PERSONNEL COMMITTEE

Monday, 17th September, 2012

2.30 pm

Kent County Council

AGENDA

PERSONNEL COMMITTEE

Monday, 17th September, 2012, at 2.30 pm
Wantsum Room, Sessions House, County
Hall, Maidstone

Ask for: **Geoff Mills**
Telephone **01622694433,**
        geoff.mills@kent.gov.uk

Membership (9)

Conservative (6):   Mr P B Carter   (Chairman),   Mr R W Gough   (Vice-Chairman),
Mr M C Dance, Mr D A Hirst, Mr P J Homewood, 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.   Substitutes

2.   Declarations of Interests by Members in items on the Agenda for this meeting.

3.   Minutes of the last meeting - 24 July 2012 (Pages 1 - 4)

4.   Terms & Conditions Review and Reward Survey (Pages 5 - 30)

5.   Apprenticeships and the Employment of Young People (Pages 31 - 38)

6.   Employment Policies and Procedures - Update (Pages 39 - 60)

7.   Celebrating Staff Achievement - 'Because of You' (Pages 61 - 70)

8.   Kent Manager Standard (Pages 71 - 82)

9.   Employee Retention - Exit Surveys (Pages 83 - 86)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
(01622) 694002

Friday, 7 September 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.

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held at County Hall, Maidstone on 24 July 2012.

Present: Mr P B Carter (Chairman), Mr L Christie (Substitute for Mr G Cowan), Mr M Dance, Mr P Homewood, Mr D Hirst; Mr A J King, MBE, Mr T Prater, Mr M Whiting (substitute for Mr R W Gough), and Mr J D Simmonds

Officers: Mr D Cockburn, Corporate Director for Business Strategy and Support, Mrs A Beer, Corporate Director for Human Resources, Mr B Watts, Principal Solicitor, Legal Services, Mrs N Major, Interim Head of Audit and Mr G Mills (Democratic Services).

Also present was Mr Peter Keith-Lucas, partner, Bevan Brittan Solicitors

UNRESTRICTED ITEMS

17. Membership
The Committee noted that as part of the new governance arrangements approved by the County Council at its meeting in March 2012, the number of Conservative seats on the Personnel Committee had increased by one and Mr Peter Homewood had therefore been appointed by that Group to serve on the Committee

18. Minutes
(item4)
The minutes of the meeting held on 16 May 2012 were agreed and signed by the Chairman as a true record.

> The following is an **unrestricted minute** of a matter which was declared exempt pursuant to paragraphs 1, 2 and 4 of Part 1 of Schedule 12 A of the Local Government Act 1972

19. Review of Election Procedures
(item 5 – report by Paul Carter, Leader of the Council and Mr David Cockburn, the Head of Paid Service) (The Chairman declared consideration of this report to be urgent on the grounds that it contained information which the Committee needed to consider at this meeting so that a way forward on these matters could be considered and agreed.)

(1) In July 2011, the Personnel Committee asked for an independent review to be undertaken into payments to persons holding the post of County Returning Officer. The Committee approved the engagement of an independent person and given his relevant expertise and experience, Mr Peter Keith-Lucas of Bevan Brittan Solicitors was asked to undertake this review with the following terms of reference:

(i) Examine the organisational and governance arrangements and payments (fees, expenses and superannuation contributions) for Kent County Council elections dating back to 1997.

(ii) Provide recommendations to help the Council to rectify any past errors and ensure its arrangements and payments for future elections are fit for purpose and in line with national best practice.

(2) In considering these issues, the members of the Committee had before them an exempt report by the Leader of the Council and the Head of Paid Service which summarised the basis upon which the review had been commissioned. The Members also had before them the confidential report of Mr Keith-Lucas which set out in detail the scope of his investigations and his findings. The Executive Summary from Mr Keith-Lucas' report is provided at paragraph (3) below.

(3) **Executive Summary**

- Whilst elections are critical to the governance of the Council, and responsibility for their conduct must be at a sufficiently senior level to ensure impartiality, it is hard for any officer to remain on top of a technical function which really occurs only once every 4 years and improved working with the District Councils is recommended.
- There was a national failure to realise the implications of the omission from the 1983 Act of a power to pay fees to Returning Officers in local elections;
- As the law currently stands, the Council's present "enhanced salary" basis for remunerating the Returning Officer is probably the best arrangement available. No recommendation for change was made.
- However, the legislation remains unsatisfactory, and KCC should press to include the clarification of the basis of Returning Officer remuneration in the current review of election law.
- There was a similar national failure to interpret the definition of "pay" in the 1997 LGPS Regulations, so that there was advice from what would normally be considered reliable sources that the County Returning Officer could claim superannuation on the totality of "fees", including sums paid over to District Returning Officers and to elections staff.
- The arrangement for setting fees was deficient, but the revised arrangements for Member approval have resolved this issue.
- There needs to be one officer who is the "corporate owner" of all of the Corporate Management Team's contracts and salaries, responsible for ensuring that there is proper professional input into their drafting, that any "side-effects" are sorted, and that they are properly implemented by all concerned.
- There is no enforceable debt to KCC, and it is not appropriate to take disciplinary action against any officer or former officer.

(4) During the course of discussion, members of the Committee asked a number of questions of detail to which Mr Keith-Lucas and KCC officers

responded to accordingly. What was clear from this questioning and the findings in the report was that whilst past arrangements for setting election fees had been deficient, the revised arrangements for member's approval had resolved that. Furthermore, the review concluded that whilst erroneous payments to past returning officers had been made there had been no deliberate wrong doing or impropriety on the part of any officer or former officer. The role of County Returning Officer was placed within the role of the Council's Director of Governance and Law at the County Council meeting of 16 December 2011. Mr Keith-Lucas stated that the arrangements which are in place now are the best available under current law. A discussion took place regarding the importance of reviewing Council elections, something which had not taken place previously. It was recognised that there was a need to continually ensure that learning occurred after elections to establish what had worked well and what could be done differently. It was felt important that the Electoral and Boundary Committee reviewed the election process after every four years starting after the 2013 County Council elections.

(5) Following further discussion the Committee resolved to accept the findings of the report and the Review and agreed as follows:

(i) The role of 'Corporate Owner' of all Corporate Management Team contracts to be included in the job description of the Corporate Director Human Resources.

(ii) In order to explore a recommendation in relation to ensuring that Legal advice was obtained where necessary, the Corporate Director Human Resources and the Principal Solicitor were asked to bring a report to the next meeting of the personnel Committee in September considering how the Council ensures that appropriate advice is received in circumstances where points of law require determination.

(iii) That a report be submitted to the first Electoral and Boundary review Committee after the summer recommending the County Council makes representations to the Government in the forthcoming review of Election Law,. The recommendation would propose ensuring that the Law Commission considers the need for a clarification of the legal basis of remuneration of Returning Officer in local elections. The Electoral and Boundary Review Committee should also be asked to note that the advice which had been received on this point was that the best way would be to amend the Representation of the People Act to provide for the authority to pay a personal fee to the Returning Officer, as is the case for national elections, with all other costs, including additional payments to other election staff, to be paid through the authority. The Principal Solicitor was tasked with providing a summary report in conjunction with Mr Keith-Lucas taking the relevant aspects from the report to the Personnel Committee to aid their understanding and decision making.

(iv) The Electoral and Boundary Review Committee also be recommended that further work be undertaken by the Council's Legal Services Unit in order to advise the County Council on more wide-ranging representations to the Government in the forthcoming review and to consider the authorisation of Peter Keith-Lucas to share findings with the Law Commission based on the

learning from the review he had undertaken so far. It was recommended that the Electoral and Boundary Committee reviewed the election process after the 2013 County Council elections. Finally, advising the Corporate Director of Human Resources, Mr Keith-Lucas should also be invited to put forward his independent recommendations for setting appropriate levels of remuneration for election duties and expenses to be paid.

By: Roger Gough – Cabinet Member for Business Strategy, Performance and Health Reform

Amanda Beer – Corporate Director Human Resources

To: Personnel Committee

Date: 17 September 2012

Subject: Terms & Conditions Review – Reward Survey

Classification: Unrestricted

SUMMARY:
In light of the requirement to make savings from terms and conditions of employment from April 2013, a countywide staff survey is currently being conducted to gauge staff views on the various elements of the Total Reward Package.   This will enable an informed decision to be made about future short and long term changes to terms and conditions and the wider employment package.

1. **BACKGROUND**

1.1 On 16 May 2012, Personnel Committee endorsed the approach to the terms and conditions review via staff surveys, focus groups and internal communication mechanisms.   The Reward Survey is the main staff consultation mechanism to enable KCC to gauge which aspects of the Total Reward package are most valued by staff.

1.2 The Survey asks staff to rate aspects of the wider reward package, including Pay, Pensions and Retirement, Allowances, Benefits, Work Environment, and Learning and Development. Results will then be collated to enable a holistic view to be taken about any future changes to the package.

1.3 The overall intention of the Reward Survey is to inform the delivery of savings and influence the longer-term design of the wider Employment Package.

1.4 An Equalities Impact Assessment was completed prior to the Reward Survey going live, and no adverse issues were identified.

1.5 Trade Unions have been involved with the Reward Survey, as part of the consultation process and they will help in defining the wider employment package.

2.   SURVEY ACCESS, COMMUNICATION AND RESPONSES

2.1   The Reward Survey went live on KNet on Friday 27 July and will remain open until at least Friday 28 September. It is available to all Kent Scheme staff, including non-teaching staff within schools and those on Soulbury terms and conditions.

2.2   The Reward Survey can be accessed via a link on KNet and also on Kent.gov.uk via the following link: https://www.kent.gov.uk/af3/an/default.aspx/RenderForm/?F.Name=JV6nN5nXacz for those staff without access to KNet. Staff without electronic access can complete the Survey by telephone via the Contact Centre. Letters have been sent to 1175 non-schools staff who do not have KNet access, informing them of the survey and the link.

2.3   Letters will be sent to 13,360 non-teaching staff via the schools courier system, informing them of the survey and the link, along with covering letters to Head Teachers.   These letters will be delivered in the first week of September, at the start of the new school term.

2.4   A separate e-mail will be sent to Head Teachers to ask for their views on Kent Scheme terms and conditions, prior to the start of the new school term in September.

2.5   As of 17 August, approximately 1,500 staff had responded to the survey, representing around 15% of the total Kent Scheme population. Schools responses are unlikely to filter through until September.

2.6   HR Business Partners have been asked to prompt their DMT managers to remind staff about the Survey. Also, Staff Groups have been contacted and asked to remind their members about the Survey. Once we have received more responses, it will possible to gauge whether there is a need for focus groups to discuss any particular issues which arise.

2.7   The Reward Survey has been the top story on KNet. Reference to the survey and a direct link will continue to appear on KNet until the end of September. A link to the survey will also be placed on the KNet Noticeboard. Staff will receive regular reminders to complete the survey via KNet, increasing towards the closing date.

2.8   An article and link to the Reward Survey has been placed on Kent Trust Web and will also appear in the Schools e-bulletin in September.

2.9   An All Points Bulletin has been sent out to increase awareness. Also, a link to the survey is available on the Kent Rewards website and a 'Yam Jam' discussion is currently being planned to be led by Roger Gough and Amanda Beer.

2.10   Proposed changes, informed by the results of the survey are to be brought to November Personnel Committee for approval.

3.   TIMESCALES

3.1   Staff consultation runs from the end of July to the end of September with consideration of proposed changes during October. The implementation of any immediate changes will take place during the next financial year with subsequent longer-term changes to be effective from April 2014 and beyond.

4.   CONCLUSION

4.1   This is the most comprehensive Reward Survey to have taken place and there has been considerable investment in its design to ensure maximum effectiveness. Staff have been given a range of options to encourage their contribution to the future design of the Total Reward Package through their completion of the Survey. Consequently, the outcomes of the survey can be used as a precursor to consultation about any subsequent proposed changes.

5.   RECOMMENDATION

5.1   Personnel Committee is invited to note progress and that proposals will be presented to the November meeting.

Colin Miller
Reward Manager
Ext 6056

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Reward Survey

Welcome to the Reward Survey!
This is your chance to have your say about your employment package with KCC and to tell us what you value most.

We are aware that people value different elements of their employment package and that this may change over time. We want to find out your views so that we can ensure that KCC's offer continues to be modern and fit for purpose over the years to come. As you are aware, in the current economic climate we need to identify some savings, but we want to make sure that any changes reflect not just business requirements but take your views into account as much as possible.

The Reward Survey covers a wide range of benefits, so please also use it to find out more about what is on offer. Not only that - you may be one of 10 lucky winners of £50 shopping vouchers of your choice.

Once you have finished the survey, a summary of your responses will be e-mailed to you for you to print off, so that you can see for yourself the elements of the employment package which you value most. All responses are anonymous, but you will need to provide us with your e-mail address if you wish to be part of the prize draw.

Please note that your opportunity to complete this survey will close on **Friday 28 September** so don't miss out on your chance to have your say.

| Would you like to be entered into the prize draw to win one of 10 prizes of £50 shopping vouchers of your choice? | ☐ Yes |
| | ☐ No |

Please give us your name and e-mail address below so that we can notify you if you win. Your contact details will only be used for this purpose and all your answers will remain confidential.

| Name | |
| E-mail address | |

| Would you like to receive an e-mailed summary of your responses? | ☐ Yes |
| | ☐ No |

| Please give us your e-mail address so we can send the summary to you. | |

Where you see a blue question mark next to a question option, this means there is additional information available to help you answer.

About you

| Do you work in a: | ☐ Directorate |
| | ☐ School |

| Which unit/section/department/team do you work in? | |

What age range do you come under?	☐ 24 and under
	☐ 25-34
	☐ 35-44
	☐ 45-54
	☐ 55-64
	☐ 65 and over

Which pay grade range do you come under?	☐ KR 2-5
	☐ KR 6-9
	☐ KR 10-12

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Do you work:

☐ KR 13+

☐ Part-time

☐ Full time

Pay

Please rank in order the following (1,2,3,4) in order of preference where 1 is highest.

