



*Alison Stuart  
Head of Legal and  
Democratic Services*

**MEETING** : HUMAN RESOURCES COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 20 NOVEMBER 2019  
**TIME** : 7.00 PM

**MEMBERS OF THE COMMITTEE**

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

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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.

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## AGENDA

1. Apologies

*To receive apologies for absence.*

2. Minutes (Pages 7 - 18)

*To receive the Minutes of the meeting held on 3 July 2019*

3. Declarations of Interest

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

4. Chairman's Announcements

5. Health and Safety Quarterly Review (Pages 19 - 32)

6. Safety Committee: Minutes (Pages 33 - 38)

*To receive the Minutes of Safety Committee held on 30 September 2019*

7. Organisational Development - Strategy Report (Pages 39 - 54)

8. Human Resources Quarterly Management Statistics (Pages 55 - 68)

9. HR Payroll -Team Update (Pages 69 - 80)

10. Annual Equalities Report 2018/19 (Pages 81 - 130)

11. Urgent Business

*To consider such other business as, in the opinion of the Chairman of*

*the meeting, is of sufficient urgency to warrant consideration and is not likely to involve the disclosure of exempt information.*

MINUTES OF A MEETING OF THE  
HUMAN RESOURCES COMMITTEE HELD IN  
THE COUNCIL CHAMBER, WALLFIELDS,  
HERTFORD ON WEDNESDAY 3 JULY 2019,  
AT 7.00 PM

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

ALSO PRESENT:

Councillor A Ward-Booth

OFFICERS IN ATTENDANCE:

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

57 MINUTES

It was moved by Councillor P Ruffles and seconded by Councillor S Bull, that the Minutes of the meeting held on 10 April 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 10 April 2019 be confirmed as a correct record and signed by the Chairman.

58 DECLARATIONS OF INTEREST

Although not a Disclosable Pecuniary Interest, Councillors R Bolton, S Newton and P Ruffles declared a personal interest in relation to Agenda Item 6 (Human Resources and Payroll Team Update Report) by virtue of the fact they were also Members of Hertford Town Council.

59 CHAIRMAN'S ANNOUNCEMENTS

The Chairman referred to a number of housekeeping issues in relation to the Fire Alarms, exits and public conveniences.

60 ACCEPTABLE USAGE POLICY

The Head of Human Resources and Organisational Development submitted a revised policy on behalf of the Head of the ICT Strategic Partnership Manager which provided guidance to all ICT users on the boundaries of acceptable usage of ICT equipment and systems. The Head of HR explained that the report had been updated following a number of recommendations from the Local Joint Panel who had also asked that the policy should be included for circulation in the Members' Information Bulletin.

Councillor P Ruffles suggested that minor changes be made to the wording in paragraphs 6.1 and 7.1 to clarify matters. This was supported.



The Committee approved the report, as amended.

It was moved by Councillors A Alder and seconded by Councillor M McMullen that the Acceptable Usage Policy, as amended, be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Acceptable Usage Policy, as amended, be approved.

## 61 HUMAN RESOURCES AND PAYROLL UPDATE

The Head of Human Resources and Organisational Development submitted a report on what HR and the Payroll team had been working on. He provided a summary of the report.

In response to a query from Councillor A Alder, the Head of HR provided an update in relation to the locations of the defibrillators generally and explained why a defibrillator had not been provided at the Council's Offices at Charrington's House, Bishop's Stortford. He agreed to provide an update to Members regarding their specific locations and would raise the issue of funding for a further defibrillator in Bishop's Stortford, with Leadership Team. The Head of HR also agreed to provide Members with a schedule of when staff would be moved out of Charrington's House.

In response to a query from Councillor M McMullen, the Head of HR explained the role of the Shared Internal Audit Service (SIAS) in relation to health and safety audit.

The Head of HR and Organisational Development provided

a summary of the new pay award which had been rolled from 1 April 2019 and the challenges this had posed for Officers.

The Chairman, on behalf of Members asked that the Committee's thanks be passed to the HR and Payroll team for their hard work in effecting the new changes.

Councillor P Ruffles referred to the HR support given by the Council to Hertford Town Council and felt that he should declare a (non-pecuniary) interest as he was a Member of the Town Council. Councillors R Bolton and S Newton also wished their (non-pecuniary) interest be recorded as they were also Members of the Town Council.

The Head of HR explained that East Herts Council had supported Hertford Town Council in terms of HR support for a number of years and that there were no proposals to provide such support to other town or parishes.

The Committee noted the report, as detailed.

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

(B) the Head of Human Resources and Organisational Development:

- provide Members with an update regarding the specific locations of defibrillators and to raise the issue of funding a further one in Bishop's Stortford with the Leadership Team;
- provide Members with a schedule concerning the closure of Charrington's House, Bishop's Stortford.

## 62 EMPLOYEE HEALTH AND WELLBEING

The Head of Human Resources and Organisational Development submitted a report which considered employee absence levels, causes, and trends in other public sector organisations and outlined the Council's current and proposed initiatives to improve employee health and wellbeing.

In response to a query by Councillor P Ruffles in relation to the "work rate of individuals" in terms of the delivery of outcomes, the Head of HR explained that no such parameters were placed on staff, but that staff were placed in positions which played to their strengths and were supported with training.

Councillor A Alder asked that Members be provided with how many staff had recognised disabilities. The Head of HR undertook to provide Members with information which may have been provided on their equalities form at the time of their application.

The Head of HR explained the challenges in relation to long term absences and especially when a member of staff might be ill because of stress. He explained that Officers were reviewing sickness and absence procedures at the moment. The Committee Chairman sought and was provided with clarification in relation to short term absences.

In response to a query from Councillor J Dumont, the Head of HR explained the Council's policy on sickness payments which he said, was on a par with other public sector organisations such as, education, health, charities and local

government.

The Committee Chairman sought and was provided with further information in relation to the role Mental First Aiders, how these volunteers were supported and the role of HR in co-ordinating the process generally and their training.

The Committee Chairman commented on the many good initiatives provided by the Council.

The Committee approved the report, as detailed.

It was moved by Councillor A Alder and seconded by Councillor S Newton that the report as detailed, be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the Employee Health and Wellbeing report be noted;

(B) the Council's absence management targets be 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.

## 63 HEALTH AND SAFETY AUDIT

The Head of Human Resources and Organisational Development submitted a report summarising the results of the Health and Safety Audit and associated Action Plan. The Head of HR provided an outline of the background to

the audit which had been completed by the Shared Internal Audit Service (SIAS).

The Committee Chairman queried training for Members in relation to health and safety. The Head of HR explained that this was provided on-line and that a number of “e”-learning platforms were being set up and an update would be provided within an annual report to Members.

The Committee approved the report, as detailed.

It was moved by Councillor J Dumont and seconded by Councillor S Newton that the report as detailed, be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the Health and Safety Audit report and associated Action Plan be noted; and

(B) The Head of Human Resources and Organisational Development provide a quarterly safety report to Members in October 2019 with a detailed Annual Report provided at the January 2020 meeting of Human Resources Committee.

#### 64 TURNOVER REPORT

The Head of Human Resources and Organisational Development submitted a report which set out the turnover rate for 2018/19 and outlined recommendations for 2019/20. The Head of HR provided a summary of the report.

Councillor M McMullen expressed concern about the targets and queried the basis for increasing the targets

from 10% to 15%. The Head of HR explained that the figures were not currently in line with national figures and questioned whether there was a need to have a turnover figure.

Councillor S Newton raised the issue of exit questionnaires and said that she felt that it would be useful to see and evaluate why people were “coming and going”. She raised concerns about a loss of continuity and historical information if staff left after a short period of time. The Head of HR acknowledged this concern, adding that it was about achieving the correct balance to grow the organisation.

The Committee Chairman raised the issue of the Staff Survey. The HR Officer confirmed that this would next take place in 2020. In response to a possible correlation between the highest turnover rate and the highest absence, the Head of HR confirmed that there was no correlation.

The Committee Chairman raised the issue of recruitment costs and obtaining value for money. The Head of HR updated Members on the various social media platforms which were used to advertise posts. He hoped to achieve economies by centralising the recruitment budget.

It was moved by Councillor P Ruffles and seconded by Councillor R Bolton that option (ii) that turnover targets be removed and to monitor these against wider benchmarks and more local benchmarks directly sourced. i.e. with other local district Councils be supported. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the turnover report be noted;

(B) turnover targets be removed and that they monitored against wider benchmarks and more local benchmarks directly sourced i.e. other local district Councils.

65 HUMAN RESOURCES MANAGEMENT STATISTICS -  
QUARTERLY REPORT

The Head of Human Resources and Organisational Development submitted a report setting the HR Management Statistics for Quarter 1 (April –June 2019). The HR Officer explained that the projected turnover was 14.6%.

The Committee noted the report, as detailed.

RESOLVED – that the HR Management Statistics for Quarter 1: (9 April – June 2019) be noted.

66 MEMBER TRAINING

The lead officer for Scrutiny and Member Development submitted a report summarising the 2018/19 provision of Member training and development of events. The report provided an overview of the broader approach to Member development including the 2019/20 induction and a summary of the roll-out of Member induction, training and development. The Head of Human Resources and Organisational Development provided a summary of the report.

Councillor A Ward-Booth referred to the training provided by the Centre for Public Scrutiny (CfPS) which he

considered was expensive and queried whether value for money was evaluated in terms of the training by external providers. The Head of IT explained that external providers had certain areas of specialism. Councillor Ward-Booth queried whether value for money vs cost could be reported back to Members and especially if training was particularly good. The Democratic Services Officer agreed to speak with the Lead Officer for Member Development and Scrutiny in this regard.

Councillor A Alder referred to Members who might agree to initially attend, then who did not and the impact this could have in terms of demonstrating value for money.

Councillor J Dumont referred to meeting etiquette and protocols, such as knowing when to ask questions and queried about such training provision. The Democratic Services Officer undertook to refer this issue to the Lead Officer for Scrutiny and Member Development.

RESOLVED – that the report as detailed be noted.

67 LOCAL JOINT PANEL - MINUTES OF THE MEETING: 5 JUNE 2019

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The Minutes of the Local Joint Panel meeting held on 5 June 2019 were submitted for information.

RESOLVED – that the Minutes of the meeting held on 5 June 2019 be received.

68 SAFETY COMMITTEE - MINUTES OF THE MEETING: 18 MARCH 2019

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In response to a query, the Head of Human Resources and



Organisational Development explained the “man down” function referred to in paragraph 3.1 and in relation to lone workers.

Although not part of the Safety Committee Minutes, Councillor A Alder referred to the East Herts Social Prescribing Project and the fact that Kathrine Foy had won Hertfordshire County Council’s Dr Joan Crawley Award 2019 for Public Health Excellence and to Mehkola Ray in relation to the “Forever Active” Programme. The Chairman, on behalf of Members, asked that the Committee’s thanks be passed to the Officers.

The Minutes of the Safety Committee meeting held on 18 March 2019 were submitted for information.

RESOLVED – that the Minutes of the meeting held on 18 March 2019 be received.

69 URGENT BUSINESS

With the consent of Members, the Chairman agreed to take an urgent item of business in relation to the appointment of a Vice Chairman of Human Resources Committee, in order to facilitate the business of the Council.

It was moved by Councillor M McMullen and seconded by Councillor S Newton that Councillor P Ruffles be appointed Vice Chairman for the civic year 2019/20. After being put to the meeting and a vote carried, the motion was declared CARRIED.

RESOLVED – that Councillor P Ruffles be appointed Vice Chairman of Human Resources Committee for

the civic year 2019/20.

The meeting closed at 8.25 pm

Chairman .....

Date .....

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 20 NOVEMBER 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

HEALTH AND SAFETY QUARTERLY REVIEW - JULY TO SEPTEMBER 2019

WARD(S) AFFECTED:           None

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## **Purpose/Summary of Report**

The collation of the Health and Safety (H&S) Management Statistics for Quarter 2 (July – September 2019) and an update on the H&S projects and policy work being carried out.

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

## **Background**

This report outlines the current work being undertaken by the Health and Safety Officer for the quarter July to September; including quarterly statistics. Previously some of these items were covered in the two HR reports (Update Report and Quarterly Stats Report) but with agreement from the HR Committee they are now set in this separate H&S Quarterly Review. This report will also be sent to the Executive and to the Leadership Team for information along with minutes of the Safety Committee.

## **Report**

### **1. Safety Committee**

- 1.1 Safety Committee reviewed and agreed the terms of reference subject to minor amendments, which the H&S Officer has revised.
- 1.2 The Safety Committee members recognised that there were weaknesses in the linkages between the Committee, Leadership Team and Human Resources Committee and have already made improvements to address this.

### **2. Contract Management and Compliance**

- 2.1 In order to fulfil its duty of care all contracts are overseen by a contract manager who is responsible for ensuring the contract is being delivered safely and the contractor has the appropriate safety procedures in place.
- 2.2 The Health and Safety (H&S Officer can confirm that contract compliance is being undertaken and the officer works with the contract managers to improve the information reporting process to ensure pertinent information is being reported to Safety Committee, Leadership Team and Human Resources Committee.
- 2.3 Buntingford Service Centre - The Health and Safety Officer works closely with the Head of Operations on matters regarding Buntingford Service Centre. The Service Centre is currently the operational base for the Shared Waste Service, Grounds Maintenance and Parking Enforcement Contractors.

Urbaser, the waste services contractor is proposing a number of changes in relation to residual waste in preparation for Westmill Landfill closing. The Health and Safety Officer is part of the team ensuring that any changes to the use of the depot are implemented safely and effectively.

- 2.4 Parking Enforcement Contract - The Health and Safety Officer

undertakes annual site visits with the Contract Manager responsible for managing and monitoring the contract. The visits undertaken are to seek assurance that supervision is robust and services are being delivered safely. There are no health and safety concerns to report for this quarter.

2.5 Sport and Leisure Management Contract - The Health and Safety Officer carries out site inspections at the five swimming pools operated by Sport and Leisure Management. The visits enable the Health and Safety Officer to monitor the compliance and relationship of the contract. The Leisure and Parks Development Officer (Leisure) is responsible for overseeing the contract on an operational basis and the Health and Safety Officer reviews the monitoring taking place. Pool water testing has been undertaken in line with requirements. Health and Safety monitoring undertaken has confirmed that compliance is in place and there are no areas of concern or actions for this period.

2.6 Parks and Open Spaces Management Contracts - Get Park Active, July 31<sup>st</sup> and 01<sup>st</sup> August 2019, the Leisure and Parks Development Officer (Parks and Open Spaces) organised and delivered two Get Park Active events at Southern Country Park and Pishiobury Park.

Prior to the events taking place, the Health and Safety Officer and the Leisure and Parks Development Officer (Parks and Open Spaces), carried out pre-site risk assessments and developed and prepared a detailed site plan showing the location of the different stands being run by some of our partners for example John O'Conner (Grounds Maintenance contractor who also assisted in parking management, transporting and setting up gazebos), Hertfordshire Police, Countryside Management Services, Hertfordshire Fire and Rescue and Friends of Pishiobury Park.

The Health and Safety Officer attended the events on both days to support the colleagues on site. The events were completed safely in line with expectations.

Southern Country Park, Play Area Development - The Leisure and Parks Development Officer (Parks and Open Spaces) invited the Health and Safety Officer to inspect works being carried out at Southern Country Park to enhance the appearance and play provision on offer. The Health and Safety Officer was impressed with the work and the development and there were no risks to report and suitable safeguards had been established as required.

## 2.7 Lone Worker Devices – Guardian 24

The Health and Safety Officer manages the lone worker service contract which expires 30 April 2020. The Health and Safety Officer is currently working with the Procurement Team discussing the options for re-tendering for the provision. The Officer is also collating feedback from the users to ensure the new provision continues to meet needs of the users and provides the level of assurance required.

## 3. **Contract and Development Support**

The Health and Safety Officer has been invited to participate in the following planned leisure projects:

- Hartham swimming pool and gym - upgrade and refurbishment
- Grange Paddocks swimming pool and gym - new build
- Ward Freman Swimming Pool and gym- upgrade and refurbishment
- Hertford Theatre – Redevelopment and expansion.

The Health and Safety Officer will be reviewing plans, identifying potential weakness and/or risks, ensuring contract documentation contains the required Health and Safety elements e.g. risk assessments, method statements, safe

systems of work etc.

#### 4. H&S Learning and Development

4.1 During the period 1 July and 30 September 2019, 1 H&S specific learning and development event was held and there were 9 participants.

4.2 The Health and Safety Officer continues to develop relationships with the neighbouring authorities, researching and scoping shared training opportunities. Recent events considered include First Aid at Work (full and refresher courses) and Ladder Safety and Working at Height. East Herts Officers have also attended training sessions offered by Broxbourne Borough Council.

<b>Event/Course</b>	<b>No of participants</b>	<b>Type/number of sessions held</b>
First Aid at Work (Qualifier) 3 day	9	1
<b>TOTAL</b>	<b>9</b>	<b>1</b>

Planned Events from November 2019:

<b>Event/Course</b>	<b>No of participants</b>	<b>Type/number of sessions held</b>
Ladder Use and Work at Height	20	2
Electrical Safety Awareness	12	1
Asbestos and Legionella Awareness		1
First Aid at Work (Qualifier) 3 day		1
First Aid at Work (Refresher) 2 day	3	1
<b>TOTAL</b>	<b>9</b>	<b>1</b>

4.3 The E-Learning health and safety courses are being updated as part of the annual mandatory training programme. The introduction to Health and Safety module is being repurposed as an annual refresher session with revised content. As reported in the HR Update the H&S module will be rolled out to members in due course.

A module on Lone Working and Fire Safety Awareness will be introduced in November 2019.

**5. Policy Development: the outline of future policies going to committee**

5.1 A review of the Health and Safety policy has been undertaken to reflect organisational changes and to ensure parity with Human Resources organisational policies.

The review compared policies to ensure accuracy and clarity and where possible harmonising policies.

5.2 As can be seen in the table below a large number of the H&S arrangements have been revised. A number required little or no change. The following policies required a more extensive update; the H&S Officer undertook this seeking feedback from a number of Heads of Service. The revised arrangements were then reviewed and agreed by Safety Committee in September 2019

- Employee Protection and Cautionary Persons Register
- Portable Appliances
- Personal Protective Equipment

5.3 The following table contains the full list of health and safety policy arrangements including the review/develop detail, subject to any changes to current legislation.

<b>Policy arrangements</b>	<b>Date of last review</b>	<b>Date of next review</b>
Accidents, Incidents, Near Misses and First Aid provision	Sept.2018	Sept.2021
Asbestos Management and Control	Sept.2018	Sept.2021
COSHH Control of Substances Hazardous to Health	Sept.2018	Sept.2021
DSE & Workstations & Employees Entitlement to Eyesight Tests	Sept.2018	Sept.2021
Fire Safety Management	Sept.2018	Sept.2021



Lone Working	Sept.2018	Sept.2021
Infection Control	Mar.2019	Mar.2022
Unusual, Adverse and Severe weather	Mar.2019	Mar.2022
Portable Appliance Testing	Apr.2019	Apr.2022
Young People at Work	Currently under review	Apr.2022
PPE Personal Protective Equipment	Apr.2019	Apr.2022
Safety Committee Terms of Reference	Aug.2019	Aug.2022
Bomb Threats and Premises Evacuation	Sept.2019	Sept.2022
Driving	Currently under review	
Employee Protection and Cautionary Persons Register Arrangement	Sept.2019	Sept.2022
Legionella Management and Control	Sept.2019	Sept.2022
Manual Handling	Currently under review	Sept.2022
Procurement Purchasing and Tenders	Sept.2019	Sept.2022
Risk Assessment and Safe Systems of Work	New	Sept.2022
Work at Height	Sept.2019	Sept.2022
Workplace Environment	New	Sept.2022
<b>Core overarching H&amp;S Policy</b> ( <u>Full Council Approval required</u> )		
Health and Safety Core Policy		
Health and Safety Policy - Signed Statement of Intent	Sept.2019	Sept.2022
Health and Safety Policy - Organisation and Responsibilities	Sept.2019	Sept.2022

## 6. Policy Governance

### Health and Safety Core Policy:

The overarching core policy is issued to the Leadership Team through e-mail for comment; it is then formally submitted to the Leadership Team for approval for submission to Safety Committee on 13 January 2020 after which it will be presented to full council in March 2020.

### Statement of Intent:

The statement of Intent is currently being reviewed by the Chief Executive, Head of Human Resources and Organisational Development and the Leader of the Council. The Statement of Intent (often a single page) sets out the headlines of how safety will be managed and demonstrates the organisation's commitment to health and safety. The revised version will then be sent to Safety Committee for approval.

### Organisation and Responsibilities section:

The Organisation and Responsibilities section details where responsibilities are allocated and how employees fit into the overall safety management system. This section outlines the roles of officers with specific health and safety management responsibilities or who make key health and safety decisions. This section has been circulated to Leadership Team and Service Managers for sense check and comments.

## **7. Work-related accidents**

- 7.1 Work related accidents are recorded by accident type. Accidents that are reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) Act have defined classifications set by the Health and Safety executive.

Accidents are recorded using a classification system and ID, personal details are not received for accident data from the 5 swimming pools due to general data protection regulations.

The use of a classification system allows for the identification of patterns and traits which may require further action.

The figures for members of the public do not include patrons of the swimming pools but does cover Hertford Theatre and visitors to Wallfields and Charringtons House.

authorities have been asked what method they are using to record these statistics. It should also be noted that some authorities have retained services that East Herts have transferred under managed contracts which may skew the results.

7.2 Accidents during the period 1 July and 30 September 2019  
(EMP = employee MOTP = A member of the public)

Accident Description	EMP	MOTP	EMP	MOTP	EMP	MOTP
	July		August		September	
Slips	0	0	1	0	0	0
Trips	0	0	0	0	1	0
Contact injuries to (arms, legs, lower body, face, fingers and toes resulting in bruising (contusion) cuts and sprains	0	1	0	0	0	0
Nausea, vomiting, fainting. Unconsciousness not relating to a head injury	0	0	0	0	0	1
Road traffic accidents / vehicular related injuries	0	0	0	0	1	0
<b>Totals</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>1</b>

There were no reportable accidents involving employees or members of the public. 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).

