

PERSONNEL COMMITTEE

Wednesday, 4th November, 2015

2.00 pm

Wantsum Room, Sessions House, County Hall,
Maidstone





AGENDA

PERSONNEL COMMITTEE

Wednesday, 4th November, 2015, at 2.00 pm
Wantsum Room, Sessions House, County Hall, Maidstone

Ask for: **Denise Fitch**
Telephone **03000 416090**

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

Membership (9)

Conservative (5): Mr P B Carter, CBE (Chairman), Mr G Cooke (Vice-Chairman), Mr J D Simmonds, MBE, Mrs P A V Stockell and Mr B J Sweetland

UKIP (2) Mr L Burgess and Mr M Heale

Labour (1) Ms A Harrison

Liberal Democrat (1): Mrs T Dean, MBE

Please note: that the unrestricted part of this meeting may be filmed by any member of the public or press present.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

UNRESTRICTED ITEMS

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

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declarations of Interests by Members in items on the Agenda for this meeting.
- A3 Minutes (Pages 5 - 8)

- A4 Employment Value Proposition (Pages 9 - 18)
- A5 Employment Policy Update (Pages 19 - 38)
- A6 Workforce Planning, Retention and New Joiners Survey. (Pages 39 - 50)
- A7 Apprentice Pay Rates (Pages 51 - 60)
- A8 Employee Voluntary Benefits (Pages 61 - 68)
- A9 Relocation Assistance Scheme (Pages 69 - 82)

A10 Meeting dates 2016/17

To note the following meeting dates.

Tuesday 26 January 2016

Wednesday 8 June 2016 (changed from 10 June)

Thursday 13 October 2016

Tuesday 24 January 2017

All meetings will start at 2.00pm

A11 Motion to Exclude the Press and Public

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.

EXEMPT ITEMS

(During consideration of these items the meeting is likely NOT to be open to the press and public)

- B1 Director Appointments (Pages 83 - 88)
- B2 Succession Planning (Pages 89 - 98)
- B3 Discretionary Payments (Pages 99 - 118)

Peter Sass
Head of Democratic Services
03000 416647

Tuesday, 27 October 2015

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Friday, 12 June 2015.

PRESENT: Mr G Cooke (Vice-Chairman in the Chair), Mr R H Bird (Substitute for Mrs T Dean, MBE), Mr G K Gibbens (Substitute for Mr P B Carter, CBE), Ms A Harrison, Mr M Heale, Mr J D Simmonds, MBE, Mrs P A V Stockell and Mr B J Sweetland.

IN ATTENDANCE: Mr I Allwright (Employment Policy Manager), Mrs A Beer (Corporate Director Engagement, Organisation Design & Development) and Ms D Fitch (Democratic Services Manager (Council)).

UNRESTRICTED ITEMS

66. Membership
(Item A3)

It was noted that Mr M Heale had replaced Mr N Bond as a member of this Committee.

67. Minutes - 30 April 2015
(Item A4)

RESOLVED that the minutes of the meeting held on 30 April 2015 are correctly recorded and that they be signed as a correct record.

68. Discipline & Grievance Activity
(Item A5)

(1) Mr Allwright introduced a report which updated the Committee on employee case work activity for the period 2014-15.

(2) The Chairman commended officers on the significant reduction in the time taken to resolve cases.

(3) Mr Allwright confirmed that when a decision was received from an employment tribunal, any lessons that could be learned from the case were considered and, if necessary, practices and/or policies were adapted.

(4) RESOLVED that the report of employee relations activity including senior officer appeal hearings be noted.

69. Annual Workforce Profile

(Item A6)

(1) Mr Allwright introduced a report which provided information on the staffing levels in the various sectors of the Authority's workforce, together with comparative information from recent years. The report also provided information on the diversity and demographics of the current workforce including breakdowns of staff by each of the diversity strands. Most comparators were from the end of the previous financial year, with the exception of the new Directorates where the comparators were from the beginning of the 2014-15 financial year.

(2) Mrs Beer and Mr Allwright answered questions and noted comments from the Committee which included the following:

- Mrs Beer explained that the spikes in the figures for staff leaving related in part to re-structuring and TUPE activities and gave the example of the facilities management contract.
- In relation to identifying possible instances where a person left the organisation as a result of bullying or harassment, Mr Allwright confirmed that he was fairly confident that this issue would have been dealt with at an early stage, with staff feeling able to raise this issue so that it can be addressed. Mrs Beer stated that the aim was to have an organisational culture where staff felt able to raise any issues of bullying and harassment and that these did not lead to their resignation.
- The importance of the public sector leading by example in relation to the employment of people from different minority groups was covered. As a result of the data presented those with a disability or who were BME (black and minority ethnic) was particularly discussed by Members.

(3) RESOLVED that the report be noted.

70. Protecting the vulnerable - an organisational review of our response to government guidance and lessons learnt elsewhere

(Item A7)

(1) Mrs Beer introduced a report which updated the Committee on actions in place to support KCC's compliance with Government guidance in regard to Child Sexual Exploitation; other protections for vulnerable people and lessons to be learnt from the Authority's own reviews of practice and lessons learnt elsewhere. The report included consideration of additional actions that would further strengthen KCC's response.

(2) Mrs Beer informed the Committee that, since the report had been published, for the first time there had been recruitment to a senior post which used the "Recruitment for Mindset" approach. This places assessment of the candidates' personal motivation and fit with the culture of the team at the heart of the recruitment decision.

(3) Mrs Beer answered questions and noted comments from the Committee which included the following:

- The need to ensure a strong focus in this important area was emphasised by Members.
- There was a need to consider how information could be best disseminated to Members so that they were all fully aware of their responsibilities in this area. It was essential that steps were taken to ensure that all Members attended briefing session on this area.
- Mrs Beer emphasised the importance of ensuring that the whole organisation, both Members and officers, had access to real data in order to avoid the risk of supporting a culture of denial.

(4) RESOLVED that the report be noted and that a further more detailed report be submitted to the next meeting of the Committee on the aspects raised by Members at the meeting and in issues set out in the report, prior to this being considered by County Council.

71. Date of Next Meeting - 8 September 2015 - 2.00pm
(Item A8)

Noted

72. Motion to Exclude the Press and Public
(Item A9)

RESOLVED 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.

73. Interim Director of Highways, Transportation and Waste
(Item B1)

(1) The Committee considered a report requesting the extension of the tenure of the interim Director, Highways, Transportation and Waste.

(2) RESOLVED that the secondment of Roger Wilkin to the role of Interim Director Highways, Transportation and Waste be extended until either the current postholder returns to the role or a permanent appointment is made by Members.

This page is intentionally left blank

By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer - Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee

Date: 4 November 2015

Subject: Employment Value Proposition

Classification: **Unrestricted**

SUMMARY: An executive summary of the findings of the 2015 Employment Value Proposition survey outlining key improvements in the levels of employee engagement.

1. INTRODUCTION

1.1 In September 2014 the Committee was presented with the results of the Employee Engagement Survey conducted that year. A further survey has been undertaken this year to measure the levels of employee engagement in the Authority. This paper presents a summary of the survey's findings and highlights comparisons with the results from the 2014 survey.

2. EMPLOYEE ENGAGEMENT

2.1 Organisations which engender high levels of employee engagement experience improvements in performance; find it significantly easier to embrace change; more effectively innovate and deliver a quality customer experience. Ultimately employee engagement is about effective performance management.

2.2 The Authority's Engagement Strategy recognises the importance of engagement in driving up levels of performance in the organisation. The strategy sets out its approach to achieving levels of engagement and staff motivation that make significant differences to the performance of the Council.

2.3 The Strategy cannot be delivered in isolation of other initiatives and strategies within the Authority. The strategy very clearly corresponds to elements of the Organisation Development Plan and also links to Kent County Council's Customers Services Policy, Internal Communications Strategy, Diversity & Inclusion and the Kent Values and Behaviours.

- 2.4 The employee engagement survey provides the Council with an understanding of how employees see their level of engagement and motivation. Alongside the survey results there are other indicators of organisational health in terms of employee engagement, e.g. sickness absence. There has also been a shift in the levels of performance recognised through TCP with more staff receiving “above achieving” and “outstanding” ratings than before.

3. EMPLOYMENT VALUE PROPOSITION

- 3.1 The Authority has previously surveyed staff to see how they feel about working in Kent County Council. This information has been used to inform approaches to employee relations and the management of staff. The Employment Value Proposition (EVP) survey was conducted in 2015, which is the fourth year that it has been used by the Council, in order to build on the data that it has available to determine how engaged employees are and where improvements are required.
- 3.2 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 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. This survey very much looks at what employees are telling us about their experience of the organisation.
- 3.3 The survey was sent out to approximately 2,000 staff in Kent County Council. Each of the Directorates had groups of staff surveyed from specific targeted services or divisions, rather than the sample being spread across the whole directorate. If services had been surveyed in the previous consecutive two years they were not included in 2015. Some services that were surveyed for the first time in 2014 were surveyed for a second year running. Also some services that had not participated before were surveyed. The response rate to the survey was c.48%. The applicable senior manager for each division/service received service specific feedback on their results in August.
- 3.4 The EVP survey has demonstrated that the level of employee engagement in Kent County Council keeps moving in the right direction. It is important, however, that the Council continues to develop and build on the initiatives it has introduced but also to explore other ways to determine how levels of engagement can be improved. Managers play a significant role in building trust relationships with the rest of the organisation and it is critical that they continue to be supported to ensure that employees are engaged at all levels of the organisation. The survey also shows that with the right amount of focus and input an organisation can maintain its levels of engagement. These results are not only a testament to the role managers have played in this but also to how staff have responded to the challenges faced by them.

4. THE SURVEY RESULTS

- 4.1 The questions asked by the survey are structured in a way that enables 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 and the key drivers underpinning the most significant elements within the balance of the deal.

Balance of the Deal

- 4.2 This element of the survey looks at how staff feel about the contribution made by the organisation to the employment relationship compared with what the employees feel they bring to their job and the organisation. There will always be a difference between the two and this works well in terms of levels of employee engagement when the balance is not significantly in favour of one party to the deal.

- 4.3 The Employer Contribution is made up of:

- **The Contract** – this consists of the 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
- **Perceived Organisational Support** – how employees see their organisation valuing their contribution and caring about their well being

- 4.4 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** – this element reflects the level of confidence and competence the individual and their team displays in their job role
- **Organisation Engagement** – the level of staff commitment to the organisation and the level of behaviours championing the organisation's aims

4.5 The balance of the deal results for KCC in 2014 and 2015 were:

	2014	2015
The Contract	57	60
Perceived Organisational Support	52	53
Employer Contribution	55	57
Job Engagement	81	83
Efficacy	79	79
Organisational Engagement	67	71
Employee Contribution	77	77

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

4.6 The table shows that the Council's level of engagement has increased slightly over the last year. Overall the balance of the deal is still seen as being in favour of the employer. This is shown by the 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 that the employees' perception of the how they engage with the organisation and are prepared to trust it and advocate on its behalf has increased again in 2015 (organisational engagement score).

4.7 Levels of engagement with the job role people work in and service they provide continue to remain high and have marginally increased since last year (job engagement score). The results also 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. The scores reflecting how managers feel supported by the organisation have increased slightly following a small dip in 2014.

Overall the improvement is positive but more work does need to be done in addressing the imbalance in the deal as the level it is at is not sustainable in the long term.

4.8 The directorate data for the 2015 survey is as follows:

	KCC	GET	SCHWB	EYPS	S&CS
The Contract	60	58	62	56	61
Perceived Organisational Support	53	54	56	47	54
Employer Contribution	57	56	59	52	58
Job Engagement	83	84	84	84	81
Efficacy	79	81	80	77	78
Organisational Engagement	71	70	73	68	71
Employee Contribution	77	78	79	76	76

Conversational Practice

4.9 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.

4.10 The survey measures:

- **Solutions focused conversations** – idea generation and problem solving conversations
- **Performance focused conversations** – discussions about how solutions and services will be delivered and how ideas/solutions can be put into practice
- **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/deadlines.

4.11 The conversational practice results for KCC in 2014 and 2015 were:

	2014	2015
Overall score	70	71
Solution focused	71	73
Performance focused	70	71
Workplace tensions	64	65
Job pressure	62	67

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

4.12 This table shows that there has been an improvement in the efficacy of the engagement managers have with their employees. Compared to the 2014 results the gap between the quality of the solutions focused discussions and that of the performance focused conversations has reduced again. This suggests an improvement in how staff view their involvement in making suggestions and finding solutions for developing the way services are delivered and these actually being made a reality by management.

