

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 within the context of the Council's approach to performance management, 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 uphold the Investors in People Standard and 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 2014/15 of a workforce of 311 permanent employees, 148 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. The Council is currently accredited with the Investors in People Standard.

Where relevant we will encourage staff to develop their basic numeracy and literacy skills. The Council provides up to three placements annually for Customer Services Apprentices, part of whose training entails the development of key literacy and numeracy 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. 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 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

Action	Progress
<u><i>Developing leadership capacity</i></u>	
i) Provide structured development	Two Area Planning Officers and The

<p>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>Waste and Street Scene Management Officer have attended short intensive managerial training courses.</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> <p>ii) All relevant staff to have undertaken an e-learning programme in Asbestos Awareness and to have attended Legionella Awareness training.</p> <p>iii) Provide Emergency First Aid training for staff employed on the Summer Play Scheme.</p>	<p>There have been 372 instances of employees undertaking off the job seminars, workshops or short courses, and 133 e-learning courses were completed .</p> <p>All identified staff have undertaken the relevant training.</p> <p>This was provided and appropriate First Aid was administered to the small number of “casualties”.</p>
<p><u><i>Organisational development</i></u></p> <p>i) Support the transfer of staff employed within the Leisure Services Business Unit to the Tonbridge and Malling Leisure Trust.</p> <p>iv) Undertake Equality Impact Assessments (EQiAs) or the screening of EQiAs in accordance with the timetable set out in the Council’s Equality Action Plan.</p>	<p>The transfer was successfully completed without legal challenge.</p> <p>The EQiAs for the Capability and Disciplinary Procedures were screened and no potential differential impacts were identified.</p>

<u>Resourcing, recruitment and retention</u>	
<p>i) Provide work placements to local schools.</p>	<p>Numerous work placement opportunities have been provided for Year 10 and 11 students.</p>
<p>ii) Continue to provide apprenticeship placements for Customer Services at NVQ Level 2.</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 permanent employment of one of the apprentices as a Revenue Assistant and the retention of the other apprentice on a fixed term contract of employment in Building Control.</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>The Council successfully attained re-accreditation in January 2014.</p>
<p>v) Continue to re-align the Council’s Establishment with its re-defined priorities.</p>	<p>A significant number of changes to job roles, changes in working patterns, re-gradings, and deletion of posts have been agreed at the meetings of the General Purposes Committee in May, June, September and October 2013.</p>
<p>vii) Explore options for an on line self service route for staff regarding personnel and payroll administration.</p>	<p>Preparatory work commenced in 2013/14 and the implementation is now underway.</p>

4 Equalities Monitoring 2013/14

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 2013/14. 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	920
Male	368
Female	552
Disabled	33
Ethnic Minority	104

Shortlisted	173
Male	74
Female	81
Disabled	4
Ethnic Minority	14

Appointed	41
Male	18
Female	23
Disabled	0
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	3
Male	2
Female	1
Disabled	0

Ethnic Minority	0
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Table 4 – Analysis of Capability Hearings

Hearings	1
Male	1
Female	0
Disabled	0
Ethnic Minority	1

Table 5 – Analysis of Grievance Hearings

Cases	1
Male	0
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
375	365	10	150	225	7	2	162	160	51

Table 7 – Applications for flexible working and success rates

Nature of the request	Number of requests	Requests granted
Flexible retirement	3	3
Reduction in working hours	5	5
Term time working	0	0

Table 8 – Return rates from maternity leave

Category	Number
Number of employees on maternity leave	12
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	1
Number who have returned to employment with the Council.	2

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 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 – 4 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

Age range	Number of employees
Up to 19	3
20 - 25	32
26 - 35	78
36 - 45	94
46 - 55	115
56 - 65	79
Over 65	8

5 Workforce Development Plan April 2014 – March 2015

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 senior 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 2014/15 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 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.

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 2015).

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 April 2015).

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.