

**PERSONNEL COMMITTEE**

**Wednesday, 16th May, 2012**

**10.30 am**

Darent Room, Sessions House, County Hall, Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Wednesday, 16th May, 2012, at 10.30 am**      Ask for:      **Geoff Mills**  
**Darent Room, Sessions House, County Hall,**      Telephone      **01622      694289,**  
**Maidstone**           **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 M C Dance,      Mr D A Hirst,      Mr A J King, MBE      and  
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. Membership  
To note the appointment of Mr M C Dance to the Committee.
2. Substitutes
3. Declarations of Interests by Members in items on the Agenda for this meeting.
4. Minutes (Pages 1 - 6)
  - (a) 25 January 2012
  - (b) 5 March 2012
5. Annual Workforce Profile (Pages 7 - 32)
6. Discipline and Grievance Activity (Pages 33 - 36)

7. Terms and Conditions Review (Pages 37 - 38)
8. Proposed development of an 18+ Scheme for Kent County Council (Pages 39 - 54)
9. Celebrating Staff Achievement - Going the Extra Mile Awards (Pages 55 - 58)
10. Engagement Strategy and Employment Value Proposition (Pages 59 - 74)
11. Training Strategy (Pages 75 - 92)
12. Update on Change to Keep Succeeding (Pages 93 - 96)
13. Other Items which the Chairman decides are Urgent
14. Motion to exclude the Press and Public

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 1,2,3 and 5 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)*

15. Exempt Minutes - 5 March 2012 (Pages 97 - 98)

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Tuesday, 8 May 2012**

*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 in the Wantsum Room, Sessions House, County Hall, Maidstone on Wednesday, 25 January 2012.

PRESENT: Mr R W Gough (Vice-Chairman, in the Chair), Mr G Cowan, Mr D A Hirst, Mr A J King, MBE, Mr K G Lynes, Mr K H Pugh, Mr T Prater (Substitute for Mr P B Carter) and Mr J D Simmonds.

IN ATTENDANCE: Mrs A Beer (Corporate Director of Human Resources), Mr C Miller (Reward Manager), Mr P Royel (Head of Employment Strategy), Mr D Shipton (Acting Head of Financial Strategy) and Mr G Mills (Democratic Services).

**UNRESTRICTED ITEMS****1. Minutes of the meeting held on 23 September 2011**  
*(Item 3)*

The unrestricted Minutes of the meeting held on 23 September 2011 were agreed and signed by the Chairman as a correct record.

**2. Local Pay Bargaining 2012/2013**  
*(Item 4)*

(1) This report provided a summary of the position for this year's Local Bargaining process. The report said the continuing difficult financial climate together with the challenges Kent County Council faced now and in the medium term had been key factors in the discussion with the recognised Trade Unions. The report also detailed the position with current inflation rates and the forecast by the Government that these would fall during 2012. The report commented on the fact that some two thirds a staff would be eligible to receive pay progression under the Council's Total Contribution Pay policy and whilst the announcement by the Chancellor that Public Sector pay awards were to be a maximum of 1% when the current 'freeze' came to an end was not binding on Local Government, this was a clear illustration of the context the Council was operating within. It was therefore as a consequence of these and other factors as described in the Committee report that it was proposed that there should be a cost of living award of 1% for all, without any "loading" to any particular category of employee.

(2) During the course of discussion Mr Prater proposed and Mr Cowan seconded that employees earning over £21,000 should receive a pay award of 1% but those earning under £21,000 should receive a pay award of 2%. On being put to the vote this proposal was lost there being 2 for and 6 against.

(3) Mr Prater then said that as an alternative option staff earning up to £21,000 could be offered a pay award of 3% with no one above that receiving a pay award or as a further alternative to that staff earning up to £30,000 could be offered a pay award of 1.1%. The overall costs of either option would be the same at £842,000 and Mr

Prater proposed that these options should be the subject of consultation with all KCC staff. Mr Cowan said he could not give his support to these proposals as it would mean the Council ignoring its established agreements to negotiate pay awards with the recognised trade unions. Therefore there being no seconder these proposals fell.

(4) Following further discussion Mr Pugh proposed and Mr Lynes seconded that the recommendations set out in paragraph 5.1 and 5.2 of the report should be agreed. Carried 7 for 0 against with 1 abstention. Mr Cowan asked that it be recorded that he voted in favour of a pay rise as he wanted to see staff receive a pay award of some kind.

(5) RESOLVED that the County Council at its meeting on 9 February 2011 be recommended:-

(a) to approve a pay award of 1% for 2012/13 and,

(b) agree a savings target of £500k from a review of terms and conditions of employment from April 2013.

### **3. Localism Act - Openness and accountability in local pay** (Item 5)

1) This report addressed the actions KCC was required to make on pay as part of delivering its responsibilities under the Localism Act 2011. An objective of the Act was to increase the transparency of local pay and requires councils to publish the salaries of senior officials, enabling local people to better understand how public money is being spent in their area. Mr Miller said the Council already had in place a number of policies which already took account of many of the requirements of the Act in terms of publishing information about its pay policies and the salaries paid to senior staff. Mr Miller also confirmed that this report was about having member approval to a general pay policy and confirmed there would still be occasions when payments made to an individual would be subject to the rules covering the publication of exempt information.

(2) RESOLVED that the Kent County Council Pay Policy Statement 2012/13 be endorsed and recommended for formal approval to a future meeting of the County Council.

### **4. Local Government Pension Scheme (LGPS) Discretions** (Item 6)

(1) The Local Government Pension Scheme (LGPS) Regulations require KCC to review the employer discretions in the scheme on a regular basis and to make changes when appropriate. Under the requirements of the Pension Scheme each employer is required to publish its Employer Pension Discretions. These were last updated and agreed for the organisation in 2007 and the report highlighted 3 new Regulations and proposed discretions along with a revised Schedule.

(2) RESOLVED that the updated Schedule for Employer Policy Discretions be endorsed.

## **5. Annual Workforce Profile Update**

*(Item 7)*

(1) This report provided a mid-year update to the workforce profile and focussed in particular on reductions in staffing number, particularly in Non-schools. During the course of discussion it was agreed that a report giving more information as to the reasons why people had resigned from KCC would be submitted to the meeting in September.

(2) Resolved that the report be noted and that a further report giving more information as to the reasons why people had resigned from KCC would be submitted to the meeting in September.

## **EXEMPT ITEMS**

*(Open access to Minutes)*

*The Committee 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.*

## **6. Exempt Minutes of meetings**

*(Item 8)*

The exempt minutes for the meeting held on 23 September 2011 were agreed and signed by the Chairman as a true record. And subject to the addition in the preamble of the words “..and Constitution’ the Exempt Minutes for the meeting held on 28 November 2011 were also agreed and signed by the Chairman as a true record.

## **7. Interim Appointment (Head of Internal Audit)**

*(Item 9)*

(1) The post of Head of Audit and Risk became vacant in October 2011 and since then the Council had sought to recruit a replacement. Despite a recruitment process none of the applicants were considered suitable and therefore in accordance with the Council’s Personnel Management Rules the post was offered to a well qualified person who had previous experience of working in KCC and who was prepared to act in an interim capacity until more permanent arrangements could be put in place.

(2) RESOLVED that the interim appointment to the post of Head of Internal Audit be confirmed with the arrangement being for a period of up to 12 months.

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## KENT COUNTY COUNCIL

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### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Swale 2, Sessions House, County Hall, Maidstone on Monday, 5 March 2012.

PRESENT: Mr P B Carter (Chairman), Mr R W Gough (Vice-Chairman), Mr K G Lynes and Mr J D Simmonds.

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

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

#### **8. Change to Keep Succeeding Update**

*(Item 3- report by Mr R Gough, Cabinet Member for Business, Performance and Health and Mrs A Beer, Corporate Director for Human Resources)*

(1) This report sought the endorsement of the Personnel Committee to changes to certain senior manager contracts of employment resulting from decisions taken at the meeting of the County Council in December 2011, The report also provided an update on the progress towards appointments to the remaining Director posts, seeking direct appointment to the role of Director of Learning Disability and Mental Health.

(2) RESOLVED that:-

(a) subject to confirmation regarding payments to be made for the role of Returning Officer, the grade and salary for the Director of Governance and Law be confirmed.

(b) note that until a permanent appointment was made, Mr D Jackson would act as the senior manger within Commercial Services ;and,

(c) approval be given to the appointment of Mrs P Southern to the post of Director, Learning and Mental Health

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

**To:** Personnel Committee

**Date:** May 2012

**Subject:** Annual Workforce Profile

**Classification:** Unrestricted

## SUMMARY

This paper contains details of the make up of the Authority's workforce at 31 March 2012, with comparative staffing information from previous years. The report focuses on the changes in staffing levels and the reasons for change over the previous year. Additionally, information is provided on the demographics and diversity of Kent County Council's current workforce.

This paper is divided into four sections, as follows:

- Section 1 – Headlines
- Section 2 - KCC's workforce
- Section 3 - Non-school based staff
- Section 4 - Directorate details
- Section 5 - School based staff

<b>1. Headlines</b>	
<b>Section 1 – KCC's Workforce</b>	
<ul style="list-style-type: none"> <li>• A reduction in FTE of 3,455.6 FTE (12.4%) since 31 March 2011</li> </ul>	
<b>Section 2 – The Non-Schools Workforce</b>	
<ul style="list-style-type: none"> <li>• FTE levels fell by 8.7% over the year, from 10,060.9 FTE on 31 March 2011 to 9,186.6 FTE</li> <li>• There were 605 redundancies during the year</li> <li>• Sickness levels dropped again this year, to 7.78 days lost per FTE</li> </ul>	
<b>Section 3 – Directorate Details</b>	
<ul style="list-style-type: none"> <li>• Sickness levels ranged from 4.75 days lost per FTE, in BSS, to 9.79 days, in FSC.</li> <li>• CC has the highest % of staff aged 25 and under at 10.2% (P.I.)</li> <li>• ELS has the highest percentage of staff aged 50 or above at 46.5% (P.I.)</li> </ul>	
<b>Section 4 – Schools</b>	
<ul style="list-style-type: none"> <li>• Between March 2011 and March 2012, there was a reduction of 2,581.3 FTE (14.5%)</li> <li>• Since September 2010, around 70 schools have left KCC to adopt Academy status</li> <li>• The average age of teaching staff is 45.3 and for non-teaching staff it is 42.1</li> <li>• The latest Schools Workforce Census shows that 42,988 days were lost due to sickness by teachers and head teachers during the academic year September 2010 to August 2011</li> </ul>	

## 2. KCC's Workforce

### 2.1. Introduction

This section contains key staffing information about the Authority's workforce, including schools, and contains comparisons with previous years.

### 2.2. Staffing levels

#### a) Current staffing levels FTEs

The year ending 31 March 2012 saw significant reductions in staffing levels within the Authority. The FTE level fell from 27,845.2 on the 31 March 2011 to 24,389.6 on the 31 March 2012, which represents a reduction of 3,455.6, equivalent to 12.4%.

Note: The projection from the Office for Budget Responsibility, suggested that one in seven (around 14%) public sector jobs will be lost.

#### b) Headcount

The headcount, including Casual Relief, Sessional and Supply (CRSS) staff has reduced by 5,093 over the year, from 42,432 on 31 March 2011 to 37,339 on 31 March 2012. This equates to a reduction of 12%. If CRSS staff are excluded, the figures show a fall from 37,644 at the end of 2011 to 33,274 at the end of 2012, a reduction of 11.6%.

#### c) Assignment/Contract count

The assignment, or contract count, has declined from 49,960 in March 2011 to 44,226 at the end of March 2012, which equates to a fall of 11.5%.

*Appendix A(i) shows the details of staffing levels over recent years.*

### 2.3. Contract Types

The proportion of staff on permanent contracts has increased over recent years, from 69.2% in March 2009 to 71.2% in March 2012. In the same period, the proportion of staff on temporary contracts fell from 8.6% to 8.1% and the number of fixed-term contracts fell from 3.6% to 2.6%.

*Appendix A (ii) shows the breakdown by contract types.*

### 2.4. Age profile

The average age for KCC staff has remained constant over the past two years, with an average age of 44.4 at March 2012 and March 2011. For comparison, the figure was 44.0 in March 2010.

*Appendix A (iii) shows the age profile of KCC's workforce.*

### 2.5. Staff by salary band

77% of Kent Scheme staff were on KR/KS grades 1-6 at the end of 2012 and 91.5% were on KR/KS grades 1-9. 0.7% of staff were on KR/KS grades 14 and above.

*Appendix A (iv) shows the breakdown by salary band*

### 2.6. Turnover

The turnover rate for the year ending 31 March 2012 was 13.6%. Although the Authority does not have a target turnover rate, a rate of around 10-15% is considered 'healthy'. A rate of over 15% can lead to a 'skills gap', as experienced by the Treasury in recent years. Conversely, if the rate is too low, there is a possibility of stagnation within the organisation.

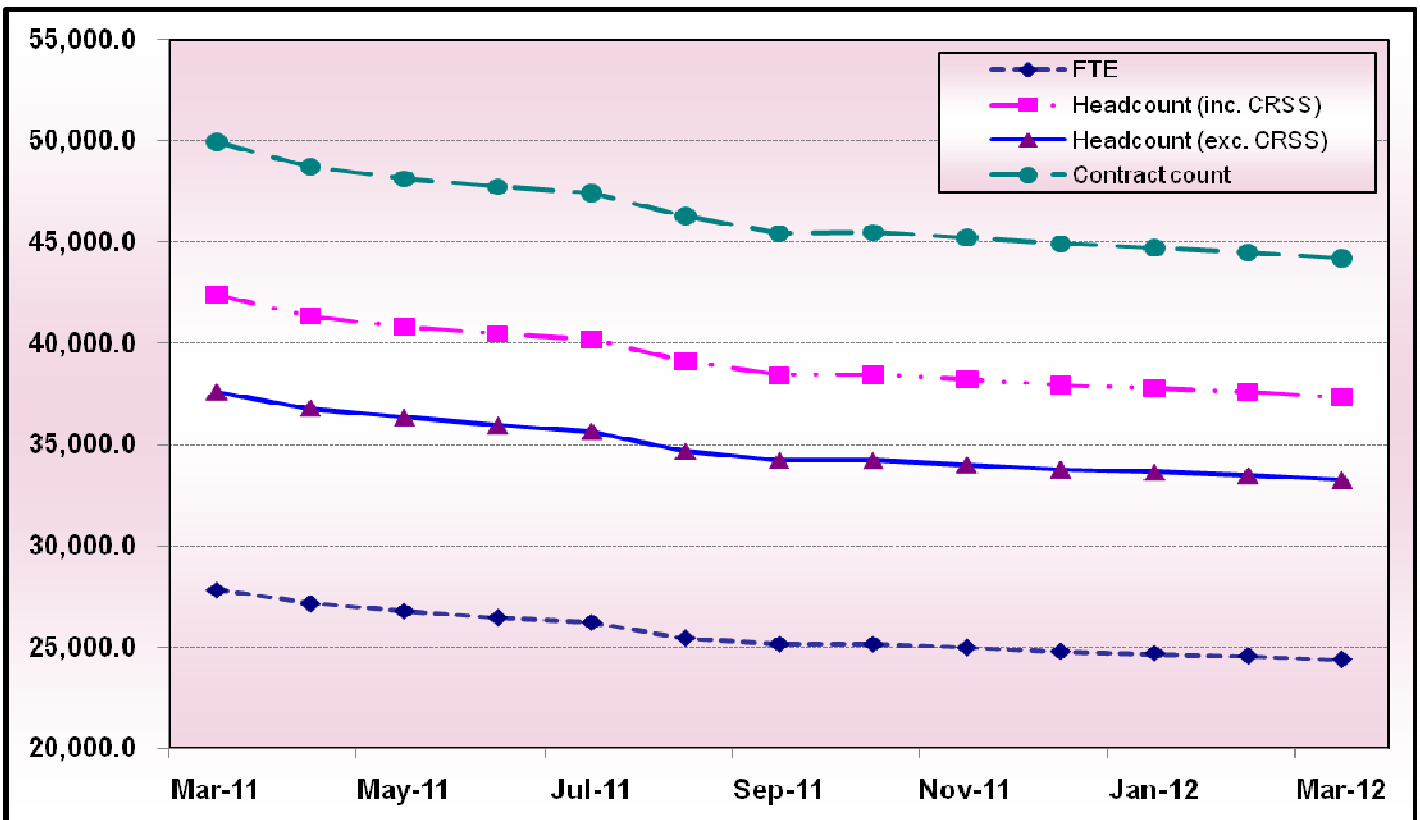
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i. Staffing levels

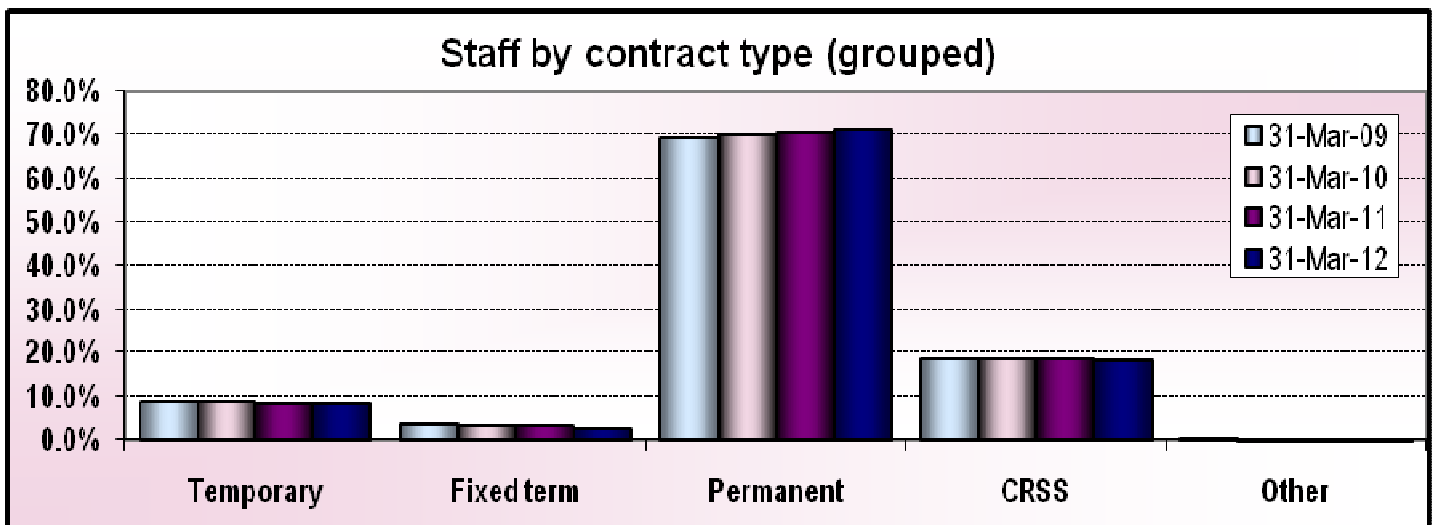
	31-Mar-11	01-Apr-11	30-Apr-11	31-May-11	30-Jun-11	31-Jul-11	31-Aug-11
FTE	27,845.2	27,193.9	27,166.7	26,797.9	26,479.3	26,237.2	25,452.3
Headcount (inc. CRSS*)	42,432	41,434	41,372	40,835	40,484	40,208	39,154
Headcount (exc. CRSS*)	37,644	36,881	36,819	36,377	35,971	35,681	34,689
Contract count	49,960	48,819	48,716	48,134	47,745	47,425	46,290
	30-Sep-11	31-Oct-11	30-Nov-11	31-Dec-11	31-Jan-12	29-Feb-12	31-Mar-12
FTE	25,153.4	25,145.5	24,976.1	24,782.8	24,693.0	24,552.4	24,389.6
Headcount (inc. CRSS*)	38,457	38,470	38,248	37,954	37,813	37,629	37,339
Headcount (exc. CRSS*)	34,234	34,229	34,028	33,779	33,657	33,497	33,274
Contract count	45,438	45,494	45,245	44,934	44,730	44,529	44,226
	Change 31 Mar 2011 to 31 Mar 2012	Change 31 Mar 2011 to 31 Mar 2012 (%)	Change 01 Apr 2011 to 31 Mar 2012	Change 01 Apr 2011 to 31 Mar 2012 (%)			
FTE	-3,455.6	-12.4%	-2,804.3	-10.3%			
Headcount (inc. CRSS*)	-5,093.0	-12.0%	-4,095.0	-9.9%			
Headcount (exc. CRSS*)	-4,370.0	-11.6%	-3,607.0	-9.8%			
Contract count	-5,734.0	-11.5%	-4,593.0	-9.4%			

