

AGENDA

EMPLOYMENT COMMITTEE MEETING



Date: Wednesday 1 February 2017

Time: 11.00 am

Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Mrs Blackmore, D Burton, Cox
(Chairman), Garten, Mrs Gooch (Vice-
Chairman), Harper, Joy, McLoughlin,
D Mortimer, Powell, Mrs Ring and
Mrs Wilson

Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Disclosures by Members and Officers

Continued Over/:

Issued on Tuesday 24 January 2017

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

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

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 18 August 2016 1 - 3
8. Report of the Head of HR Shared Services - Pay Policy Statement 2017 4 - 34
9. Report of the Head of HR Shared Services - Workforce Strategy Update Report 35 - 73
10. Report of the Head of Policy and Communications - Appointment to Sub-Committees 74 - 79

MAIDSTONE BOROUGH COUNCIL

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING HELD ON THURSDAY 18 AUGUST 2016

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

7. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillor Harper.

8. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

9. URGENT ITEMS

The Chairman advised Members that he would take the revised Appendix A to the report of the Head of Finance and Resources as an urgent update.

10. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members and Officers.

11. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

12. EXEMPT ITEMS

RESOLVED: That the Minutes on Part II of the agenda be taken in public.

13. MINUTES OF THE MEETING HELD ON 29 JANUARY 2016

RESOLVED: That the Minutes of the meeting held on 29 January 2016 be approved as a correct record and signed.

14. MINUTES (PART I) OF THE MEETING HELD ON 10 FEBRUARY 2016

RESOLVED: That the Minutes (Part I) of the meeting held on 10 February 2016 be approved as a correct record and signed.

15. MINUTES OF THE MEETING HELD ON 24 MAY 2016

RESOLVED: That the Minutes of the meeting held on 24 May 2016 be approved as a correct record and signed.

16. REPORT OF THE HEAD OF FINANCE AND RESOURCES - APPOINTMENT TO SUB-COMMITTEES

Members considered the report of the Head of Finance and Resources which related to the appointments for the Sub-Committees.

Members expressed their concern that there was no legal representative present and requested that Officers ask the Head of Legal Partnership to ensure that there was a legal presence specialising in governance issues at future meetings.

Councillor Mrs Blackmore wished for her dissent to be noted that the legal representative was not present.

The Chairman advised that he had obtained legal advice during the week asking whether the Committee could choose for the Sub-Committees to be politically balanced or could they have a fixed number of Members from the Parent Committee that could be called upon to serve on the Sub-Committees as and when they are required. Legal advice was that this could happen but the whole Committee would need to vote for it. As there was one Member who had sent their apologies for today, this would not now be possible.

Members expressed their concerns about changing what was on the papers without a legal presence. If it was felt that changes should be made then these should be taken forward to the review of the Constitution for next year.

Members were also unsure why there was a need for substitutes for the Performance Sub-Committee when the specific requirement was for Group Leaders to be on this Panel. The Democratic Services Officer was requested to check with the Head of Legal Partnership if this particular Panel needed Substitutes.

RESOLVED: That the Committee appoint to the Sub-Committees as set out in the revised Appendix A, subject to the Head of Legal Partnership confirming that the substitutes can be used for the Performance Sub-Committees.

Voting: For: 9 Against: 0 Abstentions: 2

17. MINUTES (PART II) OF THE MEETING HELD ON 10 FEBRUARY 2016

RESOLVED: That the Minutes (Part II) of the Meeting held on 10 February 2016 be approved as a correct record and signed.

18. DURATION OF MEETING

11 a.m. to 11.45 a.m.

Agenda Item 8

Employment Committee

1 February 2017

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

No

Pay Policy Statement 2017

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

This report makes the following recommendations to this Committee:

1. That the Council be recommended to agree the proposed Pay Policy Statement set out at appendix 1 to this report prior to publication on the council's web site.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all – this is sets out the terms and conditions for all staff and as such it underpins all our priorities
- Securing a successful economy for Maidstone Borough - this is sets out the terms and conditions for all staff and as such it underpins all our priorities

Timetable

Meeting	Date
Employment Committee	1 February 2017
Council	1 March 2017

Pay Policy Statement 2017

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 A Pay Policy Statement must be agreed by full Council for publication by 31st March 2017. The Pay Policy Statement should set out the main aspects of the remuneration strategy of the council.
- 1.2 The Council met the target to publish a Pay Policy Statement in previous years and the attached document has been updated to reflect changes during the year.

2. INTRODUCTION AND BACKGROUND

- 2.1 Section 38 (1) of the Localism Act 2011 came into force on 15 January 2012 and required English and Welsh local authorities to produce a pay policy statement for 2012/13 and for each financial year after that. The government consulted on a revised code in 2015 and the draft pay policy statement reflects the requirements of the revised code.
- 2.2 The matters that must be included in the statutory pay policy statement and the revised code of practice are as follows:
 - a local authority's policy on the level and elements of remuneration for each chief officer;
 - a local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest-paid employees" and its reasons for adopting that definition);
 - a local authority's policy on the relationship between the remuneration of its chief officers and other officers and in particular the pay multiple between the two;
 - a local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments, and transparency;
 - an organisation chart or description of the number and grades of staff in the top three layers of the organisation, with information on the grades of all those with salaries in excess of £50,000;
 - details of trade union representatives for each of the recognised trade unions.
- 2.3 The reference to 'chief officer' refers to the statutory posts of Head of Paid Service, Monitoring Officer and Section 151 Officer plus any Deputy Chief Officers, which in our organisation includes anyone at Head of Service or above.
- 2.4 With regard to the process for approval, the pay policy statement:
 - Must be approved formally by the council meeting
 - Must be approved by the end of March each year
 - Can be amended in year

- Must be published on the authority's website
- Must be complied with when the authority sets the terms and conditions for a chief officer

- 2.5 The Act specifically mentions that the pay policy statement may set out the authority's policies relating to other terms and conditions for chief officers and in the interest of open government there are recommendations that the pay policy statement sets out as much information relating to employee terms and conditions as is practical.
- 2.6 Terms and conditions of employment for employees is a function for which the Employment Committee has delegated responsibility within the constitution.
- 2.7 The general approach of the Employment Committee has been to take the same approach to senior members of staff as that taken with all other employees in relation to the benefits available and the review processes followed. The council has a thorough approach that applies best practice in the areas of remuneration and equal pay.
-

3. AVAILABLE OPTIONS

- 3.1 The Council could choose to publicise a reduced version of the Pay Policy Statement that meets the minimum requirements of the Act but this is not recommended as it does not satisfy the need for transparency and means that the data is not seen in the context of the good work already undertaken by the council.
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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is the format of the Pay Policy Statement set out at Appendix I as it gives consistency from previous years and meets the requirements of the legislation.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 As this is a statement of what is already in place and does not make any changes to the current position there has been no consultation to date; the report to the Employment Committee forms the basis of consultation to ensure that this format is acceptable before going to full council.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Before the report goes to full council the tables and organisation structures in Appendix 1(H) will be updated to reflect the most up to date position as the current charts reflect the previous year's information.
- 6.2 Once the format is agreed by full council the information will be updated with the actual pay figures for the year ending March 2017 before it is uploaded to the council's web site. These figures cannot be calculated until March payroll is complete. The most up to date information will also be used for the pension contributions table and the election payments.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This statement makes no changes to the current situations and there are no implications due to the content of the pay policy statement	Dena Smart Head of HR
Risk Management	The risks are reputational if the council fails to publish a Pay Policy Statement	Dena Smart Head of HR
Financial	There are no direct financial implications arising from publication of the pay policy statement. The Council's pay policy reflects its overall strategic and financial priorities.	[Section 151 Officer & Finance Team]
Staffing	This statement makes no changes to the current situations and there are no implications due to the content of the pay policy statement	Dena Smart Head of HR
Legal	Section 38 (1) of the Localism Act 2011	[Legal Team]
Equality Impact Needs Assessment	This statement makes no changes to the current situations and there are no implications due to the content of the pay policy statement	[Policy & Information Manager]
Environmental/Sustainable Development	None identified at this time	Dena Smart Head of HR
Community Safety	None identified at this time	Dena Smart Head of HR
Human Rights Act	None identified at this time	Dena Smart Head of HR
Procurement	None identified at this time	Dena Smart

		Head of HR
Asset Management	None 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: Pay Policy Statement 2017

9. BACKGROUND PAPERS

None

Maidstone Borough Council

Pay Policy Statement March 2017

1. Introduction

The key themes of the Workforce Strategy are:

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

These strategic themes recognise the importance of pay and rewards as fundamental to our role as an employer. Our work on pay and rewards began in 2006 with an equal pay audit resulting in significant changes to the council's terms and conditions. The work continued through the implementation of the Work Force Strategy and the development of a Total Rewards approach to remuneration for council staff.

Maidstone Borough Council has its own terms and conditions and undertakes local pay bargaining with trade unions.

2. Terms and Conditions – Decision Making

Terms and conditions for employees are determined by the Employment Committee but where a decision has a budgetary implication beyond the agreed in year budget this will also require agreement from the Policy and Resources Committee.

3. Reward Strategy

The Reward Strategy was developed in full consultation with trade unions, staff and Members. This was a very thorough piece of work that ensured the Council managed the terms of employees at all levels in the same way and applied the principles of equal pay and performance management to the scheme that was developed. The strategy has been refined over time but the principles have remained in place.

The principles for the reward strategy are to:

1. Support a **performance** orientated organisation;
2. Provide an **attractive** employment package at all levels;
3. Be relevant to a **modern** local government authority;
4. Have a pay structure that is **transparent** and straightforward;
5. Reward people **fairly** and consistently;
6. Move toward a **Total Reward** approach; and
7. To be **affordable** within the Medium Term Financial Strategy.

The reward strategy takes a 'Total Reward' approach to the benefits package received by employees at the council to ensure that maximum benefit is gained from all aspects of what is on offer to employees. The key elements of this package are set out below.

3.1 Pay Scale and Pay Progression

Our policy for grades within the organisation is to apply an objective assessment of the relative 'size and value' of all our roles using a formal job evaluation process. Posts are graded through the HAY Job Evaluation Scheme and this process measures the requirements of the role against the key criteria of Know How, Problem Solving and Accountability when all the duties are being performed and the employee is fully effective in the role. Job evaluators are drawn from different parts of the organisation and trained to use the HAY scheme; every panel has one trade union representative as part of the panel. The **Lowest Paid** employees are defined as those whose posts have HAY points of 43 to 66 which place them into grade 2 of the pay scale, the same process is applied to Chief Officers whose roles are evaluated at the highest level of points. It is the policy of the organisation to refer to the HAY salary data for Local Government and to reflect the median salary for the south east public and not for profit sector. Since 2011 the council has 'bottom loaded' the annual pay award so that the percentage increase for the lowest paid was greater than those on higher salaries; in 2013 the council moved the lowest pay band in line with the Living Wage giving a significant increase to the low paid, the council has continued to match the Living wage since this point and currently pays in excess of the National Living Wage.

The pay scale has up to seven increments which recognise that with development in a role over time an employee's skills are of more value to the organisation and therefore warrant a higher salary. There are fewer incremental points in the lower grades and more in the more complex roles. New appointments to post will normally be at the first point of the grade unless there is evidence of a skill shortage in line with the criteria set out in the Market Supplement Policy. The pay scale is at Appendix I(A).

Incremental progression is assessed against the agreed Competency Profile for the role and evidence of the necessary Performance Standards and agreed objectives. Assessment will be on an annual basis but will be linked to the clear and continuous performance at the level required at each incremental step. Standard progression for fully effective performance is not beyond scale point four; in grades 13 – 16 there are an additional three high performance increments which may be awarded for performance which is over that usually required in the post. The rules for pay progression are set out in Appendix I(B).

Incremental progression is assessed by an employee's line manager in consultation with the Head of Service and Director who has to approve the recommendations within their Directorate; this is monitored by Corporate Leadership Team. The process and timetable for appraisals and incremental progression for the Chief Executive and Directors is set out at Appendix I(C).

3.2 Market Supplements

Currently there are sixteen employees in receipt of Market Supplements within the council; this is an increase of three from the previous year; the policy is at Appendix I(D). There have been recruitment difficulties mainly with Building Surveyor staff during the year and it is anticipated that this will continue in several of the professional roles during 2017.

3.3 Pension

The council offers access to the Local Government Pension Scheme (LGPS) which is a significant benefit to employees and is one of the aspects of the Total Rewards package. The LGPS is a defined benefits scheme which requires contribution rates from employees of between 5.5% and 12.5% depending on earnings in accordance with the following table; in April 2014 there was an option to lower level contributions with the introduction of the 50/50 scheme.

Pensionable pay	Main Section	50/50 Section
Up to £13,600	5.50%	2.75%
£13,601 - £21,200	5.80%	2.90%
£21,201 - £34,400	6.50%	3.25%
£34,401 - £43,500	6.80%	3.40%
£43,501 - £60,700	8.50%	4.25%
£60,701 - £86,000	9.90%	4.95%
£86,001 - £101,200	10.50%	5.25%
£101,201 - £151,800	11.40%	5.70%
More than £151,801	12.50%	6.25%

The employer contribution rate for 2017/18 will be around 14.1% although this does vary from year to year, this is the future service rate excluding past service deficit.

The pension scheme is standard between all local government employers and in broad terms offers a pension benefit equivalent to 1/49th of pensionable salary per year of service, where pensionable salary is calculated on a career average with benefits paid at state retirement age.

Although most of the rules associated with the scheme are set centrally there are a few areas where local employers must define their own policy; the discretionary policy is attached at Appendix I(E). In broad terms it is not the policy of the council to increase pension benefits to employees through any form of enhancement.

Kent County Council is the administering authority for the Maidstone Borough Council scheme.

3.4 Pay Protection and Redundancy Payments

The council has a Redundancy Policy which sets out the approach that must be followed if posts are going to be affected because of organisational change. The procedure sets out the approval process and the consultation timetable, it also sets out the terms for redundancy and the pay protection policy, the pay protection policy is set out at Appendix I(F).

Any payments paid to an employee in relation to redundancy shall be in accordance with the statutory redundancy payments scheme and any other regulations applicable except that the Council will calculate a week's pay on actual earnings where this is in excess of the statutory maximum figure. *(Local Govt. (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2000).*

The policy of the organisation regarding re-employment following redundancy is that if a redundant employee commences local government employment within one month of the redundancy then the redundancy payment must be returned. Any other re-employment will only be considered where all other council rules on recruitment or procurement have been followed.

From June 2017 legislation will be introduced that caps exit payments at £95,000 on the total value of the payment for public sector workers and introduces a statutory requirement to recover exit payments made to workers whose minimum salary is £80,000 at the point of leaving employment and returning to work with another public sector employer within a 12 month period. Council policies will be amended to incorporate these requirements.

3.5 Other payments.

Honoraria

The council has a policy to recognise situations where an employee takes on more responsibility on a temporary basis; this is often as a cost saving measure when there is a vacancy, maternity leave etc. In 2016/17 there were sixteen people in receipt of Honoraria during the year and by the end of March this had reduced to nine staff.

Cash and Non-cash Awards

As part of the Total Rewards package the council has mechanisms for recognising exceptional contributions both from individuals and teams. In 2016/17 these were received by nine employees and there was a total of £3089 paid in cash awards.

Stand-By payments

These are paid to a small number of employees (twenty seven in 2016/17) who are on an out of hours on-call rota for specialist duties such as collecting stray dogs or attending noise complaints. The level of remuneration is up to £147 for each week of being on-call.

