



James Ellis
Head of Legal and Democratic Services

MEETING : HUMAN RESOURCES COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 11 SEPTEMBER 2024
TIME : 7.00 PM

PLEASE NOTE TIME AND VENUE

This meeting will be live streamed on the Council's Youtube page:
<https://www.youtube.com/user/EastHertsDistrict>

MEMBERS OF THE COMMITTEE

Councillor Rachel Carter (Chair)

Councillors M Butcher, M Connolly, T Deffley, D Hollebon, M Swainston and D Willcocks

Substitutes

Conservative Group: Councillor R Buckmaster
Liberal Democrat Group: Councillor S Marlow
Labour Group: Councillor D Jacobs
Green Group: Councillors J Dunlop and G Hill

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

CONTACT OFFICER: Michele Aves
michele.aves@eastherts.gov.uk
01279 502177

Disclosable Pecuniary Interests

A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:

- must not participate in any discussion of the matter at the meeting;
- must not participate in any vote taken on the matter at the meeting;
- must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
- if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
- must leave the room while any discussion or voting takes place.

Public Attendance

East Herts Council welcomes public attendance at its meetings and meetings will continue to be live streamed and webcasted. For further information, please email democraticservices@eastherts.gov.uk or call the Council on 01279 655261 and ask to speak to Democratic Services.

The Council operates a paperless policy in respect of agendas at committee meetings and the Council will no longer be providing spare copies of Agendas for the Public at Committee Meetings. The mod.gov app is available to download for free from app stores for electronic devices. You can use the mod.gov app to access, annotate and keep all committee paperwork on your mobile device.

Visit <https://www.eastherts.gov.uk/article/35542/Political-Structure> for details.

Audio/Visual Recording of meetings

Everyone is welcome to record meetings of the Council and its Committees using whatever, non-disruptive, methods you think are suitable, which may include social media of any kind, such as tweeting, blogging or Facebook. However, oral reporting or commentary is prohibited. If you have any questions about this please contact Democratic Services (members of the press should contact the Press Office). Please note that the Chairman of the meeting has the discretion to halt any recording for a number of reasons, including disruption caused by the filming or the nature of the business being conducted. Anyone filming a meeting should focus only on those actively participating and be sensitive to the rights of minors, vulnerable adults and those members of the public who have not consented to being filmed.

AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes - 5 June 2024 (Pages 5 - 22)

To receive the Minutes of the meeting held on 5 June 2024.

3. Chairman's Announcements

4. Declarations of Interest

To receive any Member's Declaration of Interest.

5. HR Q1 Statistics Update (Pages 23 - 40)

6. Equalities Report (Pages 41 - 76)

7. BEAM Volunteering Policy (Pages 77 - 100)

8. Urgent Business

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

MINUTES OF A MEETING OF THE
HUMAN RESOURCES COMMITTEE HELD
IN THE COUNCIL CHAMBER,
WALLFIELDS, HERTFORD ON
WEDNESDAY 5 JUNE 2024, AT 7.00 PM

PRESENT: Councillor Rachel Carter (Chair)
Councillors M Connolly, T Deffley,
D Hollebon, M Swainston and D Willcocks

OFFICERS IN ATTENDANCE:

Michele Aves	- Committee Support Officer
Jackie Bruce	- Section 106 Programme Manager
Steven Linnett	- Head of Strategic Finance and Property
Alex Wanless	- Service Manager (Human Resources and Organisational Development)

40 **APPOINTMENT OF THE VICE-CHAIR FOR 2024/25**

It was moved by Councillor Connolly and seconded by Councillor Hollebon, that Councillor Swainston be appointed Vice-Chairman of the Human Resources Committee for 2024/25. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that Councillor Swainston be appointed as Vice-Chairman of the Human Resources Committee for 2024/25.

41 **APOLOGIES**

There were no apologies.

42 MINUTES - 6 FEBRUARY 2024

It was moved by Councillor Carter and seconded by Councillor Swainston that the minutes of the meetings of the Human Resources Committee held on 6 February 2024 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. It was noted that Councillors Connolly, Deffley, Hollebon and Willcocks abstained from the vote.

RESOLVED – that the minutes of the meetings of the Human Resources Committee held on 6 February 2024 be confirmed as a correct record and signed by the Chairman.

43 CHAIR'S ANNOUNCEMENTS

The Chair welcomed all to the meeting and introduced the new Human Resources and Organisational Development Manager. She confirmed that she would like to be referred to/addressed as 'The Chair' during the meeting.

44 DECLARATIONS OF INTEREST

There were no declarations of interest.

45 HEALTH AND SAFETY ANNUAL REPORT 2023/24

The Human Resources and Organisational Development Manager introduced the report which had been prepared by the Health and Safety Officer and covered the past civic year under his remit.

The Human Resources and Organisational Development Manager said that there had been no accidents reportable to the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR), and no reportable accidents involving employees during the period. He said that there were no reported accidents regarding BEAM (formally Hertford Theatre) and two reported accidents

regarding members of the public.

The Human Resources and Organisational Development Manager said that the Health and Safety Officer was utilising tools to update Display Screen Equipment Assessments for home/blended working employees.

The Chair thanked the Human Resources and Organisational Development Manager for his report.

Councillor Willcocks sought clarification on how the top deck of the Northgate End Car Park was being closed at night.

The Head of Strategic Finance and Property said that due to its proximity to Yew Tree Place the Northgate End Car Park was under planning restrictions which required the top deck to be closed at 23:00 hours. He said that grills were used to stop access after this time, but that the Car Park, which was open until midnight, now closed completely at 23:00 hours.

Councillor Connolly said that it was good to see that the Health and Safety Officer was now working as part of the Transformation Team and that an Equalities Impact Assessment had been undertaken.

The Chair asked for details on the Health and Safety procedure around the use of pesticides by the Council.

The Head of Strategic Finance and Property said that personal protective equipment (PPE) would be always used under the current contract. He said that he could not comment on the type of pesticides being used, but he could obtain this information and arrange to have it circulated to Members via the via Committee Support Officer.

The Chair said that this information would be helpful, and that it would be good to know the timing of when the pesticides were used, i.e., not when the public were in

situ.

Councillor Swainston said that the use of pesticides was a subject which was recently looked at by the Overview and Scrutiny Committee.

The Chair said that the report was very encouraging and showed that the Council had a good safety culture.

It was moved by Councillor Connolly and seconded by Councillor Willcocks, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the Annual Health and Safety Report 2023/24 be considered, and any comments/amendments be provided to the Service Manager of HR and OD and the Health and Safety Officer.

46 EMPLOYEE HEALTH AND WELLBEING REPORT 2023/24

The Human Resources and Organisational Development Manager introduced the report which concerned the wellbeing and sickness absence of the Council's employees. He said that generally absence was under UK averages and below targets.

The Human Resources and Organisational Development Manager said that the Council supported its workforce with its Occupational Health Line, which was being reviewed in 2024 to ensure it gave best service, and with its Employee Assistance Programme, which offered advice and mental health support. He said that Mental Health First Aiders were also being explored in 2024.

The Chair thanked the Human Resources and Organisational Development Manager for this report and said that the Council had a lot of support for its employees.

Councillor Deffley sought clarification of when the Council's blended working policy began.

The Unison Representative said that blended working began following the Covid-19 pandemic, and offered employees the opportunity to work a 50/50 split between home and the office (or workplace).

Councillor Deffley asked if blended working had any impact on the duration of sickness and sickness patterns.

The Human Resources and Organisational Development Manager said that from his background in Human Resources, he knew that generally blended working had decreased the level of short-term sickness.

Councillor Swainston said that the report showed that the Council's short-term sickness was above their target, but lower than the local authority average.

The Human Resources and Organisational Development Manager said that this may be a metric, and that he would clarify this with officers and include confirmation in his next report.

It was moved by Councillor Deffley and seconded by Councillor Hollebbon, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the annual Employee Health and Wellbeing Report 2023/24 including the actions (in section 8.0) planned for 2024/25 be considered and any comments be provided to the HR and OD Service Manager.

47 ANNUAL TURNOVER REPORT 23 - 24

The Human Resources and Organisational Development Manager introduced the report which gave detail on the Council's employee turnover for 2023/24. He said that the

biggest reason for employees leaving the Council was retirement, as there was a large number of people over fifty-five in the organisation. He said that the second biggest reason for leaving was to achieve promotion.

The Human Resources and Organisational Development Manager said that over half of the employees who left the Council completed an exit review – which was a good return rate. He said that most of the exit reviews were positive, with eight four percent recommending work at the Council.

The Human Resources and Organisational Development Manager said that the number of council vacancies was higher than last year, but that some roles were awaiting review due to potential cost savings. He said that Planning vacancies remained difficult to fill for all local authorities, with vacancies in Environmental Health following this trend.

The Human Resources and Organisational Development Manager said that the new Applicant Tracking System was being used to streamline and make the recruitment process more attractive, and that there were plans to organise social events for staff.

The Chair thanked the Human Resources and Organisational Development Manager for his report.

Councillor Willocks asked if data which showed annual turnover trends across other local authorities was available.

The Human Resources and Organisational Development Manager said that the Council had signed up to InfiniStats which gave benchmarking across the sector. The Chair said that the Committee had requested benchmarking data, and so the inclusion of this would be helpful. She added that the difficulties in recruiting to Planning vacancies were an ongoing challenge.

It was moved by Councillor Connolly and seconded by Councillor Swainston, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the Annual Turnover Report 2023/2024 including the actions (in section 11.0) planned for 2024/25 be considered and any comments provided to the HR and OD Service Manager.

48 LEARNING AND DEVELOPMENT REPORT 23 -24

The Human Resources and Organisational Development Manager introduced the report which detailed the investment in employees made by the Council.

The Human Resources and Organisational Development Manager said that training budgets were split into different pots. He said that general training was delivered via an e-learning programme - which had a good uptake, and via ad hoc training requests.

The Human Resources and Organisational Development Manager said that the Next Steps Programme included First Step for aspirant managers, for which feedback had been good. He said that The Next Step was designated for Service Managers to develop skills and give exposure to other department managers, and that Blueprint, which was written by the former Interim Head of Service, was being developed for Line Managers.

The Human Resources and Organisational Development Manager said that the Council continued to fund master's degrees for Planners and were committed to make use of the apprenticeship levy. He said that the Transformation Programme would also provide training opportunities.

The Chair thanked the Human Resources and Organisational Development Manager for this report and said that she welcomed the idea of supporting

apprentices.

It was moved by Councillor Deffley and seconded by Councillor Willcocks, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the Learning and Development Review for 2023/2024 be considered and any comments provided.

49 HUMAN RESOURCES QUARTER FOUR STATISTICS 2023/24

The Human Resources and Organisational Development Manager introduced the report which covered the period of January to March 2024. He said that the report detailed similar trends to those included in the evenings Annual Report.

The Chair thanked the Human Resources and Organisational Development Manager for his report and drew Members attention to the Minutes of the Health and Safety Committee which were now included as an appendix.

It was moved by Councillor Connolly and seconded by Councillor Swainston, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the Human Resources Management report for Quarter 4 (January to March 2024) be considered and any comments provided to the HR Officer/Head of HR and OD regarding the content or formatting of the report.

50 FLEXIBLE WORKING POLICY REPORT

The Human Resources and Organisational Development Manager introduced the report which detailed the

proposed updates to the Flexible Working Policy, in line with new legislation passed in April 2024.

The Human Resources and Organisational Development Manager said that the legislative changes now entitled employees to submit a 'day one' flexible working request (FWR), removing the requirement for them to have at least twenty-six weeks of continuous service. He said that the changes also allowed employees to make two FWR in a twelve-month period, and reduced the time limit for employers to respond to such requests.

The Chair thanked the Human Resources and Organisational Development Manager for his report.

It was moved by Councillor Hollebon and seconded by Councillor Connolly, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the updated Flexible Working Policy be approved.

51 GENERAL LEAVE POLICY REPORT

The Human Resources and Organisational Development Manager introduced the report which addressed legislative changes regarding Carers Leave, allowing employees to take unplanned planned leave to look after dependents.

The Human Resources and Organisational Development Manager said that the Council already allowed five days (FTE) of paid emergency Dependency Leave and that Carers Leave would be included and split between this pot.

The Chair thanked the Human Resources and Organisational Development Manager for his report and said that it was good to see that the Council recognised and gave support to carers.

It was moved by Councillor Hollebon and seconded by Councillor Swainston, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the updated General Leave Policy be approved.

52 FAMILY FRIENDLY POLICY REPORT

The Human Resources and Organisational Development Manager introduced the report which involved a legislative update, and proposed that this be combined with a current operational policy.

The Human Resources and Organisational Development Manager said that the changes entitled employees to now separate their two weeks of Paternity Leave within the fifty-two weeks following birth or adoption. He said that employees also now only need give employers twenty-eight days' notice of the expected birth or adoption.

The Chair thanked the Human Resources and Organisational Development Manager for his report and concurred that the policy was now better organised.

Councillor Connolly expressed her admiration to Human Resources for the changes to the policies and their support to colleagues.

It was moved by Councillor Willcox and seconded by Councillor Connolly, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the updated Family Friendly Policy be approved.

53 REDUNDANCY POLICY REPORT

The Human Resources and Organisational Development Manager introduced the report which proposed an update to the Redundancy Policy, reinstating a clause to protect council and public money.

The Human Resources and Organisational Development Manager said that the clause appeared to have been removed approximately fifteen years ago, but there was no audit trail of this. He said that the clause prevented employees from taking redundancy money and then being rehired by the Council within six months.

The Human Resources and Organisational Development Manager said that the policy had been updated in consultation with the union – Unison, and a waiver to the clause (via the Chief Executive or Deputy Chief Executive) had been added following the meeting of the Local Joint Panel on 21 May 2024.

The Unison Representative said that the waiver was intended to cover specialist niche job roles in extenuating circumstances, i.e., where a role was funding dependent.

The Union Representative said that the feeling was that it was not appropriate for the Council or the Council's remaining staff that employees be able to receive redundancy and then be rehired within the given time frame. She said that neighbouring authorities polices had been consulted for guidance, and that redundancies were always avoided with redeployment used where possible.

The Chair thanked the Human Resources and Organisational Development Manager for his report.

Councillor Deffley asked if 'redundancy hopping' was a feature.

The Union Representative said that when an employee took redundancy, they could not work in another local authority for four weeks, or they would have to repay the redundancy monies.

The Head of Strategic Finance and Property said that a person's employment history would show such activity, he said that the recruitment process looked at history and references, so this behaviour would be suspicious and would be unable to be hidden. He added that this behaviour did not tend to happen at district level, and that it was rare to find people who wished to return once they had a pension in payment as this would cause the pension to stop.

The Human Resources and Organisational Development Manager said that 'hopping' would also prevent employees from building a big redundancy pot.

It was moved by Councillor Swainston and seconded by Councillor Connolly, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED.

RESOLVED – that the updated Redundancy Policy be approved.

54 VOLUNTEERING POLICY REPORT

The Human Resources and Organisational Development Manager introduced the report which proposed a new and operational policy to enable volunteers to be recruited at BEAM.

The Human Resources and Organisational Development Manager said that The Executive Member for Communities had experience as a volunteer coordinator and had given her input into the policy. He said that thought had been given to enable under eighteens to volunteer, but this had been decided against for now as it added pressures such as Disclosure and Barring Service Checks (DBS).

The Chair thanked the Human Resources and Organisational Development Manager for his report.

Councillor Connolly said that she was concerned with some of the content of the policy, she referred to Section 5.0 – Dress Code, and said that a ‘no trainers’ policy could be a barrier to diverse recruitment. She said that some trainers today were smart and that the term seemed old fashioned, adding that a policy of ‘smart casual’ dress code would suffice.

Councillor Connolly referred to Section 9.6 – which related to BEAM having no upper age limit for volunteers and observed that the second sentence of the paragraph which detailed when a volunteering role may become detrimental to somebodies’ health, could apply to a volunteer of any age. She therefore suggested that the second sentence of this section be separated as it could be seen as ageist.

Councillor Connolly referred to Section 14 and said that there was confusion as the volunteering contract was with BEAM but volunteers where to follow East Herts Council’s health and safety policies and procedures. She questioned how volunteers would have training and access to these policies.

The Head of Strategic Finance and Property said that BEAM was not a legal entity, and that as East Herts Council was the legal entity reference must be made to it.

Councillor Connolly said that the policy contained sentences which stated that volunteers must comply with BEAM, and that therefore this needed clarifying.

The Head of Strategic Finance and Property said that BEAM was a venue which had specific risks (such as working at height, in enclosed spaces, and with pyro techniques) and required separate health and safety policies. He said that this resulted in there being three health and safety documents.

The Chair sought clarification that said these were East

Herts Council documents which referred to BEAM.

The Head of Strategic Finance and Property said that when BEAM was spoken about this referred to the building, so the health and safety documents referred to BEAM the building.

Councillor Connolly referred to Section 17- which detailed confidentiality and data and said that this appeared confused, and suggested it be reviewed by the Legal Department. She said that in particular she was concerned with the status of documents and how volunteers were trained on and accessed these. She said that with regards to confidentiality, General Data Protection Regulation (GDPR) should be referred to.

Councillor Connolly referred to Section 19 – and asked if the procedure for a volunteer leaving BEAM was a separate document which would come before the Committee. She asked how a volunteer would raise a complaint or grievance and if there was a feedback mechanism.

Councillor Connolly said that it appeared to be a complicated volunteering organisation, and that this together with the risks described, required a lot of training. She said with the open loops which she had detailed she would be concerned with approving the policy.

The Head of Strategic Finance and Property said that should the policy not be approved the operation of BEAM could be jeopardised.

The Chair asked when the Committee would next have sight of the policy, as the use of volunteers from sixteen years of age was an expected future update.

The Human Resources and Organisational Development Manager said that the next Human Resources Committee was scheduled for September, and that if there were concerns to address these would be worked on with

urgency, and the policy brought before the next meeting.

The Human Resources and Organisational Development Manager said that with regards to the concerns raised by Councillor Connolly the reason for no trainers may be due to PPE requirement, for which he would obtain clarity. He reiterated that BEAM was the building and the brand name.

Councillor Hollebon said that she understood the implications but did not want to overload things for the volunteers. She asked that with Everyone Active (EA) taking responsibility for BEAM if discussions had been had with them regarding the use of volunteers.

The Head of Strategic Finance and Property said that EA was not taking over the running of BEAM, which remained a Council's operation. He clarified that two experienced theatre managers from EA had been seconded to BEAM to give advice, guidance, and technical assistance to the Council's in-house Operations Team while the building was mobilised. He reiterated that there had been no decision to outsource BEAM to EA.

Councillor Hollebon said that she had been misadvised, and that it was the responsibility of the Leader of the Council and its Executive to communicate with clarity so that every Member knew the true position regarding BEAM.

The Chair echoed the comments regarding the need for clarity for Members and the members of the public which were made by Councillor Hollebon.

The Human Resources and Organisational Development Manager referred to the comments regarding Section 19 which were made by Councillor Connelly. He said that this area would be covered by the Council, with the Human Resources Team giving support when required. He agreed that this could be made clearer within the policy.

Councillor Connolly voiced her concerns that BEAM was to be run with volunteers, with its risks and a policy which contained gaps.

Councillor Willcocks asked for clarification that the policy could be passed with comments/ reservations and returned to the Committee for review.

The Committee Support Officer advised that the Committee needed to stipulate the actions required and give a timeframe for this.

The Chair said that she appreciated the requirement to safeguard volunteers but was conscious not to be too onerous or unfriendly.

The Unison Representative said that BEAM (or Hertford Theatre as was) had a large number of dedicated and skilled volunteers, who other venues were envious of. She said that her understanding was that these volunteers were keen to return, and hoped that this information alleviated some of the concerns raised. She said that she appreciated the need for a clearer policy but emphasised the need to take the policy forward.

The Human Resources and Organisational Development Manager reiterated that he was happy to take the comments on board and encouraged Members to email him with any further comments.

Councillor Deffley asked if the comments could be addressed, and the amended policy circulated for approval outside of the meeting.

Councillor Connolly suggested the organising of an extraordinary meeting of the Committee.

The Chair said that the concerns raised related to one policy, with a small number of amendments. She suggested that the policy be approved, subject to it

returning to the Committee in September to allow second discussion. She said that BEAM was to open at the end of August 2024 and that recruiting volunteers would be a long process.

The Head of Strategic Finance and Property said that as the Committee was constituted Members were required to be present at a meeting to vote, for a decision to be valid.

Councillor Swainston said that whilst she recognised the concerns raised by Councillor Connolly, she could see nothing in the policy which posed an immediate danger. She suggested that the policy be approved, the amendments be made, and the policy brought before the next meeting of the Committee. She noted that Southmill Arts Centre was run with volunteers, and so the situation was not unusual.

It was moved by Councillor Willcocks and seconded by Councillor Swainston, that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, this motion was declared CARRIED. It was noted that Councillor Connolly abstained from the vote.

RESOLVED – that the updated Volunteering Policy be approved, with the amendments made as detailed, and returned to the September meeting of the Human Resources Committee for further review.

55 URGENT BUSINESS

There were no urgent items.

The meeting closed at 8.12 pm

Chairman
Date

East Herts Council Report

Human Resources Committee

Date of meeting: Wednesday 11 September 2024

Report by: Emily Cordwell, HR Officer

Report title: HR Quarter 1 Statistics

Ward(s) affected:

Not Applicable

Summary – For LT to consider the Human Resources Management Report for Quarter 1, which covers April – June 2024

RECOMMENDATIONS FOR Human Resources Committee

- a) To consider the Human Resources Management Report for Quarter 1 (April – June 2024) and provide any comments to the HR Officer / Head of HR and OD regarding the content or formatting of the report.

1.0 Proposal(s)

- 1.1 LT are invited to consider the Human Resources (HR) Management Report for Quarter 1 (April – June 2024)

2.0 Background

- 2.1 Revised format following recommendations of HRC

3.0 Reason(s)

- 3.1 For members to consider the quarterly statistics on:
Sickness
Vacancies
Recruitment and Retention
Learning and Development
Health and Safety

4.0 Implications/Consultations

Community Safety

As covered by the report, the measures or controls put in place will impact positively on community safety.

Data Protection

All data is secured in accordance with the Council's GDPR guidelines and disposed of in a correct and secure manner.

Equalities

The data shows that East Herts Council employs a diverse workforce with some areas of overrepresentation.

Environmental Sustainability

No – Not directly linked.

Financial

No direct financial impacts. The report covers absences, which will cause the council to lose work hours.

Health and Safety

Yes, as described in the report.

Human Resources

Yes – As considered in the report.

Human Rights

The report does not directly impact Human Rights other than assuring that human rights are considered in the Council's operation. The data in the report can be used to review and highlight any potential issues.

Legal

Health and safety practise, reporting and monitoring in place to comply with legal requirements.

Specific Wards

No

Contact Member

Councillor Joseph Dumont

Executive Member for Corporate Services

Joseph.dumont@eastherts.gov.uk

Contact Officer

Alex Wanless, HR & OD Service Manager

Alex.wanless@eastherts.gov.uk

Report Author

Emily Cordwell, Human Resources Officer,
Peter Dickinson, Health, and Safety Officer

Emily.cordwell@eastherts.gov.uk

Peter.dickinson@eastherts.gov.uk

HR Committee Report for Q1 2024/25

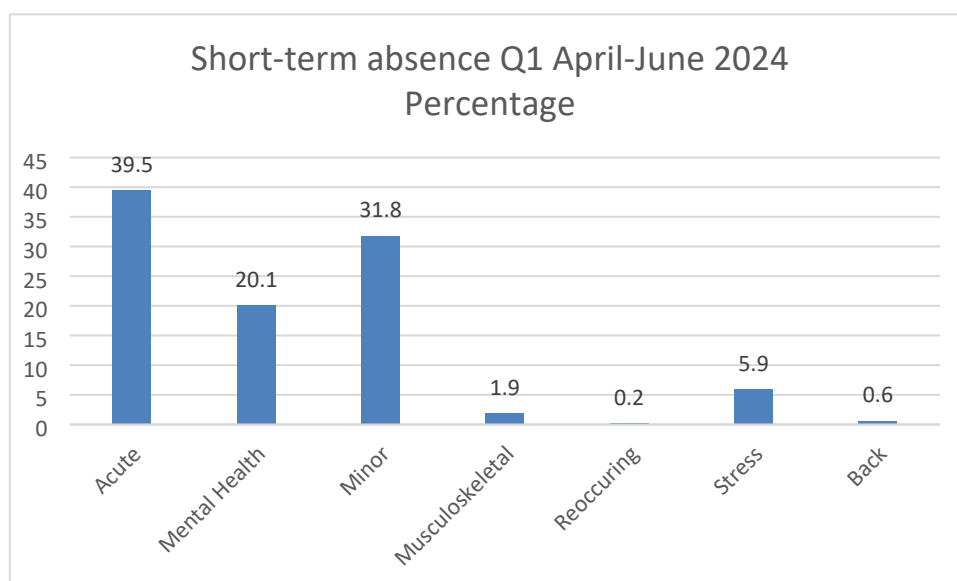
Note: As of 30 June 2024, East Herts Council employed 281.13 fte and had a headcount of 311.

1.0 Sickness Absence

At the end of Quarter 1, the total number of sickness days taken was 670.75 full time equivalent (FTE) days. Of these, 192.6 FTE days (29%) were due to short term sickness and 478.15 FTE days (71%) were due to long term sickness. The percentage of time lost due to short term sickness is 1.1% and the percentage of time lost due to long term sickness is 2.7% which equates to a total percentage lost time of 3.8%.

At the end of Quarter 1, the number of FTE days absent per FTE was an average of 2.4 days.

Q1 is broken down as follows:



For reference:

Acute absence relates to cancer.

Short term sickness

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

54 employees (17% of the total headcount) had short term sickness absence during Q1 totalling 192.6 FTE days.

At the end of Q1, the number of short-term FTE days absent per FTE was an average of 0.69 days.

Short term absences that meet out trigger points are handled through our Absence Management Policy processes.

Long term sickness

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

16 employees (5% of the total headcount) had long term sickness absence during Q1 totalling 478.15 FTE days.

All long-term absence is being managed with HR staff supporting the employee and manager to help get the member of staff back to work. We use our Occupational Health Service and Employee Assistance Programme to support this process, they provide helpful guidance and recommendations to help us accommodate return to work for the member of staff.

At the end of Q1, the number of long-term FTE days absent per FTE was 1.7 days.

2.0 Recruitment and Retention

Recruitment

Our biggest recruitment challenge remains the recruitment of qualified Planners, and Environmental Health Officers. East Herts geographical position does mean that qualified staff have a large number of employment options within easy reach and the new standard blended working offer means that their options are now even bigger.

We have a Market Forces Supplement that is applied to hard to fill roles in Planning and this is reviewed annually to ensure it is still relevant. We also have a small agreement with LinkedIn to market our top 5 roles. We do rely on agency staff for some key roles but are actively trying to recruit to the roles permanently.

We continually review our offers against the market and adapt what we can given our financial constraints.

Recruitment to posts in other service areas is generally more straightforward and successful first time.

All recruitment requests must be accompanied by a business case and signed off by a panel consisting of Chief Executive, Deputy Chief Executive, Section 151 officer. This ensures that we challenge ourselves to consider if we need to replace roles like for like, should we use the opportunity to reshape roles, do we really need the role etc.

There have been 11 new starters in quarter 1:

- 5 in Operations- Hertford Theatre
- 2 in Planning
- 1 in Revenue and Benefits
- 1 in Housing and Health
- 1 in Strategic Finance and Property
- 1 in Legal and Democratic Services

Vacancies

As of 31 June 2024, we had 42 posts unfilled for a variety of reasons. This represents 13.5% of posts:

- 10 in Revenue and Benefits
- 12 in Planning
- 1 in Operations
- 12 in Housing and Health
- 2 in Legal and Democratic Services
- 1 in Strategic Finance and Property
- 4 in Communications, Strategy and Policy

These are the main reasons posts are vacant:

- Being held for budget savings
- Being held as a service review pending
- Being held as part of the decision- making accountability review (DMA)
- To be deleted following service review
- In the process of being recruited to
- Recruitment successful, job offer out but new member of staff has not yet started.

It takes almost twice as long to recruit to a post as it takes for someone to resign and work their notice which often account for the high vacancy number. Business critical posts get covered by agency / interim staff or through acting up arrangements that also offer staff development opportunities.

Retention – Turnover

There were 12 leavers in Q1 giving a turnover rate for the quarter of 3.9%. This turnover rate is not unusual in local government, the national average across all sectors is about 15% with a lot of councils reporting rates of over 20%. Churn in Planning services is even higher in most authorities largely due to the lack of qualified planners at a time when the planning targets are high, when agency work can seem more attractive. The projected turnover rate for the annual period 2024/25

is 15.6%. This is higher than our target of 14% but we have had additional turnover through ill health retirements and Transforming East Herts.

Reasons for leaving in Q1 included: To achieve promotion, retirement, changes in career, for personal reasons and end of fixed term contracts.

2 in Operations

4 in Housing and Health

3 in Revenue and Benefits

1 in Communications, Strategy and Policy

1 in Strategic Finance and Property

1 in Legal and Democratic Services

Recruitment and retention related activity planned for Q2

- Implement the new Applicant Tracking System Tribepad This is a large project and will require a lot of resource in the HR team. It will improve our processes and give a natural point to refresh managers with recruiting best practice. It will include:
 - Review how we present features and benefits of employment.
 - Further campaigns for planning staff
 - Review our internal recruitment process.
 - Introduce manager recruitment workshops.
- Extending our neutral vendor contract (for agency staff) for a further year

3.0 Learning and Development

The learning needed in our organisation is delivered by e-learning, one to one training or group-based learning remotely or in person.

HR is responsible for the corporate training budget, including professional training. We use training identified through annual employee reviews to scope the annual training plan. We are utilising the apprenticeship levy with two assistant planners starting a masters in spatial planning in September 2024.

Employee can request funding for training and development relevant to their role by completing a form outlining how the event will support their learning and individual objectives, all requests are considered but not all can be agreed. Where this is the case we will look to find an alternative solution. We provide evaluation forms for all corporate training to collate staff feedback and measure the effectiveness of the sessions.

The annual mandatory e-learning training programme is has continued for employees to complete in line with their performance review. These courses include Data Protection, Health and Safety, Equality, Diversity & Inclusion and Safeguarding.

In addition to our mandatory programmes there are many other programmes that our staff can access to increase their knowledge and skills.

East Herts Together group has been relaunched to support the Transformation Programme and other key projects.

Learning and Development planned for the next quarter:

- Learning and Development cycle is being produced to allow a systematic, strategic approach to our training budget, succession planning and skills gap analysis. The first draft is being feedback upon; it will go to the Be Agile working group before coming to LT. This will utilise apprenticeships for management development and a wider-reaching training offer to upskill and develop our managers. Apprenticeships at all levels will be encouraged. DMA review will drive the requirement for change management and culture and values training that will be scoped and started to be developed in Q2 into Q3.
- Start developing a simple train-the-trainer workshop for subject matter experts to enable them to develop their colleagues.

We will also continue to review our staffing policies to ensure they are legally compliant and balanced in their approach and support ER processes; this is business as usual.

4.0 Health and Safety

Accidents, Incidents and Near Misses

Background Information

Accidents are classified into two categories:

Non-Reportable Accidents

These are minor accidents such as cuts, minor contact injuries e.g., walking into the corner of a desk etc, slips, trips. Staff are encouraged to report these and can using the online self-service portal MyView or completing an accident report from the accident report pad. These are designated form BI510 accidents.

East Herts Council operates predominately back-office functions in a low-risk environment, the determination of low risk is based on the Health and Safety Executives definition, therefore, a high rate of accidents is not expected to occur.

Reportable Accidents

The **Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013**, often known by the acronym **RIDDOR**, is a 2013 statutory instrument of the Parliament of the United Kingdom. It regulates the statutory obligation to report deaths, injuries, diseases and "dangerous occurrences".

Types of incidents that are reportable under RIDDOR?

- accidents resulting in the death of any person
- accidents resulting in an absence from work over 7 days (excluding the day of the accident) e.g., degloving injury
- Any injury from work in an enclosed space leading to hypothermia or heat-induced illness or requiring resuscitation or admittance to hospital for more than 24 hours
- non-fatal accidents requiring hospital treatment to non-workers. E.g., anyone not employed by the council
- dangerous occurrences e.g., collapse, overturning or failure of any load-creating part of lifting equipment, failure of any closed vessel or associated pipework forming part of pressure systems, collapse of scaffold this is not a definitive list
- Reportable diseases under RIDDOR are listed in regulations 8 and 9 of the regulations. Types of occupational diseases include occupational dermatitis, hand-arm vibration syndrome, occupational cancer etc
- Carpal tunnel syndrome from using percussive or vibrating tools
- Occupational dermatitis from exposure to unknown skin sensitisers or irritants
- Hand arm vibration syndrome (HAVS) from regular use of percussive or vibrating tools or materials

Any reportable accident, incident or near miss arising from construction work e.g., building sites, new builds, demolition work or developments fall under the purview of the Health and Safety Executive.

	Q1 23/24	Q1 24/25	Target 23/24
H&S Employee Work Related Accidents (<u>Not</u> reportable to the HSE under RIDDOR 2013)	1	3	3
H&S Employee Work Related Accidents (Reportable to the HSE under RIDDOR 2013)	0	0	0
H&S Employee Work Related Incidents and Near Misses (No.)	0	0	0

Contract Management and Responsibility

The Council have outsourced a number of high-level services from waste collection and recycling, street cleansing, grounds maintenance and leisure services and employs contractors for capital projects.

However, health and safety responsibilities cannot be passed from one party to another by a contract. If something goes wrong the Council can and will be held accountable by the HSE and the Courts.

The Council therefore ensures that contractors have appropriate health and safety policies in place, monitor contractor performance and safety standards. In order to ensure that services are delivered safely the officers with contract oversight:

- Convene meetings to review performance.
- Monitor complaints received and undertake investigations.
- Undertake onsite inspections and reviews.

Heads of Service with responsibility for these functions are responsible for ensuring that effective management controls are implemented.

Minutes of Safety Committee
Wednesday 07th May 2024,
Meeting Room Mimram / Microsoft Teams

Present: Peter Dickinson (PD), Jackie Bruce (JB), Steven Linnett (SL), Paul Thomas-Jones (P T-J), Chloe Hipwood-Norton (C H-N), John Earley (JE), Benjamin Wood

Apologies: Ian Sharratt (IS), Jeanette Lowden (JL), Emily Tickridge (ET), Rowan Perrin (RP), Dominique Kingsbury (DK), Geoff Hayden (GH)

1.0 Minutes of the last meeting

The Minutes of the meeting held on 07th February 2024 were agreed as an accurate record.

Action: (PD) to update Agenda, remove (JF) and S O'H

2.0 Matters Arising from the minutes.

There were none.

Action: None

3.0 Office Housekeeping update – Transformation

The first phase of the transformation project has been completed with Housing & Health now relocated to the west wing, ground floor of the new building after the floor was refurbished. Much of the refurbishment was undertaken utilising fixtures and fittings from Charringtons House, the passive air vents have been sealed permanently to eliminate drafts. Teams asked to ensure that all items required are packed so they can be taken downstairs.

Unwanted and surplus stationery items are to be boxed and taken to Facilities Management.

Surplus chairs will be pooled, checked and if safe offered to staff if they need a chair for home working....please note this does not include any of the new chairs purchased which must remain in the office.

With monitors being mounted on pneumatic arms there is a surplus of monitor risers, once these are documented and compiled a message will be issued through Communications offering them to staff for home working.

(SL) emphasised that there will be monitoring, and inspections undertaken to ensure the clear desk policy is being adhered to and that this would be sent out by Communications.

In response to an enquiry from (JB) Unison, (PD) verified that plants are acceptable in the office and that there is evidence that supports plants can improve the physical atmosphere and the general health and wellbeing of people, it is important to stress that plants will need to be cared for properly and managed.

(PD) and (GH) have examined the door entering the floor and remedial work is required to adjust the door closer to remove potential contact injuries from occurring.

(GH) met with High Oak to review the vacant floor and to discuss options for retaining some furniture.

Phase 2 will be dependant on High Oak seeking to occupy the west wing, second floor, currently occupied by Strategic Finance and Property and Human Resources. The next phase will involve refurbishing and redesigning the east wing, ground floor, with plans to provide Revenues and Benefits and Human Resources with enclosed office space due to confidentiality and the requirement of the Department for Work and Pensions that Revenues and Benefits must be contained due to data security.

