



James Ellis
Head of Legal and Democratic
Services

MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 15 FEBRUARY 2022
TIME : 7.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor Rosemary 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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- 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;
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AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes - 24 November 2021 (Pages 7 - 20)

To receive the Minutes of the meeting held on 24 November 2021.

3. Declarations of Interest

To receive any Member's Declaration of Interest.

4. Chairman's Announcements

5. Health & Safety Quarterly Statistics (Q3) (Pages 21 - 34)

6. Gender Pay Gap Annual Report 2021 (Pages 35 - 52)

7. Pay Policy Statement 2022 - 23 (Pages 53 - 70)

8. Human Resources Management Statistics - Quarter 3 Report (Pages 71 - 82)

9. HR & Payroll Team Update (Pages 83 - 92)

10. Urgent Business

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

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MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD IN
THE COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON WEDNESDAY 24
NOVEMBER 2021, AT 7.00 PM

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

OFFICERS IN ATTENDANCE:

Michele Aves	- Electoral Services Assistant
Emily Cordwell	- Trainee Human Resources Officer
Peter Dickinson	- Health and Safety Officer
Steven King	- Finance Management Trainee
Peter Mannings	- Democratic Services Officer
Ben Wood	- Head of Communications, Strategy and Policy

248 APOLOGIES

Apologies for absence were submitted on behalf of Councillor McMullen. It was noted that Councillor Curtis was substituting for Councillor McMullen.

An apology was also submitted on behalf of the Head of Human Resources and Organisational Development. The Chairman wished him well on behalf of the Committee.

249 MINUTES - 15 SEPTEMBER 2021

Councillor Ruffles referred to the email etiquette training detailed in the minutes and asked whether this would be offered to Members as well as Officers. The Trainee Human Resources Officer confirmed that the email etiquette course would be going live in December for both Members and Officers.

It was moved by Councillor Ruffles and seconded by Councillor Dumont, that the Minutes of the meeting of the Committee held on 15 September 2021 be confirmed as a correct record and signed by the Chairman. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Minutes of the Committee meeting held on 15 September 2021 be confirmed as a correct record and signed by the Chairman.

250 DECLARATIONS OF INTEREST

Councillor Alder declared an interest in that Sawbridgeworth Town Council had used the East Hertfordshire District Council's Human Resources facilities.

Councillors Bolton, Newton and Ruffles also declared

interests in that Hertford Town Council had also used East Hertfordshire District Council's Human Resources facilities. Councillor Curtis declared an interest in that Ware Town Council had used East Hertfordshire District Council's Human Resources facilities.

251 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed Emily Cordwell, representing Human Resources and Organisational Development, and also Ben Wood, Head of Communications, Strategy and Policy, She also welcomed Michele Aves from Democratic Services, to observe the meeting.

252 HEALTH AND SAFETY COMMITTEE MINUTES - 2 NOVEMBER 2021

Councillor Alder asked about regulatory and legislative changes and the building safety bill. She asked if Officers would have appropriate training, thinking especially of the number of residential homes being built for older people and those with mobility problems.

The Health and Safety Officer said that there was a new piece of legislation called Planning Gateway One, which would be supporting the planning process. He set out the actions that would have to be taken by Local Planning Authorities under the new legislation.

Members were advised that the Planning Service Managers had been contacted about the new legislation and the role of giving specialist advice would fall to the new building safety regulator, and this work

would be led by the Health and Safety Executive (HSE).

The Health and Safety Officer answered a number of further questions in respect of lower rise developments in terms of fire safety and accessibility. He talked about the equality standards that were in place for modern new builds.

Councillor Dumont asked about the reference to a resident being unhappy with an operative. The Health and Safety Officer explained that this matter was being addressed by Glendale, the grounds maintenance contractor.

Councillor Alder asked for an update in respect of the reference to a rough sleeper. The Health and Safety Officer said that the Parking Services Manager had updated him and the rough sleeper had refused to engage with Officers and an injunction would be issued in due course. An update would be given to Members at the next meeting.

Councillor Alder asked that her thanks to Officers be recorded on behalf of Sawbridgeworth Town Council, in respect of recent resurfacing works in car parks in Sawbridgeworth.

Councillor Alder referred to the lone worker contract and in particular asked about the work undertaken by the contractor. The Health and Safety Officer explained in detail the work of the contractor in supporting Officers who were lone workers. He explained to Members that there had been a joint procurement exercise with Stevenage as their contract had also

been due to renew.

Councillor Dumont asked if the devices used were the same as those due to be issued to Members. The Health and Safety Officer confirmed that they were. He answered a question from Councillor Alder in respect of out of hours security and fire safety for sheltered properties.

Councillor Ruffles referred to Hartham Pool and highlighted the importance of communicating to swimming clubs the reasons for the delayed re opening of the pool. The Head of Communications, Strategy and Policy said that information was due to be uploaded to the website tomorrow and any further questions could be sent to him.

The Health and Safety Officer explained that a new fire safety module had been introduced to the Skills Build Training module following a fire drill that had been conducted at Wallfields on 3 November 2021. He said that this would be available to Members as well as Officers. Members received the minutes.

RESOLVED – that the Minutes of the meeting of the Health and Safety Committee held on 2 November 2021, be received.

253 LOCAL JOINT PANEL - MINUTES OF THE MEETING HELD ON
2 NOVEMBER 2021

RESOLVED – that the Minutes of the meeting of the Local Joint Panel held on 2 November 2021, be received.

254 HEALTH AND SAFETY QUARTERLY REVIEW (Q2) – JULY 2021
– SEPTEMBER 2021

The Health and Safety Officer briefly introduced the report. Councillor Alder suggested that the Executive Summary should be sharpened up and made more focussed and a bit less wordy.

The Health and Safety Officer said that Leadership Team had asked for an expanded version but Officers could work to achieve a middle ground with a more focussed summary. Members received the report.

RESOLVED – that the report be received.

255 DOMESTIC ABUSE POLICY

The Head of Human Resources and Organisational Development submitted a report in respect of the draft East Herts Domestic Abuse Policy, which had been written following on from recommendations made by the Hertfordshire Safeguarding Board at the 2019 Hertfordshire Safeguarding Adults Board (HSAB) self-assessment day.

The Chairman said that the policy had been considered by the Leadership Team and the Local Joint Panel (LJP). The union (Unison) had said at LJP that this was a very good policy. She referred to a duplication in the form of a typographical error that had been corrected in paragraph 7.1 of the policy.

The Chairman said that a point had been made by

Councillor E Buckmaster at LJP in respect of forced marriages. The Head of Human Resources and Organisational Development had said that the matter of forced marriages was covered by the Safeguarding Policy.

Councillor Ruffles said that he had been a specialist for a long time in this area through his work with victim support and he agreed that this was an excellent policy. He said that when selling the policy, there should be encouragement in respect of supporting victims of male on male abuse as statistically and proportionately, male on male abuse was higher than in heterosexual situations.

Councillor Ruffles emphasised the importance of encouraging people living in all situations to trust and speak out and share information, with a particular focus on the less well recognised potential abuse situations.

Councillor Curtis said that he had read the documents and he thought it was an excellent policy. He referred to section 10; Monitoring and Policy Review, with a particular emphasis on how Officers would be monitoring how the Authority would be ensure that the policy was adhered to.

The Head of Communications, Strategy and Policy said that Officers could commit to updating the Committee annually in respect of progress on adherence to the policy or an annual update in respect to key points.

Councillor Dumont sought clarification as to whether

Councillor Curtis felt that three years was not often enough before the policy was reviewed. Councillor Curtis said that even if the set policy was reviewed after three years, Members needed to know that the culture, behaviour and practices within the organisation were aligned with the policy.

Councillor Bolton proposed from the Chair and Councillor Ruffles seconded, a motion that the East Herts Domestic Abuse Policy be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the East Herts Domestic Abuse Policy be approved.

256 HUMAN RESOURCES MANAGEMENT STATISTICS FOR QUARTER 2 (JULY - SEPTEMBER 2021)

The Trainee Human Resources Officer submitted a report inviting Members to consider the Human Resources (HR) Management Statistics for Quarter 2 (July to September 2021).

Councillor Ruffles asked for some long term elaboration in respect of long term absence and paragraph 3.3.12 of the report as there was a lot of detail in the report and this was the only serious rise in the statistics that had been presented.

The Trainee Human Resources Officer said that in respect of long term sickness, this figure should be lower in the next quarter as one Officer will be leaving on ill health retirement. The employee in question was

being supported by HR.

The Chairman reminded Members that the Chief Executive had communicated to Councillors the loss of a long standing Officer and her question to Officers was the support that was being offered to employees in terms of wellbeing.

The Trainee Human Resources Officer said that details of the employee assistance programme would be sent out to all staff along with the funeral details in due course. The Chairman referred to this including details of online grief counselling.

Councillor Curtis referred to online learning and development and said that it was encouraging that 10 in house corporate learning and development events were held in quarter two. He wondered whether in terms of future events it would be worth add training for staff on the newly adopted domestic abuse policy.

The Trainee Human Resources Officer said that this had been considered and an e-learning course might be adopted. The Chairman asked about posts that were on hold following a review of departments or structural reviews as part of the transformation programme.

The Head of Communications, Strategy and Policy said that the budget setting process was ongoing and reports would be submitted to Scrutiny in January and to Council in March. He referred to the transformation programme and as part of this the Authority was carefully scrutinising vacant posts.

Members were advised that some posts were being held vacant on the basis that a different approach might be taken as part of the transformation programme. The Head of Communications, Strategy and Policy referred to a project involving a central administrative hub to secure the same level of service with some economies of scale.

Councillor Curtis made reference to the different categories where data was stored and said that some protected characteristics did not accord exactly with the Equalities Act 2010. He referred in particular to monitoring in respect of religious beliefs.

The Trainee Human Resources Officer said that data was collected in terms of religious beliefs and Officers could report on that in future.

