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Agenda

Meeting: **Personnel Committee**
Date: **13 June 2019**
Time: **2.15 pm**
Place: **Council Chamber - Civic Centre Folkestone**

To: **All members of the Personnel Committee**

The Committee will consider the matters listed below at the date, time and place shown above. The meeting will be open to the press and public.

Members of the Committee who wish to have information on any matter arising on the agenda which is not fully covered in these papers are requested to give notice prior to the meeting to the Chairman or appropriate officer.

This meeting will be webcast live to the council's website at <https://shepway.public-i.tv/core/portal/home>. Although unlikely, no guarantee can be made that Members of the public in attendance will not appear in the webcast footage. It is therefore recommended that anyone with an objection to being filmed does not enter the council chamber.

1. **Apologies for Absence**
2. **Declarations of Interest**

Members of the Council should declare any interests which fall under the following categories*:

- a) disclosable pecuniary interests (DPI);
- b) other significant interests (OSI);
- c) voluntary announcements of other interests.

3. **Minutes (Pages 5 - 6)**

To consider and approve, as a correct record, the minutes of the meeting held on 7 March 2019.

Queries about the agenda? Need a different format?

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Email: committee@folkestone-hythe.gov.uk or download from our website
www.folkestone-hythe.gov.uk

4. Appointment to the Joint Staff Consultative Panel for 2019/20

To appoint three Members to the Joint Staff Consultative Panel for 2019-20.

5. HR Annual Review (Pages 7 - 52)

This report presents a review of the HR function over the last financial year 2018-2019.

6. Gender Pay Gap Report (Pages 53 - 62)

This report outlines the Council's statutory obligations regarding the publication of gender pay gap data and provides the data for this reporting year.

7. Annual report of the Head of Paid Service (Pages 63 - 68)

This report is from the Head of the Paid Service in relation to the adequacy of staffing resources across the Council.

8. Exclusion of the Public

To exclude the public for the following item of business on the grounds that it is likely to disclose exempt information, as defined in paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 –

'Information relating to any individual.'

Part 2 – Exempt Information Item

9. Senior Pay & Grading (Pages 69 - 88)

This report presents a review of the Council's current pay and grading arrangements along with a proposal to ensure that the Council is positioned to remain competitive in attracting and retaining talented officers now and in future years.

*Explanations as to different levels of interest

(a) A member with a discloseable pecuniary interest (DPI) must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares a DPI in relation to any item must leave the meeting for that item (unless a relevant dispensation has been granted).

(b) A member with an other significant interest (OSI) under the local code of conduct relating to items on this agenda must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares an OSI in relation to any item will need to remove him/herself to the public gallery before the debate and not vote on that item (unless a relevant dispensation has been granted). However, prior to leaving, the member may address the meeting in the same way that a member of the public may do so.

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(c) Members may make voluntary announcements of other interests which are not required to be disclosed under (a) and (b). These are announcements made for transparency reasons alone, such as:

- membership of outside bodies that have made representations on agenda items, or
- where a member knows a person involved, but does not have a close association with that person, or
- where an item would affect the well-being of a member, relative, close associate, employer, etc. but not his/her financial position.

Voluntary announcements do not prevent the member from participating or voting on the relevant item

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Minutes

Personnel Committee

Held at:	Council Chamber - Civic Centre Folkestone
Date	Thursday, 7 March 2019
Present	Councillors Ian Meyers, David Monk (Chairman), Mrs Rodica Wheeler and Roger Wilkins
Apologies for Absence	Councillor Rory Love OBE and Councillor Frank McKenna
Officers Present:	Susan Priest (Head of Paid Service), Andrina Smith (Chief HR Officer) and Jemma West (Senior Committee Services Officer)

13. Declarations of Interest

There were no declarations of interest at the meeting.

14. Minutes

The minutes of the meetings held on 27 September 2018 were submitted, approved and signed by the Chairman.

15. Pay Policy Statement 2019/20

This report presented the pay policy statement for 2018/19 for approval and recommendation to Council.

Proposed by Councillor Wilkins,
Seconded by Councillor Wheeler; and

RESOLVED:

1. That Report P/18/07 be received and noted.
2. That it be recommended to Full Council that under S38(1) of the Localism Act 2011, the Pay Policy Statement appended to the report for 2019/20 be approved.

(Voting figures: 4 for, 0 against, 0 abstentions).

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Agenda Item 5



This Report will be made public on 5 June 2019

Report Number **P/19/01**

To: Personnel Committee
Date: 13th June 2019
Status: Non-executive Decision
Head of Service: Andrina Smith, Chief HR Officer

SUBJECT: HR ANNUAL REVIEW (2018/2019)

SUMMARY: This report presents a review of the HR function over the last financial year 2018-2019.

REASONS FOR RECOMMENDATIONS:

The Committee is asked to note the contents of the report set out below.

RECOMMENDATIONS:

1. To receive and note Report P/19/01.

1. INTRODUCTION

- 1.1 The HR Service has now been back in-house at Folkestone & Hythe for 7 years following a period of out-sourcing to the East Kent HR shared service. This report is written to give Committee members an overview of the service and the HR developments that are underway to support managers in achieving their council objectives.
- 1.2 A report is presented to the committee on an annual basis in order for members to be satisfied that the HR team is appropriately supporting the council.

2. HR STRUCTURE AND SERVICE

- 2.1 The HR team structure has changed considerably during the 2018/19 financial year due to the investment made into the Organisational Development (OD) team not only to support the ongoing transformation programme within the council but also to provide a contracted service to other local authorities (see further detail in section 5). The current HR Team structure can be seen in **Appendix 1**.
- 2.2 The service continues to maintain a Business Partner approach to supporting managers to enable a greater understanding of particular service areas, however as they are also generalist advisors they also provide advice across the whole business.
- 2.3 The HR Business Partner and HR Manager continue to have monthly meetings with their Assistant Directors and managers to discuss a standing agenda of HR items, including recruitment, absence management, casework, restructuring and corporate developments. They will also attend the relevant managers meetings within the service areas when required. The HR Manager and Business Partner each have a fortnightly 1-2-1 with the Head of HR. The whole HR team also have a fortnightly team brief to share knowledge, discuss casework and receive corporate information.
- 2.4 The HR team continue to work flexibly from home whenever possible and hot desk across the 1st and 2nd floors. In order to maintain confidentiality when needed the team also have access to a smaller confidential hot desk facility on the 6th floor and have access to the small meetings rooms on the 1st and 2nd floors for ad hoc private discussions.

3. CASEWORK

- 3.1 During 2017/18 the HR service the team have dealt with the following cases:
- 3 disciplinary cases resulting in 2 written warnings, and 1 final written warning. Under section 4.4 of the disciplinary procedures a penalty can be agreed outside of a disciplinary hearing if the employee is in agreement. Two of the three case numbers mentioned above were issued in this way.
 - 3 capability cases resulting in two members of staff leaving under a settlement agreement due to performance and absence issues and one member of staff left under ill health retirement following a prolonged period of absence due to deteriorating health conditions.
 - 1 grievance was raised during the year which was not upheld. There was no appeal to the outcome.
- 3.2 As a comparison, during 2017/18 the following cases were dealt with:

- 9 disciplinary cases resulting in 5 verbal warnings, 2 written warnings, and 1 final written warning. Under section 4.4 of the disciplinary procedures a penalty can be agreed outside of a disciplinary hearing if the employee is in agreement. All of the case numbers mentioned above were issued in this way.
- 2 capability cases resulting in 1 ill health retirement following previous long term absence and 1 left under a settlement agreement due to performance and absence issues.
- 1 grievance was raised during the year which was upheld. There was no appeal to the outcome.

3.3 These figures show a substantial decrease in the number of disciplinary investigations. The continuation of the use of section 4.4 to enable warnings to be issued and recorded without the need for a formal hearing continues to reduce the amount of time being spent on formal hearings and the associated preparation time.

4. ABSENCE MANAGEMENT

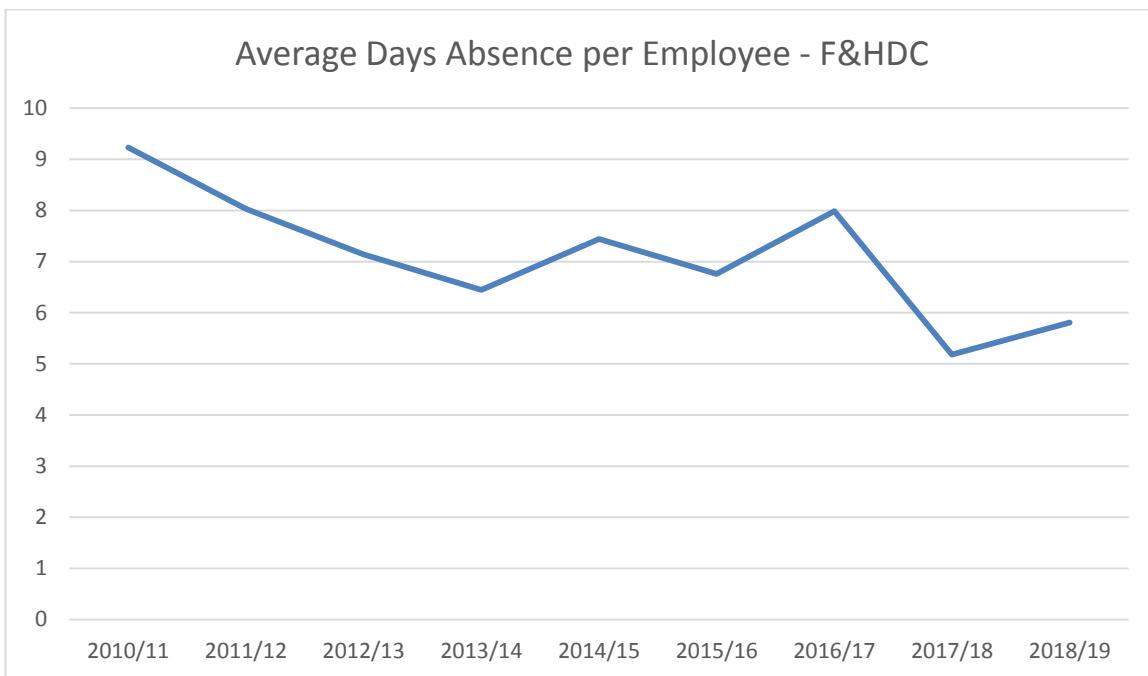
4.1 For the 2018/19 year sickness absence per employee was 5.8 days (based on an average headcount of 361.5). While this represents a slight increase on last year's absence levels, the reasons for which are considered in paragraph 4.6, this still represents a relatively low amount of time lost due to sickness in comparison to previous years and other comparable organisations.

Reporting absence as an average per employee is a widely used formula across different sectors and enables a comparison to be made using data collected by professional bodies such as the Chartered Institute of Personnel and Development (CIPD).

4.2 In previous years the figures have been as follows:

- 2012/13 – 7.1 days absence per employee
- 2013/14 – 6.4 days absence per employee
- 2014/15 – 7.4 days absence per employee
- 2015/16 – 6.7 days absence per employee
- 2016/17 – 7.9 days absence per employee
- 2017/18 – 5.2 days absence per employee

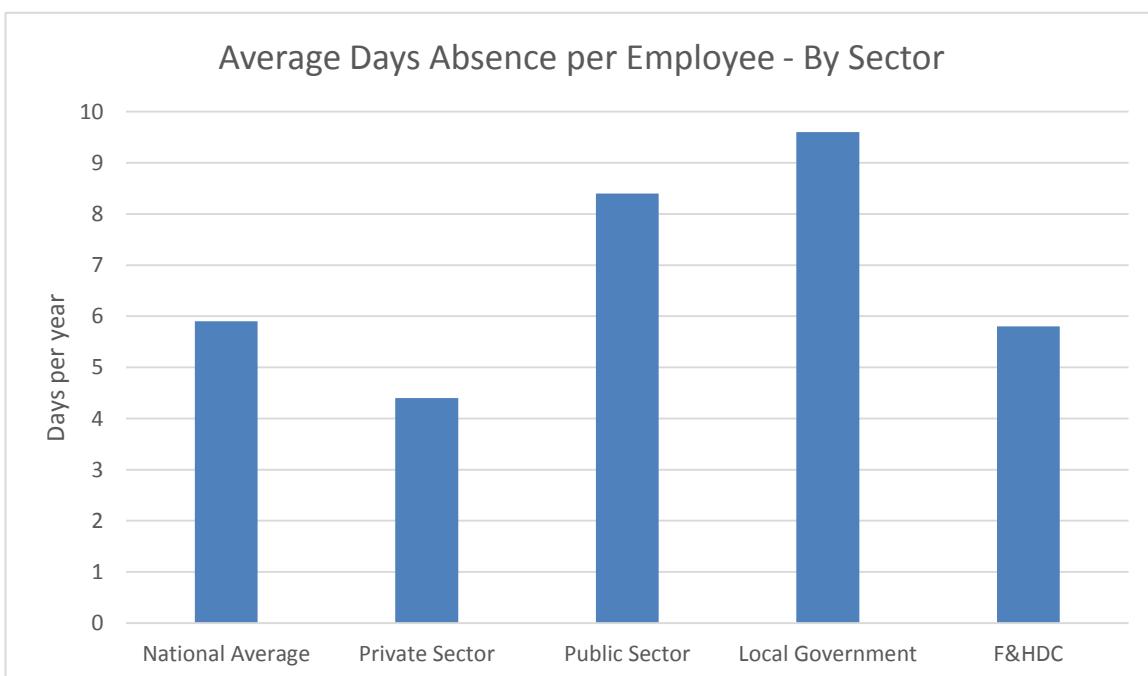
In 2017/18 the council reported an average 5.2 days sickness absence per employee, the lowest since 2010/11 which is as far back as HR have analysed this data. While over the past year this average has increased to 5.8 days, this still represents a relatively low amount of time lost to sickness in comparison with previous years:



