

PERSONNEL COMMITTEE

Tuesday, 10th September, 2013

3.00 pm

Wantsum Room, Sessions House, County Hall,
Maidstone





AGENDA

PERSONNEL COMMITTEE

Tuesday, 10th September, 2013, at 3.00 pm
Wantsum Room, Sessions House, County
Hall, Maidstone

Ask for: **Denise Fitch**
Telephone **01622 694269**

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

Membership (9)

- Conservative (5): Mr P B Carter (Chairman), Mr G Cooke (Vice-Chairman),
Mr J D Simmonds, Mrs P A V Stockell and Mr B J Sweetland
- UKIP (2) Mr N J Bond and Mr M Heale
- Labour (1) Ms A Harrison
- Liberal Democrat (1): Mrs T Dean

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 meeting held on 6 June 2013 (Pages 1 - 4)
4. The Living Wage (Pages 5 - 10)
5. Apprenticeship Programme (Pages 11 - 16)
6. Employment Value Proposition & Employee Engagement (Pages 17 - 26)
7. Staff Awards (Pages 27 - 28)

8. Transformation Programme - Presentation
9. Pay Policy Statement for 2013/14 (Pages 29 - 34)
10. Policy Update (Pages 35 - 38)

Motion to exclude the press and public

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

11. Interim Director of Waste (to follow)

Peter Sass
Head of Democratic Services
(01622) 694002

Monday, 2 September 2013

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Thursday, 6 June 2013.

PRESENT: Mr P B Carter (Chairman), Mrs A D Allen (Substitute for Mrs P A V Stockell), Mr R H Bird (Substitute for Mrs T Dean), Mr N J Bond, Mr G Cooke, Ms A Harrison, Mr M Heale, Mr J D Simmonds and Mr B J Sweetland.

IN ATTENDANCE: Mrs A Beer (Corporate Director of Human Resources), Ms D Fitch (Democratic Services Manager (Council)), Mr C Miller (Reward Manager), Ms T McCarthy (Strategic Business Information Manager) and Mr I Allwright (Employment Policy Manager).

UNRESTRICTED ITEMS

3. Election of Vice-Chairman

(Item 2)

RESOLVED that Mr G Cooke be elected Vice-Chairman of the Committee

4. Minutes of the Meetings held on 19 March 2013 and 23 May 2013

(Item 4)

RESOLVED that the minutes of the meetings held on 19 March and 23 March 2013 are correctly recorded and that they be signed by the Chairman.

5. Annual Workforce Profile Dashboard

(Item 5)

(1) Ms McCarthy presented a report which set out details of the make up of the Authorities workforce as at 31 March 2013 focusing on the changes in staffing levels over the year. The report also included information on the demographics and the diversity the County Council's current workforce and included comparative information from previous years.

(2) Members were invited to ask questions on the dashboard which were answered by Ms McCarthy and Mrs Beer.

(3) A number of suggestions were made for additional information to be provided in future Dashboards these included:

- Exit interview feedback
- Percentage of sickness absence per Directorate.
- Figures for redundancy per Directorate
- Historic figures for agency staff to give a context to the data plus current agency staff broken down into Directorates.

- Number of apprentices – identifying which are high level and showing apprenticeships for KCC broken down into school and non-school.

(4) In relation to question of the reducing level of sickness absence Mrs Beer explained the case management approach that had successfully be adopted.

(5) It was explained that the data for Commercial Services, now that it was a traded company, was reported to Policy and Resources Cabinet Committee and Governance and Audit Committee.

(6) It was suggested that a report be submitted to the next meeting of the Committee on increasing the profile of young people in the organisation, this report should include the inhibitors to young people entering the organisation information on KCC school and non-school apprentices, the number of apprentices that obtain permanent jobs in the organisation, plus the number of apprenticeship opportunities created via KCC procurement.

(7) In relation to questions on the number and profile of agency staff within the organisation, Mrs Beer explained that the majority were within the Families and Social Care Directorate, and were filling key roles such as those in Social Work which was a staff shortage area. She emphasised that these were highly regarded quality agency staff. The other main area where agency staff were employed was to fill vacancies in areas that were undergoing restructure where it would not be appropriate to recruit a permanent Member of staff at that time.

(8) RESOLVED that the report be noted and that a report be submitted to the next meeting of the Committee on increasing the profile of young people in the organisation.

6. Employment Value Proposition

(Item 6)

(1) Mr Allwright presented a report which provided a summary of the findings of the 2013 Employment Value Proposition (EVP) survey outlining key improvements in the levels of employee engagement.

(2) Mrs Beer informed the Committee that a staff suggestion scheme was due to be launched shortly, which would be a clear and transparent process for staff with suggestions sent directly to the relevant Director for consideration and response. Members emphasised the importance of building on this successful work to engage with staff in these challenging times of change.

(3) RESOLVED that

(a) the Employment Value Survey results and the improvements in levels of employee engagement be noted and that a report be submitted to a future meeting of the Committee giving details of the EVP survey including the questions asked, a detailed analysis of the response given and the action being taken by Directors as a result of the feedback from the survey.

(b) a report be submitted to a future meeting of the Committee on the "Because of you" staff awards giving details of the different ways in which the scheme was being implemented across the organisation.

7. Childcare Voucher Scheme - Deductions during Occupational Maternity Pay

(Item 8)

(1) Mr Miller presented a report which set out options for revising KCC's current approach to making deductions for childcare vouchers when an employee was on maternity leave. Members asked questions and considered each of the three options in the report taking into account the feedback from the Kent Association of Head Teachers.

(2) RESOLVED that the Committee unanimously agree that deductions for childcare vouchers during Occupational Maternity Pay be made in proportion to the half pay that the employee is receiving with effect from 1st September 2013.

8. Salary bands for Public Health Consultants

(Item 9)

(1) Mr Miller and Mrs Beer presented a paper which provided information on the NHS salary bands for Public Health Consultant posts in comparison to Kent Scheme pay bands for senior KCC staff. This paper had been requested at the meeting of the Committee on 19 March 2013 during consideration of a detailed report on the terms and conditions for Public Health Staff joining KCC.

(2) Mrs Beer explained that medically qualified staffed who had transferred to KCC would remain on their current terms and conditions but would be subject to performance monitoring as rigorous as that for KCC Staff. Non medical staff would remain on their current terms and conditions for two years, work would commence after a year to compare these terms and conditions with KCC terms and conditions. This would give time to inform staff of any changes to their terms and conditions at the end of the two year period. It was confirmed that any non medical staff that were recruiting during the two year period would go onto KCC terms and conditions.

(3) RESOLVED that the information provided on pay bands and progression for Public Health Consultant posts be noted.

9. Discretionary Payments

(Item 7)

(1) Mr Miller and Mrs Beer presented a report which indicated how the Market Premium and the Enhancement to Pension Payments policies which allowed the Authority discretion over the level of payments made had been applied in practice.

(2) Members asked questions in relation to these policies which were answered by officers. Mrs Beer emphasised that these payments were reviewed on an annual basis and related to the post not the person. The main area where these payments

were applied was in the Families and Social Care Directorate where there was a national shortage of qualified social services staff. Kent had the additional challenge caused by being so close to London. Mrs Beer reminded Members that details of the posts that were paid a salary of £58,000 or above were published on the County Council's website, which covered the majority of posts that attracted a Market Premium Payment.

