

## **Annex 1**

### **HUMAN RESOURCES STRATEGY (incorporating the Pay and Workforce Strategy)**

#### **1 The Council's Aspirations**

The Council aspires to provide customer focused efficient services. We also strive to continuously improve our performance and increase efficiency. 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
- appreciate the Council as a good employer
- consider themselves as colleagues in a joint endeavour to achieve the corporate vision.

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 improvement priorities for the year ahead. The annual update will also report on the achievement of the improvement priorities identified the previous year.

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.

The Sections below provide an overview of the Council's current approaches to developing these "building blocks".

### **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 proactively seek out opportunities for service transformation and to set standards to ensure that the Council's performance is continuously improved.
- 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.
- Corporate working will be promoted throughout the Council.
- All managers and supervisors will be expected to behave in accordance with the Council's Supervisory and Management Capability Checklists.
- Up to date advice, training and support on Council policies and procedures for dealing with a range of employee relations issues 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 that reflect their responsibilities.

### **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 balance internal progression with external recruitment to ensure that the Council continuously reinvigorates its talent pool, and that appropriate succession planning ensures an appropriately skilled workforce for the future.

- 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 supports diversity within the workforce and that is regularly inspected by our internal audit team. Our workforce broadly reflects the ethnic distribution of the residents of the borough.
- We will offer employees a fair and competitive rate for the job that reflects the principles of equal pay. We will ensure equal status for part-time staff. In 2015/16 of a workforce of 277 permanent employees, 107 are employed on a part time basis.
- 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. The Council is currently accredited with the ROSPA Gold Award.
- We will foster a supportive management ethos that recognises and values everyone's contribution.
- We will offer employees suitable training and development opportunities.

### **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 accredited employee representatives and the Trade Union (Unison). There is an effective Joint Employee Consultative Committee which provides an opportunity for elected members, managers and employees to debate staffing issues.
- 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 continue to develop the use of information technology for this purpose. All employees can access relevant corporate policies and e-learning modules on the Council's intranet.

- We will encourage development of a culture of corporate and co-operative working across the Council. The effectiveness of our Human Resources approach/policies are tested approximately every 3 years in a Staff Survey.
- We will encourage employees to influence the shape of future service delivery in an environment that embraces transformation and 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 Achievement of Improvement Priorities for the period April 2013 to March 2014**

<b>Action</b>	<b>Progress</b>
<p><i>Developing leadership capacity</i></p> <p>i) Provide structured development opportunities that enhance management capacity and enable succession planning that takes account of the anticipated departure of many senior staff over the next 5</p>	<p>The Chief Housing Officer has attended a short intensive managerial training course, and the Customer Services Support Officer is currently undertaking a Level 5 Leadership and Management training programme.</p>

years.	
<p><u><i>Developing the skills and capacity of the workforce</i></u></p> <p>i) Support the development of appropriate officers in skill sets required to meet current legislation/service requirements.</p> <p>iii) Provide Paediatric First Aid training for staff employed on the Summer Play Scheme.</p>	<ul style="list-style-type: none"> <li>➤ There have been 333 instances of employees undertaking off the job seminars, workshops or short courses, and 96 e-learning courses were completed.</li> <li>➤ This was provided and appropriate First Aid was administered to the small number of “casualties”.</li> </ul>
<p><u><i>Organisational development</i></u></p> <ul style="list-style-type: none"> <li>➤ Continue to re-align the Council’s Establishment with its re-defined priorities.</li> <li>➤ Continue to develop the knowledge base of elected Members in response to changes in legislation, Government initiatives etc.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 40 adjustments to job roles, changes in working patterns, re-grades, and deletion of posts have been agreed at the meetings of the General Purposes Committee in June, September and October 2014.</li> <li>➤ Officers have provided Member briefings on a range of topics including planning, housing, waste management, and licensing, at Committee and Advisory Board meetings. In addition, the Leader attended the annual conference of the Local Government Association in order to provide up to date guidance on national trends etc., and, an off the job training course on the Use of Social Media was offered to all Members.</li> </ul>
<p><u><i>Resourcing, recruitment and retention</i></u></p> <p>i) Provide work placements to local schools.</p> <p>ii) Continue to provide apprenticeship</p>	<ul style="list-style-type: none"> <li>➤ Numerous work placement opportunities have been provided for Year 10 and 11 students.</li> </ul>