7.3 Previous data captured:

EMP	MOTP	EMP	MOTP	EMP	MOTP	TOTAL
January 2019		February 2019		March 2019		4
1	1	2	0	0	1	

EMP	MOTP	EMP	MOTP	EMP	MOTP	TOTAL
APRIL 2019		MAY 2019		JUNE 2019		1
0	0	0	1	0	0	

There have been no unusual increases in accident totals from

January 2019 to September 2019 and no abnormal pattern or traits identified.

There have been no accidents reportable under the Reporting of Incidents Diseases and Dangerous Occurrence Regulations as of September 2019.

## **8. Other work**

8.1 The Health and Safety Officer is supporting the Property Services, asset and estates Management and Facilities Management Teams with a number of ongoing projects:

- Hertford Theatre barrier improvements
- Hertford Theatre development
- Ware Library car park
- Accommodation review
- Dementia Friendly Building review

8.2 Ongoing individual reviews of Display Screen Equipment and Workstation Assessments for new starters or where required due to changes in circumstances.

8.3 Co-ordinated the annual review of corporate and service based risk assessments, supporting service managers as required and ensuring that all reviews are completed and logged. At the time of writing this report all areas have reviewed and updated their risk assessments as appropriate with the exception of a number of reviews in Operations and Planning. The Heads of both of these services are aware and supporting their completion and have assured the H&S Officer that evidence will be provided and can be logged as completed by the end of December 2019.

8.4 Delivered a health and safety presentation to members of the

Executive, Chief Executive and Deputy Chief Executive

- 8.5 Facilitating the review of the current Lone Worker service provision contract and future procurement options.
- 8.6 Participating in the process for the future of the Councils leisure provision and the proposals for the redevelopment of
- Hartham swimming pool and gym
  - Grange Paddocks swimming pool and gym
  - Ward Freeman swimming pool and gym

## **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

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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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## Minutes of Safety Committee Monday 30 September 2019 in Room 27

**Present:** Robert Allwood (RA)  
Sarah Bye (SB)  
Peter Dickinson (PD)  
Peter Mannings (PM) – Minutes  
Graham Mully  
Simon O’Hear (SOH) - Chairman  
Steve Whinnett (SW)

**1.0 Apologies:** Ewa Dennis, Helen Farrell, Jenny Francis and Paul Thomas Jones (PTJ)

1.1 SOH commented on whether further operational representatives could attend Safety Committee meetings on a rota basis to ensure the full operational health and safety compliance is picked as Rob Allwood currently attends re leisure but is not representing operations fully. SOH and PD undertook to raise this matter with Jess Khanom-Metaman as the Head of Operations.

ACTION  
FOR SOH/PD

1.2 SOH expressed concern that the Committee was not getting reports to allow it to monitor fully health and safety in terms of contracted out services. This could be provided through quarterly update reports provided to the committee in advance of the meeting with an operations rep attending to ensure feedback.

1.3 SOH also commented on whether a substitute was possible for the Unison representative if they could not attend. Jackie Bruce had offered to attend as Jenny Francis was unable to do this but this had not been taken up as Jenny had provided feedback in advance of the meeting to Peter Dickinson, this will be explored as required going forward.

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

- 2.1 The Minutes of the 17 June 2019 meeting were agreed as an accurate record.

## **3.0 Matters Arising**

- 3.1 PD stated that there was positive engagement with services using the lone worker device and with the contract due to expire in April 2020 had met with teams to discuss the procurement process to ensure stakeholder buy in. SOH commented that an e learning module for lone workers is in development. PD reiterated that use of the lone worker service provision must be included in lone worker risk assessments.
- 3.2 Fire marshal coverage has now increased following a successful recruitment campaign. PD has developed a Fire Marshal bite size training session to be rolled out in November 2019.
- 3.3 The Safety Committee discussed the matter of out of hours outside lighting at Wallfields for users of the E-cars. SW confirmed that no complaints had been received from residents since the timing control had been switched off. RA confirmed that when the lighting was off after an evening meeting, it had been pitch dark in the car park. SW and the Property Team will continue to monitor the arrangement.

## **4.0 Tenant Representative Matters**

- 4.1 Nothing to report.

## **5.0 Accident and Incident Reports**

- 5.1 For the period 1 June 2019 to 30 September 2019 there had been 3 accidents involving employees and 2 accidents involving non-employees (the public). There was nothing to report under RIDDOR regulations.
- 5.2 For the period 1 June 2019 to 31 August 2019, there were 49 non-reportable incidents across all the pools and no reportable incidents. PD provided a detailed definition of RIDDOR.

## **6.0 Regulatory and Legislative Changes**

- 6.1 None

## **7.0 Health and Safety Inspections and Compliance Reports**

- 7.1 The Safety Committee were updated in respect of Health and Safety Inspections and Compliance. SW stated that inspections had taken place with PD and there were minor issues being resolved but nothing significant to report to the committee.
- 7.2 The Safety Committee were updated that there were a number of housekeeping matters in certain areas and a number of related local issues. PD made reference to the importance of IT involvement with H&S guidance with Office moves or planned moves in terms of wiring, cables and floor plates.
- 7.3 The Safety Committee was advised that contractor issues and the matter of near misses at Buntingford Depot had calmed down. There were no serious or dangerous incidents to report.

7.4 PD is working with the Head of Operations and contract officers to review health and safety compliance being reported to the committee to ensure this is reviewed and noted by the committee going forward and any actions required to be considered.

## **8.0 Property – Premises Maintenance and Repairs**

8.1 Nothing to report aside from an issue where some decoration works in relation to wood filling had caused a smell issue at Wallfields. Steve Whinnett undertook to ask for an update in respect of parking spaces at Wallfields. ACTION FOR SW

## **9.0 Facilities Management**

9.1 The matter of replacement chairs for the Council Chamber was discussed and quotes were being sought. SB commented on a report seeking funding was being submitted to Leadership Team. She stated that the accommodation project was complete and she was working with Mekhola Ray in respect of ways of making Wallfields more dementia friendly.

## **10.0 List of Issues**

10.1a. Employees side (UNISON):  
None

10.2b. Management side:  
None

## **11.0 Health and Safety Training**

11.1 PD outlined current H&S training that has been undertaken and is currently planned based on the training needs analysis previously undertaken by the H&S Officer in line with PDRs

and Manager feedback. PD gave an overview of completed and planned training;

01 and 08 November 2019 – Ladder Use and Work at Height

20 and 21 November 2019 – First Aid at Work Requalification

25 November 2019 – Electrical Safety Awareness

17, 18, 19 February 2020 – First Aid at Work Qualification

26 and 27 March 2020 – First Aid at Work requalification

Asbestos and Legionella Awareness – quotation pending.

- 11.2 Training undertaken had been positively received and no further H&S training to the above was identified by the Safety Committee at this meeting.

## **12.0 Health and Safety Policy**

- 12.1 PD presented the Safety Committee Terms of Reference. It was agreed to make minor changes and accept the Terms of Reference.

PD also presented the following Health and Safety Policy Arrangements for consideration:

- Employee Protection and Cautionary Persons Register
- Portable Appliances
- Personal Protective Equipment

Safety Committee approved the documents subject to minor grammatical changes.

12.2 The Committee was reminded that the employee protection and cautionary persons register were always subject to quarterly and annual review. PD commented on the harmonisation of policies and confidentiality. He also referred to the involvement of Leadership Team.

### **13.0 AOB**

13.1 The Committee were advised of changes to the caretaker team at Wallfields. A very good team was in place and the caretakers have been proactively involved in carrying out a range of tasks and helping with fire safety arrangements.

13.2 PD advised that the annual Risk Assessment Review period is underway, all services have been prompted and offered support by the H&S Officer. The H&S officer will provide an update to the next Committee to confirm that all reviews have been completed and highlight any significant changes made. PD also agreed to highlight any areas not undertaking a timely review to LT as previously agreed to ensure all reviews are actioned by the end of October.

### **14.0 Date of next meeting:**

14.1 The next meeting will be held on Monday 13 January 2020 in Room 1.15 at 1 pm

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 20 NOVEMBER 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

ORGANISATIONAL DEVELOPMENT STRATEGY 2015 TO 2019 – END OF  
PERIOD REPORT ON KEY ACHIEVEMENTS MADE AND FUTURE  
DEVELOPMENTS/STRATEGY PLANNED

WARD(S) AFFECTED:           None

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**Purpose/Summary of Report**

- To note the progress made on the council's Organisational Development (OD) Strategy 2015 to 2019 and the work underway to develop a new HR and OD Strategy and a staff transformation programme with an initial working title of 'East Herts Together – One Team Fit for the Future'.

<b>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</b>	
<b>That:</b>	
<b>(A)</b>	<b>To note the key progress made in delivering the council's Organisational Development Strategy 2015 to 2019</b>
<b>(B)</b>	<b>To note the planned works to be undertaken to develop a new HR and OD Strategy and staff transformation programme.</b>

## 1.0 Background

- 1.1 The Organisational Development Strategy 2015 to 2019 was approved by HR Committee in October 2015.
- 1.2 The OD Strategy outlined the council's framework for the delivery of people management over the four year period which ended in September 2019. The OD Strategy set out the council's approach to workforce development, recognising and articulating the essential requirements for ensuring that our workforce was appropriately trained and supported to deliver the range of services provided.
- 1.3 The Strategy was developed in consultation with the services across the council and with Unison (Trade Union) colleagues.
- 1.4 The Strategy had 6 key themes that were identified to enable the council to deliver the overarching Values expected of staff:
- **Here to help,**
  - **We work together** (to support each other) and
  - **We aim high** (to make a difference)

The themes set out were:

1. Supporting transformational change and innovation
  2. Sustaining and improving a skilled, flexible and motivated workforce
  3. Building strong leadership and management
  4. Planning for the future workforce and being an employer of choice
  5. Promoting positive performance
  6. Promoting equality and diversity
- 1.5 The Head of HR and OD began working for the council in early 2019 and commenced a review of policies and procedures identifying areas for development as previously reported (policy, practice and people management development). From



June 2019 the council recruited a new Chief Executive Officer who has also identified the need to review culture, people management practice, workforce development, staff practices to then set out a transformation programme to support future requirements. The programme will aim to ensure the council works together as one team and has the right focus on the core skills and competences required. The programme will support effective, efficient delivery of services to high standard and with a focus on achieving outcomes for our residents.

- 1.6 The Chief Executive has requested that before a HR led review was fully undertaken and then consulted upon/ implemented that a working group from Leadership Team should be created. The working group will review and analyse current council (staffing) culture to ensure full ownership of change/transformation programme which will then follow. The Leadership sub-group comprises of the Head of HR and OD, the Head of Shared Revenues and Benefits, the Head of Legal and Democratic Services, the Head of Planning and Building Control and is also supported by the Chief Executive, plans will be developed here and reported back to the full Leadership team and will involve engagement with staff and key stakeholders. The group will be meeting to undertake a review of current culture and to determine the people culture required in order to more effectively support and deliver the emerging corporate plan that members are producing. The analysis will then set out where changes are required and the HR and OD strategy and transformation roadmap that needs to be developed/implemented to achieve this over the next 4 years. The work will include developing a set of staff and management competences and expected behaviours as previously highlighted.
- 1.7 A draft HR and OD strategy has been produced along with a road map which can then be developed to support the cultural, people management, (staff) performance, procedural, policy and workforce development identified by the Leadership sub group and agreed with stakeholders.

## **2.0 Review of Organisational Development (OD) Strategy 2015 to 2019**

The following sections will set out under each theme the key achievements/progress made during the four year period.

### **2.1 Theme 1 - Supporting Transformational Change and Innovation**

#### **2.1.1 Outcomes – What we plan(ned) to achieve**

*We will create a culture where we become even more responsive to our residents and customers, through being here to help. We will create more capacity through improving our productivity.*

#### **Actions - We will deliver this by:**

- Encouraging a culture of empowerment with delegated decision making and innovation to the most appropriate level
- Promoting a programme of learning and development to support transformational change, commercialisation and innovation
- Streamlining and automating processes for both the external and internal customer
- Ensuring our values and behaviours are embedded and at the heart of the way we operate
- Working with our current and future partners to improve how we deliver our services
- Becoming more business like in our approach.
- Knowing who our customer is and maximising the value of the work we do
- Giving back to our communities through volunteering and enhanced partnership working.

#### **2.1.2 Key Achievements Made:**

- LT restructure undertaken by previous Chief Executive to create more empowerment and autonomy for Heads of Service and creation of service manager roles at a senior level.

- ILM programme for managers, coaching and mentoring development for managers, bite size management development sessions on key people management areas e.g. recruitment, dealing with conflict etc.
- The council's E-learning platform was relaunched and a mandatory training programme was implemented.
- Digital East Herts Programme delivered across the council to make greater use of digital services and software and create efficiencies and savings. This has improved customer service especially in terms of greater level of online access, e-forms etc. HR have also been part of this with the development of MyView which provides staff and managers with a self-service portal into the HR system and has also made some HR processes more efficient – with some reduction in HR admin staffing achieved.
- Values and behaviours have been embedded into the PDR process. The staff recognition scheme is assessed based on demonstration of the council's values.
- There have been several examples of partnership working including the North Herts shared waste service, the Citizen Advice Bureau moving into Wallfields, HR's continued relationship with Stevenage Borough Council regarding the shared HR system, and joint procurement (e.g. the employee assistance programme was procured through the HCC framework agreement).
- Employee volunteering programme was launched which gives employees 1 paid day volunteering per year.

## **2.2 Theme 2 – Sustaining a Skilled, Flexible and Motivated Workforce**

### **2.2.1 Outcomes – What we plan(ned) to achieve**

*Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated service needs.*

**Actions – The key areas we will focus on:**

- Reviewing and strengthening our 121 and Performance Development Review (PDR) process to ensure all employees have relevant performance development plans in place and an opportunity to access development opportunities
- Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success
- Valuing, recognising and rewarding our workforce. Exploring how we can get more from our reward and benefit packages that give choice to our workforce and support work life balance
- Strengthening the connection between training needs identified through PDRs and training programmes and outcomes
- Developing a culture of lifelong learning with an emphasis on work based learning
- Investing in ourselves through a wide range of learning tools - access to online learning resources including e-learning, webinars and a range of books
- Ensuring that the learning and development resources that we use are consistent, high quality, transferable and meet the future needs of the organisation
- Working closely with our partners to maximise opportunities for shared learning and development
- Exploring further new ways of working and learning, using technology to ensure flexible and effective practices
- Developing talent for the future through “Growing Our Own”
- Supporting and enabling secondments, job shadowing and networking opportunities
- Cross service working to increase knowledge of what others do, working better together and improving our services

### **2.1.2 Key Achievements Made**

- The PDR process and forms have been revised and simplified. A section on career aspirations has been added to the form to aid succession planning. Moved to one PDR meeting per year with regular 1-1s (previously also had mid-year review). HR Officers have been working with service managers regarding Personal Development Plans for employees exceeding expectations in their PDR. This group have been identified as the council's 'talent pool' and are being developed to aid succession planning.
- The staff recognition scheme was launched which is assessed based on demonstration of the council's values. The staff survey was carried out in 2017 and the 'You said, We did' project regularly informed staff what actions had been taken based on the results of the staff survey. The staff suggestion scheme was launched and then implemented through the staff forum. Heads of Service give face-to-face feedback briefings from LT to staff in their service areas. Staff achievements and lessons learnt are a standing agenda item at the staff forum to both celebrate and recognise success as well as sharing best practice across the council.
- MyRewards was introduced which gives employees discounts at high street retailers. The wellbeing programme was launched which includes sessions on mindfulness, reflexology taster sessions, mental health first aid support, health screening, and flu jabs.
- PDRs continue to be analysed to ensure the corporate Learning and Development Plan is fit for purpose.
- Skillsbuild e-learning platform relaunched, mandatory e-learning training programme launched, bitesize training sessions led by different service areas.
- Sell training places to other councils and buy places on other council's training courses to maximise value for money and economies of scale.
- The council has been retaining apprentices where possible, expanding career graded roles at lower levels and offers professional development .

- External secondments to Hertfordshire County Council, Hertford Town Council etc have been encouraged and taken up. Incoming external secondments from other councils have also been utilised (e.g. emergency planning supported by 2 days per week from HCC)

## **2.3 Theme 3 - Building Leadership and Management Capacity**

### **2.3.1 Outcomes – What we plan(ned) to achieve**

*Our managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.*

#### **Actions – The key areas we will focus on:**

- Developing our ‘future leaders’ with the right skills and knowledge and experiences so they are well equipped to become the leaders of the future
- Developing a leadership and management development framework
- Developing our approach to mentoring and coaching
- Encouraging our managers and employees to build upon their professional networks and fulfilling their continual professional development requirements
- Giving our managers and employees the opportunities and space to be creative
- Develop our managers to model the values and behaviours of the Council

### **2.3.2 Key Achievements Made**

- Management development programme was run for tier 2 managers.
- Informal and formal mentoring and coaching opportunities have been offered and accepted internally and externally.
- Management development programme designed around the needs of our management team and their requirements.

- The council sent teams to the annual LA Challenges and participated in the Apprentice Challenge.

## **2.4 Theme 4 – Planning for the Workforce of the Future and being the Employer of Choice**

### **2.4.1 Outcomes – What we plan(ned) to achieve**

*Our workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working*

#### **Actions – The key areas we will focus on:**

- Build on our Investors in People Standard, raising the profile of East Herts as an employer of choice
- Adopting innovative ways of recruiting new talent
- Developing our approach to talent management
- Creating employment and training opportunities for people in the community by exploring graduate and training schemes and developing apprenticeships
- Ensuring effective workforce and succession planning processes and policies are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees
- Ensuring skills and abilities are identified to meet the needs of services for the future and that they are incorporated into learning and development plans
- Encouraging and supporting employees to work flexibly to support the business need
- Providing and developing employee engagement opportunities for improving service delivery and organisation performance, celebrating our successes – Here to Help programme

### **2.4.2 Key Achievements Made**

- Initiatives to become an employer of choice such as updating the job advert template to include more focus on the benefits of working for the council, increased

presence on social media, e.g. LinkedIn, MyRewards staff discounts programme introduced, launch of wellbeing programme and staff recognition scheme.

- Explored different ways of filling difficult to recruit posts such as inviting CVs only for the first sift and making golden hello payments in Planning. The HR team have also negotiated job advertising credits to ensure coverage over the main online job boards with value for money being achieved.
- HR Officers have been working with service managers regarding Personal Development Plans for employees exceeding expectations in their PDR. This group have been identified as the council's 'talent pool' and are being developed to aid succession planning.
- The development of the apprenticeship programme.
- Being part of the NGDP programme - have retained graduate from NGDP in a career graded role. Sandwich year placements are offered in Planning. The council takes part in the work experience programme run by Youth Connexions.
- Re-skilling existing staff by funding qualifications allowing them to reskill for hard to recruit posts (e.g. Environmental Health).
- Various acting up and honorarium opportunities to help employees develop ready for the next level in their career.
- Wide range of flexible working options available- flexi-time scheme, part-time working, compressed hours, home working, mobile working. Better IT infrastructure has meant that ad hoc home working is much more accessible for employees.
- The staff recognition scheme was launched which celebrates employee successes.

## **2.5 Theme 5 – Promoting Positive Performance**

### **2.5.1 Outcomes – What we plan(ned) to achieve**

*Our managers will have the skills, abilities and confidence to*



*manage and promote the expected standard of performance.*

**Actions – The key areas we will focus on:**

- Implementing a new HR and Payroll system, to provide accurate, easily accessible management information and launch self-service to support the work of our services
- Developing and refining the current suite of management information measures to ensure they add value and evaluate outcomes
- Providing regular, accurate monthly management information on a service by service basis
- Develop staff forum group to support employee engagement
- Assisting managers to identify above and below target levels and improve poor levels of performance
- Ensuring our communications are clear, consistent and two way so that employees are engaged in what we do
- Ensuring our policies and processes are constructed fairly and applied consistently
- Enhanced Engagement with our trade union and employee forums

**2.5.2 Key Achievements Made**

- New HR system has been implemented and self-service launched for employees and managers through MyView.
- Managers have access to reporting tools through MyView for sickness, annual leave and flexi leave.
- HR Officers hold quarterly 1-1s with service managers to discuss HR issues in their service areas.
- The staff forum was set up and terms of reference were created. Items discussed include lessons learnt, staff successes and barriers.
- HR support managers with performance management cases and effectively utilise the probation procedure.
- Communications with staff include quarterly staff briefings, weekly Connect email, monthly Team Update e-

magazine, 1-1s, team meetings and LT feedback meetings.

- Policies have been developed in line with legislation and best practice. Training has been delivered to managers to ensure a consistent message. HR monitor and review.
- More informal engagement with Unison.

## **2.6 Theme 6 – Promoting Equality, Diversity, Health and Wellbeing**

### **2.6.1 Outcomes – What we plan(ned) to achieve**

*We will enhance our work with community partners to promote equality, diversity, health and wellbeing; and ensure our employees, customers and partners are treated fairly and with respect at all times.*

#### **Actions – The key areas we will focus on:**

- Working with the Employee Equality Forum to ensure we promote equality and diversity in our processes
- Delivering our Equality and Diversity outcomes
- Gathering and using employee information to promote equality of opportunity
- Promoting equality of opportunity and diversity in employment and training
- Actively promoting and encouraging healthy lifestyles and wellbeing programmes for the workforce, supporting the Health and Wellbeing workplan.
- Working in partnership with Health and Safety to support the commitment, achievement and evaluation of the Corporate Health and Safety plan.

### **2.6.2 Key Achievements Made**

- The council has achieved Disability Confident status.
- Equality and diversity training is part of the mandatory training programme.
- Equality Impact Assessments are completed for policies and projects, e.g. restructures.

- The equalities report is completed annually and published on the council's website. This includes workforce data on ethnic group, gender, disability and age, religion and sexual orientation. Equalities data is also reported each quarter to HR Committee.
- Wellbeing programme has been promoted and delivered, e.g. lunchtime health walks, flu jabs, NHS health checks.
- New EAP including face to face counselling.

### 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'**.

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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 - 20 NOVEMBER 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCES MANAGEMENT STATISTICS: QUARTER 2 (JULY  
TO SEPTEMBER 2019)

WARD(S) AFFECTED:        *None*

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## **Purpose/Summary of Report**

Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 2 (July – September 2019).

