

AGENDA

EMPLOYMENT COMMITTEE MEETING



Date: Thursday 6 July 2017

Time: 11.30 am or at the conclusion of the Member Briefing, to be given by the Head of HR Shared Services, whichever is the later

Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Barned, Mrs Blackmore, D Burton, Mrs Gooch (Chairman), Mrs Grigg (Vice-Chairman), Harper, Joy, D Mortimer, Perry, Mrs Ring, Mrs Stockell and Mrs Wilson

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1. Apologies for Absence
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
7. Minutes of the Meeting held on 1 February 2017 1 - 5
8. Minutes of the Meeting held on 23 May 2017 6 - 7
9. Presentation of Petitions (if any)
10. Questions and answer session for members of the public
11. Report of the Head of HR Shared Services - Workforce Strategy Update 8 - 16

Issued on Wednesday 28 June 2017

Alison Broom

**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone ME15 6JQ**

ALTERNATIVE FORMATS

The reports included in Part I of this agenda can be available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Democratic Services on committeeservices@maidstone.gov.uk or 01622 602743**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

PUBLIC SPEAKING

In order to book a slot to speak at this meeting of the Democracy Committee, please contact Caroline Matthews on 01622 602743 or by email on carolinematthews@maidstone.gov.uk 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.

MAIDSTONE BOROUGH COUNCIL

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING HELD ON WEDNESDAY 1 FEBRUARY 2017

Present: Councillor Cox (Chairman), and
Councillors Mrs Blackmore, D Burton, Garten,
Mrs Gooch, Harper, Joy, McLoughlin, D Mortimer,
Powell and Mrs Ring

19. **APOLOGIES FOR ABSENCE**

It was noted that apologies had been received from Councillor Mrs Wilson.

20. **NOTIFICATION OF SUBSTITUTE MEMBERS**

There were no Substitute Members.

21. **URGENT ITEMS**

There were no urgent items.

22. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members and Officers.

23. **DISCLOSURES OF LOBBYING**

There were no disclosures of lobbying.

24. **EXEMPT ITEMS**

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

25. **MINUTES OF THE MEETING HELD ON 18 AUGUST 2016**

RESOLVED: That the Minutes of the meeting held on 18 August 2016 be approved as a correct record and signed.

26. **REPORT OF THE HEAD OF HR SHARED SERVICES - PAY POLICY STATEMENT 2017**

The Committee considered the report of the Head of HR Shared Services on the Pay Policy Statement 2017.

It was noted that there was a requirement to update the Pay Policy Statement on an annual basis and that the policy needed to be approved by Council and published on the Council's website by 31st March 2017.

The HR Shared Services Manager highlighted the changes that had been made to the original document which were as follows:-

- The key themes of the Workforce Strategy had been changed.
- Under 3.4 Pay Protection and Redundancy Payments (4th paragraph) – information was updated due to a change in legislation.
- Taxable Pay (2016/17) for the Chief Executive’s earnings included a payment of £15,774 for her role as Returning Officer and a pay award increase of 1% in April 2016.
- Pay Scale updated in Appendix 1.

In response to questions from the Committee, the HR Shared Services Manager advised that:-

- In Appendix 1(B) the reference to Cabinet would be taken out and Policy and Resources Committee would be inserted.
- The Statement had been updated with no other changes other than those detailed at the meeting.

RESOLVED: That the Council be recommended to agree the proposed Pay Policy Statement set out at Appendix 1 to the report of the Head of HR Shared Services prior to publication on the Council’s website.

Voting: For: 11 Against: 0 Abstentions: 0

27. REPORT OF THE HEAD OF HR SHARED SERVICES - WORKFORCE STRATEGY UPDATE REPORT

The HR Shared Services Manager presented a report on the Workforce Strategy Update which covered the period 2016-2020 and had previously been agreed at the Policy and Resources Committee held on 29 June 2016. The presentation covered the following:-

- To keep the Workforce Strategy as up to date as possible, it would not refer to specific paragraphs of any other Council strategies, just the strategies themselves.
- The new MKS Director would be starting in April.
- That careful consideration had been given to carrying on with the Investors in People Accreditation.
- That the purpose of the Line Manager survey as set out in Appendix 2 to the report was used to assess what support those Managers needed to carry out their role effectively.
- That Line Managers would be strongly encouraged to complete the Line Manager survey in the future.

