

EMPLOYMENT COMMITTEE MEETING

Date: Wednesday 4 July 2018
Time: 11.00 am
Venue: Training Room, Maidstone House, King Street, Maidstone

Membership:

Councillors Mrs Blackmore, D Burton, Cox, Fissenden, Mrs Gooch, Mrs Grigg (Vice-Chairman), Harper, McLoughlin, Perry, Powell, Mrs Ring (Chairman) and Springett

The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.

AGENDA

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| 2. Notification of Substitute Members | |
| 3. Urgent Items | |
| 4. Disclosures by Members and Officers | |
| 5. Disclosures of Lobbying | |
| 6. To consider whether any items should be taken in private because of the possible disclosures of exempt information | |
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PUBLIC SPEAKING AND ALTERNATIVE FORMATS

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In order to speak at this meeting, please contact Democratic Services using the contact

Issued on Tuesday 26 June 2018

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

details above, by 5 p.m. one clear working day before the meeting. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

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**NOTICE IS GIVEN IN ACCORDANCE WITH SECTION 17 OF
THE LOCAL GOVERNMENT AND HOUSING ACT 1989 THAT
ALTERNATIVE ARRANGEMENTS FOR APPOINTMENTS TO
COMMITTEES OUTSIDE THE USUAL POLITICAL BALANCE
REQUIREMENTS MAY BE CONSIDERED IN RELATION TO
AGENDA ITEM 10.**

MAIDSTONE BOROUGH COUNCIL

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING HELD ON 15 FEBRUARY 2018

Present: Councillor Mrs Gooch (Chairman) and Councillors Barned, Mrs Blackmore, D Burton, M Burton, Cox, English, Harper, Mrs Joy, Perry and Mrs Wilson

20. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillors Mrs Grigg, D Mortimer and Mrs Ring.

21. NOTIFICATION OF SUBSTITUTE MEMBERS

The following Substitute Members were noted:

Councillor M Burton for Councillor Mrs Ring
Councillor English for Councillor Mrs Grigg

22. URGENT ITEMS

There were no urgent items.

23. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

24. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

25. EXEMPT ITEMS

RESOLVED: That the items on the agenda be taken in public as proposed.

26. MINUTES OF THE MEETING HELD ON 6 JULY 2017

RESOLVED: That the Minutes of the meeting held on 6 July 2017 be approved as a correct record and signed subject to the correction of the following typographical error on page 3:

Apprenticeships – The drop off was due to the apprenticeship scheme being very competitive and the Council did not fair fare well as it did not pay very well.

27. PAY POLICY STATEMENT MARCH 2018

Mrs Bal Sandher, Head of HR Shared Services, introduced her report setting out the Pay Policy Statement 2018. It was noted that:

- The Pay Policy Statement had been produced in line with the requirements of the Localism Act 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency 2014.
- There was a requirement to update the Pay Policy Statement on an annual basis and the Statement had to be agreed by full Council and published on the Council's website by 31 March 2018.

Mrs Sandher highlighted the main changes that had been made to the document approved by the Council last year as follows:

- Section 3.4 – Pay Protection and Redundancy Payments

Inclusion of reference to the Government's proposal to introduce legislation that would cap exit payments at £95k on the total value of the payment for public sector workers and introduce a statutory requirement to recover exit payments made to workers whose minimum salary was £80k at the point of leaving employment and returning to work with another public sector employer within a 12 month period. Council policies would be amended to incorporate these requirements once they had been finalised by Government.

- Sections 3.5 (Other Payments), 3.6 (Special Fees and Arrangements) and 3.7 (Other Employee Benefits) had all been updated to reflect the current situation.
- Section 4 (Monitoring)

An explanation was provided for the main difference in the Chief Executive's taxable pay during 2017/18; this being the payment of £13,536 for her role as Returning Officer at the General and Local elections and the progression of one incremental point on the salary scales.

- Section 5 - Trade Union Facility Time

Reference was made to the Trade Union (Facility Time Publication Requirements) Regulations 2017 which required public sector employers to publish specified information relating to facility time provided by trade union officials.

Mrs Sandher also confirmed that before the Pay Policy Statement was published on the Council's website, the information would be updated to include the actual pay figures for the year ending 31 March 2018.

In response to questions, the Officers confirmed that:

- Gender pay reporting legislation required the Council to publish gender pay gap data annually. The information had to be published on the Council's website and a Government website.
- Career grades offered the opportunity of a path of progression which could involve seeking a professional qualification. Progression through the grade was assessed annually against agreed competencies and performance standards for the position. Objectives were set to stretch and develop employees to maximise their potential.

During the discussion reference was made to the need to correct a typographical error in the third paragraph of Section 3.4 of the Pay Policy Statement and it was suggested and agreed that the first sentence of Section 3 of Appendix 1(B) – High Performance Increments (HPI) – Grades 13-16 be amended as follows:

In addition to the standard incremental progression which is linked to fully meeting performance objectives, there are an additional three incremental points in grades 13 to 16.

Reference was also made to the requirement to publish details of senior salaries in excess of £50k within a £5k range. It was suggested that the way in which this type of information was presented in budget reports should be consistent with the Pay Policy Statement.

RESOLVED:

1. That subject to the correction of the typographical error and the amendment set out above, the Council be recommended to agree the proposed Pay Policy Statement 2018, as set out in Appendix 1 to the report of the Head of HR Shared Services, prior to publication on the Council's website by 31 March 2018.
2. That the Officers be requested to seek to ensure consistency in the way in which information is presented in budget reports and the Pay Policy Statement.

Voting: Unanimous

Note: During the discussion, Mrs Alison Broom, Chief Executive, disclosed an interest on behalf of herself and the other members of staff present in the Pay Policy Statement 2018.

28. WORKFORCE STRATEGY UPDATE

Mrs Bal Sandher, Head of HR Shared Services, introduced her report setting out progress against specific action areas that formed the Workforce Strategy 2016-2020. It was noted that:

- The Council had met the new legislative requirement to produce its Gender Pay Gap information well within the Government's deadline.

- In 2016 the appraisal template for all staff was changed and the “Developing Everyone” framework was introduced. This new approach reinforced the need for career and succession planning at all levels and helped to identify “rising stars” in the organisation to encourage a more structured approach to supporting their development for the future.
- The One Council summer session had been held for the first time at Mote Park. One of the sessions was a first taste of a development programme designed to encourage a growth mind-set. The programme was being piloted at the Depot and in the Revenues and Benefits Section.
- The annual staff awards and One Council update which would be held at Lockmeadow on 21 February 2018 provided an opportunity to recognise the contribution team members had made to achieving the Council’s objectives and delivering great services to the public.
- The Council had developed and rolled out Resilience Training for staff and managers as a direct response to the fact that stress and anxiety had been the highest causes of sickness absence for several years. The Council had also signed the “Time to Change” pledge which was a national initiative designed to change attitudes to mental health issues. The Learning and Development Officer was now an accredited Train the Trainer for Mental Health First Aiders.
- The annual Wellbeing Week had been arranged to take place from 19-23 February 2018.
- In October 2017, employees were asked to complete the Health and Safety Executive Stress at Work survey which was last run in 2011 and 2012. The results showed a fairly consistent picture across the three years. Two focus groups were being set up, one for managers and one for staff, to consider the results further and start to think about actions that could be taken to address any concerns raised.

