



Direct Dial/Ext:
Fax:
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Ask for: Denise Fitch
Your Ref:
Our Ref:
Date: 28 November 2013

Dear Member

PERSONNEL COMMITTEE - THURSDAY, 28 NOVEMBER 2013

I am now able to enclose, for consideration at next Thursday, 28 November 2013 meeting of the Personnel Committee, the following report(s) that were unavailable when the agenda was printed.

Agenda No	Item
5	<u>The Living Wage</u> (Pages 3 - 4)
8	<u>Kent Manager - Presentation</u> (Pages 5 - 14)

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Sass', is written over a light blue horizontal line.

Peter Sass
Head of Democratic Services

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KCC Reward Viewer

Summary

Your Total Reward Package (please note all amounts are approximate and for illustration purposes only)

Salary, Pension and Allowances		Savings	
Salary:	£14382	Childcare Vouchers:	£720
Employer's Pension Contribution	£3021 *	KentRewards	
Cash Award	£25	Cashback	£98
Total:	£17428 (gross)	Discounts	£15
		Local Offers	£28
		Reward Vouchers	£240
		Total:	£1101

* This calculation is approximately the contribution made by Kent County Council on an annual basis.

You really value these non-financial aspects of working for KCC:

- Financial education
- Wellbeing and fitness promotions
- Health checks
- Pro-active in equality and diversity
- Supported volunteering
- Flex Time
- 5 days learning and development
- Appraisal
- Health and safety
- Total Contribution Pay
- Kent Rewards
- The Help Fund
- Support Line
- Level Playing Field – for disabled people

You have received the following types of paid leave:

- Compassionate

KCC Reward Viewer

Summary

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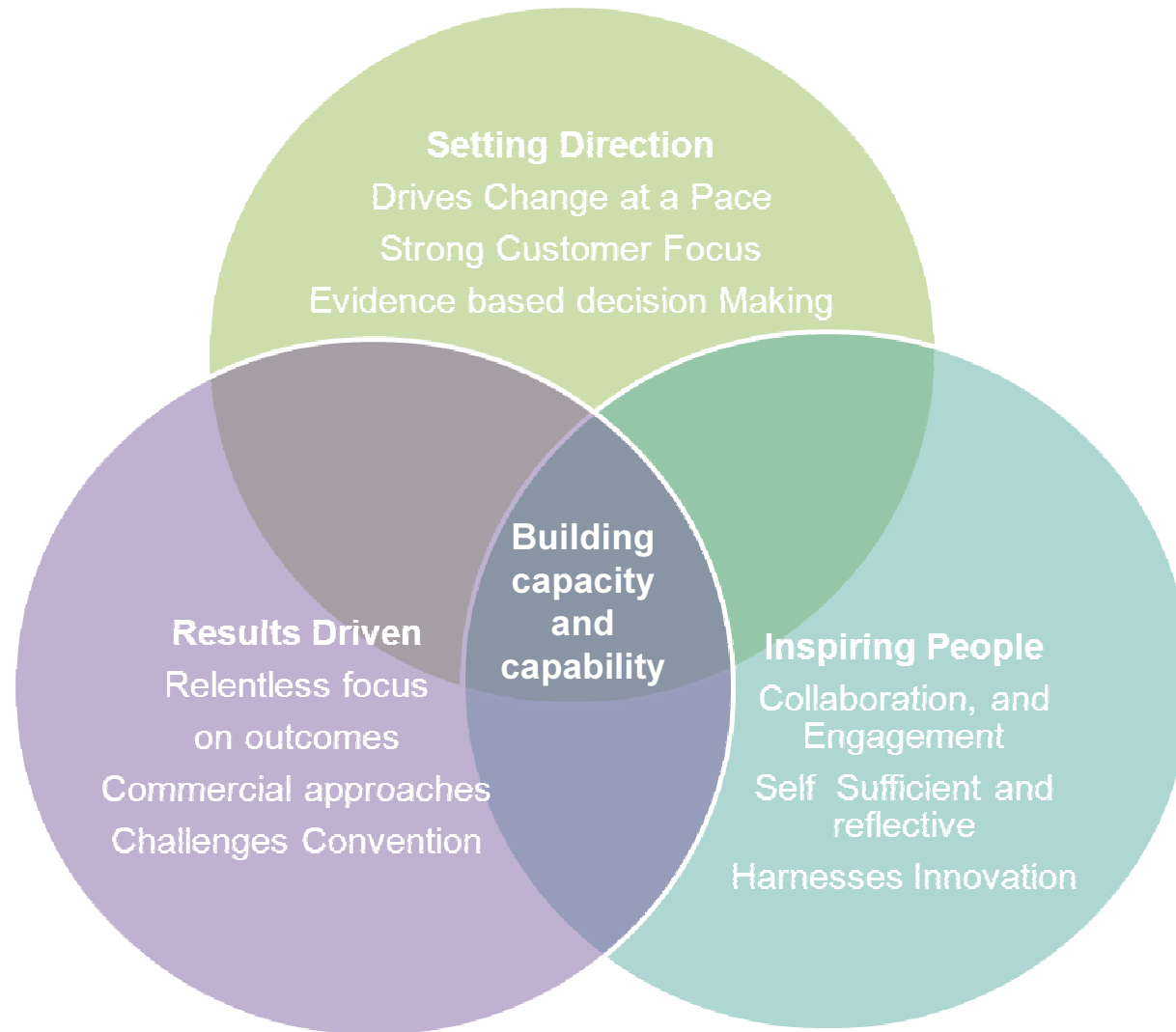
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You really value these non-financial aspects of working for KCC:

- Coaching and mentoring
- Financial education
- Wellbeing and fitness promotions
- Health checks
- In-house occupational health
- Pro-active in equality and diversity
- Retirement course
- Stress Management Policy
- Ability to buy annual leave
- Deferring annual leave
- Supported volunteering
- Part time working
- Flex Time
- 9 day fortnight
- Term time working
- Annualised hours
- Job sharing
- 5 days learning and development
- Appraisal
- Career grade framework
- Health and safety
- Induction
- Redeployment Support
- Total Contribution Pay
- Union Membership
- Kent Rewards
- The Help Fund
- Support Line
- Level Playing Field – for disabled people

KCC Leadership and Management Development Strategy 2013



Purpose

- To outline changes to the Leadership and Management strategy and plan to deliver Facing to Challenge.
- To outline changes to the Kent Manager Standard and address feedback from managers.

KCC Leadership and Management Development Strategy

- A 5 year strategy which identifies the current profile of our managers and the desired future state.
- Clearly defines future skills and strengths.
- Underpinned by a multi dimensional development programme that is flexible, adaptable and value for money
- 360 approach, with coaching and self reflection
- Benchmark our changing profile
- Return on Investment is measured and evaluated

The Leadership & Management Framework





Facing The Challenge

- Leadership and Management Development Programmes, websites and on line support to achieve real change in business approach
- Project and Programme Management development to ensure systematic consistent rigorous approach
- Commissioning and Contract training and development of skills in commerciality and business acumen
- Conversational practice to improve internal / external image through dialogue, to harness innovation and resolve disputes at pace
- Integration and partnership – joint working and service redesign
- Seminars to increase Political Awareness and relationships
- Webinars re Managing a remote outcome focused workforce
- Analytical tools to use customer insight to shape services
- Executive Coaching, Mindfulness to grow resilience

The Future Manager Programme

- To meet management and leadership demands of future service model (Facing the Challenge).
- Successors identified through TCP process and DMT approved. (Managers to spot talent).
- Initial pilot intake of approx 40 future managers in Feb 14.
- 12 month programme leading potentially to opportunities identified by the business
- 360 assessment before and after, coaching and career tracking to measure return on investment

Kent Manager Module 1: Personal
and organisational leadership

Leadership Qualities Framework

Developing self-awareness

Managing Yourself

Working within teams

Managing people

Managing performance

Making decisions

SENIOR LEADERS

Developing the vision

Communicating the vision

Implementing the strategy

The Seven Management Modules

1

Personal & Organisational Leadership –
effective, accountable, make the right transparent decisions

2

Communication & Engagement –
listens, facilitates, meaningful conversations, earns respect

3

People & Performance –
develops and embeds a performance culture that delivers results

4

Commercial Acumen –
demonstrates astute commercial and contract management skills

5

Policy & Systems –
understands KCC's key policies and is self-sufficient, making best use of resources

6

Customer Focus – engages and builds positive relationships and service design & delivery based on customer needs

7

Innovation & Change –
innovates, champions and welcomes change and makes things happen

The New Kent Manager proposal

- Seven Management Modules – fewer criteria
- Flexibility to change and evolve the Kent Manager
- All aspects of Leadership and Management development will enable evidence for the New Kent Manager
- Social care skills and competencies mapped across - LQF
- Retain ‘manager’ approval and accreditation – ensure quality, vital for evaluation and external benchmarking.
- Recognition of completion
- Communicate changes and transition arrangements - consistent messages led by CMT, focus groups and communication plan

Next Steps

- Focus groups set up to input into changes and continually review
- Leadership and Management Framework communicated to staff with Kent Manager transition arrangements
- The New Kent Manager takes over from the old and the Future Manager Programme begins April 2014