



MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 24 NOVEMBER 2021
TIME : 7.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor R Bolton (Chairman)

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

Substitutes

Conservative Group: Councillors R Buckmaster, A Curtis and
A Ward-Booth

Liberal Democrat Group: Councillor M Goldspink

*(Note: Substitution arrangements must be notified by the absent Member
to Democratic Services 24 hours before the meeting)*

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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 - 15 September 2021 (Pages 7 - 16)

To approve as a correct record the Minutes of the meeting held on 15 September 2021.

3. Declarations of Interest

To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Health and Safety Committee Minutes - 2 November 2021 (Pages 17 - 28)

To receive the Minutes of the Health and Safety Committee held on 2 November 2021.

6. Local Joint Panel - Minutes of the meeting held on 2 November 2021 (Pages 29 - 32)

Members are asked to bring with them their copy of the agenda of the Local Joint Panel meeting held on 2 November 2021.

To consider the recommendations on the matters below:

(A) Draft Domestic Abuse Policy

Agenda Item 8 refers

7. Health and Safety Quarterly Review (Q2) – July 2021 – September 2021
(Pages 33 - 48)
8. Domestic Abuse Policy (Pages 49 - 66)
9. Human Resources Management Statistics for Quarter 2 (July - September 2021) (Pages 67 - 78)
10. Human Resources and Organisational Development Strategy 2021 to 2025 (Pages 79 - 104)
11. Human Resources and Payroll Team Update (Pages 105 - 132)
12. Urgent Business

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

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MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD IN
THE COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON WEDNESDAY 15
SEPTEMBER 2021, AT 7.00 PM

PRESENT: Councillor Rosemary Bolton (Chairman)
Councillors S Bull, J Dumont, M McMullen,
P Ruffles and R Buckmaster

OFFICERS IN ATTENDANCE:

Peter Dickinson	- Health and Safety Officer
Helen Farrell	- Human Resources Officer
Steven King	- Finance Management Trainee
Simon O'Hear	- Head of Human Resources and Organisational Development
William Troop	- Democratic Services Officer

169 APOLOGIES

Apologies for absence were submitted on behalf of Councillors Alder and Newton. It was noted that Councillor R Buckmaster was substituting for Councillor Newton.

170 MINUTES - 26 MAY 2021

It was moved by Councillor McMullen and seconded by Councillor Bull, that the Minutes of the meeting of the Committee held on 26 May 2021 be confirmed as a correct record and signed by the Chairman. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the Minutes of the Committee meeting held on 26 May 2021 be confirmed as a correct record and signed by the Chairman.

171 CHAIRMAN'S ANNOUNCEMENTS

The Chairman thanked Human Resources (HR) Officers for their continued hard work and welcomed back the Head of Human Resources and Organisational Development (HR and OD) from a period of illness.

The Chairman said that this was the last meeting the Democratic Services Officer would facilitate as he was leaving the Council. She thanked the Democratic Services Officer for his work with the Committee and wished him luck for the future. She also said that Helen Farrell, HR and OD Co-ordinator, was leaving the Council after 23 years, and a tribute to her would come later in the meeting.

Finally, the Chairman said that the HR and Payroll Team Update Report would move up the agenda to precede the Annual Equalities Report 2020/21.

172 DECLARATIONS OF INTEREST

Councillor R Buckmaster declared a non-pecuniary interest in that she had a member of her family

working for the Council.

The Chairman and Councillor Ruffles declared non-pecuniary interests in that they were Members of Hertford Town Council which had procured some services from HR.

173 HEALTH AND SAFETY COMMITTEE MINUTES - 27 JULY 2021

The Chairman thanked the Health and Safety Officer as he had to both chair the meeting and taken the minutes on 27 July 2021.

Councillor Ruffles asked why the Council had become involved with wild water swimmers.

The Health and Safety Officer said that the swimmers had accessed the water via a piece of land owned by the Council. The Council had been working with the water authority to provide guidance, access and adequate signage to ensure the swimmers could enter the water safely.

Councillor Ruffles thanked the Health and Safety Officer for his attention to this matter, he was aware that the wild swimming group were grateful for assistance received from Ian Sharratt, Leisure and Parks Development Manager.

RESOLVED – that the Minutes of the meeting of the Health and Safety Committee held on 27 July 2021, be received.

174 HEALTH AND SAFETY QUARTERLY REVIEW (Q1) – APRIL 2021 – JUNE 2021

The Health and Safety Officer briefly introduced the report. Members agreed that the newly added executive summary in the report was useful and asked that this continue to be included.

RESOLVED – that the report be received and considered.

175 HUMAN RESOURCES MANAGEMENT STATISTICS FOR
QUARTER 1 (APRIL - JUNE 2021)

The Chairman said that there had been an increase in turnover, sickness and absence. However, it was too early in the year to draw meaningful conclusions from this data and it had been agreed that this would be monitored over the rest of the year.

Councillor McMullen said that there had been a lot of retirements within Planning and asked if these were genuine retirements or whether these Officers were taking up other work elsewhere. He also asked whether there had been any instances of staff resigning when told furlough was ending.

The Head of HR and OD said that all of the retirements were genuine, although one Officer had agreed to return on a fixed-term basis. The pandemic had made staff think twice in terms of making choices about retiring or resigning, and it was natural that this would then correct itself. The pandemic had also prompted employees to consider lifestyle choices which could have caused staff to choose to retire. Only staff from Hertford Theatre had been eligible for furlough and many had been made redundant at the conclusion of

the scheme.

Councillor Bull said that he hoped to see an increase in engagement from Planning, as the turnover of staff had made it difficult for Members to forge good working relationships or know who to contact for assistance with planning matters.

The Head of HR and OD said that the Planning department was growing and undergoing a restructure. The pressure on Planning was not unique to the Council, although there was the additional burden stemming from Harlow and Gilston.

The Chairman read a detailed tribute to the HR and OD Co-ordinator which outlined her history and achievements at the Council. The Chairman, on behalf of the whole Committee, thanked her for her dedication and commitment over the years.

The Head of HR and OD said that the HR and OD Co-ordinator had agreed to return after her leave date to deliver some training and complete a handover to her successor, which encapsulated her attitude throughout her 23 years of service.

The Chairman asked what the level of uptake had been amongst staff for the mandatory e-learning. The HR and OD Co-ordinator said that it had been approximately 70%. Further training was now being prepared for introduction in December 2021.

The Head of HR and OD said that safeguarding and data protection training had been re-developed in partnership with the relevant service managers. The

data protection training would likely be sold on to other local authorities to generate income. Email etiquette training had also been developed and this was currently being refined. It would likely be rolled out in November.

The HR and OD Co-ordinator said that menopause training had been very well received, with organised sessions for managers and staff as well as drop-in sessions. There had also been courses available to staff on time management, with a specific focus on supporting apprentices to manage their educational and work responsibilities.

RESOLVED – that the report be received and considered.

176 HUMAN RESOURCES AND PAYROLL TEAM UPDATE REPORT

The Head of HR and OD briefly introduced the report. He expressed his thanks to Payroll for their continued good work. He said that a blended work offer was being prepared, which meant that staff could come back to the office full time, or accept an offer to split their time between home and the office on a 50/50 basis. This would give the Council and Officers the 'best of both worlds'. There were some exceptions to this, such as caretakers, who would need to be permanently based at the office. As this was an offer to staff, it did not need to be written up as a formal policy and agreed at Local Joint Panel; if staff did not wish to accept the offer, they could reject it and return to the office full-time, as was outlined in their contract. This would be a fixed-term offer for one year, at which point the success of this approach would be reviewed.

Members were also advised that the HR Strategy was being drafted and would be presented at the next meeting of the Committee. There was also work being done on amending the policy around disturbance allowance as providing the current 18 month relocation provision to all staff if the Council moved premises would not be financially viable.

Councillor Dumont asked if the blended working offer would be presented as a formal written offer to Officers. He also asked if after a year the expectation would be that all staff returned to the office. Finally, he asked if the Council monitored staff's working pattern or productivity when they were working from home.

The Head of HR and OD said that staff would likely make an application to be part of the new blended working scheme. Staff could work in the office full time if they wished. There would be a review after a year and the Council would have the ability to ask staff to return to the office at this point, although this depended on the success of the arrangement. There had been no active monitoring of Officers as staff relationships were built on trust, although there were ways a manager could consider how an employee was working if concerns were raised. Managers could also ask staff to come into the office and work alongside them if necessary.

The HR and OD Co-ordinator said that managers were encouraged to have at least three one-to-one meetings with staff each year at which their performance would be discussed. Members were advised that issues with performance were generally rare.

RESOLVED – that the report be received and considered.

177 ANNUAL EQUALITIES REPORT 2020/21

The Chairman said that there were big challenges relating to the reliability of data, however no evidence of bias during recruitment was found.

The Head of HR and OD said the incoming applicant tracking system (ATS) had been procured at no cost, on the agreement that the Council would spend a certain amount of money on advertising, which it was almost certain to do in any case. Work had been done to secure five days of support from Zellis to ensure that the ATS fed into existing systems. There had also been some refunds secured on inadequate systems.

Members were advised that the Council's diversity targets were linked to the diversity within the District, which was relatively low. This meant the Council was actually overachieving in this area, but it was recognised that improvements could be made, particularly in ensuring that it was mandatory for applicants to complete forms relating to equalities data, although they would still have the option of not declaring information.

Councillor R Buckmaster said that the mandatory form to track this data would be welcome.

The Chairman asked when the ATS would go live. The Head of HR and OD said that it was still in the build stage, but would hopefully be live by the festive period.

Councillor Ruffles asked whether it was mandatory for local authorities and other organisations in general to collate and report equalities data. He also said he would like to stress the importance of supporting staff who were transitioning between genders; he had recently done work with a charity which highlighted what a long and difficult process this was.

The Head of HR and OD said that the Equality Act 2010 meant that the Council was required to report this data. It was mandatory for all organisations but local authorities had extra responsibilities in this regard. He stressed that this report only covered staff at the Council; diversity and equality data on residents was the responsibility of the Equalities Officer. There was also the annual gender pay gap report, and the production of an ethnicity pay gap report was being considered.

Members were also advised that there had been a member of staff who had transitioned and they felt well-supported. They had been asked to be involved in developing further guidance to ensure this was the case for everyone. The Council did not record data regarding if a staff member had transitioned and always recognised them in their current and preferred gender.

The HR and OD Co-ordinator said that an e-learning course on supporting somebody who was transitioning had also recently been updated to reflect best practise and preferred language following feedback.

It was moved by Councillor Bull and seconded by Councillor R Buckmaster that the recommendations, as

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

RESOLVED – that (A) the report be received and considered; and

(B) recommendations detailed in the 2021/22 action plan be approved.

178 URGENT BUSINESS

There was no urgent business.

The meeting closed at 7.58 pm

Chairman

Date

Minutes of Safety Committee **Tuesday 2nd November 2021, Hybrid on Zoom**

Present: Simon O'Hear (SOH), Peter Dickinson (PD), Steve Whinnett (SW), Jennifer Francis (JF) (Unison), Rowan Perrin (RP), Geoff Hayden (GH) Dominique Kingsbury (DK), Brennel Bamfo (BB) (BB covering for TJ)

1.0 Apologies:

Graham Mully (GM), (RP), Paul Thomas-Jones (PTJ), Kate Collins (KC), Tamara Jarvis (TJ)

2.0 Minutes of the last meeting

The Minutes of the 27th July 2021 meeting were agreed as an accurate record.

3.0 Matters Arising from the minutes

None

4.0 Coronavirus Update

SOH updated the Committee on the revised office covid protocols that have been reviewed in line with current guidelines and will be monitored by the Health and Safety Officer, Head of HR and Leadership Team.

5.0 Regulatory and Legislative Changes (Verbal Report)

SW and PD updated the Committee on the forthcoming Building Safety Bill designed to create a clear, proportionate framework for the design, construction and management of safer, high-quality home and Fire Safety Act 2021 which came

into force in April 2021 as a result of the ongoing Grenfell Tower investigation.

Although these will not impact on the Council there is an expectation that further changes to Fire Safety and Building Regulations may eventually come into force.

6.0 Health and Safety Inspections and Compliance

PD to plan general inspections with SW and GH to agree dates.

7.0 Capital Project Updates /Contractor Health & Safety Compliance

SOH welcomed Brenell Bamfo who was attending on behalf of Tamara Jarvis. PD and SOH explained the reason for the Project Team's attendance at Committee is to provide feedback and updates on the Council's large capital projects.

7.1 Grange Paddocks

Work has been completed and the new Grange Paddocks Swimming Pool and Gym have opened. RP added that the Operations Team were exploring options to provide a fenced screen between the new play area and the nearby river.

Archaeological work has concluded and the next phase of the 3G pitch is in progress with plans being submitted for consideration at December's Planning Committee.

GH advised committee that the old Grange Paddocks building had been broken into and some minor damage caused to tiles, SLM have logged the issue.

7.2 Hartham Pool

The Health and Safety Officer received an update from Rob Allwood, Project Manager that work continues.

RA reported that Cadman discovered that the surface water drains had foul water flowing into them which is not what should be occurring and explains why water is constantly flowing through these drains and why there are blockages along the line. This discovery requires Thames Water to take urgent action as this falls under the category of 'pollution'.

On 8th September 2021 the project team met with an engineer from Thames Water who agreed to send a team to Hartham week commencing 13th September 2021 to unblock the drain and gave us verbal permission to over pump the surface water into the foul water chamber. This is typically not allowed as both surface and foul water must be kept separate but seeing as foul is present in the surface water it is now considered foul and having permission to do this frees us to start the drain diversion soon.

Thanks to colleagues in the Asset Management Team, Thames Water have attended site and managed to unblock 90m of the 100m sewer run in question.

The completion of the pool hall refurbishment has seen a number of delays due to issues with the pool hall floor tile works and more recently the pool tank lining which at present has set back the completion of phase 1 from the original finishing date of the end of August. RA stated that we are waiting confirmation on a new completion date.

7.3 Hertford Theatre – Growth and Legacy

Decontaminate UK have completed the removal of asbestos from the building and have vacated.

PD will be included in the next phase when the contractor for the main works has been appointed.

GH advised Committee that arrangements for managing the vacant building are unclear as the project team have stepped back until the appointment of a main build contractor has been undertaken. SW further added that there has not been a consistent line of communication since the project started and it was unclear who should be taking responsibility.

Property has made arrangements for security and GH is listed as the main out of hours contact.

PD expressed concern that there was no clear plan or direction and that it is essential the Property Team are involved in all projects where an asset will become the teams responsibility to manage.

SOH requested BB to raise issue of project ownership with TJ e.g. when a project reaches a pause in development who takes responsibility and ownership during the dormant phase.

Action: BB to discuss with TJ
GH to meet with TJ and GM re insurance

8.0 Northgate End

PD, SW and DK were invited to a tour of Northgate End MSCP on the 27th October with the Project Manager, Contractor Real

R, the Head of Operations, Project Team Members and the Parking Service Development Officer.

There have been no health and safety incidents to report.

9.0 Contract Health and Safety Compliance

9.1 Parks, Open Spaces and Play Areas

RP reported that an Urbaser vehicle reversed into a parked Glendale vehicle at Buntingford Depot with no injury.

RP also explained that Glendale is monitoring an issue with a resident who has taken umbrage against a Glendale operative.

There have been no accidents, incidents or near misses to report involving the contractor for parks, play areas and open spaces.

RP informed committee that the play area at Trinity Close, Bishops Stortford has been completed and that a planned tree planting event will be taking place on the 8th November. PD will be visiting the site on the 8th.

RP reported that the district tree risk is all up to date with no issues to report.

RP asked for the following addition to be recorded in the minutes. Glendale's next external Audit is 24th November

9.2 Shared Waste Service

PD reported that site re-lining has taken place and that additional, enhanced fire safety signs have been installed in the tipping hall.

9.3 APCOA

PD advised the Committee that there is currently an issue with a rough sleeper at Gascoyne Way MSCP but despite being approached by EHC's Homeless and Rough Sleeper Officer the occupant has refused to engage with us or other agencies.

DK explained that steps were now being taken with support from Legal to remove the occupant and that items being brought onto the site were being removed to prevent obstruction to fire escape routes, stairwell and the lifts.

DK advised committee that there were no other health and safety related incidents to report.

