 16%. This was higher than the council's target (7%) and has increased

from 12.3% in 2017/18. Please see Chart 1 in Essential Reference Paper C (ERP C) for trends in voluntary turnover over the last 5 years.

- 1.4 Although turnover in the council was high in 2018/19, exit questionnaires, which 66% of leavers completed, indicated that leavers think that the council is a good place to work. Please see Section 5 for further analysis of exit questionnaires.
- 1.5 The CIPD's Labour Market Outlook Report (Spring 2019) reported that around a third (33%) of employers say that it has become harder to retain staff.

2. Reasons for Leaving

- 2.1 A full breakdown of the reasons for leaving in 2018/19 can be found in Chart 2 in ERP C. The single most common reason for leaving in 2018/19 was to achieve promotion (14%, 9 employees). This is also reflected in exit questionnaires, where 68% (21 employees) said that opportunities for promotion were poor or very poor, and in the 2017 Staff Survey, where 25% said they were dissatisfied with opportunities for career development. The council is a relatively small organisation with around 330 employees and therefore opportunities for promotion are more limited than in a larger organisation. The council invests in the training and development of its employees which can give them the skills and confidence to progress to the next level. If the promotion opportunities are not available within the council, employees may leave to find them elsewhere.
- 2.2 It is worth noting that the improvements made from 1 April 2019 to the pay and grading structure, which reduced overlaps along with the introduction of more

career graded posts, should create further growth opportunities but this will still be limited by the size of the council. In order to try to retain more employees, the council has also provided funding for professional study to help employees to progress to the next level. Career progression aspirations are identified as part of the Performance Development Review (PDR) process.

- 2.3 The second most common reason for employees leaving in 2018/19 was to retire (13%, 8 employees). Retirement is very much a personal decision made by an employee and is largely outside the influence of the council. The council has an older workforce and therefore retirement is likely to continue to be a common reason for leaving. The council has a flexible retirement policy which gives employees the option of reducing their hours whilst drawing their pension.
- 2.4 Almost a quarter (22%, 14 employees) gave 'other' as their reason for leaving including leaving to get a new job (in local government or other public sector), to set up their own business, to return to contract work, and to move to a job closer to home. These are largely outside of the council's control. For a full breakdown of 'other' reasons for leaving please see Table 1 in ERP C.

3. Stability Rate

- 3.1 The council measures its Stability Rate to understand whether it is retaining employees in their first year of service. The Stability rate is calculated by dividing the number of leavers with 1 or more years' service by the total number of voluntary leavers (multiplied by 100 to express as a percentage). In 2018/19 the council's stability rate was 85% which is just under its target of 90%. Please see Chart 3 in ERP C.

- 3.2 There were 8 voluntary leavers with less than 1 years' service. Their reasons for leaving were: to undertake study (1 employee), to change career (1), to return to contract work (1), to achieve promotion (1), new job in local government (1), new job in other public sector (1), for family reasons (1), and the job was not what they expected (1).
- 3.3 The council has improved its induction processes in 2018/19 to ensure that new starters settle into their role as quickly and effectively as possible including introducing a Buddy Scheme. This has proved effective as demonstrated in exit questionnaires where 83% (5 employees) of those with less than 1 years' service reported that they had an effective induction.
- 3.4 No other trends have been identified with regard to the length of service of leavers in 2018/19. Please see Chart 4 in ERP C for more detail.

4. Service Area

- 4.1 A breakdown of voluntary turnover in each service can be found in Chart 5 in ERP C. It has been calculated by dividing the total number of leavers in each service by the average headcount in the service (the average headcount is calculated by adding the headcount as at 1 April 2018 and 31 March 2019 and dividing by two).
- 4.2 Turnover in 2018/19 has increased in 6 out of the 10 services across the council since the previous year. Services with the highest turnover were Corporate Support, Planning, Legal and Democratic Services, and Housing and Health.

- 4.3 The Corporate Support Team had the highest turnover rate of 86% (3 employees) however the figures are skewed due to the small number of employees in this team (average headcount for the period was 3.5 employees). There were no patterns with regard to the reasons for leaving: 2 left to achieve promotion and 1 left to change their career.
- 4.4 The Planning service had the second highest turnover rate of 35% (14 employees). Leavers worked in different teams within the service. The reasons for leaving were varied: to achieve promotion (3 employees), new job in local government (2), new job in other public sector (1), to relocate (1), personal reasons (1), to undertake study (1), change in career (1), for family reasons (1), to set up their own business (1), more money (1) and no reason provided (1). Planning Officer roles are nationally difficult roles to fill and therefore employees can command higher salaries in the private sector and nearby in London. To help retain employees, a number of career graded posts have been introduced which gives employees planned progression through the grading structure. Funding for professional study has also been provided to help employees progress to the next grade.
- 4.5 The Legal and Democratic Service had the third highest turnover rate of 22% (4 employees): 2 of those left to retire, 1 to achieve promotion and 1 to return to contract work. There were no other patterns of note in this service.
- 4.6 Housing and Health had a turnover rate of 21% (11 employees): 4 left to retire, 2 to relocate, 1 for family reasons, 1 to move to a new job in local government, 1 left on voluntary redundancy and 2 did not give a reason. Leavers worked in different teams within the

service. To help with retention, career graded Environmental Health Officer posts have been introduced to offer planned progression through the council's grading structure as these roles are also nationally hard-to-recruit-to roles. Funding for professional study has also been provided to help employees progress to the next grade. Roles have been redesigned to ensure they are interesting and varied.

5. Exit Questionnaire analysis

- 5.1 All voluntary leavers are asked to complete an exit questionnaire. The data collected helps the council to gain important feedback on why employees are leaving to identify any trends or actions. The information given on questionnaires is treated in confidence and leavers are asked whether their feedback can be shared with their manager.
- 5.2 Of the 53 voluntary leavers in 2018/19, 36 (66%) completed an exit questionnaire. The results show that the majority think that the council is a good place to work.
- 5.3 Of those leavers completing an exit questionnaire, 66% (23 employees) said that they would rate the council at least 7 out of 10; 83% (29 employees) enjoyed working at the council; and 76% (25 employees) would recommend the council to others. They also reported positive relationships with their manager and colleagues (91%, 31 employees and 100%, 35 employees respectively). 91% (32 employees) commented positively on the training and development they had received and 94% (31 employees) responded positively on the flexible working options available in the council.

- 5.4 One of the areas that leavers completing the exit questionnaire reported less positively was pay: 33% (11 employees) said that pay was poor or very poor. Councils often cannot compete with the private sector on pay and with the council located near to London, employees can more easily find jobs with higher salaries elsewhere. The council wanted to look into pay as the 2017 Staff Survey found that 38% were dissatisfied with basic pay.
- 5.5 In addition to the National Joint Council (NJC) national pay award applicable from April 2019, the council has negotiated further investment in pay for all employees through collective bargaining with the recognised trade union, Unison. Previously employees could be awarded a local award of an additional 2% payment once they had completed 3 years' service with the council. The council commissioned the East of England Local Government Association (EELGA) to review the current pay and grades and this demonstrated that the council was below market rates in a number of areas and this was supported by recruitment difficulties therefore an investment in pay was required as was the need to improve the grading structure.
- 5.6 The negotiated local agreement consolidated this 2% local award into the basic salaries of all employees regardless of service to improve recruitment and retention (the local 3 year award has therefore ceased from 1 April 2019). The local negotiated agreement has also sought to address undesirable significant overlaps between grades and to reduce the number of increments in grades so progression through grades and differences between grades became more meaningful and fair. The new pay scales are effective

from 1 April 2019 and therefore the council should see the effects of this in 2019/20.

- 5.7 The exit questionnaire data found that leavers were more positive regarding the benefits the council provides and rated the following benefits as very good or good: Pension (97%, 30 employees), Flexi-Time Scheme (91%, 32 employees) and Flexible Working Options (94%, 31 employees). When asked whether they felt that pay and benefits were reasonable for the work and responsibility undertaken, 69% (24 employees) said 'yes, completely' or 'yes, partially'.
- 5.8 As mentioned earlier under 'Reasons for leaving', another area where the council has been rated less positively is with regard to opportunities for promotion: 68% (21 employees) said that opportunities for promotion were poor or very poor. The majority of 'other' reasons also appear to be for promotions and it is clear from feedback that employees feel that they develop well at the council which enables this progression. Due to the council's size and structure, promotional opportunities are limited but it is clearly positive that employees are suitable for progression.

6. Vacancy rate

- 6.1 The council monitors its vacancy rate as this can have an impact on employee turnover e.g. employees may feel under additional pressure to cover the work of any vacant posts. The vacancy rate in 2018/19 was 11.1% which is higher than the local government average (7.2% in 2016/17 which is the latest data available). For the first time since 2015/16 the council's vacancy rate has fallen however it is some way off from reaching 2015/16 levels when it was 6.3%.

