

**PERSONNEL COMMITTEE**

**Friday, 23rd September, 2011**

**2.00 pm**

Wantsum Room, Sessions House, County Hall,  
Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Friday, 23rd September, 2011, at 2.00 pm**  
**Wantsum Room, Sessions House, County**  
**Hall, Maidstone**

Ask for: **Geoff Mills**  
Telephone **01622 694289,**  
**geoff.mills@kent.gov.uk**

Tea/Coffee will be available 15 minutes before the start of the meeting **outside the meeting room**

#### **Membership (8)**

Conservative (6): Mr P B Carter (Chairman), Mr R W Gough (Vice-Chairman),  
Mr D A Hirst, Mr A J King, MBE, Mr K G Lynes Mr J D Simmonds

Liberal Democrat (1): Mr T Prater

Labour (1) Mr G Cowan

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

#### **A. COMMITTEE BUSINESS**

1. Substitutes
2. Declarations of Interests by Members in items on the Agenda for this meeting.
3. Minutes ( 1 - 6)
  - (a) Minutes 18 May 2011
  - (b) Minutes 13 July 2011
4. Presentation on staff awards (oral)
5. Change to Keep Succeeding update ( 7 - 26)
6. Policy update ( 27 - 52)
  - (a) Relocation Assistance Scheme
  - (b) Suspension with pay withheld

(c) Facilities Agreement with Trades Unions

7. Contractual sick pay ( 53 - 60)
8. Weekend and Out of Hours Working ( 61 - 64)
9. Organisational Development and People Plan ( 65 - 76)
10. Employing a younger workforce ( 77 - 90)

**B. MOTION TO EXCLUDE THE PRESS AND PUBLIC FOR EXEMPT ITEMS**

That under Section 100A of the Local Government Act 1972 the public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, and 4 of part 1 of Schedule 12A of the Act.

**EXEMPT ITEMS**

(During these items the meeting is likely not to be open to the Public)

11. Exempt Minutes - 13 July 2011 (to follow)
12. Extension to contracts (to follow)
13. Section 151 Officer Conduct (to follow)
14. Exercise of LGPS Employer Discretion (to follow)

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Thursday, 15 September 2011**

*Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.*

## KENT COUNTY COUNCIL

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### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held at Sessions House, County Hall, Maidstone on Wednesday 18 May 2011

**PRESENT:** Mr P B Carter (Chairman), Mr R W Gough, Mr G Koowaree (substitute for Mr T Prater), Mr K G Lynes, Mr J D Simmonds Mr M Snelling (substitute for A J King), Mr D Hirst and Mr G Cowan

**IN ATTENDANCE:** Mrs A Beer (Corporate Director of Human Resources) and Mr G Mills (Democratic Services).

### UNRESTRICTED ITEMS

#### 15. Minutes

The unrestricted minutes of the meeting held on 28 March 2011 were agreed as a true record and signed by the Chairman.

#### 16. Statutory and Proper Officers of Kent County Council

*(item 4 report by Mr Geoff Wild, Director of Governance)*

(1) The Local Government Act 1972 and other legislation require local authorities to make specific statutory appointments and designate proper officers to carry out particular roles and carry specific responsibilities and this report reviewed the current position with respect to such appointments following the implementation of Change to Keep Succeeding.

(2) Resolved that the designation of individual officers as statutory and proper officers of Kent County Council as set out in the table attached to the Committee be agreed and reported onto the County Council accordingly .

#### 17. Annual Workforce Profile Report

*(item 5 report by Mrs Amanda Beer, Corporate Director of Human Resources) Mr D Cox, E Business Development Manager was present for this item)*

(1) This report paper detailed the key aspects of the make up of the Council's workforce at 31 March 2011, with comparative staffing information from previous years. The report also included reasons for changes in staffing levels over the previous year together with information on the demographics and diversity of Kent County Council's current workforce. Members of the Committee welcomed the detail of information presented in this report which provided important information as to the profile of KCC's staff across a number of key areas. These included recruitment and retention levels, sickness absence, equality and diversity and vacancy trends.

(2) Following discussion the Committee Resolved to note the report and to further note that a report commenting on the significant staffing changes which are taking place at the present time will be submitted to a future meeting. That report was also to include feed back from exit interviews and what the Council should be doing in order to address any areas where there were critical staffing shortages.

### **18. Disciplinary and Grievance Activity**

*(item 6 report by Mr Roger Gough, Cabinet Member and Mrs Amanda Beer Corporate Director of Human Resources )(Nicola Lodemore, Employment Policy Manager was present for this item)*

(1) This report updated the Committee on discipline and grievance activity for the last 6 months of 2010/11, including details of appeals.

(2) Resolved that the report be noted and that future reports on this matter be submitted to the Committee at appropriate intervals. .

### **19. Lease Car Arrangements**

*(Item 7 report by Mr Roger Gough, Cabinet Member and Mrs Amanda Beer, Corporate Director of Human Resources) Mr D Shipton Financial Strategy Manager and Mr Colin Miller Reward Manager were present for this item)*

*(The Chairman declared consideration of this item to be urgent on the grounds that the members of staff affected by the proposals needed to be given certainty as to the future of the Council's Lease Care Scheme)*

(1) The approved budget requires savings to be achieved from changes to staff travel allowances. The Committee had previously concluded that the current criteria for essential car users was not sustainable. At the Budget meeting on 17 February 2011 the County Council agreed essential user status should be abolished but that there should be no financial detriment to staff on KR 10 or below. The Council delegated to the Personnel Committee responsibility to agree appropriate mitigation.

(2) The report put forward options as to how the required savings could be achieved and recommended that no new lease car arrangements should be entered into from 1 July 2011 and that people on the no detriment list, as detailed in the report should be moved onto the casual user there should move to casual user status as their roles alter.

(3) During the course of discussion members raised a number of points of detail on the operation of the existing and the proposed new arrangements. There was particular concern raised that any new arrangements should not disadvantage staff working in critical areas such as front line social workers who had to have access to a reliable car in order to do their job. A number of suggestions were put forward as to how that could possibly be achieved but they would have an adverse cost when matched against the required budget savings.

(3) Discussion concluded with the Committee agreeing that no decisions should be taken at this time so that the further options discussed at the meeting could be properly assessed and a decision taken in the light of that assessment.

(4) The Committee therefore resolved that consideration of this matter be deferred pending further consideration of the options and in particular on the costs which would accrue should some arrangement be reached where by staff in critical service areas such as front line social work are given financial help towards having a vehicle which was used for their work. The Committee further resolved that depending on the outcome of these further investigations, the Corporate Director for Human Resources in consultation with the Committee Chairman and spokesmen for the other two groups be granted delegated authority to take forward the most relevant option.

## **20. Health and Well being and Attendance – Progress report**

*(item 8 report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director of Human Resources)(Nicola Lodemore, Employment Policy Manager was present for this item)*

(1) The development and implementation of the Health Well-Being and Attendance (HWA) initiative and the on-going support provided by HR has resulted in a cultural shift. Managers have embraced the direction and with support from HR well and are handling health issues that affect work and attendance with robustness and pragmatism.

(2) During the course of discussion members spoke of the need for the Council to have in place robust mechanisms to monitor issues such as sickness absence and whilst recognising that considerable progress is being made in this area felt it was one where possible more could be done and therefore an options report should be submitted to the next meeting.

### **Exempt Items**

The following are the **unrestricted** minutes of matters which the Committee resolved should be discussed pursuant to Section 100A of the Local Government Act 1972 (as amended) on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 of part 1 of Schedule 12A of the Act.

**21.** The exempt minutes of the meeting held on 28 March 2011 were agreed as a true record and signed by the Chairman,

## **22 Commercial Services – Transport Integration Office**

*(oral report by Mrs Amanda Beer, Corporate Director for Human Resources)*

(1) The Corporate Director for Human Resources gave members an oral update on the robust action being taken by the County Council in response to the recent reports regarding certain events alleged to have taken place within the Commercial Services Transport Integration Office. As a result of the investigations which had been undertaken to date 3 KCC officers had been suspended and would now be subject to the Council's disciplinary procedures. 3 other officers were the subject of further investigations.

(2) The Committee placed on record it's thanks to the Corporate Director for her report and for the swiftness of the investigation and actions being taken in response to these very serous matters.



## PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held at County Hall, Maidstone, Kent, ME14 1XQ on 13 July 2011.

Present: Mr P B Carter (Chairman); Mr A H T Bowles (substitute for Mr A J King, MBE), Mr G Cowan, Mr R W Gough, Mr D A Hirst, Mr K G Lynes, Mr T Prater, and Mr J D Simmonds

Also in attendance: Mr G K Gibbens

Officers: Katherine Kerswell (Managing Director); Geoff Wild (Director of Governance and Law), Andy Wood (Interim Corporate Director of Finance and Procurement), David Tonks (Head of Audit and Risk), Paul Royel (Head of Employment Strategy), Marcus Chrysostomou (Media and Operations Manager), Nicola Hirshfield (Employee Services Operations Manager), Barbara Cheatle (Deputy Pensions Manager) and Peter Sass (Head of Democratic Services)

### UNRESTRICTED ITEMS

#### 1. Reason for Urgency

The Chairman declared this meeting of the Personnel Committee to be urgent on the grounds that Members needed to consider and give their views on two exempt reports at items B3 and B4 on the agenda on the grounds that they contained information that the Committee needed to consider urgently and, therefore, these matters could not be reasonably delayed.

#### 2. Substitutes

Mr Sass reported apologies from Mr A J King and that Mr A T Bowles was substituting. He also reported that Mr G K Gibbens had been invited to attend this meeting, as Chairman of the Electoral and Boundary Review Committee, in relation to item B3.

#### 3. Declarations of interest

There were no declarations of interest by Members in any item on the agenda.

#### 4. Exclusion of the Public

Resolved that under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1, 2, 3, 4 and 5 of Part 1 of Schedule 12A of the Act.

**SUMMARY OF EXEMPT ITEMS**  
**(Where access to Minutes remains restricted)**

**5. Payment to County Returning Officer**

(Item B3 – Report by the Managing Director, Director of Governance and Law and the Acting Corporate Director of Finance and Procurement)  
(Exempt under Paragraphs 1, 2 and 5 of Schedule 12A)

The Committee noted action taken and approved other action to be taken in relation to the recovery of overpayments relating to County Council elections.

**6. Section 151 Officer Conduct**

(Item B4 – Report by the Corporate Director of Human Resources and the Director of Governance and Law)  
(Exempt under paragraphs 1, 2 and 4 of Schedule 12A)

The Committee delegated authority to the Director of Governance and Law to achieve a negotiated settlement by 31 July 2011 and that if this was not possible to report back to the Personnel Committee.

By: Amanda Beer – Corporate Director of Human Resources  
To: Personnel Committee – 23 September 2011  
Subject: Update on Change to Keep Succeeding  
Classification: Unrestricted – for information

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**Summary:** This update on the Change to Keep Succeeding programme of organisational change has been requested by the Personnel Committee. The paper covers progress on populating the senior level of the new operating framework, the changes to staffing across the Authority since April 2011 and the development of values and behaviours and other culture change initiatives. The Personnel Committee is invited to note progress on the changes covered in the report.

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## **1. Introduction**

Change to Keep Succeeding was agreed by the County Council in December 2010. Since then a range of different programmes of work has resulted in significant progress towards the One Council approach that embodied the changes the Council wanted put in place.

## **2. Achievements to date**

The reorganisation was achieved as planned and scheduled on 1<sup>st</sup> April 2011 with:

- No impact on external service delivery
- No disruption to internal services and systems
- Positive response from external partners
- The 1 Council branding has been developed and significant progress towards embedding it in all we do has been made, particularly in relation to reinforcing the 3 Ambitions identified in Bold Steps 4 Kent.

The structure and design of new senior roles have created new capacity and expanded roles for all directors. Engagement with staff at all levels has been enhanced through the establishment of the Pioneer and Challenger groups of senior managers, the use of SharePoint systems to improve the flow of information and the introduction of Talk to the Top visits and the on line question and answer pages. In addition staff have been fully and actively engaged in the development of the values and behaviours and new statements of required practice (SORPS).

A clear and robust model for delivery and performance assurance has been put in place through the PAT (Performance assurance team) and the DAT (Delivery Assurance Team). “Non Executive directors” (NEDs) have been appointed from the

wider staff group to be part of both PAT and DAT to ensure that the experience and knowledge of our front line staff are brought into the assurance mechanisms.

The strands necessary to complete this ambitious programme are summarised at Appendix 1.

### **3. The Operating framework**

Appendix 2 shows the current officer post holders at the most senior level in the organisation.

In addition, **Andrew Ireland** has been appointed to the Corporate Director Families and Social Care. Andrew joins us on 1<sup>st</sup> November from the London Borough of Havering where he was Group Director of Social Care and Learning. Some of you may remember Andrew as, before moving to Havering, he spent nearly 20 years at Kent County Council working in both adult and children's social services. Malcolm Newsam is continuing as interim director to ensure a smooth transition between them.

**Patrick Leeson** has been appointed as Corporate Director of Education, Learning & Skills and will take up post on 17 October. Patrick joins us from Ofsted where he is currently Director - Education and Care. Prior to that, he was Strategic Director of Learning and Children's Services at the Royal Borough of Kingston upon Thames.

#### **Posts under advert/search**

Director of Communication & Engagement Member Panel interviews are on 28 September and Director of Specialist Children's Services Member Panel interviews on 11 October.

#### **Remaining posts**

Adverts for the Corporate Director Finance and Procurement and the Director of Provision, Fair Access and Entitlement in Education, learning and Skills are imminent.

#### **Staffing Numbers**

Due to the pressures on the Authority to reduce spending, there is a need to reduce spend on staffing alongside other measures to reduce costs. It is expected that a total of 1500 posts will be lost over the next four years. Appendix 3 shows the progress towards this target in the current year.

#### **Restructures**

There are numerous restructures being planned and implemented in every part of the Authority. These are summarised at Appendix 4.

## Management Structures – Spans and tiers of control

KCC is part of a LGID pilot programme looking at decision making in different layers of management across the Authority. This work will see consultants interview staff across four designated divisions in the Authority to look at how decision making works in practice. This will inform restructures across the Authority, drive consistency in what is expected of managers at different levels in the hierarchy and ensure efficient use of management posts.

### 4. Values and Behaviours

The development of shared values and behaviours which will underpin the culture change in KCC has been completed. The values are shown below together with how they link to the behaviours and a brief explanation. KCC and all who work in it will be open - be clear and transparent in all its dealings - and will then invite contribution and challenge and then take accountability for delivery.

<b>Value</b>	<b>Explanation</b>	<b>Kent Competence link</b>
<b>Open</b>	Acting with integrity, honesty and transparency, willing to learn and treating people fairly and with respect	Truth & Judgement, Character & Courage. Conversation & Compassion
<b>Invite contribution &amp; challenge</b>	Working collaboratively to find new solutions that put the interests and wellbeing of Kent people 1 <sup>st</sup> , putting the citizen in control	Empowerment & Enterprise, People & Partnership
<b>Accountable</b>	Taking personal and professional responsibility for our actions performance and money management.	Radicalism & Urgency, Tools & Professionalism Outcomes & Delivery

The behaviours for senior managers in KCC have already been developed and published and were used as part of the selection process for all new Directors and Corporate Directors and to inform the development of senior managers slotted into the operational framework. These behaviours have now been further developed to apply to staff at grades KR2 to KR12 and these are shown at Appendix 5.

### 5. The Kent Manager

The Kent Manager is the standard that clearly defines the management role within KCC and provides an agreed benchmark that all Kent Managers will be able to work towards. It is an important part of the culture change programme. It aims to increase management capability, provide a consistent approach to management and engage staff by setting out clear expectations. Every kent manager will be expected to complete the evidence gathering in a maximum of 24 months.

Kent Learning & Development used the organisation's Core Values and Kent Competencies to underpin the Modules. Representatives from across the organisation have also been involved in its development. The Programme has been innovatively developed, with input from Managers across the organisation and Edexcel.

To build on this solid foundation, the National Occupational Standards (NOS) for Management & Leadership have been cross-referenced against the appropriate elements of each module.

The Programme has been designed to be straightforward and flexible, in order to suit any Manager's role and situation and is entirely on-line.

There has been considerable consultation on the model which will "go-live" for staff at KR13 and above on 16<sup>th</sup> September.

## **6. Recognising success**

In times of significant change and staffing reductions, it is critically important that the Authority continues to recognise the success of its staff. The primary method for this is for managers to ensure they "catch staff doing things right". However, more formal mechanisms through the use of Change Champions and the planned One Council staff awards event planned for later in the year are also valuable and important tools in this.

## **7. Conclusion**

Significant progress has been made in implementing Change to Keep Succeeding which is underpinned by the Organisational Design Principles which form part of Bold Steps for Kent. The amount of structural, operational and culture change needed cannot be completed overnight, but clear programmes to achieve all that is required are in place.