\*CRSS = Casual Relief, Sessional and Supply staff

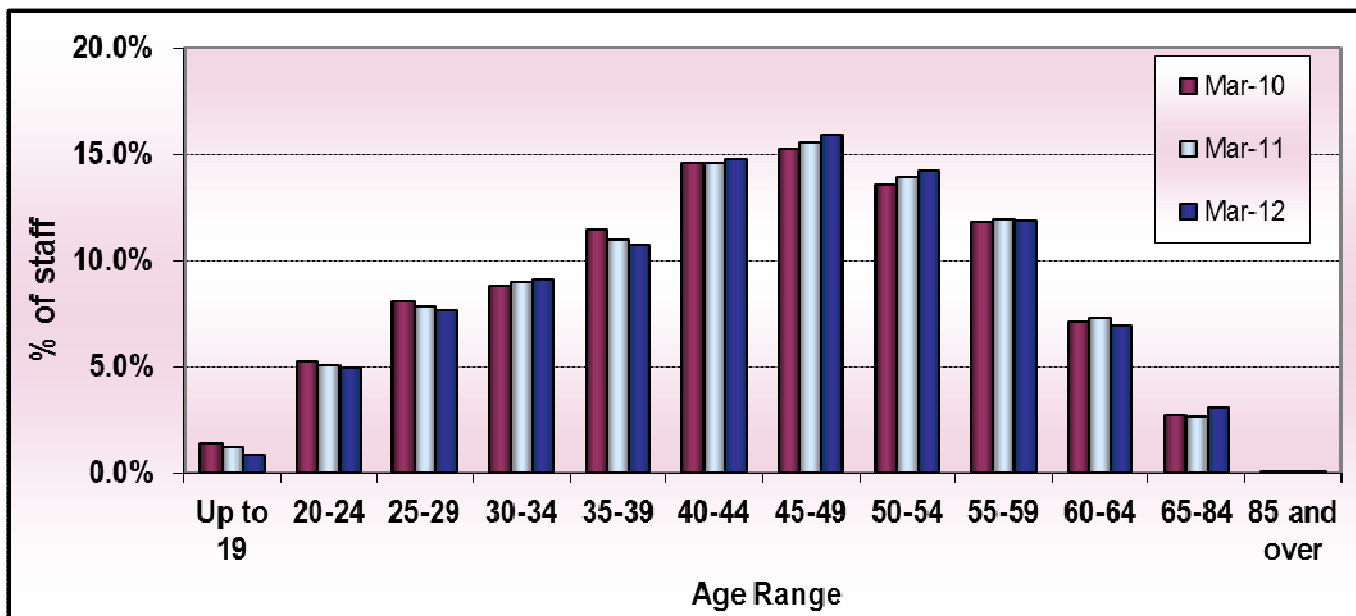


ii. Contract Types

Contract/Assignment type (grouped)	Count Of Contract/Assignment Number							
	31-Mar-09		31-Mar-10		31-Mar-11		31-Mar-12	
Temporary	4,468	8.6%	4,438	8.5%	4,181	8.4%	3,600	8.1%
Fixed term	1,848	3.6%	1,599	3.1%	1,545	3.1%	1,133	2.6%
Permanent	35,943	69.2%	36,527	70.1%	35,073	70.2%	31,471	71.2%
CRSS	9,647	18.6%	9,553	18.3%	9,157	18.3%	8,018	18.1%
Other	50	0.1%	14	0.0%	4	0.0%	4	0.0%
	<b>51,956</b>	<b>100.0%</b>	<b>52,131</b>	<b>100.0%</b>	<b>49,960</b>	<b>100.0%</b>	<b>44,226</b>	<b>100.0%</b>



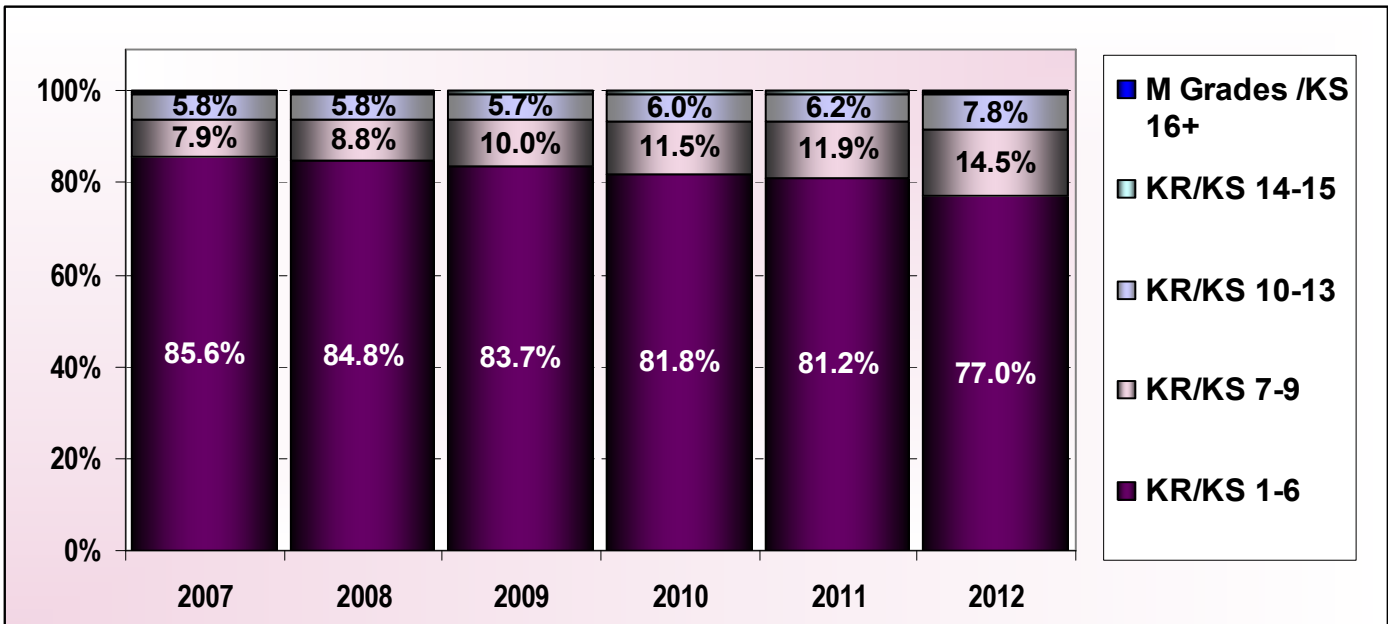
iii. Age profiles





iv. Staff by salary band

All KCC staff on Kent Scheme including 'M' grades						
KR equivalent	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Mar-12
	%	%	%	%	%	%
KR/KS 1-6	85.6%	84.8%	83.7%	81.8%	81.2%	77.0%
KR/KS 7-9	7.9%	8.8%	10.0%	11.5%	11.9%	14.5%
KR/KS 10-13	5.8%	5.8%	5.7%	6.0%	6.2%	7.8%
KR/KS 14-15	0.5%	0.5%	0.5%	0.6%	0.6%	0.6%
M Grades /KS 16+	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



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## 3. The Non Schools Workforce

### 3.1. Introduction

This section contains key staffing information about the Non-Schools workforce. Performance Indicators are calculated on a monthly basis for this group of staff and include a set of statistics that relate specifically to staff within the Leadership Group.

### 3.2. Current staffing levels

#### a) Full-time equivalents

The full-time equivalent has fallen from 10,060.9 on 31 March 2011 to 9,186.6 on the 31 March 2012, a reduction of 874.3 (8.7%). A comparison between 1 April 2011 and the 31 March 2012 shows a reduction of just under 8%.

#### b) Headcount

The headcount, including CRSS staff has reduced by 1,198 over the year, from 13,850 on 31 Mar 2011 to 12,652 on 31 March 2012, equivalent to a reduction of 8.6%. If a comparison is made with 1 April 2011, the reduction is 7.9%.

If CRSS staff are excluded the figures show a fall from 11,944 in March 2011 to 10,865 at the end of March 2012, a reduction of 9.0%. A comparison with 1 April 2011 shows a reduction of 8.3%.

#### c) Assignment count

The assignment, or contract count, has declined from 15,330 at the end of March 2011, to 13,901 at the end of March 2012, which equates to a fall of 9.3%. A comparison with 01 April shows a reduction of 8.5%.

*Appendix B (i) shows the changes in staffing levels by month over the current year*

### 3.3. Changes in staffing levels since March 2007

FTE staffing levels have dropped by 10.6% since March 2007, from 10,277.9 FTE to 9,186.6 FTE in March 2012.

### 3.4. Contract Types

The proportion of staff on permanent contracts over the past three years has increased from 69.6% in March 2009 to 73% in March 2012. In the same period, the proportion of staff on temporary contracts fell from 5.0% to 3.6%.

*Appendix B (ii) shows the breakdown by contract types over recent years.*

### 3.5. Agency Staff

The number of Agency staff employed has increased from 648 in March 2011 to 764 in March 2012.

### 3.6. Age profile

The default retirement age was abolished in October 2011 and data from the ONS has revealed that the number of Britons working past 65 has soared in the last ten years.

#### a) Average age

The average age has risen slightly this year at 45.1 at March 2012, compared with 44.9 in both March 2011 and March 2010.

### **b) Employees aged 65 or over**

As at March 2012, there were 374 employees aged 65 or over working in the non-schools sector.

### **c) Age Performance Indicators (excludes CRSS staff)**

Below are the end of year out-turn figures for each equality strand, with the previous year's figures shown in brackets.

#### **Younger staff:**

Non-school based staff

- 6.7% aged 25 or less (7.6%)
- 15.5% aged 30 or less (16.5%)

Leadership group

- 0.3% aged 30 or less (0.0%)

#### **Staff aged 50 or above:**

Non-school based staff

- 39.8% aged 50 or above (39.3%)

Leadership group

- 54.3% aged 50 or above (54.7%)

*Appendix B (iii) shows the age profile of the non-schools workforce.*

## **3.7. Sickness**

### **a) Sickness Performance Indicator**

The sickness rate for the year 2011-12 was 7.78 days per FTE, a slight decrease on the previous year's figure of 7.83 days (2010-11). The 'days lost per FTE' figures for 08/09 and 09/10 were 8.71 and 8.56 respectively.

### **b) Reasons for absence**

The primary cause of sickness absence over the year was 'Musculoskeletal', which accounted for 28,247 days lost. The four other main reasons were 'Stress – not mental health', 'Gastrointestinal', 'Mental Health' and 'Neurological'. The primary reasons for sickness absence have remained very similar over the past three years. A recent report from the CIPD and Simplyhealth has shown that 'stress' is now the number one cause of long-term sickness absence.

*Appendices B (iv) and B (v) show detailed information on sickness levels and the primary reasons for sickness absence*

## **3.8. Staff by salary band**

51.8% of staff on the Kent Scheme are on grades KR/KS 1-6 and 27.9% are on grades 7-9. Grades 10-13 account for 18.5% of staff and the remainder are on grades 14 or over (1.9%). The ONS 2011 Annual Survey of Hours and Earnings showed the median gross weekly earnings for full-time staff were £498 (around £25,900 per annum), which equates to around KR8.

Under the Government's 'Transparency Agenda', the Authority must publish information on staff earning over £58,200. These details can be found on the Authority's website.

*Appendix B (vi) shows the non-schools workforce, by salary band.*

### **3.9. Turnover Performance Indicator**

The turnover rate for the year ending 31 March 2012 was 16.1%, higher than last year's figure of 14.1% and higher than the figures for 2009/10 (11.3%) and 2008/09 (12.5%). If redundancies for compulsory reasons\* are excluded the 2011/12 turnover rate becomes 12.7%.

*\*Compulsory reasons recorded on Oracle HR are 'Compulsory Redundancy', 'Compulsory Redundancy (Age 50+) No Pension', 'Compulsory Redundancy (Age under 50)', 'Early Retirement (Efficiency Enhanced)', 'Early Retirement (Efficiency Not Enhanced)'.*

### **3.10. Vacancies**

There were 929.5 FTE vacancies at March 2011, which equates to 9.2% of the budgeted FTE figure for the start of the year. Action was being taken to fill 71.8 of these. A comparison with last year shows the number of vacancies higher at 9.6%

### **3.11. Redundancies**

During the period 1 April 2011 to 31 March 2012, a total of 605 people were made redundant. This figure comprises of those who have received a redundancy payment, together with those who were made redundant, but are not entitled to (or have yet to receive) a redundancy payment.

A total of £4,515,090 in redundancy payments was made to those who were made redundant in the year. Analysis of redundancy data indicates that staff aged over 65 received a total of £60,280 in redundancy payments.

*Note: A member of staff with more than one contract could be made redundant from one job within the Authority, but continue to work in another job. In this instance, the individual would not appear as a 'leaver', as they are still employed by the Authority.*

### **3.12. Reasons for leaving**

Where staff have provided a reason for leaving, analysis of this has shown that the primary reason over the year was 'Resignation' (34.9%), followed by 'Redundancy' (24.3%).

*Appendix B (vii) details the reasons for leaving.*

### **3.13. Equality**

#### **a) Equality Performance Indicators**

Below are the end of year out-turn figures for each equality strand, with the previous year's figures shown in brackets.

##### **Non-school based staff**

- 74.7% Female (74.8%)

- 4.9% BME (4.8%)
- 4.0% Disabled (2.6%)

#### **Leadership group**

- 51.0% Female (51.8%)
- 4.5% BME (4.5%)
- 3.7% Disabled (2.7%)

### **3.14. Layers and spans**

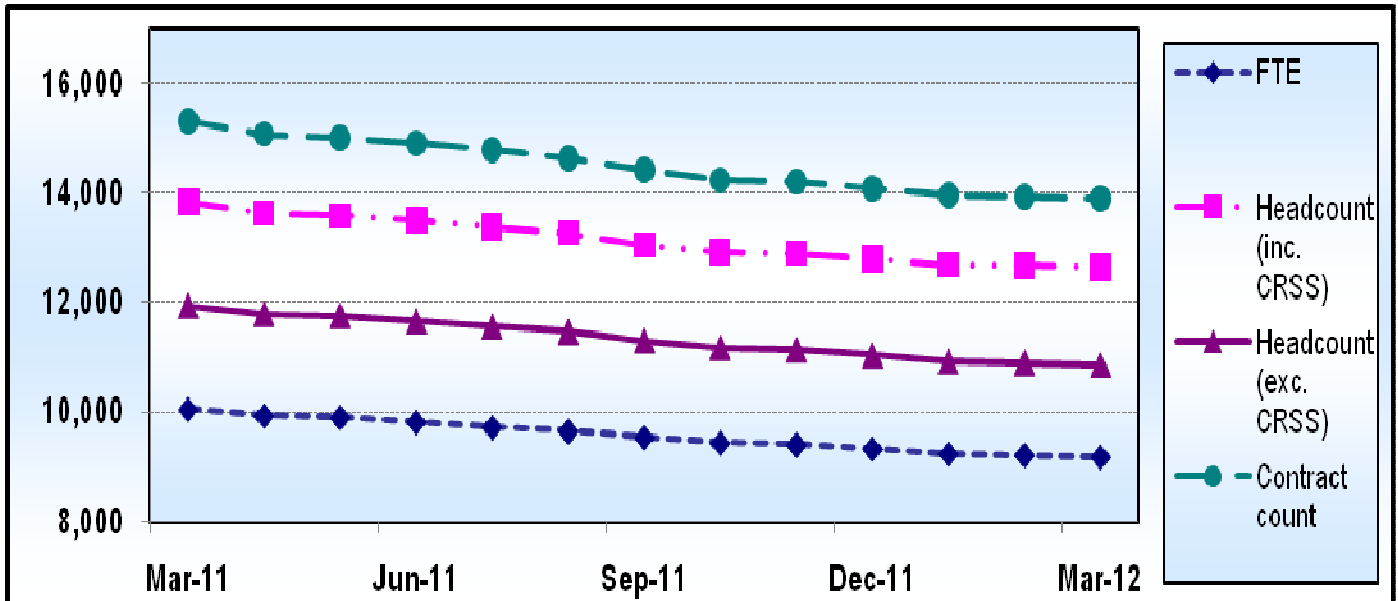
In order to meet the commitment within 'Bold New Steps', of developing a structure within the non-schools area that is as flat as possible and of creating effective spans of control, the intention is to monitor changes in the organisation as restructuring takes place. The aim is to move from an organisation which in December 2011 was 11 layers deep with an average span of control of 5.2 FTE to an organization with 6 layers, with an average span of 7 FTEs.

*Appendix B (viii) details the changes between December 2011 and February 2012.*

## Appendix B - The Non Schools Workforce

### i. Current staffing levels

	31-Mar-11	01-Apr-11	30-Jun-11	30-Sep-11	31-Dec-11	31-Mar-12
FTE	10,060.9	9,983.1	9,826.4	9,545.0	9,336.5	9,186.6
Headcount (inc. CRSS*)	13,850	13,740	13,501	13,065	12,805	12,652
Headcount (exc. CRSS*)	11,944	11,854	11,662	11,311	11,045	10,865
Contract count	15,330	15,191	14,916	14,427	14,100	13,901
	<b>Change 31 Mar 2011 to 31 Mar 2012</b>	<b>Change Mar 2011 to Mar 2012 (%)</b>	<b>31 Mar</b>	<b>Change 01 Apr 2011 to 31 Mar 2012</b>	<b>Change 01 Apr 2011 to 31 Mar 2012 (%)</b>	
FTE	-874.2	-8.7%		-796.5	-8.0%	
Headcount (inc. CRSS*)	-1,198.0	-8.6%		-1,088.0	-7.9%	
Headcount (exc. CRSS*)	-1,079.0	-9.0%		-989.0	-8.3%	
Contract count	-1,429.0	-9.3%		-1,290.0	-8.5%	

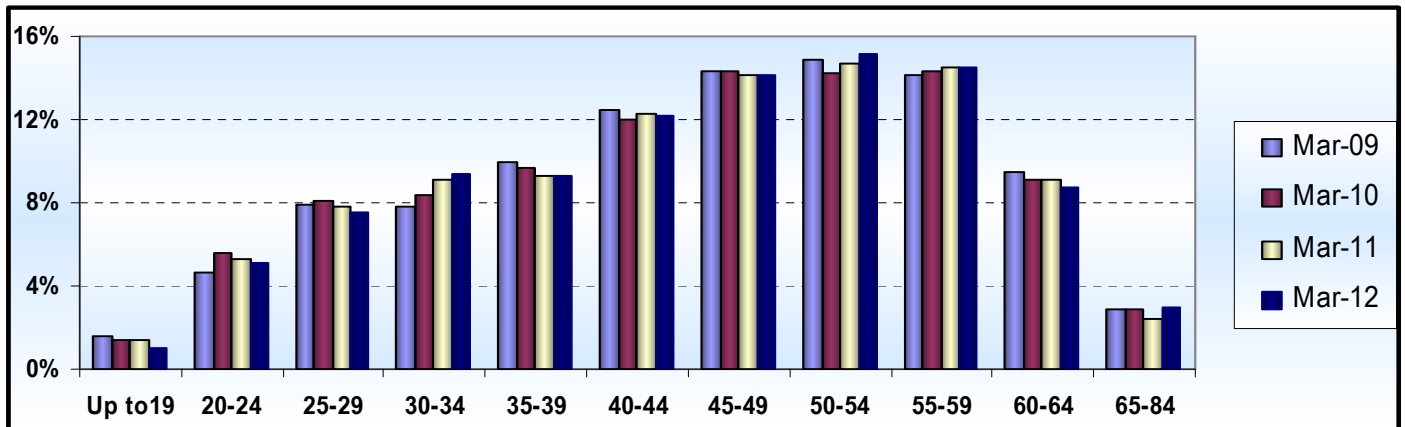


### ii. Contract Types

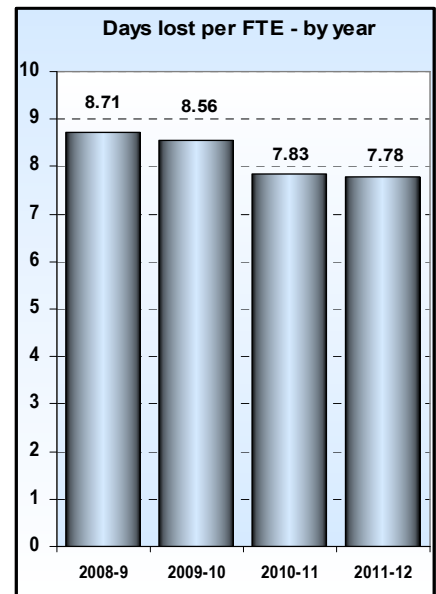
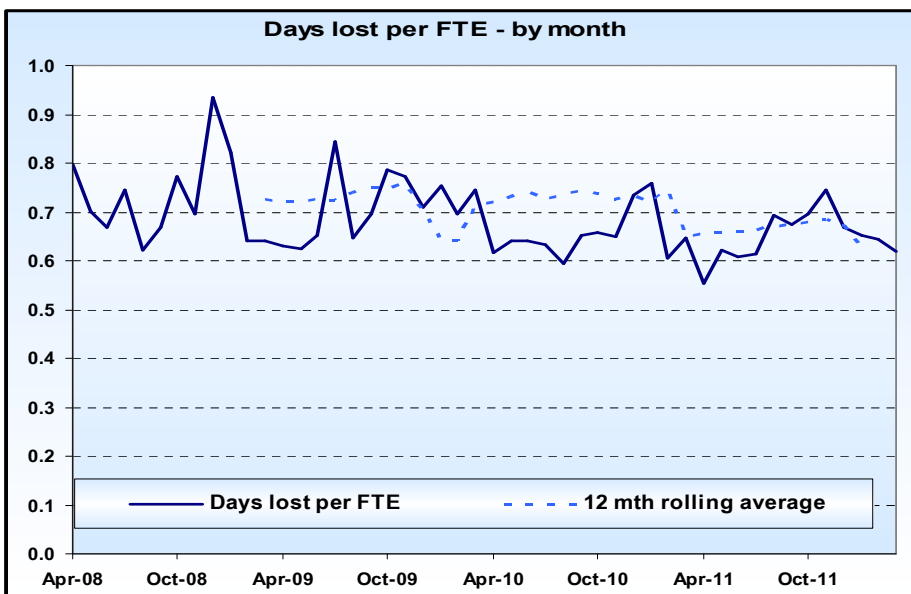
Contract/Assignment category (grouped)	Count Of Contract/Assignment Number							
	31-Mar-09		31-Mar-10		31-Mar-11		31-Mar-12	
Temporary	814	5.0%	771	4.7%	716	4.7%	499	3.6%
Fixed term	473	2.9%	660	4.1%	646	4.2%	472	3.4%
Permanent	11,346	69.6%	11,531	71.0%	10,953	71.4%	10,150	73.0%
CRSS	3,625	22.2%	3,288	20.2%	3,015	19.7%	2,780	20.0%
Other	42	0.3%	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>16,300</b>	<b>0.0%</b>	<b>16,250</b>	<b>0.0%</b>	<b>15,330</b>	<b>0.0%</b>	<b>13,901</b>	<b>0.0%</b>