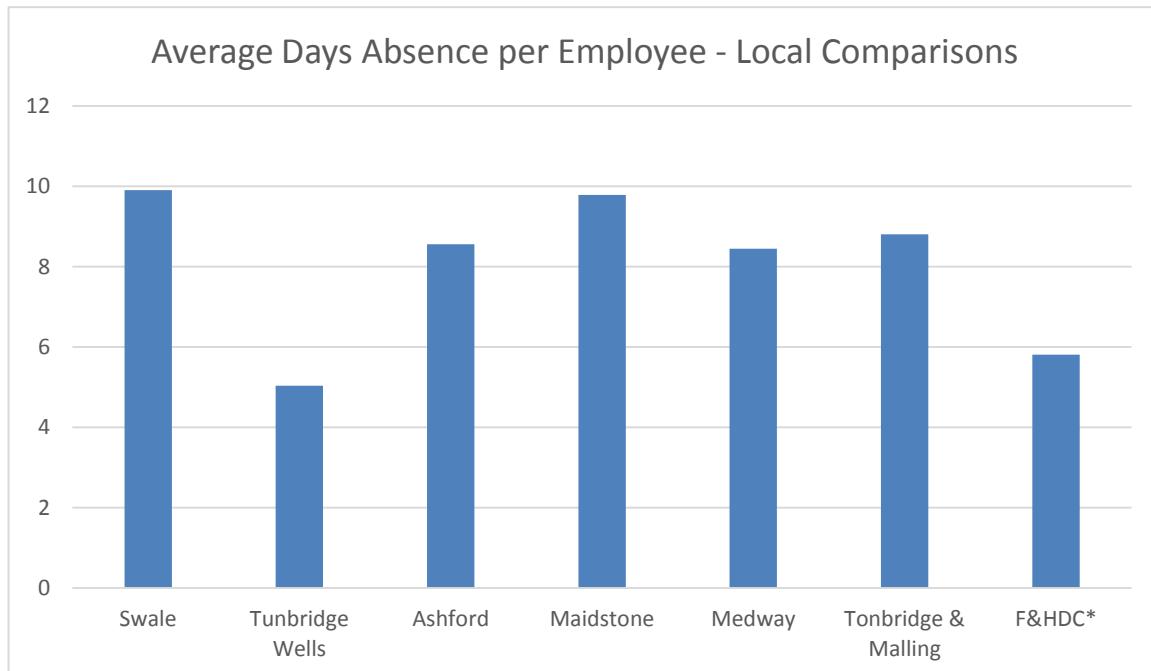
- 4.3 The national average reported by the CIPD in their 2019 survey is 5.9 days per employee per annum. This is the lowest rate of employee absence recorded by the CIPD, who reported an average of 6.6 days in 2018.

Nationally there is a considerable variance across sectors, with the public sector reporting an average 8.4 days per employee when compared to 4.4 days in the private sector. The national average for local government specifically is 9.6 days per employee.

There is also a correlation between the size of the organisation and absence levels, with larger organisations reporting higher levels of sickness. The national average for an organisation of the council's size is 6.3 days per employee per annum.



- 4.4 In previous years the council has benchmarked sickness absence rates against other local authorities. Figures for 2018/19 are still be compiled and will be provided once collated. In order to provide some local comparison for this report, sickness absence rates reported by other Kent local authorities in 2017/18 are utilised in the graph below.



*For F&HDC the 2018/19 figure has been used. For all other local authorities the figures refer to 2017/18.

- 4.5 Following completion of the 2014/15 annual report, the HR team have compared how sickness absence broke down across long-term and short-term cases.

Long-term absence is classed as 20 working days or more.

The instances of absence and amount of days lost to sickness will be influenced by fluctuations in staffing levels. The average number of days per employee column therefore gives the most accurate indication of the relative impact that short or long-term absence have had on the organization.

“Days lost” refers to the amount of working days lost to sickness absence.

“Ave. days” refers to the average amount of days sickness absence per employee.

Year	Short-Term Absences			Long-Term Absences		
	Instances	Days Lost	Ave. Days	Instances	Days Lost	Ave. Days
2014/15	425	1031.5	2.72	36	1788	4.72
2015/16	349	1016.89	2.65	33	1562	4.06
2016/17	375	985	2.62	29	2021.5	5.37
2017/18	345	951.5	2.58	18	957	2.60
2018/19	258	675	1.87	30	1424	3.94

4.6 In 2017/18, 4.9% of our absences were long-term and this equated to 50.1% of the total time lost due to sickness. However, in 2018/19 instances of long-term absence and the amount of working time lost due to these cases have significantly increased. Over the past year 10.4% of absences were long-term and this equated to 67.8% of the total time lost due to sickness.

Unfortunately, over the last year we have experienced some very serious illnesses amongst staff and, sadly, we lost two colleagues to cancer. Nicola Baker passed away in November 2018 and Alistair Ashton in January 2019. A colleague also left the council on ill health retirement grounds after being unable to return to work due to the seriousness of their condition.

4.7 Although long-term absences should be included within the overall picture of absence to give an accurate view, given the long-term severe nature of some of the absences a further calculation was undertaken to remove the 3 most serious cases. This had the impact of reducing the average number of days absence per employee from 5.81 days to 4.64 days.

4.8 As with 2017/18, the biggest reason for long-term absence over the past year was 'stress, depression, fatigue or mental health', which accounted for nearly half of all long term cases and 42% of the total time lost due to long-term absence. There is a mixture of work and personal stress related cases and while the team work to get people back into work as quickly as possible such cases have to be handled appropriately, including ensuring sufficient recovery time, in order to enable an effective return to work. The prominence of this type of absence is not unique to Folkestone & Hythe; the CIPD report 'mental ill health' and 'stress' as the top two most common causes of long-term absence across the country.

We have implemented a number of measures to support employees in the workplace manage mental health and stress related issues:

- Specific Learning & Development sessions on resilience, managing stress and promoting well-being
- Health and wellbeing activities including Zen yoga classes, free swimming at Hythe Pool and discounted gym memberships available through the council's reward platform, 'F&H Rewards'.
- Access to an online wellbeing centre, which includes a range of health and wellbeing advice and resources, and an Employee Assistance Programme available through F&H Rewards. Staff can access counselling services, including face-to-face counselling sessions, and specialist information and support on a range of personal and professional issues that could be affecting them in their work or their health and wellbeing generally, including financial, debt and legal advice. An onsite counsellor was organised through this service for staff working within Revenues and Benefits after the passing of a colleague within the team.
- Promoting world mental health day, which included championing the campaign across the council's social media platforms, providing our staff with focused mental health information, and arranging free lunch time activities aimed at supporting health and wellbeing.
- Utilising our occupational health providers and resources such as HSE risk assessment questionnaires to understand the causes of stress and take targeted actions to mitigate these effectively.

- Promoting flexible working options and other policies that may support work/life balance.
 - Undertaking our annual staff survey, which can help us identify organisation wide issues and assess the positive steps taken to address these.
- 4.9 While over the past year we have seen an increase in long-term sickness cases, short-term absenteeism has reduced for the second year in a row. The average amount of times that people are absent are at their lowest levels since 2010/11, which is as far back as HR have analysed this data.
- When considering reasons for short term absence minor illnesses such as viruses (inc. e.g. vomiting, diarrhoea etc) and colds are the most common causes. These are in line with the most common causes of absence across the country.
- 4.10 Within the Corporate Plan, an outcome by 2020 under 'delivering excellence' is to have sickness absence at less than 7 days per employee per year. In addition to the measures outlined in paragraph 4.8, a number of other HR initiatives are in place to ensure that we continue to meet this target:
- A robust absence monitoring system. The line manager notifies the generic HR email address when an employee is absent from work. This notification includes the reason for absence and the expected duration of the absence. The HR Assistant or HR Officer monitors this email address daily, ensuring swift interventions from the team.
 - As the expected duration of absence is included in the notification, HR can monitor the undertaking of return to work interviews, which form an integral part of effective absence management. If HR have not received a copy of the return to work interview as expected reminders are sent to the line manager to ensure they are completed.
 - The HR team provide dedicated and focused support to managers, including attending return to work interviews if there is a cause for concern. At these meetings supportive measures may be discussed that enable the employee to return to work earlier than otherwise anticipated or, in the case of frequent absenteeism, attend work on a more regular basis. If appropriate, it is made very clear to the employee that if their absence(s) continue then we may take the decision to withhold occupational sick pay and formal processes may also be instigated.
 - The HR Business Partner and HR Manager review absence data and cases with Heads of Service or appropriate lead manager on a monthly basis.
 - Alongside a case management approach and providing focused support to line managers, HR also provide general training on managing absence effectively as part of the manager induction process. There will also be a specific session on absence management as part of the 2019/20 Manager Development Programme.
 - Occupational Health services continue to be utilised and, through increased contract monitoring, focused KPIs and closer working relationships, we believe we have overseen an increase in quality of medical advice and effective support received as a consequence.
 - The HR team continue to promote the council's Employee Assistance Programme available through F&H Rewards.
 - The HR team have continued to work with other external organisations and

sources of support, such as Access to Work, and relevant internal departments to improve health and wellbeing and support absence management. For example, Health and Safety have supported on a number cases where the working environment may have an effect, such as on musculoskeletal and migraine issues. There have also been examples of more creative support, such as working with the Community Services team in order to assist mental and health and wellbeing.

- To reduce short term absenteeism the council offered all staff free 'flu vaccinations at the Civic Centre. Staff unable to attend these vaccination sessions because of their job role (such as staff on duty at Hythe Pool, working in the Grounds Maintenance team in a different part of the district, or working night shifts) were offered vouchers to obtain a vaccination from a local pharmacy.

5. APPRENTICESHIPS / TRAINEES

- 5.1 During 2018/19 we have continued to offer Level 2 apprenticeships in Customer Services and maintained our link with Ashford College for the provision of the apprenticeships.
- 5.2 We have also continued our relationships with local schools and universities offering work placements of 1-4 weeks for local young people in a variety of departments across the Council. Our partnership with Kent University also means that students occasionally attend training events with officers.
- 5.3 The 'Grow Our Own' scheme is continuing with 1 trainee in Planning remaining. The trainee is studying for a degree in Planning with one year of the course remaining.
- 5.4 With the introduction of the Apprenticeship Levy in 2016/17 Personnel Committee agreed to shift our focus away from trainees and onto apprenticeships. We have 4 officers currently undertaking a Management Apprenticeship which involves studying for an ILM Level 3 Diploma for Managers. This is a year-long programme and helps develop our talent pipeline in terms of developing aspiring managers. Two participants have nearly completed the programme, with two others having to pause for several months for varying reasons.

In order to enhance their development our management apprentices have been involved in corporate projects (such as elections) and taken on additional management and cross-training responsibilities as well as shadowing budget managers to learn the basics of budget management.

We had 3 external participants on the programme, bringing £15,000 of income into the authority (in addition to the £20,000 we drew down from the digital apprenticeship fund for our own members of staff).

- 5.5 In January 2019 the OD & Engagement Manager negotiated and signed 2 year contracts with Thanet District Council, Canterbury District Council and Dover District Council to be the training provider for their leadership and management apprentices and undertake learning and development work for them. These contracts will bring income into the council, give the OD team greater resilience and will enable us to benefit from economies of scale, offering our own people not only a more diverse range of development opportunities but a diverse learning environment with

participants from other local authorities.

6. ORGANISATIONAL DEVELOPMENT

6.1 The Middle Manager and Team Leader development programme was updated to reflect the development needs of people managers (based on their feedback and input from our Senior Management Team). The majority of sessions are an hour long, with some longer, as needed. Topics covered have included:

- Motivation Forum (April '18)
- Supporting staff with uncertainty (April '18)
- 360 feedback (Sept-Oct'18)
- Communications (Nov '18)
- Political Awareness (Nov '18)
- Commercial Awareness (Jan '19)
- Effective Performance Appraisals (Feb '19)
- Risk Management (March '19)

The 2019/20 programme has begun with workshops on competency based interviewing for managers (in line with our Transformation programme). A full programme of development sessions has been scheduled for people managers that involves a number of modules on people management/ HR matters, and also key information for all managers such as understanding the political environment, brand guidelines, risk and budget management. Managers are also offered ad hoc support and coaching with specific people management related issues.

6.2 Over the course of the 2018/19 year we have offered a variety of development opportunities for staff at all levels via our Learning and Development brochure. Our organisation-wide learning needs analysis gave us a clear steer on the areas people want to learn more about, and as a result the team have run 60-90 minute sessions on:

- Project Management
- Conflict Management
- Personal Resilience
- Managing Stress & Promoting Well-being.