**Amanda Beer**  
**Ext 4136**

<b>Culture Change</b>			
Workstream	Details	Lead by	Involves
<b>One Council</b>	<p>This work stream aims to further embed the 'One Council' culture across the council. The poster campaign that took place in April was the first part of the process to inform staff that transformation was taking place and to outline what KCC was about.</p> <p>An ongoing programme of activity will take place that will help staff to:</p> <ul style="list-style-type: none"> <li>• understand the principles set out in <i>Bold Steps for Kent</i></li> <li>• recognise the part they play in delivering the ambitions</li> <li>• visualise the journey we are on and where we need to get to</li> </ul> <p>These activities will be multiple, interdependent, and involve both HR and communications resources.</p>	OD Manager	<p>Communications (Paula Rixon)</p> <p>Engagement (Mary Edbrooke)</p>
<b>Values</b>	<p>KCC's values – integrity, empowerment and accountability will be launched to staff in September.</p> <p>Values will be embedded in recruitment, induction, TCP etc</p> <p>Communications will be reviewed to ensure that the values are incorporated in everything we say.</p>	Elaine Mason	<p>Communications (Paula Rixon)</p> <p>Engagement (Mary Edbrooke)</p>
<b>Behaviours</b>	<p>KCC's behaviours will also be launched to staff in September. The workshops generated suggestions on famous people who staff felt personified each of the behaviours. These will be used in communications to help staff understand the behaviours that are expected and make them 'real'.</p> <p>Behaviours will be embedded in recruitment, induction, TCP etc</p> <p>Communications will be reviewed to ensure that the behaviours are incorporated in everything we say.</p>	Elaine Mason	<p>Communications (Paula Rixon)</p> <p>Engagement (Mary Edbrooke)</p>
<b>Kent Manager</b>	<p>Kent Manager will be launched in the autumn and there is a separate delivery plan in place for this. Staff will be made aware of this initiative via Pioneer/Challenger meetings plus standard communication channels.</p>	Learning and Development (Coral Ingleton)	Communications (Paula Rixon)
<b>Empowered and Equipped</b>			
People Management	<p>A comprehensive programme of work is underway to review all guidance around people management.</p>	Learning and Development (Coral Ingleton)	Communications (Paula Rixon)
Change workshops	<p>These events will be open to all staff and focus on what it feels like to be part of KCC and the things that need to change to make it better.</p> <p>Staff will be actively encouraged to participate in defining and implementing the changes that need to take place. This will help motivate and engage our workforce as well as contribute to the wider programme of culture change.</p>	Amanda Beer	<p>Engagement (Mary Edbrooke)</p> <p>Learning and Development (Coral Ingleton)</p> <p>Communications (Paula Rixon)</p> <p>Events (Deborah Malthouse)</p>

Re-induction	<p>The purpose of this activity is to introduce new and existing staff to the new organisation.</p> <p>The will be in the form of an online e-induction programme, plus face to face events. The face to face events are important in presenting the scale of the work we do, creating some energy and excitement about the opportunities that exist, and provide valuable networking opportunities with colleagues.</p> <p>Re-induction will bring together and embed our values, behaviours, One Council vision and culture and is a complex but essential activity.</p>	Coral Ingleton	<p>Engagement (Mary Edbrooke)</p> <p>Learning and Development (James Pope)</p> <p>Communications (Paula Rixon)</p> <p>Events (Deborah Malthouse)</p>
Knet Redevelopment	<p>The focus on the new Knet will be on providing the tools, guidance and resources needed for people to do their jobs effectively.</p> <p>The process of creating a workable site structure, reviewing the content and presenting it in a way that staff can interact with, is a huge challenge which involves significant resource from the digital services, communications and HR teams.</p>	Digital Services (Tracey Gleeson)	<p>Engagement (Mary Edbrooke)</p> <p>Communications (Paula Rixon)</p>
<b>New ways of working</b>			
Future Service Options	<p>A comprehensive programme is in place to develop a make, buy, sell, review process to create options for future service provision.</p> <p>This will involve staff being able to submit bids to run some services at arms length from KCC.</p> <p>The communications team needs to support this activity and make links with empowerment, engagement, and new culture activities.</p>	Business Strategy (Liz Sanderson)	Communications (Paula Rixon)
SORPS, Processes and standards	<p>SORPS will be introduced over the coming months to provide essential information, guidance and mandatory practice for key processes. This is important part of the 'one council' approach to working and will support the change in culture.</p> <p>In order for these to be effective, the way they are written, presented and promoted to staff needs to be considered. The communications team has an essential role to play in reviewing what is produced and ensuring they are communicated effectively.</p>	Business Strategy (Liz Sanderson)	Communications (Paula Rixon)
<b>Engagement</b>			
Team sites	<p>Team sites will be developed to facilitate communications within teams. Much has been done to streamline business-related communications (Kmail and Kmag), but we need to strengthen the sense of staff belonging to a team as well as the wider organisation.</p> <p>A large number of Sharepoint sites need to be developed before this can be launched to staff. This work stream will involve colleagues from ICT and the digital services team as well as communications.</p>	Paula Rixon	<p>Digital Services (Tracey Gleeson)</p> <p>Engagement (Mary Edbrooke)</p>
Shared skills	<p>This work stream is part of the 'One Council' activity but has been listed separately due to its complexity.</p> <p>The aim is to harness the skills and expertise that exist within our workforce. The Knet profiles will be expanded to allow staff to record and maintain a record of the skills they have. If a project requires a specific skill or if advice is needed on a particular issue, the 'knowledge web' could be searched to generate a pool of</p>	Paula Rixon	<p>Web Team (Tracey Gleeson)</p> <p>Engagement (Mary Edbrooke)</p> <p>Learning and</p>



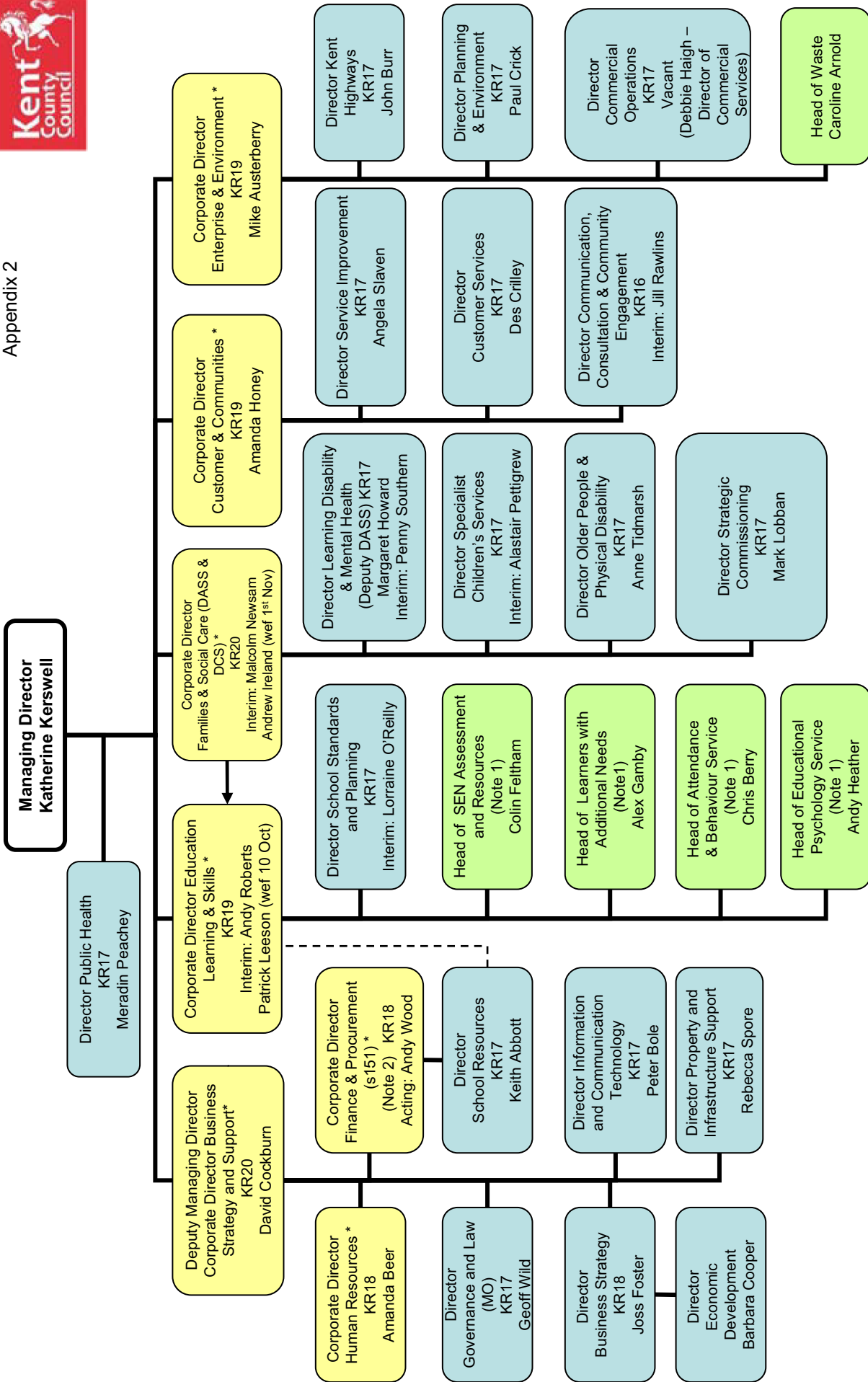
	<p>people with the required expertise.</p> <p>As well as making the most of the knowledge that exists in the council, this system will also give staff an opportunity to contribute to projects outside their immediate role and contribute to KCC's engagement strategy.</p>		Development (Coral Ingleton)
Change Champions	<p>The Change Champions have been hugely helpful in supporting the change programme and the activities that have take place to date. The role of the change champions has been reviewed to reflect this and to bolster their role as ambassadors for change.</p> <p>This change in role and responsibilities will be communicated to all staff to encourage greater engagement and productivity.</p>	Elaine Mason	Engagement (Mary Edbrooke)  Communications (Paula Rixon)
<b>Recognising Success</b>			
Staff Awards	<p>As part of the new 'one council' approach, a single council-wide event is required to celebrate success across the council. It is an important part of cultural change in the organisation and rather that be an adaptation of what's happened previously, needs to clearly demonstrate that KCC is 'doing things differently'. The qualities that are recognised need to be in line with the new KCC behaviours and Kent Manager model. It is important that these start to become real to staff and they understand how they should be applied in practice.</p> <p>This event needs to embody everything the council stands for so it is essential that we get it right. The time and resource required to make this happen should not be underestimated.</p>	Amanda Beer	Engagement (Mary Edbrooke)  Communications (Paula Rixon)  Events (Deborah Malthouse)  Digital Services (Tracey Gleeson)
KCC Champions	<p>In addition to the one-off event, high performing teams and individuals needs to be recognised throughout the year. A bi-monthly 'Champion Award' will be given to someone who has gone over and above the call of duty, personifies KCC's values and behaviours, or has over come adversity to deliver an outstanding level of service.</p> <p>Nominations will be considered by CMT with the winner receiving a KCC lapel badge and being featured in Kmag, Kmail and on Knet.</p>	Engagement (Mary Edbrooke)	Communications (Paula Rixon)  Digital Services (Tracey Gleeson)
Innovation Channel	<p>Proving staff with an opportunity to share their good ideas is an important part of our engagement and communication strategies.</p> <p>This initiative replaces 'My KCC idea' which was costly to run and time consuming to manage.</p> <p>It requires the development of a new Sharepoint site which would be used to post ideas. It is suggested that the ideas are evaluated by the Change Champions, shortlisted ideas would be presented to CMT, and then one idea would be sponsored and taken forward.</p> <p>As well as the business benefits, it compliments the staff awards and any other initiatives that recognise success/creativity. Staff would feel they have a voice, that CMT are listening, and that good ideas can make a difference.</p>	Communications (Paula Rixon)	Engagement (Mary Edbrooke)  Digital Services (Tracey Gleeson)
<b>Addressing staff needs</b>			
Acting on feedback	<p>CMT have been much more visible in recent months and the feedback to the Talk to the Top activity has been really positive.</p> <p>More than 1000 questions or issues have been captured from</p>	Communications (Paula Rixon)	Katherine Kerswell  Amanda Beer

	<p>staff and this presents an opportunity to address any concerns and demonstrate the CMT are not just listening, they're acting.</p> <p>The main issues are around benefits, accommodation, ICT equipment, and working practices. A separate programme of work is underway to evaluate, address and communicate the action that is planned. This activity spans all directorates and locations across Kent.</p>		<p>Amanda Honey</p> <p>David Cockburn</p> <p>Malcolm Newsam</p> <p>Andy Roberts</p> <p>Andy Wood</p> <p>Mike Austerberry</p>
Talk to the Top	<p>There is an overwhelming plea for greater communication with senior managers. The Talk to the Top programme is ongoing with repeat visits planned for October / November.</p> <p>In an effort to engage with staff who are harder to reach, an online Q&amp;A system has been developed and will be launched to all staff during August.</p> <p>Organising this activity, encouraging staff to take part, and managing the outcome requires significant resource but is considered an essential element of the overall OD/Engagement strategies.</p>	<p>Engagement (Mary Edbrooke)</p> <p>Communications (Paula Rixon)</p>	<p>Paul Carter</p> <p>Katherine Kerswell</p> <p>Amanda Beer</p> <p>Amanda Honey</p> <p>David Cockburn</p> <p>Malcolm Newsam</p> <p>Andy Roberts</p> <p>Andy Wood</p> <p>Mike Austerberry</p>



Task Name	Aug 2011			Sep 2011			Oct 2011			Nov 2011			Dec 2011										
	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9	Oct 16	Oct 23	Oct 30	Nov 6	Nov 13	Nov 20	Nov 27	Dec 4	Dec 11	Dec 18	Dec 25	
1 Culture Change																							
2 One Council																							
3 Values				08/25/11																			
4 Behaviours																							
5 Kent Manager																							
6 Empowered and Equipped																							
7 People Management							09/12/11																
8 Change workshops																							
9 Re-induction																							
10 Knet redevelopment																							
11 New ways of working																							
12 Future service options																							
13 SORPS processes and standards																							
14 Engagement																							
15 Team sites																							
16 Shared Skills																							
17 Change Champions																							
18 Recognising Success																							
19 Staff Awards																							
20 KCC Champions																							
21 Innovation Channel																							
22 Addressing staff needs																							
23 Acting on feedback																							
24 Talk to the Top																							
25 Communication Channels																							
26 Kmail																							
45 Kmag																							
51 Knet																							
52 APB																							
53 Video address																							
54 TTTT																							
55 Challenger Meetings																							
56 Pioneer Meetings																							

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\* Corporate Management Team (1st Tier)

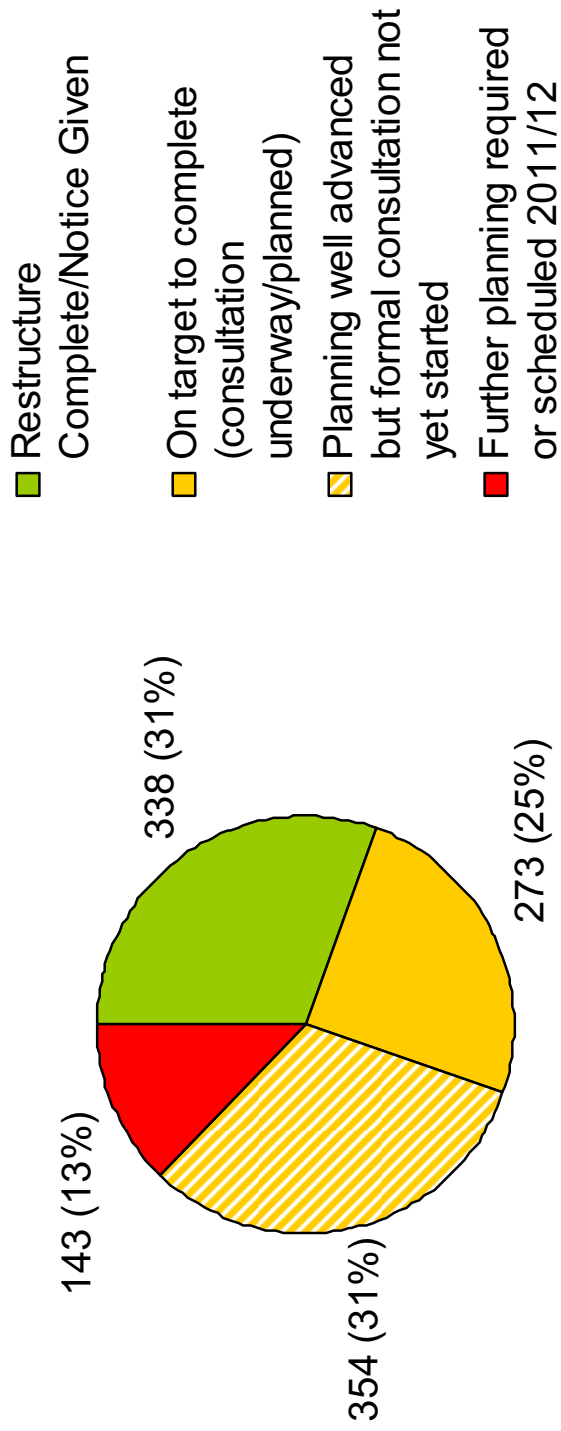
Note 1 These posts are subject to consultation and review.

Note 2 Lynda McMullan is the substantive holder of this post.