10.0 Property – Premises Maintenance and Repairs

SW advised committee that 6 car parks have been resurfaced in the district and that Jackson Square car park lighting has been upgraded to LED lighting. There were no property related issues and that property compliance checks were all up to date.

11.0 Facilities Management

GH reported no facilities management issues.

PD and GH to review occupancy capacity of existing meeting rooms in order to produce room infographics and guidance.

12.0 List of Issues

12.1 UNISON

JF advised committee that UNISON had no issues to report.

Action: None.

12.2 Management

PD would like to add the following to the minutes for Safety Committee and Leadership Team's attention:

A fire evacuation drill took place on 3 November 2021 at Wallfields, Steve Linnett was in attendance to support and observe.

Observations:

Clearance time: 4 minutes 54.69 seconds

Whilst there is no set time for evacuation; post war studies originally came up with a figure of two and a half minutes for a traditional building based on 2.5 minutes from the workplace to a place of comparative safety, an enclosed area protected to a half hour fire resisting standard, and could be an enclosed corridor or staircase. Then 30 minutes in a comparative safe area to outside the premises and finally to the ultimate safe area, the assemble point, with no time limit) based on a low risk building.

There was a general lethargy and apathy as people vacated the building.

Some people left via the staff entrance and proceeded right before stopping and turning left, then right again and clearly hadn't taken notice of signs.

Employees who left via the staff entrance gathered by the door instead of making their way to parking bay F. If the building were on fire they would have been showered by debris.

One person left in their vehicle during the drill (they have since apologised)

Some commented that they were waiting to be told what to do.

Given the relatively small number of people in the building at the time this was unacceptable.

Recommendations and Actions:

Additional directional signs have been ordered to provide better visibility and instruction.

Additional Assembly Point signs will be installed to highlight the location.

E-Learning Module – Fire Safety Awareness Training has been developed with emphasis on individual and collective responsibility.

Recommend consolidating the Fire Safety Signs by utilising the notice boards, moving non-essential information to secondary notice boards in the kitchens.

Weaknesses:

The role of Fire Warden has always been voluntary and reliant on goodwill. There are still a number of employees listed as Fire Wardens and an employee has since volunteered however with the new blended working arrangements fire marshalls may not always be present. The E-Learning Module highlights the importance of the responsibilities of all employees to ensure their own and others safety this will ensure all staff are trained and briefed.

A further practice drill will be run in late November once the signing is improved to improve the time and awareness. Regular practice drills will be run as well.

13.0 Q2 Health & Safety Report

PD took Committee through the Q2 report for the period July 2021 September 2021.

14.0 Work and Non Work related accidents

PD confirmed the following:

August

7 minor non reportable accidents reported across the 5 swimming pool and gyms. None as a result of any procedural or equipment related failure.

No accidents reported in respect to EHC employees or members of the public

September

6 minor non reportable accidents reported across the 5 swimming pool and gyms. None as a result of any procedural or equipment related failure.

No accidents reported in respect to EHC employees or members of the public.

October

11 minor non reportable accidents reported across the 5 swimming pool and gyms. None as a result of any procedural or equipment related failure.

No accidents reported in respect to EHC employees or members of the public.

The below normal level of reported accidents at the pools can be attributed to the closure of Hartham Pool and the transition from the old to new Grange Paddocks Swimming Pools.

15.0 Lone Worker Contract

PD updated committee and advised that the tender, evaluation and final moderation for the contract has been completed and following the assessments and final moderation the contract has been awarded to PeopleSafe.

Procurement for Housing is now drafting the final contract documents.

16.0 Learning and Development

PD advised that a three day first aid at work course has been held with 5 participants successfully qualifying. A one day

emergency first aid at work course was held for the Homeless and Hostel Team officers.

PD advised committee that a new e-learning module has been developed exclusively covering fire safety. The module will be tested before publishing on Skillsbuild as a new mandatory module.

PD would also like to advise the committee that Personal Safety Training is being looked at to support the launch of the new lone working contract.

17.0 A.O.B

The matter of out of hours arrangements for Hillcrest and Rectory Hall / Cedar Cottage was raised as it was brought to Committee's attention that no arrangements are in place.

Action GH

Property and FM through GH are asked to meet with Housing and Health to ensure this is managed.

18.0 Date of Next Meeting: 25th January 2022

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MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE COUNCIL
CHAMBER, WALLFIELDS, HERTFORD ON
TUESDAY 2 NOVEMBER 2021, AT 2.00 PM

PRESENT: **Employer's Side**

Councillor Alastair Ward-Booth (Chairman)
Councillors E Buckmaster, J Dumont and
L Haysey

Staff Side (UNISON)

J Bruce, J Francis, J Stuart and P Stevens

ALSO PRESENT:

Councillors R Bolton and P Ruffles

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Scrutiny Officer
Simon O'Hear	- Head of Human Resources and Organisational Development
Nick Phipps	- Service Manager - Community Wellbeing and Partnerships

9 APOLOGIES

An apology for absence was submitted from Sharon Forde. It was noted that Janet Stuart was substituting for Sharon Forde.

10 MINUTES

The Minutes of the meeting held on 21 January 2021 were submitted.

RESOLVED – that the Minutes of the meeting held on 21 January 2021 be confirmed as a correct record and signed by the Chairman.

11 CHAIRMAN'S ANNOUNCEMENTS

There were no Chairman's Announcements.

12 DECLARATIONS OF INTEREST

There were no declarations of interest.

13 REPORT BY SECRETARY TO THE STAFF SIDE - DOMESTIC ABUSE POLICY

The Service Manager, Community and Wellbeing Partnerships introduced the new draft East Herts Domestic Abuse Policy for the Panel's consideration. The report had been drafted following on from recommendations made by the Hertfordshire Safeguarding Board at the 2019 Hertfordshire Safeguarding Adults Board Self-Assessment Day. The aim was to ensure that the Council had a policy which focussed on staff that might be experiencing domestic abuse and how the Council could support them and managers.

The Secretary to the Employees' Side said that UNISON welcomed this policy and the collaborative work undertaken with the Service Manager, especially as the

Policy took on board the extension of Domestic Abuse Protection Orders (DAPO's) into the workplace as per the Government's Domestic Abuse Bill. The Secretary to the Employees' Side drew Members attention to the fact that a sentence in paragraph 7.1 had been duplicated and should be removed. She said that Unison was happy for the Council to take the Policy forward.

Councillor Buckmaster referred to the issue of forced marriages, whether or not this was connected with violence and queried whether this was covered by the new draft Policy as submitted. The Head of HR and Organisational Development explained that the issue of forced marriage was addressed in the Council's Safeguarding Policy.

The Head of HR and Organisational Development explained that the Policy was very much a supportive policy, directed to staff and managers suffering from domestic abuse and provided clear signposting of what support was available.

Councillor Buckmaster sought clarification in regard to paragraph 7.5.4 of the Policy which explained what action would be taken where the perpetrator and the victim both worked for the Council. The Head of HR and Organisational Development explained the steps which would be taken in such circumstances.

It was moved by Councillor Ward-Booth and seconded by Jackie Bruce that the Draft Domestic Abuse Policy be supported.

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

RESOLVED – that the Draft Domestic Abuse Policy as submitted, be approved.

14 REPORTS BY SECRETARY TO THE EMPLOYEES SIDE

There were no reports from the Secretary to the Employees Side.

15 URGENT BUSINESS

There was no urgent business.

The meeting closed at 2.10 pm

Chairman

Date

East Herts Council Report

Human Resources Committee

Date of Meeting: 24 November 2021

Report by: Head of Human Resources and Organisational Development

Report title: Health and Safety Quarterly Review (Q2) – July 2021 to September 2021

Ward(s) affected: N/A

Summary

RECOMMENDATIONS FOR (Human Resources Committee):

(A) To consider the Health and Safety Quarterly Review (Q2) – July 2021 to September 2021 and provide comments to the Head of Human Resources and Organisation Development and the Health and Safety Officer.

1.0 Executive Overview

1.1 This report sets out the Health and Safety (H&S) Management Statistics and service updates for Quarter 2 (July 2021 to September 2021) and includes a summary of;

Non-Reportable and Reportable Accidents

Accidents involving employees and members of the public on council premises.

Accidents at the councils swimming pools and gymnasiums. Historically the benchmarking against accidents per 10,000 visits provides a degree of rationality, with the monthly accidents around half terms typically seeing a higher rate of accident per 10K visits. The report narrative provides further

background information on the nature and cause of these accidents. The level of accidents in this quarter is as expected but lower than normal due to the closure of Hartham Leisure Centres Swimming Pool and Covid control restrictions.

Contract compliance and monitoring

Shared Waste Services

Grounds Maintenance

Leisure

Car Parking and Parking Enforcement

Capital Projects

The Health and Safety Officer can report that there have been no safety incidents or site accidents in respect to the contracts or the capital projects (Hertford Theatre and Northgate End MSCP).

Capital Projects

The Health and Safety Officer can report that progress is continuing with Hertford Theatre and Northgate End (MSCP) capital projects.

There have been no recorded on-site accidents or Incidents recorded for this period.

Premises and Sites

Inspections are being resumed with the co-operation of Unison, Property and Facilities Management.

Parks, Open Spaces and Play Areas.

There have been no reported incidents or accidents in respect to the parks, open spaces and play areas.

Lone Working Contract

A final moderation took place on the 21st October after which the award notification letter was sent to the successful supplier (PeopleSafe).

Covid-19 / Blended Working

The Health and Safety Officer, HR Colleagues, and Head of HR and OD have reviewed the current Covid protocols in line with the governments' guidelines. The Health and Safety Officer met Leadership Team on the 8th October to discuss the current controls and the options to consider on easing or withdrawing some of the measures. The protocols have been revised and were issued on Monday 25th October.

2.0 Background

- 2.1 The Health and Safety Officer reports to the HR Committee each quarter. This report has also been submitted to Safety Committee as part of the quarterly meeting and then considered by the Leadership Team, who reviewed the report before it is submitted to the HR Committee (this report will also be shared with the Executive for information to continue to raise the profile of Health and Safety). Leadership Team asked for an Executive Summary to be added which has been done above, the HR Committee are encouraged to provide feedback on this so it can be developed further for future reports.

3.0 Safety Committee

- 3.1 Safety Committee met via zoom on Tuesday 2 November 2021. This DRAFT report was shared with the Committee.
- 3.2 Contract Managers and Contract Project Managers are invited to attend Safety Committee to provide feedback on the main and capital projects.

4.0 Work and Non-Work Related Accident Reports

- 4.1 There were no reportable accidents under the Reporting of Incidents Diseases and Dangerous Occurrence Regulations (RIDDOR) for the period July 2021 to September 2021.
- 4.2 There was one non-reportable work related accident recorded for the period 1 July 2021 to 30 September 2021; this was due to human error and not as a result of a workplace or equipment failure. The continuing low trend is due to staff working from home or away from the office.
- 4.3 Swimming Pools and Open Spaces. There were 19 minor non-reportable accidents reported across the 5 swimming pools and gyms between July and September in respect to users and no accidents concerning any SLM employees. None of the reported accidents were the result of any procedural or equipment related failure and a sample of the nature of the type of accident recorded is included below:
- Accident where during school time child was out of their depth, panic set in and needed assistance to side of the pool.
 - Injured Person (IP) cut foot whilst performing tumble turn, tiles checked for edges and nothing found.
 - IP (child) swam into another child's elbow. Feedback given to swim teachers to ensure where possible space is given to newly acquired skills to avoid contact injuries.
 - IP (child) hit head as they were walking out of the changing room door. Doors were checked to ensure drawer and closer mechanisms were correct in operation, they were fine.
 - IP whilst adjusting the bike seat post level, caught finger where pin is located. Skill Execution error.

- IP over exerted themselves in Walking football activity.

Q2 Non Reportable Accidents – July, August, September 2021

Swimming Pool & Gym	July	August	September	TOTAL
Hartham	1	1	1	3
Grange Paddocks	4	1	3	8
Leventhorpe	0	0	0	0
Ward Freman	0	0	0	0
Fanshawe	1	5	2	8
Employees (SLM)	0	0	0	0
Contractors	0	0	0	0
TOTAL	6	7	6	19

Parks, Open Spaces, Members of the Public	July	August	September	TOTAL
Play Area	0	0	0	0
TOTAL	0	0	0	0

EHC Employees	July	August	September	TOTAL
	1	0	0	1
TOTAL	1	0	0	1

COMBINED TOTAL	7	7	6	20
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Q1 Table for Comparison

Non-Reportable Accidents – April, May, June 2021

Swimming Pool & Gym	April	May	June	TOTAL
Hartham	0	1	1	2
Grange Paddocks	1	3	3	6
Leventhorpe	0	0	0	0
Ward Freman	0	0	0	0
Fanshawe	0	2	1	3
Employees (SLM)	0	1	0	1
Contractors	0	0	0	0
TOTAL	1	7	5	13

Parks, Open Spaces, Members of the Public	April	May	June	TOTAL
Play Area	0	0	1	1
TOTAL	0	0	1	1

EHC Employees	April	May	June	TOTAL
	0	0	0	0
TOTAL	0	0	0	0

COMBINED TOTAL	1	7	6	14
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4.4 Grange Paddocks

4.4.1 Practical completion of the new Grange Paddocks centre was met on the 5th October. SLM have now fitted out the new building with their equipment. Public opening was scheduled for the 23rd October from 9:30am with normal running commencing from 24th October.

4.4.2 The old leisure centre closed on Wednesday 20th October 2021 which meant that there was no leisure operation for 2 days; this was required in order for Willmott Dixon to complete the

final piece of work to the foul water chamber so that toilets and showers could be operational for the 23rd October.

- 4.4.3 Post opening of the new leisure centre the demolition of the old building and creating the new service road and yard for the new building will commence.
- 4.4.5 Alliance Leisure have been engaged through the UK Leisure Framework to carry out the demolition, service yard work and the 3G pitch construction.

The following milestones are planned for the next quarter:

<u>Milestone</u>	<u>Anticipated completion date</u>
New play area install	September 2021
Snagging and defects correction	Starts 27 th August and due to complete 17 th September 2021
Kitchen fit out	From 6 September 2021
WDC Compound removal	From 6 September 2021
EV charging pod installation	From 6 September 2021
Gym equipment fit out	6 till 20 September 2021
Leisure operator to start training staff on how to operate the new building	From 28 September 2021
WDC target date for practical completion	5 th October 2021
WDC contract completion	22 nd October 2021
New building opens to the public	23 rd October 2021
Demolition of the old leisure centre	November 2021 TBC
Creating the new service yard and access road for the new leisure centre	November 2021 TBC

4.5 **3G pitch**

Progress Update

- 4.5.1 Removal of the spoil from the excavation of the new Grange Paddocks commenced on the 26th July 2021 and was due to complete mid-September. However the contractor made impressive progress and completed 3 weeks ahead of schedule.
- 4.5.2 A week long archaeological dig was conducted between 2 August and 6 August with 5 trenches being dug around the area that the 3G pitch will occupy.
- 4.5.3 Trench 1, located next to the existing play area – 4 bodies were found and the team on site wondered whether this area was used as a small cemetery.
- 4.5.4 Trenches 2 & 4 – lots of broken pottery and discarded coins were found.
- 4.5.5 Trenches 3 & 5 – nothing of significance was found in these trenches
- 4.5.6 The most recent conversation with our archaeology consultant indicates that further digging will be required and a decision will be made by HCC as to the extent of the further works
- 4.5.7 The public engagement survey for the 3G pitch proposal went live on 6 August 2021 and concluded on 26 August 2021.
- 4.5.8 The survey had 141 responses with 70% of responses being a mix of supportive and strongly in favour of the proposal. There was a number of comments around damage to the environment and the use of plastics which has been picked up by the Bishop's Stortford Independent and we are developing

responses against the possible negative angles that could be taken against the 3G pitch.

- 4.5.9 The planning application was submitted on Friday 10 September 2021 and will be considered in January.