Professional training priorities reflect those of the Corporate Plan and this year have included:

- HMO enforcement (Sept '18)
- Unauthorised Encampments (Oct '18)
- Commercial & Development Appraisal (Nov '18)
- Strategic Communications – managers' responsibilities (Nov '18)
- Better Business Cases (Dec '18)
- Enforcement - animal inspections (Jan '20)

We also fund individual officers to undertake relevant technical training to support performance in their roles, including Project Management Qualifications, a course on copy-writing, and a wide variety of conferences.

Chief Officers, Assistant Directors and Corporate Directors are also offered coaching and bespoke training courses provided by respected organisations such as

universities, Roffey Park Institute and the Society of Local Authority Chief Executives (SOLACE).

- 6.3 Following each development session, a review is undertaken to evaluate the success of the topic. Workshops are evaluated based on the extent to which participants felt that they had increased their competence and confidence in the topic area of the workshop. The majority of participants reported that the workshops have increased their competence and, to a lesser extent, their confidence which develops as they begin to put into practice what has been learnt during the sessions.
- 6.4 e-Learning modules have been promoted to all staff in order to comply with our duties for providing relevant Health & Safety and statutory training. We also continue to offer face to face training on key statutory topics such as Safeguarding, Risk Assessments, First Aid, and being a Fire Warden.
- 6.5 We have continued with the delivery of our recognition scheme. The peer-nominated scheme recognises those who have noticeably displayed behaviours aligned to our core values. We also focus on embedding our core values through the corporate induction.
- 6.6 We conducted an employee engagement survey in January 2019. The results showed an improvement on last year's results with a dramatic increase in Employee Net Promoter score (the extent to which staff would recommending working for FHDC to a friend or former colleague). The result was the best score we have ever had: -8 (up from -37 last year). This increase is reflective of the positive change in culture that has developed over the last 12 months.

We also saw an increase in positive responses to almost all other questions (which are based on the externally validated Gallup Q12 engagement questions). Staff made positive free text comments about: flexible working, change in leadership, social events, ICT plans, recognition scheme. They also highlighted a desire for better ICT systems, more annual leave for new starters, increased internal communications on the Transformation Project and more training and development.
- 6.7 As well as feeding back survey results to staff actions are have been developed to improve on these areas. We have put in place a communications and engagement plan for the Transformation programme that will see quarterly compulsory briefing sessions, launch events, video content to explain the change, training, and surveys to check understanding. Our Learning and Development brochure was launched in April 2019 and includes a wide variety of training and development opportunities that map with our new Competency Framework.
- 6.8 As an organisation we have been encouraged by the positive survey results and feel that now is the right time to set ourselves a stretch-target to enhance our employer brand. We are also keen to benchmark ourselves against other employers externally who are recognised for their employment offer. As a result we have started to explore the possibility of entering the Sunday Times top 100 best not-for-profit organisations to work for competition. This is not something we expect to achieve in the next 12-18 months, but are aiming to achieve this in the next 2-3 years so are starting to research requirements, criteria, and how other organisations have been successful in achieving this.

- 6.9 The OD and Engagement team have also run Away Days for teams to help them review progress and plan for the future. These have included Planning, Strategic Development and the Senior Management Team (which has quarterly meetings including Corporate Directors, Assistant Directors and Chief Officers).
- 6.10 A comprehensive training programme was arranged for Councillors following the May 2015 elections. Subsequent to this Councillors have undertaken more tailored activities depending on their individual needs. These have included:
- Taxi Licensing training (April 2018)
 - Treasury Management training by the Council's treasury advisers (Arling Close)
 - General Data Protection Regulation (GDPR) training (May 2018)
- Councillors have points of contact within the HR team and Committee Services team in order for them to be able to request any individual training or conferences.
- Councillors also have a specific page on the Learning Zone of the staff intranet. All training presentations are uploaded after each session has taken place to enable those who could not attend to view the materials.
- Work started during the 2018/19 year on the new induction and training sessions for elected members following the May 2019 district elections. All councillors elected in May received a training guide detailing the opportunities available to them over the forthcoming months.
- ## 7. PAYROLL
- 7.1 Following Cabinet approval in February 2014, a delegated agreement was signed with Ashford Borough Council to provide our payroll service. The new payroll service went live in November 2014 following several months of implementation meetings designed to build the structure of our organisation and input payroll information and 2 months of parallel runs with KCC in order for both Folkestone & Hythe and Ashford to be confident that every element had been transferred correctly (for example, mileage calculations, overtime calculations etc).
- 7.2 East Kent Audit have carried out annual audit reviews of the payroll service and placed substantial assurance on the systems of internal controls in operation with no recommendations or actions, with one report stating that 'the success...is reflected by there not being any payroll errors since the payroll went live in November 2014'.
- 7.3 During 2018/19 the majority of managers and officers have continued to use the self serve options within the payroll system. It is recognised that not all staff are able to access self service, for example the grounds maintenance teams and staff at Hythe pool who continue to work using paper forms, however we have rolled out an option to receive e-payslips to personal email accounts for those staff who preferred that option to having paper payslips.
- 7.4 The self service element of the iTrent payroll system enables staff to update their own address details, bank details, request annual leave, review their absence history, submit mileage claims and expenses claims for authorisation and to view historical payslips & P60 information. Managers are able to run their own reports on team

structure, leave and absence information as well as approving requests submitted by the staff within their teams.

- 7.5 In addition to the original delegated agreement, Ashford also provide our election payroll.
- 7.6 The delegation arrangement and service level agreement are reviewed annually by the Head of HR and the Head of Personnel at Ashford. During 2018/19 discussions took place to consider the extension of the delegation compared against implementing a stand-alone payroll system for Folkestone & Hythe. Whilst the transformation programme is ongoing at the council, the most sensible option was considered to be an extension of the delegation, however this will be on a year-on-year basis which will be reviewed as new corporate systems are implemented at the council.

8. STAFF BENEFITS

- 8.1 For several years now staff have been able to benefit from some locally sourced discounts with businesses within the district, a privilege discount card with MacArthur Glen Designer Outlet in Ashford and wider discounts via the CSSC scheme (Civil Service Sports Council) where for a small fee each month staff could access English Heritage sites at a reduced rate along with discounts locally and nationally for cinema tickets, theatre trips and sporting activities.
- 8.2 In August 2018 we launched a new online staff benefit scheme called F&H Rewards in conjunction with Reward Gateway enabling staff to access a wide range of online and high street shopping instant discounts or cash back opportunities including supermarkets, general retailers, holidays, insurances, cinemas and restaurants.



- 8.3 Since the launch, we now have 327 active users – approximately 87% of staff – with the majority of discounts being obtained in the supermarkets, Halfords, B&Q, Currys PC World and cinemas.
- 8.4 Part of the F&H Rewards Scheme offers a salary sacrifice option to staff using the 'Cycle to Work' scheme where they can order a bicycle (and equipment) worth up to £1,000 which is paid by the council upfront to the relevant store with the staff member repaying the amount over 12 months through the payroll system which enables tax savings of between 32-42%.

We currently have 6 members of staff who have taken up this option.

- 8.5 The F&H Rewards platform also has a 'wellbeing centre' enabling staff to access our Employee Assistance Programme (provided via BHSF), healthcare cashplans, healthy recipes and meal plans, discounted gym memberships, advice on mental health issues and also impartial financial advice.

9. PEOPLE STRATEGY

9.1 As part of the transformation programme, work was undertaken to devise a new People Strategy for the council. The initial work was led by the Chief HR Officer with the HR and OD teams to identify the key themes and actions for the strategy. Once this work had been completed the Corporate Leadership Team and Senior Management Teams were consulted on the content before the Chief HR Officer and Head of Paid Service took the People Strategy out to individual team meetings in order to socialise the content rather than simply publishing the detail in an email or online. This was received extremely well and resulted in some positive feedback which enabled the final document to be produced in conjunction with the Communications team who provided the final version that will be published on our intranet and internet.

9.2 The 6 main themes of the people strategy are:



The final draft of the People Strategy can be seen in **Appendix 2**. The Chief HR Officer is now working with the Communications Team to ensure that the language meets with our tone of voice expectations before formally publishing the document.

10. TRANSFORMATION

- 10.1 During the 2018/19 year the Chief HR Officer and HR Project Officer have continued to support the transformation programme.
- 10.2 Discussions have taken place with the Corporate Leadership Team (CLT), facilitated by the Chief HR Officer, on options around consultation processes, voluntary redundancy, assimilation and recruitment & selection processes in order to form a view for the transformation programme which will be affecting change on a whole-

organisational scale rather than the usual departmental change processes. In addition, network contacts have been maintained with other lead HR officers in authorities who have been through similar programmes in recent years. Regular meetings led by the Chief HR Officer have also taken place with the branch Unison chair, regional Unison officer and regional GMB officer to ensure that the unions are kept up to date with progress towards transformation.

- 10.3 The HR Project Officer also completed redundancy estimates for every member of staff and requested bulk pension estimates for those staff aged 53 and over in order to produce accurate costs so that CLT could have an overall view of the potential costs associated with the transformation programme over the proposed 2 year duration.

10.4 **Behavioural Competency Framework**

In early 2018, the Head of HR commissioned Indigo Training to provide a behavioural psychologist to assist in the creation of a new behavioural competency framework for the council. This would form the basis of any recruitment and selection under the transformation programme and also provide a foundation for the creation of a new performance management framework and links to career development and progression.

- 10.5 Six workshops took place in February 2018, led by Indigo, with over 100 members of staff. The focus of the workshops was to draw out thoughts from the participants on good behaviours that they had seen, bad behaviours & their impact and then the types of behaviours the council would need looking forward. The sessions were split with 2 of them focusing on customer facing services, 2 on professional services and 2 on management.

The output of the workshops led to the proposal of 9 key behaviours linked to our established core values, and these were approved at the end of February by CLT enabling the detailed design to then take place.

- 10.6 Having reviewed a number of different styles of competency framework, it was agreed at CLT that the framework should be designed around 4 levels –
- operational delivery,
 - customer services ,case officers / first line team leaders,
 - specialists / middle managers, and finally
 - lead specialists / senior managers.

The main focus is on positive behaviours but a small section on each page identifies negative indicators.

- 10.7 As the framework developed it was shared with the HR team for additional feedback, senior managers and also with Annette Jones – Unison branch chair, Andy Wilson – Lead HR Specialist at South Hams & West Devon District Council – and Nicky Lodemore at iESE.

Feedback has been as follows:

- Nicky Lodemore shared it with one of iESE's business psychologists who said it was a 'solid and robust framework';
- Andy Wilson said that it was a 'good piece of work' and that the 'language is clear and consistent.....it does feel like it will be robust enough to inform much

- more than just an assessment process, but build into future performance management and personal development'; and
 - Annette thought it was extremely thorough and was pleased to see that a large number of staff were involved in the design.
- 10.8 Following final approval at CMT in May 2018, the framework was launched to staff by the same behavioural psychologist in order to provide some consistency of approach. The launch comprised a series of weekly emails introducing behaviours under each of the 4 core values followed by familiarisation sessions, also run by Indigo, to enable staff to identify how they are already displaying many of the behaviours within the new framework.
- Finally, as a new performance management framework is designed against new pay structures as part of the programme, further sessions or information cascades will be used to introduce this to staff and managers.
- 10.9 The behavioural framework has been used during the recruitment and selection of several positions during the 2018/19 year in order to start embedding its use across the council at all levels – for example, area officers, team leaders and the recent selection process for the Communications Manager.
- 10.10 In order to enable staff to feel comfortable with a competency based interview which focuses primarily on behaviours, we have arranged for Indigo's chartered psychologist to return in the 2019/20 financial year to upskill staff on how to prepare for the interview and also to train managers on how to lead a competency based interview.
- A bank of interview questions for each behaviour at each level has also been designed in conjunction with Indigo and further work is planned later in the year to enable the HR team to write selection assessment exercises that can be assessed within the levels of the framework which will mean that a range of selection methods can be used depending upon the role that is being recruited to in the future, for example a role play exercise or group discussion alongside the standard interview. Managers will also be trained on how to assess these exercises.
- 10.11 Whilst our primary intention is to assimilate as many members of staff into new posts without the need for competitive processes during the transformation programme, every member of staff is aware that they will be expected to undergo a behavioural assessment (competency based interview) which will focus on the relevant behaviours for the role with the outcomes being used to design a personal development plan for each member of staff providing them with the opportunity to improve on certain behaviours should the need arise. This is considered to be the first step in moving towards a new performance framework based around our behaviours enabling us to embed a high performance culture across the council.
- 10.12 The behavioural competency framework is attached as **Appendix 3**.

11. HR SERVICES IN 2019/20

- 11.1 Some of the work already identified for the team during the 2019/20 year includes:
- Development of the behavioural framework to embed competency based

- recruitment and selection activity and the initial work on designing a new performance management framework;
- Support to the transformation programme;
 - Development of role families to enable clear progression opportunities across the council and to reduce the number of individual job descriptions currently in use;
 - Continuation of talent management and succession planning;
 - Development of additional employee benefits to enhance reward & recognition;
 - Induction and training options for members following the May 2019 elections;
 - Development of a new on-line recruitment module linked to JobsGoPublic; and
 - Continuation of the ILM internal and external delivery and preparation for a potential OfSTED inspection as we are an approved provider under the apprenticeship levy.