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# Kent County Council

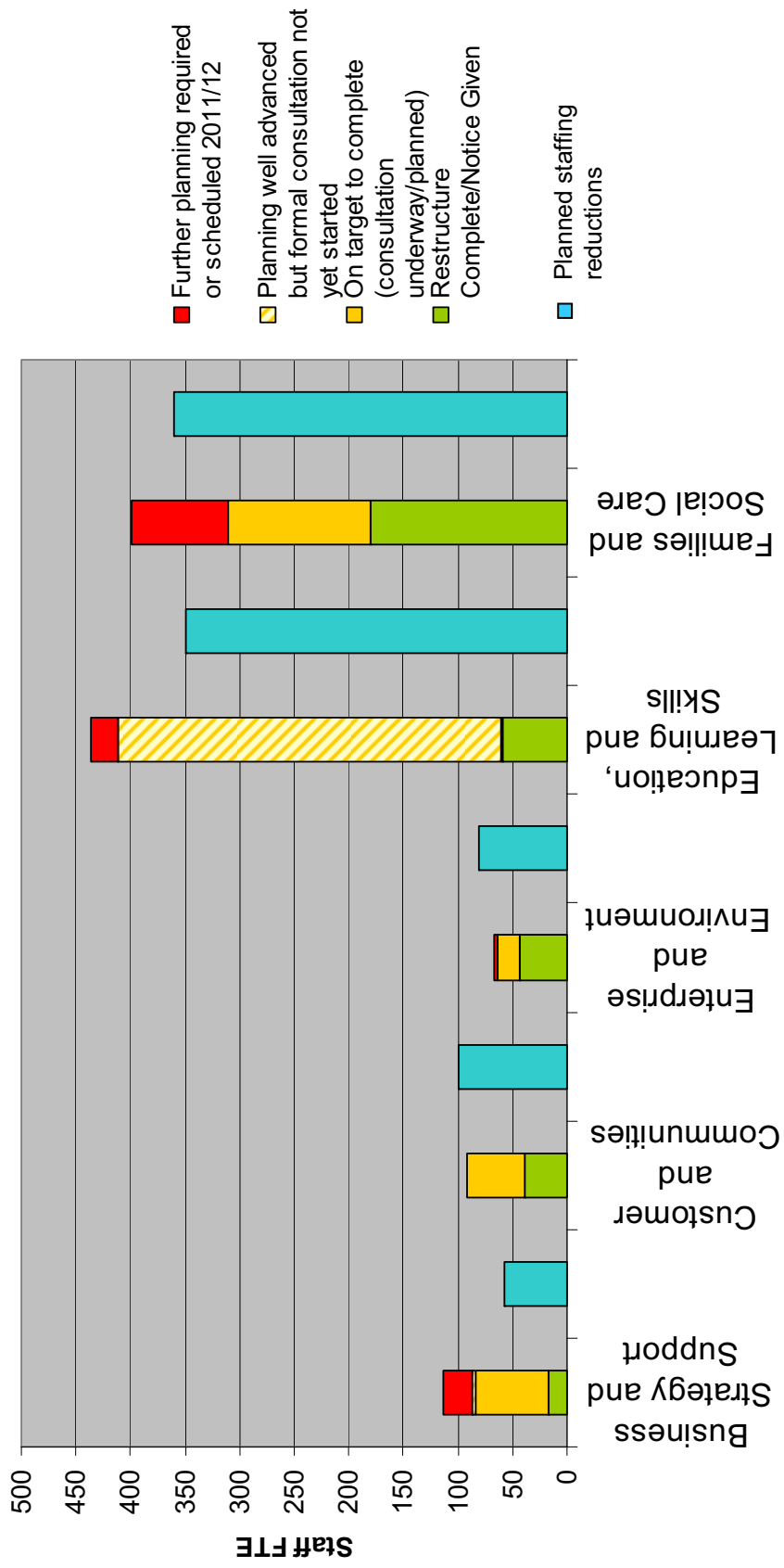


Total planned reduction 2011/12

=1,108 FTE

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# Current Status by Directorate







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Kent Competency	What we must do/need	What we must not do/don't need
<b>Truth and Judgement</b>	<ul style="list-style-type: none"> <li>• Be accountable, make a decision and stand by it</li> <li>• Be truthful, honest and realistic, give reasons for decisions and actions</li> <li>• Stay grounded, speak honestly</li> <li>• Be aware of the political impact of your actions</li> <li>• Open to new ideas</li> <li>• Welcome challenge on how you do things</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Make decisions in isolation</b></li> <li>• <b>Blame others, start rumours</b></li> <li>• <b>Hide facts for fear of upsetting others</b></li> <li>• <b>Hold on to information unnecessarily</b></li> <li>• <b>Use politics as an excuse</b></li> <li>• <b>Be defensive</b></li> </ul>
<b>Conversation and Compassion</b>	<ul style="list-style-type: none"> <li>• Encourage free-flowing conversation, pick up the phone or go and speak to a colleague</li> <li>• Being sensitive to someone's needs and adjusting accordingly, accepting differences</li> <li>• Politeness when dealing with others - whatever level, check for mutual understanding</li> <li>• Listen carefully and act on what is being said – use clear language</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Bully and blame others</b></li> <li>• <b>Be blunt or defensive</b></li> <li>• <b>Be uncaring about others and their opinions</b></li> <li>• <b>Use jargon, be dismissive</b></li> </ul>
<b>Empowerment and Enterprise</b>	<ul style="list-style-type: none"> <li>• Delegate and trust staff to deliver, encourage others to succeed and help if needed</li> <li>• Value staff contributions, recognise skills, develop people and the business</li> <li>• Recognise initiative, be creative and share ideas</li> <li>• Have a 'can do' attitude, be positive, deal with things here and now</li> <li>• Make best use of the resources/technology/tools you have</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Stifle ideas or take credit for others' ideas</b></li> <li>• <b>Ignore others' abilities</b></li> <li>• <b>Belittle others' opinions and ideas, be dismissive of lower grade staff</b></li> <li>• <b>Withhold useful, helpful and important information</b></li> <li>• <b>Give confused instructions</b></li> </ul>
<b>People and Partnerships</b>	<ul style="list-style-type: none"> <li>• Keep communication open, ask questions, listen to answers, act and feedback</li> <li>• Be customer-focused</li> <li>• Be visible and approachable to partners, public and staff</li> <li>• Co-operate with partners and colleagues to achieve common goals</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Work in silos</b></li> <li>• <b>Focus on processes rather than people</b></li> <li>• <b>Lack of consultation</b></li> <li>• <b>Drive through own agenda and forget the end goal</b></li> <li>• <b>Makes no effort to work with other people</b></li> </ul>

Kent Competency	What we must do/need	What we must not do/don't need
<b>Character and Courage</b>	<ul style="list-style-type: none"> <li>• Be strong even in difficult situations - hold your nerve and stay positive</li> <li>• Be courageous and able to change your mind</li> <li>• Have the self-belief to see problems through to achieve the end goal</li> <li>• Work to find positive solutions, be creative</li> <li>• Be brave and don't be afraid of failure</li> <li>• Looking to challenge</li> <li>• Be proud of the work we do as one council, delivering positive outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Look for the easy option to avoid conflict</b></li> <li>• <b>Allow, or join in with, power games to slow progress</b></li> <li>• <b>Hide behind others</b></li> <li>• <b>Be lazy or negative</b></li> <li>• <b>Cover your back</b></li> <li>• <b>Go through the motions</b></li> <li>• <b>Work in isolation and never listen to your customers</b></li> </ul>
<b>Outcomes and Delivery</b>	<ul style="list-style-type: none"> <li>• Be clear of what has got to be achieved, keep the end goal in mind</li> <li>• Share knowledge of best practice, learning from things that have not worked so well</li> <li>• Understand the priorities and work within the agreed timescales</li> <li>• Looking to learn</li> <li>• Prioritise and deliver no matter how big or small the task</li> <li>• Look for opportunities to deliver services and developments through joint working</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lose sight of the objectives and become blinkered</b></li> <li>• <b>Force customers to fit one size</b></li> <li>• <b>Unclear instructions/lack of communication</b></li> <li>• <b>'Can't do' approach</b></li> <li>• <b>'We have always done it this way' attitude</b></li> </ul>
<b>Radicalism and Urgency</b>	<ul style="list-style-type: none"> <li>• Dare to be different, have the courage of your convictions</li> <li>• Challenge the status quo, adapt to change</li> <li>• Don't just say it, do it</li> <li>• Move forward, take the initiative, suggest new ideas</li> <li>• Don't wait, initiate</li> <li>• Help people move forward with ideas</li> <li>• Urgent curiosity</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Be closed to new ideas and not be willing to change</b></li> <li>• <b>'Not my job' attitude</b></li> <li>• <b>Managers not listening to front line staff</b></li> <li>• <b>Assuming a report achieves the required objective</b></li> </ul>
<b>Tools and Professionalism</b>	<ul style="list-style-type: none"> <li>• <b>Speak and act professionally at all times</b></li> <li>• <b>Be personally accountable for managing budgets and controlling costs</b></li> <li>• <b>Look at ways of getting value for money</b></li> <li>• <b>Ensure that your knowledge and skills are kept up to date</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Let skills and knowledge become out of date</b></li> </ul>



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**By:** Roger Gough – Cabinet Member for Business Strategy,  
Performance and Health Reform  
Amanda Beer - Corporate Director of Human Resources

**To:** Personnel Committee

**Date:** 23 September 2011

**Subject:** Policy Update

**Classification:** **Unrestricted**

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**SUMMARY:** A general policy update focusing on:  
1) Relocation Assistance Scheme,  
2) Suspension with pay withheld,  
3) Facilities Agreement with Trades Unions

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## **INTRODUCTION**

This paper provides the Committee with an HR policy update. It contains an update on changes to the Relocation Assistance Scheme. There is also a proposal for a specific change to employment policy to allow the Council to suspend an employee with pay withheld. This clause would be used only in exceptional circumstance and presents a request for the Committee to endorse a recommendation to be taken to a meeting of the full County Council as it involves a major change to terms and conditions of service. The paper also asks the Committee to note, as an information item, the new Facilities Agreement that has been concluded with the Trades Unions.

## **1. RELOCATION ASSISTANCE SCHEME**

### **BACKGROUND**

- 1.1 KCC has had a relocation provision in place for many years. This enables financial assistance for new appointees enabling them to live closer to their place of work.
- 1.2 The scheme operates at two levels. The standard provision (Scheme A) is managed internally and the enhanced provision (Scheme B) is handled by an external agency and is available to people who are appointed to senior management positions. Although the provisions have not been used extensively over recent years, it is timely to update the scheme in the context of the current economic climate and to ensure its ongoing effectiveness.

### 1.3 Key changes:

- a) There is increased emphasis that using this provision needs to be based on justification rather than entitlement.
- b) The total value payable under scheme A has been brought into line with the HMRC relocation benefits of £8,000. Previously it was £8,500 of which £500 was taxed.
- c) More managerial discretion has been introduced for the payment of Stamp Duty as the amounts now are considerably more than when the policy was originally established.
- d) The mileage reimbursement was set to the 'equivalent public transport rate', however this is now defunct. Ideally we should standardise on a similar and widely available rate. The casual user rate above 10,000 miles is an option. This is currently 25p per mile and is maintained by the HMRC.

## **2. EMPLOYMENT POLICY – SUSPENSION WITHOUT PAY IN EXCEPTIONAL CIRCUMSTANCES**

### **BACKGROUND**

- 2.1 KCC's Disciplinary Procedure and Performance and Capability both contain provisions allowing for suspension on full pay.
- 2.2 In addition, KCC's Constitution, in Appendix 6, Part, Paragraph 13, (Personnel Management Rules) state that 'all suspended officers shall be on full pay during the investigation of the alleged misconduct, which must be completed no later than two months after the suspension takes effect (subject to any direction by the designated independent person in the case of the Head of Paid Service, Chief Finance Officer or Monitoring Officer).
- 2.3 There are very good reasons for having the general rule that suspension, whenever it is carried out, should be on full pay. Ordinarily if suspension is made without pay there is a risk that it may amount to a breach of the implied contractual term of trust and confidence. This could result in a breach of contract or statutory employment rights claim being brought against KCC.
- 2.4 Suspension is not an assumption of guilt or a disciplinary penalty in itself, but it's possible that an employment tribunal may regard suspension without pay as disciplinary action in itself. Potentially, an employment tribunal may hold that such a course of action may be unfair in all the circumstances in assessing whether an employer has acted in a fair and reasonable way. This could result in a judge finding against KCC in cases of unfair dismissal and, in exceptional cases, it can result in the employee applying for an injunction to lift the suspension. For these reasons, suspension of a member of staff, if made at all, should be on the grounds of full pay



- 2.5 There may be some limited instances, however, where KCC deems suspension without pay to be an appropriate measure. This may be in circumstances where KCC's values and duties as a large public sector organisation or strategic objectives have been significantly breached or disregarded. An example would be cases of serious fraud perpetrated by a KCC employee involving significant losses.
- 2.6 Suspension without pay is an area of law that is currently unclear and is subject to clarification by the appellate Courts. It appears however that an employer that wishes to have a suspension without pay clause in some form, should expressly reserve the right in the terms and conditions of the contract of employment. It may also be regarded as more reasonable to explicitly allow for pay to be withheld pending review rather than absolutely denied during a period of suspension.
- 2.7 It is therefore proposed to implement a suspension with pay withheld clause for exceptional cases. This would allow KCC to 'roll up' any pay during suspension that would otherwise be due to the employee in the period, pending investigation or any subsequent disciplinary action. Should the allegations subsequently be unfounded, or with no case to answer, then the rolled up pay would be paid to the employee as soon as possible. If formal disciplinary action is subsequently taken after investigation, the decision on whether to pay any rolled up pay during suspension would be reviewed at appropriate stages and paid if appropriate. Should the matter result in dismissal, then any rolled up pay during suspension would not be paid.
- 2.8 It would be important to have appropriate safeguards for cases of suspension with pay withheld. It is proposed the following safeguards would apply:
- Each case where suspension is considered requires an assessment of the strength of the initial evidence, pending investigation, of the allegations to try and understand the full circumstances, as far as is available at that time, of the situation.
  - Any proposal to suspend with pay withheld would be required to be risked assessed. This would consider balancing the needs of the individual and the financial hardship it may cause against the proposed reasons for its use. It would also consider alternatives to suspension.
  - Any decision to suspend with pay withheld be taken only by the relevant directorate Corporate Director with the joint authorisation of the Corporate Director of Human Resources and the Managing Director.
  - The employee would be given written notice of the allegations and informed of the intention to consider, or implement, suspension with pay withheld as soon as is practical in the process. The employee will be invited to a meeting where any suspension with pay withheld proposal can be discussed with the employee. Normally, this will be at the suspension meeting itself or as part of an investigation meeting.
  - Regular reviews of the position by the relevant directorate Corporate Director in conjunction with the Corporate Director of Human Resources at least every 28 days, or when new evidence comes to light or reaching a key stage in an internal process, such as submission of an investigation report or decision in a disciplinary hearing.

- 2.9 It is proposed that a new clause be added to new KCC contracts of employment and the 'Blue Book' of terms and conditions of employment accordingly:

*KCC may suspend you in the event that it has reason to believe that you may have committed an act of misconduct that is regarded as serious, or alternatively, gross misconduct. Further, KCC may suspend you for any reason relating to your health and safety or that of any other person. Subject to the exception below, suspension will normally be on full pay.*

*KCC reserves the right to suspend you with pay withheld, pending investigation or alternatively the outcome of a formal disciplinary hearing, if there is strong initial evidence that suggests behaviour significantly breaches or disregards KCC's values and duties as a large public sector organisation or strategic objectives, such as serious fraud involving significant loss of money, may have taken place. Any decision to suspend with pay withheld will only be taken by the relevant Corporate Director and authorised by the Managing Director and Corporate Director of Human Resources. Should the allegations be unfounded, subsequently found to be not as serious as the initial evidence suggests, or result in a sanction less than dismissal, then such pay will be reimbursed.*

*Any decision to suspend, including suspension with pay withheld, will be kept under review.*

- 2.10 It is also proposed that KCC's Constitution, in Appendix 6, Part, Paragraph 13, (Personnel Management Rules) be amended as indicated in italics as follows:

All suspended officers shall, *subject to the exception below*, be on full pay during the investigation of the alleged misconduct, which must be completed no later than two months after the suspension takes effect (subject to any direction by the designated independent person in the case of the Head of Paid Service, Chief Finance Officer or Monitoring Officer).

*KCC, exceptionally, may suspend with pay withheld, pending investigation or alternatively the outcome of a formal disciplinary hearing, if there is strong initial evidence that suggests behaviour has significantly breached or disregarded KCC's values and duties as a large public sector organisation or strategic objectives, such as serious fraud involving significant loss of money, may have taken place. Any decision to suspend with pay withheld will only be taken by the relevant Corporate Director and authorised by the Managing Director and Corporate Director of Human Resources. Should the allegations be unfounded, subsequently found to be not as serious*

*as the initial evidence suggests, or result in a sanction less than dismissal, then such pay will be reimbursed.*

*Any decision to suspend, including suspension with pay withheld, will be kept under review.*

### **3. FACILITIES AGREEMENT**

#### **BACKGROUND**

- 3.1 Further to the meeting of the Corporate Consultative Forum of 26 April 2011 between Members and the trade unions, a new Facilities Agreement with the trade unions has now been agreed. The previous agreement was out of date and not fit for purpose and was required to be realigned to the changing needs of the business. A copy of the Facilities Agreement is attached as an appendix.
- 3.2 The purpose of the new Facilities Agreement is to set out a framework for describing the principles of joint working, processes and structures which underpin the achievement of shared goals and objectives. It also outlines how the parties will work together to promote effective working and on the workforce implications of developing and delivering the services KCC provides to the people of Kent. The Facilities Agreement also places appropriate limits on the time off and facilities for trade union representatives and confirms KCC's right to manage as an employer.
- 3.3 Arrangements are subject to review every two years to ensure they meet the needs of all parties. Provision is also made for a review of the Facilities Agreement at any time following discussion at a specifically convened meeting of the Corporate Consultative Forum if required.

### **4. RECOMMENDATIONS**

- a) Personnel Committee is invited to agree the proposed changes to the Relocation Assistance Scheme as outlined above.
- b) Personnel Committee is invited to approve and endorse the changes regarding suspension with pay withheld as indicated in 2.9 and 2.10 above and are invited to recommend the changes to the full County Council.
- c) Personnel Committee notes the Facilities Agreement.

**Ian Allwright**  
**Employment Policy Manager**  
**Ext 4418**

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## **Facilities Agreement between KCC and recognised Trade Unions**

As agreed at the Corporate Consultative Forum on 28 April 2011 and confirmed at the Joint Employment Policy Update Meeting on 18 July 2011

### **A Introduction and Scope**

This agreement sets out a framework agreed by Kent County Council and its recognised trade unions. It describes the principles of joint working, processes and structures which underpin the achievement of shared goals and objectives. It outlines how the parties will work together to promote effective working, on the workforce implications of developing and delivering the services KCC provides to the people of Kent.

This agreement applies to all KCC recognised trade unions within the Kent Scheme and New Kent Scheme, i.e.:

- Unison;
- GMB; and
- Unite the Union

It supersedes any previous Corporate or Directorate documents. However, this agreement recognises that there may be a need for variation on occasion to respond to specific needs. Such variations will always be time limited, subject to review and only in place with the agreement of the Employment Policy Manager on behalf of the Corporate Director of HR.

This framework does not apply to schools, which are covered by a specific agreement between the Education, Learning & Skills (ELS) Directorate and the relevant unions about facilities for schools. The principles of this framework are however recommended to the ELS Directorate for adoption in schools.

### **B Roles and Responsibilities**

For the framework to operate effectively, all parties agree to recognise and respect each others' roles and functions which are distinct but complementary.

In particular, this agreement recognises explicitly that:

- Trade unions have a responsibility to represent and act in the interests of their members in the context of the organisation, the national and local economy;
- Cabinet and Corporate Management Team have a joint responsibility for developing and delivering KCC services;
- Policy teams and managers have responsibility for consultation, negotiation and implementation; and
- Managers across KCC have the right to manage the organisation's business on a day to day basis to achieve KCC's aims

## **C Shared Approach**

This agreement is underpinned by shared values and a common purpose. In particular parties are committed to a County Council which:

- provides an excellent, value-for-money service paid for from taxation,
- provides equal access for all;
- is accountable to service users and residents of Kent;
- is committed to continuous improvement and the promotion of good people practices;
- adopts a collective approach to support staff who may be affected by service or organisational changes.