Councillor Bull expressed concerns about the impact on the planning department and whether applications coming in would be affected. The Head of Communications, Strategy and Policy said that Development Management was being affected by a national shortage and the Council was trying very hard to recruit to vacant planning posts. He said that these posts were not being offered up as savings and the Leadership Team were well aware of the challenges in recruitment of planners.

Members received the report.

RESOLVED – that the report be received.

257 HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT STRATEGY 2021 TO 2025

The Head of Human Resources and Organisational Development submitted a report that presented the Human Resources and Organisational Development (HR and OD) Strategy for 2021 to 2025.

The Chairman said that some grammatical and typographical errors had been corrected in the strategy document. Councillor Curtis said that there were a lot of cross council elements to the strategy and he referred to the nuances and needs of different departments in terms of the support required from Human Resources.

Councillor Curtis asked if the strategy in its current form was sufficiently conscious of these differences and how they could change over time. He asked if more service specific content should be included in the strategy document.

The Trainee Human Resources Officer said that the strategy was there to support managers in all departments and ensure consistency in the strategy. She said that HR and OD Officers would meet with services and adapt to their needs accordingly.

Councillor Bull proposed and Councillor Newton seconded, a motion that the recommendations detailed in the report be supported. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the Human Resources Committee comments in respect of the draft East Herts HR and OD Strategy for 2021 to 2025 be passed onto the Head of HR and OD;

(B) The HR and OD Strategy 2021 to 2025, be approved; and

(C) The Head of HR and OD produce an annual work plan to ensure the delivery of HR Strategy with clear measures set out and a 2022 annual plan be produced for the next meeting of the Human Resources Committee.

258 HUMAN RESOURCES AND PAYROLL TEAM UPDATE

The Head of Human Resources and Organisational Development submitted an updated that focussed on key areas that the HR and payroll team had been working on since quarter 2 of 2021/22 (July to September 2021).

The Chairman expressed how pleased she was to see the compliments for the work of the Trainee Human Resources Officer at paragraph 3.6 of the report. She congratulated the Trainee Human Resources Officer on completing her training.

The Chairman referred to the blended working offer having been made to all eligible Officers and asked about the timescale for Human Resources writing to employees once the blended working requests had been collated. The Trainee Human Resources said that she would be starting to write to Officers from next

week and checking working patterns from next week onwards.

The Chairman referred to recent leavers from the HR team and said that a new Officer would be starting in January. She asked if there was any plan to recruit a new trainee now that Emily Cordwell was qualified. The Trainee Human Resources Officer said that the new HR Manager would be starting in January and advised that there was no plan to recruit new trainees and this was being offered up as a saving.

The Chairman commented on the new system provider to review the sickness absence reporting tools. She asked if it was realistic for this system to go live in December. The Human Resources Officer confirmed that the system would go live in December and she had been carrying out preparatory work within the test system to ensure that the software was working correctly.

The Chairman referred to the East Herts core competencies for Officers and said that there would be a delay due to sickness. The Human Resources Officer said that the Head of Human Resources and Organisational Development would be working on a new PDR form which would link in with these new core competencies

Councillor Curtis asked for an update in respect of progress towards there being a dedicated team within Development Management to deal with major development sites. The Human Resources Officer apologised that she did not have an update and she

would get back to Members after the meeting.
Members received the report.

RESOLVED – that the report be received.

259 URGENT BUSINESS

There was no urgent business.

The meeting closed at 7.49 pm

Chairman
Date

East Herts Council Report

Human Resources Committee

Date of Meeting: 15 February 2022

Report by: Head of HR and Organisational Development

Report title: Health and Safety Quarterly Review (Q3) – October 2021 to December 2021

Ward(s) affected: N/A

Summary

RECOMMENDATIONS FOR Human Resources Committee

- (a) To consider the Health and Safety Quarterly Review (Q3) – October 2021 to December 2021 and provide comments to the Head of HR & OD 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 3 (October 2021 to December 2021) and includes a summary of;

Non-Reportable and Reportable Accidents

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

There have been no serious reportable accidents this quarter.

Contract compliance and monitoring

The Health and Safety Officer can report that there have been no safety incidents or site accidents in respect to the contracts.

Capital Projects

The Health and Safety Officer can report that there have been no recorded on-site accidents or incidents recorded for this period.

Premises and Sites

Office premises inspections have been diarised.

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

Roll out of new devices to commence January/February 2022.

Covid-19 / Blended Working

The Health and Safety Officer, HR Colleagues, and Head of HR and OD are continuing to review and update information in line with Government guidance.

2.0 Background

- 2.1 The Health and Safety Officer reports to the HR Committee each quarter. This report will also be submitted to Safety Committee as part of the quarterly meeting on 22nd February 2022 and has been considered by the Leadership Team, who review 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).

3.0 Safety Committee

- 3.1 Safety Committee met via zoom on Tuesday 25 January 2022. 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 October 2021 to December 2021.
- 4.2 There were no non reportable work related accident recorded for the period 1 October 2021 to 31 December 2021; 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 October and December 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:
 - A swimmer sustained an impact injury on the chin when performing a competitive start. SLM have discussed this with the swimming club and have asked them to review teaching practices to ensure swimmers are capable of performing the manoeuvre. Root cause - skill execution.

- Injured Person (IP) bumped their head performing a tumble turn during a fitness session. Skill execution error.
- IP (child) suffered a minor contact injury while engaged in horseplay. Root cause - no parental supervision.

Q3 Non Reportable Accidents – Oct, Nov, December 2021

Swimming Pool & Gym	October	November	December	TOTAL
Hartham	2	0	0	2
Grange Paddocks	4	3	2	9
Leventhorpe	2	0	0	2
Ward Freman	1	0	0	1
Fanshawe	2	2	1	5
Employees (SLM)	0	0	0	0
Contractors	0	0	0	0
TOTAL	11	5	3	19

Parks, Open Spaces, Members of the Public	October	November	December	TOTAL
Play Area	0	0	0	0
TOTAL	0	0	0	0

EHC Employees	October	November	December	TOTAL
	0	0	0	0
TOTAL	0	0	0	0

COMBINED TOTAL	11	5	3	19
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Q2

Table for Comparison

Non Reportable Accidents – July, August, September 2021

Swimming Pool & Gym	July	August	September	TOTAL
Hartham	1	1	1	2
Grange Paddocks	4	1	3	6
Leventhorpe	0	0	0	0
Ward Freman	0	0	0	0
Fanshawe	1	5	2	3
Employees (SLM)	0	0	0	1
Contractors	0	0	0	0
TOTAL	6	7	6	13

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

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

COMBINED TOTAL	7	7	6	20
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4.4 Grange Paddocks

4.4.1 Demolition of the old building has now been completed. Rubble and debris is being crushed on site and used to infill the old pool tank. Scrap metal is being extracted and sold and non-recyclable waste is being removed from the site.

4.4.2 Work on the new service yard will commence February 2022 on completion of the demolition work.

4.4.3 Aftercare and post completion meetings have taken place with the Project Manager, SLM and Wilmott Dixon and final snagging has taken place.

Milestones:

<u>Milestone</u>	<u>Anticipated completion date</u>
Completion of the foul chamber pump works	

4.5 **3G pitch**

Progress Update

4.5.1 The planning application has been validated

4.5.2 Changes have been made to the choice of material to be used for the surface of the pitch from a rubber crumb to an organic mixture, options being considered range from cork, coconut husk, olive seed, European seed mix or an American bark mix.

The following milestones are planned for the next quarter:

<u>Milestone</u>	<u>Anticipated completion date</u>
Targeting planning determination	02 February 2022
Further archaeological digging is anticipated	February, post planning determination

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>
Phase 2: Ground floor fitness changing room refurbishment completed and returned to SLM for use.
Phase 3: Started - Hoarding has been erected in readiness for the demolition of the old front and creation of the new extension.
Thames Water will carry out sewer diversion imminently which will bring forward Phase 3.

4.7 **Summary**

4.7.1 The Project Manager has reported that the lead contractor has received a report explaining the cause and reason for the failure of the pool liner, the product used failed to give the chemical adhesion and an extensive review was completed to find out why this occurred and how the contractors involved can restart this piece of work and have it complete in the Spring of 2022.

4.7.2 The project manager overseeing the work has 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, however this continues to be an issue and the contractor has been asked to inspect the surface material to ascertain the possible cause.
- 5.2.2 The Health and Safety Officer can report that the Buntingford User Group Meeting took place on Wednesday 19th January. There have been no on-site incidents or accidents to report.
- 5.2.3 Urbaser have reported that the number of damaged and surplus wheelie bins has increased and with the anticipated return of unwanted brown bins due to be returned there is insufficient space at Buntingford

Depot to accommodate them. The Health and Safety Officer and service colleagues have reviewed the site and have also identified this as a high fire risk. The Health and Safety Officer will continue to support the contractor and contract management team who are looking at solutions to the problem.

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 Parking Enforcement contract (with APCOA) and it can be reported that the homelessness issue previously reported has been resolved:

The Parking Services Team have advised the Health and Safety Officer that the homeless lady accepted an offer of accommodation at a hotel and has vacated the multi-storey car park.

- 6.2 The Parking Service Contract Manager advised that despite the loss of 6 enforcement officers due to Covid-19 and three on long term sick leave APCOA have been maintaining close to normal service delivery and enhanced inspections on higher risk parking areas.
- 6.3 One enforcement officer fell ill and was taken to hospital APCOA have maintained contact with the officer and confirm that this was not a result of an accident or incident.
- 6.4 The Parking Services Manager reports that there have been no accidents in regard to car parks or Multi Story Car Parks (MSCP's) during this quarter.

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.
- 7.2 The Health and Safety Officer attended the new play area at Trinity Way, Bishops Stortford which has undergone a significant redevelopment with enhanced planting, landscaping and new play equipment. A tree planting activity was held inviting local residents to participate in the planting of small trees.