iii. Age profile

Age Range	Mar-09		Mar-10		Mar-11		Mar-12	
	Headcount	%	Headcount	%	Headcount	%	Headcount	%
Up to 19	232	1.6%	208	1.4%	189	1.4%	133	1.1%
20-24	680	4.6%	815	5.5%	731	5.3%	644	5.1%
25-29	1,161	7.9%	1,185	8.1%	1,086	7.8%	952	7.5%
30-34	1,160	7.9%	1,238	8.4%	1,259	9.1%	1,184	9.4%
35-39	1,472	10.0%	1,426	9.7%	1,288	9.3%	1,175	9.3%
40-44	1,839	12.5%	1,764	12.0%	1,703	12.3%	1,545	12.2%
45-49	2,116	14.3%	2,107	14.3%	1,959	14.1%	1,793	14.2%
50-54	2,204	14.9%	2,099	14.3%	2,030	14.7%	1,913	15.1%
55-59	2,086	14.1%	2,112	14.3%	2,005	14.5%	1,836	14.5%
60-64	1,396	9.5%	1,338	9.1%	1,266	9.1%	1,103	8.7%
65-84	419	2.8%	427	2.9%	334	2.4%	374	3.0%
<b>Total Headcount</b>	<b>14,765</b>	<b>100.0%</b>	<b>14,719</b>	<b>100.0%</b>	<b>13,850</b>	<b>100.0%</b>	<b>12,652</b>	<b>100.0%</b>



iv. Sickness

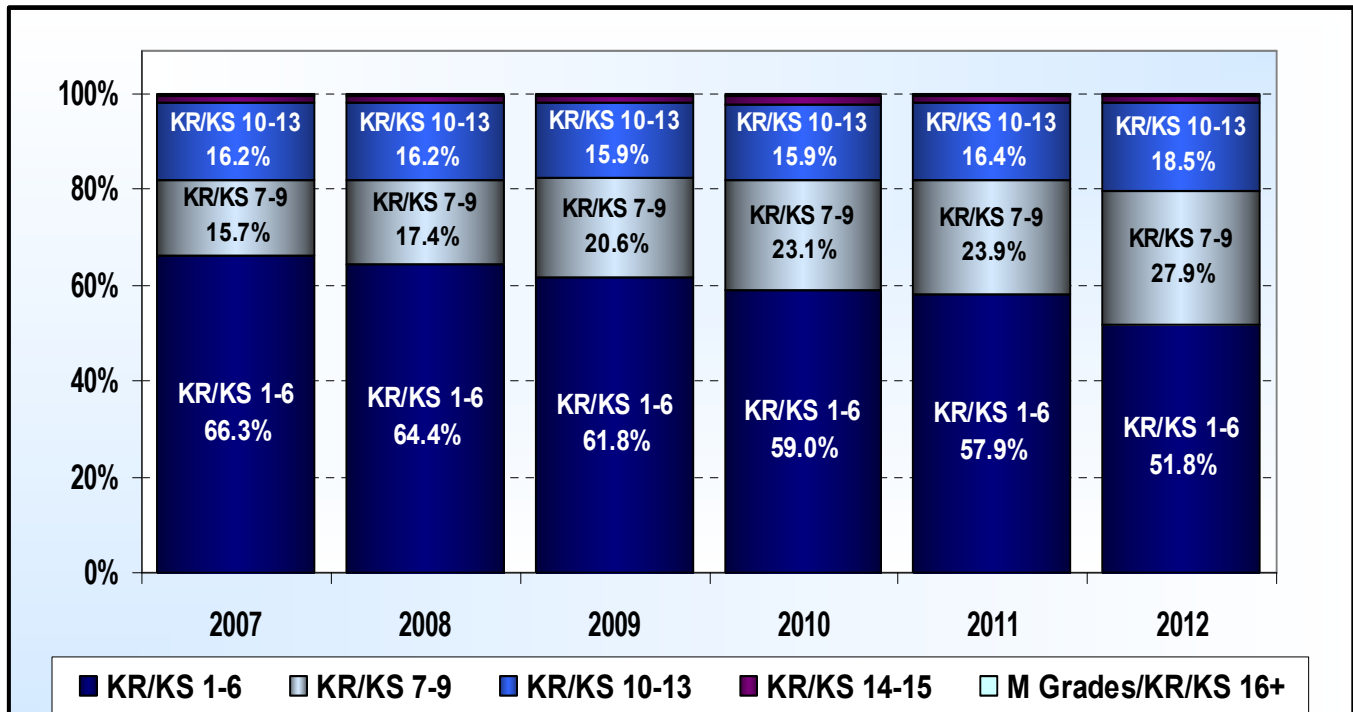




v. Reasons for absence

2009/10		2010/11		2011/12	
Musculoskeletal	34,393	Musculoskeletal	29,954	Musculoskeletal	28,247
Stress - Not Mental Health	15,320	Stress - Not Mental Health	13,856	Stress – Not Mental Health	12,104
Gastro-Intestinal	14,938	Gastro-Intestinal	12,967	Gastro Intestinal	11,809
Mental Health	14,576	Mental Health	12,131	Mental Health	9,684
Minor Illness	11,247	Minor Illness	7,559	Neurological	6,195

vi. Staff by salary band



vii. Reasons for leaving

Grouping	2008/09	%	2009/10	%	2010/11	%	2011/12	%
Dismissal	103	5.44%	83	4.56%	130	6.13%	143	6.57%
Redundancy	81	4.27%	103	5.66%	252	11.88%	530	24.33%
Resignation	979	51.66%	783	43.02%	823	38.80%	759	34.85%
Retirement	271	14.30%	276	15.16%	351	16.55%	254	11.66%
Transfer	32	1.69%	43	2.36%	30	1.41%	72	3.31%
Other	429	22.64%	532	29.23%	535	25.22%	420	19.28%
<b>Total</b>	<b>1,895</b>	<b>100%</b>	<b>1,820</b>	<b>100%</b>	<b>2,121</b>	<b>100%</b>	<b>2,178</b>	<b>100%</b>

## viii. Layers and spans

Kent County Council	Date	No. of levels	Maximum employees per Manager	Managers with one subordinate	Staff assignment/ contract count	Average FTE per Manager
<b>Non-schools</b>	Feb-12	10	115	299	13,716	5.2
	Dec-11	11	118	335	13,904	5.1
Difference		<b>-1</b>	<b>-3</b>	<b>-36</b>	<b>-188</b>	<b>0.1</b>

Directorates	Date	No. of levels	Maximum employees per Manager	Managers with one subordinate	Staff assignment/ contract count	Average FTE per Manager
<b>Business Strategy &amp; Support</b>	Feb-12	8	53	71	1,681	4.8
	Dec-11	9	56	91	1,679	4.4
Difference		<b>-1</b>	<b>-3</b>	<b>-20</b>	<b>2</b>	<b>0.3</b>
<b>Education, Learning and Skills</b>	Feb-12	8	77	41	1,423	4.6
	Dec-11	9	78	35	1,379	4.6
Difference		<b>-1</b>	<b>-1</b>	<b>6</b>	<b>44</b>	<b>0.0</b>
<b>Families &amp; Social Care</b>	Feb-12	8	115	105	5430	7.1
	Dec-11	10	118	109	5593	7.0
Difference		<b>-2</b>	<b>-3</b>	<b>-4</b>	<b>-163</b>	<b>0.2</b>
<b>Enterprise &amp; Environment</b>	Feb-12	8	70	50	1209	4.4
	Dec-11	9	69	57	1230	4.4
Difference		<b>-1</b>	<b>1</b>	<b>-7</b>	<b>-21</b>	<b>0.0</b>
<b>Customer &amp; Communities</b>	Feb-12	9	86	73	3966	3.6
	Dec-11	11	89	78	4021	3.5
Difference		<b>-2</b>	<b>-3</b>	<b>-5</b>	<b>-55</b>	<b>0.1</b>

**Notes:**

1. Corporate Directors equal level 1
2. Figures exclude Road Crossing Patrol staff who are assigned to one manager for administration purposes only.
3. BSS - GL - DS - Kent & Essex Sea Fisheries have been excluded
4. \* Within FSC the reporting hierarchy excludes lower graded supervisory staff who are included within other Directorates
5. All the figures in this table relate to assignment/job count not head count
6. There are a total of 300 staff assignment (out of 13716) with 1-to-1 reporting and of these 8 are 1-to-1 on 1-to-1 reporting.
7. February 2012 Data extracted from Oracle HR on 23 February 2012; December 2011 data extracted from Oracle HR on 15 December 2011.
8. If a member of staff works in more than one directorate they will be counted in each. However, they will only be counted once in the KCC Total. This is the same for if an employee works in 2 separate divisions, they will be counted in each.

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## 4. Directorate details

### 4.1. Introduction

This section contains key staffing information about the workforce in each directorate. Performance Indicators are calculated on a monthly basis and include a set of statistics relating to staff within the Leadership Group of each Directorate.

### 4.2. Current staffing levels

#### a) Full-time equivalents

When compared with the start of year, FTE figures have fallen by between 12.9% (in CC) and 4.0% in BSS.

#### b) Headcounts

The headcount, including CRSS staff, has reduced in all Directorates over the year. The reductions have varied from 4.5% in BSS to over 10.1% in CC. If CRSS staff are excluded the reductions vary from 12.9% in CC to 4.2% in BSS.

#### c) Assignment counts

The assignment, or contract counts, have also declined in all Directorates, with the greatest change evident in CC which showed a reduction of 10.3%.

*Appendix C (i) shows details of the changes in staffing levels over the current year*

### 4.3. Contract Types

A breakdown of contract types shows that ELS has the highest proportion of staff on temporary contracts, at 9.0%. BSS has the highest proportion of permanent contracts, at over 91% and within CC, over 40% of contracts are CRSS contracts.

*Appendix C(ii) shows full details the breakdown by contract types*

### 4.4. Agency Staff

At the end of March 2012, FSC has the highest number of agency staff (437) and ELS has the lowest (42). BSS had 178 agency staff, CC had 51 and EE had 156.

### 4.5. Age profile

#### a) Age Performance Indicators (excludes CRSS staff)

CC has the highest percentage of younger staff (aged 25 and under) at 10.2% and ELS the lowest, at 3.4%. If the band is extended to include those aged under 30, the highest is BSS with 19.7% and the lowest is ELS with 7.9%. BSS is the only Directorate with staff aged 30 or under in the Leadership Group, at 0.7%.

The percentage of staff aged 50 or above is highest in ELS (46.5%). ELS also has the highest proportion of staff aged 50 or over within the Leadership Group (75.0%).

*Full details of staff by age are shown at Appendix C (iii)*

### 4.6. Sickness

#### a) Sickness Performance Indicators

The sickness rates for the year 2011-12 varied from 4.75 days per FTE in BSS to 9.79 in FSC. The 'days lost per FTE' figures for the other Directorates were as follows: CC = 6.55, EE = 6.54 and ELS = 7.90.

## **b) Reasons for absence**

The primary cause of sickness absence over the year was 'Muscoskeletal' which in all Directorates, as did 'Gastrointestinal'. 'Stress – not mental health' appeared in the top five for all directorates, except BSS.

*Appendix C (iv) shows detailed information on sickness levels.*

## **4.7. Staff by salary band**

CC has the highest proportion of staff on grades KR/KS 1-6 (65.9%) and BSS has the highest proportion on grades KR/KS 16 and above (M grades) at 1.2%.

*Appendix C (v) shows detailed information on staff by salary band.*

## **4.8. Turnover Performance Indicator**

The turnover rates for the year ending 31 March 2012 vary between 13.3% (in BSS) and 20.3% (in ELS). The turnover rates in the other Directorates were as follows: CC = 18.7%, EE = 18.3% and FSC = 14.0%.

## **4.9. Vacancies**

The list below shows the number of vacancies in FTE for each Directorate as at 31 March 2012, together with the number of vacancies actively being recruited to.

BSS = 76.3 (13.0)

CC = 408.1 (8.0)

EE = 60.6 (15.0)

ELS = 63.1 (7.0)

FSC = 321.4 (28.8)

## **4.10. Equality**

### **a) Equality performance indicators**

Equality performance indicators are calculated each month, for each Directorate. Listed below are each of the equality strands, together with an indication of the highest and lowest percentages associated with each.

#### **All Directorate Non-school based staff**

- % Female - highest in FSC at 87.3% / lowest in EE at 39.4%
- % BME - highest in FSC at 6.3% / lowest in ELS at 2.4%
- % Disabled - highest in BSS at 4.5% - lowest in ELS and EE at 3.7%

#### • **Leadership group**

- % Female - highest in FSC at 70.9% / lowest in EE at 25.6%
- % BME - highest in EE at 11.4% / lowest in ELS at 0.0%
- % Disabled - highest in BSS at 5.8% - lowest in CC and EE at 0.0%

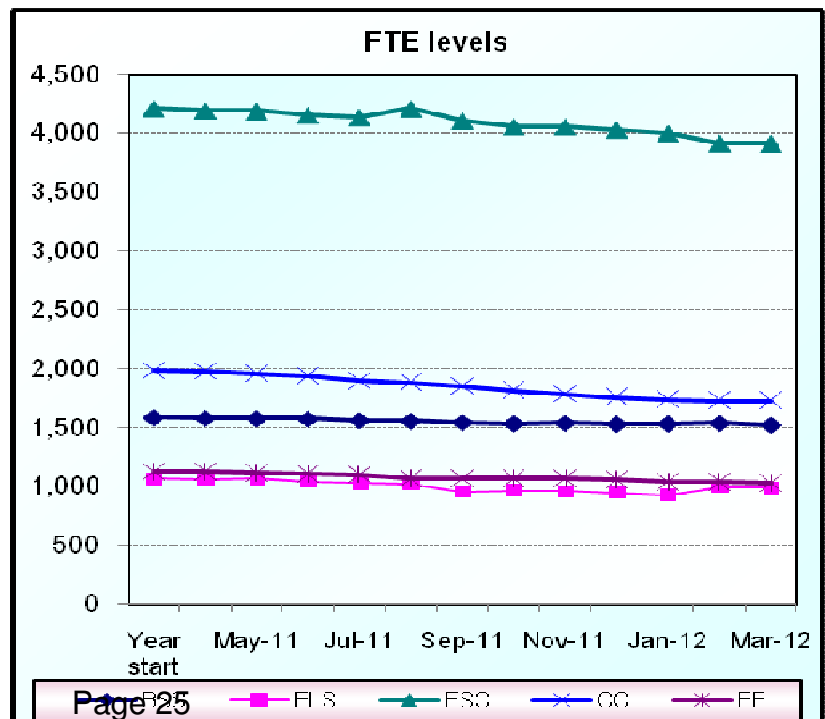
*Appendix C (vi) contains details of redundancies, by Directorate*

## Appendix C - Directorate details

### i. Current staffing levels

FTE	Year start	Jun-11	Sep-11	Dec-11	Mar-12
BSS	1,587.7	1,575.1	1,546.4	1,531.8	1,523.9
ELS	1,067.9	1,044.4	961.9	951.8	990.9
FSC	4,212.2	4,156.6	4,110.6	4,030.3	3,913.2
CC	1,985.8	1,941.4	1,854.8	1,761.6	1,730.4
EE	1,129.5	1,109.0	1,071.4	1,061.0	1,028.3
Headcount (inc. CRSS)	Year start	Jun-11	Sep-11	Dec-11	Mar-12
BSS	1,743	1,727	1,695	1,676	1,665
ELS	1,701	1,678	1,566	1,540	1,585
FSC	5,326	5,236	5,161	5,041	4,897
CC	3,800	3,715	3,534	3,438	3,415
EE	1,279	1,256	1,219	1,215	1,190
Headcount (exc. CRSS)	Year start	Jun-11	Sep-11	Dec-11	Mar-12
BSS	1,719	1,703	1,673	1,654	1,646
ELS	1,396	1,370	1,267	1,250	1,295
FSC	4,988	4,920	4,856	4,754	4,611
CC	2,611	2,551	2,439	2,319	2,274
EE	1,187	1,167	1,124	1,113	1,079
Contract count	Year start	Jun-11	Sep-11	Dec-11	Mar-12
BSS	1,761	1,744	1,704	1,685	1,673
ELS	1,770	1,741	1,625	1,598	1,646
FSC	5,942	5,833	5,742	5,583	5,406
CC	4,425	4,328	4,123	4,005	3,971
EE	1,293	1,270	1,233	1,229	1,205

Changes over year		
FTE	Change 01 Apr 2011 to 31 Mar 2012	Change 01 Apr 2011 to 31 Mar 2012 (%)
BSS	-63.9	-4.0%
ELS	-77.0	-7.2%
FSC	-299.0	-7.1%
CC	-255.5	-12.9%
EE	-101.2	-9.0%
Headcount (exc. CRSS*)	Change 01 Apr 2011 to 31 Mar 2012	Change 01 Apr 2011 to 31 Mar 2012 (%)
BSS	-73.0	-4.2%
ELS	-101.0	-7.2%
FSC	-377.0	-7.6%



CC	-337.0	-12.9%
EE	-108.0	-9.1%

## Appendix C - Directorate details

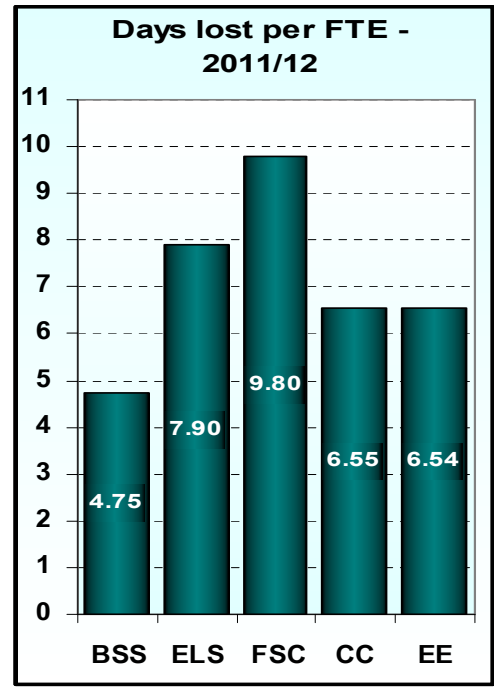
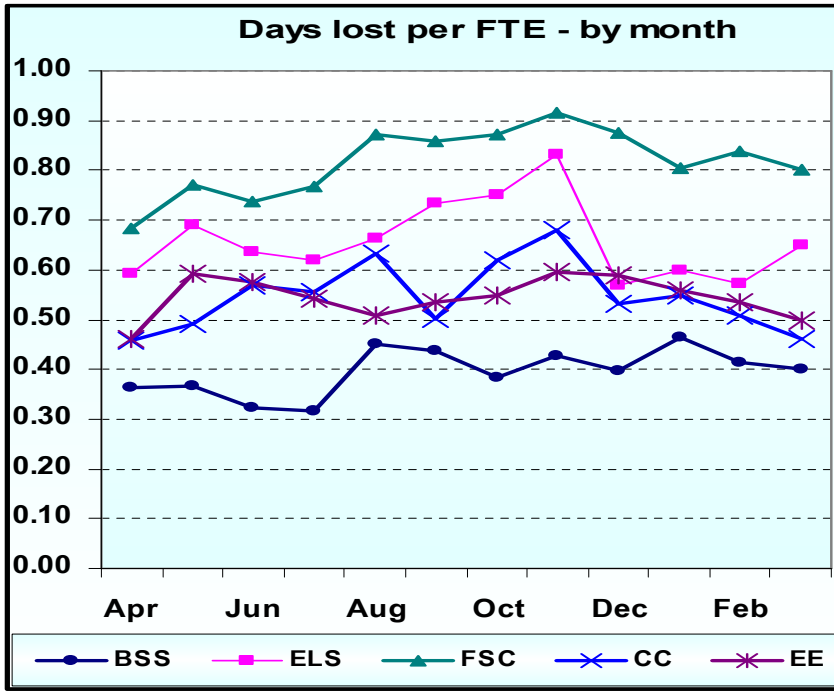
### ii. Contract Types

Contract/Assignment category (grouped)	Contract count									
	BSS		ELS		FSC		CC		EE	
Temporary	68	4.1%	148	9.0%	216	4.0%	78	2.0%	11	0.9%
Fixed term	58	3.5%	65	3.9%	143	2.6%	147	3.7%	59	4.9%
Permanent	1528	91.3%	1102	67.0%	4359	80.6%	2150	54.1%	1011	83.9%
CRSS	19	1.1%	331	20.1%	688	12.7%	1596	40.2%	124	10.3%
	<b>1,673</b>	<b>100.0%</b>	<b>1,646</b>	<b>100.0%</b>	<b>5,406</b>	<b>100.0%</b>	<b>3,971</b>	<b>100.0%</b>	<b>1,205</b>	<b>100.0%</b>

