

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 3 JULY 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCES AND PAYROLL TEAM UPDATE REPORT

WARD(S) AFFECTED:        *None*

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**Purpose/Summary of Report**

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

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

**1.0    Background**

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

**2.0    Report - Payroll Service**

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

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

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

**3.0 Health and Safety Update**

**3.1 Guardian 24 Lone Worker Service Contract**

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

**3.2 Automated External Defibrillators**

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

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

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

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

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

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

### **3.4 Evacuation Chair Replacement**

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

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

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

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

### **3.5 Health and Safety Policy Review**

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

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

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

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

### **3.6 Executive Member Health and Safety Training**

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

### **4.0 Training and Development**

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

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

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

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

## **5.0 Human Resources Update**

### **5.1 Structure of HR**

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

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

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

## **5.2 Policy Review**

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

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

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

## **5.3 Casework**

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

## **5.4 HR and Payroll System Development**

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

## **5.5 Recruitment**

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

## **5.6 Hertford Town Council HR support**

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

## **5.7 Agency Review**

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

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

## **6.0 Implications/Consultations**

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

### Background Papers

None

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