12. LEGAL / FINANCIAL AND OTHER CONTROLS / POLICY MATTERS

12.1 Legal Officers Comments (AK)

There are no legal implications arising from this report.

12.2 Finance Officers Comments (LH)

There are no financial implications arising directly from this report.

12.3 Diversities and Equalities Implications (ASm)

There are no specific Diversities and Equalities Implications arising from this report.

13. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Andrina Smith – Chief HR Officer
Tel: 01303 853405
Email: andrina.smith@folkestone-hythe.gov.uk

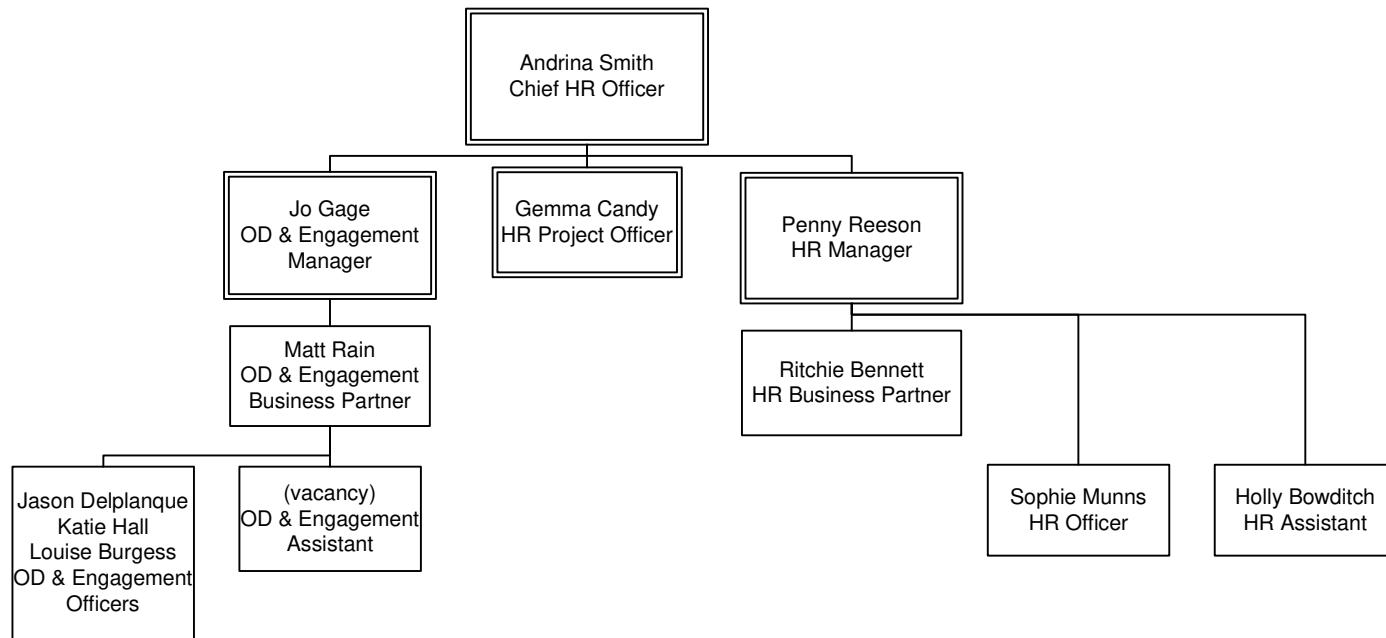
The following background documents have been relied upon in the preparation of this report:

None

APPENDICES:

Appendix 1 – HR Services Structure Chart
Appendix 2 – People Strategy
Appendix 3 – Behavioural Competency Framework

Appendix 1 -
HR Structure



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PEOPLE STRATEGY

Folkestone & Hythe District Council

June 2019



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STRATEGIC NARRATIVE

- We will work with our businesses and communities to promote and invest in our assets – a beautiful coastal district with great connections to London and Europe.
- We want to develop a thriving economy for our residents and attract new people; supporting activities to develop jobs, homes and healthy living.
- We will design our services from our customers' perspective and use technology to best effect.
- We will use the next two years to work together with customers and staff to further modernise the council so we achieve our ambitions and continuously improve the way we do business.



TRANSFORMATION

The council is undergoing a 2 year transformation programme through to March 2020 and continuous improvement thereafter, with the aim of developing a council that is efficient and fit to serve its community and meet the aspirations of residents in the context of reduced resources.

Over the next 2 years the project will establish a new working model that aims to:

- **Improve service delivery**
- **Improve resilience**
- **Improve efficiency**

In the last 12 months a set of design principles were developed by staff and endorsed by Cabinet members:

- Focus on the customer
- Fewest steps for the customer
- Keep customers informed
- Digital by default
- Resolve first time
- Collect less and tell us once
- Use skills and expertise effectively
- Efficient working
- Use technology to ensure compliance
- Real-time measurement to improve
- Supporting customers to do more
- Proactively prevent and shape demand

PEOPLE PERSPECTIVE

The Council's Digital Strategy will form a key part of the Council's transformation project by helping to transform and improve the way in which our people work as well as the customer experience. In order for the council to move towards technological solutions that support service delivery, resilience and efficiency it is important to consider our people, their teams and the changing working environment that they will be part of in the future. Supporting our digital ambitions whilst supporting and enabling our people and teams to continue to perform at their best is our priority.

Expectations are changing (both in terms of our expectations of our people and their expectations of us) and to enable that change a new focus on behavioural competencies has led to a framework based around our existing core values:



Our leaders and managers will role model and live these behaviours, inspiring and energising the council providing clear direction, purpose and support. Our style will be open and honest utilising coaching skills to give and receive valued feedback.

We want our people to feel supported, appreciated and valued throughout and beyond the transformation programme and stimulated by the opportunities that the changes will bring. Our people will be treated with respect and integrity and will be encouraged to maximise development opportunities that arise from the changes.

Ultimately, we need and expect a shift in our culture, whereby working and thinking flexibly will be our norm with people who are willing to learn new skills, able to contribute ideas, be innovative and influence decisions. We will become an organisation of commercially-aware and technologically-enabled employees who rely on customer insight and a test and learn approach to devise lean processes and approaches to our work.



OUR APPROACH

The people strategy has been created to support the Council's corporate plan and to enable us to achieve the ambitious transformation programme. We will do this in a number of ways:

- Our focus will be on aligning developments and decisions impacting people to the Council's transformation objectives and corporate priorities
- Our resourcing approach will build a workforce that is fit for the future
- Our council will become one of the best places to work in the area
- Our behaviours-led culture will generate, encourage and reward flexibility and innovation
- Our culture of flexibility and innovation will develop with people who feel supported and who have the confidence to challenge why we do things and the ability to implement digital (and other appropriate) solutions to make us more efficient
- Our People Strategy will be delivered by the Human Resources team in partnership with our leaders, managers and people

Our people strategy will be set out within six main themes that are underpinned by our culture. A separate detailed implementation plan is being developed which will set out clear actions, timescales and measures of success.

PEOPLE STRATEGY THEMES



Structure & Roles

Ensuring that within the ever-changing world of work we are identifying and implementing the most appropriate organisational structures to meet demands.

Where are we now?

The council has operated within a traditional bureaucratic and hierarchical structure which can lead to service area silos and decision making is often referred up the hierarchy. Job descriptions exist for virtually every role and are extremely detailed with evaluations carried out via the NJC scheme.

What will we do in the future?

- Develop flexible career pathways and support development programmes & opportunities to support our people develop their careers with us.
- Design jobs to reflect the benefits and impact of our digital investment and that enable people to apply their skills, knowledge and behaviours to the best effect.
- Develop flexible, generic job descriptions supported by role families.
- Implement a flatter hierarchy that encourages matrix working and is designed to empower people to make appropriate decisions at the appropriate level.
- Support the introduction of technology with training & development programmes that enable and encourage working in a flatter hierarchy.
- Build flexibility into how we deploy our people.
- Enhance our job evaluation system with detailed local conventions.

Workforce Engagement

Engaging our workforce is key to enabling effective two-way communications and aiding retention

Where are we now?

Over the last 2 years our employer net promoter score has dropped from -27 to -36 which is symptomatic of the uncertain backdrop at the start of transformation. However we have maintained a strong working relationship with the trade unions and increased our focus on internal communications & engagement with the annual engagement survey leading to clear action planning to continuously improve engagement. In addition, the staff recognition scheme has been well received and gained support to continue plus a new reward scheme, F&H Rewards, has just been launched to enhance the benefits on offer to our people

What will we do in the future?

- Recognise and value engagement and celebrate successes & achievements wherever found.
- Ensure meaningful effective communications and more direct engagement with our staff on matters that affect them.
- Continue to work in partnership with our trade unions and staff representatives to develop and evolve our approaches to staff engagement.
- Continue to develop our rewards, recognition and benefits offer for our people and teams to recognise exemplary behaviours.
- Enable more social events to encourage & facilitate a vibrant culture.
- Maintain open and honest dialogue with staff, seeking views, ideas and commentary and keeping them informed via a range of engagement surveys and pulse checks using the most appropriate channels.

Recruitment & Retention

Attracting, recruiting and retaining the best people is key to the future of the council and we will therefore develop creative approaches to attracting and retaining talented and capable people across all of our service areas.

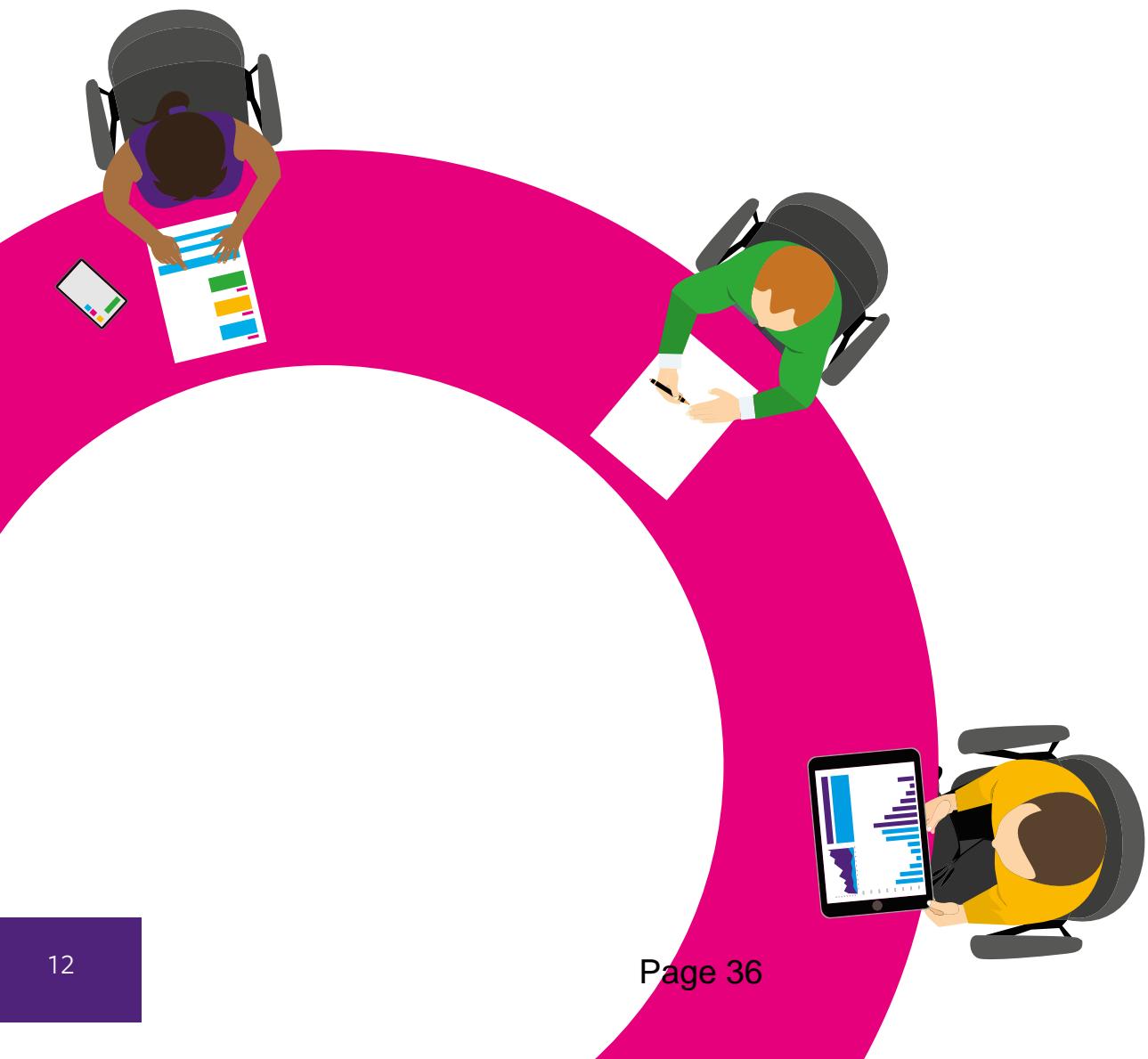
Where are we now?

The council currently operates traditional recruitment and selection approaches with an ad hoc approach to using social media and a lack of engaging internet presence to attract applicants. There has also been a piecemeal approach to recognising talent and retaining people. However, in recent years we have successfully operated the ‘grow our own’ programme, developed our apprentices and concentrated on internal secondments above external recruitment which has led to a relatively low level of turnover (14.4% in 2017/18).

What will we do in the future?

- Attract and secure the best talent with engaging and creative recruitment campaigns that reflect our ambitions, including fostering links with higher and further education institutions and local schools.
- Design innovative ways to recruit traditionally ‘hard to fill’ roles in conjunction with area specialists, including identifying development pathways.
- Create flexibility within our pay and reward mechanisms to become more attractive and competitive in our recruitment.
- Integrate our behavioural framework into our selection and development processes.
- Develop the capability of our recruiting managers.
- Develop our induction approaches to accelerate the integration of new staff into the council.

- Develop clear succession plans for professional and strategic progression.
- Continually identify, grow and manage our internal talent in line with talent segmentation, succession plans and personal development goals providing appropriate career pathways.
- Continue to develop and promote our approaches to agile working.
- Identify secondments as potential development opportunities, both inside and outside of the council, to aid retention of our people.
- Develop ways to track investment in our people against our level of retention.
- Build our employer brand to reflect the organisation we're aiming to become.



Learning & Development

The core strength of the council is in our people and therefore training, developing and supporting our people is absolutely crucial.

Where are we now?

There is currently a comprehensive offer to all our people via e-learning, soft skills sessions, targeted sessions for middle management development with formal ILM Levels 3&5 Awards plus developing aspiring managers studying the ILM L3 Diploma. However, training and professional development is largely identified by service area managers rather than a strategic overview of our requirements based on corporate priorities.

What will we do in the future?

- Develop career pathways to enable long-term development, progression and succession planning.
- Review, evaluate and refresh our approach to leadership and management programmes ensuring they reflect our values and behaviours.
- Develop the management capabilities of our leaders and managers.
- Develop a pool of coaches and mentors to nurture talent and support performance.
- Support the sharing of knowledge and ideas through cross-functional teams.
- Ensure that our people have access to training that enables them to meet the expected standards in their roles by identifying learning needs gaps.
- Continue to introduce and embed the behavioural framework.

- Explore and implement options that align with the apprenticeship levy which will enable us to sponsor people through formal qualifications.
- Identify suitable entry points and develop our approach to apprentices and trainees to ensure that we identify and develop talent at an early stage.
- Provide our people with appropriate learning and development opportunities encompassing commercial awareness, innovation, digital awareness, procurement, commissioning of services and partnership working.
- Produce an annual learning and development brochure that outlines the opportunities available to our people to support them in the personal and professional development.
- Produce an annual training plan that reflects our corporate priorities.
- Review the central and departmental training budgets to ensure appropriate budget allocation.
- Provide appropriate training and development opportunities for our elected members and identify opportunities for co-training with officers.



Performance

With an ambitious corporate plan and its associated priorities, ensuring our people are driven to perform to the best of their abilities will be key to our organisational success with high performing teams.

Where are we now?

We have a traditional approach to appraisals which are not valued by many managers and their teams; in addition, some areas are reluctant to start formal capability actions and the culture of feedback varies between service areas. Some service areas are very target and metric led, but this is not consistent and pay progression is not yet linked to performance.

What will we do in the future?

- Drive a high performance team culture in which individual development and career aspirations are supported and aligned to our behaviours.
- Promote a healthy workplace and support our people to achieve a work-life balance that takes account of individual circumstances and life choices.
- Ensure that our approach to appraisal, reward, recognition and promotion is fair, transparent and understood by all.
- Develop a contemporary performance management framework, integrating our behaviours, which recognises high performers and also provides challenge and support.
- Introduce opportunities for 360 feedback linked to the behavioural framework.

Reward & Recognition

Attracting, recruiting and retaining the best people is key to the future of the council and in order to both recruit and retain we must therefore ensure that we have the mechanisms in place to recognise and reward our people appropriately.

Where are we now?

Incremental progression through the pay grade is automatic with sporadic use of honorarium and acting up payments. Many roles have not been formally evaluated for a number of years and market supplements are not used consistently. The recognition scheme has forged a clear link to the corporate values. However there is a perception that our annual leave and some salaries are not competitive enough to match private sector companies or other local authorities.

What will we do in the future?

- Ensure our remuneration strategies recognise performance and rewards positive behaviours.
- Develop our approach to reward and recognition to ensure that it is flexible and fair but supports the council's strategic aims whilst rewarding the highest performers.
- Align our recognition scheme with the behaviours in order to recognise our people who demonstrate exemplary behaviours and values in their work.
- Continually review and enhance the range of flexible benefits available to our people.

Culture

The six people strategy themes are all influenced by the changing culture of our council.

Throughout our people strategy we will actively support this cultural shift by ensuring we:

- Promote a culture of accountability and collaborative team working.
- Empower and challenge staff to achieve excellence.
- Actively engage and empower staff to act within a collaborative culture which encourages innovation and creativity.
- Help our people to understand our values and behaviours and the expectations and responsibilities contained within them.
- Encourage our people to be adaptable and learn new skills.
- Promote a test and learn, agile, iterative culture where staff are encouraged to learn from their mistakes.
- Encourage an environment of mutual trust, transparent decision making underpinned by values-led leadership.
- Build on our constructive employee relations climate with trade unions and staff representatives within a clear and progressive policy framework.
- Review our internal policies and procedures to remove any unnecessary bureaucracy and encourage flexible / agile working practices for our service areas, providing managers with the discretion they need to manage their people with minimal intervention from HR.

REVIEW OF THE PEOPLE STRATEGY

The People Strategy will be reviewed annually by the Chief HR Officer in conjunction with the Assistant Director – Strategy, Performance & Communications and the Head of Paid Service.



One Team	<h3 data-bbox="613 168 1001 208">Engaging communication</h3> <p data-bbox="613 223 2037 255">I communicate clearly, tailoring my approach to suit the audience so that I can engage, influence and persuade people.</p>		
Level 1	Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • Communicating clearly and concisely • Adapting tone of communication to suit people of all levels • Giving the right level and quantity of information to suit the audience • Explaining things in straightforward language • Gaining credibility through an open and honest approach • Showing enthusiasm and passion for the subject • Checking that others have understood what has been said or written • Showing a polite and professional style to external people 	<ul style="list-style-type: none"> • Clearly articulating the key points of an argument • Using a range of different approaches to influence and meet different people's needs • Being open to new ways of communicating • Having the influencing skills to challenge stakeholders successfully • Motivating colleagues, creating positive energy • Talking positively about the Council • Influencing by putting a strong, reasoned case • Using different communication channels effectively (e.g. email, phone, in person) 	<ul style="list-style-type: none"> • Inspiring belief and buy-in in the team or audience around any situation • Role-modelling good communications via different channels • Talking to people at their level, not yours • Distilling complexity into clear, core messages • Communicating effectively at all levels of the organisation or externally • Adapting tone and style to suit whatever arises in conversation • Understanding the political context of communications • Influencing across the matrix without authority 	<ul style="list-style-type: none"> • Presenting clearly and with impact • Setting up good communication systems, e.g. establishing email etiquette • Negotiating confidently, with credibility and conviction • Setting expectations of ways to communicate • Leading the way on using different media/channels to communicate effectively • Inspiring individuals, groups or teams to gain buy-in and build momentum • Navigating the politics of different stakeholders wisely • Ensuring the Council is represented positively to internal and external audiences
<p>Negative behaviours: Being hard to understand (e.g. not enough detail or too wordy); Over-relying on one form of communication (e.g. email); Using jargon inappropriately; Using the same style without adapting even when it's not working; Imposing /forcing a view; Dishonesty; Misjudging the tone of communication (e.g. too formal, or using bad language); Failing to enthuse, motivate or inspire; Letting negativity drain engagement; Missing the subtle messages.</p>			

One team	<h3 style="color: #f9a86a;">Working together</h3> <p>I get to know people in order to support, share information, work across boundaries and act in the best interests of the whole organisation.</p>		
Level 1	Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • Being kind; looking out for others and offering help • Building rapport easily; having an open, approachable manner • Being friendly; making an effort to get to know people • Sharing information freely and promptly • Showing appreciation, saying 'thank you' • Inviting people's ideas and considering their points of view • Being considerate and managing your impact on other people • Asking for help 	<ul style="list-style-type: none"> • Volunteering for activities so as to share out workload fairly • Being willing to find a compromise • Letting people know what's going on • Making people feel included and valued • Supporting agreed outcomes • Being tolerant and considerate of people's pressures • Taking a real interest in the team's welfare • Addressing concerns through constructive conversation • Getting to know people beyond your immediate team 	<ul style="list-style-type: none"> • Taking the team's opinions into account and providing appropriate feedback • Sharing plans with others early enough so activities are aligned • Making time to get to know your team, their needs and interests • Supporting your team, e.g. sharing credit or taking collective responsibility for problems • Having crucial conversations promptly and constructively • Being proactive in reaching out to other teams • Developing a network of positive working relationships internally and externally • Creating an environment where people feel able to ask for help or offer ideas 	<ul style="list-style-type: none"> • Being visible and available • Making time to get to know staff, teams and what they do • Supporting staff wellbeing • Creating systems to ensure the right people get the right communication at the right time • Acting in the best interests of the organisation (e.g. aware of reputation) • Building collaborations, e.g. joint ventures, partnerships • Creating a one-team culture that breaks down silos and fosters joined-up working • Understanding the agendas of a wide range of stakeholders
<p>Negative behaviours: Being rude, arrogant or argumentative; Playing people off against each other; Back-stabbing; Gossiping or rumour-spreading; Being selfish; Isolating yourself; Holding onto information; Being uncontactable; Blaming others; Ignoring others' struggles; Being unhelpful; Taking credit unfairly; Being grumpy or unapproachable; Dismissing others' ideas; Being tactless; Reinforcing silos.</p>			

Customer First	<h3>Understanding others</h3> <p>I find out other people's needs and perspectives with openness, showing my understanding through empathy, listening and respect.</p>			
Level 1	Level 2	Level 3	Level 4	
<ul style="list-style-type: none"> • Gathering feedback and other information to understand customer needs • Giving people space to talk • Showing you are listening through body language, tone and thoughtful answers • Being open-minded to other points of view • Empathising with others' concerns or difficulties • Acting on what you have heard • Showing respect and courtesy; treating people consistently and fairly, regardless of background • Acting in the best interests of the customer/stakeholder where appropriate 	<ul style="list-style-type: none"> • Being interested in other people's views • Creating an atmosphere where people feel it's ok to talk • Being objective to listen to a range of viewpoints • Ensuring that actions and decisions are suitable for all customers/stakeholders • Using emotional intelligence to understand and empathise with a wide range of people • Being patient and considerate when people struggle • Honouring confidentiality in conversations • Taking personal responsibility to understand and represent customers 	<ul style="list-style-type: none"> • Treating all team members fairly and equally • Making time to gather and listen to staff ideas and concerns • Driving a non-judgemental culture where people feel able to raise any issue • Letting people feel that they have a voice and can influence decisions • Embracing diversity • Being proactive in capturing customer/stakeholder insight • Taking care to fully understand stakeholder requirements • Designing services and processes around the needs of the customer • Having regular check-ins with team members 	<ul style="list-style-type: none"> • Showing understanding of different team's challenges when shaping organisational change • Setting systems and expectations of regular check-ins with staff to understand their needs • Defining data capture requirements to ensure sound customer / stakeholder insight • Role-modelling an impartial and objective approach to dealing with emotive issues • Understanding the needs of the local community • Creating a culture where diversity and difference are celebrated • Ensuring equality of access to services 	
<p>Negative behaviours: Being judgemental; Taking a one-size fits all approach; Lying; Being stubborn and closed-minded to other views; Talking over people; Showing favouritism; Seeing customers as a burden; Not seeing the demands or challenges facing someone; Ignoring people's feelings; Making others feel unimportant; Focusing on number regardless of human impact; Not listening if it's not what you wanted to hear; Using stereotypes.</p>				

Customer First	Integrity and ownership I take responsibility to do what is right, being proactive and working hard to get good outcomes and follow through on commitments.			
	Level 1	Level 2	Level 3	Level 4
	<ul style="list-style-type: none"> • Being dedicated and working hard to see things through • Going the extra mile to get things done well • Being able to work on your own initiative • Being proactive; spotting something needs doing and doing it • Taking responsibility even when it goes beyond your job description • Being reliable; following through on promises • Putting self forward to get involved • Speaking up when you have an idea or challenge 		<ul style="list-style-type: none"> • Leading by example, acting as you say • Role-modelling the courage to tackle difficult issues • Offering to take some of the load without waiting to be asked • Using initiative to take the next step or decision • Encouraging a culture where people have a sense of ownership to resolve issues • Being honest in fulfilling corporate objectives • Acting robustly to uphold and enforce ethical behaviour and decisions • Ensuring initiatives maintain momentum and are seen through 	
<p>Negative behaviours: Needing close supervision; Needing to be told what to do; Being scared to make a decision; Hiding behind other staff; Avoiding difficult issues; Clock-watching;; Not getting things done; Having a can't-be-bothered attitude; Leaving it for someone else; Passing the buck; Cutting corners; Missing deadlines or details; Not acting in the face of problems or ethical breaches.</p>				

Thinking Ahead	Reasoned thinking I use the right range of information to create sound, commercially informed solutions.		
Level 1	Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • Being logical; able to explain what you are doing and why • Seeking out relevant information, data and views • Making decisions on the basis of a good mix of solid information • Making sure information is correct and representative • Choosing priorities having thought about their impact • Seeing potential problems and acting to pre-empt them • Finding a solution to a customer's/stakeholder's problem • Understanding the value of your time and using it wisely • Making decisions in a timely way 	<ul style="list-style-type: none"> • Knowing what data / information is relevant to gather • Thinking about the cost implications of actions or decisions • Being aware of the constraints around a decision • Making sound decisions at pace • Being able to reconcile different instructions • Thinking ahead to prevent future problems • Recognising trends and patterns in information 	<ul style="list-style-type: none"> • Identifying the key priorities in what needs to be done • Thinking through the business case; outlining risks, reasoning and likely returns • Finding ways to reduce costs or generate revenue • Recognising impacts beyond your area and into the longer-term • Tackling the causes, not just the symptoms • Supporting team members in going through robust decision making • Educating people about commercial awareness in their job • Using judgement when faced with ambiguous, missing or conflicting information • Understanding and managing the risks in a decision 	<ul style="list-style-type: none"> • Setting a clear strategic vision for the team / department • Always factoring in value for money • Ensuring clarity on core goals • Identifying and pursuing current and future commercial opportunities • Showing ownership and accountability for Council resources • Undertaking considered financial planning • Showing good awareness of the wider context for decisions (internally and externally) • Drawing on regional, national and global trends
<p>Negative behaviours: Procrastinating; Making ill-considered decisions; Failing to change mind in light of new information; Making risky decisions without facts; Missing wider or longer-term impacts; Letting short-term pressure outweigh long-term impacts; Being a bottle-neck by making all decisions involve you; Struggling to make sense of information; Is unrealistic; Ignores cost implications</p>			

Thinking Ahead	Always improving I look for better ways to do things, challenging the current state and being creative to find new and efficient approaches.			
Level 1	Level 2	Level 3	Level 4	
<ul style="list-style-type: none"> • Coming forward with solutions to problems • Looking for ways to improve own performance • Creating usable ideas • Finding ways to make things work more efficiently • Questioning current approaches • Getting involved with and embracing change; making suggestions • Embracing new technology • Being prepared to try, fail, learn and adapt 	<ul style="list-style-type: none"> • Spotting opportunities for improvements • Turning ideas into reality • Driving efficiencies, e.g. avoiding duplication • Helping to shape change • Being brave enough to experiment and explore what is possible • Making the most of new technology to improve things • Challenging the norm • Being open to new and flexible ways of working 	<ul style="list-style-type: none"> • Looking for best practice to improve service delivery • Improving procedures and systems • Getting the team together to brainstorm ideas • Understanding digital delivery • Proactively seeking out new and better ways, internally or externally • Encouraging and stimulating ideas, being supportive of suggestions • Making it ok for people to fail and learn 	<ul style="list-style-type: none"> • Creating enthusiasm for and involvement in change • Championing continuous improvement of service design • Thinking about technical solutions as core • Driving a continuous improvement culture • Breaking down barriers to efficient work practices • Adapting to changing organisational priorities and needs • Taking considered risks to drive improvements 	
Negative behaviours: Being too scared to try a new approach or technology; Presenting barriers rather than solutions; Creating change for change's sake; Settling for what you already have; Closing down challenges to ways of thinking; Blaming failure without embracing learning; Sticking to rigid ways of working; Focusing on problems not solutions; Being defensive when there is a problem with the service.				

Performance Counts	<h3>Making time count</h3> <p>I manage time well, organising work so everyone has clear expectations and we make good use of resources.</p>			
Level 1	Level 2	Level 3	Level 4	
<ul style="list-style-type: none"> • Taking responsibility to ask for what you need • Managing time and workload to get things done • Planning ahead to ensure priorities are taken care of • Managing expectations so people know what to expect when • Working accurately • Being able to focus to get things done • Being realistic and practical about how to get things done with finite resource • Sticking to regulatory guidelines 	<ul style="list-style-type: none"> • Agreeing challenging but achievable targets • Making plans flexible to cope with the unexpected • Recognising where to liaise with others because your work impacts on each other's delivery • Managing resource to meet the needs of the team • Giving clear instructions so people know what is needed • Making use of others' skills and expertise to get things done • Keeping track of multiple activities • Being firm within the terms of policies 	<ul style="list-style-type: none"> • Balancing workload across the team • Setting challenging targets, clear goals, guidelines and principles • Helping the team to prioritise activities • Delegating and empowering team members to work self-sufficiently • Using good project management skills • Pulling together skills and resources to get things done • Monitoring performance and acting on it • Tracking the benefits of actions / decisions • 	<ul style="list-style-type: none"> • Creating structures with clear responsibilities so people know who is accountable for what • Ensuring that activities happen at the right level in the organisation • Forward planning to take account of likely developments • Showing good understanding of service delivery • Looking for ways to pool resources for joint outcomes • Establishing systems and processes to track and measure performance • Ensuring initiatives maintain momentum and are seen through 	
<p>Negative behaviours: Micro-managing; Wasting people's time; Setting unrealistic targets; Over-promising; Setting unrealistic targets; Getting involved with the wrong activities; Missing deadlines; Constantly fire-fighting; Giving inconsistent messages; Constantly changing the goal-posts; Not delegating tasks that should be left to others; Trying to do everything yourself; Failing to manage your impact on other people's priorities.</p>				

Performance Counts	Constantly building skills I continually build on my strengths, weaknesses and new areas to learn, and I share feedback and knowledge to help others develop.			
Level 1	Level 2	Level 3	Level 4	
<ul style="list-style-type: none"> • Looking for opportunities to learn and develop • Engaging with opportunities for training or learning new skills • Keeping up to date in your area • Continually building up your knowledge • Learning from mistakes and experience • Taking feedback constructively and acting on it • Sharing knowledge to help colleagues learn and develop 	<ul style="list-style-type: none"> • Acknowledging and recognising others' good work • Giving constructive feedback • Making time to try out and develop new skills • Putting yourself forward for activities that will grow and stretch your skills • Showing expertise in your area • Thinking about your own learning and development • Showing self-awareness about your strengths and weaknesses • Acknowledging and using others' expertise 	<ul style="list-style-type: none"> • Creating opportunities for people to learn, e.g. delegating or setting stretching targets • Empowering people to try things out and learn from mistakes • Making time to talk about development with people • Being proactive in addressing gaps in skills, knowledge or performance for self and others • Actively seeking feedback • Understanding and using the varied skills in the team • Encouraging cross-skilling to promote learning • Keeping skills and knowledge current in the team • Developing coaching skills to support the giving of feedback 	<ul style="list-style-type: none"> • Creating a culture of constant learning, e.g. stretching people, challenging underperformance, reviewing and learning • Promoting the sharing of knowledge and expertise internally and externally • Using well-honed coaching skills • Investing time and resource in attracting, retaining and nurturing talent • Drawing on external expertise / experience where appropriate • Creating a sense of progression for staff • Planning ahead to ensure the right skills and knowledge for the future 	
Negative behaviours: Thinking of learning solely in terms of training courses; Creating a fear of failure that stops people trying; Having blind-spots; Making the same mistakes over again; Lacking current knowledge; Being unwilling to learn or improve; Not providing adequate training; Not understanding their area; Allowing key skills or knowledge to get lost				

Performance Counts	Positive mindset I show a can-do attitude, adapting to change and keeping going through difficulties with resilience and a professional approach.				
Level 1	Level 2	Level 3	Level 4		
<ul style="list-style-type: none"> • Demonstrating a positive approach at all times • Treating the same person or task positively each time you come to it • Showing enthusiasm for work • Embracing a challenge or change • Being willing to adapt and take on new skills • Showing the flexibility to change plans where needed • Being able to manage your own wellbeing • Conducting yourself in a professional manner at all times • Staying calm under pressure • Accepting the final decision with good grace 	<ul style="list-style-type: none"> • Being open to new ways of working and new delivery models • Supporting the wellbeing of the team • Promoting the positives of change • Showing belief in the team, recognising strengths & weaknesses and celebrating success • Role-modelling the tenacity to keep going despite setbacks • Giving a constructive lead in a crisis • Being willing to move through the journey to meet organisational goals • Maintaining energy and resilience in the face of challenges 				
Negative behaviours: Taking things personally; Constant negativity; Making a drama out of a problem; Being unwilling to change and adapt; Unable to control emotions; Losing your temper; Being stuck in your ways; Being unable to move on; Bringing the rest of the team down; Performing badly under pressure; Being always sceptical or cynical; Being inflexible; Saying 'no' by default.					

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Agenda Item 6



This Report will be made public on 5 June 2019

Report Number

P/09/02

To: Personnel Committee
Date: 13th June 2019
Status: Non-executive Decision
Head of Service: Andrina Smith, Chief HR Officer

SUBJECT: GENDER PAY GAP REPORTING

SUMMARY: This report outlines the Council's statutory obligations regarding the publication of gender pay gap data and provides the data for this reporting year.

REASONS FOR RECOMMENDATIONS:

The Personnel Committee is asked to note the contents of the report set out below.

RECOMMENDATIONS:

1. To receive and note report P/19/02.

1. BACKGROUND

- 1.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires employers with 250 or more employees to publish statutory gender pay gap data every year. The Council is required to undertake and publish 6 different calculations that display and help explain any gender pay gap.
- 1.2 The statutory calculations are:
 - Gender pay gap as a mean average
 - Gender pay gap as a median average
 - Gender bonus gap as a mean average
 - Gender bonus gap as a median average
 - Proportion of men and women receiving bonuses
 - Proportion of men and women in each quartile pay band

The data resulting from these calculations appear in section 2 of this report.

- 1.3 The council is required to publish this data on its own website and on a dedicated government website annually. The salary data for this year is based on the mandatory snapshot date of 31st March 2018 and must be published by 30th March 2019.

The HR Business Partner (Performance) completed the review of our data during December 2018 which was followed by a report to the Corporate Leadership Team at the beginning of February. The Council's data was then uploaded to the government's website ([click here](#)) and the Council's website ([click here](#)) during March 2019.

- 1.4 While the Council must upload data onto the government website in a standardised template, we can choose how to publish our data on our website. The Council can then publish future figures alongside these so any changes in the gender pay gap can be noted.
- 1.5 The gender pay gap is different to equal pay. The gender pay gap is a measure of the difference between the average earnings of men and women across an organisation. Equal pay relates to men and women receiving equal pay for equal work, which has been a legal requirement for over 45 years. The Council is, of course, committed to diversity and equality of opportunity. Policies and procedures, such as the Recruitment and Selection policy and the job evaluation process, ensure we remunerate employees fairly and equally.

2. THE GENDER PAY GAP DATA

- 2.1 The average gender pay gap is expressed as a percentage. A positive percentage figure (or "positive pay gap") shows that, typically or overall, men are paid more. A negative pay gap indicates that women are paid more.

The Council's average gender pay gap as at the snapshot date of 31st March 2018 is as follows:

2.1.1 Gender pay gap as a mean average: 4.97%

The average man earns £15.88 per hour whereas the average woman earns £15.09 per hour. On average, men earn nearly 5% more than women.

This reflects a reduction in the gender pay gap in comparison with last year, in which we reported a gap of nearly 8%.

As a comparison, the mean gender pay gap was reported as 14.2% nationally and as 6.1% within local government as reported by the Local Government Association. Women were, on average, paid less than men in over 80% of local authorities.

This year's figures therefore compare favourably both nationally and with the sector. Comparison with other Kent authorities is considered below.

The mean average is useful because it takes into account the low and high earners and gives a good overall indication of the gender pay gap. However, very large or small rates of pay can 'dominate' and distort the calculation. By identifying the wage of the middle earner, the median calculation avoids this issue and is often considered a better representation of the typical difference in earnings.

2.1.2 Gender pay gap as a median average: -7.24% (negative 7.24%)

If all the women working at the Council were lined up in order of their hourly rate, then the middle woman (the median) would earn £13.48 per hour. The median man earns £12.57 per hour. Using the median calculation, the average woman earns just over 7% more than the average man.

By identifying the wage of the middle earner, the median is considered the best representation of the typical gender difference.

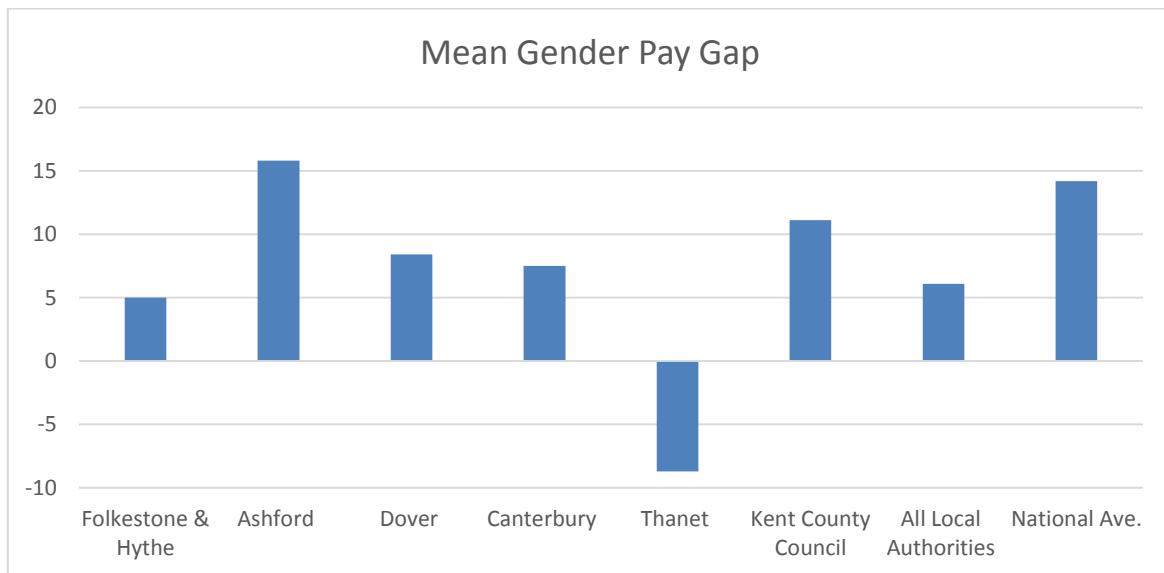
Last year we reported a median gender pay gap of negative 4.19%. Just over a quarter of local authorities reported, like us, a median gender pay gap that showed women were on average paid more than men.

Overall, the median gender pay gap was reported as 9.6% nationally (18.1% last year) and as 4% across local government. Comparison with other Kent authorities is considered below.

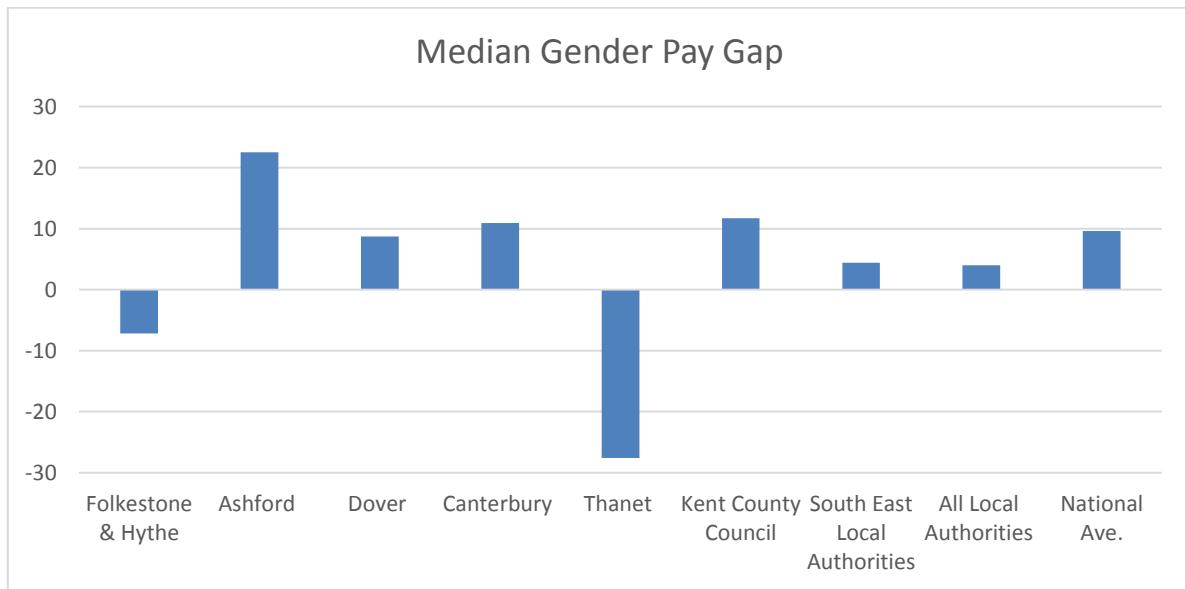
2.1.3 All Kent Authorities met the reporting deadline and their results are available both on the government's website and their own websites.

The table below shows the comparison across our local area of the

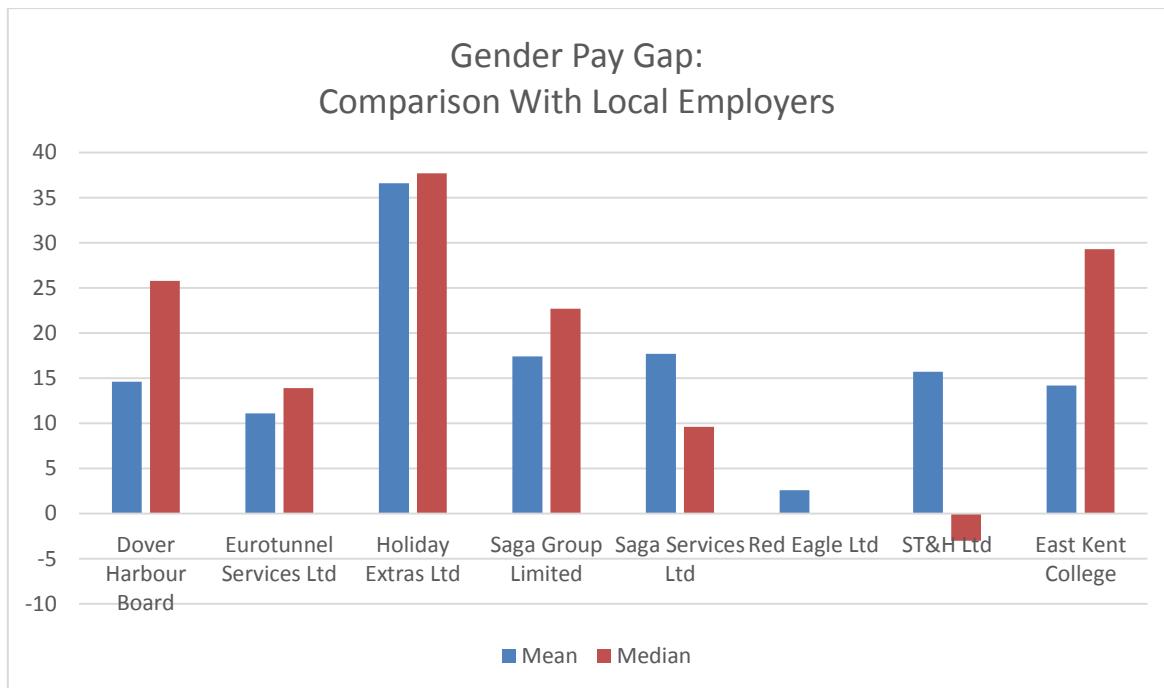
gender pay gap as a mean average.



The table below shows the comparison across our local area of the gender pay gap as a median average.



- 2.1.4 In order to provide a local comparison, the private sector data has been filtered and the following data extracted along with the local college:



- 2.1.5 Some local employers do not post their results for this region only. For example, Dungeness Power Station and Affinity Water may employ a substantial number of people locally however their results are reportable for their entire business across the country,
- 2.2 The gender pay gap legislation defines “bonus pay” as referring to any remuneration that relates to performance, whether this is discretionary or contractual. As the Corporate Leadership Team are able to make a one off discretionary honorarium award to employees that demonstrate an exceptional level of performance, such payments may be determined as meeting this definition of ‘bonus pay’.

During the period between 1st April 2016 and 31st March 2017, seven staff received honorarium payments. Of these, two were paid on an ongoing basis and have been considered more in line with acting up arrangements. The remaining five constituted one off payments and form the basis of the calculations below.

During the period between 1st April 2017 and 31st March 2018 no such payments were made and the following 3 results declared:

Average bonus gender pay gap as a mean average: N/A
Average bonus gender pay gap as a median average: N/A
Proportion of men and women receiving bonuses: N/A

- 2.3 The table below shows the proportion of males and females when divided into four equal sections based on their hourly rate. The lower quartile represents the lowest paid 25% of Council staff; the upper quartile contains the highest paid 25%.

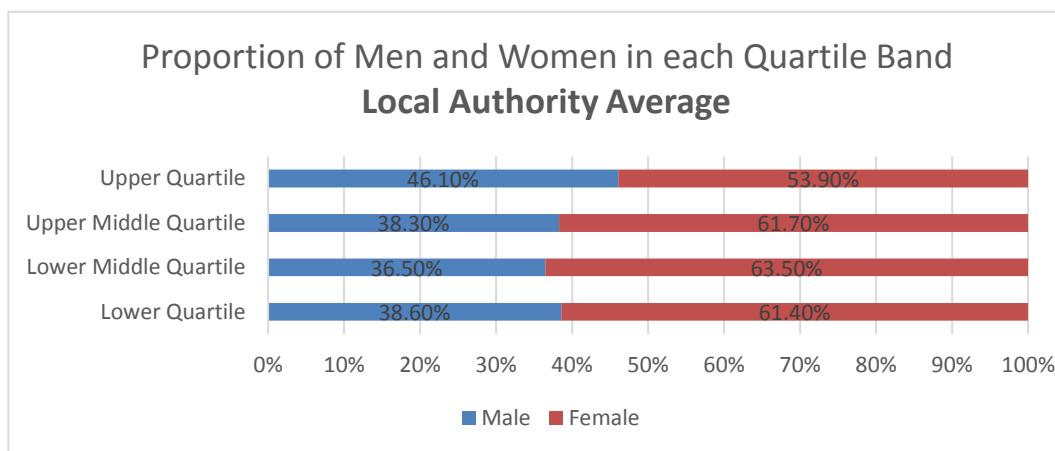
2.3.1 Proportion of men and women in each quartile pay band

Quartile	Male	Female
Lower	58.06%	41.94%
Lower Middle	38.04%	61.96%
Upper Middle	27.96%	72.04%
Upper	56.52%	43.48%

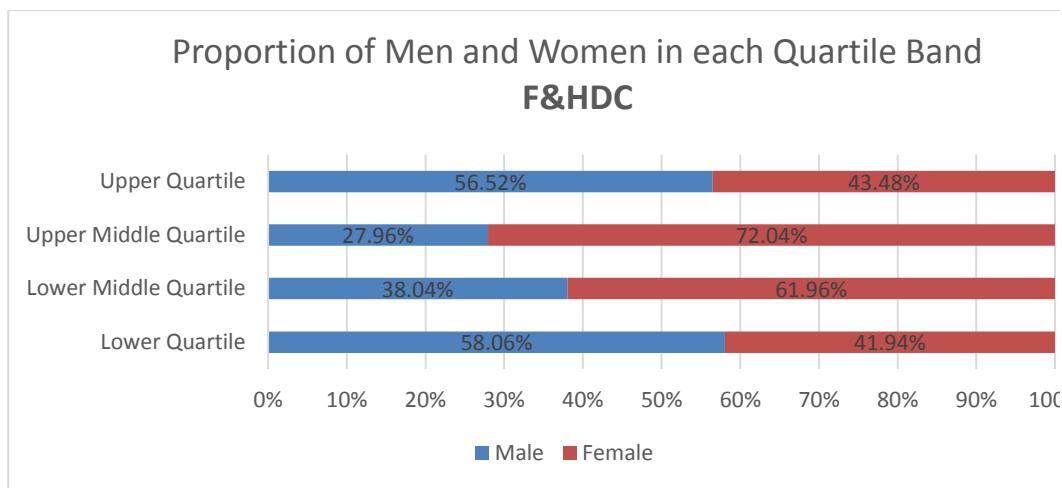
The table shows a higher percentage of men in both the lowest and highest paid quartiles. The reasons for this are considered in section 3 of this report.

3. SUPPORTING NARRATIVE

- 3.1 The median gender pay gap shows that, typically, female employees have higher pay than male employees. While this is a very positive indicator, the mean gender pay gap shows the opposite. The proportion of men and women in each quartile band (section 2.3.1) helps to explain the reason for this difference.
- 3.2 The council employs more women than men. 55% of staff included in these gender pay gap calculations were female. This is rather typical in local government and on average has led to higher proportion of women across all pay quartiles.



However, at Folkestone & Hythe District Council the distribution of men and women is more uneven. The majority of women (61%) are concentrated in the middle pay quartiles, while the majority of men (63%) are counted in either the lowest or highest pay bracket.



The males in the upper pay quartile have contributed to a mean average that shows, overall, men are paid more than women. However, this distribution, where there is a large proportion of males found in the lowest pay quartile and a female domination of the upper middle quartile in particular, has also resulted in the median female being found higher on the pay spectrum than the median male.

3.3 The reduction in the mean gender pay gap:

This year the council will be reporting a reduction in its mean gender pay gap by almost 3%. As we might expect, the average wage across Folkestone & Hythe employees has increased marginally when compared to last year. However, when we break this down by gender the earnings of the average male have actually decreased slightly, whereas those of the average female have increased by 2.5%.

In comparison to the previous reporting year we have seen limited change in the male/female ratio in the highest and lowest paid roles. The reduction in the mean gender pay gap can largely be attributed to an increase in the proportion of women in the upper middle pay quartile. Essentially, the figures show some ‘movement’ from the lower middle quartile (which largely contains staff paid around a Grade D) into the upper middle quartile (which largely contains staff paid around Grades E and F). The reverse is true for males.