<b><u>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</u></b>	
<b>That:</b>	
<b>(A)</b>	<b>the HR Management Statistics for Quarter 2 (July to September 2019) be noted.</b>

## **Background**

This report outlines the current performance against the annual Human Resources (HR) HR targets as approved by the HR Committee.

The report is now being sent to the Leadership Team for review prior to it being submitted to HR Committee. HR and the Leadership Team have identified a number of ways of developing the report further which is evidenced in the report.

## Report

### 1. Vacancy Data and Recruitment

1.1 Table 1 below shows the vacancy position across the council as at 30 September 2019.

**Table 1 – Progress with vacancies**

	<b>Number of posts</b>
Posts actively being recruited to	17
Posts on hold	11
Other	5
<b>TOTAL</b>	<b>33</b>

1.2 Posts being actively recruited to include those that are currently being advertised, at shortlisting or interview stages, pending pre-employment checks, or applicants have received an unconditional offer and have not yet started at the council.

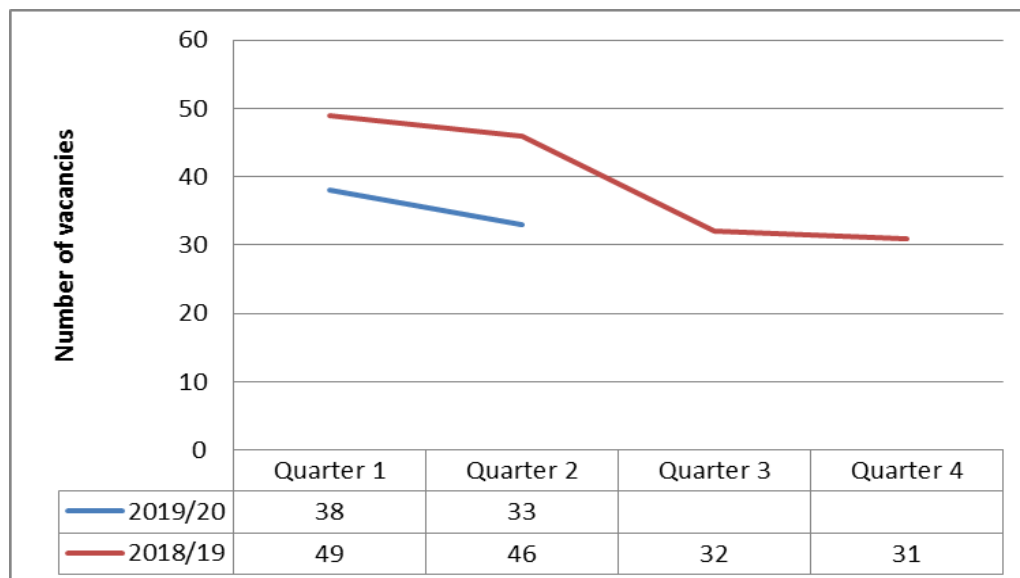
1.3 Eleven posts were on hold. Five of these are difficult-to-recruit-to-posts: three are Principal Planning Officer posts and two are solicitor posts. The Principal Planning Officers posts are being temporarily covered by agency staff. For the Solicitor posts, one offer was made but it didn't follow through to completion and the council is exploring with other councils whether the service could be offered via them. The remaining six posts that were on hold were due to e.g. posts moving to the single customer services team or potentially for digital East Herts savings.

1.4 Five posts were vacant due to 'other' reasons (e.g. posts being offered up towards salary savings target).

1.5 Figure 1 shows that vacancies have fallen since Quarter 1 and are significantly lower compared to the same period last year.



**Figure 1 – Number of overall vacancies**



- 1.6 During Quarter 2 there were twenty-two recruitment campaigns. Thirteen posts (55%) were successfully filled (one on the second attempt), five (23%) were unsuccessful, and the remaining four posts are still live (three were out to advert at the time of writing the report and one was at the interview stage). Of the five that were unsuccessful, two posts were difficult-to-fill solicitor posts (covered in paragraph 1.3 above), and for the remaining three the recruiting managers are considering the next steps.
- 1.7 Particularly successful recruitment campaigns during Quarter 2 include the Service Manager (Community Wellbeing and Partnerships) in Housing and Health where thirty-five applications were received, eleven applicants were interviewed, three candidates were assessed as appointable and one appointment was made. The Communications Manager post received thirty-six applications, eleven applicants were interviewed and one appointment made. Pre-employment checks are currently being undertaken for the two successful candidates.
- 1.8 HR is currently working on refreshing the job advert template to ensure that the council is promoted as an employer of choice. Changes to the advert have included highlighting the council's

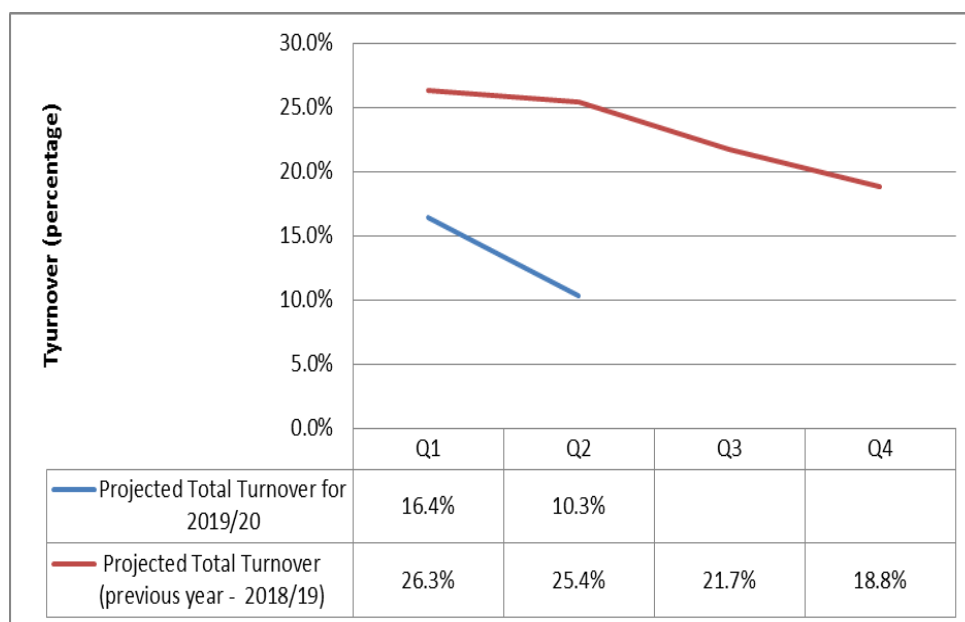
values and behaviours, promoting our wellbeing programme and other engagement initiatives (e.g. staff recognition scheme), highlighting the council's commitment to supporting development and promoting the council's friendly and supportive working culture.

## 2. Employee Turnover

2.1 Figure 2 below shows that, based on the number of leavers in Quarter 1 (12 leavers) and Quarter 2 (5 leavers), projected annual turnover for 2019/20 is estimated to be 10.3% which is considerably lower than for the same period last year (25.4% in Quarter 2 in 2018/19) and lower than the local government average (12.9% for 2016/17 which is the latest data available)\*.

Quarter	Number of leavers
Quarter 1	12
Quarter 2	5

**Figure 2 - Projected Turnover for 2019/20**



2.2 The reduced turnover is pleasing to note. The improved grading structure implemented from 1 April 2019 and the ongoing work to retain employees appears to be having a

positive impact. Due to the size and structure of East Herts there will always be turnover as employees seek progression based on the development achieved at the council but clearly the current levels are positive.

- 2.3 A decision was made at HR Committee in July 2019 to abolish the council's target as a comparator and to use benchmarking data instead (local government average).

*\* There are plans for the Local Government Association (LGA) to provide more up to date quarterly data and we hope to be able to use this as benchmarking data for this report going forward once it becomes available.*

### **3. Sickness Absence**

#### **Overall absence**

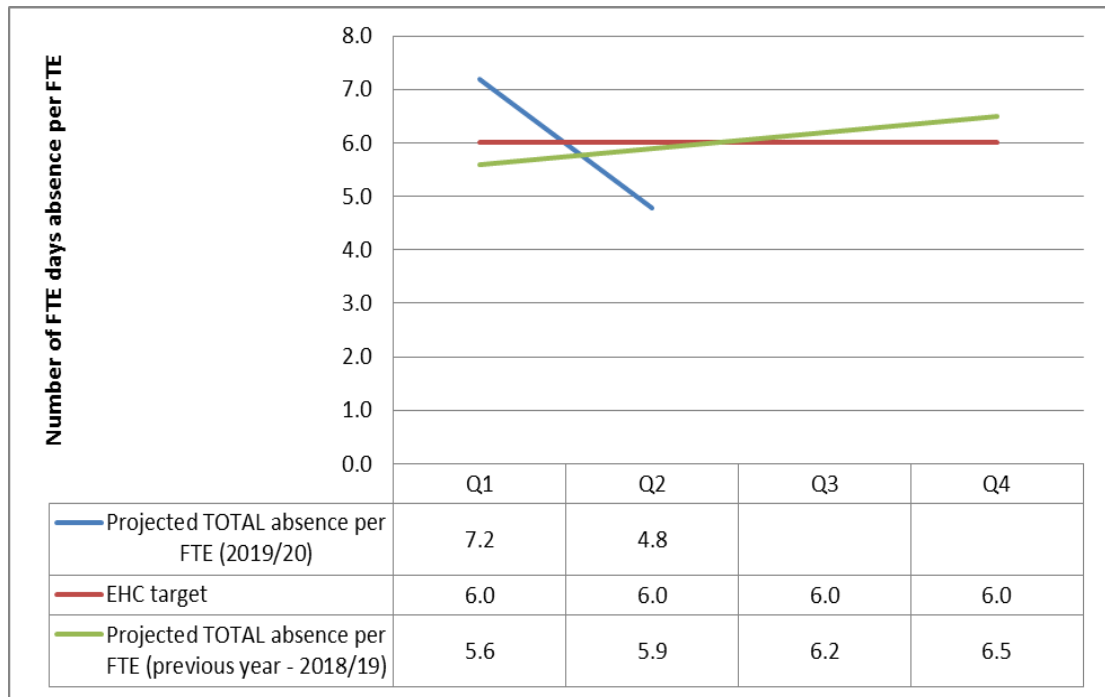
#### **Quarter 2 overall absence data**

- 3.1 In Quarter 2, the total number of sickness days taken was 279.66 full time equivalent (FTE) days. Of these, 148.74 FTE days (53%) were due to short term sickness and 130.92 FTE days (47%) were due to long term sickness. The percentage of time lost due to short term sickness is 0.8% and the percentage of time lost due to long term sickness is 0.7% which equates to an overall percentage lost time rate of 1.5%.

#### **Projected overall absence for 2019/20**

- 3.2 Figure 3 below shows that based on absence data in Quarters 1 and 2, projected overall absence for the annual period of 2019/20 is estimated to be 4.8 days per FTE) which is below the council's overall annual target of 6 days and lower than the same period last year (5.9 days).

**Figure 3 – Projected OVERALL absence for 2019/20**



**Short term absence**

3.3 Absences of less than four weeks are considered to be short term sickness absence.

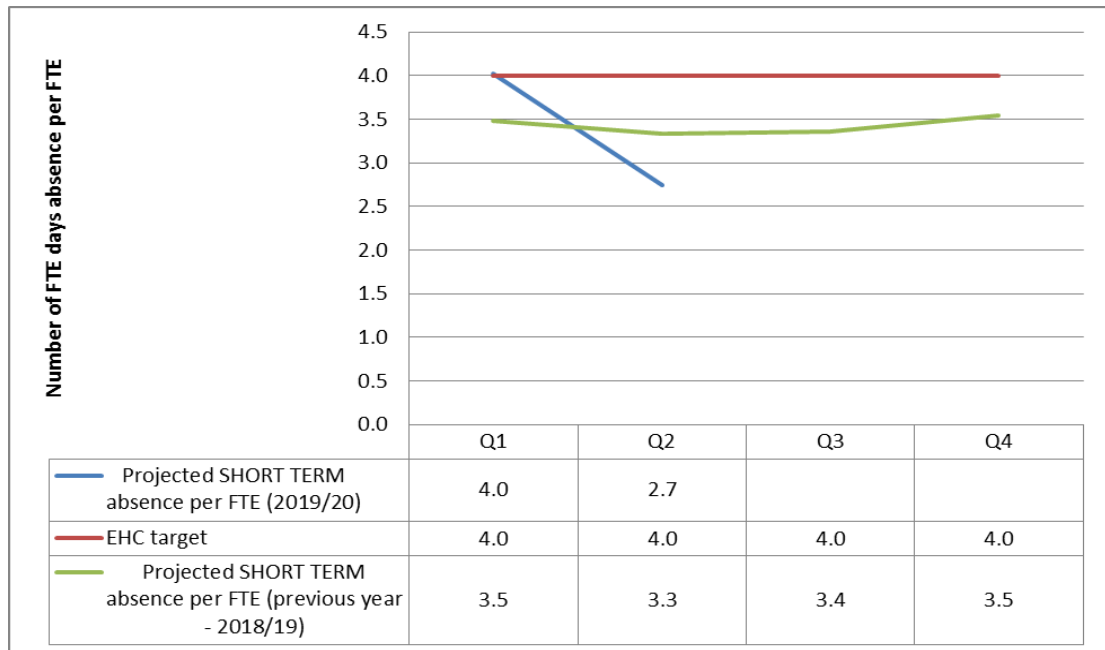
**Quarter 2 short term absence data**

3.4 52 employees (18% of the total headcount) had short term sickness absence during Quarter 2 totalling 148.74 FTE days. This represents a percentage lost time rate of 0.8% due to short term absence in Quarter 2.

**Projected short term absence for 2019/20**

3.5 Figure 4 below shows that, based on absence data in Quarters 1 and 2, projected short term absence for the annual period of 2019/20 is estimated to be 2.7 days per FTE which is below the council’s short term target of 4 days and lower than the same period last year (3.3 days).

**Figure 4 – Projected SHORT TERM absence for 2019/20**



**Long Term absence**

3.6 Absences in excess of 4 weeks/28 consecutive calendar days are considered to be long term sickness absence.

**Quarter 2 long term absence data**

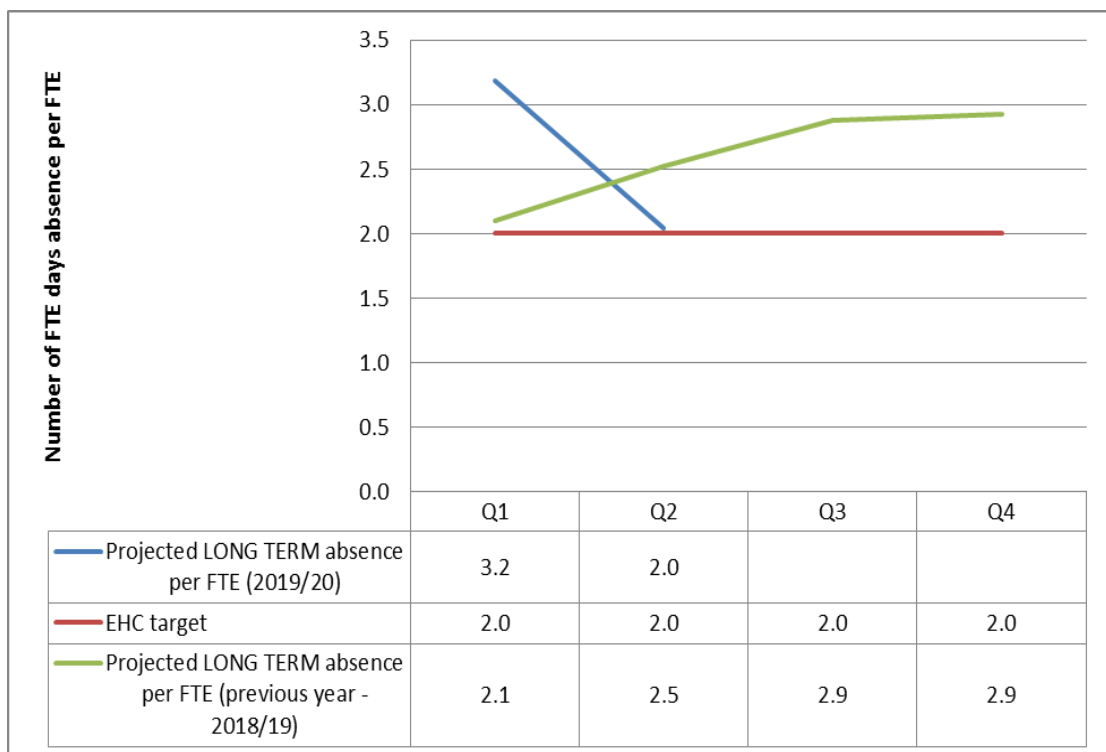
3.7 Six employees (2.1% of the total headcount) had long term sickness absence during Quarter 2 totalling 130.92 FTE days. This represents a percentage lost time rate of 0.7% due to long term absence.

3.8 All six employees who had long term absence in Quarter 2 have been offered support through the employee assistance programme and through referrals to Occupational Health. The reasons for long term absence were for mental health issues and stress (both personal and work related). Absences have now ended for all 6 employees.

## Projected LONG TERM absence for 2019/20

- 3.9 Figure 5 below shows that, based on absence data in Quarters 1 and 2, projected long term absence for the annual period of 2019/20 is estimated to be 2 days per FTE which is the same as the council's long term target of 2 days and lower than the same period last year (2.5 days).

**Figure 5 – Projected LONG TERM absence for 2019/20**



## 4. Work-related accidents

- 4.1 Work related accident data will no longer be included in the HR Management Statistics report. It will be detailed separately in the Health and Safety report which is also considered by HR Committee.

## 5. Learning and Development

5.1 During Quarters 1 and 2, 28 learning and development events were held and there were 252 participants.

<b>Event/Course</b>	<b>No of participants</b>	<b>Type/number of sessions held</b>
Procurement	10	1
First Aid at work refresher	4	1
Safeguarding	84	5
Corporate Induction	12	3
E Car Training	27	4
Attending meetings and networking	5	1
My View Sickness	6	1
Dementia Friend	7	1
Difficult conversations	4	1
Recruitment	7	1
HR Court Training	17	1
First Aid at Work	9	1
Hertfordshire County Council (Introduction to Personal Financial Planning)	10	2
Hertfordshire County Council (Retirement - Half Day)	8	1
Dealing with violence and aggression	42	4
<b>Total</b>	<b>252</b>	<b>28</b>

## 6. Performance Management

6.1 Data for the completion of Performance Development Reviews (PDRs) in 2019/20 will be reported on at the end of the PDR year – i.e. at HRC in August 2020.

## 7. Equalities Monitoring Indicators

7.1 The table below shows a summary of equalities data for employees as at 30 September 2019.

	<b>Target</b>	<b>EHC Percentage</b>
<b>Disability</b>		
Leadership Team with a disability	5%	0.0%
Employees with a disability	5%	3.0%
<b>Ethnicity</b>		
Leadership Team members from BAME groups	4.5%	20.0%
Employees from BAME groups	4.5%	8.2%
<b>Gender</b>		
Leadership Team members who are female	51%	60.0%
Employees who are female	51%	72.9%
<b>Full Time/Part Time</b>		
Employees who are part time	27%	37.2%
Employees who are part time and female	21%	32.9%
Employees who are part time and male	6%	4.3%

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

## 8.0 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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**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 DISTRICT COUNCIL

### HUMAN RESOURCES COMMITTEE - 20 NOVEMBER 2019

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

#### HR & PAYROLL TEAM UPDATE REPORT

WARD(S) AFFECTED:        *None*

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

Members are invited to note the Human Resources (HR) and Payroll Team Update Report.

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

#### **1.0    Background**

This report provides an update on what the HR and Payroll team have been working on during Quarter 2 (July to September). The Health and Safety (H&S) update is now contained in the separate Health and Safety Review along with H&S statistics.

#### **2.0    Report - Payroll Service (including HR and Payroll system development)**

2.1    Payroll continues to deliver its primary mission of ensuring all Staff, Councillors and Contractors on Payroll are paid accurately and on a timely basis.

- 2.2 Payroll have been reviewing processes between HR and Payroll to gain smarter automation through developing the system (Resourcelink) to be more effective and produce smarter reports. A review of current reports has been undertaken internally and the Head of HR and OD, the Payroll Manager and the HR Trainee Officer (who is the team's key System Developer/Administrator) are meeting with other local Councils (Three Rivers, Watford and Stevenage) who use the same HR and Payroll system to share best practice and assist the development both in terms of payroll and HR.
- 2.3 The self-service portal of the system called MyView has now been developed for Member use so that they will be able to access payslips and claim expenses electronically. The roll out of this which will include member training from the HR Trainee Officer has been delayed by Democratic Services who are recruiting a replacement Democratic Services Officer (DSO) now that the current postholder has been successful in securing the Scrutiny Officer role. Expense claims will continue to be checked by DSOs and authorised by the Democratic Services Manager but going forward this will be completed through the system with authorised entries going directly into the core payroll system. IT are ensuring that Members are part of 'Active Directory' which will allow the same logon credentials to be used to access MyView. Once the new DSO is recruited (the advert closes on 4 November) the roll out should begin in January 2020.
- 2.4 During quarter 2, Payroll have processed and closed down a further specific payroll to support the Standon Neighbourhood Planning Referendum.
- 2.5 Payroll have processed P45's and sent to all those who are on the Election Payroll following payments this year so far (Local, European and Referendum) to comply with HMRC legislation. Payroll have also submitted pension re-enrolment and re-declaration to the pension regulator for all election payrolls which have been closed down as required after each specific payroll.

2.6 Payroll have been assisting with providing the evidence required from payroll as part of the annual statement of accounts external audit.

### **3.0 Learning and Development**

3.1 Please see the HR Quarterly Management Statistics Report for details around recent learning and development events that have been held. As detailed in the report, a range of events have been delivered. There were 252 employees participating in 28 learning and development opportunities during the period 1 April and 30 September 2019.

3.2 In September, 'Dealing with Violence and Aggression' sessions were delivered in partnership with Stevenage Borough Council. The sessions have been very well received and therefore further dates will be arranged. Colleagues from Bishops Stortford Town Council also attended the sessions and are interested in attending future training opportunities delivered by East Herts.

3.3 Over the last 12 months staff have been attending 'Mid-Career and Preparing for Retirement' courses run by Hertfordshire County Council. Due to the numbers of staff interested in these events East Herts council will be running its own programme from January 2020.