During the ensuing discussion, the Officers undertook to:

- Circulate details of activities taking place during Wellbeing Week to Members.
- Circulate details of the One Council meeting and STRIVE awards ceremony on 21 February 2018 to Members to encourage them to attend.
- Include dementia awareness in mental health awareness initiatives and training.
- Make reference to the positive equalities impacts associated with the Workforce Strategy when completing the cross-cutting issues and implications section of future reports.

- Provide an explanation in future reports of the difference between the gender pay gap and equal pay, including analytical detail.

It was pointed out that at the meeting of the Policy and Resources Committee the previous evening, the Employment Committee had been asked to consider the support provided by the Council for staff with mental health issues and consider the causes of mental health issues in the workplace. This could feed into the Workforce Strategy Action Plan.

In response to a question by a Member, Mrs Sandher confirmed that reference was made in the Workforce Strategy to the IiP accreditation. This report was intended to provide an update on the current progress against identified actions. The update on IiP had been provided in the previous report to the Committee in relation to progress against actions at that time.

RESOLVED:

1. That subject to the actions identified during the discussion and set out above, the progress made against the specific actions set out in the Workforce Strategy be noted and the ongoing work be supported.
2. That arrangements be made for the Employment Committee to meet in January and July each year to receive updates on progress against the specific action areas that form the Workforce Strategy.

Voting: Unanimous

29. DURATION OF MEETING

11.06 a.m. to 12.03 p.m.

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 22 MAY 2018

Present: Councillor Mrs Ring (Chairman), and
Councillors Mrs Blackmore, D Burton, Cox, Mrs Gooch,
Mrs Grigg, Harper, McLoughlin, D Mortimer, Perry,
and Springett

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Fissenden.

2. NOTIFICATION OF SUBSTITUTE MEMBERS

Councillor Mortimer was present as a Substitute for Councillor Fissenden.

3. ELECTION OF CHAIRMAN

RESOLVED: That Councillor Ring be elected as Chairman of the Committee for the Municipal Year 2018/19.

4. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED: That Councillor Grigg be appointed as Vice Chairman of the Committee for the Municipal Year 2018/19.

5. DURATION OF MEETING

7.20 p.m. to 7.23 p.m.

Report Title	Committee	Month	Lead	Report Author
Appointment of Sub-Committees	Employment	Jul-18	Angela Woodhouse	Caroline Matthews
Workforce Strategy update	Employment	Jul-18	Bal Sandher	Bal Sandher
Mental Health in the Workforce	Employment	Jul-18	Bal Sandher	Bal Sandher
Pay Policy	Employment	Jan-19	Bal Sandher	Bal Sandher
Workforce Strategy update	Employment	Jan-19	Bal Sandher	Bal Sandher

Agenda Item 10

EMPLOYMENT COMMITTEE

4 July 2018

Appointment of Sub-Committees

Final Decision-Maker	Employment Committee
Lead Head of Service	Angela Woodhouse, Head of Policy and Communications
Lead Officer and Report Author	Caroline Matthews, Democratic Services Officer
Classification	Public
Wards affected	

This report makes the following recommendations to this Committee:

That the Committee make appointments to the various Sub-Committees as detailed in Appendix 1 to the report.

Executive Summary

To appoint to the various Sub-Committees of the Employment Committee.

Timetable

Meeting	Date
Employment Committee	4 July 2018

Appointment of Sub-Committees

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To appoint to the Committee's various Sub-Committees as detailed in the body of the report.
-

2. INTRODUCTION AND BACKGROUND

- 2.1 Set out in the body of the report and in Appendix 'A' are the various Sub-Committees that the Committee need to appoint to. It is possible to appoint a Sub-Committee which is not politically balanced and the arrangements for such appointments are set out in paragraph 2.2 below.
- 2.2 The allocation for the Sub-Committees for Employment Committee would be as follows:-

The **Appointment Sub-Committee** would consider the applications received for the posts of Chief Executive and Directors, compile a shortlist for interview and subsequently to interview and make appointments (in the case of the Chief Executive, any appointment is subject to confirmation by full Council)

Panel to consist of 5 Councillors (politically balanced at 2 Conservatives, 2 Liberal Democrats and 1 Independent)

The **Performance Sub-Committee** would review annually the performance of the Chief Executive and Directors, agree targets for the coming financial year, and agree any corrective action which may be required relating to the previous financial year. To also review the mid-term performance of the Chief Executive.

Panel to consist of 5 Councillors (to include the Group Leaders of the 5 largest parties) (not politically balanced)

The **Investigatory Sub-Committee** would deal with disciplinary matters for protected officers

Panel to consist of 3 Councillors (politically balanced at 1 Conservative, 1 Liberal Democrat and 1 Independent)

The Hearings Panel would deal with dismissals, except that any decision to dismiss the Head of Paid Service, Chief Finance Officer or Monitoring Officer must be approved by Council.

For the three statutory protected officers, Panel of 3 plus up to two Independent Persons (politically balanced at 1 Conservative, 1 Liberal Democrat and 1 Independent)

The Appeals Sub-Committee would hear and determine appeals against decisions taken by the Chief Executive under the disciplinary or capability procedures or hear grievances raised against the Chief Executive under the grievance procedure

Sub Committee to consist of 3 Councillors (politically balanced at 1 Conservative, 1 Liberal Democrat and 1 Independent)

- 2.3 Section 17 of the Local Government and Housing Act 1989 provides for exceptions to the political balance requirements. In essence, the Committee can amend the political balance of a Sub-Committee provided that notice of the intention to give such consideration has been given to all Members of the Committee and when the alternative arrangements are put to the vote at the Committee, no members of the Committee votes against them. If the political balance of the Council were to change these arrangements would have to be reviewed.

3. AVAILABLE OPTIONS

- 3.1 An alternative would be to not appoint to any or all of the Sub-Committees but this is not recommended as it would be going against the decision of Council as set out in the Constitution.
- 3.2 The Committee may choose not to have politically balanced Sub-Committees and agree that they will be made up from members of the Employment Committee.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option would be to appoint to the Sub-Committees as set out in paragraph 2.3.