### iii. Age profile

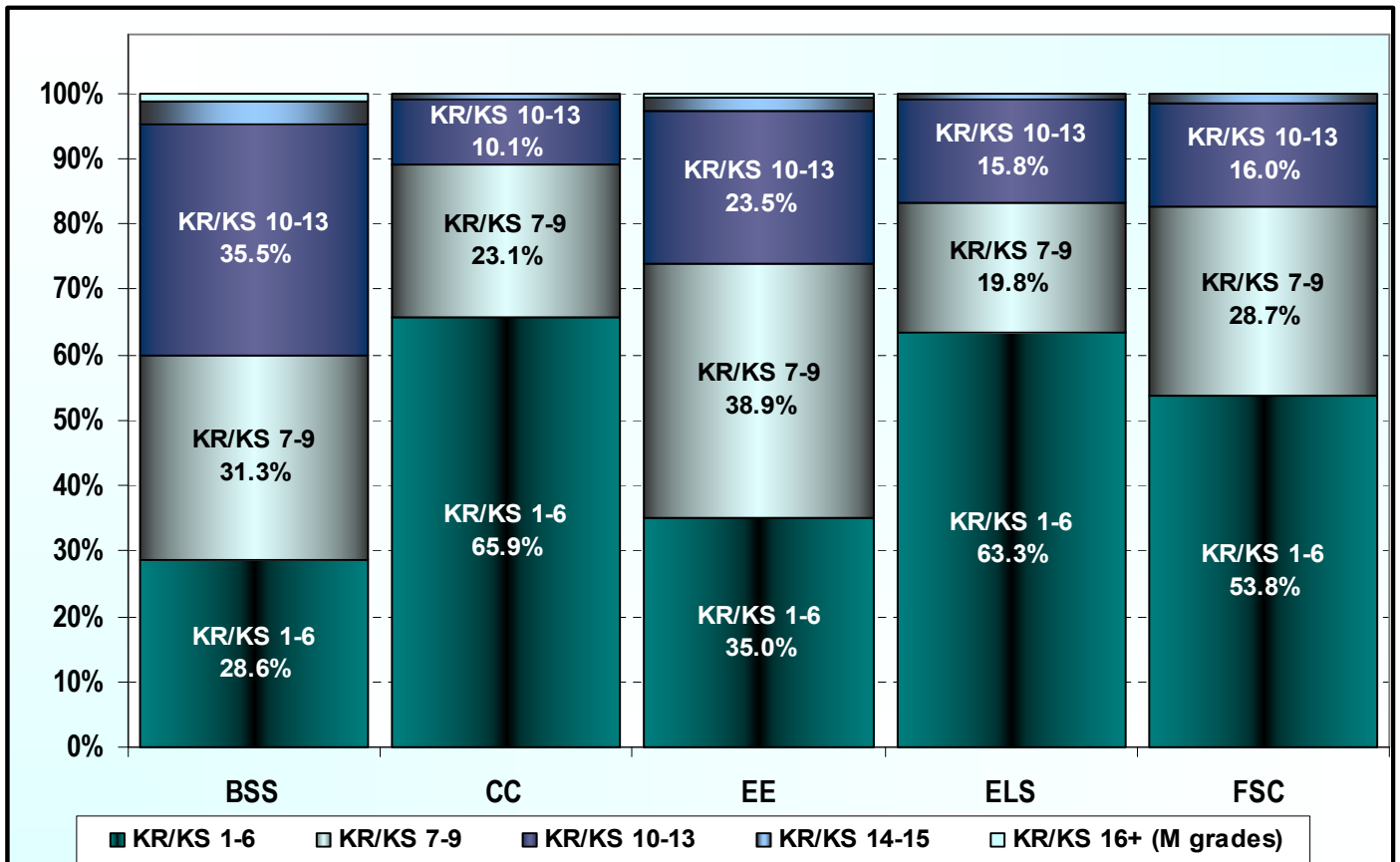
Age	BSS		ELS		FSC		CC		EE	
	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%
Up to 19	16	1.0%	2	0.1%	17	0.3%	84	2.5%	14	1.2%
20-24	104	6.2%	34	2.1%	189	3.9%	261	7.6%	63	5.3%
25-29	189	11.4%	61	3.8%	368	7.5%	252	7.4%	97	8.2%
30-34	212	12.7%	111	7.0%	451	9.2%	316	9.3%	104	8.7%
35-39	184	11.1%	122	7.7%	478	9.8%	294	8.6%	106	8.9%
40-44	209	12.6%	188	11.9%	621	12.7%	375	11.0%	161	13.5%
45-49	231	13.9%	240	15.1%	722	14.7%	450	13.2%	162	13.6%
50-54	218	13.1%	267	16.8%	803	16.4%	466	13.6%	172	14.5%
55-59	187	11.2%	296	18.7%	717	14.6%	495	14.5%	158	13.3%
60-64	90	5.4%	174	11.0%	439	9.0%	287	8.4%	117	9.8%
65-84	25	1.5%	90	5.7%	92	1.9%	134	3.9%	36	3.0%
Other	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%
<b>Total</b>	<b>1,665</b>	<b>100.0%</b>	<b>1,585</b>	<b>100.0%</b>	<b>4,897</b>	<b>100.0%</b>	<b>3,415</b>	<b>100.0%</b>	<b>1,190</b>	<b>100.0%</b>

### iv. Sickness



## Appendix C - Directorate details

### v. Staff by salary band



### vi. Equality

	<b>Non-School based staff</b> (Exclusions: CRSS and Schools)					<b>Leadership Group</b> (Exclusions: CRSS and Schools)				
	<b>BSS</b>	<b>CC</b>	<b>EE</b>	<b>ELS</b>	<b>FSC</b>	<b>BSS</b>	<b>CC</b>	<b>EE</b>	<b>ELS</b>	<b>FSC</b>
<b>% Females</b>	65.6%	69.0%	39.4%	79.7%	87.3%	49.6%	39.1%	25.6%	55.6%	70.9%
<b>% BME</b>	5.0%	4.5%	3.4%	2.4%	6.3%	4.3%	2.3%	11.4%	0.0%	4.3%
<b>% Considered Disabled</b>	4.5%	4.2%	3.7%	3.7%	3.8%	5.8%	0.0%	0.0%	3.6%	4.3%
<b>% aged 25 and under</b>	8.3%	10.2%	7.3%	1.6%	2.7%					
<b>% aged 30 and under</b>	19.7%	18.9%	15.4%	7.9%	13.1%	0.7%	0.0%	0.0%	0.0%	0.0%
<b>% aged 50 and over</b>	29.6%	33.7%	35.0%	46.5%	41.3%	45.3%	60.9%	59.0%	75.0%	64.6%



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## 5. Schools

### 5.1. Section 4 – Schools

This section of the paper contains information about school based staff. Schools may opt to purchase HR services from providers other than KCC, so the information included in this report relates primarily to schools who buy our HR service. There are exceptions, where information has been obtained from other sources and in these cases the details of alternative data sources are provided.

Since September 2010, around 70 schools left the Authority to academy status, which has resulted in a dramatic reduction in recorded staffing levels for schools.

*Appendix D (i) shows the changes in staffing levels over the year.*

### 5.2. Current staffing levels (Oracle HR)

#### a) Full-time equivalents

At March 2011, the FTE for school-based staff was 17,784.3 and by the end of the year, the figure had fallen to 15,203.0.

#### b) Headcount

The headcount figure at Mar 2011 was 27,816 or 25,799 if CRSS staff were excluded. At end of March 2012, these figures had fallen to 24,932 and 22,487 respectively.

#### c) Assignment count

The schools assignment (or contract) count fell from 34,630 at March 11, to 30,325 at March 12.

### 5.3. Changes in staffing levels since March 2007

The FTE of school based staff has fallen from 18,061.7 in March 2007, to its current level of 15,203. Please note that these are indicative figures only, as the number of schools opting to purchase HR services from KCC varies year by year and this does impact on the number of staff reported upon each time.

### 5.4. Age profile

The average age of teaching staff in schools is 45.3, with the average age non-teaching staff somewhat lower at 42.1.

*Appendix D (ii) shows the age profile of school based staff*

### 5.5. Sickness

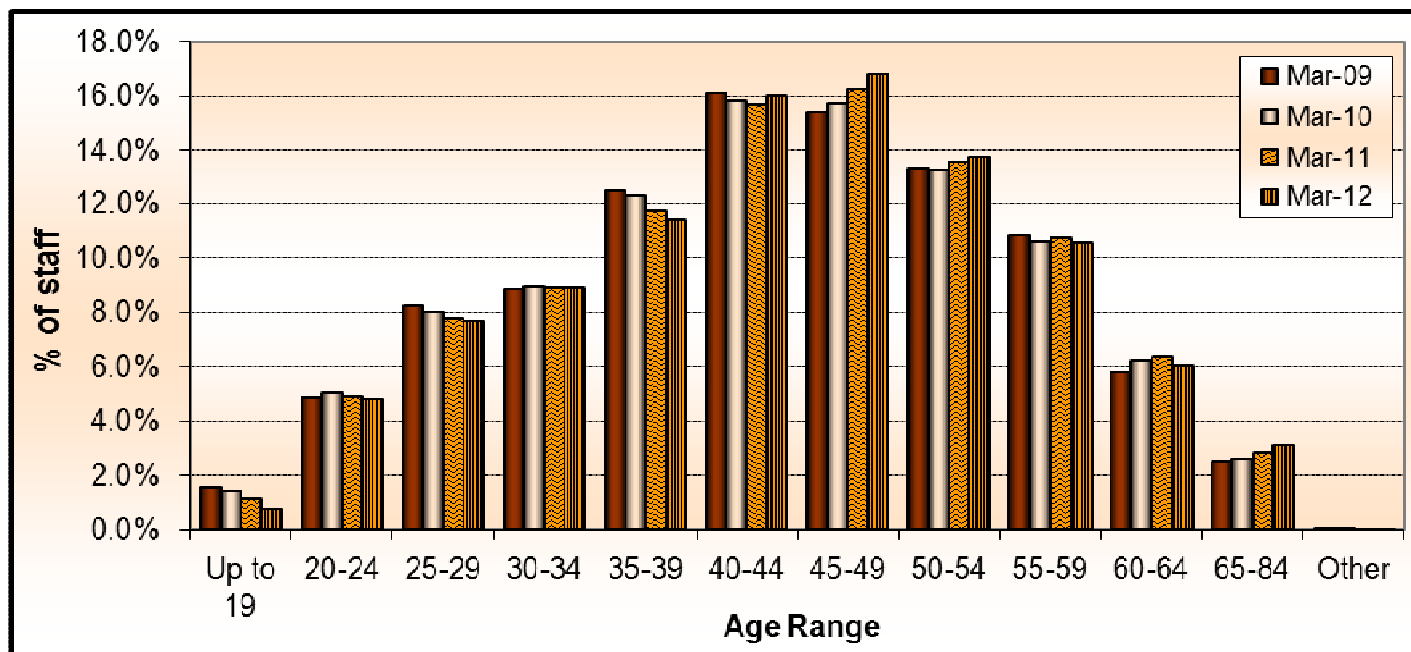
Schools are required to provide information about sickness levels in the Schools Workforce Census (SWC), a return that schools are required to complete for Central Government. The latest SWC indicates that during the period September 2010 to August 2011, teaching staff took off a total 42,988 days sick. (The number of teachers employed by schools was reported in the SWC as 12,530 at 4 November 2010).

## Appendix D - Schools

### i. Current staffing levels (Oracle HR)

	31-Mar-11	01-Apr-11	30-Jun-11	30-Sep-11	31-Dec-11	31-Mar-12
FTE	17,784.3	17,210.8	16,653.0	15,608.4	15,446.3	15,203.0
Headcount (inc. CRSS*)	28,816	27,915	27,206	25,593	25,342	24,932
Headcount (exc. CRSS*)	25,799	25,123	24,407	23,011	22,817	22,487
Contract count	34,630	33,628	32,829	31,011	30,834	30,325

### ii. Age profile



Age Range	Mar-09		Mar-10		Mar-11		Mar-12	
	Headcount	%	Headcount	%	Headcount	%	Headcount	%
Up to 19	471	1.6%	422	1.4%	324	1.1%	191	0.8%
20-24	1471	4.9%	1526	5.1%	1414	4.9%	1198	4.8%
25-29	2490	8.3%	2421	8.0%	2245	7.8%	1923	7.7%
30-34	2665	8.8%	2704	9.0%	2565	8.9%	2217	8.9%
35-39	3766	12.5%	3709	12.3%	3383	11.7%	2842	11.4%
40-44	4858	16.1%	4770	15.8%	4522	15.7%	3999	16.0%
45-49	4643	15.4%	4745	15.7%	4689	16.3%	4197	16.8%
50-54	4018	13.3%	4008	13.3%	3910	13.6%	3435	13.8%
55-59	3265	10.8%	3206	10.6%	3102	10.8%	2634	10.6%
60-64	1748	5.8%	1875	6.2%	1842	6.4%	1511	6.1%

65-84	761	2.5%	789	2.6%	813	2.8%	783	3.1%
Other	7	0.0%	5	0.0%	7	0.0%	2	0.0%
<b>Total Headcount</b>	30,163	100.0%	30,180	100.0%	28,816	100.0%	24,932	100.0%

## 6. Recommendations

Personnel Committee is asked to note KCC's staffing profile and the trends presented in this report.

Teresa McCarthy  
 Strategic Business Information Manager  
 Ext 4537

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

To: Personnel Committee

Date: 16 May 2012

Subject: Disciplinary and Grievance Activity

Classification: Unrestricted

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**SUMMARY:** This report updates Personnel Committee on discipline, grievance and change activity for the period April 2011 to March 2012.

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## 1. Introduction

1.1 Personnel Committee has received six monthly reports on discipline and grievance activity for some time, providing an overview of the distribution of cases by directorate and type of issue. Since the last report for the last 6 months of financial year 2010/11 all directorates have restructured significantly. New figures in this report therefore refer to the newly formed directorates only.

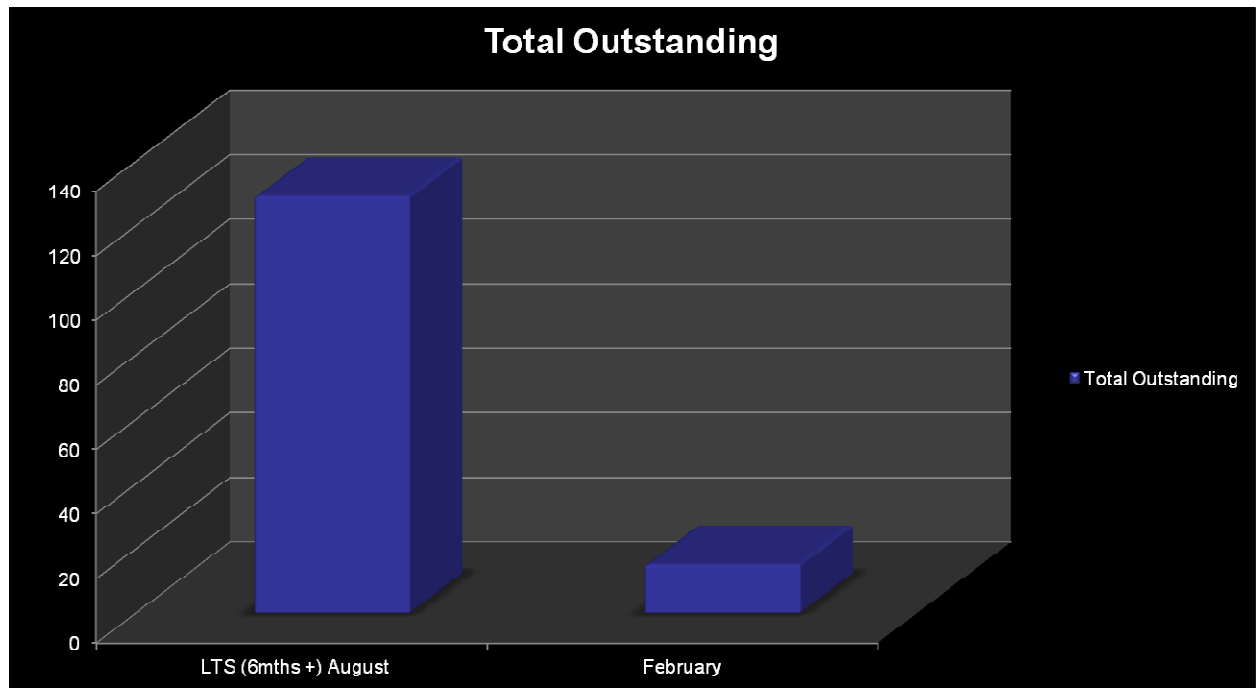
1.2 Also, as a result of the HR restructure, in July 2011 a new, centralised HR advisory service was created, bringing together 3 teams previously embedded in directorates. The new service comprises 3 teams, one specializing in case management (discipline, performance and staff complaints) and two delivering KCC's change programmes and other HR support for our managers.

1.3 With less HR resource and a greater focus on the KCC managers leading change and performance management successfully, the HR Advisory Team has taken a lead on raising standards and building managerial confidence in these two key areas of people management over the past 12 months. This has included a programme of awareness raising, webinar training and monitoring to generate positive management action.

## 2. New Cases

2.1 The greatest volume of new cases in the period is those concerned ill health. Over the last financial year the case management team has received 388 new cases which represent an increase of around a third on the previous financial year's figures. This does not reflect an increase in sickness levels however but a greater preparedness to address sickness absence at an earlier stage, thus a great number of cases being handled through formal channels.

- 2.2 As a result of the concerted efforts of the HR Advisory Team to further facilitate the reduction of long term absence, 63% of those off for six months or longer at the beginning of August 2011 are now back at work. (see table below.)



- 2.3 There has also been a slight rise in the number of disciplinary and performance cases overall between 2010 and 2011. Whilst this is not notable in terms of numbers it does reflect the fact that managers continue to address conduct and capability issues across the piece. Future reports to Personnel Committee can include more detailed analysis in terms of trends in these areas if required.
- 2.4 The number of grievance complaints has reduced in 2011/12 and a small but not significant rise in harassment cases can be seen. It would appear that despite the sustained efforts of managers to tackle conduct and capability issues there has not been an equivalent rise in the number of complaints originating from staff.
- 2.5 The numbers of Employment Tribunals against KCC remain relatively few for an organisation of its size. The majority of those heard against KCC are successfully defended, this is no small part attributable to the business focused, risk aware advice given by KCC's HR advisers, in liaison with Legal Services colleagues.
- 2.6 The summary below shows new cases referred over 4, 6 month periods over the last two financial years:

<b>New Cases</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>
	Apr-Sep 10	Oct-Mar 11	Apr-Sep 11	Oct-Mar 12
Discipline	87	88	106	84
Poor Performance	49	26	39	37
Ill Health	164	64	189	199
Capability (other)	6	5	2	7
Grievance	36	21	22	23
Harassment	11	7	13	11
Tribunals	4	3	6	2
<b>Total</b>	<b>357</b>	<b>214</b>	<b>377</b>	<b>363</b>

2.7 Although the volume of the activity in terms of numbers remains the same, the complexity of the cases referred to the HR Advisory team increases as line managers' confidence in handling lower level cases grows. Managers are becoming increasingly able to assess and deal with cases unaided and are beginning to seek HR support only with more challenging cases.

### 3. Cases Resolved

3.1 The summary below shows the cases closed over the last 4, 6 month periods. Overall the newly centralized team has managed to maintain a good rate of closing down cases despite a change in resourcing levels.

<b>Resolved Cases</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>
	Apr-Sep 10	Oct-Mar 11	Apr-Sep 11	Oct-Mar 12
Discipline	95	53	99	43
Poor Performance	27	18	36	20
Ill Health	133	86	142	74
Capability (other)	12	5	2	6
Grievance	32	24	19	17
Harassment	17	3	13	4
Tribunals	6	3	4	1
<b>Total</b>	<b>322</b>	<b>192</b>	<b>315</b>	<b>165</b>

3.2 The Kent Manager includes specific training in absence, discipline and performance management as well as sessions on handling staff complaints. These elements are delivered by the HR Advisory Team at present and underpin key messages about good management practice. As well as accessing these, the HR Advisory Team has been out to management teams in directorates to deliver similar messages.

### 4. Senior Officer Appeals

4.1 The administration of Senior Officer Appeals has been taken over by the HR Advisory Team which has resulted in greater efficiency. Appeals are now set up in advance and, with the support of the Challenger Group, the task of hearing appeals has been better distributed amongst senior managers across all directorates. At present, appeals are heard on average just over 33 days after they are submitted.

- 4.2 8 senior officer dismissal appeals were heard in 2011/12. The table below illustrates the distribution between directorates, case type and outcomes.

Directorate	No. of Appeals	Case Type	Outcome(s)
FSC	5	3 Capability 1 Some Other Substantial Reason (SOSR) 1 Discipline	3 Dismissals upheld 2 withdrawn
C&C	0		
ELS	1	SOSR	1 Dismissal overturned
E&E	2	2 Discipline	1 Dismissal upheld 1 Appeal withdrawn
BSS	0		
<b>TOTAL</b>	<b>8</b>		<b>4 Dismissals upheld</b> <b>3 Appeals withdrawn</b> <b>1 Dismissal overturned</b>

- 4.3 Only one case was overturned, resulting in the re-engagement of a member of staff who had been dismissed. These results endorse the quality of advice given and the robustness of the decisions made by dismissing managers.

## 5. Change Advisory Activity

- 5.1 Alongside the activity as described above, the HR Advisory Team has completed 74 change projects of varying magnitude since coming together as a centralized team. At April 2012, there remain 150 further projects to complete that reflect the volume of transformation, change and review taking place across KCC.

## 6. Recommendations

- 6.1 Personnel Committee notes the six monthly report of employee relations activity including senior office appeals hearings.

Background documents: None

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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:** 16 May 2012

**Subject:** Terms & Conditions Review

**Classification:** Unrestricted

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**Summary:**

There is a requirement to make savings of £500k from terms and conditions as of April 2013. This generates an opportunity to take a broader, more considered approach to a review of terms and conditions. In order to make more informed choices staff should be consulted about what to change, both in the shorter and longer term.

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**1. INTRODUCTION**

- 1.1 Personnel Committee on 23 September considered changes to weekend / out of hours working and sickness absence provision however took the view that any alterations should be taken in a broader context.
- 1.2 The Authority has already made changes to terms and conditions over recent years as part of cost saving requirements. This has included removal of Essential user allowance, lease car scheme and medical insurance.
- 1.3 As part of the Local Pay Bargaining process, which was endorsed by Personnel Committee and Council, a further £500k of savings is to be made from Terms & Conditions from April 2013.
- 1.4 Rather than finding elements which can be cut by the required amount the opportunity can be taken to consider the overall employment package and the best changes to make, taking into account the potential cumulative longer term impact and implications.
- 1.5 This will mean that the authority continues to offer valued terms, conditions and benefits which are set within the Council's total reward approach, balancing value for money and ensuring a competitive position in the appropriate recruitment 'markets'.
- 1.6 The overall intention is to give greater clarity, simplicity and consistency in what we pay and allow the authority to continue to be able to compete for talent in the future.
- 1.7 The authority has endorsed an Engagement Strategy which this approach can help deliver in practice.

**2. PROPOSED CONSULTATION**

- 2.1 In order to ensure any changes are made in a considered and informed way it is proposed that a variety of consultation mechanisms are established. This can be in the form of surveys, focus groups and established internal communication mechanisms.
- 2.2 Our recognised trades unions would also be part of the consultation process as they have an important part to play in helping define our employment package in the longer term.
- 2.3 Although it will be unlikely or indeed impossible to please all staff 100%, using a variety of channels and audiences we can establish what changes will work best for the majority of people and using it in reality for the authority.
- 2.4 By asking the right questions in the right way the process, as well as the outcome, is intended to enhance employee engagement.