4.13 The workplace tensions score has increased very slightly but the job pressure score has increased significantly. Both scores remain high. This suggests that, despite this context, management are engaging and motivating staff to a degree through the interface they have with them on a regular basis.

4.14 The directorate conversational practice figures for the 2015 survey are:

	KCC	GET	SCHWB	EYPS	S&CS
Overall score	71	61	73	68	72
Solution focused	73	65	74	71	73
Performance focused	71	57	73	69	73
Workplace tensions	65	66	69	68	61
Job pressure	67	69	65	68	62

Personification

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

4.16 The "traits" that are measured are:

- Supportive
- Directive
- Trust
- Competence
- Innovation
- Conversational

4.17 The main changes were in the conversational, competence and supportive scores, which all fell. This suggests that despite the relationship staff have with their managers the corporate body is more distant to them compared to last year. This is in contrast to the organisational engagement score having increased. This may suggest that staff advocate based on their local experiences of working for KCC.

Free Text Analysis

4.18 The free text questions focused on what is best about working in the organisation, how employees work with their manager to get something done and the workplace tensions that employees face. This information was analysed to represent the number of times certain elements were written about and the level of sentiment expressed about those subjects.

4.19 Job satisfaction, support, working in a team/with colleagues and the opportunities available in the organisation were identified as areas that people really value and which individuals spoke positively about. Job variety, pay and benefits and management were all areas that employees rated as good things about working in the organisation 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. These results were similar to 2014.

- 4.20 The positive aspects of working with line managers that employees described were contact with their manager, regular meetings, exploring new ideas and being supported by them. Those areas the employees were more neutral about were some of the touch points with managers such as supervision, performance management and problem solving.
- 4.21 The main workplace tensions that people identified were volumes of work, pressure, restructures and a lack of resources. These are similar to 2014 and most of them can be seen reflected in the high workplace tension and job pressure scores under conversational practice and will increasingly influence the context in which managers in the organisation will need to keep employee engagement high and corresponding performance levels.

5. TREND ANALYSIS

- 5.1 Kent County Council has used the EVP survey for four years. This data enables the Authority to get a sense of how levels of engagement have changed in this time.
- 5.2 The following table shows the figures for the balance of the deal over the four years the survey has been undertaken.

	2012	2013	2014	2015
The Contract	46	54	57	60
Perceived Organisational Support	45	52	52	53
Employer Contribution	46	53	55	57
Job Engagement	79	80	81	83
Efficacy	78	79	79	79
Organisational Engagement	50	58	67	71
Employee Contribution	69	75	77	77
Balance of the Deal	23	22	22	20

These figures show a steady increase in how positively employees view the employer's contribution to the deal (from 46 to 57). Staff's view of what they bring to the deal has also increased (from 69 to 77). The most startling movement has been in the level of organisational engagement from a score of 50 to 71 – which represents an increased level of commitment to the organisation and an increased propensity by employees to champion the organisation's aims.

The balance of the deal has always been in favour of the employer. However, this has slowly fallen recognising that there is gradually less tension in the deal but also points to their being more work required to close the gap further to make the relationship between employer and employee even more productive.

5.3 The next table shows the trend in relation to conversational practice.

	2012	2013	2014	2015
Overall score	65	69	70	71
Solution focused	69	73	71	73
Performance focused	62	66	70	71
Workplace tensions	68	64	64	65
Job pressure	66	65	62	67

The overall efficacy of the types of conversations managers have with their staff, and consequently, how effective these are in engaging employees in the delivery of their work has gradually increased over the last four years.

Employees are telling us that despite how they felt about the level of workplace tension falling slightly between 2012 and 2013 this has not really changed much. The level of workplace tension experienced by staff is still too high to maintain a consistent level of engagement across all staff.

In 2015 the level of job pressure felt by staff is at the highest it has been in four years. This is also at a level that cannot be sustained in the long term without it effecting engagement and performance across all jobs.

6. CONCLUSION

6.1 The key findings of the 2015 survey are:

- a) Despite the level of change the organisation has been facing there has been a small improvement in levels of employee engagement in the Council, compared to 2014.
- b) Kent County Council has a committed workforce which invests time, energies and concentration in their job and feel a sense of pride in doing so.
- c) Results for organisational level engagement have improved again showing increased levels of loyalty, affinity and advocacy toward the Council.
- d) Employees perceive their contribution to the 'deal' as outweighing that provided by KCC (ideally this should be a balance between the employee and employer). How the balance is perceived by the employee has improved slightly on 2014.
- e) Employees' view on the level of work pressure they are experiencing has increased.

6.2 These results continue to show that despite challenging times in relation to available resources and changes in the way services will be delivered the Council continues to maintain an effective degree of employee engagement. However, the levels of good will, motivation and performance that the organisation currently experiences will dissipate if the organisation and managers sit on their laurels and do not continue to strive for improvements in this area.

- 6.3 Managers of the divisions and services that participated in the survey will be following up with their management and staff teams, having received feedback on the areas where they need to focus attention. Human Resources will be using the results to inform activity it needs to initiate to address areas of concern. HR will also use the information when talking to managers about change to help their understanding of how to engage with staff and harness this for best effect.
- 6.4 This report demonstrates that the Council has a good base to further develop the important elements of the employment deal that employees spoke about in the free text element of the survey. It also gives a platform to continue the engagement with staff through the conversations we have with them corporately about change but also those the managers have that translate the organisation's objectives into reality for their employees. This will continue to improve sustainable contributions from employees and can act as a catalyst to promote the development of the formalised deal clearly setting out what is offered by Kent for the contributions staff give in return. All this will help ensure staff are more resilient through change, will continue to perform and ensure the Council's customers receive a good service.

7. RECOMMENDATIONS

- 7.1 Personnel Committee is invited to note the EVP survey results and the improvements in levels of employee engagement.

Ian Allwright
Employment Policy Manager
Ext 415774

Background documents:

Personnel Committee – 14 September 2014

Services which participated in KCC's EVP Survey 2015

Education & Young People's Services

Early Help & Preventative Services

Social Care, Health & Wellbeing

Specialist Children's Services – East Kent County Council

Integrated Care Homes and Day Centres – Older Person's & Physical Disability

Strategic & Corporate Services

Finance & Procurement

Growth, Environment & Transport

Economic Development

By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer - Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee **Date:** 4 November 2015

Subject: **Employment Policy Update**

Classification: Unrestricted

SUMMARY: An employment policy update focusing on:

1. Statutory Changes
 2. Resolution Policy, and
 3. the revised flexible working policy which Committee is asked to agree.
-

1. INTRODUCTION

- 1.1 The Personnel Committee receives, as a minimum, 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 a range of items that are informing employment policies and processes in the Council. The Committee is invited to note for information the intended and proposed statutory changes and an update on Kent County Council's Resolution Policy. It is also asked to consider the proposed revision to the flexible working policy, Work Smart, and agree its contents.

2. STATUTORY CHANGES

- 2.1 Since the last Committee the Government has introduced a legislative change that will affect employees earning over £100,000 and has consulted on three other proposals. This section of the report reviews the government's intentions and assesses any implications as the matters currently stand where the Authority knows what the intended final outcomes are.

Recovery of Exit Payments

- 2.2 The Small Business, Enterprise and Employment Act 2015 facilitates the recovery of exit payments made to employees earning over £100,000 per annum if they are re-employed in the same 'sub-sector' within a year of leaving their previous employer. Draft regulations are currently available which set out more detail than is available in the Act about how the process will operate. The Regulations will be implemented no later than the 1 April 2016.

- 2.3 The regulations cover a wide range of payments including redundancy, the employer costs of early release of pension, payment in lieu of notice and payments in respect of outstanding contractual entitlements (e.g. payment for untaken annual leave). Repayment is made to the organisation from which the employee exited.
- 2.4 The amount of the severance payment to be recouped will be reduced pro-rata depending on where, when and at what level the individual returns to the public sector.
- 2.5 The regulations also include a waiver to support those eventualities where money may be paid, under a settlement agreement. This ensures that employers can still enter into negotiations which protect them from the risk of successful litigation.
- 2.6 The regulations place a duty on all parties involved, including the new employer. The outgoing employer must ensure employees are aware of the scheme and it must seek repayment where appropriate. The employee must inform the new and old employers of any recoverable payment and, before they take up office, make arrangements to repay. The new employer must not let the employee start until payment has been made or remove them from the new role if it is not paid.
- 2.7 This law will require the Authority to:
- introduce processes for seeking repayment
 - make changes to its contracts
 - ensure its policies enable these processes to happen

Cap on Exit Payments

- 2.8 The Government has consulted on limiting exit payments in the public sector at £95,000. The Government has responded to the consultation and a significant number of the 4000 respondents urged them not to introduce a cap. However, the Government has decided to progress with a cap of £95,000 and this will apply whether the employee leaves on a voluntary or compulsory basis. It will include redundancy, the employer costs due to the early release of pension (the respondents asked the government not to include this in the calculation), payment in lieu of notice and payments in respect of outstanding contractual entitlements (e.g. payment for untaken annual leave).
- 2.9 This proposal will capture far more people than may have been intended as many long serving employees who do not earn close to the six figure sums will be covered by the repayment regulations. This is due to the cost of the early release of pensions when someone 55 years old or over is made redundant. This is currently an explicit element of the Local Government Pension Scheme and not a KCC discretion unless it is as a result of a voluntary retirement application.

- 2.10 Examples have been modelled by independent bodies that indicate that employees earning £40,000 with long service would be restricted by this proposed cap. This could therefore have an impact on long serving employees in jobs such as: Social Services Senior Practitioner, Senior Accountant, Economic Development Programme Officer, Safeguarding Boards Co-ordinator.
- 2.11 The implementation of the cap will require secondary legislation and may also require changes to the Local Government Pension Scheme. As such there is no defined start date yet.

Tax & National Insurance Treatment of Termination Payments

- 2.12 Payments to employees upon termination of their employment can be made up of several different elements. These might include redundancy payments, pay in lieu of notice and compensation for loss of office. Some of these payments are subject to national insurance contributions and income tax whilst others are only liable to income tax on amounts above £30,000.
- 2.13 A review by the Office of Tax Simplification found that the situation surrounding deductions could be complex and cause confusion. It made a number of recommendations which has led the government to propose some reforms.
- removing the distinction between the tax and NICs treatment of contractual and non-contractual termination payments
 - aligning the tax and NICs treatment of termination payments
 - any tax and NIC exemption only relating to redundancy (including voluntary redundancy)
 - tax and NIC relief threshold based on length of service
 - anti-avoidance measures
 - a financial cap above which income tax should be payable in cases of wrongful or unfair dismissal (and should this be different if the payments are ordered to be made by a tribunal)
- 2.14 Consultation closed on 16 October 2015. However this is the first part of a five part Tax Consultation Framework. As such there is no indication of implementation date yet.

Trade Union Activity

- 2.15 The Government has been consulting on a number of elements of a proposed Trade Union Bill.
- 2.16 The Government is introducing a new ballot threshold of 50% for all industrial action. This means that at least 50% of those people entitled to must vote and industrial action can be taken on a simple majority of those voters. Also a new ballot threshold of 40% for taking industrial action in important public services is being introduced. This means that in those areas the union will

need the support of at least 40% of those entitled to vote. The Government is consulting on what constitutes an 'important public service'.

- 2.17 The Bill will also introduce a four month limit on a strike mandate after which the union will have to ballot again. Notice to the employer of strike action to increase from 7 to 14 days.
- 2.18 It is also proposed to remove the restriction in place that bans employers from hiring agency staff to cover essential striking employees.
- 2.19 The Government also announced in August 2015 that the Trade Union Bill will also stop public sector workers paying their union subscriptions straight from their salary. It has been suggested that the process is "outdated" and by stopping the practice it gives employees more control over their subscriptions.
- 2.20 Consultation has closed and any response will be assessed for its scope and impact. On the reading of this paper the Trade Union Bill will have been considered by a Public Bill Committee as part of its passage through the House of Commons.