- 6.2 At the end of March 2019, there were 29 vacancies and of these: 10 were on hold (e.g. pending job or structure reviews), 8 were being actively recruited to, 8 remained unfilled following unsuccessful recruitment attempts (some are hard-to-recruit-for roles) and 3 are due to 'other' (e.g. filled temporarily through an honorarium arrangement).
- 6.3 The council has experienced difficulties filling particular posts such as Planning Officer, Environmental Health Officer and Solicitor posts in 2018/19. These are nationally hard-to-recruit-for posts as highlighted by EELGA. The Chartered Institute of Personnel and Development (CIPD)'s Labour Market Outlook Report (Spring 2019) reported that "according to the survey data in this report, the recent strong growth in employment looks set to continue in the short term. Buoyant demand continues to cause recruitment and retention difficulties for many employers. Around two-fifths (41%) of employers say that it has become more difficult to fill vacancies during the past year and UK businesses seem to be most struggling with acquiring quality, experienced professionals with technical skills."
- 6.4 The council has focussed on upskilling employees through introducing career graded posts and funding professional study as well as employing apprentices. Career graded posts allow the recruitment of candidates with more transferable skills which can then be developed. The CIPD Report said that "upskilling remains at the forefront of employers' responses to such difficulties. More than two in five (43%) employers say that they are upskilling existing employees to fill hard-to-recruit-for positions".

- 6.5 The CIPD report went on to say that “candidates increasingly understand that it is their responsibility to mould their own careers, set their own goals and build their own skill sets to achieve upskilling. In the Adecco Group’s recent Future-Proofing the Workforce report, 62% of respondents said that they were most responsible for the acquisition of new skills compared to just 22% who said employers were.”
- 6.6 The CIPD report said that “successful internal training and promotion schemes can be highly valuable tools for attracting talent at all levels of business. Digital platforms, such as Glassdoor and LinkedIn, allow employees to advocate for the positive things companies do that used to be hidden behind closed doors. UK employers should take advantage of this drive and interest in upskilling by creating internal pipelines of talent”.
- 6.7 The CIPD report said that “other popular responses to attract staff include improving the pay and benefits package and hiring more apprentices”. The council’s improved pay scales and annual leave entitlement for all employees from 1 April 2019 should also help with attracting quality candidates (see Section 5 for further information on the new pay scales). The council has also recruited an additional 6 apprentices in 2018/19 as well as using Apprenticeship Levy funding to support two existing employees to develop.
- 6.8 The latest official data from the Office for National Statistics (ONS) also suggests that employers are looking to broaden their approach to recruiting staff in light of a tightening labour market. It shows that employers have hired a relatively large proportion of older workers, women returners and people with disabilities during the past year. The council will

explore through networking with similar organisations in 2019/20 how it may attract more from this group into the organisation.

7. Recruitment Costs

- 7.1 The council's commitment to fill vacant posts can be seen in the increase in recruitment costs year on year (£44,478 in 2016/17 to £66,633 in 2018/19). Please see Chart 7 in ERP C. Recruitment costs include external advertising costs, agency and search fees.
- 7.2 The cost per hire has also increased due to the number of attempts made at re-advertising hard-to-recruit-for posts. Costs have also been affected by Agency terms which are going to be reviewed in order to improve them in due course. Please see Chart 8 in ERP C. The council has aimed to keep recruitment costs as low as possible by using social media platforms (e.g. LinkedIn, Twitter), University job boards, the job centre and online jobs boards which are either free or cheaper than the more traditional professional magazines.
- 7.3 The council is looking more at using multiple-website advertising packages that are easily searchable for candidates.

8. Actions taken in 2018/19 to improve recruitment and retention

- 8.1 In addition to some of the actions already mentioned earlier in this report, such as developing career graded posts, providing funding for professional study, recruiting apprentices, introducing a Buddy Scheme for new starters, commissioning a survey into pay and benefits in the council, the council has also in 2018/19 achieved the following:

- Attended several careers fairs at schools to promote careers at the council
- Introduced a 'golden hello' payment pilot for new Principal Planning Officers in Development Management as an incentive to attract candidates to these nationally hard-to-recruit-for roles. Three attempts to recruit to these roles with the golden hello payment were made in July, August and November 2018 using various media (Planning Resource website, jobs go public website, Indeed, LinkedIn and Twitter) however only 3 applications were received and no appointments were made.
- Implemented a health and wellbeing programme for employees including training Mental Health First Aiders, offering wellbeing sessions such as reflexology, reiki, arranging free flu jabs in the workplace, organising lunchtime health walks, introducing a wellbeing page on the intranet containing advice and sources of support. Positive feedback has been received from employees on the wellbeing events being offered. Although Mental Health First Aiders were trained in 2018/19, the scheme was officially launched in April 2019. The scheme will be monitored throughout 2019/20. The recruitment adverts will be developed to promote these benefits further to potential applicants in 2019/20.
- Continued with its action plan resulting from the 2017 Staff Survey, including improving communication to employees from the Leadership Team by having weekly briefing sessions, re-establishing team meetings etc.

- Introduced a Staff Recognition Scheme to reward employees for excellent work or exceptional modelling of the council's values and behaviours. Since the launch of the Scheme in February 2019, 77 nominations have been made and 6 employees have been given an award.
- Developed and promoted the e-learning platform, Skills Build, to support employee development.

9. Actions planned for 2019/20 to improve recruitment and retention

9.1 Whilst the council recognises that some employee turnover in an organisation is healthy, it remains committed to reducing its turnover rate in 2019/20. The actions it is planning to take in 2019/20 are as follows:

Actions continuing from 2018/19:

- Promote the council as an employer of choice at school careers fairs. HR to produce materials with support from Communications to really promote the whole package on offer both at these events and in recruitment adverts.
- Further trial the 'golden hello' payment for new Principal Planning Officers in Development Management in conjunction with the new paycales
- Continue with the employee health and wellbeing programme and evaluate feedback
- Monitor the Staff Recognition Scheme as a tool to reward and motivate employees, and evaluate usage

- Continue to use the e-learning platform, Skills Build, to support employee development

Further actions identified:

- In light of a tightening labour market, to review the council's recruitment processes to ensure that applying for a job with the council is as easy and straightforward as possible e.g. piloting accepting CVs initially as the method of applying for jobs
- To continue to upskill employees through e.g. designing career graded posts, funding professional study, arranging training and development opportunities e.g. secondments
- To develop core competencies which will allow more transferable skills to be recognised in the selection process
- To use digital platforms such as Glassdoor and LinkedIn to allow employees to advocate for the positive things that the council does e.g. training and development, flexible working
- To continue with the employee health and wellbeing programme including offering free NHS health checks in the workplace, promoting mental health awareness e.g. providing case studies and tips during mental health awareness week, participating in Time to Talk national events, signing up to the Time to Change employer pledge.
- To improve exit questionnaires to include feedback on the council's approach to wellbeing

- To monitor the impact of the new 2019/20 pay scales on recruitment and retention through benchmarking and exit questionnaires
- To continue to develop the council's branding/employee experience further e.g. through promoting the council's wider employee benefits via job adverts.

10. Turnover Targets

10.1 As the council has not met its turnover targets for the last 4 years and has been higher than the local government average (12.6% on average) during the same period, it is recommended that the turnover targets for all turnover and voluntary turnover are increased for 2019/20 to reflect the employment market trends and recognise that the council's size and ability to promote employees will be likely to result in a higher turnover than the previous target of 10%. It is recommended that the Stability rate target remains unchanged.

10.2 The recommended revised targets have been derived by averaging the council's turnover rate over the last 4 years (15% for all turnover and 11% for voluntary turnover).

Indicators	2018/19 outturns	2018/19 target	2019/20 Recommended target
Turnover Rate	19%	10%	15%
Voluntary Turnover Rate	16%	7%	11%
Stability Rate	86%	90%	90%

10.3 The other option which was suggested by the Leadership Team is to remove the turnover target and continue to monitor and benchmark against previous years and employment market turnover rates (widen this to include other benchmarks including benchmarking against similar organisations where possible and generic figures i.e. from the CIPD and CBI where available).