<p>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>	<ul style="list-style-type: none"> <li>➤ 2 placements were provided in partnership with K College and were successfully “filled”. The success of the programme has been evidenced by the permanent employment within the Council of one of the apprentices as a Clerical Support Officer. The other apprentice successfully obtained employment as an Office Manager in a small local building company.</li> <li>➤ The Council successfully attained re-accreditation in January 2015.</li> </ul>
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#### 4 Equalities Monitoring 2014/15

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 2014/15. 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>685</b>
Male	258
Female	427
Disabled	28
Ethnic Minority	122

<b>Shortlisted</b>	<b>121</b>
Male	53
Female	68
Disabled	10
Ethnic Minority	13

<b>Appointed</b>	<b>25</b>
Male	10
Female	15
Disabled	1
Ethnic Minority	2

**Table 2 – Analysis of Promotions**

<b>Promotions</b>	<b>16</b>
Male	7
Female	9
Disabled	0
Ethnic Minority	1

**Table 3 – Analysis of Disciplinary Hearings**

<b>Hearings</b>	<b>7</b>
Male	5
Female	2
Disabled	0
Ethnic Minority	1

**Table 4 – Analysis of Capability Hearings**

<b>Hearings</b>	<b>1</b>
Male	1
Female	0
Disabled	0
Ethnic Minority	0

**Table 5 – Analysis of Grievance Hearings**

<b>Cases</b>	<b>2</b>
Male	0
Female	2
Disabled	0

Ethnic Minority	0
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**Table 6 –Instances of staff within the Council receiving training for which a direct cost has been incurred.**

Total	White	Non White	Male	Female	Disabled
333	327	6	141	192	10

**Table 7 – Applications for changes to working patterns and flexible working, and success rates**

Nature of the request	Requests	Requests granted
Flexible retirement	4	3
Reduction/increase in working hours or change in working pattern	16	16

**Table 8 – Return rates from maternity leave**

Category	Number
Number of employees on maternity leave in 14/15	4
Number still on maternity leave in 2015/16	1
Number of employees who left the Council's employment on or shortly after returning from maternity leave	0
Number who returned to employment with the Council.in 14/15	4

**Table 9 – Demographic analysis of the Borough**

Equality Characteristic	Percentage
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 March 2015 there were 277 permanent employees, of which 107 were part time.

Equality Characteristic	Headcount
Gender	Male – 101 Female - 176
Disability	Employees who consider themselves to be disabled – 5



Ethnicity	White – 229 Black – 3 Asian or Asian Black – 3 Other Asian – 0 Mixed - 0
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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	0
20 - 25	13
26 - 35	33
36 - 45	70
46 - 55	88
56 - 65	66
Over 65	7

## **5 Workforce Development Plan April 2015 – March 2016**

### **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 potential departure of many experienced staff over the next five 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 Council's transformational agenda. Specific areas of need will be identified during the 2015/16 performance appraisal process.

### **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 Council's HR policies with the timetable for any proposed amendments.

- Continue to provide briefings for Members on legislative change etc. at Committee meetings and Advisory Boards, and, where appropriate commission dedicated training sessions on cross cutting corporate issues such as safeguarding children and vulnerable adults.

### **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.
- Continue to ensure that work placements are provided to local schools, and up to 3 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 2016).

### **Pay and Reward**

- Track the benefits package offered by our competitors for staff and keep the Council's package under review (ongoing).
- Review the Pay Policy Statement (by March 2016).
- Monitor the rates of the reimbursement of subsistence expenses for those attending training and development activities (as specified in the Training Expenses and Facilities Scheme) to ensure parity with changes in the Consumer Prices Index.