

## KENT COUNTY COUNCIL

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### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held at Sessions House, County Hall, Maidstone on Friday 23 September 2011

**PRESENT:** Mr P B Carter (Chairman), Mr G Cowan, Mr R W Gough, Mr T Prater, Mr K G Lynes, Mr J D Simmonds, Mr D Hirst and Mr A J King,

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

**Also Present:** Mr P Homewood

### UNRESTRICTED ITEMS

#### 30. Minutes

The unrestricted minutes of the meeting held on 18 May and 23 July 2011 were agreed as a true record and signed by the Chairman.

#### 31. Presentation on Staff Awards

*(item 4 – report by Mrs Amanda Beer, Corporate Director of Human Resources)*

Consideration of this matter was deferred to a future meeting

#### 32. Change to Keep Succeeding – Update

*(item 5 - report by Mrs Amanda Beer, Corporate Director of Human Resources)*

(1) Mrs Beer outlined the content of this report which provided members with an update on the Change to Keep Succeeding programme and outlined the progress on populating the senior level of the new operating framework. The report also gave details of the changes to staffing across the Authority since April 2011 and the development of values and behaviours and other culture change initiatives.

(2) Mrs Beer also provided details of the Kent Manager programme which will define management roles and provide an agreed benchmark that all KCC managers would have to work towards.

(3) During the course of discussion it was agreed that a report on the outcomes of the consultation exercise for the statements of required practice (SORPS) would be submitted to a future meeting of the Committee. It was

also agreed that updates on Change to Keep Succeeding would be a standing item of the agenda for future meetings of the Personnel Committee.

(4) Resolved that the content of the report be noted with it being further noted that there would be a report to a future meeting on the new SORPS programme with updates on Change to Keep Succeeding now being reported as a regular item to each meeting of the Committee.

### **33. Policy Update**

- (a) Relocation Assistance Scheme
- (b) Suspension with Pay withheld
- (c) Facilities Agreement with Trades Unions

*(Item 7 report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health) and Mrs Amanda Beer, Corporate Director of Human Resources) (Mr Ian Allwright, Policy Manager was present for this item)*

(1) This report provided the Committee with an HR policy update on changes to the Relocation Assistance Scheme. The report also set out for consideration a proposal for a specific change to employment policy so as to allow the Council to suspend an employee with pay withheld. That clause would be used only in exceptional circumstance and presented a request for the Committee to endorse a recommendation to be taken to a meeting of the full Council as it involved a major change to terms and conditions of service. The report also asked the Committee to note, as an information item, the new Facilities Agreement that has been concluded with the Trades Unions.

(2) Following discussion of in particular the proposed policy change regarding suspension with pay with held as detailed in paragraphs 2.9 and 2.10 of the report, it was agreed that consideration of this proposal should be deferred with a further report being submitted to the Committee's next meeting.

(3) Resolved that

(i) the proposed changes to the Relocation Assistance Scheme as outlined in the Committee report be agreed,

(ii) consideration of the proposed changes regarding suspension with pay with held be deferred with a further report being submitted to the next meeting; and,

(iii) the proposed changes to the Facilities Agreement be noted.

### **34. Contractual Sick Pay**

*(item 7 - report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer,*

*Corporate Director of Human Resources) (Mr Ian Allwright, Policy Manager was present for this item)*

(1) This report provided the Committee with an analysis of the issues relating to contractual sick pay and invited Members to consider any further areas of modelling on staff absence.

(2) During the course of discussion members raised a number of points of detail related to the operation of the Council's scheme for the payment of contractual sick pay and concluded that before taking any formal decision on whether any changes should be made further work should be undertaken to review the policy against the background of a wider discussion on pay policy and terms and conditions. This was agreed

(3) Resolved that this matter be deferred so that any proposed changes to contractual sick pay can be reviewed against the background of a wider discussion on pay policy and terms and conditions. *(see also paragraph 35 below)*

### **35. Weekend and Out of Hours Working**

*(item 8 - report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director of Human Resources) (Colin Miller Reward Manager was present for this item)*

(1) This report outlined proposed changes to payment for Weekend and Out of Hours Working.

(2) During the course of discussion members said that this report should be looked at in the context of the earlier item on contractual sick pay and the decision by members to have a broader discussion on pay policy and terms and conditions. Mr Carter said, and it was agreed that in order to give focus to such discussions consideration should be given to arranging an away day for members of the Committee.

(3) Resolved that consideration of this item be deferred and an away day for members of the Committee be arranged with the purpose of having a wide ranging discussion on pay policy and terms and conditions.

### **36. Organisational Development and People Plan**

*(item 9 - report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director of Human Resources) (Nigel Fairburn, Workforce Manager was present for this item)*

(1) As part of the Change to Keep Succeeding programme, a number of strands of activity necessary to enable staff to deliver Bold Steps for Kent

and enhance KCC's place as an employer of choice have been identified and action plans for each are being developed. These strands come together to form KCC's Organisation Development & People Plan. The plan is about more than the HR/people management, and involves internal communication; branding; the working environment, including accommodation and equipment; and business processes and standards.

(2) Resolved that the Organisation Development and People Plan be endorsed and it be noted that action plans will now be developed.

### **37. Employing a Younger Workforce**

*(item 10 - report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director of Human Resources) (Nigel Fairburn, Workforce Manager and Nadia Lawes, GradsKent Project Officer were present for this item)*

(1) This report outlined the County Council's achievements to date in employing a younger workforce, the challenges in the context of a contracting workforce, and potential future developments. Mr Fairburn said employing a younger workforce continued to be a priority for KCC and the following targets had been set.

- to employ and develop talented employees from all demographic groups, particularly individuals with high potential who will be successors for employees that leave the organisation
- to deliver high quality services by employing a workforce that reflects and understand the Kent communities it serves
- to address the number of young people who are NEETs (not in employment, education or training)

The challenge it was said was to increase the number of employees aged under 25 against a back cloth of a reduction in the overall number of employees.

(2) Nadia Lawes gave a presentation on the successful work of the GradsKent during which it was said now was an ideal opportunity for the Council to use its resources to promote Kent graduates by linking in with other large organisations such as the NHS and also the private sector.

(3) Following discussion the Committee resolved

(i) That KCC's approach to employing young people through work experience, Kent Success Apprenticeships, GradsKent, the Kent Graduate Programme and Greenhouse young people's group be noted,

(ii) That Human Resources develops a new route to employment that targets post A Level students,

(iii) The County Council should use its resources to promote Kent graduates by linking in with other large organisations such as the NHS and also the private sector; and,

(iv) an update be submitted to the Committee in 12 months time..

### **Exempt Items**

The following are the **unrestricted** minutes of matters which the Committee resolved should be discussed pursuant to Section 100A of the Local Government Act 1972 (as amended) on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 of part 1 of Schedule 12A of the Act.

**38.** The exempt minutes of the meeting held on 13 July 2011 were agreed as a true record and signed by the Chairman,

#### **39. Extension to Contracts**

*(item 12 - report by Mrs Amanda Beer, Corporate Director for Human Resources)*

(1) As part of the implementation of the Children's Service Improvement Plan and the 'next steps' strategy, use has been made of interim managers to help drive forward the improvement programme. This report provided an a summary of senior interims currently employed to support both the Children's Services Plan and Change to Keep Succeeding.

(2) Resolved that the interim arrangements outlined in the report be endorsed.

#### **40. Section 151 Officer Conduct**

*(item 13 - report by Mrs Amanda Beer, Corporate Director for Human Resources and Mr Geoff Wild, Director of Governance and Law)*

(2) The Committee resolved to note that this matter had now been brought to a conclusion.

#### **41. Exercise of LGPS Employer Discretion**

*(item14 - report by Mrs Amanda Beer, Corporate Director for Human Resources)*

**Resolved** that the Council should not exercise its discretion to extend the timescale within which the officer concerned may elect to transfer their pension beyond the current limit of 1 October 2011.