## **D Principles for Effective Joint Working**

In working towards a joint approach, KCC and its recognised unions will promote good formal and informal working relationships that build trust and share responsibility, whilst respecting differences. To facilitate this, all parties commit to adopt a positive and constructive approach based on timely discussion and decisions around emerging issues; and maintaining dialogue on policy and priorities at the appropriate level.

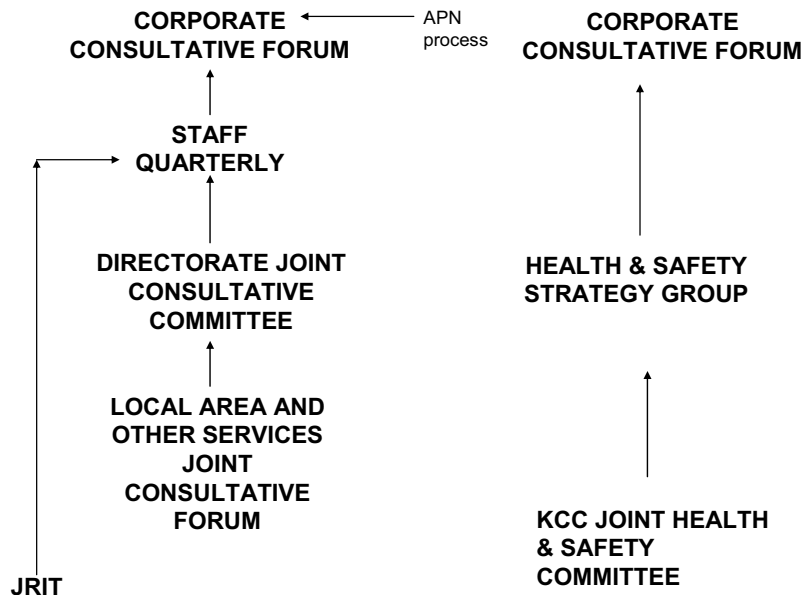
## **E Benefits**

Effective joint working has the potential to produce some important benefits for all parties. These include:

- delivering improved services to the people of Kent;
- improved mutual understanding;
- contributing to the development of policy and Council services;
- more effective implementation of policy;
- ensuring high standards of employment practices; and
- providing a transparent and streamlined structure for Trade union, employer and staff engagement.

## F Working Arrangements

The parties to this agreement work constructively together on a range of issues. They agree to develop these good relations further in order to achieve shared values and purposes.



As represented in the above diagram, there are formal structures in place for the parties to meet and these will continue to be the main fora for discussion and agreement. These are:

- i). The **Corporate Consultative Forum (CCF)** for lead union representatives, Human Resources (Personnel and Development) and cabinet members with KCC-wide HR portfolio responsibilities;
- ii). **Staff quarterly meetings** - a group comprising lead union representatives and HR policy leads, who discuss policy issues in more detail with a view to implementation;
- iii). **Directorate Joint Consultative Committees (DJCCs)** - Directorate decision-making groups, providing a regular programme of consultation at a Directorate level;
- iv). **Local Area and other services' Joint Consultative Forums** - Decision-making bodies set up by Directorates to address more local needs. In such cases, these fora support and link in with Directorate Joint Consultative Committees, referring appropriate matters to them;
- v). The **Joint Reward Implementation Team (JRIT)** - specific meetings for HR, KCC and lead union representatives to meet with the Reward team to deliver the Reward Strategy in accordance with the strategic direction of the HR Policy Group;

vi). **Annual pay negotiation meetings** - Local pay bargaining between HR, Finance and lead union representatives, carried out on behalf of CCF and primarily concerned with the annual cost of living award; and

vii). **KCC Joint Health and Safety Committee** - a KCC-wide body consisting of health and safety, management and union representatives, which promotes joint co-operation in the monitoring, evaluation, development and implementation of measures to secure the health and safety at work of employees and others who could be affected.

The terms of reference covering these groups are set out in Appendices 1 to 4 respectively. In addition to the meeting structure outlined above, the parties will meet informally as necessary, to discuss specific policy issues and collective agreements.

## **G Joint Consultation**

For KCC as an employer, it is recognised that KCC managers have the right to manage on a day-to-day basis. Nothing in this section shall negate KCC managers' right to manage.

Trade unions play an essential role in ensuring that staff are supported, advised, represented and consulted on change; and KCC encourages the involvement of trade unions in such collective and individual processes. In line with the KCC constitution, changes to terms and conditions will continue to be considered by Personnel Committee for the employer side and are subject to collective bargaining where appropriate.

Whilst KCC has a statutory duty to consult with trade unions over proposals that may result in redundancies, it is committed to consulting with trade unions over important decisions that have an impact on employees' lives.

Consultation will normally take place within the agreed formal structures but where immediate consultation is required, the appropriate trade union representative/s should be invited to a meeting. In appropriate cases a confirmatory item should appear on the agenda of the appropriate DJCC or the JCF.

The parties agree to work together as far as possible during such processes, to achieve sustainable and mutually acceptable outcomes, whilst respecting each others' different roles and functions.

## **H Role of Trade Union Representatives**

The parties acknowledge the wide-ranging roles of union representatives and the different levels at which they work (i.e. KCC, directorate and local representation). Parties also acknowledge the need for more specific roles with a focus on health & safety, learning, equality or the environment.

The parties confirm that trade unions will be represented principally by local or pan-KCC representatives in joint working but for particular issues a senior or



specialist union representative may become involved. Representatives may involve their regional officers as and when the situation demands. They will also advise relevant management on the rationale for doing so.

In line with their rules, policies and procedures, membership of the bodies referred to in section A to G above, will refer to elected and accredited representatives employed by KCC or state funded schools.

## **I Communication**

Keeping all staff informed of and involved in the work carried out under this agreement is an essential component in reassuring staff that their collective interests are being represented at a corporate level. The parties agree to work together in communicating with and seeking the views of staff and agree to the following:

- every effort will be made to provide information in good time for discussion whenever possible;
- all parties aim to provide a considered, co-ordinated and timely response to issues on which their views are sought or on which they are consulted;
- all parties undertake to respect confidentiality where that is required or requested; and otherwise to conduct their dialogue openly.

All formal meetings will be recorded in writing. Joint 'public' communications will be agreed from time to time and at the close of each meeting the group should be clear on the agreed communication points for wider dissemination.

## **J Recognised Trade Unions**

All trade unions with an eligible number of members within KCC, will be considered for recognition in line with statutory processes. Once recognised, they will be entitled to representation in the formal structures and in relation to individual staff. By invitation only, non-recognised unions may participate in Directorate forums.

## **K Time off and facilities for Trade Union Representatives**

The achievement of joint working is dependent on trade union representatives obtaining sufficient and reasonable time off to carry out their activities. The parties have agreed the principles for taking time off for trade union duties and the facilities provided. This is set out at Appendix 5.

## **L Review and Termination**

These arrangements will be subject to a review every two years, to ensure they meet the needs of all parties. Also, all parties can seek a review of the Agreement at any time following discussion at a specifically convened meeting of the CCF.

## Appendix 1: Terms of Reference CCF

### Corporate Consultative Forum (CCF) - Terms of Reference

#### 1. Purpose

To facilitate consultation between elected Members and corporately recognised trade unions, on organisational-wide matters, relating to the workforce.

#### 2. Aims/Objectives

- (a) As a sub-group of Personnel Committee, provide direct means of consultation and communication with the authority's recognised trade unions.
- (b) Provide an opportunity for workforce related disputes to be escalated to elected Members as the ultimate stage of internal dispute resolution where appropriate and in the absence of other relevant forums.
- (c) To manage the local pay bargaining process and its outcomes.
- (d) An opportunity to understand and scrutinise employment policy development.
- (e) Review and consider HR related activity levels such as recruitment, redeployment, learning and development etc on a periodic basis.

#### 3. Membership

The CCF shall be composed of:

- Cabinet Member – Corporate Support Services and Performance Management
- Deputy Cabinet Member
- Corporate Director of Human Resources
- Head of Employment Strategy
- Unison x 3
- GMB x 1
- Unite x 1
- Liberal Democrat Group representative
- Labour Group representative
- Reward Manager
- Employment Policy Manager

Administration and support shall be provided by Head of Employment Strategy's PA.

The specific agenda for each meeting will be consulted upon, and agreed by the Chair of the Forum in advance.

#### **4. Frequency of Meetings**

At least three times per year.

## **Appendix 2: Terms of Reference for Directorate Consultative Committees**

### **Directorate Joint Consultative Committee (DJCC)**

#### **1. Purpose**

This constitution and list of functions provides the basis for consultation at Directorate level between representatives of management and employees' representatives on matters of common interest and concern.

DJCCs also have the facility to set up local Area and other services' Joint Consultative Forums to address more local needs. In such cases, these fora support and link in with DJCCs, referring appropriate matters to them.

#### **2. Aims/objectives**

- (a) To provide regular means of consultation between management and recognised union representatives of employees on all Directorate-led issues.
- (b) To develop an understanding and an interest in the Directorate's tasks, so that all parties co-operate in providing an efficient and effective service.
- (c) To discuss in advance any organisation and management changes that affect employees.
- (d) To ensure that representatives of employees are well informed about the policies and activities of the Directorate.
- (e) To contribute to the maintenance of good relations between management and employees.
- (f) To jointly examine problems and to acknowledge each others' views in reaching an acceptable solution.

#### **3. Membership**

The DJCC shall be composed of:

- (a) The Directorate Corporate Director or, in their absence, a substitute with delegated authority, who will act as Chair.
- (b) Up to seven management representatives nominated by the Directorate Corporate Director.
- (c) Up to seven representatives from the recognised/invited trade unions chosen from the representatives accredited to the Directorate nominated by the staff side.

The number of representatives of the management will not exceed the number of employees' representatives.

The DJCC has the power to appoint sub-committees or call special meetings, if necessary.

#### **4. Officers**

- (a) The Management side of the DJCC may appoint its own Secretary.
- (b) If any item on the agenda of any meeting, in the opinion of either side, needs the attendance in a consultative capacity of an officer of the County Council or a recognised trade union representative, such persons may be co-opted and will participate in the work of the DJCC for the period during which that item is before the DJCC.

#### **5. Scope and Agreement**

- (a) The DJCC will not discuss individual grievances or disciplinary cases or any matter which is covered by a Procedure Agreement, except where, in the opinion of either side, a matter of substance and principle is involved, as defined by the relevant Procedure Agreement.
- (b) Decisions shall be consistent with County Council and higher level union decisions.
- (c) Recommendations shall be arrived at by a majority agreement with the option of a casting vote for the Managing Director.

#### **6. Frequency of Meetings**

At least three times per year but more often if necessary. Special meetings may be called at the request of either side, through its Secretary.

## **Appendix 3: Terms of Reference for Joint Reward Implementation Team**

### **Joint Reward Implementation Team - Terms of Reference, agreed August 2007**

#### **1. Purpose**

The Role of the Joint Reward Implementation Team (JRIT) is to deliver the Reward Strategy in accordance with the strategic direction of the HR Policy Group. Members are expected to attend every meeting or send a substitute. They will make a full contribution, including taking decisions about the delivery of the strategy to ensure consistency across KCC.

There will be a regular need to follow up actions outside the meeting especially where further engagement with directorate managers, P&D or other specialists is required.

From time to time, additional working groups will be formed. This is where the level of detail required is greater than can be dealt with in the meeting or where further investigation, research or discussion is needed.

The progress of JRIT will be reported back to the HR Policy Group three times a year. Directorate members should liaise with their Directorate HR Business Partners to ensure that activities continue to be in accordance with their directorate objectives.

**Proposed major changes relating to any of the following will be referred to the HR Policy Group for final approval.**

#### **2. Aims/Objectives**

**The key areas of responsibility and activity are:**

Job Evaluation & Pay Progression

- Monitor, review and develop JE (both Hay and Job Profiling) activity in KCC.
- Ensure consistency and fairness in the way that JE operates
- Receive feedback and recommendations from the JE User Group
- Approve modifications to the Job Profiling process
- Develop and extend the use of career grades and generic job descriptions including introducing the use of functional role matrices
- Monitor and take action in respect of continuing single status and non-Kent Scheme grade issues

Market Pay

- Monitor and review the operation of market premia, raising and resolving issues as required

- Share knowledge about the internal and external market to ensure KCC is fair and competitive
- Ensure that guidance about the use of appropriate starting salaries is adhered to

#### Equal Pay

- Receive reports and recommendations from the Equal Pay Group, and, if necessary, provide additional guidance and direction
- Implement recommendations arising from the Equal Pay Audit
- Support the Equal Pay Group in the collation and analysis of data

#### Employment Issues

- Jointly raise, discuss and, where appropriate, resolve specific employment issues that arise under the Reward Strategy and impact on groups of staff

#### Communication

- Ensure that the Reward Strategy is effectively communicated across KCC
- Agree and implement a communication strategy to support this
- Participate in delivering the communications strategy including attending events and meetings
- Contribute to, and agree, the content of communications such as the Kent Scheme Newsletter, Reward new letters, TCP guidance etc

#### Allowances and Enhancements

- Review all allowances and enhancements (through a sub-group)
- Ensure the rationalisation of allowances where appropriate
- Link to the Equal Pay Review and ensure that all remaining allowances are justified, fair and lawful

#### Total Contribution Pay

- Participate in, and take decisions relating to, the development of the systems to support the operation of TCP
- Discuss and agree the business processes that underpin TCP to ensure clarity and consistency
- Bring forward ideas to enable the ongoing improvement of the TCP processes
- Support managers in carrying out the TCP process
- Champion the principles and practice of TCP within directorates
- Collate information and feedback on the effectiveness of TCP

#### Recruitment

- Ensure that recruitment practices are consistent with the elements of the Reward Strategy, e.g. Job Evaluation and Equal Pay

- Receive information from the recruitment team to ensure that the group, and colleagues, are fully informed and acting appropriately
- Take back issues raised by the recruitment team for discussion in directorates

### 3. Group Membership

#### Regular attendance

Reward Team - 2x representatives  
 Families and Social Care Directorate - 1 x representative  
 Education, Learning & Skills Directorate - 1 x representative  
 Other Directorates - 1 x representative  
 SPS - 1 x representative  
 Employee Services - 1 x representative  
 Trade Union Side Representative for UNISON

#### Copy of notes for information

Corporate Director of Human Resources  
 HR Policy Group  
 Branch Secretary for UNISON  
 Regional Officer for GMB  
 Regional Officer for UNITE

NB. Other specialists shall be invited to attend meetings where relevant.

### 4. Frequency of meetings

At least three times per year.



## Appendix 4: Terms of Reference for KCC Joint Health and Safety Committee

### KCC Joint Health and Safety Committee

#### 1. Purpose

To promote and practice joint co-operation in the monitoring, evaluation, development and implementation of measures to secure the health and safety at work of employees and others who could be affected.

#### 2. Aims/objectives

1. Develop, monitor and review health, safety and welfare policy and practice.
2. Approve and monitor delivery of KCC's Health and Safety Action Plan.
3. To examine incident/accident and ill health data in order to recognise trends and significant events so that recommendations can be made for corrective action.
4. Consideration of activity, reports, guidance and information from or involving the Health and Safety Executive.
5. Evaluation of the impact of legislation, standards and guidance across all council services.
6. Receive and consider proposals from the Health and Safety Adviser Group in the interests of co-ordinated cross directorate action.
7. Examine the general findings of audit programmes and recommend action to address identified shortcomings or concerns.
8. Consideration of reports submitted by members of the committee, directorate groups or specialists in particular topics.
9. Monitor the provision of health and safety training and examine the effectiveness of such training.
10. To consider the adequacy of health and safety communication throughout KCC and make recommendations to enhance the success of publicity and passage of information.

#### 3. Membership

##### Membership and Chair:

The Chair will be a Strategic Director. Vice-Chair will be elected from the trade union side at the first meeting of the financial year.

##### Trade Unions:

Unison, GMB, TGWU : numbers pro-rata to membership  
Proportionality = 4 from UNISON, 1 from GMB and 1 from Unite. (Additional attendees may be necessary depending on items)

##### Management:

Corporate Health and Safety Board Management members - 6

#### **Advisers:**

Corporate Health and Safety Manager  
Employee Relations Adviser

Specialist advisers may be invited to attend meetings to assist discussion or presentation of particular items. Such arrangements must be notified to the secretary of the committee in time for inclusion on agenda papers.

### **5. Scope and Agreement**

The Committee will consider reports, recommendations and proposals from Strategic Health & Safety Group, Health and Safety Adviser Group, Directorate Groups and committees and may refer matters to those bodies. Joint development of Health and Safety policies and procedures and resolution of key issues will enable Strategic Health & Safety Group to fulfil its function to drive and deliver health and safety strategy on behalf of Chief Officer Group.

Outcomes and recommendations will be effective for all the workforce.

Trade Union representatives will report back to their members, supported by the Corporate Health and Safety Manager as the occasion arises.

### **6. Secretarial**

Secretarial services including provision of papers, preparation of agenda, distribution of minutes and minute-taking will be provided through the Corporate Health and Safety Manager. This includes passing on supplementary documentation and making related arrangements between meetings.

Agenda items and papers to be submitted to the secretary a minimum of 7 working days before the meeting. Agenda to be agreed with the Chair and Vice-Chair so that papers can be sent out 5 working days in advance of the meeting.

Items other than that appearing on the agenda may be introduced at the meeting with the approval of the Chair and Vice Chair.

Minutes will be approved by the Chair and Vice-Chair and will be circulated within 15 working days of the meeting. Copies of the agenda and minutes will be posted on KNet.

Apologies for absence should, so far as possible, be notified to the secretary in advance of the meeting along with details of any nominated substitute.

### **6. Meetings**

Meetings will be held quarterly during normal working hours and will be judged to be quorate when two trade union representatives are present. Additional

meetings may be called to consider urgent business and must be approved by the Chair and Vice-Chair.