3.4 The learning and development programme for September to December has been circulated to all staff advertising 17 training opportunities. The e-learning programme is currently being reviewed and updated so the mandatory training is refreshed and meaningful for staff to complete. A number of the e-learning modules will also be rolled out to Members on an annual basis, including the H&S refresher, as agreed with the Executive.

- 3.5 The Human Resources Officer responsible for learning and development has met with all members of the Leadership Team to talk through the learning and development programme, capturing their service and corporate requirements to ensure the programme reflects the Council's specific learning and development needs. The Human Resources Officer has also met with the Chief Executive to commence the review of the corporate induction programme. The exercise will include a review of the content, the involvement of key officers and the messages that need to be delivered.
- 3.6 The Human Resources Officer continues to work with our internal partners to support the learning and development opportunities being run directly by the services including the dementia friend's programme, safeguarding training, democratic awareness, career development etc.

## **4.0 Human Resources Update**

### **4.1 Structure of HR**

- 4.1.1 Following on from the Structure update provided by the Head of HR and OD to the previous HR Committee, there has been some further adjustment agreed to HR officer hours following a flexible working request. The HR Officer with additional corporate responsibilities for Learning and Development and Health and Safety has increased their hours from 22.5 hours 25.5 hours per week. The previously full-time HR Officer has requested to reduce from a 37 hours full-time work pattern to 32 hours over 4 days which has been agreed. This does mean that HR Officer hours are down by 2 hours in total but it has been determined that this can be accommodated and will contribute to the overall saving targets required for next year.

### **4.2 HR Policy Review**

- 4.2.1 The HR Policy review has been delayed as the Chief Executive



wants a level of engagement to be undertaken to analyse our current culture and where it should be developed and how HR policies and procedure support the desired culture. This will then inform the East Herts Together – One Team Fit for the Future transformation programme and new 4 year HR and OD strategy as set out in the OD Strategy Report provided to this HR Committee.

- 4.2.2 The chair of HR Committee has had discussions with the Head of HR and OD and the Leader to determine how best to support policy development and approval alongside Local Joint Panel (LJP). The recent changes made for policies to be approved by LJP and then to be considered for approval by HR Committee are not desirable as they have added a second layer to this process, as well as duplicating work between the two committees which could potentially result in an amended policy going back and forth between committees. The Head of HR and OD is reviewing this and it is currently proposed to return to LJP being the only approving member and union committee. HR Committee members will still be able to contribute to policy review through policy updates being sent to HR committee members for comment at the same time as being sent to LJP. The Head of HR and OD will then provide feedback to LJP on any comments received from HR Committee members to allow LJP to incorporate these as part of the review/approval process.

### **4.3 Casework**

- 4.3.1 Support has been provided by HR on a number of cases in terms of probation, absence, grievance and conduct cases.

### **4.4 Flu Jabs**

- 4.4.1 We have purchased a number of vouchers from Boots to offer to those employees who wish to receive a flu jab this year. These are being offered at no cost to employees. The vouchers have been emailed to interested employees who can then make an appointment with their local participating Boots

pharmacy (online or in-store). They must use the vouchers by 31 December 2019.

## **4.5 Wellbeing Sessions**

4.5.1 Free wellbeing taster sessions were offered to employees recently as part of the Council's wellbeing offer e.g. Reiki and Reflexology. These sessions were delivered by local providers and proved to be very popular with positive feedback received. We were unable to get further free sessions however we have managed to negotiate discounted rates for staff for Reiki sessions initially to make sessions as affordable as possible. We have also sought feedback in terms of demand for other therapeutic sessions. Depending on the success of these and the demand established we will explore whether we can do this for other wellbeing sessions/therapeutic experiences.

## **4.6 HR and Payroll System Development**

4.6.1 The HR Trainee Officer has begun further developing the HR and Payroll system in line with their new role which provides approximately 2 days per week to maintain and develop the system. Unfortunately the provider, who are now called Zellis, have been poor in terms of support/customer service and despite only having the system for a couple of years we now have our 5<sup>th</sup> account manager.

4.6.2 The approach we are adopting for developing the system is for the HR Trainee Officer to work with other councils especially Stevenage (whom East Herts purchased the system with) rather than drawing in the provider on a high cost basis to develop the system to make it more effective both in terms of processes and reports by implementing best practice from other users.

4.6.3 As covered in the payroll section above, work has begun to improve reports for both payroll and HR (involving the HR Officers and Payroll Manager) as well as developing MyView

for Member use which will make Member payroll processes more automated/efficient. Work has also been undertaken to build a Dependency/Carer leave allowance of up to 5 days within a rolling 12 months in line with policy. This has been built in the test system (the allowance is pro-rata for part time staff) and ensures both pro-rating and that when the limit is reached unpaid leave must be taken. The allowance is now being built in live and will be implemented fully with managers in due course.

#### **4.7 Recruitment Adverts**

5.7.1 The template recruitment advert has been re-drafted and implemented to better sell the benefits of working for the council. The main areas that were added were the council's wellbeing programme, e-cars, explaining our staff values, and support/recognition available to staff.

#### **4.8 Hertford Town Council HR support**

4.8.1 The HR team have continued to provide significant HR support to Hertford Town Council in recent months. This has been a combination of case work support and support of a restructure during this period. The team have been providing a pay-as-you-go HR service to the town council since November 2016.

#### **4.9 Recruitment Agency Review**

4.9.1 The Head of HR and OD with the support of the HR Trainee Officer have undertaken a review of Recruitment Agency terms and conditions across the council. East Herts Council does not currently have a council-wide managed services agreement for temporary and permanent agency resources. Instead services engage with agencies of their choice, meaning that the full East Herts council (EHC) buying power is not utilised. More significantly, sector frameworks which have been created to ensure more buying power across the sector are not

accessed/utilised. The spend with individual agencies can easily exceed £5,000 and therefore should be on the EHC contracts register and subject to full procurement requirements dependent on annual/ongoing spend.

- 4.9.2 The research has demonstrated that EHC is paying an average mark up on temporary staff of 30% and up to 40% on permanent fees without any reduction when a temp is converted to permanent. It is also worth noting that agency workers working for the council are able to apply for both internal and external advertised roles and their application cannot be refused due to the fees that may then be incurred. The standard terms for agencies also require a full 13.8% charge for employer National Insurance (NI) which is not accurate due to the Lower Earning Limits not requiring an NI charge. The real NI charge ranges from around 6.7% to 12.8% meaning agency fees/earnings are increased by placing an inaccurate full 13.8% NI charge. The framework identified ensure charges are accurate for NI.
- 4.9.3 When carrying out the research with recruiting managers over their current agency relationships, no single agency was highlighted as being essential to maintain. EHC spent 1.2 million on agency costs last year (2018/19). This is comprised of all costs i.e. payments to the worker and the agency. By moving to a framework EHC should be able to halve agency charges and fees from an average of 30% to an average of 15% which could therefore represent a saving of £180,000 based on a spend of 1.2 million with 30% of that being charges/fees to the agency.
- 4.9.4 A paper on how to improve this and make use of procurement frameworks which have much more favourable terms and ensure greater value for money has been written and then considered by the Leadership Team. Leadership Team have agreed to move agency staff procurement to the ESPO MSTAR3 Vendor Neutral Framework to ensure both procurement compliance and value for money in terms of

agency fees.. The Head of HR and OD has been tasked with choosing a suitable Vendor Neutral supplier (with procurement team support on the tendering process) based on price and the range and suitability of agencies contained within that Vendor's supply chain. The contract will be set up to cover the next four years with the ability to cease after 2 years if desired. HR will then support the organisation to implement, ensuring services and service managers are trained and empowered to use the framework and vendor neutral model. It is expected, subject to procurement team support, that a vendor will be selected and implemented in January 2020.

#### **4.10 Gender Pay Gap Report**

The Gender Pay Gap Report for 2019 is currently being produced and will be reported to HR Committee in February 2020.

#### **5.0 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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**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 - 20 NOVEMBER 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

ANNUAL EQUALITIES REPORT 2018/19

WARD(S) AFFECTED:        *None*

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## **Purpose/Summary of Report**

- To outline the results of the Annual Equalities Report 2018/19

<b>RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE</b>	
<b>That:</b>	
<b>(A)</b>	<b>the annual equalities report 2018/19 be noted</b>
<b>(B)</b>	<b>the recommendations set out in the 2019/20 action plan be approved</b>

## **1.0 Background**

- 1.1 Human Resources produce an annual equalities report which provides a detailed analysis of the council's workforce and external applicants applying for jobs, by the protected characteristics of the Equality Act 2010.
- 1.2 The Equality Act protects people from discrimination on the basis of protected characteristics, which include age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, sexual orientation, and marriage and civil partnership.

1.3 Public sector bodies with more than 150 employees are required to publish data on equality in their workforces annually.

## 2.0 **Report**

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

## 3.0 **Implications/Consultations**

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

### Background Papers

None

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**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 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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Essential Reference Paper "B"


# Annual Equalities Report

2018/19



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# Introduction

This report provides a detailed analysis of the council's workforce and external applicants applying for jobs, by the protected characteristics of the Equality Act 2010.

The Equality Act (2010) consolidated the legislation for groups protected by previous equalities legislation. Everyone has the right to be treated fairly and the Equality Act protects people from discrimination on the basis of protected characteristics.

The Act sets out the following protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership.

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

The council is committed to complying with the Equality Act across all its services and continues to increase awareness and understanding through its policies, training and staff groups.

This report provides a detailed analysis of the available monitoring data for 2018/19.

It covers six areas:

- Employee Profile
- Recruitment
- Performance Management
- Discipline and Grievance
- Training
- Leavers

This year the report also includes information on 'Our Communities'. This section of the report gives a picture of the make-up of our community and looks back at the ways we have supported and celebrated equality and diversity over the past year.

# Executive Summary

## Employee Profile

The council's employee profile as at the end of March 2019 is broadly reflective of the profile of the working population in East Hertfordshire and the East of England in terms of ethnic origin, religion and belief, disability and sexual orientation.

The areas where the employee profile is not reflective are sex and age. The council has a considerably higher percentage of females than males (73%:27%) compared to the working population of East Hertfordshire (51%:49%), however this is common in the public sector and is further impacted at East Herts by many of the more traditionally male areas of work such as refuse and grounds maintenance being contracted out.

The council has a considerably higher proportion of employees aged between 50 and 64 compared to East Herts residents. The size and structure of the council means that there are a limited number of entry level posts meaning that the majority of posts require experience and are likely to be filled by older individuals who have the required experience. The council has introduced more apprenticeships and trainee posts which require less experience and support staff developing in the role to both increase the younger age profile and provide succession planning but these posts can also be filled by career changers. The council also has a significant number of long serving employees which also impacts on the workforce age profile. The percentage of employees under the age of 20 has actually decreased slightly since last year (1.1% to 0.9%) in part because employees in apprenticeships and trainee posts have aged whilst in post. The figure is still lower than East Herts residents in this age group (6.2%) however it must be noted that it is compulsory to remain in full time education or training until the age of 18. The percentage of employees in the 20-29 age range has risen since last year (7.2%) to 9.7% but remains slightly lower than the percentage of East Herts residents in this age group (13.3%).

## Recruitment

The report shows that in 2018/19 the council was successful in attracting a diverse range of external applicants in terms of most of the protected characteristics. The council was particularly successful in attracting applicants from the 20-29 age group,



from Black, Asian and Minority Ethnic (BAME) groups and applicants who are lesbian, gay or bisexual, when compared with the overall East Herts population.

At the shortlisting stage, the percentage of males and females being shortlisted for interview closely reflects the percentage of applicants and the male to female ratio at the council overall. Applicants from the 20-29 and 30-39 age groups were slightly less successful than the other age groups. In 2017/18 there was a concern regarding the percentage of applicants from BAME groups being shortlisted for interview being much lower compared to white applicants. This gap has noticeably reduced since last year which is positive and reflects previous years and does not therefore indicate an ongoing concern.

At the interview stage, the number of male and female applicants appointed closely reflects the percentage of applicants and the male to female ratio at the council overall. The number of applicants from BAME groups being appointed has increased from 4% last year to 5% compared to white applicants (6%). Applicants in the 20-29 and 30-39 age groups were slightly less successful at interview.

## **Performance Management, Discipline & Grievance and Training**

Employees graded as 'Exceeding Expectations' were generally reflective of the employee profile with a couple of exceptions but due to the small numbers these are not of statistical significance. Employees in other categories were not analysed either because there are no performance issues (i.e. they are 'Meeting Expectations') or due to the small numbers it was not possible to analyse the data in relation to protected characteristics.

Due to the small number of disciplinary and grievance cases (7 - from a workforce of 329) any analysis will be limited and not statistically significant. The 7 cases do not demonstrate any pattern in terms of specific protected characteristics. It is also worth noting that none of the 3 grievances related to a protected characteristic complaint.

We are satisfied that training and development is provided on a fair and equal basis across the council and allows all employees to take advantage of the opportunities.

## Leavers

The report found that there were no concerns with regard to leavers in terms of ethnic origin, religion and belief, disability and sexual orientation.

There was however a disproportionate percentage of male leavers (36%) when compared to the percentage of male employees (27%) although it has reduced since last year (38%). HR have reviewed exit questionnaires which has not indicated any gender related points, it is worth noting that when splitting voluntary leavers from involuntary leavers (i.e. staff where the council has ended their employment rather than the employee resigning), the percentage of men increase to 55% and this has therefore had an impact in the overall percentage of male leavers. It is also worth noting that the council in part has more female employees due to the flexible working arrangements offered and whilst this can also benefit men it does tend to mean female employees stay longer whereas men in predominately full-time roles are more able to move on to similar full-time roles in various sectors. There were also a disproportionate percentage of leavers aged 30-39 (27%) when compared to the percentage of employees in this age group overall (16%).

## Action plan

All 14 actions in the 17/18 action plan have either been progressed or rolled forward into the 18/19 action plan.

## Achievements against 2017/18 action plan

Action	Progress
<b>Employee Profile</b>	
To complete the Gender Pay Gap report in 2019.	The Council's Gender Pay Gap report for 2018 was published in January 2019.
<b>Recruitment</b>	
<p>To continue to explore initiatives to attract more applicants in the under 20 age group to apply for jobs at the council.</p> <p>For example, increase the council's digital presence on social media such as LinkedIn and improve the recruitment pages on the website to help attract younger people to apply for jobs at the council.</p>	We are now in the fourth year of our apprenticeship scheme which continues to be very successful, with many of our apprentices staying at the council in new roles.
Review introducing 'name-blind' recruitment (where names are removed during the shortlisting process to avoid sex and ethnicity bias).	This has not been progressed due to limitations of the current online recruitment system. This may be revisited if the recruitment module of the HR system is implemented.
Include a guidance document on bias when sending managers job applications.	This has been drafted and is currently with Design to then be rolled out to all recruitment panels.
Educate employees about stereotypes and unconscious bias.	This is now included in the recruitment and selection training and it continues to be a requirement for at least one member of a panel to be appropriately trained. This is being further supported by a guide which is re-sent to every panel member before any selection process is commenced.
To complete actions from the Gender Pay Gap report 2018 to help reduce sex bias in recruitment.	The actions from the Gender Pay Gap Report 2018 are either completed or ongoing.
To continue to collect data on sexual orientation at the	This data has been collected over period and analysis of this

recruitment stage during 2018/19 to ensure this can be fully reported on next year.	is included in this 18/19 report.
To ensure that the new HR and Payroll System can capture equalities data during the recruitment process.	We have not implemented the recruitment module of the HR system yet due to difficulties with the provider and whether the module will continue to be supported delaying by the provider. This data has continued to be collected from applications manually although it should be noted that some candidate do not provide data or choose not to specify e.g. in relation to Sexual Orientation or Religion.
To reconsider placing job adverts on disability websites to attract disabled people to apply for jobs at the council.	HR considered this action, identifying suitable sites, but determined that costs involved would not provide sufficient value. Discussion has been held with online recruitment specialists who have provided research that general job boards and search engines mean that disabled people are more likely to be recruited through these methods rather than targeting a disability focused recruitment website provided the adverts welcome applications from all.  The council is also part of the Disability Confident scheme and this is stated to the candidates.
<b>Performance Management</b>	
HR to continue to undertake spot checks on PDR documentation to ensure that they are of good quality and provide sufficient evidence to justify the rating given.	This is an ongoing task and has taken place for the 2018/19 PDRs, any quality concerns have been actioned but it should be noted that generally forms are in line with expectations.
<b>Disciplinarys and Grievances</b>	
Continue to monitor equalities data for all disciplinarys and grievances.	This data has been collected and is contained within this report.
<b>Training</b>	

<p>Continue to work on developing a 'talent pool' of employees graded as 'exceptional performance' and 'exceeding expectations'. Work closely with service managers to ensure that these employees have tailored development plans to aid their personal career progression and succession planning within the council.</p>	<p>HR Officers have been working with service managers through quarterly 1-1 meetings to ensure that employees identified as exceeding expectations or above have effective and appropriate personal development plans in place and are given development and opportunities/projects to support their progression. In house development has included bitesize sessions on difficult conversations, carrying out PDRs, project management, partnering and networking and these have been encouraged to appropriate staff as well as existing line managers.</p>
<p><b>Leavers</b></p>	
<p>Maintain a robust process for chasing exit questionnaires to ensure exit data for all leavers is captured.</p>	<p>Exit questionnaires are chased if not received by HR within a defined timeframe. The percentage of exit questionnaires returned has increased this year from 42% to 66%.</p>
<p>Review the content of the exit questionnaire to ensure it is capturing the required data.</p>	<p>This was completed but will be looked at again by the recently appointed Head of HR &amp; OD in line with his review of all HR practice to support a revised Organisational Development strategy.</p>

# Employee profile

## Introduction

This section provides information on employees employed by the council as at 31 March 2019. Casual employees, agency workers and contractors are not included. The total number of employees employed by the council as at 31 March 2019 was a headcount of 329. This has decreased from 348 in the previous year.

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

- Sex
- Ethnic origin
- Age
- Religion or Belief
- Disability status
- Sexual orientation

Although marital status data is recorded this is not currently reportable from the system. This will be investigated and added to the 2019/20 report if possible.

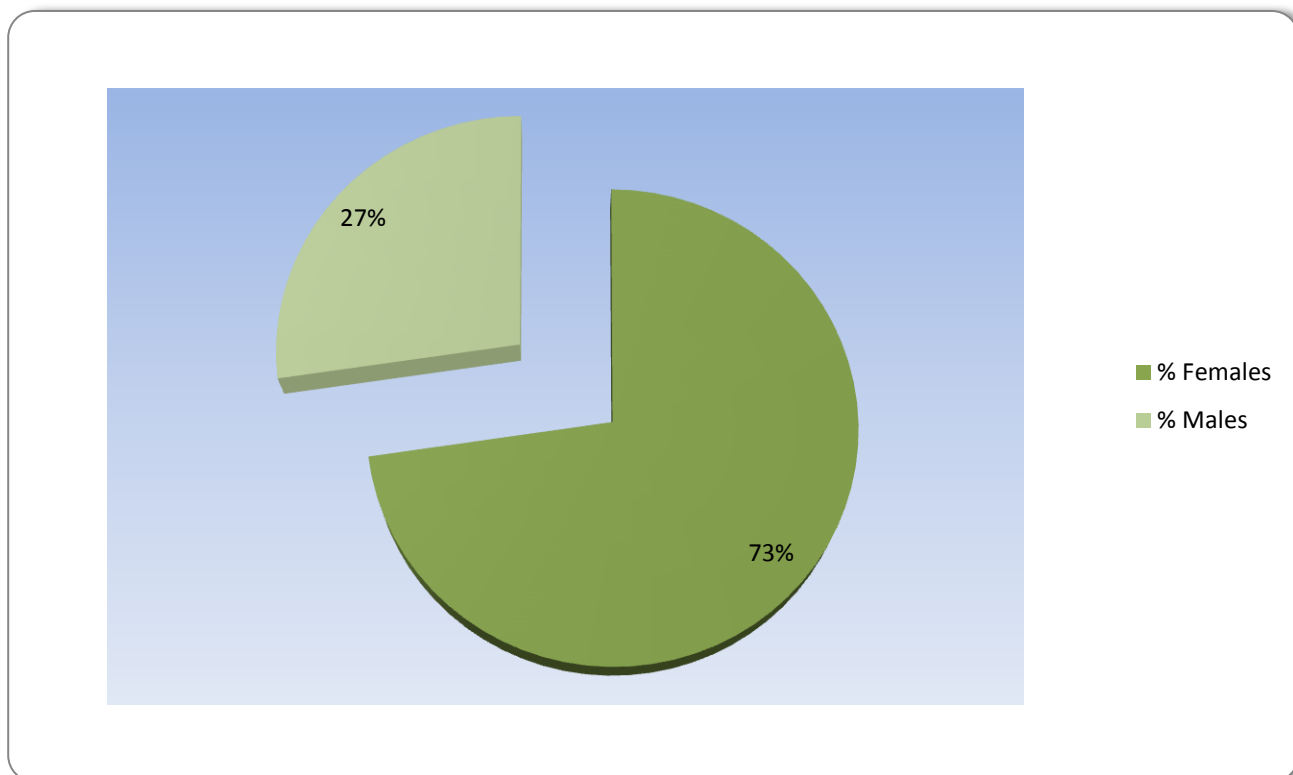
Pregnancy is not a permanent characteristic but a state in time. 3 employees took maternity leave in 2018/19 and it should be noted that no concerns have been raised regarding this protected characteristic.

Although the HR system has capacity for employees to indicate if they are transgender the new starter forms do not request this and instead the council has focused on the current gender and not the past in line with our recruitment forms. It is worth noting there have never been any complaints in this area. The council does employ staff who have changed gender without any complaints being made and HR are going to develop guidance on supporting employees who are changing gender so that best practice is available to both staff and managers where required.

Various comparison data has been used to understand how the employee profile of the council compares to the wider context in which it operates and to identify whether there are any areas of concern which the council needs to take action on.

Where possible, comparisons have been made at the most local level (i.e. with East Herts residents) and using the most recent data available. However where this data has been unavailable at this level, comparisons have been made with East of England residents. Most of the comparison data has been taken from either the Nomis or Office for National Statistics (ONS) websites.