The following milestones are planned for the next quarter:

<u>Milestone</u>	<u>Anticipated completion date</u>
Further archaeological dig	From 29 November 2021 TBC
Planning decision	January 2021

4.6 **Hartham Leisure Centre (HLC)**

Progress Update

Phase	Programmed delivery	Work Activity
1	Mid May – end of September 2021	Pool Hall and pool changing village refurbishment
2	Late August to late October 2021	Refurbishment of the downstairs dry changing rooms
3	End of August 2021 – mid September 2022	Demolition and building of the new extension
4	End of August 2022 – December 2022	Converting the old gym into upstairs changing room and spin studio

The following milestones are planned for the next quarter

<u>Milestone</u>	<u>Anticipated completion date</u>
Downstairs dry changing room to be refurbished by Cadman	Started 30 th August and due to complete 25 th October 2021 Out of date – closer to the start of December for completion
Revised pool hall completion	1 st November 2021 Out of date – awaiting a new date
Front of the building to be isolated and prepared for demolition	Soon after Thames Water have completed their actions
Demolition starts	Mid October/early November 2021 TBC
Work starts for the building of the new extension	December 2021 TBC.

4.7 **Summary**

- 4.7.1 Given the size and scope of these two developments, work has been carried out to an exemplary standard with attention to health and safety both on site and the surrounding area taking a high priority. The project managers overseeing the work have maintained a high standard of inspections and the Health and Safety Officer has observed exceptional levels of health and safety practice demonstrated throughout.

5.0 **Contract Management and Compliance**

- 5.1 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. The Health and Safety Officer works with the service contract managers to improve the information reporting processes and to ensure pertinent information is being monitored/reported and relevant action is

being taken (when required) to Safety Committee, Leadership Team and Human Resources Committee.

The following updates should be noted:

5.2 Buntingford Service Centre

- 5.2.1 Site re-lining has taken place after the previous lining undertaken in August degraded. The Property Team will continue to monitor as the commissioning service for this work.
- 5.2.2 The Health and Safety Officer can report that the date of the next Buntingford User Group Meeting will be 3 November 2021. There have been no on-site incidents or accidents to report.
- 5.2.3 The Councils Property Team have installed additional high visibility fire exit safety signs in the tipping hall.

6.0 Parking Enforcement Contract

- 6.1 The Health and Safety Officer receives monthly site inspections from the Service Development Manager and Parking Contract Manager on the overall performance of the contract and it can be reported that there is currently one issue that is being investigated.
- 6.2 The Parking Services Team are currently liaising with Housing colleagues and other agencies in respect to a rough sleeper that has taken up residence at Gascoyne Way MSCP, Hertford. So far the individual has refused to engage with the Council Homeless / Rough Sleeper Officer or other agencies. The Councils contractors are maintaining vigilance as they are occupying the stairwell and causing obstructions to the lift and associated hygiene matters.

The Parking Service Contract Manager is exploring all options to resolve the matter

- 6.3 The Health and Safety Officer attended a tour of the new Northgate End MSCP on 27th October.

7.0 Parks and Open Spaces Management Contract

- 7.1 There have been no incidents or accidents reported for this period and no incidents involving the Councils Grounds Maintenance Contractor, Glendale.

8.0 Rectory Hall, Stanstead Abbots

- 8.1 The Health and Safety Officer has scheduled quarterly site visits to Rectory Hall, Stanstead Abbots, and has planned a series of safety briefings for the staff covering risk assessments, fire safety, accident / incident and near miss reporting.

9.0 Lone Worker Contract Update

- 9.1 The Health and Safety Officer would like to advise the Committee that the final moderation has now taken place and a decision has been made to appoint a supplier (PeopleSafe) for the delivery and provision of the lone worker contract.
- 9.2 Due to delays in receiving clarification information from the suppliers the contract award had been delayed but is now complete, service has been maintained throughout.

10.0 Contract and Development Support for Leisure Development Projects / Capital Programmes

- 10.1 The Health and Safety Officer continues to liaise with the Leisure and Parks Development Officer (Leisure) on the progress of the improvement programmes.

- 10.2 The Health and Safety Officer is working with the Theatre Team who are planning Christmas activities at South Maltings, Kibes Lane, Ware. The Front of House Manager and Health and Safety Officer have identified potential health and safety weaknesses in procedures and will be carrying out risk assessments and developing procedures to ensure these events can be held safely.
- 10.3 Decontaminate UK are making progress on the controlled removal of asbestos with approximately 90% removed.
- 10.4 The Health and Safety Officer can advise the committee that there have been no on-site accidents or covid related incidents.

11.0 Agile/Blended Working Programme/COVID Protocols

- 11.1 Wallfields has continued to operate as a COVID secure workplace. Following discussions with Leadership Team and UNISON the following changes have been agreed in line with the Government Guidance which focuses on Hygiene, Cleaning and Ventilation now that social distancing restrictions have been lifted:
- Removing the one way system, but staff still need to avoid close cross over.
 - Removing the one way in / out system but continuing to use ID card to swipe and record numbers.
 - Allowing an increase in the number of people able to use WC's (increased from single use to two)
 - Allowing an increase in the number of people able to use the kitchen and kitchen hub.
 - Significantly increased ventilation with windows being marked to be left open.
 - Increased emphasis on the importance of maintain

- good hygiene, sanitisation and cleaning.
- Desk booking, to control numbers
- Continued twice weekly Lateral Flow Testing.

11.2 The Health and Safety Officer, Head of HR and Leadership Team are monitoring guidance and messaging from Government.

12.0 Learning and Development – Partnership training and future events

12.1 The most recent block of face to face First Aid at Work 3 day qualification training took place in October 2021. The 5 candidates all passed their practical and written exams and now join the team of First Aiders.

12.2 A one day Emergency First Aid Course for the Housing Options Homelessness team took place in October 2021 with all participants completing the course. The course looked at dealing with minor injuries, infantile convulsions, everyday minor cuts and bruises.

12.3 The Health and Safety Officer has developed a 'Fire Safety Awareness' module for the Councils E-Learning platform 'Skillsbuild' The interactive course will focus on basic fire safety, fire evacuation, use and types of fire extinguisher. A hyperlink will take users to a fire safety video on the intranet that looks at human behaviour during a possible fire scenario. Previously fire safety was covered at a more basic level as part of the H&S module, the revised specific module will better support fire safety and awareness.

13.0 Options

N/A

14.0 Risks

- 14.1 As stated in the report where health and safety risks have been identified appropriate assessment has been made with relevant controls or mitigation put in place.

15.0 Implications/Consultations

N/A

Community Safety

As covered by the report the measures or controls put in place will impact positively on community safety e.g. re parks and open spaces or reception re-opening to the public.

Data Protection

No

Equalities

No patterns or links in the data that accidents are related to any protected characteristics. In terms of developments reasonable adjustments are made to support disabilities and ensure disabled access.

Environmental Sustainability

No

Financial

No

Health and Safety

Yes – as described in the report

Human Resources

Yes – Health and Safety is part of the HR & OD Service

Human Rights

No

Legal

Yes - Health and Safety practice, reporting and monitoring is in place to comply with legal requirements and the report has been reviewed by LT which includes the Head of Legal and Democratic Services.

Specific Wards

No

19.0 Background papers, appendices and other relevant material

N/A

Contact Officer

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East Herts Council Report

Human Resources Committee

Date of Meeting: 24 November 2021

Report by: Head of Human Resources and
Organisational Development

Report title: Domestic Abuse Policy

Ward(s) affected: None

Summary

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:

A. That the East Herts Domestic Abuse Policy be approved.

1.0 Proposal(s)

1.1 The proposals are set out in the recommendations above.

2.0 Background

2.1 The draft East Herts Domestic Abuse Policy was written following on from recommendations made by the Hertfordshire Safeguarding Board at the 2019 Hertfordshire Safeguarding Adults Board (HSAB) self-assessment day.

2.2 The policy outlines the council's commitment to responding sensitively and effectively to those employees needing help and support should they experience domestic abuse, promoting the view that violence against people is unacceptable and will not be condoned.

2.3 The policy is underpinned by a commitment to the principles of safeguarding children and vulnerable adults, a duty of care

to the council's employees and equality and diversity.

- 2.4 The policy aims to positively assist and support employees experiencing or surviving domestic abuse and assist managers in supporting staff where incidents of domestic abuse are reported.
- 2.5 Providing appropriate support to staff experiencing, or surviving, domestic abuse can reduce absences from work, assist in improving performance and help staff to feel valued and supported.

3.0 Report

- 3.1 Following on from feedback form the HSAB self-assessment day in 2019, the action to develop a Domestic Abuse Policy was added to the East Herts Council Safeguarding Action Plan.
- 3.2 The policy has been written by the Service Manager – Community Wellbeing and Partnerships, one of East Herts' safeguarding leads, in consultation with the East Herts Safeguarding Policy Group.
- 3.3 The Safeguarding Policy Group brings together the Head of Housing and Health as East Herts Safeguarding Lead, with the Head of Human Resources and Organisational Development and the Executive Member for Neighbourhoods, who has responsibility for safeguarding, and, among other things, monitors the Safeguarding Action Plan on a quarterly basis.
- 3.4 The policy outlines East Herts Council's stance on domestic abuse, making it clear that verbal or physical by any council employee, on or off duty, is unacceptable.
- 3.5 The policy provides advice and guidance for staff with regards to how to handle cases of domestic abuse sensitively and respectfully, supporting staff and keep them safe while

ensuring the necessary information is recorded and actions taken.

- 3.6 UNISON has been consulted on the draft Domestic Abuse Policy and are supportive.
- 3.7 Local Joint Panel have endorsed the policy for approval by Human Resources Committee subject to the repeated wording being deleted in paragraph 7.1 which has been amended.

4.0 Implications/Consultations

Community Safety

The Policy has an important role to play in community safety issues as they relate to council employees.

Data Protection

Any information shared by a member of staff will be subject to the council's standard data protection policies.

Equalities

A separate equalities analysis has not been conducted as it is felt the overall equalities analysis of HR policies pertains to this proposed one.

Environmental Sustainability

There are no environmental sustainability implications arising from this report.

Financial

There are no financial implications arising from this report.

Health and Safety

The policy outlines arrangements that can be implemented to ensure the health and safety of staff surviving, or experiencing, domestic abuse.

Human Resources

The policy provides guidance and advice for staff on how to manage domestic abuse concerns, how to support staff. This includes advice on support for staff from both EHC and line managers.

Human Rights

There are no human rights implications arising from this report.

Legal

There are no specific legal implications arising from this report.

Specific Wards

No

5.0 Background papers, appendices and other relevant material

5.1 The updated Domestic Abuse Policy is attached at Appendix 1.

Contact Officer

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Report Author

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East Herts Council

Domestic Abuse Policy and Procedure

Policy Owner: Safeguarding Group

Date of last review: November 2021

Date of next review: November 2024

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1. Introduction

- 1.1 East Herts Council is committed to responding sensitively and effectively to those employees needing help and support should they experience domestic abuse, promoting the view that violence against people is unacceptable and will not be condoned.
- 1.2 This policy is underpinned by a commitment to the principles of safeguarding children and vulnerable adults, a duty of care to the Council's employees, and equality and diversity. All those experiencing or affected by domestic abuse will be treated according to their needs.

2. Policy statement

- 2.1 East Herts Council work with Survivors Against Domestic Abuse (SADA) to provide support to those affected by domestic abuse and to reduce the incidents of domestic abuse in East Herts.
- 2.2 The Council is committed to ensuring support is available to employees who are experiencing or surviving domestic abuse and recognises that anyone can experience or be a survivor of domestic abuse regardless of their gender identity or sexual orientation.
- 2.3 The Council recognises the scope of domestic abuse and that it has a responsibility for the wellbeing of staff; understanding that domestic abuse can have a major impact on individuals, who may hide the circumstances of their situation from others including their children, colleagues and family members.
- 2.4 This policy is inclusive of all people affected by domestic abuse, irrespective of their age, race or ethnicity, religion, disability, sex or sexual orientation.
- 2.5 This policy aims to:
 - positively assist and support employees who are experiencing or surviving domestic abuse;
 - assist managers in supporting staff when incidents of domestic abuse are reported;

- reduce absences from work resulting from domestic abuse; and assist in improving performance by positively offering practical support to employees who are affected;
- remove fears of stigmatisation at work of members of staff experiencing domestic abuse;
- demonstrate the Council's commitment to challenging the social issue of domestic abuse.

- 2.6 Guidance will be reviewed on an annual basis by the Head of Housing and Health and the Service Manager – Community Wellbeing and Partnerships.

3. Definitions of Domestic Abuse

- 4.1 For the purpose of this policy, the cross-government definition of domestic abuse has been adopted. This is:

Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to, psychological, physical, sexual, financial and emotional abuse.

- 4.2 This definition, which is not a legal definition, includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, as well as teenage to parent abuse and elder abuse when committed within the family or by an immediate partner. It is clear that victims are not confined to one gender or ethnic group.

- 4.3 Domestic abuse involves misuse of power and exercise of control by one adult over another adult; usually within the context of an intimate relationship or within a family. It is rarely a one-off incident. Evidence suggests it is a pattern of abuse and intimidation that becomes more severe over time.

- 4.4 Domestic abuse occurs in all groups and sections of society and may be experienced differently, due to race, sexuality, gender re-assignment, disability, age, religion, culture, class, mental health or caring responsibilities.

- 4.5 Examples of domestic abuse:

- Physical assault or threats of physical assault
- Sexual assault or threats of sexual assault;
- Emotional or psychological abuse
- Denial of rights or restriction of personal freedom
- The imposition of social isolation or movement deprivation;
- Forced marriage.

4. The impact of domestic abuse on the workplace

- 5.1 Employees experiencing domestic abuse may be harassed, stalked, or even physically assaulted while at, or travelling to and from, work.
- 5.2 Perpetrators may be using workplace resources such as time, phones, e-mail or other means to threaten, harass or abuse their current or former partner.
- 5.3 The impact of domestic abuse can greatly impact on an employee's working life, contributing to lateness, absenteeism and poor performance.
- 5.4 Employees experiencing domestic abuse are especially vulnerable while they are at work because once they attempt to leave an abusive partner the workplace can become the only place where they can be located and harmed.

6. Individual support

- 6.1 All employees have the right to work in a supportive and confidential environment that does not discriminate against or stigmatise them if they are experiencing domestic abuse.
- 6.2 As an employee you are not obliged to tell anyone at work about your domestic situation but there are a whole range of people within the Council that you may find it helpful to talk to, for example; your line manager or HR staff. You may also wish to access support through SADA or the employee assistance programme (EAP).

- 6.3 Where disclosures are made, staff will respond sympathetically, confidentially and will respect the right of the individual to make their own decision on the course of action at every stage
- 6.4 Where domestic abuse has been reported, line managers will treat unplanned absences and temporary poor time-keeping sympathetically.

7. Managers and Supervisors

- 7.1 Managers may be the first to become aware that an employee is experiencing domestic abuse because they have the role of monitoring and investigating sickness, attendance and work performance. Some additional indicators to consider are:

- uncharacteristically late or high absenteeism rate without explanation;
- inappropriate or excessive clothing;
- repeated injuries or unexplained bruising or explanations that do not fit with the injuries;
- changes in the quality of work performance for no apparent reason;
- receiving repeated upsetting calls / texts / emails or being victim of vandalism / threats;
- member of staff becoming withdrawn or showing changes in personality;
- lack of money;
- obsession with time or avoiding lunch breaks or socializing outside of work;
- needing time off for appointments

The effects of domestic abuse will vary and the examples given are only potential indicators and should not be used alone to identify whether or not someone is a victim of domestic abuse.

- 7.2 Managers who become concerned that a member of staff may be experiencing domestic abuse should:
- be supportive, available and approachable;
 - take time to listen
 - take the employee seriously
 - use empathy and ensure a non-judgmental approach;
 - ask any direct questions with care and sensitivity, reinforcing that, as far as possible, confidentiality will be respected;

- hold discussions in a private place;
- encourage the employee to seek the advice of other relevant agencies;
- signpost staff to support available through the EAP and SADA;
- agree a communication plan with the individual when time off is needed;
- not act as a counsellor - this should be left to trained professionals;
- seek advice from the HR team where unsure

More details guidance for managers is shown in Appendix 1.

7.3 Confidentiality

- 7.3.1 The council will only involve other agencies; or divulge information with the consent of the person concerned; unless required to do so by law or where there is an immediate risk to the safety of an individual.
- 7.3.2 Managers have a duty to maintain a secure environment for all employees. This may be made easier if colleagues are aware of potential risks. In situations where others may be put at risk, and at the express wish of the member of staff in question, managers can agree with the individual what information can be disclosed. Colleagues privy to this information must be reminded that the information is confidential and that there are risks to the member of staff if it is disclosed.
- 7.3.3 Staff should be reminded of the importance of not divulging an individual's personal details; such as addresses, telephone numbers and shift patterns; to other employees or unknown people requesting the information.