(3) Members requested that future annual reports on discretionary payments contain the rationale for these payments and also include comparative data.

(4) RESOLVED that the report and the comments made by Members be noted.

10. EXCLUSION OF PRESS AND PUBLIC

(Item)

RESOLVED that under Section 100A of the Local Government Act 1972 the public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Act.

11. Discretionary Payments

Mrs Beer answered questions from Members on posts which had attracted a Market Premium Payment.

By: Gary Cooke – Cabinet Member for Corporate and Democratic Services
Amanda Beer – Corporate Director Human Resources

To: Personnel Committee - 10 September 2013

Subject: The Living Wage

Classification: Unrestricted

Summary: This paper considers the “Living Wage” and its potential impact on the authority.

1. BACKGROUND

- 1.1 As part of last year’s pay bargaining process the Trades Unions submission included a request that the authority consider adopting the national Living Wage. The matter was discussed at Personnel Committee in January 2013 and remitted for further analysis and report in the autumn.
- 1.2 The Living Wage is an hourly rate of pay determined by the Centre for Research in Social Policy at Loughborough University and is purported to be a more accurate minimum pay level than the National Minimum Wage. Unlike the National Minimum Wage the Living Wage is entirely voluntary and has different rates for London and the rest of the country.
- 1.3 There are a number of employers who have chosen to either declare themselves “a Living Wage employer” or are committed to paying at this level. In June 2013 this included 86 councils in England and Wales and all 32 in Scotland.

2. THE LIVING WAGE

- 2.1. The Living Wage is subject to annual review and up rated in November each year. Its current value is £7.45 per hour.
- 2.2. There is a difference between adopting the benchmark of the Living Wage and making a formal declaration of being a ‘Living Wage Employer’. The latter requiring four basic criteria:
 - pay all of its own staff at least the Living Wage
 - commit to up rating pay rates within 6 months of the annual change to the Living Wage
 - demonstrate progress toward requiring any contractors to do the same
 - have a plan in place to work with any remaining contractors to get them to pay the Living Wage.

3. COMPATIBILITY WITH KENT PAY ARRANGEMENTS

- 3.1. Following the 1% increase in April 2013, the Living Wage will currently only affect those employed in Kent Range KR2. However this is likely to alter significantly if the Living Wage is increased in November. Currently an approximate headcount of 510 in the non-schools population and 2600 in schools would be impacted if the living wage was adopted. Prior to the increase in April the headcount was 680 and 5450 respectively. The immediate costs therefore are significantly less than they might be before the end of this year. Attached in Appendix 1 is an estimate of the financial impact of all those relevant staff moving to the Living Wage based upon the current position and the position prior to April 2013. The cost for non-schools this is approximately £77k and £270k and for schools approximately £340k and £1.2m per annum.
- 3.2 Whilst the formula and calculation of the Living Wage is relatively comprehensive it is purely an hourly rate of pay and as such not an assessment of the value of the "Total Reward" package offered by the authority. It would not therefore take account of the significant value of pension scheme contributions, enhancements and other terms and conditions.

4. IMPLICATIONS AND RISKS

- 4.1 The County Council has over recent years made considerable progress in eliminating low pay. KCC implemented Single Status several years ago, unlike many other authorities. More recently the County Council agreed, in December 2010, a single grade structure with a common set of terms and conditions for all staff.
- 4.2 As part of Local Pay Bargaining in 2010 the Kent Pay Range KR1 was removed to ensure all employees were paid at least KR2, currently £13,162 per year on a full time basis.
- 4.3 Full adoption of the "Living Wage Employer" status would result in our lowest level of pay being set by the Centre for Research in Social Policy. Costs therefore would not be entirely within our control.
- 4.4 Artificially altering the grade structure to accommodate the Living Wage could compromise and potentially corrupt both the structure and its associated differentials.
- 4.4 Considering our current, and potential future shape as an organisation, the impact of full status would be far more significant on our contractors. This would inevitably be reflected in the cost of the contracts and potentially manipulate the competitiveness in some markets.
- 4.5 Due to the equal pay risk across the authority and including that between schools and non schools any decision would need to be for all employees of the authority.

5. **CONCLUSION**

5.1 Whilst there is national and local pressure to adopt the Living Wage, the implications are both financial and a matter of principle.

5.2 Many others have expressed a desire to pay at this minimum level without formally committing to full “Living Wage employer status”. This could be the basis of further consultation with both the business and trades unions.

6. **RECOMMENDATION**

- Personnel Committee is invited to consider the analysis of the Living Wage for Kent County Council.

Paul Royel
Head of Employment Strategy
Ext 4608

This note is an estimate of the cost to KCC of implementing the Living Wage for KCC staff.

Background

The current Living Wage is £7.45 per hour, equivalent to £14,373pa. (based on a 37 hour working week).

This is based on calculations by the Centre for Research in Social Policy for the Living Wage Foundation.

Current Situation

Non-Schools

KR2 or equivalent
513 assignments
FTE= 101

Extra Cost = £77k

Schools

KR2 or equivalent
2,636 assignments
FTE = 481

Extra Cost = £340k

Position prior to April 2013

There were 687 non-schools employees (371 FTE) are on the equivalent of an annual salary below £14,373. This excludes apprentices and trainees.

To move all these staff to the Living Wage would increase KCC's annual salary costs by £281kpa.

The table below illustrates the impact by Directorate.

<i>Living Wage - Impact of Introducing Living Wage of £7.45 per hour</i>						
Directorate	Staff	FTE	Salary Increase	NI Increase	Super Increase	Total Increase
BSS	12	7	4,620	274	410	5,304
CC	230	97	55,982	8,314	3,975	68,271
EE	79	76	71,521	11,169	7,339	90,028
ELS	216	56	35,317	4,620	799	40,736
FSC	150	82	63,196	9,604	4,250	77,050
Total Non-Schools	687	318	230,636	33,981	16,773	281,390
Schools	5,456	1,456	1,154,659	10,744	36,728	1,202,131
Total	6,143	1,774	1,385,295	44,725	53,500	1,483,521

In addition, it is estimated that just under 5,500 schools' staff (1,760 FTE) on the equivalent of an annual salary below £14,373. The cost of moving these staff would be £1,202k.

Additional Factors

There are a number of additional factors not included above. These include:

Differentials

In effect by introducing a Living Wage KCC would be paying staff whose jobs have been assessed to be a KR2 at a KR3 rate. It is possible that staff currently employed in positions assessed to be KR3 may feel that for their pay differential to be maintained, they should also receive an increase of a similar level. This could potentially cascade through all pay grades.

Agency Staff

Agency staff rates would undoubtedly also need to be increased to reflect the Living Wage Rates.

Overtime

Of the staff that were below the Living Wage threshold, (prior April 2013) 233 received overtime payments in the first half of 2012-13. Assuming a similar level of overtime in the future, moving all staff to the Living Wage would increase overtime costs by a further £14.5k.