**3. TIMESCALES**

- 3.1 The proposed timescale is:-

Process and scope	May
Consultation	June - September
Consideration	October
Notice	November
Implementation	April 2013
Subsequent phases	April 2014 and beyond

**4. RECOMMENDATION**

- 4.1 Personnel Committee is invited to endorse the proposed approach

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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:** 16 May 2012

**Subject:** Proposed development of an 18+ Programme for Kent County Council

**Classification:** Unrestricted

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**SUMMARY:** This paper sets out a proposal to establish an 18+ Programme for Kent County Council.

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## 1. **INTRODUCTION**

- 1.1 This paper has been produced to discuss how KCC could attract and retain more young people to become employees of KCC, specifically those leaving school or college with A-levels or equivalent, through an 18+ Programme.

## 2. **CONTEXT**

- 2.1 The unemployment figures announced in January 2012 showed the number of young people looking for work hit a new record of 1.042m, taking the rate for 16-24 year-olds to 22.5%<sup>1</sup>.
- 2.2 KCC have demonstrated a strong commitment to drive economic prosperity in Kent with the following priorities outlined in Bold Steps for Kent:

***Linking skills to economic need***

***Business needs a skilled and motivated workforce if it is to succeed, expand and generate growth, whilst individuals should have the means to skill and reskill themselves to adapt to changing economic circumstances***

***Delivering a higher level skills base***

***We must ensure that more Kent residents have high level technical and vocational skills. Not only do they increase lifetime earning capacity for individuals and their families, but they also generate a higher level of spending power in the Kent economy.***

***Tackling Disadvantage***

***The best way to tackle disadvantage is to provide strong economic growth and job opportunities so people can earn a salary to support themselves and their families***

- 2.3 KCC's Equality and Diversity policy includes a commitment to ensuring that it has a diverse workforce and one that reflects the communities that it serves.

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<sup>1</sup> Information supplied by the BBC Website

- 2.4 The Age Discrimination Act came into effect in 2006 to make it unlawful to discriminate on the grounds of age. This act applies to both older and younger employees. In terms of younger employees, job specifications no longer require a specific number of years experience, therefore removing some of the barriers that young people, specifically those leaving school, are faced with when applying for jobs.
- 2.5 The Employers Forum on Age have research which has shown that “Giving young people specific responsibility and offering training on the job increases self esteem and hugely increases staff engagement”<sup>2</sup>

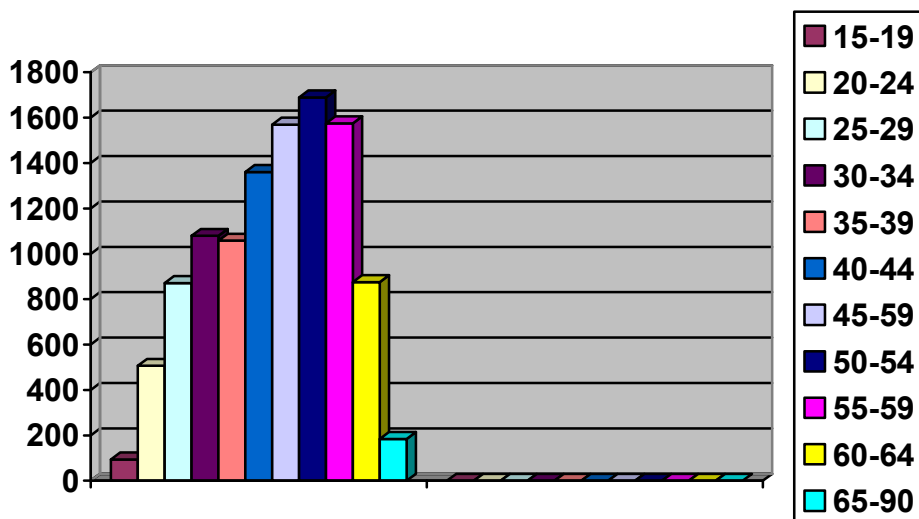
**3. AGING WORKFORCE** (Figures correct as at 31<sup>st</sup> March 2012<sup>3</sup>)

3.1 KCC has an ageing workforce. This can be seen through the statistics below:

- Of the 10,865 employees of KCC, 0.9% (94) were under 19 and 4.7% (507) were aged 20-24.
- In contrast, 24.3% (2635) of the workforce is over 55 with 9.8% (1060) being over 60 and therefore could all have retired within the next 5 years.

3.2 The graph below shows the number of employees by age at KCC as at 31<sup>st</sup> March 2012:

**Number of employees by Age**



3.3 These figures do not reflect the demographics of the working population of Kent. The 2001 census showed that 5.8% of the economically active population of Kent was under 19 and 8.5% were between 20 and 24<sup>4</sup>.

**3.4 Staff turnover** (Throughout 2011 and 2012)

<sup>2</sup> The Employers Forum on age

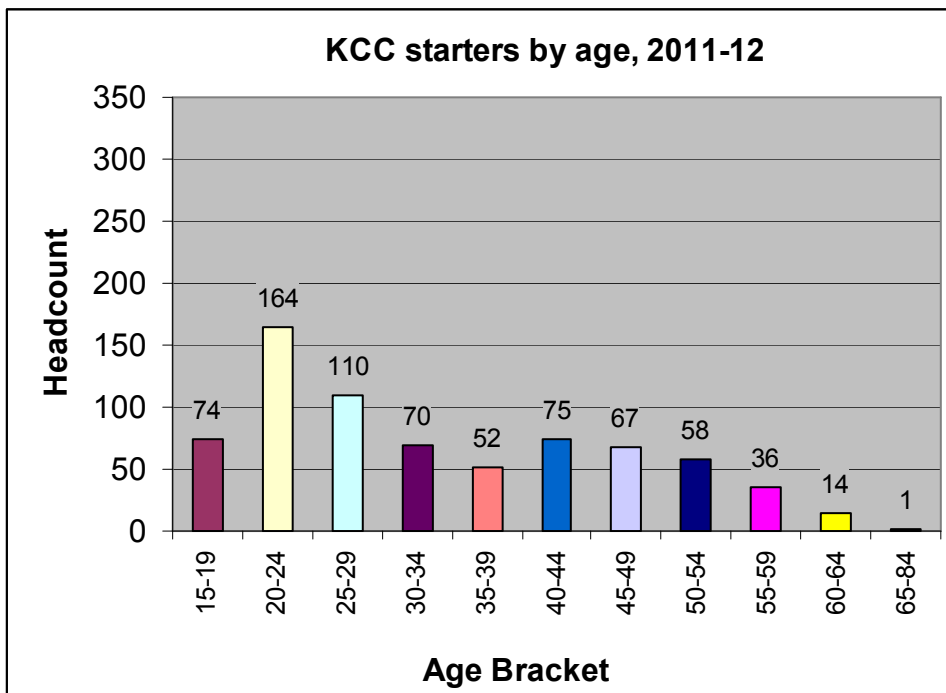
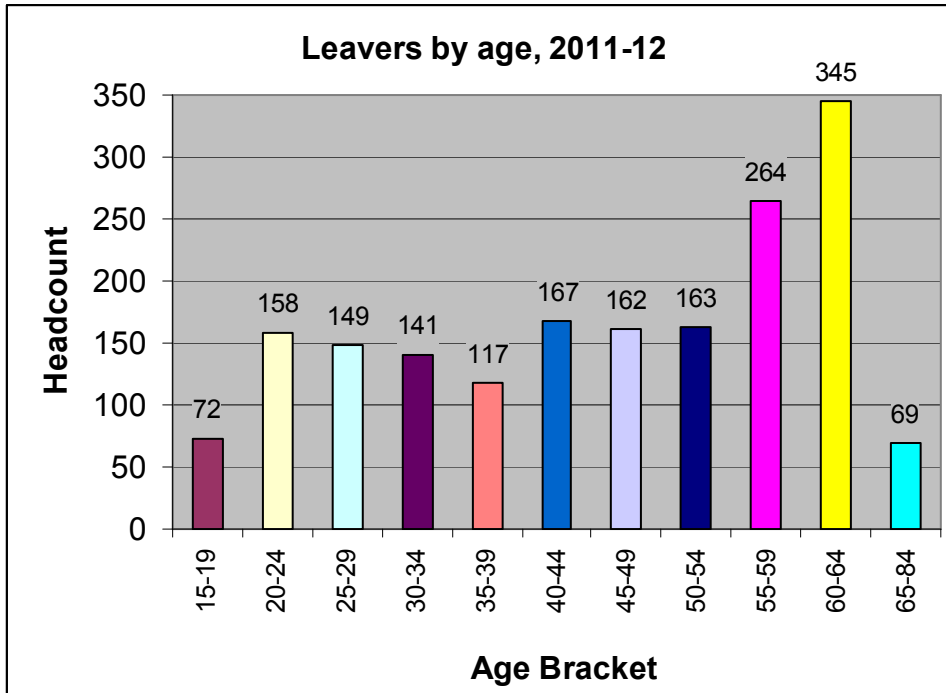
<sup>3</sup> Excludes Schools and Casual Relief Seasonal & Supply (CRSS) staff

<sup>4</sup> Office for National Statistics

3.4.1 The graphs below display the ages of new starters and leavers at KCC, and demonstrate a very small increase in young people joining the organisation:

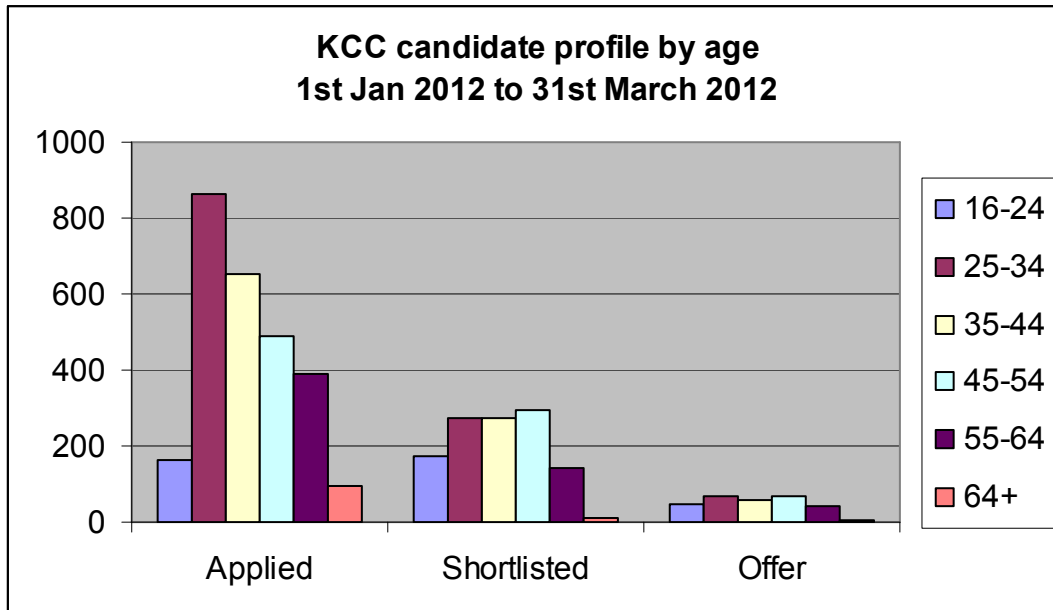
- In the 15-19 age bracket, 2 more people joined KCC than left
- In the 20-24 age bracket, 6 more people joined the KCC than left

Initiatives such as GradsKent and Apprenticeships are likely to have contributed to this.



### 3.5 Recruitment

3.5.1 For the period 1st January 2012 to 31st March 2012 of those young people (Aged 16-24) who did apply for posts only 174 (14.39%) were shortlisted. The graph below also shows that of the 174 applicants (Aged 16-24) who were shortlisted, only 46 (15.81%) were offered the role.



#### **4. WHAT IS ALREADY BEING DONE FOR YOUNG PEOPLE?**

4.1 There are currently a number of initiatives and programmes running across KCC to attract and retain young people at KCC. These include:

##### **4.2 Work experience**

4.2.1 Work experience is currently offered by the authority and the aim is to deliver a valuable and productive experience for both the student and employer. Work experience provides students with the opportunity to experience the range of careers available at KCC before they leave education.

##### **4.3 Kent Apprenticeships**

4.3.1 Kent apprenticeships is a joint partnership between Kent County Council, The National Apprenticeships Service (NAS), The Kent Association of Training Organisations (KATO) and Kent Association of Further Education Colleges (KAFEC).

4.3.2 The aim of Kent apprenticeships is to promote the benefits of apprenticeships and help employers overcome the barriers of recruiting apprentices.

##### **4.4 Kent Graduate Programme**

4.4.1 The Kent Graduate Programme (KGP) is designed to attract talented graduates to KCC. The Kent Graduate Programme currently offers streams in the following areas:

- Management
- Finance
- Highway Transportation

4.4.2 The length of the programme differs dependent on the stream. The Finance and Highway Transportation Stream are two years and the Finance Stream is a three year development programme.

4.4.3 This programme is delivered through the Graduate Services Team which is part of the HR Business Centre in the Business Strategy and Support directorate.

#### 4.5 **GradsKent**

4.5.1 GradsKent was launched in order to provide a one-stop shop for employment opportunities in Kent that are suitable for students and graduates. GradsKent also advertise job and placement opportunities for interns, gap-years and sandwich-year students. GradsKent incorporates the former GIGS programme.

#### 4.6 **Aspire (Previously known as Greenhouse)**

4.6.1 Aspire is a staff group that aims to be proactive in empowering younger members of staff to fulfil their full potential and promote the value that younger members of staff bring to the workplace. This staff group is open to all KCC employees under 30 for core membership and to any member of staff who can actively contribute to the aims of the group.

4.6.2 This group is co-ordinated through the group's core members and is currently chaired by Rebecca Shailer and Daniel Volks.

#### 4.7 **Kent Community Programme**

4.7.1 The Kent Community Programme is for young people aged 16-19 who are Not in Education, Employment or Training (NEET).

4.7.2 It gives young people the practical skills that they need to help them find employment, further education or an apprenticeship. It also encourages them to become involved in their local community.

4.7.3 Groups of 8-12 young people are referred from Connexions, Youth Offending Service and other agencies for a 3 month period. During the programme they work on community focused projects learning practical, hands on skills and gaining recognised work-based qualifications. They are also supported in making a positive, realistic and achievable step after the programme.

#### 4.8 **Kent Accountancy Training Scheme**

- 4.8.1 The Kent Accountancy Trainee Scheme provides an opportunity for A-level (or equivalent) school or college leavers to build a career in KCC's finance function.
- 4.8.2 The purpose of the scheme is to ensure an ongoing source of qualified accountants equipped with the professional skills and knowledge to become KCC's financial managers of the future.
- 4.8.3 This training scheme provides a range of work experience and is a fully funded professional training programme.

#### 4.9 **Kent Employment Programme**

- 4.9.1 The Kent Employment Programme (KEP) is a new KCC initiative designed to create as many employment opportunities as possible for young people aged 18-24 who are currently in receipt of Job Seekers Allowance (JSA). It is funded with £2m of Big Society Fund money.
- 4.9.2 The KEP will encourage employers to take on candidates by subsidising apprenticeships and graduate opportunities.

### 5. **18+ PROGRAMME – THE ASPIRATION**

- 5.1 The recruitment of motivated young people is an important part of KCC succession planning. Although KCC is currently doing a lot of work to attract young people to KCC (as outlined in section 4) there is not currently a generic programme aimed at young people leaving school or college with A-levels or equivalent.
- 5.2 The 18+ Programme will provide a central point of contact for A Level school/college leavers wishing to build a career within the Public Sector in Kent. As well as develop and retain school/college leavers and increasing our long-term talent pool, this programme will introduce a broader range of experiences, motivations and backgrounds into our workforce and will demonstrate our commitment to offer development opportunities to young people.
- 5.3 The aspirations of the programme are:
- To attract and retain exceptional school/college leavers with high levels of ability and motivation
  - To offer a structured scheme with a clear career path, professional and technical training, a salary and work experience
  - To place trainees in frontline roles which contribute to service delivery
- 5.4 The main focus for individuals will be acquiring technical and professional qualifications. It is proposed that a suite of qualification choices will be available to allow the individual to tailor the programme to their long-term career aspirations. Each individual will have a bursary up to the value of £2000.00 and will be required to submit a business case in order to justify their choice of qualification(s) to ensure there is both organisational fit and need.



5.5 The programme will offer plenty of support and guidance to trainees and as per the Kent Graduate Programme it is proposed that we offer:

- Mentoring support from a senior staff member to ensure that the trainees development needs are fully met
- Support from a 'buddy' who will give help, advice and guidance

## **6. OPTIONS CONSIDERED FOR THE 18+ PROGRAMME**

A number of options have been considered and are summarised below:

### **6.1 Fixed term placement(s)**

6.1.1 One idea for the 18+ Programme was that individuals with A-levels (or equivalent) would be employed by KCC on a 1 year fixed term contract during which they would be in one placement where they would be able to do vocational/professional training.

6.1.2 The main advantage to doing a scheme like this is that a number of young people would gain experience, skills and knowledge to set them up to gain permanent employment at KCC or another organisation.

6.1.3 The disadvantages of this approach are:

- The individuals would need to find permanent employment after the placement. This could result in low retention if there are no suitable positions available at KCC. This is a regular issue with the Kent Graduate Programme
- It is likely that the scheme would only be available to a few individuals therefore not making much difference to the number of young people at KCC.
- The majority of qualifications are longer than 1 year therefore it would be difficult for KCC to see a return on their investment

6.1.4 It has been concluded that this model should not be pursued at this current moment in time as it is likely that the retention rates of such a scheme could be low.

### **6.2 Work-based learning degrees**

6.2.1 This option would involve KCC supporting young people through University on a part time course while employed full time by KCC. The University of Kent, University of Greenwich and Canterbury Christ Church University all offer part time courses of which work based learning is accredited as part of the qualification. There are a number of courses available which range from 2 to 4 years in length.

6.2.2 The advantages of KCC supporting young people through work-based learning degrees would be:

- More highly qualified employees at KCC;

- This would attract young people who want to continue their education but would prefer to work rather than go to University.

6.2.3 The disadvantages to this option are:

- This would be a long term commitment to only a few young people therefore not making much difference to the number of young people at KCC.
- This option would require a large investment to be made to individuals on the scheme. As well as paying a reasonable salary, KCC would also have to fund the part time qualifications which could be costly.

6.2.4 It is recommended that this option is not pursued due to it requiring large investment in time and money into only a few individuals.

### 6.3 **Training bursary scheme**

6.3.1 The training bursary scheme would involve young members of staff being given bursaries to get extra training to develop and expand their skills and knowledge. Young members of staff who met a certain criteria (based on existing experience, qualifications and career aspirations) would apply for a bursary to fund specific training to assist them on their career path through KCC. This option is different to the others as it does not involve the creation of new jobs within KCC.

6.3.2 The advantages to this option are:

- The scheme would attract and retain more young people to work for KCC;
- This scheme does not involve the creation of new positions within the organisation;
- The scheme would benefit a large number of existing and new young members of staff.

6.3.3 The disadvantages to this option are:

- It is dependent on recruiting managers within the organisation being willing to employ young people and to demonstrate to them that there are routes within KCC for them to progress their careers.
- Line managers may wish to retain talent within their respective teams therefore an individual may not be fully supported in realising their full potential.

### 6.4 **Tailor the existing Kent Graduate Programme model**

6.4.1 Set up a programme that broadly follows the structure of the Kent Graduate Programme model which has been running successfully in KCC for 12 years. This would effectively replicate the Kent Graduate Programme providing 5 days per week in a placement with a number of days during the programme dedicated to development activity.

6.4.2 The advantages of using this model would be that:

- The work involved in setting up the scheme would be reduced as it could be delivered through the Graduate Services Team using the existing structure of the Kent Graduate Programme.
- A framework for reference already exists and would require only minor amendments
- More young people would obtain experience and obtain a recognised qualification

6.4.3 The disadvantages of using this model would be that:

- The individuals would need to find permanent employment on completion of the programme. This could result in low retention if there are no suitable positions available at KCC.
- This programme could be seen as 'ageist'

6.4.4 It is recommended that this model is selected for the 18+ Programme with a number of development options being available so candidates are able to tailor the programme to their long-term career aspirations. An outline for this proposal is discussed in section 9.

## 7. **CASE STUDIES**

7.1 Organisations offering similar programmes include:

### **Deloitte – Bright Start Programme**

[http://careers.deloitte.com/united-kingdom/students/country\\_custom2.aspx?CountryContentID=16912](http://careers.deloitte.com/united-kingdom/students/country_custom2.aspx?CountryContentID=16912)

### **KPMG**

[http://www.kpmgcareers.co.uk/SchoolLeavers'Programme/SchoolLeavers'Programme\\_\(1730\).aspx?pg=1730](http://www.kpmgcareers.co.uk/SchoolLeavers'Programme/SchoolLeavers'Programme_(1730).aspx?pg=1730)

### **Royal Bank of Scotland (RBS) – Accelerate School Leaver Programme**

<http://www.jobs.rbs.com/accelerate>

### **Barclays Bank**

<http://www.seemore-bemore.co.uk/school-leaver-programme/>

### **Santander**

<http://www.santanderjobs.co.uk/pschoolleaver.asp>

### **Ernst and Young**

<http://www.ey.com/UK/en/Careers/Students/Your-role-here/Students---Schools#fragment-2-na>

### **PricewaterhouseCoopers**

<http://www.pwc.com/uk/en/careers/student/traininglearningdevelopment/training-development.jhtml>

## 8. **OUTLINE PROPOSAL FOR THE 18+ PROGRAMME**

8.1 The proposal is for an 18+ Programme open to A Level school/college leavers as a means of them gaining skills and knowledge to acquire work experience whilst gaining recognised qualifications. It is recommended that the programme could consist of a two year period of personal development and study consisting of a formal qualification and development activity. It is recommended that the role is offered on a permanent contract.

8.2 It is envisaged that a suite of qualification choices will be available to allow candidates to tailor the programme to their long-term career aspirations. Each candidate on the programme will have a bursary up to the value of £2000.00 and will be required to submit a business case in order to justify their choice of qualification(s) to ensure there is both organisational fit and need.