- Staff that do not have regular access to a computer were given the choice of either coming into the office to complete the staff survey online or receive a hard copy so they could fill it in by hand.
- That a report would come to the next meeting of the Committee on the actual numbers of staff that responded to the staff survey.

During the discussion the Committee expressed their concern about the effectiveness of the Investors in People Accreditation, particularly the actual cost of the assessment process and what benefits and value it brought to the Council and its staff.

RESOLVED: That

1. The Committee note the progress of the actions set out in the Workforce Strategy.
2. The Committee requests that a report comes back to the next meeting evaluating for Investors in People best practice and to assess how the Council carries out its assessment for Investors in People Accreditation.

Voting: For: 11 Against: 0 Abstentions: 0

28. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - APPOINTMENT TO SUB-COMMITTEES

The Committee considered the report of the Head of Policy and Communications on Appointment to Sub-Committees.

The Director of Finance and Business Improvement explained that following the By-Election held in September 2016 it had been necessary to recalculate the distribution of seating on Committees and Sub-Committees.

The Committee noted that the Director of Finance and Business Improvement had held discussions with the Group Leaders of both the Independent and UKIP political parties and it had been agreed that:

- The Group Leader of the Independents would be appointed to the Sub-Committees where indicated for the remainder of the municipal year; and
- The following year the Group Leader of UKIP would be appointed.

The Committee was informed that they could choose to allocate Members to each Sub-Committee or agree to appoint as and when from members of the Employment Committee.

RESOLVED: That the Committee approves the membership of the Sub-Committees as set out below:-

Appointment Sub-Committee – Panel to comprise of 5 Councillors

CON X2	LIB DEM X2	X1 (IND OR UKIP)		
BLACKMORE	WILSON	GOOCH		
BURTON	COX			

Substitutes

GARTEN	JOY	MUNFORD		
MCCLOUGHLIN	MORTIMER	SAMS J		
RING		SAMS T		

Performance Sub-Committee - Panel to comprise of 5 Councillors (to include the Group Leaders of the 5 largest parties)

CON	LIB DEM	IND	UKIP	LAB
BLACKMORE	WILSON	GOOCH	POWELL	HARPER

No Substitutes

Investigatory Sub-Committee (3 Councillors required)

CON X1	LIB DEM X1	X1 (IND OR UKIP)		
BURTON	COX	GOOCH		

Substitutes

GARTEN	JOY	MUNFORD		
RING	MORTIMER D	SAMS J		
		SAMS T		

Hearings Sub-Committee – (to comprise of 3 Councillors).

CON X1	LIB DEM X1	X1 (IND OR UKIP)		
BLACKMORE	WILSON	GOOCH		

Substitutes

MCCLOUGHLIN	JOY			
RING	MORTIMER D			

Appeals Sub-Committee – (to consist of 3 Councillors)

CON X1	LIB DEM X1	X1 (IND OR UKIP)		
BLACKMORE	WILSON	GOOCH		

Substitutes

BURTON	COX	MUNFORD		
GARTEN	JOY	SAMS J		
MCCLOUGHLIN	MORTIMER D	SAMS T		
RING				

Voting: For: 11 Against: 0 Abstentions: 0

29. DURATION OF MEETING

11 a.m. to 12.10 p.m.

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 23 MAY 2017

Present: Councillor Mrs Gooch (Chairman), and
Councillors Barned, Mrs Blackmore, D Burton,
Mrs Grigg, Harper, Joy, D Mortimer, Perry, Mrs Ring,
Mrs Stockell and Mrs Wilson

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

3. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members wishing to speak.

4. ELECTION OF CHAIRMAN

RESOLVED: That Councillor Mrs Gooch be elected as Chairman of the Committee for the Municipal Year 2017/18.

5. ELECTION OF VICE-CHAIRMAN

RESOLVED: That Councillor Mrs Grigg be elected as Vice-Chairman of the Committee for the Municipal Year 2017/18.

6. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS -
APPOINTMENT OF SUB-COMMITTEES

The Committee considered the report of the Head of Policy and Communications which set out the various Sub-Committees that the Committee needed to appoint to.

It was noted that Group Leaders had populated the grid in advance as detailed in the revised Appendix A to the report.

RESOLVED: That the Sub-Committees be appointed as set out in the revised Appendix A to the report of the Head of Policy and Communications.

7. DURATION OF MEETING

7.25 p.m. to 7.27 p.m.