Dates of the quarterly meetings will be arranged at the beginning of the Municipal Year. Thereafter, no change will be made in the dates of these meetings without prior consultation with the Chair and Vice-Chair.

The Secretary shall, at the request of the Chair or Vice-Chair, call a special meeting of the Committee within 2 working days of receipt of the request in writing. Every effort shall be made to hold the meeting as soon as possible having regard to any particular reasons for urgency. In any event the meetings should normally take place within 10 working days of receiving the request. The request for a special meeting shall give details of the business to be considered.

The Corporate Health and Safety Manager will meet with the vice-chair within a month of each meeting to set the agenda and discuss progress.

Employee representatives will be granted time off with pay in respect of their attendance at routine and special meetings of the committee.

No recommendation shall be regarded as made or resolution passed unless it has been agreed by a majority that represents a balance of management and staff side.

Where necessary, sub-groups may be formed to progress with items of business and will feedback to Committee within an agreed timescale.

## Appendix 5: Recognition and Facilities Agreement

### KCC Agreement on Facilities and Time Off for Union Representatives

#### 1. Introduction

(a) This agreement is made between KCC and the full time officers of:

- Unison;
- GMB; and
- Unite;

to provide the specific framework within which recognised representatives and management can conduct employee relations activity. This defines the facilities and time off provisions associated with official union training and activity.

(b) This agreement takes account of the ACAS Code of Practice: "Time Off for Trade union Duties and Activities".

#### 2. Representation

(a) The trade unions shall be responsible for ensuring there is adequate representation for their members. This will include the ability to elect a representative/s at each work location, in accordance with their rules of operation.

(b) A union representative should be:-

- Appointed within the rules of the union;
- Accredited by the union;
- Employed and accredited by KCC; and
- Normally employed at the same location, group and section as those represented but able to support any member at any location.

#### 3. Duties and responsibilities

(a) Union representatives perform a wide variety of roles, often in combination.

(b) The role of the Workplace Representative will include:

- Representing and accompanying members at/to meetings under a formal procedure, where employees have exercised their right to do so;
- Investigating any complaint or difficulty raised by a member;
- Assisting members in formal employment procedures such as disciplinaries and grievances;

- Ensuring members comply with agreements and procedures wherever possible;
  - Meeting with senior officers concerning employee relations between KCC and its employees;
  - Participation in negotiations and consultation with management on behalf of the union; and
  - Explaining the role of the union to new employees.
- (c) The role of the Health & Safety Representative will include:
- Carrying out risk assessments and inspections in the work place;
  - Discussing H & S issues with local management or the branch; and senior management where relevant;
  - Attending training;
  - Entitlement to be consulted on the introduction of measures which may substantially affect the health and safety of those represented;
  - Investigation of hazards and examination of the causes of workplace accidents or incidents;
  - Receiving information from enforcing inspectors; and
  - Assisting members in H & S related employment disputes, e.g. disciplinaries and grievances.
- (d) The role of the Union Learning Representatives will include:
- Promoting learning and development in the work place/s covered;
  - Negotiating around learning issues and discussing with the branch; and
  - Providing support and encouragement to learners in the workplace.
  - Assisting members in learning related employment disputes, e.g. disciplinaries and grievances.
- (e) The role of the Union Equalities Representative will include:
- Supporting the delivery of the equalities agenda in the work place/s covered;
  - Negotiating around equalities issues with the branch; and
  - Providing support and encouragement to staff from diverse backgrounds; and
  - Assisting members in equality related employment disputes, e.g. disciplinaries and grievances.
- (f) There are also a number of developing roles, e.g. Environmental Representatives and the parties will discuss relevant support as these arise.

#### **4. Senior Representatives**

- (a) Subject to agreement a recognised trade union may wish to elect a senior representative such as a Senior Steward, Chair, Vice-Chair, Secretary or Branch Official to work across KCC or at a Directorate level. Duties will include:

- To raise issues with senior managers on behalf of a number of union members, through established methods;
- To facilitate communication between management and workplace representatives; and
- To manage the explicit provisions set out in this framework agreement.

## **5. Election of Representatives**

- (a) All union representatives shall be elected in accordance with the rules of the union.
- (b) Following the election process, the senior union representative or full-time officer shall notify the Managing Director of each Directorate the name of each elected representative. The Managing Director will discuss any reservations with the relevant senior officer and where there are legitimate concerns, reserves the right to refuse KCC accreditation, upon appointment and at any stage in the future.
- (c) Management will only deal with union representatives who have KCC accreditation and provide facilities other than reasonable time off to those representatives.

## **6. Facilities**

- (a) KCC agrees to provide union representatives with the following facilities:
  - i. Where practical, use of a private room and telephone;
  - ii. Use of a pc and where practical, access to internal email excluding political and campaigning purposes;
  - iii. Use of trade union notice boards in every residential and day care establishment and on each floor in offices;
  - iv. Use of KNet for provision of contact and membership information only;
  - v. The ability to hold union meetings for KCC representatives and branch staff on site, subject to prior arrangement and notification of senior management (NB. Unions to cover any costs associated with this);
  - vi. Facilities for the vote counting and publication for the election of a union representative, on an annual basis.
  - vii. Provision of a list of all new entrants and leavers from each Directorate on a monthly basis;

viii. Provision of accident statistics for each Directorate on a monthly basis;

ix. Facility for a union representative to attend, for a period, induction courses for each Directorate.

- (b) From time to time, KCC and senior union representatives may agree additional facilities.

## **7. Time Off**

- (a) KCC aims to accommodate requests for paid time off for union representatives to fulfil their duties. This time off must be reasonable in all the circumstances and is subject to the paragraphs below. All time off will be subject to agreement and the needs of the business/service/unit and where appropriate, managers have the right to refuse time off. Where possible, branch meetings will normally take place outside working hours. However, some travel time may be necessary within the paid time off provision.
- (b) Activity shall be determined by the trade union and its relevant constitutional rules and procedures. All paid time off will be in pursuit of employee relations activity within and associated with Kent County Council.
- (c) Union representatives should provide their managers with as much notice as possible when requesting the time off and must indicate the purpose, venue and likely duration of the activity. Where time off relates to training, prior written agreement should also be obtained from a senior union representative.
- (d) Union representatives will not normally be released for their full contractual hours. Where there is a business need, e.g. Education, Learning & Skills Directorate schools' representative, some full-time releases will be funded. Apart from these specific arrangements, time off should not exceed a weekly average of:
- Senior union representative - 40 % of their normal working time;
  - Workplace and Health & Safety Representative - 20 % of their normal working time; and
  - Union Learning, Equalities or other representative - 10 % of their normal working time.

Management will be proactive in ensuring that time off neither impedes the employees' nor unions' work. As a statement of principle, this will include the consideration of making adjustments where appropriate to accommodate part-time workers who wish to become union representatives. Such adjustments may include up to 50% of a part-time worker's normal working time being released, subject to agreement and local business need, but will not include additional paid hours for time off for union duties. Where there is an exceptional business need only, up to full working time release may be considered for a temporary period for part-time workers.

- (e) This cap applies to all duties except accredited training, that are undertaken as a direct result of union representation. However, in exceptional circumstances, additional time off may be agreed, e.g. where there is a short-term requirement for extra support or where the purposes of a meeting will be unintentionally frustrated.
- (f) It also includes additional responsibilities held by union representatives, e.g. J.P. Trade unions must therefore consider leave for public or other existing duties before a representative is nominated.
- (g) Reimbursement for costs incurred during the fulfilment of union duties will be made by the union and not KCC.

## **8. Disputes**

- (a) Any dispute over the implementation or interpretation of this agreement will be discussed in the first instance by the relevant Directorate Managing Director (or their nominee) and a senior union representative.
- (b) In the event that a matter remains unresolved at a Directorate level, or concerns more than one Directorate, it will be referred to the Corporate Director of Human Resources.

## **9. Review**

- (a) The terms of this agreement will be formally reviewed every three years.



**By:** Roger Gough – Cabinet Member for Business Strategy, Performance and Health Reform  
Amanda Beer - Corporate Director of Human Resources

**To:** Personnel Committee

**Date:** 23 September 2011

**Subject:** Contractual Sick Pay

**Classification:** Unrestricted

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**SUMMARY:** This paper provides the Committee with an analysis of the issues relating to contractual sick pay and invites Members to consider any further areas of modelling on staff absence.

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## **1. BACKGROUND**

In 2006 Human Resources initiated a 4 year action plan aimed at improving the attendance of KCC staff. It joined employee relations, health & safety and well being activity to drive the initiative. Implementation of the plan has produced a significant and sustained improvement in attendance (from circa 11 days/fte to below 8 days). The work undertaken to deliver this plan and the on-going support from HR has seen a cultural shift with managers working to deliver improvements.

This report presents an analysis of current contractual sickness entitlement. The analysis used non-schools information as detailed information on sickness in schools is currently unavailable. This document adds context to the results, outlines ER implications and develops conclusions based on KCC's current position and the previous, and ongoing work, to manage attendance and performance in the workplace.

## **2. SICKNESS LEVELS IN THE UK**

The Chartered Institute of Personnel's annual absence survey has been used as a benchmark to assess goals and achievements in managing attendance in comparison to local government and other sectors.

The 2010 report indicated that the overall average absence level across all sectors in 2010 was 7.7 days per employee with the local government average at 10.3 days per employee. The Health sector also experiences an average of 10.3 days per employee.

### 3. KCC'S SICKNESS ABSENCE

Since the 4 year Health, Well-being and Attendance (HWA) action plan was implemented in 2006/07 Kent County Council has seen a sustained improvement in its attendance levels. Numbers of days lost per fte have fallen over the period.

Year	Days lost per FTE
2006/07	11.05
2007/08	11.35
2008/09	8.71
2009/10	8.56
2010/11	7.83

This shows a reduction of c.30% in the number of days lost per FTE in the last five years. If you take into account changes to the size of the organisation, subtle changes to the employee profile and base a calculation of the financial size of this change on 2010/11 salaries this would compare to a productivity saving of £2.5m (over 5 years) against a cost in 2010/11 of £8.2m.

Kent County Council's current levels of sickness compare favourably with the benchmark statistics from the Chartered Institute of Personnel's survey. However, there does remain room for improvement in some areas which is achievable through building on the initiatives that have previously been put in place and providing further support to managers through the new HR structure and initiatives such as Kent Manager.

Whilst the overall sickness figure for the Council is important when considering contractual sick pay it is important to understand the trends in sickness. This enables any analysis of the options to appreciate how the selected option will either impact on the authority's ability to manage absence, or if an option, whilst saving money, may see a rise in absence or if a particular option will significantly impact on a certain group of staff.

### 4. KCC'S SICKNESS TRENDS

Based on sickness figures for the last three financial years (excluding schools staff) it is known that:

- Most people take 1-7 days off (c.82%)
- 66% of people take 1-3 days off
- Fewest people take long term absence (28 days or more) c.7.5%
- The top 4 reasons for sickness were musculoskeletal, stress (not mental health related), mental health and gastro-intestinal conditions.

For a number of years Kent County Council has not only been monitoring the overall levels of sick leave but also has been analysing what types of employee take it as well. This analysis has told us that:

- **Length of Service** – people are more likely to take more sick leave after a couple of years service and between years 8 and 9
- **Gender** - There is no significance in the pattern of sickness absence by gender. The analysis shows that peaks and troughs tend to mirror possible trends relating to length of service and age but not to gender. However, since KCC employs a high percentage of female employees (over 75%) it is likely any reduction in sick pay entitlement would have a significant effect on women.
- **Age** - Analysis on age and absence confirms people access sickness benefit at all ages and that the number of days lost increases significantly with age. KCC's demographics indicate, in common with the wider workforce and local government generally, an ageing workforce. The average age of a KCC employee is 45 years. The average new starter is around 37 years old. The Council's current workforce profile combined with the apparent trend for people to take more sickness with age presents a significant dilemma when considering measures to improve attendance. It is highly likely that any cut in sickness benefit will detrimentally affect those who are older.
- **Salary** - The data suggests that those who earn under £30,000 per year are more likely to take more paid sick days than those earning over £30,000. This is likely to reflect a number of factors including the type of job, the degree of control and influence and work and domestic flexibility.

## 5. KCC'S CURRENT SICK PAY SCHEME (KENT SCHEME EXCLUDING SCHOOLS)

- Current sick pay structure is derived from the 'green book' or the National Joint Council for Local Government Services terms and conditions of employment and is common in structure to most local authorities
- Sick pay is contractual which means changes to it would require individual, as well as collective, negotiation to implement. The unions' position would be to retain the current provision.
- Our current contractual sick pay structure is as follows and is available to all members of staff irrespective of their grade. Exceptions to this are limited to staff who have very short term contracts, casual staff and some specific staff groups in Commercial Services who are entitled only to statutory sick pay.

<b>Service Required</b>	<b>Entitlement</b>
Up to 4 months service	1 month full pay
During year 1 (after 4 months service)	1 month full pay + 2 months ½ pay
During year 2	2 months full pay + 2 months ½ pay
During year 3	4 months full pay + 4 months ½ pay
During year 4 and 5	5 months full pay + 5 months ½ pay
After year 5	6 months full pay + 6 months ½ pay

- The structure of sick pay varies considerably by sector and organisation type although in most cases service related incremental increases in sick pay are standard. In some cases there remain differential sick pay structures for managerial and 'staff' grades. For comparison a range of employer approaches were considered to determine which options to model including those who offered anything from the statutory minimum to 50 weeks at full pay with 10 years service.

## **6. ACTIONS TO DECREASE SICKNESS ABSENCE**

Since 2006 a 4 year action plan, Health Well-Being & Attendance, has been in place. It was designed to tackle the way KCC handled sickness absence. The plan focused on improving attendance by reviewing systems, procedures, practice and support as well as, most significantly, building managerial confidence.

Existing benefits and policies were reviewed to ensure the Authority's employment proposition remained fit for purpose and was able to impact on some of the pressures people experience in balancing work and home; which can affect attendance.

Kent County Council has also introduced facilities to enable better managed periods of absence. The types of initiatives introduced included carer leave, flexible working options and a shorter, more attractive, career break scheme. Equally important well being activities have focused on proactive health management and the top reasons for absence which include stress, mental health and musculoskeletal.

### **Examples of HWA Achievements to date:**

- **Reduced Long Term Absence**  
One of the most significant achievements under the plan the on-going reduction of long term sickness absence attributed to the concerted efforts of HR staff to support managers in dealing with these cases.

- **Better sickness reporting** - on-line sickness reporting has helped managers and staff manage this more effectively. This has not only achieved productivity savings in terms of processing but with the improved categorization of sickness provides a clearer picture of the causes and patterns of absence.
- **Better Management of sickness absence** – managers in all directorates receive monthly sickness statistics and are actively supported by HR to achieve outcomes including redeployment, dismissal or termination of contract by other means. There have also been targeted interventions in service areas where there has been high levels of sickness absence. Refresher training for managers has resulted in a higher level of ‘casework’ on sickness absence overall.

The achievements that have resulted from the HWA initiative have endured beyond the period of the action plan indicating that the measures put in place have the potential to have a lasting effect on the Council’s sickness absence statistics. Maintenance and further improvement of attendance levels in the organisation will also be supported further as a result of HR now having a single Business Support team.

## **7. CONTRACTUAL SICK PAY MODELS**

Whilst continuing investment in the management of sickness absence, the Authority has the option to further consider changes to contractual sick pay provision. The following models have the potential to save the County Council money but would require further analysis to determine the extent of their impact. Whilst nearly all the options described would save money these savings would not be easily realised by the Authority. This is because the ‘savings’ described are purely productivity savings and limited to the actual cost of sickness. They do not take into account replacement costs (agency or internal), sickness administration or advice, OH advice or the cost of SSP. These costs have an impact on the overall levels of savings that can be achieved.

The possible models are as follows:

### **7.1 Keep the current scheme**

No change but continue to invest in absence management

### **7.2 No entitlement in the first year of service**

No sick pay to those in their first year of service.

### **7.3 No payment for the first three days of sickness. Payment thereafter in line with existing entitlements**

No payment for the first 3 consecutive days of absence, in line with Statutory Sick Pay conditions.

### **7.4 Full pay only for existing entitlement (removal of half pay)**

Only full pay at the current entitlements (e.g. someone in their 6<sup>th</sup> year of service would be entitled to 6 months full pay and no half pay at all).

### **7.5 Reduce current entitlements by 10%**

Current entitlements reduced by 10% (e.g. someone in their 6<sup>th</sup> year of service would be entitled to 6 months at 90% of their full pay and 6 months at 40% of their pay)

### **7.6 Reduce current entitlements by 20%**

This is as detailed in the option above but the entitlements are reduced by 20% (e.g. someone in their 6<sup>th</sup> year of service would be entitled to 6 months at 80% of their pay and 6 months at 30% of their pay).

### **7.7 Sliding scale of percentage reduction in existing entitlements**

This model reduces current entitlements on a sliding scale related to years of service.

### **7.8 Reduce all of current entitlements by 50%**

Reducing all entitlements by 50% (e.g. someone in their 6<sup>th</sup> year of service is currently entitled to 6 months full pay and 6 months half pay under this option they would receive 3 months full pay and 3 months half pay).

### **7.9 Rolling aggregate entitlement over 3 years**

A proposed aggregate entitlement for those between 0 and 3 years of service would be 1 month full pay and 2 months half pay. Sickness periods are accumulated over the three years and once the full entitlement is exhausted employees then receive nil pay

### **7.10 Remove the sick pay scheme**

Remove all contractual sick pay but pay statutory sick pay.

## **8. SUMMARY**

There is a potential for savings through remodeling our current sick pay scheme, albeit these savings are not easily realised by the organisation as they are productivity savings. Also, given the challenge associated with making and negotiating a significant contractual change, this financial benefit may end up being felt over an extended period, i.e. by introducing changes for new staff rather than existing employees. The current pay and employee relations climate do not lend themselves to any further reduction in 'the KCC offer', actual or perceived.

A model that would have a significant impact in the first instance could be to take the radical step such of cutting the first 3 days sickness, a model adopted by some retail organisations. However, in KCC, this kind of model is likely to have a significantly detrimental effect on our staff group and to affect disproportionately less well paid staff and women. It also has the potential to impact on those who have more regular sickness through a disability. Also, people who work with vulnerable service users and the public are, in some services, actively discouraged to attend work if unwell.

The greatest impact to be achieved in terms of reducing days lost is through the reduction of long term sickness. Sickness absence trends in KCC show that long-term sickness absence is experienced by c.7.5% of the people who have time off work ill. Therefore it is important to continue managing this group of staff to reduce the amount of time off taken to decrease the impact on the organisation. Some success has already been made on bringing these levels down and with the support of HR an increasing impact can be achieved through sharper focused line management interventions.

Initiatives implemented through the HWA Action Plan have impacted upon the level of managerial responsiveness and accountability for sickness as well as building on the preventative measures that will increase individuals' awareness of their health and generate joint responsibility for managing health at work.

Cutting either sick pay entitlement or access to it is only one means of attempting to affect attendance levels and would not necessarily have the effect of reducing sickness absence.

This should also be considered alongside the impact that significant organisational change has on sickness absence. It can have a major impact on staff stress levels and one of the most common symptoms of this during organisational change are sickness absence and poor performance. Alongside this levels of employee engagement, which can be a predictor of sickness, are likely to be impacted by periods of change if not managed well.

Kent County Council has made a range of changes to the offer it makes to staff, some of which have resulted in costs savings and some that support staff in the workplace. Any change to contractual sick pay entitlement would significantly amend the offer the Authority makes to staff and would present a challenge in its implementation due to having to obtain either collective or individual consent to the contractual change. Alternatively any change made unilaterally runs the risk of litigation against the council.

Any identified savings would not be easily realised by the organisation as they will be productivity savings. Also, the organisational change currently under way also has the potential to impact on the performance of the organisation. It is important that HR continue to support management in managing levels of performance and attendance amongst their staff through building on the significant achievements the HWA initiative has made. It is also vital to continue to review and adapt the organisational strategy for supporting staff and managing down levels of staff absence in the Council

## **9. RECOMMENDATIONS**

Personnel Committee is invited to

- a) note the analysis of staff absence and
- b) indicate any further required areas of modelling on staff absence

**Ian Allwright**  
**Employment Policy Manager**  
**Ext 4418**

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**By:** Roger Gough, Cabinet Member for Business Strategy,  
Performance & Health Reform  
Amanda Beer – Corporate Director of Human Resources

**To:** Personnel Committee

**Date:** 23 September 2011

**Subject:** Weekend and Out of Hours Working

**Classification:** **Unrestricted**

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**SUMMARY:** This paper outlines the proposed changes to payment for Weekend and Out of Hours Working and seeks Personnel Committee comment and approval.

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## 1. INTRODUCTION

Kent County Council has reviewed its current provisions for Weekend and Out of Hours Working payments to address issues of inequity and potential liability. The arrangements for paying enhancements for weekend and out of hours working do not recognise modern work practices and is applied inconsistently as a result. A justification based approach is proposed making payments only where there is demonstrable service needs.

## 2. BACKGROUND

2.1 There are a number of reasons why KCC needs to consider a new approach to weekend and out of hours working arrangements. These include:-

- a) **Reflect modern work practice across the authority.** Some rates are established by way of local agreement or arrangement. These have arisen in part due to the fact that the Ts & Cs do not accommodate the current ways, times and expectations around service delivery which have arisen outside of the conventional 9am -5pm Monday to Friday working week.
- b) **Consistent and fair treatment of all employees.** Ensure individuals and groups of staff are treated in a fair, equitable and consistent manner. This helps deliver a common way of working and a one employer approach.
- c) **Improved governance through introduction of simplified provisions with clear justification and approval process.**
- d) **Managing risk to the authority in terms of equal pay challenge**
- e) **Managing the local and overall costs of additional payments.** This will be informed by the criteria and standards required to justify any payment.

- f) **There is a multitude of practices.** Some are formal agreements and some informal arrangements. These include enhancements based on percentages or lump sums, differential payments and inconsistent application of eligibility criteria. In order to deal with the variety of circumstances in a fair, robust, fair and legally compliant way then there is a need to go back to basics.

### **3. PROPOSAL**

- 3.1 The default position is that no enhancement is made unless a payment can be justified for the reasons of service delivery or business continuity on a market intelligence basis.
- 3.2 Where work is done solely at the weekend or where weekend working is part of the 'normal' working week then no enhancement is paid.
- 3.3 KCC implements a standard rate of enhancement of Time plus one third when required.
- 3.4 If the standard rate is deemed not to be sufficient then Time plus one half or Double Time can be chosen, given appropriate justification such as a market analysis indicating the level of payment required.
- 3.5 Overtime would be paid on all hours above the normal 37 hour week but must be agreed in advance. Overtime would be applicable to all grades up to and including KR12. This is however subject to local business context and service delivery.
- 3.6 Individuals who work on public holidays should be given either an enhanced rate **or** time off in lieu, **but not both**. Time Off in Lieu will equate to the actual number of hours carried out by the employee on that day.

### **4. THE TRADE UNION POSITION**

- 4.1 UNISON have expressed an expectation that the Blue Book provisions should be adhered to in all circumstances. They are concerned that some people will lose out significantly if no enhancement is paid in the future. Formal engagement with the TUs will continue subject to Personnel Committee agreement to the proposal.

### **5. TRANSITION ARRANGEMENTS**

- 5.1 Following discussions at Directorate Management Team meetings, there is a clear preference that any changes should apply from a set date in the future.
- 5.2 Following endorsement, detailed plans will be established with the affected business units to plan the implementation.

### **6. COSTS IMPLICATIONS**

- 6.1 If we are not paying any enhancement now, it is difficult to see why we would in the future so it is reasonable to assume no cost increase overall.
- 6.2 The real question around cost savings is where the organisation sets the bar before enhanced pay is justified. This makes actual cost savings difficult to predict but does require the organisations to discuss and decide what the

minimum level should be. At its simplest, the overall cost does not need to exceed the current level of expenditure but potentially offers savings. The expenditure for 2009/10 was approximately £6.3m and 2010/11 is approximately £6.0m respectively.

## **7. COMMUNICATION AND CONSULTATION**

- 7.1 Consultation with Trade Unions and Staff will begin on a more widespread basis if this proposal is agreed by Personnel Committee.

## **8. RECOMMENDATIONS**

- 8.1 Personnel Committee approve the new approach and payment principles outlined in the policy:-

- a) The default position is that no enhancement is made unless a payment can be justified for the reasons of service delivery or business continuity on a market intelligence basis.
- b) Time plus one third becomes the standard rate of enhancement when justified.
- c) Time and a half or double time can be paid given appropriate justification.
- d) Current bank holiday provisions of double time plus time of in lieu, ie triple time, is removed.
- e) In order to address operational discrepancies, overtime provisions are extended up to and including KR 12.
- f) In accordance with DMT discussions implementation should be from a set date.

**Colin Miller**  
**Reward Manager**  
**Ext. 6056**

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**By:** Roger Gough - Cabinet Member for Business Strategy,  
Performance & Health Reform  
Amanda Beer – Corporate Director of Human Resources

**To:** Personnel Committee

**Date:** 23 September 2011

**Subject:** Organisation Development & People Plan

**Classification:** **Unrestricted**

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**SUMMARY:**

Informs Personnel Committee about Kent County Council's Organisation Development & People Plan that is being developed.

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**1. INTRODUCTION**

As part of the Change to Keep Succeeding programme, a number of strands of activity necessary to enable our staff to deliver Bold Steps for Kent and enhance KCC's place as an employer of choice have been identified and action plans for each are being developed. These strands come together to form KCC's Organisation Development & People Plan.

The plan is about more than the HR/people management, and involves internal communication; branding; the working environment, including accommodation and equipment; and business processes and standards.

**2 ONE COUNCIL, ONE PLAN – HOW OUR PEOPLE WILL DELIVER BOLD STEPS FOR KENT**

The four year Plan provides a road map for transforming KCC through our people. It enables us to set out how as an organisation we will resource, develop, manage, transform and retain people to deliver Bold Steps for Kent. Action plans will be developed within each of the 5 activity areas that reflect both corporate and service specific priorities detailing how directorates will implement within their areas of business.

The Organisation Development & People Plan is attached.

**3. ACCOUNTABILITIES AND RESPONSIBILITIES FOR DELIVERY**

It can be seen that the level of activity in the Organisation Development & People Plan is very significant both in terms of HR's capacity to deliver and in terms of the amount of change and support required in the business. This is being done at a time of significant structural change within the Authority which makes the task easier in some respects and more challenging in others.

Shared ownership and commitment is vital to success, particularly as there is no additional funding attached to these activities.

The HR Division is responsible for providing the framework and tools to achieve the required outcomes and for working with managers to find solutions to issues such as skills shortages. HR is accountable for delivery of the overall plan.

Managers are responsible for developing and delivering the plan and are accountable for implementing it within their business area.

#### **4. GOVERNANCE**

The HR Divisional Management Team will formally monitor progress and outcomes at their DivMT every quarter. HR Business Partners will support and challenge progress in each Directorate.

The Performance Assurance Team (PAT) and the Delivery Assurance Team (DAT) (as appropriate) will challenge and review progress against the planned outcomes.

#### **5. RECOMMENDATIONS**

Personnel Committee is asked to endorse the Organisation Development & People Plan and note that action plans will be developed.

**Nigel Fairburn**  
**Workforce Development Manager**

**Ext 4612**

**Kent County Council's Organisation Development  
& People Plan 2011 - 2015**

**One Council**

**One Plan**

**How our People will Deliver**

**Bold Steps for Kent**

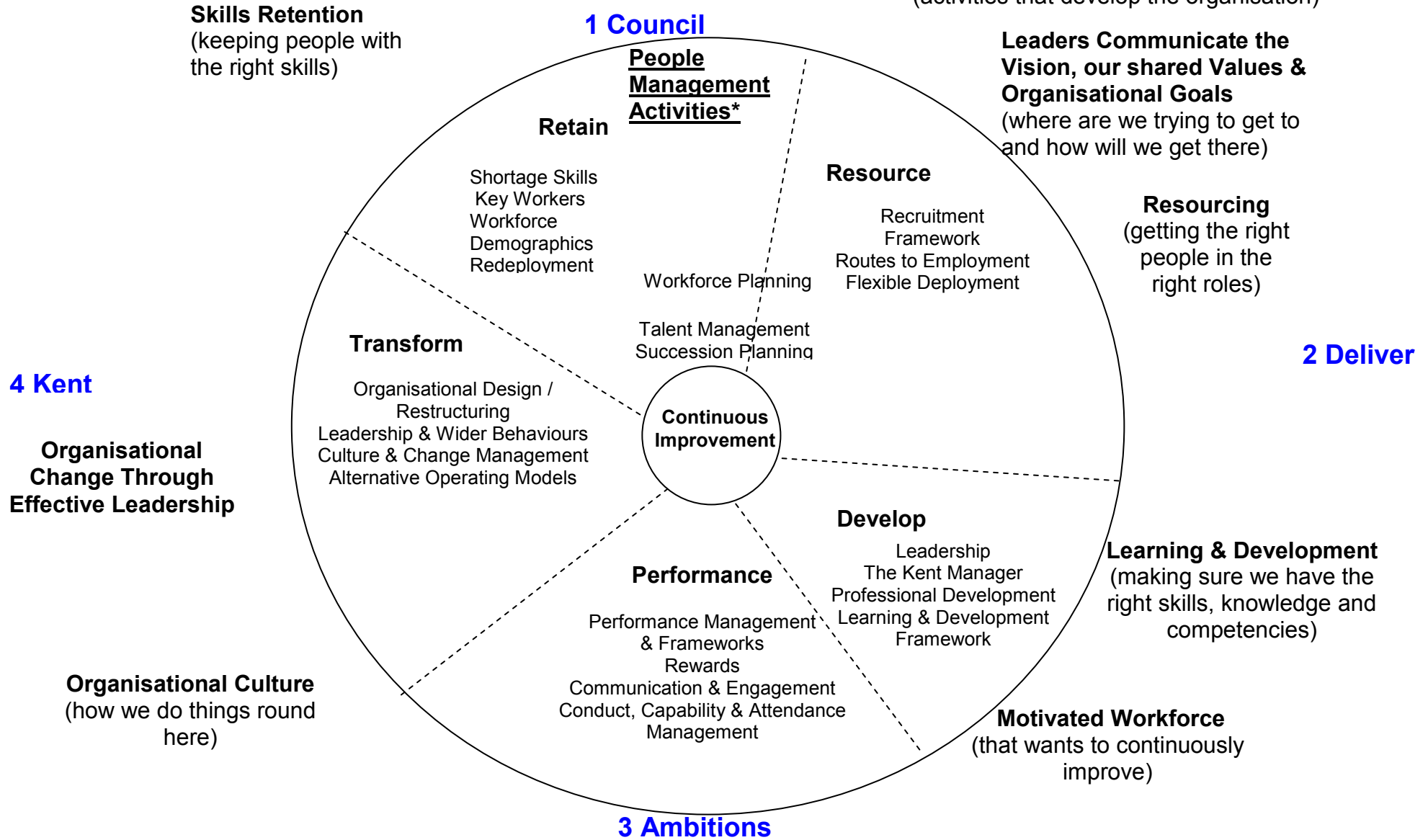
**September 2011**

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**Bold Steps 4 Kent**

**Organisation Development Drivers**  
(activities that develop the organisation)



\*People management activities provide an indication of current priorities but are not exhaustive lists and will change over time

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## 1. Introduction:

Kent County Council's Organisational Development & People Plan outlines our key people activities over the next four years. It has been developed to help us deliver our medium-term plan, 'Bold Steps for Kent', and is both a strategic framework and a practical tool for managers to inform business planning. The strategy provides a framework on how managers, supported by the Human Resources Division, recruit, develop, lead, and retain a skilled workforce to deliver effective services.

1 Council 2 Deliver 3 Ambitions 4 Kent

This strategy will underpin and be measured against our three ambitions to:

- tackle disadvantage
- put the citizen in control
- help the Kent economy grow

## 2. Kent County Council's People Vision

KCC's vision is to develop a workforce that is flexible and adaptable to change and has the skills, knowledge & behavioural competencies to support & deliver effective services to (external & internal) customers. By achieving this, we will sustain and develop the County Council's reputation as a good employer. We will transform services in partnership by involving our employees & the public throughout the transformation. Given that services are sometimes delivered through employees not directly employed by the County Council, the principles contained within this plan will be recommended to our partners and third parties.

## 3. Organisational Development

Sustaining and improving performance is delivered through our people. We will ensure that the organisation has the capacity to deliver high performing services through effective Leadership & Management and timely people management interventions. The key Organisational Development drivers are summarised below.

### ***Vision, Values and Organisational Goals***

Knowing where the organisation wants to get, how it will achieve it, aims and objectives and the expected outcomes. A shared purpose that is clearly and simply communicated to employees so that individuals can make sense of it in their roles and are reflected in behaviours.

### ***Resourcing***

Attracting & recruiting new people to the organisation at the right time. Employees deployed (move to new roles) in a timely manner to respond to changing priorities by building the skills we require now and in the future. Routes in to employment will continue to be developed including work experience, volunteering, apprenticeships, internships and graduate employment as well as profession specific and other targeted initiatives.

### ***Learning & Development, Knowledge Management (ensuring we have the right knowledge)***

Managers & employees continuously improve skills, knowledge & behavioural competencies through development programmes, coaching and work experience including programmes

designed to identify & nurture potential. We will deliver a comprehensive programme of learning and development in leadership, management, profession specific and skills development programmes.

### ***Performance Manage: Engaged and Motivated Workforce***

Recognising & rewarding performance & employees' contribution in wide ranging ways that reflect manager & employee preferences & local circumstances. Keeping employees involved, motivated and inspired. Ensuring all people activities engage & retain a workforce capable of delivering high performing services to (internal & external) customers.

### ***Organisational Change & Culture***

A culture in which our people thrive as one Council, avoid inappropriate competition and continuously improve. Managing change effectively, keeping employees well, resilient and able to respond to change positively. Our people and teams are at the core of delivering change. Ensure the design and structure of the organisation is fit for purpose and managers and staff have practical tools that support transformation and the way KCC delivers services as One Council.

### ***Skills Retention***

Retain employees with the required skills, knowledge and behavioural competencies particularly in areas where there are shortage skills or key workers. Plan for new skills the County Council will require in the future. Identify and develop employees who will fill future roles through succession plans and developing talented individuals.

## **4. Achieving Outcomes**

This document provides an overview of what the organisation needs to do through its people to continuously improve, change the way it works to reflect the changing shape of public services and in doing so provide the very best services to Kent residents. However it is not simply a high level strategic document but also a practical tool that provides a road map of how the Human Resources Division will support the organisation and its people to deliver services. It is a template for managers to determine how they will achieve the priorities outlined in a way that meet the needs of individual services within a corporate framework. The Human Resources Division will vigorously monitor progress against planned outcomes. Action plans will be reviewed and developed in each of the five areas of people management activity. Priorities have been identified recognising that the emphasis in individual business units and how the priorities are delivered will vary according to local needs.

### ***Accountabilities***

The Human Resources Division is responsible for providing the frameworks and tools, working with managers to find solutions and is accountable for delivery. Managers are responsible for developing the plan and are accountable for implementing within their business area, working closely with their HR Business Partner who will co-ordinate appropriate HR advice and support.

### ***Strategic Objectives***

Our strategic objectives against each of the 5 areas of HR activity are as follows:

## **Resourcing**

*Objective:* To be an employer of choice. Workforce & succession plans (including key workers and in skills shortage areas) and nimble internal deployment (movement of employees) tools in place. Where there are skills gaps that cannot be filled internally high calibre candidates are attracted and recruited externally through targeted recruitment and rewards.

*Planned Outcome:* Employees move around the organisation to meet business needs. Succession plans and capacity building interventions deliver a sustainable skilled workforce. The majority of roles could be filled internally if managers choose to, resulting in a high proportion of external recruitment filled being at entry levels to the organisation or in shortage skills areas. A significant proportion of entry level posts are filled through KCC's employment programmes for apprentices, graduates and vulnerable groups. When we do look outside the organisation we can attract the right people, particularly for key workers and in skills shortage areas.

## **Employee Development**

*Objective:* Employees are developed in the skills, knowledge and behavioural competencies required to achieve their potential. Skills and knowledge required in the future will be identified and planned ('future proofing'). Development is delivered through a range of interventions including job moves, coaching & mentoring, e-learning, qualification and training programmes. Development is high quality and provides value for money by avoiding inappropriate competition and internal charging wherever possible. The *Kent Manager* sets out the standards required of all our managers supported by a programme of core training. New skills are developed that will be required in the future (future proofing).

*Planned Outcome:* Employees have the right blend of skills, knowledge and behaviours to undertake their current role to a high standard. Employees are developed to undertake new roles in their current or a new job in response to business requirements and new skills that will be required in the future. Managers possess all the core the skills to be effective managers as set out within the Kent Manager. Leaders are exposed to cutting edge thinking and have the skills, behaviours and capacity to lead the organisation through change over the next 4 years (and beyond).

## **Performance Management**

*Objective:* Managers and staff are able to do what they do best every day, to be creative and innovative within a framework of freedoms and operating norms. Outcomes are monitored and measured, employees are recognised and rewarded for their contributions in a range of ways. Where performance and conduct does not reach expected standards appropriate action is taken to remedy in ways that are fair, transparent and timely.

*Planned Outcome:* Performance is effective as measured against Bold Steps for Kent and translated through business plans and employees' action plans. Employee motivation is maintained during periods of significant change, and increases over the 4 year period. Instances where performance is not effective are exceptional and data demonstrates effective management of such cases.

## **Transformation**

*Objective:* Leaders clearly articulate the vision to transform the organisation (know where the organisation wants to get to and how it will get there). Managers implement this vision and

communicate to employees in a way that makes sense both in terms of the organisation's goals and individual employees' job roles and personal objectives. Leadership and employee behavioural competencies are core to the achievement of objectives. KCC changes to meet the new demands placed on local government and the wider public sector through different operating models and a new relationship with the public.

*Planned Outcome:* Leaders and managers are confident and are able to manage change (both cultural and structural) by having access to a range of tools that are easily understood that focus on outcomes (not process). The County Council achieves its objective of transforming to an organisation fit for delivering modern services in the 21<sup>st</sup> century through operating models that result in high levels of customer satisfaction that can be delivered within budget. Savings targets are achieved, should there be any exceptions appropriate action is taken to remedy. The focus of the Council is on delivery and outcomes, employees understand how they contribute to these.

### ***Retention***

*Objective:* As well as current shortages managers are aware of gaps that are expected to arise during the medium term (4 years) and take steps to mitigate by developing employees to fill future vacancies (talent & succession planning). The rewards package is ahead of our competitors and is flexible to retain key workers. Where there are shortage skills and key workers business specific targeted plans are in place to address.

*Planned Outcome:* The County Council is able to retain employees with the right skills, knowledge and behavioural competences and turnover is at healthy levels (as determined by the organisation). When key staff leave plans are in place to fill posts.

## Action Planning

- This Organisation Development & People Plan will be delivered through action plans for each of the five areas of people management activity (resourcing, development, performance, transformation and retention)
- Each plan is set out in two parts.

Part One – One Council One Plan interventions that apply across the organisation to meet business needs as appropriate

Part Two – One Council One Plan interventions tailored to achieve individual service requirements that supplement and dovetail with the corporate interventions

- The Human Resources Division will provide the framework and tools, working closely with managers to provide solutions that meet business needs, and is accountable for delivery
- Managers are responsible for developing and delivering the plan and are accountable for implementing within their business area

## Governance

- The Human Resources Divisional Management Team will challenge, monitor and measure progress and outcomes against performance indicators. At its highest level the plan will be measured against the delivery framework for Bold Steps for Kent, where appropriate. Where priorities require additional support resources will be deployed (within available budget).
- Outcomes will also be challenged and monitored by the Performance Assurance Team and Delivery Assurance Team as appropriate

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**By:** Roger Gough, Cabinet Member Business Strategy,  
Performance & Health Reform  
Amanda Beer, Corporate Director Human Resources

**To:** Personnel Committee

**Date:** 23 September 2011

**Subject:** Employing a Younger Workforce

**Classification:** Unrestricted

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### **Summary**

Outlines the County Councils achievements to date in employing a younger workforce, the challenges in the context of a contracting workforce, and potential future developments

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### **1. Introduction**

Employing a younger workforce continues to be a priority for KCC.

Priorities:

- To employ and develop talented employees from all demographic groups, particularly individuals with high potential who will be successors for employees that leave the organisation
- To deliver high quality services by employing a workforce that reflects and understand the Kent communities it serves
- To address the number of young people who are NEETs (not in employment, education or training)

### **2. One Council One Plan**

Employing a younger workforce will form part of the County Council's One Council One Plan Organisation Development and People Plan which sets out how our people will deliver Bold Steps for Kent.

### **3. Context**

As a result of a number of initiatives that support young people into employment the County Council has historically seen increases in the number of young people employed by the County Council. As KCC is now contracting and due to a reduction in staff planned over the next 4 years maintaining this progress is a huge challenge for the County Council. There has been a slight decrease in the percentage of young people employed. While the decrease is not significant clearly we want to reverse this trend. Therefore plans that support the employment of young people are being reviewed as part of the new Organisation Development and People Plan.

There are a number of programmes and initiatives that support the employment of young people – work experience, apprenticeships, GradsKent, the Kent Graduate Programme, and the Greenhouse staff group.

#### **4. Work Experience for Young People in Kent Schools**

The County Council continues to provide work experience opportunities for young people in Kent schools. In the past work experience placements have been found in response to requests. Since the academic year 2010/11 a far more proactive approach has been taken by publicising placements on the kent.gov website and contacting schools directly to publicise opportunities. This has the added benefit of students seeing the types of job roles available at KCC and young people being placed in areas that interest them. Moving the process online also brings KCC into line with how students expect to be able to view job opportunities. It also enables managers to plan placements and ensure good quality and relevant work experience is provided. Students also complete a form in advance saying what they would particularly like to get out of the experience. In doing so the aim is to develop the employability skills of young people and what the job actually involves.

The management of work experience has moved to the Human Resources Division where recruitment knowledge and expertise has added value and will be used to develop the scheme.

Although this approach was implemented part way through the 2010/11 school year it still resulted in 91 young people being provided with a work experience placement. For the 2011/12 school year the target is to provide at least 300 placements. A communication has recently been sent to managers from the Corporate Director of Human Resources requesting work experience placements for advertisement and outlining the benefits of work experience such as identifying the next generation of talent, increasing the employability of young people, building confidence and motivation and providing a positive experience of the world of work.

#### **5. Apprenticeship Employment**

The County Council continues to recruit and employ apprentices through its Kent Success apprenticeship programme. Despite the pressures on managers' budgets and a workforce that is contracting to achieve savings targets, managers continue to employ supernumerary apprentices (i.e. posts not funded), no doubt in recognition of the benefits apprentices bring and the high priority of apprenticeships. In addition to supernumerary placements apprentices are also recruited to suitable entry level roles (in grades KR2-4) providing there are no employees at risk of redundancy that could undertake the job. However the number of posts arising at this level has reduced reflecting the picture of a contracting workforce. In total there are currently 94 apprentices in post.

When KCC introduced Kent success four years ago the take up of apprenticeships within the council was limited. Over the years the programme has developed and grown so that now there are approximately 80 apprentices employed at any one time. KCC has come to recognise apprentices as valuable employees. Recruitment policy has been changed so that suitable posts in grades KR2-4 can only be recruited from an apprenticeship pool, unless there is

a strong business case not to do so, providing there are no suitable employees who are at risk of redundancy.

In addition to the Kent Success Programme a social care strand has provided 8 apprentices for Kent employers who have social care contracts with KCC. A Vulnerable Learners programme is also running that has placed 69 apprentices with Kent employers, including 6 with KCC. The programme targets young people who particularly find it difficult entering employment – young parents, ex offenders, young people leaving care and young people with disabilities.

KCC will continue to deliver and improve the existing Kent Success programme. This will include working with business units to explore career pathways as outlined within KCC's Apprenticeship Strategy and Action Plan. In Bold Steps for Kent KCC has committed to employing at least another 350 apprentices over the next four years.

## **6. Graduate Employment**

### ***GradsKent***

GradsKent was launched in October 2010 and operates primarily through its website, [www.GradsKent.com](http://www.GradsKent.com). It incorporates the former GIGS (graduate, intern, gap and sandwich year) and Gap Year programmes.

The GradsKent website works with recruiting managers in KCC and external Kent-based employers to promote student and graduate employment opportunities. 69% of registered users on GradsKent are aged 25 or under, and 90% are aged 35 or under. It is therefore a key recruitment channel for recruiting managers to target younger audiences.

Since GradsKent was launched in October 2010, the project has placed the following numbers of candidates within KCC:

- Quarter 1 (11-12): 10
- Quarter 2 (11-12): 6 (as of 31/08/2011)

Due to the organisation contracting levels of recruitment have decreased slightly compared with the same periods last year:

- Quarter 1 (10-11): 16
- Quarter 2 (10-11): 10

In addition to placing graduates in employed roles an internship scheme was piloted during summer 2011. The purpose of the scheme is to provide graduates with valuable work experience (individuals receive expenses) and managers with additional support, for example for a short term project. Placements are typically 12 weeks and often take place during the university summer break. However the take up was low, again with budget pressures and a contracting workforce having an impact.

GradsKent has also placed graduates with Kent employers. For example two former Pfizer employees have been placed with local employers.

## ***Kent Graduate Programme***

Kent County Council has a long tradition of employing graduates through its Kent Graduate Programme. KCC recruited a further 7 graduates this year, 3 management, 2 Finance and 2 to the Highway Transportation stream. In total there are currently 14 graduates on the programme across the two years, i.e. including last year's intake.

The quality of candidates remains high and there has been an increase in the number of applications received.

## **7. Supporting Young People in KCC**

### ***Greenhouse***

Greenhouse is Kent County Council's staff group for young people run by young people. It seeks to not only support and develop young employees but to also influence the national agenda through participation in events and telling other local authorities about its work. It aims to provide young people with a means to express themselves and maximise the impact they can have on the organisation in the long-term. The group is engaged in a range of activities ranging from conferences to charity fundraising and local volunteering which allow members to gain skills and build their confidence. Greenhouse has developed various initiatives. These include a skill sharing project, a work shadowing day with elected Members and working with the County Council to deliver a development programme for younger employees.

Greenhouse has set itself a number of aims and objectives which include:

:

- raising the profile of younger employees within the organisation
- promoting home grown talent through personal and career development
- supporting and developing employees to realise their potential
- having an impact beyond the organisation, into the community
- influencing the national agenda; and
- helping raise the council's profile as an employer of choice

The group has been shortlisted for and has won a number of national awards. Recently the group achieved the accolade of the 2011 Employers Forum on Age award for best innovation in the public sector.

## **8. Number of young people employed – The Challenge**

The number of employees aged under 25 reached a peak in March 2009 at 1006, which was 8% of the workforce at the time. Given KCC's workforce is contracting this number has reduced to 826, which is 7.1% of the workforce. The reasons why the percentage of young people has decreased is likely to be due to a number of factors including that in recent years managers have risen to the challenge of employing more young people, often on temporary or fixed term contracts due to the uncertainty of budgets. As a consequence of the tightening financial climate and savings requirements the expectation is that these contracts have not been renewed. Added to this young people change jobs more frequently than other age groups as they are developing their

careers. When managers have vacancies these often contribute to savings. Furthermore when vacancies are filled employees at risk of redundancy are recruited. If there are no such individuals who are suitable posts are normally advertised internally. Only after these routes have been exhausted are posts advertised external (except in shortage skills areas such as children's' social care). Information on employees aged under 25 and under 30 is shown as an appendix to this report.

## **9. External Recognition**

Over the years KCC has been recognised for its work in employing young people. Even in the current climate KCC was invited to contribute a case study on 'HR best practice and benchmarking' by the Incomes Data Services that was published in August 2011.

## **10. Future Developments**

KCC will continue to develop its approach to engaging with and employing young people by working with managers to provide opportunities through work experience, apprenticeships, KentGrads and the Kent Graduate Programme. In addition it is proposed that a further route to employment is introduced that targets post A Level students. It is recognised that increasing or indeed maintaining the current level of young people is a challenge given the organisation is contracting. There is already a great deal of synergy between each programme and the recent change of management and delivery of work experience to the Human Resources Division has been beneficial by pooling knowledge and expertise. The One Council culture will further enhance this approach. The Human Resources Division is currently developing an Organisation Development and People. Routes to employment is one of the key actions contained within the resourcing action plan (which is part of the overall plan). Other key actions will be developed that will support employing young people including talent management and succession planning. Further analysis will be undertaken on why young people leave (HR is also looking into undertaking exit questionnaires) and an action plan developed.

## **11. Recommendations**

(i) That Personnel Committee notes KCC's approach to employing young people through work experience, Kent Success Apprenticeships, GradsKent, the Kent Graduate Programme and Greenhouse young peoples group.

(ii) That HR develops a new route to employment that targets post A Level students.

(iii) That Personnel Committee informs officers of any specific work it would like developed as part of future action plans.

**Nigel Fairburn**  
**Ext 4612**

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## Kent County Council

### *Helping young people into employment across the county*

Kent County Council is keen to support local young people to develop their skills and secure jobs both within the organisation and at other employers across the region. It operates a work experience programme, apprenticeships scheme and a graduate recruitment programme – and it also recognises an innovative staff group that, since 2007, has been actively promoting and supporting the career development and wellbeing of the council's younger employees.

### *Supporting young people*

A key part of the overall strategy at Kent County Council (KCC) is to support young people in the region – in particular, to help them develop their employability skills, such as self-management, teamwork and business awareness. In practice, this involves providing jobs for young workers within the council – as well as working with other local employers to offer employment opportunities across the region.

'As a local council – and as the county's largest employer – we have a leadership role to play within the community. If we are pledging to support the region's young people to find work and build careers, we need to be seen to be providing opportunities for them ourselves,' says Nigel Fairburn, Workforce Strategy Manager.

'But it's also in our interests as an organisation to employ more young people. We have an ageing workforce that isn't sustainable in the long-term and is going to bring problems further down the line if we don't address it. And we also want to reflect the community we serve. Around 15 per cent of Kent's residents are aged between 16 and 25 – but just 7 per cent of the council's employees fall into this age group. Finally, young workers bring value in their own right – they can help bring different ways of thinking and new perspectives to the organisation, and challenge the status quo.'

#### Age profile

Looking at the age profile of the council's workforce highlights its need to bring in more young employees. Currently, about 40 per cent of its staff are aged 50 or over – compared to about 14.5 per cent who are aged under 30. Moreover, the council's recruitment and retention statistics suggest this pattern is unlikely to change in the short term: the average age of a new employee at KCC is 37, while the staff turnover rate is higher among the under-30s – reflecting trends across the wider employment market.

#### Older employees valued

Fairburn makes the point that the council's focus on bringing in younger staff does not mean it sees less

value in its older workers – far from it. 'Older employees bring a number of benefits,' he says, 'including knowledge, skills and experience. And none of the myths about them are true – they don't have more absence, for example.'

'But, in organisational development terms, we need to look at the workforce we have now and at what we will need in the future,' he continues. 'The council is under pressure to reduce headcount over the next few years, so we need to ensure we have robust succession planning in place and that we are recruiting young people with the potential to develop and work their way up through the organisation.'

### *Attracting young employees*

Kent County Council's efforts to support young people in the region and bring more young employees into the workforce can be seen in a variety of initiatives. These include its recently overhauled work experience programme (see the box on page 27), its extensive apprenticeships scheme, its graduate recruitment programme, and its staff group for younger employees.

#### Apprenticeships

In KCC's last four-year plan, 'Towards 2010', it committed to developing an apprenticeship scheme that would provide at least 1,000 apprenticeships for young people in the region – both within the council and with other public and private organisations in the county. Between 2006 and 2010, the council surpassed this target: 344 people started an apprenticeship within KCC and a further 1,108 started an apprenticeship with other local employers, with the help and support of the council.

'The scheme is split between apprenticeships that we offer internally, within the council, and those offered

#### Kent County Council

#### Profile

Kent County Council is one of the largest councils in the country and provides more than 300 services for around 1.6 million residents. The council employs over 11,000 people (36,000 including school staff).

by other employers across the county, who we support,' says Sarah Colclough, Kent Apprenticeships Support Officer at KCC. 'We have developed a strong support structure for apprenticeships within the council, using our internal training provider, and we are working to recreate this for outside employers in the county.'

### **Apprenticeships within KCC**

The council typically has around 80 apprentices on its books at any one time, in areas such as business administration, customer service and childcare. All KCC's apprenticeships last for 12 months and apprentices are paid £105 a week. They also receive the same benefits package as other employees, including pension, holiday and sick pay.

'In the past few years, managers have tended to employ apprentices in supernumerary roles,' says Colclough. 'But since September 2010 we have been challenging them to try and recruit apprentices into real roles within the council. This is hard in the current climate, as when a vacancy arises the council first needs to look to redeploy any current employees who are at risk of redundancy before considering any other options. But, if the position remains vacant and it is in one of our three entry-level grades, apprentices then take precedence over other applicants.'

Apprentices who successfully pass their six-month probation are guaranteed the role on a permanent basis, on full salary, if they successfully complete their apprenticeship. Other apprentices who are coming to the end of their apprenticeship contract are offered support to find other full-time employment either internally or externally – by providing interview skills training, for example – or they are offered help with their application for university, if that is their preferred option.

### **Handling training and administration**

A dedicated team within KCC provides support to managers wishing to take on an apprentice. The team handles the administration side, from writing job descriptions, sifting applications and interviewing candidates, to drawing up contracts of employment (through HR) and liaising with payroll to ensure apprentices are paid correctly. It also sends someone to carry out a review after six weeks to check how the arrangement is panning out. If everything is fine at that stage, the team then takes a step back.

'All of this makes it very easy for directorates within the council to engage with the scheme,' says Colclough. 'A manager simply has to identify a role that he or she thinks would be suitable for an apprentice and then contact the training provider to start the recruitment process. The manager makes the

final decision on who to hire, from a shortlist of candidates supplied by the training provider – but other than that, all the hard work is done for them.'

The training aspect of KCC's apprenticeships is delivered by the council's in-house training provider, KEY Training Services. It also offers support to managers and young people throughout the apprenticeship programme.

### **Supporting apprenticeships outside the council**

While the council has taken on 344 apprentices in the past four years, the majority of apprenticeships (1,108) in the county have been created by other employers. These apprenticeships can last anything from 12 months to five years.

'It's easy for our own directorates to take on apprentices because of the support they get – and that's why so many of them get involved. So we've tried to recreate the same support structures for other employers in the county,' says Colclough. 'We've set up a process whereby any employer interested in taking on an apprentice can contact the council, and we will work with them to write a job description and person specification. After this, we liaise with our extensive network of training providers across Kent to find the most suitable match for their needs. The training provider and employer can then decide between themselves how much and how little each party will do in terms of recruiting the apprentice and setting up the placement.'

### **Funding for training**

The majority of the council's apprenticeships are targeted at 16- to 18-year-olds, as the cost of the training is completely covered by government funding. But the scheme is open to people of any age to apply. 'It can be difficult for us to persuade employers to take on apprentices over the age of 18, as they then have to contribute to the cost of the training,' says Colclough, 'although by working closely with them, we are able to highlight the benefits of taking on an apprentice, and so the extra training costs become less of an issue.'

### **A positive impact**

The council's internal apprenticeship scheme has been successful in helping people to find jobs, with 87 per cent of those completing their training going on to gain full-time, permanent employment (68 per cent within KCC or the wider public sector and 19 per cent within the private sector).

### **Reaching vulnerable learners**

In the past year, the council has turned its attention to supporting vulnerable learners into apprenticeships. This includes young offenders, young parents, looked-



after children leaving care, and people with learning disabilities – groups in which the unemployment rate far exceeds the national youth unemployment figures. ‘People in these groups often face discrimination, especially in the job market,’ says Colclough. ‘As a community leader, focusing on these groups is clearly the right thing to do. But it also makes sense financially, as providing apprenticeships costs the government less than supporting 16- to 18-year-old NEETS [Not in Employment, Education or Training] or dealing with young offenders who re-offend.’

Since September 2010, the council has managed to place 71 vulnerable learners into apprenticeships.

### Graduate recruitment programme

KCC has a long history of recruiting graduates – its graduate recruitment programme is now in its 13th year. Candidates can apply for a place in one of four different strands – management, finance, environment and highway transportation. Each stream offers a structured, two-year development programme – with the exception of the finance stream, which lasts for three years to give graduates time to complete their CIPFA (Chartered Institute of Public Finance and Accountancy) professional accountancy qualification. Graduates are paid a starting salary of £23,054 a year, which increases with progress, and are eligible to join the local government pension scheme.

‘We take on around eight graduates a year,’ says Ann Hopkins, Graduate Services Manager at KCC. ‘Three or four join the management stream, two come into finance, two into highway transportation and one into the environment stream. The programme is always oversubscribed – this year, for example, the management stream attracted over 360 applications for just three or four positions.’

### Programme structure

Each stream comprises a series of placements of between six and nine months across various key areas of the council. The actual roles graduates are asked to fill varies, but they are always chosen to challenge them and meet their specific development needs, and they often involve working on high profile projects. People on the highway transportation stream may also have the chance to work on an external placement with one of the council’s partnership organisations or services.

### Qualifications

All graduates are given the opportunity to train for relevant qualifications during the course of their programme, including the Chartered Management Institute’s diploma in management and the PRINCE2 project management qualification.

### Work experience at Kent County Council

Kent County Council (KCC) has always hosted work experience students, but this year it has completely overhauled the way it promotes and manages its placements. ‘In the past, it was left to schools and parents to come to us if they had a student who was interested in spending some time with the council,’ says Emma Lacey, Work Experience Project Officer at KCC. ‘We would then try to find a suitable job for them. But under the new scheme we have turned this on its head and become more proactive – we now find possible placement opportunities up front, and then seek students to fill them.’

‘Most schools and colleges tend to allow students to go out on work experience in July, for either one or two weeks, so we try to identify opportunities to match these requirements,’ she continues. ‘But if an employee can only offer one day a week for six weeks, for example, or if someone can only take a student on for three days in June, we’ll still see if there are any takers for the placement.’

### Advertising placement opportunities online

All of the council’s work experience opportunities – including details of job title, description and location – are advertised on its website, so students can look for positions in which they might be interested.

‘This brings a number of advantages over the previous system,’ says Lacey. ‘For a start, it enables students to see for themselves the sort of positions we have available. This means we won’t have people applying for roles we don’t offer or roles that are full, which can result in disappointment. But it also helps promote opportunities that might otherwise be overlooked. For example, many students might think that to get legal work experience, they need to go to a law firm – they might not realise that the council has a legal department. Moving the whole process online also brings us into line with how students expect to be able to view job opportunities and make applications.’

### Planning ahead

But perhaps the biggest advantage of the new system is that it allows the council to pre-plan its placements and ensure they offer good quality and relevant work experience for all students. ‘For example, if an employee knows they will be hosting work experience students in a few weeks’ time, he or she might put a suitable project to one side for them to complete during their placement,’ says Lacey. ‘We also send students a form in advance of the placement asking them to let us know of anything they would particularly like to get out of their time with us. We want to make it a good experience – we want the students to develop their employability skills and get a good feel of what a job actually involves.’

### First year targets

The council is aiming to fill at least 300 work experience placements in the 2011/12 school year, which would represent a significant increase on the 200 or so students it used to host each year under the previous system. ‘The target of 300 placements equates to around 40 positions in each of the council’s directorates, and overall to around one position in each team – so it should be achievable, especially as many teams already offer several places,’ says Lacey.

### Support for graduates

Throughout their placements graduates receive support from the programme manager, a recent graduate ‘buddy’ and the rest of their graduate cohort.

Each graduate is also given his or her own mentor – a senior staff member who works to ensure the individual's training needs are being met during each placement.

### After the programme

People in the finance stream are offered a guaranteed job with KCC at the end of their development programme. Graduates in the other three streams are given advice and assistance to help them find a suitable role to move into before the end of the programme, and to this end they are encouraged to set up their own final placement within the council with the aim that this will lead to a permanent position.

### Staff group for younger employees

KCC has four staff groups that aim to offer support, friendship, networking and training opportunities for members of staff who are 'under-represented' in the workforce. This includes groups for members of the lesbian, gay, bisexual and transgender community, black and minority ethnic staff, employees who consider themselves disabled – and one for younger staff members under the age of 30.

'Greenhouse [the staff group for younger employees] was launched in 2006 by a small group of staff who felt a little stranded as young employees within such a big organisation,' says Holly Strang, Total Reward Adviser at KCC and Chair of Greenhouse. The council formally recognised the group in June 2007, and it now has around 290 members. While core membership is only open to employees under the age of 30, the group is open to any member of staff who can actively contribute to Greenhouse's aims.

### The group's aims

The stated aim of the group is:

'to be proactive in empowering younger members of staff to fulfil their potential by: making it easier for them to access employment and development opportunities; and seeking and taking opportunities to expand younger employees' experiences within the working environment – including outside their day jobs.'

To achieve its aims, the group commits to:

- hold meetings at least four times a year and actively promote the group to KCC staff
- represent the views, interests and concerns of younger members of staff
- provide support by creating a non-judgemental, comfortable environment, in which younger staff can meet, share concerns, and seek advice and guidance

- create opportunities for development that younger staff may not otherwise receive, through skills and knowledge sharing, guest speakers and training events
- act as a creative forum that will generate new and innovative ideas for the benefit of KCC
- serve as a mechanism for consultation that can be used by all directorates
- provide a forum where younger staff can meet new people from a variety of personal and professional backgrounds, to try to reduce isolation and develop and improve networking links.

### Forums and social events

The group holds four or five forums a year, at different venues across the county. During each event, members are updated on the group's activities and are reminded of their rights and entitlements as employees of the council. Guest speakers may also be invited to give a talk on a relevant topic – previous subjects that have been covered include coaching and mentoring, the local government pension scheme, and buddying. Greenhouse members are able to attend forums during work time and KCC provides modest funding to support the group.

The group also holds social events once a month and after every forum. 'These are a great place for young employees to get together, which is especially important for staff who work alone or in very small departments,' says Strang. And the group has its own Yammer community, which allows members to stay in touch online.

### Further support for staff

Greenhouse has a number of trained members who can act as 'buddies' for younger staff. 'This means younger people have ready access to another younger person at the council to help with any issues or questions they may have,' says Strang. 'Often our members don't feel comfortable asking older colleagues what they might think are "silly" questions, like where the best café in the area is, so it can help to have someone of a similar age to talk to.'

The group also produces a 32-page guide for younger members of staff. This gives details of the benefits and entitlements that are available to all members of staff, as well as some of the services – such as buddying – offered by Greenhouse. It also contains a number of staff profiles of employees with long service at KCC, which are designed to offer an insight into how their careers have developed during their time at the council. And because the group is formally recognised by the council, it is able to act for its members in an official capacity. It can contact HR or

line managers to raise issues on behalf of its members, for example.

### Organising the group

Strang runs Greenhouse with the help of eight volunteers from the group's core membership. Together they organise the forums and social events, and oversee its activities. But all members are encouraged to come up with their own ideas and initiatives for the group, and to take responsibility for designing and realising these projects.

'Working for the group in this way gives members a fantastic opportunity to do things outside of their usual role,' says Strang. 'For example, someone working in a business admin role might not get the chance to do any project management work in their day-to-day job – but Greenhouse gives them the chance to learn new skills and put them straight into practice. And the experience developed by taking part in these projects has helped several younger employees to successfully move up the career ladder within the council.'

### Training and development opportunities

Greenhouse works hard to ensure younger employees have access to training and development opportunities. For example, the group has recently developed an informal network that is designed to match up members who have different skills to learn from each other in short sessions. 'All of our members have certain skills that are of value to the council and to other employees,' says Strang. 'The idea of the network is that a member who wishes to improve their presentation skills, for example, could find another member who has those skills and arrange to meet them for a 30-minute training session over lunch. And in return, the first member may be able to train the other member in one of their skills, such as report writing for example.'

On a more formal basis, last year the group successfully asked the council to run a talent management programme specifically designed for the needs of younger employees. The 'young persons talent management programme' comprised four one-day training sessions over four months – covering topics such as career development, confidence building, coaching and mentoring, and CV preparation –

followed by eight months of mentoring with a senior member of staff. Places on the programme were limited, so the council put on an additional one-day event with similar content for people who were unable to take part in the longer programme.

The group is also piloting a work shadowing scheme, where Greenhouse members can shadow a council cabinet member in their day-to-day activities. 'Thirty of our members have taken part in the scheme so far and given very positive feedback,' says Strang, 'and the cabinet members have told us they have really enjoyed it too.'

### Commendations for the group

The group came third in last year's Young Local Authority of the Year, won the Young English County Council of the Year, was highly commended in the 'best public sector innovation' category at the 2010 Employers Forum on Age awards and won this year's award for Innovation in the Public Sector. 'It's nice to be recognised – we are very proud of what we've achieved. We've really helped a lot of young people progress their careers at the council,' says Strang. 'Young people have such enthusiasm and such great ideas, you need a way to ensure they are harnessed and put to use within the organisation – and we are very keen to help other councils set up similar initiatives.'

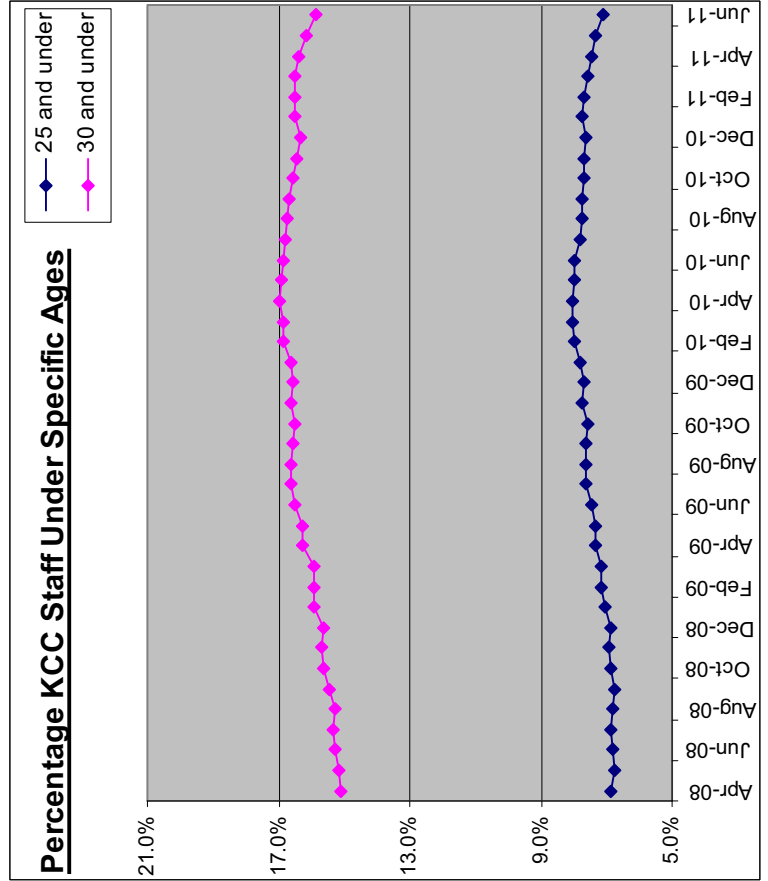
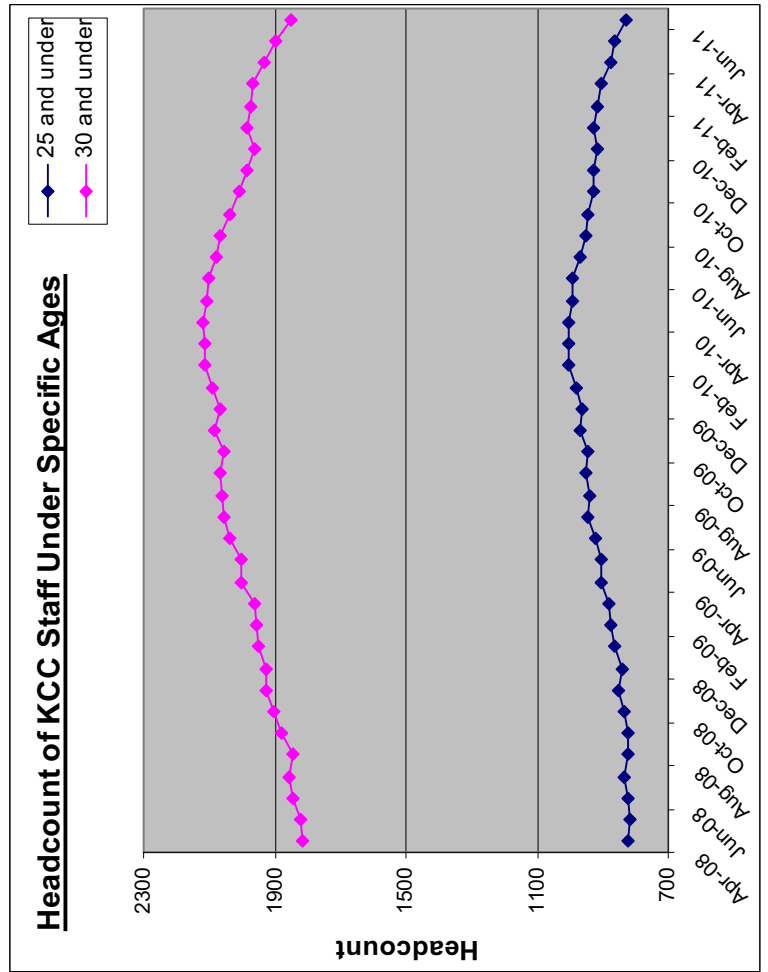
### *Future developments*

Fairburn is happy with the progress KCC has made in the last few years, but he feels it can still improve. 'We're doing more than many others, but we would like to employ more young people' he says. 'We have some great foundations in place, in terms of the work experience, apprenticeships and graduate schemes, but we need to do more. We will further integrate our plans. For example, we will build stronger links between the work experience programme and our apprenticeships scheme, making it easier for people to see the opportunities we have and for the council to keep track of all the talent that comes into the organisation. If we can do that it would really herald a new age for the council and it would really help us move towards a "one council" model, supporting young people into employment.'

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Month	2008-09		2009-10		2010-11		2011-12	
	Head count	%	Head count	%	Head count	%	Head count	%
April	824	6.8%	902	7.3%	1005	8.0%	878	7.4%
May	814	6.8%	907	7.4%	994	8.0%	861	7.3%
June	823	6.8%	919	7.4%	994	8.0%	826	7.1%
July	832	6.9%	944	7.6%	969	7.8%		
August	820	6.8%	942	7.6%	954	7.7%		
September	821	6.8%	951	7.6%	947	7.8%		
October	837	6.9%	944	7.6%	930	7.7%		
November	852	6.9%	967	7.7%	927	7.7%		
December	843	6.8%	963	7.7%	915	7.6%		
January	861	7.0%	978	7.8%	930	7.7%		
February	877	7.1%	1003	8.0%	917	7.7%		
March	879	7.1%	1006	8.0%	907	7.6%		

KCC Staff aged 30 and under								
	2008-09		2009-10		2010-11		2011-12	
	Head count	%	Head count	%	Head count	%	Head count	%
	1818	15.1%	2003	16.3%	2119	17.0%	1931	16.4%
	1822	15.1%	2004	16.2%	2107	16.9%	1899	16.1%
	1844	15.3%	2037	16.5%	2104	16.9%	1852	15.9%
	1856	15.3%	2054	16.6%	2078	16.8%		
	1846	15.3%	2061	16.6%	2064	16.7%		
	1877	15.5%	2066	16.6%	2039	16.7%		
	1904	15.6%	2054	16.5%	2007	16.6%		
	1926	15.7%	2083	16.6%	1983	16.4%		
	1924	15.6%	2068	16.5%	1963	16.3%		
	1951	15.9%	2087	16.6%	1987	16.5%		
	1955	15.9%	2116	16.8%	1974	16.5%		
	1960	15.9%	2115	16.9%	1969	16.5%		



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