Fair pay for job

[ ]

Consistency with others within the organisation

[ ]

Competitive with other organisations

[ ]

Amount of pay

[ ]

Recognition

Please rank in order the following (1,2,3,4,5) in order of preference where 1 is highest.

Appraisal process

[ ]

Manager saying 'thank you'

[ ]

Cash award (Payment to recognise a one-off piece of work done well)

[ ]

Non cash award(One-off non financial reward for work well done)

[ ]

Team or peer recognition eg Quality Service Awards

[ ]

Pensions and retirement

On a scale of 1 -5, how important are the following? (1 is essential, 5 is not important at all)

Local Government Pension Scheme (LGPS)/Teachers Pension Scheme (TPS) - Defined benefit (These are national schemes and KCC must adhere to these rules. Your pension is based on your salary and number of years in the scheme. The contribution KCC makes is currently 21% of your salary, if you are a LGPS member and 14% for TPS.)

☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Additional Local Government Pension Scheme pension (Opportunity to buy additional pension up to £5000 per year)

☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

The ability to make Additional Voluntary Contributions to my pension(You can contributre more to your pension based on standard investments or ones which you choose)

☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

3 times annual salary for life assurance/Death in Service(Your nominated dependants will receive 3 times your annual salary should you die while still in employment)

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

Would you prefer to work longer for more pension?

☐ Yes

☐ No

At what age do you hope to retire?

☐ 50

☐ 51

☐ 52

☐ 53

☐ 54

☐ 55

☐ 56

☐ 57

☐ 58

☐ 59

☐ 60

☐ 61

☐ 62

☐ 63

☐ 64

☐ 65

☐ 66

☐ 67

☐ 68

☐ 69

☐ 70

☐ 71

☐ 72

☐ 73

☐ 74

☐ 75

☐ Over 75

Allowances

How much do you value receiving more than the statutory minimum for the following (1 is essential, 5 is not important at all)

Redundancy pay

- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5

Maternity / Paternity / Adoption Pay

- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5

Sick pay

- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5

Please indicate which of the following additional allowances you receive:

- [ ] Overtime - enhanced rate of pay after 37 hours
- [ ] If part-time, paid overtime beyond contracted hours up to 37
- [ ] Time off in Lieu (Toil)
- [ ] Stand by
- [ ] Sleep in
- [ ] Out of hours payments
- [ ] Disturbance Allowance (Formerly Appendix E)
- [ ] Salary protection

Of any of the following you receive, please rate how much you value them (1 is essential, 5 is not important at all)

Overtime - enhanced rate of pay after 37 hours

- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5

If part-time, paid overtime beyond contracted hours up to 37

- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4

Time off in Lieu (Toil)(Time taken in compensation of hours worked)

- [ ] 5
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4

Stand by(Payment made to compensate for being available to work outside of normal working hours)

- [ ] 5
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4

Sleep in(Compensation for sleeping at KCC establishment and being available for work)

- [ ] 5
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4

Out of hours payments (Enhancements for working at evenings and weekends)

- [ ] 5
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4

Disturbance Allowance (Formerly Appendix E)(Reimbursement of additional costs incurred due to change of office location as a result of reorganisation)

- [ ] 5
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4

Salary protection(Compensation for reduction an grade and salary)

- [ ] 5
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5

Reward survey

Benefits
Please indicate whether you agree or disagree with the following statements.

Leave entitlement should be linked to length of service	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree
Leave entitlement should be linked to grade	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree
Concessionary day is valued(Extra day's leave over Christmas and New Year)	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree
The concessionary day should be incorporated into my annual leave (this means working more during Christmas and New Year, but an extra day can be taken subsequently)	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree
I think my annual leave is appropriate	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree
The ability to buy annual leave is important to me	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree
The ability to sell annual leave would be important to me	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree

The ability to defer or carry over annual leave is important to me (where offered)	☐	Strongly disagree
	☐	Disagree
	☐	Neither agree nor disagree
	☐	Agree
	☐	Strongly agree
Please indicate which of the following you have used or would use:	☐	Maternity Leave - please note that this is set nationally
	☐	Maternity Support Leave (Paternity Leave)
	☐	Adoption Leave
	☐	Personal Leave (compassionate leave)
	☐	Carers leave
	☐	Career break (also known as Time Out)
	☐	Study Leave
	☐	Religious observance
	☐	Trade Union facilities
	☐	Unpaid leave
	☐	Time off for public duties
	☐	Medical screening

On a scale of 1 -5, how important are these to you? (1 is essential, 5 is not important at all)

Maternity Leave	☐	1
	☐	2
	☐	3
	☐	4
	☐	5
Maternity Support Leave (Paternity Leave)	☐	1
	☐	2
	☐	3
	☐	4
	☐	5
Adoption Leave	☐	1
	☐	2
	☐	3
	☐	4
	☐	5
Personal Leave (compassionate leave)(Up to 10 days per year)	☐	1
	☐	2

	3
	4
	5

Carers leave(Up to 5 days of the Personal Leave entitlement can be taken)

	1
	2
	3
	4
	5

Career break (also known as Time Out)

	1
	2
	3
	4
	5

Study Leave

	1
	2
	3
	4
	5

Religious observance(Unpaid time off to enable you to engage in religious activities)

	1
	2
	3
	4
	5

Trade Union facilities

	1
	2
	3
	4
	5

Unpaid leave(Discretionaly unpaid leave to cater for unforseen circumstances)

	1
	2
	3
	4
	5

Time off for public duties (magistrates, school governor and polling duties)

| | 1 |
| | 2 |

	☐ 3
	☐ 4
	☐ 5
Medical screening(Dental, GP and hospital appointments etc.)	☐ 1
	☐ 2
	☐ 3
	☐ 4
	☐ 5

Please select your top four of the following and rate them (1,2,3,4) in order of preference where 1 is highest.

Support line	
Help Fund	
Work place mediation	
Access to work assessments (support for disabled staff)	
Keep in touch days (maternity returners - national provision)	
Flexible working opportunities to promote work / life balance	
Change Management support	
Pre retirement support / counselling	
Stress Management / Stress risk assessment tool	
Financial counselling	
Redeployment support	
Display screen equipment assessment	
Occupational Health Department	

Please tick which of the following policies you are aware of:	☐ Grievance
	☐ Disciplinary
	☐ Performance & Capability
	☐ Attendance management
	☐ Redeployment
	☐ Redundancy
	☐ Equality & Diversity
	☐ How to deal with Harrassment
	☐ Whistle Blowing
Please indicate which of the following you have used or would use:	☐ Childcare Vouchers
	☐ Cycle 2 Work
	☐ Staff Club
	☐ Staff Games

☐ KentRewards.com discounts & cashback

☐ Value Plus Local - Discounts from Kent based businesses

☐ Adult Education 10% discount on courses

☐ Non KCC subsidised lease car scheme

☐ Fitness activities

☐ Reward Viewer - online explanation your total reward package

☐ Benenden Healthcare

☐ Simply Health - Dental and optical healthcare cashback

☐ Gym & Health Club discounts

☐ Health screening

☐ Kiosk health check

☐ Private Medical Insurance advice line

☐ Virtual Gym

☐ Individual appointments eg, osteopath, reflexologist, chiropodist

On a scale of 1 -5, how important are these to you? (1 is essential, 5 is not important at all)

Tax efficient savings

Childcare Vouchers(Tax saving payment mechanism for childcare provision)
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Cycle 2 Work(Tax saving opportunity to access bicycle for work)
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Social activities

Staff Club(KCC organised discounted trips and events)
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Staff Games(Opportunity for employees to take part in sporting and recreational activities)
☐ 1
☐ 2
☐ 3
☐ 4

Voluntary benefits
KentRewards.com discounts &
cashback

☐ 5

☐ 1

☐ 2

☐ 3

☐ 4

Value Plus Local - Discounts from
Kent based businesses

☐ 5

☐ 1

☐ 2

☐ 3

☐ 4

Adult Education 10% discount on
courses

☐ 5

☐ 1

☐ 2

☐ 3

☐ 4

Non KCC subsidised lease car
scheme

☐ 5

☐ 1

☐ 2

☐ 3

☐ 4

Healthcare - voluntary benefit (paid by yourself)

☐ 5

Reward Viewer - online
explanation of your total reward
package

☐ 1

☐ 2

☐ 3

☐ 4

Fitness activities

☐ 5

☐ 1

☐ 2

☐ 3

☐ 4

Benenden Healthcare(Mutual
friendly society which operates as
back up to the NHS for fast er
diagnosis and treatment)

☐ 5

☐ 1

☐ 2

☐ 3

	4
	5
Simply Health - Dental and optical healthcare cashback	1
	2
	3
	4
	5
Gym & Health Club discounts	1
	2
	3
	4
	5
Wellbeing and health promotion Health screening(Nurse based health screening and advice)	1
	2
	3
	4
	5
Kiosk health check(Kiosk based health assessment)	1
	2
	3
	4
	5
Private Medical Insurance advice line	1
	2
	3
	4
	5
Virtual Gym(Computer based / online health programme)	1
	2
	3
	4
	5
Individual appointments eg, osteopath, reflexologist, chiropodist	1
	2

	3
	4
	5

I would pay a discounted rate for alternative therapy treatments such as osteopath, reflexologist or chiropodist

	Strongly disagree
	Disagree
	Neither agree nor disagree
	Agree
	Strongly agree

Reward survey

Work environment

Flexible working
On a scale of 1-5, how important are these to you? (1 is essential, 5 is not important at all)

Part time working
	1
	2
	3
	4
	5

Flexitime
	1
	2
	3
	4
	5

9 day fortnight(Fitting 10 normal working days into 9)
	1
	2
	3
	4
	5

Term Time working
	1
	2
	3
	4
	5

Annualised hours(Working a set number of hours on a flexible basis over the course of a year)
| | 1 |
| | 2 |

Job Sharing

- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Zero Hours(Working at agreed times when work is available)

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Working from home

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Business travel

Do you need to travel for business?

- ☐ Yes
- ☐ No

I have sufficient flexibility and support for travel at work to enable me to do my job effectively

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree
- ☐ Strongly agree

What single change would help to better support you with business travel?

☐

Equity and fairness

Are you aware of the following aspects which aim to ensure equity and fairness across the organisation?

- ☐ a county wide approach to grading of jobs
- ☐ Equal pay audits conducted
- ☐ Right to appeal against decisions (e.g. job evaluation appeal, grievance procedure etc.)

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☐ Equality Impact assessments undertaken

On a scale of 1 -5, how important are these to you? (1 is essential, 5 is not important at all)

a county wide approach to grading of jobs
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Equal pay audits conducted (Proacive demonstration that people are paid fairly and consistently)
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Right to appeal against decisions (For example Appraisal outcome and job grading)
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Equality Impact assessments undertaken(Informed decision making to ensure equalities are taken into account in policy formation)
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

How important is it to you that KCC recognises Trade Unions?
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Are you a member of a staff group?(Such as Unite, Rainbow, Aspire, Level Playing Field)
☐ Yes
☐ No

On a scale of 1 -5, how important are these to you? (1 is essential, 5 is not important at all)

Staff groups
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5

Communication channels

Please select your top four of the following and rate them (1,2,3,4) in order of preference where 1 is highest.

KNet (non schools)	
Directorate communication channels	
Team meetings	
1:1s / Manager / Supervisor	
Newsletters	
eNoticeboards	
Presentations	
Talk To The Top / Online	
All Points Bulletin / Staff Alerts	
Yammer (non schools)	
Kmail (non schools)	
Kmag (non schools)	
Kent Trust Web (for schools)	
Webinars	
Other (please rate: you will be asked to specify afterwards)	
Please specify which other channel this is.	

Wider aspects

On a scale of 1-5, how important are these to you? (1 is essential, 5 is not important at all)

Large organisation offering a range of opportunities
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Working for an employer which takes Green / environmental issues seriously
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Culture of continuous improvement and places priority on service delivery
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Highly rated authority
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4

	5
Investors in People accredited	1
	2
	3
	4
	5
Two Ticks rated authority (accreditation for disability awareness)	1
	2
	3
	4
	5
KCC values what staff think and finds out views via surveys	1
	2
	3
	4
	5
Key focus on equality & diversity	1
	2
	3
	4
	5
Vision is defined - One Council / Bold Steps	1
	2
	3
	4
	5
Working for an organisation which values Health and Safety	1
	2
	3
	4
	5
Valuing people as individuals	1
	2
	3

☐ 4
☐ 5

Reward survey

Learning and development

Learning and development is important to me	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree

It is important that the organisation I work for supports me in gaining qualifications	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree

It is important that I am enabled to undertake Continuous Professional Development (CPD) (Ongoing professional training undertaken)	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree

It is important to me that my organisation supports my progression through career grades	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree

It is important that KCC continues its commitment to 5 days learning and development for everyone	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree
	☐ Strongly agree

Personal development opportunities

I have the knowledge, skills and competencies to do my job effectively	☐ Strongly disagree
	☐ Disagree
	☐ Neither agree nor disagree
	☐ Agree

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I am supported through training and development to develop my knowledge, skills and competencies for the future

- ☐ Strongly agree
- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree

I feel happy that KCC is moving to a more flexible and adaptable approach towards working

- ☐ Strongly agree
- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree

Do you have:

- ☐ Strongly agree
- ☐ Regular appraisals
- ☐ 1 to 1s
- ☐ A personal development plan

On a scale of 1 -5, how important are these to you?(1 is essential, 5 is not important at all)

How important is career development to enable you to move into a new role within your organisation?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Regular appraisals

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

1 to 1s

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Personal development plans

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

Please select your top four of the following and rate them (1,2,3,4) in order of preference where 1 is highest.

Gaining qualifications

Coaching for performance

Volunteering

Secondments

Work shadowing

Informal opportunities eg attending meetings(Attending meetings or events to broaden knowledge and understanding)

How important is it that the organisation actively develops and uses your skills and abilities to further your career progression? (1 is essential, 5 is not important at all)(Proactive use and development of skills and abilities to further career progression)

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

Reward survey

What's most important to you

Please select your top four of the following and rate them (1,2,3,4) in order of preference where 1 is highest.