Agenda Item 11

EMPLOYMENT COMMITTEE

06 July 2017

Is the final decision on the recommendations in this report to be made at this meeting?

Yes

Workforce Strategy Update Report

Final Decision-Maker	Employment Committee
Lead Head of Service	Head of HR Shared Services
Lead Officer and Report Author	Dena Smart, Head of HR Shared Services
Classification	Public
Wards affected	

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

This report relates to the following corporate priorities:

1. Keeping Maidstone Borough an attractive place for all – the Workforce Strategy is an overarching strategy that affects all staff and therefore can have an impact on the council's ability to deliver all priorities.
2. Securing a successful economy for Maidstone Borough - the Workforce Strategy is an overarching strategy that affects all staff and therefore can have an impact on the council's ability to deliver all priorities.

Timetable

Meeting	Date
Employment Committee	06 July 2017

Workforce Strategy Update Report

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The council has had a Workforce Strategy since 2008 and this has been reviewed and developed as the priorities and environment has 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.
 - 1.2 At Appendix I the report sets out the progress made against specific action areas that form the Workforce Plan.
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2. INTRODUCTION AND BACKGROUND

2.1 The key themes of the Workforce Strategy are:

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

2.2 There have been developments in all of these areas and many of the developments are cross cutting and affect more than one of the themes. In the last quarter our attention has been on the information received from the Investors in People assessment which took place in January 2017. The information below sets out the main findings and this will be used to focus our work in the next 12 to 24 months.

2.3 The Investors in People (IiP) standard has been re-developed in the last few years and there is a completely different look and feel to the 'generation 6' version. The major change is that the standard now incorporates much of the modern research into employee engagement and a completely new feature of the assessment is an employee engagement questionnaire to all staff. This is available both on-line and in hard copy for those without access to a computer. The assessors received 219 completed questionnaires which was 43% response rate (this is above the international IiP guidelines and considered statistically significant). Of these questionnaires 46 (21%) were in the Street Scene or Grounds Maintenance teams.

In addition to the questionnaires there were 54 staff interviewed and observation at several meetings in Maidstone House, the Depot and the Museum. There was also a thorough document review of policies, appraisals and other corporate documents.

The increased level of assessment has resulted in an increase in cost but the inclusion of an employee engagement survey meant that the council did not need to participate in the Best Companies engagement survey which saved approximately £12,000 (bi-annually). The cost of the IiP assessment was £16,000 and this included an annual visit and support by the assessor

to assist with any developments, case studies, etc but the cost is only once every three years if the council decide to go ahead with further assessments.

2.4 The IiP standard highlights the areas that make great organisations with engaged employees. The areas of assessment are illustrated in the diagram below.



The IiP assessment is graded by the assessor dependent on the evidence they find in all the different sources. There are four levels, standard; silver; gold and platinum, the council achieved a silver award.

The top three areas of best practice and areas for further work taken from the assessor report are set out in the table below.

Best practice	Further Development
Managing Performance Living the organisations values Structuring work	Reward and recognition Leading and inspiring people Building Capability

2.5 Since the assessment and the report the Wider Leadership Team has had a workshop with the assessor to consider the ways in which we can build on our existing strengths and improve in the areas that are flagged as priority areas for continuous improvement. A more detailed analysis from the assessor indicated that although MBC has a very impressive range of reward and recognition tools these are not being used by managers and there is definitely a perception that MBC do not pay as well as other employers. We are currently working on the development of Total Reward statements that should highlight the full range of benefits each employee will receive.

Leading and inspiring people was an area of mixed views. There were a great deal of positive comments about the Chief Executives leadership style,

her depth of knowledge of the organisation and willingness to involve people. At the time of the assessment the Directors had only been in post for six months and the assessors view was that people had not got to know them so they were 'unsure' on some of the questions and this affected the overall rating. The other strong theme from the assessor was the officer and member relationships with some officers reporting that these were quite strained. To try and move forward on this last point there is an agreement to hold a facilitated session with the LGA to consider ways of working.

Building Capability focusses on the council's approach to ensuring that all staff members are able to develop and use their skills to full capacity. The assessor felt that the recent change to the appraisal process (Developing Everyone) was a step in the right direction but a more structured approach was needed to succession planning and to a 'mind-set' change amongst staff members so that they fully engage in the development of the council in the future.