Potential Increases to Commissioned Services

If KCC adopts the status of a Living Wage Employer, there is the expectation that this is reflected in the salaries of commissioned services. Even seeking to match and pay the Living Wage could lead to pressure for and from contractors to do the same.

By: Gary Cooke – Cabinet Member for Corporate and Democratic Services
 Amanda Beer – Corporate Director Human Resources
 Patrick Leeson – Corporate Director Education, Learning and Skills

To: Personnel Committee - 10 September 2013

Subject: Apprenticeship Programme

Classification: **Unrestricted**

SUMMARY: The Human Resources Division and Employment and Skills Division have been working jointly to produce a strategy designed to deliver a step change in apprenticeships in KCC. This report sets out the vision and how this will be delivered commencing with a pilot.

1. INTRODUCTION AND BACKGROUND

1.1 Employing a younger workforce continues to be a priority for KCC. This is vital to help to tackle disadvantage in Kent and to grow the Kent economy by reducing the number of young people (16-24) not in employment, education or training (NEETs).

In order to continue to deliver the highest quality services KCC needs to employ a workforce that reflects and understands the communities we serve.

We want to employ and develop talented employees from all demographic groups, particularly individuals with high potential who will be successors for experienced people leaving the organisation.

As KCC continues to contract, with fewer typical entry level jobs available and with increasing pressure on managers' capacity, maintaining and increasing apprenticeships and young people is a significant challenge and we will need to be even more innovative and creative than ever to ensure that we attract and 'make space' to give young people this opportunity.

1.2 National and Kent Picture

	NEETs (16-18 + priority groups 16-24)		Youth Unemployment (18-24)	
	No.	%	No.	%
Kent	1,443 (Jun 2013)	5.1% (June 2013)	6,780 (Aug 2013)	5.4% (Aug 2013)
National	46,561 (Jun 2013)	5.6% (Jun 2013)	357,630 (Aug 2013)	6.2% (Aug 2013)

Sources: KCC Research & Evaluation Statistical Bulletin, Office for National Statistics, and CXK

2. THE VISION

KCC will introduce a step change in KCC's apprenticeship programme by providing an open and inclusive offer for individuals with potential who have achieved various levels of academic attainment.

This includes giving opportunities to young people from diverse situations; for example, vulnerable groups such as troubled families, ex-offenders, care-leavers, those with physical and learning disabilities and young parents, through to high-achieving individuals and everyone in between.

Specific outcomes of the vision include:

- Further increase the number of apprentices employed by KCC
- KCC will be a training ground for Kent young people moving into KCC, Schools, Kent Business or one of our contractors (maintaining current focus of internal facing, external facing and vulnerable groups).
- Empower young people and put them in control, by allowing young people to make a planned progression into apprenticeships
- Grow the Kent economy and tackle disadvantage by reducing youth unemployment
- Support a range of young people into employment and give them meaningful work-based progression routes
- Increase the number of young people in the organisation (more vibrant organisation, 'grow your own' approach, creativity, ideas, succession planning, energy and enthusiasm) to better reflect Kent's population.
- provide a coherent process and clear message, enabling people to access apprenticeships in the council
- To provide a scheme that encourages progression through all education/career levels
- To provide high quality staff for KCC directorates, now and for the future
- To act as an example of best practice to influence the delivery of apprenticeships across the county and the UK
- increased types of apprenticeships (wider than business and admin roles) and significantly increase numbers of advanced and higher apprenticeships

3. SUCCESSSES TO DATE

- 3.1 The Human Resources Division and Employment and Skills Division work jointly to deliver apprenticeships. KCC has a target of 88 apprenticeships per year, i.e. 350 from April 2011 to March 2015; KCC is on track to achieve this. So far this academic year (up to August 2013) we have recruited 107. This is now mainly 'repeat business', showing that apprenticeships are embedded in KCC. Table below shows Bold Steps for Kent period so far with number of apprentice starts.

Year (Academic)	No. started No. started (KCC non schools)	completed
2009-10 (1/4/10-31/8/10)	37	33
2010-11	90	78
2011-12	89	76
2012-13 (up to 16/8/13)	107	Still on programme
TOTAL	323	

- 3.2 KCC employs the following number of 16-24 year olds (including apprentices):
- 567 (non-schools)
 - 1584 (including schools)

7% of our workforce are under 25

- 3.3 Employment and Skills run a number of apprenticeship programmes external to KCC. Through the Kent Employment Programme nearly 400 young people have been recruited since April 2012. The grant offered by KCC of £2000 to businesses that have fewer than a 1000 employees continues to attract new employers every month. On average the Skills and Employability service are placing 50 young people into apprenticeship placements/month. The scheme has been successful in incentivising employers to take on more young people and the number of unemployed 18 to 24 year old continues to fall in Kent. KCC has made a significant contribution to this reduction through the Kent Employment Programme.

4. DELIVERING A STEP CHANGE TO THE CURRENT APPROACH

- 4.1 Currently the majority of KCC apprentices are employed in level 2 apprenticeships in supernumerary roles. We will continue to run this programme. In addition the plan is to employ more apprentices in higher level apprenticeships (level 3 and above); 'hold' apprentices against vacancies; and then deploy individuals to posts on successful completion of the apprenticeship.

5. THE APPROACH

5.1 Development of the brand

- **The organisation perspective:** Whole-Council; young people and apprentices contributing towards KCC Facing the Challenge; recruiting for attitude and mind-set, developing for knowledge and skills
- **The apprentice perspective:** Inclusive and welcoming; No experience needed here – a great attitude essential + plenty of potential
- **The manager perspective:** Simple and straightforward – 'hassle-free', low risk, high payback. It's great for business / service and it's great for Kent; supports succession planning and talent management
- **Kent business perspective:** We've got great quality apprentices and young people who have been through our programme, they come with our stamp of approval, here are motivated, employable young people who are ready to work for your organisation.

5.2 Evaluate and measure success

- Consistent flagging on HR system when employed / entered onto the system
- Use as testimonials to convince managers and attract more young people to the organisation
- Survey apprentices
- Track all movement and activity tightly
- Tracking through levels
- Robust and clear metrics and tracking (and reporting) of apprentices

5.3 Communication and Engagement for Managers

Working with the internal communications team we will create and promote the brand and make sure we reach as many managers as possible.

From an HR perspective we will promote through the OD Groups, work in partnership with the HR Business Partners to promote at Directorate Management Team level and HR Advisory Teams (Change) to promote apprentices especially during restructures.

5.4 Seven Step Plan

STEP 1: Make space. Key challenge is making space in contracting organisation; convince managers by removing perceived hassle of taking apprentice (as little impact on their systems and processes as possible); embed in organisation design and workforce planning principles.

STEP 2: Attract. To attract apprentices with potential, we need to build our brand and build on our excellent reputation for quality as well as a structured approach to entry points, development, pay and progression.

STEP 3: Recruit right. Using a professional and dedicated team to supply a pipeline of quality individuals and manage vacancies; with recruitment windows throughout the year to give us control to monitor and track apprentices.

To enable young people to make a planned progression into a KCC apprenticeship we need to be able to advertise when schools and colleges advertise their places (Jan- March) for an autumn start. To catch those who drop out mid-year it would be advisable to also have a spring intake. This will be built into workforce planning.