5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 5.1 Once the appointments are made, these will be held for the new municipal year 2017/18.

6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	There are no impacts on corporate priorities.	Head of Policy & Communications

Risk Management	Failure to appoint to these Sub-Committees could create difficulties for the Council in undertaking these functions	Head of Policy & Communications
Financial	There are no financial implications	Section 151 Officer & Finance Team
Staffing	There are no staffing implications	Head of Policy & Communications
Legal	The recommended option relating to the appointment of the Sub-Committees will comply with the provisions of the Local Government and Housing Act 1989 (the Act) and the Council's Constitution. The Committee can decide to remove the need for political balance on the sub-committees using the procedure under Section 17 of the Act as set out in the report.	Head of Legal Partnership
Privacy and Data Protection	There are no implications arising from the report	Policy & Information Manager
Equalities	There are no implications	Head of Policy & Communications
Crime and Disorder	There are no specific issues arising	Head of Policy & Communications
Procurement	There are no specific issues arising	Head of Policy & Communications

7. REPORT APPENDICES

Appendix A

8. BACKGROUND PAPERS

None

Appointment Sub-Committee (To consider the applications received for the posts of Chief Executive and Directors and to compile a shortlist for interview and subsequently to interview and make appointments (in the case of the Chief Executive, this is subject to confirmation by full Council) – **Panel to comprise of 5 Councillors**)

CON X2	LIB DEM X2	IND X1		
PERRY	COX	GOOCH		
BLACKMORE	GRIGG			

Substitutes

BURTON D	FISSENDEN	MUNFORD		
RING	MORTIMER	SAMS J		
GREER	ROBERTSON	SAMS T		
	VIZZARD			
	WILSON			

Performance Sub-Committee (To review annually the performance of the Chief Executive and Directors, to agree the targets for the coming financial year, and agree any corrective action which may be required relating to the previous financial year) and to review the mid-term performance of the Chief Executive and Directors – **Panel to comprise of 5 Councillors (to include the Group Leaders of the 5 largest parties)**)

CON	LIB DEM	IND	LAB	IND M/S
PERRY	COX	GOOCH	HARPER	POWELL

No Substitutes

Investigatory Sub-Committee (To act as an investigatory Committee in disciplinary matters for protected Officers) (3 Councillors required)

CON X1	LIB DEM X1	IND X1		
BLACKMORE	GRIGG	SAMS J		

Substitutes

BURTON D	MORTIMER	MUNFORD		
SPRINGETT	ROBERTSON	SAMS T		
	WILSON			

Hearings Sub-Committee – to act as a hearings panel as appropriate (except any decision to dismiss the Head of Paid Service, Chief Finance Officer or Monitoring Officer which must be approved by Council) (**to comprise of 3 Councillors**). The hearings panel to dismiss the Head of Paid Service, Chief Finance Officer or Monitoring Officer should also comprise of up to two Independent Persons.

Appendix A

CON X1	LIB DEM X1	IND X1		
PERRY	COX	GOOCH		

Substitutes

RING	GRIGG	MUNFORD		
MCLOUGHLIN	MORTIMER	SAMS J		
	WILSON	SAMS T		

Appeals Sub-Committee – to hear and determine appeals against decisions taken by the Chief Executive under the disciplinary or capability procedures or to hear grievances raised against the Chief Executive under the grievance procedure (to consist of 3 Councillors)

CON X1	LIB DEM X1	IND X1		
PERRY	GRIGG	GOOCH		

Substitutes

BURTON D	ENGLISH	MUNFORD		
BOUGHTON	KIMMANCE	SAMS J		
	ROBERTSON	SAMS T		

Agenda Item 11

EMPLOYMENT COMMITTEE

4 July 2018

Employee Wellbeing and Mental Health

Final Decision-Maker	Employment Committee
Lead Head of Service/Lead Director	Bal Sandher, Head of HR Shared Services
Lead Officer and Report Author	Bal Sandher, Head of HR Shared Services
Classification	Public
Wards affected	No wards

Executive Summary

The purpose of this report is to update the Committee on sickness absence levels and mental illness at the council. The report also outlines the range of initiatives to proactively manage mental illness and promotes wellbeing in order to improve the health of the workforce.

This report makes the following recommendations to this Committee:

1. That the Committee note the level of sickness absence and absence relating to mental illness.
2. That the Committee note the causes of mental illness.
3. To note the on-going actions taken to monitor, manage and promote mental wellbeing across the council.

Timetable

Meeting	Date
Employment Committee	4 July 2018

Employee Wellbeing and Mental Health

1. INTRODUCTION AND BACKGROUND

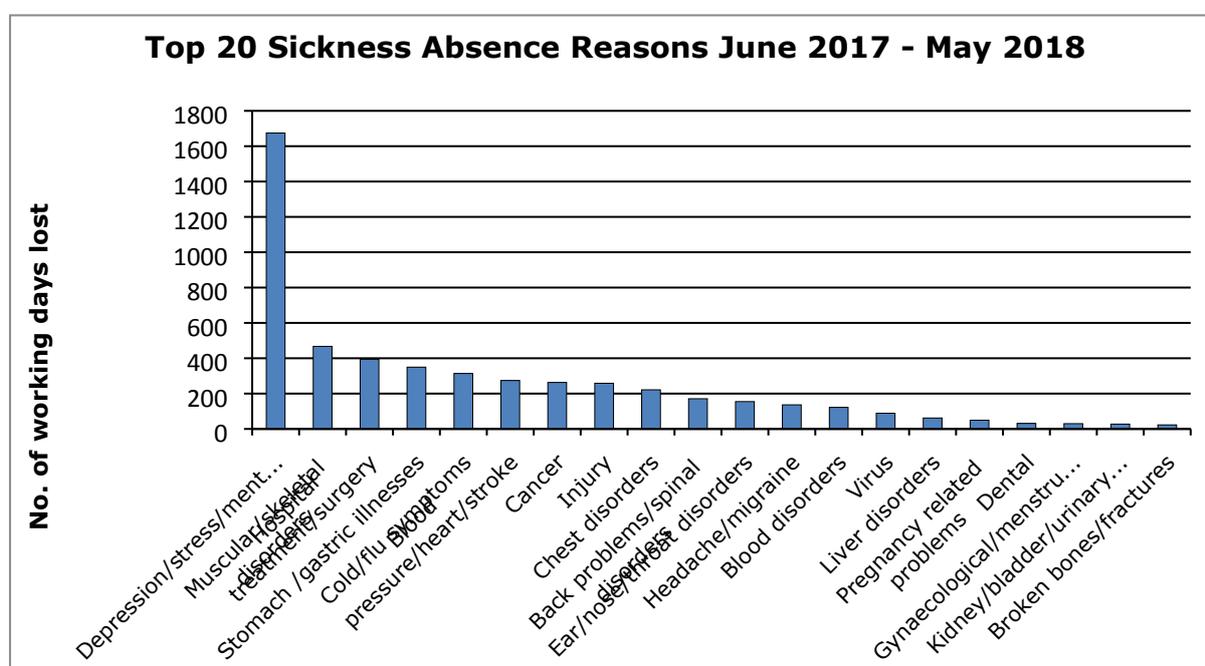
- 1.1 The Council is committed to maintaining high levels of attendance for all its employees, which is essential to provide efficient and effective services.
- 1.2 The Council recognises that it has a duty of care to look after the mental well-being of its staff whilst they are at work and to ensure, as far as is reasonably practicable, that workplaces and working environments are safe.
- 1.3 To support the health and wellbeing of our workforce, a Wellbeing Matters policy was developed in 2011. The policy sets out the measures to prevent and manage risks to employee wellbeing, together with appropriate training and individual support. The policy also outlines the Council's commitment to employee well-being, the responsibilities of managers and others for maintaining psychological health, health promotion initiatives, communicating and training on health issues and the range of support available for the maintenance of well-being.
- 1.4 The Council, for some time, has been promoting a comprehensive approach to addressing sickness absence attributed to mental illness (stress, depression, anxiety) that impact upon an individual's mental wellbeing through prevention, management and support whether these issues have arisen in the workplace or due to personal circumstances.
- 1.5 Although no longer a Best Value Performance Indicator, sickness absence is still an important measure of Council performance and has been established as a local performance indicator that is reported on a monthly and quarterly basis through senior management and unit managers.
- 1.6 The Attendance Management policy was reviewed by line managers and Trade Union representatives from Swale and Maidstone councils. The policy was amended and agreed by the Joint Management Team for Maidstone and Swale Council in 2014 and the joint policy was implemented at both council's to manage sickness consistently at each authority.
- 1.7 Training on Managing Attendance has been delivered in January 2015 and in 2016 the council also introduced a Sickness toolkit. This was rolled out to line managers by HR to help managers to manage absence in their teams as well as outline the support mechanisms that are available at the council. In addition, on-going training since 2017 has been organised and delivered to managers on the sickness toolkit.