## Sex

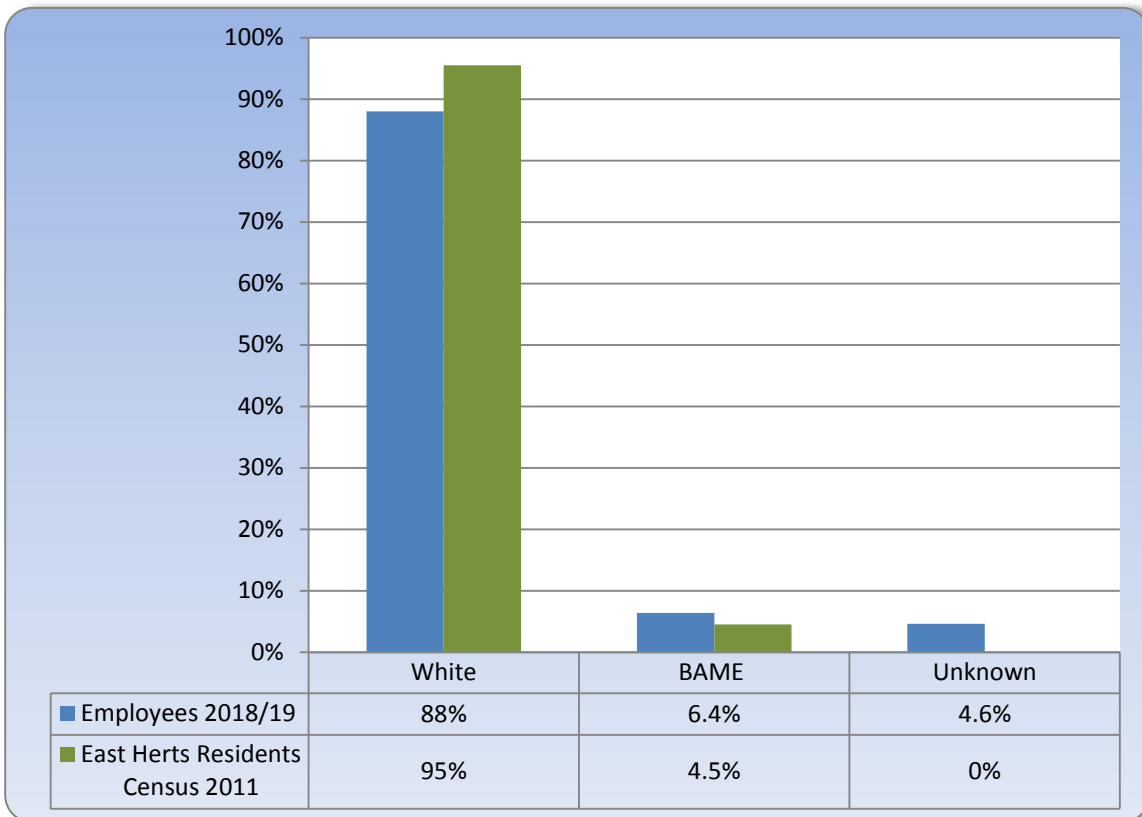


**Figure 1.0 Employee profile by sex**

Figure 1.0 shows the sex profile of employees at the council. The profile does not closely reflect that of the East Herts working population. The council has a considerably lower percentage of male employees (27%) compared to the overall male working population in East Herts (49%) (Nomis Official Labour Market Statistics (East Herts residents 2018)).

However, a high female to male workforce ratio is common in public sector with 68% being female and 32% being male (ONS: Public sector employment by gender (2015)). In addition, the council has contracted out many of the more male dominated areas of work such as refuse and grounds maintenance which has affected the male to female ratio further.

## Ethnic origin



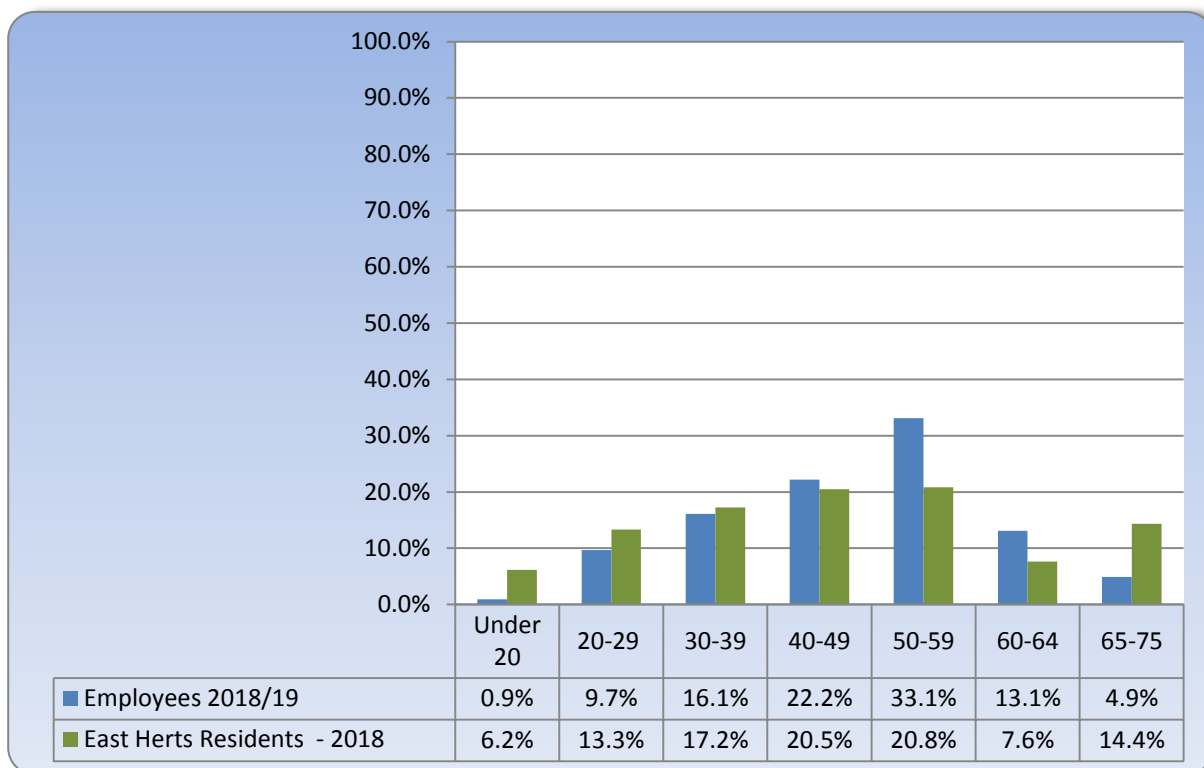
**Figure 2.0 Employee profile by ethnic origin**

Source: ONS Census 2011 - Ethnic Group by Measures

Figure 2.0 shows that the ethnic origin of employees is reflective of East Herts residents. The total percentage of BAME employees has increased over the last 3 years and noticeably so in 2018/19 (4.2% in 2016/17, 4.6% in 2017/18 and 6.4% in 2018/19) and is higher than the BAME residents in East Herts (4.5%). It is positive to see that the council is attracting a wider diversity of staff in terms of ethnicity.



## Age



**Figure 3.0 Employee profile by age**

Source: Nomis Official Labour Market Statistics – Population Estimates in East Herts (2018)

*Note: The percentages shown for East Herts residents are the percentage of 16-75 year olds, not the total population.*

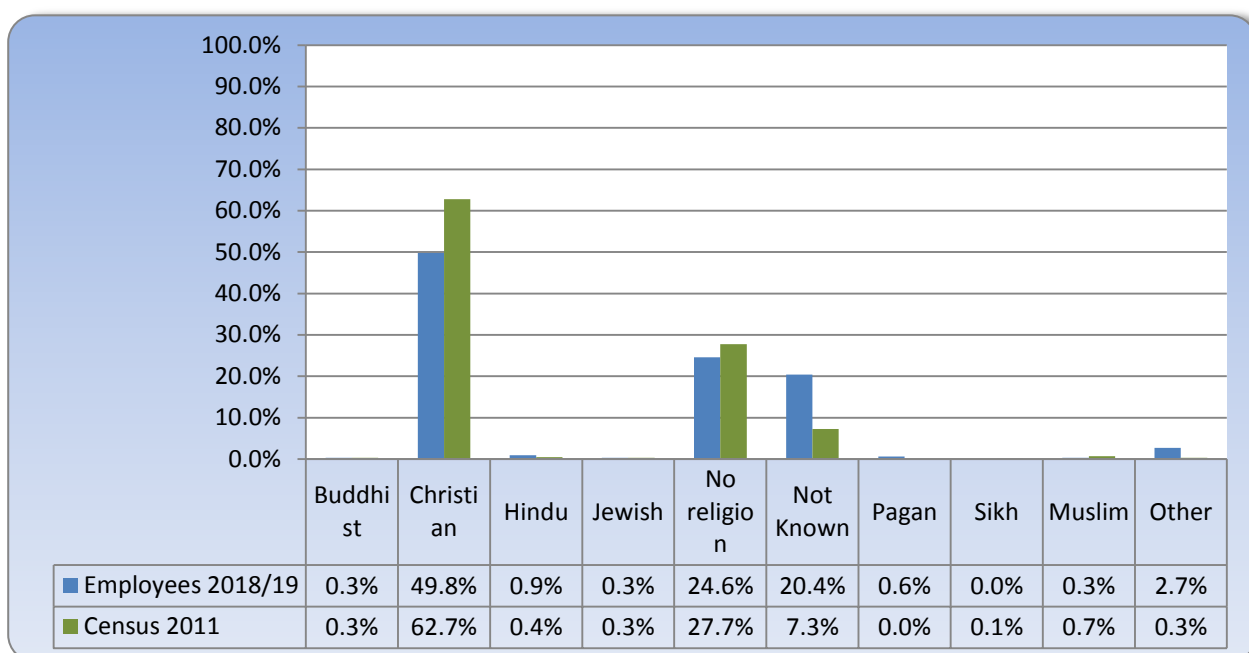
Figure 3.0 shows that the council has a considerably higher proportion of employees aged between 50 and 64 compared to East Herts residents. 46.2% of employees are in the 50-59 and 60-64 age groups compared to 28.4% of East Herts residents in these age groups. The size and structure of the council means that there are a limited number of entry level posts meaning that the majority of posts require experience and are likely to be filled by older individuals who have the required experience. The council has introduced more apprenticeships and trainee posts which require less experience and support staff developing in the role to both increase the younger age profile and provide succession planning but these posts can also be filled by career changers. The council also has a significant number of long serving employees which also impacts on the workforce age profile.

The percentage of employees under the age of 20 has decreased slightly since last year from 1.1% (4 employees) to 0.9% (3 employees). This is partly due to retaining some of our apprentices and they have turned 20 in the time they have been with us

and also recently recruited apprentices have been over the age of 20 in part because they have been Level 3 apprentices rather than Level 2. The percentage of employees under the age of 20 is lower than East Herts residents in this age group (4.5%) however this is likely to be due to it being compulsory to remain in full time education or training until the age of 18. The percentage of employees in the 20-29 age range has increased from 7.2% in 2017/18 to 9.7% in 2018/19 but is still lower than the percentage of East Herts residents in this age group (13.3%). This is likely to be due to many of the posts at the council being experience based, as mentioned above.

Although there are differences in the age profile of the workforce to that of the East Herts residents there are no significant concerns or evidence of discrimination or bias.

## Religion and Belief

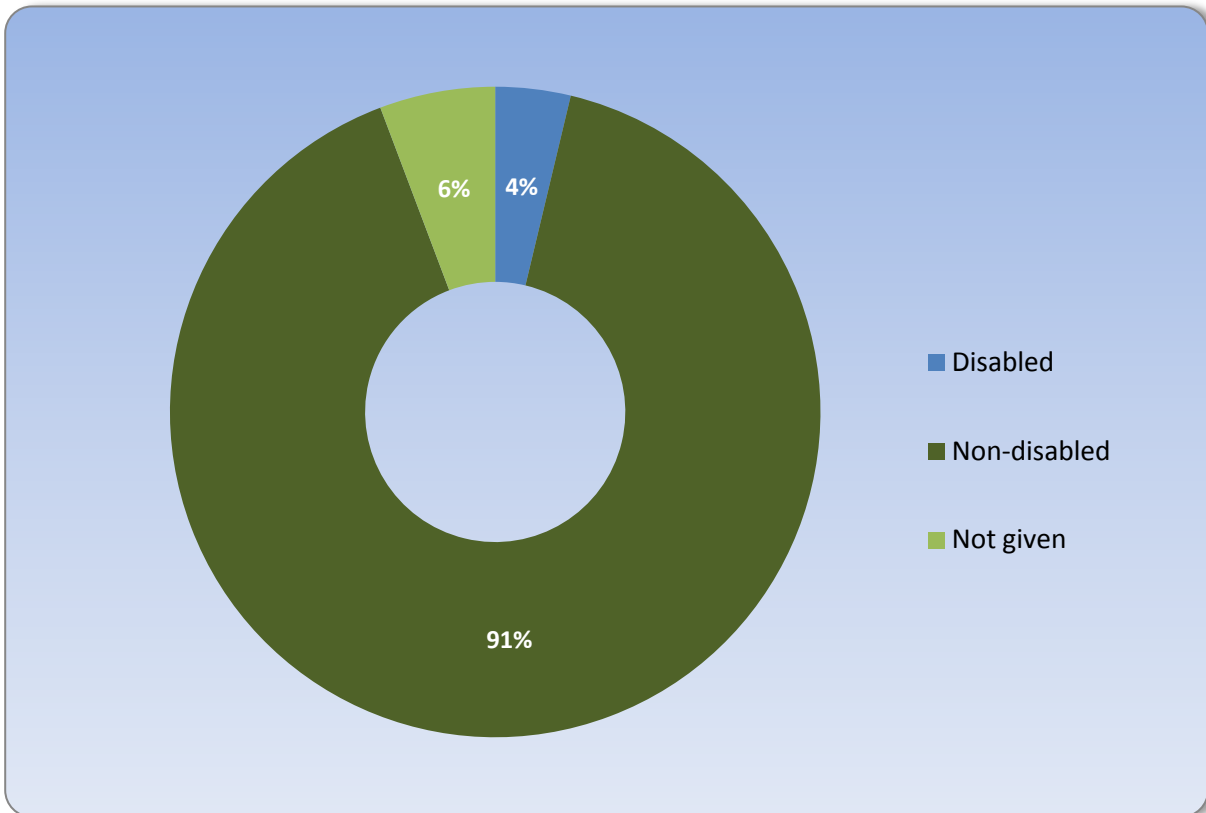


**Figure 4.0 Employee profile by religion and belief**

Source: ONS Census 2011 - Religion

Figure 4.0 shows that the religions and beliefs of employees are generally reflective of East Herts residents and therefore there are no concerns in this area.

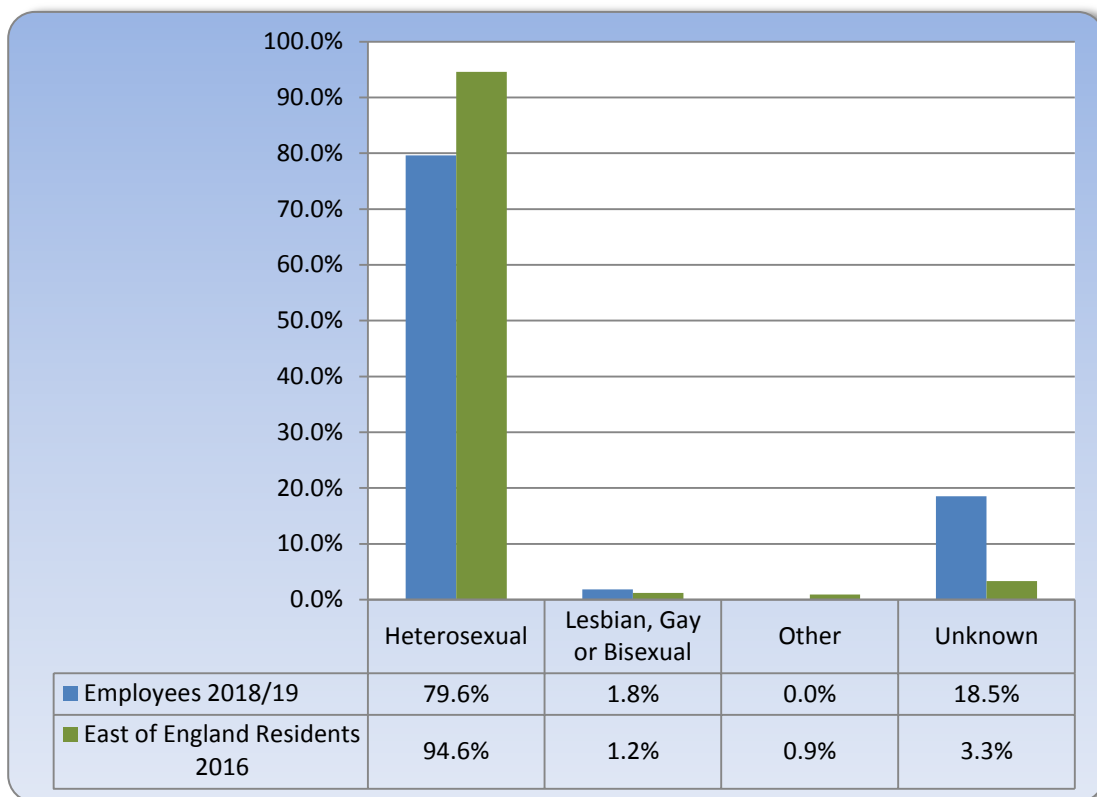
## Disability



**Figure 5.0 Employee profile by disability status**

Figure 5.0 shows that as at 31 March 2019, 4% of employees had a disability, which is the same as 2017/18. This is slightly lower than East Herts residents with a disability (5%) (ONS Census 2011 - Long Term Health Problem or Disability). It is worth noting however that the 2011 Census data was household based and in addition people with a long term health problem may be unfit to work.

## Sexual Orientation



**Figure 6.0 Employee profile by sexual orientation**

Source: ONS – Sexual Identity by Region (East of England) – 2018

Figure 6.0 shows that there are no concerns with regard to the council’s employee profile in terms of sexual orientation; in fact the council had a slightly higher percentage of lesbian, gay and bisexual employees (1.8%) compared to residents in the East of England (1.2%).

## Recruitment

### Introduction

This section provides information on external applicants who applied for jobs at the council between 1 April 2018 and 31 March 2019. Data has been collected at the application, shortlist and appointment stages. There were 80 external recruitment campaigns between 1 April 2018 and 31 March 2019. A total of 663 external applicants applied for jobs with the council.

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

- Sex
- Ethnic origin
- Age
- Disability status
- Sexual orientation

The council's position is that Transgender people should be respected as part of the gender they have chosen and therefore does not monitor separately in terms of their past gender or transition they have undertaken.

In terms of pregnancy and marital status these are not asked for at the recruitment stage. Regarding pregnancy, individuals may not wish to disclose this and by asking the wrong message maybe given to potential candidates and this also applies to a lesser extent to marital status (this is also a protected characteristic that can change and again could cause concern for candidate if asked based on previous discrimination in the employment market to newly married women re potential pregnancy/maternity in the future).

Although data is collected for religion or belief, this has not been reported on due to the low number of applicant reporting a religion other than Christian or not stated (4% in total across all other religions).

Due to the small numbers in each of the individual BAME groups, they have been combined and include:

- Mixed/Multiple Ethnic – includes White & Black Caribbean, White & Black African, White and Asian, Other mixed.
- Asian/Asian British – includes Indian, Pakistani, Bangladeshi, Chinese, Other Asian.
- Black/African/Caribbean/Black British – includes African, Caribbean, Other Black.
- Other – includes Arab, Any other ethnic group.

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

(Definitions of Ethnic Groups taken from the 2011 Census)

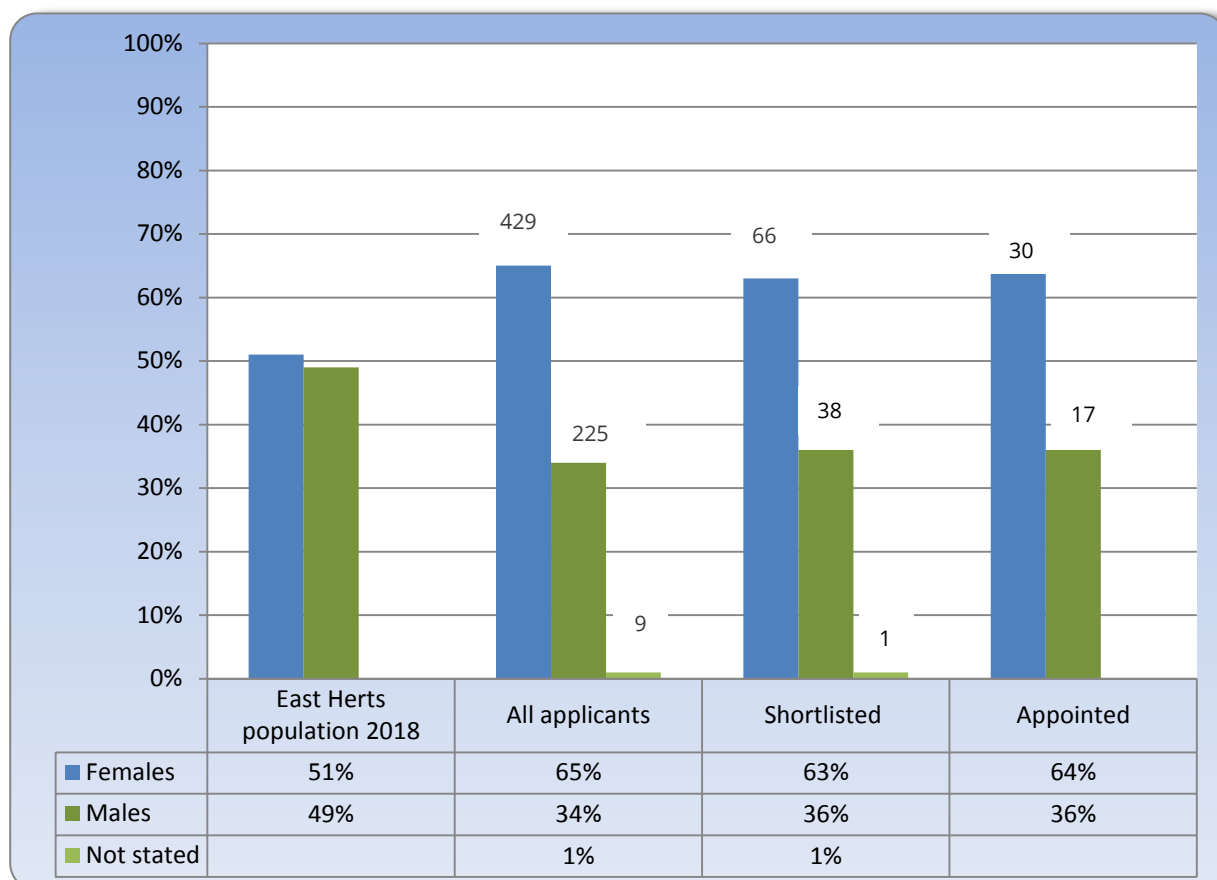
The data has been collected from the Equalities Monitoring Forms which are part of the application form and are detached before sending to managers.

Comparisons have been drawn to the profile of the working population of East Herts to understand whether the council has been successful in attracting a diverse range of applicants that are reflective of the local population.

The equalities data of applicants reaching the shortlisting and appointment stages has been compared to the data of all applicants to understand whether certain groups are being disadvantaged and at what stage of the recruitment process. At the application stage applicants will drop out of the process where they do not meet the required criteria and at this stage in the process the recruiting manager does not have any equalities information regarding the applicants. Therefore it is particularly important to note the shortlisting to appointment data as it is at this point that there is more opportunity for bias to occur once the recruiting manager has met the applicants.

It should be noted that the data for the shortlisting stage has been inconsistently provided by selection panels and therefore has a number of gaps in this stage. Some recruiting managers are not returning interview paperwork to HR and therefore for some positions we do not have the data on whom was shortlisted, only the successful candidate appointed. HR have recently addressed this and gained Leadership Team support to put back in place a requirement for shortlisting and interview paperwork to be returned before a conditional job offer is made. This is also addressed at the actions section at the end of this report.

## Sex



**Figure 7.0 Applicant profile by sex compared to the population of East Herts**

Source: Nomis Official Labour Market Statistics (East Herts residents aged 16-64 (2018))

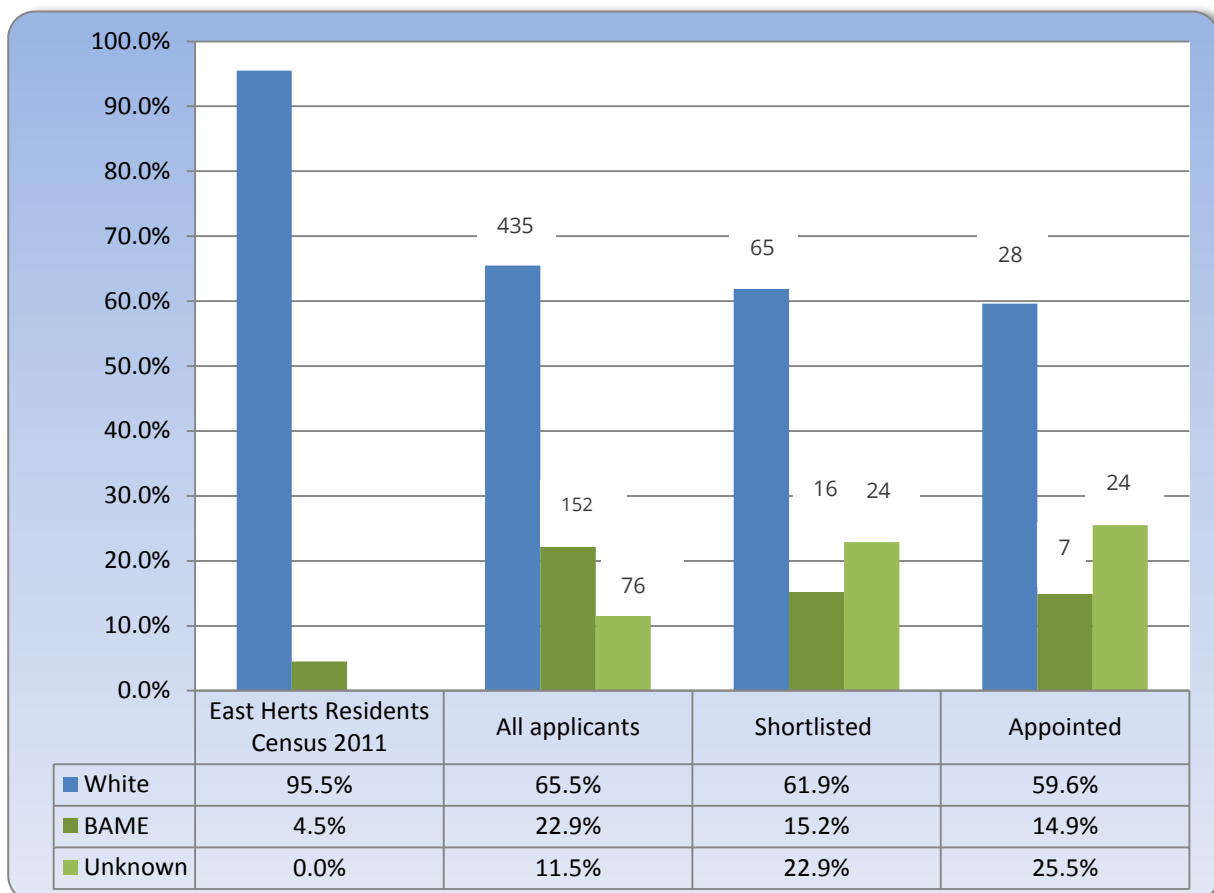
Figure 7.0 shows that in 2018/19 council attracted a higher proportion of female applicants than male applicants: 65% (429) of applicants were female and 34% (225) were male compared to the profile of the working population of East Herts (51% and 49% respectively).

This is a change from 2017/18 where 46% of applicants were female and 54% were male but is more in keeping with the council's overall profile (73% female to 27% male). It is however pleasing to note that the percentage of male applicants (34%) has remained higher than the male EHC profile of 27% and this continues and in fact increases slightly to 36% at the appointment stage.

Figure 7.0 also shows that of the 105 applicants shortlisted for interview, 66 (63%) were female and 38 (36%) were male. Figure 4.0 shows that of the 47 applicants appointed, 30 (64%) were female and 17 (36%) were male.

The percentages of males and females at application, shortlist and appointment stage are all closely aligned and therefore there is no indication of bias.

## Ethnic origin



**Figure 8.0 Applicant profile by ethnic origin compared to the population of East Herts**

Source: ONS Census 2011 - Ethnic Group by Measures

Figure 8.0 shows that in 2018/19 the council attracted applicants from a diverse range of ethnic origins reflective of those of East Herts residents; 152 applicants (22.9%) were from BAME groups which is significantly higher than the percentage of East Herts residents in these groups (4.5%). This is also significantly higher than 2017/18 where 13.2% applicants were from BAME groups.



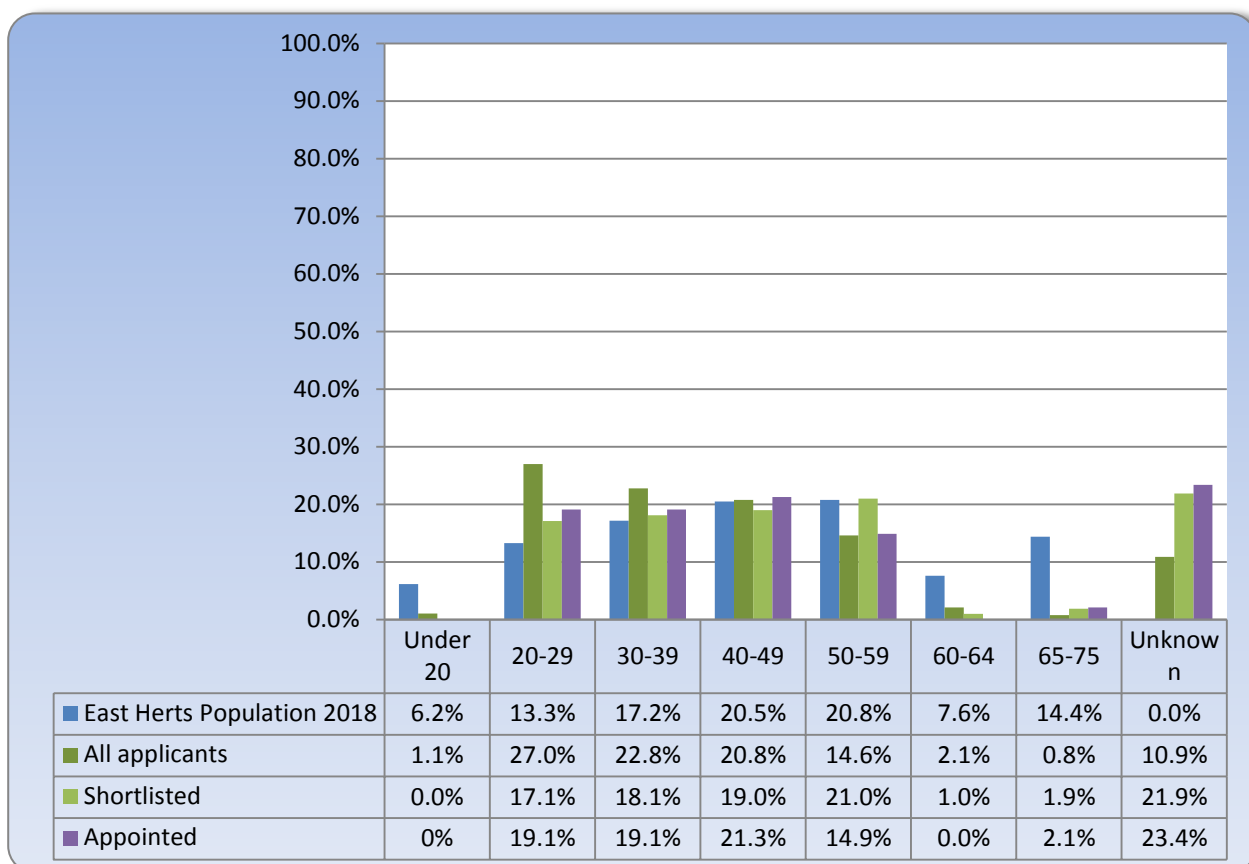
There is a close consistency in the percentages of applicants in the different ethnic groups at the application, shortlist and appointment stage. It is particularly pleasing to see that there is a close alignment in the percentages of applicants from BAME groups moving from the shortlisting to the appointment stage because it is at this stage that the applicant's ethnic origin can be identified and there is an opportunity for bias to occur.

Both white applicants and those from BAME groups see a reduction at the shortlisting stage, which is in part due to the number of unknowns.

In terms of progression within ethnic groups, in 2018/18 there was a concern regarding the percentage of applicants from BAME groups being shortlisted for interview (16%) compared to white applicants (26%). This year that gap has reduced by 4 percentage points; of the 152 applicants from BAME groups, 16 (11%) were shortlisted for interview and of the 435 white applicants, 65 (15%) were shortlisted for interview. Clearly with much smaller numbers of applicants from BAME groups, one individual can make a big difference to the percentages and this difference is not of statistical significance.

Of the 152 applicants from BAME groups, 7 (5%) were appointed compared to 28 of the 435 white applicants (6%). This gap between these percentages has reduced since 2017/18 where 4% of applicants from BAME groups were appointed compared to 11% of white applicants.

## Age



**Figure 9.0 Applicant profile by age compared to the working population of East Herts**

Source: Nomis Population estimates - local authority based by single year of age (2018).

*Note: The percentages shown for East Herts residents are the percentage of 16-75 year olds, not the total population. Numbers could not be added to this chart due to the size of the columns.*

Figure 9.0 shows that the council attracted applicants from a wide range of age groups reflective of those of East Herts residents.

The data suggests that younger applicants see the council as an attractive place to work. The percentage of applicants in the 20-29 age group (27%) is double that of East Herts residents in that age group (13.3%). The percentage of applicants under the age of 20 is low (1.1%) compared to East Herts residents in that age group (6.2%), however this is likely to be due to it being compulsory to remain full time education or training up to the age of 18. In addition, the council retained several apprentices this year and the entry level for recently recruited apprentices has been Level 3 rather than Level 2.

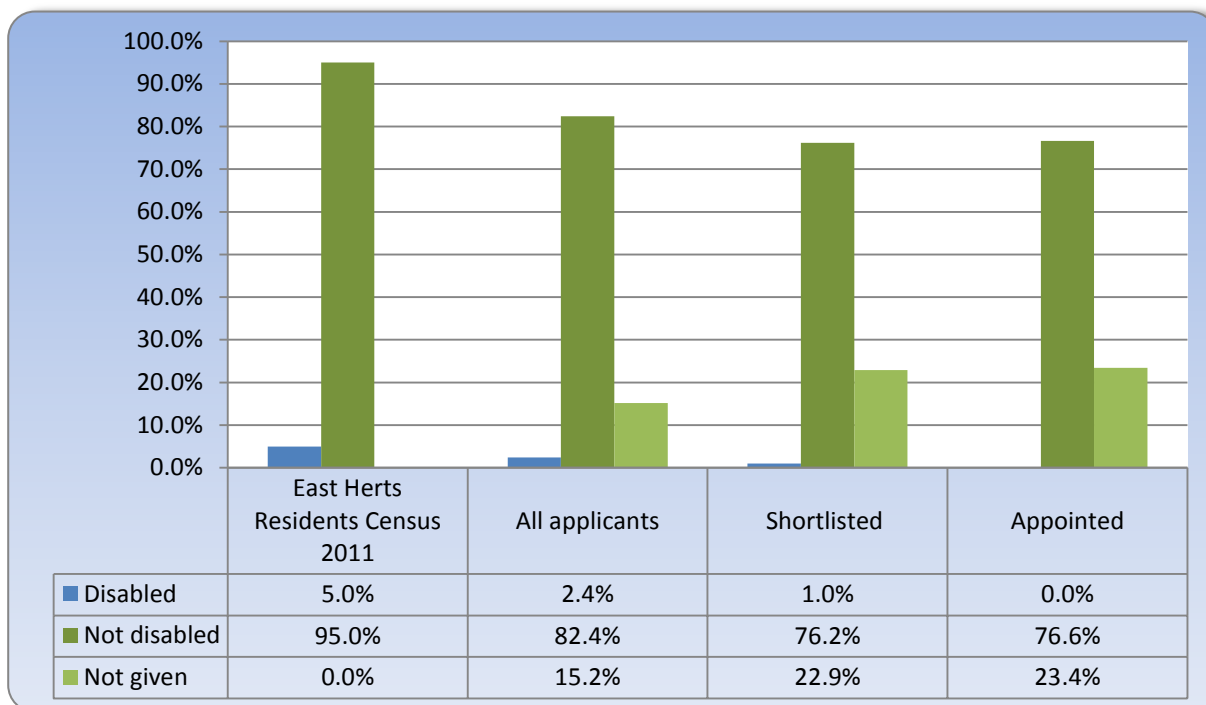
There were 5 applicants (0.8%) from the 65-75 age group which is less than the East Herts residents in that age group (14.4%) but this is likely to be due to most people taking retirement rather than looking for employment in this age group.

It is positive to see that there is close alignment in the percentages of applicants in the different age groups between the shortlisting and appointment stage with the exception of the 50-59 age group.

There is more variation at the shortlisting stage. There were 7 applicants under the age of 20 but none were shortlisted for interview, however due to the small numbers it is difficult to comment on the reasons for this although it is likely to be related to the level of experience required for the role. The percentage of applicants shortlisted in the 20-29 and 30-39 age groups were also slightly less successful at shortlisting stage than those in the older age groups.

Despite this variation at the shortlisting stage, there is consistency again between the application and appointment stages and there are no obvious areas for concern.

## Disability status

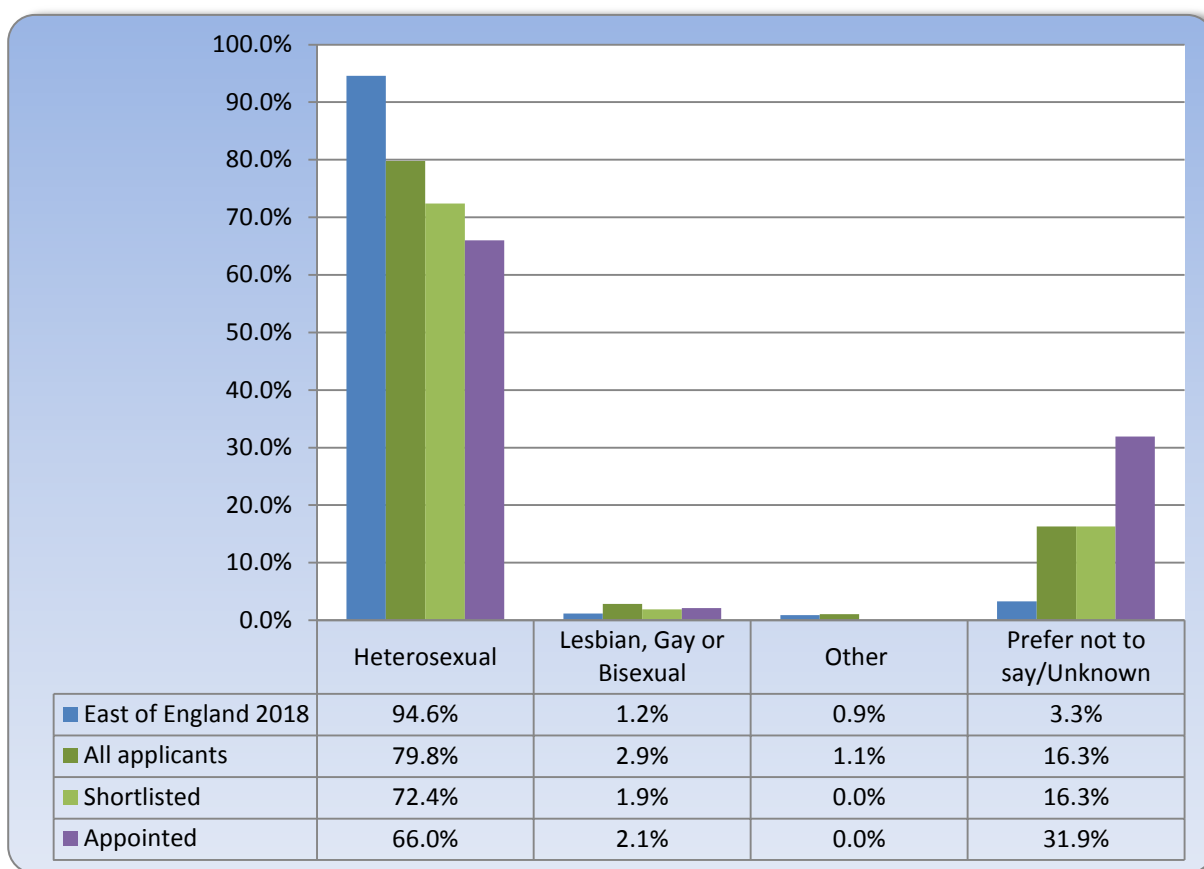


**Figure 10.0 Applicant profile by disability compared to the working population of East Herts (Disability status)**

Figure 10.0 shows that 2.4% of applicants had a disability in 2018/19 which is lower than East Herts residents with a disability (5%). This is not of particular concern as the figure for East Herts residents includes those with a long term health problem which may mean they are unfit to work. In addition, the disability status of almost a quarter of those at the shortlisting and appointment stage was unknown.

The council guarantees that applicants who have applied under the Disability Confident Scheme will be invited for an interview if they meet the minimum essential criteria for the role. In 2018/19, there were 16 applicants (2.4%) who stated that they have a disability. Of these, 1 met the essential criteria and was shortlisted for interview but they were not appointed. Whilst this is of some concern, due to the small numbers and the level of unknowns it is difficult to draw any significant conclusions. However it should be noted that no applicants raised any concerns regarding their disability status. The council will continue to encourage disabled applicants to apply for jobs at the council in job adverts and the HR team will be contacting Disability Advisors at the Jobcentre to make them aware of available jobs at the council and the council's commitment to interview disabled applicants who meet the essential criteria and to make reasonable adjustments where required. In next year's report the disabled status of appointed applicants will be checked on the HR system and included in the analysis to reduce the number of unknowns.

## Sexual orientation



**Figure 11.0 Applicant profile by sexual orientation compared to the East of England**

Source: ONS – Sexual Identity by Region (East of England) – 2018.

Figure 11.0 shows that 2.9% of applicants in 2018/19 were lesbian, gay or bisexual. It is pleasing to note that this is higher than the percentage for the East of England (1.2%).

Overall there is good consistency between the percentages at the application, shortlist and appointment stages. This is particularly positive given the high level of unknowns, although this is common as many applicants choose not to specify their sexual orientation.

# Performance Management

All employees have one annual Performance Development Review (PDR) completed between January and March with regular one to ones throughout the year. There are five PDR ratings:

- Exceptional Performance
- Exceeding Expectations
- Meeting Expectations
- Opportunity for Improvement
- Immediate Improvement Required

90% of PDRs for 2018/19 were completed. 58% of PDRs completed were graded as 'Meeting Expectations'. No further analysis has been made regarding employees in this category in terms of protected characteristics as they are performing their role effectively and this group tends to be representative of the overall employee profile.

Due to the small numbers of employees falling in 'Exceptional Performance' category (6 employees), 'Opportunity for Improvement' (6 employees) and 'Immediate improvement required' (0), no further analysis has been carried out in relation to protected characteristics.

84 (31%) of employees were graded as 'Exceeding Expectations'. Of these, 76% of were female and 24% were male. This is reflective of the employee profile (73% and 27% respectively) and therefore there are no concerns in this area.

Employees ranged across all of the age groups and numbers were reflective of the employee profile and therefore there are no concerns in this area.

1 employee (0.4%) in this category was from a BAME group which is less than the employee profile overall (6.4%) however it is worth noting that it was 3.6% last year and due to the small numbers one individual can make a significant impact on the statistics. This will be monitored to ensure that there is not an emerging pattern.

1 employee (0.4%) in this category was disabled which is less than the employee profile overall (4%) but this is from a potential group of 14 at the council in total. As noted above due to the small numbers one individual can make a significant impact on the statistics.