Car Allowances

In 2010 the council removed the facility for lease cars but retained a lease car allowance; in 2012 it was agreed that there would be no further allocation of the Lease Car Allowance in the future and that the current allowance would be frozen. During the period since 2010 cars have been removed as the lease

expired and the affected employees have moved onto the allowance and there are no remaining lease cars in the council. In 2010 there were in excess of ninety employees receiving either a lease car or cash alternative and this figure reduced to thirty one by March 2017 a reduction of eight from the previous year. Mileage rates for those receiving this allowance are currently up to 28 pence per mile.

A car allowance of up to £1239 is given to those employees that are required to have a vehicle for their role and by March 2017 there were eighty six members of staff in receipt of this allowance. The majority of those staff in receipt of this payment are within the statutory services or shared services which require external visits e.g. planning, environmental health and housing. Mileage rates for those receiving this allowance are at the HMRC level (in 2016/17 this was 45 pence per mile)

Bonuses

The council does not make use of bonuses as part of its own remuneration package. However there are currently eight employees in receipt of regular bonuses as part of their TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) transfer terms and conditions from a previous employer; this is ten fewer than in 2011/12. These employees are all employed in the grounds maintenance teams and the productivity bonus tops up a lower basic wage. The TUPE regulations give protection to employees when their employment transfers which may only be changed through consultation.

3.6 Special fees and arrangements

Special fees may be paid for certain additional duties. In general these are connected to election duties and the funding for the allowance will not come from the council's own budget. An additional fee is paid for the role of Returning Officer for the District elections, this statutory role may be allocated to the Chief Executive or other officer within the council. Additional fees may be paid when an employee undertakes the role of Returning Officer, Counting Officer or other similar role, on behalf of another authority or organisation.

The council has adopted the Kent schedule of fees which is attached at Appendix I(G).

3.7 Other employee benefits

The council provides access to an Employee Assistance Programme which gives both telephone and face-to-face counselling on a range of issues. The council has access to an Occupational Health Service which helps to ensure that employees are properly supported to avoid taking sick leave and to return to work as soon as possible.

The council supports employees in their role with a development plan and training opportunities to ensure they are fully qualified to give excellent service. The council has been recognised for its development-focussed culture through the achievement of the Investors in People Silver award.

On an annual basis the council has an Awards Ceremony which recognises the best achievements during the preceding year. The council also recognises long service and during 2014 this scheme was changed to recognise service

over a longer period with shopping vouchers – the first level of recognition is at ten years and every five years thereafter up to forty years.

Salary sacrifice schemes – the council offers a salary sacrifice scheme to employees for the purchase of bicycles and childcare vouchers.

Buying annual leave – subject to agreement with their manager, employees are allowed to sacrifice some of their salary to buy more annual leave. In 2016/17 there were twenty seven members of staff that used this benefit, one more than the previous year.

4. Monitoring

Salary budgets are monitored through the normal budget management processes by line managers. Members and senior officers regularly consider the Medium Term Financial Strategy and in particular to consider ways to reduce costs to the council.

As required by the Equality Act 2010 the council undertakes an equal pay audit of salaries annually which is published on the council's web site. This helps to identify whether there are significant differences in any employees that have the protected characteristics. In 2016 the government published further regulations that will require a snapshot of data to be taken as at 5th April 2017 and this will be published on the internet through a government equal pay portal.

The Code of Recommended Practice for Local Authorities on Data Transparency 2011 required that salary data was published on the highest earning staff within the council; this was actioned by March 2011 as required by the code. There has now been further qualification of the salary threshold for publication which has been set at £50,000 and above. This information is at Appendix 1(H).

The Code of Recommended Practice for Local Authorities on Data Transparency September 2011 (updated 2015) also requires that there is a process established to monitor the rate of growth of senior earnings compared to all other employees in the organisation. The formula required is to calculate the pay multiple of the Chief Executive compared to the median earnings of all other employees and where there is any significant change year on year this should be explained. It is the council's policy to use this pay multiple to monitor the relationship between remuneration of chief officers and other employees.

The recommendation in the 'Hutton Review of Fair Pay' 2011 has been followed:

'the pay multiple should be calculated on the basis of all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits in kind'

The calculation for earnings changed in 2016 from previous years following the guidance from the Local Government Association (LGA). In previous years the calculations have included earnings subject to national insurance contributions but this has been amended to include just the taxable earnings;

the main difference between these two is the pension contribution made by the employee.

Taxable Pay

	Chief Executive earnings	Median	Pay Multiple
2014/15	102,159	18,606	5.49
2015/16	113,374	19,831	5.72
2016/17	123,028	20,037	6.14
% change from previous year	8.52%	1.04%	7.34%

The main difference in the Chief Executives pay during 2016/17 was the payment of £15,774 for her role as Returning Officer at the Police Crime Commissioner and the Referendum elections and the progression of one incremental point on the salary scales.

The key difference in the median pay relates to the pay award increase of 1% in April 2016.

It is important to emphasise that the pay policy of the council is to pay at the market median and this is only reached at the top of the incremental pay points for each grade. This ensures that people are paid at a lower level than the council policy until they have fully matured into the role and, although these are contractual payments, they are withheld if performance is not satisfactory at the expected level.

5. Trade Union Facility time

The Council recognises three trade unions, UNISON; UNITE and the GMB. However there are only representatives for UNISON and UNITE.

The council has a history of co-operative employee relations and with a range of fair employment policies there is a low level of trade union activity. None of the trade union representatives spend more than 50% of their working time on trade union duties; the council allows reasonable time for trade union duties (attending management meetings, pay negotiation, etc.) but no time is given for trade union activities (canvassing for additional membership etc.).

The number of trade union representatives is:

	Headcount	Full Time Equivalent (FTE)
UNISON	5	5
UNITE	1	1
GMB	0	0

6. Contact for further information

If you require any further information regarding the salary policy of the council you should contact Dena Smart, Head of HR Shared Services on 01622 602712 or by email on denasmart@maidstone.gov.uk

Appendix I(A)

Pay Scale 2016 - 2017

Grade	Spine point 1	Spine point 2	Spine point 3	Spine point 4	Spine point 5	Spine point 6	Spine point 7
1	GRADE ONE IS NO LONGER IN USE						
2	15,840	16,078					
3	16,100	16,483					
4	16,807	17,228	17,658				
5	18,300	18,758	19,226	19,707			
6	19,911	20,369	20,838	21,317			
7	21,930	22,435	22,951	23,478			
8	24,697	25,376	26,074	26,791			
9	27,600	28,359	29,139	29,940			
10	31,000	31,930	32,888	33,875			
11	34,500	35,449	36,424	37,425			
12	40,126	41,330	42,570	43,847			
13	44,500	45,835	47,210	48,663	50,861	53,058	55,255
14	59,188	61,861	64,536	67,210	70,386	73,655	75,833
15	78,461	81,891	85,323	88,754	92,185	95,616	99,430
16	104,117	107,076	110,037	112,997	115,958	118,917	123,664

Appendix I(B)
Pay Progression

1. Annual Inflation Award

Annual pay consultation will consider the cost of living, the position of MBC pay in comparison to the market but affordability will be the foremost consideration. Consultation will commence annually in September with the aim to reach agreement within the budget cycle so that payment can be made in April salaries.

The Chief Executive and Head of HR are responsible for undertaking pay negotiation with trade unions but the Cabinet takes ultimate responsibility for agreeing the budget.

2. Pay progression within grade

The pay scale has up to four standard increments which recognise that with development in a role over time an employee is of more value to the organisation and therefore warrants a higher salary. There are fewer incremental points in the lower grades and more in the more complex roles. New appointments to post will normally be at the first point of the grade unless there is evidence of a skill shortage in line with the criteria set out in the Market Supplement Policy.

Progress through the grade will be assessed annually. This will not be an automatic progression but will require an assessment against the agreed Competency Profile and Performance Standards for the position. Where the employee has progressed towards the full competency profile they will be awarded an increment. Assessment for incremental progression will take place by October each year. This will therefore not be linked to the annual appraisal but will take place mid-year. Increased increments will be paid with effect from 1st October.

Employees must have six months service in their role by the 1st October to be eligible for assessment, if they are more recently appointed they will receive a review after six months in the position, thereafter they will be reviewed annually for the October increment.

Individuals will need to consistently demonstrate the behaviours required by the Competency Profile and Performance Standards for their role in order to maintain their incremental position. One off performance will not be sufficient to merit or maintain an increment.

Where individuals do not sustain the level of performance or where they have been assimilated to the top of the grade but are assessed as not having the full range of competencies they will be given time to improve but their pay will be frozen until they drop to the pay level that matches their performance, this includes any rise in annual pay as a result of pay inflation. This is outside the normal Pay Protection policy as it does not represent an organisational

change. Where the individual is assessed as not meeting the requirements of the grade their performance will be treated as a capability issue.

3. High Performance Increments (HPI) – Grades 13-16

In addition to the standard incremental progression which is linked to fully acceptable performance there are an additional three incremental points in grades 13 to 16. These incremental points will be linked to sustained high performance and should not be awarded for one off projects for which either an ex-gratia payment or cash award may be more appropriate. These HPI's recognise the impact of senior managers on the high performance of the organisation and they should only be used where it is possible to demonstrate that the individual has added significant value over and above what might be seen by other fully effective performers in the same role.

High Performance Increments will be considered in line with the mid year review for effect in October. The HPI may be awarded on either a consolidated or non-consolidated basis. Recommendation for an HPI must be made by a Director to the Corporate Leadership Team for grades 13 and 14, by the Chief Executive to the Member and Employment and Development Panel (MEDP) appraisal sub-committee for Directors (grade 15) and by the Leader to the MEDP appraisal sub-committee for the Chief Executive.

Consideration of some or all of the following factors is appropriate when an award of an HPI is recommended:

- Flexibility to manage new services following structure changes
- Innovative ways of working to improve performance and reduce costs
- Management of services outside the council e.g. shared services
- Continued performance at a level above the current grade but where there are no suitable opportunities for promotion
- Increased income to the council from selling services

It is important to emphasise that the HPI will not be the norm for pay progression and movement onto these increments will be carefully monitored to ensure that there are no equal pay implications.

4. Career Grades and Incremental Progression

A Career Grade offers the opportunity of a long path of progression to a particular professional position. As such the nature of the role and the requisite competencies are likely to vary considerably between the entry point and final destination. This means that through Job Evaluation the Career Grade is likely to span several grades and have many steps. To enable this clear stepped progression there may be some need to have interim points between the normal incremental points e.g. in recognition of the achievement of some particular milestone. These half incremental steps will be allowed providing that there is prior agreement with the Head of HR and that they are applied equally to all those who meet the criteria and are set out as part of the agreed career grade structure. Progress through the career grade will need to be evidence based and the Head of HR will need to agree to the progression if it is between grades.

Appendix I(C)

Chief Executive and Director Appraisal Process

The appraisal panel for the Chief Executive will comprise of a sub-committee of the Employment Committee.

This committee will also take a ‘grandparent’ role to review and comment on the full annual appraisal and objectives for the Directors as set by the Chief Executive.

An indicative timetable and process for the Chief Executive is set out below:

Process	Dates	Papers Required
Chief Executive Appraisal and Director review	March	
Mid-Year Review – CEO with sub-committee	By mid September	Appraisal documents with agreed objectives and development plan – to be reviewed and up-dated
Mid-Year Review - Directors with CEO	September	Appraisal documents with agreed objectives and development plan – to be reviewed and up-dated
Chief Executive preparation Documents complete for circulation to sub- committee	January	Previous years appraisal & Mid Year Review Knowledge, Skills and Performance Standards Strategic Direction Competency Framework Appraisal Preparation document Briefing note on appraisal preparation
Chief Executives appraisal with sub committee	February	Appraisal produced from the meeting
Directors appraisals with CEO	February	Directors appraisals then CEO to write up and agreed by Directors
Sub-committee review of Directors appraisals	March	Previous years appraisal & Mid Year Review Knowledge, Skills and Performance Standards Strategic Direction Competency Framework Appraisal completed by Chief Executive & Director

MARKET SUPPLEMENTS FOR PAY

Introduction

The Council will utilise a Market Supplement to ensure that competitive salaries will attract and retain key workers in skill shortage areas without distorting the pay structures for all other employees. A Market Supplement for recruitment or retention purposes will only be used where there are clear business reasons that cannot be better addressed through the total benefits package, the work environment or department skill mix. It is recognised that pay is only one factor contributing to our attractiveness as an employer and other aspects of employment, particularly those relating to development, should be applied rather than using just a Market Supplement.

All jobs are graded using the HAY Job Evaluation system and the defined pay policy of the Council is to pay at Market Median where the market used is the HAY Local Government salary data. This is also checked against local Kent salary surveys to ensure that it is robust for the geographical region. This approach ensures that the employees of Maidstone Borough Council are paid at a fair level in comparison to other workers in similar employment groups.

However there is recognition that in certain professions there are either national or regional skill shortages and Maidstone needs to be responsive to the competition for these skills. In the longer term our aim will be to train employees to move into these specialist areas and to ensure that the specialists' skills are used properly within the organisation. In the short term Market Supplements may be used.

Identification of the Skill Shortage

Recruitment Campaigns

Where there is no anticipated shortage there will need to be a minimum of two appropriate external recruitment campaigns within a 12 month period to establish that it is not possible to fill a position before it is agreed there is a requirement for a market supplement.

Salary Survey

The salary survey is conducted on an annual basis and gives details of the comparative salaries for defined positions in the south east. This clearly identifies the median salaries and is particularly relevant for local government roles. This will enable the identification of positions which may be vulnerable and where there is more than a 10% salary difference from the median there should be consideration of the need for a market supplement. The existence of this difference alone is unlikely to be sufficient justification and further analysis will be required to identify whether this has had an adverse impact on the Council's ability to recruit and retain.

National Information

Within local government there are certain identified skill shortage areas. These are identified through data collection from the Employers Organisation. In 2016 these skills were listed as:

1. Children's social workers
2. Planning officers *
3. Building control officers *
4. Environmental health officers *
5. Educational psychologists
6. School crossing patrol
7. Adult social workers
8. Trading standards officers
9. Solicitors and lawyers
10. Mental Health Social Workers

* category of worker employed by MBC

This national picture is the first indicator of a shortage. Where there is an identified shortage nationally the manager will still be required to demonstrate that this applies to the local area. This proof can be gained through the outcome of a relevant recruitment campaign during the previous 12 month period or through information from agencies about the availability of particular skill sets.

Market Supplement for Recruitment Purposes

The level of supplement will be agreed between the Director and the Head of HR in consultation with the Head of Finance. It will be paid as part of monthly salary and will be pensionable. The supplement will not be subject to the cost of living award and will not be taken into account for any salary related enhancements eg overtime which will be paid at the normal salary rate.

The Market Supplement will be given for a minimum two year period initially. This will be annually reviewed to confirm that the supplement is still necessary and at the appropriate level. Where a reduction in level is the outcome of the review this will not take effect until the minimum two years has expired. Reductions will follow the process set out in section 5.

The payment of a Market Supplement must be within the Director's agreed budget. Approval must be given by the relevant Director and the Head of Human Resources who will ensure that all alternative options have been explored.