2.0 Absence levels

- 2.1 The average number of day's sickness absence per FTE for June 2017 to May 2018 was 10.28 days against the council target of 8.5 days. The majority of the sickness relates to long term absence, with 7.26 days per FTE lost due to long term sickness. Short term sickness is 3.3 per FTE which shows that this is being managed well by managers.

Directorate	Average FTE	Long term days lost per FTE	Short term days lost per FTE	Total days lost	Days lost per FTE
Finance & Business Improvement	84.27	5.14	3.62	738.30	8.76
Mid Kent Services	144.95	4.08	2.56	962.28	6.64
Regeneration & Place	238.54	9.97	3.32	3170.56	13.29
Organisation Totals :	468.76	7.26	3.13	4871.13	10.39

2.2 The main reasons for sickness absence across the council relates to mental health issues which are made up of various categories including stress, anxiety, depression and bereavement. Mental illness is the main cause for long term sickness absence, with 1674 working days lost during the year.



Over the last year there have been 29 staff on long term sickness for a reason related to mental illness. The staff that were absent for reasons related to mental illness worked in various departments across the Council. However, the sections with the highest number of staff off on long term sick due to mental health issues were Housing and Waste & Street Scene, which each had 10 staff off sick for these reasons. Mid Kent Revenues & Benefits team had 7 absent long term for mental health reasons.

Of the 29 staff who have had a period of long term sickness for mental health reasons, 10 of these have left the council and 15 have returned to work (two of these is currently on a phased return). As at 6th June, there are 5 members of staff on long term sick leave for mental health, and these have been absent for a period of between 1 and 4 months.

- 2.3 The Chartered Institute of Personnel and Development (CIPD) survey in 2017 has reported that more than half (55%) of public sector organisations reported that mental health conditions have increased over the last 12 months. Moreover, two-thirds (67%) of public sector organisations reported an increase in the number of reported common mental health conditions in their organisation over the last year (compared with 51% of the private sector).
- 2.4 Sickness absence information from other Kent local authorities have also reported mental illness as being their first or second highest reason for long term sickness absence. The increase in mental illness at the council is in line with national and local picture.
- 2.5 Sickness figures are monitored regularly by Wider Leadership Team (WLT) and within Directorates and there have been several initiatives to try reduce these levels. However, mental illness related sickness has almost doubled over the last 5 years increasing from 1.80 days per person to 3.23.

Year	Headcount a 31 March	Number of days lost for mental illness
2013 – 2014	486	878
2014 – 2015	505	859
2015 – 2016	508	1053
2016 – 2017	515	1079
2017 - 2018	518	1674

- 2.6 There have been a number of factors that have caused an increase in the figures for mental illness over the last year:
 - Significant restructures have been ongoing for 5 years within the council and this can impact on absence with workloads increasing and jobs being changed. This includes shared service arrangements which began to take place from April 2013 with most shared services being TUPE transferred to the council. The changes that staff experience through restructures can cause sickness levels to increase which has been the case in some departments soon after the change to the service;
 - Changes in structure and shrinking of departments have highlighted some staff not performing to the level of the job. This has required managers to performance manage staff through the council’s capability procedure which has caused staff to become stressed and go on sick leave;
 - Employee relation issues which have resulted in a disciplinary process being followed has caused a few staff to be signed off sick due to work related stress. Depending on the issue being investigated this can cause staff to feel highly stressed and can result in staff sickness;

- Bereavement of close family members has been another reason for mental illness which has caused depression in some staff;
- The Council continues to provide a number of services which include a high level of manual tasks. These areas typically have higher absence rates and unlike other councils these services remain in house. Staff working in these roles can suffer from long term health issues and in some cases this has resulted in individuals becoming depressed due to their health condition;
- A number of mental health issues have related to personal circumstances outside of work and with the added pressure of meeting work demands of their job, this has resulted in them not being able to cope and caused stress and anxiety issues;
- In a few cases staff are absent for 'work related stress' as a result of the manager and employee relationship. In these situations, mediation has been offered to resolve the issues so that the working relationship is improved and the individual is able to return to work.