Due to staff turnover there will continue to be a need to recruit some apprentices throughout the year.

STEP 4: Engage. Using the existing principles set out in the Engagement strategy and Because of You engagement campaign, we will encourage managers to maintain engagement levels.

STEP 5: Develop. Blend of 12 month apprenticeship qualification with specially designed development programme from HR Business Centre Learning and Development.

STEP 6: Retain. For at least the length of apprenticeship. This is about retaining in Kent (the county), apprentices may do part of their apprenticeship in KCC and complete it somewhere else in the county.

STEP 7: Deploy. Effectively within KCC or place with a Kent contractor or business through existing links in KCC.

6. ENTRY POINTS, PROGRESSION AND SALARY

6.1 We have created an 'apprenticeship progression and pay framework' (appendix 1) showing clear entry points, progression routes and pay structure.

We will pilot this approach. This will inform practicalities, identify snags and any resources required.

7. DEVELOPMENT

- 7.1 £20K to be funded from the workforce development budget under organisational priorities for a structured development programme.

8. RECOMMENDATIONS

Personnel Committee is asked to:

- 8.1 Note the approach outlined in the report that will be piloted with business units in KCC.

Appendix – Draft apprenticeship progression and pay framework

Nigel Fairburn
Organisation Effectiveness Manager
Ext 4612

Sue Dunn
Head Of Skills and Employability
Ext 4923

James Pope
Professional Adviser – Organisation Effectiveness
Ext 4689

Appendix

'draft apprenticeship progression and pay framework'

Apprenticeship type / entry level*	Qualification level equivalent	Duration**	Recommended responsibility level (KR grade)	How it works and the details	Pay structure***	Total annual salary****
1. Work experience	N/A	1-2 weeks	N/A	<ul style="list-style-type: none"> KCC gives school pupils an opportunity to gain valuable work-experience (working in partnership with BSS work experience team) 	N/A	N/A
2. Traineeship details tbc	N/A	details tbc	N/A	<p><i>Although the definition of "traineeships" is not clear yet, a recent discussion paper from the Government suggests that they are intended to become the preferred route for young people who wish to progress into apprenticeships but require additional training. The paper suggests that traineeships may entail work experience placements, work skills training and an adequate proficiency in functional skills, English and maths</i></p>	<ul style="list-style-type: none"> To be determined 	£2600
3. Intermediate Level Apprenticeship only; moving into a permanent post when complete	Level 2	12 months	KR 2-4	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR2-4 post where possible) Upon successful completion they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business (unless there is mutual agreement that they will move into an Advanced Level Apprenticeship) 	<ul style="list-style-type: none"> 0-4 months: £115 p/w 5-8 months: £130 p/w 9 months-completion: £150 p/w Post-completion: KR2-4 salary 	£6856 <i>(Based on 17.3 weeks per stage)</i> £13,162 - £16,306
4. Intermediate Level Apprenticeship continuing into an Advanced Level Apprenticeship; moving into a permanent post when complete	Level 2 > Level 3	24 months (12+12)	KR2-4 > KR5-6	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR5-6 post where possible) Upon successful completion of the Intermediate Level, they move into an Advanced Level Apprenticeship and are paid the equivalent of a KR3 grade for the duration of the qualification Upon successful completion they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business 	Intermediate Level Apprenticeship: as above	£6856
					Advanced Level Apprenticeship: KR3 equivalent	£14,383
					When qualified: KR5-6 salary	£17,132 - £18,844
5. Advanced Level Apprenticeship only; moving into a permanent post when complete	Level 3	12 months	KR5-6	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR5-6 post where possible) Upon successful completion they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business (unless there is mutual agreement that they will move into a Higher Apprenticeship) 	<ul style="list-style-type: none"> 0-4 months: £150 p/w 5-8 months: £175 p/w 9 months-completion: £200 p/w Post-completion: KR 5-6 salary 	£9,083 <i>(Based on 17.3 weeks per stage)</i> 17,132 – 18,844
					Advanced Level Apprenticeship: as above	£9,083
6. Advanced Level Apprenticeship continuing into a Higher Apprenticeship; moving into a permanent post when complete	Level 3 > Level 4	24 months (12+12)	KR5-6 > KR7-8	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR7-8 post where possible) Upon successful completion of the Intermediate Level, they move into a Higher Apprenticeship and are paid the equivalent of a KR4 grade for the duration of the qualification Upon successful completion they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business 	Higher Apprenticeship: KR4 equivalent	£16,306
					When qualified: KR7 salary	£20,671
					When qualified: KR7 salary	£20,671
7. Higher Apprenticeship only; moving into a permanent post when complete	Level 4	12-24 months	KR7-8	<ul style="list-style-type: none"> Employed in a supernumerary position for the duration of the Apprenticeship (held against a substantive KR7-8 post where possible) Upon successful completion of apprenticeship they are flexibly deployed into a substantive post or deployed elsewhere in KCC or in Kent business 	<ul style="list-style-type: none"> 0-4 months: £200 p/w 5-8 months: £225 p/w 9 months-completion: £250 p/w Post-completion: KR7 salary 	£11,678 <i>(Based on 17.3 weeks per stage)</i> £20,671
					When qualified: KR7 salary	£20,671

By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer - Corporate Director Human Resources

To: Personnel Committee - 10 September 2013

Subject: Employment Value Proposition & Employee Engagement

Classification: Unrestricted

SUMMARY: The report presents findings of the 2013 Employment Value Proposition staff survey and outlines interventions to enhance levels of employee engagement.

1. INTRODUCTION

In June 2013 the Personnel Committee was presented with a summary of the results from the Employment Value Proposition (EVP) survey. Members of the Committee asked for more detail of the results to be brought to its next meeting. This paper presents KCC level detail of the survey's findings and highlights activities that KCC and its Directorates are undertaking to address and improve levels of employee engagement.

2. MEASURING EMPLOYEE ENGAGEMENT

- 2.1 The EVP survey has shown that between 2012 and 2013 the level of employee engagement in Kent County Council has increased. The way the data is presented enables the organisation to identify the areas it needs to concentrate on to ensure that this improvement continues.
- 2.2 Alongside the EVP results there are other indicators of organisational health in relation to employee engagement. Levels of engagement have increased, whilst at the same time there has been a reduction in sickness absence and staff turnover (outside of those resulting from reorganisations). In addition, there has been a shift in the levels of performance recognised through TCP with more staff receiving “above achieving” and “outstanding” ratings than before. The level of employee engagement can also be viewed in the context of the service customers receive and their feedback. Between the two surveys the number of customer compliments has increased and the level of complaints has fallen to its lowest level in four years. An increasingly engaged workforce will continue to perform and deliver for its customers.

3. EMPLOYMENT VALUE PROPOSITION

- 3.1 EVP introduces a means of presenting and understanding how the ‘deal’ offered by an employer is set against what is expected from employees in return. This deal should be viewed in the context of the overall employee relations climate in the Authority as it reflects how the organisation and its

managers engage with and support employees, as much as it is about terms and conditions of service. The value and perception the employees place on that employment experience, and the contributions expected by the employees, inform how staff engage and perform.

- 3.2 The questions asked by the survey are structured in a way that encourages employees to rate their experiences against certain categories. Other questions provide staff with opportunity to provide free text answers.

Using these questions EVP measures three elements of engagement:

- Balance of the deal
- Conversational practice
- Personification of the Council

Kent County Council also received detailed analysis of responses to free text questions.

Balance of the Deal

- 3.3 This element of the survey contrasts what staff feel about the contribution made by the organisation to the employment relationship with what the employees feel they bring. There will always be a difference between the two and the optimum in terms of levels of employee engagement is when the balance is not significantly in favour of one party to the deal.

- 3.4 The Employer Contribution is made up of:

- **The Contract** –employees’ perspective on such things as terms and conditions of service, development opportunities, working environment and whether the employer delivers on its promises in relation to the contract
- **Organisational Support** – how employees see their organisation valuing their contribution and caring about their well being

- 3.5 The Employee Contribution is made up of:

- **Job Engagement** – how committed and engaged employees are with their job role and the service they work in
- **Efficacy** –the level of confidence and competence the individual and their team displays in their job role
- **Organisation Engagement** – staff commitment to the organisation and the level of behaviours championing the organisation’s aims

3.6 The balance of the deal results for KCC in 2012 and 2013 were:

	2012	2013
The Contract	46	54
Perceived Organisational Support	45	52
Employer Contribution	46	53
Job Engagement	79	80
Efficacy	78	79
Organisational Engagement	50	58
Employee Contribution	69	75

Note: Scores of over 70 are considered good and scores below 50 are poor.

3.7 The table shows that the Council's level of engagement has improved from 2012. Overall the balance of the deal is seen as being in favour of the employer. This is shown by the big difference between the employer and employee contribution. If the employer contribution score was higher this would help redress the balance. However, of particular note is the employee's perception of the employer contribution has moved significantly and is no longer in the range of a poor score.

3.8 Levels of engagement within the service people work in are high (job engagement score) but the level of organisational engagement needs to be improved. Increasing this score can also help balance out some of the employer contribution scores as well. The results show that there have been improvements in levels of engagement across groupings of staff by grade. The levels of engagement tend to increase with seniority.

3.9 Analysis was done of the key drivers that affect the employee contribution score and specifically the organisational engagement score. The positives that helped maintain these scores were employees being proud of the team they work in and the services they deliver to their customers. Areas that require more work included employees' view of the contract/deal, job pressure and people's ability to influence key work targets. The elements that require significant improvement in order to change the organisational engagement score were increased support to staff from the organisation, improved levels of trust in the organisation and senior management and being better at valuing employee achievements.

Overall, though, the improvement is positive although the imbalance in the deal is not at a level that is sustainable in the medium to long term.

Conversational Practice

3.10 This element of the survey measures the quality of conversations between managers and staff to see how employees are engaged by their managers in meeting their job role. It also reflects on the context within which those conversations are had.

3.11 The survey measures:

- **Solutions focused conversations** – problem solving conversations
- **Performance focused conversations** – discussions about how solutions and services will be delivered
- **Job Pressure** – a measure of the level of perceived excessive workload
- **Workplace tensions** – measures competing pressures on staff such as delivering more with less and the impact of timescales

3.12 The conversational practice results for KCC in 2012 and 2013 were:

	2012	2013
Overall score	65	69
Solution focused	69	73
Performance focused	62	66
Workplace tensions	68	64
Job pressure	66	65

Note: Scores of over 70 are considered good for the conversation scores but too high for the tensions and pressures scores.

3.13 This table shows that there has been an improvement in the efficacy of the engagement managers have with their employees. However, there is still disconnect between the quality of the solutions focused discussions and that of the performance focused conversations. This suggests a degree of disaffection from staff in how they see their involvement in making suggestions and finding solutions for developing the way services are delivered and these actually being made a reality by management.

3.14 The workplace tensions and job pressure scores have fallen slightly but are still relatively high. This suggests that managers are managing to engage and motivate staff to a degree through the interface they have with them on a regular basis.

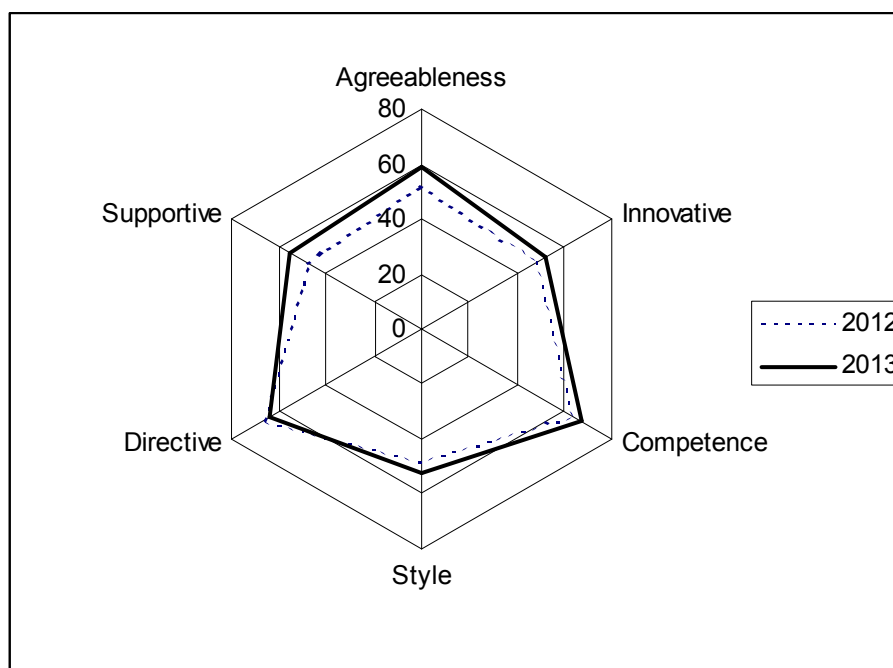
Personification

3.15 This part of the EVP survey asks employees to score the organisation against certain traits which then show how, in the employees' eyes, the organisation presents itself. This shows how staff view the type of organisation they work in.

3.16 The "traits" that are measured are:

- Supportive
- Directive
- Style
- Competence
- Innovation
- Agreeableness

3.17 The personification results for KCC in 2012 and 2013 were:



3.18 These results show that staff now see the organisation as less directive and more supportive. Staff also see the organisation as more innovative and competent than at the time of the previous survey.

Free Text Analysis

3.19 The free text questions focused on what is best about working in the organisation, what works well for people in the organisation and the workplace tensions that employees face. This information was analysed to represent the numbers of times certain elements were written about and the type of sentiment expressed about those subjects.

3.20 Working in teams, pay and benefits and making a difference were all areas that employees rated as good things about working in KCC but the language they used was not overly positive. This would suggest that these are things that people value but the organisation needs to do more to employ them as drivers to support employee engagement. Job satisfaction and the opportunities available in the organisation were identified as areas that people really value and spoke positively about how they experience this.

3.21 The elements that people described that worked for them were working together, support from their manager and that their managers were available to them. However, the numbers of times these were mentioned were lower than the ability to regularly meet with managers and discussing solutions and outcomes. Staff valued the latter two most but didn't use highly positive language about their experiences.