8.0 Lone Worker Contract Update

- 8.1 The Health and Safety Officer would like to advise the Committee that the new lone working service provision implementation has now commenced. This will be a phased programme and comprises the following:
- Recall old Microguard devices currently in use.
 - Review of user profiles to ensure accuracy and up to date information
 - On-line user training and training for team administrators.

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

- 9.1 The Health and Safety Officer continues to liaise with the Leisure and Parks Development Officer (Leisure) on the progress of the improvement programmes.
- 9.2 The Health and Safety Officer supported the Theatre Team on the delivery of Christmas events at Southern Maltings, Kibes Lane, Ware.

- 9.3 Covid secure measures were put into place to ensure safety for staff and patrons.
- 9.4 The Health and Safety Officer upgraded the first aid kits to current standards.
- 9.5 The Health and Safety Officer supported the Front of House Manager developing new safety procedures and will continue to work with the team on future projects.
- 9.6 Asbestos removal at Hertford Theatre has now been completed by Decontaminate UK. The Theatre site has been secured and being checked while waiting for the next stage of the project to commence.
- 9.7 The Health and Safety Officer can advise the committee that there have been no on-site accidents or covid related incidents.

10.0 Blended Working Programme/COVID Protocols

10.1 Wallfields has continued to operate as a COVID secure workplace in line with the Governments guidelines (modified for Plan B and then put back from Monday 24/1 to pre plan B). The following measures remain in place:

- Toilet space management, reinstated the cone system for WC's to limit back to one person (during plan B), toilet sections now back to 2 people at time maximum
- Maintaining maximum use levels for kitchens
- Significantly increased ventilation with windows being marked to be left open.
- Increased emphasis on the importance of maintaining good hygiene, sanitisation and cleaning.

- Desk booking to control numbers (during Plan B this went back to requiring Head of Service permission to work in the office)
- Continued twice weekly Lateral Flow Testing.

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

10.3 CO2 monitors will be installed in high use areas which have an alert sounder to remind people to maintain ventilation.

10.4 The Health and Safety Officer has been working with the Corporate Property Services Manager on updating the furniture and layout of the meeting rooms at Wallfields to create greater flexibility. Room layout guides and capacities will be developed and calculated so people will be able to make informed choices for events and meetings.

11.0 Learning and Development – Partnership training and future events

11.1 The Health and Safety Officer is exploring options for a personal safety awareness course.

11.2 With the new lone working contract now in place a series of training sessions are to be planned and implemented as part of the roll out.

- 11.3 The 'Fire Safety Awareness' module has been launched and is now live on the Councils E-Learning platform 'Skillsbuild'. The course focuses 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.

12.0 Options

N/A

13.0 Risks

- 13.1 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.

14.0 Implications/Consultations

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

15.0 Background papers, appendices and other relevant material

N/A

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Report Author Peter Dickinson – Health and Safety Officer

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Human Resources Committee

Date of Meeting: 15 February 2022

Report by: Head of HR & OD

Report title: Gender Pay Gap Report 2021

Ward(s) affected: None

Summary

RECOMMENDATIONS FOR (Human Resources Committee):

- (a) To note the Gender Pay Gap Report 2021**
- (b) To agree the action plan 22/23**

1.0 Proposal(s)

- 1.1 This report sets out the outcome of the Gender Pay Gap report 2021, reports progress on last year's action plan and outlines new actions for this year.
- 1.2 Leadership Team agreed the report and action plan on 25 January 2022.

2.0 Background

- 2.1 In 2017 the government introduced legislation that made it statutory for organisations with 250 or more employees to report on their gender pay gap by 30 March 2018 and annually thereafter. As well as publishing our gender pay gaps we follow the best practice in terms of sharing the full report by providing a link so that the public can view our analysis and the actions we are taking to address the gap.
- 2.2 East Herts Council published its first gender pay gap

report in March 2018 for the snapshot date of 31 March 2017. This is the council's fifth gender pay gap report for the snapshot date of **31 March 2021**.

- 2.3 The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation. It is expressed as a percentage of men's earnings.
- 2.4 The data the council is required to provide includes mean and median pay gaps; mean and median bonus gaps; the proportion of male and female employees who received bonuses; and the proportion of male and female employees in each pay quartile.
- 2.5 The gender pay gap is different from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. All jobs at East Herts are put through a 'Hay' job evaluation scheme to ensure the right grade and pay is given to jobs.

3.0 Report

Review of action plan

- 3.1 In our last gender pay report published in March 2021 we prioritised areas for action to reduce our gender pay gap. Here we report our progress.
- 3.2 The mandatory annual equalities e-learning course has been developed to include unconscious bias training and this has been completed by staff this year. Recruitment training will be given to all managers in

2022 as part of a new management development programme and unconscious bias will be included in that training. HR will continue to send out unconscious bias guidance to recruitment panels.

- 3.3 The HR team have been encouraging managers to try to ensure that interview panels are as diverse as possible and some 'meet the team' sessions have taken place virtually (due to the pandemic) as part of recruitment processes in the past year. Ultimately some teams are limited in terms of how diverse they are so it is not always possible to demonstrate a full range of diversity in every recruitment process however the case studies also demonstrate and welcome diversity for the council see below.
- 3.4 We have developed 4 case studies that demonstrate diversity in our workforce that are published on the Council's job pages of the website. We plan to ask for further staff volunteers to feature on this page.
- 3.5 An ATS has been purchased that enables name blind recruitment. This is in the implementation phase and should be live in early 2022.

2021 figures

- 3.6 As can be seen in the report (Appendix A), the median gender gap has remained the same as 2020 and the mean gender pay gap has increased by 3 percentage points from the 2020 figures.
- 3.7 The Council's mean gender pay gap has increased by 3 percentage points when compared to 2020. The Council's overall headcount has reduced by 24 since 31 March 2020 (from 348 headcount last year to 324 this year). This equates to 11 less male and 13 less female

employees. As there are far fewer men employed by the Council, the number of men employed by the Council have reduced proportionally more than the women (the ratio as at 31 March 2021 was 28% male to 72% female compared to 31 March 2020 where the ratio was 29% male and 71% female). As the mean is an average calculation and the highest earning male employee and lowest earning remain the same as 2020 but it is averaged over a smaller number, this has brought the mean hourly pay rate for men up further than for women.

- 3.8 The data shows that for Q1, 2 and 4 the percentages are either identical or very similar to 2020. In Q3 the percentage of men has decreased by 4 percentage points. This is disappointing as it has been an ongoing action for the Council to try and increase the number of males in our lower graded posts.
- 3.9 We are confident that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. All jobs are evaluated using the HAY job evaluation method and the council has a pay and grading structure agreed with Unison.
- 3.10 The council's mean gender pay gap is slightly less than median gender pay gap because there are more women than men employed in senior roles and the mean is more skewed by the extremes. The median figure represents the 'typical' man or woman (i.e. the man/woman in the middle of the male/female pay range) and is due to the greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles. This is partly due to our organisational structure. The council has outsourced services such as

refuse and grounds maintenance which are predominately male dominated areas of work. If these services remained in-house the proportion of male and female employees in the lower pay quartiles would be much more even. The types of roles typically found in the council in the lower quartiles tend to be customer facing or administrative in nature and currently are occupied predominately by women.

Action plan for 22-23

3.11 We have already taken forward several actions since the Council's first gender pay gap report in 2017 and will continue to build on these. Rather than create new actions, the actions below have been taken from the general equalities action plan (published in November 2021) which already considered gender based equality actions for the Council:

- Continue to ensure that all staff complete the equality and diversity module as part of the mandatory e-learning training programme. Offer further equalities based training as identified by annual training needs analysis undertaken by the OD and HR Co-ordinator.
- Continue to provide flexible working opportunities including blended working to support women and job progression.
- Each interview panel chair to continue to give consideration to the diversity of the interview panel and where possible try to ensure the panel is diverse. Where this is not possible try to ensure that other elements of the panel show staff diversity, for example 'meet the team' sessions to demonstrate the diversity at East Herts and to appear as welcoming as

possible to applicants of all backgrounds.

- Work with Communications to add to the existing set of staff case studies on the Council's recruitment pages and develop more variety. We will continue to try and demonstrate diversity in our workforce and if possible they will include men in roles in the lower quartiles (especially in Customer Services and Administration) and higher graded female employees. Willing employees would need to be identified to become case studies but we need role models to try to break down more traditional stereotypes and career norms.
- Implement an ATS that will include an electronic application form which automatically directs applicants to the equalities monitoring form and also enables name blind recruitment.
- Deliver management development in 2022 to all line managers to cover Recruitment, Performance Management, Managing difficult behaviour, Managing Change and Managing Absence. This will upskill and support development of all managers including junior managers/team leaders where we have high numbers of women (Pay Quartile 2 = 63% and Pay Quartile 3 = 86%) who we will therefore further support in terms of development and then hopefully progression into the upper quartiles of pay.

4.0 Options

N/A - publishing the Gender Pay Gap figures on an annual basis is a statutory requirement.

5.0 Risks

N/A

6.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

Yes – as described in the report

Environmental Sustainability

No

Financial

No

Health and Safety

No

Human Resources

Yes – as described in the report

Human Rights

No

Legal

No

Specific Wards

No

7.0 Background papers, appendices and other relevant material

7.1 Appendix A – Gender Pay Gap Report 2021

Contact Officer

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East Herts Council - Gender Pay Gap Report 2021

Published xxxxx



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Introduction

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

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

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

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

This is East Herts Council's report for the required snapshot date of 31 March 2021.

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

Review of action plan

Rather than create new actions, in the 2020 gender pay gap report we listed the gender based equality actions in the general equalities action plan (published in November 2020). Here we report our progress for each action.

We said we would:

Embed unconscious bias training into the general equality and diversity training e-learning that all staff are required to complete on an annual basis. Unconscious bias will also feature in more depth in the recruitment training for managers. The unconscious bias guidance will continue to be sent to each panel

and this has been well received by both the HR Committee and managers as a useful guide.

Our progress:

- The mandatory annual equalities e-learning course has been developed to include unconscious bias training and this has been completed by staff this year. Recruitment training will be given to all managers in 2022 as part of a new management development programme and unconscious bias will be included in that training. HR will continue to send out unconscious bias guidance to recruitment panels.