UNISON requested that (GH) allows for space to accommodate the need to have a room in which to hold confidential talks as required.

Options are being considered in regard to a desk booking system, this would help to manage numbers and desk availability and would also give options to protect any adapted desks, with proposals to allow High Oak access to Wallfields Staff car park it would also be useful for managing space efficiently and effectively.

As part of the transformation project (PD) and (SL) have developed a new DSE and Workstation Assessment questionnaire utilising MS Tools, the new form has been trialled by the HR and Transformation Teams and rolled out to Housing and Health and Planning, the results can be assessed to monitor compliance and support requirements of the Equalities Impact Assessment.

The DSE and Workstation Assessment form for homeworking is being developed and will help to identify any concerns if homeworkers are finding it difficult to do so, there is no legal requirement for the Council to purchase desks and chairs, but it is still obligated to make reasonable adjustments by offering footrests, monitor stands, risers etc.

Action: (PD) to revise and update Fire Safety and First Aid information. New lockable notice boards will be installed.
(GH) to address door closer issue.

Facilities Management to source a Velux window hook.

There are currently Wi-Fi issues on the ground floor IT to resolve.

4.0 Accidents, Incidents and Near Misses

There were no accidents to report.

Action: None

5.0 Regulatory and Legislative changes (Verbal report)

There have been no regulatory or legislative changes.

Action:

- None

6.0 Health and Safety Inspections and Contract Compliance

6.1 Shared Waste Service – Buntingford Depot

Repair work has been completed to the drainage gully of door 1...doors 2, 3 and 4 to be done when operating times permit.

Action:

(JE), (GH) to update Committee.

6.2 Parks, Open Spaces and Play Areas

Due to absence no updates received.

Action: None.

6.3 Parking Services

Due to absence no updates received.

Action: None

7.0 Capital Project updates/contractor Health & Safety Compliance

Hartham Swimming Pool and Gym

New gym and changing rooms now open.

Action: None

Hertford Theatre Growth and Legacy Project

(BW) reported that Practical Completion (PC) has not been signed off as of this date.

(BW) further reported the following:

- 200 minor snagging issues
- Section 38 to be signed by Theatre Director
- Security arrangements to be put into place following handover.

- Training – Theatre management developing staff/volunteer training sessions. (PD) arranging First Aid training.
- Additional staffing required to safely operate kitchen and bar.
- H&S procedures, normal operating procedures, emergency action plans etc to be developed using documents already in place that can be modified and updated to reflect the change in size and use of the facility. (PD) will be supporting Theatre team.

Action: None

Old River Lane, Bishop's Stortford

(BW) briefed committee on proposals for Old River Lane.

The Development Agreement is expected to be signed in June 2024

City Hart are aiming to submit a planning application in Autumn.

Public consultation will take place on proposals to develop an area known as civic plaza, this would be an event and entertainment space.

Consideration needs to be given to the management of future events e.g., licensing, Health and Safety, Insurance, and resources to manage and oversee events, resources for upkeep, maintenance, and repair.

8.0 Property – Premise's Maintenance and Repairs

(PD) reported that work is ongoing to rectify the issue of raised block paving in the staff car park (Wallfields)

Action: (GH) / (JE) to update Committee at next meeting.

9.0 Facilities Management

No issues in respect to Facilities Management.

Action: None

10.0 List of Issues

10.1 Employee side (UNISON)

(JB) informed Committee that UNISON is working closely with HR & H&S on revising and streamlining policies in line with legislative changes ready to be viewed by Local Joint Panel and Human Resources Committee

No issues or concerns raised.

Action: None

10.2. Management side

Nothing to report.

Action: None

11.0 Health and Safety Training

PD arranging refresher first aid training and first aid training for new employees who will be working at the theatre.

Evacuation Chair Operator training will be coordinated with the theatre.

Evacuation Chair 'Train the Trainer' is to be arranged for Wallfields.

A proposal has been submitted to ask for volunteers to be trained as DSE and Workstation Assessor Champions, each team would have a dedicated support assessor who would be supported by the H&S Officer.

Action:

PD to source options for DSE and Workstation Assessor training and will provide an update at next committee meeting.

12.0 AOB

Health and Safety Organisational Roles and Responsibilities

In accordance with the Health and Safety at Work etc. Act 1974 the Council has a Health and Safety Policy.

The Policy has three core components:

1. The Statement of Intent

The Health and Safety Statement, also known as a Statement of Intent, is the first step in a business' management of health and safety. It is signed by the Chief Executive and the Leader of the Council and is the organisations affirmation that it will comply with the Health and Safety at Work etc. Act 1974 which is the basis for all health and safety in the UK.

2. Organisational Roles and Responsibilities

This explains how an employer, will manage health and safety in the organisation. It clearly identifies who does what, when and how.

3. Health and Safety Policy Arrangements

These are the operational policy frameworks that covers the Councils management of accidents, first aid, fire safety, dse and workstation etc.

It has come to the attention of Safety Committee that it appears that officers are not acquainting themselves of the Organisational Roles and Responsibilities section of the policy and assuming that full responsibility rests solely with the Health and Safety Officer.

It is incumbent on Heads of Service to understand their health and safety specific duties in regard to their services and how they manage the delegation of duties to senior officers. It is also the responsibility of

managers to ensure that health and safety management is lead from the top down, not just delegated, but fully invested to ensure the Council as an organisation undertakes its health and safety duty of care seriously.

Committee discussed options to address this:

- Mandatory training aimed at Heads of Service and Service Managers to explain the aim and purpose of the roles and responsibilities and what needs managing and in what way.
- Include a review of Senior management understanding through the Shared Internal Audit Service programme of Health and Safety auditing.
- An overhaul and review of compliance, monitoring and inspections to ensure a joined-up process. (PD) and (SL) are currently designing new inspection processes using Microsoft Forms.

Action: UNISON to contact IT to enquire about Microsoft tools that are free but have been locked down.

JB advised Committee that the East Herts Together group is being relaunched no terms of reference are currently available.

Meeting ended: 15.03pm

Date of Next Meeting: 07 August 2024

Time: 10.00am

Location: Mimram Room, Rivers Suite

Teams: Microsoft Teams meeting
Join on your computer, mobile app or room device.

East Herts Council Report

Human Resources Committee

Date of meeting: Wednesday 11 September 2024

Report by: HR and OD Service Manager

Report title: Equalities Report 2023-2024

Ward(s) affected: None

Summary

RECOMMENDATIONS FOR HR Committee:

- a) The Annual Equalities Report 2023/24 be noted.
- b) The recommendations set out in the 2024/25 action plan are considered and approved.

1.0 Proposal

- 1.1 Members are invited to consider the Annual Equalities Report 2023/24 and approve the 2024/25 action plan.

2.0 Background

- 2.1 Human Resources produce an annual equalities report which provides a detailed analysis of the council's workforce and external applicants applying for jobs, by the protected characteristics of the Equality Act 2010.

- 1.2 The Equality Act protects people from discrimination on the basis of protected characteristics, which include age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, sexual orientation, and marriage and civil

partnership.

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

1.0 Reasons

- 3.1 This report underscores the council's legal obligation under the Equality Act 2010 and the Specific Duties Regulations 2011, which require public sector bodies with over 150 employees to publish annual data on workforce equality. Compliance with these regulations is crucial for several reasons:
- 3.2 Transparency: Regular publication of equality data ensures that the council's commitment to diversity and inclusion is visible to all stakeholders, fostering trust and confidence in its operations.
- 3.3 Accountability: By publishing detailed equality data, the council can be held accountable for its performance in promoting equal opportunities and addressing inequalities within its workforce.
- 3.4 Promotion of Equal Opportunities: The report aims to identify and address any disparities in the workforce, ensuring that all employees have equal access to opportunities and are treated fairly, regardless of their protected characteristics.

4.0 Options

- 4.1 By implementing improved data collection and analysis methods, the council can ensure accurate and comprehensive data that inform better decision-making. Alongside this, developing and implementing targeted initiatives will address identified inequalities, enhance recruitment processes, and provide necessary training to promote an inclusive culture. This integrated approach will not only meet legal compliance but also actively support and enhance workforce diversity and inclusion.

5.0 Risks

- 5.1 Legal Risks: Non-compliance with the Equality Act 2010 and the Specific Duties Regulations 2011 could lead to legal sanctions, financial penalties, and damage to the council's reputation. It is crucial to meet these statutory requirements to avoid such consequences.
- 5.2 Operational Risks: If the council fails to collect and analyse equality data effectively, it may miss critical insights needed to address disparities and promote inclusion. Inadequate data can result in ineffective equality initiatives, perpetuating existing inequalities and undermining the council's commitment to fairness.
- 5.3 Reputational Risks: Inadequate handling of equality issues can damage the council's reputation, both internally among staff and externally among the public and stakeholders. Demonstrating a strong commitment to equality through robust data collection and proactive measures is essential for maintaining a positive reputation.

6.0 Implications/Consultations

6.1. Community Safety

- 6.1.1 No implications for community safety have been identified. The report's focus is on workforce equality, which does not directly impact community safety measures.

6.2. Data Protection

- 6.2.1 Yes – the report contains sensitive personal data. To protect individuals' privacy, data has not been included in sections where small sample sizes could lead to the identification of individuals. This approach ensures compliance with data protection laws while maintaining the integrity of the report

6.3. Equalities

6.3.1 Yes – the whole report is dedicated to equalities. It provides a comprehensive analysis of the council’s workforce in terms of the protected characteristics defined by the Equality Act 2010. The report aims to identify any disparities and recommend actions to promote equality and diversity within the council.

6.4. Environmental Sustainability

6.4.1 No implications for environmental sustainability have been identified. The report’s focus is on workforce equality, and it does not address environmental sustainability issues.

6.5. Financial

6.5.1 No additional major financial implications have been identified. The report focuses on the analysis of workforce equality data and does not propose actions that would have a direct financial impact on the council’s budget outside of staff development and training budgets and benefits from operational upgrades to systems and processes.

6.6. Health and Safety

6.6.1 No implications for health and safety have been identified. The report does not address health and safety issues directly, as its primary focus is on workforce equality

6.7. Human Resources

6.7.1 Yes – the report includes detailed information on equalities relating to staff. This encompasses recruitment, training, disciplinary actions, and staff turnover, providing insights into the council’s efforts to promote diversity and inclusion within its workforce. The findings can inform HR policies and practices to enhance equality and support for all employees further.

6.8. Human Rights

6.8.1 No direct implications for human rights have been identified. However, promoting equality within the workforce supports the broader human rights principle of non-discrimination.

6.9. Legal

6.9.1 Yes – public sector bodies with more than 150 employees are required by law to publish annual data on workforce equality. This legal requirement is intended to ensure transparency and accountability in promoting equality and diversity within public sector organisations.

6.10. Specific Wards

6.10.1 No specific wards are affected by the report. The analysis and recommendations are focused on the council's workforce as a whole, rather than on specific geographic areas.

7.0 Background papers, appendices and other relevant material

7.1 Please see Appendix A for the full report.

Contact Officer Alex Wanless
HR and OD Service Manager
alex.wanless@eastherts.gov.uk


Report Author Claire Kirby
HR Officer
claire.kirby@eastherts.gov.uk


Staff Annual Equalities Report

2023/24



 @Eastherts

 EastHertsDC

 easthertscouncil

01279 655261

www.eastherts.gov.uk



Contents

Page

1.	Introduction	1
2.	Executive summary	2
3.	Achievements against July 2023–June 24 recommendations	4
4.	Employee profile	7
5.	Recruitment	14
6.	Disciplinary, grievance and probation	21
7.	Training	21
8.	Leavers	22
9.	Recommendations	28

Introduction

This report provides a detailed analysis of the council's workforce and external applicants applying for jobs, by the protected characteristics of the Equality Act 2010. This report relates to staff and employment only. The council's responsibility for wider equalities issue sits under the Housing and Health service.

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

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

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

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

This report provides a detailed analysis of the available monitoring data for 2023/24.

It covers five areas:

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

Executive Summary

Employee Profile

The council's employee profile as at the end of March 2024 is broadly reflective of the profile of the working population in County and the East of England in terms of ethnic origin, religion and belief, disability and sexual orientation. The areas where the employee profile is not as closely reflective are sex (gender), age and disability.

The council has a considerably higher percentage of females than males (70%:30) compared to the working population of County (51.6%:48.4%), however this is common in the public sector and is further impacted at Council by many of the more traditionally male areas of work such as refuse, and grounds maintenance being contracted out.

The council has a considerably higher proportion of employees aged between 50 and 64 compared to Council residents. The size and structure of the council means that there are a limited number of entry level posts meaning that the majority of posts require experience and are likely to be filled by older individuals who have the required experience. In recent years the council has introduced more trainee and career graded posts which require less experience and support staff developing in the role to both increase the younger age profile and provide succession planning but these posts can also be filled by career changers. The council also has a significant number of long serving employees which also impacts on the workforce age profile. There are currently no employees under the age of 20 which is lower than Council residents in this age group (5.7%) however it must be noted that it is compulsory to remain in full time education or training until the age of 18.

6% of employees at the council have a disability, which despite being one percentage point higher than 2022/23, it is significantly less than the Council residents with a disability (13.6%). It is worth noting however that people with disability may be unfit to work.

Recruitment

In 2023/24 the council was successful in attracting a diverse range of external applicants in terms of most of the protected characteristics. The council was particularly successful in attracting applicants from the 20-29 and 30-39 age groups, from minority ethnic groups and applicants who are lesbian, gay or bisexual, when compared with the overall Council population.

The conversion from application to appointment is closely aligned for both females (53.3% to 55.8%) and for males (43.7% to 44.2%). There is an increase in the percentage of white

applicants from application to appointment (46% to 78.8%) and a decrease in applicants from the 'Black African/Caribbean/Black British' (20.7% to 9.6%) and 'Asian/Asian British' ethnic groups (22.5% to 5.8%). We believe that this increase is due to a few job adverts attracting a lot of applicants from abroad who did not have the right to work in the UK. Despite this, the percentage of appointees in all of the ethnic minority groups is higher than the percentage of Council residents in these groups. In the 20-29 and 30-39 age groups, the percentage of applicants to appointees reduced, whereas it increased for the 40-49, 50-59 and 60-64 age groups. 3.8% of applicants had a disability, and 7.7% of appointees had a disability. It is positive to see this increase between application and appointment. The percentage of lesbian, gay or bisexual applicants decreases from 6.4% at application to 0 at the interview stage.

Discipline & Grievance and Training

There were two formal probation cases in 2023/24. We are unable to report on equality data due to the possibility of the individuals being identifiable.

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

Leavers

The report found that there were no concerns regarding leavers in terms of gender, religion and belief, sexual orientation, or disability. There was a slightly higher percentage of leavers from the 'Black/ African/Caribbean/Black British' group when compared to the percentage of employees from that group. The percentage of leavers in the 60-64 and 65-75 age groups was much higher than the percentage of employees in these age groups but this is due to employees in this age group taking retirement.

Recommendations

All recommendations for 23/24 have either been progressed or rolled forward into 24/25.

Achievements against July 2023 – June 24 staff & employment equality recommendations

Recommendation	Progress
Employee Profile	
To complete the required annual Gender Pay Gap report for 2023.	This was published in March 2024
Develop guidance on supporting employees who are changing gender so that best practice is available to both staff and managers where required.	We do not have the expertise within the organisation to develop this in-house. When employees or managers require support in this area, this would be done on an individual basis, and the HR team would seek specialist support. We seek to foster an inclusive environment and support this with equality training included in our EDI learning module on the e-learning platform. The EAP is also available for independent, confidential advice and counselling.
Send all staff a reminder to check and update their personal details on MyView ahead of the data being analysed for the next annual equalities report to ensure we have fuller rather than partial data (especially religion, sexual orientation and disability) reminding staff that we are not interested in their individual data but global percentages.	A message regarding this was included in Team Update.
Recruitment	
Each interview panel chair to give consideration to the diversity of the interview panel and where possible try to ensure the panel is as 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	The HR team encourage managers to try to ensure that interview panels are as diverse as possible. However 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 and we do not

demonstrate the diversity at Council and to appear as welcoming as possible to applicants of all backgrounds.	wish to encourage tokenism. The Recruitment & Selection training will be refreshed and offered out to all managers and will include unconscious bias to support managers in making fair and equitable hiring decisions.
Work with Shaw Trust to advertise our jobs with them to attract more disabled applicants.	We have looked into this but the model used by Shaw Trust does not fit the needs of our organisation at this time so this will not be progressed.
Implement new name blinding technology on the ATS.	The ATS providers did implement a new name blinding solution, but we have not switched it on because we have procured a new ATS, which will be implemented shortly.
Conduct further investigations with managers who undertook recruitment in 2022/23 to understand the reasons why no BAME applicants were appointed.	Investigations found no bias to have taken place. Candidates were appointed based on their skills and experience for the job.
Discipline, Grievance and Probation	
Continue to monitor equalities data for all disciplinary, grievance and formal probationary cases.	This data has been collected and is contained within this report.
Training	
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.	All staff are expected to complete the equality and diversity module every 12 months as part of the mandatory e-learning programme.
Continue to ensure that managers are briefed in the PDR process and that effective and appropriate personal development plans are put in place for all employees, including those rated as 'exceeding expectations' and above.	Managers are provided with guidance on the PDR process and HR Officers provide a briefing to new managers in the service areas they support. PDR training for all managers has been delivered. The HR team reviews PDRs to inform the annual training plan. The deadline for PDRs to be completed for 23/24 was extended to the end of August 24 due to an

	updated process and forms being put in place. Therefore the 23/24 PDRs review is now yet completed.
Continue to develop both wellbeing programmes/guidance and maintain sufficient Mental Health First Aiders to support staff experiencing mental health issues.	<p>Due to staff who had previously delivered the Council's wellbeing programme leaving and not being replaced, the programme has been reduced.</p> <p>No refresher training was delivered in 23/24 for Mental Health First Aiders but this will be carried forward to 24/25, alongside seeking new volunteers.</p>

Employee profile

Introduction

This section provides information on employees employed by the council as at 31 March 2024. Casual employees, agency workers and contractors are not included. The total number of employees employed by the council as at 31 March 2024 was a headcount of 315. This has increased from 303 in the previous year. The council has been working hard to recruit to hard to fill posts and has had some success in this regard, hence the increased headcount.

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

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

Although marital status data is recorded this is not reportable from the HR system.

Pregnancy is not a permanent characteristic but a state in time. 7 employees took maternity leave in 2023/24 and it should be noted that no concerns have been raised regarding this protected characteristic.

Although the HR system has capacity for employees to indicate if they are transgender the new starter forms do not request this and instead the council has focused on the current gender and not the past in line with our recruitment forms. It is worth noting there have never been any complaints in this area. The council does employ staff who have changed gender without any complaints being made. We will be conscious of potential issues when reviewing our recruitment processes to ensure potential issues or causes for complaints are proactively addressed.

Various comparison data has been used to understand how the employee profile of the council compares to the wider context in which it operates and to identify whether there are any areas of concern which the council needs to take action on. Comparisons have been made at the most local level (i.e. with Council residents) using the 2021 Census data.

Sex (Gender)

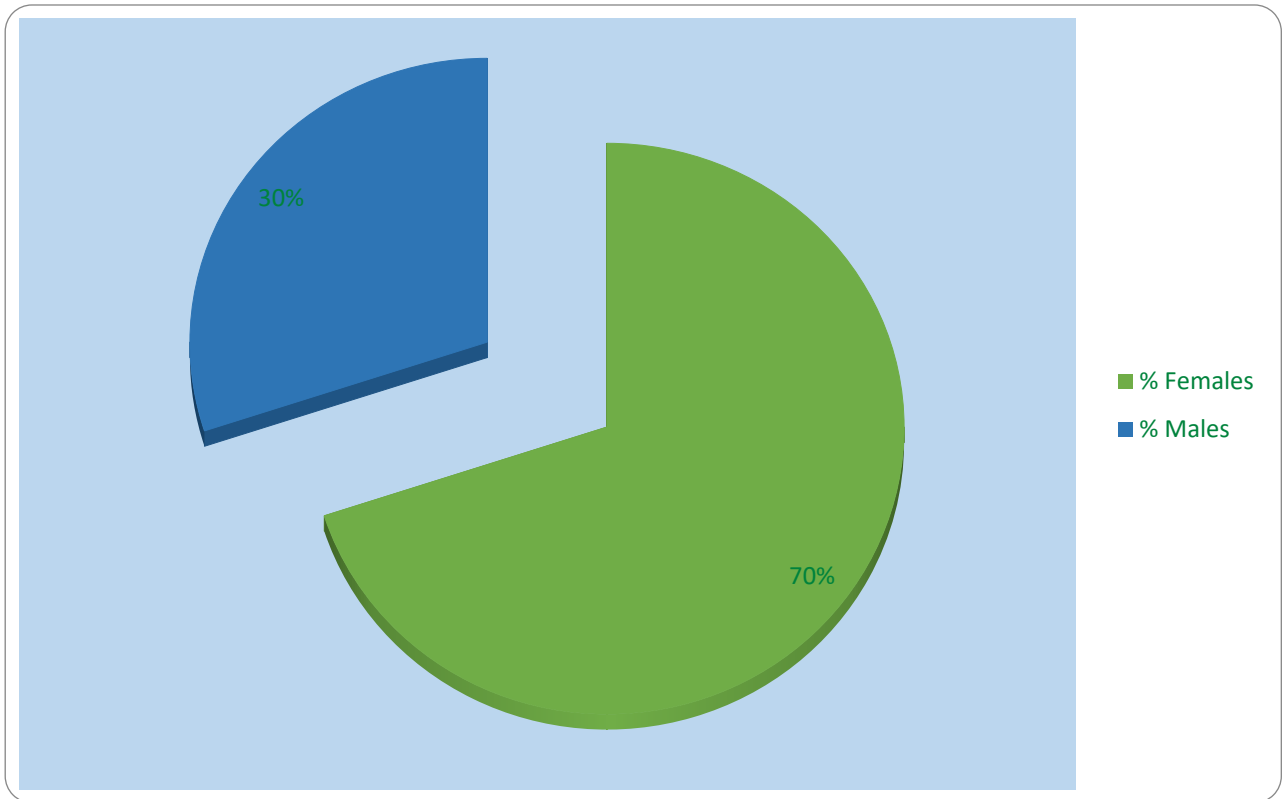


Figure 1.0 Employee profile by sex

Figure 1.0 shows the sex profile of employees at the council. The profile does not closely reflect that of the Council working population. The council has a considerably lower percentage of male employees (30%) compared to the overall male population in Council (48.4%) (Census 2021). The percentage of male employees has increased slightly from 27% in 2022/23.

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

Ethnic origin

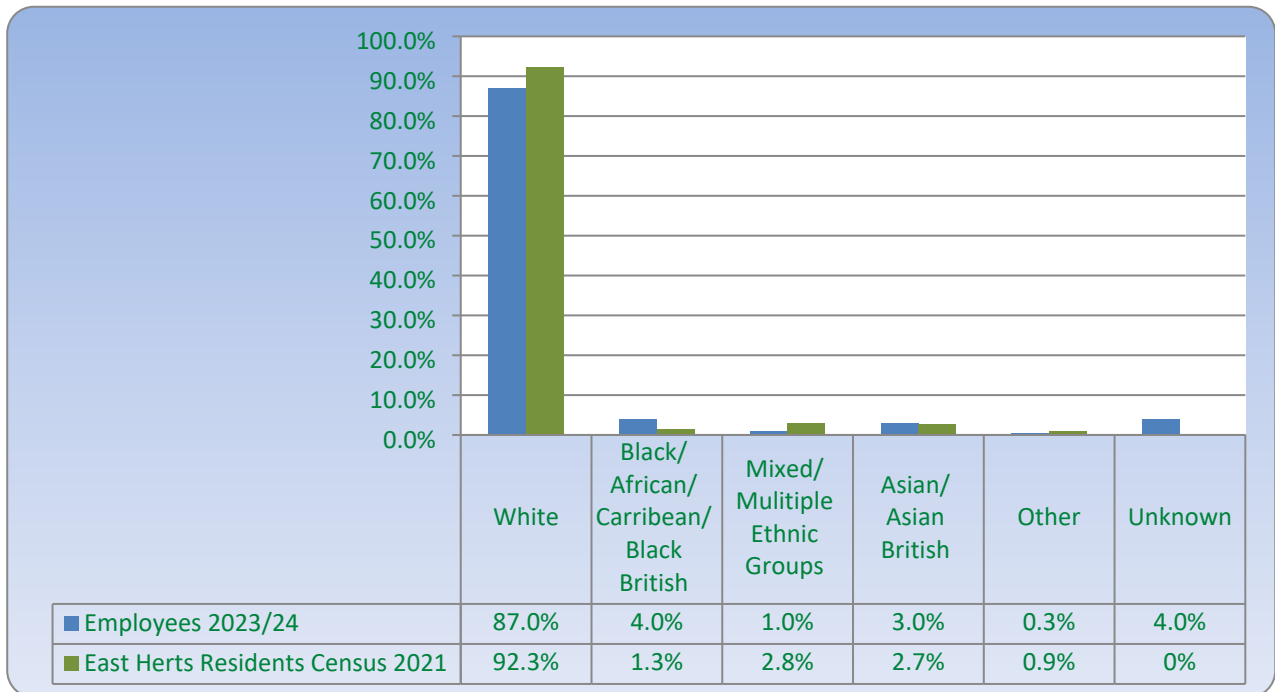


Figure 2.0 Employee profile by ethnic origin

Source: ONS Census 2021 - Ethnic Group by Measures

Figure 2.0 shows that the percentage of employees from most of the minority ethnic groups are above that of Council residents as at the Census in 2021. The percentage of white employees is 5% less than the Census but 4% of staff are unknown which will account for some of this.

Age

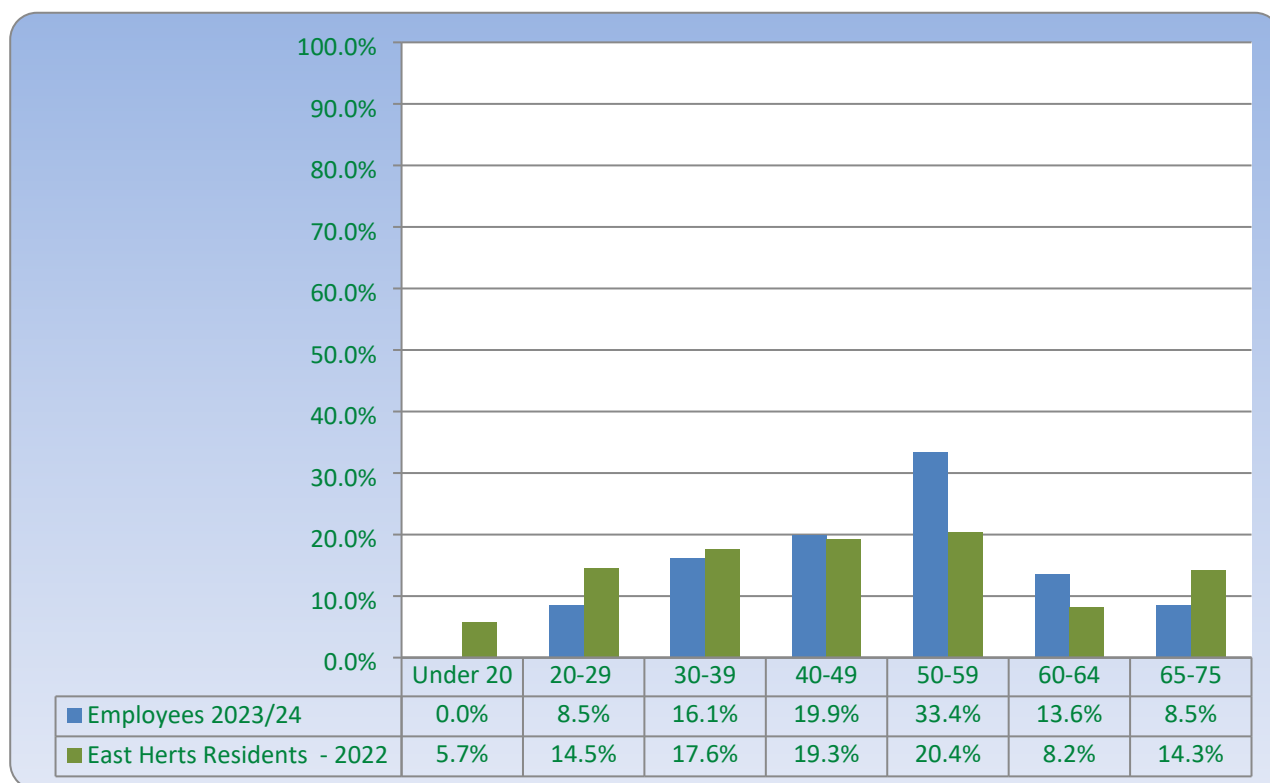


Figure 3.0 Employee profile by age

Source: Nomis Official Labour Market Statistics – Population Estimates in Council (2022)

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

Figure 3.0 shows that the council has a considerably higher proportion of employees aged between 50 and 64 compared to Council residents. 47% of employees are in the 50-59 and 60-64 age groups compared to 28.6% of Council residents in these age groups. The size and structure of the council means that there are a limited number of entry level posts meaning that the majority of posts require experience and are likely to be filled by older individuals who have the required experience. The council has introduced more trainee and career graded posts in recent years which require less experience and support staff developing in the role to both increase the younger age profile and provide succession planning but these posts can also be filled by career changers with appointment based on merit. The council also has a significant number of long serving employees which also impacts on the workforce age profile.

The council has no employees under the age of 20 and this is lower than Council residents in this age group (5.7%) however this is likely to be due to it being compulsory to remain in full time education or training until the age of 18. The percentages of staff in the different age groups has not substantially changed from 2021/22.

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

Religion and Belief

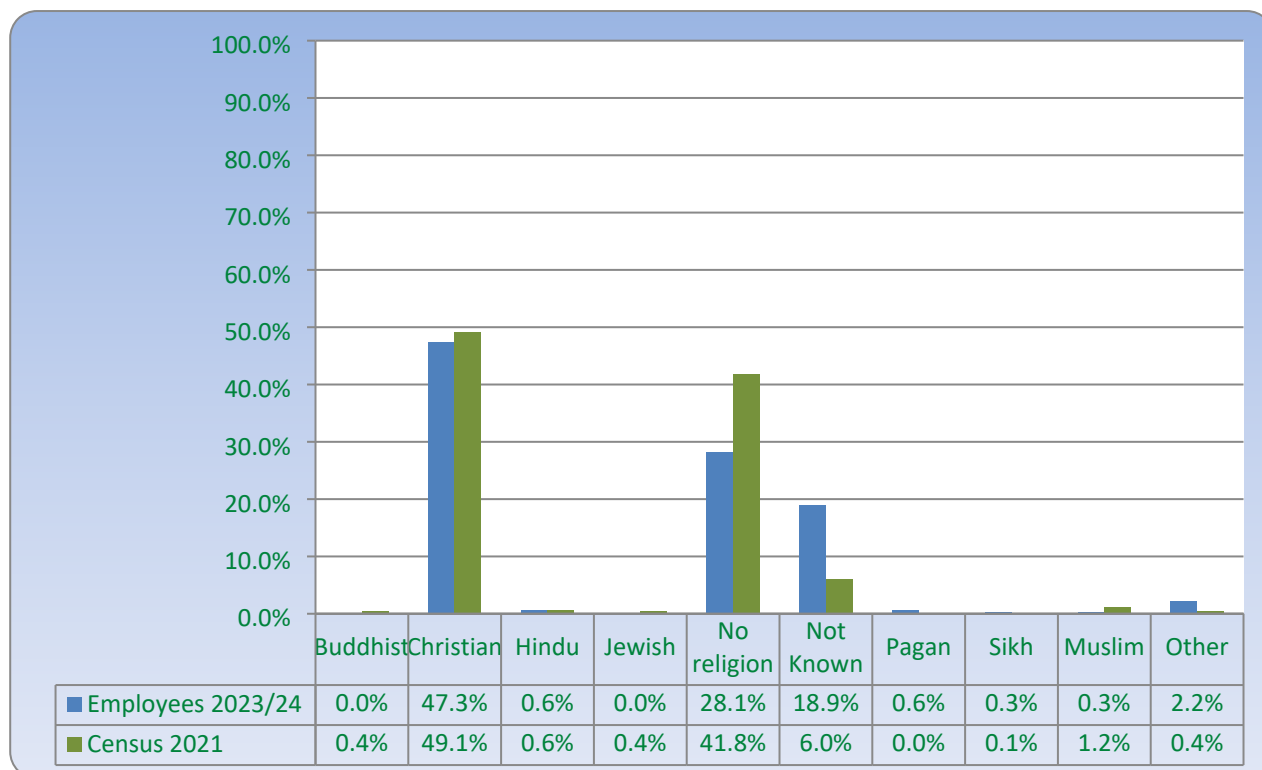


Figure 4.0 Employee profile by religion and belief

Source: ONS Census 2021 - Religion

Figure 4.0 shows that the religions and beliefs of employees are generally reflective of Council residents and therefore there are no suggested concerns in this area. As is common with employment data on Religion (staff often do not wish to state) a significant amount of staff (18.9%) have not stated or have indicated they do not wish to. The percentages of staff under each religion remain similar over the past few years.

Disability

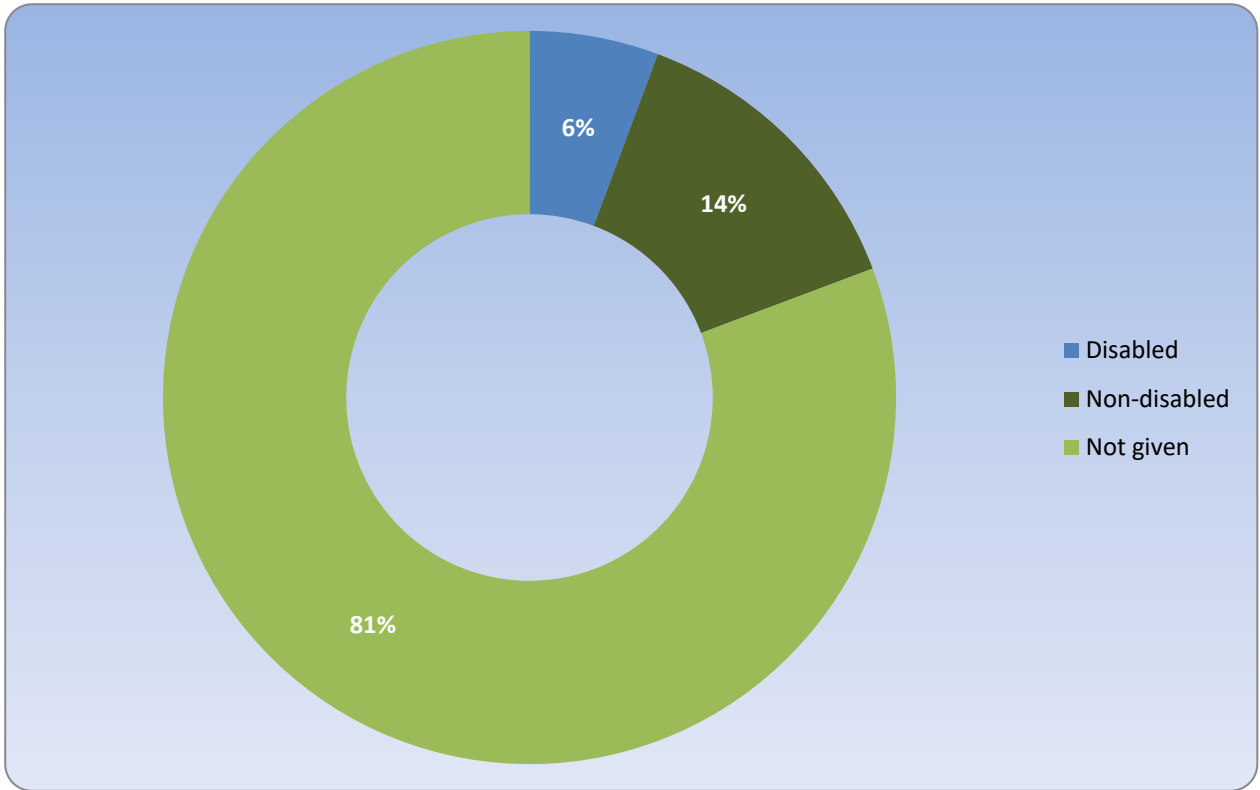


Figure 5.0 Employee profile by disability status

Figure 5.0 shows that as at 31 March 2024, 6% of employees had a disability, which is one percentage point higher than 2022/23. This is significantly less than the Council residents with a disability (13.6%) (ONS Census 2021). It is worth noting however that people with disability may not be able to undertake meaningful employment in light of their disability.

Sexual Orientation

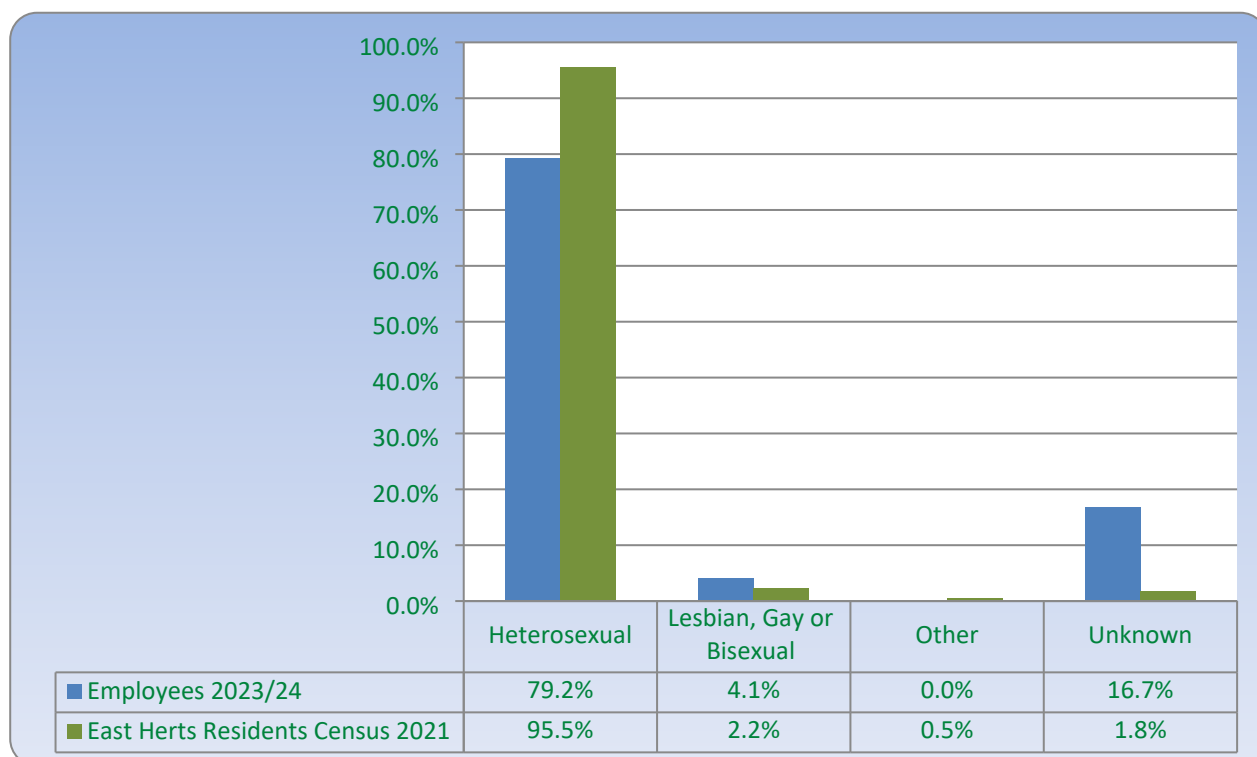


Figure 6.0 Employee profile by sexual orientation

Source: ONS Census 2021 – sexual orientation

Figure 6.0 shows that there are no indicated concerns with regard to the council’s employee profile in terms of sexual orientation when compared to the Census 2021 data. The council has less heterosexuals in terms of percentage but has a higher unknown percentage which could close the gap. The council has a higher percentage of lesbian, gay and bisexual employees (4.1%) compared to residents in Council (2.2%). The percentage of lesbian, gay and bisexual employees has increased slightly from 3.3% in 2022/23 to 4.1% in 23/24.

Recruitment

Introduction

This section provides information on external applicants who applied for jobs at the council between 1 April 2023 and 31 March 2024. Data has been collected at the application and appointment stages. The council's Applicant Tracking System (ATS) does not allow us to report on equalities data for applicants at the shortlist stage as it only allows us to report on the stage that applicants are in at the point of running the report, and not the history. We have procured a new ATS and we aim to have better reporting functionality with the new system. There were 70 external recruitment campaigns between 1 April 2023 and 31 March 2024. A total of 1216 external applicants applied for jobs with the council.

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

- Sex (Gender)
- Ethnic origin
- Age
- Disability status
- Sexual orientation

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

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

Although data is collected for religion or belief, this has not been reported on due to the low number of applicants reporting a religion other than Christian or not stated.

The data has been collected from the Equalities Monitoring Forms which are part of the application form. Although equalities data is mostly known for appointees we have chosen not to populate the data with this known data on our HR system for appointees and have used the original equalities monitoring forms for applicants. By adding data in for

appointees this can distort the data when looking at the conversion of applicants from application through to appointment.

Comparisons have been drawn to the profile of the working population of Council to understand whether the council has been successful in attracting a diverse range of applicants that are reflective of the local population. Comparisons have been made at the most local level (i.e. with Council residents) using the 2021 Census data.

The equalities data of applicants being appointed has been compared to the data of all applicants to understand whether certain groups are being disadvantaged. The data will include applicants without the right to work in the UK and speculative applicants who do not meet the person specification. The ATS auto rejects applications who do not have the right to work so they are rejected at the application stage.

Sex (Gender)

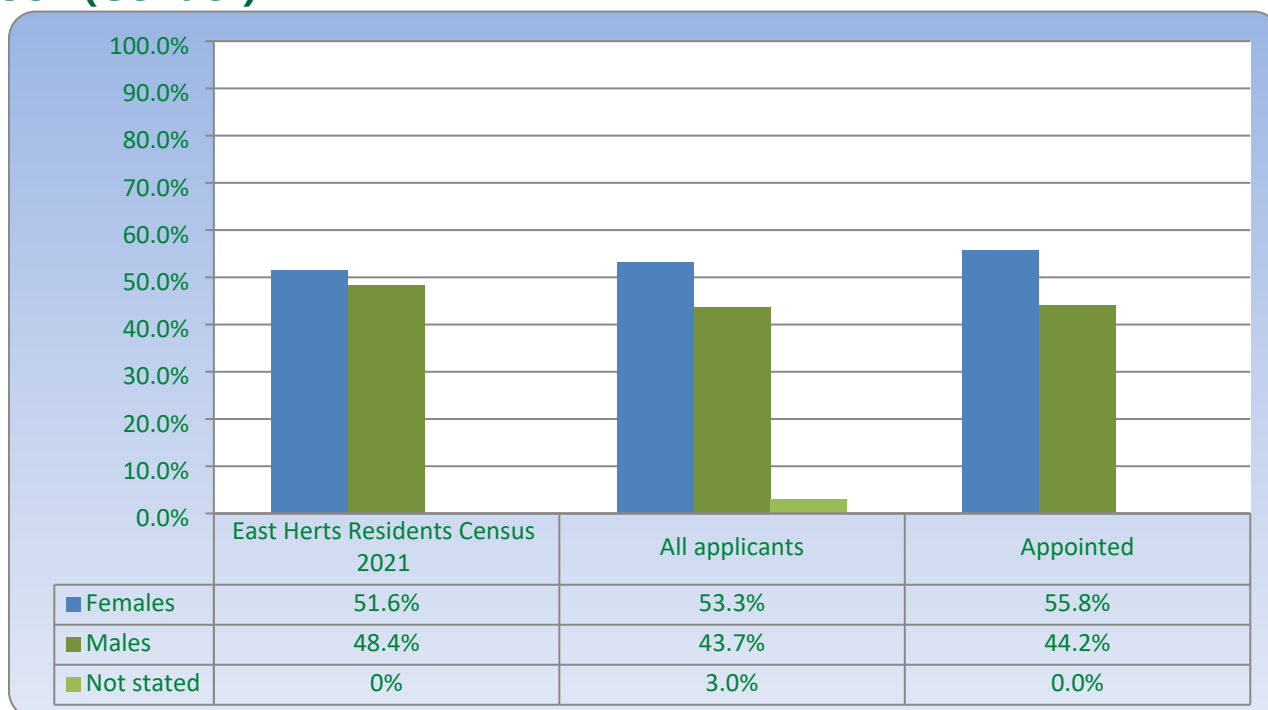


Figure 7.0 Applicant profile by sex compared to the population of Council

Source: Census 2021

Figure 7.0 shows that in 2023/24, there was a higher proportion of female applicants than male applicants: 53.3% of applicants were female and 43.7% were male compared to the profile of the working population of Council (51.6% and 48.4% respectively). However, as can be seen from the data, 3% of applicants did not disclose their gender.

Figure 7.0 shows that of the 52 applicants appointed, 55.8% were female and 44.2% were male.

The conversion from application to appointment are closely aligned for both females (53.3% to 55.8%) and for males (43.7% to 44.2%). There is a slight increase in both males and females from application to appointment but this is due to the number of unknowns at application (3%) reducing to 0 at appointment.

Ethnic origin

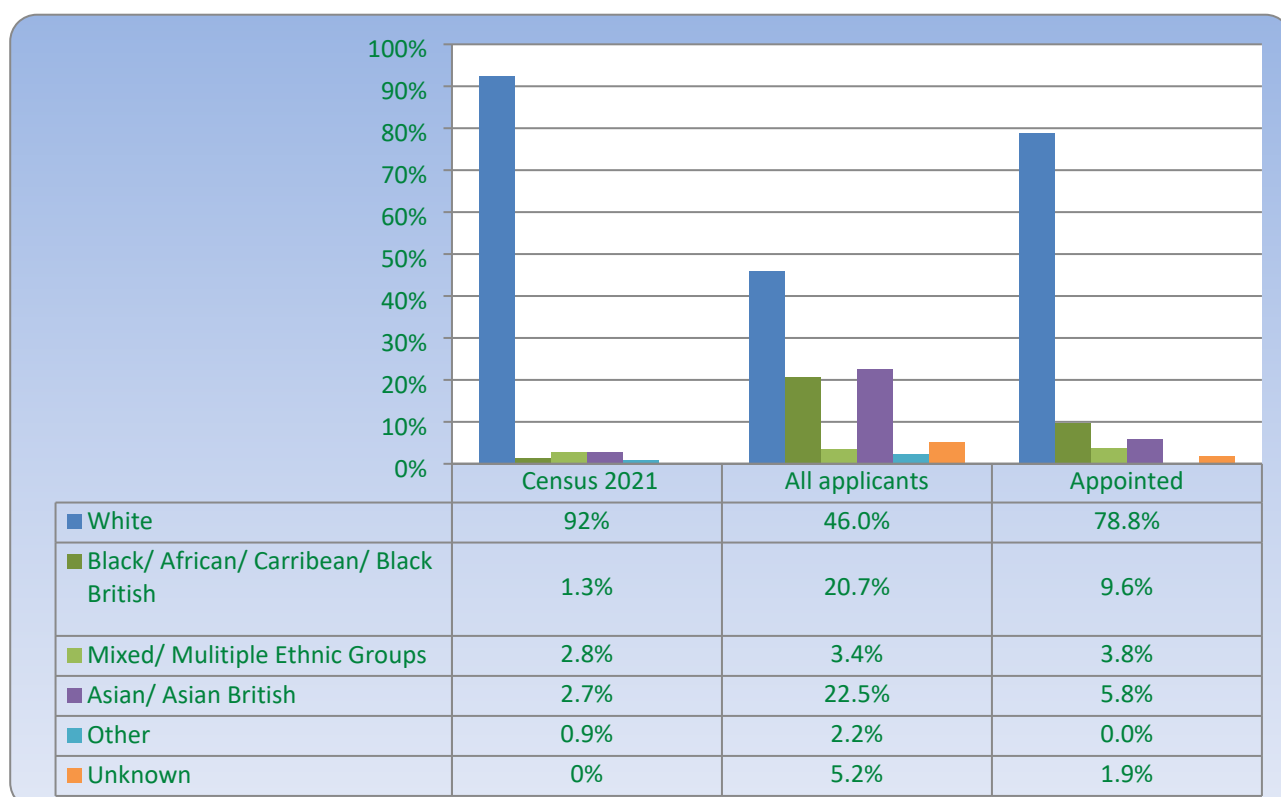


Figure 8.0 Applicant profile by ethnic origin compared to the population of Council

Source: ONS Census 2021 - Ethnic Group by Measures

Figure 8.0 shows that in 2023/24 the council attracted applicants from a diverse range of ethnic groups. There has been a significant increase in applicants from ethnic minority groups when compared to 22/23 data. In 23/24 46.6% of all applicants were from ethnic minority groups, compared to 11.3% in 22/23. This is a lot higher than the Census data for Council residents where 6.8% of residents are from ethnic minority groups. We believe that this increase is due to a few job adverts attracting a lot of applicants from abroad, particularly India.

There is an increase in the percentage of white applicants from application to appointment (46% to 78.8%) and a decrease in applicants from the 'Black African/Caribbean/Black British' (20.7% to 9.6%) and 'Asian/Asian British' ethnic groups (22.5% to 5.8%). However this is most likely due to the fact that most of the applicants from abroad mentioned previously did not have the right to work in the UK so their applications were automatically rejected. Many of these were from the Asian/Asian British ethnic group, which accounts for the bigger percentage drop in the number of applicants to appointments in this ethnic group. Furthermore, the percentage of appointees in all of the ethnic minority groups is higher than the percentage of Council residents in these groups.

It should also be noted that Council has not had challenge from a candidate suggesting any bias or discrimination over a shortlisting or appointment decision. The shortlisting and interview processes involve a panel scoring candidates against the job person specification criteria and the scores are collected by HR to evidence the merit based scoring undertaken.

Age

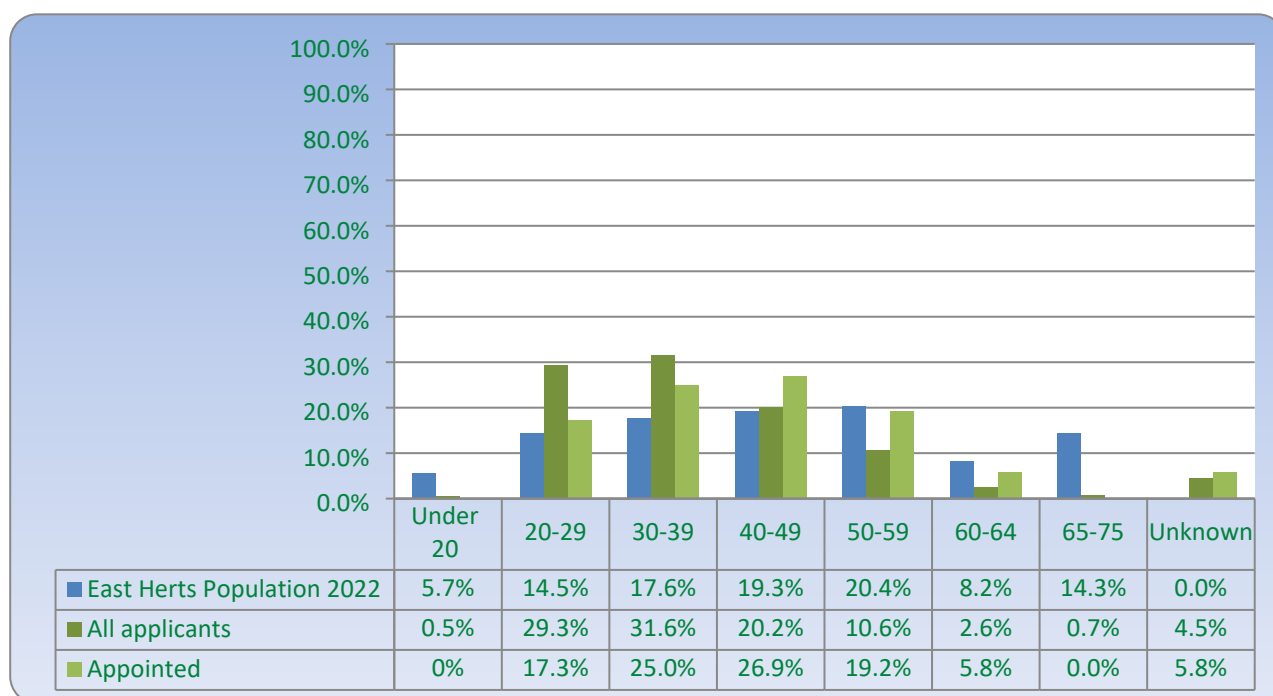


Figure 9.0 Applicant profile by age compared to the working population of Council

Source: Nomis Population estimates - local authority based by single year of age (2022).

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

Figure 9.0 shows that the council attracted applicants from a wide range of age groups. However, the percentages do differ from the Council residents in these age groups. Percentages of applicants in the 20-29, 30-39 and 40-49 age groups are higher than the

percentage of Council residents in these age groups. This is not unexpected as people in this age group are more likely to be applying for jobs and looking to progress in their careers. In the other age groups the percentage of applicants is lower than the percentage of Council residents in these age groups. In the older age groups it is likely to be due to people taking retirement. There were fewer applicants under the age of 20 (0.5%) compared to Council residents in that age group (5.7%), however this is likely to be due to it being compulsory to remain in full time education or training up to the age of 18.

There is some variation in the percentages of applicants at the various age groups and the percentage of those appointed. In the 20-29 and 30-39 age groups the percentage of applicants to appointees reduced whereas it increased for the 40-49, 50-59 and 60-64 age groups. This may be due to the applicants in those age groups having more experience in their field of work and therefore being more likely to be successful at interview. Despite the slight variations there are no obvious areas for concern.

Disability status

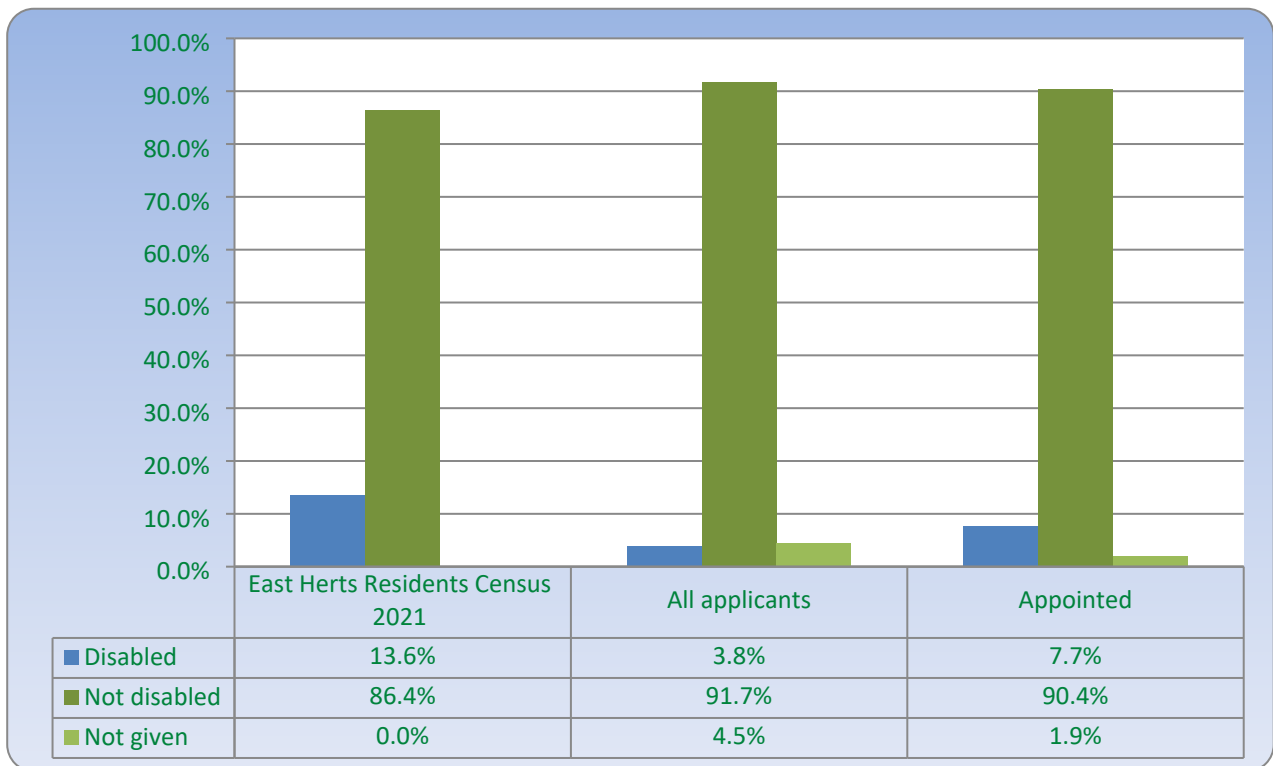


Figure 10.0 Applicant profile by disability compared to the working population of Council (Disability status)

Source: ONS Census 2021 - Disability

Figure 10.0 shows that 3.8% of applicants had a disability in 2023/24 which is lower than Council residents with a disability (13.6%) but is an increase from the 2022/23 figure of 1.9% which is positive. The council would like to attract more applications from disabled people but it is worth noting when comparing the figure to that of Council residents that people with a disability may be unable to work.

The council guarantees that disabled applicants under the Disability Confident Scheme will be invited for an interview if they meet the minimum essential criteria for the role (the Symbol is displayed on our recruitment messages and our website to help attract disabled candidates). 3.8% of applicants had a disability and 7.7% of appointees had a disability. It is positive to see this increase between application and appointment and it is also an increase on the 22/23 data where 1.9% of applicants had a disability and 3.8% of appointees had a disability.

Sexual orientation

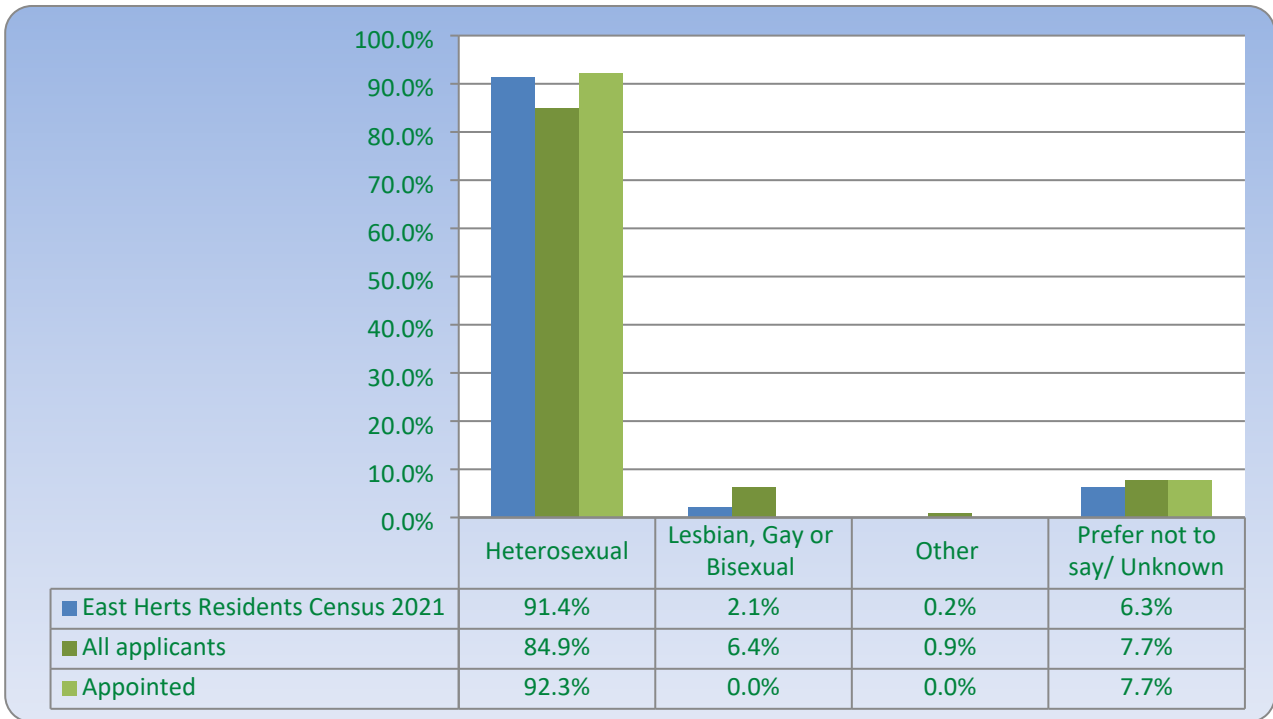


Figure 11.0 Applicant profile by sexual orientation compared to the East of England

Source: ONS Census 2021 - Sexual orientation

Note: Numbers could not be added to this chart due to the size of the columns.

Figure 11.0 shows that 6.4% of applicants in 2023/24 were lesbian, gay or bisexual, this is higher than the percentage for the East of England population (2.1%) and is higher than 2022/23 (4.4%). Unfortunately this does drop to 0% at appointment. It should also be noted that Council has not had challenge from a candidate suggesting any bias or discrimination over a shortlisting or appointment decision. The shortlisting and interview processes involve a panel scoring candidates against the job person specification criteria and the scores are collected by HR to evidence the merit based scoring undertaken.

Disciplinary, Grievance and Probation

(Grievance includes Bullying & Harassment complaints)

There were two formal probation cases in 2023/24. We are unable to report on equality data due to the possibility of the individuals being identifiable.

Training

The 2023/24 Learning and Development Programme offered a range of learning and development opportunities designed to meet corporate, service and individual needs. Development needs were identified corporately and through individual PDRs. The delivery of development opportunities available for staff was adjusted to align with the move to hybrid working. Most training was delivered via facilitated virtual events, virtual coaching, webinars and e-learning. All employees were trained in equality and diversity, safeguarding, health and safety and data protection as part of the council's annual mandatory training programme.

Corporate training events are advertised to all staff via email bulletins or employees are contacted directly for specific events. Attendance is subject to manager approval and places are offered on a first come first served basis. Requests for funded professional and vocational training are approved by Leadership Team. One formal requests for professional training was refused in 2023/24 as the budget was exhausted but this is now being funded by the apprenticeship levy.

We are satisfied that the training and development opportunities at the council are made available on a fair and equal basis cross the council which enables all employees to take advantage of the opportunities.

Leavers

Introduction

This section provides information on employees who have left the council (both voluntarily and involuntarily) between the period 1 April 2023 and 31 March 2024. The figures exclude casual employees who have left the council and those who are on a career break.

The total number of leavers during the period is 44. Of these, 35 left voluntarily and 9 left involuntarily. The involuntary leavers include those whose temporary contract had come to an end, dismissal, ill health retirement or redundancy. Please refer to the Annual Turnover Report for 2023/24 (Human Resources Committee June 2024) for full details in terms of reasons for leaving, leavers by length of service, leavers by service area etc. This section looks at leavers in terms of equalities and protected characteristics but does not go in the same details as the Turnover Report.

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

- Sex (Gender)
- Ethnic origin
- Age
- Religion or Belief
- Disability

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

Although marital status data is recorded this is not currently reportable from the system.

Pregnancy is not a permanent characteristic but a state in time. 7 employees took maternity leave in 2023/24 and it should be noted that no concerns have been raised regarding this protected characteristic.

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

Sex (Gender)

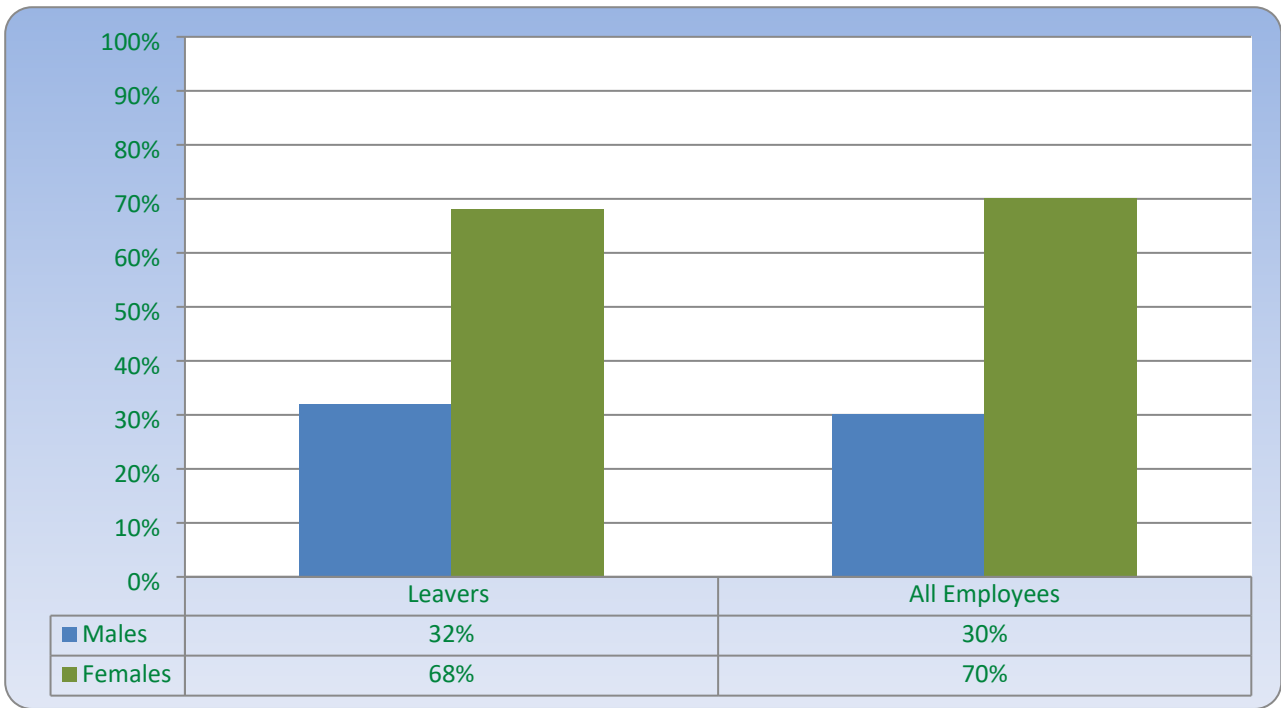


Figure 12.0 Leavers by sex

There are no concerns in this area, the gender of leavers in 2023/24 was generally reflective of the overall employee profile.

Ethnic Origin

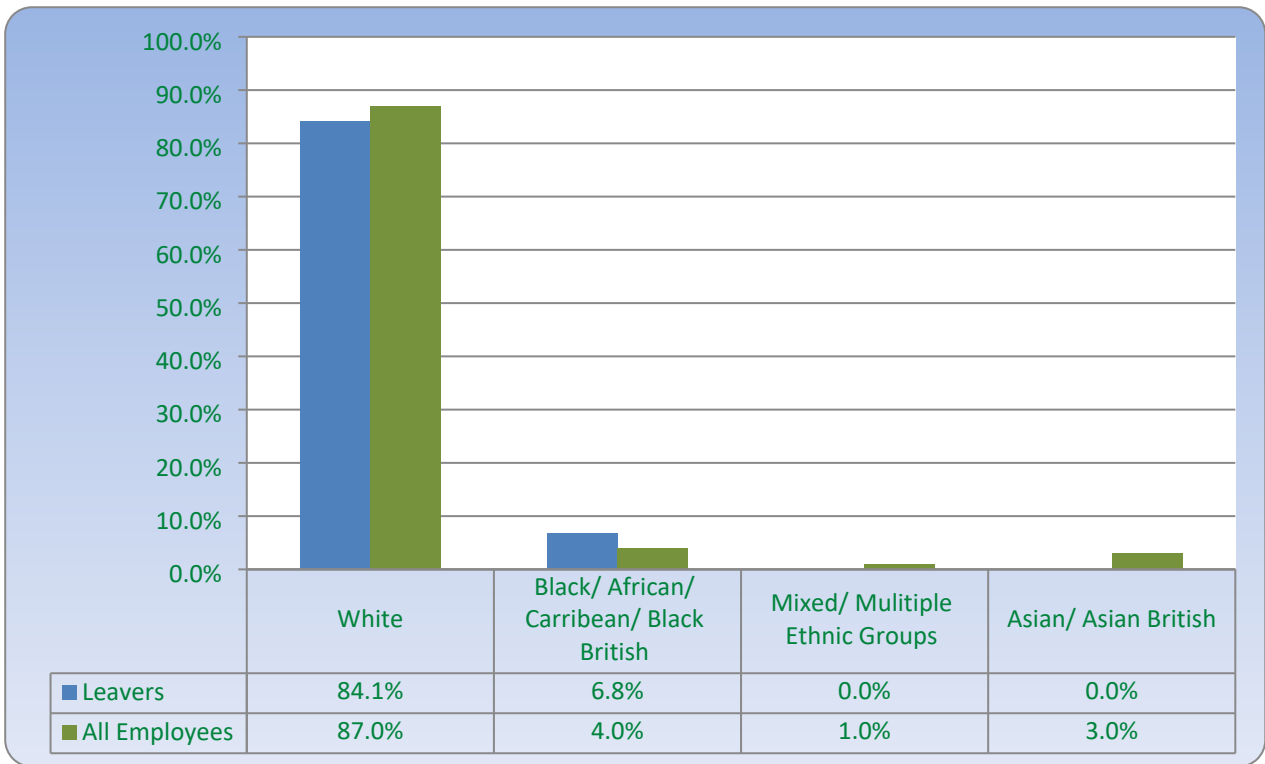


Figure 13.0 Leavers by ethnic origin

Figure 13.0 shows that there was a slightly higher percentage of leavers from the 'Black/ African/Caribbean/Black British' group when compared to the percentage of employees from that group. There were no leavers from 'Mixed/Multiple Ethnic Groups' or from the 'Asian/Asian British' group. HR have reviewed exit questionnaires which has also not indicated any concerns regarding ethnic origin.

Age

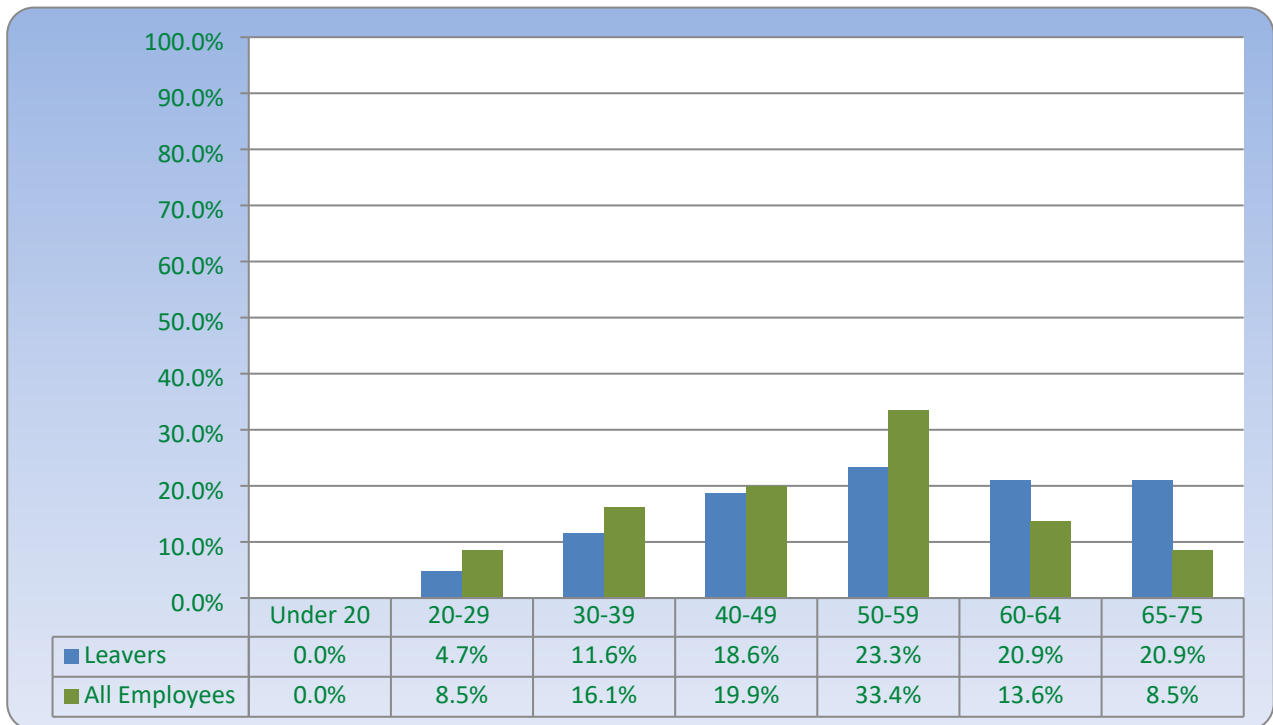


Figure 14.0 Leavers by age

Figure 14.0 shows that the percentage of leavers in the 60-64 and 65-75 age groups was much higher than the percentage of employees in these age groups but this is due to employees in this age group taking retirement. The percentage of leavers in the other age groups were all lower than the percentage of employees in these age ranges.

Religion or Belief

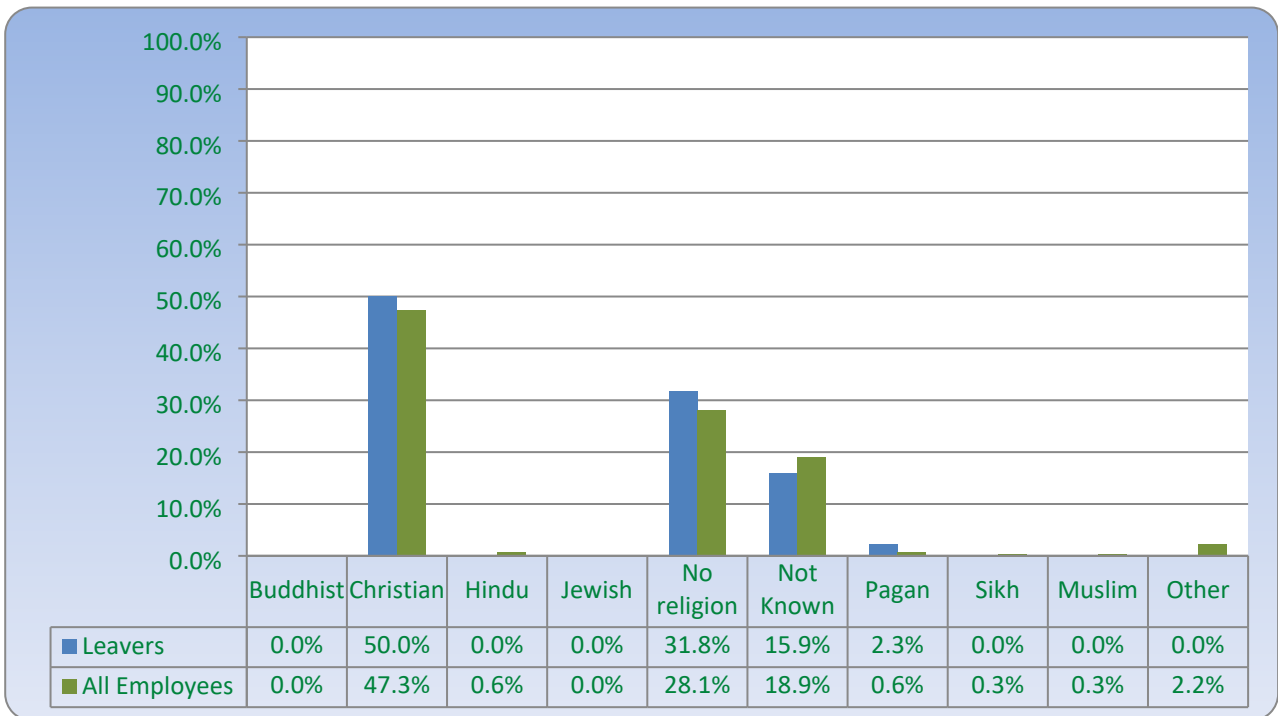


Figure 15.0 Leavers by religion

There are no concerns in this area, the religious belief of leavers in 2023/24 were generally reflective of the overall employee profile given the small numbers involved.

Disability

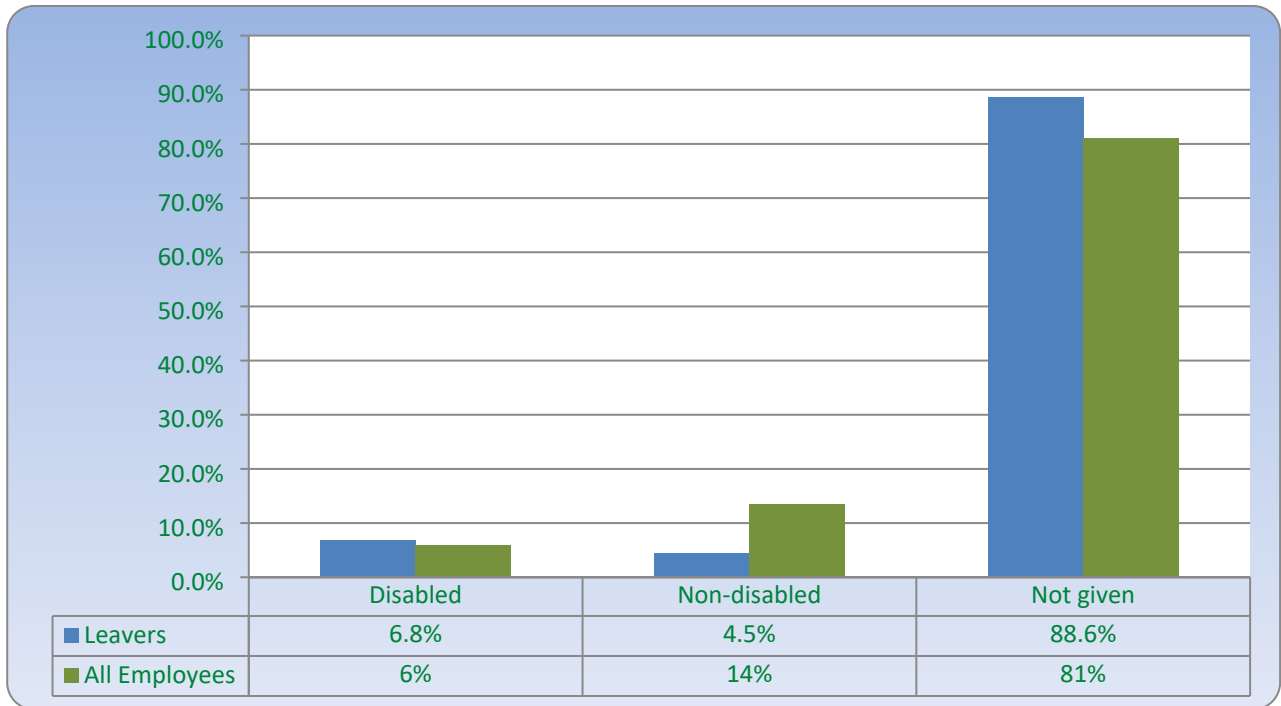


Figure 16.0 Leavers by disability

Figure 16.0 shows the percentage of leavers with a disability (6.8%) was very slightly higher than the percentage of employees with a disability (6%). HR have reviewed exit questionnaires which has also not indicated any concerns regarding disability.

Staff and Employment Equality Recommendations 1 July 24 – 31 June 25

The recommendations listed below refer to staff and employment only.

Recommendation	Timescale
Employee Profile	
To complete the required annual Gender Pay Gap report for 2024.	Published by March 2025
Work collaboratively with colleagues in Housing & Health on the refreshed Equalities Strategy to ensure a best practice approach connecting staff and residents.	This work has been started in July 2024 and we be worked on during the current financial year.
Send all staff a reminder to check and update their personal details on MyView ahead of the data being analysed for the next annual equalities report to ensure we have fuller rather than partial data (especially religion, sexual orientation and disability) reminding staff that we are not interested in their individual data but global percentages.	Reminder to go out in Team Update in February 2025
Recruitment	
To work with the new ATS provider regarding the reporting options with the aim of getting equalities data at the shortlisting stage.	We hope to have the new ATS in place by the end of 2024.
Discipline, Grievance and Probation	
Continue to monitor equalities data for all disciplinary, grievance and formal probationary cases.	We will continue to collect this data for any disciplinary, grievance and formal probationary cases.
Training	
Continue to ensure that all staff complete the equality and diversity module as part of the mandatory e-learning	Staff are automatically reminded 12 months after they last completed the mandatory equality and diversity module to go back into the system and refresh their training. A full training needs analysis will

training programme. Offer further equalities based training as identified by annual training needs analysis.	take place in Autumn 2024 once the PDR deadline has passed (end of August).
The HR & OD Service manager is developing a strategy to further leverage our apprenticeship levy pot to grow our own approach with professional training and the development of officers into specialists or aspirant leaders. This will address both skills gaps and some equity gaps in the workforce.	Working with the Be Agile Stream to deliver this in 24-25
Continue to promote equalities-based events such as International Women's Day. Maintain a sufficient bank of Mental Health First Aiders to support staff experiencing mental health issues and run refresher training.	Equalities-based events will be promoted as and when they are relevant. Refresher training for Mental Health First Aiders and a recruitment drive for new volunteers will take place before the end of 2024.

East Herts Council Report

Human Resources Committee

Date of meeting: Wednesday 11 September 2024

Report by: Service Manager (Human Resources and Organisational Development)

Report title: BEAM Volunteering Policy

Ward(s) affected: All

Summary

- The BEAM Volunteering policy was approved at the Human Resources Committee in June 2024. Councillors raised some issues and questions that needed to be taken back to the BEAM management team for consideration. This has now been amended, and the Leadership Team and LJP have recommended that the changes be put to the HRC.

RECOMMENDATIONS FOR Human Resources Committee:

(A) That the Human Resources Committee approve the amendments to the BEAM Volunteering Policy.

1.0 Proposal(s)

1.1 The proposals are set out in the reasons below.

2.0 Background

1.1. The BEAM Volunteering policy was approved at Human Resources Committee in June 2024. Councillors raised some issues and questions that needed to be taken back to the BEAM management team for consideration. However recruitment of volunteers needed to commence before the next HR Committee so the policy was agreed with a commitment that the points raised would be considered and the policy would be brought back to the next HR Committee.

- 1.2. The leadership team has approved the changes and discussed the equalities, impacts, and opportunities volunteering can give the community. Operations will take this into account when running the volunteering scheme and will produce an equalities impact assessment.
- 1.3. The LJP has approved the report and recommended it to the HR Committee. Comments around volunteer expenses were raised, but this is an issue for the operational team, and the BEAM team has been asked to look into it.

3.0 Reason(s)

- 3.1 Below is a list of the concerns raised by Councillors (in bold) and BEAM/the HR team's response.

4.2 In the context of all the requirements listed later (Health and Safety, dress code, confidentiality, agreements, expectation etc), it seems strange to say there is no obligation etc etc. Once a person has committed to be a volunteer there are a lot of quite serious obligations. The consequences of not following these could be listed. Harm to the public, staff and other volunteers. Harm to the reputation of Beam and EHDC. And ultimately dismissal of the volunteer. So, for example, if the role agreement had a set a "shift time", the volunteer would be expected to turn up for it. If they repeatedly didn't, we would let them go?

Employment legislation is clear that we cannot imply an employment relationship between BEAM and the volunteer, this means they are under no obligation to provide their services and must not suffer any sanctions if they do not perform their volunteer duties. If we were to put measures in place this could afford the volunteer with employment rights and a right to be paid; therefore this point remains unchanged in the policy.

6.0 Dress Code. A "no trainers" rule is outdated. Many people wear trainers as part of smart casual attire. In addition this may impact a volunteer's ability to apply, potentially impacting the diversity aspirations.

BEAM agree to this being removed and this has been changed in the policy

10.6 and 10.7 The second sentence could be construed as being ageist. I think the whole sentence could be removed. Recruiting volunteers of any age is part of the Equalities commitment already mentioned. Ending a volunteer's contract should be based on capability, at any age. A sentence to that affect can be added later.

BEAM were happy for this sentence to be removed, which it has been.

15.2 and 21.0. There is conflicting information in which policies should be followed. S15.2 states volunteers should follow EHDC Health and Safety Policies and Procedures. However, S 21 lists three BEAM policies, one of which is Health and Safety and states they are applicable. I would think EHDC polices are too detailed and many parts will not apply. It makes more sense to have simplified BEAM policies. It can be noted on these that they derive from the council documents.

The reference to East Herts Council has been removed from 15.2.

NB Has RIDDOR reporting been considered? Will health and safety data be reported into EHDC HR department?

As per all BEAM staff, volunteers will be subject to all usual reporting processes.

18.0 I suggest GDPR is mentioned. Is there a policy? Can ref Data protection policy?

18.2 has been removed as there are no confidentiality agreements in place. GDPR and Data Protection Policy has been added under the list of policies that apply to volunteers in section 21.0. Safeguarding Policy has also been added.

19.0 Resolving problems. What is the process if an issue is not resolved by the volunteer's manager, or there is conflict. Is there a grievance procedure? Is there a route to, for example, EHDC HR?

This paragraph has been updated. HR would be available to advise managers if there were conduct or grievance issues. As stated above it is important not to imply an employment relationship by using EHC policies but HR would be able to advise managers on an appropriate and fair process to follow.

20.0. Should we be more specific about end of contract procedures. I refer back to 4.2 notes above. Why not just add the detail here?. Will all BEAM policies and procedures come before the HR committee?

This point has been removed as earlier points highlight that volunteers can leave, or be asked to leave, at any point.

4.0 Options

4.1 To approve the amendments.

5.0 Risks

1.1. Status Misunderstanding: The policy emphasises that volunteers are not employees and thus do not have employment rights. However, any measures implying an employment relationship, such as strict obligations or sanctions, could lead to potential legal challenges and claims for employment rights and benefits.

1.2. Health and Safety Compliance: Volunteers are required to follow BEAM's Health and Safety policies, but non-compliance or inadequate training could result in injuries or legal issues for the Council.

6.0 Implications/Consultations

1.1 Community Safety

Yes

Ensuring the safety of both volunteers and the community is critical. Volunteers often interact with the public and represent BEAM, so their actions can significantly impact community safety and BEAM's reputation. Proper training in safety procedures and emergency protocols is essential.

Training Programs: Implement regular and comprehensive safety training programs for all volunteers.

Safety Audits: Conduct periodic safety audits and reviews to ensure compliance with safety standards.

Feedback Mechanism: Establish a feedback mechanism where volunteers can report safety concerns or incidents promptly.

Data Protection

Yes

Protecting volunteer data in compliance with GDPR and Data Protection policies is vital. Any breach of data protection can lead to legal penalties and damage to BEAM's reputation.

Data Management Policies: Enforce BEAM data management policies, including data collection, storage, and sharing protocols.

Training: Provide regular training sessions for staff and volunteers on data protection best practices and GDPR compliance.

Audits: Conduct regular audits to ensure all data handling practices meet regulatory requirements.

Equalities

Yes

Ensuring non-discriminatory practices in volunteer recruitment and management is essential. The volunteer program must be inclusive and offer equal opportunities to all individuals, regardless of their background.

Diversity Initiatives: Implement initiatives to attract a diverse range of volunteers, ensuring representation from various backgrounds. Noted that volunteering is a positive way to help individuals with protected characteristics attain work experience and is good for social mobility in the community. BEAM will support the attraction and recruitment of a diverse range of volunteers.

Policy Reviews: Regularly review and update equal opportunities and diversity policies to reflect best practices and legal requirements.

Training: Provide diversity and inclusion training for staff and volunteers to foster an inclusive environment.

Operations will complete an equalities impact assessment.

Environmental Sustainability

Yes

While not explicitly mentioned in the policy, promoting environmentally sustainable practices within the volunteer program can enhance BEAM's commitment to sustainability.

Awareness Campaigns: Run awareness campaigns to educate volunteers about environmental sustainability and their role in supporting it.

Financial

Yes

Mismanagement of the volunteer program can lead to financial liabilities, including potential legal costs if health and safety incidents occur.

Budget Management: Implement strict budget management practices to ensure financial resources are allocated effectively to support the volunteer program.

Risk Assessment: Conduct regular risk assessments to identify and mitigate financial risks associated with the volunteer program.

Insurance: Comprehensive insurance coverage is in place to protect against potential liabilities.

Health and Safety

Yes

Ensuring the health, safety, and welfare of volunteers is crucial. Volunteers must be aware of and understand the health and safety risks associated with their roles. Inadequate training or safety measures can lead to accidents, injuries, or legal repercussions.

Safety Training: Provide detailed health and safety training to each volunteer role.

Safety Policies: Regularly update health and safety policies and ensure they are communicated effectively to all volunteers.

Incident Reporting: Establish a robust incident reporting system to track and address any health and safety issues promptly.

Human Resources

Yes – as detailed in the report.

Effective HR management is essential for volunteer satisfaction and program success. Proper support and guidance for volunteers help maintain a positive volunteering experience and avoid conflicts.

HR Support: Provide dedicated HR support for volunteer management, including handling issues.

Volunteer Development: Implement programs for volunteer development, including training, mentorship.

Feedback Mechanisms: Establish regular feedback mechanisms to understand volunteer needs and improve their experience.

Human Rights

Yes

While no direct risks are mentioned, ensuring the fair and respectful treatment of all volunteers is essential to uphold human rights standards. Any form of discrimination or unfair treatment can lead to reputational damage and legal consequences.

Policies and Procedures: Ensure all policies and procedures reflect a commitment to human rights and fair treatment.

Monitoring: Regularly monitor and review volunteer practices to ensure compliance with human rights standards.

Legal

Yes

Compliance with all relevant laws and regulations regarding volunteering is necessary to avoid potential legal issues. This includes ensuring that volunteers are not inadvertently given employee status and are protected under appropriate policies. Legal Reviews: Conduct regular legal reviews of volunteer policies and practices to ensure compliance with all relevant laws.

Documentation: Maintain thorough documentation of all volunteer agreements and activities to protect against legal challenges.

Specific Wards

No

No specific implications are noted for particular wards, but ensuring that the volunteer program is equally accessible across all wards is essential to promote inclusivity.

7.0 Background papers, appendices and other relevant material

- 7.1 The updated Policy can be found at Appendix 1 – the relevant sections have been highlighted in yellow.

Contact Officer

Alex Wanless, Service Manager (Human Resources and Organisational Development).

alex.wanless@eastherts.gov.uk

Report Author

Claire Kirby, Human Resources Officer.

claire.kirby@eastherts.gov.uk



EAST HERTS COUNCIL: BEAM

Volunteering Policy

Policy Statement

Policy Statement No. 42 (Issue No. 1)

June 2024

Policy owner: Human Resources

Policy date of last review: June 2024

Policy date of next review: June 2027

Contents

1.0	Introduction.....	3
2.0	The importance of volunteers to BEAM	4
3.0	Our Volunteering Programme	5
4.0	The relationship between BEAM and our volunteers.....	7
5.0	Dress Code	9
6.0	Principles for volunteer management	9
7.0	Recruitment of Volunteers	11
8.0	Selection of volunteers	11
9.0	Equal opportunities and diversity.....	12
10.0	Basic Requirements to join as a volunteer	13
11.0	References	14
12.0	New starters	14
13.0	Induction, training and development	14
14.0	Support and supervision for volunteers	15
15.0	Health and safety.....	15
16.0	Recognition and Benefits.....	16
17.0	Insurance	16
18.0	Confidentiality and data	16
19.0	Resolving problems.....	17
20.0	BEAM Policies	18

1.0 Introduction

- 1.0 This policy has been written to demonstrate BEAM's commitment to its volunteer programme and to individual volunteers. It ensures fairness and consistency in managing volunteers and helps volunteers know where they stand and how they can expect to be treated. The policy does not refer to the specific current volunteering role requirements to enable the scope of new volunteering opportunities to be included within this policy in the future.
- 1.1 A volunteer is a person who gives freely of his/her/their time, skills, and experience without expectation of financial reward. Volunteering can take many forms. Some tasks require skills whereas others require none. Volunteering may be for a limited time to complete a particular project or may be on an ongoing basis.
- 1.2 BEAM recognises the immense benefits that volunteers provide, and the bridges that they build between BEAM and the local community. In return BEAM hopes to give its volunteers an opportunity to exercise their skills in a different environment and to undertake new experiences.
- 4.3 BEAM tries to offer a range of volunteering opportunities and, in accordance with East Herts District Council's Equal Opportunities and Diversity policies, to ensure that the opportunity to volunteer is widely available. ~~The council aims to encourage all employees to maximise their attendance at work whilst recognising that employees will, from time to time, be unable to come to work for short and sometimes long periods of time.~~

2.0 The importance of volunteers to BEAM

- 1.0 Volunteers are invaluable to BEAM as they enable us to deliver our programme of work that would not otherwise be possible. Working with volunteers provides an opportunity for

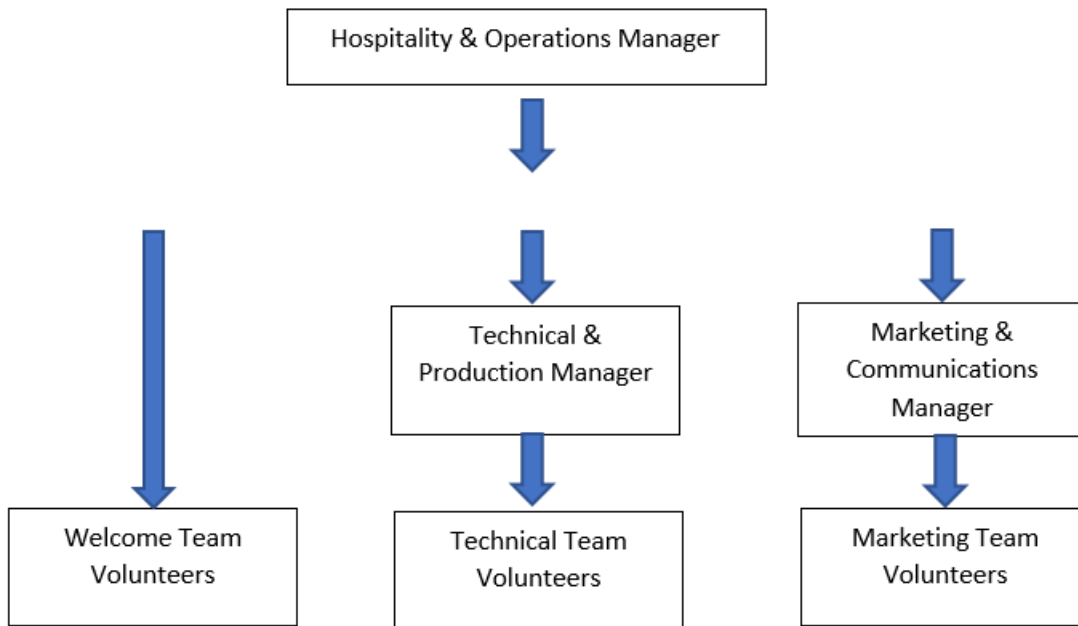
BEAM to engage on a deeper level with our visitors and community to provide a first-class experience for all.

- 1.1 BEAM welcomes the contribution made by volunteers and is committed to encouraging a diverse and inclusive volunteering programme where possible.
- 1.2 Volunteers will be managed by the Hospitality and Operations Manager, supported by the wider BEAM team.
- 1.3 Our Volunteering Values, are complementary values to help guide us and shape an engaging and appropriate volunteering experience.
 - **Inclusive** It is welcoming and accessible to all.
 - **Flexible** It takes into account how people who volunteer can give their time and fits around their circumstances.
 - **Impactful** It makes a positive difference.
 - **Connected** It gives people a sense of connection to others, a cause and/or an organisation.
 - **Balanced** It doesn't overburden those who volunteer with unnecessary processes and priorities.
 - **Enjoyable** It provides enjoyment and people feel good about what they are doing.
 - **Voluntary** It is the volunteer who has freely chosen to do it.
 - **Meaningful** It resonates with people's lives and interests.
- 1.4 This policy will be underpinned by guidance which will provide greater detail on different aspects of the volunteer journey and how we will work together to create an inclusive and appropriate volunteering experience.

3.0 Our Volunteering Programme

1.0 All volunteers fall under the management of the Hospitality and Operations Manager supported by department heads who will act as the volunteer key contact for their respective department. Department heads will be responsible for the overall experience for the volunteers which work within their teams.

1.1 Our volunteering community comprises of the following groups:



1.2 We will seek to develop and deliver volunteering opportunities for tasks to be undertaken in ways which will provide identifiable benefits and motivation for potential volunteers. Department Heads will also discuss individual volunteer requirements to ensure that volunteers feel adequately supported in their role throughout their time as a volunteer.

1.3 Department Heads are responsible for the day to day running of the volunteer activity and the volunteers within their teams. Department Heads are expected to have a good understanding of BEAM policy and practice and work with the Hospitality and Operations Manager to ensure these are followed.

1.4 The Hospitality and Operations Manager will be available to provide advice and guidance on the following areas:

- Role and Activity development
- Recruitment
- Selection
- Training
- Support and Supervision
- Dealing with concerns, issues, and problems

1.5 Support for Department Heads

1.5.1 Department Heads play a major role organising and leading teams of volunteers across the venue. We are committed to providing the necessary support to those volunteers in that role to ensure they can deliver that role safely.

1.5.2 All Department Heads will be provided with information and guidance about their role including a Job Description.

1.5.3 Department Heads will provide advice and guidance on the following areas:

- Volunteering role and activity delivery
- **Supporting the** recruiting and welcoming of new volunteers into the team
- Dealing with concerns, issues and problems

1.6 The Hospitality and Operations Manager is available to provide support on the following areas:

- BEAM wide policy and practices
- Role of the Department Head in relation to managing volunteers
- Dealing with concerns, issues, and problems
- **Accountable for recruiting and welcoming of new volunteers into the team**

4.0 The relationship between BEAM and our volunteers

1.7 A volunteer is not an employee and will not have a contract of employment with BEAM. BEAM will agree a role with the volunteer and there will be an expectation the volunteer will meet the role's requirements and that BEAM will provide work

for the volunteer. However, the volunteer is free to refuse to fulfil the role and BEAM is not bound to provide the work. BEAM and the volunteer will endeavour to give as much notice as possible if unable to meet these expectations, however either party can terminate the agreement with or without notice at any time.

1.8 The relationship of a volunteer to BEAM is one bound by trust, mutual understanding and benefit; it is a 'gift' relationship, with time given freely and willingly, without expectation of financial reward by the volunteer. Neither we nor the volunteer regard the relationship as a contract of employment.

1.9 No enforceable obligation, contractual or otherwise, can be imposed on the volunteer to attend, give or be set a minimum amount of time or carry out the tasks provided. Likewise we cannot be compelled to provide regular work or benefit for any activity undertaken.

1.10 The relationship is based on the principle that volunteers add value to our work by performing a wide range of roles, and by contributing specialist skills and a flexible approach.

1.11 Although volunteers offer time freely and willingly and without binding obligation, there is a presumption of mutual support and reliability.

~~1.12 We will provide verbal guidance on expectations.~~

1.13 BEAM will agree working practices and procedures for all volunteering activity, with Staff and Department Heads to ensure all requirements of the volunteer experience and journey are completed efficiently and effectively.

1.14 Volunteering agreement

1.14.1

- The volunteer will be invited to enter into a volunteering agreement with BEAM (East Herts District Council). This agreement will identify:

- the volunteer's role
 - the training the volunteer is expected to undertake
 - the insurance cover that will be provided for the volunteer
 - who will supervise the volunteer
 - the notice that will be given to a volunteer if his/her/their role is to come to an end.
- 1.14.2 We will provide **verbal** guidance on expectations.

5.0 Dress Code

1.15 Volunteers are requested to present themselves in a smart but casual manner. Branded volunteer t-shirts/polo shirts will be provided by the venue.

6.0 Principles for volunteer management

1.16 This policy sets out the broad principles of volunteering at BEAM and forms the foundation for good-practice volunteer management across the organisation.

1.17 Fundamentally:

- We will always aim for fair and equal treatment of all volunteers.
- We aim to match volunteers with suitable projects so that we gain from the activities of the volunteers and the volunteers gain from working with us.
- Each volunteer will be appointed by the Hospitality and Operations Manager and Department Heads will guide and advise them in their tasks.
- We will provide clear, up to date Volunteer roles, so expectations are managed appropriately.
- We will provide and maintain necessary documents (including policies, procedures and handbooks) and training relevant to BEAM and the volunteer roles, so volunteers can be confident and impactful in their volunteering.
- We will include our volunteers in all relevant communications.
- In return we expect that volunteers will be well presented in accordance with the dress code, provide their time and help us to keep our venue, projects and activities on track.

1.18 This policy is relevant for all current and potential volunteers, the Hospitality and Operations Manager, as well as every department head involved with selecting, supporting, developing volunteers, managing volunteer projects or promoting voluntary activity within BEAM.

7.0 Recruitment of Volunteers

1.19 All volunteering roles within BEAM will have a written Role Description - a clear, complete and current description of duties and responsibility of the role that they are expected to fill. Prior to any volunteer assignment or recruitment effort, a Role

Description must be developed. This will be used as part of our recruitment process. Role Descriptions should be reviewed each time recruitment takes place and updated at least every two years or whenever the work involved in the role changes substantially.

- 1.20 All Role Descriptions shall include a description of the purpose and duties for the role, a designated department head, volunteering location, hours and timing for the volunteering, and a list of required skills and experience.
- 1.21 Opportunities to join the team as a volunteer will be advertised through BEAM's website, social media, **volunteering networks**, and in the venue.

8.0 Selection of volunteers

- 1.22 We have a fair and consistent process for selecting volunteers that is relevant and appropriate to each role.
- 1.23 Our volunteering recruitment communications will use language that is accessible and easily understood, using various formats and messages to attract a diverse range of applicants.
- 1.24 We will select volunteers according to the venues needs (detailed in Job Descriptions) and aim to match volunteers' skills, knowledge, experience, motivation and availability to suitable projects and activities.
- 1.25 Anyone being considered for a volunteer role will be invited to an informal interview with the Hospitality and Operations Manager or Department Head, who will explore their skills, experience, interests and suitability, as well as their motivation, with the aim of setting up teams that are best suited for the role.
- 1.26 Reasonable adjustments may be made to the selection methods to suit the access requirements of applicants with disabilities.

9.0 Equal opportunities and diversity

- 1.27 BEAM recognises the importance of encouraging diversity and achieving equality among volunteers, as well as employees and audiences. Volunteers are actively encouraged from a wide cross-section of backgrounds and experiences to help ensure that BEAM's various volunteering opportunities are accessible to an increasingly diverse range of people.
- 1.28 BEAM values and respects the individual by providing equality of opportunity to all for active involvement subject to the scope of the organisation's needs and resources.
- 1.29 All volunteers are expected to actively support BEAM's commitment to diversity and equality.
- 1.30 Acceptance of volunteer assistance for a particular role will be made on merit, the sole selection criterion being an individual's suitability to carry out the specified task(s) subject to the needs and restrictions of the location, along with their availability in line with the needs of the volunteering opportunity.
- 1.31 Reasonable adjustments will be considered for a volunteer with a disability in accordance with BEAM's Equal Opportunities Policy.
- 1.32 Volunteers are required to be over 18 years of age.

~~BEAM has no upper age limit for volunteers, recognising the contribution made by older volunteers in terms of valuable knowledge and experience. However, BEAM would be irresponsible if it permitted volunteers to continue beyond a point where volunteering is detrimental to their own or other people's health and safety.~~

10.0 Basic Requirements to join as a volunteer

- 1.33 All volunteers need to:

- Provide a form of identity documents (ideally photographic) to confirm their identity.
- Provide their full contact details.
- Provide emergency contact details.
- Inform us about any access, support or health needs.
- Agree to our Volunteer Agreement and relevant policies and practices.

1.34 Volunteers will be expected to undertake a venue induction on site at BEAM which includes:

- An introduction to BEAM
- Our values, mission and strategy
- Key Security and Health and Safety requirements
- Venue Orientation

1.35 Volunteers will need to complete the following core training:

- Relevant Health and Safety
- Security
- Safeguarding
- Role Specific e.g. handheld payment and ticket scanning devices

11.0 References

1.36 Volunteers are required to provide us with two personal references. References will be taken up after interview via email.

12.0 New starters

1.37 No new volunteers will be allowed to take up their role until the relevant vetting checks have been completed. These would have been detailed in the Job Description.

13.0 Induction, training and development

- 1.38 New volunteers will be made to feel welcome and will be provided with an informal induction. As part of their induction to BEAM, volunteers will receive a copy of the volunteer handbook, containing essential information for all volunteers, together with material relevant to the specific role.
- 1.39 Volunteers will be asked to attend training and undertake annual refresher training to meet relevant needs and any other training activities relevant to their specific volunteering activity. Training will be provided face to face and in some cases online.

14.0 Support and supervision for volunteers

- 1.40 BEAM respects volunteers by both listening to and learning from what they have to say, supporting a two-way dialogue between staff and volunteers.
- 1.41 Department Heads are encouraged to discuss progress with their volunteers on a regular basis. This provides an opportunity to monitor their contribution, establish whether the volunteer would like to change their current contribution, and ensure they feel valued and satisfied with their volunteering.
- 1.42 Volunteers are free to end their involvement at any time. Wherever possible, an end date should be agreed between volunteer and Hospitality and Operations Manager /Department head. Exit interviews **will be offered to all leavers** ~~be conducted~~ to find out why a volunteer is leaving, share any learning points and establish whether the volunteer may want to be involved again in the future.

15.0 Health and safety

- 1.43 We are committed to ensuring the health, safety and welfare of our volunteers. We want to ensure volunteers are aware of and understand the health and safety risks associated with their role. We aim to provide volunteers with the appropriate

information, instruction, supervision and training required to provide a safe environment while volunteering at BEAM.

- 1.44 Volunteers should at all times follow BEAM's (~~East Herts District Councils~~) health and safety policies and procedures. Volunteers have a duty to take care of themselves and others who might be affected by their actions. Volunteers should not act outside their authorised area or work. Volunteers should report all accidents to their volunteer coordinator.

16.0 Recognition and Benefits

- 1.45 BEAM is committed to recognising the contribution our extensive volunteer community make to the venue and will develop a recognition and benefit offering to reflect their contribution.

17.0 Insurance

- 1.46 All volunteers engaged in BEAM's activities are indemnified under East Herts District Councils public liability insurance.
- 1.47 We will ensure that volunteers are covered for insurance purposes in respect of personal injury. The insurance will not cover unauthorised actions or actions outside the volunteering agreement and role guidance.

18.0 Confidentiality and data

- 1.48 Volunteers are likely to become aware of confidential information about BEAM, East Herts District Council ,its staff, customers and suppliers. Volunteers should not disclose this information or use it for their own or another's benefit without the consent of the party concerned. This does not prevent disclosure once the information is in the public domain (unless it has been made public as a result of the volunteer's breach of confidentiality) or where the law permits or requires disclosure.

~~Volunteers will be advised of the need for confidentiality and are required to sign a confidentiality agreement.~~

- 1.49 Personal information recorded about volunteers will be stored electronically by the HR team and maintained with appropriate safeguards for confidentiality.

19.0 Resolving problems ~~disputes~~

- 1.50 BEAM aims to treat all volunteers fairly, objectively and consistently. The Hospitality and Operations Manager and Department Heads are responsible for handling any ~~problems~~ **concerns** regarding volunteer conduct. **They will seek guidance and support from East Herts Council HR as required.** ~~or complaints together and BEAM actively supports Staff by providing relevant training. They will seek to ensure that volunteers' views are heard, noted and acted upon promptly and will aim for positive and amicable solutions.~~

~~Leaving volunteers~~

~~Whether a volunteer chooses to leave their volunteering or is asked to leave, BEAM will have appropriate procedures in place to ensure a volunteer's departure is handled with care.~~

20.0 BEAM Policies

19.1 The following BEAM policies are applicable to volunteers:

- Equality and Diversity Policy
- Health and Safety Policy
- Volunteering Policy
- GDPR & Data Protection Policy
- Safeguarding Policy

19.2 There may be additional policies which apply to specific roles and these will be identified by the Staff Lead **Hospitality and Operations Manager** and included in any written guidance, induction and training delivered.