3.0 Addressing Sickness and Mental Health

- 3.1 The amount of time lost through mental illness remains the highest cause of time lost for the authority. Therefore, the Council's focus is to ensure the wider subject of mental well-being continues to be actively championed and addressed across the organisation.
- 3.2 The current occupational health service supports staff by providing medical advice regarding any sickness conditions. On a monthly basis, an occupational health nurse will also visit the council and meet staff to discuss their current illness and/or absence and advice managers on the individual's fitness to work. This may include adjustments to the work in order to support the employee back to work as well as suggestions for a phased return work pattern.
- 3.3 The Employee Assistance Programme (EAP) is available to all staff by self-referral or management referral. The service provides a confidential service either face to face or over the phone counselling on a range of issues including stress, depression and anxiety. As mental illness has been the top reason for sickness absence then HR and the manager will encourage staff to take counselling as it can help to facilitate a return to work.
- 3.4 The Wider Leadership team monitors its workforce statistics on a quarterly basis which includes information on staff sickness and analysis of absence. This regular monitoring ensures that trends can be identified and appropriate action taken if there are areas of concern.
- 3.5 The council monitors sickness through the Bradford Factor report to manage sickness absence. The Bradford factor is a way to manage sickness in the workforce through a process of calculating a score rating on absence patterns and provides a platform to find trigger points for sickness absence. The report is provided to the Senior Leadership team on a quarterly basis

highlighting employee absence patterns and trigger any interventions as appropriate. These reports are cascaded down by the Leadership team to Heads of Service.

Recommendations in the Bradford Factor reports are followed up by HR to support managers in taking forward the actions so that absence levels are improved at the council.

- 3.6 The first day induction carried out by HR with all new employees includes information on the Attendance Management policy so that employees understand the council's sickness absence procedures as well as the support mechanisms that are available from the council.
- 3.7 Training has been provided to all managers on coaching conversations to enable managers to have difficult conversations with their staff. Some managers can find discussing sickness concerns a difficult issue and therefore it is important for managers to use the skills they have obtained through the training to address the issues in order to see improvements in sickness for their department.
- 3.8 Changes in structure and/or jobs can create anxiety and stress in individuals. This has been recognised at the council and in 2015 the council introduced a Change Management Toolkit. The toolkit was rolled out to line managers and is reinforced by HR when change occurs to ensure managers are properly planning and communicating during change.
- 3.9 Kent Healthy Business Awards is a self-assessment tool that provides a series of standards for workplaces to meet. Sickness absence is one of the areas that was assessed in 2016 and the council received the highest level of 'excellence' in terms of the current policy, processes and monitoring on sickness that takes place on a regular basis. This award has demonstrated that the council has all the necessary reports and processes to support and manage sickness absence.
- 3.10 An employee wellbeing timetable has been produced by HR and includes a number of wellbeing initiatives and activities, which are being promoted throughout the year. The main purpose for wellbeing events is to encourage individuals to take preventative measures to avert the onset or worsening of an illness or disease and to adopt healthier lifestyles. The wellbeing programme includes:
 - Inclusive health and fitness opportunities to encourage healthy lifestyles for staff;
 - Awareness raising campaigns on themes such as mental health, eating disorders, diabetes, etc;
 - Regular health and wellbeing events throughout the year such as Migraine awareness, epilepsy and cancer awareness;
 - Flu vaccinations organised to take place at the council offices;
 - Men's health week – last year this was held at the Depot for our manual workers. The purpose of Men's Health Week was to raise awareness of preventable health issues and encourage men to seek professional advice for health-related problems.

3.11 In February 2018, the HR team organised a week of wellbeing events that took place during week commencing 19 February. The wellbeing week is organised on an annual basis and the events organised this year was across the Council to ensure employees' from all locations were given the opportunity to attend the events. Positive feedback from staff has been received on the events organised. The wellbeing events included:

Mindful meditation	Step Challenge
Mindfulness Colouring	Health Checks/MOT's
Mindfulness and Resilience workshop	Fruit Trolley
Mindfulness and Resilience 1-1	Rewards and benefits promotion
Slimming World promotion	Craft activity
Smoothie bike	Holistic therapies
Lunchtime walk	Lunchtime run

3.12 In addition, the Chief Executive signed the 'Time to Change' Pledge on World Mental Health Day, which took place on 10 October 2017. This is a national campaign and is designed to remove the stigma around mental health. The council's pledge is to encourage everyone who works at the Council to feel they can be open about their mental health, and ask for support if they need it. This specifically links in to the high level of sickness absence attributed to mental health issues and the council will need to develop an action plan for the seven principles:

- Demonstrate senior level 'buy in';
- Demonstrate accountability and recruit employee champions;
- Raise awareness about mental health issues;
- Update and implement policies to address mental health problems in the workplace;
- Ask staff to share personal experiences of mental health problems;
- Equip line managers to have conversations about mental health;
- Provide information about mental health and signpost to support services.

3.13 The Learning and Development Officer has recently qualified to deliver Mental Health First Aider training which is being planned to be delivered internally this year. The staff that will be trained to be a Mental Health First Aider will also be requested to become a Time to Change champion to help to raise awareness on mental health issues and to arrange events and activities for staff that focus on mental health.

3.14 In October 2017 employees were asked to complete the Health and Safety Executive (HSE) Stress at Work survey. This was last run in 2011 and 2012 and the results show a fairly consistent picture across the three years with marginal negative change in the areas of 'Control' and 'Change' and a positive improvement in 'Manager Support'. The findings of the stress survey were reviewed further by two separate focus groups, one of managers and the other of staff. An action plan has been produced and agreed to address the concerns from the Stress at Work survey (Appendix I).

3.15 Resilience Training for staff and managers (two separate programmes) has continued to be rolled out at the council. This training has been designed as

a direct response to the fact that stress and anxiety have been our highest causes of sickness absence for several years. We have had external speakers deliver sessions previously but these were often not well attended. The programme aims to put a more positive focus onto resilience rather than stress and was a combination of the science of stress, mindfulness and other coping mechanisms as well as overall well-being.

3.16 Through staff feedback, we have also arranged monthly relaxation treatments and yoga classes to take place at the council at reduced rates for staff. These sessions have received a positive response and allowed staff to have affordable regular sessions which can help to reduce stress and tension.

3.17 A new site on the council's Intranet page is being created to enable staff to access the full range of information on mental health and wellbeing. The site will include topics such as mental wellbeing, fitness, healthy living. The page will also provide a series of resources from organisations such as Time to Change, Mental Health First Aider England and links to other sites in order to support managers and staff to:

- Have open conversations around mental health
- Effectively self-manage their own mental wellbeing
- Seek further support and advice around mental health

4.0 AVAILABLE OPTIONS

4.1 The Committee is asked to note absence management and mental health at the council and the development of initiatives that have been put in place to support staff and managers on sickness and mental health.

5.0 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

5.1 The preferred option is for the Committee to note the on-going support provided to staff with mental health issues.

6.0 RISK

6.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

7.0 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

7.1 The WLT and managers receive regular sickness information to enable them to manage absence issues within their departments as well as providing support to their staff depending on the illness.

8.0 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 8.1 Regular reports on sickness absence will be provided to Heads of Service and HR will continue to work with managers to ensure they have the guidance and advice to support staff with mental illness.
- 8.2 The Wider Leadership Team will continue to receive the quarterly workforce reports and review absence levels across the council.

9.0 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Mental health and wellbeing has an impact on all of the corporate priorities.	Bal Sandher, Head of HR
Risk Management	Mental illness is the highest reason for sickness absence and if unmanaged the risk is a loss of available resources.	Bal Sandher, Head of HR
Financial	There are areas of the wellbeing programme that may have a financial impact but these would be costed within the normal annual budget.	[Section 151 Officer & Finance Team]
Staffing	Insufficient staffing levels may impact on service delivery and demands may be placed on other team members to meet work demands.	Bal Sandher, Head of HR
Legal	The council will need to ensure that it meets its obligations under the Equality Act 2010 on disability and considers reasonable adjustments before taking any other action.	[Legal Team]
Privacy and Data Protection	No personal data is contained in the report.	[Legal Team]
Equalities	The Council’s Attendance Management policy applies equally to all staff. The procedures contain guidance which ensures appropriate management of sickness and mental illness to comply with	[Policy & Information Manager]

	the requirements of the Equality Act 2010.	
Crime and Disorder	No impact identified at this time	Bal Sandher, Head of HR
Procurement	No impact identified at this time	Bal Sandher, Head of HR

10.0 REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix I: Stress Survey Action Plan

11.0 BACKGROUND PAPERS

None

HSE Stress Survey – April 2018
MBC Action Plan

Area	Actions	Responsibility	Timescale
Work load	Identify and train a representative from the customer facing teams to act as 'supervision support' for their teams.	Manager/L&D	By Dec 2019
Work load	Continue with resilience/stress offer. <ul style="list-style-type: none"> All managers to attend manager resilience training Identify and train Mental Health First Aiders including Time to Change champions Promotion of EAP service Create a Wellbeing site which clearly sign posts all the available support for staff through the council 	HR/L&D	2018/2019 year
Workload	Managers to obtain better understanding of broader impacts of high workloads and excessive work hours across different groups of staff. Promote opportunities that are available to support work-life balance.	Manager/HR	Throughout 2018/2019
Change	All managers that are implementing change must meet a HR Officer to go through the Change Toolkit and develop an action plan. This should include how they will support the staff through the change as part of the action plan.	Manager/HOS	Ongoing
Change	Managers should include in their action plans how they will support and develop their teams post implementation e.g. new skills/team building.	Manager	Ongoing
Change	Managers to plan early on the change they are planning to take forward to allow informal consultation to take place before formal consultation commences.	Manager	Ongoing
Respect	Team talk on how to challenge unacceptable language within the workplace including how to report any harassment/bullying issues.	L&D/HR	Sept/Oct 2018
Respect	Encourage group leaders to have an understanding of what is reasonable behaviour under the Officer and Member code and to discuss the role of Officers and elected Members.	CE	Sept 2018
Respect	Managers to discuss with HOS/Director if they feel or a member of staff feels that a Councilor has acted outside the Code of Conduct. Directors should follow this up as appropriate.	CEO/Director/HOS	Ongoing
Overall	Team talk to communicate corporate action plan and identify actions at team level.	L&D	June/July 2018

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EMPLOYMENT COMMITTEE

4 July 2018

Workforce Strategy Update Report

Final Decision-Maker	Employment Committee
Lead Head of Service/Lead Director	Bal Sandher, Head of HR Shared Services
Lead Officer and Report Author	Bal Sandher, Head of HR Shared Services
Classification	Public
Wards affected	No wards

Executive Summary

The Council has had a Workforce Strategy since 2008 and this has been reviewed and developed as the priorities and environment have changed. The most recent version covers the period 2016 - 2020 and was agreed at the Policy and Resources Committee 29 June 2016. As part of the approval the P&R Committee requested that the Employment Committee should receive progress updates twice per year.

At Appendix I the report sets out the progress made against specific action areas that form the Workforce Plan.

This report makes the following recommendations to this Committee:

1. That the Committee note the progress of the actions set out in the Workforce Strategy

Timetable

Meeting	Date
Employment Committee	4 July 2018

Workforce Strategy Update Report

1. INTRODUCTION AND BACKGROUND

1.1 The key themes of the Workforce Strategy are:

- Organisation culture and change;
- Resourcing;
- Development, and
- Reward.

1.2 Since January 2018, there have been some changes to the structure of the HR team. The previous Head of HR retired and we also had one of the HR Officers starting her maternity leave in January. The previous HR Manager has been successful in the appointment to the Head of HR role which has left 2 vacancies in the team (HR Manager and HR Officer). Both of the roles have remained vacant since January. The role of a HR Manager has been appointed to but the successful candidate will not be able to start with the council until mid-July due to having to provide a 3 month notice to their current employer. The maternity cover has been difficult to recruit due to the short nature of the contract and therefore we have not been able to recruit to the post until recently.

1.3 At the last Employment Committee (February 2018) Members requested that further information to be provided in the July meeting on gender pay gap and equal pay, including analytical detail.

All organisations that employ over 250 employees are required to report and publish annually on their gender pay gap. The calculation is based on the hourly pay rate for each employee and the data must be a snapshot of salary data as at 31 March. The council has reported on the gender pay gap and published the report on the Government and council website (please see Section 9 – Background Papers).

The gender pay gap is a measure of the difference between men's and women's hourly earnings across the organisation. Under the regulations, there are two measures: median hourly pay and mean hourly pay. Each is represented as the percentage of the difference of men's earnings. In line with legislative requirements, the council also needs to report the proportions of men and women receiving an amount outside of the hourly pay calculation, this is referred to as a bonus in terms of the regulations and the gender proportions in each quartile of the pay structure.

The gender pay gap for the council is 5.36% (mean) and 4.93 (median) which is significantly below the national average of 18% based on research carried out by the Institute of Fiscal Studies (IFS). The results are positive for the council as the key reason for the difference in the median and mean pay rates relates to the structure of the pay scales and the length of service of males and females. The incremental points of the pay scales mean that those with less than three years' service will earn less in the role than those employed for more than three years in the role. Across the council only

39% of women are at the top of their grade whereas 69% of men have reached that point.

To comply with equal pay legislation, men and women in the same employment performing equal work must receive equal pay which is different to gender pay gap. The council carries out equal pay audits to ensure that our pay structure remains transparent and free from gender bias. We also use a job evaluation scheme called HAY to objectively assess all our roles using a formal job evaluation process.

The recent workforce equalities report which is being finalised for 1 April 2018 includes an analysis of equal pay to ensure there are no imbalances within pay grades.

The equal pay analysis will generally focus on areas where there is a difference of more than 5% and in those cases will turn attention to the 'genuine material factor' reasons that might explain the difference.