8.3 **Entry Requirements**

8.3.1 It is proposed that the entry requirements for the 18+ Programme should be as follows:

- 2 A-levels (Grade A-D or equivalent)
- GCSE English & Maths (Grade C or above) (or equivalent)
- Candidates should also possess a genuine interest in building a career in the public sector

Please see below an equivalency table for details of equivalent qualifications<sup>5</sup>:

Level	Examples of NQF (National Qualifications Framework) qualifications	Examples of QCF (Qualifications and Credit Framework) qualifications
3	A levels - GCE in applied subjects - International Baccalaureate - Key Skills level 3	BTEC Awards, Certificates, and Diplomas at level 3 - BTEC Nationals - OCR Nationals - NVQs at level 3

8.4 **Recommended Grade/Salary Scale**

8.4.1 On researching organisations currently offering similar programmes there was limited information available about rates of pay for these types of programmes. However, the Royal Bank of Scotland (RBS) have published the pay for their Accelerate School Leaver Programme as from £16845.00.

8.4.2 It is recommended that the starting salary for entry onto the programme is KR5 (£16,962). This will be subject to a regular review process with progression through the grade dependent on performance.

8.5 **Structure of the 18+ Programme**

<sup>5</sup> [http://www.direct.gov.uk/en/EducationAndLearning/QualificationsExplained/DG\\_10039017](http://www.direct.gov.uk/en/EducationAndLearning/QualificationsExplained/DG_10039017)

8.5.1 It is envisaged that the programme is a two year development programme to consist of 4 x 6 month placements across KCC. The placements would be decided by a Placement Advisory Board as per the Kent Graduate Programme – Management Stream with a representative from each directorate in attendance. Placements can then be selected dependent upon the individual graduate development need and the needs of the business.

## 8.6 Line Management

8.6.1 The advertising, recruitment and selection of the trainees entering the stream will be managed by the Graduate Services Manager. Responsibility of line managing the trainees would sit within the Graduate Services Team with Placement Managers being responsible for the day to day line management of the trainees.

## 8.7 Recruitment and Selection

8.7.1 It is anticipated that KCC recruit three A Level school/college leavers. Subject to review and the continuing assessment of our workforce profile, we will continue to recruit in future years to meet the needs of the organisation.

8.7.2 It is proposed that the recruitment process for the 18+ Programme could mirror that of the Kent Graduate Programme with candidates required to complete the standard KCC application form with additional competency-based questions. Shortlisted candidates could then progress to online literacy and numeracy testing and the 30 highest scoring candidates invited to attend a one day assessment centre facilitated in house by the Learning and Development Team. The top 7-14 candidates would then be invited to attend a competency-based interview.

## 8.8 Recruitment Timetable

The proposed timetable for 2012 recruitment is detailed below.

<b>Advertising Dates</b>	Advertising w/c Monday 24 <sup>th</sup> September Closing Date: Friday 19 <sup>th</sup> October
<b>Shortlisting</b>	w/c Monday 22 <sup>nd</sup> October – Friday 26 <sup>th</sup> October
<b>Online Testing (Literacy &amp; Numerical Testing)</b>	Candidates contacted on Monday 29 <sup>th</sup> October  Completion Date & Results received for candidates: Monday 5 <sup>th</sup> November
<b>Assessment Centre</b>	Wednesday 28 <sup>th</sup> November (Oakwood House)
<b>Interviews</b>	Wednesday 5 <sup>th</sup> December, Friday 7 <sup>th</sup> December
<b>Start Date</b>	Monday 4 <sup>th</sup> February 2013

## 8.9 Testing Options

8.9.1 After researching test providers, The Test Factory<sup>6</sup> have provided a quote for the sum of £12.00 per person for both numerical and literacy testing. Based on 40 candidates this equates to £480.00. A one-off set up fee of £100.00 will also apply. Alternatively, the online testing provision could be supplied by Learning and Development.

## 8.10 Personal Development

8.10.1 The personal development of trainees should be measured both by their attainment of a professional qualification and by a Development Tracker similar to that currently used by the Kent Graduate Programme.

8.10.2 The following suite of qualifications could be available to allow the programme to be tailored to the career aspirations of the individual. Qualifications can then be selected up to the value of £2000.00 by submitting a business case to the programme manager to ensure organisational fit and needs are considered.

Qualification	Time Commitment	Cost	Provider
<b>CMI Level 3 Diploma in First Line Management</b>	1 Year	Cost: £1725 (split over 2 financial years - £1125 yr 1 and £600 yr 2)	KCC
<b>Prince 2 - Foundation level in Project Management</b>	3 days with the exam on the final day	£750 per delegate	KCC
<b>Certificate in Personnel/Training practice</b>	1 Year	£1045 +CIPD fee	Mid Kent College
<b>Association of Accounting Technicians (AAT) Level 2 Diploma in Accounting</b>	1 Year	£795.00	Mid Kent College
<b>Association of Accounting Technicians (AAT) Level 3 Diploma in Accounting</b>	1 Year	£1201.00	Mid Kent College
<b>ITIL v3 Foundation Certificate</b>	1 Year	£549.00	ICS
<b>ECDL Level 2</b>	Approximately 6 months	£395 per delegate	KCC
<b>ECDL Advanced Programme – Level 3</b>	up to 1 year	£750 per delegate	KCC
<b>CIPS Level 3 in Purchasing and Supply</b>	18 months	£999 per delegate	ICS
<b>Certificate for Legal Secretaries Level 2</b>	1 year	£850.00 per delegate	Mid Kent College
<b>Certificate for Legal Secretaries Level 3</b>	1 year	£850.00 per delegate	Mid Kent College

<sup>6</sup> <http://www.thetestfactory.com/thetestlibrary/numeracyandliteracytests.aspx>

(Prices correct as at 4<sup>th</sup> April 2012)

## 8.11 **Positive action**

8.11.1 The Age Discrimination Act contains provisions to enable employers to target specific age groups through positive action provided it can be justified by fulfilling a particular aim or specific circumstance. This would allow KCC to actively target recruitment at young people (but not positively discriminate) due to the low percentage of young people currently working in the organisation.

## 8.12 **Publicising the programme**

8.12.1 It is important that a scheme like this is publicised to KCC staff and the people of Kent in a consistent and open way so that everyone fully understands what the programme it trying to achieve.

8.12.2 To specifically target the programme at Kent-based school/college leavers with A-levels (or equivalent) it is important that publicity is targeted to this group. This can be achieved through promoting the scheme locally in Kent-based publications, through Kent's schools, via careers events, connexions, careers centres and [www.kent.gov.uk](http://www.kent.gov.uk) and K-Net.

## 9. **BUDGET REQUIREMENTS**

9.1 Preliminary costings for salary (including on-costs), training and development are:

3 x KR5 Trainees paid at £16962 = £50,886 (£64625.22 including oncosts).

- Recruitment advertising
- Online testing – verbal and numerical
- Assessment Centre - Observer training, meeting rooms, assessment centre facilitation.
- Potential additional resource during recruitment process dependent upon number of applications received.
- Training costs (3 trainees) - £6000.00
- Expenses

The total level of investment required to run the programme on an annual basis is £107,000 per year.

## 10. **RISKS**

10.1 The risks of running the 18+ Programme would be:

- Young people do not see the public sector as a viable long-term career option due to the cuts in government funding;
- Opposition from members of staff not eligible for the programme;
- The programme could be perceived as 'ageist'.

10.2 These risks would be managed by:

- Piloting the scheme initially for one year so that evidence and examples can be used to demonstrate the value of the programme;
- Producing clear guidelines on the entrance requirements, selection process and possible career paths after the programme.

## **11. NEXT STEPS**

11.1 If this proposal is accepted then the stages for setting up and delivering the programme would be as follows:

- Think of an appropriate name for the programme
- Produce a Project Initiation Document
- Develop a marketing strategy
- Produce clear and concise website content to publicise the programme and open register your interest facility using the existing KGP template
- Modify the 1, 3 and 6 month review forms
- Produce a Mentoring Handbook
- Amend existing 360 Degree Feedback
- Amend existing Development Tracker
- Design and develop the recruitment process and selection criteria for the role
  - Develop a sample application pack
  - Produce a shortlisting form
  - Develop competency-based questions for use in online application process
  - Identify resource requirements to successfully run the programme
- Develop success criteria for the programme

## **12. SUMMARY**

12.1 This paper has explored the options for the 18+ Programme and has set out an outline proposal for the programme to be modelled on the existing Kent Graduate Programme but tailored to suit A Level school/college leavers (or equivalent). The programme will offer a suite of qualification options to allow the programme to be tailored to the individual whilst meeting the long-term needs of the organisation.

## **13. RECOMMENDATIONS**

- 13.1 Personnel Committee is invited to consider the development of an 18+ Programme as a new route to employment modelled on the existing Kent Graduate Programme but adapted to meet the needs of A Level school/college leavers. The programme should offer a suite of development options to allow the individual to tailor the programme to meet their career aspirations as proposed in section 8.
- 13.2 That Personnel Committee gives consideration to adopting a directorate sponsorship option where the individuals are placed in frontline roles which directly impact on service delivery on completion of the programme.



**Ann Hopkins  
Graduate Services Manager  
Ext: 7000 4010**

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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:** 16 May 2012

**Subject:** Celebrating Staff Achievement – Going the Extra Mile Awards

**Classification:** **Unrestricted**

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**SUMMARY:** It is proposed that individual directorate annual staff awards are replaced with annual ‘Going the Extra Mile’ (GEM) awards that celebrate staff achievement across the Council (One Council) to take place in November each year. The proposals have been endorsed by CMT.

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## 1. **BACKGROUND**

- 1.1 Directorate specific staff annual Quality Service Awards were suspended in 2011 in order to review arrangements in line with the One Council approach. The proposals include the existing commitment to recognise staff in the Social Work profession.

## 2. **PROPOSALS**

- 2.1 The process and event are an annual ‘Celebration of staff achievement’. The awards recognise an over and above contribution of staff ‘Going the Extra Mile’ (you’re a GEM award) and can be awarded to an individual or a team through nomination by KCC staff.

### 2.1 **Objectives**

- Recognise exemplar service and performance of staff
- Demonstrate that KCC values staff and their contribution
- Encourage further exemplar service by staff by demonstrating their contribution makes a positive difference and is recognised by KCC
- Recognise performance in support of the three Bold Steps to help the Kent economy to grow, put the citizen in control, tackle disadvantage
- Showcase outstanding work/service to the wider staff community
- Create a new positive KCC tradition – the employer we want to be

### 2.2 **The Awards**

- 2.2.1 The Awards recognise exemplar performance in the context of the priorities for that year so each year they will capture achievement in business priority areas and also cover KCC values & behaviours and professional recognition. There are 7 award categories with 3 levels of award (sapphire, ruby, diamond) for each category with 21 award winners in total. The categories for the award give all staff the opportunity to

be nominated. Each theme has 3 levels of recognition - sapphire, ruby & diamond. For 2012 the proposed categories are:

- **Delivering Bold Steps** (team) – Innovative/creative/new approach
- **Against the Odds** (individual or team) – Overcoming significant obstacles to achieve the necessary outcome
- **Living KCC's Values and Behaviours** (individual) – Demonstrating KCC values and behaviours
- **Great Idea** (individual or team). Two awards for (1) service improvement and (2) reducing costs
- **Professional Recognition** (individual) – for staff in a Social Work role
- **Going the Extra Mile** Top Award (individual or team) – Providing excellent customer service

## **2.3 Nomination & Decision Making Process**

2.3.1 Nominations for GEM Awards will be promoted to KCC staff, service users and partners. Managers will not be able to nominate staff within their own service area. There will be three judging panels, each having the following roles:

Panel 1 – To produce a longlist of twelve per category. Panel to consist of a Challenger representative from each directorate plus two change champions.

Panel 2 – To produce a shortlist of six per category. Panel to consist of three CMT representatives and one change champion.

Panel 3 – To make the final decisions for the sapphire, ruby, diamond winners for each category; to consist of CMT/Cabinet representatives and one change champion.

2.3.2 It is suggested that the nominee's CMT member personally telephones staff to inform they have been shortlisted followed by formal invites. For team nominations up to ten representatives may attend, and individual nominees may bring a guest. One nominator for each of the awards winners will also be invited.

## **2.4 Awards Event**

2.4.1 The awards will be promoted in a number of ways including in KMail, KMag and KNet in ways that capture staff achievements through stories culminating in a day of celebrating achievements held at Oakwood including the evening awards event. Following this we will consider organising a road show exhibiting achievements in KCC buildings across Kent.

## **2.5 Timescales**

2.5.1 Based on an awards event during November the timescale is as follows:

1. August / September – invite nominations (event date publicised)
2. October – nominees informed & stories captured for awards event, exhibition & promotional activity
3. November – award event/exhibition

4. November / December – possible road show exhibit (to be confirmed).

## **2.6 Financial Implications**

2.6.1 Sponsorship will be sought. The overall cost of the award ceremony and event is approximately £11K .

## **3. SUMMARY**

3.1 The proposals address the objectives of recognising and celebrating staff and KCC achievements, through focusing on key organisational priorities of the 3 bold steps, excellent customer service and living KCC's values, competencies and behaviours through the One Council approach.

## **4. RECOMMENDATIONS**

4.1 Personnel Committee is asked to agree the new look staff awards and is invited to comment on the content.

<b>Name</b>	<b>Nigel Fairburn</b>
<b>Job Title</b>	<b>Organisation Effectiveness Manager</b>
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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:** 16 May 2012

**Subject:** Engagement Strategy & Employment Value Proposition

**Classification:** **Unrestricted**

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**SUMMARY:** Provide information on the draft Employee Engagement Strategy and present a summary of the findings of the Employment Value Proposition survey.

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## **INTRODUCTION**

This paper provides the Committee with a copy of the revised draft of the Employee Engagement Strategy that was presented to Corporate Board on 26 March 2012. A key element of the strategy requires an understanding of how the Employment Value Proposition (EVP) informs levels of employee engagement within the Authority. A survey of a sample of the Council's staff was conducted in order to obtain a better understanding, within the context of the EVP, of the levels of engagement of the Authority's employees. This paper presents a summary of the survey's findings.

### **1. EMPLOYEE ENGAGEMENT STRATEGY**

#### **BACKGROUND**

- 1.1 There are a range of definitions of employee engagement but the one that increasingly resonates is that engagement is about the trust that exists between managers and staff. 'High trust' organisations find it significantly easier to embrace change. Also, trust in an organisation has been shown to influence the level of innovation and performance shown by employees.
- 1.2 Governmental commissioned and academic studies have shown that effective employee engagement results in improvements in performance and as a consequence customer service. Employee engagement is about effective performance management. The strategy (appendix 1) outlines Kent County Council's approach to achieving levels of engagement and staff motivation that make a significant difference to the performance of the Council. The final document will consist of the strategy, a checklist to help managers identify ways of engaging their staff and an organisational action plan that will show how the Council is delivering the strategy.

- 1.3 The Engagement Strategy can not be delivered in isolation of other initiatives and strategies within the Authority. The strategy very clearly corresponds to elements of the Organisation Development & People Plan and also links to Kent County Council's Customer Services Strategy, Internal Communication's Strategy, Equality and Diversity and the Kent Values, Competencies and Behaviours.
- 1.4 Corporate Board endorsed the strategy's approach whilst recognising and setting out senior management's leadership role in building trust in the organisation and their responsibility for the delivery of the strategy.

## **2. EMPLOYMENT VALUE PROPOSITION**

### **BACKGROUND**

- 2.1 The concept of the Employment Value Proposition underpins the way the Council's Engagement Strategy is framed. EVP introduces a means of presenting and understanding how the 'deal' offered by an employer is set against what is expected from employees in return. This deal should be viewed in the context of the overall employee relations climate in the authority as it is about how the organisation and managers engage with the employees as much as it is about terms and conditions of service. The value and perception the employees place on that employment experience, and the contributions expected by the employees, inform how staff engage and perform.
- 2.2 Kent County Council is participating in a LGA sponsored national pilot and research programme run by Professor Helen Francis and Dr Martin Reddington of the Edinburgh Institute. This programme uses a survey to measure the EVP in an organisation looking at how engaged the surveyed staff are and how the employer is perceived.
- 2.3 The survey was sent out to approximately 2000 staff in Kent County Council. Each of the Directorates had groups of staff surveyed from specific targeted services or divisions, rather than the sample being spread across the whole directorate. The response rate to the survey was over 50% (which is significantly higher than the norm for similar types of surveys). The management teams received service and directorate specific feedback on their results in April.
- 2.4 The executive summary of the report presents the following overall findings:
  - a) Kent County Council has a committed workforce who invest time, energies and concentration to get a job well done and feel a sense of pride in doing it.
  - b) Results for organisational level engagement are not so encouraging with weaker levels of loyalty, affinity and advocacy toward the Council.
  - c) Employees perceive their contribution to the 'deal' as outweighing that provided by KCC (ideally this should be a balance between the employee and employer).
  - d) The imbalance in (c) above manifests itself in a low trust environment where employees see the 'value of the deal' being eroded whilst being asked to do more with less.



- e) It was noted by the analysts that this identified low level of trust does not necessarily have a significant impact on employee engagement currently but will do if not addressed over time.
- 2.5 The real positive to come from the survey is that staff feel an affinity with the service they work for and are engaged enough to deliver services they feel responsible for and proud of. The relationship with the direct line manager is the critical in terms of determining trust relationships and it would seem that this is working effectively at service and team level.
- 2.6 The disconnect in levels of engagements seems to be more with the Council as a whole. The reasons for this will be multi-factorial and one can hypothesise as to what is causing it. However, the Authority should not lose sight of the significant change programme it is going through and the impact this has on employee relations and ultimately the levels of engagement.
- 2.7 The Council has introduced some interesting and successful initiatives at organisational level (Talk to the Top, KMail, KMag, Director and Challenger Groups etc.) to work with employees in their understanding of the One Council approach and what it is trying to achieve. Some of these interventions have also been aimed at providing more opportunities for employees to be heard and have their opinions listened to and acted upon, where appropriate.
- 2.8 At service and team level the organisation has a robust performance management process which engages staff in setting their objectives and rewarding them accordingly for achieving or surpassing them. The Council is also looking to support managers, through Kent Manager and other initiatives, to develop and reinforce key skills, behaviour and values so they are equipped to work with and engage their staff accordingly.
- 2.9 It is important that the Council continues to develop and build on the initiatives it has introduced but also to explore how levels of engagement can be improved. Managers play a significant role in building trust relationships with the rest of the organisation and it is critical that they are supported to ensure that employees are engaged at all levels of the organisation. Sections of the Engagement Strategy action plan will be developed to address the issues raised by the survey. The action plan will be brought back to Personnel Committee.

### **3. RECOMMENDATIONS**

- a) Personnel Committee is invited to note and endorse the draft Engagement Strategy.
- b) Personnel Committee is invited to note the EVP survey results.

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

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## DRAFT

### *Our KCC - Working Together, Shaping Our Future*

**'Engagement matters because people matter – they are your only competitive edge. It is people that will make the difference and drive the business'** (*Engaging for Success review*, David MacLeod and Nita Clarke).

#### 1. Introduction

Effective employee engagement ultimately results in improved services to our customers. This strategy outlines KCC's commitment to promoting employee engagement through the identification of clearly defined aims and objectives, a planned approach, an action plan and robust evaluation mechanisms. The intention is that the strategy will inform our approach to engaging staff and result in clear actions for managers across the organisation, with senior managers taking responsibility to ensure engagement takes place at a service and team level.

The strategy encompasses all KCC non-schools staff and it is being delivered through an extended approach to employee relations. The strategy sits alongside the Organisational Development People Plan, with Communication & Engagement being one of the elements of the Performance Management strategic objective. There are also clear links to KCC's Internal Communications Strategy, Customer Service Strategy, Equality and Diversity Strategy and the Kent Values, Competencies and Behaviours.

**Aim:** The purpose of this strategy is to show how to motivate staff to perform at their best. This will be achieved by improving and maintaining employee engagement across Kent County Council, ensuring we are an employer of choice, where our staff feel positive about working for us.

**Objectives:** The objectives of this strategy are to:

- Optimise employee engagement levels across the Council;
- Equip line managers and senior managers with the skills to successfully engage their workforce, particularly during times of change, via an employee engagement checklist;
- Set out a consistent framework for delivering employee engagement across the Council
- Propose high level actions at an organisation level
- Identify clear, measurable outcomes.

This document is composed of:

- Strategy
- Manager's Checklist (draft - appendix 1)
- Organisation Action Plan (draft - appendix 2)

The strategy document sets out:

- The theory of engagement and the evidence for where and how it makes a difference to organisations (pages 2 – 5)
- Identifying the fundamentals for KCC and how as an organisation we are going to approach this (pages 6 – 10)
- How we will monitor and evaluate engagement levels (p 11).

### **What is engagement and why is it important?**

There are many definitions of employee engagement, but fundamentally it describes the commitment of employees to the organisation they work for. It is about 'creating an environment that supports high performance'<sup>1</sup> by harnessing the discretionary efforts of employees. Engagement is about more than basic job satisfaction, it's about whether employees feel committed to the organisation, are motivated to go the extra mile and are prepared to be advocates for their employer and the services it provides. 'Engagement is essential if companies are to be able to rely more on their employees to adapt to volatility and handle complexity'.<sup>2</sup>

Engagement can be seen as ultimately about performance because if employees feel committed to the organisation and to their manager they want to perform at their best. If individuals are performing to the best of their potential the result is that teams, services, directorates and the organisation as a whole will work more effectively. Customer service and efficiency will improve, employees will be advocates for the organisation and, overall, performance will be enhanced.

Extensive research, both in the academic and business communities, over a number of years has shown clear links between highly engaged employees and:

- Front line performance
- Customer satisfaction and loyalty
- Attendance
- Employee retention
- Organisational citizenship
- Creativity and innovation
- Organisational agility.