More free time

More money

More personal development

Better organisation to work for

More support in your role

More recognition

More benefits and discounts

Better working environment

More opportunity to progress

More autonomy in your role

Better communication

More flexibility

Please tell us (using the box below) about anything you'd like us to consider introducing or changing.

Comments

Reward survey

Equalities information

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we are asking you these questions. We won't share the information you give us with anyone else. We'll use it only to help us make decisions.

If you would rather not answer any of these questions, you don't have to.

Gender	☐ Male
	☐ Female
	☐ Prefer not to say

Is your gender the same as at your birth?	☐ Yes
	☐ No
	☐ Prefer not to say

| How old are you? | _____ |

To which of these ethnic groups do you feel you belong?	☐ British
	☐ White & Black Caribbean
	☐ Indian
	☐ Caribbean
	☐ Irish
	☐ White & Black African
	☐ Pakistani
	☐ African
	☐ Gypsy/Roma
	☐ White & Asian
	☐ Bangladeshi
	☐ Irish Traveller
	☐ Arab
	☐ Chinese
	☐ Other
	☐ I prefer not to say

| Other ethnic group | _____ |

The Equality Act 2010 describes a person as disabled if they have a longstanding physical or mental condition that has lasted, or is likely to last, at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example), are considered to be disabled from the point that they are diagnosed.

Do you consider yourself to be disabled as set out in the Equality Act 2010?	☐ Yes
	☐ No
	☐ I prefer not to say

You may have more than one type of impairment, so please select all the impairments that apply to you. If none of these applies to you, please select Other, and write in the type of impairment you have.

| Please tell us which type of impairment applies to you. | ☐ Physical impairment |
| | ☐ Mental health condition |

	☐ Sensory impairment (hearing, sight or both)
	☐ Learning disability
	☐ Long standing illness or health condition, such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy
	☐ Other (please specify)
	☐ I prefer not to say
Other	
Do you regard yourself as belonging to any particular religion or belief?	☐ Yes
	☐ No
	☐ I prefer not to say
Which of the following?	☐ Christian
	☐ Hindu
	☐ Muslim
	☐ Buddhist
	☐ Jewish
	☐ Sikh
	☐ Other (please state)
Other	
Are you:	☐ Bi/Bisexual
	☐ Gay woman/Lesbian
	☐ Heterosexual/Straight
	☐ Gay man
	☐ Other
	☐ I prefer not to say
Other	

Thank you for providing this information, your feedback is important to us.
If you would like to review all your answers before sending them to us, please choose the Review button below. If you have provided us with your e-mail address in the first section, you will also be e-mailed a copy of your form for your records.

By:	Roger Gough, Cabinet Member Business Strategy, Performance & Health Reform
	Amanda Beer, Corporate Director Human Resources
To:	Personnel Committee **Date:** 17 September 2012
Subject:	Apprenticeships and the Employment of Young People
Classification:	Unrestricted

Summary

To provide an update on apprenticeships in Kent County Council and other schemes to employ and support young people into employment.

1. Introduction

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

Priorities:

- To employ and develop talented employees from all demographic groups, particularly individuals with high potential who will be successors for employees that leave the organisation

- To deliver high quality services by employing a workforce that reflects and understand the Kent communities it serves

- To address the number of young people who are NEETs (not in employment, education or training)

2. Organisation Development and People Plan

2.1 Apprenticeships and other routes to employment form part of the County Council's Organisation Development and People Plan which sets out how our people will deliver our strategic priorities.

3. Context

3.1 As KCC continues to contract as an organisation maintaining and increasing apprenticeships and young people in the organisation is a huge challenge. From March 2011 until 31 July 2012 the workforce has reduced by 1,088 full time equivalents (FTE). The total Non-Schools workforce is now 8,973 (FTE)

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

4.   Work Experience for Young People in Kent Schools

4.1   The County Council continues to provide work experience opportunities for young people in Kent schools. In the past work experience placements have been found in response to requests. Since the academic year 2010/11 a far more proactive approach has been taken by publicising placements on the kent.gov website and contacting schools directly to publicise opportunities.

4.2   During the 2010/11 school year 91 young people were provided with a work experience placement.

4.3   During the 2011/12 school year 142 young people were provided with work experience placements.

5.   Apprenticeships

5.1   Despite the pressures on managers' budgets and a contracting workforce, managers continue to employ supernumerary apprentices (i.e. posts not funded) in recognition of the benefits apprentices bring and the high priority of apprenticeships within KCC. In addition to supernumerary placements apprentices are also recruited against suitable entry level roles (in grades KR2-4) providing there are no employees at risk of redundancy that could undertake the job.

5.2   Key data summary

- On average there are typically 80 apprentices employed at any one time.

- Currently 89 apprentices are employed by KCC and are in training.

- Since April 2011 117 apprentices have been recruited of which 22 have already been appointed to posts with KCC. The remaining apprentices are considered for KR2-4 posts where there are not suitable employees who are at risk of redundancy. Apprentices are also supported in obtaining employment with KCC or employers in Kent.

- Since September 2010 (from which date it has been possible to track progression) over 60 apprentices have moved into KCC jobs and are still in employment.

5.3   Further Developments including an 18+ Scheme

5.3.1   A review of how KCC develops the apprenticeship programme is currently being undertaken by the Skills and Employability Service. The programme will be extended to include jobs with training, which may lead to an apprenticeship or other professional / technical qualifications. A clear progression pathway for pre apprenticeships, apprenticeships and higher apprenticeships (Level 3+) is also being developed. This will include young people who are 18+. The intention is to introduce this on 1 January 2013.

5.3.2 The Skills & Employability Service intend to exceed the current target of 350 apprentices by 2015. This will be supported by further development in schools with 500 schools apprentices by 2015.

5.3.3 There will be a rebrand during November and all of these activities will come under 'Kent Jobs for Kent Young People'.

6.   Graduate Employment

6.1   GradsKent

6.1.1 GradsKent was launched in October 2010 and operates primarily through its website, www.GradsKent.com. The GradsKent website works with recruiting managers in KCC and external Kent-based employers to promote student and graduate employment opportunities. 69% of registered users on GradsKent are aged 25 or under, and 91% are aged 35 or under. It is therefore a key recruitment channel for recruiting managers to target younger audiences.

6.1.2 Since April 2011 GradsKent has placed 65 graduates into employment and placed 9 interns with KCC. Many graduates commence employment in short term contracts and then move on to other roles with KCC. Over 40 of the 65 graduates are still in employment with the County Council. Some snippets of case studies are given below:

Sarah was hired by the Learning & Development Team as an intern during summer 2011. Since that time, she has held temporary roles in the Kent Film Office, the ERP Project, and now has a permanent contract in FSC's Safeguarding Team.

Louise was hired on a temporary contract to join the Priority Connect Team in summer 2011. Towards the end of her contract she successfully applied for another internal position on the new Kent Employment Programme Project Team. Since she began that role in January, she has secured a more senior role within the same team and has progressed 3 grades since she joined KCC a year ago.

Chris and Sam joined KCC in 2011 as members of the ICT team and Graduate Services team respectively. This year they applied for the Kent Graduate Programme Management stream and were both successful. They will begin on the programme with a 3rd external candidate in October.

6.2   Kent Graduate Programme

6.2.1 Kent County Council has a long tradition of employing graduates through its Kent Graduate Programme. Recruitment and selection of the current cohort has recently been completed. In total 668 applications were received for the 3 graduate streams – Management, Finance and Highways, of which 33 progressed to the final stage interviews and 7 candidates are in the process of being appointed.

6.2.2 Including the 2011 intake this make a total of 13 people on the Kent Graduate Programme (last year included finance and the highway transportation scheme).

6.2.3 KCC has a good track record of recruiting people through the Programme with over 40 employees having been recruited through the scheme and still in employment, from KR9 grade to senior positions including a Director.

7. Supporting Young People in KCC

7.1 Aspire

7.1.1 Aspire is Kent County Council's staff group for young people run by young people. It seeks to not only support and develop young employees but to also influence the national agenda through participation in events and telling other local authorities about its work. It aims to provide young people with a means to express themselves and maximise the impact they can have on the organisation in the long-term. Greenhouse has set itself a number of aims and objectives which include:

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

7.1.2 Daniel Vokes and Becky Shailer, the Co Chairs of Aspire said, 'In July, following a lengthy submission, Aspire was shortlisted for a prestigious ENEI (Employers Network for Equality and Inclusion) Staff Network of the year Award. The Environment Agency pipped Aspire to the award, nevertheless this gave the Aspire Project Team members a view to the extra work that needs to be done in the next year to reach the high standards that have been set since the Employers Forum on Age became a larger, wider focused group.

7.1.3 Aspire remains committed to achieving these high standards, and it is through projects that Aspire seeks to raise the profile and abilities of the younger members of staff within Kent County Council. Key projects to this are the Director Shadowing and Member Shadowing projects. Director Shadowing is the first of these two projects to go live and aims to expose younger members of staff to the highest level of management within KCC. Further to this, Aspire expects the enthusiasm of younger staff to be conveyed to our Directors and raise the profile of the younger staff as a whole'.

8.   'Inspire The Future'

8.1   Inspire The Future is a new free service run by the charity, Education and Employers Taskforce which aims to get 100.000 people from all sectors and professions to go into state schools and colleges to talk about their jobs, careers, and the education routes they took. Any employee could take part. Apprentices, recent graduates and young people in the early stages of their career can be particularly inspirational to teenagers. It is recommended that KCC signs up to this initiative.

9.   Number of young people employed

9.1   The number of employees aged under 25 currently stands at 743; this is 7% of the workforce. This compares to the same time last year of 800 and 6.9% although there are fluctuations throughout the year. Information on employees aged under 25 is shown as an appendix to this report.

10.   Recommendations

10.1   That the Personnel Committee:

(i)   note KCC's approach to employing young people through work experience, Kent Success Apprenticeships, GradsKent, the Kent Graduate Programme and the Aspire young peoples' group the current quantitative data and plans for the future.

(ii)   agree to KCC signing up to the Inspire The Future initiative which will further build on our achievements.

Nigel Fairburn

Organisation Effectiveness Manager

Human Resources

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**Kent County Council Percentage of staff aged 25
and under (August 11 - July 12)**
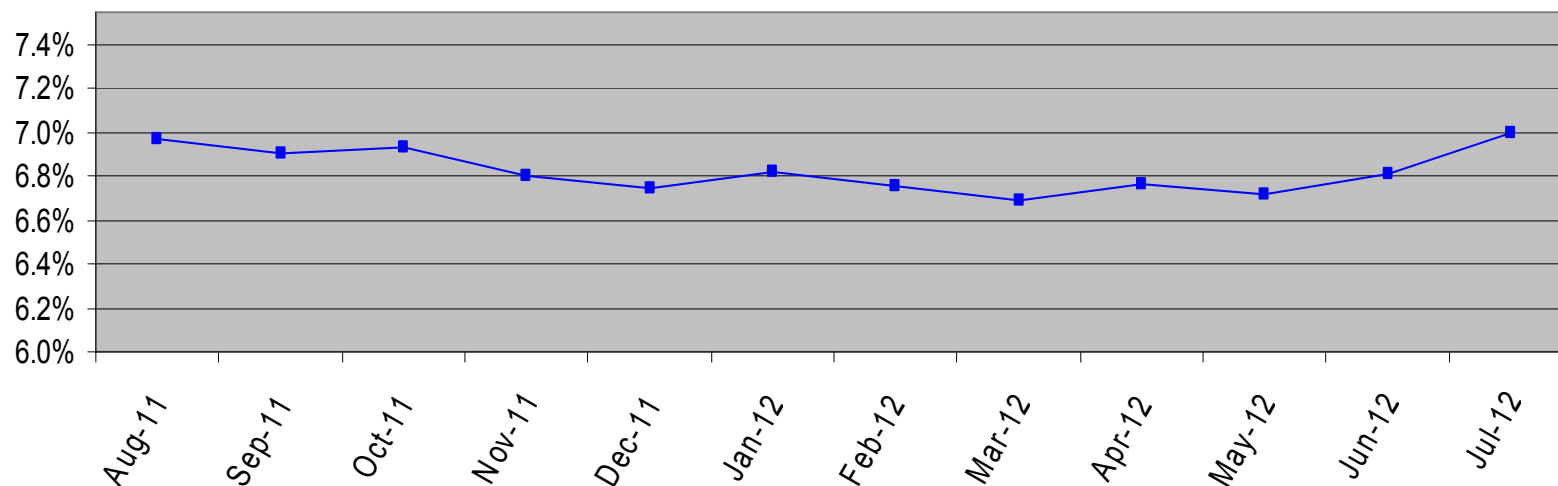
	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12
% aged 25 and under - KCC	7.0%	6.9%	6.9%	6.8%	6.7%	6.8%	6.8%	6.7%	6.8%	6.7%	6.8%	7.0%
25 and under	799	781	775	758	745	746	737	727	727	718	723	743

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By:	Roger Gough – Cabinet Member for Business Strategy, Performance and Health Reform
	Amanda Beer - Corporate Director Human Resources
To:	Personnel Committee
Date:	17 September 2012
Subject:	Employment Policies and Procedures - Update
Classification:	**Unrestricted**

SUMMARY: To provide a general policy update focusing on:

    1) Social Enterprise Guidance,
    2) Carer's Leave,

1. INTRODUCTION

1.1 The Personnel Committee receives an annual report on updates to Kent County Council's employment policies and procedures.

1.2 Following the HR Division's restructure in July 2011, the Employment Policy Team has maintained an overview of employment policies to ensure that they meet statutory requirements and business need. During this period the team has also concentrated on delivering a range of projects including:

- the introduction of the Council's Employee Engagement Strategy
- delivery of a Council wide Engagement Survey (EVP)
- development and introduction of new Trade Union consultation framework
- supporting the development of the HR element of KNet to make it more accessible for managers and employees
- development and introduction of new Workforce Equality and Diversity objectives

1.3 The Employment Policy Team is now looking to reinvigorate its policy review programme in order to:

- respond to the Government's proposed changes to employment law,
- reflect any changes needed as a result of the Council's terms and conditions review,
- further ensure that the Authority's suite of employment policies and procedures are relevant and fit for purpose

1.4 This paper provides the Personnel Committee with an update on two specific areas of policy. The Committee is invited to note guidance for managers and

employees on Social Enterprises. There is also an update regarding the current take up of Carer's Leave following its assimilation into the Kent Scheme three years ago.

2. SOCIAL ENTERPRISE GUIDANCE

2.1   The Community Right to Challenge was introduced through the Localism Act and enacted on the 27 June 2012. The aim of the Act is to give community groups and staff more power to have their ideas heard and an opportunity to run services.

2.2   In preparation for the Act's introduction it was recognised that if staff choose to set up a social enterprise with a view to submitting an expression of interest there are potential implications for their employment relationship with Kent County Council. In order to help staff and managers understand what can and cannot be done within the realms of an employee's contract of employment, the Employment Policy Team developed two sets of guidance: one for employees and one for managers. They were produced in collaboration with the Policy & Strategic Relationships Team in BSS.

2.3   The guidance does not cover how to set up a social enterprise as an employee, although there are signposts for where to obtain information, but looks at:

- what can be done within work time,
- confidentiality and data protection issues,
- contractual restrictions there are on employees
- any related employee relations issues.

2.4   Corresponding guidance for managers was written to help them understand what employees can and cannot do and what considerations, as a manager, they may have to take into account when staff are establishing a social enterprise. The guidance documents are at appendices 1 and 2.

3. CARER'S LEAVE

3.1   Carer's Leave was introduced on a pilot basis in June 2007. In September 2008 Personnel Committee agreed to extend the pilot and in 2009 agreed to establish Carer's Leave as a permanent part of Kent County Council's terms and conditions of service. The Committee requested an annual update on the take up of Carer's Leave.

3.2   The use of Carer's Leave has now bedded down into the usual practice of how staff and teams operate.

3.3   From the period 1 August 2011 to 31 July 2012:

- 451 staff took Carer's Leave,
- the number of times these staff took leave was 764,
- 78% of the 764 occurrences were for just one day
- staff took an average number of 2.53 days leave per occurrence.

2

3.4   As discussed by Personnel Committee at the time of the introduction of Carer's Leave, these figures suggest that this provision is being used in the manner that was anticipated and is helping people manage short term and emergency situations without resorting to other options such as sick leave. As a result the Council has not noticed pressures on sick leave during a period when the overall levels of sick leave have been declining amongst the Council's workforce.

4.   RECOMMENDATIONS

4.1   Personnel Committee is invited to note the uptake of Carer's Leave and the Social Enterprise guidance.

Ian Allwright
Employment Policy Manager
Ext 4418

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1. Introduction
1.1 Community Right to Challenge
The Government's Localism Act introduces a 'Community Right to Challenge' which is due to come into effect from 27 June 2012. This right enables voluntary and community bodies, charities, parish councils and employees of local authorities to submit an 'Expression of Interest' to bid in a procurement exercise to take over responsibility for providing services that local authorities currently provide. From 27 June 2012, KCC will set out a timetable of expression of interest windows for each service during which expressions of interest can be submitted. This information will be held in an Expression of Interest Register on KCC's website along with further information about the process - www.kent.gov.uk/community_and_living/right_to_challenge.aspx.

1.2 Social Enterprises
The Government has also expressed its commitment, under the 'Right to Provide', to the creation and expansion of employee-led social enterprises including mutuals and co-operatives which enable public sector workers the opportunity to 'spin out' from KCC and take over the running of the services they deliver. The Community Right to Challenge process will be used to manage any 'Right to Provide' submissions from staff.

The statutory guidance for Community Right to Challenge provides protection for discussions between staff and KCC about spinning out services to carry on uninterrupted by other challenges. If a group of staff (2 or more employees) puts forward a proposal to KCC to spin out and run their service and KCC is considering this proposal, KCC is allowed to reject any other challenges for that service from other organisations while discussions are underway.

1.3 This document
This document is intended to provide information and guidance to managers in dealing with issues which could potentially arise when staff are involved in a proposal to establish a social enterprise to take over the running of a KCC service. Any issues that arise should be addressed with the individuals concerned via normal management practices and, where necessary, in accordance with existing policies and procedures.

2. What is a Social Enterprise?
The Government's definition of a social enterprise is 'a business or service with primarily social objectives whose surpluses are principally reinvested for that purpose in the community, rather than being driven by the need to maximise profit for shareholders and owners.' Social enterprises can take on a number of different structures:

- **Charities that trade**
- **Community Interest Companies**
- **Mutuals**
- **Co-operatives**

Government is particularly interested in the development of Mutuals. Mutuals are formed when public sector employees spin out of the Local Authority but continue to provide the service. In a mutual the employees own a significant stake of the business and have significant control over its running. For further information, see the Mutuals Information Service provided by the Cabinet Office: http://mutuals.cabinetoffice.gov.uk/

3. KCC's position on Social Enterprises

In accordance with Bold Steps for Kent, KCC is committed to the principle of residents, community bodies and members of staff having the opportunity to submit proposals in respect of establishing a social enterprise to deliver services to the people of Kent.   The decision to create or 'spin out' services into a social enterprise model ultimately rests with KCC. In reaching a decision on this matter, KCC will take into account value for money, best value (including social, economic & environmental value) and the best way to improve outcomes for service users and communities in making that decision.

The Community Right to Challenge provides a process by which groups of two or more employees can submit an expression of interest to form a social enterprise. However, groups of staff can also approach Commissioning & Procurement Board directly to discuss their proposal, and the Board should be informed in advance of any forthcoming expressions of interest from groups of staff. The Q&A below provides further guidance.

4. Further information

There are detailed briefing notes available from the Policy & Strategic Relationships Team in Business Strategy on:

- Community Right to Challenge - process and policy implications
- KCC's approach to Community Right to Challenge
- Social Enterprise models and legal entities

Contact jenny.dixon-sherreard@kent.gov.uk
The Community Right to Challenge section of KCC's website also provides links to useful guidance: www.kent.gov.uk/community_and_living/right_to_challenge.aspx.

Social Enterprises: Guidance for Employees (this document also includes information on some of the key people management issues that should be taken into account by staff who are involved in proposals to create a social enterprise).

Questions & Answers

Some members of staff have advised me that they are interested in establishing a social enterprise to take over the running of our team/service. What action do I need to take in response to this?
In order to obtain a clearer understanding of the potential impact of the social enterprise on the team/service and the staff group - including your own role - you should meet with the staff involved so that they provide you with further information about their proposal.

You should also advise the staff that, in respect of the social enterprise proposal, it is not appropriate for them to make any contact with service users, other stakeholders or elected Members without your prior agreement.

Following your initial discussion with the staff involved in the social enterprise you will need to contact KCC's Commissioning & Procurement Board to advise them of the staff proposal. The Commissioning & Procurement Board will consider all staff proposals to develop a social enterprise and formal Expressions of Interest submitted under the Right to Challenge. Managers should contact the Commissioning & Procurement Board via Henry Swan – Head of Procurement.

Staff have requested to hold a meeting with the whole team/service in order to discuss the proposal to establish a social enterprise. Is this appropriate?
Yes. It will be important for staff to meet with the whole team at an early stage in the process of seeking to establish a social enterprise. Although staff may not have produced a formal expression of interest document at the time of meeting, the information about the proposal that is shared with the whole team should identify the potential implications - including employment matters - of establishing a social enterprise. One of the requirements of an expression of interest is that it must explain how other employees who are affected by the proposal will be engaged, and KCC must be satisfied with the engagement, so it is important to get this right from the start.

It is suggested that, as a means of facilitating a discussion on the principle of establishing a social enterprise, the proposal from staff should be included as an agenda item at a regular team meeting. The statutory guidance is not prescriptive about how employee engagement should be carried out and suggests that normal, proportionate engagement mechanisms are used.

To what extent do I need to have involvement in the team meeting discussion about the social enterprise proposal?
At the end of the team meeting discussion, it will be beneficial for you to check with the staff that, based on the information provided to them, they are aware and understand the key issues relating to their role. It will also be important for you as a manager to establish the possible impact that the proposed social enterprise will have on your role. As further details are developed on the proposal, matters such as the likely legal structure for the social enterprise, the key requirements of the Transfer of Undertakings Protection of Employment (TUPE) regulations and future pension arrangements must be communicated to and understood by staff.

During the team meeting discussion all members of staff in the service/unit must have the opportunity to express their views and opinions on the principle of setting up a social enterprise. The viewpoints of all staff must be fully respected and it is not acceptable for individuals to feel that they have been pressurised into giving support to the social enterprise proposal.

What action do I need to take if, as a result of the discussion at the meeting, there is some degree of disagreement in the staff group regarding the proposal to establish a social enterprise?
For the members of staff who are seeking to establish a social enterprise, gaining support from the people directly affected by the proposal is an important consideration. As the Right to Challenge only requires the involvement of two or more members of staff and the secondary regulations state that a ballot to show support is not necessary, a lack of clear support from the entire team for the principle of establishing a social enterprise is not an obstacle to the proposal progressing further. However, as above, there is a requirement for affected staff to have been sufficiently engaged, and the

greater the employee support, the more chance the social enterprise has of being successful.

As with any other matters where there are divergent views within the staff group, it is acceptable for robust debate to take place regarding the social enterprise proposal. In view of the employment implications for staff arising from a successful Right to Challenge bid - not least the transfer from KCC to a new employer - there is the potential for the social enterprise proposal to become a contentious issue.

Any disputes that arise relating to the principle of establishing a social enterprise should be managed in the normal manner through appropriate management action. If disputes persist and involve conduct issues these may need to be addressed via the Disciplinary Procedure. Please contact HR if you require further advice and guidance on addressing this matter.

Staff have requested to hold further meetings related to the social enterprise during normal working hours. Is this appropriate and do I have to agree to their request(s)?
As a general rule, and to avoid any potential detrimental impact on the day to day duties of the members of staff, meetings relating to the social enterprise should not be held during normal working hours. However, you have discretion in responding to requests from staff. In order to assist you in assessing the appropriateness of the request you should establish the reasons why the meeting cannot be held outside of normal working hours.   This information will enable you to identify any potential adverse effects on service delivery that could arise if the request is agreed. When considering the requests you should also take into account possible equality issues, such as child and other caring arrangements, which may present difficulties for staff in holding a meeting outside of normal working hours.

If you are able to agree to the request the staff involved will be required to make up the time lost due to attendance at the meeting.

Are staff allowed to carry out work and activities relating to the social enterprise during their normal working time?
As a general rule, and to avoid any potential detrimental impact on the day to day duties of the members of staff, work connected to the social enterprise proposal should not be carried out during normal working hours. However, you have the discretion to agree requests from members of staff if you are satisfied that there is an urgent need for a particular task or activity to be completed and this cannot be undertaken outside of normal working hours. If you are able to agree to the request, the staff involved will be required to make up the lost time at a later date.

Staff have advised me that they want to contact service users and/or other stakeholders to discuss the social enterprise proposal. Is this appropriate?
Yes. Early engagement with service users and other stakeholders is an important element in the process of developing a social enterprise proposal. You will need to advise the members of staff involved in the social enterprise proposal that, before any communication takes place service users and stakeholders, they must seek guidance from the Communications & Engagement Team (Customer & Communities). In order to do this they will need to complete a work request form on KNet:
http://knet/Change/Pages/Communications-Consultation-and-Customers-.aspx

In addition to contacting the Communications & Engagement Team, the staff involved in the social enterprise proposal should inform you of the information that they intend to share with the service users and stakeholders.

A suggested approach for managing the initial communication with service users and stakeholders is to produce a joint letter from management and the staff involved the social enterprise proposal. From KCC's perspective the written communication should seek to reassure service users and stakeholders that, although there is proposal being developed by staff for a social enterprise, there will be no immediate changes to service provision. The letter should also give an outline of the process that will be followed by KCC in respect of dealing with a formal Right to Challenge Expression of Interest. This information must emphasise that all bids to take over the running of the service will be thoroughly examined and will take into account the best way to improve outcomes for service users and communities. The Communication & Engagement Team should be contacted via a work request form in order for them to provide advice and guidance on this matter.

Staff must not approach elected Members directly to discuss the proposed social enterprise. However, as identified in the Kent Code, every assistance should be given to elected Members who need information about the proposed social enterprise to deal with matters such as media enquiries. Corporate Communications can provide further guidance regarding the protocols for the provision of information to elected Members.

It is important to make sure any engagement activities relating to the social enterprise proposal do not conflict with other work being carried out at the same time in the service (including other consultation or review activity).

As part of the approach to communicating with key parties about the social enterprise proposal, staff will need to engage at the earliest appropriate opportunity with the recognised Trade Unions (UNISON, GMB and Unite) and any other relevant Trade Unions.

Is there anything else that I need to advise staff in connection to them communicating with service users and other stakeholders about the social enterprise proposal?
When staff are communicating with service users or other stakeholders regarding the social enterprise proposal they must make it clear that they are not acting in their capacity as a KCC employee.

It is not acceptable for service users and other stakeholders to feel that they are being pressurised into giving their support to the proposed social enterprise. Complaints on this matter will need be appropriately investigated and, if upheld, may result in disciplinary action being taken against the staff involved.

You will need to advise staff that any communication (written and verbal) that takes place with service users and other stakeholders regarding the proposed social enterprise must not include any comments or statements which could be regarded as derogatory or inappropriate in respect of the service currently being provided by KCC. Staff need to be made aware that inappropriate communication may also result in disciplinary action being taken.

If issues or concerns are brought to your attention regarding communication between staff and service users/other stakeholders you should conduct a preliminary investigation to seek further information. Depending on the outcome of the preliminary investigation, it may be necessary for a formal investigation to be carried out in accordance with the KCC Disciplinary Procedure.

