

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

### **1 The Council's Vision**

The Council's vision for the next two years is:

To be a financially sustainable Council that delivers good value services, provides clear leadership and, with our partners, addresses the needs of the Borough.

### **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.

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.
- 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 so 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 and gender 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 2017/18 of a workforce of 274 permanent employees, 103 were 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.
- 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 2017 to March 2018**

<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 that takes account of the anticipated departure of many senior staff over the next 5 years.</p>	<p>The Housing Services Improvement Manager has undertaken a short course entitled "Effective Performance Management and Analysis". The Engineering Manager has completed the "IOSH Managing Safety course". The Health Team Leader has completed an "Introduction to Management" course.</p> <p>Many other opportunities have been taken to develop managerial capacity through project work, work shadowing and the re-distribution of duties when colleagues flexibly retire.</p>

<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>	<ul style="list-style-type: none"> <li>➤ There have been 296 instances of employees undertaking off the job seminars, workshops or short courses, and, in addition, 124 e-learning courses were completed.</li> <li>➤ One of the trainee Planning Officers has completed further units in the BA Urban and Environmental Planning.</li> </ul>
<p><u><i>Organisational development</i></u></p> <p>i) Continue to re-align the Council's Establishment with its re-defined priorities.</p> <p>ii) Continue to develop the knowledge base of elected Members in response to changes in legislation, Government initiatives etc.</p>	<ul style="list-style-type: none"> <li>➤ 55 adjustments to job roles, changes in working patterns, and job re-grades have been agreed at the meetings of the General Purposes Committee in June, and October 2017 and February 2018.</li> <li>➤ Officers have provided Member briefings on a range of topics such as planning (including the Local Plan), housing and, licensing, at Committee and Advisory Board meetings.</li> </ul>
<p><u><i>Resourcing, recruitment and retention</i></u></p> <p>i) Provide work placements to local schools.</p> <p>ii) Explore opportunities for providing apprenticeship placements.</p>	<ul style="list-style-type: none"> <li>➤ Numerous work placement opportunities have been provided for Year 10 and 11 students.</li> <li>➤ In the absence of any applicants for the Council's Customer Services apprenticeships, when 2 junior posts became available in Financial Services these were advertised as providing apprenticeship opportunities at the established pay rate (as opposed to apprenticeship pay</li> </ul>

<p>iii) In response to an increase in “hard to fill “ posts given a lack of supply in certain professions re-structure Personnel Services to facilitate the recruitment of an HR Advisor with expertise in this field.</p>	<p>rates) for the roles. There were 3 applicants for these posts, unfortunately none of whom were suitable. The Council has also attempted to provide Higher Level Apprenticeships in planning but unfortunately the Institute for Apprenticeships has surprisingly not yet approved the national framework for the delivery of this programme. The Council continues to consider whether or not vacancies for posts provide suitable apprenticeship opportunities, and will promote such opportunities when they arise.</p> <p>➤ The re-structure of Personnel Services was approved at the meeting of this Committee in January 2018 and a suitable appointment has subsequently been made.</p>
<p><u>Pay and Reward</u></p> <p>The Council continues to adhere to the public sector pay restraint set by The Government.</p>	<p>The Council awarded a 2% pay settlement for 2018/19.</p>

## 4 Equalities Monitoring 2017/18

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 2017/18. 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>	559
Male	222
Female	337
Disabled	21
Ethnic Minority	79

<b>Shortlisted</b>	71
Male	31
Female	40
Disabled	5
Ethnic Minority	8

<b>Appointed</b>	20
Male	7
Female	13
Disabled	4
Ethnic Minority	3

**Table 2 – Analysis of Promotions**

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

**Table 3 – Analysis of Disciplinary Hearings**

<b>Hearings</b>	4
Male	4
Female	0
Disabled	0
Ethnic Minority	0

**Table 4 – Analysis of Capability Hearings**

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

**Table 5 – Analysis of Grievance Hearings**

<b>Cases</b>	3
Male	2
Female	1
Disabled	0
Ethnic Minority	0

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

<b>Total</b>	<b>White</b>	<b>Non White</b>	<b>Male</b>	<b>Female</b>	<b>Disabled</b>
172	165	4	61	111	6

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

<b>Nature of the request</b>	<b>Requests</b>	<b>Requests granted</b>
Flexible retirement	8	8
Reduction/increase in working hours or change in working pattern	23	23

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

<b>Category</b>	<b>Number</b>
Number of employees on maternity leave in 17/18	2
Number still on maternity leave in 2018/19	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 17/18	1

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

<b>Equality Characteristic</b>	<b>Percentage</b>
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 2017 there were 274 employees, of which 103 were part time.

<b>Equality Characteristic</b>	<b>Headcount</b>
Gender	Male – 94 Female - 180
Disability	Employees who consider themselves to be disabled – 5
Ethnicity	White – 227 Black – 2 Asian or Asian Black – 3 Other Asian – 0 Mixed - 1

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

**Table 11 – Age distribution of the workforce**

<b>Age range</b>	<b>Number of employees</b>
Up to 19	1
20 - 25	13
26 - 35	34
36 - 45	62
46 - 55	97
56 - 65	55
Over 65	12

## **5 Workforce Development Plan April 2018 – March 2019**

### **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 2018/19 performance appraisal process.
- Continue to equip staff with the digital skills required to support changes in the way we work.
- Continue to equip staff with the knowledge and skills required to support the Council's Emergency Plan.

### **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 to address shifting requirements for service delivery.
- Continue to explore options with other Councils for shared service delivery.
- Continue to explore alternative service delivery models.
- Develop a bespoke recruitment strategy on a case by case basis for hard to fill posts.
- Continue to ensure that work placements are provided to local schools.
- Explore opportunities for offering apprenticeships within the Council.
- Identify roles for new recruits to the Council in the Council's Emergency Plan.

### **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 2019).