Turnover charts and tables

Chart 1 - Voluntary Turnover

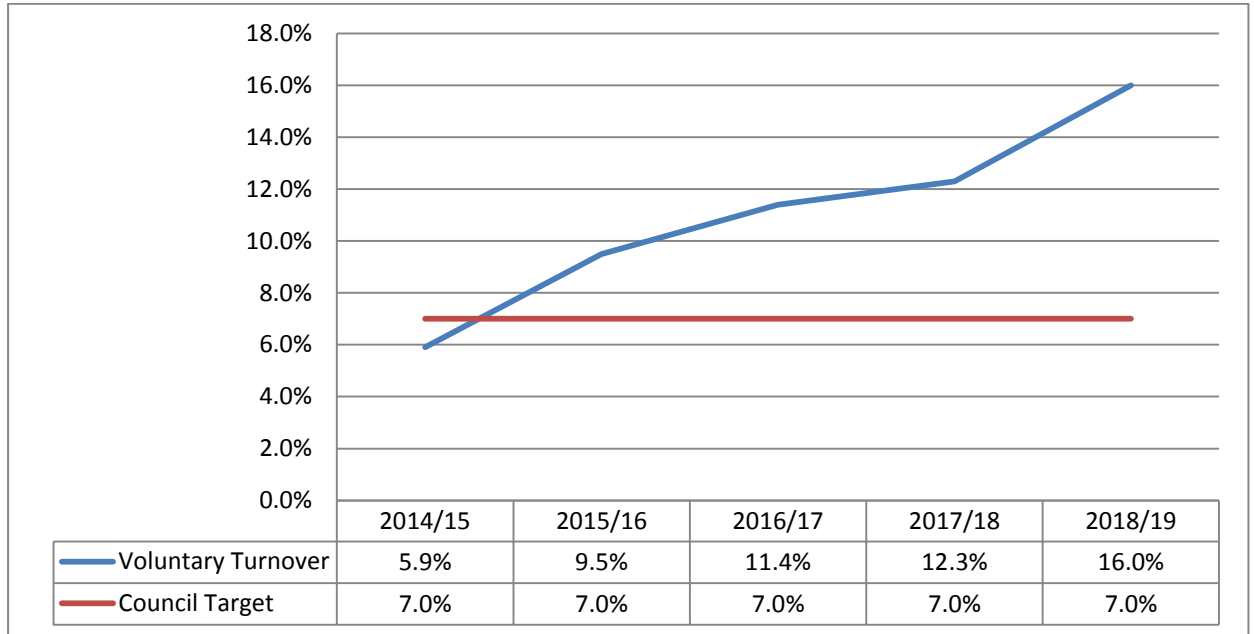


Chart 2 - Reasons for Leaving

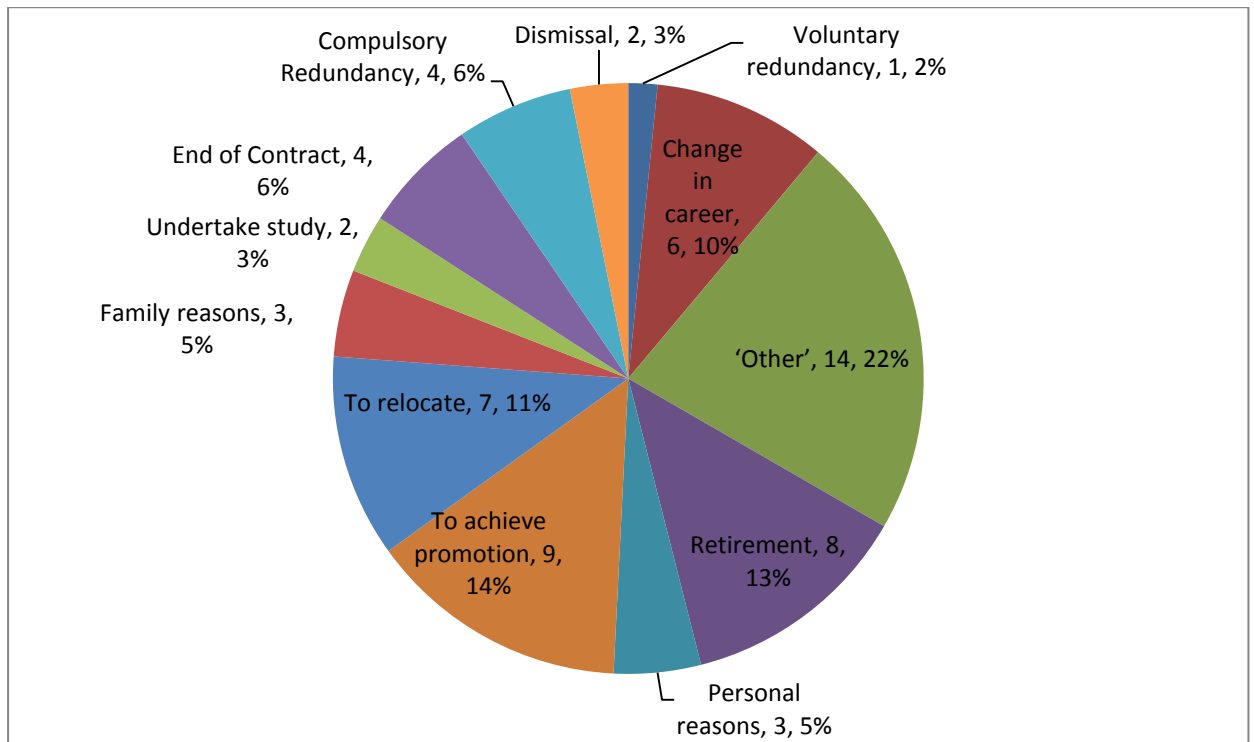
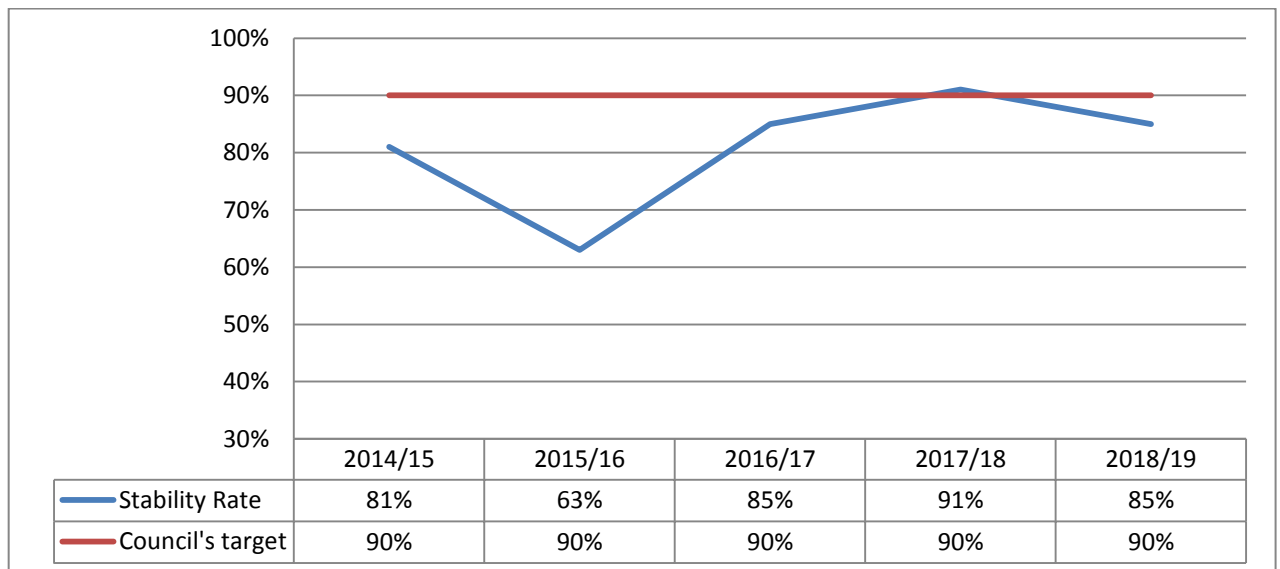


Table 1 - Breakdown of 'Other' reasons for leaving

Reason	Number of Leavers
New job (LG)	3
New job (other public)	1
To set up own business	1
Job closer to home	1
Ill Health Retirement	1
More money	1
Return to contract work	1
Unhappy in job	1
Not given	4

Chart 3 - Stability Rate



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

Chart 4 - Length of service (voluntary leavers only)