When staff are carrying out work on their social enterprise proposal are they able to access information which is owned and held by KCC?
Yes. However, in order to ensure compliance with the data protection principles set in the Data Protection Act 1998, staff must seek your permission before accessing or using data which is owned and held by KCC. The members of staff involved in the social enterprise proposal will need to explain to you the reasons for their request. As the information that KCC holds on service users has been collected for specific identified reasons it can only be used with the consent of the individuals concerned – this is particularly important if an external organisation has involvement in the proposed social enterprise.

Further information regarding disclosure of information is set out in The Kent Code
http://knet2/staff-zone/terms-and-conditions/managing-performance-and-conduct/The%20Kent%20Code.doc

What should I do if I suspect that KCC held data has been misused by members of staff involved in the social enterprise proposal?
Misuse or inappropriate use of information and/or personal data is regarded as a serious matter. In the first instance you will need to conduct a preliminary investigation to establish whether there is evidence to support that data may have been misused. Depending on the information obtained from the preliminary investigation, and the nature of the data misuse, it may be possible to address this matter through appropriate management action. However, the data misuse issue may require a formal investigation in accordance with the KCC Disciplinary Procedure. Please contact HR for further advice and guidance on dealing with data misuse issues.

What KCC resources are staff able to use in connection with their involvement in the social enterprise proposal?
Resources, such as KCC's telephone, computer systems, other equipment and materials (including stationery items), should not be used for work connected to the proposed social enterprise. However, as identified in the Electronic Communications User Guidance, some limited personal use of KCC's electronic communication facilities and devices (including phone, internet and e-mail) is permitted. Personal use by staff of KCC resources must not be excessive and should take place during work breaks where it will not interfere with the performance of their day to day duties.

If you have concerns regarding staff making excessive use of KCC resources this is matter that may be resolved through appropriate informal management action. However, if the personal usage is particularly excessive or the issue persists, this matter may need to be investigated formally in accordance with the KCC Disciplinary Procedure.

Further information on the use of KCC resources can be found in the K-NET document 'Electronic Communications User Guidance: Using your electronic equipment responsibly'. http://knet2/kcc-directory/services-and-support/it-service-desk/help-and-

advice/Electronic%20Communication%20User%20Guidance%20June%202010%20-%20using%20your%20electronic%20equipment%20responsibly.doc

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1. Community Right to Challenge

The Government's Localism Act introduces a 'Community Right to Challenge' which is due to come into effect from 27 June 2012. This right enables voluntary and community bodies, charities, parish councils and employees of local authorities to submit an 'Expression of Interest' to bid in a procurement exercise to take over responsibility for providing services that local authorities currently provide. From 27 June 2012, KCC will set out a timetable of expression of interest windows for each service during which expressions of interest can be submitted. This information will be held in an Expression of Interest Register on KCC's website along with further information about the process - www.kent.gov.uk/community_and_living/right_to_challenge.aspx.

2. Social Enterprises

The Government has also expressed its commitment, under the 'Right to Provide', to the creation and expansion of employee-led social enterprises which enable public sector workers the opportunity to 'spin out' from KCC and take over the running of the services they deliver. The Community Right to Challenge process will be used to manage any 'Right to Provide' submissions from staff.

The Government's definition of a social enterprise is *'a business or service with primarily social objectives whose surpluses are principally reinvested for that purpose in the community, rather than being driven by the need to maximise profit for shareholders and owners.'* Social enterprises can take on a number of different structures:

- **Charities that trade**
- **Community Interest Companies**
- **Mutuals**
- **Co-operatives**

Government is particularly interested in the development of Mutuals. Mutuals are formed when public sector employees spin out of the Local Authority but continue to provide the service. In a mutual the employees own a significant stake of the business and have significant control over its running. For further information, see the Mutuals Information Service provided by the Cabinet Office: http://mutuals.cabinetoffice.gov.uk/

The statutory guidance for Community Right to Challenge provides protection for discussions between staff and KCC about spinning out services to carry on uninterrupted by other challenges. If a group of staff (2 or more employees) puts forward a proposal to KCC to spin out and run their service and KCC is considering this proposal, KCC is allowed to reject any other challenges for that service from other organisations while discussions are underway.

In accordance with Bold Steps for Kent, KCC is committed to the principle of residents, community bodies and members of staff having the opportunity to submit proposals in respect of establishing a social enterprise to deliver services to the people of Kent. The

decision to create or 'spin out' services into a social enterprise model ultimately rests with KCC. In reaching a decision on this matter, KCC will take into account value for money, best value (including social, economic & environmental value) and the best way to improve outcomes for service users and communities in making that decision.

The Community Right to Challenge provides a process by which groups of two or more employees can submit an expression of interest to form a social enterprise. However, groups of staff can also approach Commissioning & Procurement Board directly to discuss their proposal, and the Board should be informed in advance of any forthcoming expressions of interest from groups of staff. The Q&A below provides further guidance.

3. This document
KCC is supportive of staff pursuing the development of social enterprises. However, staff involvement in a proposal for a social enterprise to take over the running of a KCC service must not, in any way, interfere or conflict with their KCC employment. The purpose of this document is to assist members of staff to avoid situations where, through their involvement with a social enterprise proposal, they may inadvertently breach the expected standards of conduct.

Part A of this guidance note sets out some questions and answers for members of staff involved in a social enterprise proposal and is intended to identify what actions are appropriate and permissible under their KCC employment contract.

Part B provides information in respect of some of the key people management issues that should be taken into account. Part B also identifies some further sources of information which may be useful for members of staff who are involved in developing a social enterprise proposal.

PART A – Questions & Answers

Some of my colleagues and I are interested in setting up a social enterprise. At what stage should I make my line manager aware of this and what involvement should my line manager have in further discussions about the proposed social enterprise?
If your line manager has not been involved in the initial discussions regarding the possibility of setting up a social enterprise you will need to inform him/her at the earliest opportunity of your proposal and the potential impact it will have on members of staff in the service/unit.

A request should also be made to your line manager for a discussion about the principle of setting up a social enterprise to be included as an agenda item at a future team meeting.

Your line manager should also inform the Commissioning & Procurement Board at the earliest opportunity; this is KCC's board which will consider all staff proposals to develop a Social Enterprise and formal 'Expressions of Interest' submitted under the Right to Challenge.

What do we need to do before we start work on producing a formal Expression of Interest regarding establishing a social enterprise?

At an early stage you will need to establish the level of support within your service/unit regarding the principle of establishing a social enterprise. One of the requirements of an expression of interest is that it must explain how other employees who are affected by the proposal will be engaged, and KCC must be satisfied with the engagement, so it is important to get this right from the start. The statutory guidance is not prescriptive about how employee engagement should be carried out and suggests that normal, proportionate engagement mechanisms are used.

At this point in the process it is not essential for you to have produced a detailed formal proposal document regarding the social enterprise. However, you will need to have sufficient information and knowledge so that you are able to explain to your colleagues the potential implications of establishing a social enterprise.

Your discussions with your colleagues should include matters such as the different legal structures for social enterprises, the requirements of the Transfer of Undertakings Protection of Employment (TUPE) regulations and future pension arrangements. All members of staff in the service/unit must be given the opportunity to express their views and opinions on the principle of setting up a social enterprise. The viewpoints of other members of staff must be fully respected and it is not acceptable for them to feel that they have been pressurised into giving support to the social enterprise proposal. Complaints from members of staff on this matter will be appropriately investigated and, if upheld, could result in disciplinary action being taken.

What should we do if there is no consensus in the team/service regarding supporting the proposed social enterprise?

As the proposal for establishing a social enterprise will potentially affect the entire staff group employed in your team/service, gaining the support of your colleagues for the proposal is an important consideration. As the Right to Challenge only requires the involvement of two or more members of staff and the secondary regulations state that a ballot to show support is not necessary, a lack of clear support from the entire team for the principle of establishing a social enterprise is not an obstacle to the proposal progressing further. However, as above, there is a requirement for affected staff to have been sufficiently engaged, and the greater the employee support, the more chance the social enterprise has of being successful.

Where there are divergent views within the staff group regarding the proposal these differences of opinion must not impact on the professional working relationships of the members of staff concerned and they must not have any detrimental effect on service delivery.

If you are a line manager, and you are involved in the proposed social enterprise, you must not use your position within the team/service in order to attempt to alter the views of members of staff who do not support the proposal. As a line manager you will have responsibility for ensuring that there is no detrimental effect on the employee relations climate within the team and that effective service delivery is maintained.

Are we allowed to hold meetings during normal working hours to discuss the social enterprise proposal?

As identified earlier in this guidance note, at an early stage in the process you can request for the social enterprise proposal to be raised during a team meeting. In order to

avoid any detrimental impact on your normal day to day duties, any further meetings regarding the social enterprise should not be held during your normal working time. However, if there is an urgent requirement to arrange a meeting during your normal working hours you should discuss this with your line manager. If your manager is able to agree to the meeting request, and it will not have a detrimental effect on service delivery, you and your colleagues will be required to make up the time lost due to the meeting.

Will we be allowed to contact any service users to make them aware of the proposal for the social enterprise and to seek their views?
As you move forward with your social enterprise proposal you will need to have direct communication and engagement with service users and, where appropriate, their carers and relatives. However, there are some important considerations that you must take into account before making any contact with the service users.

The contact that you have with the service users at this stage of the process must not conflict with any other consultation process or review which KCC is undertaking in the same service or unit.

In accordance with the data protection principles, as set out in the Data Protection Act 1998, the information that KCC holds on service users has been collected for specific identified reasons and can only be used with the consent of the individuals concerned. You must not access or use the personal data of the service users in connection with the proposed social enterprise without seeking prior authorisation from your line manager.

Misuse or inappropriate use of information and/or personal data will be regarded as a serious matter and could lead to disciplinary action and, in certain cases, criminal prosecution. Further information regarding disclosure of information is set out in The Kent Code. http://knet2/staff-zone/terms-and-conditions/managing-performance-and-conduct/The%20Kent%20Code.doc

Before planning any engagement or consultation activity with service users, you should make your line manager aware and seek guidance and advice from the Communications & Engagement Team (Customer & Communities). To do please complete a work request form on KNet. http://knet/Change/Pages/Communications-Consultation-and-Customers-.aspx

What other information held by KCC can I use in relation to the social enterprise proposal?
If, in connection with your social enterprise, you wish to use any information collected and held by KCC - including statistical and financial data - you must first seek permission from your line manager.

Are there any other considerations that we need to take into account when engaging with service users?
Discussions regarding proposed changes to the way in which a service operates have the potential to be unsettling and concerning for the service users. It will be appropriate, ahead of any planned meetings with service users, for you to share with your line manager an outline of the information that you intend to discuss with the service users regarding the social enterprise proposal. You should also log a work request form with

the Communication & Engagement Team to ensure they are aware of any issues and can advise you accordingly.

It is not acceptable for service users to feel that they are being pressurised into giving their support to the proposed social enterprise. Complaints from service users on this matter will be appropriately investigated and, if upheld, could result in disciplinary action being taken.

The communication (written and verbal) that takes place with the service users regarding the proposed social enterprise must not include any comments or statements which could be regarded as derogatory or inappropriate in respect of the service currently being provided by KCC. Inappropriate communication with the service users could result in disciplinary action being taken.

Are there any other considerations that we need to take into account when engaging with other key stakeholders – including partner agencies?
In any communication that you have with stakeholders you must ensure that they are fully aware that you are acting in connection with the proposed social enterprise and not in your capacity as a KCC employee. You should advise your line manager of your intention to contact key stakeholders to discuss the proposed social enterprise.

You must not approach elected Members directly to discuss your proposed social enterprise. However, as identified in the Kent Code, every assistance should be given to elected Members who need information about the proposed social enterprise to deal with matters such as media enquiries. The Communication & Engagement Team can provide further guidance regarding the protocols for the provision of information to elected Members.

Who else do we need to engage with regarding the proposal for the social enterprise?
In addition to engaging with the members of staff directly affected by the proposal, you will need to engage at the earliest appropriate opportunity with the recognised Trade Unions (UNISON, GMB and Unite) and any other relevant Trade Unions. Members of staff and their representatives should be provided with information explaining the implications for them on matters such as a possible TUPE transfer from KCC and future pension provisions.

Communication and consultation with members of staff, service users and the Trade Unions will need to take place at all stages of the process of seeking to establish a social enterprise. If at the end of the procurement process you are successful in bidding to take over the running of a service you will need to formally consult with the affected staff and the Trade Unions. Please log a work request form with the Communication & Engagement Team for advice in the first instance.

Will I be allowed to carry out work on the proposed social enterprise during my normal working hours?
Duties or activities related to the social enterprise should not be undertaken during your normal working hours.   It is not acceptable for your involvement in the social enterprise to interfere with the performance of your day to day duties.

If there is an urgent requirement for a particular social enterprise related task or activity to be completed and this cannot be undertaken outside of your normal working hours

you should discuss this with your line manager. Your line manager will be able to give consideration to your request to carry out social enterprise related work during your normal working hours. If your line manager is able to agree to your request, you will be required to make up the lost time at a later date.

Will I be allowed to use KCC resources when I am carrying out work in connection with the proposed social enterprise?
As identified in the Kent Code, KCC's telephone, computer systems, other equipment and materials (including stationery items) are provided for employees' business purposes. As a general rule KCC resources should not be used for work connected to the proposed social enterprise. However, some limited personal use of KCC's electronic communication facilities and devices (including phone, internet and e-mail) is permitted. Personal use of KCC resources must not be excessive and should take place during work breaks where it will not interfere with the performance of your day to day duties. Any e-mail correspondence sent from a KCC e-mail account in connection with the proposed social enterprise must clearly identify that you are not acting on behalf of KCC in respect of the matter(s) covered in the message.

Further information on the use of KCC resources can be found in the K-NET document 'Electronic Communications User Guidance: Using your electronic equipment responsibly'. http://knet2/kcc-directory/services-and-support/it-service-desk/help-and-advice/Electronic%20Communication%20User%20Guidance%20June%202010%20-%20using%20your%20electronic%20equipment%20responsibly.doc

Other matters to consider

Media
You need to remember that as a KCC member of staff there are certain expectations in how you conduct yourself in any dealings with the media (this includes traditional broadcast and print media as well as social media). If you have any contact with the media in respect of the proposed social enterprise you must ensure that it is understood that you are not acting in your capacity as a KCC member of staff or commenting on behalf of KCC.