Market Supplement for Retention Purposes

Whilst the Market Supplement is principally to enable the Council to be able to compete in a highly competitive market to attract new employees, there may be exceptional cases where a supplement should be considered for existing employees. This may occur in situations where a new recruit is offered a supplement which would then cause equally mobile colleagues to leave and seek a similar salary elsewhere. There may also be occasions where an employee with a specialist skill needs to be retained to ensure business continuity.

The level of supplement will be agreed between the Director and the Head of HR in consultation with the Head of Finance. It will be paid as part of monthly salary and will be pensionable. The supplement will not be subject to the cost of living award and will not be taken into account for any salary related enhancements eg overtime which will be paid at the normal salary rate. The Market Supplement will be given for a minimum two year period initially. This will be annually reviewed to confirm that the supplement is still necessary and at the appropriate level. Where a reduction in level is the outcome of the review this will not take effect until the minimum two years has expired. Reductions will follow the process set out in section 5.

Agreement to the Market Supplement (or appointment above the bottom of the grade) will require the completion of the form at Appendix 1.

Payment of a Retention Supplement must only be considered in exceptional circumstances and particular attention must be paid to the Equal Pay issues.

Removal of the Supplement

The availability of skills varies over time. As professions are identified as skill shortage areas and salaries rise they can attract an increased number of trainees. Where this is the case the Council would not wish to incur unnecessary costs, i.e. paying more for a skill than the median rate if this would be sufficient to attract high quality applicants.

Management Team will review the posts attracting a supplement annually in January. When it is clear that a particular profession or skill area no longer necessitates a market supplement this will be withdrawn over a phased period of 2 years – with the withdrawal of 25% of the supplement every six months until the employee returns to the normal rate for the job. The assessment of the on-going need will relate to the national skills assessment combined with local salary reviews and the response to recruitment campaigns. When a market supplement is to be withdrawn the employee will be notified by the end of January and the phased withdrawal will commence in April of that year. In this way the annual pay award should help to offset any reduction.

Appendix I(E)

Maidstone Borough Council Policy and Procedural Issues Local Government Scheme Regulations Employer Discretions

This paper confirms the pension policy of Maidstone Borough Council as it relates to the exercise of discretions contained in the Local Government Pension Scheme Regulations 2013 and the LGPS (Transitional Provisions, Savings and amendments) Regulations 2014. Last updated June 2014.

The policy statement applies to all members of staff who are eligible to be members of the LGPS, as defined in the regulations i.e. employees with a contract of employment of over 3 month's duration and who are under 75 years of age and are contractually enrolled at the start of employment. Those with contracts of less than 3 months, including casuals, can join but need to elect to do so.

Employees who are members of the pension scheme are only entitled to receive pension benefits if they have 2 years or more service. Under LGPS 2014 Regulation 18, if an employee leaves within 2 years of the start of their employment their contributions can be repaid or transferred to another scheme, unless there is some fraudulent offence or misconduct in connection with the employment

Principles

The Authority will treat any individual retirement case and decisions on its merits.

Decisions relating to retirement will be made taking into account the business case and business implications, the financial implications, employment law consideration, the regulations and the legality of each case. It may also take into account long term savings, affordability, skills and skills retention and impact on service delivery.

The definition of business efficiency shall include, but not be limited to financial savings and/or quality improvements judged on a case by case basis.

Each decision will be made free from discrimination on the grounds of any protected characterising – age, disability, gender reassignment, marriage or civil partnership, pregnancy & maternity, race, religion and belief, sex, sexual orientation or any other personal criteria.

The Authority's decisions relating to retirement and the release of pension benefits will be in line with the current pension regulations. These regulations may be updated from time to time and the Authority will default to the regulations if the policy is not explicit on any current or future regulation.

Decisions relating to the release of deferred benefits to former employees will refer to the relevant pension policies applicable at the time of their employment. In such cases, the decision as to the release of deferred benefits will be on a case by case basis and will take into account the criteria detailed in these principles. Guidance may be sought from the pension administrators as required.

Regulation 9 (1) & (3) - Contributions

Maidstone Borough Council will apply the nationally determined employee contribution rates and bands. These are subject to change and may be varied.

Maidstone Borough Council will pay the rate of contributions determined in the regulations for employees whose pay is reduced through ill health or during authorised unpaid leave, including child related leave.

The calculation of pensionable pay will include basic annual salary plus any other pensionable salary items including – Market Supplement/ Premium, Overtime, Bonus, Honorarium, Salary Supplements. The pensionable pay will be reviewed monthly and based on earnings for that month to identify the appropriate band and contribution percentage

Maidstone Borough Council will notify employees of their individual contribution rates in their payslips or by letter at least annually.

Regulation 16 (2)e and 16 (4)d – Shared Cost Additional Pension Contributions (SCAPC)

It is not Maidstone Borough Council's general policy to operate a SCAPC where a scheme member wishes to purchase extra annual pension (up to the limit defined in the regulations).

Where a scheme member has a period of child related leave or authorised unpaid leave and elects, within 30 days of return to work, to pay a SCAPC to cover the amount of pension 'lost' during the period of absence, in these circumstances Maidstone Borough Council is required to contribute 2/3rds of the cost. If an election is made after the 30 day time limit the full costs will be met by the scheme member.

Employees who have the option to pay contributions in respect of a period of unpaid absence must elect to do so within 30 days of the date of the notice issued to them by the Human Resources Section stating the amount of contributions to be paid. This time limit may be extended by the Head of Human Resources if the employee can demonstrate exceptional circumstances so as to justify an extension of time.

TP Regulations 1(1)(c) of Schedule 2 – whether to allow the rule of 85 to be 'switched on' for members age 55-59.

It is not Maidstone Borough Council's general policy to make use of the discretion to 'switch back on' the 85 year rule protections unless there are clear financial or operational advantages to the council. Each case will be considered on its merits by Head of Human Resources, the Head of Finance and the relevant Director.

Regulation 17 (1) – Shared Cost Additional Voluntary Contributions (SCAVC)

It is not the current policy of the Borough Council to operate a shared cost Additional Voluntary Contribution Scheme for employees. However, this policy will be reviewed from time to time by the Head of Human Resources in conjunction with the Chief Finance Officer, subject to Member's approval.

Regulation 21 (5) – In determining Assumed Pensionable Pay whether a lump sum payment made in the previous 12 months is a 'regular lump sum'.

Maidstone Borough Council will maintain a list which details what Maidstone Borough Council considers being a regular lump sum payment made to our employees to be used in the calculation of the Assumed Pensionable Pay

Regulation 22 (7)(b) & 22 (8)(b) - Aggregation of Benefits

Employees who have previous LGPS pension benefits in England and Wales will automatically have these aggregated with their new LGPS employment unless they elect within 12 months of commencing membership of the LGPS in the new employment to retain separate benefits. Maidstone Borough Council has the discretion to extend this period beyond 12 months and each case will be considered on its own merits by the Head of Human Resources, the Head of Finance and the relevant Director.

Regulation 30(6) – Flexible Retirement

It is Maidstone Borough Council's policy to only provide consent for flexible retirement and the immediate payment of benefits where there are clear financial or operational benefits to the council. Any such consent requires the agreement of the Director of Human Resources and the relevant Director and each case would be considered on its merits.

If consent has been given under Regulation 30 (6) it is not Maidstone Borough Council's general policy to waive any actuarial reduction unless there are exceptional circumstances.

Regulation 30(8) Waiving of Actuarial Reductions

It is not the policy of the Borough Council to give consent to the immediate payment of benefits to employees under this regulation unless there is a demonstrable benefit to the organisation which would take full account of any extra costs to be borne by the Authority. In circumstances where a request is made for an early payment of a deferred benefit this is unlikely to be granted except in the most extreme cases of hardship; circumstances must be exceptional and would not reasonably be expected to prevail i.e. the occurrence of a disaster or accident etc. Financial hardship alone would not normally be deemed sufficient. Any such consent shall be agreed by the Head of Human Resources, Head of Finance and the relevant Director taking account of all the details involved in the case.

Where a scheme member has previously been awarded a preserved benefit, it is not generally the policy of Maidstone Borough Council to give consent under this regulation to the early payment of benefits, however each request will be considered and full account taken of any costs to be borne by the authority. Any consent shall be agreed by the Head of Human Resources, Head of Finance and the relevant Director taking account of all the details involved in the case. It is not the council's general policy to waive any actuarial reduction in these circumstances.

Regulation 31 – Award of Additional Pension

Maidstone Borough Council has the discretion to award additional pension (up to the additional pension limit defined in the regulations) to an active member or within 6 months of leaving the scheme to a scheme member who was dismissed on grounds of redundancy or business efficiency.

Maidstone Borough Council will only exercise this discretion in exceptional circumstances and where there is a proven total benefit to the organisation which includes any costs that might be borne by the authority. Any consent shall be agreed by the Head of Human Resources, Head of Finance and the relevant Director taking account of all the details involved in the case.

Regulation 100 (6) – Aggregation of Benefits

If a scheme member wishes to transfer any pension benefits they have built up in other schemes to the Local Government Pension Scheme, it is the policy of Maidstone Borough Council that the election must be made within 12 months of the Pension Section being notified that the employee has become an active member of the Kent Scheme.

If the 12 month period has elapsed then the member may make a case for any exceptional circumstances to be considered by the Head of Human Resources, the Head of Finance and the relevant Director within Maidstone Borough Council and by the Pension Scheme Administrator, both organisations must agree to the late transfer.

Appendix I(F)

PAY PROTECTION POLICY

Introduction

The Council believes that an integral feature of any successful organisation is its ability to identify the need for change and to manage that change, taking into account management's aspirations as well as the aspirations and well being of its employees.

Whilst the Council is committed to providing security of employment and to minimising the personal impact of organisational change there will be occasions when it will be necessary to reorganise services and the way in which they are delivered. In these circumstances the provisions of this policy will apply.

Scope

This policy applies to any employee who, as a consequence of organisational change, is required by management to move to a new post or suffers a reduction in basic hours worked within the standard working week. The provisions of this policy do not apply where an employee moves to another position as a result of:

- action taken in accordance with the Council's disciplinary or capability procedures
- the need for re-deployment on health grounds
- unacceptable standards of work performance
- a request from the individual or by mutual agreement between the individual and the Council
- a voluntary application to another position within the Council

Protection Period

Protection of earnings will be given for a period of 36 months. The first twelve months will be protected at the full earnings of the role held by the employee prior to the change. The 13-24 month period will be with a 33% reduction of the difference between the new earnings and the earnings of the role held prior to the change. The 25-36 month period will be with a 66% reduction and after a period of 36 months the employee will move to the salary and earnings of the new post. The employee will be moved to the salary point of the pay scale for the grade of the new post that is closest to the salary of the previous post. In most cases this is likely to be the highest incremental point of the relevant grade.

In exceptional circumstances, and where there may be a cost advantage to the organisation (e.g. where redundancy costs would be very high) there may be agreement with the Chief Executive, the Head of Finance and Head of Human Resources to extend this period to a maximum of five years.

Calculation of Protection

Earnings protection will be calculated as an average of the earnings in the four months preceding the organisational change. This will include basic salary, essential car user allowance, lease car cash allowance, stand-by payments and an average of overtime and out of hour's payments.

Earnings in the new post will be off-set against protected earnings and if for any particular pay period the earnings in the new post exceed the protected earnings then the higher earnings will be paid ²⁷ for that pay period.

Where the period of protection spans the annual pay award the protected pay will be reduced by an amount equivalent to any increase in pay in the new substantive post.

Conditions of Protection

Protection of earnings is conditional upon the employee undertaking any shift work, standby or other duties which may be required in the new post. Where there are increased earnings as a result of these additional duties this will result in an equivalent decrease in pay protection. In circumstance where the employee is required to drive and the post is designated as an Essential Car User or the level of mileage is such that the employee qualifies for the Essential Car User Allowance this will be paid but the level of pay protection will be reduced by the equivalent amount.

Protection of earnings is also conditional upon the employee accepting any subsequent offer of a suitable alternative post which attracts a salary in excess of that of the new post.

Overtime will be paid at the new rate (i.e. the real rate attached to the post) not at the protected rate.

Pension Implication

It has been the Borough Council's policy to issue a certificate of protection of pension benefits to protect employees who suffer detriment by being required to take a cut in pay or who are prevented from having future pay increases by having their pay frozen. Any certificates issued may continue to apply to pension forecasts whilst they are still valid. Following the pension changes on 1 April 2008 there were no further certificates of protection issued but up to 31 March 2014 there are options for pension calculation to be based over a longer time period, affected employees should contact the pension administrator.

Terms and Conditions other than Pay

Annual Leave entitlements and length of notice period required from the employee will not be protected and those applicable to the new post will be effective from the date of transfer.

KENT ASSOCIATION OF ELECTORAL REGISTRATION OFFICERS AND STAFF

September 2015

NOTES TO PROPOSED SCALE OF ELECTION FEES FOR 2016

1. Since 1998 the Kent scale of election fees mirrored the latest national scale, with local variations (for example, payment to the District/Borough for the use of Council staff). The Local Returning Officers' Charges Order 2009 for the European Parliamentary election of that year introduced a new approach by Government. The Order provided for an overall maximum of expenditure, based on various assumptions, and allowed flexibility across different heads of expenditure; this approach has continued at all national elections since. However, after full discussion of various options at the September 2010 meeting of the Association, it was unanimously agreed to retain the present structure for District/Borough elections in Kent.
2. The scale of fees is revised each year in accordance with the annual National Joint Council APT & C pay award; the current fees will be increased in line with the NJC local government pay award for 2015/16 which has yet to be determined (as at 18 September 2015).
3. In the absence of the NJC APT&C pay award, it is proposed to agree to increase the scale of fees and charges in line with any pay award granted for 2015/16 with effect from 1 April 2016.

KENT ASSOCIATION OF ELECTORAL REGISTRATION OFFICERS AND STAFF

Proposed scale of fees for District/Borough and Parish Council elections and Neighbourhood Referendum held on or after 1st April 2016

ITEM	Current 2015 £	Proposed 2016 £	% increase
1. For each Presiding Officer at a Polling Station – single election	203.60		In line with NJC award for 2015/16
2. For each Presiding Officer at a Polling Station – combined election or difficult station due to local circumstances (at the discretion of the Returning Officer)	250.12		“
3. For a Presiding Officer who acts as a supervisor at a Polling Place where there is more than one Polling Station	(additional) 9.87		“
4. Presiding Officer travel (see note 4 below)	13.96		“
5. For each Poll Clerk at a Polling Station – single election	122.16		“
6. For each Poll Clerk at a Polling Station – combined election (at the discretion of the Returning Officer)	151.25		“
7. Poll Clerk travel (see note 4 below)	8.11		“
8. Supervising Officer – for every 10 polling stations overseen	203.60		“
9. For each Presiding Officer, Poll Clerk and Supervising Officer attending training	45.19		“
10. For each training session provided by the Returning Officer to Presiding Officers and Poll Clerks	174.54		“
11. For the delivery of official Poll Cards by hand	Second class post	Second class post	
12. For the employment of persons in connection with the counting of votes, clerical and other assistance required by the Returning Officer – for each 500 electors (or part) in a contested election	71.23		“

ITEM	Current 2015 £	Proposed 2016 £	% increase
13. For the employment of persons in connection with the preparation, issue and opening of postal ballot papers – for every 100 (or part) postal ballot papers issued. (Further resources may be needed to meet the effects of the Electoral Administration Act 2006)	69.81		“
14. For each recount of the votes – for each 500 electors (or part) (see note 3 below)	4.10		“
15. Travel of staff in connection with the counting of votes (at the discretion of the Returning Officer – see note 4 below)	8.11		“
16. For clerical and other assistance required by the Returning Officer at an uncontested election – for each 500 electors (or part)	19.38		“
17. Payment to the District/Borough for the use of Council staff to support the Returning Officer in the conduct of elections as follows:			
(a) contested election – (i.e. without District/Borough) for each 500 electors (or part)	55.17		“
(b) contested joint election (i.e. with District/Borough) – for each 500 electors (or part)	27.58		“
18. Payment to the District/Borough for the use of Council staff at an uncontested election – per uncontested election (see note 5 below)	15.22		“
19. Returning Officer's fee for the conduct of elections as follows:			
(a) contested District/Borough OR Parish election – for each 500 electors (or part)	30.83		
(b) contested joint District/Borough AND Parish election – for each 500 electors (or part)	42.57		“
(c) uncontested District/Borough election – single fee	52.80		“
(d) uncontested Parish election – single fee	18.09		“

Notes

1. The fees are calculated on the number of local government electors on the register of electors and entitled to vote at the last day for publication of the notice of election.
2. At parish polls the fees relating to polling staff may be pro rata.
3. **Item 14** – in special circumstances, the Returning Officer may recover actual costs.
4. **Items 4, 7 and 15** – variable mileage rates may be applied where fixed travel is considered inappropriate.
5. **Item 18** - the payment referred to applies (in the case of a parish election) to each ward of a parish.

Appendix I(H)

Details of remuneration and job title of certain senior employees whose basic salary is between £50,000 and £150,000.

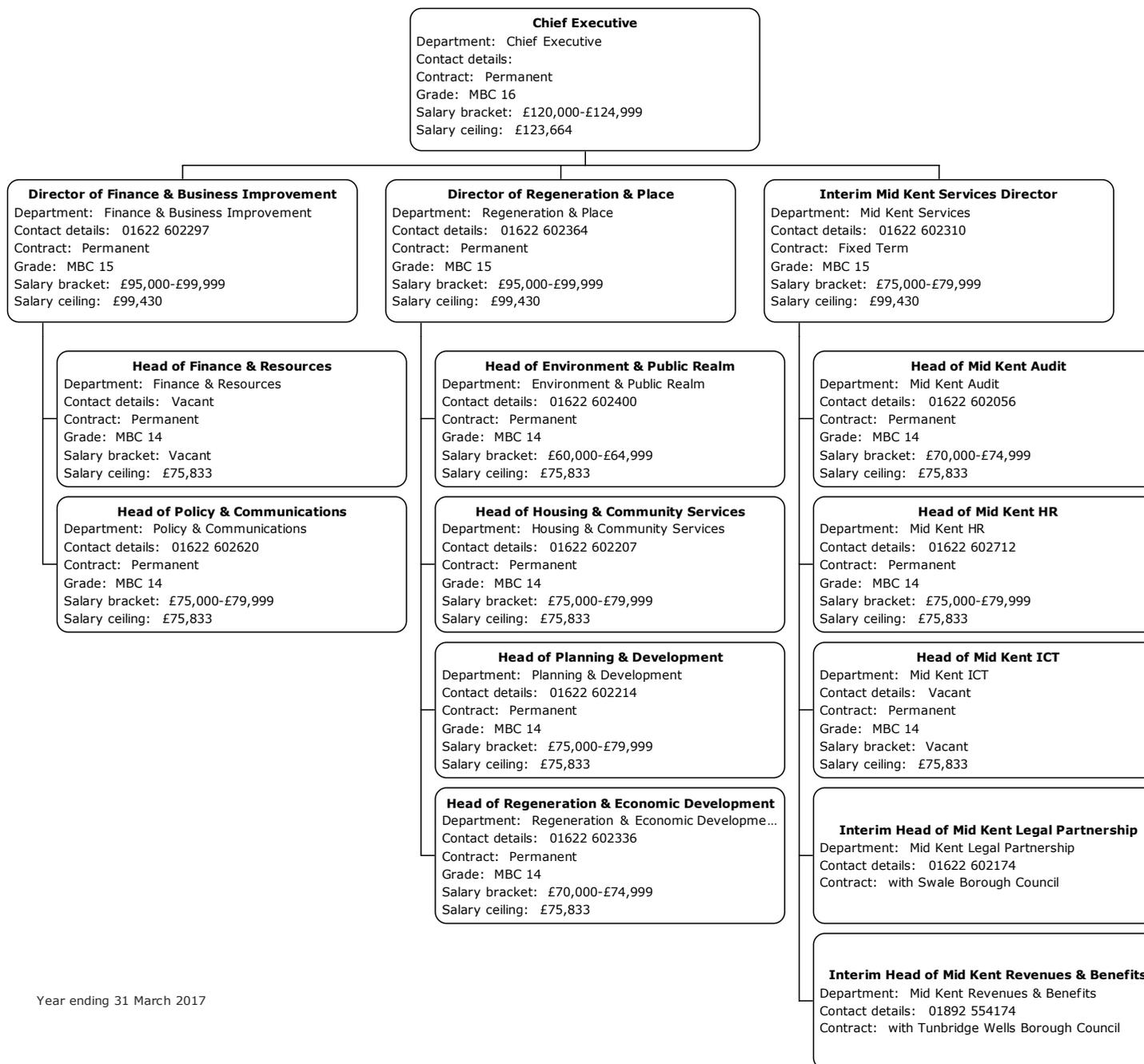
Position	Department	Remuneration	No of staff	Budget	Other services/responsibilities
Chief Executive	Chief Executive	£130,000 - £134,999	576	£47,785,530	Returning Officer responsible for all elections & Head of Paid Service
Director of Regeneration and Place	Regeneration and Place	£100,000 - £104,999	321	£28,246,915	
Director of Finance and Business Improvement	Finance and Business Improvement	£100,000 - £104,999	107	£9,392,650	Section 151 Officer
Interim Mid Kent Services Director	Mid Kent Services	£80,000 - £84,999	145	£6,732,900	Reports to Chief Executives of Maidstone, Swale & Tunbridge Wells Borough Councils.
Head of Mid Kent HR	Mid Kent HR	£75,000 - £79,999	15	£855,080	Head of shared service with Swale Borough Council
Head of Policy and Communications	Policy and Communications	£75,000 - £79,999	59	£4,991,340	
Head of Planning and Development	Planning and Development	£75,000 - £79,999	42	£5,297,700	
Head of Housing and Community Services	Housing and Community Services	£75,000 - £79,999	62	£7,682,275	
Head of Regeneration and Economic Development	Regeneration and Economic Development	£70,000 - £74,999	88	£6,894,270	
Head of Mid Kent Audit	Mid Kent Audit	£70,000 - £74,999	11	£308,970	Head of shared service with Ashford, Swale and Tunbridge Wells Borough Councils.
Head of Environment and Public Realm	Environment and Public Realm	£60,000 - £64,999	110	£9,062,990	
Chief Technology Officer	Mid Kent ICT	£55,000 - £59,999	17	£2,664,610	Manager within shared service with Swale and Tunbridge Wells Borough Councils.
Property and Procurement Manager	Property, Procurement and Facilities Management	£55,000 - £59,999	18	£2,134,340	
Service Improvement Manager	Customer Services and Transformation	£55,000 - £59,999	42	£1,786,890	
Economic Development & Regeneration Manager	Economic Development and Regeneration	£55,000 - £59,999	7	£797,880	
HR Shared Service Manager	Mid Kent HR	£55,000 - £59,999	4	£529,020	Manager within shared service with Swale Borough Council
Major Developments Officer	Planning and Development	£55,000 - £59,999	0	0	
Parking Services Manager	Parking Services	£50,000 - £54,999	14	(£690,320)	Manager within shared service with Swale Borough Council
Deputy Head of Audit	Mid Kent Audit	£50,000 - £54,999	4	£308,970	Manager within shared service with Ashford, Swale and Tunbridge Wells BC

Remuneration band	Number of employees in band
£50,000 - £54,999	7
£55,000 - £59,999	6
£60,000 - £64,999	1
£65,000 - £69,999	0
£70,000 - £74,999	2
£75,000 - £79,999	4
£80,000 - £84,999	1
£85,000 - £89,999	0
£90,000 - £94,999	0
£95,000 - £99,999	0
£100,000 - £104,999	2
£105,000 - £109,999	0
£110,000 - £114,999	0
£115,000 - £119,999	0
£120,000 - £124,999	0
£125,000 - £129,999	0
£130,000 - £134,999	1
Total	24

Number of employees whose remuneration in 2016/17 is at least £50,000 in brackets of £5,000

This information is published in accordance with the guidance associated with The Code of Recommended Practice for Local Authorities on Data Transparency (2014) which requires the publication of senior salaries within a £5000 range. The table includes all earnings.

Data transparency: Maidstone Borough Council organisation chart



EMPLOYMENT COMMITTEE

01 February 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:

- 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.
- 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	01 February 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 II the report sets out the progress made against specific action areas that form the Workforce Plan.
-

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. Some of the most significant developments are set out below:

- Senior management appointments – this has included the appointment of two new directors with the skills and professional knowledge to align the operations of the council to the key priorities, particularly in the area of regeneration and commercialisation. These key appointments have inevitably led to some structural changes and this is likely to continue with the appointment of a substantive Mid Kent Services Director who will join in April 2017.
- With these senior changes there has been recognition of the need to develop the senior managers into a cohesive team and a senior management development programme commenced in July 2016; this will continue into late 2017. We have continued with our established programme of Seven Habits training for managers which gives a common framework across Mid Kent Services and developed a “Maidstone Manager” model through engagement with both managers and staff
- A new programme of stress and resilience training for staff and managers in recognition that across the UK stress, whatever the cause, is one of the highest causes of absence from work and this is reflected in sickness absence for Maidstone.

- The council has been recognised through the KCC Healthy Business Awards at the 'excellence' level for its approach to managing absence and health and safety.
- The revised Health and Safety Strategy aligned to the Health and Safety Executive (HSE) priorities has been agreed by the P&R Committee.
- Our reward package has been re-launched to ensure staff are fully aware of the benefits of the employment package. Ninety employees received a free flu vaccination in September, the 2016 STRIVE awards ceremony took place in January 2017 complemented by our regular "One Council" briefing which incorporated themes of pride (in our borough and our work), drawing inspiration from our achievements and being positive about change.
- The council is currently taking part in an assessment against the revised Investors in People (IiP) standard. The new standard incorporates a staff engagement survey which ran during December 2016 and this will help to inform the information gathered during the interviews and focus groups run by the assessors during January 2017. The outcome of the IiP assessment will be used to inform the next steps to further develop the organisation.

2.3 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 II and it has been updated with the progress to date.

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.

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.

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 Policy and Resources 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.	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 that have legal implications there is nothing identified in the plan overall that will have legal implications.	[Legal Team]
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 Strategy 2016 – 2020 (agreed by Policy and Resources Committee 29 June 2016)
 - Appendix II: Workforce Plan Update
-

9. BACKGROUND PAPERS

None

GREAT PEOPLE; GREAT PLACE; GREAT OPPORTUNITY

WORKFORCE STRATEGY 2016-2020

Introduction

This Workforce Strategy is written at a time of immense change and challenge for local government. The council's ambitions for Maidstone borough are defined in our Strategic Plan and give the authority clear purpose and priorities. There are fantastic opportunities for the council to develop a greater self-sufficiency which will be critical given that central government funding through our Revenue Support Grant (RSG) will be completely withdrawn by 2017. Central government have also begun discussions with local government to identify potential for devolving power and there are active conversations in Kent with our local partners to determine how this could be used to enhance the lives of our residents and visitors and the vibrancy of our businesses. In addition to the factors influencing our local government sector there are more general changes to the world of work that all employers will need to respond to such as the role of technology, new skills and skill shortages and the changing demographics of the workforce.

Our Workforce Strategy sets out what we have achieved so far, the current context, the information we have gathered to identify what is going to be important in the future and what we will do to ensure that we have a workforce that can meet the challenges and deliver great services for the public.

Section I – review and context

A brief overview of the Workforce Strategy 2012-2015

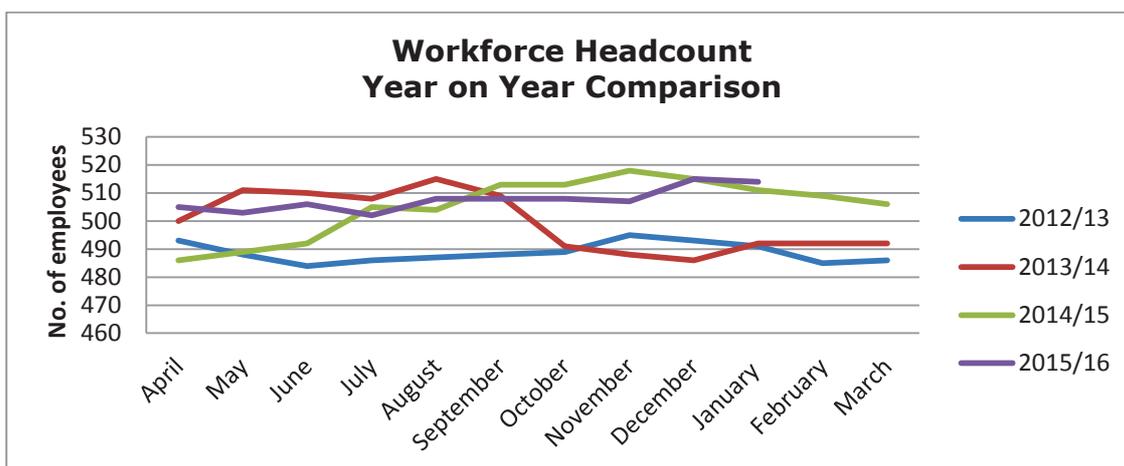
The previous workforce strategy had five themes, supported by associated actions; there has been significant progress in each of the areas, with the highlights set out in the table below:

Theme	Progress
Organisation development	<ul style="list-style-type: none">▪ Secondment Policy developed and implemented▪ Managing Change Toolkit completed▪ Joint HR policies for the Mid Kent Improvement Partnership (MKIP)▪ Senior management restructuring to align resources to priorities▪ Successful change from an Executive to Committee governance system
Leadership development	<ul style="list-style-type: none">▪ Investors in People (IiP) silver accreditation▪ Development of the 360° feedback processes for leadership teams▪ Mentoring and coaching introduced▪ Regular team talks conveyed with corporate messages▪ Redefined roles for the Corporate and Wider Leadership Teams
Skills development	<ul style="list-style-type: none">▪ Developing Everyone framework as part of the appraisal process▪ Team leader development programme launched▪ Refreshed competency framework reflecting our STRIVE values▪ Coaching and facilitation skills for managers rolled out▪ Customer Service experience skills rolled out▪ Well supported development programme at all levels
Recruitment and retention	<ul style="list-style-type: none">▪ Apprenticeship scheme introduced▪ Recruitment tools to encourage selection for values as well as skills▪ Recruitment and selection training rolled out▪ Targets met for speed of recruitment▪ Minimised use of agency staff and overtime▪ Review of pay against benchmarks and increased salary levels where needed to match pay policy
Pay and reward	<ul style="list-style-type: none">▪ Improved benefits package▪ Introduced a rent deposit loan scheme for staff▪ Re-launched the benefits package to be more accessible▪ Matched the Rowntree Living Wage level for the low paid▪ Health and wellbeing initiatives including exercise classes and relaxation therapy and an active Health and Safety Committee

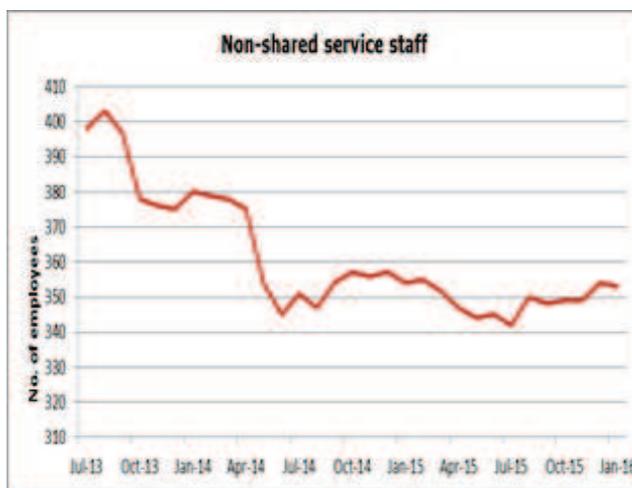
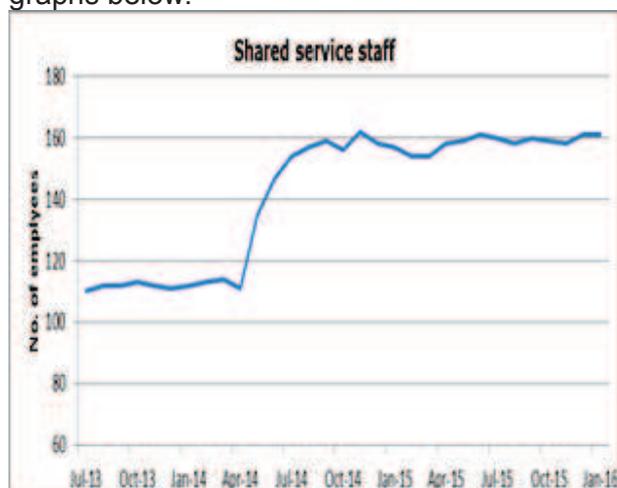
Where there are specific action areas that have not been progressed these will be incorporated into the refreshed Workforce Strategy if they remain relevant to our priorities.

A brief overview of the Workforce

There has been significant change in the nature of the organisation since 2012 as around one third of the Maidstone employees now work in one of our shared services and deliver work for Maidstone, Swale and Tunbridge Wells councils; our Audit service also work for Ashford Borough Council. Maidstone is the employer for several shared services with staff TUPE transferring from Swale and Tunbridge Wells. Shared services have led to changes in work practices with a move towards more electronic working and greater travel between sites. Other changes in service delivery have led to the transfer of staff to new providers for example for the running of the Hazlitt theatre. We currently employ in excess of 500 staff, although as many of these are part time this equates to 473 full time equivalents. The graph below shows the changes during the period of the 2012-2015 strategy.



Most of this movement is accounted for by the change in shared services staff, which is illustrated by the graphs below:



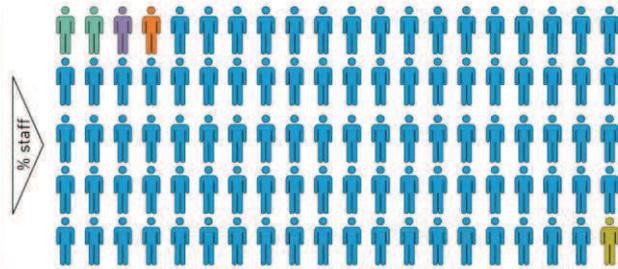
We monitor the views and workplace experience of our workforce through online surveys, focus groups and direct feedback. We conduct the Best Companies survey every two years and as an liP accredited employer we gain significant feedback from the assessment process. A summary of the results of these surveys is in Appendix I.

The Best Companies survey gave an indication that employees were less engaged in the organisation than they had been in the past, which may in part be attributable to the higher number of shared service staff that have transferred from other employers; this sets some of our challenges for future work. The liP assessment was very positive; we achieved a silver accreditation with particular comments about the good systems and processes developed by the council, but with the challenge for development being to ensure all our line managers used the systems consistently.

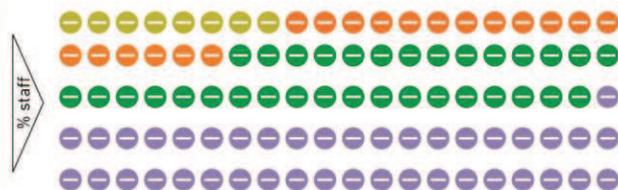
The makeup of our workforce is shown in the 'infographic' on the next page.

A picture of the current workforce

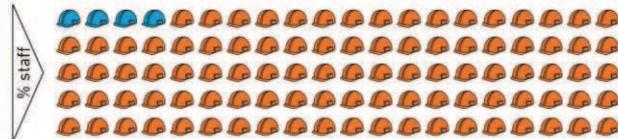
Ethnicity (As of 1 Jan 2016)		
	No. of staff	%
Asian background	11	2
Black background	4	1
Mixed background	4	1
White background	488	95
Not given	6	1
Other background	1	0



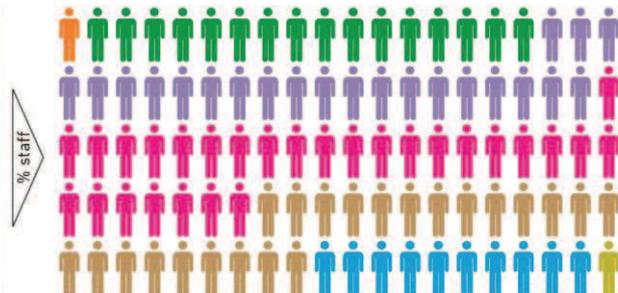
Sickness absence in last year (As of 1 Jan 2016)		
	No. of staff	%
More than 3 weeks	43	8
1 to 3 weeks	90	18
Less than 1 week	170	33
No absence recorded	211	41



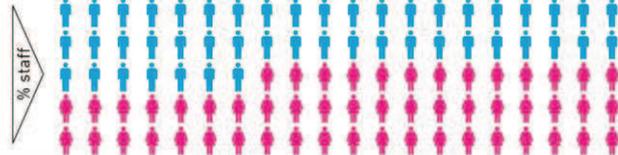
Health & safety (As of 1 Jan 2016)		
	No. of staff	%
Staff sustaining an injury at work	18	4
Did not sustain an injury at work	496	96



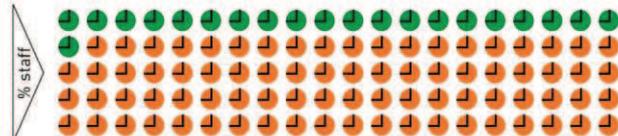
Age Band (As of 1 Jan 2016)		
	No. of staff	%
16-19	6	1
20-29	83	16
30-39	115	22
40-49	140	27
50-59	114	22
60-69	50	10
70+	6	1



Gender (As of 1 Jan 2016)		
	No. of staff	%
Male	243	47
Female	271	53



Contracted Hours (As of 1 Jan 2016)		
	No. of staff	%
Part-time	109	21
Full-time	405	79



Disability (As of 1 Jan 2016)		
	No. of staff	%
Yes	40	8
No	474	92



Training (As of 1 Jan 2016)		
	No. of staff	%
Attended internal learning event	486	95
Did not attend internal learning event	28	5



MA867

The National Picture in Local Government

As a comparison with the Council's current workforce data, the information from the Local Government Association's (LGA) workforce survey has been considered. Many of the trends were common across the sector, particularly in sickness absence, turnover and recruitment difficulties.

	Maidstone Borough Council	LGA workforce survey
Turnover	10.9%	12.7%
Sickness days	7.9 (4.5 long term, 3.4 short term)	8.4 (4.8 long term, 3.7 short term)
Sickness Reasons	Stress, depression; hospital treatment; stomach upset; cold/flu	Stress, depression; musculoskeletal; infections; stomach, liver or kidney.
Recruitment difficulties	Planning, Legal, Building Control	Planning, Legal, Building Control and ICT

This indicates that in several dimensions the council is fairly typical of the sector, however in the workforce profile the employee group does vary significantly. The percentage of males to females in the workforce is quite different to the sector overall with an almost equal split (48% male; 52% female) in Maidstone compared to 24% male and 76% female in the sector as a whole.

Environment and Future Forecasting

A review of the literature was conducted to identify key workforce and organisation trends, combined with an analysis of the Political, Economic, Social, Technical, Legal and Environmental (PESTLE) factors that would specifically affect the Council. A summary of this is set out in Appendix II.

As the Council is comprised of several specialist areas, a survey of managers was conducted to establish their future forecast for the workforce, the survey was based on the findings from the literature review. This is set out at Appendix III. In summary the key conclusions were:

The most important areas in the workforce strategy:	<ol style="list-style-type: none"> 1. Pay and benefits 2. Succession planning/talent management 3. Retention of existing staff 4. Learning and development 5. Culture within the organisation
The factors that would most affect our workforce:	<ol style="list-style-type: none"> 1. Reducing budgets 2. New technology 3. Commercialisation 4. Lack of available skills
The most important thing for the Leadership Team to do in the future:	<ol style="list-style-type: none"> 1. Setting out a clear vision for the future 2. Devolving decision making to line managers and staff 3. Rewarding and recognising staff 4. Listening to staff 5. Engaging with staff on a day to day basis
The skills that were most in need of development in the future:	<ol style="list-style-type: none"> 1. Commercialisation 2. Change management skills 3. Strategic development/ horizon planning 4. New technology e.g. channel shift, social media 5. Business analysis 6. Leadership skills 7. Project management 8. Process mapping and business transformation skills 9. Programme management

The preferred ways for senior staff to demonstrate that they were visible was through the all staff briefings, 'back to the floor' and attending local team meetings. All these are currently in place, although there is not currently a regular programme of senior managers attending local team meetings. A workshop with

managers considered all of the information available from the surveys and horizon scanning and mapped out three key themes for the workforce strategy – these are set out in Section II.

We also asked staff what they felt made a great organisation to work for and they identified the following factors:

- Staff are valued, trusted and listened to;
- People deliver on their promises;
- There is a good reward package;
- Good training;
- A clear, well communicated vision that gives a 'brand' staff can be proud of;
- Quality and excellent customer service is important to the organisation

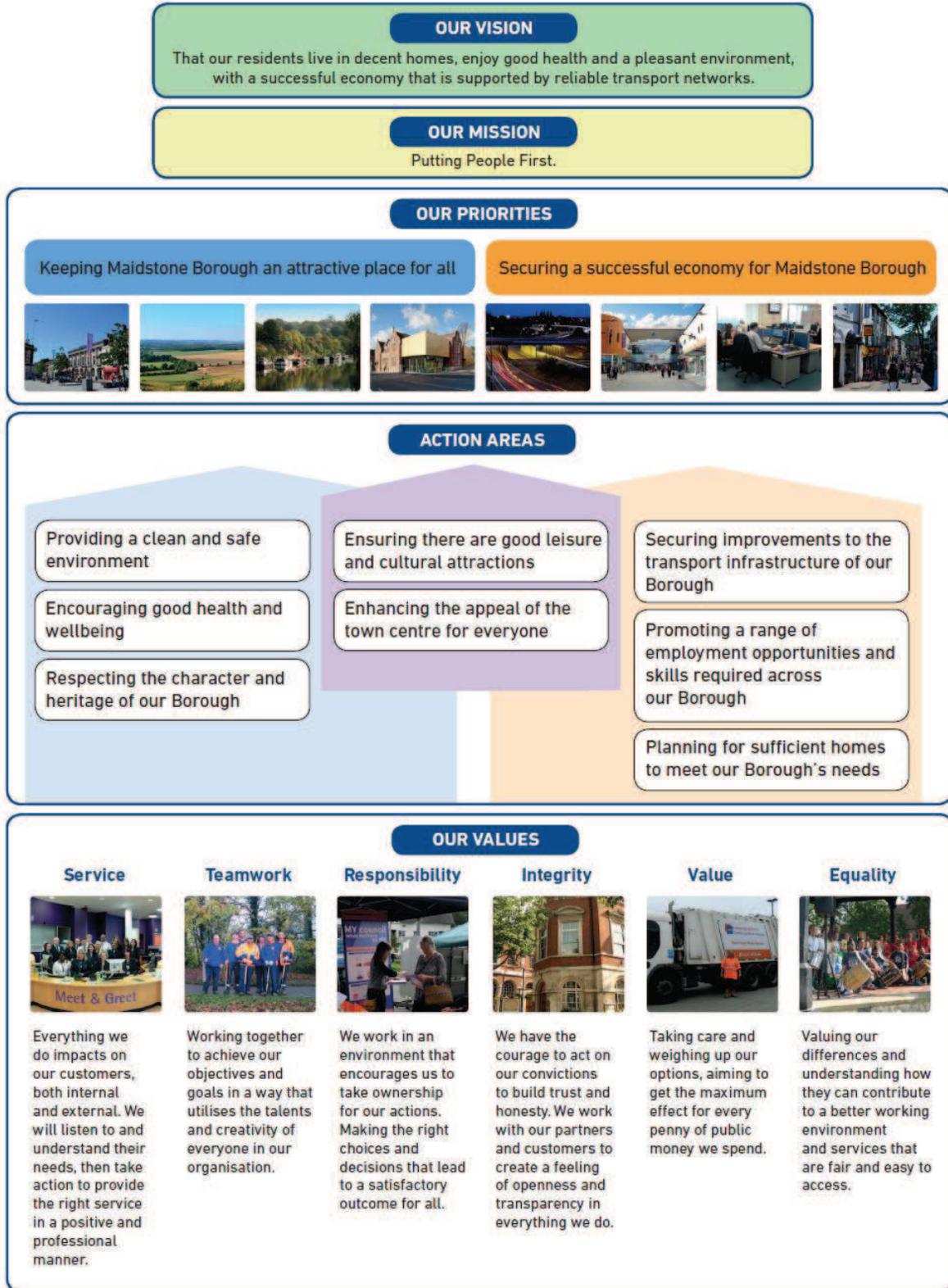
This was followed up in workshops with the staff forum and senior managers to identify what made work particularly enjoyable for them – the word cloud below illustrates the factors that they named and this needs to be reflected in the Workforce Strategy.



We have developed a comprehensive approach to health and wellbeing, including an entire week of activity organised to promote health initiatives such as relaxation, massage, healthy eating, exercise classes, smoking cessation and the benefits of charitable activities. We promote internal communications through a range of different media including face to face team meetings, all staff briefings (One Council) and a weekly newsletter. There is also an active sports and social club run by the staff. All these initiatives are designed to involve people, give them a greater awareness of the different parts of the council and give them a greater sense of engagement with the organisation. The review of the literature suggests that these should continue as the challenges of the future create an even greater need for the higher discretionary effort that results from increased levels of engagement.

Strategic Plan 2015-2020

In 2015 the council refreshed its strategic plan which sets out the vision and priorities for the future, the Workforce Strategy is one of several strategies and plans that need to be in place to help us to ensure that we are able to deliver our actions and meet our priorities.



The senior managers workshop also considered any specific workforce implications of the changed corporate priorities and these have been factored into the strategy, the details of this analysis is at Appendix IV.

Section II - Workforce Strategy 2016-2020

What are we trying to do?

Ensure that the Council has the ability to deliver its promises to the public and its staff, through the achievement of the priorities, with the right people, in the right jobs at the right time.

Ensure that our staff demonstrate our values and have flexible skills so that they are able to deliver services and make good decisions in whatever circumstances arise in the future.

Why does it matter?

The council's workforce is its most valuable asset, without it the council would not be able to deliver services. Having a great workforce that is well trained and passionate about our purpose will make the difference between good services and great services. The Council's workforce is also the council's largest cost as it represents 85% of our budget so we have a duty to manage it effectively; the Workforce Strategy underpins everything we do.

How are we going to do it?

By being clear about our expectations of staff and giving them the support to ensure that they can make the best use of their talents. Taking our research and analysis we have identified four themes where we need to focus attention and these form the cornerstones of our Workforce Strategy:

- Organisational Culture and Change
- Resourcing
- Development
- Reward

Theme One – Organisational Culture and Change

The council's Mission is 'Putting People First'. We are an ambitious organisation and people are at the heart of what we do. We have set out the challenges that need us to respond in new ways, particularly in the way we rise to the demands of paying for services and improvements to our borough in the future. It is critical that we deliver high quality and efficient operations in all our core services; by getting the basics right this will give us a strong foundation for innovation and improvement. Our aim is to become self-sufficient and to achieve this we must reduce in size, change the way we do things or find new income streams. This change of emphasis will need to be reflected in the culture of the organisation; we need to be objectives led, evidence based and outcome focussed.

This level of change can introduce a lot of uncertainty for staff and anxieties when they worry about the impact of these changes. We have had feedback from staff and managers that they are feeling under increasing workloads and that this is having an effect on stress related sickness. To address this there will be training provision for managing stress and development of line managers to support them in identifying ways to re-engineer working methods to cut out unnecessary activities and reduce workloads. We have also produced a toolkit for managers to use when they are in the position of making changes so that these are done in the most caring way possible. One of our clear strategies for change in the way we deliver services is through the move to 'self-service' through on-line rather than face to face services. We will need to provide training for our own staff so that they have the up to date skills in the change to technology.

Our staff and managers have given us a clear indication of the characteristics of a great organisation and we will aspire to meet this challenge. We want a workforce that is engaged and has energy to work towards the common aims of improving the borough and we will continue to monitor our progress on this.

- Clear sense of purpose – organisation>team>individual
- Clear expectations and open feedback
- Celebrations of success and recognition
- Coaching and development for improvement
- Creativity and innovation
- Community – what difference do we make
- Commercial approach for high quality and good value

Our Culture 'C's

achieving success praise
making-a-difference
good-environment
development
enjoyment
valued
common-aim
pride
trust
family
support
vision
fun
team
individual
community
commercial
high quality
good value

prompted a review of our pay structure and a movement on several of our grades to ensure that we matched the market median. We have also re-launched our Total Rewards package and developed several new benefits.

The B-heard survey also indicated that our senior managers need to spend more time listening to staff. We re-shaped our staff awards and One Council briefing incorporating staff feedback and held an event that was our best rated to date. Changes to our senior leadership team will give an opportunity to create new ways of doing things and we will start with a senior leadership development programme.

We will continue to monitor our culture and employee engagement but we will change the way we do this. The council has used the Best Companies/B-heard survey over a number of years as a way of monitoring engagement and we have also undertaken liP assessments every three years. The liP standard has changed to incorporate employee engagement and an essential part of the assessment is an employee survey. We will use this combined process to indicate further areas of development needed.

The clear link between organisation culture, change and council services is in the feedback we get from our customers, this will also be used to ensure that 'the way we do things round here' supports us to deliver our priorities.

Theme Two – Resourcing

Resourcing the organisation incorporates the need to be able to attract and retain people with the skills and values we need to be able to deliver our priorities. This has become increasingly difficult within some of the professions, particularly in the areas of planning and related professions. We need to ensure that our jobs are competitive within the market and that we use appealing processes to attract people to work for us.

We need to develop mechanisms to enhance our approach towards succession planning and talent management to ensure that we have the next generation leaders identified and undertaking systematic development for the future. This should help to retain talented individuals that are keen to progress.

We are an organisation that has a large number of small specialist teams and individuals and we need to ensure that the knowledge and skills held are given to others to increase our resilience and ensure strong succession planning.

We need to ensure that we engage with young people by improving information on jobs, education and training to enable and encourage better access into employment. This will help to meet the challenges of the future of losing older staff and other experienced members of our workforce by ensuring any skill gaps are met with qualified and skilled individuals.

We must remain flexible in our approach to resourcing, recognising that there may be occasions where we can improve our services through other partners rather than by direct delivery. This may bring the challenge of staff transfers and will need to be managed well.

Performance management is an important aspect of resourcing, ensuring that people are fit for work and able to contribute fully. Line managers are being developed in their role so that they know how to tackle poor performance and absence but more needs to be done to support them in how to motivate their teams on a daily basis.

The organisation serves a diverse community and equality is one of our values. It is important that the workforce profile continues to be monitored and opportunities taken to ensure the workforce is balanced and representative of the local community. We will ensure that those responsible for recruitment are skilled in selecting people that not only have the ability to deliver the requirements of the job but also behave in ways that are consistent with our values.

Theme Three – Development

Developing our current workforce is one way that we can ensure we are able to deliver what is needed for the future, although there may be times when we decide that we should either buy in the required skills or work with our partners to supply them. Time and resources need to be built into any development programme. In 2016 the Council appointed two new directors, one of the top priorities for development is at the senior leadership level to ensure they can lead and direct the organisation for the future. It is critical that the leadership team are able to build on the capacities of individuals and recognise the strengths of the team as a whole and the areas where further development is needed.

The 'One Council' approach will be developed so that everyone understands their role and where they fit into the organisation's purpose. Further development will take place with the new Mid Kent Services Director role which will initially have a focus on cross cutting projects such as the Transformation Challenge Award (TCA) leading to the identification of further skill areas for development.

Our work on employee engagement has shown us the importance of line managers and we have been working on our approach to management development. Work on our competencies began the clarification of what was expected of a 'Maidstone Manager' and this work will continue so that managers are given the tools to deliver the organisational performance we need for the future. We have implemented a process of 360° feedback for line managers based on the competencies required for an engaging manager. This information has been used at an individual level for personal development but will need further analysis to identify the strengths and development needs at an organisational level.

The council has a strong culture of managing performance through council priorities, service plans and individual objectives that are reviewed within an annual appraisal and mid-year review. All members of staff will have a development plan. Although this process has been in place for several years it does not enable the council to focus adequately on succession planning and talent management which will need further work.

We have created and transferred new services into the organisation, one example being the park cafés, in order to generate income as part of the commercialism agenda. These are new businesses for the council and managers which require a set of skills and back office systems that may not currently exist in the organisation. To ensure managers and staff are able to maximise these opportunities we need to understand the new skill requirements and embed them in our working practices.

The specific areas for development that have been flagged through the survey and workshop are:

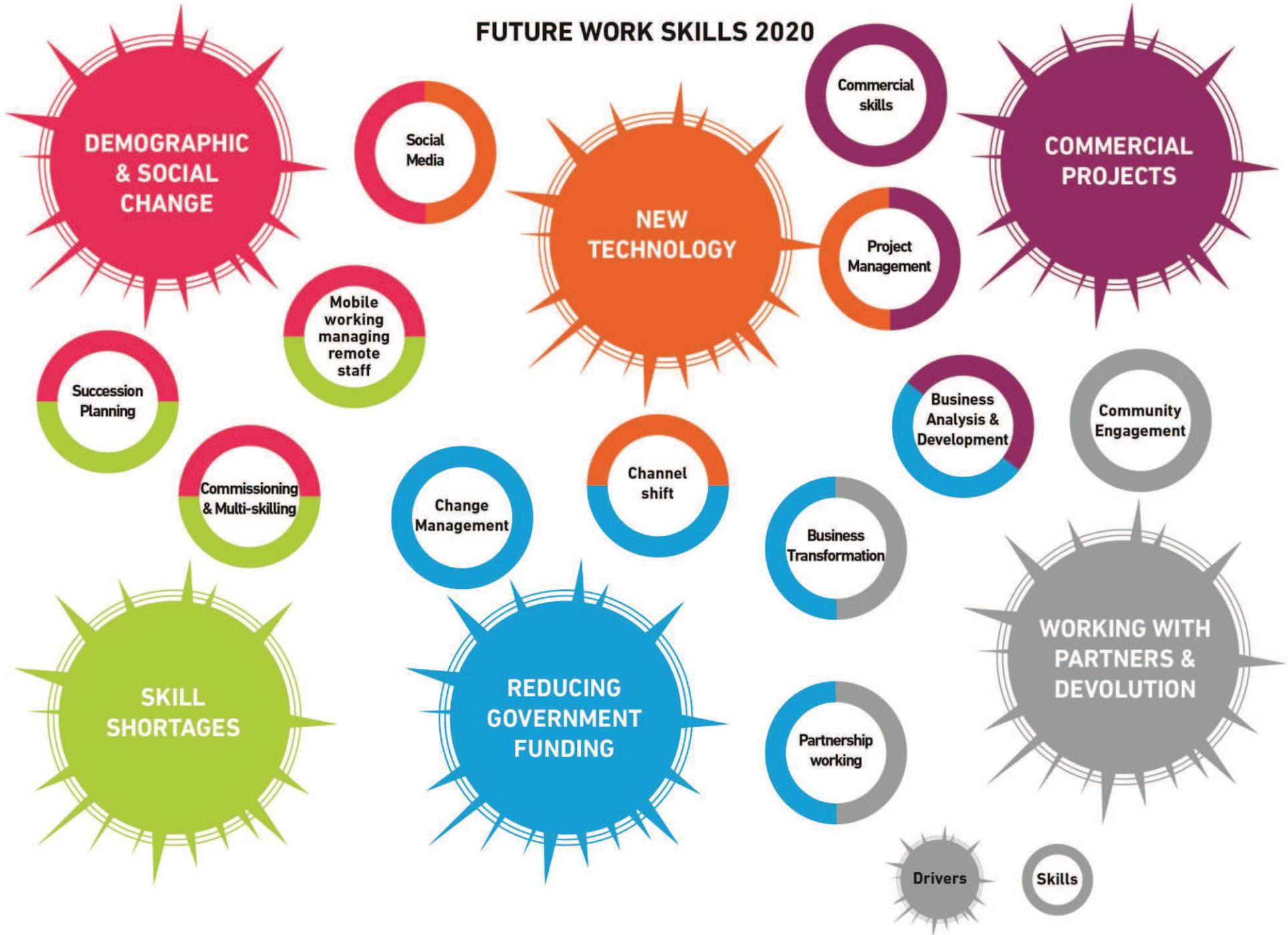
- Commercialisation
- Change management skills
- Strategic development/horizon planning
- New technology e.g. channel shift, social media
- Business analysis
- Leadership skills
- Project management
- Process mapping and Business Transformation skills
- Programme management

These development needs will be built into the learning and development plan in the coming years.

We take a blended approach to learning and development and have promoted an awareness of learning styles throughout the organisation so that people can ensure they adapt their learning to gain best value from all opportunities. We are in the process of implementing a new e-learning system that offers the opportunity to be tailored to service requirements and this, along with formal learning, courses, projects and secondment opportunities all serve to promote development within the workforce.

From the analysis of the future challenges we have mapped the drivers for change and the skills needed to meet them; the diagram below illustrates these.

FUTURE WORK SKILLS 2020



Theme Four - Rewards

We will continue to develop the employment package we offer so that it is attractive, enabling us to retain existing staff and attract new staff. This means continuing to monitor the salary scales to ensure that they remain competitive and within our current policy to pay at the HAY market median (south east public and not for profit sector). We will use market supplements in skill shortage areas so that we can recruit and retain, enhance our use of flexible working as one of the most valued parts of the employment package, and developing new benefits within our budgets. All this is set against a backdrop of reducing budgets and the need to consider ways to reduce the cost of our terms and conditions so we will need to be creative and really understand what our staff value most.

We developed a Total Rewards package in 2007. This included benefits such as buying additional annual leave, an employee assistance programme, cash and non-cash awards, health and well-being activities, free flu vaccinations and a range of development opportunities. The Total Rewards package was re-branded in 2015 to ensure staff were aware of what is on offer and we will work towards personal benefits statements so that employees can clearly understand the value of their employment package.

Rewards are not only related to financial benefits. We also need to develop the Council's approach to recognition. We currently have an annual awards ceremony to celebrate success but we need to establish ways of integrating praise and support into the culture and give positive reinforcement on a regular basis. In the consultation with staff about the type of organisation they wanted to work in it was clear that they want praise, recognition and to feel valued. This underlines the importance of the role of the Heads of Service and line managers and interlinks with the theme on development.

We have developed a strong focus of safety, health and wellbeing in the past and this is an important part of our approach to supporting people at work, this is part of the fabric of our organisation and we will strengthen it and involve more people during the life of the strategy.

Next Steps

The next section sets out the actions we will take to deliver the Strategy.

Section III - Workforce Plan 2016-2020

Key Theme	Need / Driver	Outcome	Action	Responsibility	Timescale	
52	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)	Dec 2016	
						Minimise stress amongst the workforce
		Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress	L&D Manager	2016		
					Increased income generation including through regeneration and commercialisation	Organisation structure designed to meet key priorities
	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)	Ongoing	
			Staff Forum representatives to attend CLT once a month	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	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	End 2015
		Council is presented in the best light to attract good candidates	Council micro-site with attractive information for candidates	HR Manager	2015/2016
		Competitive employment package to attract and retain good people	Appropriate use of market supplements in skill shortage areas	HR Manager	Ongoing
		Maximise effectiveness of the full team to deliver council priorities	Line managers are trained and address performance and absence issues	Line managers	Ongoing
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	2016
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	2016/17
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	Ongoing
	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	Ongoing
			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

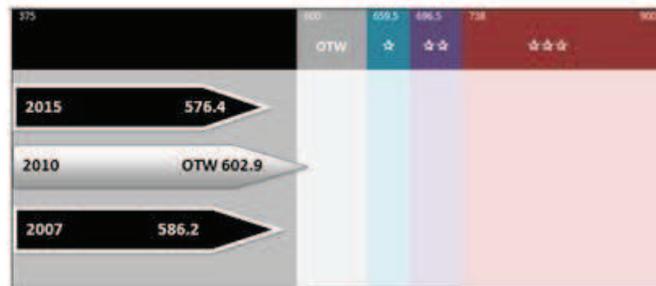
Key Theme	Need / Driver	Outcome	Action	Responsibility	Timescale
Development	A flexible workforce	Develop a range of skills	Secondments encouraged	HHR	Ongoing
			Work shadowing process developed to facilitate people spending time in other areas	HHR	2016
	A safe workforce	A strong health and safety culture with minimal accident levels.	Deliver the Health and Safety action plan	Health and Safety Officer Line managers	Ongoing
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	2016
			Health and wellbeing initiatives developed	HR Manager Community Development	Ongoing
			Total benefits statement developed	HHR	2016
			Annual Pension briefings organised	HR Manager	Annually
		Employees feel they are fairly rewarded	Market review of pay scale	HHR	2016/17
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	Feb 2016 and annually
		Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing	

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Maidstone Borough Council

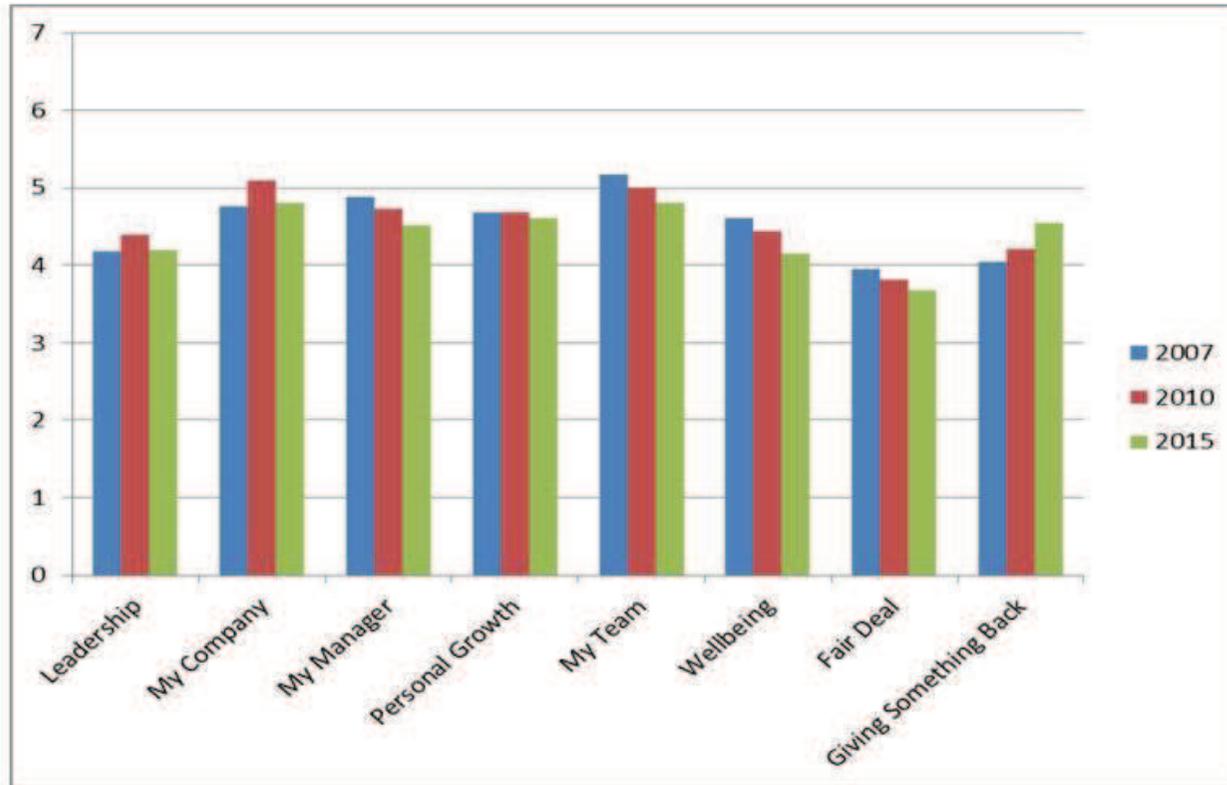
- 50% of employees completed the engagement survey, compared to 61% in 2010 and 63% in 2007.
- Not all departments completed a sufficient number of surveys to get a breakdown of departmental results (6 completed surveys required): Bereavement Services, Environmental Enforcement, Mid Kent Audit, Mid Kent ICT, Mid Kent Legal (MBC), Economic Development & Regeneration and Environmental Health.
- **Best Companies Accreditation Scheme** - Maidstone Borough Council has moved down the Accreditation system, scoring lower than in 2010 and 2007 (marginally).



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Overall by Factor



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Investors in People Review Findings for Maidstone Borough Council



By Samantha Kitney
IiP Assessor

So how did you do?



- ▶ 67 people were randomly selected and asked to attend either a focus group discussion or individual meeting.
- ▶ Staff interviewed were really positive about the direction that the Council was going in and the focus by senior leaders to try and engage staff more.
- ▶ Staff seemed really committed and work extremely hard to make the Council a success.
- ▶ Although there are a few areas to develop to achieve 'Gold' the Council has already made a number of improvements.
- ▶ Achieving Silver is a significant achievement – Congratulations to everyone.



Good Practice at MBC

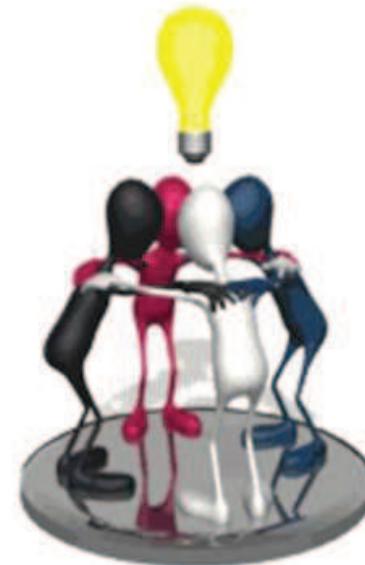


- ▶ Strong CLT
- ▶ Clear vision and STRIVE values
- ▶ Good People Strategies – workforce planning and employee engagement strategy
- ▶ Focus on developing managers to be having coaching conversations
- ▶ Range of learning and development on offer
- ▶ Communication strategies
- ▶ Self review processes
- ▶ Support for flexible working
- ▶ Corporate Social Responsibility - support for work experience, apprenticeships and return to work programmes; volunteering focus
- ▶ Equality & Diversity/ Dignity at Work training
- ▶ Range of recognition strategies
- ▶ Staff commitment
- ▶ Induction for new staff with 6 week follow up meeting with CEO.



Development Opportunities

- ▶ Consistency of managers' approach.
- ▶ Involving people more in strategy development – through team meetings, possibly 'Yammer' forum or One Council activity and follow up.
- ▶ Reduce number of KPIs to enable greater focus for all.
- ▶ Consider more formal succession planning processes.
- ▶ Learning and development evaluation – identifying and measuring anticipated outcomes. Consider different ways to capture L&D feedback (iTags, Yammer, survey pre and post intervention, coaching skill/will, PDP scoring).
- ▶ Increasing staff accountability for 'One Council' – to take part in improving the Council beyond the busy day job. Some staff are complacent about change and being part of the bigger picture.
- ▶ Head of Service team working and meeting structure.



Appendix II

Literature Review

Prevalent thinking suggests that some or all of the following are going to have a significant impact on the world of work in the next few years:

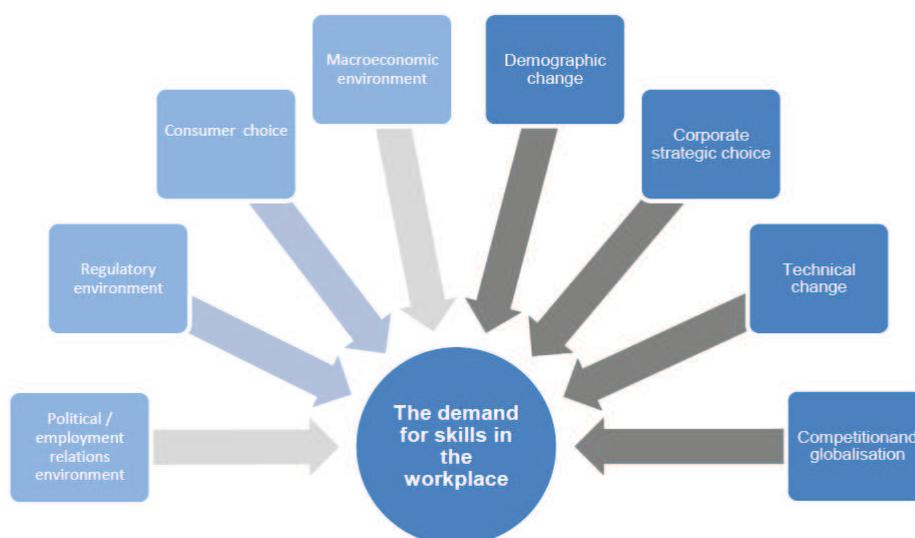
- demographic changes e.g. aging workforce, increased diversity;
- increasing demand for highly skilled and lower skilled workers e.g. care professionals;
- improving skills of young people to meet the need of high skilled professions;
- technological change; and
- globalisation.

The impact of globalisation may not seem of direct relevance to the local council workforce, but it may be that this has an impact on the demand for services; an example of this being the closure of a large employer in the borough resulting in a higher number of people seeking work, and a fall in business rates.

The forecast is that the UK Labour market will continue to grow at a rate of over 7%, but only a small proportion of this is anticipated to be in the public sector, and none in local government.

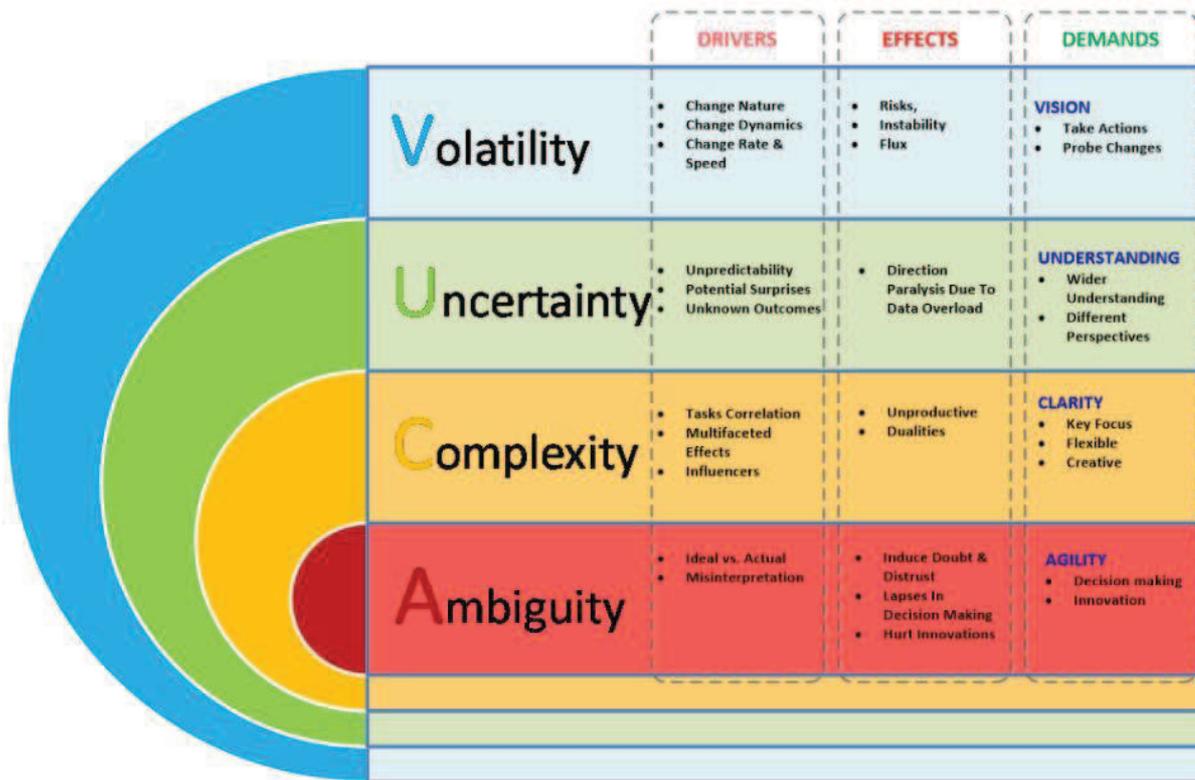
It has been forecast that in the future employers will need to recruit skilled workers as the nature of jobs are changing. There will be more 'white-collar' jobs requiring higher levels of qualifications, and occupations with the highest levels of new employment growth will be managers, professional, and technical jobs, and caring and leisure occupations.

The UK Commission for Employment and Skills set out the key influences on the workforce in the briefing paper in July 2014 'The Labour Market Story' - this is summarised in the diagram below.



The factors identified from the literature review were developed as the basis for a survey of all managers within the Council to establish which were of most relevance for our services.

One aspect unique to the world of local government is the range of services provided. This varies considerably from many other organisations where there may be many functions but all connected to the same product or service. Analysts describe a VUCA state to illustrate the challenges we face in planning for the future, and for organisational leaders.



Within local government services, the impact of the VUCA state will vary, for example the statutory requirement for the Council to provide a method of domestic waste collection is less likely to be impacted (although the mechanism to provide the service may change), whereas the appetite for commercial ventures may be subjected to all aspects described in the VUCA framework.

Research on the 21st Century Public Servant by the University of Birmingham suggested that public service organisations are going through such a radical shakeup that employees require a different set of skills to those traditionally developed through public service education and training. In a climate of cuts to budgets and resources, and a shrinking workforce, public servants are increasingly expected to work across organisational boundaries and to innovate, all of which require different abilities.

The research found that public servants need to learn commissioning and decommissioning skills alongside the ability to challenge the status quo, be willing to innovate, understand risk (and know who holds the risk in a particular situation), and stimulate and manage behaviour change. The ability to be a fixer and facilitator is also seen as a fundamental component of public service roles, as well as the ability to deliver, particularly during difficult times. Communication skills are also seen to be lacking, with new channels of communication between frontline staff and managers being seen as the key to utilising knowledge more effectively and to harness leadership potential. Similarly, new channels of communication with local people were seen as important to learn what works, and what doesn't, in public services.

The researchers suggested that public sector organisations may need to start recruiting fundamentally different people from those they have traditionally employed – for example, people with co-production skills. They proposed that this could be addressed through training, and more could be done in schools and universities to ensure people understand what public service jobs are available and what they involve.

Forecast of factors affecting the workforce 2016 -2020

Factors	Impact on the Workforce
<p>Political</p> <ol style="list-style-type: none"> 1. Devolution, removal of functions and changing responsibilities 2. Welfare Reform, 3. Global instability – e.g. increased refugees, terrorism 4. EU referendum 5. National elections and possible change of government 6. Local elections – change of administration and leader 7. Review of Committee system 	<p>Political</p> <ol style="list-style-type: none"> 1. Changed responsibilities could mean a need for different skills and could lead to increased/decreased numbers & transfers. 2. Reduced headcounts through transfer to DWP (Welfare Reform) 3. Increased demand for services particularly in housing and homelessness – welfare reform, refugees. 4. EU referendum may have little impact but if there is major change this could result in significant change to the availability of labour, particularly in some of the Depot services. 5. Political change can bring instability and a change of direction
<p>Economic</p> <ol style="list-style-type: none"> 1. Change in government funding – reduced CSR, likely reductions in the homelessness grant, increased control of New Homes Bonus and Business Rates 2. Global Economy – impact of the China slow down and interest rates 3. Increased costs – fuel, accommodation, employment (national insurance, pension increases, National Living Wage(NLW)), childcare. 4. Changing partners in Gateway as KCC exit 5. Increased cost of living in Maidstone 	<p>Economic</p> <ol style="list-style-type: none"> 1. Likely outcome is reduced funding from government may result in reduced numbers, increased partnerships 2. NLW – changed to pay scales and relativities, erode competitive advantage for recruiting manual staff 3. Buoyant economy results in skill shortages in planning, etc.; declining economy means less business confidence and growth resulting in reduced income, etc. 4. Reduced numbers of customer service staff, changing nature of face to face client group may require increased resilience 5. Difficulty of attracting workforce or people relocating due to cost of living.
<p>Social</p> <ol style="list-style-type: none"> 1. Changing society – increased older population, increased dependency, increased diversity 2. Increasing customer expectations 3. Aging work force 4. Increased range of communication channels expected 5. Portfolio careers – no job for life 	<p>Social</p> <ol style="list-style-type: none"> 1. Career breaks, part time work etc. to enable the balance of work and home commitments 2. Rising expectations may lead to increased complaints resulting in more difficulty recruiting to the sector 3. Fewer promotion opportunities 4. Resource implications for communication teams as channels become broader
<p>Technical</p> <ol style="list-style-type: none"> 1. Increased on-line transactions 2. Increased mobile & home working 3. Increased use of video conferencing 	<p>Technical</p> <ol style="list-style-type: none"> 1. Need to ensure people are trained to use the technology 2. Resource implications for the IT team 3. Managing remote workers – team building, performance management and isolation 4. Staff reductions in face to face customer service areas

<p>Legal</p> <ol style="list-style-type: none"> 1. EU referendum 2. Increase number of judicial reviews 3. Reduced legal aid has increased number of housing cases 4. Commercialisation agenda 5. Transparency in public sector pay 	<p>Legal</p> <ol style="list-style-type: none"> 1. Exit from the EU may result in significant employment legislation change e.g. Working Time Directive, Agency Workers Directive 2. Increased specialist skills and resources if judicial review occurs 3. New skills for commercialisation but also changes to the organisational processes to ensure proper probity and governance plus agility 4. Restrictions in restructures created by cap on exit payments.
<p>Environmental</p> <ol style="list-style-type: none"> 1. Increased traffic congestion 2. New offices 3. Flooding 4. Increased energy costs 5. EU standards on emissions & drive to reduce energy consumption 	<p>Environmental</p> <ol style="list-style-type: none"> 1. Reduced attractiveness as an employer with town centre location 2. Major organisational change likely if moving from Maidstone House by 2023 3. Emergency planning demands will increase as will demands on housing staff 4. Reducing office footprint will result in more home based and mobile working

Appendix III
Workforce Strategy line manager survey- 49% return rate

Which aspects of the workforce strategy do you consider to be the most important? Please identify up to 3 choices?		
Answer Options	Response Percent	Response Count
Pay and Benefits	51.4%	18
Succession Planning/talent management	42.9%	15
Retention of existing staff	40.0%	14
Learning and Development	37.1%	13
Culture within the organisation	34.3%	12
Recruitment and availability of skilled staff	28.6%	10
Performance Management	28.6%	10
OD and restructures	22.9%	8
Succession Planning	8.6%	3
Quality Assurance, e.g. liP	5.7%	2
Partnership working	5.7%	2
Other (please specify)	5.7%	2
Monitoring and measuring	2.9%	1
Commissioning resources	0.0%	0
answered question	35	35
skipped question	3	3
Please indicate what you think is the most likely organisational trend for the council up to 2020		
Answer Options	Response Percent	Response Count
Likely to be smaller in total	47.10%	16
Likely to be fewer direct employees and more outsourced	23.50%	8
Likely to have merged with another organisation	20.60%	7
Likely to have grown in size	5.90%	2
Likely to be about the same number of employees & employment type	2.90%	1
Other (please specify)		4
answered question		34
skipped question		4
With regard to MKIP which is the most likely scenario?		
Answer Options	Response Percent	Response Count
Services in MKS will remain the same	47.10%	16
MKS will be broken up and absorbed into originating councils	26.50%	9
Additional services will go into MKS (please specify in box below)	26.50%	9
Other (please specify)		7
answered question		34
skipped question		4

Please indicate the 3 external factors that will have most impact on our approach to the workforce of the future		
Answer Options	Response Percent	Response Count
Reducing budgets	76.50%	26
New technology	55.90%	19
Commercialisation	47.10%	16
Lack of available skills	35.30%	12
Increased demand for flexible working	23.50%	8
Devolution amongst government departments	20.60%	7
Inter-disciplinary working	17.60%	6
Cross-cultural organisational demands	11.80%	4
Social media	5.90%	2
Multiple generations in the workforce	0.00%	0
Increased employment legislation	0.00%	0
Globalisation	0.00%	0
Other (please specify)		2
answered question		34
skipped question		4
What is the most effective mechanism to make senior managers more visible in the organisation?		
Answer Options	Response Percent	Response Count
Back to the floor	40.60%	13
Attendance at local team meetings	34.40%	11
One Council meetings	25.00%	8
Information blog	0.00%	0
Fruit trolley	0.00%	0
Birthday Teas	0.00%	0
Other (please specify)		4
answered question		32
skipped question		6
What should the Leadership Team do more of to take the organisation into the future?		
Answer Options	Response Percent	Response Count
Setting out a clear vision for the future	47.10%	16
Devolving decision making to line managers and staff	35.30%	12
Rewarding and recognising staff	35.30%	12
Listening to staff	35.30%	12
Engaging with staff on a day to day basis	32.40%	11
Horizon Scanning	26.50%	9
Working with Members to set strategy	17.60%	6
Networking outside the organisation	14.70%	5
Finding ways to reduce costs	14.70%	5
Performance Management	8.80%	3
Other (please specify)		3
answered question		34

Consider the list of skill areas below and identify which currently exist at the required level and those which need further development (please select all those that apply)

Answer Options	At the required level now	Needs further Development	Response Count
Commercialisation	5	28	33
Change Management skills	6	25	31
Strategic development/ horizon planning	9	22	31
New Technology e.g. channel shift, social media	11	21	32
Business analysis	10	21	31
Leadership skills	11	20	31
Project Management	12	18	30
Process mapping and Business Transformation skills	12	18	30
Programme Management	10	17	27
Customer consultation and insight	14	16	30
Basic line manager skills e.g. performance management, appraisal, etc.	16	16	31
Managing 'remote' workers	14	16	30
Professional/Technical skills	15	14	29
Negotiation Skills	15	12	27
Political skills	17	12	29
Partnership working	19	10	29
Coaching Skills	20	9	29
Facilitation skills	22	7	29
Other (please specify)		0	0
answered question		33	33
skipped question		5	5

Other than salary which parts of the benefits package are most valued by your staff?

Answer Options	Response Percent	Response Count
Flexible Working	82.40%	28
Flexi-time	76.50%	26
Annual Leave Allowance	70.60%	24
Good working environment	52.90%	18
Pension	47.10%	16
Subsidised bus travel	23.50%	8
One off ex-gratia payments	11.80%	4
Buying annual leave	8.80%	3
Sports and Social Club	8.80%	3
Health and Well-being support e.g. flu vaccinations	8.80%	3
Employee Assistance Programme (EAP)	8.80%	3
Salary sacrifice e.g. childcare vouchers, cycle to work	8.80%	3
Long Service Awards	5.90%	2
Other (please specify)		3
answered question		34
skipped question		4

Do your team generally hold the view that they are underpaid for the work they do?		
Answer Options	Response Percent	Response Count
Yes	44.10%	15
Some do, some don't	32.40%	11
No	23.50%	8
Don't know	0.00%	0
answered question		34
skipped question		4
What factors have led to this perception?		
Answer Options	Response Percent	Response Count
They work in an area which is transferable to the private sector with higher salaries	56.00%	14
They believe others within the council do less for more money	56.00%	14
They have colleagues who have left for higher paid jobs	48.00%	12
They are influenced by the MKIP view that MBC has the lowest salaries	44.00%	11
They are networked into groups that pay more	16.00%	4
Other (please specify)		6
answered question		25
skipped question		13
Have you experienced recruitment difficulties in any of your teams during the last 12 months?		
Answer Options	Response Percent	Response Count
No	52.90%	18
Yes	47.10%	16
answered question		34
skipped question		4
What was the cause of the recruitment difficulty?		
Answer Options	Response Percent	Response Count
Quality of candidates were poor	60.00%	9
Reward package insufficient	46.70%	7
Skill shortage area	40.00%	6
Job not graded appropriately	33.30%	5
Inappropriate advertising campaign	6.70%	1
No known cause - just bad luck	0.00%	0
Reputation of council not positive	0.00%	0
Other (please specify)		1
answered question		15
skipped question		23

Appendix IV	The workforce implications of the strategic plan
Priority action areas	Workforce implications
Providing a clean and safe environment	<ul style="list-style-type: none"> • Increased partnership working skills • Commissioning process to test efficiency/ effectiveness of street cleansing • Ability to recruit and train sufficient staff • Health and safety – ensuring excellent working practices are maintained • Data analysis capabilities - measurement of outcomes
Encouraging good health and well-being	<ul style="list-style-type: none"> • Increased partnership working skills • Housing – ensure adequate resources and development • Finance – commercial funding capabilities to support the development of housing strategy • Economic development – ensure resources and develop skills to be able to influence economic prosperity in the deprived areas of the borough • Promotion of health and well-being for staff
Respecting the character of our borough	<ul style="list-style-type: none"> • Skills of community engagement • Effectively resource planning teams – spatial and development control • Landscape and heritage expertise • Commissioning skills for devolution of services • Organisation change processes for devolution of services
69 Ensuring there are good leisure and cultural attractions	<ul style="list-style-type: none"> • Well-developed business skills to enable commercialisation • Project management skills • Adequate resources in the culture and leisure team • Flexible salary structure to match the commercial market • Working with volunteers
Enhancing the appeal of the town centre for everyone	<ul style="list-style-type: none"> • Increased partnership working skills • Skilled regeneration professionals • Sufficient resources within Economic Development • Skills of community engagement
Securing improvements to the transport infrastructure for our borough	<ul style="list-style-type: none"> • Increased partnership working skills • Access to transport planning expertise • Skills of community engagement
Promoting a range of employment skills and opportunities across the borough	<ul style="list-style-type: none"> • Economic development – resources & skills for economic prosperity in deprived areas • Partnership working with the education sector, business and housing providers • Commercialisation – skills to support the growth and development of businesses
Planning for sufficient homes to meet our borough's needs	<ul style="list-style-type: none"> • Sufficient resources within spatial planning to conclude the local plan • Housing strategy development and the commercial awareness to develop a Housing company • Political skills

Appendix II Workforce Plan 2016-2020 Progress January 2017

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update / Timescale
70 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, Head of ICT to Medway.
	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 liP engagement survey Dec 2016 – results awaited One Council briefing in July 16 and Jan 2017 Embedded regular Staff Forum and Managers’ briefings
		Minimise work related stress amongst the workforce	Programmes – recognising and managing stress (for managers)	L&D Manager	Resilience training commenced October 2016
	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	
	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 Learning from our first Commercialisation Strategy to review and update our approach	Chief Executive Officer (CEO) with Corporate Leadership Team (CLT) and WLT	Development Programme commenced July 2016, ongoing through 2017 Refreshed Commercialisation Strategy adopted by P&R and minor organisational change to create a capital project delivery team
	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)	High recognition of approachability of senior managers evident from 360 degree feedback One Council briefing in July 16 and Jan 2017 Christmas “desk dressing” competition – CEx and Leader of

					the Council or Mayor spoke to every team Well-Being trolley event – February 2017
			Staff Forum representatives to attend CLT once a month	CLT	Not yet commenced
			WLT tea trolley, birthday and Long Service award tea and cake	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 71	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	Form design completed, launched in January 2017 and now in use
		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	4 apprentices recruited end 2016
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
			Embedding of the Developing Everyone Framework	L&D, WLT	Following Appraisal, we were able to pull all the Developing Everyone results together to understand the profile of the workforce against the

					Framework. We now have an identified group in Ready for Next Role who should be the group referred for talent development, succession planning, project opportunities, etc.
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'
72	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	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	Completed and a revised Health & Safety Strategy agreed by P&R with updated plan. Health & Safety award from KCC.

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 February 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	Completed	
	Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	Took place 18 Jan 2017	
		Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process introduced by policy & performance. Managers nominate officers and teams who have made significant contribution to achieving service objectives in each quarter.	
73					

Agenda Item 10

EMPLOYMENT COMMITTEE

1 February 2017

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

Yes

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 approves the membership of the Sub-Committees as set out in Section 2.2 of the report

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all - none
- Securing a successful economy for Maidstone Borough - none

Timetable

Meeting	Date
Employment Committee	1 February 2017

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 Following the By-Election held in September 2016 it was necessary to recalculate the distribution of seating on Committees and Sub-Committees.
- 2.2 As a result of this, the allocation for the Sub-Committees for Employment Committee changed as follows:-

Old Appointment Sub-Committee – 2 x Con, 2 x Lib Dem, 1 x Ind
New Appointment Sub-Committee – 2 x Con, 2 x Lib Dem, 1 x Ind/UKIP

The Performance Sub-Committee will stay the same as it consists of the Group Leaders of the 5 largest parties (not politically balanced). It is a decision for the committee as to whether or not to include substitutes and if so in what form they will take, i.e. it could include deputies of the Group Leaders.

Old Investigatory Sub-Committee – 2 x Con, 1 x Lib Dem
New Investigatory Sub-Committee – 1 x Con, 1 x Lib Dem, 1 x Ind/UKIP

Old Hearings Sub-Committee – 2 x Con, 1 x Lib Dem
New Hearings Sub-Committee – 1 x Con, 1 x Lib Dem, 1 x Ind/UKIP

Old Appeals Sub-Committee – 2 x Con, 1 x Lib Dem
New Appeals Sub-Committee – 1 x Con, 1 x Lib Dem, 1 x Ind/UKIP

- 2.3 Set out 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 so that Sub-Committees are made up from the members of the Employment Committee. The arrangements for such appointments are set out in paragraph 2.4 below.
- 2.4 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 To appoint to the Sub-Committees as set out in paragraph 2.2. This would satisfy the correct allocation of seats.
- 4.2 The Director of Finance and Business Improvement held discussions with the Group Leaders of both the Independent and UKIP political parties and it was agreed that the Group Leader for the Independents would be appointed to the Sub-Committees where indicated for the remainder of the municipal year and next year the Group Leader for UKIP would be appointed.

5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 5.1 Once the appointments are made, these will be held for the remainder of the municipal year.
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6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	There are no impacts on corporate priorities.	Head of Policy and Communications
Risk Management	Failure to appoint to these Sub-Committees could create difficulties for the Council in undertaking these functions	Head of Policy and Communications
Financial	There are no financial implications	
Staffing	There are no staffing implications	Head of Policy and Communications
Legal	The recommended option relating to the appointment of the Sub-Committees will comply with the provisions of the Local Government and	Interim Deputy Head of Legal Partnership

	Housing Act 1989 (the Act) and the Council's Constitution. The Committee can decide to remove the need for political balance on the sub-committee's using the procedure under section 17 of the Act as set out in the report.	
Equality Impact Needs Assessment	There are no implications arising from the report	Head of Policy and Communications
Environmental/Sustainable Development	There are no environmental/sustainable development implications	Head of Policy and Communications
Community Safety	There are no community safety implications	Head of Policy and Communications
Human Rights Act	There are no human rights implications	Head of Policy and Communications
Procurement	There are no procurement implications	Head of Policy and Communications
Asset Management	There are no asset management implications	Head of Policy and 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	X1 (IND OR UKIP)		

Substitutes

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	UKIP	LAB
BLACKMORE	WILSON	GOOCH	POWELL	HARPER

No Substitutes

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

CON X1	LIB DEM X1	X1 (IND OR UKIP)		

Substitutes

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.

CON X1	LIB DEM X1	X1 (IND OR UKIP)		

Substitutes

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	X1 (IND OR UKIP)		

Substitutes