### **The Evidence**

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<sup>1</sup> Blessing White, Employee Engagement Report 2011

<sup>2</sup> BCG Organisational Capabilities Matter, Jan 2012

The Government-commissioned MacLeod review between 2008 and 2009 into employee engagement found numerous examples of organisations where performance and profitability had been transformed by effective engagement.

- 78% of highly engaged public sector staff believe they can have an impact on public services delivery or customer service – against only 29% of the disengaged.<sup>1</sup>
- 70% of engaged employees indicate they have a good understanding of how to meet customer needs; only 17% of non-engaged employees say the same.<sup>2</sup>
- Engaged employees in the UK take, on average, 3.5 fewer sick days per year than the disengaged.<sup>3</sup>
- Engaged employees are 87% less likely to leave the organisation than the disengaged.<sup>4</sup>
- 78% of engaged employees would recommend their company's products or services, against 13% of the disengaged and 67% of engaged employees advocate their company or organization against only 3% of the disengaged.<sup>5</sup>
- Higher levels of engagement are strongly related to higher levels of innovation. 59% of engaged employees say that their job brings out their most creative ideas against only 3% of disengaged employees.<sup>6</sup>
- Engagement and involvement are critical to managing change and if employees are given sufficient information and involvement to help them understand and commit to an idea they will then be willing to engage with it. 'Once they see and experience the benefits of the change it quickly becomes standard practice and just the way we do things'.<sup>7</sup>
- Staff in councils rated as 'excellent' had much better results than those in weak or poor councils when asked about factors such as being informed and consulted, having confidence in senior managers and understanding the overall objectives of their organisation; they were

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<sup>1</sup> Towers Perrin 2007

<sup>2</sup> Right Management (2006), *Measuring True Employee Engagement*, A CIPD Report

<sup>3</sup> Gallup, 2003

<sup>4</sup> Corporate Leadership Council, Corporate Executive Board (2004) *Driving Performance and Retention through Employee Engagement: a quantitative analysis of effective engagement strategies*.

<sup>5</sup> Gallup

<sup>6</sup> Gallup Management Journal – *The Innovation Equation*, 2007

<sup>7</sup> David MacLeod & Nita Clarke, *Engaging for Success – Enhanced Performance Through Employee Engagement*, 2009

also twice as likely to be advocates for their organisation than staff in weak or poor councils.<sup>1</sup>

- ‘High performing companies have more effective line managers – who are key to driving higher levels of employee engagement’.<sup>2</sup>

Engagement is about providing conditions under which employees will work more effectively – which include autonomy, support and coaching, feedback, learning and development opportunities, variety and responsibility. The benefits for employees include more varied jobs, increased ownership, feeling trusted, understanding how individual targets link to the organisation’s, knowing individual contribution is being recognised, the ability to contribute to decision making and opportunities for development.

There are clear links between the way people are managed, employee attitudes and organisation performance. Engaged employees are more likely to enjoy their work and make a difference to the services they provide. So ultimately this is about creating the best performance environment possible for our employees. Effective engagement encompasses the whole employment community and recognises everyone’s contribution, valuing people for who they are, recognising difference, diversity and the range of skills that each employee brings to the organisation.

### **Employment Value Proposition (EVP)**

In response to the changing employment climate, recent research in the public sector has introduced the concept of the ‘**employment value proposition**’ which describes the deal offered by the employer and what is expected from employees in return.

Engagement is not a new concept, but it has become a higher priority in recent years, due to the challenging economic climate and the increasing use of social technology, which brings a clearer correlation between employee engagement and organisation performance. The changing face of the employment relationship in the public sector means that we have to consider how we support our staff to be more flexible, business focused, resilient and able to cope with uncertainty, whilst continuing to deliver the highest quality public services possible to our customers in an ever more demanding economic climate.

Engagement is an intrinsic part of our overall employee relations climate, as it is about frontline engagement between managers and their teams, as well as the terms & conditions, rewards and benefits we offer as an employer which will have an impact on how our employees feel about working for KCC. The value that individuals place on their employment experience is a dynamic mix between economic and social obligations and promises, which create mutual

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<sup>1</sup> Ipsos MORI/Improvement and Development Agency (2006)

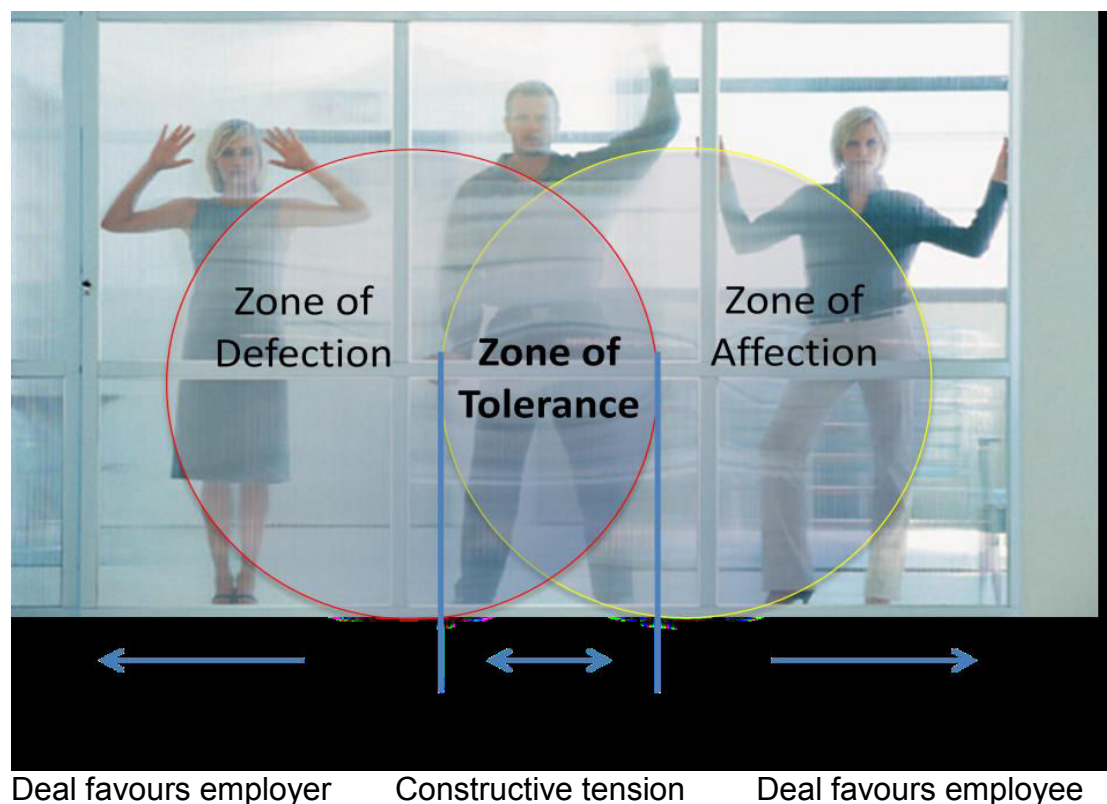
<sup>2</sup> Chartered Management Institute, *The Business Benefits of Management and Leadership Development*, Feb 2012

benefits for the employer and the employee. This perception is shaped by individual, job and organisational characteristics. These include tangible factors, such as holiday entitlement, as well as intangible factors, such as perceived organisational support.

Ideally there should be constructive tension between the inducements offered by the employer (such as stimulating work, career development, support and pay) and the contributions expected from the employee in return (such as skills, capabilities and commitment) to support sustainable mutual benefits for both parties. The aim is to create a balance between these, so that the employment package neither favours the employer nor employee.

Imbalanced employment value propositions can lead to 'destructive tension'. The imbalance can be perceived to be skewed towards the employer: a 'zone of defection', where the 'deal' has become less fair, or unfulfilled in the eyes of the employee, which can result in a reduction in employee performance and a determination to leave the organisation. If the imbalance is in favour of the employee where the employer is not expected much or anything in return for what it offers to staff, then it moves the 'deal' into a 'zone of affection', where poor performers are over-compensated which can result in unresponsive, mediocre organisations.<sup>1</sup>

Figure 1: Zone of tolerance



<sup>1</sup> Employment Value Proposition Methodology, Martin Reddington & Helen Francis, 2011

There are a variety of elements which affect engagement, some of which are within a manager's control and some of which are not. As an organisation we need to know how these factors interrelate and where any tensions exist between them, so that we can identify where and how we can improve the employment experience for our employees in KCC, as well as where our strengths lie as an organisation. People come to work for different reasons and are motivated by different things at different times during their working life, so we need to offer our staff the opportunity to engage with a variety of different elements over the course of their employment with us.

Our EVP needs to articulate what value employees will get from working for us and how KCC is different from other organisations. It should encapsulate what current and potential employees perceive as the value of being part of, and contributing to the success of, the organisation.

## **2. What this means in practice for KCC:**

### **Management, Employee & Organisational Responsibilities**

'Leadership is to inspire people to exercise their best qualities.'<sup>1</sup>

Improving engagement is not necessarily about doing something new and innovative, although it could be about doing things differently. It is about getting the basics right and recognising that it is the little things that make a difference, like listening to staff, saying thank you for a job well done, treating people fairly, keeping teams informed and up to date with the Council's agenda and initiatives. In other words, it is about good people management.

The most influential people in this dynamic are therefore line managers, as it is the relationship between line managers and their team members that really makes a difference. If individuals do not feel particularly committed to the organisation, but are committed to their line manager they will inevitably be engaged, productive and high performing employees. If a line manager feels demotivated and disengaged themselves, there is little chance that they will be able to motivate and inspire their teams. So it is this line management relationship at all levels throughout the management chain that is critical in achieving and maintaining high levels of engagement across any organisation.

We need a consistent framework that allows us to benchmark the organisation's expectations. The following sections set out the key elements of effective engagement for line managers, what is expected from employees in return and how KCC will create and maintain an environment that supports engagement at an organisational level. The next two sections are therefore structured in a way that enables managers and employees to understand how this can be achieved.

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<sup>1</sup> Robert Kennedy



## What does it mean for me as a manager?

Your employees' commitment to you as their manager is at the core of engagement, as your role is vital in sustaining your team members' commitment to their jobs, their team and the organisation as a whole.

Your ability to manage employment relations on a day-to-day basis and to get the best from your staff has implications for innovation, productivity, quality and reliability.

We want you to feel supported to take responsibility for your team's performance through proactive communication and engagement. The aim is to engage each member of your team, both about the task in hand and for the future.

We appreciate that many of you are engaging with your staff regularly and recognise that this comes naturally to many managers at KCC, as good people management and engagement go hand in hand. Whilst for many of you this will be a reiteration of your current practice, we must not lose sight of the fundamentals.

## How?

- Building a climate of trust, by consulting your team on the way things are done and empowering them to make changes in how and where services are delivered.
- Communicating openly and regularly with your team members and disseminating information effectively.
- Giving your staff a voice, by listening to ideas, feedback and concerns from individuals and acting on these to resolve issues as soon as possible.
- Managing performance and attendance levels effectively and fairly across your team, addressing issues in a timely and consistent manner, with support from HR where required.
- Designing challenging jobs, which incorporate variety, responsibility and autonomy.
- Ensuring team and individual targets reflect KCC's values, competencies and behaviours and are clearly linked to KCC's Bold Steps so that individuals understand how their contribution fits into the bigger picture and how they make a difference.
- Developing your team members, through tailored personal development plans which are discussed and reviewed via regular supervision and appraisals.

- Embracing new ways of working and ensuring you and your team are well informed about what KCC is doing and when.
- Fully inducting new employees, or those who are new to your team.
- Building and maintaining a supportive and effective team, ensuring knowledge and good practice is shared across the team.
- Working with employee representatives.
- Ensuring work accommodation is fit for purpose for all members of your team.
- Promoting a healthy work-life balance and ensuring the health and wellbeing of your staff.
- Using the Employee Recognition Checklist and Kent Rewards to help ensure your team members feel valued and appreciated, by recognising their contribution in a variety of ways.

### **What does it mean for me as an employee?**

As an employee each of us wants to be treated as an individual, for our views to be listened to and acted upon and to know that what we do at work makes a difference. We also need to know what to expect from KCC as our employer and what is expected in return.

We want you to feel valued and supported by your manager and KCC as an organisation and to feel committed to KCC, its strategy and values. We want you to take pride in your work, to feel accountable for the role you perform and to understand how you contribute to KCC's priorities, so that you want to perform at your best.

Ultimately, our aim is for you to want to be part of KCC and to enjoy working here, to say positive things about KCC and its services to others and to feel motivated to go the extra mile to achieve your targets in order to provide the best service you can for the people of Kent.

### **How?**

- To understand the organisation's strategy and vision (such as Bold Steps) and how your personal – and team's - performance contributes to these.
- To understand and embed KCC's values, competencies and behaviours in your day to day work.

- To put the customer at the heart of everything you do.
- To communicate openly with your colleagues and manager to develop positive working relationships within your team.
- To give us feedback and your opinions in consultation exercises and to participate in staff surveys.
- To take responsibility for the accountabilities in your job description and the tasks you are given to deliver.
- To take personal responsibility for your performance and development.
- To develop effective working relationships with colleagues from other parts of KCC.
- To develop relationships with partners based on trust and transparency.
- To feel empowered to be creative and innovative.

### **What does it mean for KCC as an organisation?**

We recognise the significance of employee engagement to the ongoing performance of the organisation and to the service we provide to our customers. This is a way of challenging hierarchical thinking and ensuring we harness frontline input from staff. Therefore we want to ensure our values – of being open, accountable and inviting contribution and challenge – are central to the way we engage with our staff.

We have created a more unified organisational identity, in the form of One KCC, but we do not want to stifle personal accountability. We recognise that employees identify with their team and the profession or service they work within, as well as with the organisation as a whole. We know that employees can be engaged with different aspects of their working life at different times, or with combinations of these. So some individuals will be primarily engaged with the job they do, or tasks within it; others will be committed, or relate, to their line manager and colleagues; others to the organisation, customers, partners or their profession. So what we offer to our employees needs to encompass all these elements.

We want to build a culture that promotes and reinforces engagement, through adaptable and effective manager behaviours, personal resilience and an environment that supports our staff and helps to maintain their health and wellbeing. As part of this, we intend to ensure our organisational structures are designed to improve employees' access to decision making and ability to inform it.

Therefore we have developed a checklist for managers to use to engage with their staff more effectively and an action plan to set out how we will achieve this across the organisation. Senior managers will ensure that these activities are taking place at a service and team level across their directorates.

What sort of organisation do we want to be? How do we want employees to talk about KCC as a place to work?

- To be a high performing 'employer of choice' where staff feel valued.
- To seek and listen to our employees' views and respond by taking action to make changes where possible or to explain why, where such changes are not feasible.
- To build an organisation that is flexible and agile, where change is embraced.
- To create an environment in which every employee contributes their talents and skills to the success of the organisation's goals.
- For our staff to be advocates for the organisation.

#### How?

- By setting out a clear purpose and vision for the organisation (KCC's brand) – via Kent Values/Bold Steps
- By ensuring our senior management team are visible and effectively communicate a clear, consistent and compelling case for change
- By encouraging feedback from staff to ensure that they understand and take on board organisation-wide messages and that their opinions matter, are listened to and make a difference
- By designing an effective organisation structure, where there are fewer layers of management, in order to speed up decision-making and ensure that staff in frontline roles receive the answers they need quickly from a responsive management structure.
- By providing opportunities for career development
- By providing a comprehensive package of training & development options
- By providing a flexible total reward and benefits package for all staff to access and a set of terms and conditions that are modern and fit for purpose.

### 3. Evaluation

We need to measure engagement, diagnose the cause of low levels of engagement and act to improve these areas – as well as maintaining what we do well.

How do we measure the success of what we're doing?

We need to identify the key strength areas within the organisation and the critical improvement areas in relation to employee engagement.

We also need to identify, through staff surveys, which issues we need to address that will improve engagement levels to focus action planning at directorate and service level – balancing the impact that an improvement can create against the cost/time/effort it would take to achieve (cost-benefit analysis).

The areas we choose to focus on will depend on our employee value proposition - aligning our organisational objectives with what we need from our employees to deliver these - and with what we offer employees to make them feel engaged.

Measurable outcomes:

- Staff turnover rates (attraction & retention of employees and 'top talent')
- Sickness absence figures
- Feedback from spot surveys
- Feedback from exit interviews
- 360° feedback
- Customer satisfaction levels (internal and external)
  
- The evaluation of the effectiveness of this strategy within KCC will take place at regular intervals through feedback from KCC employees, via the use of staff surveys and pulse checks to gauge its effectiveness and to seek to improve the delivery of the elements within the strategy.
  
- Customer satisfaction levels measured as part of the Customer Service Strategy should correlate with engagement levels, because if our employees feel more engaged our customers will receive a better service.
  
- Feedback and evaluation will be used to shape future activities in relation to engagement, to embrace/share good practice and feed into management training and development, as part of Kent Manager.

#### **4. Summary**

Effective employee engagement is fundamental to the performance of all organisations. It is therefore crucial to have a holistic approach to good people management which values individual contribution and ensures effective communication to give employees a voice. Line managers are critical in making this a reality and as an organisation we need to ensure there is a balance between the inducements we offer as the employer and what we expect our employees to contribute in return.

We have therefore set out a checklist for managers to refer to as well as an organisation action plan, consisting of 6 key areas within which to focus our activities.

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

**To:** Personnel Committee

**Date:** 16 May 2012

**Subject:** Training Strategy

**Classification:** **Unrestricted**

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**SUMMARY:** Provide information on the new Training Strategy agreed by CMT on 27 March 2012 and the establishment of the Directorate Organisation Development Groups.

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## 1. **BACKGROUND**

- 1.1 The Organisation Development and 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.
- 1.2 The training strategy is a key strand, setting out the guiding principles for accessing training, both professional and generic; to ensure all staff have the skills, knowledge and behavioural competencies to achieve Bold Steps for Kent. A copy of the training strategy is attached.

## 2. **PRINCIPLES**

- 2.1 With the centralisation of the training budgets and move towards 'One Council', we are moving from an organisation that has made its decisions on training investment according to the individual directorate priorities and the development of individual skills to an organisation with common priorities for its entire workforce. The training strategy builds on the following principles:
- Spend from the newly centralised training budget will be prioritised to support training and development activity which directly supports the delivery of Bold Steps for Kent.
  - Training will be commissioned on a whole council basis, procuring services more efficiently and effectively. Contracts will be managed centrally to ensure value for money and greater consistency.

- Directorate Organisation Development Groups will be established and these groups will be responsible for planning and implementing training priorities for their Directorate.
- All training will be recorded on a centralised system enabling greater transparency and improved monitoring and reporting of training activity and spend.
- There will be a greater emphasis on the delivery of outcomes and evaluation of the training strategy.
- It is critical that we clearly define our legal and statutory responsibilities to ensure a suitably trained, skilled and, where appropriate, registered, workforce.
- Grant funding will be ring fenced to ensure continued investment in developing the skills and competencies of relevant professional groups in the Authority.
- Leadership and management training will be a priority and a key part of this will be an ongoing commitment to Kent Manager and KCC's Values and Behaviours.

### **3. DIRECTORATE ORGANISATION DEVELOPMENT GROUPS**

- 3.1 The purpose of the Directorate OD Groups is to manage the implementation of the County Council's OD and People Plan and to ensure that all staff are equipped with the skills, knowledge and behavioural competencies required to achieve their potential and deliver Bold Steps for Kent. The Directorate OD Groups provide a consistent framework for accessing training and allocating resources. They also have a critical role in ensuring all training and development meets business need and delivers the intended outcomes.
- 3.2 The OD Groups have been established and each Directorate will hold the first meeting in May 2012. The initial focus will be on establishing a training plan which brings together both the generic and professional training priorities for the Directorate and to ensure the training strategy is communicated and implemented.
- 3.3 Regular reports will be produced to monitor training spend and activity against the priorities in the training strategy and directorate training plans.

### **4. RECOMMENDATIONS**

- 4.1 Personnel Committee is invited to note the Training Strategy and the role of the Directorate Organisation Development Groups.

**Name** Julie Cudmore  
**Job Title** Workforce Development Manager  
**Ext** 4702





## TRAINING STRATEGY

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**By:** Corporate Director Human Resources  
**To:** Corporate Directors meeting  
**Subject:** Training Strategy  
**Classification:** Unrestricted  
**Date:** 27 March 2012

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### Recommendations

**CMT is invited to discuss and agree this training strategy. The document will then be published in its final form and will be used to inform the annual training plan.**

### Introduction

This new training strategy provides a vision in respect of the future direction of Kent County Council's training and development. It provides an overview of the key training priorities required by our staff plus guiding principles for accessing training, both professional and generic.

Bold Steps for Kent sets out the Authority's ambitions and priorities for the next four years and our determination to transform how Kent County Council works.

We know that we will be facing significant changes to the way public services are delivered, along with fundamental reductions in funding. There is massive change in education, health, economic development, regeneration and welfare reform. The new direction for Kent is about choice, economic growth, communities, localism, empowerment and personal responsibility.

This will mean radically changing the way we work, think and behave. We will be much more of a commissioning organisation, working closely with many of our providers in a variety of different ways, possibly in social enterprises, 'co-operatives' and 'mutuals' as we embrace the localism agenda.

With the centralisation of training budgets and move towards 'One Council', we are moving from an organisation that has made its decisions on training investment according to the individual directorate priorities and the development of individual skills, to an organisation with common priorities for its entire workforce. The strategy and training plan will reflect these changes. Training will be commissioned on a whole council basis, procuring services more efficiently and effectively, and managing contracts better, ensuring better return on investment. In part this will also be driven by the Enterprise Resource Project, which will bring all systems together and ensure that all purchases are procured using one system.

Kent County Council has always had a strong ethos of investing in its staff, ensuring that everyone has a minimum of five days development a year. Because we know that the organisation is shrinking over the next four years, along with budget, we need to rethink the way in which we ensure our staff have the right kind and level of skills.

*'The median annual training budget per employee is £350. The median number of training days employees receive per year is 5.0. This represents an increase of one day compared with last year, (when the recession was at its worst), and is back in line with 2009 data.'* Learning & Talent Development CIPD 2011

In order to achieve this, we need a robust training strategy and training plan that clearly sets out the priorities for the development of people across the whole of the County Council to deliver Bold Steps for Kent. It will prioritise Kent Manager and the culture change needed to respond to the changing nature of service delivery.

It is critically important that this new approach recognises the professional development needs of many groups of staff and our statutory responsibilities. None of the proposals in this strategy are intended to diminish the importance or the role of the line manager in defining the delivery of this training.

### **Summary of underlying principles**

- Spend from the newly centralised training budget will be prioritised to support learning activity which directly supports the delivery of Bold Steps for Kent and other key organisational agendas.
- All spend on learning and development programmes and formal interventions for KCC staff will be routed through the HR Business Centre (Kent Learning and Development or the Social Care Workforce Development teams) to ensure value for money, effective monitoring of return on quality and on investment and consistency in cross cutting themes.
- A framework will be established to balance the spend on Corporate priorities with the needs of individual Directorates.
- KCC will reconfirm its commitment to 5 days development per year for every member of staff. Much of this will be delivered through work

based development/volunteering/attendance at relevant conferences and these will be encouraged as part of our “offer” to staff. It is not sensible for this sort of activity to be administered centrally and it will continue to be managed by line managers in Directorates.

- Continued Professional Development is a top priority. Grant funding for CPD will be ring fenced for the relevant professional group in the Authority.
- Leadership and management training will be a priority and a key part of this will be an ongoing commitment to Kent Manager and KCC’s values and behaviours.
- Learning and development forms part of the organisational Development and people plan and the generic skills training at all levels in the Authority will be commissioned by the Organisational Effectiveness and Workforce Development teams in Human Resources.
- The Training Strategy will inform an annual training plan to be agreed by CMT.
- CMT will require Directors to develop specific workforce plans for the Divisions which will, as far as possible, specify the skills required in the workforce over the longer term. These will reflect the move to a greater level of commissioning and other significant changes in how services are delivered which will require different skills.
- Each directorate will establish an organisational development group which will develop the Directorate’s training plan and influence corporate training priorities. CMT will commit supporting these groups and ensure their effectiveness by putting the right people with the right level of decision making on them.

### **Main body and purpose of report**

The intention of this strategy is to define clearly how Kent County Council will equip our staff to deliver our ambitions. It will be a key strand in achieving excellence in people, performance management, partnership working, diversity, flexibility and the efficient delivery of services, either directly or via others.

It will build leadership and management capacity and accountability within a culture that supports Bold Steps for Kent.

It will ensure effective, efficient procurement and delivery of all training and development using the ‘One Council’ approach.

The centralising of training budgets is an essential element of self-service. Self-service accommodates line manager sign-off, but not budget holder sign-off. The centralisation of the budget brings this together and makes it possible to manage.

It is the intention that this strategy will run from 2012 to 2015 when it will be refreshed.

Corporate Learning and Development will work closely with HR Business Partners and the OD function to support each directorate. Appendix one shows the flow chart for decision making.

It is the intention that an organisation development group will be set up in each directorate. The purpose of the group will be to undertake an annual training needs analysis and populate the directorates' training plans (Appendix two). They will be responsible for identifying and monitoring the directorate training needs, which will be linked to personal development plans and appraisal (Appendix three).

Representatives from Organisational Development team and the Corporate Learning and Development team will sit on each group. The Corporate Learning and Development team will be responsible for generating regular reports as set out in Appendix four.

Although the training budget will sit within Corporate Learning and Development, each directorate will be responsible for defining their professional development needs. Learning and Development will play a vital role in facilitating spend and the organisation development groups will provide the forum for any challenge the directorates may wish to raise via the HR Business Partners.

A clear process will be put into place to allocate training and access to the training budget.

It is acknowledged that there needs to be the flexibility to meet unplanned for business development needs that may arise. A pot of money for this should be identified by directorates on an annual basis.

This will facilitate a 'pay as you go' element that will be part of the training spend. However, there will need to be sufficient monies from the directorates to support this.

## **Organisation's Strategic Vision**

### **Strategic Objectives**

The strategy will take account of the following, enabling its effective delivery:

- The way we work as one organisation and with our partners, suppliers and contractors to deliver services
- How we support and develop Kent's economic prosperity
- Access to services through Customer Excellence
- Behaviours and values

- Supporting vulnerable people
- OD and people plan

### **Relevant priority outcomes**

Support the organisation's core values and new culture by ensuring that all staff are equipped with the skills and competencies they require to carry out their role.

Make the best of our resources, procuring and delivering high quality services at all times.

Develop partnership working across the county of Kent.

Develop different ways of working, supporting the localism agenda.

Develop staff to be challenging and creative by providing tools, techniques and programmes to encourage this.

Develop a customer excellence culture

Organisational Vision, Mission, Goals and Behaviours:

Bold Steps for Kent

Vision for Kent

Kent Manager Standard

Customer Excellence Standard

Organisational Development and People Plan

Kent competencies/behaviours and people

Values

Culture change

### **Financial implications**

CMT has taken the decision to centralise all training budgets across the authority. This process is now complete and the final figure for the total budget available is £4,069,000. The total spend reported in 2010/11 was £7,502,600. This included £3216m spent by ELS in schools. The remaining £4,286,600 from last year has reduced by £217,600 but this feels appropriate given the reduction in workforce. The new figure includes allocations for generic and professional development. This split needs further review. The figures are set out in Appendix five.

Adult and children's professional social care development training funding, although centralised, will be ring-fenced to this service, taking into account any grants.

It should be noted that money for conferences has not been centralised. This forms a significant part of professional development and for the time being will remain in directorates.

Any costs related to recruitment (psychometric testing, etc) are not included in this strategy, so will continue to be funded by directorates, unless the Directorate L&D group allocated funding to this activity.

### **Legal implications**

The strategy must have due regard for the statutory obligations around having suitably trained and skilled staff in some areas of Kent County Council's service delivery.

### **Organisational Priorities for the Next Four Years:**

#### **Resourcing**

Workforce and succession plans, (including key workers and in skills shortage areas), and nimble internal deployment (movement of employees) tools in place.

Talent management will ensure that we capture the talent within the organisation and keep it.

#### **Employee Development**

Employees are developed in the skills, knowledge and behavioural competencies required to achieve their potential and deliver Bold Steps for Kent. 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 and 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. A similar programme for staff is intended.

#### **Performance Management**

Managers and staff are able to do what is required of them, to be creative and innovative within a framework of freedoms and operating norms. Outcomes are monitored and measured. Standards are in place to ensure that people understand their roles and responsibilities (Investors in People, Kent Manager). Staff are fully conversant with the relevant professional standards of their role.

#### **Transformation**

Leaders have the skills to clearly articulate the vision to transform the organisation, (know where the organisation wants to get to and how it will get there in the next four years). Managers are able to 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. Kent County Council 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. This will include a culture of Customer Excellence.

### **Retention**

As well as current shortages managers are aware of gaps that are expected to arise during the medium term, (four years), and take steps to mitigate by developing employees to fill future vacancies (talent and succession planning). Where there are shortage skills and key workers, business specific targeted plans are in place to address this.

### **Conclusion**

A clearly defined training strategy will define how KCC will equip our staff to deliver our ambitions. It will be a key strand in achieving excellence in people, performance management, partnership working, diversity, flexibility and the efficient delivery of services, either directly or via others.

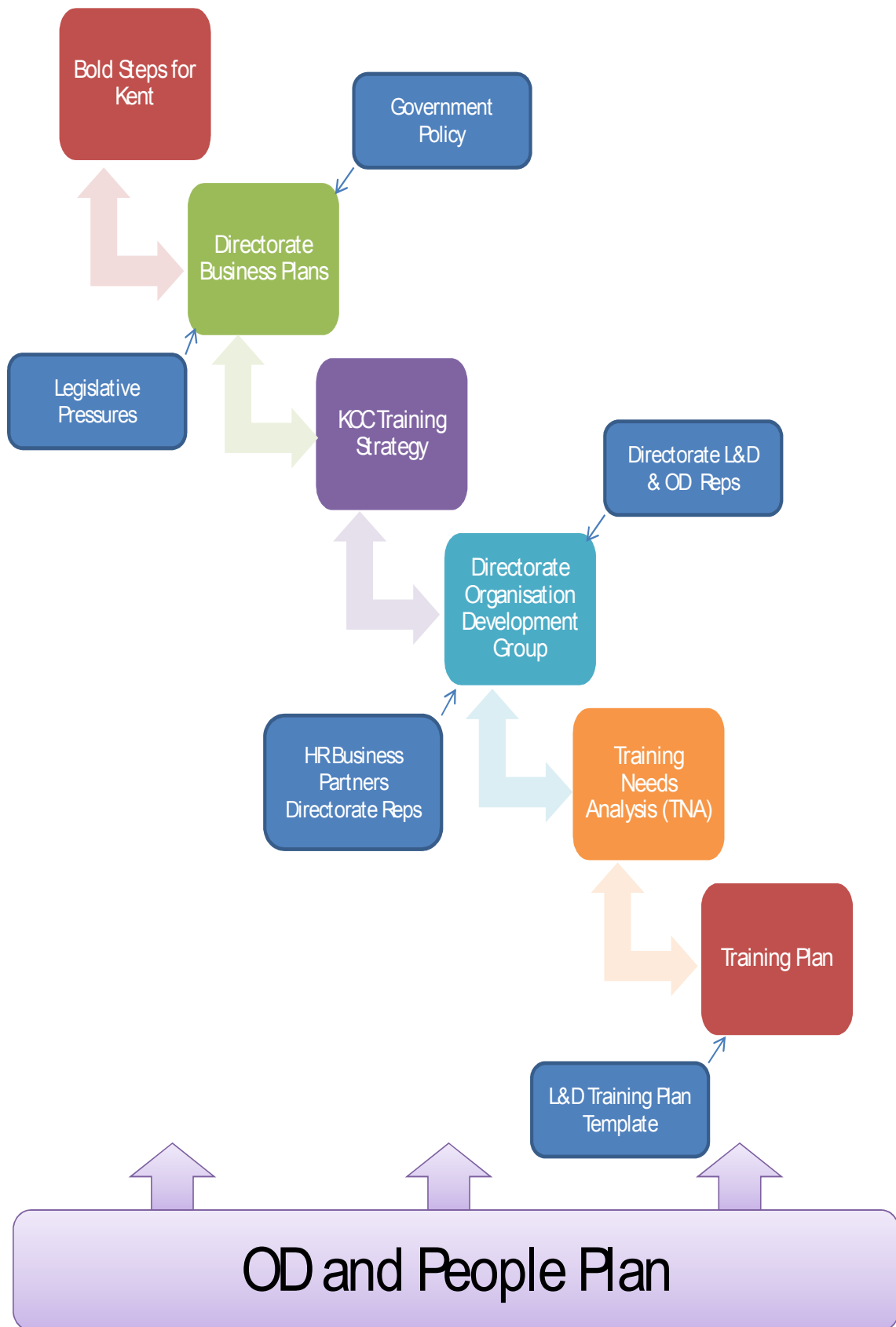
It acknowledges that there is less money available for training and will look at alternative ways to develop our people.

The agreed strategy will inform the organisation's and directorates' training plans.

### **Background documents**

Bold Steps for Kent  
Organisational development Plan  
Framework for training social workers  
OD and people plan

**Appendix One - HR Business Partners flow chart**





# Professional Development Process



## Appendix Two

### Proposed Priorities and Expenditure for 2012/13

Personal Development required for specific roles.

There is a clear understanding that there will be training/development needs identified that do not fall under any of the priority areas. A set amount of money will be identified for such occasions and a robust process will be put into place for access to the funds. See Appendix three.

### Leadership

The leadership context in KCC for leaders and managers is challenging and complex. The Bold Steps for Kent Medium Term Plan 2014/15 sets out a new approach to delivering services that aims to deliver success in our three ambitions for Kent. There is a policy agenda of Place and Localism in which political and community leadership will be a critical element in these initiatives.

The KCC values, competencies and behaviours set out how leaders should demonstrate, communicate and personify their values and behaviours. The proposed leadership programmes will develop leadership capability from KR9 to KR21 to enable partnerships, link organisations and residents of targeted communities. It will encourage the One Council approach, driving improvement, aligning work, learning together and implementing creative strategies to deliver customer focused services.

The leadership offerings include Women in Leadership programme, as whilst three quarters of KCC staff are women, only half are in KR13 – KR21 posts.

*'The main leadership skills that organisations lack are performance management skills and leading and managing change, as was the case last year.*

*Skills to manage change are particularly lacking in the public sector.'* Learning and Talent Development CIPD 2011

### £39,412.00 per year

Programme proposal		Delegates
Leading Kent 2014	£15,210.00	12
Future leaders	£8,635.00	12
Leadership for beginners	£1,202.00	12
<b>Sub total</b>	<b>£25,047.00</b>	
Crisis leadership	£8,745.00	20
Women in leadership	£5,620.00	10
	<b>£14,365.00</b>	

## **The Kent Manager**

In line with 'One Council, One Standard' – the Kent Manager will provide consistency in management practice, thus a reduction in grievances and complaints and an increase in retention of managers.

Over the next two years approximately 3,200 managers will undertake the Kent Manager. We must also assume there will be new managers but they may be balanced out by the number of managers leaving and not undertaking the Kent Manager

Based on an average of 50% of 3,200 managers attending two programmes a year, plus 100 managers a year attending a management qualification programme. **£555,000**

Costs of Edexcel **£10,400 over 2 years**  
**Total £565,400 per year**

## **Customer Excellence Standard**

The aim of this standard is to bring professional, high level customer service concepts into common currency with all customer services. This will put the customer at the heart of our business.

Our expectation is that by 2015 90% of our customers will have a positive experience.

Although much of this is implicit within much of our work, there will be specific training needs arising. A small provision is made for this, but the bulk is likely to be picked up by the new Staff Standard.

**£500k (to include a staff standard)**

## **Enterprise Resource Planning Project**

This project will pull together all of the data sources that currently support our staffing and budget management and deliver an accurate, single version of our finance and HR information using Oracle. It involves a significant amount of technical Oracle self-service and budget management training for a significant number of managers. In order for this to happen effectively, staff will need a range of essential training. This includes Kent Council's (KCC and districts) E-Learning.

**£40k**

## **Statements of Required Practice or relevant documents**

This is key to our processes and will be picked up by the Kent Manager Standard. **No cost.**

## **KCC E-Induction**

An E induction service will replace the current induction day. This will be more efficient and effective and will make a significant cost saving. This was launched in January 2012.

### **£5k maintenance and additional licence costs per year**

#### **Organisational risk**

This is an essential part of development going forward. The exact requirements are currently being developed with colleagues in Business Strategy and will then be costed.

**£ To be agreed**

#### **Apprentice and young people development**

**£ 3k**

#### **Graduate programme**

Generic training offered as part of the programmes

**£13k per year**

#### **Member development**

KCC elected members have achieved the Charter Plus standard and as part of this has committed to keep the current budget in place. Development of their skills is imperative as we head into the localism agenda, putting our customers at the heart of the service.

**£40k per year**

#### **Investors in People**

This is a recognised standard that underpins our values and behaviours.

Cost of assessment **£17k**

#### **Redeployment - retaining talent**

As we continue to shape the organisation we will be reducing staff and up skilling remaining staff.

**£16k per year**

#### **Different ways of working/Make Buy Sell Reviews**

As we move into a new culture and way of working we will need to up skill staff. Social enterprise management, commercial skills for trading units etc

**£ For discussion**

#### **Coaching and Mentoring**

As part of this process of significant change, the top-tier of management, the structure of the organisation and the way in which staff at all levels are engaged, is changing. As part of this ongoing process the Council have appointed Eliesha Training to provide 1:1 coaching to leaders as they strive to effect the change within KCC and provide services in a new environment.

*'Coaching takes place in more than four-fifths (86%) of organisations. Its primary objective is most often to support performance management (43%), followed by preparing and supporting people in leadership roles (33%) and supporting learning and development (21%).' Learning & Talent Development 2011 CIPD*

**£36,075k** one-to-one coaching for Leader, Cabinet, CMT, Pioneers, Children's management team (72 people in total)

Coaching for managers will help build capacity and already supports the redeployment process.

**£21k** for one internal cohort C & M qualification programme per year

This will also drive a culture of manager as coach. A one day Introduction to Coaching is part of the essential development for the Kent Manager.

### **Organisational development**

Growing the organisation's capacity to deliver. Developing and retaining talent is key, alongside identifying future talent as part of succession planning.

***See Emerging Leaders CMT paper***

**£17,250k year one**

## **Appendix Three**

### **KCC Centralised Training - Place Allocation**

To ensure transparency, this document shows how training places in KCC are allocated.

#### **E-Induction**

##### **Mandatory for all staff**

Access available to all staff from the point of offer letter via e-learning. Staff who are unable to access due to DDA will be sent a paper copy.

#### **Information Governance**

##### **Mandatory for all staff (part of Kent Manager)**

Access – first come first served basis on face-to-face sessions. E-learning. Is a consideration for the near future.

#### **Equalities**

##### **Mandatory for all staff**

Access- first come first served basis. We will need to monitor applications. May need more courses if demand is high. Can allocate places pro rata per directorate.

#### **Kent Manager**

Mandatory for all managers KR9 and above. Access for all via the internet.

Kent Manager – essential development courses

Primarily for KR9 and above, but can be open to all. May need to allocate places per directorate.

#### **IT**

Allocate numbers per directorate first come first served basis.

#### **ECDL essentials**

Allocate per directorate and ring fence some for Kent Manager.

Any other IT training identified to be delivered by webinar/e-learning.

#### **Redeployment- retaining talent**

Allocated per directorate

#### **Different ways of working/Make Buy Sell Reviews**

Allocated per directorate

#### **Emerging Leaders**

Allocated as agreed by CMT

#### **Qualifications (CMI etc) to include masters**

Provide information sessions on CMI management qualifications.

Allocate number per directorate based on past need.

All application for qualifications to go to HR Business partners to get sign off by DMT or Divisional DMT.

Agree a cost limit? Ie, anything over £500.00 not agreed or to be agreed at DMT level

Are there qualifications we will not support?

## **Appendix Four - Reports**

### **Annual**

Learning and Development will be responsible for generating an annual report for KCC and each directorate that sets out:

Annual spend on professional development against allocated budget

Annual spend on generic development as identified in the training strategy allocated against budget

Annual spend on development as a result of a business need identified during the year

### **Monthly**

Monthly budget monitoring reports against

- a) generic training
- b) professional development

These reports will be presented to the directorate training boards and HR Business Partners who will be responsible for sharing them with DMTs.

The Learning and Development Manager will be responsible for sharing the reports with CMT,



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

To: Personnel Committee – 16 May 2012

Subject: Update on Change to Keep Succeeding

Classification: Unrestricted – for assurance

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**Summary:** This update on the Change to Keep Succeeding programme of organisational change has been requested by the Governance and Audit 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 other key organisational development activity since the last report to the Committee in November 2011. The Governance and Audit Committee is invited to note the changes covered in the report.

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## **1. Introduction**

This paper is a result of the request made at the meeting of the Governance & Audit Committee on 14 September 2011 for a regular update on Change to Keep Succeeding, with particular reference to staffing numbers.

## **2. The Operating Framework**

### **Restructures**

On 15<sup>th</sup> December 2011, the County Council agreed to proposals to change the operating framework which included the deletion of the post of Managing Director and the creation of two Director posts in Education, Learning and Skills. The level of restructure activity throughout the Authority remains high. The significant restructure of Education, Learning and Skills is nearing completion, although Specialist Teaching Services and Pupil Referral Units continue to be the subject of change. Other major HR activity is focussed on the Youth Service transformation, Older People's Units and Strategic Commissioning. The Decision Making Accountability model is being applied to all restructures now that a significant number of officers in HR have received training alongside a number of line managers.

### **Recent Appointments to senior posts**

**Sue Rogers** was appointed to the post of Director of Education Quality and Standards and took up her post on 2<sup>nd</sup> April 2012. Sue was previously KCC's Head of School Improvement and Standards.

**Mairead MacNeil** has been appointed as the Director of Specialist Children's Services. She is joining us from Plymouth City Council, where she held the position of Assistant Director of Children's Social Care. Mairead is expected to take up her new position in July.

**Ian McPherson** has taken up his appointed as the Director of Commercial Services. Ian was most recently Director of Government and Infrastructure for BDO.

### **Remaining senior posts**

The Director of Education Planning and Access is currently the only vacant senior post and is the subject of executive Search.

### **3. Staffing Numbers and Reductions**

Part of the Authority's response to the very significant financial pressures it is facing is to reduce spending on staffing budgets. It is expected that a total of 1500 posts will be lost over the four financial years from April 2011. Appendix 1 shows the staffing numbers at the end of February.

The figures attached show a reduction in headcount (excluding casual, relief, sessional and supply staff) of 1,040. This reduction will include both redundancies and natural wastage where staff have left KCC and not been replaced. 605 staff were made redundant between 1 April 2011 and 31<sup>st</sup> March 2012 and redundancy payments for that period totalled £4,960,188. The restructures currently under consultation and being planned are likely to result in a further significant reduction in posts.

### **4. Organisation Development and People Plan**

Action plans to support the achievement of KCC's organisation development plan for 2011 – 2015 have been discussed at CMT and by each Directorate management team. The Personnel Committee endorsed the approach and organisational priorities at its meeting in September 2011. Each Directorate is now prioritising its action plan, concentrating on Organisational Development issues which will have most impact on their business delivery

### **5. The Kent Manager**

Kent Manager, the standard that clearly defines the management role within KCC and provides an agreed benchmark for all Kent Managers to work towards, has been launched for staff at KR9 and above.

### **7. Conclusion**

Significant progress continues to be made in implementing Change to Keep Succeeding which is underpinned by the Organisational Design Principles as 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.

### **Background papers**

Update on Change to Keep Succeeding - Governance and Audit Committee 14.9.11.

Organisation Development & People Plan – Personnel Committee 23.9.11

Change to Keep Succeeding – the next steps. County Council 15.12.11

Amanda Beer  
Corporate Director Human Resources  
4136

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By virtue of paragraph(s) 1, 2, 3, 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 15

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