In any contact with the media you must not make any comments or statements which could be regarded as derogatory or inappropriate in respect of services currently being provided by KCC. Inappropriate communication with the media could result in disciplinary action being taken. The Kent Code provides further information regarding contact with the media and advice can be sought from the Communication & Engagement team.

Conflicts of interest
You need to be aware of issues around conflicts of interest. In the event of members of staff transferring to the new social enterprise, care needs to be taken to ensure there are no conflicts of interest for them. Staff who are to transfer should not take part in negotiating the terms of the transfer on behalf of the KCC or be involved in assessing any bids from that body for any ongoing contracts.

Intellectual Property
In the course of your involvement with the process of seeking to establish a social enterprise you must not infringe any Intellectual Property Rights owned by KCC.

Intellectual Property Rights are covered by The Kent Code and breaches of the code could lead disciplinary action.

PART B – People Management Considerations

This section of the guidance note provides an outline of some the key people management issues for members of staff to consider in relation to the proposed social enterprise. During the process of attempting to establish a social enterprise members of staff should seek appropriate professional advice.

Engagement

It is essential that the members of staff affected by the proposed change are actively involved from the start and throughout the process. Members of staff should be encouraged to express their views and ideas regarding the proposal to establish a staff-led social enterprise.

Consultation with the key stakeholders

Early and meaningful consultation is essential in order to minimise the negative effects (i.e. uncertainty, anxiety, stress etc.) that can occur when proposals are put forward in relation to changes to the way a service is run. When consulting with the key stakeholders it is essential to:

➢ recognise the potential impact on the stakeholders arising from the proposal for establishing a social enterprise
➢ ensure that the consultation and communication with stakeholders is honest with regard to the reasons for the proposal and its impact
➢ ensure that staff and key stakeholders feel able to express their views and opinions on the proposal

The Communications & Engagement Team can provide advice on these issues via logging a work request form.

Training & development

Training in respect of social enterprises is being co-ordinated centrally through the HR Learning & Development Team. Please contact Coral Ingleton in the first instance.

TUPE

The Transfer of Undertakings (Protection of Employment) Regulations 1981 & 2006 (TUPE) protects employees' terms and conditions of employment when a business or service is transferred from one owner to another. If TUPE applies, members of staff transferring to the new organisation will do so on their existing terms and conditions of employment. The continuity of service and other employment rights of the transferring staff are also preserved. When a TUPE transfer takes place both the old and new employers are required to inform and formally consult with the members of staff affected by the transfer.

KCC acts in the expectation that all externalisation of its services will be covered by the TUPE Regulations, the only exception being where specific legal advice has been obtained to the contrary. The law regarding TUPE transfers is complex and is continuing to evolve. Bidders for KCC contracts are required to take their own advice on whether TUPE applies and the implications of TUPE.

Following a TUPE transfer any variation to the employee's terms and conditions of employment will be void if the sole or principal reason for the variation is the transfer itself, or a reason connected with it that is not an economic, technical or organisational (ETO) reason entailing changes in the workforce.

Pension Provisions
Pension provisions are important for members of staff and must be considered at an early stage in the process of seeking to establish a social enterprise. As part of the TUPE process the new employer must ensure that it will be able to offer a 'broadly comparable' pension scheme.

Is it is essential for members of staff to have an appreciation of the costs associated with pension provisions and for these to be taken into account when producing a formal Expression of Interest.

The new employer, i.e. the staff-led social enterprise, can request admitted body status with the LGPS so that the members of staff who have transferred can continue to have access to the LGPS. The social enterprise seeking admitted body status will need to make this request via the KCC Pension Team.

If the social enterprise is intending to request admitted body status with the LGPS it is essential that discussions with the KCC Pension Team take place at the earliest opportunity. The financial implications of an admission agreement need to be understood by the new employer.

Formal consultation
Formal consultation regarding a TUPE transfer must be conducted in good time with the affected members of staff and the recognised Trade Unions. The consultation process should clearly identify what the transfer involves, to deal as soon as possible with any concerns that arise and to ensure that that the delivery of service is not compromised in the run-up to a transfer.

Formal business case
In order to put forward a proposal to establish a Social Enterprise, you will need to develop a strong business case that explains how your Social Enterprise will provide the service. When developing the business case, you should consider the potential overheads and use of resources (including use of property/premises, ICT equipment, HR support, payroll etc) that may be required to run the service as an independent Social Enterprise in the future, and factor this into the financial planning of your business case.

A key aspect of the business plan will be to demonstrate financial viability and sustainability of the proposed social enterprise.   The staffing and employment costs will need to be taken into account as part of the financial planning process.

Your business plan should also include information about the proposed legal structure for your social enterprise and its governance arrangements. The most common types of legal structures are:

- Company limited by Guarantee
- Company limited by Shares
- Some industrial and provident societies such as community benefit societies

- Community Interest Companies

Statutory guidance for Right to Challenge states that Government would usually expect bodies that will be delivering services for local authorities to be incorporated with limited liability, to limit the risk to individual members. It is not necessary for your proposed Social Enterprise to be incorporated by the time you submit an expression of interest. If your expression of interest is successful, the period between acceptance and the start of the procurement exercise provides time for this to happen.

There are advantages and disadvantages to each of the options for the legal structure of the social enterprise and they may vary according the case specific details of the service in question. As part of the business planning process, members of staff involved in the proposals will need to investigate which structure is most appropriate for their social enterprise. Policy & Strategic Relationships Team in Business Strategy can provide briefing notes on different models and legal entities available and national advice is also available (see below.) It is highly recommended for you to seek appropriate independent professional advice on financial and legal matters.

Equality Impact Assessment regarding the employees and other stakeholders affected by the change process

The Equality Impact Assessment process should examine the impact of the transformation of the service on the key stakeholders under the different protected characteristics. It should determine what actions are required to address any issues which have been identified during the equality screening process. An Equality Impact Assessment form is available on KNet here: http://knet2/policies-and-procedures/equality-and-diversity/Equality-Impact-Assessments and advice can be sought from the Equality & Diversity team via a work request form.

Sources of further information

There are detailed briefing notes available from the Policy & Strategic Relationships Team in Business Strategy on:

- Community Right to Challenge - process and policy implications
- KCC's approach to Community Right to Challenge
- Social Enterprise models and legal entities

Contact jenny.dixon-sherreard@kent.gov.uk

The Community Right to Challenge section of KCC's website also provides links to useful guidance and support on the Right and setting up a Social Enterprise: www.kent.gov.uk/community_and_living/right_to_challenge.aspx.

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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: 17 September 2012

Subject: Celebrating Staff Achievement – 'Because of You'

Classification: **Unrestricted**

SUMMARY: At meeting of the Personnel Committee held on 16 may 2012 a report was presented on proposals for awards that celebrate staff achievement across the Council (One Council approach). This report updates Members on plans and on a new initiative that will further recognise staff achievements.

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1.   Background

1.1   During tough times it is particularly important to recognise and value staff. Indeed in a recent staff survey that included Divisions across KCC and during Talk to the Top sessions when Directors go out and talk to employees, staff have said that they want their contributions recognised more.

1.2   This paper provides proposals on recognising staff contributions and sets out 3 different options for the way in which this is achieved.

1.3   All of the options provided come with comprehensive recognition and meaningful reward for teams and individuals, with a real emphasis on fun and choice.

2.   Objectives

- Recognise exemplary 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
- Ensure that staff recognition is fully embedded and done as part of the way we do things as an organisation
- Introduce 'Because of You' campaign / brand as part of staff awards
- Improve the focus of staff recognition as a way of driving even better service delivery through well managed, valued staff.

3.   Organisation Development and People Plan

3.1   Having employees who are well managed that includes recognising and valuing staff forms part of KCC's Organisation Development and People Plan which sets out how our people will deliver our strategic agenda.

4.   'Because of You' Campaign - valuing and recognising staff

4.1   'Because of You' (see Appendix 1) is a new engagement campaign that aims to:

    i.   Demonstrate the link between individuals and corporate objectives
    ii.   Acknowledge and thank staff for their contribution
    iii. Position staff as part of the solution

4.2   Last year we focused on the '1234 message' to support the restructure of the council and to provide a mission-based message that was easy for staff to understand. To capitalise on the understanding that was generated during this time it is important that this new campaign is seen as a continuation of the previous activity and not something new. The fourth objective of our campaign is therefore to:

    iv.   Reassure staff that our direction hasn't changed and that the 'One Council' ethos is still relevant.

4.3   The campaign will be split into three phases running from October 2012 to December 2013 (and beyond if appropriate). Each phase will be given sufficient time to embed before moving on to the next phase.

4.4   Through the Because of You initiative, staff will be recognised and their achievements celebrated throughout the year. Recognising staff in different ways will be part of how we do things in Kent and builds on existing initiatives. By having an awards event during phase 3 of the campaign, staff will have been recognised both collectively and individually and are likely to be less cynical about our approach to staff awards and more likely to see the value and get involved.

5. Options for Format of Staff Recognition - Summary of options table

In addition to the activities outlined below all options include a formal staff awards event in Autumn 2013 which will be fully integrated with the 'Because of You' campaign (to coincide with phase 3).

Format option and description	Timescale	Benefits	Drawbacks	Organisation Risks
Option 1 - Localised awards *Individuals and teams are nominated and then recognition awards are presented at their place of work by The Leader, Cabinet Member, Corporate Director or Director of that Division* *- Total emphasis on recognition* *- Engraved trophies are presented* *- A selection of rewards for teams or individuals to choose from* *- Done within usual work hours (where possible / appropriate)* *- Electronic media used to share recognition with the rest of the organisation* *- Other channels of recognition also used (press, radio, etc)* *- Photos / film of winners put on every PC desktop in KCC and rotated*	• Nominations are now open and close on 15.10.12. • Judging process Oct / Nov • Localised presentations Nov / Dec • Further promotion Dec / Jan	• Recognises staff and demonstrates a positive response from KCC following EVP survey feedback • This format is purely about recognising staff and what they do and is simple and uncomplicated • Low cost, reflecting the current economic and organisation climate • Low resources needed to deliver (no sponsorship required) • It's inclusive – anyone can be given an award as it will in work time at the usual place of work • Supports KCC's environmental strategy • Element of surprise will cause excitement – use KNet to give this momentum	• Pressure on Seniors' time • Planning at a local level could be intensive (making sure that person / team are at work and in the right place for presentation) • Individuals (as opposed to teams) feeling embarrassed / overwhelmed • Presentation appointments cancelled due to other commitments • Impact could be reduced through less senior people having to step in at the last minute	• Perceived as lack of effort on KCC's part or by some as insincere and not meaningful • Lack of wider impact • Failure through lack of engagement
Option 2 – Localised awards + Celebrating Staff Event *As above plus an externally sponsored event to broadly recognise all staff's contribution* *As above and:* *- An externally sponsored event (potentially at Kent Showground) to launch Because of You campaign* *- No awards, but a broad showcase of staff achievements from across the organisation*	As above and: • Event during December 2012 • Further promotion Dec / Jan	As above and: • Fully supports launch of Because of You campaign • Comprehensive (best of both worlds) • We can promote external sponsorship message • More inclusive event	As above and: • Cost • Resource intensive • Excludes those not invited or able to make it • Reliance on external sponsorship to make it happen	As above and: • Perceived as a 'Christmas party' or a 'corporate jolly' • Has a negative impact on engagement and morale as only for minority – lack of opportunity for involvement. • Perceived by staff as something for the chosen few and excludes the majority • Seen as a significant spend in time of austerity and cuts (despite strong sponsorship message) • Unsuccessful in securing sponsorship • Negative press

Format option and description	Timescale	Benefits	Drawbacks	Organisation Risks
Option 3 – Staff award event (branded 'Because of You') *Individuals and teams are nominated and then recognition awards will be given at a formal evening event with subsequent project to showcase staff achievements* *- An externally sponsored evening Award Event with engraved trophy presentation ceremony* *- A selection of rewards for teams or individuals to choose from* *- Electronic media used to share recognition with the rest of the organisation* *- Other channels of recognition also used (press, radio, etc)* *- Photos / film of winners put on every PC desktop in KCC and rotated*	• Nominations now open and close on 15.10.12. • Judging process Oct / Nov • Awards event early December • Further promotion Dec / Jan '	• Tried and tested format • We can promote external sponsorship message • Those who are nominated will feel recognised, engaged and motivated by KCC	• Cost • Resource intensive • Confused branding – 'Because of You' campaign and branding not yet launched • Reliance on external sponsorship to make it happen • Does not support KCC's Environmental Strategy	• Has a negative impact on engagement and morale as only for minority – lack of opportunity for involvement. • Perceived as a 'corporate jolly' • Seen as being run independent of Because of You campaign – not joined up or linked with corporate initiative • Perceived by staff as something for the chosen few and excludes the majority • Seen as a significant spend in time of austerity and cuts (despite strong sponsorship message) • Unsuccessful in securing sponsorship • Negative press • Failure through lack of engagement

6. The Award Categories

6.1 Staff and public will be invited to nominate employees who deserve to be recognised and thanked for their work. The aim is to make this as inclusive and engaging as possible for anyone wanting to recognise KCC staff. Nominators will be invited to nominate employees against a specific category or if they prefer simply to nominate individuals and teams for their achievements - we want to make to make it easy for people. The nominations can be assigned a category at a later date if necessary.

6.2 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 plus always covering KCC values, competencies & behaviours and professional recognition. At May Personnel Committee Members asked that the categories and numbers of awards be increased in order to further recognise the breadth of staff achievements. The extended list of awards is given in Appendix 2:

7. Nomination & Decision Making Process

7.1 Nominations for Awards will be promoted to KCC staff, service users and partners. The nominations are now open and the forms are available via KNet (for KCC staff) (see Appendix 4) and Kent.gov (for partners and public). Managers will not be able to nominate staff within their service area.

1. Stage / Panel 1 – To produce a shortlist of six per category, panel to consist of three CMT / Director representatives and Change Champions.
2. Stage / Panel 2 – To make the final decisions for the winners in each category to consist of CMT/Cabinet representatives.

