

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 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-harrassment 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 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.

A very favourable rate of employee turnover.

Recruitment and selection processes and procedures that have "passed" inspection by our local District Audit Team.

A range of flexible working opportunities, and in particular a growing number of part time employees.

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.

A commitment to equality and diversity.

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 2009 to March 2010

Action	Progress
<p><u><i>Developing leadership capacity</i></u></p> <p>i) Provide structured development opportunities that enhance management capacity and enable succession planning.</p>	<p>The following 4 staff successfully completed a Level 5 Management course:</p> <p>The Leisure Services Manager (Outdoors), and, The Chief EHO The Senior Engineer (Drainage) The Senior Leisure Services Officer</p>

	<p>6 managers undertook skills development training to bridge identified gaps in their managerial capability. These training/development interventions were assessed via the mechanism of the Training Management System and were deemed to have met identified needs.</p>
<p><u><i>Developing the skills and capacity of the workforce</i></u></p> <p>i) Support the development of appropriate officers in the following skill sets :</p> <p>estate management election process and procedures town planning building engineering energy conservation financial accounting council tax and housing benefits benefits investigation housing law and practice noise control countryside management</p> <p>ii) All relevant staff to have undertaken the e-learning training programmes in “Awareness of Child Protection”, “Introduction to Health & Safety at Work”, “VDU and Workstation Health & Safety”, “VDU and Workstation Risk Assessment”.</p> <p>iii) Provide Emergency First Aid training for relevant staff employed on</p>	<p>The following staff successfully completed courses leading to part or full professional qualifications in the targeted skill sets.</p> <p>The Elections & Special Projects Manager 3 Planning Officers The Senior Building Control Officer 1 Building Control Technician The Benefits Officer Manager The Benefits Systems Manager 1 Benefits Investigation Officer 1 Revenue Assistant 1 Accountancy Assistant 1 Countryside Ranger 1 Senior Leisure Services Officer.</p> <p>The fact that these officers all obtained the relevant qualification/accreditation attests to the effectiveness of the training.</p> <p>The relevant staff undertook the appropriate training. Each of these programmes included an on line test to ensure that the identified learning objectives were achieved.</p> <p>This was provided and appropriate First Aid was administered to the</p>

<p>the Summer Play Scheme.</p> <p>vi) Provide the Leisure Services Business Unit's (LSBU) core training matrix that includes fire awareness, customer care, manual handling, basic health & safety.</p> <p>vii) Provide short courses to address skill gaps identified during the performance appraisal process.</p>	<p>small number of "casualties".</p> <p>This was provided for 54 employees. In addition, there were 365 attendances on the in house National Pool Lifeguard Qualification programme.</p> <p>The award of a Gold Standard Investor in People accreditation to the LSBU endorses the approach to training and development</p> <p>In the "main body" of the Council, 231 staff were provided with such developmental opportunities of whom 70 attended "in house" events.</p> <p>In the LSBU, there were 592 training attendances on short courses of which 392 were delivered in house.</p>
<p><u>Organisational development</u></p> <p>i) Explore opportunities for shared service provision with neighbouring authorities.</p> <p>ii) Prepare the main body of the Council (i.e. all services other than the LSBU), for re-assessment against</p>	<p>A partnership arrangement for the management of the provision of Council Tax collection with Gravesham Borough Council was established, and a pilot shared service provision for the Licensing function was trialed with Sevenoaks Borough Council.</p> <p>A feasibility study was undertaken for the provision of a shared Legal function with Sevenoaks Council.</p> <p>The Council was re-accredited at bronze level.</p>

<p>the Investors in People Standard , and benchmark the Councils achievement in accordance with the bronze, silver and gold levels.</p>	
<p><u>Resourcing, recruitment and retention</u></p> <p>i) Provide work placements to local schools.</p> <p>ii) Establish 3 apprenticeship placements for Customer Services at NVQ Level 2.</p> <p>iii) Enhance the profile of the Council as an employer of disabled people by gaining re-accreditation of the Two Ticks Scheme.</p>	<p>Several work placement opportunities have been provided for Year 10 and 11 students.</p> <p>3 placements were established in partnership with KCC, and were successfully “filled”. The success of the programme was evidenced by the retention of one of the apprentices on a permanent contract of employment, and the other two on temporary contracts of employment.</p> <p>The Council was re-accredited.</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) Implement reductions in the Council’s benefits package within the context of the need to reduce the base budget.</p>	<p>The implementation of a 2% pay award was delayed until 1 October 2009 in order to achieve salary savings and assist the Council in achieving a balanced budget.</p> <p>The Council withdrew its membership of the corporate private healthcare scheme with PPP.</p>

5 Equalities Monitoring 2009/10

In accordance with Equality legislation, the Authority is legally obliged to monitor, by reference to race, disability and gender:

- a) the numbers of
 - i) staff in post, and

- ii) applicants for employment, training and promotion
- b) the numbers of staff who:
- i) receive training
 - ii) are involved in grievance procedures
 - iii) are the subject of disciplinary procedures., or,
 - iv) cease employment.”

The information included in the tables below shows the outcomes of this monitoring for the period 2009/10. 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 7.

Table 1 – Analysis of Equal Opportunity Monitoring

Total Applicants	897
Male	341
Female	556
Disabled	22
Ethnic Minority	76

Shortlisted	151
Male	55
Female	96
Disabled	12
Ethnic Minority	11

Appointed	20
Male	2
Female	18
Disabled	1
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	8
Male	4
Female	4
Disabled	0
Ethnic Minority	0

Table 4 – Analysis of Grievance Hearings

Cases	5
Male	2
Female	3
Disabled	0
Ethnic Minority	0

Table 5 –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
157	155	2	70	87	2	6	59	72	20

Table 6 – Instances of staff within the LSBU 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
585	577	8	282	303	0	312	145	101	27

Table 7 – Demographic analysis of the Borough

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

6 Achievement of Improvement Priorities April 2010 – March 2011

Action	Progress
<p><u>Developing leadership capacity</u></p> <p>i) 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 key senior staff over the next ten years (ongoing). In particular provide</p>	<p>Two of the identified officers successfully completed the qualification, and one unfortunately had to withdraw from the programme due to ill health.</p>

<p>developmental opportunities for staff in the following posts:</p> <p>The Leisure Services Manager (Development) The Senior Housing Options Officer The Private Sector Housing Environmental Health Officer</p>	
<p><u><i>Developing the skills and capacity of the workforce</i></u></p> <p>i) Continue to support the ongoing professional development of staff, and to equip them with the knowledge and skills necessary for their roles. During the year in question particular emphasis was placed upon the following skill sets:</p> <p>Housing Studies Accounting Technician Skills Electoral Administration Town Planning Skills Food Safety and Health & Safety Enforcement Competency Development The Core training matrix for the LSBU National Pool Lifeguard Qualification Programme.</p> <p>ii) Ensure that staff who assume responsibilities from posts that have been deleted from the Establishment are adequately trained to undertake these duties (by March 2011).</p> <p>iii) Develop guidelines on the Time Off for Study & Training Regulations 2010 and incorporate them on the Personnel Reference Manual (by May 2010).</p>	<p>The following staff successfully completed courses leading to part or full professional qualifications in their targeted skill sets :</p> <p>The Housing Options Officer An Accountancy Assistant The Elections & Special Projects Manager A Planning Assistant</p> <p>In addition to these qualification programmes, non LSBU staff attended 375 externally provided short courses and seminars aimed at enhancing their knowledge & skills. From the feedback obtained via the Council's Training Management System, it is apparent that the majority of those who participated in these programmes achieved their set learning objectives.</p> <p>Appropriate training has been given. The effectiveness of this will be reviewed during the 2011/12 round of appraisals.</p> <p>The "guidelines" have been incorporated within the Flexible Working, Homeworking and Time Off Policy (which is available on</p>

	the Personnel Reference Manual).
<p><u>Organisational Development</u></p> <p>i) Continue to develop opportunities for partnership working with other authorities.</p> <p>ii) Update the Constitution of the Council's JECC to include a role description for the responsibilities of the Employee Representative and the Representative for Health & Safety (by July 2010).</p> <p>iii) Consider the impact of the Equalities Bill 2010 on all personnel policies and implement any necessary updates (by March 2011).</p> <p>iv) Undertake Equality Impact Assessments, and, where necessary, update the following Council policies:</p> <p style="padding-left: 40px;">The Employment Stability Policy The Paternity Leave Policy The Flexible Working and Time Off Policy The Recruitment & Selection Policy</p> <p style="padding-left: 40px;">Any updated policies to have been adopted by the Council by April 2011.</p> <p>v) Review the appraisal system to ensure it adequately addresses equality aspects, and implement any necessary adaptations (by March 2011).</p> <p>vi) Develop and implement an equalities training programme for staff (by April 2011)</p>	<p>Further arrangements have been with Gravesham Borough Council regarding a shared Chief Executive, a shared Audit Manager, a shared Revenue Clerk, a shared Contaminated Land Officer and a seconded Housing Options Manager.</p> <p>The Constitution has been updated and formally adopted by the JECC.</p> <p>All personnel policies have been updated to reflect the "harmonisation" of protection enshrined in the Equality Act 2010.</p> <p>Equality Impact Assessments have been undertaken for all of the identified policies. The Paternity Leave Policy has been incorporated within the Flexible Working and Time Off Policy and will be considered by the General Purposes Committee in June 2011.</p> <p>The appraisal system has been reviewed and an updated format will be utilised in the 2011/12 round of appraisals.</p> <p>An equalities programme has been developed and was attended by 249 staff in 2010/11. The</p>