3.22 The main workplace tensions that people identified were volumes of work, pressure, staff cuts, job security and management. Most of these can be seen reflected in the relatively high workplace tension and job pressure scores under conversational practice and will increasingly influence the context in which managers in the organisation need to keep employee engagement, and corresponding performance levels, high.

4. EMPLOYEE ENGAGEMENT INITIATIVES

4.1 As a result of the surveys in 2012 and 2013 the Council has worked on a number of initiatives to address levels of employee engagement. It has concentrated on initiatives that can address aspects of the survey that require improvement and maintain other aspects of engagement. There have been a number of corporate wide initiatives and directorates have also responded by looking at what areas of their activity they can change.

Corporate Initiatives

4.2 A key message from the EVP survey was the need to improve the level of commitment by employees to KCC. We aim to change this by demonstrating support for employees and providing them with a voice in the organisation.

4.3 **Because of You** and the **Staff Awards** are squarely aimed at improving the level of engagement. Both of these initiatives are key in showcasing the achievements of staff organisation wide. They are effective in motivating and inspiring staff to deliver services and have generated a great deal of interest.

4.4 The organisation also has a number of ways it is engaging with staff and enabling them to express their views and suggestions. The Council has seen iterations of **Talk To The Top**, a **Reward Survey** and a recently launched **Staff Suggestion Scheme**. These approaches have allowed staff to articulate concerns and issues but to also inform practice and service delivery. Also, in response to Doing Things Differently, ICT, HR, Property, Customer Services and Corporate Communications have worked together to deliver a number of engagement sessions for staff covered by the changes to buildings and ways of working in West Kent. This was an integrated approach that enabled staff to learn about and influence the changes that are coming.

4.5 Managers play a critical role in the interface between individual employees and the organisation. The Council has introduced a number of initiatives aimed at supporting managers in developing their practice and skills in the areas of conversational practice, performance management and leadership.

4.6 The **Engage for Success Conference** was delivered for KCC managers and partner organisations in Kent. It provided an opportunity to hear from leading exponents of employee engagement, such as David MacLeod, and share practice on how other organisations motivate and inspire staff.

- 4.7 The new strategic **Management and Leadership Development Framework** identifies key development priorities for managers for the next five years. A comprehensive plan will be developed to deliver these – with many of the interventions being sponsored and owned by senior managers in the organisation. Key objectives will include the development of a future manager programme to build the capacity and capability of potential leaders and managers and expert conversational practice to achieve outcomes through dialogue rather than process.
- 4.8 Effective engagement, particularly in times of change, can turn on the resilience of staff and their ability to move with the organisation and adapt to how it works and the way services will be delivered. The Council's **Workforce Development Plan and Strategy** sets out how it will develop a workforce that is flexible and adaptable to change with the skills and capability to deliver the transformation and integration programmes essential to future service delivery. Directorate **Organisation Development Groups** play a critical role in supporting and delivering the strategic workforce development framework and the OD and People Plan.
- 4.9 The **Kent Staff Standard** is being introduced for all support staff across the organisation. The framework is designed to assist recruitment, induction, performance management and development planning in a systematic and strategic way. The framework is based on competencies and will have a range of development activities reflecting core skills and knowledge required. This framework, alongside **Kent Manager** which is being further developed, will not only ensure staff and management have the skills and experiences required to deliver services but also set the competencies which form the basis for establishing an engaged workforce.
- 4.10 In October Kent County Council is due to be assessed against the **Investors in People** standard. This continues to be a nationally recognised standard for organisations with a genuine commitment to supporting the learning and development of staff to achieve business goals. It also sets out approaches that ensure employees are engaged and empowered with the right skills and knowledge to deliver a high standard of performance.
- 4.11 Ensuring the Council's staff are appropriately skilled and trained is a key element in the Efficacy part of the balance of the deal. If staff feel they have the skills to deliver, and that those skills are being used, they become more engaged with their work. The component elements of some of these interventions will also target skills that are required to enable an engaged, highly performing workforce.
- 4.12 Commitments to staff development form part of the contract offered and contribute to how staff feel they are supported by the organisation. These blend in with the changes KCC have made through the terms and conditions review in which it has moved to modernise and consistently apply enhanced rates of pay and the development of Kent Rewards. There has also been a co-ordinated approach with OD and Public Health in working on establishing a programme of well being activity for staff.

Directorate Initiatives

- 4.13 All the Directorates have been working on meeting the challenges the survey results presented. Positive and effective activity already happens in directorates but managers have been charged with looking at how to use the results to develop initiatives to improve levels of employee engagement. A selection of what the directorates are doing in face of the survey reports follows
- 4.14 Each Head of Service in the Customer & Communities Directorate has been required to develop an action plan and report back to DMT on progress. A “Getting the Best from People” session involving the broader management team agreed a set of values focused on improving levels of employee engagement.
- 4.15 The divisions in Business Strategy & Support have been actively engaged in pulling together action plans which will address the key areas for improvement.
- 4.16 Feedback to staff in the Directorates enables them to understand the outcome and see what is working well and what needs to change. As a result, staff are able to have an input into Planning & Environment, in the Enterprise & Environment Directorate, used a staff development day to solicit suggestions on how to further improve. Families & Social Care are working with the teams involved in the survey to find ways to address levels of engagement. Some teams in Education, Learning & Skills and the Customer & Communities Directorates have created ways for staff to better inform problem solving. They have used a virtual suggestion box (ELS) and are ensuring “events” that involve staff and managers encourage collective problem solving (C&C).
- 4.17 Across the Directorates there is a concentration on using supervision sessions as a tool for engagement and performance management. Also, Directorates are looking at how to communicate and involve staff in the development of services. Teams in Business Strategy & Support, such as Policy & Strategic Relationships and Economic Development, are using regular team meetings, appraisal and other discussions with staff to ensure they are engaging as much as possible and particularly ensure staff are involved in the development of business plans. A team in ELS have also looked at how they can make the links between the organisation’s objectives and those of their employees more meaningful. Finance has been working with representative staff groups and managers to address a number of issues including employee engagement.
- 4.18 A team in Education, Learning & Skills have reminded their staff to ensure they keep up to date with organisational activity but have also worked with managers to filter information from DMT/SMT through team meetings. HR managers are regularly briefed and communicate this information to their staff. Libraries, Registration & Archives have worked on the visibility to staff of its management team and set out clearly its expectations of their managers in relation to employee engagement whilst looking to ensure

they were skilled to deliver this. The service also undertook a complete review of its internal communications.

- 4.19 Some teams are supporting staff through their development by setting up action learning sets for Kent Manager (ELS and BSS). ELS has also looked at identifying time to enable people to undertake self study for a range of development activity such as apprenticeship training, professional development, Kent Manager, leadership qualifications.

5. RECOMMENDATIONS

- a) Personnel Committee is invited to note the EVP survey results and the activities being undertaken to improve levels of employee engagement.

Ian Allwright
Employment Policy Manager
Ext 4418

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By: Gary Cooke – Cabinet Member for Corporate &
Democratic Services
Amanda Beer - Corporate Director Human Resources

To: Personnel Committee - 10 September 2013

Subject: Staff Awards

Classification: **Unrestricted**

SUMMARY: Informs Personnel Committee how staff awards are recognising the contribution made by staff to support and deliver services. A presentation will be made at Personnel Committee that will provide further details.