8. The Awards Event

8.1 If the awards event option is chosen, it is suggested that the nominees' CMT member personally telephones staff to inform they have been short-listed followed by a formal invite to the event. 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.

8.2 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.

8.3 The awards event could be held at Oakwood and a reservation has been made for early December.

9. Rewards and Prizes

9.1 At the May meeting the Committee asked for more innovative, indeed unusual ways of recognising staff both at the awards event and in other ways. The ways this can be achieved are listed in Appendix 3 and in (10) below.

10. Additional Recognition

- Desk top pictures every day (rotating)
- Phone call from Leader/Cabinet portfolio holder or Corporate Director (of their Directorate)
- Front page of Knet and Kent.gov and embedded video
- Mentioned on local radio and newspaper

11. Financial Implications

11.1   Sponsorship is being sought through consultation with the Corporate Procurement Team.

11.2   Base costs (applicable to all options and covers all awards and rewards): £9800

11.3   Option1 (localised awards + staff rewards): £0 = total of £9,800

11.4   Option 2 (localised awards + staff rewards + celebratory event): £15,000 = total of £24,800

11.5   Option 3 (staff awards event + staff rewards): £10,640 = total of £20,440

12. Summary

12.1   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. The proposals provide a far more holistic approach that will recognise staff in greater numbers. **Far from being a one off or occasional occurrence this can form part of KCC culture.**

13. Recommendations

13.1   Personnel Committee is invited to discuss the three options outlined in the paper and agree which should be adopted for this current financial year.

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Job Title   **Organisation Effectiveness Manager**
Ext   **4612**

Appendix 1 – *'Because of You' Campaign*

The campaign will be split into three phases running from October 2012 to December 2013 (and beyond if appropriate). Each phase will be given sufficient time to embed before moving on to the next phase.

Phase One – October to December
'Because of you' – message to the collective workforce acknowledging the importance of what they do and how they are contributing to KCC's objectives.

Phase Two – January to June
'Because of us' – focus on teams and the difference they make to their service users.

Phase Three – June to December
'Because of me' – celebrating individuals and their achievements.

The campaign will include a number of engagement initiatives such as a new staff suggestion scheme, recognition activities, staff awards, face to face events. All will be launched and promoted using the 'Because of you' brand – presenting staff with a clear and simple message. It will rely heavily on managers to support the campaign, lead by example and encourage buy-in from their staff.

4. Recognition Initiatives

It is proposed that a number of activities will take place during the course of the campaign:

- Online 'thank you's – managers and colleagues thanking others
- Handwritten thank you notes from the Leader/CMT
- Case studies of individuals and teams with comments from the Leader/CMT
- Innovation recognised via Eureka! (staff suggestion scheme)
- Jigsaw pieces given to 'achievers' which when joined together show the message 'Because of us' (event and photo opportunity)

It is recommended that staff awards form part of the 'Because of You' initiative and be branded 'Because of You'. In so doing the intention is to maximize the impact of the campaign activity and to celebrate the achievements of as many teams and individuals as possible.

Appendix 2 – *The Award Categories**

1. Delivering Bold Steps: Growing the Kent Economy (individual)
2. Delivering Bold Steps: Growing the Kent Economy (team)
3. Delivering Bold Steps: Putting the Citizen in Control (individual)
4. Delivering Bold Steps: Putting the Citizen in Control (team)
5. Delivering Bold Steps: Tacking Disadvantage (individual)
6. Delivering Bold Steps: Tacking Disadvantage (team)
7. Living KCC's Values, Competencies and Behaviours (individual)
8. Living KCC's Values, Competencies and Behaviours (team)
9. Great Idea (individual or team) for service improvement (inc. staff suggestions)
10. Great Idea (individual or team) for reducing costs (inc. staff suggestions)
11. Service Champion (individual) (BSS)
12. Service Champion (individual) (FSC)
13. Service Champion (individual) (ELS)
14. Service Champion (individual) (CC)
15. Service Champion (individual) (EE)
16. Specialist Children's Services Award
17. Apprentice of the year
18. 'Against the Odds' (individual) – Overcoming significant obstacles to achieve and deliver
19. 'Going the Extra Mile' Top Award (individual) – delivering excellence in customer service
20. 'Going the Extra Mile' Top Award (team) – delivering excellence in customer service
21. Long Service Awards

Appendix 3 – *Rewards and Prizes**

The idea behind the rewards is to make them fun, enjoyable, give multiple choice and multi-layered to make them and engaging and memorable as possible. Most importantly people feel thoroughly recognised for their hard work.

Team Rewards

A gift for you	1 day annual leave to spend as you wish!
A treat for the team (choice point)	Team pizzas at Pizza Hut or takeaway! Or Afternoon Tea and cake served in the Leader's office!
A great day out (choice point) up to £1K	A day at Go Ape *or* A trip to the theatre *or* A team picnic *or* A £1000 to spend as you wish, on whatever you want!
Something to keep	A professionally engraved, glass trophy
Shout about success	Mention on local radio and in the local paper Kent.gov and KNet Desktop photos

Individual Rewards

A gift for you	1 day annual leave to spend as you wish!
A great day or night out (choice point)	Dinner and overnight stay at Michelin Starred restaurant in Kent (or equivalent) *or* Tickets for 2 to a top London show including overnight stay and evening meal *or* £250 worth of Amazon.co.uk vouchers *or* £250 Red Letter activity day voucher *or* Hot air balloon ride for 2
Something to keep	A professionally engraved and personalised glass trophy
Shout about success	Mention on local radio and in the local paper Kent.gov and KNet Desktop photos Personal phone call from The Leader or your Corporate Director

* All of the above would be offered on the condition that it would not affect normal service delivery – managers will be consulted. If this is the case alternatives will be offered.

Appendix 4 – *'Screen grab' of KNet nomination page*

By: Roger Gough – Cabinet Member for Business Strategy, Performance and Health Reform

             Amanda Beer – Corporate Director Human Resources

To: Personnel Committee

Date: 17 September 2012

Subject: Kent Manager Standard

Classification: Unrestricted

SUMMARY: To provide an update on the changes to the Kent Manager Standard to be launched in September 2012.

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1.   Background

1.1   High performance in organisations is often reflected in the drive to continuously assess and develop staff. The Kent Manager Standard is the management standard for KCC and provides a robust assessment framework that sets out very clearly what KCC requires from its managers and what staff can expect from them. The Kent Manager Standard is funded from the centralised corporate training budget and has external accreditation.

1.2   In June 2012, Corporate Board re-affirmed its support of the Kent Manager Standard. However, engagement and progress has remained slow. The Standard was launched in September 2011 for all KR13 and above managers and KR9-12 managers became eligible in January 2012. To date, 10% of managers have started the programme which has a two year window to complete.

1.3   The Organisation Development Team has undertaken a 'Health Check' of the Kent Manager Standard which included views from a selection of managers using face to face interviews, a focus group meeting and a survey. The findings from this research and feedback from Members and Directors have been used to inform the improved development of the Kent Manager Standard.

2.   Changes and priorities

2.1   Priority criteria have been identified for early completion according to levels of decision making accountability with 12 organisational criteria and 12 criteria linked to the level of accountability. On completion of the 24 criteria managers receive 'Approved Manager' status and will then continue to Accredited Manager status on completion of all the criteria.[1]

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[1] See Appendix A – Management Accountability Levels and Kent Manager Priorities Triangle

2.2 The criteria have been aligned to seven new management domains which meet the organisation's business needs as identified in Bold Steps for Kent. This has formed a framework for future management and leadership development within KCC.[2]

2.3 Further work is in progress to ensure that the assessment criteria are directly transferable to external professional capability frameworks and to facilitate the continuous professional development needs for managers linked to career and management accountability levels.

2.4 Supported development training has been reviewed to ensure that it fits the new management domains and supports the organisational priorities for managers in enhancing their capabilities.

3.   Monitoring

3.1 Regular reports on the Kent Manager Standard progression will be produced by management group, grade and Directorate to monitor engagement levels. The quality and outcomes of training will be evaluated and feedback from managers will be used to assess the effectiveness of the Kent Manager Standard.

3.2 A number of system improvements have been identified to ensure Kent Manager is aligned to the HR Oracle system and the TCP process. In addition, system enhancements will allow managers to update evidence against the Standard as they move between management levels and as part of their Continuous Professional Development.

3.3 Evaluation of the Kent Manager Standard is critical and a new strategic framework has been established to ensure the delivery of outcomes and return on investment. The framework will also support the continuous improvement of the standard by identifying new and immerging cross-directorate priorities for inclusion in the Standard.

4.   Communication

4.1 The 'refreshed' Kent Manager Standard is being launched in September emphasising the improvements and the importance of management engagement as KCC evolves within a dynamic and complex changing environment. Senior leaders within KCC will be sought out as champions for the seven management domains, to role model the Standard and ensure the Kent Manager continues to meet future business need.

5.   Conclusion

5.1 The Kent Manager Standard has been refreshed to meet the challenges KCC face in the future by auditing and increasing the leadership capabilities for all managers. It has been aligned to seven management domains which meet business needs and differentiates between levels of management accountability. On going monitoring and evaluation will ensure the

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[2] See Appendix B – Kent Manager New Domains

continuous improvement of the Standard in order to deliver leadership excellence at all levels of management.

6   Recommendation

6.1   Personnel Committee is invited to comment on the changes to the Kent Manager Standard highlighted in this report.

Name   Julie Cudmore
Job Title   Workforce Development Manager
Ext   4702

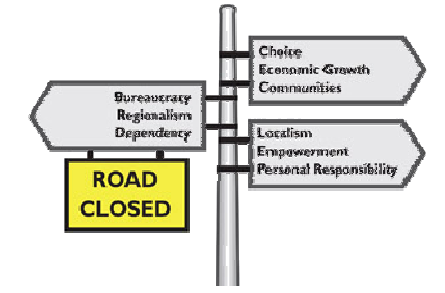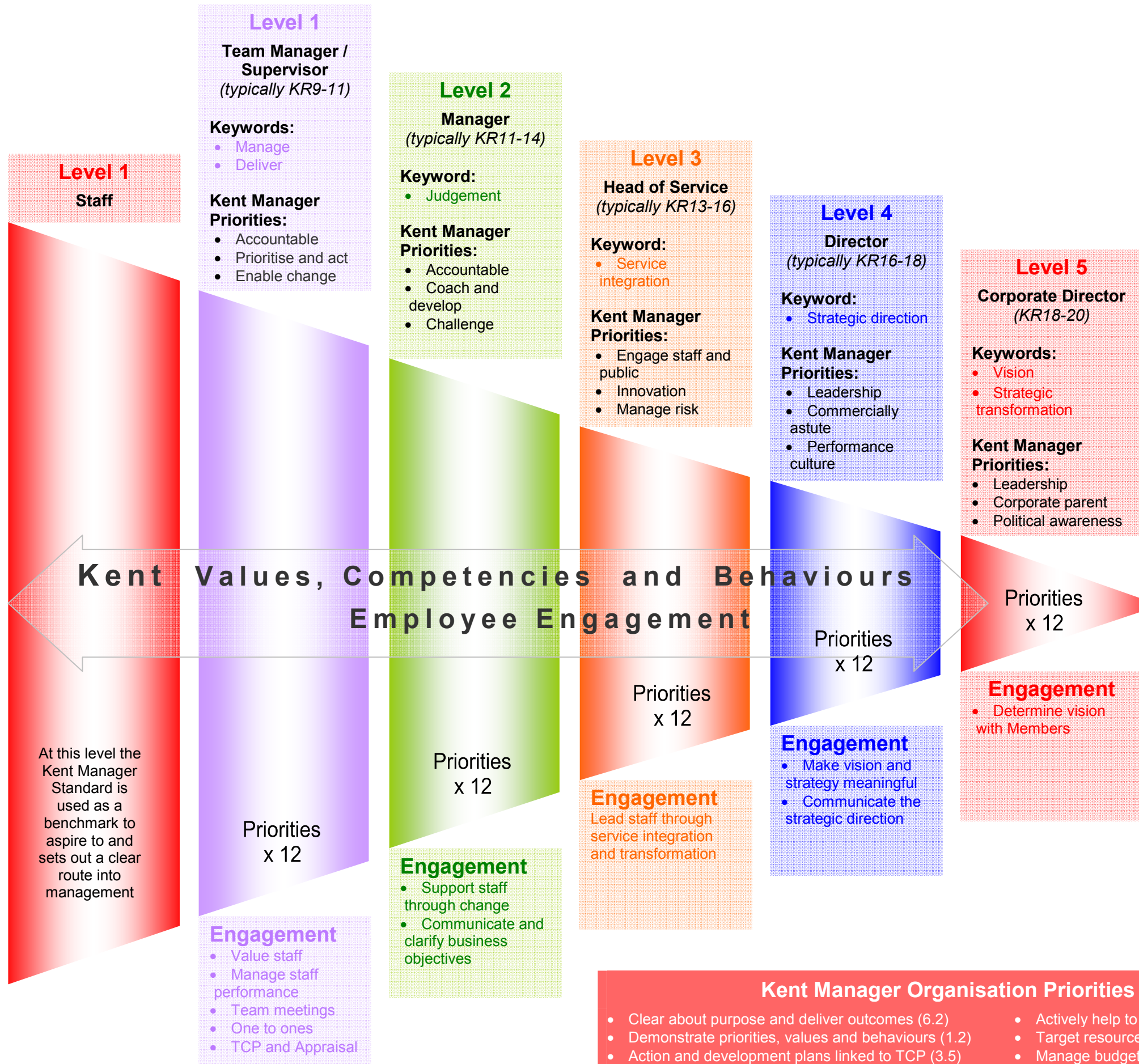This page is intentionally left blank

Management Accountability Levels (DMA) and Kent Manager Priorities
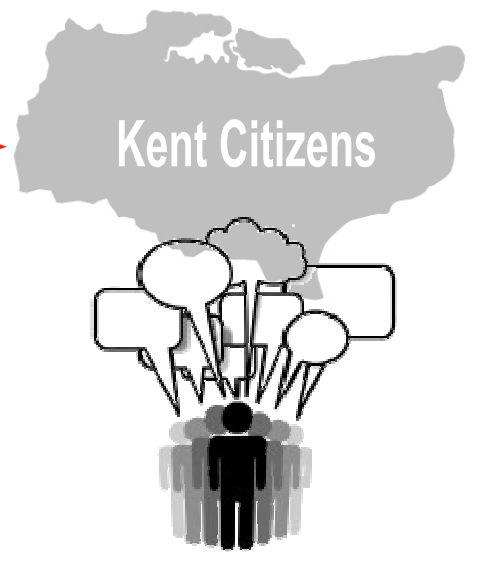
Management Accountability Level (DMA)

Kent Manager Priorities

Employee Engagement

Level 1
Team Manager / Supervisor
(typically KR9-11)

Keywords:
- Manage
- Deliver

Kent Manager Priorities:
- Accountable
- Prioritise and act
- Enable change

Level 2
Manager
(typically KR11-14)

Keyword:
- Judgement

Kent Manager Priorities:
- Accountable
- Coach and develop
- Challenge

Level 3
Head of Service
(typically KR13-16)

Keyword:
- Service integration

Kent Manager Priorities:
- Engage staff and public
- Innovation
- Manage risk

Level 4
Director
(typically KR16-18)

Keyword:
- Strategic direction

Kent Manager Priorities:
- Leadership
- Commercially astute
- Performance culture

Level 5
Corporate Director
(KR18-20)

Keywords:
- Vision
- Strategic transformation

Kent Manager Priorities:
- Leadership
- Corporate parent
- Political awareness

Level 1
Staff

At this level the Kent Manager Standard is used as a benchmark to aspire to and sets out a clear route into management

Kent Values, Competencies and Behaviours
Employee Engagement

Priorities x 12

Engagement
- Value staff
- Manage staff performance
- Team meetings
- One to ones
- TCP and Appraisal

Priorities x 12

Engagement
- Support staff through change
- Communicate and clarify business objectives

Priorities x 12

Engagement
Lead staff through service integration and transformation

Priorities x 12

Engagement
- Make vision and strategy meaningful
- Communicate the strategic direction

Priorities x 12

Engagement
- Determine vision with Members

ROAD CLOSED

Bureaucracy
Regionalism
Dependency

Choice
Economic Growth
Communities

Localism
Empowerment
Personal Responsibility

Bold Steps for Kent

Kent Citizens

Kent Manager Organisation Priorities (One Council)
- Clear about purpose and deliver outcomes (6.2)
- Demonstrate priorities, values and behaviours (1.2)
- Action and development plans linked to TCP (3.5)
- Manage performance, celebrate achievements (3.10)
- Champion equality and diversity (4.8)
- Recruit the right people first time (4.9)
- Actively help to develop 'One Council' (5.2)
- Target resources on Bold Steps for Kent (7.1)
- Manage budgets, flex and control costs (8.7)
- Ensure effective risk management arrangements (7.7)
- Ensure staff and public are safe (8.9)
- Be customer focused (4.2)

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Kent Manager Standard

MODULE 1: personal and organisational leadership

Criteria

1.4 Make the right, transparent decisions; be accountable and stand by them
4.2 Be visible and approachable for staff, the public and partners
5.3 'Walk tall'; be bold, strong and hold to decisions, even in difficult situations - keep your nerve and stay positive
5.4 Have the self-belief to see problems through to the end and steer people through tough times to achieve clear goals; be courageous and able to change your mind
5.5 Stay positive, be creative and find solutions; inspire others with humility;
5.6 Be brave and don't be afraid of failure; manage, and own decisions
5.7 Look to challenge and step up when people need you to and deal with controversy and conflicts
6.2 Be clear about what needs to be achieved, keep the end goal in mind and share it
6.3 Instil a clear sense of direction, priority and pace

MODULE 2: communication and engagement

Criteria

1.2 Demonstrate, communicate and personify KCC's Priorities, Values, Competencies and Behaviours
1.5 Be real and tell the truth: don't blame the messenger; be honest and realistic, give reasons for decisions and actions
1.6 Treat adults as adults; stay grounded and speak honestly
2.1 Connect and engage at all levels to create a shared knowledge of reality; check mutual understanding and be respectful when dealing with others.
2.2 Listen carefully and act on what is being said, using clear language: say it, mean it, do it.
2.3 Sense needs and speak sensitively; adjust your approach accordingly, accepting differences
2.4 Meaningful talk and prompt feedback flow in all directions at right times; encourage free-flowing conversation
4.1 Work alongside and talk with the public outside, staff inside and other organisations; keep communication open, ask questions, listen to answers, act and feedback

MODULE 3: people performance

Criteria

3.1 Know and value staff: delegate and trust their capability to deliver; encourage others to succeed and help if needed

3.3 Enable your staff to be involved in the business planning process to an extent that is appropriate for their role

3.4 Enable your staff to use their skills; involve them in decision-making and encourage them to take ownership and responsibility

3.5 Ensure that your staff are enabled and empowered through the Total Contribution Pay (TCP) process; people have specific, measurable, agreed, realistic, time-bound (SMART) targets, a Personal Development Plan (PDP) to support these targets, agreed behaviours and where appropriate, agreed 'wider contribution'

3.6 Ensure that the tools in criterion 3.5 are supported by action; regular one to one meetings throughout the appraisal year, including mid-year review, end of year appraisal and completion of any supporting documents, with mutual agreement from both parties

3.7 Planned learning and development activities happen (including induction) and are evaluated; taking into consideration improvements, increased performance, or added value (at individual, team, division, directorate, and organisational level where appropriate)

3.8 Coach for growth and improvement; value staff contributions, recognise skills, develop people and the business

3.10 Demonstrate a 'can do' attitude, be positive and deal with things 'here and now'; hold people to account and celebrate their achievements

4.7 Ensure that there is a balanced focus on the task, the team and the individual

6.8 Champion and take seriously equality and diversity; every day, in all aspects of work and embed into everyday business

4.9 Recruit the right people first time; using good practice and the tools available

7.5 Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement

MODULE 4: business acumen

Criteria

4.5 Act as a partner and colleague of choice; co-operate to achieve common goals
6.1 'Deliver, deliver, deliver' and look for opportunities to deliver services and developments through joint working
6.4 Balance the Big Projects with the local projects and deliver, no matter how big or small the task
6.5 Understand the priorities and work within the agreed timescales; "get" them and get on with them.
7.1 Ensure that resources are targeted on the council's 3 ambitions and meeting customer needs; don't just say it, do it
7.6 Enable Localism and share resources and risks
7.9 Embed new, right sourced models and simple, lean solutions
8.2 Ensure that business and financial planning is undertaken in a way that supports 'One Council'
8.5 Procure products and services within the rules set out in the 'Spending the Council's Money' document and continuously look at ways of getting value for money
8.6 Demonstrate astute commercial and contract management
8.7 Be personally accountable for managing budgets and flexing *and* controlling costs

MODULE 5: policy and systems

Criteria

1.1 Demonstrate knowledge of, fully comply with and actively promote the Statements of Required Management Practice (SORPs)
3.9 Be self supporting – make best use of the resources, tools and technology you have available
6.7 Assess and manage the environmental impact of delivery, using the Kent Environment Strategy as a guide
7.7 Ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty
8.3 Contribute to KCC's contingency and continuity planning arrangements in a way that allows the organisation to protect critical functions and enables an effective response to a range of emergencies
8.8 Competently and effectively use KCC corporate business systems
8.9 Ensure that effective arrangements are in place to secure the health, safety and welfare of all staff and to safeguard those affected by our activities
8.10 Ensure suitable control of risks to health and safety through sensible assessment and provision of information, instruction, supervision and training for staff
8.11 Effectively use information and communication technology at an appropriate level

MODULE 6: customer focus

Criteria

1.7 Show an awareness of the Political impact of your actions and that Politics has its proper place
4.3 Be customer focussed in every task
4.6 Engage with and build positive relationships with customers to ensure that their requirements are at the centre of the design and delivery of services in accordance with the Council's Customer Service Strategy
5.2 Actively contribute to the development of the 'One Council' brand in order to enhance the reputation of KCC
7.4 Lead place and people; fully interact with and demonstrate knowledge and understanding of locality boards, community budgets and community partnerships
8.1 Take an active role, where possible, in promoting and ensuring the Council's responsibilities for safeguarding are met, for children and adults
8.12 Ensure that relevant and best professional advice, guidance and information is available to Members in an intelligible and timely fashion
8.13 Speak and act professionally at all times; develop, keep up to date and use professional knowledge, skills and competency

MODULE 7: innovation and change

Criteria

1.3 Welcome and be open to challenge and new ideas about how you do things
3.2 Free people to use their initiative and promote innovation and creativity, ensuring that you always acknowledge contributions and take forward or develop where appropriate; be creative yourself and share ideas
4.4 Promote cross-organisational team working and across boundaries with other agencies and partners, to improve services and solve problems
5.1 Be proud to come together, work together and deliver positive outcomes together, as one council
7.2 Challenge the status quo with urgent curiosity, about what and how we deliver; dare to be different, and have the courage of your convictions - don't wait, initiate
6.6 Gather evidence of success or failure along the way; share knowledge of best practice, look to learn from the experience and make necessary adjustments going forward
7.3 Discover new ways to reduce the cost of services to taxpayers
7.8 Move forward, take the initiative, suggest new ways of working and help people move forward with ideas; adapt, get a move on and be nimble with change

By:	Roger Gough, Cabinet Member Business Strategy, Performance & Health Reform
	Amanda Beer, Corporate Director Human Resources
To:	Personnel Committee **Date:** 17 September 2012
Subject:	Employee Retention - Exit Surveys
Classification:	Unrestricted

Summary

To inform Personnel Committee on activities being undertaken to ensure we retain talent within KCC by understanding the reasons why employees decide to leave the organisation and taking appropriate action.

1.   Introduction

1.1   Retaining key staff during the tough times that KCC is going through is a challenge. Even though the workforce needs to contract as a consequence of Change to Keep Succeeding and KCC's continued transformation, there is a risk of loosing employees that the organisation would like to retain.

1.2   Therefore since December 2011 Kent County Council has taken proactive steps to understand what prompts employees to leave the organisation. TalentDrain, an employee engagement and retention specialist, has been commissioned to provide an exit survey service for voluntary leavers. TalentDrain has been undertaking similar work in Kent schools. The survey is online although arrangements are made for employees who do not have access to a computer to complete a paper version.

2.   Organisation Development and People Plan

2.1   Skills retention forms part of the County Council's Organisation Development and People Plan which sets out how our people will deliver our strategic priorities.

3.   Context

3.1   KCC continues to transform and change the way it delivers services through innovation, efficiencies and increased commissioning. Since March 2011 the workforce has reduced by 1088 full time equivalents (FTE). The total FTE non schools workforce as at July 2012 is 8973. Turnover is currently running at 16.2% (excluding casuals).

3.2   During the period 16 December 2011 until 31 August 2012 a total of 540 employees voluntarily left KCC (i.e. excluding compulsory redundancies, dismissals etc). From these a total of 192 have completed the survey representing a 36% return rate, which is a positive response and a significant data set from which to interpret the key messages.

4.   Key Messages

4.1   A presentation will be made at Personnel Committee that will highlight the key messages. The following is a summary based on exit surveys completed by former employees across all directorates:

4.2   Employees are asked for their views on 12 organisational and employment areas. They are Organisational Confidence; Cooperation; Career Progression; Salary & Rewards; Well Being; Vertical Relationships; Loyalty and Trust; Personal Growth; Job Satisfaction; Independence; Ethical Standards and Working Conditions.

4.3   Across every one of the above categories the majority of leavers were satisfied, most areas scored in excess of 70% with leavers stating that those elements were not a reason for leaving. Highest scoring areas include ethical standards 82%; Independence 79%; loyalty and trust 75%; job satisfaction 75%; vertical relationships 74% and; personal growth 70%.

4.4   Lowest scoring areas were Organisational Confidence 54%; Cooperation 60% and Career Progression 65%.

4.5   Approximately two thirds would work for KCC again and a similar number would recommend KCC as a place to work

4.6   Further details including Directorate level results, will be provided in the presentation at Personnel Committee.

5.   Measures to Address

5.1   We know a motivated and committed workforce results in improved services to our customers. KCC is taking steps to increase levels of motivation through our Engagement Strategy (previously presented to Personnel Committee) and this in turn will support the retention of talent. While the headline messages are positive, particularly at a time of huge change, and notwithstanding the fact that the organisation needs to contract to achieve efficiencies and savings, there are a number of underlying areas that need to be improved. Through the Engagement Strategy and related activities KCC will continue to take actions to retain and develop a high performing workforce that will deliver services to our customers and Bold Steps for Kent. Key elements of the strategy include:

- Introduction of the Kent Manager standard (with training to support)

- Coaching - supporting performance and staff development

- Kent competencies, values and behaviours that were developed by staff

- Kmail and Kmag

- Total Contribution Pay – we are continuing to strengthen the link between performance and pay

5.2   We have also undertaken the Employee Value Proposition survey through which we asked staff for their views on working for KCC. The results of this survey are informing further actions planned in direct response to what staff said.

5.3   A Rewards and Benefits survey is currently being undertaken to seek staff views on the employment package – this will inform how we will target resources in future.

5.4   The 'Because of You' communication and engagement campaign will be launched in the autumn that will focus on valuing and recognising work undertaken by individuals and teams to deliver services and Bold Steps.

5.5   KCC's approach to workforce planning, talent management and succession planning are being further developed to maximise our ability to retain and deploy talent

5.6   Production of a management checklist reminding managers of their people management responsibilities including having regular team meetings and 1-1s, sharing information openly, recognising good performance.

6.   Recommendations

6.1   Personnel Committee is asked to note the key messages from employees who have left KCC and the measures being taken to ensure we maximise KCC's ability to retain talent at the same time as the organisation is contracting and during a period of unprecedented change.

Nigel Fairburn

Organisation Effectiveness Manager

Human Resources

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