	<p>reactions of participants who attended this programme was very positive. The Diversity Steering Group have developed an Action Plan, that has been approved by Management Team, to progress outcomes from this training initiative.</p>
<p><u>Resourcing, recruitment and retention</u></p> <p>i) Seek to align the Council's Establishment with its re-defined priorities following the results of the General Election.</p> <p>ii) Continue to explore options with other authorities in Kent to further develop recruitment via the intranet (ongoing).</p> <p>iii) Ensure that work placements are provided to local schools (ongoing).</p> <p>iv) Seek to enhance the profile of the Council as an employer of disabled people by gaining re-accreditation of the Two Ticks Scheme (by February 2011).</p> <p>v) Analyse patterns for part time staff and those with caring responsibilities and consider strategies for addressing any imbalances (by April 2011).</p> <p>vi) Review the impact of the Fit Note regime, and update the Sickness Absence Policy as necessary (by February 2011).</p>	<p>Some re-alignments have already taken place in the form of 5 compulsory redundancies in 2010/11, job re-structuring due to opportunities presented by natural wastage and shared working arrangements with neighbouring Councils.</p> <p>Many of the administrative processes underpinning recruitment are now administered via the KCC application process.</p> <p>Several work placements were provided.</p> <p>The Council has been re-accredited by the Two Ticks Scheme.</p> <p>This was considered within the context of the Flexible Working and Time Off Policy. No "imbalances" were identified.</p> <p>The introduction of the Fit Note regime has not had any discernible impact on the Sickness Absence Policy and it has not therefore been deemed necessary to amend the policy.</p>

<p><u>Pay and Reward</u></p> <p>i) Track the benefits package offered by our competitors for staff and keep the Council's package under review (ongoing).</p>	<p>In line with both the aspirations of Central Government, and actions taken by neighbouring Councils there was a pay freeze in 2010/11.</p>

7 Equalities Monitoring 2010/11

In accordance with Equality legislation, the Authority is legally obliged to monitor, by reference to race, disability and gender:

- c) the numbers of
 - i) staff in post, and
 - ii) applicants for employment, training and promotion

- d) the numbers of staff who:
 - i) receive training
 - ii) are involved in grievance procedures
 - iii) are the subject of disciplinary procedures., or,
 - iv) cease employment.”

The information included in the tables below shows the outcomes of this monitoring for the period 2010/11. 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 7.

Table 1 – Analysis of Equal Opportunity Monitoring

Total Applicants	706
Male	287
Female	419
Disabled	32
Ethnic Minority	69

Shortlisted	162
Male	85
Female	77
Disabled	15
Ethnic Minority	4

Appointed	33
Male	15
Female	16
Disabled	1
Ethnic Minority	1

Table 2 – Analysis of Promotions

Promotions	2
Male	0
Female	2
Disabled	0
Ethnic Minority	0

Table 3 – Analysis of Disciplinary Hearings

Hearings	7
Male	6
Female	1
Disabled	0
Ethnic Minority	0

Table 4 – Analysis of Grievance Hearings

Cases	2
Male	0
Female	2
Disabled	0
Ethnic Minority	0

Table 5 – 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
96	94	2	44	52	0	0	43	39	14

Table 6 – Instances of staff within the LSBU 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
499	493	6	253	246	0	174	187	109	29

Table 7 – Demographic analysis of the Borough

Equality Characteristic	Percentage
Male	48
Female	52
White	96
Ethnic Minority	4

8 Workforce Development Plan April 2011 – March 2012

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. In particular, provide opportunities for managers at all levels to develop their understanding of other services within the Council and of cross boundary working with other Council's/partner agencies. To this end consideration should be given to sending a representative from the Council on the Common Purpose Programme.

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. Specific areas of need will be identified during the 2011/12 performance appraisal process.

Identify an appropriate e-learning package for diversity training to meet the needs of new recruits, secondees, and shared managers etc (by September 2011).

Develop a training event on cultural awareness for managers and secondees to Gravesham Borough Council (by July 2011).

Organisational Development

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

Submit all parts of the Council (other than the LSBU) to the process for re-accreditation of the Investors in People Standard (by March 2012).

In accordance with the requirements of The Health & Safety Executive, undertake an organisational stress health check (by January 2012).

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.

Undertake a feasibility study for the administration of the Payroll and Personnel functions with Gravesham Borough Council.

Explore options for facilitating an on line “self service” route for staff regarding personnel and payroll administration.

Continue to ensure that work placements are provided to local schools.

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 2012).

Pay and Reward

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