

## **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 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. In 2011/12 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 local District Audit Team.

A range of flexible working opportunities, and in particular a growing number of part time employees. In 2011/12 out of the workforce of 423 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.

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 2011 to March 2012**

<b>Action</b>	<b>Progress</b>
<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 2 staff successfully completed a Level 5 Management course: The shared Fraud Manager The Youth &amp; Play Development 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>election process and procedures  financial accounting  housing law and practice  event safety  auditing  planning  health &amp; safety</p> <p>ii) All relevant staff to have undertaken the e-learning training programmes in “Fire Safety”, “Slips, Trips and Falls”, “Manual Handling”, “Risk Assessment”.</p> <p>iii) Develop and deliver diversity training for those staff who have not yet received it, and monitor the outcomes of this via the 2011/12 round of performance appraisals.</p>	<p>The following staff successfully completed courses leading to part or full professional qualifications in the targeted skill sets.</p> <p>The Elections &amp; Special Projects Manager  1 Housing Options Officer  The shared audit manager  1 Planning Officer</p> <p>The fact that these officers all obtained the relevant qualification/accreditation attests to the effectiveness of the training.</p> <p>The Food &amp; Safety Officer is continuing with her NEBOSH health &amp; Safety studies.</p> <p>By the end of March 2012 virtually all targeted staff had undertaken the appropriate training. Each of these programmes included an on line test to ensure that the identified learning objectives were achieved.</p> <p>All staff received the relevant training. The outcomes were monitored during the appraisal process and no further actions</p>

<p>iv) Provide Emergency First Aid training for relevant staff employed on the Summer Play Scheme.</p> <p>v) Provide the Leisure Services Business Unit's (LSBU) core training matrix that includes fire awareness, customer care, manual handling, basic health &amp; safety.</p> <p>vi) Provide short courses to address skill gaps identified during the performance appraisal process.</p> <p>vii) Develop a training event on cultural awareness for managers and secondees to Gravesham Borough Council.</p> <p>viii) Develop and run a "Smarter Equality Impact Assessment" training programme.</p>	<p>were identified beyond the need, for a small number of individuals for greater attention to avoid "inappropriate banter".</p> <p>This was provided and appropriate First Aid was administered to the small number of "casualties".</p> <p><i>This was provided for 54 employees.</i></p> <p><i>In addition, there were 365 attendances on the in house National Pool Lifeguard Qualification programme.</i></p> <p>In the "main body" of the Council, 279 staff were provided with such developmental opportunities.</p> <p><i>In the LSBU, there were 592 training attendances on short courses of which 392 were delivered in house.</i></p> <p>8 identified individuals attended the event and reported increased levels of cultural awareness during the end of programme feedback session.</p> <p>A programme was developed and run (free of charge) in conjunction with the West Kent Equality Partnership, and was attended by 8 individuals from this Authority. The outcomes of this programme are reflected in the more streamlined approach to equality impact assessments submitted in 2011/12.</p>
<p><u>Organisational development</u></p> <p>i) Explore opportunities for shared</p>	<p>A partnership arrangement was</p>