3. RESOLUTION POLICY

- 3.1 In February 2015 KCC implemented a Resolution Policy. This policy replaced the Authority's Grievance and Harassment policies. The benefits of the new approach were stated as:
 - Speedier resolution achieved through greater emphasis on early intervention by the line manager and a mediation approach
 - Provides for a less adversarial approach to resolving conflicts
 - Reduces the likelihood of further damaging working relationships between the parties involved
- 3.1 The other aspect to this approach is that it readily supports the self-sufficient manager by helping them resolve matters more readily at the point the disputes arise. It also reinforces KCC's values in that it encourages people to be open, it means people have to be more open to challenge and accountable for the remedies identified.
- 3.2 In the first 6 months of the policy being in place there were relatively few cases. The HR Advisory Team (HRAT) supported 15 cases and three went straight to mediation (although one case resolved itself before mediation was required). This is fewer than half the cases experienced in the first six months of 2014/15.
- 3.3 Where mediation has been used the experience has been a very positive one with successful outcomes. HR continues to work with managers to encourage dialogue with employees to try and resolve matters without the need to go to a resolution meeting. Mediation is also being encouraged.

3.4 Future analysis of the volumes of cases will be covered by the case activity papers that the Committee receives.

4 FLEXIBLE WORKING

4.1 By doing things differently the County Council is able to transform the way the whole organisation operates and this has been a key response to the challenges it faces. As part of putting the customer at the heart of how services are designed and delivered it has required managers and staff to adopt new approaches to how and where they work.

4.2 The impact of this change helps bring services closer to customers and also helps optimise the use of KCC's estate. Another advantage of having more flexible approaches to work is it helps recruitment and retention. In many cases it allows people to manage work around home and/or caring commitments whilst enabling them to perform effectively without putting artificial time and location constraints in the way.

4.3 The County Council has had, for many years, a range of policies and procedures that support staff to work differently. This has been supported by developments in the technology available. HR has taken the opportunity to review its policy on flexible working to ensure it is fit for purpose. A revised policy to meet current and future demands is presented with this paper (Appendix 1). The Equality Impact Assessment is at Appendix 2.

4.4 The main focus of the Work Smart Policy is to move away from describing flexible working in terms of when we work (e.g. flexitime) but rather provide a broader framework that facilitates greater flexibility in terms of how and where we work as well. This helps enable, through effective performance management, optimal approaches to delivering services to the people of Kent in a way that suits the organisation but also supports our employees.

4.5 Other changes include:

- Emphasis on options for managers in delivering their service in an optimal way
- Emphasis on proactive management of flexible working without the loss of employee entitlement
- Strengthen aspects relating to diversity
- Move emphasis away from just the statutory rights of employees
- A change of title for the policy to "Work Smart"

5. RECOMMENDATIONS

5.1 Personnel Committee notes the intended and proposed statutory changes and the action being taken to ensure the authority will comply.

5.2 Personnel Committee notes the update on the progress of the Resolution Procedure.

5.3 Personnel Committee agrees the revised flexible working policy.

Ian Allwright
Employment Policy Manager
Ext 415774

Background Documents:

Personnel Committee – Resolution Policy February 2015

Work Smart Policy: Where, How & When We Work



Issued by HR

If you require this policy in another format please go to the end of this document for details.

Introduction

KCC recognises the need to continue to develop modern working practices which enable employees to maximise their performance and productivity whilst assisting them with their work-life balance. An employee's work-life balance is important as this can influence their level of engagement, motivation and satisfaction at work as well as their health, wellbeing and quality of life outside of work for them and their family.

Within KCC there is, increasingly, less reliance on working arrangements where employees are required to work from a fixed base and start and leave work at a set time. KCC's employment provisions include a range of different working arrangement options which cover:

- where we work
- how we work
- when we work.

The working arrangement options are outlined in the Work Smart Guidance for Employees document which is available on KNet.

The use of Information and Communications Technology (ICT) within KCC provides the opportunity for increased flexibility regarding where and how we work. The extent to which ICT can be used to assist with different working arrangements will be dependent on the nature and duties of the role.

Scope

This policy applies to all KCC employees. It is recommended to Governing bodies for adoption in schools.

General Principles of Work Smart

- Flexible working is central to how KCC operates and it covers a range of practices regarding where, how and when work is carried out. There is an expectation that employees will be prepared to work flexibly.
- Work Smart supports equality and diversity through the use of flexible working arrangements which can assist employees in balancing work with their individual circumstances.
- When, in the interests of delivering service improvements, managers are seeking to introduce/modify flexible working arrangements they will give consideration to the individual circumstances of the members of the team/unit.

- Managers will ensure that any changes to work spaces to support flexible working take into account the needs of individual employees (including making adjustments for disabled employees).
- Managers will actively examine with their employees ways in which ICT can be used to optimise the use of alternative working arrangements (including mobile and homeworking) either on an ad-hoc or contractual basis. Decisions will be informed by factors such as the nature and duties of the role, the availability of ICT equipment and the employee's circumstances.
- Measurement of an employee's performance will focus on outputs (e.g. the quality, quantity and timeliness of their work) rather than their attendance at a particular time or place.
- The use of working arrangements which do not require employees to attend a designated workbase every day will assist KCC to make more effective use of its office estate. These arrangements will also reduce the amount of working time spent travelling and should lead to increased productivity. Reducing travelling is also beneficial from an environmental perspective.
- For employees who frequently work on home or mobile working arrangements, the use (where available) of open, distance and e-learning will assist in ensuring that their training and development needs can be met in the most efficient way. However, employees may need to be flexible in their approach to attending training which is outside their usual working hours. Where this is necessary, managers can examine with the employee any practical arrangements which may be required to enable the training to be undertaken.
- Active management of alternative and other flexible working arrangements will provide flexibility to meet the needs of the customer and demands of work flow, whilst ensuring that working practices are in line with both statutory requirements and KCC people management policies.
- There is a mutual responsibility for management and employees to ensure that flexible working arrangements operate effectively and allow for the successful completion of the duties of the role.
- Appropriate management action will be taken if alternative working arrangements are abused – this includes the ability to withdraw the arrangements.
- Management have the right to seek to introduce flexible working practices in their teams/services. There is also a right for employees to request to work flexibly.

Principles for Employees Requesting to Work Flexibly

- KCC's approach to flexible working arrangements fully incorporates the requirements of the statutory right to request to flexible working. Further details (including the statutory right to request flexible working) are set out in the Flexible Working Procedure which is available on KNet.
- There is an expectation that managers will give positive consideration to requests to work flexibly.

- Any proposed revised working arrangement must not adversely impact on the delivery of service to the customer or on the successful completion of individual and team objectives.
- Consideration of requests for flexible working will be subject to business needs – this includes taking into account the costs of the proposed flexible working arrangement.
- Flexible working options may be a ‘reasonable adjustment’ to support an employee with a disability (as set out in the Equality Act 2010).

Alternative Formats

This document is available in other formats. Call 03000 416409 or email Employment Policy Team for further details.

[Connect2Kent](#) interpreting and translations services can help us explain services to people if their first language is not English. Call on 0845 365 1645 an English-speaking operator will take details of your requirements and arrange a translation or interpreting service. You may need an English-speaking friend or a family member to help you with this.

This page is intentionally left blank

March 2014

KENT COUNTY COUNCIL EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)

You need to start your Equality Analysis and data collection when you start to create or change any policy, procedure project or service

When developing high-level strategies under which other policies will sit, if those policies are jointly owned by KCC and partner organisations, they will need to take the partnership approach to EqIAs,

Please read the EqIA GUIDANCE and the EqIA flow chart available on KNet.

Directorate:

Strategic & Corporate Services

Name of policy, procedure, project or service

Work Smart Policy (revised version of the Flexible Working Policy)

What is being assessed?

KCC's employment policy on flexible working

Responsible Owner/ Senior Officer:

Amanda Beer, Corporate Director Engagement, Organisation Design & Development

Date of Initial Screening:

7 October 2015

Date of Full EqIA :

N/A

Version	Author	Date	Comment
1	Employment Policy Team	2010	Flexible Working Policy
2	Steve Fuller	June 2014	Flexible Working Policy
3	Steve Fuller	October 2014	Work Smart Policy

					<p>work with their individual circumstances.</p> <p>The range of flexible working arrangements covered by the Work Smart Policy apply to all employees (dependent on the nature and duties of their roles) irrespective of their protected characteristics.</p> <p>The flexible working arrangements on offer within KCC can potentially assist in respect of recruiting and retaining high quality employees.</p>
<p>Disability</p> <p>Page 31</p>	No	High	None	<p>a) publication and promotion of the revised policy and guidance documents</p> <p>b) no</p>	<p>As above.</p> <p>The wide range of flexible working arrangements that are available can be considered when looking at making adjustments to assist disabled people.</p> <p>Flexible working arrangements which are facilitated by the use of information communication and technology (ICT) - including home or remote working – can assist in attracting people to work for KCC and in retaining employees if they become disabled at some point during their employment.</p>

<p>Gender</p>	<p>No</p>	<p>Medium</p>	<p>None</p>	<p>a) publication and promotion of the revised policy and guidance documents b) no</p>	<p>As per age section above.</p> <p>Data from the 2011 census identifies that there is a higher proportion of women (3.12 m) than men (2.29 m) who are unpaid carers. This statistic is likely to be broadly reflected within KCC's workforce. In view of this, there are likely to be more female employees who make use of flexible working arrangements in order to balance their work and caring commitments.</p> <p>Although there may be higher proportion of female employees using flexible working arrangements, the range of available options apply equally to all employees irrespective of their gender.</p>
<p>Gender identity</p>	<p>No</p>	<p>Medium</p>	<p>None</p>	<p>a) publication and promotion of the revised policy and guidance documents b) no</p>	<p>As per age section above</p>
<p>Race</p>	<p>No</p>	<p>Medium</p>	<p>None</p>	<p>a) publication and promotion of the revised policy and guidance documents b) no</p>	<p>As above.</p>
<p>Religion or belief</p>	<p>No</p>	<p>Medium</p>	<p>None</p>	<p>As above</p>	<p>As above.</p> <p>The available flexible working arrangements - particularly those relating to working hours and patterns - may assist employees in meeting the required practices of their religion.</p>

March 2014

Sexual orientation	No	Medium	None	As above	As per age section above
Pregnancy and maternity	No	Medium	None	As above	As above. The available flexible working arrangements may also assist employees who are pregnant – particularly if the employee experiences difficulties. In addition to possible amendments to working times and patterns, options such as homeworking could also be examined (dependant on the nature and duties of the role).
Marriage and Civil Partnerships	No	Medium	None	As above	As per age section above
Career responsibilities	No	Medium	None	As above	As per age section above. As referred to in the gender section, the available flexible working arrangements can assist employees with balancing their work demands with their commitments as a carer.

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High	State rating & reasons
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups	

Rating: Low

KCC’s Flexible Working Policy has been in place for a number of years. Whilst individual decisions on flexible working requests may have been challenged by employees, there is no record of any equality related issues regarding the policy itself.

The revised approach to flexible working set out in the Work Smart Policy does not fundamentally alter KCC’s approach towards flexible working arrangements (including dealing with requests made under the statutory right to request flexible working). The policy is intended to more clearly identify that flexible working arrangements extend beyond changes to hours or working patterns.

In view of the above, it is believed that the Work Smart Policy will not have any adverse impact on employees.

Context

The Work Smart Policy forms part of KCC’s approach to providing assistance to employees in achieving a better work-life balance. By offering a wide range of flexible working arrangements there are potential benefits for both employee wellbeing and for service delivery within the organisation.

The degree to which working arrangements facilitate employees to achieving a better work-life balance is relevant to effective service delivery in the organisation. KCC’s approach towards flexible working arrangements has the potential to have a positive impact of employee engagement, motivation and satisfaction levels. This is an area which has links to KCC’s Engagement Strategy and its approach to the recruitment and retention of high quality employees.

Aims and Objectives

The Work Smart Policy (along with the associated Guidance and Procedure documents) are intended to promote the effective use of a wide range of flexible working arrangements across the organisation.

By making use of the available flexible working arrangements there are potential benefits to both the organisation and individual employees, these include:

- employees achieving a better work-life balance
- cost management – effective use of ICT can optimise the use of alternative working arrangements which can assist in changing the way KCC uses its office estate

March 2014

- increased home and mobile working arrangements can reduce the amount of travelling by employees, in doing so this can:
 - improve productivity by removing unnecessary travelling
 - reduce travelling expenses
 - benefit the environment by reducing the amount of vehicle emissions from business travelling
- support a diverse employee profile

Beneficiaries

All employees (subject to the nature and duties of their roles).

