

***** DRAFT *****

PERSONNEL & DEVELOPMENT

CHIEF EXECUTIVE'S DEPARTMENT

**Annual Business Unit Operational Plan
2008/9**

SECTION 1: SERVICE PROFILE

PURPOSE OF THE SERVICE

Through the delivery of KCC's Strategy for Staff Personnel & Development will:

- Provide expert people advice and solutions to support business objectives across KCC
- Support internal and external customers through the provision of a professional service to ensure value for money, capitalising on income generation opportunities and achieving efficiencies in staffing levels
- Work with corporate and service directorate leads on KCC's response to the Kent Local Agreement on enhanced two tier working, identifying staffing implications, with proposals for the way forward
- Continue to develop and implement the Strategic Workforce Plan in conjunction with KCC's Workforce Strategy Board and KCC Equality Strategy
- Drive the Learning and Development Agenda to ensure a skilled and motivated workforce
- Deliver measures to sustain and improve health and safety standards and develop wellbeing awareness and practice
- Contribute to KCC's Vision for Kent and Towards 2010 agenda in partnership with directorates and external agencies to achieve high impact and high value outcomes

OPERATING CONTEXT

The Personnel and Development function has an advisory role to help ensure that KCC meets its statutory responsibility in terms of Health and Safety, Employment Law and Equality legislation.

Through Oracle HR P&D are able to ensure proper practice in the payment of staff and also has the reporting capability to monitor and demonstrate compliance and improvement against a range of performance indicators. This is a key management tool, to be further developed to give managers greater ability to do business through self-service functionality.

USERS

Speed Surgeries – A programme of “speed surgeries” was delivered to managers across KCC to provide insight into key current activity in P&D. The topics selected were as requested by managers and responded to current need.

Trade Unions consultation – a range of formal consultation mechanisms (Corporate Consultative Forum, Local Pay Bargaining process and Staff Quarterly) to deal with pay and employment issues. Additionally, partnership review arrangements are in place to address eg harassment and grievance and job evaluation issues.

An organisation-wide staff survey has been conducted, however the results of this have not yet been released. Outcomes and recommendations will be built in to the business planning process for the coming year.

An on-line survey of KCC managers has been carried out and the results analysed and presented to the P&D Management Team. Results indicate that P&D have a good knowledge of key policies and procedure however there seems to be a misunderstanding about the purpose of the function. While a generally positive outcome this is variable and issues will be addressed by the HR Strategy Group

A “blank sheet” consultation on employment issues was carried out with diversity staff groups (Rainbow, Greenhouse, Level Playing Field and UNITE) and service users during November and December. The outcomes will be incorporated into the Equality Strategy. .

REVIEW OF PERFORMANCE 2007/08

KEY PERFORMANCE INDICATORS

Indicator <i>local/operational indicators as well as national ones, categorised if appropriate e.g. as LAA, Best Value, CPA, PAF</i>	Actual performance 2006/2007	Estimated performance 2007/08	Target 2008/09
BVPIS			
2a Equality Standard	2	3	4 *
2b Racial Equality	84.2%	**	95.3%
11a Top 5% women	46.5%	**	48% *
11b Top 5% BME	2.2%	**	2.25% *
11c Top 5% disabled	1.8%	**	
12 Days sickness	8	8.3	
14 Early retirement	0.11%	0.20%	
15 Ill health retirement	0.11%	0.09%	
16a/16b Disability	1.8%	**	2.1% *
17a/17b BME	2.5%	**	2.6% *
Increase % of applications returned: % of overall applications returned % of online applications received		1.39% 55.25%	
% of schools buying personnel packages	97%	97%	97%
Successful redeployment of KCC staff	66%	48% as at February 08	55%

* NB these targets to be reviewed/revised when 31.03.08 actuals are known

** Will be available W/C 3 March when collated for ELOG

KEY ACHIEVEMENTS/OUTCOMES IN 2007/08

Work with directorates in establishing sound structures which met future business goals and service developments

- KEY Training, Youth Service and Adult Education personnel and recruitment functions brought in to Employee Services Centre
- Structure and senior management roles in Corporate Communications unit modernised and redefined to enhance KCC's image in the press and other communications
- Adult Education staff assimilated onto Kent Scheme Conditions of Service and staffing reviewed in line with reduced government funding
- Supported the reduction of staff in Libraries and Archives
- Supported Kent Highways Service transformation project
- Second phase of Equal Pay Review delivered
- Market Premium Policy developed and introduced

- Commercial Services business units reviewed and reshaped for future delivery
- CRB processes reviewed and county wide policy and new streamlined processes introduced to ensure risks are minimised. Retrospective checks carried out for all non-schools staff.