7.4 Providing Support

- 7.4.1 Managers should treat distracted behaviour, poor time-keeping and unplanned absences sympathetically where there is the suggestion that it may be the result of domestic abuse.
- 7.4.2 Line managers may offer employees experiencing domestic abuse a broad range of support. This may include but is not limited to:
- leave for relevant appointments, including with support agencies, solicitors, to rearrange housing or childcare, and for court appointments;
 - temporary or permanent changes to working times and patterns;
 - changes to specific duties, for example to avoid potential contact with an abuser in a customer facing role or if they are a fellow employee;

- redeployment or relocation deemed appropriate and reasonable;
- getting places on assertiveness training courses;
- using other existing policies including Work Life Balance options.
- access to occupational health interventions, e.g. counselling

7.5 Keeping employees safe

7.5.1 The Council will actively provide support to employees to try and minimise the risk to their safety while at work, if they make it known to us that they are experiencing or surviving domestic abuse.

7.5.2 Managers will take *reasonable* measures to ensure both the member of staff *and others* immediate safety and security at work, considerations include:

- improving security, changing keypad numbers or reminding staff of any restricted access arrangements which may apply;
- changing duty arrangements such as reception or answering the phone;
- changing the layout of the room so that the individual cannot be seen through reception/entrances or through a window;
- changing specific duties to avoid potential contact with an abuser;
- agreeing with the person experiencing domestic abuse what to tell colleagues and how they should respond to contact from the abuser;
- providing colleagues with a photograph and other relevant details;
- ensuring systems for recording staff whereabouts are adequate and risk assessments are carried out for lone working or work out of the office;
- considering arrangements for when a member of staff has to leave work;
- ensuring incidents are recorded using incident report forms. Details of all witnesses should be recorded;
- seeking redeployment for staff if they request a change of location;
- considering a change of working hours or other temporary measures;
- avoiding requests to work overtime without reasonable notice;
- establishing how to contact the member of staff outside of work; contacting them at home may not be appropriate.

7.5.3 Risk assessments and management control measures should include all foreseeable risks. A risk of domestic abuse in the workplace is reasonably foreseeable once an employee has raised the issue with the line manager.

7.5.4 Where the perpetrator and victim both work for the Council, reasonable steps will be taken to stop any abuse and to ensure the victim and their colleagues are not at risk from the perpetrator entering the work place.

7.6 Absence

- 7.6.1 Absence from work due to domestic abuse will be considered on an individual basis in collaboration with the employee, line manager and HR.
- 7.6.2 Employee, managers and supervisors are encouraged to explore paid leave options that can be arranged to help the employee cope with the situation without having to take a formal unpaid leave of absence. Depending on circumstances these options may include:
- granting leave or arranging temporary flexible working hours so the employee can attend relevant appointments with support agencies;
 - adjustments to the sickness triggers under the Absence Management Policy.

None of the above excludes employees from adhering wherever possible to the Council's absence reporting procedure or Attendance Policy.

8. Recording Information

- 8.1 In agreement with the staff member, Managers will record a summary of discussions and agreed outcomes. This will be kept confidential, removed once the incident has been resolved and will not form part of routine management/personnel record.

9. Dealing with Perpetrators of Domestic Abuse

- 9.1 Verbal or physical abuse by Council employees on or off duty are unacceptable. They can impact on the Council's employment relationship and damage the reputation of the Council.
- 9.2 The Council will ensure that there is no collusion with the behaviour of employees who are perpetrator. Disciplinary action may be taken against staff who are abusive to Council employees or on Council property or time.
- 9.3 Employees will be made aware that conduct outside of work may breach the Council's Code of Conduct and bring the Council into disrepute. This could result in the initiation of the disciplinary procedure.

- 9.4 Employees who are perpetrators may wish to seek help and support. Those seeking help will be offered assistance in finding local sources of help, such as perpetrator re-education programmes available locally/regionally.
- 9.5 If a member of staff is convicted of domestic abuse offence which conflicts with their role at the Council, appropriate action should be taken and advice sought from HR. Factors to consider include:
- the nature of the conduct and the role of the perpetrator at work;
 - the extent to which it involves contact with employees/service users.

10. Monitoring and policy review

- 10.1 This policy will be reviewed every three years or sooner if there are any changes in legislation or best practice requiring amendments to be made

11. Key contact details

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APPENDIX 1

Good Practice Guidelines - Supporting someone experiencing Domestic Abuse

If a member of staff comes to you and is alleging domestic abuse they should be believed unless there is clear evidence to the contrary.

You should

- Find a safe place to talk
- Check if they are happy to talk to you or would prefer to speak to someone else;
- Listen carefully and provide space to talk. Assure them of your confidentiality unless there are child protection issues which must be reported.
- Be sensitive and discuss their fears.
- Accept that what is being said is the truth.
- Keep your personal opinions to yourself, do not be judgmental.
- Remember their options may be limited by a lack of access to resources.
- Ask the member of staff what they want you to do, if anything, and respect their decision.
- Ask the member of staff if they want to report it to the police and/or need to see a GP/Occupational Health for medical attention – again this is their choice. If the person is injured they should be encouraged to do this and have any injuries assessed and documented with their consent
- Give information - not advice.
- Be prepared to offer the same standard of support on all occasions no matter how many times the same member of staff comes forward. Because of the persistent nature of domestic abuse victims often find it very difficult to leave abusive relationships.
- Assist them in making contact with agencies that may be able to help

You Should Not

- Expect too much – they may not want you to do anything other than listen.
- Mislead the individual into thinking you can do more than you can realistically do as their manager.
- Give a new address or phone number to anyone, including payroll or put their new details on any documents other people may have access to.
- Set pre-conditions for supporting them; rush them to make a decision to force them to take action.
- Act as a go-between.

Remember

Offering basic information about services is helpful whether they are used immediately or not. Victims need a link to the larger community, and may be unaware that they need or deserve these services as they probably minimize the abuse.

Pressuring the victim to leave the abuser is not helpful. Violence usually escalates after an attempt to leave. Leaving the situation is a step that should be carefully planned after support and must be taken at the victim's pace.

Admitting the abuse is happening is the first step to stopping it.

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East Herts Council Report

Human Resources Committee

Date of Meeting: 24 November 2021

Report by: Head of Human Resources and
Organisational Development

Report title: Human Resources Management Statistics
for Quarter 2 (July - September 2021)

Ward(s) affected: None

Summary

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

(A) To consider the Human Resources Management Statistics for Quarter 2 (July - September 2021) and provide any comments to the HR Officer/Head of HR and OD.

1.0 Proposal(s)

1.1 Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 2 (July - September 2021).

2.0 Background

2.1 This report outlines the current performance against the annual HR targets as approved by the HR Committee and available benchmarking data.

3.0 Report

3.1 Vacancy Data and Recruitment

- 3.1.1 There were 27 vacancies at the end of Quarter 2 (30 September 2021). This is lower than in Quarter 1 (29 vacancies).
- 3.1.2 At the end of Quarter 2, recruitment had progressed¹ for 13 out of the 27 vacancies (48%).
- 3.1.3 During Quarter 2, thirteen posts were advertised. Ten of the 27 posts (37%) have resulted in appointments. Two of the posts had not been successful. For the remaining post further options are being considered.
- 3.1.4 Fourteen of the 27 posts (52%) were on hold. 6 posts are in Planning, 2 in Communications, Strategy and Policy, 3 in Strategic Finance and Property, 1 in Housing and Health, 1 in Operations, and 1 in Executive Support. The posts are being held due to reviews of the service structure as part of the transformation project and potential savings and are being covered by agency staff where required.

3.2 Employee Turnover

- 3.2.1 There were 11 leavers in Quarter 2 (July – September 2021) giving a turnover rate for the quarter of 3.4%. Based on the number of leavers so far in Quarters 1 and 2, it is estimated that the turnover rate for the annual period 2021/22 will be **14.1%**. This is higher than the projections in the same quarter in the previous year (5.9% in Quarter 2 in 2020/21) and it is slightly higher than the local government average (14% for 2018/19 for Local Authority districts in the UK). It has however fallen since the previous quarter (14.5% in Quarter 1).

¹ Posts were either out to advert, at shortlisting, interview or pre-employment check stages, or an unconditional offer had been made but the candidate has not yet started.

Figure 1 - Leavers and Turnover throughout 2020/21

	Q1	Q2	Q3	Q4
Number of Leavers 2020/21	4	6	5	13
Turnover rate 2020/21	1.2%	1.8%	1.5%	3.9%
Number of Leavers 2021/22	12	11		
Turnover rate 2021/22	3.6%	3.4%		

3.1.1 Reasons for leaving in Quarter 2 included 3 staff leaving due to personal reasons, 3 leavers were as a result of redundancies made at Hertford Theatre as a result of its closure, 1 to change their career, 1 to achieve promotion, 1 to undertake study, 1 due to family responsibilities and 1 due to 'other'. We expect the turnover rate to reduce throughout the year following the recent increase which has seen an increase in retirements, lifestyle changes as well as redundancies due to the theatre closing.

3.3 Sickiness Absence

ALL absence

ALL Absence – Quarter 2

3.3.1 At the end of Quarter 2, the total number of sickness days taken was 508.49 full time equivalent (FTE) days. Of these, 269.49 FTE days (53%) were due to short term sickness and 239 FTE days (47%) were due to long term sickness. The percentage of time lost due to short term sickness is 1.4% and the percentage of time lost due to long term sickness is 1.3% which equates to a total percentage lost time of 2.7%.

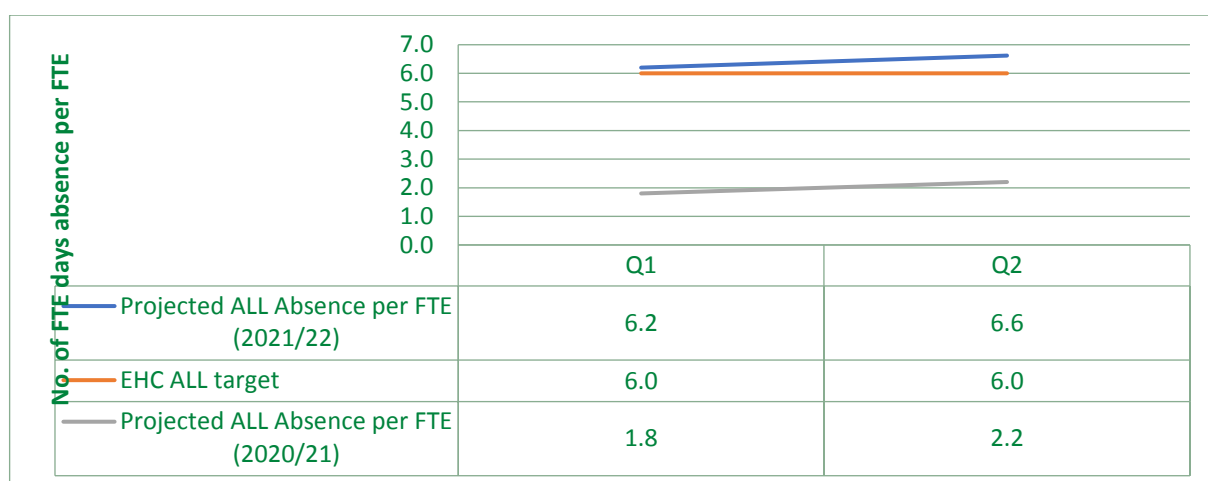
3.3.2 At the end of Quarter 2, the number of FTE days absent per

FTE was an average of 3.31 days.

ALL Absence – Annual period 2021/22

- 3.3.3 Figure 2 below shows that, based on absences for the year so far (i.e. absences as at the end of September 2021), projected sickness absence for the annual period 2021/22 is estimated to be **6.6 days per FTE**. This is slightly above the council's annual target of 6 days.

Figure 2 – Projected annual absence for 2021/22



Short term absence

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

Short term absence - Quarter 2

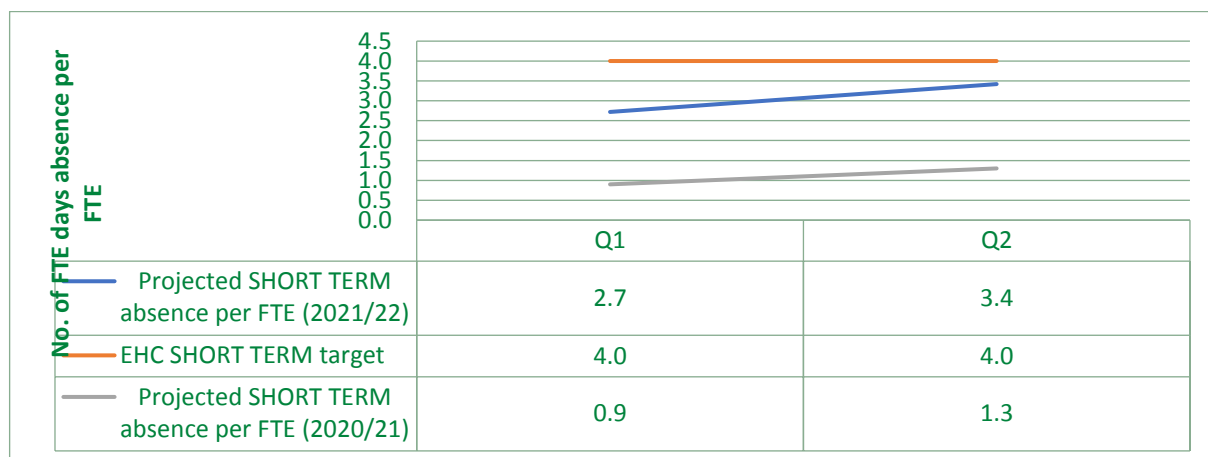
- 3.3.5 Sixty employees (18.5% of the total headcount) had short term sickness absence during Quarter 2 totalling 269.49 FTE days. This represents a percentage lost time rate of 1.4%.
- 3.3.6 At the end of Quarter 2, the number of short term FTE days absent per FTE was an average of 1.71 days.

Short term absence - Annual period 2021/22

- 3.3.7 Figure 3 below shows that, based on short term absences for the year so far (as at the end of September 2021), it is

estimated that short term sickness absence for the annual period 2020/21 will be **3.4 days per FTE**. This is below the council's short term target of 4 days.

Figure 3 – Projected annual SHORT TERM absence for 2021/22



Long Term absence

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

Long term absence – Quarter 2

3.3.9 Nine employees (2.8% of the total headcount) had long term sickness absence during Quarter 2 totalling 239 FTE days. This represents a percentage time lost rate of 1.3%.

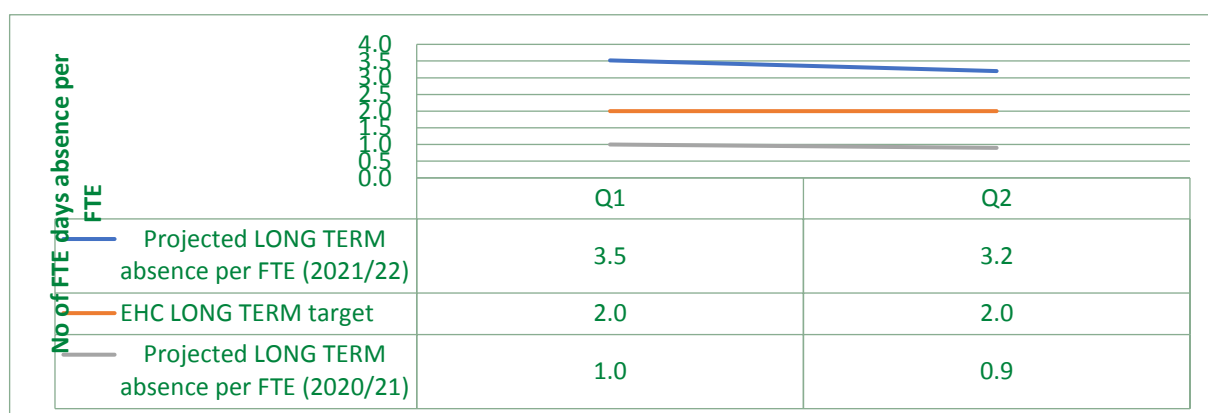
3.3.10 The nine employees have been offered support through referrals to Occupational Health/taking medical advice from Specialists where appropriate. The reasons for long term absence were for injuries (1 employee), mental health (2 employees), acute medical conditions (2 employees), reoccurring medical conditions (1 employee), and stress (3 employees). Six employees have now returned to work. Two employees have left the council, one for ill health and the other chose not to return from an external secondment. The employee who remains absent is being supported by their manager and HR under the Absence Management Policy.

3.3.11 At the end of Quarter 2, the number of long term FTE days absent per FTE was 1.60 days.

LONG TERM absence - Annual period 2021/22

3.3.12 Figure 4 below shows that, based on long term absences for the year so far (i.e. as at the end of September 2021), it is estimated that long term sickness absence for the annual period 2021/22 will be **3.2 days per FTE**. This is above the council's long term target of 2 days. With the reduction of Long-term sickness cases this will hopefully reduce and is being well managed through the absence procedures.

Figure 4 Projected annual LONG TERM absence for 2021/22



3.4 Learning and Development

3.4.1 In Quarter 2, ten in-house corporate learning and development events were held over nineteen sessions and two hundred and six employees participated. Please note these figures do not include the in-house e-learning courses delivered through the Skills Build platform. These will be included in the Annual Learning and Development report.

3.4.2 The roll out of the in-house Corporate Sustainability and Climate Change Training continued. David Thorogood, Environmental Sustainability Co-Ordinator, led the presentations supported by the OD and HR Co-Ordinator. In

Quarter 2, one session was delivered virtually through Zoom and four employees attended the event.

- 3.4.3 The talking menopause sessions were delivered in July with three separate events for women, Leadership team and managers. This training identified menopause and how to support this in the workplace. All sessions were held face to face and 26 employees attended in total.
- 3.4.4 Helen Farrell, who was the HR and OD Co-ordinator, delivered Coping with Change sessions as part of the East Herts Transformation Programme. In quarter 2, two sessions were delivered virtually through zoom and thirty nine employees attended. A further two events were delivered in October 2021.
- 3.4.5 In quarter 2, Corinne Crosbourne, Equalities, Diversity and Inclusion Officer delivered three virtual information sessions on Equality Impact Assessments. Fifty Nine employees attended this event.
- 3.4.6 Our Corporate Induction took place in September 2021. The event was delivered virtually through Zoom and included revised and updated content and new presenters as the OD and HR Co-Ordinator and now the trainee HR Officer continues to refresh/update the content for each event.
- 3.4.7 The Employment Policy Training for Managers took place in September. The training was delivered to managers in bite-size virtual sessions advising them of the policy changes they need to be aware of to ensure the policies are implemented consistently across the council. In quarter 2, five courses were delivered and forty two employees attended.
- 3.4.8 Employees continue to complete the annual mandatory training programme through SkillsBuild, the council's e-

learning platform. The following courses will be live from December 2021 for all employees to complete:

- Safeguarding 2021/22
- Fire safety 2021/22
- Annual Health and safety refresher 2021/22
- Email Etiquette and email management
- Data Protection 2021/22
- Diversity and Inclusion in the workplace 2021/22
- Lone working (mandatory for lone workers)

3.4.9 The Data Protection course has been revised to include all the appropriate updates and changes made by the new Information Governance and Data Protection Manager.

3.4.10 The email etiquette course is new and has been developed by the HR and OD co-ordinator in partnership with East Herts Together. This has been devised to help manage and use emails more effectively.

3.4.11 The following learning and development events are planned to be delivered in Quarter 3:

- First Aid at work
- Emergency First Aid for the Homeless Team
- RIPA
- CPIA
- Mediation
- Data Protection policy training

3.4.12 The Trainee HR Officer who is currently co-ordinating L&D continues to work with our training providers to ensure key training is delivered in a safe way.

3.4.13 The following is a summary of the learning and development events that were held in Quarter 2:

Event/Course	No of Participants	Number of sessions held
Talking Menopause	26	3
Time Management	10	1
Policy Training for Managers	41	5
Study Skills	4	1
Corporate Sustainability and Climate Change Training	4	1
Information Sessions on Equality Impact Assessments	59	3
Corporate Induction	9	1
Mental Health First Aid Refresher	8	1
Mental Health Peer Support	6	1
Coping with Change	39	2
Total	206	19

3.4 Equalities Monitoring Indicators

3.4.1 The table below shows a summary of employee equalities data at the end of Quarter 1 (i.e. 30 September 2021).

3.4.2 Employees were asked to update their personal details on MyView in March 2021 and therefore the data below will reflect this.

	Comparison to population data	EHC Percentage
Disability		
Leadership Team with a disability	5% CENSUS 2011	0.0%
Employees with a disability	5% CENSUS 2011	3.6%
Ethnicity		

Leadership Team members from BAME groups	4.5% CENSUS 2011	10%
Employees from BAME groups	4.5% CENSUS 2011	10.3%
Gender		
Leadership Team members who are female	51% NOMIS 2019	40%
Employees who are female	51% NOMIS 2019	71.2%
Sexual Orientation (Gay, Lesbian, Bisexual)		
Leadership Team	2.1% ONS 2018	20%
Employees	2.1% ONS 2018	1.8%

The Leadership Team comprises the Chief Executive, Deputy Chief Executive and all Heads of Service.

4.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

No

Health and Safety

No

Human Resources

As detailed in the report

Human Rights

No

Legal

No

Specific Wards

No

5.0 Background papers, appendices and other relevant material

None

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East Herts Council Report

Human Resources Committee

Date of Meeting: 24 November 2021

Report by: Head of Human Resources and
Organisational Development.

Report title: Human Resources and Organisational
Development Strategy 2021 to 2025

Ward(s) affected: None

Summary

- The current East Herts Council HR/OD Strategy, written in 2015 and expired in 2019 requires updating, this has been delayed in 2020 by the pandemic but also to allow East Herts Together to consult staff and work together to develop the strategy and more recently it has also considered supporting of the Transformation programme.
- Therefore, a new HR and OD Strategy for 2021 to 2025 has been drafted to respond to current needs and further develop East Herts Council as excellent employer which supports and develops staff. Key to this new HR and OD strategy is the development of Staff and Management Competencies which can be seen in the HR and Payroll Update Report. This report provides information on the contexts which have been taken into account when devising an updated strategy and the core aims and objectives that have been set out.

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

- A. The Human Resources Committee provides any comments and recommendations on the draft East Herts HR and OD Strategy for 2021 to 2025.**
- B. The Human Resources Committee approves the HR and OD Strategy 2021 to 2025, subject to any changes agreed at the Committee.**
- C. The Head of HR and OD should produce an annual work plan to ensure the delivery of HR Strategy with clear measures set out. A 2022 annual plan will be produced for the next HRC before being considered by LT, EHT and then considered for approval by HRC.**

1.0 Proposal(s)

1.1 The proposals are set out in the recommendations above. The HR and OD Strategy have been consulted upon with staff to shape it and to support the desired culture and to continue to develop East Herts Council as a sound employer and an employer of choice.

1.2 The East Herts Together group and the staff consultation set out for the following to be addressed in the Strategy:

- Reflects the Council's Staff Values, (embedding and fostering a value based culture)
- Supports corporate SEED priorities
- Supports creativity, innovation and efficiencies
- Supports effective performance management and development
- Promotes wellbeing
- Celebrates employee success
- Supports change regarding blended working and new working practices
- Reflects current ways of working and flexibility

1.3 Along with the Corporate SEED Priorities and the

transformation programme these have been considered and the new HR and OD Strategy has been set out to support these aims and priorities.

2.0 Background

2.1 Upon starting at East Herts Council the new Head of HR and OD identified the need to update the full suite of HR policies and in particular, the key formal policies to incorporate further best practice and improve these key management tools. A new HR and OD strategy was also required with clear staff and management competencies which underpin our values. This work was then delayed in order to establish the East Herts Together (E.H.T) Group who have worked with HR, LT and Unison to develop the policies and serve as a further cross service group to engage with and consult with to ensure the policies and employment practice are fit for purpose and user friendly. The HR and OD Strategy has now been developed for HRC approval following EHT development and LT approval.

2.2 The previous OD Strategy had the following six themes:

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

2.3 The new four year strategy seeks to build upon these themes and take East Herts Council further towards achieving these themes as well as seeking further improvement and supporting more flexible ways of working.

2.4 The Council's Corporate Plan (2020/21 – 2023/24) was agreed

in January 2020 and set out a range of actions and objectives against 4 overall, 'SEED' priorities. These are refreshed each year in terms of annual actions towards meeting the SEED Priorities. The East Herts Together Group made up of a cross service team of Managers and Staff meets regularly as working group to develop our employment and staff practices/ways of working to be:

- One team with a clear and recognisable organisational culture that everybody understands and adheres to.
- A consistent set of employment tools and practices which are truly embedded.
- A 4 year HR and OD Strategy that supports the corporate priorities and strengthens the one team approach.
- Values and behaviours are supported by consistent management practice, staff and management competencies, strong management training and underpinned by clear and appropriate policies.
- Focused on providing excellent customer service to our residents and all whom we work with.

The HR strategy aims to support the accomplishment of the above through:

- recruiting, retaining and developing a quality workforce to deliver quality services;
- supporting our managers to manage high standards of performance;
- developing the competencies required by the Council to successfully deliver the above and support the Corporate Priorities, the annual corporate action plan as well as the Transformation Programme.

2.5 The strategy has been considered by LT on 9/11/21 and was approved subject to reducing a number of actions to ensure realistic as well as developing an annual action plan once the strategy is finalised and approved. The strategy has also been

discussed at East Herts Together who support the strategy and made an addition to the measures to include maintaining an effective working relationship with our recognised Trade Union Unison.

3.0 Summary of Strategy

3.1 Key HR Strategic Aims

- Develop the Council's culture (in line with Values), staffing offer and management capability to ensure that staff see the Council as an employer of choice/recommend it as a great place to work,
- Support Flexibility and Continuous Improvement
- Develop and embed core competencies for both staff and managers to ensure expectations are clear and key behaviours developed consistently
- Develop the Council's Employer Brand
- Be seen as an integral and contributory part of achieving the Council's priorities and delivery of services
- Work with LT and staff to review the effectiveness and fitness for purpose of the current staffing structure and ways of working and make recommendations as appropriate;
- Continue to invest in all staff by supporting effective staff development and appraisal and improving communication across the Council and its centres;
- Support the organisation in the provision of a quality service to all its residents and customers;

- Ensure the efficient use of human and financial resources to reflect the changing priorities of the Council;
- Create a flexible organisation which encourages the maximum ownership of the Council's strategic aims and objectives by the staff and through this their commitment to achieving them;
- Support the Council's role as a fair and reasonable employer;
- Ensure human resource management is integrated into the strategic planning process.

3.2 Objectives

There are nine objective areas and each has a number of actions to deliver where we will review, maintain and develop as appropriate:

3.2.1 Organisation and Work Design

To encourage and adopt appropriate management and staffing structures and ways of organising work, which achieve the Council's objectives and make the best use of employees' skills and interests while maximising career development opportunities.

3.2.2 Employee Resourcing

Recruit, motivate and retain the highest quality staff with the skills and competences required to deliver the Council's strategic and service area objectives.

3.2.3 Pay, Benefits and Reward Management

Pay and broader rewards system which is relevant to the

Council's needs, affordable, transparent and perceived to be fair.

3.2.4 Performance Management

Actively and consistently manage performance to deliver quality services and achieve the Council's planned outcomes

3.2.5 Learning and Development

Develop a learning organisation which provides the support and resources for staff to perform to high standards and realise their full potential.

3.2.6 Employee Engagement

Encourage staff ownership of, and pride in, the Council's goals and achievements. Ensure staff are clear on where they fit in the golden thread and engage them to improve the way services are delivered and ensure that they engage with residents/clients to achieve this.

3.2.7 Diversity

Create and maintain a workplace where every individual feels valued and respected for what they can offer, and where the diversity of the people we serve is reflected in our staff group.

3.2.8 Wellbeing, Health and Welfare

Actively support and promote the health and well-being of staff.

3.2.9 Employment Administration

Comply with law and best practice in the employment of staff and avoidance of destructive workplace conflict.

3.3 Measuring the effectiveness of HR Strategy

The HR Team will measure effectiveness through the following measures which will be used on the annual action plans as appropriate. HRC members are welcome to express further measures or KPIs that would like:

- Produce for LT and HRC approval a HR Strategy Annual Action Plan which sets out key actions for the year and how we will measure annual progress.
- Regularly collect quantitative and qualitative data to measure the impact and effectiveness of our HR strategy and practices and the return on our investment in Human Resources staffing and other resources.
- Seek to demonstrate the link between HR indicators of success and achievement of corporate goals and outcomes.
- Use cost-effective means to collect benchmarking data with which to measure performance against comparative organisations and obtain best practice ideas for improving our Human Resources processes.
- Strive for awards and publicity as opportunities to accredit and promote achievements.
- Periodically review the kind of information that the Leadership Team and HRC, LJP, Full Council and Executive require to measure the impact of our HR strategy on organisational performance.

- Continue to maintain an effective working relationship with the recognised Trade Union Unison.

4.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

The Strategy have been updated in line with equalities legislation and with consideration to the Council's Equality Strategy. The Strategy includes supporting and developing equalities/diversity.

Environmental Sustainability

Not specifically but blended working with support this further

Financial

No, existing budgets will be used

Health and Safety

H&S join up is covered re wellbeing

Human Resources

Yes as set out this is an employment matter and the report has been produced by HR

Human Rights

No

Legal

No, however LT have approved and this includes the Head of Legal.

Specific Wards

No

5.0 Background papers, appendices and other relevant material

5.1 The developed HR and OD Strategy for 2021 to 2025 is attached as Appendix 1.

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East Herts Council (EHC) Human Resources & Organisational Development Strategy 2021-2025



Summary

This document sets out the broad HR aims and objectives which the Council will pursue to ensure that its people management practices supports the realisation of the Council's Corporate SEED Priorities and delivers effective Organisational Development which underpins the Council's Transformation Programme.

Key aims of the strategy agreed by the East Herts Together Group:

- Reflects the Council's Staff Values, (embedding and fostering a value based culture)
- Supports corporate SEED priorities
- Supports creativity, innovation and efficiencies
- Supports effective performance management and development
- Promotes wellbeing
- Celebrates employee success
- Supports change regarding blended working and new working practices
- Reflects current ways of working and flexibility

EHC Transformation Programme contains six strands all of which will be supported by this HR & OD Strategy:

Work strands and constituent work packages	
Commercial skills	
	Commercial strategy
	Fees and Charges Policy
Lean processes	
	Corporate business support hub
	Options appraisal and business case for one customer view / Customer Relationship Management (CRM)
Modern workforce development	
	Blended working policy
	Staff development allied to delivery of <i>Transforming East Herts</i> , including commercial skills training and lean / six sigma training
Modern workspace	
	Work space needs and options
	Modern front of house
	Asset management strategy
Service reviews – overall work strand	
	Service review framework
	Planning service review
Technology	
	ICON review
	Microsoft 365 deployment
	ICT equipment / telephony review and deployment

The Vision to be achieved by the Transformation Programme which is underpinned by this Strategy is:

‘By 2025 East Herts Council will be a customer focused, financially sustainable, effective organisation with flexible, empowered employees’.

The Transformation Programme requires significant savings and increases in income to be made, so it is essential that the HR Strategy enables and supports this vision to be achieved. The Strategy runs from 2021 to 2025.



The Council's Corporate Plan (2020/21 – 2023/24) was agreed in January 2020 and sets out a range of actions and objectives against 4 overall, 'SEED' priorities. These are refreshed each year in terms of annual actions towards meeting the SEED Priorities. The **East Herts Together** Group made up of a cross service team of Managers and Staff meets regularly as working group to develop our employment and staff practices/ways of working to be:

- One team with a clear and recognisable organisational culture that everybody understands and adheres to.
- A consistent set of employment tools and practices which are truly embedded.
- A 4 year HR and OD Strategy that supports the corporate priorities and strengthens the one team approach.
- Values and behaviours are supported by consistent management practice, staff and management competencies, strong management training and underpinned by clear and appropriate policies.
- Focused on providing excellent customer service to our residents and all whom we work with.