The gender pay difference is set out below and there were 2 differences greater than 5%.

Grade	Number of females in grade	Number of males in grade	Grade average FTE salary	Female average FTE salary	Male average FTE salary	Percentage difference
MBC 02	3	11	£16,556	£16,564	£16,554	-0.06%
MBC 03	1	35	£17,240	£16,627	£17,258	3.66%
MBC 04	13	16	£17,873	£17,717	£17,999	1.57%
MBC 05	23	21	£20,060	£19,898	£20,236	1.67%
MBC 06	52	15	£21,431	£21,437	£21,408	-0.14%
MBC 07	59	15	£23,647	£23,617	£23,768	0.64%
MBC 08	40	21	£26,637	£26,749	£26,423	-1.24%
MBC 09	35	23	£29,714	£29,872	£29,472	-1.36%
MBC 10	12	22	£33,988	£33,567	£34,218	1.90%
MBC 11	19	24	£37,564	£37,328	£37,751	1.12%
MBC 12	10	13	£44,384	£44,014	£44,668	1.47%
MBC 13	3	8	£51,735	£48,204	£53,058	9.15%
MBC 14	7	4	£69,001	£66,647	£73,122	8.85%
MBC 15	0	3	£97,589		£97,589	
MBC 16	1	0	£127,399	£127,399		
TUPE, etc.	3	10	£19,883	£20,166	£19,799	-1.85%
Organisation Total				£27,506	£28,498	3.48%

The gender pay differences at grades 13 and 14 is due to incremental points on the scale and the appointment rules in place. Newly appointed employees are expected to be appointed at the lowest point of the grade and move up each year provided there is satisfactory performance. The majority of the female employees on these pay grades have been in post for a shorter time than their male counterparts and so have not yet progressed so far on the scale.

- 1.4 In relation to the workforce strategy update, there has been progress in all of the above areas most of which is cross cutting and affects more than one of the themes.
- 1.5 The annual staff awards and One Council update were held at Lockmeadow in February this year. This event is enjoyed by both staff and members and gives the opportunity to recognise the great contribution our team members have made to achieving the council's objectives and delivering great services to the public. This has become an important part of reinforcing our culture and values. The One Council update also provides an opportunity to remind staff of the priorities that we are all working towards and update them on the progress of various projects.
- 1.6 The next One Council update will be held in September. The session content and location are still to be planned, but it is likely that it will focus on two key areas for the Council; the priorities for the next few years, and some discussion and activity around Mental Health/Time to Change agenda.
- 1.7 The Council continues to roll out Resilience Training for staff and managers (two separate programmes) as a direct response to the fact that stress and anxiety have been our highest causes of sickness absence for several years. In October 2017 the council signed the 'Time to Change' pledge which is a national initiative designed to change attitudes to mental health issues. We have started to recruit Time to Change Champions who will be undertaking the Mental Health First Aid training this year. This will be delivered by our Learning and Development Officer who has now completed the training and is qualified to deliver this in-house. The Champions will be able to give initial support and then signpost to the right agencies.
- 1.8 We are currently nearing the end of two pilot programmes of a new programme called Personal Best. The programme is intended to help people move from a fixed mind-set to a growth mind-set by achieving a personal goal, supported by 1:1 coaching and workshops. The challenge of engaging staff that have a fixed mind-set was highlighted in the Investors in People Review last year, and the programme is within the action plan as a way of changing people's mind-sets which in turn would increase their level of engagement with the Council. The programme is being piloted with 2 groups; Environment & Public Realm and Revenues & Benefits. Evaluation will be carried out at the end of the programme to determine whether the programme is rolled out further to other teams.
- 1.9 The annual Wellbeing week took place during week commencing 19 February 2018. A number of wellbeing events were organised for the week which were promoted to all staff across the council. Staff feedback was very positive about the events offered which were organised based on feedback from last year's evaluation report, suggestions from the Staff Forum and an analysis of reasons for sickness absence.
- 1.10 In October 2017 employees were asked to complete the Health and Safety Executive (HSE) Stress at Work survey. The results of this were reviewed by WLT and focus groups were run separately with staff and managers to review the lower scoring areas and highlight some actions to address them.

An Action Plan has been developed and approved by Wider Leadership Team.

- 1.11 All employers with a pay bill over £3 million per annum must pay the apprenticeship levy of 0.5% of the monthly pay bill. The payments are made into a digital account which we can then access to meet the training costs of apprentices. An apprentice can be a newly appointed member of staff, employed into an apprentice post, or can be an existing member of staff undertaking an apprenticeship qualification. We currently have four apprentices within the Council, and a vacancy for a fifth. We recently ran drop-in sessions for staff to explain how the qualifications work under an apprenticeship and to invite expressions of interest. There will be sufficient budget available to meet all of the needs requested, and so subject to Head of Service/Line Manager approval (depending on the level of the qualification) existing staff will soon be undertaking qualifications under the apprenticeship schemes. This will support the Council in meeting the public sector targets of 2.3% of the workforce undertaking an apprenticeship programme.
- 1.12 The Council agreed to expand our payroll services last year to include the payroll for Dartford Borough Council. The Payroll team have been working on building the payroll service within our current HR and Payroll system since November 2017. The project has been very successful and we have been able to deliver the project on time as payroll service for Dartford BC's went live on 1 April 2018.
- 1.13 In order to further enhance the employee benefits and rewards at the council we will be implementing a salary sacrifice scheme through which employees can lease a car at a significantly reduced cost. Under the scheme, employees are able to lease a brand new, fully maintained and insured car. All servicing and maintenance of the vehicle is included in the monthly salary reduction along with fully comprehensive motor insurance.
- 1.14 The Workforce Strategy sets out the key themes for the period 2016-2020, there is an associated action plan that will be updated on a regular basis to ensure the council continues to develop. The action plan that was agreed in June 2016 is at Appendix I and it has been updated with the progress to date.

2 AVAILABLE OPTIONS

- 2.1 The Committee is asked to note the progress to date, and agree that work continues on the current action plan. Members could substitute alternative actions or add to the existing ones.