OD interventions to improve business performance through the realisation of potential of the workforce and delivery of equality and learning and development strategies to create a culture of service effectiveness, customer care and continuous improvement

- Introduced the “Power to Lead” leadership programme in partnership Kent Police to support the Kent Leadership Programme
- Introduced a mandatory management induction programme with the endorsement of the Workforce Strategy Board
- Retained IIP accreditation and introduced IIP Profile to raise the standard even higher
- Introduced new assessment and personality profiling tools across KCC, including Assessment Centres, embedding these in the recruitment process.
- Launched a new Masters in Public Administration qualification
- 7285 delegates attended courses through KCC Learning and Development including management qualifications and staff development programmes
- Enhanced partnership working with other organisations including working with Kent Fire and Rescue to develop coaching and mentoring and engaged in reciprocal mentoring with London Borough of Bromley.
- Designed and developed KCC’s approach to Talent Management including models to identify KCC’s future leaders and covering all employees. Successfully delivered development centres to a cohort of approximately 50 senior managers. Piloted talent management with directorates.
- Development and promotion of a Member development programme to enhance Member performance
- Developed strategy to recruit and retain young people. Developed site on Kent.gov.uk targeted at young people and successfully promoted Kent Success Apprenticeships with package of support to gain permanent employment.
- Growth of KCC coaching programme with more people trained as coaches and mentors
- Delivered pilot of Health and Safety e-learning to complement traditional training methods

Design and deliver Work and Wellbeing activity that improves staff performance and work attendance through encouraging the physical, mental and social health & wellbeing of the workforce

- Contract awarded for 3 year Health Check programme for all (non-schools) staff
- Delivered presentation at a national conference on work and wellbeing fit4health

Provide high quality customer service continuing to improve through consultation and by investing in key business processes and people. Provide professional advice that enables schools to achieve their outcomes through effective people management.

- Increased business in Schools Personnel Service from higher level of services purchased by existing customers and Kent maintained schools returned as customers after buying from other providers
- Implemented revised Performance Management regulations for teachers in partnership with CFE including delivery of training sessions
- Developed and delivered safe recruitment training for schools in line with NCSL requirements

- Completed implementation for retrospective CRB disclosures for existing school staff.
- Developed package of training and development activities for Head teachers and senior managers in schools to improve people management skills.
- Implemented Reward Strategy in schools including the a secure website for Total Contribution Pay

Improved service delivery through the enhanced use of technology and maintain and drive forward improvements in Oracle HRMS and associated systems to support operational services and develop effective interfaces for managers and staff, including self service and improved management information.

- Developments made in Oracle HR to support the introduction of the Staff Care national Minimum data set, to support tiered LGPS contribution rates from 1 April 2008 and support and development provided on changes to pensions regulations and an improved method of producing contracts in Oracle HR implemented.
- Oracle Self-service developed and extended to more than 500 managers and staff. A successful pilot for the management of TCP assessments took place for the 2007/8 pay cycle.
- Maximised development opportunities including Ways 2 Success on KNet in an interactive format and on-line diversity training tool.
- Recruitment Management System with on-line application forms went live
- Equality Dashboard developed
- Kent Rewards delivered bringing together a huge range of voluntary benefits on one platform

Design and deliver responses to national and Kent specific Equality and Diversity agenda to increase accessibility of services and employment opportunities to all by reducing barriers and avoiding discriminatory practice

- Ranked 35 of top 100 employers in Stonewall Equality Index, reaccredited as Two Ticks positive about disabled people employer (5th year) and short listed for Employers forum on Age Award.
- A combined Equality Strategy has been produced and a new diversity staff group, Greenhouse, has been recognised
- Self-assessed as achieving Level 3 of the ESLG with external validation due in March 2008
- Delivery of a successful Day in the Life Event, DVD and Conference to support the recruitment and retention of disabled staff

Ensure KCC as an employer stays ahead of legislative change. Modernise and improve policies, procedures and terms and conditions of employment to provide a more easily understood and available employment framework that maximises contribution to KCC, and provides benefits to its employees

- Implemented and published outcomes from Equality Impact Assessments for corporate ER policies
- Developed dedicated staff help line "FirstCall" to underpin the dignity and Respect at Work policy
- Introduced 1 year "carer leave" pilot to support staff in balancing home and work responsibilities
- Produced and published a modernised Officers Code of Conduct now known as "The Kent Code"
- Led the development of the 2008 Kent HR conference as part of developing partnership links within and outside the public sector

- Introduced a joint review of harassment and grievance cases with recognised Trades Unions to enhance mutual understanding and review consistency

Develop a streamlined, effective Employee Services Unit

- Completed full integration payroll and shared service teams resulting in multi-skilled teams
- Recruitment Advertising contract awarded
- Payroll proposals for TWBC and schools were made

Develop a strategy for the management of health and safety across KCC

- The development of partnership working with the HSE leading to an enhanced understanding of KCC business and more balanced responses

SERVICE COMPARISON

TO OTHER COUNCILS

The following are extracts from the IPF Benchmark Data Analysis - data as at 31 March 2007 and independently validated by CIPFA July 2007, and CIPFA Human Resources Group Good Practice Questionnaire (Results shown against an average of 74 comparative organisations).