The HR strategy aims to support the accomplishment of the above through:

- recruiting, retaining and developing a quality workforce to deliver quality services;
- supporting our managers to manage high standards of performance;
- developing the competencies required by the Council to successfully deliver the above and support the Corporate Priorities, the annual corporate action plan as well as the Transformation Programme.

Key HR Strategic Aims

- *Develop the Council's culture (in line with Values), staffing offer and management capability to ensure that staff see the Council as an employer of choice/recommend it as a great place to work,*
- *Support Flexibility and Continuous Improvement*
- *Develop and embed core competencies for both staff and managers to ensure expectations are clear and key behaviours developed consistently*
- *Develop the Council's Employer Brand*
- *Be seen as an integral and contributory part of achieving the Council's priorities and delivery of services*
- *Work with LT and staff to review the effectiveness and fitness for purpose of the current staffing structure and ways of working and make recommendations as appropriate;*
- *Continue to invest in all staff by supporting effective staff development and appraisal and improving communication across the Council and its centres;*
- *Support the organisation in the provision of a quality service to all its residents and customers;*
- *Ensure the efficient use of human and financial resources to reflect the changing priorities of the Council;*
- *Create a flexible organisation which encourages the maximum ownership of the Council's strategic aims and objectives by the staff and through this their commitment to achieving them;*
- *Support the Council's role as a fair and reasonable employer;*
- *Ensure human resource management is integrated into the strategic planning process.*

Resourcing the Strategy

- The Council's Human Resources and Organisational Development Service will have both a strategic and a support role, working in partnership with Heads of Service, Service Managers and line management to maximise the effectiveness of our people management practices.
- The Human Resources Team will:
 - Lead on strategic HR planning, policy development and implementation of strategy, plans and policy.
 - Act as internal consultant and coach, guiding and assisting line managers to manage effectively.
 - Give expert casework advice and support in handling employee relations issues.
 - Enhance the responsiveness of our services to local manager needs by continuing to proactively meet with managers on at least a quarterly basis.
 - Lead on consultation on Human Resources issues with staff and the Trade Union.
 - Provide centralised administrative services to support the carrying out of key areas of Human Resources activity – e.g. recruitment, appraisal, staff development, payroll, contract management, employee record-keeping.
 - Continue to maximise the use of technology to ensure effective Human Resources administration, support and reporting. This will include development of the staff zone on the intranet and MyView for manager/staff access to Human Resources information and specific self-administration of employee data on the Council's HR System (MyView/Resource Link).
 - Develop clear HR Service Standards for managers and Carry out bi-annual internal surveys of customer (manager) satisfaction with Human Resources services.
 - Develop an annual action plan to deliver this strategy and report progress to both LT and HRC

Key HR Areas and Objectives

In this strategy 'staff' is a general term used to describe all those working to enable the Council to achieve its objectives. This includes employees, volunteers, apprentices and those on work experience.

Objective 1: Organisation and Work Design

To encourage and adopt appropriate management and staffing structures and ways of organising work, which achieve the Council's objectives and make the best use of employees' skills and interests while maximising career development opportunities.

- Periodically review management and staff structures to ensure alignment with stakeholder and service needs, and ensure effective and consistent use of staff resources in consultation with those involved.
- Develop appropriate manager: subordinate ratios in order to ensure that line managers can fully realise the potential of their staff and develop services and service quality.
- Design structures which enable succession planning and career development.
- Nurture innovative, collaborative and flexible models of working which focus on the outcomes to be achieved and the needs of the organisation, rather than on fixed job roles.
- Explore and support different flexible working practices including a blended (home and office) way of working which enables staff to balance work and life priorities with service needs and make the Council more adaptable, flexible, innovative and effective as an organisation.

Objective 2: Employee Resourcing

Recruit, motivate and retain the highest quality staff with the skills and competences required to deliver the Council's strategic and service area objectives.

- Develop our employer brand to demonstrate externally that we are the employer of choice for:

Pride in services
Personal and career development
Diversity and respect
Wellbeing
Teamwork
Sound benefits

- Review staffing implications from service wide Corporate Plans and continue to review staffing requirements so they can meet the needs of the service within available budgets. This should include workforce planning and will require improved join up with finance and managers.
- Ensure that staff with appropriate skills are recruited to individual Services, within budgets available, to meet the needs of the Council and achieve the Strategic Aims and Objectives.
- Develop and maintain a competence-based approach to recruiting people with strong transferable skills.
- Maintain and develop a robust assessment-centre approach to selection and train all interviewers so they can apply the Council's high standards of selection.
- Periodically review our application and testing processes in the light of technological advances, so as to strike the right balance between quality of process/outcome, speed of recruitment and costs.
- Identify posts that are difficult to recruit to:
 - i. continue to identify alternative means of recruiting to such posts;
 - ii. improve staff retention in such areas;
- Promote and monitor equal opportunities/equality in the recruitment of all staff and being pro-active in lifting barriers to people with disabilities and people from other protected characteristics as defined by the Equality Act 2010.
- Further develop apprenticeship and trainee schemes to attract talent from all sections of the community in line with funding and resources.
- Identify and invest in appropriate career path and development opportunities to facilitate staff retention and succession planning.

- Effectively manage and develop the bank of casual staff and agency supply chain to maximise the quality and minimise the cost of providing flexible cover for vacancies or absences. Maintain under review our relationships with 'Vendor Neutral' supplier and their supply chain of employment agencies to maximise quality and minimise cost.

Objective 3: Pay, Benefits and Reward Management

Pay and broader rewards system which is relevant to the Council's needs, affordable, transparent and perceived to be fair.

- Maintain, but review the revised **pay structure and systems** and the **specific rates of pay and benefits** offered to ensure they are:
 - Affordable
 - Consistent with our broader strategic objectives
 - Competitive, to facilitate effective recruitment and retention
 - Fair, equitable and transparent
- Review Flexi time scheme, Homeworking, Overtime, Toil, Honorariums to ensure fairness, consistency of application and most importantly that they are fit for purpose
- Continue to recognise the crucial significance of, and review the delivery of non-financial reward and recognition for employee contribution.
- Review MyRewards and other benefits to ensure they are valued by staff and provide value for money, be clear if the reward is seen as a benefit for staff or expected to provide a corporate outcome i.e. reduced flu sickness absence from flu jabs or providing staff with a benefit just as a benefit.

Objective 4: Performance Management

Actively and consistently manage performance to deliver quality services and achieve the Council's planned outcomes

- Develop and maintain core competencies for both staff and managers to ensure they reflect the organisational competencies needed to achieve the Council's Values, strategic goals and Corporate themes including more efficient ways of working.

- Develop a competence-based approach to staff selection, performance management, development and succession management.
- Continue to support the Leadership Team and Managers to define clear performance objectives and measures/outcomes at organisation, divisional, team and individual levels.
- Develop a 360 degree appraisal feedback scheme which includes peer, subordinates, client and stakeholder feedback/assessment of performance. This will increase accountability and recognition.
- Ensure that managers are fully trained so they can achieve and maintain high performance from their staff and are accountable for measuring and reporting on performance of their section and its individual employees.
- Promote a culture of recognition and celebration of staff achievements. Review current methods and develop to ensure new competencies are recognised and more recognition and motivation is achieved. Review Staff Forum and the current Staff Recognition Scheme.

Objective 5: Learning & Development

Develop a learning organisation which provides the support and resources for staff to perform to high standards and realise their full potential.

- Deliver effective organisational induction and training programmes to enable staff to acquire essential skills in:
 - Delivering quality services to clients (especially residents)
 - EHC's core competences
 - Management
 - Effective use of EHC's IT and Digital systems
 - Promoting Equality and Diversity
 - Promoting workplace health and safety
 - Managing diversity and safeguarding in service delivery and employment
- Provide high impact management training so that managers are fully competent to lead, manage and grow their services and their staff.

- Sustain an environment where staff are aware of, and take responsibility for, their own continuous professional development. Provide support for managers and staff to use our appraisal process as a tool for structured personal development planning.
- Develop the performance and respond to the staff development needs of all staff as identified through the appraisal system, the staff development forum (once this is set up), Service away days (again once set up) and support staff so they can respond to new initiatives, legislation, delivery needs and developing their careers.
- Develop an annual away day for all teams and services to undertake a SWOT to identify priorities for corporate service plans and team development plans.
- Develop a cross service staff development forum (SDF) to help inform development needs and review progress.
- Maintain and further develop a broad variety of on-the-job learning opportunities to enable staff to develop their professional skills and compete successfully for career development opportunities within the Council. (For example: coaching, shadowing, working groups, team away-days, project work, mentoring, internal skills-sharing workshops.)
- Continue to schedule and provide staff briefings and bite-size staff development sessions (which meet common needs identified to ensure improvement, growth and development as identified by the review of annual plans, the SDF and the Team Away days), to allow key messages to be shared and for whole council networking and development to be achieved.
- Continue to appoint on promotion a significant proportion of our staff, specialists and managers from among our own staff – identifying suitable vacancies as internal only in the first instance as appropriate.
- Identify and promote cross-organisational joint working opportunities such as the SEED cross service teams which foster sharing of knowledge and best practice across services/teams.
- Encourage and support staff to study for relevant professional qualifications as part of our staff development programme.
- Use a range of methods, including staff, manager and client feedback, to regularly evaluate and review the contribution of learning and

development interventions to achieve defined outcomes (this is an area where it is recognised more feedback and analysis could be achieved - Engagement).

- Promote and monitor equal opportunities in the development of all staff and being pro-active in lifting barriers to people with disabilities and people from other protected characteristics as defined by the Equality Act 2010 – such data will be produced and then analysed as part of the Council's annual Staff Equality Data report.

Objective 6: Employee Engagement

Encourage staff ownership of, and pride in, the Council's goals and achievements. Ensure staff are clear on where they fit in the golden thread and engage them to improve the way services are delivered and ensure that they engage with residents/clients to achieve this.

- Develop a staff charter or 'Deal' which sets out to staff what they can expect as a member of staff and what the council expects back (this will complement and work alongside both the Officer Code of Conduct and Core Competencies)
- Regularly review information, consultation, engagement and involvement strategies to ensure they are effective and well-received.
- Hold regular all staff briefings as well CEO email updates to provide staff with a platform to be both briefed and engage in key issues.
- Provide clear visible and approachable leadership from the Leadership Team and from the Service Manager group.
- Involve and include staff when planning and managing organisational changes, and clearly communicate the reasons for conclusions reached and decisions made.
- Use team and project-based working methods which stimulate and reward staff innovation and creativity so as to continuously improve service performance.
- Maintain an effective and constructive working relationship with the recognised Trade Union (Unison) for employment and related matters.

- Use and develop a range of tools to monitor staff perceptions of the Council's management and communications processes - including staff satisfaction surveys, exit questionnaires and upward appraisal feedback.
- Act on the findings from staff satisfaction surveys.

Objective 7: Diversity

Create and maintain a workplace where every individual feels valued and respected for what they can offer, and where the diversity of the people we serve is reflected in our staff group.

- Promote a culture which celebrates diversity, through induction, training, staff involvement in a Equality and Diversity working group (which will be set up) and other new initiatives, and publication of diversity progress and achievements (including maintain an effective Equality and Diversity policy; publishing an annual Staff Equality Data report in line with Equality Act).
- Measure progress in the diversity profile of our workforce and benchmark against other relevant organisations, our community data and publicly available data.
- Effectively mainstream diversity objectives across the council, through team and individual performance expectations and embedding in the core competencies for both staff and management, and ensure that individual managers and staff are fully engaged in the Council's ambitions in this area.
- Ensure that all of our recruitment and employment policies and practices are designed to promote the principles of inclusion, diversity and fair treatment of all.
- Actively market our employer brand as a diverse workplace to attract candidates from all sections of the community.
- Use recruitment selection criteria focused on excellent transferable skills.
- Operate leave provisions and flexible working provisions which enable staff to strike an appropriate balance between work and their life outside.
- Maintain and periodically review council practice against the standards required of the Disability Confident Scheme.

- Consider signing up to the Race at Work Charter or similar initiatives and review practice against the standards required.
- Consider experimenting with appropriate positive training and development initiatives for members of under-represented (in our workforce profile) groups in order to enable them to compete on equal terms for employment and promotion opportunities.
- Build links with research, training and employment organisations who can help us further our diversity objectives.

Objective 8: Wellbeing, Health & Welfare

Actively support and promote the health and well-being of staff.

- Provide information and guidance to staff on healthy living and wellbeing by maintaining and developing the wellbeing section on the intranet.
- Deliver the Councils Live Well Work Well Strategy for wellbeing with HR working in partnership with the Communications and Community Wellbeing teams.
- Effectively manage, and periodically review, our Health and Safety service to ensure:

Policies, procedures and guidance notes are updated in light of changing law and best practice

Annual risk-assessment reviews

Compliance monitoring

Accident monitoring

Effective induction and training programmes

- Effectively manage, and periodically review the externally contracted employee assistance programme (which provides counselling).
- Take effective measures to maximise employee attendance, including:

Active implementation of our Absence Management Policy

Carry out stress risk assessments and deliver action plans

Training for all managers

Effective partnership with Occupational Health to support employee health at work.

Managing stress or resilience training for managers and staff as appropriate

Objective 9: Employment Administration

Comply with law and best practice in the employment of staff and avoidance of destructive workplace conflict.

- Keep up to date with and take relevant action to, ensure the Council meets its legal responsibilities as an employer with reference to new and forthcoming legislation and changing case law.
- Ensure a corporate and consistent approach to employment policy, staff welfare and terms and conditions of service through effective consultation and mutual co-operation with the trade union and staff.
- Maintain, under continuous review, employment policies and procedures and provide good quality guidance, training and support for managers in their implementation.
- Develop and Monitor Service Standards for the Human Resources Section
- Maintain a computerised Human Resources system (which includes direct manager and staff access and automated workflows and forms) to enable effective use of staff and management time and to ensure the Human Resources Section maintain and monitor appropriate Human Resources records and provide management information.
- Maintain an effective and cost-effective relationship with employment and commercial solicitors, insurers and other professional advisers to minimise financial and other risk to the Council.

Measuring Effectiveness

- The HR Team will:
 - Produce for LT and HRC approval a HR Strategy Annual Action Plan which sets out key actions for the year and how we will measure annual progress.
 - Regularly collect quantitative and qualitative data to measure the impact and effectiveness of our HR strategy and practices and the return on our investment in Human Resources staffing and other resources.
 - Seek to demonstrate the link between HR indicators of success and achievement of corporate goals and outcomes.
 - Use cost-effective means to collect benchmarking data with which to measure performance against comparative organisations and obtain best practice ideas for improving our Human Resources processes.
 - Strive for awards and publicity as opportunities to accredit and promote achievements.
 - Periodically review the kind of information that the Leadership Team and HRC, LJP, Full Council and Executive require to measure the impact of our HR strategy on organisational performance.
 - Continue to maintain an effective working relationship with the recognised Trade Union Unison.

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East Herts Council Report

Human Resources Committee

Date of Meeting: 24 November 2021

Report by: Head of Human Resources and Organisational Development

Report title: Human Resources and Payroll Team Update

Ward(s) affected: N/A

Summary

RECOMMENDATIONS FOR HUMAN RESOURCES COMMITTEE:

(A) The Human Resources and Payroll Team Update Report be noted.

1.0 Proposal

1.1 This report provides an update on key areas the HR and Payroll team have been working on since Quarter 2 of 2021/22 (July to September 2021) .

2.0 Payroll Service

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 The Payroll Manager and the part-time Payroll and HR Administrator attended Pension Employer Forums via Microsoft Teams. These were on various pension regulation updates and a refresh on information required upon submission of all pension information for Staff including new starters/Leavers/Retirements and Change of hours.

- 2.3 The Payroll Manager attended an HMRC Webinar on SSP to refresh on information which was useful to understand updates currently being tested on our sickness parameters on the HR/Payroll system.
- 2.4 Payroll and HR Administrator started scanning process of payroll information that has been actioned since working from home commenced such as new starters/leavers/change of hours instructions from HR that have an action sheet completed for an audit check follow through on the individuals personal file.
- 2.5 Both the Payroll Manager and the Payroll and HR Administrator (who work 4 days and 3 days respectively) are working to a blended work pattern with up to 50% at home and going into Wallfields to support joined up working which is working well.
- 2.6 The Payroll Manager also supported the recruitment of the new HR and OD Manager (who starts in January) by being part of the selection panel.