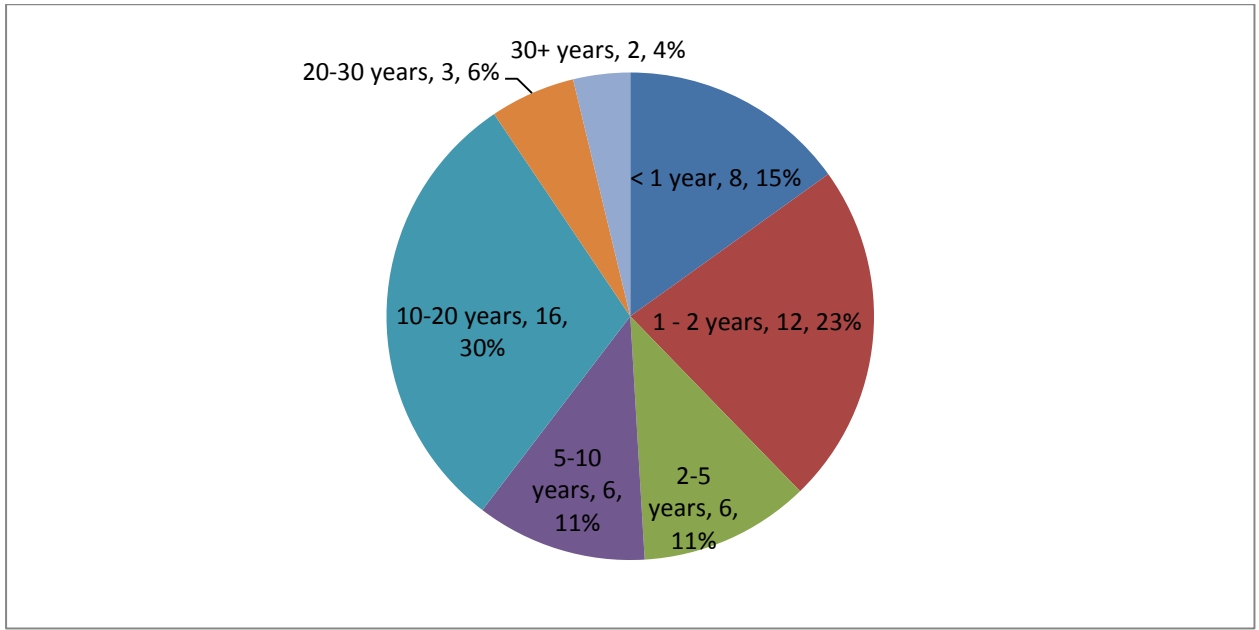
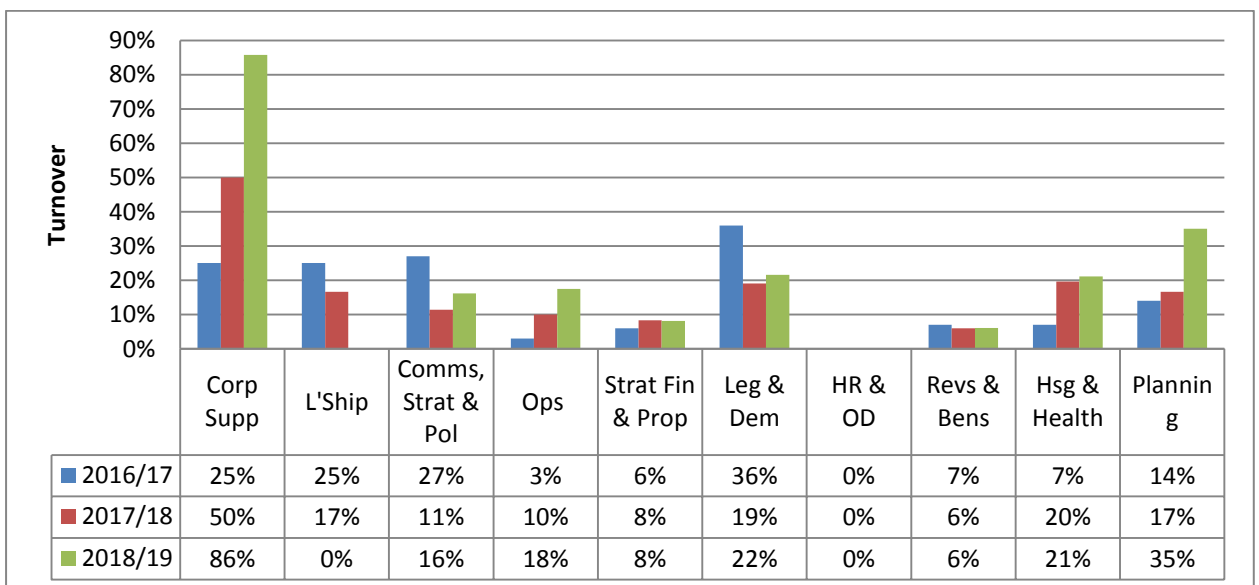


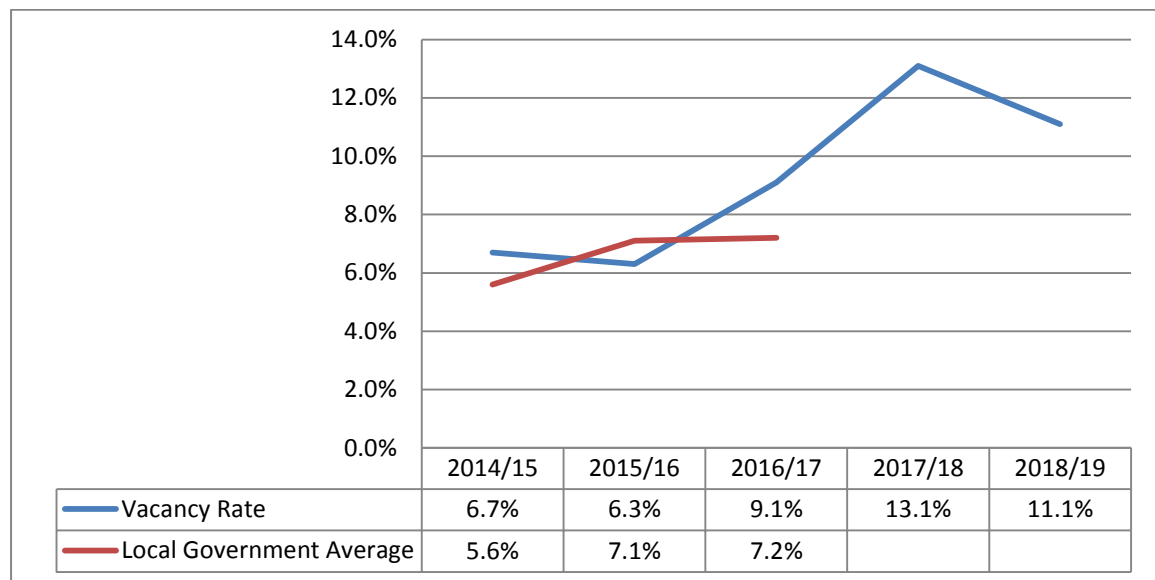
Chart 5 - Services leavers worked in (voluntary turnover only)



Figures for Corporate Support are skewed due to the small number of employees in the team overall

Number of Leavers – Corporate Support (3), Communications, Strategy & Policy (5), Operations (7), Legal & Democratic Services (4), Revenues and Benefits (6), Housing & Health (11), and Planning (14)

Chart 6 - Vacancy Rate



The vacancy rate is the number of vacant full-time equivalent positions expressed as a percentage of the number of budgeted full-time equivalent positions (as at 31 March 2019).

The Local Government Average is the average (mean) vacancy rate for shire districts taken from the Local Government Workforce Survey. The latest survey to be published at the time of writing the report is 2016/17.

Chart 7 – Recruitment Costs

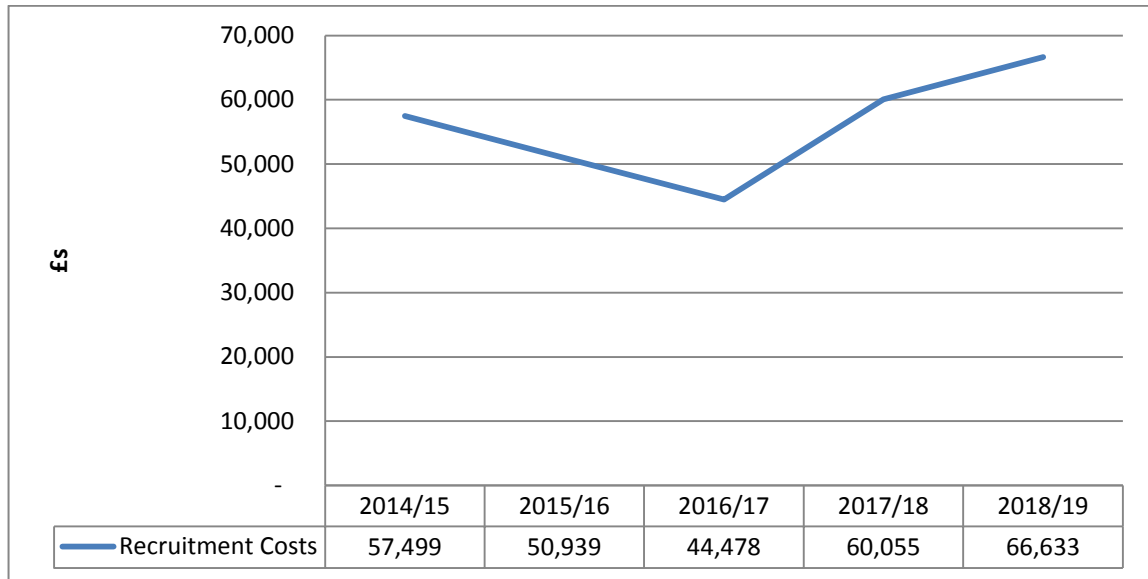
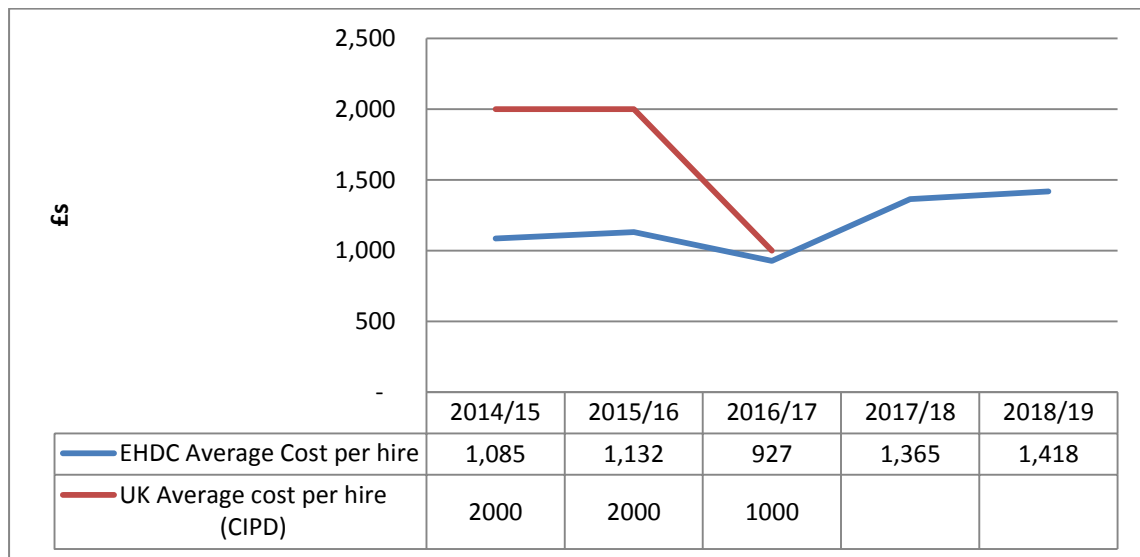


Chart 8 - Average cost per hire



UK Average Cost per hire is taken from the Chartered Institute of Personnel Development (CIPD) Resourcing and Talent Survey 2017 which is the latest survey available. This is the median rate based on recruitment advertising for all positions other than those at senior management and director level in the public service sector.

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EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 3 JULY 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCES MANAGEMENT STATISTICS: QUARTER 1 (APRIL
TO JUNE 2019)

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 1 (April – June 2019).

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE

That:

(A)	the HR Management Statistics for Quarter 1 (April to June 2019) be noted
------------	--

Background

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

Report

1. Vacancy Data

1.1 As at the end of May 2019, there were 38 vacancies across the council. Of these, 20 were being actively recruited to, 8 were on hold (e.g. for digital East Herts savings), 4 were vacant following unsuccessful recruitment attempts, and 6 were vacant due to

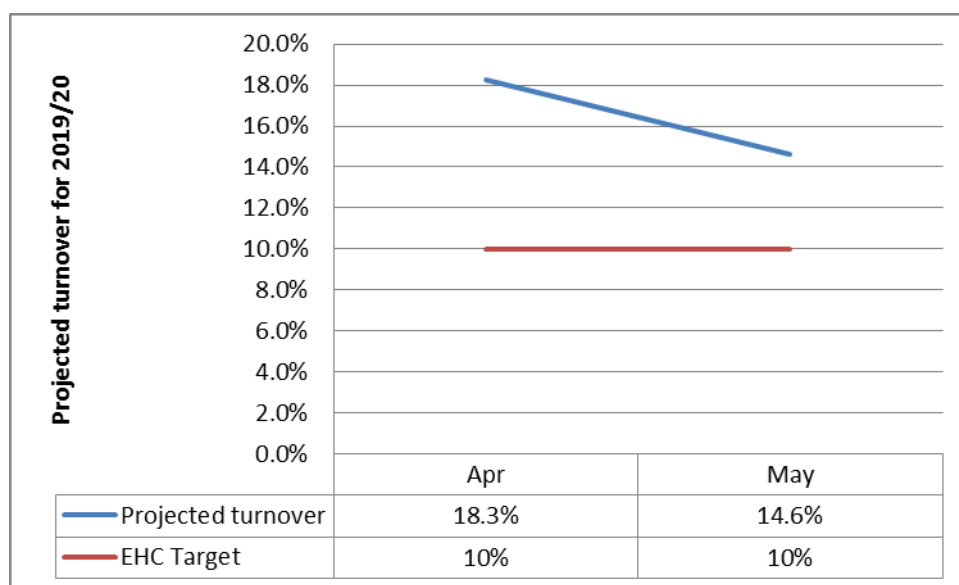
other reasons (e.g. post is temporarily vacant whilst post holder is on secondment or post is being covered through an acting up arrangement). Vacancies have fallen compared to the same time last year (49 vacancies).

2. Employee Turnover

2.1. Due to the timing of the report, data is only available up to the end of May 2019.

2.2 As shown in Figure 2 below, projected turnover for 2019/20 is estimated to be higher than the council's target. However it has fallen during the quarter and is significantly lower than in the same period last year (26.4% in May 2018).

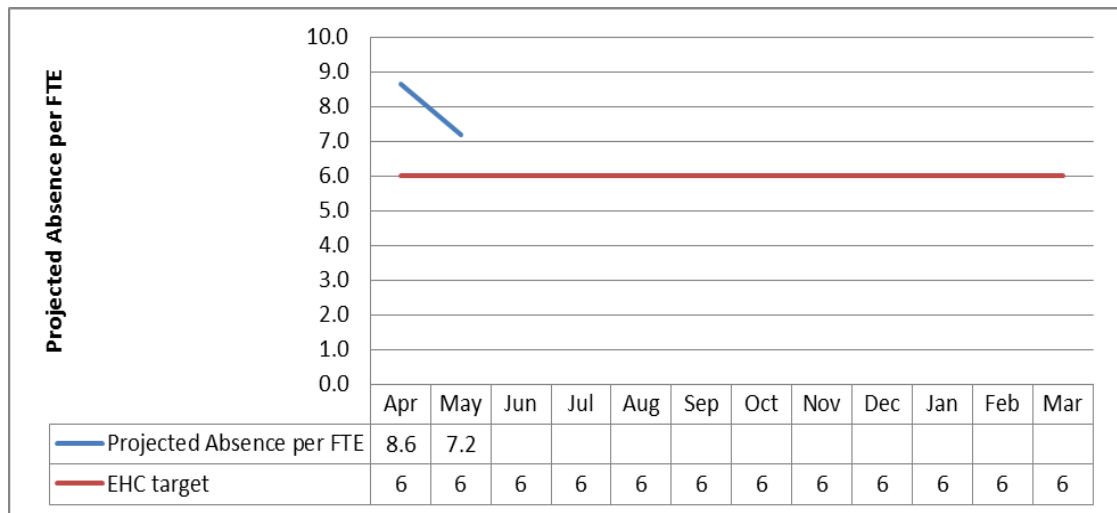
Figure 2 – Projected Turnover for 2019/20



3. Sickness Absence

3.1 Figure 3 below shows that as at the end of May, projected sickness absence for 2019/20 is estimated to be above the council's target. It is higher than the same time last year (5.6 days).

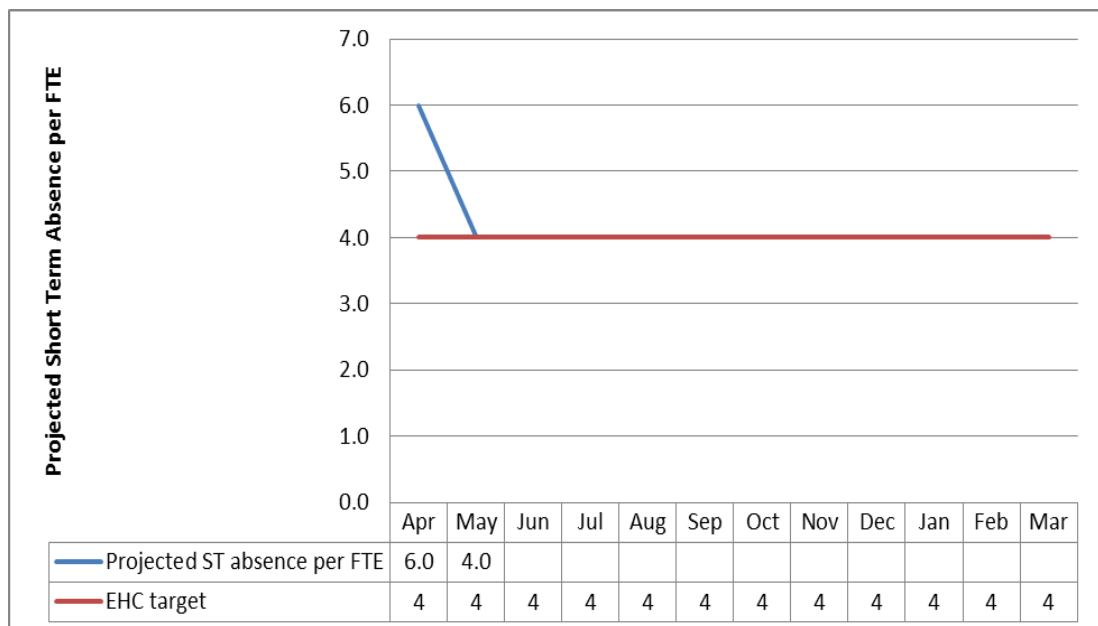
Figure 3 – Projected absence for 2019/20



*Quarter 1 is based on figures as at the end of May as data for June was not available at the time of writing the report

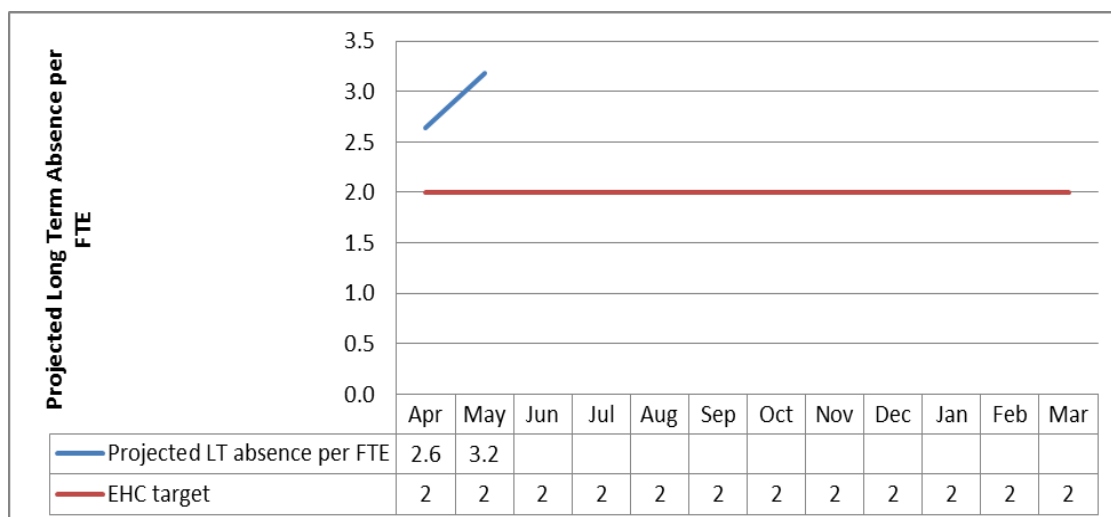
3.3 Figure 4 below shows that, projected short term absence for 2019/20 is estimated to be on target. It is higher than the same time last year (3.5 days).

Figure 4 – Projected SHORT TERM absence for 2019/20



3.4 Figure 5 below shows that, projected long term absence for 2019/20 is estimated to be above the council’s target. It is higher than the same time last year (2.1 days).

Figure 5 – Projected LONG TERM absence for 2019/20



3.5 HR are working closely with managers to support employees who are on long term 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. Further details on how the council is supporting employees on long term absence can be found in the Employee Health and Wellbeing report 2018/19 which is also being considered at this HR Committee meeting.

4. Work-related accidents

4.1 During the period 1 April and 31 May 2019 there were no reportable* or non-reportable accidents involving employees. (The data is not yet available for June 2019).

* 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. Learning and Development

5.1 During the period 1 April and 31 May 2019, 15 learning and development events were held and there were 134 participants.

Event/Course	No of participants	Type/number of sessions held
Procurement	10	1
First Aid at Work (Refresher)	4	1
Safeguarding	62	3
Corporate Induction	5	1
E Car Training	27	4
Hertfordshire County Council (Introduction to Personal Financial Planning)	5	1
Hertfordshire County Council (Retirement - Half Day)	3	1
Attending meetings and networking	5	1
My View Sickness	6	1
Dementia Friends	7	1
TOTAL	134	15

6. Performance Management

6.1 Performance Development Reviews (PDRs) for the period 2018/19 should be completed by 31 March 2019. As at the time of writing this report, 90% of PDRs have been completed. A breakdown by service area is shown in **Essential Reference Paper B**.

7. Equalities Monitoring Indicators

7.1 The table below shows a summary of equalities data for employees as at 14 June 2019.

	Target	EHC Percentage
Disability		
Leadership Team with a disability	5%	0.0%
Employees with a disability	5%	3.9%
Ethnicity		
Leadership Team members from BAME groups	4.5%	20.0%
Employees from BAME groups	4.5%	7.3%
Gender		
Leadership Team members who are female	51%	60.0%
Employees who are female	51%	71.6%
Full Time/Part Time		
Employees who are part time	27%	36.6%
Employees who are part time and female	21%	33.5%
Employees who are part time and male	6%	3.0%

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

8. Policy Development

8.1 The following policies are currently being reviewed/developed and expected to be considered at the September LJP and the October HRC:

- Recruitment, Induction and Probation
- Disciplinary
- Code of Conduct
- Bulling and Harassment
- Managing Performance
- Absence Management Policy
- General Leave (and related leave policies)
- Training and Development
- Staff and management Core Competences
 - new development planned to support Values and behaviours

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: Simon O'Hear - Head of HR and OD Ext. 2141
Simon.O'Hear@eastherts.gov.uk

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

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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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HR Management Statistics

Performance Development Review (PDR) completion by Service

Team	Review Required	Review Completed	%
Corporate Organisation	304	274	90%
Leadership Team	9	7	78%
Corporate Support	3	1	33%
Communications Strategy and Policy	25	22	88%
Communications	4	4	100%
Economic Development	2	1	50%
Customer Services Front Line Team	16	14	88%
Improvement and Insight Team	3	3	100%
Operations	42	31	74%
Business Support	8	7	88%
Leisure and Environment	10	4	40%
Parking Services	9	5	56%
Hertford Theatre	15	15	100%
Strategic Finance and Property	34	22	65%
Financial Services	16	9	56%
Corporate Property Services	18	13	72%
Legal and Democratic Services	15	14	93%
Democratic Services	2	2	100%
Electoral Services	6	5	83%
Legal Section	2	2	100%
Land Charges	5	5	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	95	95	100%
Revenue Division	35	35	100%
Benefit Division	27	27	100%
Systems, Support & Control	33	33	100%
Housing and Health	48	48	100%
Housing Services	15	15	100%
Licensing and Enforcement	7	7	100%
Environmental Health	13	13	100%
Community Wellbeing and Partnerships	13	13	100%
Planning	28	27	96%

Development Management - Quality Places	5	5	100%
Development Management Tech / Admin	7	7	100%
Planning Conservation	3	3	100%
Development Management Quality & Performance	4	4	100%
Planning Policy	9	8	89%

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 3 JULY 2019

REPORT BY LEAD OFFICER: SCRUTINY AND MEMBER DEVELOPMENT

SUMMARY OF MEMBER TRAINING 2018/10, BROAD APPROACH TO MEMBER DEVELOPMENT AND SUMMARY OF ROLE OUT OF MEMBER INDUCTION, TRAINING AND DEVELOPMENT

WARD(S) AFFECTED: All

Purpose/Summary of Report

To present:

- A summary of 2018/19 provision of member training and development events;
- An overview of the broad approach to member development, including induction in 2019/20
- A summary of the roll-out of member induction, training and development

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE: TO note	
A	the broad approach to training and budget apportionment;
B	The roll out of programme in 2018/19;
C	The roll out of programme in 2019/20; and
D	The current projected spend

1.0 Background

- 1.1.** Training and Development for Members is co-ordinated by the Scrutiny and Member Development Officer with the guidance of

the Member Development (Charter) Group. Sessions are run either in house or by external providers and are targeted at either:

- All Members;
- Groups of Members with a particular role; or
- Individual members based upon particular need.

1.2. A budget of £26,000 is available, with approximately £12,000 set aside for member refreshments and £14,000 to cover training and development (and any associated expenses). Of the latter, the major portion (approx. £10,000) is committed to externally provided training and development for Members with particular roles, such as being a member of a committee, being a chair etc. A lesser proportion (approx £3000) is earmarked for externally provided, all member sessions, and the remainder (£1000) is set aside for training/development for individual members.

2.0 Summary of 2018/19 provision

2.1 During the municipal year 2018/19, 17 events were run for Members with each attending an average of 4.5 sessions.

2.2 The final cost of the provision in 2018/19 has yet to be finalised but is likely to be under budget as, for a significant part of the year, the Scrutiny Officer post was vacant, resulting in less training being rolled out than might otherwise have been the case.

3.0 Broad approach to member training and development 2019/20

3.1 Members' training and development for 2019/20 is dominated by the need to provide induction training for new members following the local elections on 2 May 2019.

3.2 Taking the 2015 post-election induction programme as its starting point and with advice and guidance from the Member Development Charter Group and Leadership Team, an induction programme has been developed comprised of the following key elements:

- An online Induction pack of useful information, e-learning modules and action learning workbooks (<https://myeastherts.invotra.com/section/members/members-registration-induction-training>);
- A full day of induction on 11 May which served to introduce members to the leadership team, provide an overview of the key services of the council and signpost members to important protocols, codes and rules relevant to councillors in the undertaking of their duties; and
- A programme of role-specific training and all-member briefing modules running through May June and July designed to build on the overview provided on the 11 May and to ensure that committee members were equipped with any skills and information necessary for their role/s.
- An annual development programme is also being established which will allow access to e-learning modules including Health and Safety training.

4.0 Summary of provision to date since 1 April 2019.

4.1 The table below shows the modules which have run to date, their attendance and any costs incurred, usually as a result of hiring external trainers.

Member Induction Modules

Code	Title	Presenter	date	No	Cost
MI31	Modern.gov	Martha Clampitt Modern.gov	14 May 2019	31	£600
MI23	Major projects 1: Leisure	Stephen Dupoy	16 May 2019	12	
MI1	DMC: Induction I	Sara Saunders	21 May 2019	17	
MI21	Social Media & Communications	Taryna Surtees- Moss	30 may 2019	15	
MI2	Scrutiny I: Induction	CfPS	3 June 2019	13	£1005
MI35	Police Priority Profiling	Hertford Police	5 June	20	

code	Title	Presenter	date	No	Cost
			2019	.	
MI3	Scrutiny II: Work-planning	CfPS	4 June 2019	11	£1005

5.0 Projection of costs 2019/2

5.1 The table below sets out future projected costs of training currently planned

Provider	No of modules	Cost
Frontline consulting	4	£2,400.00
Suzielamplugh	1	£600.00
Invicta law	1	£600.00

6.0 Implications/Consultations

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

Background Papers: None

Contact Officer:

Report Author: Michael Edley, Interim Scrutiny Officer
Mike.edley@eastherts.gov.uk

Saturday 11th May 2019

Refreshments will be served on arrival and mid-morning at the back of the Council Chamber.

WELCOME

8:30 to 9:00	Meet & Greet – Registration, ID Badges and Permits Esther Piper, Sophia Greaves & Kate Collins				
8:30 to 9:00	Refreshments				Outside Council Chamber
8:00 to 9:00	IT Registration (for those unable to attend on 8, 9, or 10 May)				Room 1.12
9:00 to 09:15	Welcome from CEX, and East Herts Leader				Council Chamber
09:15 to 09:45	Council Structure, decision making, code of conduct, allowances and claims. Freedom of Information, Data Protection				
09:45 to 10:15	Council debate: ‘mock’ debate to introduce new members to council procedures etc.				
10:15 to 10:30	Summer Work Books				Refreshments will be available
	Briefings by Heads of Service (see table below for topics)				IT Drop in sessions
	GROUP Orange Council Chamber	GROUP Pink Room 27	GROUP Purple Room 1.11	GROUP Teal 2 nd Floor IT Room	Room 1.12
10:35 to 11:50	<i>Briefing A</i>	<i>Briefing B</i>	<i>Briefing C</i>	<i>Briefing D</i>	Members free to drop in to resolve IT issues/queries etc. relating to VMWare, Modern.gov, EH intranet etc
11:55 to 13:10	<i>Briefing D</i>	<i>Briefing A</i>	<i>Briefing B</i>	<i>Briefing C</i>	
13:10 to 14:10	Lunch and Information stalls from East Herts partners				
14:10 to 15:25	<i>Briefing C</i>	<i>Briefing D</i>	<i>Briefing A</i>	<i>Briefing B</i>	Refreshments will be available
15:30 to 16:45	<i>Briefing B</i>	<i>Briefing C</i>	<i>Briefing D</i>	<i>Briefing A</i>	
16:45	Wrap up and closing Leader and CEX				Council Chamber

Briefing Topics		Presenters
Briefing A	Communications, Social media, Policy & Operations	Ben Wood & Jess Khanom
Briefing B	Housing and Health & Planning and Building Control	Jonathan Geall & Sara Saunders
Briefing C	Strategic Finance and Property & Revenue and Benefits	Isabel Brittain & Su Tarran
Briefing D	HR and Payroll & Democratic and Legal Services	Helen Standen & Alison Stuart

MEMBER INDUCTION PROGRAMME 2019

Key:

Mandatory for all	Executive Members	Development Management Committee	Overview and Scrutiny Committee	Human Resources Committee	Licencing and Enforcement Committee	Performance, Audit and Governance Committee	Council
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Please Note: All briefings and meetings start at 19.00 in the Council Chamber unless otherwise stated.

Light refreshments will be available in room 1.12 30 mins before the meeting commences.

External Provider

MAY 2019

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1	ELECTION DAY 2	3	4	5
BANK HOLIDAY 6	7	8 PRE-INDUCTION Collect hardware and/or software & Photo	9 PRE-INDUCTION Collect hardware and/or software & Photo]	10 PRE-INDUCTION Collect hardware and/or desktop	11 INDUCTION DAY1 08:30: Registration 17:00: END	12
13	14 MI31 Modern.gov training	15 IT Drop In 14:00-19:00 Annual Council	16 MI23 Major Projects 1: Leisure Centres and ORL	17	18	19
20	21 MI1 DMC: Induction PAGC?	22 MI4 DMC: Q&A DMC	23	24	25	26
BANK HOLIDAY 27	28	29	30 MI21 Social Media and Coms	31		

JUNE 2019

Monday	Tuesday	Wednesday	Thursday	Friday	Modules yet to be confirmed
MI2 Scrutiny I:	MI3 Scrutiny II: Work MI8 H&S for Exec Exec	MI35 Police Priority Profiling LJP	MI30 Major Projects 2: HGGT and Hertford Theatre		
10	11 OS	12 MI1b DMC: Induction II	13 MI10 Licencing & enforcement I	14	MI33 Members' Personal Safety
	MI32 PAGC: Induction I Standards	19 DMC MI13 DMC: Legislative update	20 MI7 Outside Bodies & Trusteeships MI14 GDPR: Practical Guidance	21	MI15 Universal Credit
24	MI5 Advanced Charing Skills for all	26 Licensin	27 MI11 Licencing & enforcement II	28	

JULY 2019

MEMBER INDUCTION PROGRAMME 2019

Key: Mandatory for all Executive Members Development Management Committee Overview and Scrutiny Committee Human Resources Committee Licencing and Enforcement Committee Performance, Audit and Governance Committee Council

Please Note: All briefings and meetings start at 19.00 in the Council Chamber unless otherwise stated.

Light refreshments will be available in room 1.12 30 mins before the meeting commences.

External Provider

Monday	Tuesday	Wednesday	Thursday	Friday	Modules yet to be confirmed
1	2	3	4	5	
		HR	MI17 Environmental MI 20 Housing and		
MI36 Leisure Development update MI35 Waste and Recycling	9	10	11	12	
		MI16 How many hats? Working in a three tier authority			
15	16	17	18	19	
	MI29 PAGC: Induction II	DM	MI19 Emergency Planning MI18 Sustainable		
22	23	24	25	26	
		Council	MI28 Dementia Awareness MI12 Community		
29	30	31			
		PAG			

SEPTEMBER 2019

Monday	Tuesday	Wednesday	Thursday	Friday	Modules yet to be confirmed
					MI33 County Lines and Knife Crime
2	3	3	5	6	
	Exec	LJP	MI26 Our District and Our customers		
10	11	12	13	14	
	OS	MI 25 Safeguarding for Members			
17	18	19	20	21	
		DMC			
	25	26	27	28	
		Licen sin	MI27 Financial sustainability and		

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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
Consultation:	N/A
Legal:	Yes
Financial:	None
Human Resource:	
Risk Management:	None
Health and wellbeing – issues and impacts:	None
Equality Impact Assessment required:	<i>No</i>

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MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE COUNCIL
CHAMBER, WALLFIELDS, HERTFORD ON
WEDNESDAY 5 JUNE 2019, AT 2.40 PM

PRESENT: **Employer's Side**

Councillors E Buckmaster, J Dumont,
L Haysey and M Stevenson

Staff Side (UNISON)

J Bruce (Chairman) N Munro and D Thomas

ALSO PRESENT:

Councillors P Ruffles and A Ward-Booth

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Simon O'Hear	- Head of Human Resources and Organisational Development

1 APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN
2019/20

It was moved by Councillor L Haysey and seconded by
Councillor M Stevenson that Ms J Bruce (UNISON) be

appointed Chairman for the Civic Year 2019/20. After being put to the meeting and a vote taken, the motion was declared CARRIED and Ms J Bruce was appointed Chairman of the Local Joint Panel for the civic year 2019/20.

It was moved by Ms J Bruce and seconded by Councillor L Haysey that Councillor J Dumont be appointed Vice Chairman for the civic year 2019/20. After being put to the meeting and a vote taken, the motion was declared CARRIED and Councillor J Dumont was appointed Vice Chairman of the Local Joint Panel for the civic year 2019/20.

RESOLVED – that (A) Ms J Bruce be appointed Chairman for 2019/20; and

(B) Councillor J Dumont be appointed Vice Chairman for 2019/20.

2 APOLOGIES

Apologies for absence were submitted on behalf of Simon Russell (ICT Strategic Partnership Manager), Jenny Francis (Unison) and Steve Ellis (Unison).

3 MINUTES

It was moved by Councillor E Buckmaster and seconded by Ms N Munro that the Minutes of the meeting 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

12 December 2019 be confirmed as a correct record and signed by the Chairman.

4 ACCEPTABLE USE POLICY

The Head of Human Resources and Organisational Development presented a report on behalf of the ICT Strategic Partnership Manager regarding a new Acceptable Use Policy for IT. The Head of HR explained that processes would be introduced which required existing staff and new staff to sign up to the Policy with their log in credentials. This new Policy applied both to Officers, Members and to any contractors. In response to a query by Councillor L Haysey, the Head of HR explained that it would apply to any piece of personal IT kit which accessed and used the Council's network (including the new laptops) provided to Members.

Councillor E Buckmaster referred to external sites such as drop box and Facebook and queried whether this included "The Cloud" and referred to instances where he would occasionally cut and paste information for dissemination purposes. The Head of HR confirmed that the Policy implied that it referred to any external site and that the best advice would be to contact IT before using. Councillor E Buckmaster queried if this applied to extracts from files rather than a whole file, the Head of HR said he would get this clarified and amend the policy accordingly in relation to clause 6.5 by the ICT Strategic Partnership Manager.

The Chairman referred to the use of Herts FX, a secure server when sending large files.

Councillor L Haysey supported the Policy and suggested

that for ease of reference, the report should have an appendix of authorised sites, including the Herts FX Secure Server. She also suggested that the ICT Strategic Partnership Manager should prepare an item for inclusion in the Members' Information Bulletin so that all Members be made aware of the Policy and that the Policy be included as part of a Member Induction Pack. These proposals were supported.

For the benefit of new Members, the Head of HR explained to the Panel the process for submission of reports for determination by Human Resources.

It was proposed by Councillor L Haysey and seconded by Ms N Munro (Unison) that the Human Resources Committee be advised that the Local Joint Panel supports the approval of the Acceptable Use Policy, subject to the amendments as detailed above. After being put to the meeting and a vote taken, the Motion was declared CARRIED.

RESOLVED- that (A) the Human Resources Committee be advised that the Local Joint Panel supports approval of the Acceptable Use Policy as amended by:

- the inclusion within the report of an appendix of authorised sites, including the Herts FX Secure Server.
- the ICT Strategic Partnership Manager prepare an entry for inclusion in the Members' Information Bulletin about the Policy; and

- the Policy be included as part of a Member Induction Pack.

The meeting closed at 2.55 pm

Chairman
Date

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Minutes of Health and Safety Committee Monday 18 March 2019 in Room 27

Present: Sarah Bye (SB)
Peter Dickinson (PD)
Jenny Francis (JF)
Peter Mannings (PM) – Minutes
Simon O’Hear (SOH)
Paul Thomas-Jones (PTJ)
Steve Whinnett (SW)

1.0 Apologies: Rob Allwood (RA)
Ewa Dennis (ED)
Helen Farrell (HF)
Louise Overington (LO)

2.0 Minutes of the last meeting

2.1 The Minutes of the 10 December 2018 meeting were agreed as an accurate record.

3.0 Matters Arising

3.1 Lone Worker devices – Housing and Health had requested that the ‘man down’ function be deactivated by Guardian, however this needs to be reinstated. PD will review this with the service and co-ordinate with Guardian 24. **Action: PD**

3.2 The COSHH review has been completed and the caretakers have removed all products not supplied by EHC or the cleaning contract service provider.

3.3 PD confirmed that a new inspection regime had been implemented at the pools and a contract meeting had taken place last week. The Safety Committee was advised that the pools were

inspected each month and to date there have been no significant issues to report.

3.4 There had been no progress in respect of recruiting fire marshals. Coverage of the ground floor is deficient. PD detailed the evacuation procedure and explained that there was no coverage in Planning and Building Control or Revenues and Benefits.

3.5 SOH stated that Managers could be asked to volunteer Officers to act as Fire Marshals. PD undertook to review this. **Action: PD**

3.6 GM commented on publicity in respect of the terms and conditions in respect of the use of electric vehicles. He referred to familiarisation sessions and the driving licence checking process. He also mentioned the need for lighting after hours once the electric cars are made available to the public.

3.7 PTJ questioned whether it was possible to have some form of independent lighting provided for the public that activated the lights for a period of 30 minutes. SW explained the difficulties involved in having separate lighting schemes and expressed surprise that the electric vehicles in the Wallfields car park were to be made available for hire by the public. PTJ commented on access and egress to and from Wallfields. PD explained that each vehicle will have a secure barrier access only pass card that can only be obtained when the vehicle was hired.

3.8 SOH undertook to raise this issue of out of hours lighting with the Head of Housing and Health. **Action: SOH**

3.9 GM detailed a number of vehicle strike incidents on site at Buntingford Depot. The Safety Committee discussed a number of concerns regarding the increase in the number of incidents being a significant cause for concern. PD stated that he had emailed the Head of Strategic Finance and Property in respect of his concerns.

3.10 PD stated that it would be proposed that future meetings at Buntingford Depot were chaired by the contract client North Herts Council with the involvement of all the operators who used the site. PM and GM confirmed they were both aware of the situation and had raised a number of concerns. SOH stated the current trend of vehicle strike incidents warranted continued monitoring.

4.0 Draft Unusual Adverse and Severe Weather Policy

4.1 The Safety Committee was advised that feedback on the draft policy had been received from a number of Officers. SOH commented that the wording of extreme heat had been deleted in the draft policy as it was not possible to place a specific measurement of 'extreme heat'.

4.2 The report would be reported to the Leadership Team and published on the Intranet.

5.0 Draft Bomb Threats and Premises Evacuation Policy

5.1 The Safety Committee was advised that the draft policy had been amended following feedback that had been received. The changes would be communicated to the Leadership Team and the final edit would be published on the Intranet.

6.0 Health and Safety Monitoring and Compliance

6.1 None

7.0 Tenant representative matters

None

8.0 Accident and Incident reports

8.1 The Safety Committee was updated in respect of accident reports and the provision of defibrillators. It was noted that there were no serious or significant accidents or reportable accidents.

8.2 The Safety Committee was advised of the dates and circumstances of the vehicle strikes at Buntingford Depot. The Committee was also advised of the Gas Leak that had been resolved at Hartham Pool.

9.0 Regulatory and Legislative Changes

9.1 None

10.0 Health and Safety Compliance Reports

10.1 None

11.0 Property – Premises Management and Repairs

11.1 Nothing outstanding.

12.0 Facilities Management

12.1 There were no outstanding issues.

13.0 List of Issues

13.1a. Employees side (UNISON):
None

13.2b. Management side:
None

14.0 Health and Safety Training

14.1 Officers have attended height and ladder safety training at the Offices of Broxbourne Borough Council. Evac Chair training will be run again after the District and Parish elections on 2 May 2019.

14.2 There are 3 Health and Safety E learning modules with further modules being developed.

14.3 SOH commented on PDRs and e learning. He stated that training should be deliverable, flexible and work for individual teams e.g. bitesize training and e-learning rather than all day training sessions. PD advised that defibrillator awareness training had gone very well.

14.4 PD commented on the coverage of First Aiders at Wallfields. SOH referred to joined up working and value for money gained by working with other Councils in respect of training. PD emphasised the benefits of networking opportunities as well as sharing costs.

15.0 AOB

None

16 Date of next meeting:

Monday 17 June 2019 in Room 27 at 2 pm

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