<p>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 the Investors in People Standard , and benchmark the Councils achievement in accordance with a level of award to be determined by Management Team.</p> <p>iii) In accordance with the requirements of the Health &amp; Safety Executive, undertake an organisational stress health check.</p> <p>iv) Undertake Equality Impact Assessments (EQiAs) in accordance with the timetable set out in the Council's Equality Action Plan.</p>	<p>agreed for a shared IT Manager with Gravesham Borough Council and a shared Building Control Manager with Sevenoaks Borough Council.</p> <p>The Council will be undergoing re-assessment against the “basic” standard in April 2012.</p> <p>A modified Staff Survey, based on the HSE’s guidelines, was undertaken in the summer of 2011. The outcomes of this did not identify any significant organisational issues, although some “local issues” were identified and auctioned within specific services.</p> <p>The following EQiAs were undertaken, qualitative improvements identified and amended policies/procedures adopted by the Council:</p> <p>The Grievance Procedure  The Anti-Bullying and Harassment Procedure  The Flexible Working, Homeworking and Time Off Policy  The Confidential Reporting Code  The Stress Policy  The Re-organisation, Redundancy and Re-deployment Procedure.</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>Several work placement opportunities have been provided for Year 10 and 11 students.</p> <p>3 placements were provided in partnership with Real Time Training Ltd, and were</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>iv) Undertake a feasibility study for the administration of the Payroll and Personnel functions with Gravesham Borough Council and in so doing explore options for facilitating an on line “self service” route for staff regarding personnel &amp; payroll administration.</p> <p>v) Continue to re-align the Council’s Establishment with its re-defined priorities.</p>	<p>successfully “filled”. The success of the programme was evidenced by the retention of one of the apprentices on a “paid apprentice” 1 year fixed term contract of employment. Another apprentice left the programme early to take up permanent employment as a sports coach and the third apprentice successfully completed an NVQ Level 2 in Customer Services and was placed on a casual ad hoc contract of employment with the Council at the end of his apprenticeship.</p> <p>The Council successfully attained re-accreditation in January 2012.</p> <p>A shared platform for Payroll and Personnel Administration will be implemented in 2012.</p> <p>7 posts that had been vacant for some months were deleted from the Council’s Establishment (saving £184,117). A review was undertaken of 4 posts where the incumbents had formally requested a reduction in hours , or vacant posts were filled on fewer hours (saving £27,056). There was a structural review of Exchequer Services to match resources more closely with need (cost neutral). A review was undertaken of the Revenue &amp; Benefits Team to align resources to meet the changing demands arising from the introduction of Universal Credit, the localization of support for</p>
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	<p>Council Tax and changes to business rates receipts (saving £14,084).</p> <p>There was a review of the Transportation Service to align staffing more closely to the work programme for the next 2 years (saving £77,140).</p> <p>A similar review was undertaken in Leisure Services (saving £31,917).</p> <p>There were adjustments to the structure of the Planning Policy Team to enable it to meet the demands of the new Planning Policy Framework (cost £3,516).</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>In line with the Government's aspirations there was a "pay freeze" in 2011 – 12 to assist the Council in achieving a balanced budget.</p> <p>In accordance with the requirements of the Localism Act the Council has developed a 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>

## 5 Equalities Monitoring 2011/12

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 2011/12. 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**

<b>Total Applicants</b>	<b>712</b>
Male	299
Female	413
Disabled	33
Ethnic Minority	108

<b>Shortlisted</b>	<b>148</b>
Male	55
Female	77
Disabled	3
Ethnic Minority	13

<b>Appointed</b>	<b>37</b>
Male	15
Female	22
Disabled	0
Ethnic Minority	1

**Table 2 – Analysis of Promotions**

<b>Promotions</b>	<b>7</b>
Male	3
Female	4
Disabled	0
Ethnic Minority	0

**Table 3 – Analysis of Disciplinary Hearings**

<b>Hearings</b>	<b>8</b>
Male	5
Female	3
Disabled	0
Ethnic Minority	0

**Table 4 – Analysis of Capability Hearings**

<b>Hearings</b>	<b>3</b>
Male	3
Female	0
Disabled	0
Ethnic Minority	0

**Table 5 – Analysis of Grievance Hearings**

<b>Cases</b>	2
Male	1
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
295	273	7	124	171	4	17	80	118	80

**Table 7 – 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 8 – Applications for flexible working and success rates**

Nature of the request	Number of requests	Requests granted
Flexible retirement	6	6
Reduction in working hours	12	11
Term time working	1	1

**Table 9 – Return rates from maternity leave**

Category	Number
Number of employees on maternity leave	16
Number still on maternity leave in 2012/13	4
Number of employees who left the Council's employment on or shortly after returning from maternity leave	1
Number who have returned to employment with the Council.	11

**Table 10 – Demographic analysis of the Borough**

Equality Characteristic	Percentage
Male	48
Female	52

White	96
Ethnic Minority	4
Permanently sick or disabled	3

**Table 11 – Gender, disability and race distribution of the workforce**

In 2011/12 there were 423 permanent employees, of which 148 were part time.

<b>Equality Characteristic</b>	<b>Headcount</b>
Gender	Male – 172 Female - 251
Disability	Employees who consider themselves to be disabled – 6 Others - 417
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 12 – Age distribution of the workforce**

<b>Age range</b>	<b>Number of employees</b>
Up to 19	0
20 - 25	41
26 - 35	83
36 - 45	108
46 - 55	106
56 - 65	80
Over 65	5

## **6 Workforce Development Plan April 2012 – March 2013**

### **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 2012/13 performance appraisal process.

Attempt to identify an appropriate shared Kent e-learning provider (by March 2013).

## **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 April 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.

Implement a shared Payroll System 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, 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 2013).

## **Pay and Reward**

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

Consider the merits of undertaking an equal pay audit if there are significant changes to the structure of the Council's work force.

Where possible, harmonise the pay and conditions of service of the Leisure Services Business Unit with the rest of the Council.

Update the Pay Policy Statement (by March 2013).