3.0 Learning and Development

- 3.1 The HR Quarterly Management Statistics Report provides the data and details regarding the learning and development events from July to September 2021.
- 3.2 Employees continue to complete the revised mandatory e-learning courses.

The OD and HR Co-Ordinator designed an email etiquette e-learning course which was developed as part of the East Herts Together group. This will go live in December 2021 along with a new fire safety course designed by the Health and Safety Officer, and the below revised courses:

- Data Protection Briefing 2021/22
- Annual Health and Safety Refresher 2021/22

- Safeguarding 2021/22
 - Diversity and inclusion in the workplace 2021/22
 - Lone Working (for selected officers identified as lone workers)
- 3.3 The corporate induction programme continues to be delivered virtually via Zoom. The course was refreshed in September to ensure it continues to deliver the most relevant information for the new starters and includes the revised corporate plan. The new content and a new support presenter has improved the flow of the course.
- 3.4 The OD and HR Co-Ordinator continued to support the Environmental Sustainability Co-Ordinator in the delivery of the Bitesize Climate and Carbon Training. The training objective remains to roll out the events to all employees of the council.
- 3.5 The OD and HR Co-ordinator delivered coping with change sessions as part of the East Herts Transformation Programme. Two sessions were delivered virtually though zoom and thirty nine employees attended. A further two events were delivered in October 2021.
- 3.6 In September, managers received bitesize employment policy training delivered by the OD and HR Co-Ordinator. The virtual sessions advised managers of policy changes they need to be aware of to ensure the policies are implemented consistently across the council.
- 3.7 Mental Health first aid refresher training was delivered face to face by Mind in September to refresh trained employees on the importance of wellbeing and how they can support colleagues. Mind also delivered a 2 day Peer support training to train 6 further employees to this role.
- 3.6 The trainee HR Officer is covering aspects of the HR and OD

Co-ordinator role until the new HR and OD Manager starts which include co-ordinating training and the corporate induction. The trainee (Emily Cordwell) has done an excellent job covering including refining further the e-learning courses.

4.0 Human Resources Update

4.1 East Herts Together (EHT) Development Update

The East Herts Together Group has continued to meet on Zoom due to differing work patterns of group members in terms of home/office days.

- 4.1.1 A Blended Working Offer has been made to all eligible staff of working 50% in the office and 50% at home. Staff were asked to either accept the offer and complete a form showing their working pattern and home/office days or they could reject the offer and return to the office fully. Some staff are in fixed roles that have to be undertaken from the office and so they were not eligible for the offer. There are also some mobile workers who were able to choose from working on site and in the office or on site and a 50/50 mix of home and office for their desk based work. There are some exceptions to the 50/50 requirement which include existing home workers in Revs and Bens who were on pre-existing contractual home working arrangements to attend the office on a rota basis, some medical exceptions and a small group of staff who were recruited during the pandemic and it was agreed at the point of recruitment how much time they would need to spend in the office. HR are collating all of the blended working requests and will be writing to employees shortly.
- 4.1.2 The HR Strategy (which was developed based on staff feedback on our desired culture and East Herts Together provided a clear set of aims has been taken to Leadership Team (9/11) and to the East Herts Together meeting on 15 November. The new HR Strategy has been approved by LT and is being considered by this HRC for approval.

4.1.3 The Core Staff and Management Competencies have also been taken to Leadership Team (9/11) and to the East Herts Together meeting on 15 November. The newly developed competencies (which staff were consulted upon in 2020 before the development) have been agreed in principle by LT and they are attached as Appendix 1 (Staff) and Appendix 2 (Management) then reported to HRC. The PDR form is being redesigned in word with various version to make them easier to use and shared with LT on 23rd November to include the competencies and seeking 360 feedback from Peers, Customers and Direct reports ready for the 22/23 PDR cycle.

4.1.4 The one page plan has also been updated at the meeting, with further action being considered for EHC branding at the next meeting.

4.2 Recruitment

4.2.1 Indeed online Job Board

EHC continue to use Indeed to advertise posts however we will move to advertising on multiple online job boards using the Applicant Tracking System (ATS) (see below) once it is implemented.

4.2.2 Improved Job Application Form/Applicant Tracking System (ATS)

HR are continuing to implement the ATS system with Webrecruit which will provide name blind recruitment and hope to be live within the next month. We have already used some their advertising credits for the online job boards for a couple of posts despite the system not being live yet.

4.3 HR Services provided to external organisations

The HR team continue to support HBC and Ware Town Council with a variety of development work (audit, policies, revised

contract etc.).

Hertford Town Council have had manager surgeries and are being supported under the revised offer. HR have recently supported HTC with a restructure process and a complicated piece of casework which required some legal support.

The HR team are currently supporting Sawbridgeworth Town Council with a job evaluation exercise.

In line with budget reviews HR are now providing an increased income target to reflect to work being generated and to support HR staff costs.

4.4 COVID Update

The Head of HR and OD with support from the team has further revised the Office Protocols for staff and members as well as updating the Wallfields risk assessment and reporting symptoms or a positive test. The protocols continue to include twice weekly Lateral Flow Testing with resources in place. Blended working is being implemented and Officers continue to be required to book desks so that activity can be managed and monitored.

- 4.5 The HR team has seen some change, with Vicki David HR Officer (4 days/32hours) resigning and leaving on 21/11. The Head of HR would like to thank Vicki for all of her service, efforts, support and in particular for the contributions she has made to the Wellbeing Programme. A new experienced HR and OD Manager has been recruited on a 4 day basis and starts on 4/1/2022. The HR Officer role will be recruited to in the new year and it will be recruited internally as the trainee is nearing completion of their CIPD qualification and is expected to move into the full Officer role and continue to develop the HR system as well as provide HR Officer support. The new HR Manager will manage the 2 HR Officers as well as the full-time

HR and Payroll Administrator. Some savings will be made to the salary budget as part of this restructure.

5.0 Casework

- 5.1 Support has been provided by HR on a number of cases in terms of disciplinary, absence and capability.

6.0 Wellbeing Support

Live Well Work Well events promoted/held

- 7.1 The council's employee wellbeing programme, Live Well, Work Well, promoted and delivered the following sessions during July - September 2021:
- Further NHS Health Check sessions by Hertfordshire Health Improvement Service held at Wallfields. It is a health check-up for adults in England aged 40 to 74. It's designed to spot early signs of stroke, kidney disease, heart disease, type 2 diabetes or dementia. Must have no pre-existing condition and have not had one in the last 5 years.
 - Partnered with British Cycling to offer a fun, free bike ride for EHC ladies of all abilities in August. The ride was a 4 to 6 mile gentle cycle.
 - Lunchtime Wellbeing Walks every Wednesday from Wallfields
 - Flu vaccines: We have purchased a small number of vouchers from Boots to offer to those employees who wish to receive the flu vaccine this year. These are being offered at no cost to employees. 11 employees have chosen to have a voucher, funding has been secured again from HCC public health.

8.0 HR and Payroll System Development

- 8.1 The Trainee HR officer is continuing to work with system provider Zellis to review sickness absence and reporting tools to ensure all absences as well as leave are managed in hours and correctly pro-rata. This is due to go live in December 2021.
- 8.2 IT have been liaising with Zellis on installing BAM (Business alert manager) which allows for date triggered notifications and emails which will improve efficiency and stop the need for manual processes.
- 8.3 The Head of HR has also secured refunds on H&S and L&D modules which were not fit for purpose. The Head has also negotiated 5 days of consultancy (without charge) to provide a license and portal for data to be taken out of the ATS and put into Resource Link re new starters, this will also this to self-service in terms of some of the set up.
- 8.4 The Trainee HR Officer is working with the provider on developing the overtime module on My View to allow employees to submit claims through the online portal which will cease the paper process.

9.0 Options

N/A

10.0 Risks

N/A

11.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

No expect for budget issues in relation to recruitment systems and purchasing an ATS.

Health and Safety

No

Human Resources

Yes – as described in the report

Human Rights

No

Legal

No

Specific Wards

No

12.0 Background papers, appendices and other relevant material

Attached are **Appendices 1 and 2** which contain the staff competencies and management competencies respectively.

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EHC CORE COMPETENCES FOR STAFF



Five Essential Core Competencies

<i>We Go the Extra Mile</i>	
Personal effectiveness.	Takes responsibility for organising own work effectively and delivering results. Motivated, adaptable, persevering, resilient and accurate. Identifies personal development and actions appropriately.
Proactive	Recognises need for action or change; takes appropriate action without needing direction. Uses logical processes for solving problems and making decisions.
<i>We Work Together as One Team</i>	
Managing relationships	Develops and maintains effective working relationships, based on self awareness and openness to change. Committed and reliable member of team; understands impact of role on others
Communication	Written and oral communication is concise and accurate.
<i>We are Here to Help</i>	
Customer focus	Focused on views and needs of customers (internal and external). Looks for service improvement opportunities and delivers these. Able to apply the principles of diversity and equality in provision of the service and in the work environment.
<i>Additional Competency for Commercial Activity:</i>	
Commercial Focus	Delivers cost-effective service which meets customer need. Able to plan and deliver service within agreed budget and achieve income generation. Looks for commercial and income generation possibilities and delivers these.

Each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

STAFF COMPETENCES

Personal effectiveness:

Takes responsibility for organising own work effectively and delivering results. Motivated, adaptable, persevering, resilient and accurate. Identifies personal development and actions appropriately.

Effective

- ❖ Plans and organises work effectively to meet targets, deadlines and required standards; establishes clear priorities and deadlines for their work, adapting effectively where appropriate.
- ❖ Monitors progress systematically and takes early action on problems; compares own performance with required targets and standards and identifies gaps.
- ❖ Effectively maintains team systems/processes and makes effective use of tools/systems (including IT).
- ❖ Recognises signs of stress in self and others, and takes appropriate action to reduce this; asks for support appropriately; discusses issues or problems and learns from others.
- ❖ Keeps calm and objective under pressure; takes on new tasks willingly and with a 'can do' attitude; adapts quickly and flexibly to new demands and change.
- ❖ Identifies personal learning and development needs and plans ways of meeting these; shows capacity for continuous learning from experience and latest professional developments.

Ineffective

- ❖ Does not consistently plan or set clear priorities, does not meet standards or deadlines without alerting others appropriately. Works in a disorganised and/or reactive way.
- ❖ Does not adapt priorities and plans appropriately to meet changing circumstances; does not consistently check and monitor own work against objectives, targets and standards; avoids tackling new tasks or going into new situations.
- ❖ Mistakes and inaccuracies are frequent. Does not give sufficient attention to detail or misses important points; tasks are frequently left unfinished.
- ❖ Does not effectively maintain team systems and processes; shows reluctance to use and to learn IT systems; unable to carry out routine functions
- ❖ Does not manage work pressures or personal development effectively; becomes unduly stressed under pressure or blows things out of proportion; passes stress to others by behaving in an irritable or inappropriately emotional manner.

Each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

STAFF COMPETENCES

Proactive

Recognising the need for action or change, taking the appropriate action without direction. Uses logical processes for solving problems and making decisions.

Effective

- ❖ Is proactive in relation to problems and opportunities, taking prompt action to put things right and prevent recurrence of problems; actively seeks solutions to problems rather than simply *problem stating*.
- ❖ Does not assume the usual way of doing something is the best way; actively seeks opportunities to innovate and improve.
- ❖ Takes responsibility for implementing ideas; works through problems and decisions logically and systematically; anticipates obstacles and develops contingency plans.
- ❖ Initiates problem solving even though accountability might lie with others; volunteers ideas and suggestions for improvement and is prepared to take responsibility for actioning these; knows limits of own role and refers to others as appropriate
- ❖ Analyses the situation fully before making a decision and recognises constraints and implications.

Ineffective

- ❖ Constantly works in a reactive way; tends to refer problems to others and waits for instruction rather than taking action.
- ❖ Does not see opportunities for change and improvements.
- ❖ Displays low energy and/or lack of enthusiasm; avoids problem solving or decision making.
- ❖ Tends to be defensive when things go wrong; regularly expresses own views in terms of why something will *not* work; does not involve or listen to others as appropriate.
- ❖ Makes hasty decisions without sufficient information or considering problems fully, missing implications for the service or for others.

Each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

STAFF COMPETENCES**Communication**

Written and oral communication is concise and accurate.

Effective

- ❖ Speaks and writes in a clear, logical and self-confident fashion, presenting views and opinions clearly and concisely.
- ❖ Consistently and time-effectively produces a high standard of written work which is in an appropriate format and well-structured clearly and needs little amendment or correction.
- ❖ Checks that others understand information given.
- ❖ Listens and encourages responses from others as well as contributing effectively to meetings

Ineffective

- ❖ Gives information in a confusing manner and/or at excessive length.
- ❖ Attempts to communicate without tact, discretion or awareness of audience.
- ❖ Produces poorly structured or unclear written work; does not use appropriate format.
- ❖ Work frequently needs correction and amendment.
- ❖ Communicates things unnecessarily or repeatedly brings up things that are irrelevant (e.g. in meetings).

Each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

STAFF COMPETENCES

Managing relationships

Develops and maintains effective working relationships, based on self-awareness and openness to change. Committed and reliable member of team and Council; understands impact of role on others

Effective

- ❖ Relates well to a wide variety of individuals; recognises personal responsibility in supporting others and is aware of issues that might affect others; takes positive action to promote a constructive working environment.
- ❖ Understands the need for combined effort and the impact of behaviour on others and is willing to adapt behaviour or work flexibly where necessary and is reliable in delivering what is promised to others.
- ❖ Takes time to listen to others; shows sensitivity to other people's feelings and concerns; thinks before speaking and expresses feelings or opinions in a rational way.
- ❖ Constructively uses emotional energy, separating issues from personalities handling conflict effectively.
- ❖ Participates fully and constructively in team work, meetings and activities, appreciates alternative points of view and is open to constructive criticism; willing to rethink their own contribution for the good of the team/council.
- ❖ Engages positively and works collaboratively with people from all teams and actively promotes and welcomes diversity and equality.

Ineffective

- ❖ Does not consistently relate well to others, such as distancing themselves inappropriately from others and/or choosing to engage positively only with selected individuals or groups.
- ❖ Does not consistently deliver; does not sufficiently support colleagues; makes insufficient effort or contribution to joint tasks
- ❖ Does not actively listen to others; interrupts, talks over others. .
- ❖ Upsets others by inconsiderate words or actions; blames others; frequently criticises others or the organisation; does not take personal responsibility for own actions, e.g. where their behaviour is disruptive.
- ❖ Displays anger or frustration in inappropriate ways. Can be aggressive or hostile if their needs are thwarted; creates an atmosphere instead of seeking to resolve situations positively.
- ❖ Does not take sufficient personal responsibility for the work of the team. Insensitive to needs and position of others in the team/council; does not promote and/or welcome diversity and equality in the team.

Each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

STAFF COMPETENCES

Customer focus

Focused on views and needs of customers (internal and external). Looks for service improvement opportunities and delivers these. Able to apply the principles of diversity and equality in provision of the service and in the work environment.

Effective

- ❖ Shows respect and sensitivity towards customers, treating people as individuals and showing a high level of awareness and understanding of customer needs, keeping up to date with their changing needs and concerns
- ❖ Makes themselves available for customers; communicates in a sensitive manner, without being patronizing; demonstrates active listening skills in customer work; respects customer confidentiality; encourages feedback.
- ❖ Makes realistic assessments and promises of what can be delivered and is reliable in delivery to customers.
- ❖ Is sensitive to customers' particular experiences and needs in terms of their culture and background; positively seeks to identify barriers to inclusion of people from diverse backgrounds in the delivery of services and works to overcome these.
- ❖ Positively promotes diversity and equality of opportunity in service delivery and the working environment
- ❖ Proactive and enthusiastic in work and activities aimed at reviewing and improving services to customers.

Ineffective

- ❖ Does not make self sufficiently available for customers; sees customers as a group or a type rather than as individuals; sees customers as more of a nuisance than a priority; allows personal bias to affect working practice.
- ❖ Does not work in an empowering and supportive way with customers; is not sufficiently concerned about the quality of the service provided.
- ❖ Is not reliable in delivery to customers; puts processes and systems or other priorities above customer needs.
- ❖ Does not consistently operate agreed standards and best practice in their work
- ❖ Does not sufficiently recognise the importance of diversity and equality in service delivery and the working environment.
- ❖ Does not engage positively or make a constructive contribution to activities aimed at reviewing and improving services to customers.