- 2.6 The WLT agreed that this should be taken forward by a cross section of officers. This group has now met and started to work on the action plan which will be integrated into the broader Workforce Strategy Plan.
- 2.7 Other areas that have been progressed include the development and roll out of Resilience Training for staff and managers (two separate programmes). This is 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 aimed 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.
- 2.8 The council is in the process of running a 'Stepping up to management' programme which incorporates the Chartered Institute of Management level 3; the Myers Briggs Type Inventory which help people to understand individual differences and a 360° feedback process. This is the second of these programmes which have been well received and are part of the management development framework.
- 2.9 We are currently in the process of recruiting two Heads of Shared Services (ICT and Legal) and the Mid Kent Services Director. These are critical appointments to take the organisation forward and will provide a further focus for management development in the organisation. The IiP assessor concluded that the organisation offered a very good range of training and development opportunities for staff but felt that there was insufficient structure to our approach to succession planning, this is something we will work on in the coming months.
- 2.10 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. It will be revisited as the information from the IiP assessment is analysed by the working group.

3. AVAILABLE OPTIONS

- 3.1 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.
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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is for the Committee to note the developments and support the on-going work.
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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.
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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.
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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.	Dena Smart 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	Dena Smart 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.	Dena Smart Head of HR
Legal	Although there may be specific actions	[Legal Team]

	that have legal implications there is nothing identified in the plan overall that will have legal implications.	
Equality Impact Needs Assessment	No impact identified at this time	Dena Smart Head of HR
Environmental/Sustainable Development	No impact identified at this time	Dena Smart Head of HR
Community Safety	No impact identified at this time	Dena Smart Head of HR
Human Rights Act	No impact identified at this time	Dena Smart Head of HR
Procurement	No impact identified at this time	Dena Smart Head of HR
Asset Management	No impact identified at this time	Dena Smart 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%20016-2020.pdf>

Appendix I Workforce Plan 2016-2020 Progress July 2017

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update / Timescale	
14	Organisational culture and change	Increased partnership work.	Flexibility in workforce movement.	Secondments arranged into and out of partner sector	HR Manager	Ongoing – recent examples include Head of HR to Tower Hamlets
	Maintain and develop the organisation culture to be consistent with the values and priorities	Increased levels of employee engagement	Minimise stress amongst the workforce	Employee engagement survey Team talks/briefs; One Council meetings; Service planning and appraisal	Wider Leadership Team (WLT)	Ongoing liP engagement survey Dec 2016 – results awaited One Council briefing in Jan 2017 and summer 2017
				Programmes – recognising and managing stress (for managers)	L&D Manager	Resilience training commenced October 2016, very well received by managers. Specific sessions delivered in Planning and WLT.
	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	Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress	L&D Manager	Resilience training commenced October 2016, very well received by staff.
				Chief Executive Officer (CEO) with Corporate Leadership Team (CLT) and WLT	Development Programme commenced July 2016, ongoing through 2017. Recruitment of mid Kent Services Director ongoing.	
	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	Senior management restructure and development programme	Policy, Wider Leadership Team (WLT)	One Council briefing twice per year
				Staff Forum representatives to attend CLT once a month	CLT	Not yet commenced
				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 liP confirmed this as one of our strongest areas.	

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
		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 Performance management was confirmed as a strength by liP
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	% of under 25s has fallen in the last 3 years - Apprenticeship programme under review to increase the number of applicants
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	Ongoing
		Organisational effectiveness increased, workloads reduced	Managers trained to use 'lean processing' approach to streamline work	L&D Manager WLT	Six sigma training organised Jan 2017
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'
	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
	A flexible workforce	Internal recruitment and selection enables horizontal movement to develop careers and give employment stability	Streamline processes for internal re-deployment. Training and support for new responsibilities and ways of working eg arising from service reviews and business transformation	HHR	Ongoing

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/Timescale
Development	A flexible workforce	Develop a range of skills	Secondments encouraged	HHR	Ongoing – see above
			Work shadowing process developed to facilitate people spending time in other areas	HHR	Not yet developed other than on an informal basis
	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 for January with activities also organised throughout the year.
			Total benefits statement developed	HHR	Draft in development phase
			Annual Pension briefings organised	HR Manager	Completed for 2016
		Employees feel they are fairly rewarded	Market review of pay scale	HHR	This was one of the lowest areas in the liP assessment and more actions need to be developed
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	Completed
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced