

Annex 1

HUMAN RESOURCES STRATEGY (incorporating the Pay and Workforce Strategy)

1 The Council's Vision

The Council's vision is:

“An organisation that provides excellent public services, good value for money and effective community leadership.”

So as to achieve this vision we aspire to provide customer focused efficient services. We also strive to continuously improve our performance. In attempting to achieve these aspirations we are guided by the following corporate values:

That all people having dealings with the Council have a right to equality of treatment, courtesy, promptness and integrity.

The Council believes in fairness, consensus, involvement and learning in respect of its dealings with the people of the Borough and its communities, and that these values should be mirrored in the Council's relationship with staff.

2 Human Resource Strategy

The Human Resources Strategy is about recognising and developing the crucial contribution of every employee. This is prompted by the expectation/aspiration that all employees will:

- be customer focused
- be corporately aware
- demonstrate a “can do” approach to work
- be proud to work for Tonbridge & Malling Borough Council
- appreciate the Council as a good employer
- enjoy all the aspects of their work
- consider themselves as colleagues in a joint endeavour to achieve the corporate vision.

In order to align our Human Resource activities with the Council's values and strategic aims, four key building blocks are used to inform and direct human resource activities. These are:

Leadership and Management
Effective Recruitment and Retention
Communication and Team Working
Workforce Development.

Working with partners, external service providers, and other authorities, the Council will give ongoing consideration to the further development of the Strategy. The Strategy will be updated annually and will identify any improvement priorities for the year ahead. The annual update will also report on the achievement of the improvement priorities identified the previous year.

Leadership and Management Development

We want managers and supervisors throughout Tonbridge & Malling Borough Council to meet their responsibilities to their colleagues by providing leadership, direction, purpose and support.

Managers and supervisors will be expected to set standards to ensure that the Council's performance is maintained and improved.

Corporate working will be promoted throughout the Council.

All managers and supervisors will be expected to uphold the Investors in People Standard and to motivate and communicate effectively with their teams.

Up to date advice, training and support on Council policies and procedures will ensure consistency of management style.

New managers and supervisors will be equipped for their role by participating in appropriate training and development activities.

Throughout their careers with the Council managers and supervisors will have opportunities to attend training and development events.

All managers and supervisors will be expected to behave in accordance with the Council's Supervisory and Management Capability Checklists.

All managers and supervisors will contribute to developing an organisational climate that encourages innovation, by encouraging their staff to engage positively in service transformation and in developing new ways of working.

Effective Recruitment & Retention

We want an employment package that attracts and retains capable people who are committed to delivering excellent services to the community.

We will endeavour to attract suitable applicants by clear job descriptions, person specifications and advertisements.

There will be a fair and consistent recruitment and selection framework that encourages diversity within the workforce.

We will offer employees a fair and competitive rate for the job that reflects the principles of equal pay. We will offer equal status for part-time staff. We will try to ensure job security wherever possible.

Wherever possible, we will offer employees flexible working opportunities that reflect the diversity of the workforce and facilitate a healthy Work Life Balance.

We will ensure that working environments are safe and healthy.

We will encourage career development by advertising vacancies internally and developing our own leaders for the future.

We will foster a supportive management ethos that recognises and values everyone's contribution.

We will offer employees suitable training and development opportunities.

Where relevant we will encourage staff to develop their basic numeracy and literacy skills.

Communication and Team Working

We want to create a climate of trust, honesty and involvement. We recognise the need for open and honest two-way communication.

We will maintain a system of annual individual appraisals and regular team briefings across the organisation.

We will maintain a constructive relationship with recognised employee representatives and the Trade Union.

We will honour the Council's commitment to trust, honesty and involvement by working through employee relations issues according to the procedures specified in the Grievance, Disciplinary, Capability, Anti-Bullying and Harassment and Confidential Reporting Codes of Practice/Procedures.

We will ensure that corporate information is easily accessible and will further develop the use of information technology for this purpose.

We will encourage development of a culture of corporate and co-operative working across the Council.

We will encourage employees to influence the shape of future service delivery in an environment that embraces partnership working.