We said we would:

Ask each interview panel chair to give consideration to the diversity of the interview panel and where possible try to ensure the panel is diverse. Where this is not possible try to ensure that other elements of the panel show staff diversity, for example 'meet the team' sessions to demonstrate the diversity at East Herts and to appear as welcoming as possible to applicants of all backgrounds (as covered above HR will prompt this for each recruitment process).

Our progress:

- The HR team have been encouraging managers to try to ensure that interview panels are as diverse as possible and some 'meet the team' sessions have taken place virtually (due to the pandemic) as part of recruitment processes in the past year. Ultimately some teams are limited in terms of how diverse they are so it is not always possible to demonstrate a full range of diversity in every recruitment process however the case studies also demonstrate and welcome diversity for the council see below.

We said we would:

Work with Communications to build a set of varied staff case studies that demonstrate diversity in our workforce and use them as part of our recruitment literature. These will include men in roles in the lower quartiles (especially in Customer Services and Administration) and higher graded female employees. Willing employees would need to be identified to become case studies but we need role models to try to break down more traditional stereotypes and career norms.

Our progress:

- We have developed 4 case studies that demonstrate diversity in our workforce that are published on the Council's job pages of the website. We plan to ask for further staff volunteers to feature on this page.

We said we would:

Purchase an Applicant Tracking System (ATS) that will include an electronic application form and enable name blind recruitment, further reducing the opportunity for bias at the shortlisting stage.

Our progress:

- An ATS has been purchased that enables name blind recruitment. This is in the implementation phase and should be live in early 2022.

Gender Pay Gap Analysis

Mean and Median Gender Pay Gap Figures

Table 1.0 shows that the Council's mean gender pay gap is 18% and the median gender pay gap is 17%. Table 2.0 shows that there is no bonus pay gap as the Council does not make bonus payments.

Table 1.0 Gender pay gap

	Gender pay gap 2021	Gender pay gap 2020	+/- percentage points
Mean (Average)	18%	15%	+3%
Median (Middle)	17%	17%	0

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

Table 2.0 Gender bonus gap

	Gender bonus gap 2021	Gender bonus gap 2020
Mean (Average)	0%	0%
Median (Middle)	0%	0%

Table 3.0 Proportion of employees receiving a bonus

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

The Council's mean gender pay gap has increased by 3 percentage points when compared to 2020. The Council's overall headcount has reduced by 24 since 31 March 2020 (from 348 headcount last year to 324 this year). This equates to 11 less male and 13 less female employees. As there are far fewer men employed by the Council, the number of men employed by the Council have reduced proportionally more than the women (the ratio as at 31 March 2021 was 28% male to 72% female compared to 31 March 2020 where the ratio was 29% male and 71% female). As the mean is an average calculation and the highest earning male employee and lowest earning remain the same as 2020 but it is averaged over a smaller number, this has brought the mean hourly pay rate for men up further than for women.

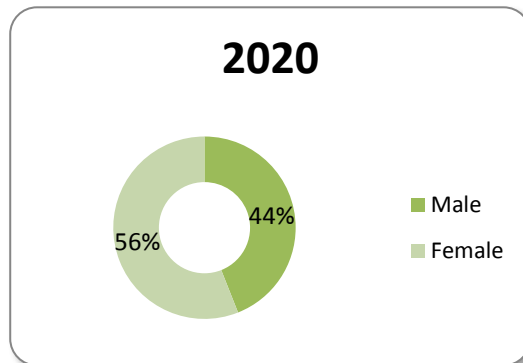
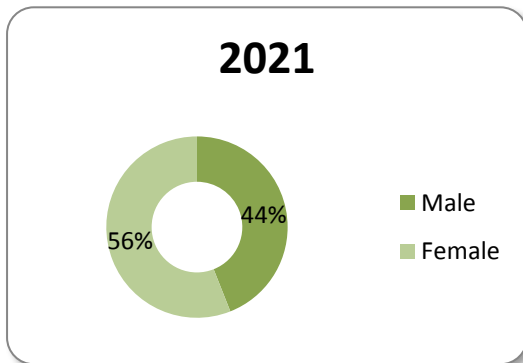
The median figure represents the 'typical' man or woman (i.e. the man/woman in the middle of the male/female pay range) and is due to the greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles. The median gender pay gap has remained the same as 2020.

The Council is committed to the principle of equal opportunities and equal treatment for all employees. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other protected characteristic). As such, we have a pay and grading structure agreed with Unison; have a published pay policy statement and evaluate all jobs using the HAY job evaluation method. The Council is confident that its gender pay gap

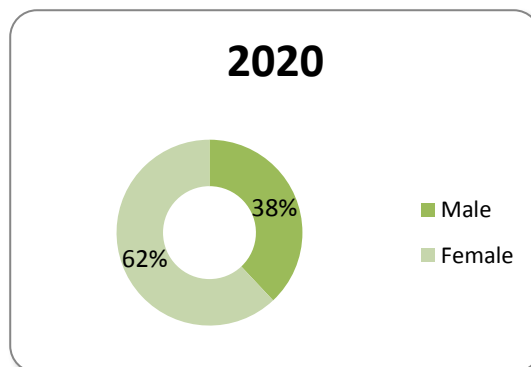
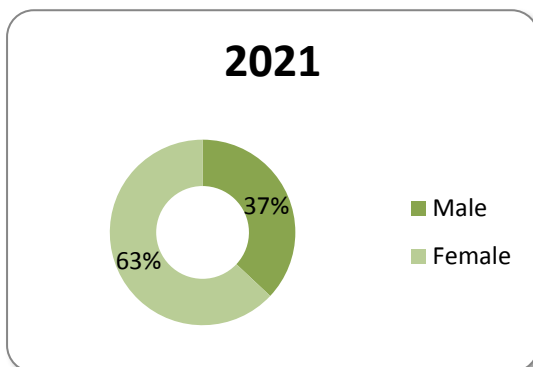
does not stem from paying men and women differently for the same or equivalent work.

Pay quartiles

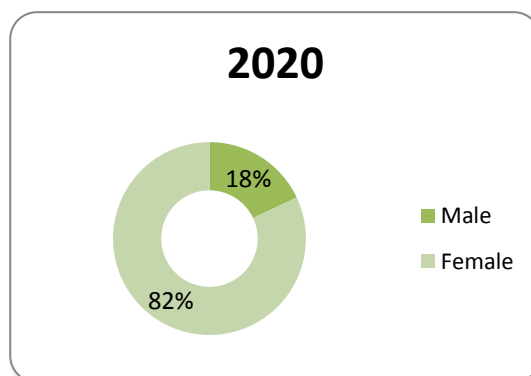
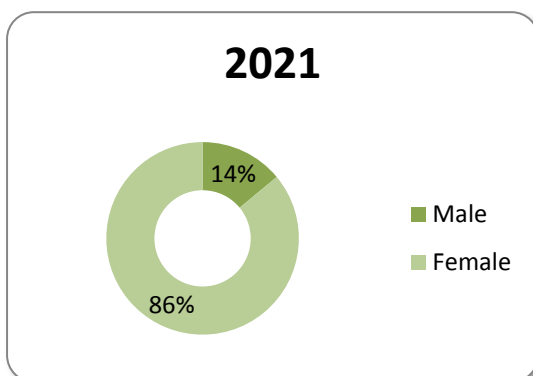
Quartile 1 (upper quartile)



Quartile 2 (upper middle quartile)



Quartile 3 (lower middle quartile)



Quartile 4 (lower quartile)

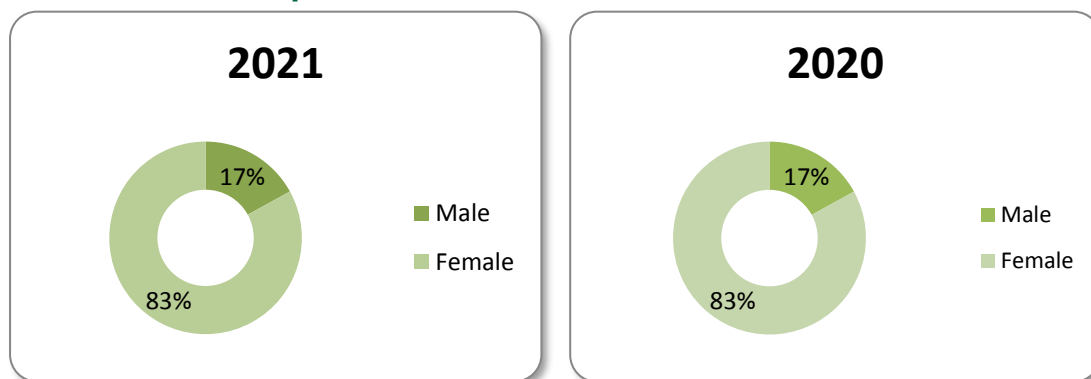


Figure 1.0 Pay quartiles by gender

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

The data shows that for Q1, 2 and 4 the percentages are either identical or very similar to 2020. In Q3 the percentage of men has decreased by 4 percentage points. This is disappointing as it has been an ongoing action for the Council to try and increase the number of males in our lower graded posts.

In order to reduce the gender pay gap further there would need to be further increases in the proportion of men in Q3 and Q4. The types of roles typically found in the Council in these quartiles tend to be customer facing or administrative in nature and currently are occupied predominately by women. The Council has outsourced services such as IT, Waste and Grounds Maintenance which are predominately male dominated areas of work but also more likely to be paid in Q3 and Q4. If these services remained in-house the proportion of male and female employees in the lower pay quartiles would be much more even.

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

Closing the gap (actions for 22-23)

The Council is in an unusual position in that the gender pay gap is not due to fewer women working in more senior roles than men but because at the lower grades there is a much higher percentage of women than men. The Council remains committed to trying to reduce the gap but this is an ongoing challenge due to the gender dominance in certain occupation groups, as mentioned previously as well as the difficulty of trying to attract men into lower paid jobs to create more balance. The council will continue to promote diversity and continue to support flexible working in line with business needs, this year we introduced 'blended working' which allows most staff to work 50% from home as well as continuing to support flexible working requests which can support caring responsibilities which makes opportunities more attractive to women but as stated the main issue is attracting men into our lower quartiles.

Our apprenticeship opportunity this year has been in customer services and this will continue to be considered as an apprentice route which may also attract more men into this area. The most recent merit based appointment was male and it is hoped there will be opportunities to move into a permanent entry role, we continue to look at apprentice roles which are attractive to both genders.

The Council's Equalities Officer will support HR with the actions set in this report as well as the Council's general annual equalities report.

We have already taken forward several actions since the Council's first gender pay gap report in 2017 and will continue to build on these. Rather than create new actions, the actions below have been taken from the general equalities action plan (published in November 2021) which already considered gender based equality actions for the Council:

- Continue to ensure that all staff complete the equality and diversity module as part of the mandatory e-learning training programme. Offer further equalities based training as identified by annual training needs analysis undertaken by the OD and HR Co-ordinator.
- Continue to provide flexible working opportunities including blended working to support women and job progression.
- Each interview panel chair to continue to give consideration to the diversity of the interview panel and where possible try to ensure the panel is diverse. Where this is not possible try to ensure that other elements of the panel show staff diversity, for example 'meet the team' sessions to

demonstrate the diversity at East Herts and to appear as welcoming as possible to applicants of all backgrounds.

- Work with Communications to add to the existing set of staff case studies on the Council's recruitment pages and develop more variety. We will continue to try and demonstrate diversity in our workforce and if possible they will include men in roles in the lower quartiles (especially in Customer Services and Administration) and higher graded female employees. Willing employees would need to be identified to become case studies but we need role models to try to break down more traditional stereotypes and career norms.
- Implement an ATS that will include an electronic application form which automatically directs applicants to the equalities monitoring form and also enables name blind recruitment
- Deliver management development in 2022 to all line managers to cover Recruitment, Performance Management, Managing difficult behaviour, Managing Change and Managing Absence. This will upskill and support development of all managers including junior managers/team leaders where we have high numbers of women (Pay Quartile 2 = 63% and Pay Quartile 3 = 86%) who we will therefore further support in terms of development and then hopefully progression into the upper quartiles of pay.

Statement

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

Signed

Date

References

Office for National Statistics (ONS), 2018. *Understanding the pay gap in the UK* [online] Available at:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/understandingthegenderpaygapintheuk/2018-01-17>

East Herts Council Report

Human Resources Committee & Council

Date of Meeting: 15 February 2022 & 1 March 2022

Report by: Head of HR and Organisational Development

Report title: Pay Policy Statement 2021/22

Ward(s) affected: N/A

Summary

RECOMMENDATIONS FOR (Human Resources Committee):

- a) That the Pay Policy Statement 2022/23 be recommended for approval by Council.**

1.0 Proposal

- 1.1 It is proposed that the council's existing Pay Policy Statement, which was last reviewed and approved by HRC in February 2001 and then full council in March 2021, be revised and updated.
- 1.2 The Pay Policy Statement 2022/23 contained at Appendix A should be reviewed by members, with suggested amendments, additions, deletions and/or clarifications raised for consideration by the Head of Human Resources and Organisational Development prior to the final proposed version, and accompanying report, be recommended for adoption by Council on 02 March 2021.
- 1.3 Members are therefore invited to approve the Pay Policy Statement 2022/23, taking into account any amendments which may be deemed appropriate.

2.0 Background

- 2.1 A pay policy statement is required to be produced annually under sections 38 of the Localism Act. Regard is to be had to guidance section 40 from the Secretary of State in producing this statement.
- 2.2 A pay policy statement for a financial year must set out the Authority's policies for the financial year relating to:
- the remuneration of chief officers
 - the remuneration of the lowest paid employees
 - the relationship between chief officers remuneration and that of other officers
- 2.3 "Remuneration" for the purposes of this statement includes three elements:
- basic salary
 - pension
 - all other allowances arising from employment
- 2.4 The objectives of the report are to:
- a) ensure a capable and high performing workforce;
 - b) ensure simplicity, clarity and fairness between employees and between the council and the community;
 - c) differentiate between remuneration and other employee related expenses.

3.0 Report

- 3.1 The Pay Policy Statement 2022/23 can be found at Appendix A.
- 3.2 The Pay Policy Statement framework for East Herts Council has not yet been updated in line with the pay award for 21/22 or 22/23 in terms of reference to salary

scales, salary levels and multipliers (as this has not yet been agreed).

- 3.3 No significant changes to the overall framework it provides have been made, last year the section on Honorariums was strengthened. This was to ensure a clearer definition and understanding of when an Honorarium may be appropriate. It also clarifies that an employee in receipt of an Honorarium cannot also accrue flexi time in relation to the work for the Honorarium is being paid. This is in line with authority set in the constitution in relation to Heads of Service and the Head of HR and OD.

4.0 Options

N/A - publishing the Pay Policy Statement on an annual basis is a statutory requirement. The statement will be published on the Council Website once it is approved and will be formatted into an accessible document before publication.

5.0 Risks

N/A

6.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

Yes – The Pay Policy Statement has been shared with the Head of Strategic Finance and Property and budgets set have been based on the pay changes agreed.

Health and Safety

No

Human Resources

Yes – Policy Statement produced by Head of HR&OD

Human Rights

No

Legal

Yes – Head of Legal and Democratic Service has confirmed that statutory requirements have been met.

Specific Wards

No

7.0 Background papers, appendices and other relevant material

7.1 Appendix A – Pay Policy Statement 2021/22

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Report Author

As above

Executive Member for Corporate Services

Cllr George Cutting - Portfolio Holder for HR &

OD

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Pay Policy Statement 2022/2023

April 2022

1.0 Introduction

- 1.1 A pay policy statement is required to be produced annually under Section 38 of the Localism Act 2011. Guidance from the Secretary of State has been taken into account when producing this statement.
- 1.2 Any decision under powers delegated in the council's Constitution with regard to remuneration from 1 April 2022 to 31 March 2023 will be bound by and must comply with this statement.
- 1.3 This statement supports the requirements under the Local Government Transparency Code to publish data on Senior Salaries and Pay Multiple.
- 1.4 The Head of Human Resources and Organisational Development must be consulted prior to any decision impacting on remuneration to ensure compliance with this pay policy statement.

2.0 Scope

- 2.1 This statement sets out the council's policy with regards to:
 - the remuneration of Chief Officers
 - the remuneration of the lowest paid employees
 - the relationship between Chief Officers' remuneration and that of other officers

"Remuneration" for the purposes of this statement includes three elements:

 - basic salary
 - pension
 - all other allowances arising from employment
- 2.2 The council's constitution regards the following as its "Chief Officers"
Chief Executive
Deputy Chief Executive
- 2.3 The council, also has Statutory officer roles (Head of Paid Service; S151 Officer; Monitoring Officer, Data Protection Officer)

- 2.3 There is a statutory requirement that for the purposes of producing this statement the following posts (Leadership Team) be covered by the policy statement as well as the above posts and statutory roles.

Head of Strategic Finance and Property (S151 Officer)
Head of Legal and Democratic Services (Monitoring Officer)
Head of Human Resources and Organisational Development
Head of Shared Revenues and Benefits Service
Head of Operations
Head of Communications, Strategy and Policy
Head of Housing and Health
Head of Planning and Building Control

In this policy statement the term “Chief Officers” refers to the Chief Executive and Deputy Chief Executive roles in that where there are any differences in terms of the policy it is between this group and all other employees.

- 2.4 This policy statement applies to all Council employees, but not to other workers such as casuals, agency workers, etc.
- 2.5 This pay statement does not include the Returning Officer payment. The fees payable to the Returning Officer are set by statute for national elections, and are paid by central government. Fees are, also, payable to the Councils’ Returning Officer for local elections. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

3.0 Objectives

- 3.1 East Herts Council recognises the importance of having a clear written policy statement on pay in order to ensure that employees are fairly rewarded and there is proper public accountability.
- 3.2 In respect of Chief Officers and all other employees the council’s policy is to set remuneration sufficient to attract and retain adequately experienced, trained and qualified individuals to deliver the council’s priorities.
- 3.3 The council aims to be transparent on pay to its employees, prospective employees and the wider community and uses and maintains an effective job evaluation system and procedures to provide

equity and consistency in pay, whilst adhering to the basic principles of the national Local government Single Status pay agreement.

4.0 Remuneration subject to national and local determination

- 4.1 The council is a member of the Local Government Employers' Association for national collective bargaining in respect of Chief Officers and other employees.
- 4.2 Changes from national negotiations generally take effect from 1 April each year and are retrospective to 1 April if agreements are finalised after 1 April. It is the council's policy to implement national agreements.
- 4.3 The Chief Executive and Deputy Chief Executive are under the JNC conditions of service including pay. All other employees are under the NJC national agreement on pay and conditions of service.
- 4.4 The national pay award (the NJC national agreement) has still not yet been agreed for 2021-2022 and discussions for 2022-2023 have not yet begun, the JNC award has also not yet been agreed as this tends to be informed by the NJC award. A final offer of 1.75% for officers and 1.5% for chief officers has been made but rejected by the unions, industrial action has been proposed but actioned, further discussions are expected. The process was also delayed due to the Covid-19 Pandemic, central government had also determined a public sector pay freeze and although this does not determine the NJC award it will have affected negotiations along with spending reviews. This Pay Policy Statement will therefore provide that the National Award will be implemented for both NJC and JNC once agreement is confirmed. East Herts will implement increments for applicable staff from the 1st of April 2022 but the national pay award is not expected (due to the delay in negotiations/agreement) to be implemented in this payroll and will instead be processed as a backdated payment once the award is agreed (this may affect the April 22 award as well as April 21 as there is still no clarity on agreement).
- 4.5 As previously set out in addition to the NJC award applicable for April 2019 East Herts Council negotiated and agreed further investment in pay for all staff through collective bargaining with the recognised trade union Unison. Previously staff could be awarded a local award of an additional 2% payment once they had completed 3 years' service with East Herts. East Herts commissioned EELGA to review the current pay and grades and this demonstrated that the council was below market rates in a number of areas and this was supported by recruitment difficulties therefore an investment in pay was required as was the need to improve the grading structure.

- 4.6 The negotiated local agreement consolidated the previous 2% local award into the basic salaries of all staff regardless of service to improve recruitment and retention (the local 3 year (retention) award has therefore ceased from 1/4/19). Staff were assimilated to the closest new spinal column point (scp) within the revised NJC rates e.g. an old scp 6 has been assimilated to a new scp 4 rather than a scp 1. The local negotiated agreement also addressed undesirable significant overlaps between grades and to reduce the number of increments in grades so progression through grades and differences between grades became more meaningful and fair. This meant that the base of grades increased along with some additional headroom created where this was appropriate as well as reducing the number of increments within grades. As part of the local collective agreement the terms around Redundancy and Disturbance have been reduced: the previous redundancy multiplier has reduced from 2.6 to 2 and the previous protection on pay when redeployed to a lower paid role has reduced from 3 years to 1.5 years and the same was applied to disturbance allowances (again from 3 years to 1.5 years).

5.0 General Pay Policy

- 5.1 All employees other than Chief Officers have their basic pay determined by a job evaluation scheme to ensure that different jobs which have the same value are paid on the same grade. Grades have between 4-7 spinal column points (increments).
- 5.2 The Chief Executive is paid a fixed spot salary with no set incremental progression. Performance review is facilitated through the East of England Local Government Association .
- 5.3 Heads of Service and the Deputy Chief Executive's progression through the pay range (incremental points) is based on performance (measured through the LT 360° performance review process) rather than by annual time served increments and this can lead to drop of one increment if poor performance has been established.
- 5.4 The Deputy Chief Executive is paid on incremental scale points between a pay range of £92,496 to £102,500 base pay, with set incremental progression also based on performance.
- 5.5 There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, emergency call rota, etc, paid to these senior staff (Chief Officers and Leadership Team), as they are expected to undertake duties outside their contractual hours and working patterns without additional payment.
- 5.6 Basic pay is calculated on a pro-rata basis for part-time employees.

5.7 All employees (except chief officers) receive local weighting which is called an outer fringe payment which is determined by the NJC, for 2020-2021 this was £626pa for a full time employee but will be revised for 2021-2022 and then 2022-2023 once the pay awards have been agreed and the increases will be backdated to 1 April 2021 and 1 April 2022 as applicable.

5.8 Setting Salaries

For the posts of

Chief Executive
Deputy Chief Executive

The council will use robust recruitment processes when making an appointment to these roles, ensuring the best candidate for the role is appointed. In determining the appropriate salary, market testing and bench marking from peer authorities will be considered. Both the Chief Executive and Deputy Chief Executive salaries were benchmarked for 2019-2020 and this has led to a revised spot salary for the Chief Executive appointed from 3 June 2019 in line with market expectations as advised by EELGA and a revised salary range for the Deputy Chief Executive.

5.9 Pay ceilings

For 2022/23 the basic pay ceiling for Chief Executive post will be £123,025 per annum (including an additional payment of £10,000 for Head of Paid Service) plus the percentage agreed by the JNC.

The basic pay ceiling (i.e. including additional payments, salary protection and professional fees where appropriate) for Deputy Chief Executive will be £102,500 plus the percentage agreed by the JNC.

As noted above national agreed pay settlements from the JNC will be applied to the Chief Officer posts with effect from 1 April 2021 once agreed and again for 1 April 2022 once agreed.

For other posts covered by this statement the basic pay ceiling for grade 13 will be £75,321 plus the (Cost of Living) percentage agreed by the NJC (the outer fringe area allowance is paid in addition to these posts):

Grade 13 Posts:

Head of Legal and Democratic Services*

Head of Strategic Finance and Property*

Head of Human Resources and Organisational Development

Head of Operations
Head of Housing and Health
Head of Communications, Strategy and Policy
Head of Planning and Building Control
Head of Shared Revenue and Benefits Service **

* Both of these posts are statutory posts designated as the council's Monitoring Officer and S151 Officer respectively (see additional payments below for further details).

** Head of Shared Revenues and Benefits Service post receives an additional 10% of base salary per annum for shared services role.

5.10 Pay floor

The pay floor is the remuneration of the lowest paid employees. "Lowest paid" is defined as the average pay of employees paid on grade 2. Grade 2 are the lowest grades paid by the council. This year the figure is 0.62% (2 part-time employees) of the council's employees. Where any employee is less than full time their pay is multiplied up to full time and the aggregate full time equivalent pay for the group divided by two to determine the average.

As at 1 February this average is £20,096 per annum (full time).

The council will not pay basic pay less than the amount applicable to the bottom point of the national pay scales as agreed from time to time by the Local Government Employers (apprenticeships are excluded). Employees in this group will be entitled to all other benefits – local weighting/fringe, pension, redundancy as all other employees.

5.11 Pay multiples

The council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts.

In terms of overall remuneration packages the council's policy is to differentiate by setting different levels of basic pay to reflect differences in responsibilities.

The council would not expect the remuneration of its highest paid employee to exceed 10 times that of the lowest group of employees. In the case of East Herts Council, the pay of the Chief Executive is 6.12 times the value of the lowest paid employee (calculated using salaries at 1st February 2022).

5.12 Pay ranges are as follows as set on 1 April 2021
(N.B. These will be adjusted by any Pay Award agreed by NJC)

Grade	Minimum £	Maximum £	Median £	Number of employees in the grade *
2	18,933	20,493	19,698	0.84
3	20,903	22,627	21,748	15.99
4	22,627	24,491	23,541	24.91
5	24,491	27,741	25,991	72.24
6	27,741	30,451	29,125	20.95
7	30,451	33,782	32,234	44.61
8	33,782	36,922	35,237	21.01
9	36,922	39,880	38,390	28.92
10	41,881	45,859	43,857	23.59
11	45,859	51,609	48,366	12.68
12	51,609	59,748	55,902	10.00
13	64,530	75,321	69,696	9.00
Deputy Chief Exec	92,496	102,500	97,369	1.00
Total				285.74

* Full Time Equivalent (excludes Casual staff as at 1 February 2022)

5.13 The minimum apprenticeship pay rate set by East Herts is £4.70 for year one, the national living wage rate is paid as appropriate to an individual's age range thereafter (i.e. from year 2).

6.0 Additional payments and Variations

6.1 Additional Payments

The council's policy is not to normally pay any form of "signing on" fee or incentive payment when recruiting. Exceptions may occasionally be agreed for hard to recruit posts.

The statutory posts designated as the council's S151 Officer, Monitoring Officer and Head of Paid Service will receive a payment of £10,000 per year. No officer will receive more than one additional statutory post payment.

6.2 Acting Up and Honorarium payments

The council will ensure that acting up and honorarium payments are paid in a fair and consistent manner across the council.

Acting up payments can be made when an employee undertakes either some or all of the duties of a senior post, for a continuous period of four weeks or more (payment will then be backdated to the beginning of the cover).

Acting up payments do not apply for periods of less than four weeks or when an employee is providing cover for another employee's annual leave

Honorarium payments (Responsibility Allowances) can be made where an employee is required to complete an important project or produce major work output to a high standard that is significantly above and beyond the scope of their normal duties or responsibilities, or for significant additional duties or responsibilities not commensurate with the employee's current job description/grade or for work which is exceptionally onerous (e.g. difficult and/or demanding situations or working to extremely tight timescales).

Where an Honorarium payment is determined to be appropriate for additional work, any additional work time spent on the additional duties/responsibilities for which the honorarium is being awarded should not be accounted for on the flexi-time sheet.

Permanent changes to job roles should be dealt with through the job evaluation process.

The Head of Service in consultation with the Head of HR and OD have the responsibility for implementing and monitoring these arrangements.

6.3 Professional fees and subscriptions.

The council will meet the cost of a legal practicing certificate for all those employees where it is a requirement of their employment. No other professional fee or subscription is paid.

7.0 Market Supplements

Market supplements are only paid in exceptional circumstances where several attempts have been made to recruit and usual recruitment processes have not resulted in an appointment. Market rate will be established by reference to soft market testing, external advice and dialogue with peer authorities.

8.0 Pension

Pension provision is an important part of the remuneration package.

All employees (except those employees over the age of 75) may join the local government pension scheme. The scheme is a statutory scheme with contributions from the employee and from the employer.

All employees will automatically be enrolled into the LGPS pension scheme unless the contract of employment is less than 3 months' duration, although the employee does have the option to 'opt in'.

For more comprehensive details of the local government pension scheme see: <https://lgpsmember.org>

Neither the scheme nor the council adopt different policies with regard to benefits of employees, the same terms apply to the Chief Officers and other employees (although higher paid staff are required to pay a higher contribution in terms of the percentage of pay deducted as a pension contribution).

East Herts Council as an employer is under a legal duty to prepare and publish a written statement of its policy relating to certain discretionary powers under the Regulations which apply to the Local Government Pension Scheme ("the LGPS"). The scheme provides for the exercise of discretion that allow for retirement benefits to be enhanced. The council will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees. The Policy on Exercise of Employer Discretions reaffirms this in respect of Chief Officers and other employees.

The pension scheme provides for flexible retirement. In applying the flexible retirement provision no distinction is made between the Chief Officers and other employees. The scheme requires that a minimum permanent reduction in working hours of 25% is made and/or there is a reduction in grade and that any consequential payments to the pension fund are recoverable in three years with the discretion to extend the three years in exceptional circumstances. The council's Human Resources Committee will consider requests from a Chief Officer and Leadership Team will consider requests from other employees where there is a cost to the council, if there are no costs the Head of Service can approve in consultation with the Head of HR and OD.

9.0 Annual Leave

Annual leave entitlement is related to both an individual employee's spinal column point and length of continuous service in local government.

The council awards five days additional annual leave for employees that reach five years' local government service.

Spinal Column Point (SCP)	Annual leave entitlement	Annual leave entitlement after 5 years in continuous local government service
4-22	25 days	30 days
23-25	26 days	31 days
26-28	27 days	32 days
29-59	28 days	33 days
Chief Officers	30 days	35 days

Annual leave entitlement is calculated on a pro-rata basis for part-time employees.

10.0 Occupational Sick Pay

Entitlement to sick pay is related to continuous service, measured in complete months or years at the start of the period of absence. Any previous absences in the twelve months before the start of any absence are deducted from the entitlement.

Entitlement to sick pay is in accordance with the provisions of the NJC for Local Authorities, as follows:

During 1st Year	1 month's full pay and (after completing 4 months service) 2 months half pay
During 2nd Year	2 months full pay and 2 months half pay
During 3rd Year	4 months full pay and 4 months half pay
During 4th and 5th Year	5 months full pay and 5 months half pay
After 5 Years	6 months full pay and 6 months half pay

11.0 Expenses

- 11.1 The council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events in accordance with the council's Expenses policy. The council does not regard such costs as remuneration but as non-pay operational costs. This policy is applied consistently to Chief Officers and other employees.
- 11.2 The council pays car mileage in accordance with HMRC approved rates which are the same for Chief Officers and other employees. The current rates are:

Mileage	HMRC Rates
Car* (first 10,000 business miles per annum)	45p per business mile
Car (after 10,000 business miles per annum)	25p per business mile
Electric Car Rate	4p per business mile
Motorcycle Rate	24p per business mile
Bicycle Rate	20p per business mile
Passenger Rate (employee/member)	5p per passenger per mile

*A Hybrid car falls under the Car HMRC rate of 45p per business mile.

12.0 Redundancy payments and payments on termination

- 12.1 The council has a single redundancy scheme which applies to all employees without differentiation. The council does not provide any further payment to employees leaving the council's employment other than in respect of accrued leave which by agreement is untaken at the date of leaving.
- 12.2 The redundancy payment is based on the length of continuous local government service as set out in the employee contract, the council follows the statutory process in terms of age multipliers and a maximum of 20 years' service, however, no statutory cap is applied to weekly pay and actual weekly pay is used in all cases and the council then further enhances the redundancy payment by applying a multiplier of 2. Details of the full scheme can be found in the council's Redundancy Policy.

13.0 Future appointments

In the event of a vacancy to either a Chief Officer or other employee post the arrangements set out above in regards to pay will apply in respect of permanent appointments.

14.0 Publication and access to information

The publication of and access to information relating to remuneration of Chief Officers' is set out in this document and published on the council's website.

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East Herts Council Report

HR Committee

Date of Meeting: 15 February 2022

Report by: Head of HR and OD

Report title: Human Resources Management Statistics for Quarter 3 (October - December 2021)

Ward(s) affected: None

Summary

RECOMMENDATIONS FOR HR Committee:

- (a) To consider the Human Resources Management Statistics for Quarter 3 (October - December 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 3 (October – December 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 39 vacancies at the end of Quarter 3 (31 December 2021).
- 3.1.2 Five of the 39 posts have been appointed and recruitment

has progressed¹ for 7 out of the remaining 34 vacancies (21%).

3.1.3 During Quarter 3, seventeen posts were advertised. Nine of the 17 posts (53%) have resulted in appointments. For the remaining posts further options are being considered and further advertising of roles where necessary.

3.1.4 Twenty three of the 39 posts (59%) are being considered as savings and are being held due to reviews of the service structure as part of the transformation project. These vacancies are being covered by agency staff where required. 5 posts are in Revenue and Benefits, 2 in Communications, Strategy and Policy, 3 in Strategic Finance and Property, 1 in Housing and Health, 1 in Democratic services, 9 in planning, 1 in Operations, and 1 in Executive Support.

3.2 Employee Turnover

3.2.1 There were 9 leavers in Quarter 3 (October – December 2021) giving a turnover rate for the quarter of 2.8%. Based on the number of leavers so far in Quarters 1, 2 and 3 it is estimated that the turnover rate for the annual period 2021/22 will be **13.1%**. This has reduced and fallen by 1% since quarter 2 (21/22) and is now lower than the local government average (14% for 2018/19 for Local Authority districts in the UK).

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	9	
Turnover rate 2021/22	3.6%	3.4%	2.8%	

3.1.1 Reasons for leaving in Quarter 3 included 2 staff leaving to relocate, 2 to retirement, 1 for personal reasons, 1 for promotion and 1 for permanent home working. Sadly, we lost one member of staff to death in service and one member of staff to ill health retirement. We expect the turnover rate to reduce throughout the year following the recent increase in retirements and lifestyle changes due to COVID 19.

3.3 Sickness Absence

ALL absence

ALL Absence – Quarter 3

3.3.1 At the end of Quarter 3, the total number of sickness days taken was 526.15 full time equivalent (FTE) days. Of these, 337.88 FTE days (64%) were due to short term sickness and 188.27 FTE days (36%) were due to long term sickness. The percentage of time lost due to short term sickness is 1.8% and the percentage of time lost due to long term sickness is 1% which equates to a total percentage lost time of 2.8%.

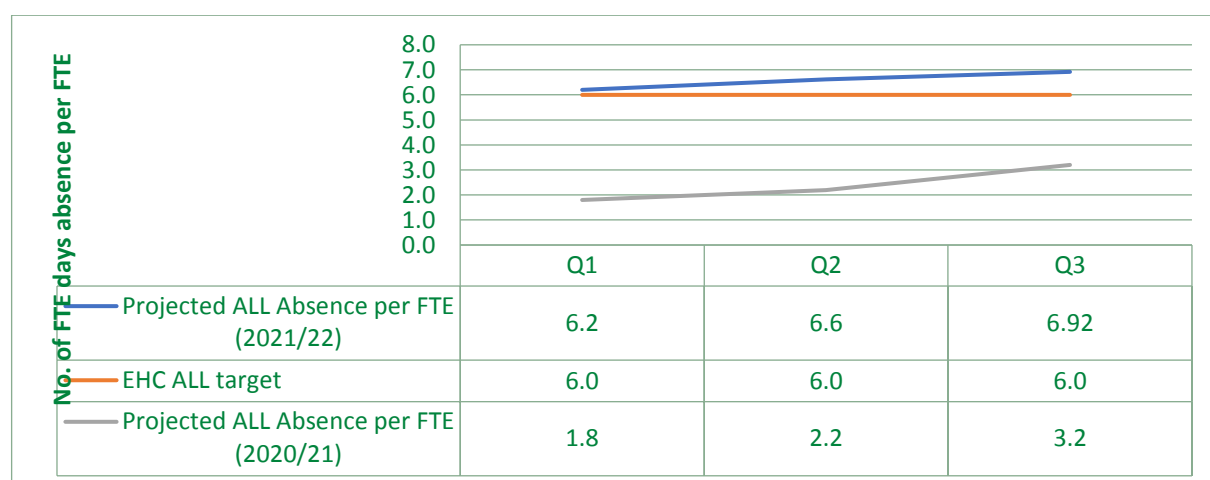
3.3.2 At the end of Quarter 3, the number of FTE days absent

per FTE was an average of 5.19 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 December 2021), projected sickness absence for the annual period 2021/22 is estimated to be **6.92 days per FTE**. This is slightly above the council's annual target of 6 days. As outlined in turnover there has been an ill health retirement following 12 months of sickness so this has impacted the year as well as number of mental health and COVID related absences which the pandemic has impacted. Other councils are also reported increased sickness absences for similar reasons.

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 3

3.3.5 Ninety nine employees (30.5% of the total headcount) had short term sickness absence during Quarter 3

totalling 337.88 FTE days. This represents a percentage lost time rate of 1.8%.

3.3.6 At the end of Quarter 3, the number of short term FTE days absent per FTE was an average of 2.91 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 December 2021), it is estimated that short term sickness absence for the annual period 2021/22 will be **3.9 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 3

3.3.9 Eight employees (2.5% of the total headcount) had long term sickness absence during Quarter 3 totalling 188.27 FTE days. This represents a percentage time lost rate of 1%.

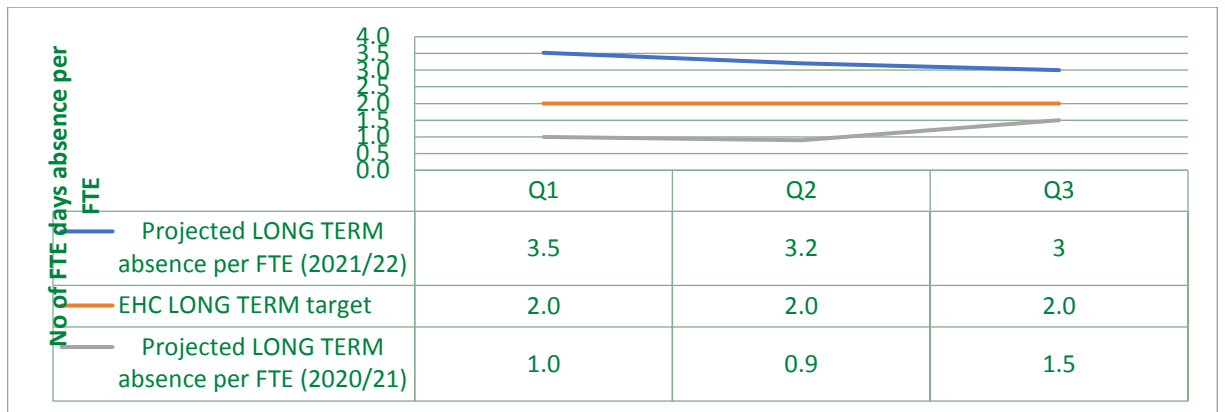
3.3.10 The eight employees have been offered support through referrals to Occupational Health/taking medical advice from Specialists where appropriate. The reasons for long term absence were for mental health (1 employee), acute medical conditions (2 employees), stress (1 employee) Pregnancy (2 employee) and minor illnesses (2 employees). Four employees have now returned to work and 1 employee has returned on a phased return. Two employees have left the council to retire. The employee who remains absent is now on maternity leave.

3.3.11 At the end of Quarter 3, the number of long term FTE days absent per FTE was 2.27 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 December 2021), it is estimated that long term sickness absence for the annual period 2021/22 will be **3 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 3, eight in-house corporate learning and development events were held over twelve sessions and two hundred and thirty 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. In Quarter 3, two sessions were delivered virtually through Zoom and twenty six employees attended the event.

3.4.3 Helen Farrell, who was the HR & OD Co-ordinator, delivered Coping with Change sessions as part of the East Herts Transformation Programme. In quarter 3, two sessions were delivered virtually though zoom and fifty four employees attended.

3.4.4 The Information Governance and Data Protection Manager, Tyron Suddes delivered training to employees on updates to the Data Protection Policy. Three sessions were held in quarter 3, and one hundred and seventeen employees attended.

3.4.5 Our Corporate Induction took place in November 2021. The event was delivered virtually through Zoom by the trainee HR Officer and included revised and updated content.

3.4.6 In Quarter 3, First Aid face to face training was delivered, over 3 days by Pegasus training. Five employees attended and are now qualified as first aiders, with all three caretakers now trained increasing resilience and coverage.

3.4.7 RIPA and CPIA training was delivered in February virtually through zoom by PFL Training. Fourteen employees attended in total.

3.4.8 Employees continue to complete the annual mandatory training programme through SkillsBuild, the council's e-learning platform. The following courses went live from December 2021 for all employees to complete:

- Safeguarding 2021/22
- Fire safety 2021/22
- Email Etiquette and email management
- Data Protection 2021/22
- Diversity and Inclusion in the workplace 2021/22

3.4.9 A fire safety course has been developed in response to the blended working. The course is designed to remind all employees of their duties and responsibilities to familiarise themselves with the fire evacuation procedures, routes of escape, assembly points and general fire safety.

3.4.10 The email etiquette course has now been launched on skills build. This course 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 4:

- Accessibility Training
- Procurement Training
- ModGov Report writing

3.4.12 The new HR and OD manager has started with the council and will be co-ordinating L&D and working 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 3:

Event/Course	No of Participants	Number of sessions held
First Aid at work (3 day qualifier)	5	1
Data Protection Policy Training	117	3
Coping with Change	54	2
Mediation	8	1
Corporate Sustainability and Climate Change Training	26	2
RIPA	6	1
Corporate Induction	6	1
CPIA	8	1
Total	230	12

3.4 Equalities Monitoring Indicators

3.4.1 The table below shows a summary of employee equalities data at the end of Quarter 3 (i.e. 31 December 2021).

	Comparison to population	EHC Percentage

	data	
Disability		
Leadership Team with a disability	5% CENSUS 2011	0%
Employees with a disability	5% CENSUS 2011	3.8%
Ethnicity		
Leadership Team members from BAME groups	4.5% CENSUS 2011	10%
Employees from BAME groups	4.5% CENSUS 2011	8.2%
Gender		
Leadership Team members who are female	51% NOMIS 2019	40%
Employees who are female	51% NOMIS 2019	74.4%
Sexual Orientation (Gay, Lesbian, Bisexual)		
Leadership Team	2.1% ONS 2018	20%
Employees	2.1% ONS 2018	1.9%

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: 15 February 2022

Report by: Head of HR and Organisational Development

Report title: HR and Payroll Team Update Report

Ward(s) affected: N/A

Summary

RECOMMENDATIONS FOR (Human Resources Committee):

(a) To note the HR and Payroll Team Update Report

1.0 Proposal

- 1.1 This report provides an update on key areas the HR and Payroll team have been working on since Quarter 3 of 2021/22 (October to December 2021).

2.0 Payroll Service and Staffing Update for HR&OD 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 attended the Annual 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 has been supporting the external finance audit and along with the Head of HR & OD is

working with SIAS to do an audit of payroll this year but as an assurance mapping focused process based on the previous strong results.

2.4 Staffing Changes in the HR&OD Service

As previously reported, a new post of HR&OD Manager was created to replace the L&D co-ordinator/HR Officer (HF) who left in September to focus on her business, a second resignation was then received by one of the two remaining HR Officers (VD) who left in November.

Jane Mackie started working for East Herts on the 4th of January as HR&OD Manager (4 days/34 hours per week) and is settling in well and is leading on implementing the new PDR forms and process/ Core Competences. Jane is now managing the 2 HR Officers and the full-time HR and Payroll Administrator as well as supporting services and external customers.

Emily Cordwell who was our Trainee HR Officer was given an honorarium for taking on parts of the L&D Coordinator and the HR Officer role. This led to a 3 month assessment by the Head of HR & OD which was deemed satisfactory and in line with the recruitment policy a ring fenced interview was then offered for a full-time HR Officer role to replace the HR Officer (VD). This was held with both the Head and the HR&OD Manager and was successful with Emily starting as full HR Officer on 17th January 2022. This is very pleasing as our trainee role has led to full officer appointment and East Herts get to benefit from the development for longer which will help especially with the HR system work.

Unfortunately there has been a 3rd resignation from the team, this was however expected as Carmela Bavaro has retired as our 3 day per week HR & Payroll Administrator. Carmela left on 31 January after 8 years service and we thank her for all her efforts and excellent

handover notes. The Payroll Manager (who manages the role) is reviewing the role with the Head and HR&OD Manager especially in relation to on-boarding changes coming in and current admin processes before seeking a replacement. The goal is try to attract a suitable Payroll Administrator that can be developed and can fulfil more Administration duties to support both service managers. The trainee role will not be replaced and saving to salaries is being made.

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 October to December 2021.

3.2 Employees continue to complete the revised mandatory e-learning courses that went live in December 2021:

- Data Protection Briefing 2021/22
- Fire Safety 2021/22
- Email Etiquette 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 roll out of the in-house Corporate Sustainability and Climate Change Training continued. David Thorogood, Environmental Sustainability Co-Ordinator, led the presentations. In Quarter 3, two sessions were delivered virtually through Zoom and twenty six employees attended the event.

- 3.4 The HR & OD Co-ordinator, delivered Coping with Change sessions as part of the East Herts Transformation Programme. Two sessions were delivered virtually through zoom and fifty four employees attended.
- 3.5 The Information Governance and Data Protection Manager, Tyron Suddes delivered training to employees on updates to the Data Protection Policy. Three sessions were held in quarter 3, and one hundred and seventeen employees attended.
- 3.6 Our Corporate Induction took place in November 2021. The event was delivered virtually through Zoom by the trainee HR Officer and included revised and updated content. The trainee officer has since been promoted to HR Officer and has again delivered induction in January 2022.
- 3.7 First Aid face to face training was delivered, over 3 days by Pegasus training. Five employees attended and are now qualified as first aiders, with all three caretakers now trained increasing resilience and coverage.
- 3.8 RIPA and CPIA training was delivered in February virtually through zoom by PFL Training. Fourteen employees attended in total.

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 The majority of staff have been written to confirming their blended working patterns, with only a few queries outstanding. Some staff are in fixed roles that have to be undertaken from the office and so they were not eligible for the offer. A small number of staff also chose not to take up the offer and instead returned to the office 100% of the time. 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 & Bens who were on pre-existing 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. Staff who previously had a home working allowance have been given notice of this ending in March 2022 as agreed with Unison. The blended working arrangements commenced on 15 November 2021 but were paused due to government guidelines to work from home where possible. Now that the guidelines have been lifted staff have resumed their blended working patterns.
- 4.1.2 The HR Strategy has been approved and the associated action plan is being developed by the Head of HR&OD with support from the new HR & OD Manager and will then be considered by LT and will be presented to the next HRC for approval (it had been hoped to bring this to this meeting but team changes and absences have delayed the work being presented to LT).
- 4.1.3 The Core Staff & Management Competencies have been agreed and finalised. The PDR form has been redesigned to include the competencies and 360

feedback (for managers only) ready for the 22/23 PDR cycle. Communications have designed the associated guidance documents which will be published on the intranet. Training will take place in February and March and the Appraisal period has been extended until May 2022 to allow the new process to be implemented and for year end processes to be completed.

4.1.2 The one page plan is being updated for 22/23 and will be shared with the next HRC.

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. The timeline has been slightly delayed due to the time it takes to set up a standalone careers site through which applicants can view our vacancies and apply via the ATS. This is currently being built and we hope to be live within 4-6 weeks. We have already used some of 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.). The team are currently supporting

Ware Town Council with some complex casework.

Hertford Town Council have quarterly manager surgeries and are being supported under the revised offer. The HR team have supported HTC with a variety of queries.

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. Two Parish Councils have expressed interest and this will be followed up in due course.

4.4 COVID Update

The Head of HR & 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 staff continue to be required to book desks so that activity can be managed and monitored.

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

6.1 The council's employee wellbeing programme, Live Well, Work Well, promoted and delivered the following sessions during October - December 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.
- 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. Around 40 employees have chosen to have a voucher, funding has been secured again from HCC public health.
- Various activities are planned for quarter 4 as staff return to the office including more walks, health checks and resilience training

7.0 HR and Payroll System Development

7.1 The HR Officer is finalising sickness absence on the system to ensure it is recorded and managed in hours rather than days. There have been delays with this going live due to sickness absence with the Zellis support required in ensuring the sickness absence report works efficiently.

7.2 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.

7.3 The latest upgrade, release 27, has been placed onto the system to improve efficiency and resolve system errors,

this was followed by testing of each module to ensure they are working as required.

7.4 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.

8.0 Options

N/A

9.0 Risks

N/A

10.0 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

11.0 Background papers, appendices and other relevant material

N/A

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