Each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

STAFF COMPETENCES; *Additional Commercial Competence***Commercial Focus**

Delivers cost-effective service which meets customer need. Able to plan and deliver service within agreed budget and achieve income generation. Looks for commercial and income generation possibilities and delivers these.

Effective

- ❖ Delivers own role effectively, making a good contribution to service delivery and income generation as set out in team objectives/business plan.
- ❖ Endeavours to generate new ideas to improve service delivery and generate income where possible and, with support can identify opportunities for the Council and weigh up the cost, benefits and risks.
- ❖ Investigates shortcomings that will limit commercial success and the provision of excellent delivery and is able to adopt pragmatic solutions to solve problems.
- ❖ Develops straightforward ways to explain and understand problems so that others understand.
- ❖ With support, makes good decisions for the Council, identifying the impact of change on all affected, including partners and the community.
- ❖ Learns quickly and is able to apply learning to new environment to make changes.

Ineffective

- ❖ Sees an opportunity for service improvement or income generation but does nothing about it.
- ❖ States barriers, difficulties or challenges but offers no solutions and/or states that it is for others to tackle these; blames the organisation or other team members for difficulties.
- ❖ Unable or unwilling to understand the service business plan and own role within it; unaware of the cost benefit analysis of decisions made.
- ❖ Has a silo mentality when analysing problems and ignores impact on other areas outside the immediate service/department.
- ❖ Shows little interest in supporting the council to develop and grow.

Each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

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EHC CORE COMPETENCIES FOR MANAGERS



Six Essential Management Competences (+2 based on role)

<i>We Work Together</i>	
People management	Communicates clear standards, expectations and supports and manages staff to deliver and develop.
Communication	Regularly communicates, is concise & persuasive orally and in writing with a wide range of audiences.
Managing relationships	Achieves effective working relationships, based on self-awareness and openness to change. Committed and reliable member of team and the Council. Uses a range of approaches to effectively influence.
<i>We Go the Extra Mile</i>	
Personal effectiveness	Takes responsibility for organising work effectively and delivering results. Motivated, adaptable, persevering, resilient and accurate. Identifies self and team development and actions appropriately, seeking continuous improvement. Applies expertise to realise advantage for the Council and keeps up to date.
Analytical	Hones in on key issues and principles. Analyses ambiguous data and concepts rigorously. Sound problem-solving and decision-making skills.
<i>We are Here to Help</i>	
Customer focus	Focused on views and needs of service residents/customers. Ability to ensure that diversity becomes a reality in service provision.
<i>Additional Comps for Service Managers and above:</i>	
External and Commercial awareness	Externally connected. Brokers and maintains a network of relationships and partnerships to support achievement of objectives.
Management of resources	Plans, develops and manages projects, finances and other resources efficiently to deliver best maximum results

MANAGER COMPETENCES

People Management

Communicates clear standards, expectations and supports and manages staff to deliver and develop.

Effective

- ❖ Establishes clear expectations, goals, objectives and standards with staff.
- ❖ Inspires enthusiasm and commitment to goals and gives regular feedback on performance.
- ❖ Approachable, providing regular and effective support and coaching.
- ❖ Supports staff in identifying and planning to meet their development needs.
- ❖ Delegates effectively taking into account the knowledge, experience and abilities of staff. Actively seeks means to empower staff to take increased responsibility.
- ❖ Show respect and sensitivity towards staff treating people as individuals and promote diversity and equality.

Ineffective

- ❖ Does not set clear goals, objectives and standards.
- ❖ Does not conduct regular appraisals and one-to-one sessions with staff
- ❖ Is unable to delegate appropriately: either reluctant to delegate at all, or 'dumping on staff' without sufficient coaching, guidance and support.
- ❖ Does not actively support and promote staff learning and development.
- ❖ Seen as unapproachable, does not sufficiently identify and address problems.
- ❖ Treats staff unreasonably, unfairly or with a lack of sensitivity and respect.

Please note each Competence is supported with a list of examples of effective and ineffective behaviour, these are not exhaustive lists.

MANAGER COMPETENCES

Communication

Regularly communicates, concise & persuasive orally and in writing with a wide range of audiences.

Effective

- ❖ Regularly communicates using methods most likely to be effective.
- ❖ Presents information clearly, speaks and writes in a clear and logical fashion.
- ❖ Produces written work which is well structured and needs little amendment or correction. Work is pitched at the needs of audience.
- ❖ Is concise, not over-burdening with information and checks understanding, does not assume.
- ❖ Listens, and encourages responses from others as well as contributing effectively to meetings.

Ineffective

- ❖ Does not communicate regularly and/or uses ineffective methods.
- ❖ Uses a style which is unfocused and confusing, gives too much or too little information. Produces poor quality written work or presentations, e.g. fails to address the brief adequately, wrong format or excessively lengthy and difficult to understand.
- ❖ Work continually needs correction and amendment or is pitched wrongly.
- ❖ Doesn't listen to others appropriately, insensitive to feelings and views of others.
- ❖ Communicates things unnecessarily or repeatedly brings up things that are irrelevant (e.g. in meetings) and/or does not contribute effectively at meetings.

MANAGER COMPETENCES

Managing relationships

Achieves effective working relationships, based on self-awareness and openness to change. Committed and reliable member of team and Council. Uses a range of approaches to effectively influence.

Effective

- ❖ Relates well to a wide variety of individuals; recognises personal responsibility in supporting others and is aware of issues that might affect others; reliable in delivery, takes positive action to promote a constructive working environment.
- ❖ Understands the need for combined effort and the impact of behaviour on others and is willing to adapt behaviour or work flexibly where necessary and is reliable in delivering what is promised to others.
- ❖ Takes time to listen to others; shows sensitivity to other people's feelings and concerns; thinks before speaking and expresses feelings or opinions in a rational way.
- ❖ Constructively uses emotional energy, is assertive without being aggressive, separating issues from personalities handling conflict effectively.
- ❖ Participates fully and constructively in team work, meetings and activities, appreciates alternative points of view and is open to constructive criticism; willing to rethink their own contribution for the good of the team/council.
- ❖ Influences effectively; identifies key people, advantages and likely objections to an issue and prepares the best strategy/approach for dealing with these and can adjust approach by listening to and understanding their concerns.

Ineffective

- ❖ Does not consistently relate well to others, such as distancing from others and/or choosing to engage positively only with selected people.
- ❖ Does not consistently deliver; does not sufficiently support colleagues; makes insufficient effort or contribution to joint tasks
- ❖ Does not actively listen to others; interrupts, talks over others, upsets others; blames others; frequently criticises others or the Council.
- ❖ Displays anger or frustration in inappropriate ways. Can be aggressive or hostile if their needs are thwarted; creates an atmosphere instead of seeking to resolve situations positively. Unable to handle conflict.
- ❖ Does not take sufficient personal responsibility for the work of the team. Insensitive to needs and position of others in the team/council; does not promote and/or welcome diversity and equality in the team.
- ❖ Does not influence effectively; avoids such situations or negotiations or does not identify key people, issues or advantages and fails to adopt an effective approach to the matter. Pushes rather than persuades, lacks credibility.

MANAGER COMPETENCES

Personal effectiveness

Takes responsibility for organising work effectively and delivering results. Motivated, adaptable, persevering, resilient and accurate. Identifies self and team development and actions appropriately seeking continuous improvement. Applies expertise to realise advantage for the Council and keeps up to date.

Effective

- ❖ Plans and organises work effectively to meet targets; establishes clear priorities and deadlines, adapting effectively where appropriate.
- ❖ Monitors progress systematically, taking early action on problems; compares performance with requirements, identifying gaps and addressing.
- ❖ Develops and maintains team systems/processes and makes more effective use of tools/systems (including more effective use IT and leaner processes).
- ❖ Keeps calm and objective under pressure; takes on new tasks willingly, with a 'can do' attitude; adapts flexibly with resilience to new demands/change. Recognises signs of stress in self and others, and takes appropriate action to reduce this; asks for support appropriately; discusses issues and actions.
- ❖ Able to operate IT systems effectively, understands full capabilities, maximises use, ensuring they are well maintained and developed.
- ❖ Identifies personal and team learning and development needs and plans ways of meeting these; shows capacity for continuous learning and improvement from experience or latest professional developments.
- ❖ Uses expertise to meet organisational objectives, maintains expertise and is able to translate knowledge/experience into clear practical advice.

Ineffective

- ❖ Does not consistently plan or set clear priorities, does not meet targets or agree changes, works in a disorganised and/or reactive way.
 - ❖ Does not adapt priorities and plans appropriately to meet changes; does not consistently monitor work against targets; avoids tackling new tasks.
 - ❖ Mistakes and inaccuracies are frequent. Does not give sufficient attention to detail or misses important points; tasks are frequently left unfinished.
 - ❖ Does not effectively maintain team systems and processes; shows reluctance to use, learn or make systems/processes/IT more effective.
 - ❖ Does not manage work pressures or personal or team development effectively; becomes unduly stressed under pressure; passes stress to others by behaving in an irritable or inappropriately emotional manner.
 - ❖ Does not demonstrate the level of expertise to deliver to standards or tackle tasks effectively, does not sufficiently apply or share expertise, does not sufficiently keep up to date or apply best practice.
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MANAGER COMPETENCES

Analytical

Homes in on key issues and principles. Analyses ambiguous data and concepts rigorously. Sound problem-solving and decision-making. Ability to source, develop and implement new ideas to solve problems or make improvements. Identifies and actions strategic aims for service, anticipating future demands.

Effective

- ❖ Accurately analyses and interprets data, identifies key factors, interprets information to facilitate problem solving, decision making or action.
- ❖ Considers the wider context, makes connections within analysis, questions assumptions, demonstrates lateral thinking and presents a logical case.
- ❖ Develops and uses clear criteria for guiding actions, demonstrates consideration of options, seeks solutions to problems.
- ❖ Demonstrates a capacity to think creatively about problems and issues. Positively promotes a culture of innovation, experimentation and risk-taking to deliver continuous improvement and efficiency.
- ❖ Analyses and learns from mistakes and encourages others to do the same. Recognises and rewards others' efforts to generate and implement new ideas. Actively studies best practice and is quick to find ways of adopting.
- ❖ Identifies strategic aims for own function, anticipating future demands, opportunities and constraints. Maintains an awareness of the key variables associated with the continued viability, growth and cost effectiveness.
- ❖ Takes a keen interest in broader organisational strategy, is clear of own contribution to the whole and actively seeks to contribute.

Ineffective

- ❖ Does not accurately analyse and interpret data and misses important points, not identifying issues or relationships in sets of data. Attempts to present facts without seeking to interpret them or drawing out the right conclusions. Cannot articulate or present the results of their analysis in a useful way.
- ❖ Finds difficulty in looking beyond the most immediate issue. Shows little analysis or capacity for lateral thinking, procrastinates over decision making.
- ❖ Constantly operates within established ways and is unable and unwilling to work outside of these, unwilling to challenge assumptions or think laterally.
- ❖ Creates an environment where people are afraid to try new things, discourages others from generating ideas, experimenting or taking risks.
- ❖ Works in a reactive, short term manner, unaware of wider strategic issues, surprised when environmental changes disrupt plans, ignores the interests of key stakeholders, does not sufficiently translate strategic aims into practical and achievable plans which are understood and followed.

MANAGER COMPETENCES

Management of Resources

Plans, develops and manages projects, finances and other resources efficiently to deliver best maximum results.

Effective

- ❖ Clearly identifies project objectives. Identifies and secures the resources needed to achieve and allocates these appropriately and cost effectively.
- ❖ Initiates and leads on initiatives for new and more efficient use of resources.
- ❖ Builds milestones into plans, monitors progress and adjusts them as necessary in response to any changes.
- ❖ Makes effective use of management information systems to monitor and control resources. Able to demonstrate being in control – knowing what is going on, who is dealing with what and where things are up to.
- ❖ Interprets and uses financial information competently. Plans and controls expenditure within budget and completes with agreed timescales.
- ❖ Manages contracts and relationships with suppliers effectively to get the best deals.

Ineffective

- ❖ Does not sufficiently identify main objectives and/or the resources needed or costs, not planning effectively.
 - ❖ Does not lead on initiatives for new and more efficient use of resources.
 - ❖ Does not sufficiently consult and involve, does not identify or take actions on problems or slippage.
 - ❖ Does not monitor and control resources systematically or effectively. Does not use or interpret information competently, unable to provide accurate management information on progress, costs, outputs or outcomes.
 - ❖ Does not manage project, resource or budgets effectively, e.g. deadlines are missed, incurs overspends, underpayments from debtors.
 - ❖ Money is wasted on mis-managed contracts or lack of control in relationships with suppliers.
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MANAGER COMPETENCES

Customer focus

Focused on views and needs of residents/clients/customers. Ability to apply the principles of diversity and equality in the provision of the service.

Effective

- ❖ Shows respect and sensitivity towards customers, treating people as individuals and showing a high level of awareness and understanding of customer needs, keeping up to date with their changing needs and concerns
- ❖ Makes them self available for customers; communicates in a sensitive manner, without being patronizing; demonstrates active listening skills in customer work; respects customer confidentiality; encourages feedback.
- ❖ Makes realistic assessments and promises of what can be delivered and is reliable in delivery to customers.
- ❖ Is sensitive to customers' particular experiences and needs in terms of their culture and background; positively identifying barriers to inclusion for people from diverse backgrounds and works to overcome these.
- ❖ Promoting diversity in service delivery and the working environment.
- ❖ Proactive and enthusiastic in work and activities aimed at reviewing and improving services to customers and key stakeholders.

Ineffective

- ❖ Does not make them self or team sufficiently available for customers; sees customers as a group or a type rather than as individuals; views as more of a nuisance than a priority; allows personal bias to affect working practice.
- ❖ Does not work in an empowering and supportive way with customers; is not sufficiently concerned about the quality of the service provided.
- ❖ Is not reliable in delivery to customers; puts processes and systems or other priorities above customer needs.
- ❖ Does not consistently operate agreed standards and best practice in their work
- ❖ Does not sufficiently recognise or promote the importance of diversity and equality in service delivery and the working environment.
- ❖ Does not engage positively and make a constructive contribution to activities aimed at reviewing and improving services to customers and or stakeholders.

MANAGER COMPETENCES

External and Commercial awareness

Demonstrates commercial focus maximising opportunities for income, growth and efficiency. Externally connected. Brokers and maintains a network of relationships and partnerships to support achievement of objectives.

Effective

- ❖ Endeavours to generate new ideas to improve service delivery and generate income where possible and, able to successfully identify opportunities for the Council and weigh up the cost, benefits and risks.
- ❖ Proactively pursues opportunities to promote own service and other council services externally and generate additional growth and income, develops or contributes to successful service/business plans, is aware of competition and threats and delivers work in a competitive/cost effective way.
- ❖ Investigates shortcomings that will limit commercial success and the quality of provision and is able to adopt pragmatic solutions to solve problems.
- ❖ Develops and communicates straightforward ways to explain and understand plans, issues and developments so that others understand.
- ❖ Makes good decisions for the Council within the boundaries of own role, identifying the impact of change on all affected, including the community.
- ❖ Demonstrates commitment to proactive networking and maintains an external focus without compromising internal management role. Establishes and maintains a wide range of helpful contacts. Proactively identifies and pursues relationships that may lead to mutually beneficial partnerships.

Ineffective

- ❖ Does not sufficiently pursue or contribute to an opportunity for service improvement or income generation or savings, or sees it but does not act.
 - ❖ Lacks awareness of market issues, changing stakeholder needs, opportunities or threats and fails to take these factors into account.
 - ❖ Alienates potential customers or funders by showing a disregard for their needs or expectations or does not sufficiently follow up on actions.
 - ❖ Unable or unwilling to develop effectively or contribute to the service business; unaware of the cost benefit analysis of decisions made. Has a silo mentality when analysing problems and ignores impact on others. Shows little interest in supporting the council to develop and grow.
 - ❖ Does not sufficiently make or maintain effective external working contacts, tends to reinvents the wheel instead of taking advantage of best practice.
 - ❖ Does not sufficiently appreciate the consequences of their own actions on EHC's reputation and modify their behaviour accordingly. Creates a negative impression on external contacts or does not sufficient follow up on actions.
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