The full results are available from Nicky Whichelow nicky.whichelow@kent.gov.uk 01622 694156

Benchmark Summary Data from Peer Review (verified by CIPFA July 2007)

	KENT	ESSEX	HANTS	LANCS	LEEDS
Total HR FTE per 1000 employees	6	10	7	8	11
Cost per HR FTE	£26178	£31931	£32138	£28138	£25627
H&S Total Cost per employee	£2	£11	N/A	£16	£6
OH Total Cost per employee	£7	£7	£13	£12	£8
Training delivery cost	£12	£56	£23	£7	N/A
Turnover of staff	16%	22%	10%	13%	18%

Summary Scores from the Good Practice Questionnaire (CIPFA Human Resources Group 2007)

1 Human Resources Staff

KENT	AVERAGE
83%	86%

2	HR Policy	88%		82%
3	Equality of Opportunity	100%		87%
4	IT and Management Information	75%		66%
5	Links with Other Agencies.	60%		60%
6	Communication	88%		85%
7	E-Government	79%		39%
8	Work/Life Balance	100%		72%
9	Employee Benefits	62%		46%
10	Recruitment & Retention	14%		52%
11	Recruitment Practices	71%		50%
12	Sickness	82%		78%
	Total	76%		67%

SECTION 2: PRIORITIES AND OBJECTIVES

CORE SERVICES AND FORECAST ACTIVITY LEVELS

P&D Leadership, Strategy and Performance Management (4.7 fte)

Accountable Manager: Amanda Beer

Lead the development and implementation of people strategies and processes, and assess impact and efficiency of the function across a workforce of 47,000 employees with a paybill of £959m.

Employment Strategy group:

Accountable Manager: Paul Royel

Provide a KCC wide employment framework through employment policy, procedures, terms and conditions of employment, and the development of KCC's reward strategy.

- **Reward** (5.4 fte)

Accountable Manager: Colin Miller, DPMs

Lead on developments of Reward Strategy, enhancing the total pay package, and the Equal Pay Review. Provide specialist support to directorate personnel teams on pay and reward issues for 17,000 employees with a paybill of £350m.

- **Employee Relations and Policy** (4.00 fte)

Accountable Manager: Nicky Lodemore (Corporate Lead)

Margot McArthur : Mike Bell : Rob Semens (directorate leads)

Interpret and incorporate employment law, legislation and regulations into KCC employment policy. Lead relationships with trades unions who represent over 5000 trades union members (excluding teachers). Support and manage disciplinary, capability, grievance and employment tribunal procedures, and manage associated casework of approximately 600 cases across KCC.

Organisation Development group:

Accountable Manager: TBA

Drive organisation development interventions to significantly improve business performance through positive changes to people management, competence, communications, systems and structures.

- **Strategy for Staff** (2 fte)

Accountable Manager: TBA

Manage and develop the Strategy for Staff to provide a cohesive approach to the improvement of people management across KCC. Manage the communications and marketing strategy for P&D.

- **Learning & Development** (17.8 fte)

Accountable Manager: Coral Ingleton

Commission and deliver learning and development interventions to enable staff to meet challenging and changing business objectives. Support the recruitment of the right people to the right roles using a range of tools and techniques including the specialist assessment centres. Support the Pay and Workforce Strategy for Local Government, including the KCC Strategic Workforce Plan.

- **Staff Care Services and Equality & Diversity** (5.8 fte – following transfer of SCS to Commercial Services on 01.04.08)

Accountable Manager: Elaine Mason

Promote the health and wellbeing of the workforce (47,000 staff). Develop and co-ordinate action through the provision of Occupational Health, Staff Counselling and Mediation Services and KCC wellbeing programme. Provide expert advice to KCC and Members on equality and diversity issues, responding to legislative requirements.

- **Workforce Development Manager** (1 fte)

Accountable Manager: Nigel Fairburn

Identify the strategic workforce development issues that are business critical, develop solutions and implement in a way that enables managers to attract and retain talented people. This includes talent management and attracting young people into the organisation.

Business Support (16.5 fte)

Accountable Managers: Margot McArthur : Rob Semens* : Mike Bell**

Lead on people management issues within directorates. Support managers in delivery of organisational change projects and managing employee performance for 17,000 employees (KCC direct) and 30,000 school based employees, with a total pay bill of £959m.

* devolved to CF&E

** devolved to Adult Services

Personnel Information & System Development (9.3 fte)

Accountable Manager: Dave Cox

Manage business support for Oracle HR and Oracle Payroll, and access historic information through the legacy personnel systems.

Provide user support, advice and training to approximately 275 personnel, finance and business users; maintain organisational hierarchies, contract templates. Specify and deliver system driven projects and enhancements.

Deliver statutory reports and information to regulatory bodies on behalf of KCC and individual directorates including BVPI's and Teachers' Service Return. Provide corporate and directorate management information.

* FTE reflects recent changes and is not as published in Budget Book

Employee Services (74 fte)

Accountable Managers: Jackie Turner

Provide fully integrated services to non schools employees county-wide. Services cover Recruitment, Personnel, Payroll and Expenses. Recruitment covers all aspects of recruitment process on/off-line, advice on advertising (budget c. £1m) & recruitment options, profiling, & carrying out CRB checks. Full Payroll management paying KCC's 17K employees at a cost of £3.24m per annum. Process & validate an average of 6000 monthly expense claims. Personnel services support managers & staff in a variety of areas during the life cycle of our staff, including offers, contracts, leavers, hierarchies, pay reviews, ensuring employment law and policy compliance at all time.

Schools Personnel Service (63.9 fte)

Accountable Manager: Karen Ray

Provide full personnel/payroll administration and personnel consultancy services to schools on a commercial contract/purchase basis. Deliver contracted support and activities to schools on behalf of the LA.

574 schools (97% of Kent maintained schools) buy a service covering 30,000 teaching, support and relief staff. This involves processing 38,000 pay amendments/contractual changes last year and 19,000 CRB checks plus casework to support sensitive staffing matters.

Health & Safety (4 fte)

Accountable Manager: Helen Bale

Maintain strategic management of health and safety and design and support operational responses to statutory duties and related standards. Maintain effective links with the enforcing authority and timely consultation with trade unions and employee representatives. Provide expert advice and practical support to Members, Chief Officers and employees at all levels in relation to KCC activities and those contracted out for service delivery. Co-ordinate professional cohesive working throughout the Health and Safety function across KCC in the interests of 47,000 employees and members of the public, contractors, service users.

Revenue Budget – NB: FTE’s for 2008-9 are as published in the budget book

2007-08 FTE	2007-08 Controllable Expenditure £'000	Activity/budget line	2008-09 FTE	Employee Cost £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000	Cabinet Member
5.7	635.4	Strategy & Leadership	4.7	328.20	108.5		436.7			436.7	
	186.4	Added Years		164.50			164.5			164.5	
16	565	Business support	16.3	706.90	24.4		731.3		-129.2	602.1	
5.4	227.4	Pay & Reward	5.4	247.00	17		264		-34.2	229.8	
		Rewards Strategy			107		107			107	
		Employee Relations & Policy	3.6	194.90	29.6		224.5			224.5	
3.8	217.2	Employee Services	3.6	194.90	29.6		224.5			224.5	
69.5	1901.1	Personnel Information Services	74.0	1,981.60	191.2		2172.8	-78	-173.4	1921.4	
9.6	365	Learning & Development	9.8	361.90	8.6		370.5			370.5	
18.8	419.8	PD Training Budget	17.8	686.60	630.8		1317.4	-20	-903.7	393.7	
	31.3	Health & Safety		31.30			31.3			31.3	
4	221.9	Equalities	4.0	190.60	34.4		225			225	
3.8	229.8	Staff Care Services	3.8	182.40	50.1		232.5			232.5	
14.1	474.7	Well Being Health Checks	15.1	550.00	366.4		916.4	-28.1	-405.7	482.6	
	75	Schools Personnel Services			75		75			75	
61.5	486.5	S4S	63.9	2,214.30	209.8		2424.1	-75	-1862.6	486.5	
2.5	451.1	KGP	3.0	158.60	208.3		366.9			366.9	
12.5	490.7		0.0				0			0	
227.2	6978.3	TOTALS	221.5	7,999	2,061	0	10,060	-201	-3,509	6,350	

All **NEW** projects, developments and key actions

"The Managing Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
Design and commission a Member Development programme	Coral Ingleton		<ul style="list-style-type: none"> • Member Development programme designed and commissioned • Programme delivered • Enhanced Member effectiveness 	
Provide enhanced support to staff through an effective and high quality coaching and mentoring scheme ensuring the provision for disabled staff is reviewed and enhanced as required	Coral Ingleton Elaine Mason	S4S Work and Wellbeing	<ul style="list-style-type: none"> • Coaching & mentoring programme designed • Training delivered and coaches/mentors fully competent • Delivery of programme to widest possible audience • Increased staff retention and effectiveness 	November 2008
Enhance talent management programme through expansion of mentoring service to managers	Coral Ingleton	S4S Work and wellbeing	<ul style="list-style-type: none"> • Mentoring programme designed • Mentors fully trained and competent • Promotion and take up by managers • Increased retention and effectiveness in management population 	
Increase management skills and competencies to drive up business performance	Coral Ingleton		<ul style="list-style-type: none"> • Design, consult on and roll out Manager profiles • Manager roles and competencies better defined • Good diversity practice embedded in Accredited Kent Manager Programme • Adopted within manager population • Increased levels of competency (measured against hard and soft skills) among 	

			management population	
Maintain & drive forward improvements in Oracle HRMS and associated systems to support operational services and develop effective interfaces for managers and staff, including self-service and improved management information	Dave Cox		<ul style="list-style-type: none"> • Further rollout of self-service across KCC • Self-service functionality developed, including Manager Self-service and direct input to payroll elements. Expenses planning & build commenced. • Oracle Learning Management System improved and enhanced • Full conversion to Self-service TCP functionality for 2008/9 cycle • ADI functionality further developed to support automatic production of contracts (schools and non-schools) • Oracle enhanced and developed to meet requirements of the national minimum data set & related reporting requirements for Social Care staff • Pilot of the Schools Workforce Census arrangements supported • Interactive Dashboard and other tools developed to enable managers to receive key data about their staff • Support review of and test newest version of Oracle HRMS software (version 12) which incorporates enhanced functionality (implementation planned for 2009-10) • Self-service workflow further developed to support key operational processes • Link to Jobs Go Public Recruitment systems and Criminal Records Bureau (CRB) check systems enhanced and developed • Oracle payroll set-up revised to support tiered pension contributions 	31.03.09
Provide a high quality customer service	Karen Ray		<ul style="list-style-type: none"> • Vetting and Barring Scheme implemented • School Workforce Census implemented in 	Autumn 2008

continuing to improve through consultation and by investing in key business processes and people. Provide professional advice that enables schools to achieve their outcomes through effective people management.			<ul style="list-style-type: none"> partnership with CFE CFE supported in School Reorganisation and Academies process New products and services developed to enhance services to schools 	<p>31.01.10</p> <p>30.09.09</p> <p>31.12.08</p>
Rollout TCP Self-service functionality to all managers for 2208/9 cycle	Lindsay Horne (with Dave Cox)		<ul style="list-style-type: none"> System development completed, process communicated and support arrangements in place All managers will have access 	01.12.08
Develop and Introduce Total Reward Statements	Colin Miller		<ul style="list-style-type: none"> Approach formulated, agreed and implemented Individuals receive information about the wider benefits (over and above pay) that they receive Staff have greater understanding of their benefits and increase their take up of the employment package 	31.03.09
Undertake an Employee Benefits Survey	Colin Miller		<ul style="list-style-type: none"> Survey specified, designed and conducted Data gathered on employee opinions of wider reward package Outcomes used to inform communication of current reward package and development of future benefits 	31.10.08
Further enhance Benefits package	Colin Miller		<ul style="list-style-type: none"> New elements of employee benefits package agreed The value of Reward package for staff enhanced 	31.03.09
Develop targeted communication strategy to maximise	Colin Miller		<ul style="list-style-type: none"> Research and agree methodology to gather data on staff groups Carryout targeted communication to key 	31.03.09

awareness and usage of benefits			groups of staff <ul style="list-style-type: none"> • Increase awareness and usage of benefits 	
Review and reshape Commercial Services business units for future delivery	Margot McArthur		<ul style="list-style-type: none"> • Transfer embedded personnel functions from Commercial Services to Employee Services Centre 	31.03.09
Provide support to Environment & Regeneration directorate	Margot McArthur		<ul style="list-style-type: none"> • Review the divisional structure • Centralise resources • Establish 9 people boards • Implement workforce planning across the KHS Alliance • Restructuring of the Environment & Waste Division completed • TUPE transfer of ReMaDe out of KCC • Support a major recruitment and retention exercise in the Planning Division • Review the employment status of all staff in Kent Thameside partnership 	31.08.08 31.03.09 30.09.08 31.12.08 31.03.09 31.12.08
Provide support to Communities directorate	Margot McArthur		<ul style="list-style-type: none"> • TUPE transfer of Connexions staff in the Youth Service • Assimilate academic staff in Adult Education on to Kent Scheme Terms & conditions of employment • TUPE transfer of Dover Imm RC • Carryout restructuring of ADU • Work with Youth Offending Service and Kent Drugs & Alcohol Action Team to carryout a culture review and realign in the new organisation • Support the Registration Service in relocating their records to a central repository • Work with Libraries to review the Archives service, Sunday opening of Libraries and an access review 	30.06.08 31.12.08 30.06.08 30.06.08 31.03.09 31.12.08 31.12.08 31.03.09 31.12.08
Review the structure			Review of the structure completed	31.08.08

of the European Office within Chief Executive's Department				
Acquire and implement new CRB on-line system	Jackie Turner		Implement and plan roll-out of new CRB on-line system and integrate with Oracle	Acquire Aug 08 start pilot Sep – Oct 08
Develop interface from RMS to Oracle	Jackie Turner		RMS data for some starter information will populate Oracle manager access to support better data entry	Trial July-August 08 Implement Sept 08
Develop and roll-out Managers Access to RMS	Jackie Turner		Develop functionality, pilot and start roll-out of Manager's Access to Recruitment Management System	Functionality developed June 08 Start pilot July-Aug 08
Develop and roll-out expenses on self-service	Jackie Turner & Dave Cox		Develop product and roll-out to pilot group self-service expenses functionality	Commencing Sept 2008, pilot ready April 09
Take on Commercial Services personnel activities	Jackie Turner		Take responsibilities for the personnel functions currently within Commercial Services providing consistent and compliant service	May 2008
Respond to requirement that all recruitment panels have diversity trained member	Jackie Turner/ Elaine Mason	Performance Indicators ESLG	Requirement embedded in recruitment processes Training programme available and delivered	
Deliver the Work and Wellbeing agenda with proposals through to 2009-2010	Elaine Mason	V4K – Theme 3 Health Strategy, PI's sickness PIs sickness & diversity, LPSA2 target 8	<ul style="list-style-type: none"> 2 year action plan produced to respond to business objectives Programme of initiatives developed to encourage physical activity and reduce obesity among staff, providing additional support for those most in need Interventions provided to address mental health difficulties in the workplace 	Ongoing to 2010
Manage the transfer of Staff Care Services to Commercial Services and ensure ongoing	Elaine Mason	PIs sickness	<ul style="list-style-type: none"> SLA and process established and implemented SCS continues to contribute to HWA and Work and Wellbeing objectives 	June 2008 March 2009

provision of services in line with corporate requirements				
Deliver the corporate Equality Strategy	Inclusive Services Policy Manager IS Policy Manager/ Elaine Mason	ESLG Performance indicators	<ul style="list-style-type: none"> • Develop specific employment actions to meet legislative and ESLG requirements • Reference the strategy on KNet • Produce revised Equalities and Diversity Statement • Take action to deliver ESLG level 4 criteria • Use the available monitoring information • Take positive action to achieve employment targets as detailed in action plan 	August 2008 July 2008 March 2009
Complete initial programme of Equality Impact assessments in P&D	P&DMT	ESLG	<ul style="list-style-type: none"> • Publish EIA information on Kent.gov 	September 2008
Deliver work experience programme for disabled people	Elaine Mason	Performance Indicators	<ul style="list-style-type: none"> • Programme designed and implemented • Success measured against agreed criteria 	October 2008
Develop joint user engagement and consultation arrangements	Inclusive Services Policy Manager		<ul style="list-style-type: none"> • Link with partner organisations through Kent Equalities Network • Arrangements developed • Consultation carried out and results reviewed and action taken 	June 2008
Support the CED Equalities and Diversity Action Plan to 2010	Amanda Beer	Corporate Equalities Strategy ESLG Level 4	<ul style="list-style-type: none"> • Ensure the delivery of the action plan • Ensure Equality Impact Assessments carried out and action taken 	31.03.09 and to 2010
Maintain a strategy for the management of health and safety across KCC through implementation of	Helen Bale		<ul style="list-style-type: none"> • Prepare managers and teams for the introduction of corporate manslaughter legislation • Build training strategy to embrace wider 	April-September 2008 December 2008

<p>policy and practice in respect of statutory requirements and continuous improvement in standards.</p>			<p>opportunities for learning and assessment through e-learning and establish accredited, management training programme, IOSH Managing Safely</p> <ul style="list-style-type: none"> • Carry out critical monitoring of incident data to research improvements in performance and highlight areas for continuing action • Introduce refreshed policy and guidance on 'managing well' focussing on high standards of people management to offset or reduce the prevalence of 'stress' and contribute to the objectives of Health, Well being and Attendance strategy. • Review guidance and documentation associated with risk assessment and support with direct training • Introduce a management system framework, OHSAS 18001, building up through services and directorates across KCC 	<p>September 2008</p> <p>September 2008</p> <p>December 2008</p> <p>March 2009</p>
<p>Develop manager facility to manage performance fairly, effectively and consistently</p>	<p>Nicola Lodemore with DPMs</p>		<ul style="list-style-type: none"> • Review of KCC's probation policy • Review of Performance and Capability procedure 	<p>September 2008</p> <p>June 2008</p>
<p>Review atypical contracts, including mobile and flexible working contracts, to develop a more contemporary</p>	<p>Nicola Lodemore with DPMs, Jackie Turner and Dave Cox</p>		<ul style="list-style-type: none"> • Phases 2 and 3 of Contract Modernisation Project delivered 	<p>January 2009</p>

approach				
Appeal of KCC's Career Break Scheme broadened and used for a wider staff population	Nicola Lodemore with DPMs		<ul style="list-style-type: none"> • Undertake review • Make proposals and introduce strategy for improvements • Offered to and taken up by wider staff population 	December 2008
Enhancement of the organisation's handling of business transfers	Nicola Lodemore		<ul style="list-style-type: none"> • Deliver training for P&D on transfers • Develop guidance document for managers 	May 2008 July 2008
Implementation of interventions to improve the monitoring and reporting of sickness and the managerial accountability for managing absence	Nicola Lodemore with Jackie Turner With Jackie Turner, DPMs and Dave Cox		<ul style="list-style-type: none"> • New sickness categories implemented • New sickness absence reporting form introduced • Automated absence triggers for managers is automated 	April 2008 April 2008
Development of further interventions to support staff with difficult issues	Nicola Lodemore		<ul style="list-style-type: none"> • Bereavement guidance for managers developed • Feasibility of Debt Management Support assessed 	September 2008 October 2008
Research and analysis of workforce planning in collaboration with partners	Nigel Fairburn	Strategic Workforce Plan	<ul style="list-style-type: none"> • Workforce planning commissioned • Partners and agencies surveyed • Establishment of joint profile of workforce within public sector and partner organisation in Kent • Identification of key future changes and supply and demand factors 	April 2008 April 2008
Development of an integrated approach to the collection of exit data	Nigel Fairburn Dave Cox		<ul style="list-style-type: none"> • System developed and implemented • Collection of improved intelligence on the reasons for leaving KCC • Analysis of data, action plan developed and implemented 	September 2008 December 2008 March 2009
Further develop KCC's	Nigel		<ul style="list-style-type: none"> • Evaluation of progress to date 	April 2008

approach to talent management	Fairburn		<ul style="list-style-type: none"> • Successes identified, built on and best practice cascaded through KCC 	March 2009
Development of a strategy to retain older employees	Nigel Fairburn		<ul style="list-style-type: none"> • Design of employment relationships targeted at to retain older employees • Design of methods to retain the knowledge held by people leaving KCC 	December 2008 December 2008
Further develop the strategy to attract more young people to KCC	Nigel Fairburn		<ul style="list-style-type: none"> • Integrate current programme • Develop innovative approaches to attract more young people 	December 2008 March 2009

In line with financial regulations, any capital projects on this list will be subject to a prior "gateway review" by the Project Advisory Group and in consultation with the Leader

USER/ RESIDENT INVOLVEMENT PLANNED FOR 2008/9

Name	Start date/ End date (dd/mm/yy)	Feedback date (dd/mm/yy)	Target Group	Target area (Kent, Town, district, ward etc)	Brief summary	What we want to find out and how we will use the information, (approx 25 – 50 words)	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
Diversity	01.04.08	31.03.09	Members of each diversity staff group and wider Kent population	Kent	Monitor business objectives set in response to identified priority needs	Engagement with residents and diversity staff groups to ensure that priority needs are met. Ensure the delivery of agreed action plan.	Yes	Business and Community	Elaine Mason Elaine.mason@kent.gov.uk 01622 221744

* Consultation types – Business, Council, Environment, Social, Community, Education, Leisure, Transport

CAPACITY, SKILLS AND DEVELOPMENT PLANNING

Personnel and Development have piloted talent management across the function. This approach will enable managers to utilise the talents and skills of its staff in a more flexible and agile way and develop the skills and careers of individuals.

As a function P&D continues to review the age profile of its workforce and make the necessary action where it is identified that people will be leaving from key posts.

Future skills requirements will include knowledge about the commissioning of services and partnership working.

EQUALITIES AND DIVERSITY

Specific targets for the Personnel and Development function can be found in the Equality strategy under the section

All managers in P&D will have specific objectives in their action plans that will ensure that they and their teams address diversity and equality standards as part of their ongoing development and business planning.

RESOURCES

Attached

Staffing

	2007/08	2008/09
KS13 and above or equivalent (FTEs)	15	17
KS12 and below (FTEs)	212.2	204.5
TOTAL	227.2	221.5
Of the above total, the estimated FTE which are externally funded	0	0

- Posts at KS13 and above have increased due to two regradings during the year.
- There was an overall increase in the Employee Services Centre of 4.5 posts due to transfer in of Adult Ed, Y&C and Key training, off set by other reductions
- S4S has reduced by 12 posts due to the transfer of the Kent Graduate Programme to the Strategic Management Unit.
- Schools Personnel has increased by 2.4 posts due to increased customer demands
- The Resource Manager post was deleted

- Staff Care increased by one FTE due to increased customer demand. Staff Care Services are transferring to Commercial Services from 01.04.08 but are included in the figures above
- Learning and Development reduced by one FTE
- ESC increase due to a transfer in of Commercial Services WEF from 01.04.08 and 1.5 FTE & 0.5FTE from Business Support

SECTION 17 CRIME & DISORDER ACT

None

CORPORATE ENVIRONMENTAL PERFORMANCE AND CLIMATE CHANGE ADAPTATION

Business Unit cross-cutting environmental objective	Lead officer	Deliverables / outcomes for 2008/09	Target date
1. Put strategy in place to ensure that all red and amber outcomes from Office Environmental Audit are progressed towards Green. <u>See separate detailed action plan</u>	D Cox	Audit demonstrates progress towards Green	31.3.09
2. Ensure all guidance and training on personal objective setting includes Climate Change and Environmental Impacts and is linked to actions in business plans	L Horne	<ul style="list-style-type: none"> • All P&D Action Plans to include environmental targets (linked to W2S) • Examples to be made available to other units/ directorates • Include in all appraisal & action planning documentation and training 	<p>1.4.08</p> <p>29.2.08</p> <p>Ongoing</p>
3. Set and monitor reduction standards for the delivery of training and development across all directorates, including travel, printed material and other environmental impacts	C Ingleton	<ul style="list-style-type: none"> • All printed materials to be reduced by 20% • Develop code of practice for external training providers Set a corporate standard for training & development activities across all directorates 	31.3.09

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery	Adaptive action in 2008/09 (include lead and target date)
<p>Office Transformation Strategy – ensure links made with policies and strategies to support flexible working in wider context.</p> <p>Health and Safety Advice and Risk Assessments.</p>	<p>Minimise the use of resources</p> <p>Serving the Community</p>	<p>Extreme weather conditions limits the ability for staff to travel to normal work place</p>	<p>Participate in Office Transformation and consider wider climate change issues as part of this. Ensure that appropriate training delivered to staff to support options for flexible working. (Paul Royel – ongoing with training delivered by September 2008)</p> <p>Awareness and response if needed. Low probability and risk. (Helen Bale)</p> <p>Increased Health and Safety advice and risk assessments for staff delivering services to people adversely affected by extreme weather eg flooding</p>

SECTION 3: MONITORING AND REVIEW - HOW DO WE KNOW WE ARE THERE?

What will be reported on	Frequency of information reported	Who will report to whom
Workforce BVPI statistics	Quarterly	Equality and Diversity Lead to ELOG
Progress against Strategy for Staff, Strategic Workforce Plan, specific HR initiatives - Learning & development	Quarterly	Appropriate lead officer from P&DMT to Workforce Strategy Board
Grievance and disciplinary cases (also referencing equality issues)	6 monthly	Director of P&D to Personnel Committee and ELOG
Equality and Diversity Action Plans	Quarterly	ELOG and SEG
Headcount - staff numbers - agency staff - interim managers - consultants - re-deployees - reappointments after redundancy	6 monthly	Director of P&D to Personnel Committee
Staff numbers and vacancy rates across KCC	6 monthly from January 2008	Director of P&D to Cabinet
Budget & progression against Business Plan		Policy & Overview Committee
Detail to be agreed	To be agreed	Director of P&D to Portfolio Board of Members & senior officers
Delivery of Reward Strategy	4 monthly	HR Policy Group
CED Equalities & Diversity agenda	monthly	Director of P&D to CEDMT
Learning & Development – staff development	Monthly/bi-monthly	Directorate Staff Development Groups
Learning & Development <ul style="list-style-type: none"> • Cross-cutting events/activities • Induction • Coaching • Management induction • Ways 2 Success 	Quarterly	Workforce Strategy Board
Developments and	Regular	Schools Personnel

delivery in Schools Personnel Service inc surveys in schools		Service Manager to Keith Abbott
Employee Services Centre activity and KPIs	Regular	ESC Manager to Director of P&D/directorate P&D customers
Use of Market Premia	6 monthly	Director of P&D to Personnel Committee
Developments in Oracle HR and payroll	Quarterly	Oracle Business Services (KSSIP) Governance Board
Health and Safety activity including HSE interface and action	Quarterly	Corporate H&S Manager to H&S Board and Committee
Health and Safety events and performance	6 monthly/annual	Corporate H&S Manager to COG
Accident/incident data	Quarterly	Corporate H&S Manager to Corporate H&S Board/joint committee
Accidents/incidents and claims. OH referrals, ER tribunals (correlations & patterns)	Annual	Corporate H&S Manager to Corporate H&S Board/joint committee

Formal half-yearly monitoring and reporting will take place and will also be reported to P&D Management Team for discussion/action