## Disciplinary and Grievance

There were 4 formal disciplinary cases and 3 formal grievances in 2018/19. Full details of protected characteristics are not provided due to the sensitivity of the data and the small number of cases. However it is possible to state that all 7 employees were white, 6 were male and 1 was female, and no employees stated they had a disability. Although 6 employees were male, 3 of these relate to grievances which were not upheld. Two of the grievances related to a service restructure. It is difficult to draw any meaningful conclusions but there is nothing to suggest that there is any bias or cause for concern.

## Training

The 2018/19 Learning and Development Programme offered a range of learning and development opportunities designed to meet corporate, service and individual needs. Development needs were identified both corporately and through individual PDRs. Development opportunities were delivered by facilitated events, workshops, job shadowing, mentoring, coaching, webinars and e-learning. All employees are trained in equality and diversity as part of the mandatory training programme.

Corporate training courses are advertised to all staff via an email bulletin. Access to the courses is subject to manager approval and places are offered on a first come first served basis. Requests for funded professional and vocational training are approved by Leadership Team. No requests for professional or vocational training were refused in 2018/19.

We are satisfied that training and development is provided on a fair and equal basis across the council and allows all employees to take advantage of the opportunities.

## Leavers

### Introduction

This section provides information on employees who have left the council (both voluntarily and involuntarily) between the period 1 April 2018 and 31 March 2019. The figures exclude casual employees who have left the council and those who are on a career break.

The total number of leavers during the period is 64. Of these, 53 left voluntarily and 11 left involuntarily. The involuntary leavers include those temporary contract had come to an end or dismissal e.g. as a result of compulsory redundancy or misconduct. Please refer to the Annual Turnover Report for 2018/19 (Human Resources Committee July 2019) for full details in terms of reasons for leaving, leavers by length of service, leavers by service area etc. This section looks at leavers in terms of equalities and protected characteristics but does not going in the same details as the Turnover Report.

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

- Sex
- Ethnic origin
- Age
- Religion or Belief
- Disability

Sexual orientation was not provided due to the small numbers of employees in some categories which may identify individuals. There are no concerns in this area.

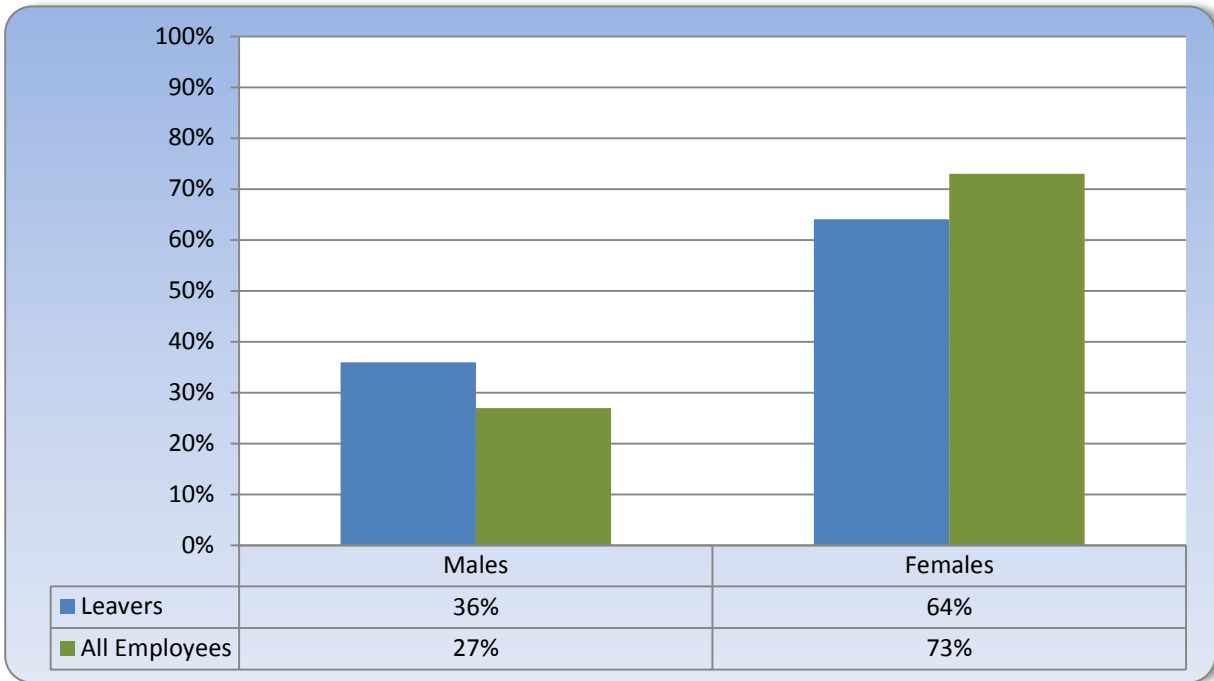
Although marital status data is recorded this is not currently reportable from the system. This will be investigated and added to the 2019/20 report if possible.

Pregnancy is not a permanent characteristic but a state in time. 3 employees took maternity leave in 2018/19 and it should be noted that no concerns have been raised regarding this protected characteristic.

Although the HR system has capacity for employees to indicate if they are transgender the new starter forms do not request this and instead the council has focused on the current gender and not the past.



# Sex

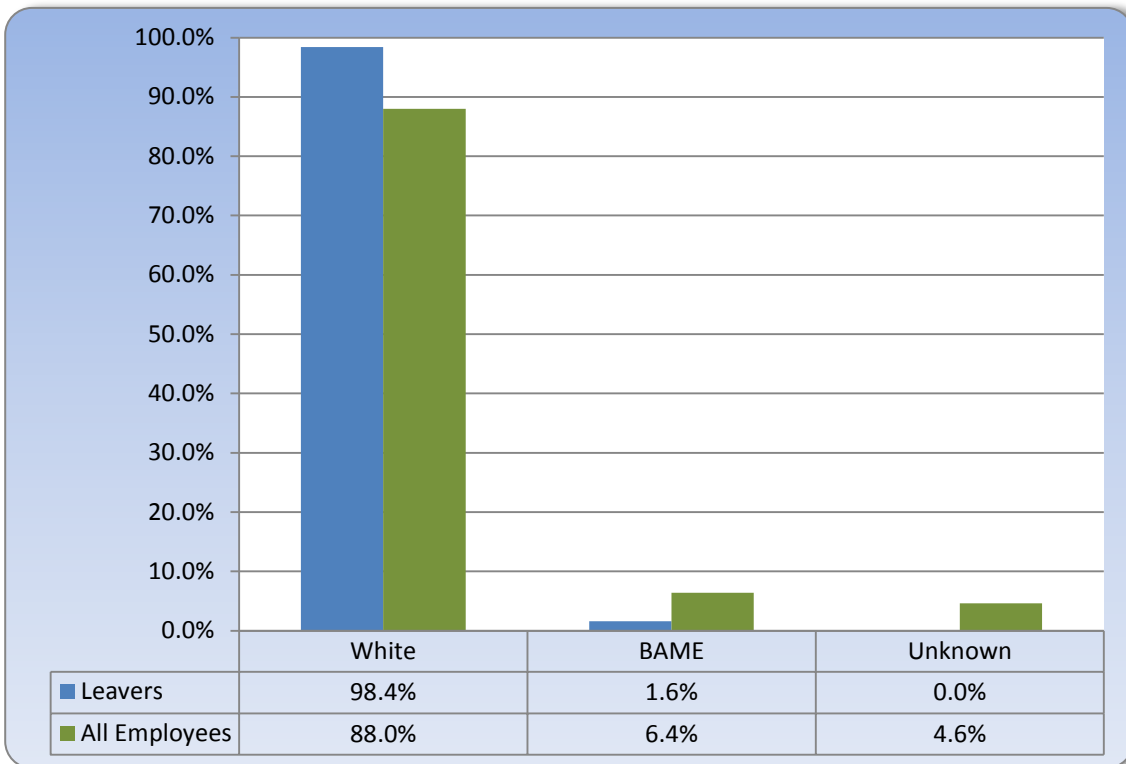


**Figure 12.0 Leavers by sex**

Figure 12.0 shows that there was a higher percentage of male leavers when compared to the percentage of male employees; 36% of leavers were male and 64% were female which is not reflective of all employees (27% and 73% respectively). However, the percentage of male leavers has reduced slightly since 2017/18, where 38% of leavers were male.

HR have reviewed exit questionnaires which has not indicated any gender related points, it is worth noting that when splitting voluntary leavers from involuntary leavers (i.e. staff where the council has ended their employment rather than the employee resigning), the percentage of men increase to 55% and this has therefore had an impact in the overall percentage of male leavers. It is also worth noting that the council in part has more female employees due to the flexible working arrangements offered and whilst this can also benefit men it does tend to mean female employees stay longer whereas men in predominately full-time roles are more able to move on to similar full-time roles in various sectors.

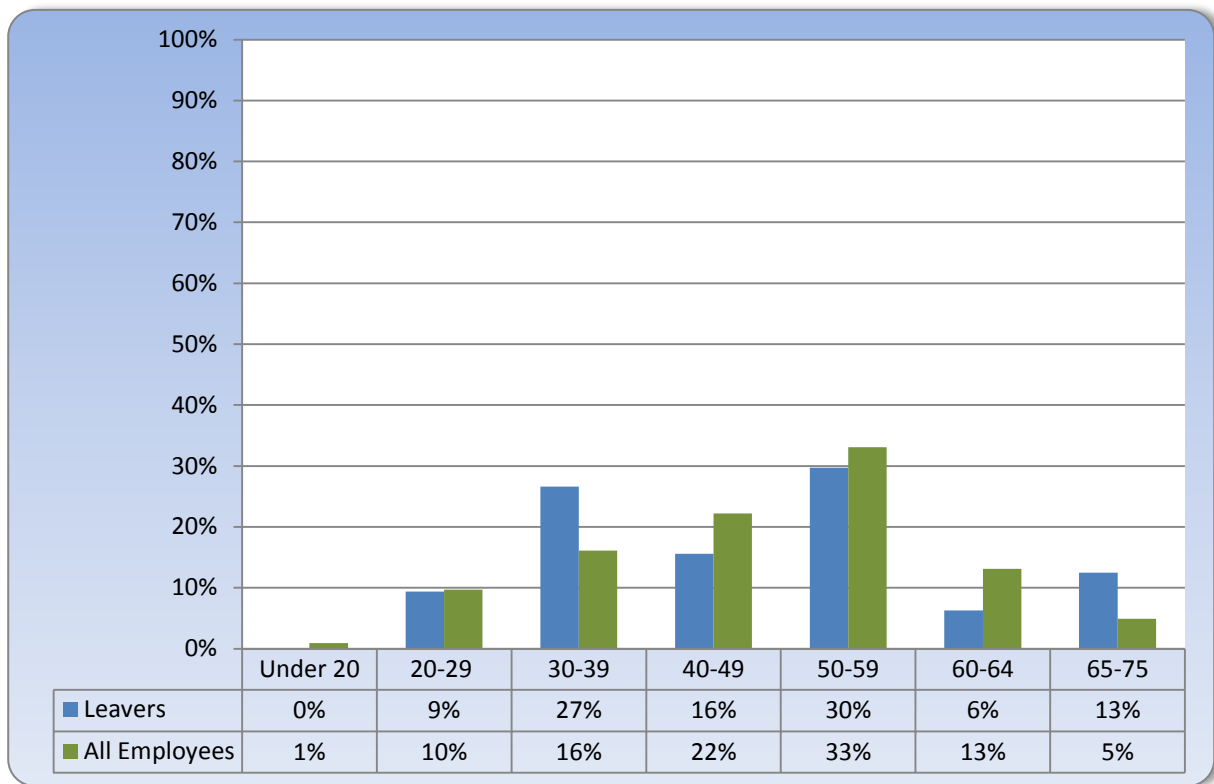
## Ethnic Origin



**Figure 13.0 Leavers by ethnic origin**

Figure 13.0 shows that there was a higher percentage of white leavers when compared to the percentage of white employees; 98.4% of leavers were white and 1.6% were from BAME groups which is not reflective of the employee profile (88% and 6.4% respectively). However, due to the relatively small numbers involved and the number of unknowns these differences are not of concern and it is positive that the council is retaining employees from BAME groups. The HR team will be encouraging employees to update their equalities details on MyView.

## Age

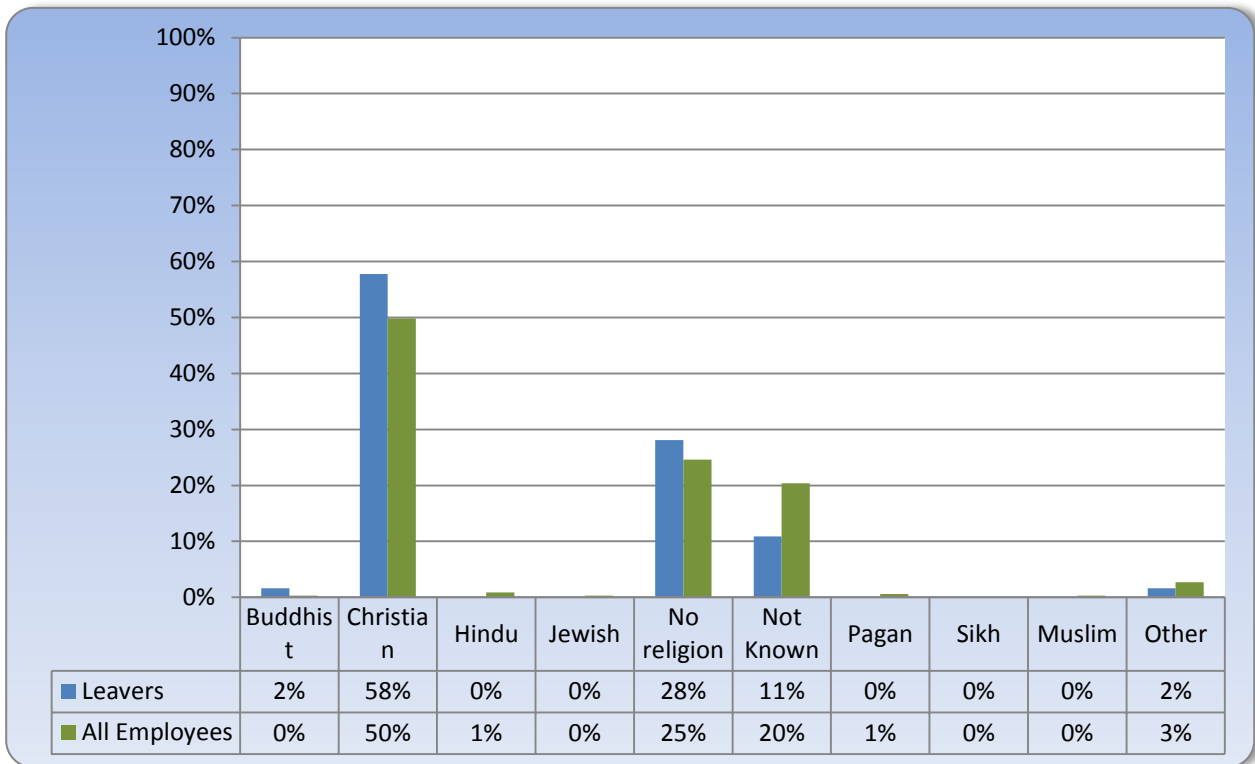


**Figure 14.0 Leavers by age**

Figure 14.0 shows that there was more than twice the number of leavers in the 65-75 age group than employees in this age range but this is due to employees in this age group taking retirement.

The percentage of leavers in the 30-39 age group (27%) was significantly higher than the percentage of employees in this age range (16%). This could be because employees in this age group are more likely to be progressing in their career and due to the small teams at the council may have to seek career progression outside of the council. This is an area the council continually tries to address but is ultimately limited by the overall size and structure.

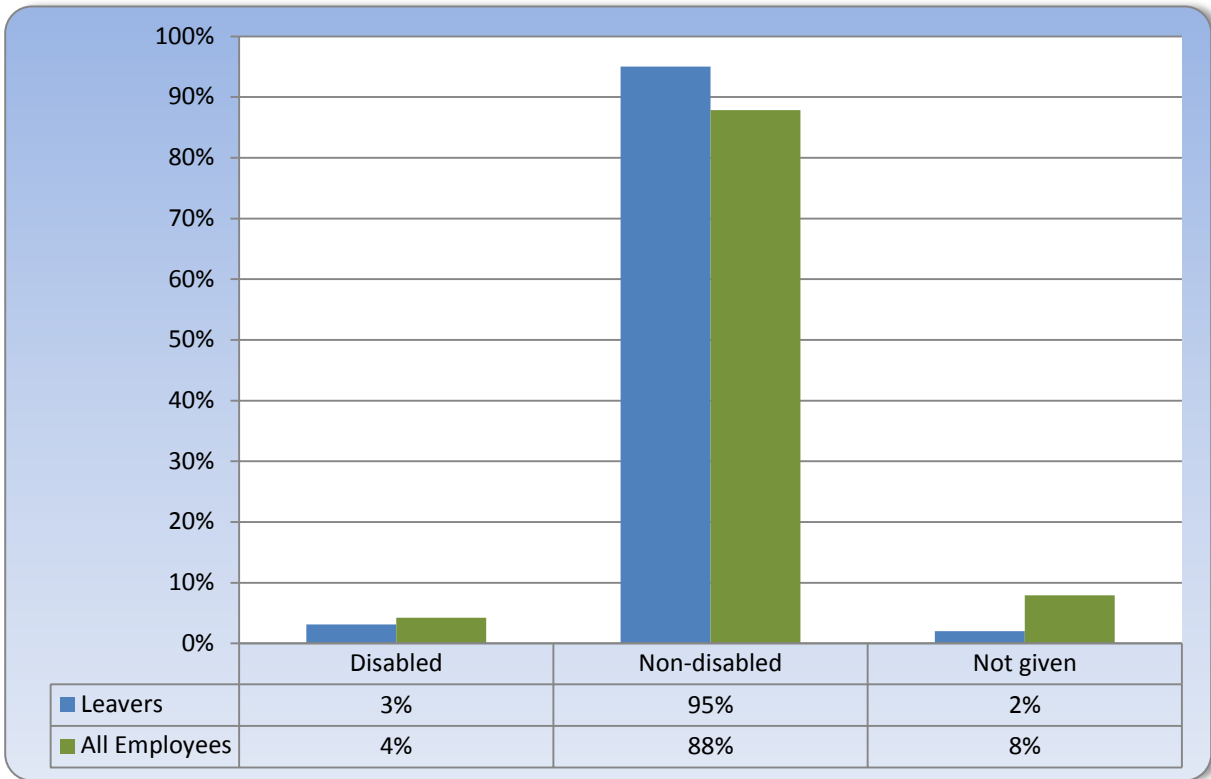
## Religion or Belief



**Figure 15.0 Leavers by religion**

There are no concerns in this area, the religious belief of leavers in 2018/19 were generally reflective of the overall employee profile given the small numbers involved.

## Disability



**Figure 16.0 Leavers by disability**

Figure 16.0 shows the percentage of leavers with a disability (3%) was slightly lower than the percentage of employees with a disability (4%). Therefore there are no concerns in this area. It is positive to note that the council is retaining disabled staff at a time that no more have been recruited. Employees' disability status can change during the course of their employment and HR will be encouraging all employees to check and update their equalities details as necessary.

## Action plan

Action	Timescale
<b>Employee Profile</b>	
To complete the required annual Gender Pay Gap report for 2019.	Published by March 2020
Develop guidance on supporting employees who are changing gender so that best practice is available to both staff and managers where required.	March 2020
Send all staff a reminder to check and update their personal details on MyView ahead of the data being analysed for the next annual equalities report to ensure we have full rather than partial data, reminding staff that we are not interested in their individual data but global percentages.	February 2020
Review the exit questionnaire with the intention of including equalities based questions going forward.	January 2020
Review the questions in the next staff survey to include a range of equalities questions and analyse these in future equalities reports as data becomes available.	Next staff survey Autumn 2020
<b>Recruitment</b>	
Require managers to return all recruitment paperwork before an offer letter can be sent out to ensure HR have full shortlisting data to be able to report on	LT support has been agreed for this to be put back in place and was implemented in October 2019
Review introducing 'name-blind' recruitment (where names are removed during the shortlisting process to avoid sex and ethnicity bias).	To be revisited if the recruitment module of the HR system is implemented and can provide this feature, without the system this task would not be achievable in the current HR

	team administration capacity.
Include a guidance document on bias when sending managers job applications.	To be rolled out to all recruitment panels once produced by the Design team
To develop links with Disability Advisors at the Jobcentre to make them aware of our vacancies.	By December 2019
<b>Performance Management</b>	
HR to continue to undertake spot checks on PDR documentation to ensure that they are of good quality and provide sufficient evidence to justify the rating given.	Ongoing. Next round of annual PDRs to be submitted by end of March 2020.
<b>Discipline and Grievance</b>	
Continue to monitor equalities data for all disciplinaries and grievances.	Ongoing
<b>Training</b>	
Continue to ensure that all staff complete the equality and diversity module as part of the mandatory training programme.	Ongoing
Continue to ensure that managers are trained in the PDR process and that effective and appropriate personal development plans are put in place for all employees, including those rated as 'exceeding expectations' and above.	Ongoing
Continue to develop Mental Health First Aiders to support staff experiencing mental health issues.	Ongoing

# Our communities

East Herts Council is committed to promoting equality across the district - our [Corporate Equality Policy](#) sets out this commitment clearly. The policy also explains what our duties are under the Equality Act 2010 and in particular the Public Sector Equality Duty.

It is important that we understand our resident population so that we can design and deliver services that are fair, accessible and open to everyone who needs them. The purpose of this section of the report is to demonstrate this understanding and to tell you about some of the things we have achieved in the last year to promote equality and diversity across the district.

This section of the report gives a picture of the make-up of our community and looks back at the ways we have supported and celebrated equality and diversity over the past year.

## Population data

Main data source and source of all tables and charts:

<https://www.hertfordshire.gov.uk/microsites/herts-insight/home.aspx>

### Demographics:

- The total population of East Herts is 147,100 (mid-2017 estimates).
- 49.16% of the usual resident population of East Hertfordshire District at the time of the 2011 Census were male compared to 50.84% who (naturally) were female.
- Population projections suggest an increase of approximately 27,600 in population (18.89%) in East Hertfordshire District over the 25 period from 2016 to 2041.

### Age:

- The age profile of East Herts residents is shown below:

Age structure of those living in East Hertfordshire District at mid-2017

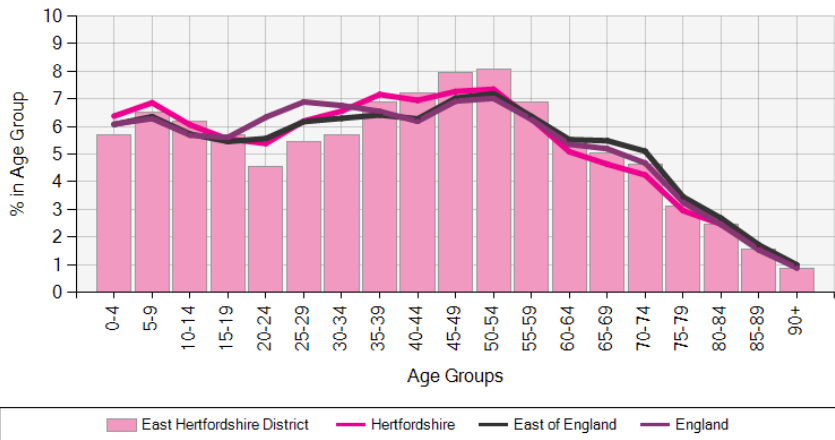
	East Hertfordshire District	Hertfordshire	East of England	England
All persons : All ages (2017)	147100	1180900	6168400	55619400
All persons : Aged 0-4 (2017)	8400	75400	375200	3384900
All persons : Aged 5-9 (2017)	9600	81000	392100	3497400
All persons : Aged 10-14 (2017)	9100	71600	353400	3166000
All persons : Aged 15-19 (2017)	8400	65500	337000	3120700
All persons : Aged 20-24 (2017)	6700	63700	343500	3526100
All persons : Aged 25-29 (2017)	8000	73200	381100	3831600
All persons : Aged 30-34 (2017)	8400	77500	388700	3757400
All persons : Aged 35-39 (2017)	10100	84500	396000	3642600
All persons : Aged 40-44 (2017)	10600	82100	387500	3442800
All persons : Aged 45-49 (2017)	11700	85900	433800	3850100
All persons : Aged 50-54 (2017)	11900	86800	443800	3907200
All persons : Aged 55-59 (2017)	10100	74200	393000	3479000
All persons : Aged 60-64 (2017)	8000	60100	341100	2982900
All persons : Aged 65-69 (2017)	7400	54800	338900	2890600
All persons : Aged 70-74 (2017)	6800	50200	315500	2604500
All persons : Aged 75-79 (2017)	4600	35000	213600	1813400
All persons : Aged 80-84 (2017)	3600	29200	166200	1369900
All persons : Aged 85-89 (2017)	2300	19000	106400	856800
All persons : Aged 90+ (2017)	1300	11100	61600	495200

Source: Office for National Statistics, Mid Year Population Estimates.

This data is rounded to the nearest 100 in line with ONS policy, where a figure is 0 this does not necessarily mean that this is the case. Also figures may not sum to the total.



Age structure of those living in East Hertfordshire District at mid-2017 (%)

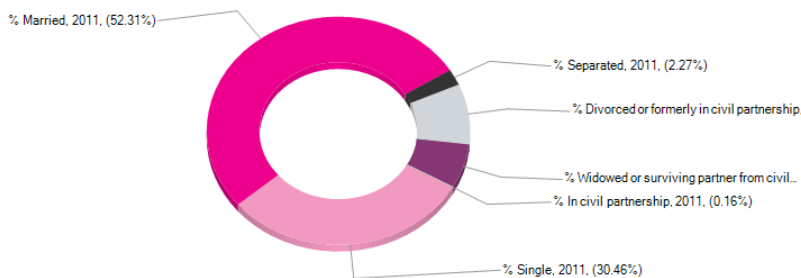


Source: Office for National Statistics, Mid Year Population Estimates.  
 Figures rounded to the nearest 100 have been used to calculate these percentages.

**Marital status:**

- 52.31% of the population in East Herts are married - higher than the rest of England (46.59%).
- 30.46% of the population are single - lower than the rest of England (34.64%).
- (Census 2011)

Marital and Civil Partnership Status (%)



Source: Office for National Statistics, 2011 Census, Table KS103EW  
 N.B. This was a new question in the 2011 Census and therefore no comparable statistics are available from the 2001 data.

**Religion:**

- 62.75% of the East Herts population is Christian – higher than the English average at 59.38% (Census 2011).
- 27.75% of the population stated that they have no religion.

- East Herts has a low proportion of residents who belong to other religions. After Christianity, the proportion of the population who stated a religion in 2011 belonged to the following religions:
  - Islam: 0.72% (5.02% across England)
  - Hinduism 0.45% (1.52% across England)
  - Judaism: 0.33% (0.49% across England)

Stated Religion for those living in East Hertfordshire District at 2011 (%)

	East Hertfordshire District	Hertfordshire	East of England	England
1% Christian (2011)	62.75	58.25	59.66	59.38
1% Buddhist (2011)	0.32	0.49	0.38	0.45
1% Hindu (2011)	0.45	1.93	0.92	1.52
1% Jewish (2011)	0.33	1.91	0.60	0.49
1% Muslim (2011)	0.72	2.75	2.54	5.02
1% Sikh (2011)	0.12	0.45	0.31	0.79
1% Other religion (2011)	0.32	0.45	0.43	0.43
1% No religion (2011)	27.75	26.53	27.90	24.74
1% Religion not stated (2011)	7.26	7.23	7.26	7.18

Source: Office for National Statistics, 2011 Census, Table KS209EW.

Stated Religion for those living in East Hertfordshire District at 2011 (Count)

	East Hertfordshire District	Hertfordshire	East of England	England
1 All usual residents (2011)	137,687	1,116,062	5,846,965	53,012,456
1 Christian (2011)	86,393	650,129	3,488,063	31,479,876
1 Buddhist (2011)	435	5,502	22,273	238,626
1 Hindu (2011)	616	21,508	54,010	806,199
1 Jewish (2011)	454	21,345	34,830	261,282
1 Muslim (2011)	989	30,730	148,341	2,660,116
1 Sikh (2011)	161	5,048	18,213	420,196
1 Other religion (2011)	440	5,072	24,981	227,825
1 No religion (2011)	38,205	296,046	1,631,572	13,114,232
1 Religion not stated (2011)	9,994	80,682	424,682	3,804,104

Source: Office for National Statistics, 2011 Census, Table KS209EW.

## Ethnicity:

- In 2011, the percentage of the East Herts population that were in a **minority ethnic group (i.e. not White-British) was 9.75%**.
- This compares to 6.68% in 2001.
- The largest minority ethnic groups in 2011 were:
  - White – other (4.04%)
  - White – Irish (1.14%)
  - Indian (0.73%)
  - White and Asian (0.62%)

**Ethnic group populations (Count) for those living in East Hertfordshire District at 2011**

	East Hertfordshire District	Hertfordshire	East of England	England
All usual residents (2011)	137,687	1,116,062	5,846,965	53,012,456
White: English/Welsh/Scottish/Northern Irish/British (2011)	124,266	902,006	4,986,170	42,279,236
White: Irish (2011)	1,566	17,260	55,573	517,001
White: Gypsy or Irish Traveller (2011)	57	1,149	8,165	54,895
White: Other (2011)	5,567	57,080	260,286	2,430,010
Mixed or multiple ethnic group: White and Black Caribbean (2011)	622	8,899	37,222	415,616
Mixed or multiple ethnic group: White and Black African (2011)	210	3,250	15,388	161,550
Mixed or multiple ethnic group: White and Asian (2011)	854	8,703	32,226	332,708
Mixed or multiple ethnic group: Other (2011)	528	6,645	27,280	283,005
Asian or Asian British: Indian (2011)	999	28,848	86,736	1,395,702
Asian or Asian British: Pakistani (2011)	213	12,302	66,270	1,112,282
Asian or Asian British: Bangladeshi (2011)	282	5,608	32,992	436,514
Asian or Asian British: Chinese (2011)	516	8,462	33,503	379,503
Asian or Asian British: Other (2011)	671	17,361	58,871	819,402
Black/African/Caribbean/Black British: African (2011)	590	19,722	69,925	977,741
Black/African/Caribbean/Black British: Caribbean (2011)	300	8,713	33,614	591,016
Black/African/Caribbean/Black British: Other (2011)	94	2,966	13,903	277,857
Other ethnic group: Arab (2011)	134	2,359	10,367	220,985
Other ethnic group: Any other ethnic group (2011)	218	4,729	18,474	327,433

Source: Office for National Statistics, 2011 Census, Table KS201EW.

**Ethnic group percentages for those living in East Hertfordshire District at 2011**

	East Hertfordshire District	Hertfordshire	East of England	England
% of White: English/Welsh/Scottish/Northern Irish/British (2011)	90.25	80.82	85.28	79.75
% of White: Irish (2011)	1.14	1.55	0.95	0.98
% of White: Gypsy or Irish Traveller (2011)	0.0414	0.1030	0.1397	0.1036
% of White: Other (2011)	4.04	5.11	4.45	4.58
% of Mixed or multiple ethnic group: White and Black Caribbean (2011)	0.45	0.80	0.64	0.78
% of Mixed or multiple ethnic group: White and Black African (2011)	0.15	0.29	0.26	0.30
% of Mixed or multiple ethnic group: White and Asian (2011)	0.62	0.78	0.55	0.63
% of Mixed or multiple ethnic group: Other (2011)	0.38	0.60	0.47	0.53
% of Asian or Asian British: Indian (2011)	0.73	2.58	1.48	2.63
% of Asian or Asian British: Pakistani (2011)	0.15	1.10	1.13	2.10
% of Asian or Asian British: Bangladeshi (2011)	0.20	0.50	0.56	0.82
% of Asian or Asian British: Chinese (2011)	0.37	0.76	0.57	0.72
% of Asian or Asian British: Other (2011)	0.49	1.56	1.01	1.55
% of Black/African/Caribbean/Black British: African (2011)	0.43	1.77	1.20	1.84
% of Black/African/Caribbean/Black British: Caribbean (2011)	0.22	0.78	0.57	1.11
% of Black/African/Caribbean/Black British: Other (2011)	0.07	0.27	0.24	0.52
% of Other ethnic group: Arab (2011)	0.10	0.21	0.18	0.42
% of Other ethnic group: Any other ethnic group (2011)	0.16	0.42	0.32	0.62
% of Any other than White British (Derived variable) (2011)	9.75	19.18	14.72	20.25
% of Any other than White (Derived variable) (2011)	4.5	12.4	9.2	14.6

Source: Office for National Statistics, 2011 Census, Table KS201EW.

## Health, Wellbeing, Disability and Unpaid Care:

- Life expectancy in Hertfordshire is improving and is higher than the England average
- It varies between men and women and between smaller areas according to deprivation levels.
- The principal causes of death in Hertfordshire are: heart disease and stroke, dementia and Alzheimer's disease, cancers, and respiratory diseases.
- These conditions are also principal causes of disability and ill health.

- The life expectancy at birth for a resident in East Herts between 2015 and 2017 was 81.7 years for men and 85.2 years for women (higher than the East of England figures of 80.4 for men and 83.7 for women).
- Between 2000-2002 and 2015-2017, life expectancy for men increased by 3.7 years in East Herts.
- **In 2011, 953 people in East Hertfordshire District stated that their general health was "very bad"**. That was **0.69%** of the resident population.
- **18,045** people stated that they had a long-term health problem or disability that limited their day-to-day activities to some extent. That was **13.1%** of the resident population.
- **In 2011, 12,799 people in East Herts stated that they provide unpaid care**. That was **9.30%** of the resident population.

### Sexual orientation

- It is difficult to know the sexual orientation of the East Herts population because the question was not asked in the 2011 Census.
- In 2016, estimates from the Annual Population Survey (APS) showed that just over 1 million (2.0%) of the UK population aged 16 and over identified themselves as lesbian, gay or bisexual (LGB).
- 0.5% of the population identified themselves as "Other", which means that they did not consider themselves to fit into the heterosexual or straight, bisexual, gay or lesbian categories.
- 4.1% either refused to answer the question, or said they did not know.
- 1.2% of the population identified as LGB in the East of England.
- Estimates at the county and district level are not considered statistically reliable.
- (Source: Annual Population Survey 2016)

## Community Safety data:

### Data from the Countywide Strategic Assessment

Unless otherwise stated, data in this report is based on offences recorded between 01/01/2018 and 31/12/2018.

### Domestic Abuse

Across Hertfordshire, the number of recorded 'notifiable' offences flagged with an aggravating factor of Domestic Abuse has increased 4.8%, when compared to the previous year; from 10309 to 10800. However, the total number of non-crime incidents fell by 4.3%.

The top Domestic Abuse crime type recorded in 2018 was Assault – without Injury – Common assault and battery; accounting for 19.1% of the total (2060 Offences).

### Domestic Abuse offences per Community Safety Partnership (CSP)

	Number of Offences 2017	Number of Offences 2018	% Change	Rate per 1000 population 2018
East Herts CSP	943	980	4.1%	6.6621346

### Domestic Abuse non crimes per CSP

CSP	Number of Offences 2017	Number of Offences 2018	% Change from last year	Rate per 1000 population
East Herts CSP	845	737	-13.1%	5.01019714

### Hate Crime

The offences that are covered as "Hate Crime" are Race/Ethnicity, Faith/Religion, Homophobic, Transphobic and Disability.

### Hate Crime offences per CSP

CSP	2016	2017	2018	Rate per population 2018
East Herts	147	178	163	1.10808973
Total (All Herts)	2095	2181	2075	1.75713439

### Anti-Social Behaviour (ASB)

Anti-social behaviour covers a wide range of unacceptable activity that causes harm to an individual, to their community or to their environment. This could be an action by someone else that leaves you feeling alarmed, harassed or distressed. It also includes fear of crime or concern for public safety, public disorder or public nuisance.

CSPs across Hertfordshire constabulary are using the six new powers that came into effect in 2014 effectively they are implementing and using all of the interventions at their disposal

(CBOs, Community Protection notice, Public space protection order, closure power, dispersal power and civil injunctions).

**ASB incidents in East Herts**

CSP	2016	2017	2018	Rate per population 2018
East Herts	2837	3206	2556	17.3759347
Total (All Herts)	31573	35212	26348	22.3117961

**Community Safety projects undertaken in East Herts 2018/19**

East Herts Community Safety Partnership (CSP) undertakes a range of projects aimed at supporting vulnerable individuals and groups at risk of crime:

**Op Stomp**

Op Stomp was developed by East Herts CSP to reduce the number of vulnerable people who become victims of crime, in particular burglary. Vulnerable people are offered a visit from local police or partner agencies to assess their property and provide a tailor made crime prevention package. This may range from memo cameras on the inside of the front door, upgrading of security or gardening to make the property look less appealing to an opportunist rogue trader. The funding also allows for proactive work to be undertaken which may help to identify a potential victim of crime, through house to house surveys and promotion of Neighbourhood Watch.

A range of Op Stomp activities have taken place over 2018/19. 653 houses have been visited, and 432 signed up to OWL messaging. In addition officers have given talks about “Protect Your Money” focussing on scams, crime prevention advice and distraction thefts at ATM machines. These have been given at 24 different locations and attended by 1063 members of the public. Venues include Care Homes, over 60’s clubs, Rotary groups and U3A.

Op Stomp reassurance visits to schools responded to ASB increases and night time seasonal crime / reassurance during the winter evenings.

**OPALS (Older People in the Locality) & Neighbourhood Watch**

In addition to reducing crime in the district, these schemes aim to protect vulnerable people and engage at risk groups. There have been two OPALS events (in Ware & Bishop’s Stortford) with over 150 attendees. Neighbourhood Watch now has 15,000 households on OWL (Online Watch Link) which is a 26% coverage on the district. In 2018/19 1800 new households were added (accounting for 3%).

## **Gangs – Spot the Signs community training**

This project identified community champions to raise awareness, reassure the community and refer concerns to the CSP for individuals thought to be at risk of joining a gang. To date partners have updated that they have delivered the 'spot the signs' message to 47 individuals (including shops, parish councils, sports coaches and partner agencies).

150 parents and teachers also received a briefing on spot the signs in Bishop's Stortford. Spot the signs training has been delivered to councillors, who are delivering spot the signs messages. Councillors had spot the signs training delivered.

## **Other community initiatives:**

East Herts Council undertakes a range of initiatives which promote equality and diversity. These are just some examples of the range of work we have carried out this year:

## **A Dementia Friendly Council:**

The Council established the Dementia Friendly (DF) Action group in July 2018 with a variety of organisations and people living with dementia and their carers. In March 2019, the partnership was recognised by the Alzheimer's Society as a Dementia Friendly Community. The Council provides leadership to the partnership to ensure people living with dementia are understood, supported and respected.

The Council is proud to have inspired and created a whole new community of interest by:

- encouraging collaborative working across forty organisations
- challenging attitudes to dementia and promoting inclusivity and normalisation as the golden threads
- providing a variety of activities as a result suggestions from and consultation with people living with dementia, their carers and their representatives
- making significant changes to our working practices and looking at ways to mainstreaming the work.

The Council has prioritised taking steps that make real differences to people's. Examples include:

- 25 activities/events during Dementia Action Week by the Council and partners
- all 350 licenced taxi drivers licensed by the Council have received a Dementia Friends guide and dementia issues are now covered in new taxi driver training
- over 70 staff and councillors have attended a Dementia Friends session since July 2018 with more sessions to come. The Council's induction programme covers Dementia Friends digital signing-in information
- Home Instead Care Homes facilitated 42 care givers to achieve City & Guilds-accredited training in dementia care
- over 400 people received Dementia Friends information through publicity, linked to the City & Guilds-approved training, in supermarkets, other public places and secondary school pupils
- using the Council's social media presence to spread the Dementia Friendly message

- Hertford Theatre's Marketing Manager was interviewed on the local Bob FM radio station in November 2018 to promote the Dementia Friendly film screenings
- an "Understanding Dementia" event and a "Living Well with Dementia" surgery brought in ten services that were previously working in silos and are now working together and sharing resources
- a monthly updated diary of Dementia Friendly activities/events is sent to all clients.

### **Mental Health First Aiders:**

The council has trained 22 Mental Health First Aiders for staff to seek support from if they are experiencing problems. A Mental Health First Aider's role is to listen in a non-judgemental way, provide staff with reassurance and signpost them to local sources of support if needed.

### **Social Prescribing in East Herts:**

The East Herts Social Prescribing Service (SPS) is a ground-breaking project to help people in the district suffering from loneliness, anxiety and isolation. The service won the Dr Joan Crawley Award 2019 for Public Health Excellence. The primary aim of the SPS is to help vulnerable, lonely, isolated, anxious residents to connect with others and support them to improve their wellbeing, self-confidence and happiness. The service has received more than 200 patient referrals from GPs and other health professionals. Our social prescribing coordinator contacts these residents to agree a joint plan of action to encourage them to consider joining a wide range of local social and activity community groups. A follow-up meeting is arranged 12 weeks later to reflect on how the resident is currently feeling and offered further support if needed.

The majority of referrals who now attend a local weekly social group say they are feeling better about their general wellbeing and happiness. And as a result some are attending their GP surgeries less frequently. The Council works collaboratively with numerous established community groups and refer our patients/residents to the most appropriate venue based on their interests and locality. A prime example of such a group is the Apton Road Day Centre where residents can participate in a wide range of activities such as arts and crafts, gentle Yoga sessions, and Spanish lessons.

### **Support for settled status applications:**

East Herts was granted a small amount of revenue funding from central government to assist with Brexit preparations. We estimate 4000 EU nationals are living in the district and, following recommendations from a Scrutiny Task and Finish Group, the Citizen's Advice Service (CAS) were commissioned to provide face to face support for supporting eligible residents with their applications. Research undertaken by the CAS at a national level indicated 10% of EU residents living in the UK may need assistance with the application process. Applying this logic to East Herts suggest that up to 400 individuals may have benefit from such a service. This of course is merely an estimate as we have very little insight about the skills and abilities of EU residents living within the district. Our main source of insight is through employers and business owners many of whom indicated EU nationals in their



employment would not need any time of support to make an application for settled status. The service was launched on 31 March 2019 and involved a part time worker in CAS providing face to face assistance in Hertford and Bishop's Stortford. To date only 21 individuals have been supported. This is lower than expected however it has provided some useful information and insight into a hitherto largely unidentified community within the district.

### **Community Grants:**

The Council awards community grants to projects which will improve the health and wellbeing of East Herts residents. Many of these also promote equality. Examples of the grants awarded in 2018/19 are:

- Hertford Heath Village Hall Management Committee received a grant to fund weekly low-cost tai chi classes for up to 40 people over age of 50 at the village hall for 1 year.
- Children's Integrated Playschemes (CHIPS) received a grant to fund the delivery of extra sports and physical activity sessions for 160 children with additional needs at Sele Family Centre and Kingshill Infants School.
- Herts Musical memories received a grant to fund the delivery of weekly singing groups for up to 82 people with dementia and their carers in Sele Farm Community Centre and Bishop's Stortford Baptist Church.
- Pro Action Herts received a grant to fund the delivery of a Youth Engagement Volunteer Programme - sports activities and accredited workshops to upskill 30 marginalised young people (aged 11 to 19) from the Ware Trinity estate at the Christ Church Hall in Ware and King George Playing fields.
- Learners Community Library received a grant to start up a new monthly Access to Musical Intervention session and equipment loan service for up to 300 people with dementia, mild cognitive impairment and carers with the aim of becoming a Playlist for life Help Point at Herts and Essex Hospital in Bishop's Stortford.
- Para Dance UK received a grant to train new dance instructors who will then set up 4 inclusive dance groups for 28 children (5-18) with special educational needs in the East Herts area.
- Ace Hounds Friendship Dogs – Recovery Dogs for Mental Health received a grant to expand a Visiting Dogs (animal assisted activity) Programme in Bishop's Stortford for up to 50 isolated, older people per year.
- Bishop's Stortford Parkinson's Support Group received a grant to deliver a 6 month programme of activities (Boxing for Fitness, singing, healthy nutrition) for 20 club members living with Parkinson's and other neurological conditions and their carers at the Baptist Church in Bishop's Stortford.

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