Information and Data

During the process of drafting the Work Smart Policy, examination was made of available flexible/agile working policies in place in large employers in the UK (this includes private sector organisations such as BT and Local Government and NHS organisations). In addition to this, an examination was made of the following publications from the Advisory, Conciliation & Arbitration Service (Acas):

- Acas Code of Practice on handling in a reasonable manner requests to work flexibly
- The Right to Request Flexible Working: An Acas Guide
- Advisory Booklet – Flexible Working & Work-Life Balance

The purpose of this analysis work was to ensure that KCC's approach to flexible working is both legally compliant and reflects recognised best practice in this area (including equality and diversity considerations).

Information on the profile of KCC's workforce can be found via the following link (item 69):

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=129&MId=6030&Ver=4>

Involvement and Engagement

-

Potential Impact

The publication of the Work Smart Policy (and the associated guidance and procedure documents) will provide employees with information regarding KCC's approach to flexible working arrangements. Awareness of the flexible working arrangements has the potential to be beneficial to employees – particularly with regards to them seeking a better work-life balance.

Adverse Impact:

None identified

Positive Impact:

As identified in Potential Impact section.

JUDGEMENT

Option 1 – Screening Sufficient

YES

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications

This page is intentionally left blank

By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
 Amanda Beer – Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee **Date:** 4 November 2015

Subject: Workforce Planning, Retention and New Joiners Survey.

Classification: **Unrestricted**

Summary: This paper accompanies the Workforce Planning Strategy 2015 – 2020 and sets out how this is being delivered. It summarises findings from the New Joiners Survey full year analysis and considers turnover levels, including comparisons with other local authorities.

1. Background

- 1.1 Planning for the future in terms of skills development, role definitions and employee mind-set is crucially important. It is essential the organisation understands the capabilities and capacity of its people in critical roles and has the strategies in place to deal with any gaps – without this the impact on service delivery and costs are significant.
- 1.2 On 12 September 2014 Personnel Committee considered the results of the On-Boarder pilot survey for new starters in the organisation and a proposed New Joiners Survey. The New Joiners Survey has been designed and implemented and this report summarises the key findings for the first full year.
- 1.3 Following consideration at Personnel Committee on 12 June 2015 of an agenda item on protecting the vulnerable, Members noted a need to ensure a strong focus in this important area. It was emphasised that it was important to ensure that the whole organisation, both Members and officers, had access to real data in order to avoid the risk of supporting a culture of denial.

2. Workforce Planning Strategy

- 2.1 The importance of workforce planning, succession planning and developing talent is clearly understood by managers in KCC. A review of workforce planning supported by HR in 2014/15 highlighted the importance of developing a medium term plan which was embedded within the business planning process and identified practical, realistic outcomes (Appendix A). The strategy sets out the key principles which will ensure workforce planning is systematically embedded within our business processes and the right workforce, with **the right skills, knowledge and behaviours are doing the right things at the right time for our customers at the right cost.**

2.2 To support the Workforce Planning Strategy, a 10 point action plan, focusing on the key areas of activities to be undertaken, has also been prepared. This is also included in Appendix A.

3. New Joiners Survey

3.1 The New Joiner Survey examines not only the various aspects of the employee life cycle, such as recruitment, selection, retention, but also other areas. This includes the return on investment in the self-sufficiency agenda and culture. In particular, it also introduced the 'Friends and Family Test', a key recommendation from the Francis reviews into public service failings in the NHS, such as Mid-Staffs. Monitoring this going forward is a good example of introducing an 'early warning system' in terms of access to real and timely data to support the agenda of avoiding a risk of supporting a culture of denial.

3.2 The key results from the New Joiners Survey for those who joined in the calendar year 2014 are attached as Appendix B. Most staff are engaged (76%) and report high positive scores in terms of recruitment, selection, retention, resilience and understanding of business aims and how this links to them. There is clear evidence to show our significant investment in self-sufficiency and induction is paying off in terms of supporting staff and performance. Our 'Friends and Families Tests' scores are also good. Salary was not a significant recruitment or retention driver for New Joiners.

3.3 We also now have a good understanding of retention and turnover drivers. This information is believed to be more honest and a more reliable indicator of trends than similar results in Exit Surveys. Reasons for leaving are captured for all staff leaving KCC and are reported to Members in the Annual Workforce Profile report. Exit surveys continue to be used in social care where there is a specific need to closely monitor staff turnover.

3.4 One key area of retention as a strategic priority is apprentices. KCC wants to position itself as an ambassador of apprenticeships and set an example to other organisations. The New Joiner Survey had a good return in terms of responses from apprentices (64% response rate). This confirmed that opportunities for development and training was the number one recruitment, selection and retention driver for apprentices. Again, salary was not a significant recruitment or retention driver for apprentices who are engaged with the organisation.

4. Staff Turnover Figures

4.1 The New Joiner Survey identified 142 members of staff (18% of respondees) who joined in 2014 who were thinking of leaving (17%), or were actually leaving (1%), at the time of the survey. The top reasons for this are shown in Appendix C. This confirms research from elsewhere that while salary is not a motivating factor for most staff, it can be a demotivating factor for staff who are not engaged. Furthermore, salary was identified as the sole reason in only 2 cases.

4.2 In terms of staff turnover more generally, the rate at 30 September 2015 for KCC (non-schools and excluding Casual Relief, Sessional and Supply Staff

(CRSS)) was 15.2%. This was down on the previous quarter (16.2%), but up against the same quarter in the previous year (14.2%).

- 4.3 While it has not been possible to compare reasons for leaving with other relevant local authorities, in terms of comparing our staff turnover figures, the Annual Workforce Profile report discussed at the June 2015 Personnel Committee meeting noted that a survey conducted by Expert HR that focussed on turnover rates for 2013 showed the average labour turnover rate for the public sector to be 11.4%. The Local Government Association also undertook a workforce survey to compare turnover rates at 31 March 2014. This has allowed KCC to compare its turnover rate in March 2014 to other county councils in England, as well as other local authorities in the geographical county of Kent and London Boroughs bordering Kent, where such information is available. This is also shown in Appendix C.

5. Conclusion

- 5.1 The Workforce Planning Strategy will support KCC becoming a strategic commissioning authority by providing a focus on the key activities to be undertaken from a business perspective, as well as a strategic Human Resources and Organisational Development perspective.
- 5.2 The New Joiners Survey shows a key group of staff that not only are we listening, but that we are also being intelligence led in commissioning interventions to support business capacity and capability.
- 5.3 KCC is actively monitoring and benchmarking key retention mechanisms.

6. Recommendation

- 6.1 That this report and appendices be noted.

Julie Cudmore
Head of Organisation Development
03000 417212

Background documents:

Personnel Committee – Protecting the Vulnerable – June 2015
Personnel Committee – Retention Strategy – September 2014

Appendix A – Workforce Planning Strategy and Action Plan

This rest of this page intentionally left blank.



Purpose:

- 1.1 Recruitment, resilience and retention **is a continuing priority to ensure we have the right workforce, with the right skills, knowledge and behaviours doing the right things at the right time for our customers at the right cost.**
- 1.2 Planning for the future in terms of skills development, role definitions and employee mindset is crucially important. It is essential the organisation understands, as a minimum, the capabilities and capacity of its people in its critical roles and has the strategies in place to deal with any gaps. We must have robust workforce planning across services, together with clear and well developed succession plans which support current and future service delivery models.
- 1.3 This workforce planning strategy outlines KCC’s approach to improving the effectiveness of workforce planning and enabling KCC to become a Strategic Commissioning Authority. It sets out the key principles which will ensure workforce planning is systematically embedded within our business processes with an increasing focus on ensuring we have the workforce needed to deliver services with external partners and contracted service providers.

Definitions:

- 2.1 Workforce Planning is about ensuring the organisation has the right workforce, with the right skills, knowledge and behaviours, doing the right things at the right time and at the right cost. Workforce plans focus on the future service requirements not just current priorities.
- 2.2 Succession Planning is part of workforce planning and means developing a pool of people for future roles, which may be promotion. These roles are usually defined in workforce plans as ‘critical roles’.
- 2.3 Critical Roles are those roles that are critical for business delivery *and* hard to fill.
- 2.4 Talent Management means attracting, identifying, developing, deploying and retaining talented individuals with critical skills, knowledge and behaviours to increase effectiveness and performance. Talent management is different to succession planning as it focuses on identifying talented individuals rather than the identification of roles.

Principles:

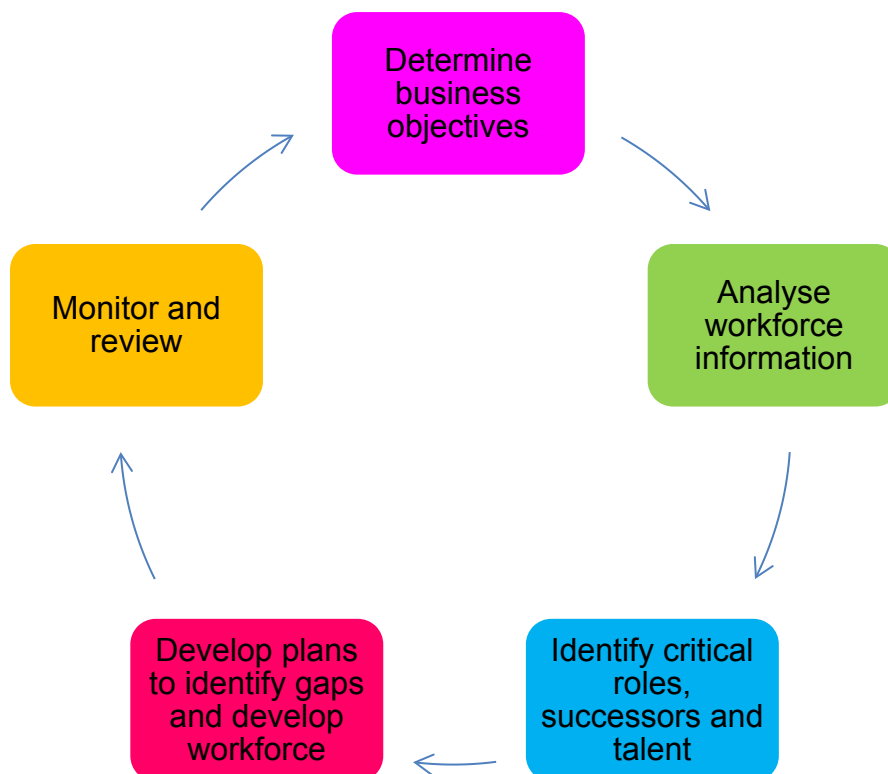
- 3.1 The following 10 principles underpin KCC’s workforce planning strategy and action plan:

No	Principle
----	-----------

1	Workforce planning is an integral part of business planning.
2	Workforce planning forms part of every manager's action plan.
3	All Managers are developed through Kent Manager to undertake effective workforce planning.
4	Every member of staff has a personal development plan (PDP). Where appropriate, this should include development identified in succession / talent management plans.
5	Talent Management programmes will be developed based upon business need to support corporate and service directorate objectives.
6	Succession plans include coaching and development e.g. shadowing, project work and secondments – not just training.
7	Workforce plans inform recruitment and retention plans and outcomes.
8	Agency staff should be included in workforce plans.
9	We will seek to increase opportunities for strategic joint workforce planning with partner organisations.
10	Contracted service providers must provide assurance of workforce planning.

Our Approach:

4.1 Workforce planning should be undertaken annually as part of the business planning process or when a service is reviewed.



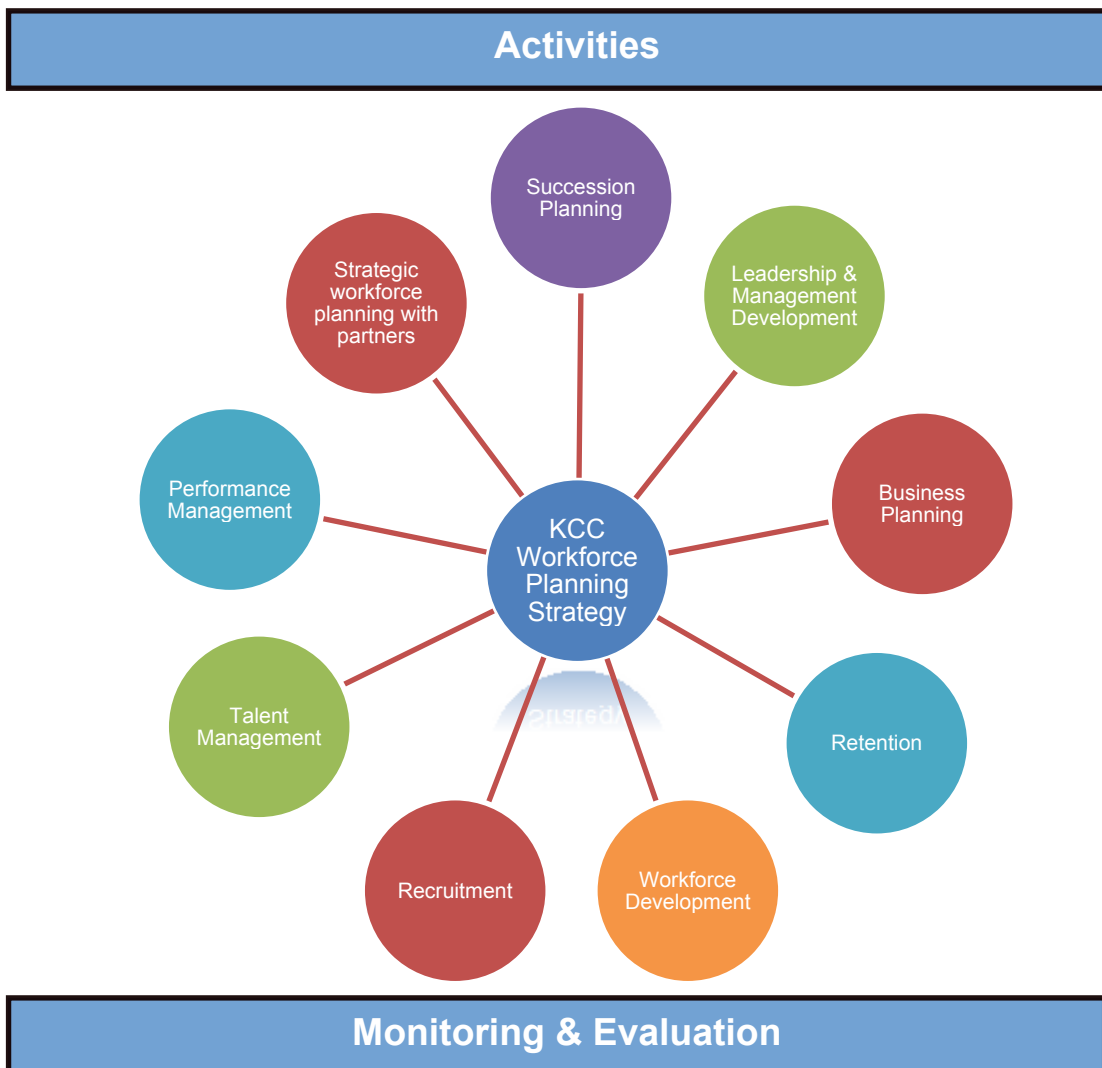
4.2 Workforce planning tools have been developed to support managers. They are simple to use and can be completed on a side of paper. The tools are not

prescriptive but all managers are required to be able to evidence they have undertaken workforce planning, and as a minimum, identified critical roles and successors (or strategies to fill identified gaps).

- 4.3 As the organisation moves to becoming a strategic commissioning authority, our workforce planning will need to change. Managers will increasingly need to consider the total workforce requirements for a service rather than just the KCC employed workforce. This will require a change in mindset as well as developing skills in specifying workforce planning requirements in contracts to ensure service providers have the workforce capabilities to delivery commissioning outcomes and meet quality standards.

Measurement:

- 5.1 There are a number of key areas of action where we need to focus to embed workforce planning more holistically into business as usual processes as well as specific service organisation redesign projects.
- 5.2 The following diagram and action plan sets out the strategic framework for improving the effectiveness of workforce planning. The action plan will be reviewed annually.



Strategic Workforce Planning 2015 – 2020: Action Plan

No	What – Activity	Accountability	How – Specific recommendations	Impact – Outcomes and Measurements
1.	Succession Planning	CMT Directors OD Group Corporate Director – EODD	CMT to identify critical roles and succession plans for the top 3 tiers of staff by January 2016. Plans to be reviewed at least annually and discussed as part of target setting from 2016/17 with relevant individuals. Strategies to address 'gaps' and develop successors to form part of the annual OD Plan to provide corporate oversight. Critical roles and succession plans to be incorporated into current work on CSE / culture of denial.	<u>Outcome:</u> The organisation understands, as a minimum, the capabilities and capacity of its people in its critical roles and has the strategies in place to deal with any gaps. <u>Measurement:</u> Completed workforce planning and succession planning plans, evaluation data, and future CSE papers.
2.	Strategic Workforce Planning with Partners	Directors OD Group Head of Procurement Commissioners	Directors to identify areas where we can drive integrated workforce planning, sharing workforce intelligence and producing joint workforce plans. Review the workforce planning requirements in tenders and contracts to ensure clear expectations on provider services. Commissioners to ensure that service providers undertake workforce planning to meet their responsibilities.	<u>Outcome:</u> The organisation understands the capabilities and capacity of the wider workforce delivering its services. KCC specifies workforce outcomes and can show community leadership to enhance the economic capacity of the county of Kent. <u>Measurement:</u> workforce audits, contract management.
3.	Business Planning	Corporate Directors Head of OD	Divisional workforce plans to be produced annually as part of the business planning cycle in Management Guide 3 on KNet. Plans should focus on critical roles and succession planning to ensure there are no gaps in future service delivery. Annual audit to be undertaken to inform OD Plan priorities and provide corporate oversight.	<u>Outcome:</u> The organisation understands, as a minimum, the capabilities and capacity of its people in its critical roles and has the strategies in place to deal with any gaps. <u>Measurement:</u> workforce audits, % completed workforce planning and succession planning plans, evaluation data.
4.	Leadership and Management Development	Head of OD Head of OD	All managers are developed through Kent Manager to undertake effective workforce planning, succession planning and talent management. Strategic workforce planning sessions, designed with extended DMTs to establish methodology for Divisional workforce planning & understanding of tools & resources.	<u>Outcome:</u> Managers are appropriately developed with the right training to meet future business need and the budget is spent where it will have most impact. <u>Measurement:</u> existing Kent Manager reporting, evaluation of training.

No	What – Activity	Accountability	How – Specific recommendations	Impact – Outcomes and Measurements
5.	Workforce Development	Line managers / Directors Line managers / Directors	Succession plans include coaching and mentoring and development e.g. shadowing, project work and secondments. Where appropriate, consideration is given to funding training through the annual workforce development process.	<u>Outcome:</u> Staff are appropriately developed with the right training to meet future business need and the budget is spent where it will have most impact. <u>Measurement:</u> Monitoring and evaluation of workforce development.
6.	Talent Management	Directors OD Group Directors OD Group Managers	KCC talent management programmes are identified and agreed annually as part of the OD Planning process. Examples of immediate priorities that are already being designed and implemented are 'The Future Manager', 'Programme and Project Management' (PPM) and 'The Newton Europe Graduate Stream' talent pools. Directorate / Service talent management programmes are agreed annually as part of the business planning process. All managers undertake talent management as part of the annual appraisal process and have talent management conversations with their staff.	<u>Outcome:</u> Talent is developed to meet both corporate and service priorities. <u>Measurement:</u> % of staff in the talent pool, % of staff in the talent pool who have a coach.
7.	Recruitment and Deployment	Directors OD Group Head of OD Head of OD Head of OD	Develop and implement plans to support recruitment of critical roles. Establish a young people strategy linked to employability opportunities and skills to enhance the capability and capacity of the KCC workforce and the wider economic capacity of Kent. Update and monitor KCC's recruitment strategy to incorporate intelligence gathered through the New Joiners Survey, maximise the benefits of working for KCC and target critical roles. Complete and evaluate the 'Recruit for Mindset' pilots and further	<u>Outcome:</u> Service directorates have the workforce needed to deliver services. KCC recruits and flexibly deploys staff that are the best fit for the business given current and future business need and has more young people who are better equipped for working life, adding more value to the economic capacity of the county of Kent. <u>Measurement:</u> Pilot evaluations, number of flexible deployments, New Joiner Survey satisfaction scores.

			develop a values-based recruitment model.	
No	What – Activity	Accountability	How – Specific recommendations	Impact – Outcomes and Measurements
8.	Retention	Head of OD Head of OD Corporate Director – EODD	Review career progression for critical roles to reduce turnover and improve service provision. Review effectiveness of competency frameworks for critical roles. Monitor agency usage and expenditure annually within workforce plans.	<u>Outcome:</u> KCC has the right number of people with the right skills in the right jobs at the right time to support KCC's strategic statement and outcomes and to deliver the right outcomes in the right way. <u>Measurement:</u> workforce audits, % completed workforce planning and succession planning plans, contract management. Evaluation data. Agency spend.
9.	Performance Management	Directors Directors / Managers CMT / Directors Corporate Director – EODD	Workforce planning is included in all managers' action plans from 2016/17. Targets identified in Personal Development Plans (PDPs) and Action Plans specifically reference KCC's values. Evidence of workforce planning will contribute to a higher than 'achieving' rating in TCP assessments. TCP guidance to be amended to reflect changes.	<u>Outcome:</u> KCC links workforce planning to performance and its values to achieve KCC's strategic statement and outcomes . <u>Measurement:</u> management reports / surveys and TCP impact assessments.
10.	Monitoring and evaluation	Managers Head of OD CMT / Directors OD Group	Managers monitor and evaluate workforce planning, succession planning and talent management at least once a year as part of the business planning and appraisal process. Continue to survey new joiners and commission specific work (across KCC or service specific) based upon the data set. This action plan is incorporated into KCC's OD Plan and monitored and reviewed by the Directors' OD Group and CMT.	<u>Outcome:</u> KCC is more effective in people planning, development and retention and is intelligence led in commissioning HR / OD interventions. <u>Measurement:</u> quarterly and annual reporting.

Appendix B – New Joiners Survey Results

Response Rates

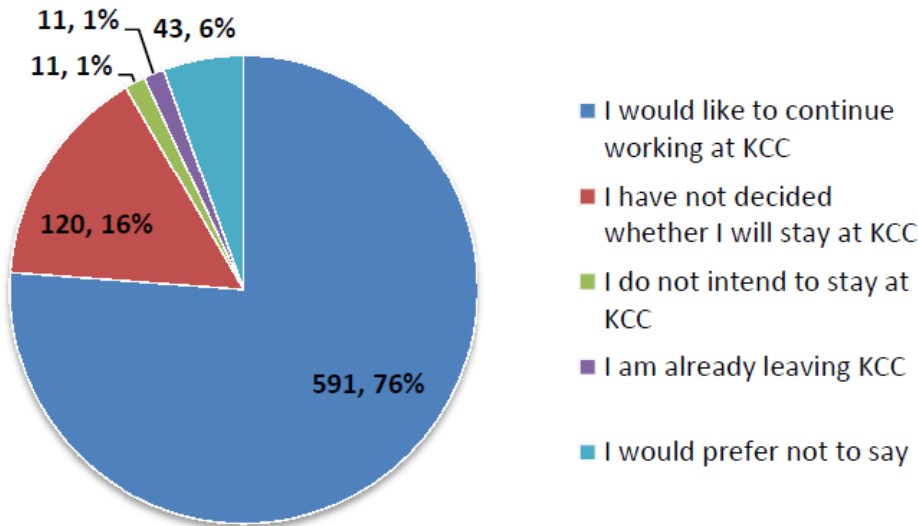
Total response rate

Total new joiners invited to take survey in period **1279**
 Total responses to survey invitation: **776 (60.7%)**

Response rate by directorate

GT (Growth, Environment and Transport)	141	56.9%
ST (Strategic and Corporate Services)	150	67.3%
EY (Education and Young People's Services)	226	59.0%
SC (Social Care, Health and Wellbeing)	259	60.9%

Engagement profile



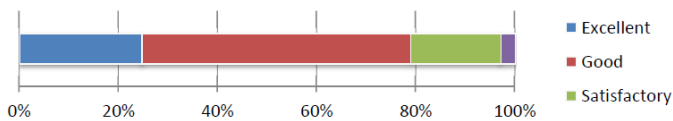
Top reasons for 'engaged' employees:

- 77.5% Relationship with other staff and colleagues
- 75.1% Nature of the work
- 60.7% Opportunities for development and training
- 60.4% Relationship with manager
- 54.3% My contribution is recognised

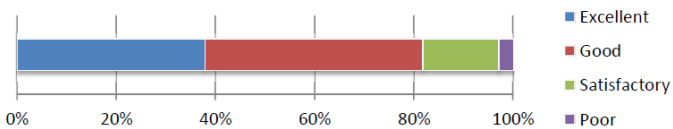
Top reasons for what attracts people to KCC:

1. The nature of the work
2. Location
3. Opportunities for development & training
4. Desire to work in the public sector
5. Flexible working opportunities

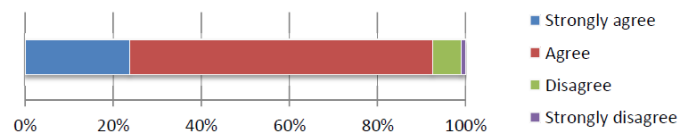
Application/recruitment experience



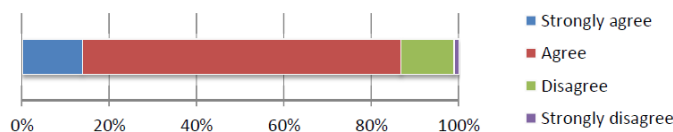
Selection experience



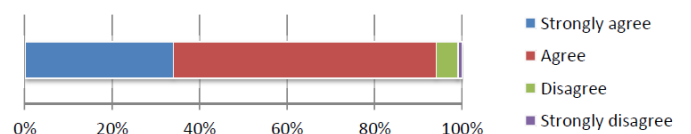
Feel self sufficient



Positive e-induction experience (65% completed e-induction)



Are resilient



Appendix C – Staff Turnover Figures

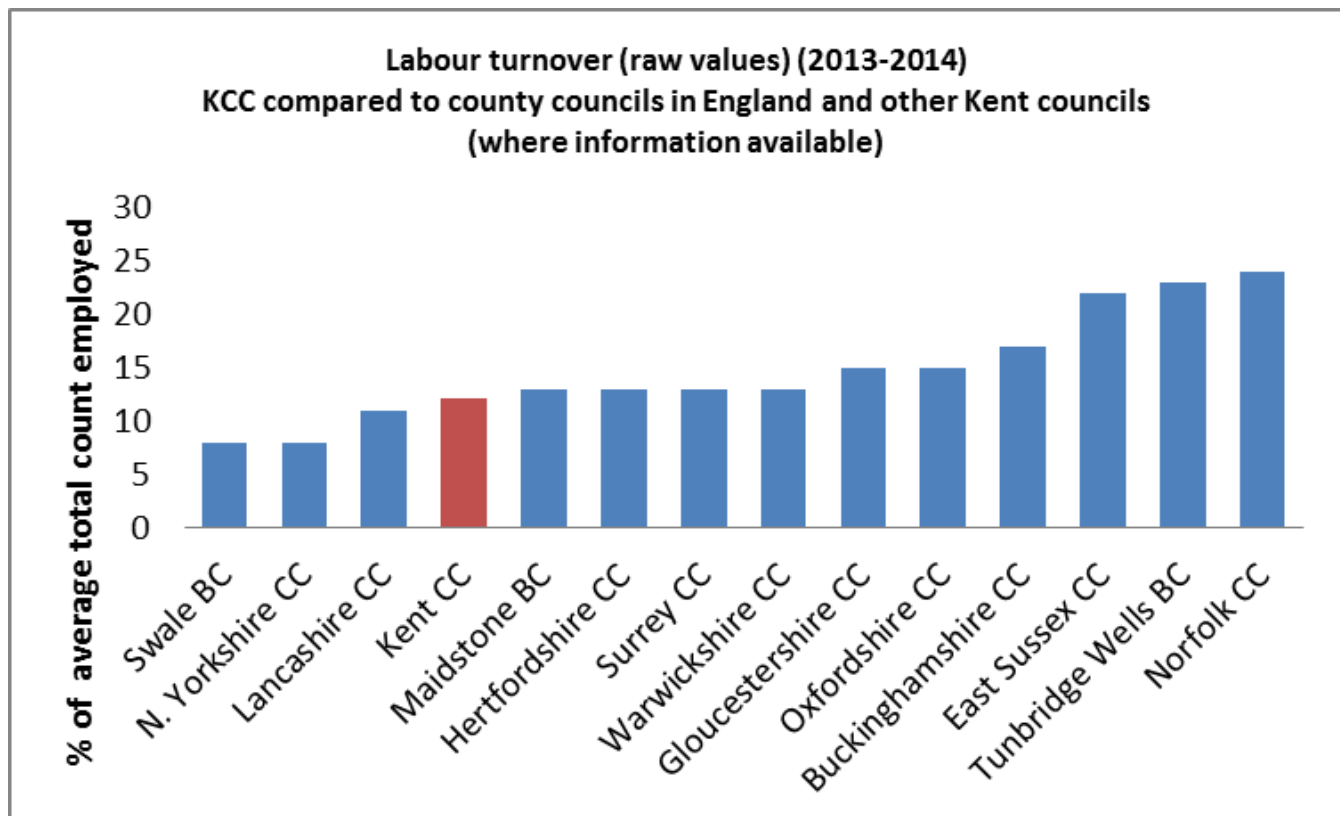
New Joiners Survey: Top reasons for staff thinking of leaving, or actually leaving:

- 39.4%** Salary
- 37.3%** Job security
- 26.8%** Future direction of KCC
- 21.1%** Circumstances unrelated to work
- 18.3%** Nature of the work

KCC Turnover (non-schools and excluding Casual Relief, Sessional and Supply Staff (CRSS)):

	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	12.1%	12.9%	14.2%	15.1%	15.5%	16.2%	15.2%

KCC Turnover figures compared to other Local Authorities where information available:



By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee **Date:** 4 November 2015

Subject: Apprentice Pay Rates

Classification: **Unrestricted**

Summary: The national minimum pay rate for apprentices has increased. KCC is therefore required to adjust its minimum level. There is an impact on other pay points and the wider competitive position of the pay rates needs to be considered.

1. Background

- 1.1 Personnel Committee approved the framework on which apprentices are managed on 10 September 2013.
- 1.2 On the 1 October 2015 the National Apprenticeship minimum wage rose from £2.73 to £3.30 per hour which equates to £122.10 per week. In response to this, at least the minimum salary paid to KCC apprentices must be adjusted.
- 1.3 The change to the apprentice pay rate gives the opportunity to review the pay scales more widely and consider a review mechanism.
- 1.4 KCC wants to continue to position itself as an ambassador of apprenticeships and set an example to other organisations. We do not currently appear to be experiencing recruitment difficulties based on pay as this is not raised as an issue in the New Joiner's Survey for apprentices. The top reasons for applying are opportunities for development and training, nature of the work and location.
- 1.5 Out of the 140 apprentices recruited last year 118 were at level 2, 18 at level 3 and 4 at Level 4.
- 1.6 The majority of organisations in Kent, particularly larger employers, pay more than the minimum level to apprentices.
- 1.7 There is a likelihood that an apprenticeship levy will be introduced and details are expected to become clearer over the next few months. Initial information suggests that it will be 0.5% of employers national insurance contributions will be taken in the Levy from the employer. Further details are awaited to assist Skills & Employability ascertain the net impact on the Council.
- 1.8 It is possible for managers to move apprentices to the appropriate grade on the Kent Range, assuming a vacancy exists, as a way of

retaining them. The current minimum of the Kent Range equates to £267 per week.

1.9 Skills & Employability have been consulted on the development of this paper.

2. Current pay rates and scales

2.1 Before the most recent increase, KCC paid above the national minimum rate for apprentices. Until the increase occurred in October there was a difference of approximately £15 per week between the national minimum and the lowest KCC pay point. It is likely that the minimum pay level will increase disproportionately in the future. To retain this level, the KCC weekly pay would need to rise from £115 to £137.

2.2 Increasing one pay point affects the differential with others. The degree and impact of this compression on other pay levels needs to be considered as part of the overall review.

2.3 The current pay rates are given in Table 1.

Table 1: KCC Apprentice salaries

Level	Months	Current Weekly Salary	Proposed
Intermediate (L2)	0 - 4	£115 (£3.10 per hour)	£140
	5 - 8	£130	£150
	9 - End	£150	£160
Advanced (L3)	0 - 4	£150	£160
	5 - 8	£175	£180
	9 - End	£200	£200
Higher (L4)	0 - 4	£200	£200
	5 - 8	£225	£230
	9 - End	£250 (£6.75 per hour)	£260
* Apprentice 12 months+ 18 -20 inclusive		£171.02	
* Apprentice 12 months+ 21 and above		£233.47	

* This framework covers all types of apprenticeships except where the apprentice has completed the first year of their apprenticeship and at that point is aged 19 or above, then the non-apprentice national minimum wage for a person at their age applies for the remainder of the apprenticeship.

3. Options and comment

3.1 Option 1. Uplift the minimum pay point so that it meets the national minimum.

This is the 'bare minimum' required and KCC would fall back in relative terms at the minimum pay point.

3.2 Option 2. Uplift the minimum pay point so that it is above the national minimum.

This would retain the enhancement KCC offers relative to the national minimum level, however compressions between this point and the next would be accentuated.

3.3 Option 3. Uprate all the pay points by the same amount.

This would retain a consistent differential between each of the pay points, however would be expensive to the authority if, for example, this was £20-25 per week applied to all of levels. This is the preferred option of Skills & Employability.

3.4 Option 4. Uplift the minimum pay point so that it is above the national minimum, adjust the remaining pay points to accommodate the compression and maintain competitiveness. See 'Proposed' column in Table 1.

A clear difference would be retained in the minimum pay level between KCC and national rates without disproportionately increasing the overall expenditure. The pay associated within each level has not been increased since their introduction in 2013, therefore it is timely for a review to be undertaken.

4. Other considerations and principles

4.1 Should there be any increase in national rates which overtake our minimum, the national rate will be applied for those individuals pending any review of the apprentice rate scale.

4.2 In order to retain a competitive framework over time, the pay scales could be uprated by an index such as CPI or by the agreed KCC scale move. Alternatively, to make the weekly figures 'rounded' an annual increase of £5 per week on each point and subject to any formal review, could be agreed.

4.3 Should the Apprentice scheme be developed further any additional levels would be included in a consistent manner.

5 Equality Impact Assessment

5.1 An Equality Impact Assessment has been undertaken to inform the decision. Screening has not shown that there is a disproportionate or negative impact on any of the protected characteristics. This is shown at Appendix 1.

6. Conclusion

- 6.1 There are a number of aspects to be considered, however the Apprentice scheme needs to be able to attract quality recruits and be affordable in the long term. Retaining a structure which is adaptable to increases in the national pay rates and can be uprated on an agreed basis to maintain its value would ensure long term competitiveness. The current framework allows for the growth and development of each apprentice by way of the progression within the level every four months.

7. Recommendation

- 7.1 Option 4 outlined in 3.4 is accepted as this balances the required elements – addressing the increase in the national minimum payment, compensating for pay compression and retaining competitiveness by way of pay adjustment. This therefore appears a sensible and pragmatic approach.
- 7.2 The apprentice rates are adjusted annually in accordance with the Kent Scheme award and still subject to review on an ad-hoc basis.
- 7.3 Should the subsequent increases in the national minimum pay levels overtake KCC rates, KCC would match these pending any wider review of the scales.

Colin Miller
Reward Manager
Ext. 41648

Background documents:

Personnel Committee – 10.09.13

July 2015

Please read the guidance before completing this form

**KENT COUNTY COUNCIL
EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)**

Directorate: EODD on behalf of all directorates

Name of policy, procedure, project or service Apprentice Pay

What is being assessed? The increase to Apprentice Pay Rates.

Responsible Owner/ Senior Officer Colin Miller, Reward Manager

Date of Initial Screening 14 October 2015

Update each revised version below and in the saved document name.

Version	Author	Date	Comment
V1	Colin Miller	14 October 2015	

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	No	Low		Apprentice pay and progression framework is already in operation. There is a requirement to review pay rates as a result of an increase to the national minimum pay point. This gives KCC the opportunity to review and enhance the levels paid.	The intention of increasing the Apprentice Pay rates is to ensure that the Authority has the ability to attract young people into its workforce. It is also intended to complement the established pay and progression policies to help address the ageing profile of the organisation as apprentices can transfer into the wider workforce.
Disability	No				No impact identified for this characteristic.
Gender	No				No impact identified for this characteristic.
Gender identity	No				No impact identified for this characteristic.
Race	No				No impact identified for this characteristic.
Religion or belief	No				No impact identified for this characteristic.
Sexual orientation	No				No impact identified for this characteristic.
Pregnancy and	No				No impact identified for this characteristic.

July 2015

maternity					
Marriage and Civil Partnerships	No				No impact identified for this characteristic.
Carer's responsibilities	No				No impact identified for this characteristic.

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what RISK weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

State rating & reasons

Taking the likelihood, potential impact and numbers of apprentices into account, the overall impact is assessed as Low. The proposed change is seen as positive and ensures we pay at least the national minimum.

Context – What we do now and what we are planning to do

On the 1st October 2015 the National Apprenticeship minimum wage has risen from £2.73 to £3.30 per hour which equates to £122.10 per week. In response to this, at least the minimum salary paid to KCC apprentices must be adjusted.

The change to the apprentice pay rate gives the opportunity to review the pay scales more widely and consider a review mechanism.

KCC wants to position itself as an ambassador of apprenticeships and set an example to other organisations. We do not currently appear to be experiencing recruitment difficulties based on pay as this is not raised as an issue in the New Joiner's Survey for apprentices. The top reasons for applying are opportunities for development and training, nature of the work and location.

Personnel Committee discuss and approve the proposed pay increases.

Aims and Objectives

Advance the equality of opportunity and fostering good relationships with young people as they are offered apprenticeship placements within KCC.

Offering pay rates with progression which are seen to be competitive for apprenticeships is a way of ensuring KCC has the ability to attract and appoint quality candidates.

Beneficiaries

Current apprentices and potential recruits to the scheme.

This page is intentionally left blank

By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee **Date:** 4 November 2015

Subject: Employee Voluntary Benefits

Classification: **Unrestricted**

Summary: Building upon the success of the previous employee benefits platform a new contract has been awarded following a suitable procurement process that will provide an opportunity to enhance awareness of our reward strategy and its component elements.

1. Background

- 1.1 The Reward Strategy has been developed to meet business and organisational needs and is especially important during economically challenging times for both the authority and our employees. The Council aims to communicate the **value** of the overall employment package, and especially the non-financial elements. A key outcome of the Voluntary Benefits Platform is to increase employee engagement levels which should result in higher customer satisfaction and service delivery outcomes.
- 1.2 As a local authority, Kent County Council has sought to maximise the best voluntary benefits, non-financial rewards, salary sacrifice schemes, employee focused employment policies, Health and Wellbeing initiatives, employee support and financial awareness. For salary sacrifice schemes there is significant tax and National Insurance savings for both employees and employer. To evaluate discounts in practice assuming the level of take home pay for lower paid employees, eg grade KR5 is £13,000 and given the amount saved is £500 per year (the current actual for the scheme), this equates to approximately a 4% increase in the spending power for this salary.
- 1.3 The Council has designed, developed and delivered a far reaching and national award winning Total Reward Strategy, the approach being outlined in Appendix 1. The purpose of this is to ensure that the Council has the ability to attract, motivate and retain quality staff. The components of the total reward are given in Appendix 2. The continuation of an Employee Benefits scheme is intended to be a key, integral part of the Council's approach to Reward.
- 1.4 There is a desire to develop ways which can improve and promote the discussion and dialogue between managers and staff about their wider employment package.

1.5 A review of the market has been undertaken along with a full tender process, in conjunction with Procurement, to establish the most appropriate supplier given our new requirements. This resulted in the reappointment of our current provider.

2. Success to Date

2.1 The Council is currently running an Employee Benefits Platform called Kent Rewards. This is a web based site (not owned by KCC) that delivers valued, beneficial and relevant employee benefits. It is available to a total employee base of approximately 35,000 which includes schools and non-schools staff.

2.2 There are currently over 14,000 users registered on the current Kent Rewards website. Spend at national retailers is in excess of £49m to date with savings over £2.25m, currently monthly expenditure is c.£700k and over 70% of non-school based staff have used the scheme at least once in the past year. The most popular categories include supermarkets, home improvement, car insurance and holidays. A staff survey undertaken in 2012 indicated that employees view Kent Rewards very positively.

3. Next Steps

3.1 Building upon this high level of use and value we propose to use the Voluntary Benefits platform to address the following points:

- Enhance the Council's objectives to attract, motivate and retain staff.
- Distinguish KCC from other employers.
- Develop an approach to use the portal as a strategic yet practical employee engagement tool.
- Enable managers to communicate with and engage employees about their Total Reward / wider benefits package.
- Maximise the use of mobile technology.
- Engage and communicate in a variety of ways.
- Provide an opportunity to maintain and expand the discounts scheme, provided by Kent businesses.

3.2 The underlying aims of employee benefits within this strategy are to be inclusive, provide something for everyone and treat people as individuals. Also, to be exclusive by offering a tailor-made package unique to Kent County Council and to offer flexibility, relevance and choice for a diverse employee base. By bringing together a number of provisions in this way, the Council has unified all its benefits within a Total Reward framework which the Voluntary Benefits platform is intended to deliver in practice.

4. Equality Impact Assessment

4.1 The development of the Voluntary Benefit platform is a continuation of the scheme in place for the previous 8 years and this paper is to inform Personnel Committee of progress. There is no formal decision required therefore an Equality Impact Assessment has not been undertaken.

5 Time Scales and Communication

- 5.1 In order to capitalise on the high usage the intention is to launch the new platform prior to Christmas. The Reward Team and our provider, Reward Gateway will be working closely with Internal Communications to devise and deliver a communication plan which will create excitement and interest, capitalising on our partners extensive knowledge, experience and expertise.

6 Conclusion

- 6.1 The introduction of Kent Rewards has helped set KCC apart as an employer over the past 8 years. We need to ensure that this success is capitalised on as we seek to develop this further both in terms of the discounts offered, however especially broadening this into the aspects within the wider employment package and helping both employees and manager maximise the value of this.

7 Recommendation

- 7.1 Personnel Committee note the success of the scheme to date and endorse this approach and timescales.

Colin Miller
Reward Manager
03000 416483

Background documents – None

Appendix 1 Kent County Council Total Reward Strategy

KCC has taken a broad approach to defining its reward package and includes all non-financial and financial elements in the wider employment offering.

The underlying aims of employee benefits within this strategy are to be inclusive, providing something for everyone; to be exclusive by offering a tailor-made package unique to Kent County Council; and to offer flexibility, relevance and choice for a diverse employee base. By bringing together a number of provisions in this way, the Council has unified all its benefits within a Total Reward framework.

To help staff fully appreciate their unique KCC reward package, the Council has developed 'Kent Rewards', an integrated web-based platform providing a 'one-stop-shop'.

As a local authority, Kent County Council is not able to provide the typical reward offering of many private sector companies such as stock options, share plans and a flexible benefits platform. However, it aims to compete with this market by providing excellent voluntary benefits, non-financial rewards, salary sacrifice schemes employee focused employment policies, Health and Wellbeing initiatives, employee support and financial awareness.

The strategy is appropriate to meet business and HR needs during economically challenging times for both the authority and our employees. By communicating the value of the overall employment package, and especially the non-financial elements of it, the Council aims to help its employees understand, use and engage in a way which focuses on them as individuals. The key aim is to maximise employee engagement levels with their employer resulting in higher customer satisfaction and service delivery outcomes.

Appendix 2 Components of Total Reward

Benefit Category	Benefit
Pay	Fair pay for job
	Being paid for your personal performance
Pensions and retirement	Local Government Pension Scheme
	The ability to make Additional Voluntary Contributions to my pension
	3 times Life assurance / Death in Service
	Redundancy pay
	Maternity / Paternity / Adoption Pay
	Sick pay
Allowances	Overtime - enhanced rate of pay after 37 hours
	Time off in Lieu (Toil)
	Stand by
	Sleep in
	Out of hours payments
	Disturbance Allowance
	Loss of earnings protection
Leave	Maternity Leave
	Parental Leave
	Adoption Leave
	Carer leave
	Personal Leave (Compassionate Leave)
	Career break
	Study Leave
	Religious observance
	Trade Union activities
	Unpaid leave
	Public duties
	Medical screening
Recognition	Appraisal process
	Manager saying 'thank you'
	Cash awards
	Non-cash awards
	Team or peer recognition
Learning & Development	Development programmes
	Gaining qualifications
	Continuous Professional Development (CPD)
	Supported progression through career grades (if applicable)
	Commitment to 5 days personal development

Personal Development opportunities	Induction
	Regular appraisals & 1:1s
	Personal development plans
	Funded training
	Coaching for performance
	Volunteering
	Secondments
	Work shadowing
	Informal opportunities
	Talent management -Active, recognition, development and progression
	Succession planning - preparing for the next career step
	Career progression and / or promotion opportunities
Employee focused support initiatives	Action planning / review / appraisal cycle to enable to do your job effectively
	Support line
	Help Fund
	Work place mediation
	Access to work assessments (support for disabled staff)
	Keep in touch days (maternity returners)
	Work / life balance
	Health & Safety
	Pre-retirement support / counselling
	Stress Management
	Financial counselling
	Redeployment support
	Display screen equipment assessment
	Occupational Health Department
Employee focused policies	Dispute resolution
	Redeployment
	Redundancy
	Equality & Diversity
	How to deal with Harassment
	Whistle Blowing
Voluntary Benefits	KentRewards.com discounts & cashback
	Value Plus Local - Discounts from Kent based businesses
	Adult Education 10% discount on courses
	Fitness activities
	Reward Viewer - online explanation your total reward package
Tax efficient savings	Childcare Vouchers

	Cycle 2 Work
	Gym & Health Club discounts
Wellbeing & Health promotion	Health screening
	Kiosk health check
	Fitness DVD library
	Resilience and pressure management tools
Flexible Working	Part time working
	Flexitime
	9 day fortnight
	Term Time working
	Annualised hours
	Job Sharing
	Zero Hours
	Working from home
Travel	Car sharing
Equity & Fairness	County wide approach to grading of jobs
	Equal pay audits conducted
	Right to appeal against decisions
	Equality Impact assessments undertaken
Union / Key interest Groups	Trade Union membership
	Staff Groups

This page is intentionally left blank

By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director – EODD

To: Personnel Committee **Date:** 4 November 2015

Subject: Relocation Assistance Scheme

Classification: Unrestricted

SUMMARY:

The Relocation Assistance Scheme has been rationalised to ensure it is ‘fit for purpose’. It is proposed to have a single and flexible scheme and used only when specifically required.

1. BACKGROUND

- 1.1 The aim of the Relocation Assistance Scheme is to offer financial assistance where there is a justifiable business requirement to new or existing employees in order to resolve recruitment difficulties.
- 1.2 The original Relocation Assistance Scheme was divided into 3 parts. Part 1 allowed employees to claim qualifying relocation expenses up to a maximum of £5,500. Part 2 allowed an additional payment to be applied for up to £2,500. This was only applicable in exceptional cases with the authority of the Head of Service. Part 3 comprised an additional payment to meet up to the full cost of Stamp Duty, only to be made in the case of recruitment difficulty for management positions and with the approval of the relevant Corporate Director. There was also the ability for KCC to arrange the purchase of someone’s house.

2. CHANGES TO THE SCHEME

- 2.1 It is proposed that parts 1 and 2 of the original Scheme will be combined into one Scheme, comprising qualifying Relocation expenses up to a maximum of £8,000. In exceptional circumstances, additional payments to meet up to the full cost of Stamp Duty can be made with the approval of the Corporate Director, as outlined above. This makes the Scheme, given in Appendix 1, clearer and more concise, which will help to ensure its effective application.
- 2.2 The eligibility criteria and conditions have been updated to clarify that the Scheme relates to a variety of circumstances, including home ownership, rented accommodation or lodging.
- 2.3 The section referring to additional travelling expenses has been clarified by stating that these expenses will only be paid where there

has been no temporary relocation and that they are not in addition to other relocation expenses.

- 2.4 Reimbursement of storage expenses is now included within the Scheme. This can be a significant expense, which was not recognised within the original Scheme provisions. These will need to be claimed within the £8,000 total qualifying expenses.
- 2.5 The Relocation Allowance – Form of Undertaking has been updated to enable managers to more effectively monitor all expenses being claimed under the Scheme. The manager's responsibility to ensure that the document has been approved prior to authorising payment has been made explicit. The claimant is also expected to monitor their own expenditure.
- 2.6 The payment and reimbursement of rental deposits was not clarified in the original Scheme. This is now catered for by allowing the employee to claim for the cost of the rental deposit. This will be included in the £8k qualifying expenses. The deposit is taxable once it is returned to the employee by the landlord.
- 2.7 An Equality Impact Assessment has been undertaken and has not highlighted disproportionate or negative outcomes on the areas of protected characteristics. It is attached at Appendix 2.

3. CONCLUSION

- 3.1 The changes to the Scheme will ensure clarity and consistency, and will encourage managers and employees to closely monitor claims made under the Scheme.

4 RECOMMENDATION

- 4.1 Personnel Committee are invited to approve the changes to the scheme.

Colin Miller
Reward Manager
Tel. 416483

Background Documents – None

Relocation Assistance Scheme

A Introduction

The Relocation Assistance scheme offers financial assistance to new or existing employees in exceptional circumstances in order to resolve recruitment difficulties, enabling them to move nearer to their place of work. Therefore the provisions should be used only when there is a justifiable business requirement. It should not be perceived as an entitlement.

The payments available under the Relocation Assistance Scheme are reviewed and, when it is required, updated by the Corporate Director with HR responsibility.

Payments can be used in a variety of relocation circumstances and expenditure will be set up to the overall limit of £8,000.

B Eligibility and Conditions of the Scheme

Your eligibility must be established and authorisation agreed before any commitment to expenditure is made.

In addition to the basic eligibility requirements outlined below there are further conditions under the scheme, explained later in this document. To receive benefits under the scheme the following conditions must apply:

1. You must change your only or main residence.
2. The new residence must be within reasonable daily travelling distance of the new normal place of work.
3. The old residence must not be within reasonable daily travelling distance of the new normal place of work.
4. If your partner receives (or has received) a similar allowance from KCC or another employer you will not be eligible to receive benefits under this scheme.
5. The full cost will be met from the approved budget of the employing directorate.
6. If you leave KCC within three years of the start of your employment, you will be asked to repay whole or part of the net relocation costs paid to you under this scheme. You will be required to sign a form of undertaking to confirm that you agree with this.
7. The first claim under the scheme must be made within 12 months from the date of your appointment.
8. Three quotes for removal expenses should be obtained however reimbursement is limited to the value of the lowest quote.

Please Note: KCC only pays eligible expenses as defined by Her Majesty's Revenue & Customs (HMRC). For further details please refer to the HMRC website.

Eligibility Criteria and Conditions

- The scheme is intended to be used in a way which takes into account a variety of circumstances such as home ownership, rented accommodation or lodging. However, you must be personally or jointly responsible for paying for the accommodation.
- Each case will be dealt with on its merits and be subject to an overall limit of £8,000.

Approval, Authorisation and Management of the Scheme

Approval to receive benefits under this scheme is subject to you meeting the eligibility criteria and scheme conditions and rests with the employing directorate. Heads of Service have the authority to approve applications, normally on the advice of the employee's line manager and Human Resources. It is the responsibility of the authorising manager to monitor the scheme and to ensure that the amount(s) claimed are eligible and to ensure payments are processed in a way which is compliant for tax recording purposes and within the agreed limits up to a maximum of £8,000.

Benefits of the Scheme up to a maximum of £8,000

The benefits of the scheme are outlined below.

Removal costs

100% of removal costs, based on the lowest of three tenders, including the cost of insuring when in transit. These must have been approved by the Head of Service.

Temporary lodging, rent or travelling allowance

For a period of up to 12 months, based on management discretion, payment may cover:

- A lodging or rent allowance towards temporary accommodation.
- The cost of a return journey home each weekend, paid at KCC's casual user rate above 10,000 miles or public transport, depending on which is the lower.
- An allowance towards the additional travelling expenses for daily travel at KCC's casual user rate above 10,000 miles. This will only be paid where there has been no temporary relocation and is not in addition to other relocation expenses.

An allowance towards replacing domestic goods

Purchase of domestic goods needed to replace items used at the old home which are **not suitable for use** in the new home (eg a fitted fridge which cannot be moved). Reimbursement will be confined to the net amount after any sale proceeds from the old goods.

The Payment of Storage Expenses.

Storage expenses will be reimbursed.

Professional expenses and services

Professional Expenses and services connected with the disposal of the old and acquisition of the new properties.

Additional Payments

In exceptional circumstances, additional payment to meet up to the full cost of Stamp Duty, only to be made in the cases of recruitment difficulty for management positions and with the approval of the relevant Corporate Director. See Tax Implications below.

Tax Implications

Certain expenses and benefits (up to a limit of £8,000) may be paid in respect of relocation without incurring a tax liability. All expenses paid are deemed to be eligible expenses and are therefore not taxable unless the total amount exceeds £8,000. Any amount paid in excess of this figure is reportable at the year-end for P11D purposes. You will then have a tax liability on the amount in excess of £8,000.

In order for any expenses or benefits to fall within the £8,000 taxable limit they must be paid within the tax year that the job change takes place or the subsequent tax year. Payments made outside this period will be taxable in full. If expenses will be incurred after this date please contact the Taxation Accountant. A case can then be put to HMRC who have the power to grant an extension if it seems reasonable to do so. It is necessary not only to monitor total costs but the time over which those expenses are incurred.

National Insurance

The £8,000 limit for qualifying expenses does not apply for NICs. Providing the expenses qualify under the income tax rules no liability to NICs will arise regardless of the amounts involved.

Updating Allowance within the Scheme

The Corporate Director with responsibilities for Human Resources has delegated authority to update all allowances, informed by HMRC guidance.

VAT

The reclaim of VAT on relocation expenses is dependent on two main factors:

- That there is an actual reimbursement of expenditure incurred.
- That the expenditure is supported by a valid tax invoice.

If you require further information on the VAT treatment, contact Chief Accountants Team – Taxation, County Hall.

Special Situations

- (i) **Leaving within Three Years:** if you leave within 3 years of the start of your employment contract. KCC will request payment of the benefits received or a proportionate amount. This will be repayable unless

agreed otherwise by the Head of Service. If a liability to tax is incurred in a previous year, you may need to contact the HMRC directly.

- (ii) **Aborted Move:** If no move takes place, all costs incurred will become taxable and may be repayable, depending on the circumstances. The Head of Service will review this on a case by case basis.

Reimbursement of Expenses

Reimbursement is made through Officers Expenses. You are required to make these claims on a monthly basis.

All appropriate expenditure actually incurred by you must be supported by authentic, dated receipts. Receipts must be authorised and submitted in the normal way for auditing and monitoring purposes.

Declaration of Legitimacy and Consequences

The authorising manager is responsible for ensuring that the amount(s) claimed:

- fall within the elements of the scheme; and
- cumulative amounts do not exceed the agreed maximum
- any items which attract VAT are correctly coded on the expenses claim form and are supported by a valid VAT receipt.

Copies of claims and receipts should be retained by the employee. These can then be used for tax calculations as appropriate.

Under no circumstances will you be entitled to duplicate allowances and the authorising manager will be responsible for ensuring this does not occur. If you claim a weekly lodging allowance for a period during relocation, the claim should be supported by signed and dated receipts.

Should you, as the relocating employee require advice about domestic goods which are eligible for replacement under the scheme; your line manager will act as first point of contact. Any queries can be followed up through the Chief Accountants Team – Taxation, County Hall.

If you are claiming for payment of a rental deposit, this must be included within the £8,000 expenditure limit.

Relocation Allowance – Form of Undertaking

Full Name
Job Title
Unit
Directorate
Authorising Manager

Note: The form of undertaking must be personalised to reflect the agreement made with the employee. It is the manager's responsibility to ensure that this document has been approved prior to authorising payment. More than one Form of Undertaking may be required, dependent on the circumstances.
"In consideration of Kent County Council" (hereinafter called "KCC") paying me

- Removal Allowance - £
- Lodging Allowance per week - £
- Travelling Allowance per week - £
- Legal expenses - £
- Other expenses (please state) - £
- Rental deposit – £

The total of the above expenses must not exceed £8,000

These payments are consequent upon me taking up employment with KCC as a **#job title#** in the **#name of Directorate#**. I undertake with KCC that if my employment is terminated for any reason other than ill health or redundancy within three years from the start of my employment, I will repay the whole, or such lesser amount (as KCC demands) of the relocation benefits I have received.

Once signed, the completed form should be e-mailed to HR Connect.

SIGNATURE (employee):

I confirm that appropriate approval has been obtained prior to completing this form and that I will undertake to monitor the expenditure.

Completed/authorised by (Manager signature):

DATE:

This page is intentionally left blank

July 2015

Please read the guidance before completing this form

**KENT COUNTY COUNCIL
EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)**

Directorate: EODD on behalf of all directorates

Name of policy, procedure, project or service: Relocation Assistance Scheme

What is being assessed? Rationalisation of the Relocation Assistance Scheme

Responsible Owner / Senior Officer: Colin Miller, Reward Manager

Date of Initial Screening: 15 October 2015

Update each revised version below and in the saved document name.

Version	Author	Date	Comment
1	Colin Miller	15 October 2015	

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	No	Low			Yes – changes to the scheme take into account a variety of circumstances and is therefore more accessible. This is likely to benefit younger people who are more likely to be in rented accommodation or lodging.
Disability	No				No impact identified for this characteristic.
Gender	No				No impact identified for this characteristic.
Gender identity	No				No impact identified for this characteristic.
Race	No				No impact identified for this characteristic.
Religion or belief	No				No impact identified for this characteristic.
Sexual orientation	No				No impact identified for this characteristic.
Pregnancy and maternity	No				No impact identified for this characteristic.
Marriage and Civil	No	Low			Policy revision to reflect the wide variety of personal relationships and uses the terminology of partner rather

July 2015

Partnerships					than spouse.
Carer's responsibilities	No				No impact identified for this characteristic.

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what RISK weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

Taking the likelihood, potential impact and numbers of people eligible to access the scheme, the overall impact is assessed as Low.

Context – What we do now and what we are planning to do

The aim of the Relocation Assistance Scheme is to offer financial assistance where there is a justifiable business requirement to new or existing employees in order to resolve recruitment difficulties.

The eligibility criteria and conditions have been updated to clarify that the Scheme relates to a variety of circumstances, including home ownership, rented accommodation or lodging.

The section referring to additional travelling expenses has been clarified by stating that these expenses will only be paid where there has been no temporary relocation and that they are not in addition to other relocation expenses.

Reimbursement of storage expenses is now included within the Scheme. This can be a significant expense, which was not recognised within the original Scheme provisions. These will need to be claimed within the £8,000 total qualifying expenses.

Aims and Objectives

The proposed changes are intended to make the relocation assistance scheme clearer, more concise and fit for current business purposes. This makes it more accessible and enables greater flexibility in its application. Indeed the changes are likely to benefit younger people who may not already be home owners.

Beneficiaries

All eligible users will benefit from a greater clarity about the provisions and flexibilities included, specifically younger people, as outlined above.

July 2015

Information and Data used to carry out your assessment

The Business Service Centre is responsible for the application of the relocation assistance scheme. Clarification was requested around areas of its application and the need for updating to make it more useful given modern lifestyles and context.

Who have you involved and engaged with

HR Policy Group including Business Partners and Business Service Centre.

Potential Impact

Having a modern fit for purpose relocation assistance scheme is helpful for KCC as it enables the recruitment of people with particular skills and knowledge which are key to business success. This is highlighted by the fact that its application is based on justifiable business requirements as it is not to be seen as an entitlement.

The impact of the changed relocation assistance scheme is seen as positive and no adverse impact has been identified.

JUDGEMENT

Option 1 – Screening Sufficient **YES**

Following this initial screening our judgement is that no further action is required.

Justification: No negative implications have been identified therefore there is no apparent reason to undertake a full impact assessment.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: Colin Miller

Job Title: Reward Manger

Date: 19 October 2015

DMT Member

Signed: Amanda Beer

Name:

Job Title: Corporate Director EODD

Date: 26.10.15

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Agenda Item B2

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank