

Human Resources Panel

22 January 2019

Human Resources Overview

Report of the:	Head of HR & Organisational Development
Contact:	Shona Mason
Annexes/Appendices (attached):	Annex 1: Job Families Annex 2: Staff Consultative Group Feedback on Generic Role Profiles & Job Families (considered exempt from publication for reason set out on Agenda) Annex 3: Pay scales 2018/19 Annex 4: Inclusion & Diversity Commitments 2018/19 Annex 5: Behaviour Framework
<u>Other available papers</u> (not attached):	None stated

Report Summary

This report provides an overview of Human Resource and Organisational Development activity, which supports the Council's wider team wellbeing, providing evidence of good practice and up to date employment policy.

Recommendation (s)

The HR Panel receives the reports and outlines any particular areas for development or further reporting.

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 To ensure that the Council successfully delivers its key priorities, service plans and Sustainable Community Strategy it is imperative that the Council has an engaged, skilled and motivated team.
- 1.2 The team's wellbeing, ensuring that the Council undertakes sound employment practice and has up to date employment policies is important to achieving this.

Human Resources Panel

22 January 2019

- 1.3 The activity of the Human Resources and Organisational Development team supports the organisation in achieving its people aims with its service delivery plan centred on supporting the service plans of the wider Council to achieve the Council's key priorities.

2 Background

- 2.1 In order for the HR panel to consider areas of wellbeing, good practice and policy this report will provide details of the following:
 - Pay & Performance Review – Generic Role Profiles & Job Families
 - Managers Huddle – June and November 2018
 - Sickness
 - Wellbeing Initiatives
 - Pay 2019/20
 - Inclusion & Diversity
 - Behaviours Launch

3 Pay & Performance Review

- 3.1 The new pay structure has been implemented on 1 April 2018 with all roles assimilated to the nearest pay grade. The next stage of the Pay & Performance review is the implementation of the NJC job evaluation scheme and the assessment of all posts across the Council to ensure the basis of the pay structure is sound. However in order for job evaluation to be undertaken effectively, up to date and informative role profiles need to be in place.
- 3.2 As part of the Pay & Performance review and as set out in the HR & OD Service Delivery Plan for 2018/19 it was agreed that all roles would be evaluated using the National Joint Council (NJC) Job Evaluation scheme.
- 3.3 It was agreed that a rolling program would be undertaken over the next 15 months to ensure that the roles that Epsom & Ewell Borough Council has are graded appropriately and are placed within the right grade on the new pay structure.
- 3.4 In order to undertake job evaluation it is imperative that role profiles are up to date and accurately reflect the level at which the role operates. To ensure consistency with the designing of the role profiles, one option which is favourable, would be to produce generic role profiles across the organisation making the majority of the content generic. This would mean that minimal input would be required to update the profiles with a small focus on service specific detail.

Human Resources Panel

22 January 2019

- 3.5 Currently the Council has 12 Grades and each grade can be defined by a job family or category. The proposed Job Families are outlined in **Annex 1**. Jobs have not been categorised in this way before however it would support with introducing generic role profiles and can be categorised based on our existing pay structure.
- 3.6 This proposal also includes the deletion of the bottom grade G12. It is proposed that all those roles which are currently sitting in G12 will move to G11.
- 3.7 Policy documentation has been developed to support the job evaluation process and will also form part of the consultation.
- 3.8 Consultation with staff has taken place via the Staff Consultative Group and commenced on 7 November and closed early January 2019 with a view to agreeing and finalising the job families/categories, generic role profile templates and Job Evaluation by the end of January 2019.
- 3.9 The feedback that has been received included the following with full details provided in **Annex 2 (considered exempt from publication for the reason set out on Agenda)**:
 - Role profiles being too generic
 - Request for clarity and additional guidance
 - Consistency
 - Involvement of staff
 - Management of salary budgets
 - Costings
 - Career pathways
- 3.10 Upon the completion of the consultation the next step will be to ensure that all role profiles are updated using the new templates.
- 3.11 At the next Managers Huddle in Feb 2019 a session will be delivered by the Head of HR & OD & Head of Digital & Service Transformation to ensure that there is a common approach in developing the generic role profiles with drop in sessions also being offered throughout March – June 2019.
- 3.12 Services will have until end of June 2019 to update all role profiles using the generic role profiles templates and this would ensure that we would be ready to undertake the job evaluation during of 2019/20.
- 3.13 Using generic role profiles would make the job evaluation processes more efficient as there would not be as many factors to assess and it could be undertaken more quickly.

Human Resources Panel

22 January 2019

- 3.14 This approach would then allow 2019/20 to focus purely on job evaluation of the generic role profiles.
- 3.15 Funding will need to be identified from the 2020/21 budget to allow for potential up/down grades to posts as a result of job evaluation. If there is a significant cost associated with any regrades then this will need to be presented back to Committee to establish if Members wish to continue to support the Pay & Performance review. Any changes to salaries need to be affordable.

4 Managers Huddle

- 4.1 During 2018/19 we have run two Managers Huddles which continue to prove popular with Managers.
- 4.2 The sessions are run in house by Kathryn Beldon, Chief Executive & Shona Mason, Head of HR & OD with the agenda set in collaboration with the Managers Huddle working group. Other team members also present at the Huddle to provide a varied and interesting agenda.
- 4.3 The aim of the sessions are to provide a development, networking and engagement opportunity where Managers can learn about a specific subjects, meet and learn from other Managers across the Council and provide feedback on topics and projects that are currently being undertaken.
- 4.4 The topics that have been covered include:
 - General Data Protection Regulation
 - Behaviour Framework
 - Managers' Network
 - Recruitment
 - Member/Officer Protocol
 - ICT road map
 - Digitalisation
 - Bring Your Own Device
 - Induction processes
 - Surrey Learn Partnership (SLP)
 - My Performance Conversation

Human Resources Panel

22 January 2019

- 4.5 The Managers Huddle will continue to be hosted with a further one due to be held in February 2019.

5 Sickness

- 5.1 The management of sickness absence remains a key priority for the HR team. Since the implementation of the new Attendance Management Policy and Procedure in March 2018, we have continued to work closely with Managers to assist them in proactively managing sickness absence and mitigating its impact on colleagues and services.
- 5.2 As reported in July 2018, sickness absence rates had increased steadily to 10.56 days per employee in the 12 months to 31 March 2018. The annual cost of sickness absence to the Epsom & Ewell Borough Council was estimated to be in excess of £250,000.
- 5.3 Significant progress has been made in the management of sickness absence, which has resulted in a decrease from 334 days lost in April 2018 to 229 days lost in November 2018.
- 5.4 The HR team continue to work closely with our Occupational Health provider, Medwyn, to manage and support staff.
- 5.5 During the period 1 April 2018 to 31 October 2018 there was a significant rise in sickness absence due to stress, anxiety and depression, with 24% of total sickness absence attributable to this. Recognising the need to provide additional support in this area to both staff and managers, we have taken the following actions:
- Trained three Mental Health First Aiders
 - Arranged Mental Health Awareness training for supervisors and managers to help them to identify where staff are displaying symptoms of mental health issues
 - Arranged for Dorking Talking Therapies to provide information and advice to help staff effectively manage symptoms
- 5.6 In response to feedback we have received, revisions are being made to the Attendance Management Policy and Procedure to ensure its continuing effectiveness. These changes will be consulted on in April 2019 as part of the wider HR policy review.
- 5.7 Recognising the importance of monitoring sickness absence, the HR team will continue to present absence reports to the Leadership Team on a quarterly basis.

Human Resources Panel

22 January 2019

6 Wellbeing Initiatives

- 6.1 In October 2018 the HR team co-ordinated a “Wellness Week”, which was designed to help staff to focus on their wellbeing and was well received. Topics covered included mental health, nutrition, move more, wellbeing and alcohol awareness. Staff were invited to participate in a number of activities, including a steps challenge, healthy cake competition, “know your numbers”, mindfulness sessions and massage therapy.
- 6.2 Following the success of Wellness Week, the HR team have facilitated further holistic therapy sessions (Reiki, Crystal Therapy, Indian Head Massage and Neck and Shoulder Massage) as well as Pilates sessions for staff. These will be held at the Town Hall and, where possible, across the venues. We are hoping that these sessions will prove popular with staff and that they will continue on an ongoing basis.

7 Pay 2019/20

- 7.1 There is a need for our salaries to remain competitive. As a result of years of either no pay awards or small pay increases, together with our proximity to London, it is becoming increasingly difficult to attract qualified, skilled and experienced individuals into the organisation.
- 7.2 Of the 128 recruitment campaigns we have completed between 1 April 2017 and 30 November 2018, there have been 24 recruitment campaigns (18.8%) where no appointments were made.
- 7.3 We have recruited to 6 vacancies using market supplements or recruitment payments.
- 7.4 52.7% of new appointments have been made above SCP1 which is out of alignment with current EEBC policy.
- 7.5 Turnover over the past 4 years (based on voluntary leavers) has increased from 9.9% - 14%.
- 7.6 The pay award for 2019/20 was agreed as part of the large scale consultation of revised pay grades and was approved by Committee at 1%.
- 7.7 In order to improve on the 1% that has been approved for 2019/20 the Leadership Team have agreed the following two provisions:
 - to increase annual leave entitlement by one day per year from 1 April 2019
 - to delete SCP 1 from each of the grades

Human Resources Panel

22 January 2019

- 7.8 When the review of the pay structure was undertaken by the Local Government Association, there was a recommendation to move from a 9 point scale to a 6 point scale. This would have resulted in the differentials between the scale points increasing and making progression more meaningful especially for those at the lower grades. We were unable to afford this at the time.
- 7.9 It should be noted that we also have a number of employees who moved from SCP 9 to SCP 9+ last April. This was a one off incentive for those at the top of the salary scales as no cost of living increase was proposed.
- 7.10 As a further step to address the ongoing recruitment difficulties and anomaly of SCP 9+, Leadership Team have agreed that SCP1 will be deleted from each of the grades with effect from 1 April 2019 and a new SCP10 is introduced with the same differential. The additional cost to implement these changes is £6k and can be funded from within existing budgets. The changes to the pay structure is outlined in **Annex 3**.
- 7.11 The Staff Consultative Group have welcomed these improvements and recognise that everything possible is being done to ensure the Council's pay remains both competitive and affordable.

8 Inclusion & Diversity

- 8.1 In May 2018 that a new Inclusion & Diversity group was set up to identify what needs to be done and how we can ensure that we can develop an integrated approach to Inclusion & Diversity. The key commitments for 2018/19 are attached in **Annex 4**.

The group has met on six occasions to push forward with the initiatives making progress on the following:

- Initial review of easy read documents within the Housing department
 - Inclusion & Diversity Event for Staff – Faith Awareness on 27 November 2018
 - Collation of information on work done with vulnerable Syrian families
 - Development of ward profiles with a draft Borough profile produced and ward profiles currently
 - Identifying good practice by Brighton & Hove in relation to Equality Impact Assessments documentation
- 8.2 The Inclusion & Diversity Faith Awareness event was a huge success with around 60 employees attending to hear two speakers talk about Islam and Hinduism while afternoon tea was served. The event was very well attended and very informative creating an inclusive environment.

Human Resources Panel

22 January 2019

9 Behaviours Launch

- 9.1 As a result of the changes to the Performance Management scheme and the introduction of My Performance Conversation the complex Competency Framework has now been replaced with new Behaviours supporting our culture change.
- 9.2 During 2017/18 there has been much engagement with Leadership Team, Managers Huddle and with team members on what makes Epsom & Ewell Borough Council unique, what aspects are important to us and what we should expect from our team members.
- 9.3 Originally it was envisaged that we would have three separate frameworks, one for Leadership Team, one for Managers and one for Team Members however during the engagement sessions it was clear that this approach did not fit our One Team aspirations and that any behaviours set out were expected of all colleagues irrespective of their status within the organisation.
- 9.4 Further work has been done to pull together the views, thoughts and feedback to produce the revised behaviours. This collaborative approach has been achieved through many sessions and achieving buy in from colleagues across the Council.
- 9.5 The new Behaviours were launched at two events on 1 December by the Chief Executive at the Town Hall and the Depot and are attached in **Annex 5**.
- 9.6 The two events were attended by 80 staff who heard from a number of key speakers which included an introduction to the new Behaviours by Kathryn Beldon followed by a short film which was produced by one of our employees and featured a number of our staff talking about what the behaviours mean in everyday life at the Council. Damian Roberts spoke about the Council taking an enterprising approach with Linda Scott showcasing Day Care+, Jon Sharpe talking about the development of Business Bins and Martin Holley highlighting the work his team are doing on pre applications in planning to become more enterprising. The session ended with Amardip Healy launching our Single Use Plastic pledge with all staff being issued an EEBC water bottle branded with the new behaviours. The event also had a few fun competitions and prizes staff could win. The event was a huge success and a great way for all employees to come together to reinforce our new culture.
- 9.7 The next steps will be for the new Behaviours to be embedded through recruitment, induction, My Performance Conversations and future events and communications.

10 Financial and Manpower Implications

- 10.1 All HR activities take place within agreed budgets.

Human Resources Panel

22 January 2019

- 10.2 Savings will continue to be made where possible ensuring the Council can provide a quality HR service in a cost-effective way.
- 10.3 As an example addressing high levels of sickness can directly impact on the efficiency of the Council improving overall productivity and reducing sickness related costs such as covering front line services.
- 10.4 **Chief Finance Officer's comments:** *The 2019/20 pay proposals will ensure staff remuneration remains both competitive and affordable. The additional estimated £6k cost can be funded from existing budgets.*

11 Legal Implications (including implications for matters relating to equality)

- 11.1 EEBC actively promotes equality of opportunity and values the diversity of its workforce. As an equal opportunities employer, it is vital that the Council ensures that all its policies, procedures and processes are open and fair and that staff are not discriminated against during their employment with the Council.
- 11.2 Over and above the need to ensure legal compliance with the Equality Act 2010 and other relevant statutory measures, the Council recognises the benefits of a diverse workforce and of the creation of a working environment based on dignity, respect and professionalism. By monitoring all parts of the employee relationship from recruitment, induction, training, employee relations, salary and benefits and HR processes, the Council proactively works to ensure fairness and equality of opportunity for all.
- 11.3 **Monitoring Officer's comments:** *None arising from the contents of this report.*

12 Sustainability Policy and Community Safety Implications

- 12.1 None

13 Partnerships

- 13.1 None

14 Risk Assessment

- 14.1 It is imperative that the Council follows fair and consistent HR procedures because the potential costs against the Council should it fail to implement a fair and robust process and procedure could be substantial should an Employment Tribunal claim be successful. As well as the financial costs, the reputational damage to the Council, as a public sector employer, could be considerable.
- 14.2 It is worth noting that there is no limit on compensation payable in successful claims of discrimination on the grounds of one of the protected characteristics defined in the Equality Act 2010.

Human Resources Panel
22 January 2019

15 Conclusion and Recommendations

15.1 The Panel is asked to receive and note the contents of the report and annexes and identify any areas for development.

Ward(s) Affected: (All Wards);