1. INTRODUCTION

Staff awards have previously been discussed at Personnel Committee. This report and the presentation (to be delivered on the day) provide an update on the framework that has been developed and the outcomes this intervention has delivered.

2. CONTEXT

It is particularly important to recognise individual and team contributions during these challenging times. Results from the staff survey and feedback from Talk To The Top indicate that some individuals did not feel staff are recognised and valued enough for the significant contribution they make.

We know that staff value being recognised in different ways. Staff awards is just one way in which this happens and forms part of a broader approach to rewards and recognition that includes cash, non cash awards and total contribution pay. The Staff Awards provide an opportunity for colleagues and customers to nominate staff.

There is significant evidence that engaged staff who feel valued and recognised increases both individual and organisational performance, and higher levels of service delivery. Staff awards are part of KCC's Engagement Strategy and the Because of You engagement campaign.

3. OUTCOMES

A Staff Awards framework has been developed that includes differentiated levels of award to reflect the contribution made and consistent judging criteria. The framework is managed by directorates, monitored and evaluated by Human Resources, and is delivering a whole council approach.

The first and second round of staff awards have been judged and presented to staff by Corporate Directors, Directors and senior managers. These presentations are then showcased on Knet. Importantly these have been well

received by staff, both those receiving the awards and the wider workforce. This is evidenced by the fact that the staff awards pages on Knet receive a consistently high number of hits (pages viewed). We have also received tremendous feedback from award winners and Personnel Committee will have the opportunity to hear from some of them on the day of the Committee.

4. RECOMMENDATION

Personnel Committee is asked to:

- 4.1 note the success of this initiative and
- 4.2 the importance of recognising staff to ensure the County Council has an engaged and motivated workforce that is able to Face the Challenge.

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Organisation Effectiveness Manager
Ext 4612

James Pope
Professional Adviser - Organisation Effectiveness
Ext 4689

By: Gary Cooke – Cabinet Member for Corporate and Democratic Services
Amanda Beer – Corporate Director Human Resources

To: Personnel Committee - 10 September 2013

Subject: Pay Policy Statement for 2013/14

Classification: Unrestricted

Summary: This paper proposes an updated Pay Policy Statement for 2013/14 with appropriate consideration of supplementary guidance from Government.

1. BACKGROUND

- 1.1 The requirement for a Pay Policy Statement was introduced under the Localism Act 2011 and was considered and agreed by Personnel Committee on 25 January 2012. There is an explicit requirement to publish an annual statement, approved by elected Members, by the end of March each year. .
- 1.2 Before an updated Pay Policy Statement could be considered by Personnel Committee, Supplementary Guidance was issued by Department for Communities and Local Government (DCLG). Not only did this guidance challenge the manner in which many authorities had implemented pay transparency under the Localism Act, but it also proposed new elements relating to officers earning £100,000 or more. Consequently it was not possible for Personnel Committee and County Council to consider and agree this year's Policy Statement until now.
- 1.3 However to ensure that the published Pay Policy was not numerically inaccurate, the pay rates were updated in accordance with the 1% pay award, with all else remaining unaltered. This paper invites the Personnel Committee to endorse formally the revised Pay Policy and address DCLG's supplementary guidance.

2. PAY POLICY STATEMENT

- 2.1. The core content of the current statement remains an accurate reflection of practice and as such does not require amendment; save the pay ranges have been adjusted to reflect the agreed 1% pay award.
- 2.2. DCLG supplementary guidance (20 February 2013) challenged whether the requirements of the Localism Act had been fully met and concluded that many pay statements were neither comprehensive nor easily found on Council websites. Our current statement fulfills all the

Act's requirements and is readily available on [kent.gov.uk](http://www.kent.gov.uk). (http://www.kent.gov.uk/your_council/council_spending/pay_policy_statement.aspx). The supplementary guidance recommended that the Full Council should be able to vote on all salary packages of over £100,000 along with all severance payments of a similar value..

- 2.3. Kent County Council's Constitution already has explicit provision for the Full Council to approve the structure of the authority down to third tier officers along with associated pay ranges. Consequently the full Council does approve all posts and salary packages of £100,000 or more.
- 2.4. It is very rare for any severance package to exceed a value of £100,000, particularly where there is any discretion in the calculation of the payment beyond contractual entitlements. Any such payment would invariably be subject to a "compromise agreement" (now referred to as "Settlement Agreements"). On 30 November 2009, Personnel Committee agreed 'the Compromise Protocols' for all such cases.
- 2.5. Under KCC's Constitution, all compromise agreements must be authorised by the Director of Governance and Law, who will be guided by the professional expertise of Human Resources and Legal Services. In addition, where a proposed agreement concerns a Senior Officer, the final decision on whether an agreement should be entered into rests with the Personnel Committee. If they are minded to approve an agreement the Corporate Director Finance and Procurement will then consult with our external auditors in order to deal with any objections which may otherwise prevent the agreement from being finalised.
- 2.6. Decisions on redundancies and early retirements of Senior Officers, including decisions to send them on "gardening leave", must be taken by the Corporate Director and the Corporate Director Human Resources, (or the Head of Paid Service and the Corporate Director Human Resources in cases concerning a Corporate Director). Where such a decision is contemplated, there should be consultation with the political group leaders, the Head of Paid Service (where applicable), the Director of Governance and Law and the Corporate Director Finance and Procurement. Any consultation on decisions on redundancies and early retirements must be completed within five working days. Therefore the severance arrangements would be subject to the consideration of all parties represented at Personnel Committee with appropriate confidentiality and in a timely manner.

3. RECOMMENDATION

That the Personnel Committee agrees:

- 3.1. to endorse and recommend to County Council a pay statement for 2013/14 based upon last year's statement as attached in Appendix 1.
- 3.2 that compliance with the principles of transparency of senior salaries and severance packages are discharged via the Council's agreement to the senior structure and pay ranges and the compromise protocol as outlined above.

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Head of Employment Strategy
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Appendix 1.

Kent County Council Pay Policy Statement 2013-14

The Authority seeks to be able to recruit and retain staff in a way which is externally competitive and internally fair. The Kent Scheme pay policy applies in a consistent way from the lowest to the highest grade.

- The pay policy is influenced by a number of factors which include local pay bargaining, market information, market forces, economic climate, measures of inflation and budgetary position.
- The policy referred to in this Statement is relevant to Council employees generally. The scope of this Statement does not include all Terms and Conditions as some are set on a national basis. These include Teachers covered by the school teachers pay and conditions in (England and Wales) document, Soulbury Committee, Adult Education, National Joint Council (NJC), Joint National Council (JNC) and the National Health Service (NHS).
- The Kent scheme pay range consists of grades KR2 – KR20; details of which are attached.
- The details of the reward package for all Corporate Directors and Directors are published and updated on the County Council's web site.
- KCC will publish the number of people and job title by salary band. This is from £58,200 to £59,999 and then by pay bands of £5,000 thereafter. This will include elements made on a repeatable or predictable basis such as market premium payments.
- Returning Officer responsibilities are a specified element of the designated senior officer's duties for which there will be no additional payment beyond their pay range.
- The appropriate grade for a job is established through a job evaluation process which takes into account the required level of knowledge, skills and accountability required for the role.
- The lowest point of KCC's grading structure (bottom of grade KR2) is set such that the hourly rate is above the National Minimum Wage.
- Staff who are new to the organisation must be appointed at the minimum of the grade unless there are exceptional reasons to appoint higher. These must be based on a robust business case in relation to the level of knowledge, skills and experience offered by the candidate and consideration is given to the level of salaries of the existing staff to prevent pay inequality. For senior staff any such business case must be approved by the relevant Corporate Director.

- Council signs off the pay structure. The subsequent appointment of individuals, including those receiving salaries in excess of £100k, is in accordance with the pay structure and the principles outlined in the pay policy.
- Staff who are promoted should be appointed to the minimum of the grade. However their pay increase should equate to at least 2.5%.
- All progression within a grade is subject to performance as assessed through Total Contribution Pay (TCP) process and a percentage awarded for each appraisal level. This applies to all levels in the Authority and there are no additional bonus schemes for senior managers.
- The award for each appraisal rating is set annually following the outcome of the appraisal process.
- People at the top of their grade have the opportunity to receive a pay award which is consistent with others who have the same appraisal rating. This amount will be paid separately and not built into base pay.
- The 'Lowest' paid employees are defined as those employees on the lowest pay point of KCC's lowest grade, KR2. They receive relevant benefits and are remunerated in the same proportionate way as others.
- In order to establish the pay difference and the relative change in pay levels over time, a pay multiplier can be calculated. This is the base pay level of the highest paid employee shown as a multiple of the median Kent Scheme salary. This multiplier will be published on the County Council's website annually.
- KCC recognises that managers need to be able to reward performance in a flexible and appropriate way to the particular circumstances.
- Should it be shown that there is specific recruitment and retention difficulties, the Market Premium Policy may be used to address these issues.
- The Council would not expect the re-engagement of an individual who has left the organisation with a redundancy, retirement or severance package.
- Managers have delegated powers to make cash awards and ex-gratia payments when necessary and where not covered by any other provision as defined in the Blue Book Kent Scheme Terms & Conditions.
- Policies about termination payments and employer discretions under the Local Government Pension Scheme will be reviewed annually and published for all staff. These will be produced with the intention of only making additional payments when in the best interests of the Authority and maintaining consistency through all pay grades.

	Pay Range	
£ (Minimum)		£ (Maximum)
	KR 20	£187,698
£157,911	KR 19	£156,075
£135,368	KR 18	£135,367
£113,843	KR 17	£108,029
£90,891	KR 16	£89,463
£70,842	KR 15	£70,841
£62,311	KR 14	£62,310
£55,042	KR 13	£55,041
£49,121	KR 12	£49,120
£41,939	KR 11	£41,938
£36,443	KR 10	£36,442
£30,827	KR 9	£30,826
£26,953	KR 8	£26,952
£23,518	KR 7	£23,517
£20,671	KR 6	£20,670
£18,844	KR 5	£18,843
£17,132	KR 4	£17,131
£16,306	KR 3	£16,305
£14,383	KR 2	£14,382
£13,162		

By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer - Corporate Director Human Resources

To: Personnel Committee - 10 September 2013

Subject: Policy Update

Classification: **Unrestricted**

SUMMARY: A policy update focusing on:

- 1) Whistleblowing,
 - 2) Deferred Redundancies,
-

1. INTRODUCTION

- 1.1 The Personnel Committee receives an annual report on updates to Kent County Council's employment policies and procedures.
- 1.2 This paper provides the Personnel Committee with an update on two areas of policy. The Committee is invited to note for information revisions to the Whistleblowing Policy and a policy covering the management of deferred redundancies.

2. WHISTLEBLOWING POLICY

- 2.1 Kent County Council is committed to the highest possible standards of openness, probity and accountability. If employees and others working with the Council have concerns regarding any aspect of its work then the Authority encourages them to raise those concerns. In some instances, however, concerns may need to be expressed on a confidential basis.
- 2.2 If a person feels they can only raise their concerns on a confidential basis then certain protections are afforded to that person in law. Kent County Council has a policy that sets out how a person can do that and how the information they will provide will be managed. It also states KCC's commitment to the legal protections that a person is entitled to. This policy reflects the approach to probity and risk management that is epitomized through the perspective Audit has been taking and working with senior management on, entitled "Mind the Gap".

- 2.3 Enabling confidential disclosure and protecting the people who make them is important as it:
- facilitates internal controls of risk,
 - helps the Authority avoid litigation and reputational damage,
 - helps support staff morale
 - means that the Authority can also go some way to avoiding any criminal liability associated with the actions the concern has been raised about.
- 2.4 The Government has introduced reforms to certain aspects of the law relating to whistleblowing and the Authority's policy has been amended to take account of these changes. Employment legislation relating to whistleblowing provides protection for workers who make "protected disclosures". These previously were any disclosure of facts made in good faith which the whistleblower reasonably believed tended to show that one or more specific types of wrong doing had occurred.
- 2.5 This has now changed and a disclosure will only be protected if the worker reasonably believes the disclosure is in the "public interest". Despite public interest not being defined it will normally prevent a disclosure alleging a breach of an employee's contract of employment attracting whistleblowing protection where it only affects the individual. This type of disclosure will only be covered if the worker reasonably believes that raising it is in the public interest.
- 2.6 The requirement that the disclosure be made in good faith has also been removed. The important aspect is whether the disclosure is true, irrespective of the motives for making the disclosure. If the disclosure was made in "bad faith" the Tribunal does have powers to reduce any payment made if the person was dismissed as a result of making a protected disclosure or suffered other detriment.
- 2.7 Further provision, which will come in later in the year, will introduce vicarious liability for the employer where a worker who has made a protected disclosure is subjected to a detriment by a colleague or agent of the employer.
- 2.8 These key changes had been incorporated in to the Council's Whistleblowing Policy and Procedure (Appendix 1) to ensure that KCC continues to support people who make protected disclosures and that it is compliant with the law.

3. DEFERRED REDUNDANCY

- 3.1 Deferring a redundancy means that despite being redundant from a post there is an opportunity for the employee to take a temporary placement or interim role that defers when the person becomes redundant. Deferring redundancies can benefit the organisation in that it helps it retain key skills for a period of time to deliver a short term project or work that is required. It also has value in offering employees the opportunity to extend their service enabling them to secure permanent redeployment and potentially saving the council the redundancy costs.
- 3.2 The practice of deferring redundancies has been permitted for some time and has become more prevalent in light of the level of change the organisation has experienced. Facing the Challenge will present more circumstances where this approach is an appropriate response to the needs of the business.
- 3.3 The policy (Appendix 2) provides a framework for the consistent management of deferred redundancies. It provides for a cap on the length of deferments (which is in line with salary protection arrangements) and corresponds to financial practices that are associated with funding redundancy payments.

4. RECOMMENDATIONS

- a) Personnel Committee notes the revised Whistleblowing Policy.
- b) Personnel Committee agree the Deferred Redundancy Policy.

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