The changes within these middle quartiles also help to explain the widening of the median gender pay gap.

The actions outlined in paragraph 3.4 below may have contributed to the reduction in our gender pay gap and the increase of females in the upper middle pay quartile. However, it is also important to note that due to the organisation’s size and the manner in which the data needs to be calculated, a relatively small amount of individual changes can have a significant influence on the composition of these quartile pay bands and average figures.

3.4 Actions the council is taking to reduce the gender pay gap further:

Paragraph 3.2 highlights the distribution of males and females across the pay quartiles. Nearly one third of all male employees (32%) have been counted in the lowest pay quartile. A significant proportion (39%) of the staff that appear in this lower pay quartile work in the council's Grounds Maintenance department, the vast majority of which are male. The ratio of males to females is ordinarily higher in manual roles and attracting women into these positions is a noted national challenge. Strategies the council is implementing to increase diversity in this area include creating gender neutral job titles.

Nearly 57% of people in the upper quartile are male. Indeed, nearly a third (31%) of all male employees have been counted in this quartile when compared to 20% of female employees. The data indicates that one potential reason for this could be the higher percentage of full time posts at this level of the council's pay structure when compared to the other quartiles. Overall, 29% of council roles included in the calculations are part time, the majority of which (77%) are undertaken by female staff. Indeed, 40% of women work part-time, while only 14% of men do. However, the majority (60%) of these part-time posts appear in the middle quartiles of the pay spectrum, where the majority (61%) of females have been counted. The fewest amount of part-time roles appear in the highest pay quartile. This is reflective of the national situation though, with the Office of National Statistics reporting that part-time working has an effect on the average pay figures used in gender pay gap reporting.

With this in mind, the council has introduced a number of measures to increase gender diversity in this upper pay quartile:

- Working flexibly is encouraged, with the majority of staff having the ability to work flexible hours and in a range of locations including from home.
- Prior to recruiting externally or seeking candidates for promotion, the council carefully considers whether working hours and locations can be flexible, and, if the post is full time, whether it could be undertaken on a part-time basis. This is then clearly stated on the advert in order to remove such barriers and increase diversity in recruitment and promotion activities. Job sharing options are also considered.
- It is recognised that working part-time can impact on the ability to attend training courses, which may then impact on career progression. The council therefore considers its training programmes carefully in order to support the development of women into senior positions. A range of flexible development opportunities are available, including coaching, mentoring, in house training and formal qualifications. When considering our training courses we put on shorter courses or split over different days to enable part-time staff to attend.
- In order to reduce the gender pay gap further, the council offers supportive options for those returning from maternity leave and

encourages greater sharing of caring responsibilities through raising awareness of benefits and initiatives such as Flexible Working, Shared Parental Leave, and Tax-Free Childcare.

While it may take time to see changes, measures such as those listed above may reduce the gender pay gap in the upper quartile in the future. Progression and appointments to senior posts will continue to be monitored in order to evaluate the success of these initiatives.

4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

- 4.1 Legal Comments (DK) – there are no legal implications arising directly out of this report other than those already stated therein.
- 4.2 Finance Comments (LH) – there are no financial implications arising from this report.
- 4.3 Equalities Comment (GE) – this report demonstrates Folkestone & Hythe District Council's continued commitment to Equality and Diversity. No Equality Impact Assessment required.

5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officers prior to the meeting

Andrina Smith, Chief HR Officer
Telephone: 01303 853405
Email: Andrina.Smith@folkestone-hythe.gov.uk

Ritchie Bennett, HR Business Partner
Telephone: 01303 853693
Email: Ritchie.Bennett@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

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This Report will be made public on 5 June 2019

Report Number **P/09/03**

To: Personnel Committee
Date: 13th June 2019
Status: Non-executive Decision
Head of Paid Service: Dr Susan Priest

SUBJECT: REPORT OF THE HEAD OF THE PAID SERVICE

SUMMARY: This report is from the Head of the Paid Service in relation to the adequacy of staffing resources across the Council.

REASONS FOR RECOMMENDATIONS:

Personnel Committee is asked to note the contents of the report.

RECOMMENDATIONS:

1. To receive and note Report P/19/03.

1. INTRODUCTION

- 1.1 The Head of the Paid Service of the council is appointed under s3 of the Local Government and Housing Act 1989.
- 1.2 The council has a duty under that act to provide the Head of the Paid Service ‘with such staff, accommodation and other resources as are, in his opinion, sufficient to allow his duties...to be performed’ – s4(1)(b) of the act.
- 1.3 It is therefore appropriate to formally report to the Council, via the Personnel Committee, on the adequacy of staff resources that the Council has provided in order to give assurances that they are sufficient to discharge the Head of Paid Service duties.

2. THE STAFFING RESOURCES OF THE COUNCIL

- 2.1 In February 2018 Cabinet and Council supported the Business Case for transformation and allocated funds to enable a council-wide programme to take place over the course of 18-24 months through to the end of March 2020. As a result of this support, iESE were procured as our partner for delivering the programme and they supported the senior management team through to January 2019. This allowed the Strategy & Analysis phase of the programme to be carried out involving staff wherever possible in the review and redesign of our services. This approach helped to secure engagement and instil a sense of ownership of the future of our Council.
- 2.2 Since then we the Implementation phase has started and the key aspects of necessary IT to support our transformation have been procured. A dedicated Project Manager with extensive experience of leading change programmes in local authorities has been appointed through to end March 2020 providing much needed expertise and experience to the team while iESE remain our ‘critical friend’ should we need to draw on their expertise and contacts as we conclude the programme.
- 2.3 It is likely that the end date of the programme may be extended slightly giving a longer ‘tail’ of activity through to June / July 2020 to minimise disruption to customers while transitioning processes and systems.
- 2.4 As the transformation programme is a significant change for the Council with far-reaching implications for our processes, systems and resources a number of staff have left employment at the Council in recent months, resulting in a short term need to resource some areas with temporary or fixed term appointments. However, the priority wherever possible has been to utilise internal secondments providing staff with additional development opportunities whilst we consider the future structure of the Council.
- 2.5 In order to take steps to address retention and maintain staff morale through a period of significant change, social activities and employee benefits are being arranged for staff as well as raising the profile of our

flexible working arrangements, and other benefits for working for the council, which are already appreciated by staff.

- 2.6 During this current financial year our focus will be on implementing new IT systems resulting in new processes and work flows. This is supported with a new behavioural framework, new team structures and the introduction of job role families which together provides a robust strategic framework within which we can appoint and support the development of individual members of staff. There will inevitably be a level of disruption to services as staff are put at risk of redundancy, assimilated into new roles, or supported through the appointment process. While a Voluntary Redundancy scheme will remain in place for the duration of the programme, the intention is to minimise the number of redundancies as far as possible and, of course, to minimise the level of disruption to services.
- 2.7 A challenging agenda lies ahead, not only with the transformation programme, but also with significant external projects including Otterpool Park, Princes Parade, High Streets Regeneration, and the delivery of new affordable homes into our Housing Revenue Account. This is putting some strains on the resourcing of particular teams within the Council, particularly the Strategic Development team and Development Management team. New approaches are being considered to support the delivery of services in these areas, including the outsourcing of work to specialist firms in order to clear the current backlog of, for example, basic Development Management work. As far as the adequacy of the current staff resources is concerned they are adequate to discharge duties for the level of ambition, activity and the functions the council currently undertakes. As a result the intention is to keep the resources under review throughout the year.
- 2.8 Unlike other annual reports, the detailed organisational structure chartshave not been appended showing the staffing structure of the council as the teams are subject to significant change. However, the Corporate Leadership Team (CLT) and senior level structure is included as appendix 1. Work is currently in-hand reviewing this to ensure that from April 2020, the most efficient senior structure is in place to provide the necessary leadership to the council, while also designing for succession management and resilience which are key principles of the transformation programme.
- 2.9 The Council also continues to experience some recruitment difficulties, with a buoyant East Kent job market for selected roles. To ensure that the Council has the ability to attract, retain and reward the very best resources, while keeping up with market pressures and benchmarked data from comparator councils elsewhere, a new pay scale is being proposed which is the subject of a separate paper to the Committee.
- 2.10 This report has provided a high level overview of the main resourcing considerations as at the end of May 2019. Expectations are that 2019/2020 will be a year of significant change in resourcing and one that will see a complete transformation in our systems and processes. The customer will remain at the heart of our digital service delivery which will provide modern 24/7 accessibility for our customers, along with improved resilience across teams, while also making efficiency savings in the overall

resourcing budget. The senior team remains firmly committed to providing excellence in all the services we deliver.

3. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

3.1 Legal Officer's Comments (AK)

There are no legal implications arising directly out of this report.

3.2 Finance Officer's Comments (LH)

There is a budget for the approved staffing structure for the Council. This means that it is fully funded. In addition, there are controls in place to ensure that additional posts to this structure are only approved when funding has been identified. Employees' costs are monitored monthly with the Corporate Leadership Team receiving a monthly report of projections compared to budget.

3.3 Diversities and Equalities Implications (ASm)

There are no specific Diversities and Equalities Implications arising from this report.

4. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

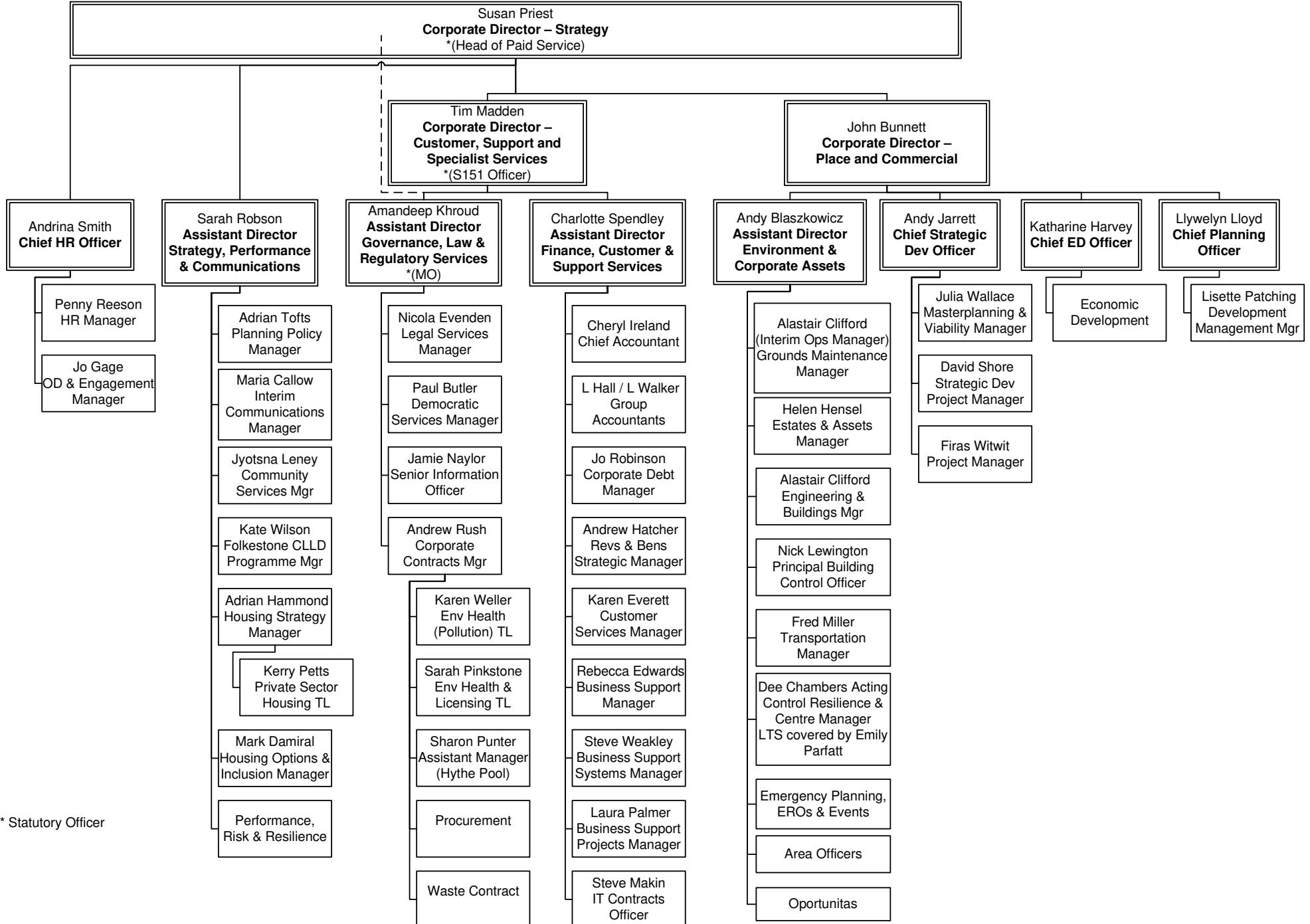
Andrina Smith, Chief HR Officer
Tel: 01303 853405
Email:andrina.smith@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

Appendix A – CLT & Direct Reports



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Agenda Item 9

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of the Local Government Act 1972.

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