Workforce Development

We want employees to know how their contribution fits into the bigger picture, and to have the skills, knowledge and information they need to do their job effectively. We want them to feel committed to the Council and to enjoy coming to work.

We will provide new employees with information about their job and employment package.

Every new employee will undergo a customised induction process.

All employee's will have an annual performance appraisal which will review their performance over the past year, set personal objectives for the year ahead, and identify any training and development needs.

All employees will have access to training and development activities that are linked with their individual objectives as well as those of the service to which they belong.

We will deal firmly and fairly with poor performance.

On return from absence due to sickness, all employee's will engage in a return to work interview with their line manager that will attempt to identify any organisational factors which may have contributed towards their illness.

3 Where we are

Leadership and Management Development

We already have the following systems and structures in place:

A robust performance management system specifying what is expected of employees.

A policy framework that provides guidance for managers on how to deal with a range of employee relations.

Investors in People accreditation for all of the Council.

Capability Checklists for supervisors and managers that specify the expectations that the Council has of those in a leadership role in terms of knowledge, skills and behaviours.

Appropriate training and development opportunities for newly appointed supervisors and managers to equip them with the expected knowledge and skills.

Support for those who have been identified as having the potential to develop managerial skills and sponsorship of such individuals on the Chartered Management Institute's Level 3 or Level 5 programmes or similar such qualification or non qualification training in recognition that their careers may develop either within this Council or another local authority or partner organisation.

Effective Recruitment and Retention

Our recruitment and retention package currently displays the following characteristics:

A well trained and appropriately qualified workforce.

An equal pay structure. In 2012/13 the average full time equivalent salaries were £30,546 and £23,518 for males and females respectively. The full time equivalent median male salary was £27,432 and the female full time equivalent median salary was £20,589.

A very favourable rate of employee turnover.

Recruitment and selection processes and procedures that have "passed" inspection by our internal audit team.

A range of flexible working opportunities, and in particular a growing number of part time employees. In 2012/13 out of the workforce of 409 permanent employees, 148 were employed on a part time basis.

An effective Joint Employee Consultative Committee which provides an opportunity for members, managers and employees to debate staffing issues.

A good track record in developing and promoting from within.

Provision of a confidential employee support service.

A diverse workforce where every effort is made to retain staff who become disabled.

Communication and Team Working

We have already implemented the following :

A "top down" cascade of annual performance appraisals for all employees.

A system of team meetings.

An intranet which provides the opportunity for employees to access corporate plans and policies, and e-learning training for IT, health & safety and diversity.

Constructive working relationships between directorates and a track record of cross boundary project groups (“officer study groups”) encouraging personal development.

Workforce Development

Our workforce currently demonstrates the following features:

Our workforce broadly reflects the ethnic distribution of the residents of the borough.

Regular employee surveys to test the effectiveness of our Human Resources policies.

A low level of utilisation of the Council’s grievance and disciplinary procedures.

A systematic monitoring of turnover rates and the profile of the workforce and a commitment to succession planning to ensure an appropriately skilled workforce for the future.

4 Achievement of Improvement Priorities for the period April 2012 to March 2013

Action	Progress
<u><i>Developing leadership capacity</i></u> i) Provide structured development opportunities that enhance management capacity and enable succession planning.	 The following 2 staff commenced accredited Managerial training programmes: The Housing Needs Manager The Housing Options Team Leader.
<u><i>Developing the skills and capacity of the workforce</i></u> i) Support the development of appropriate officers in the following skill sets :	 The following staff successfully completed courses leading to part

<p>Health & Safety Building Control</p> <p>ii) All relevant staff to have undertaken an in house programme in “Risk Assessment”.</p> <p>iii) Provide Emergency First Aid training for relevant staff employed on the Summer Play Scheme.</p> <p>iv) Provide the Leisure Services Business Unit’s (LSBU) core training matrix that includes fire awareness, customer care, manual handling, basic health & safety.</p> <p>v) Provide short courses to address identified skill gaps or health & safety refresher training.</p> <p>vi) Attempt to identify an appropriate shared Kent e-learning provider.</p>	<p>or full professional qualifications in the targeted skill sets. The Food and Safety Officer A Building Control Technician</p> <p>The fact that both of these officers all obtained the relevant qualification/accreditation attests to the effectiveness of the training.</p> <p>By the end of March 2013 all targeted staff had undertaken the appropriate training.</p> <p>This was provided and appropriate First Aid was administered to the small number of “casualties”.</p> <p>This was provided for the relevant employees.</p> <p>In the “main body” of the Council, 339 staff were provided with such developmental opportunities, and to the relevant employees within the LSBU.</p> <p>Note – it has not been possible to progress this initiative due to the differences between the training requirements of the various councils involved in the feasibility study</p>
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<p><u>Organisational development</u></p> <p>i) Prepare the main body of the Council (i.e. all services other than the LSBU), for re-assessment against the Investors in People Standard.</p> <p>iv) Undertake Equality Impact Assessments (EQiAs) in accordance with the timetable set out in the Council's Equality Action Plan.</p>	<p>The Council was successfully re-accredited in April 2012.</p> <p>The following EQiAs were undertaken, qualitative improvements identified and amended policies/procedures adopted by the Council:</p> <p>The Flexible Retirement Policy The Sickness Absence Policy.</p>
<p><u>Resourcing, recruitment and retention</u></p> <p>i) Provide work placements to local schools.</p> <p>ii) Continue to provide apprenticeship placements for Customer Services at NVQ Level 2.</p> <p>iii) Seek to maintain the profile of the Council as an employer of disabled people by gaining re-accreditation of the Two Ticks Scheme.</p> <p>v) Continue to re-align the Council's Establishment with its re-defined priorities.</p>	<p>Numerous work placement opportunities have been provided for Year 10 and 11 students.</p> <p>2 placements were provided in partnership with K College and were successfully "filled". The success of the programme has been evidenced by the retention of both apprentices on a 1 year fixed term contract of employment.</p> <p>The Council successfully attained re-accreditation in January 2013.</p> <p>A significant number of changes to job roles, changes in working patterns, re-gradings, and deletion of posts (without the need for compulsory redundancies) have been agreed at the meetings of the General Purposes Committee</p>

<p>vii) Implement a shared payroll system with Gravesham Borough Council and explore options for an on line self service route for staff regarding personnel and payroll administration.</p>	<p>in July, September and October 2012, and February 2013. These have not only resulted in an organisational structure that is more suitably aligned to the current needs of service delivery, but have also achieved a saving of approximately £228,000 to the base budget.</p> <p>Note – this has been carried forward into the Action Plan for 2013/14 due to delays in Gravesham’s implementation timetable.</p>
<p><u>Pay and Reward</u></p> <p>i) Track the benefits package for our staff and keep the Council’s package under review.</p> <p>ii) Where possible, harmonise the pay and conditions of service of the Leisure Services Business Unit with the rest of the Council.</p>	<p>In line with the Government’s aspirations there was a “pay freeze” in 2012 – 13 to assist the Council in achieving a balanced budget.</p> <p>In accordance with the requirements of the Localism Act the Council updated its Pay Policy Statement that sets out its approach to remuneration in general, and specifying the details of the remuneration of Chief and Deputy Chief Officers.</p> <p>The holiday pay entitlement for all workers on a casual contract of employment were harmonised in line with current employment legislation.</p>

5 Equalities Monitoring 2012/13

In accordance with Equality legislation, the Authority is legally obliged to consider how our activities as an employer affect people who share different protected characteristics.

The information included in the tables below shows the outcomes of this monitoring for the period 2012/13. For the sake of comparison, a percentage

analysis of the demographic profile of the Borough according to gender, ethnicity and disability is shown in Table 10 and a breakdown of the race, disability, gender and age distributions of the workforce in Tables 11 & 12.

In accordance with commitments made in the Equality Impact Assessment of the Flexible Working Policy the outcomes of the monitoring of the return rates from maternity leave and applications for flexible working are included in Tables 8 & 9.

Table 1 – Analysis of applications for jobs

Total Applicants	626
Male	289
Female	337
Disabled	24
Ethnic Minority	76

Shortlisted	184
Male	81
Female	103
Disabled	15
Ethnic Minority	12

Appointed	49
Male	16
Female	33
Disabled	4
Ethnic Minority	2

Table 2 – Analysis of Promotions

Promotions	4
Male	2
Female	2
Disabled	0
Ethnic Minority	0

Table 3 – Analysis of Disciplinary Hearings

Hearings	9
Male	7
Female	2
Disabled	0
Ethnic Minority	1

Table 4 – Analysis of Capability Hearings

Hearings	0
Male	0
Female	0
Disabled	0
Ethnic Minority	0

Table 5 – Analysis of Grievance Hearings

Cases	3
Male	2
Female	1
Disabled	0
Ethnic Minority	0

Table 6 – Instances of staff within the Council (excluding the Leisure Business Unit) receiving training for which a direct cost has been incurred.

Total	White	Non White	Male	Female	Disabled	Under 25	25-39	40-54	Over 54
339	330	9	105	234	4	17	114	171	37

Table 7 – Applications for flexible working and success rates

Nature of the request	Number of requests	Requests granted
Flexible retirement	1	1
Reduction in working hours	8	8
Term time working	0	0

Table 8 – Return rates from maternity leave

Category	Number
Number of employees on maternity leave	13
Number still on maternity leave in 2013/14	9
Number of employees who left the Council's employment on or shortly after returning from maternity leave	0
Number who have returned to employment with the Council.	4

Table 9 – Demographic analysis of the Borough

Equality Characteristic	Percentage
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Male	48
Female	52
White	96
Ethnic Minority	4
Permanently sick or disabled	3

Table 10 – Gender, disability and race distribution of the workforce

In 2012/13 there were 409 permanent employees, of which 148 were part time.

Equality Characteristic	Headcount
Gender	Male – 168 Female - 241
Disability	Employees who consider themselves to be disabled – 6
Ethnicity	White – 291 Black – 2 Asian or Asian Black – 1 Other Asian – 1 Mixed - 3

Note – any discrepancies in the totals above are due to employees not disclosing personal information.

Table 11 – Age distribution of the workforce

Age range	Number of employees
Up to 19	3
20 - 25	34
26 - 35	77
36 - 45	90
46 - 55	122
56 - 65	75
Over 65	8

6 Workforce Development Plan April 2013 – March 2014

Developing leadership capacity

Continue with the provision of structured development opportunities that enhance our management capacity and enable succession planning that takes account of the anticipated departure of many senior staff over the next ten years.

Developing the skills and capacity of the workforce

Continue to support the ongoing professional development of staff, and to equip them with the knowledge and skills required to deliver services, to respond to changes introduced by the Government, and to the transformational agenda. Specific areas of need will be identified during the 2013/14 performance appraisal process.

Organisational Development

Support the transfer of the Leisure Services Business Unit to the status of an “external” Trust.

Consider the impact on the Council’s policies of any proposals from the Government to amend existing employment legislation, and re-align the the Council’s HR/Personnel Policies with the timetable for any proposed amendments.

Resourcing, recruitment & retention

Continue to re-align the Council’s Establishment with its re-defined priorities.

Continue to explore options with other Councils for shared service delivery (including the feasibility of a shared service payroll system with Gravesham Borough Council).

Develop a project plan for an on line “self service” route for staff regarding personnel and payroll administration.

Continue to ensure that work placements are provided to local schools, and two apprenticeships are offered in Customer Service skills.

Seek to maintain the reputation of the Council as an employer of disabled people by gaining re-accreditation of the Two Ticks Scheme (by February 2014).

Pay and Reward

Track the benefits package offered by our competitors for staff and keep the Council’s package under review (ongoing).

Update the Pay Policy Statement (by March 2014).

Update the rates of the reimbursement of subsistence expenses for those attending training and development activities (as specified in the Training Expenses and Facilities Scheme) in line with the annual rates specified by the South East Employers Organisation.