3 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 The preferred option is for the Committee to note the developments and support the on-going work.
-

4 RISK

- 4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.
-

5 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Workforce Strategy was developed with input from the managers in the organisation and discussed with both the trade unions and Staff Forum.
-

6 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Developments based on the Workforce Strategy are regularly communicated to managers and staff through Wakey Wakey, Team Talk activities, consultation with trade unions Staff forum and by email.
- 6.2 Actions within the Workforce Strategy are regularly reviewed by the Wider Leadership Team and twice a year by the Employment Committee.
-

7 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Workforce Strategy has an impact on all aspects of the corporate priorities.	Bal Sandher, Head of HR
Risk Management	The overarching risk is that if the council does not have a Workforce Strategy it may fail to put in place the actions to deliver the priorities.	Bal Sandher, Head of HR
Financial	There are areas of the Workforce Strategy that may have a financial impact but these would be costed within the normal annual budget	[Section 151 Officer & Finance Team]
Staffing	The Workforce Strategy will have an impact on staff – this should be a positive impact as we work to ensure that there are improvements.	Bal Sandher, Head of HR
Legal	Although there may be specific actions that have legal	[Legal Team]

	implications there is nothing identified in the plan overall that will have legal implications.	
Privacy and Data Protection	No personal data is contained in the report.	[Legal Team]
Equalities	There are extensive monitoring procedures in place to ensure that all our procedures and processes comply with the Equality Act 2010.	[Policy & Information Manager]
Crime and Disorder	No impact identified at this time	Bal Sandher, Head of HR
Procurement	No impact identified at this time	Bal Sandher, Head of HR

8 REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix I: Workforce Plan update

9 BACKGROUND PAPERS

Workforce Strategy

<http://aluminum:9080/documents/s49435/Enc.%201%20for%20Workforce%20Strategy%202016-2020.pdf>

Gender Pay Gap Report

http://www.maidstone.gov.uk/_data/assets/pdf_file/0008/164699/Gender-Pay-Gap-Report-5-December-2017.pdf

Appendix I Workforce Plan 2016-2020 Progress July 2018

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update / Timescale	
32	Organisational culture and change	Increased partnership work.	Flexibility in workforce movement.	Secondments arranged into and out of partner sector	HR Manager	Ongoing
	Maintain and develop the organisation culture to be consistent with the values and priorities	Increased levels of employee engagement	Employee engagement survey	Team talks/briefs; One Council meetings; Service planning and appraisal	Wider Leadership Team (WLT)	Ongoing One Council briefing in Sept 2018 and February 2019 Engagement 'pulse' survey
			Minimise stress amongst the workforce	Programmes – recognising and managing stress (for managers)	L&D Manager	Resilience training ongoing. Stress at work survey completed, focus groups run, and action plan developed.
	Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress	L&D Manager		Resilience training on-going. Mental Health First Aiders/Time to Change Champions identified, and Mental Health First Aid training scheduled.		
	Increased income generation including through regeneration and commercialisation	Organisation structure designed to meet key priorities	Senior management restructure and development programme Strengthen project and programme management capacity and skills	Chief Executive Officer (CEO) with Corporate Leadership Team (CLT) and WLT	On-going capital projects Develop iTrent HR & Payroll system to run payroll for Dartford Borough Council. Go live with payroll service from 1 April 2018.	
	Senior Leadership is visible	Employees feel that senior leaders are approachable, listen and live the values	One Council briefings, back to the floor and attending local team meetings	Policy, Wider Leadership Team (WLT)	One Council briefing twice per year	
			Staff Forum meetings to gain representative views	CLT	Ongoing	
			WLT tea trolley and birthday teas	WLT	Ongoing	
	Employees are engaged with organisation purpose	Employees know where they fit in to the organisation and how they help deliver priorities	Team talks delivered by line managers	WLT Line managers	Ongoing	

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/ Timescale
Resourcing	The organisation is fully resourced with the right skills to deliver council priorities	Streamlined processes for greater efficiency	Electronic authorisation process and appropriate delegations	Head of HR (HHR) Web Team	Implemented 2016 update rolled out to MBC and introduced in Swale BC in May 2018
		Council is presented in the best light to attract good candidates	Council micro-site with attractive information for candidates	HR Manager	Used for senior management appointments
		Competitive employment package to attract and retain good people	Appropriate use of market supplements in skill shortage areas	HR Manager	Ongoing and has improved recruitment in hard to fill areas (Planning and Building Control)
		Maximise effectiveness of the full team to deliver council priorities	Line managers are trained and address performance and absence issues	Line managers	Absence management training delivered, absence monitored by Wider Leadership Team
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	Apprenticeship road shows completed. Agree training and qualifications for current staff under the apprenticeship scheme.
	A representative and balanced workforce	Pay equality	Calculate and report on the Gender Pay Gap	HHR	Report for April 2018 to complete, minimal difference between male and female pay rates
Resourcing Development	The organisation is fully resourced with the right skills to deliver Council priorities	No skill / knowledge gaps because of retirements or turnover	Succession planning and multi-skilling to ensure business continuity	WLT	'Developing Everyone' analysis to be carried out following Appraisal March/April 2018
		Organisational effectiveness increased, workloads reduced	Managers trained to use 'lean processing' approach to streamline work	L&D Manager WLT	Complete
Development	Develop consistency of approach by leaders and managers	Managers and leaders know what is expected of them as a 'Maidstone Manager'	Management development; 360° feedback.	L&D Manager and WLT	Team talk rolled out on 'the Maidstone Manager' Management Development Framework updated, Management Development Induction implemented, communicated to managers via Managers Forum and Intranet.
	The organisation is fully resourced with the right skills to deliver council priorities	Blended approach to learning All employees engaged in personal development	All employees have development plan; training plan in place to address future skill gaps	L&D Manager Line managers	Reinforced through the introduction of the 'Developing Everyone' appraisal process
			Development of new eLearning package with tailored programmes	L&D Manager	Ongoing – roll out new GDPR eLearning training to all staff
	A flexible workforce	Internal recruitment and selection	Streamline processes for	HHR	Ongoing

		enables horizontal movement to develop careers and give employment stability	internal re-deployment. Training for new roles and ways of working eg arising from service reviews and business transformation		
Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/Timescale
Development	A flexible workforce	Develop a range of skills	Secondments encouraged	HHR	Ongoing
			Work shadowing process developed to facilitate people spending time in other areas	HHR	WLT/CLT Job Swap programme in place, started with AB in May "swapping" with Homeless Outreach Officer.
	A safe workforce	A strong health and safety culture with minimal accident levels.	Deliver the Health and Safety action plan	Health and Safety Officer Line managers	Ongoing monitoring through the Health & Safety Committee.
Rewards	Retain competitive position as an employer	Reinforce benefits package so that employees feel they are fairly rewarded.	Update and re-issue employee handbook	HR Manager	Completed
			Health and wellbeing initiatives developed	HR Manager Community Development	Ongoing, Well-being week arranged and delivered for February 2018 with activities also organised throughout the year.
			Total benefits statement developed	HHR	On pilot project with MHR (iTrent self-service)
			Enhance rewards and benefit provision at the Council	HR Manager	Research and implement salary sacrifice car scheme
			Annual Pension briefings organised	HR Manager	Delete – no longer offered by KCC
		Employees feel they are fairly rewarded	Market review of pay scale	HHR	PM&M roadshow to refresh available benefits
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	February 2018 – completed
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced