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**To:** Personnel Committee

**Date:** 9 September 2014

**Subject:** Employment Policy Update

**Classification:** **Unrestricted**

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**SUMMARY:** A policy update focusing on:

- 1) Kent Scheme Terms and Conditions of Service
  - 2) Managing Change.
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## **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 two items. The Committee is invited to note for information revisions to the Kent Scheme Terms and Conditions of Service and guidance to support change management in the Authority.

## **2. KENT SCHEME TERMS & CONDITIONS OF SERVICE**

- 2.1 Some 24 years ago, in April 1990, Kent County Council introduced the Kent Scheme Terms and Conditions which underpinned the move from NJC national bargaining to locally determined terms. Since that time there have been a number of changes to the contents of the document which describes the Kent Scheme and the way it looks, not least the move from a printed book to it being on line which made it more readily available to the Council's staff and more cost effective to produce.
- 2.2 This report outlines more fundamental recent changes made to the Kent Scheme's structure and style, as opposed to the particular terms and conditions contained within it. Given the degree of transformation occurring in the Authority, the requirement for managers and staff to work differently, changes to the structure of KNet and the requirements of the Doing More for Ourselves initiative it was apposite to review what was included in the Kent Scheme, how it was used and how it was structured.

- 2.3 In preparation for any changes a sample of managers were engaged in order to understand what they liked about how the Kent Scheme document was structured and how they used it. This information was also used alongside comments from people within Human Resources and the trades unions were also engaged regarding any changes.

### The Changes

- 2.4 The new Kent Scheme, which can be found on KNet, KELSI (for schools based staff) and [www.kent.gov.uk](http://www.kent.gov.uk) is now about a fifth (20%) of the size of the version that preceded it. This is because the review found that the contents of the Kent Scheme were a mixture of terms and conditions of service, policies, procedure and guidance. Many of the documents in the Kent Scheme were also found on KNet and many people went there, rather than the Kent Scheme, to find what they were looking for. Therefore, the new Kent Scheme is focused on detailing employees' terms and conditions of service. Documents that support the implementation and management of those are signposted in the Scheme but can be found on KNet. This has made the Kent Scheme more succinct and easier to navigate. It also means that Kent now has a very clear statement of its offer to current and prospective employees.
- 2.5 Wherever possible, the language used has been simplified and the approach to the contents and layout is more consistent than before. Also, the new version of the Kent Scheme is corporately branded.

## **3. MANAGING CHANGE**

- 3.1 As part of HR's project to support Facing the Challenge there was a workstream that looked at and reviewed the policies and guidance available to support the management of change in the Authority. As part of this review consideration was given to the wider range of change that managers may be required to undertake, ranging from realigning a team or service, managing redundancies, TUPE transfers to setting up alternative service delivery vehicles. As a result a number of changes were made to the information and guidance available to managers and staff.
- 3.2 ***Managing Restructures and Redundancies – Guidance for Managers*** came out of this review. As a starting point it took the managing change guidance that previously existed and the contents of the Managing Change section of the Kent Scheme. The pre-existing guidance was very much of its time and had not necessarily moved with practice within the organisation. The Kent Scheme review also provided an opportunity to translate elements of what was previously in the document into this guide. Therefore the new document needed to ensure it was relevant and captured all the information managers needed.
- 3.3 The key changes from the previous managing change document are:
- a focus on restructure and redundancies (other documents cover other types of change)

- less prescription about how change should be managed and how structures will be populated providing a framework for managers rather than a rigid formula to follow. This is in recognition of the increasing move away, over the last decade, from an employment stability approach to restructure (i.e. ensuring as many displaced people as possible retained jobs) to one where it is vital to ensure that the right people with the right skills and behaviours work in a service.
- More prominent promotion of early engagement with trades unions over restructures and redundancies
- Reflection of changes to the approach to the redeployment of staff.
- Introduction of the deferred redundancy policy.

3.4 The Council's **TUPE guidance** has also been revised. One reason for this revision was to take account of key statutory changes that were made following the government's review of the law governing TUPE transfers. However, it was also reviewed to ensure that the advice given was commensurate with the requirements to move to alternative delivery models. The key changes that were eventually made were the incorporation of the new legal elements but, equally importantly, it was rewritten with the manager in mind. The previous version explored significant elements of the legal position regarding TUPE but the new version is more focused on supporting managers through the management of a transfer.

3.5 Human Resources also contributed to the **Management Guide on Alternative Service Delivery Models** developed by Audit and available on KNet. One section written by HR (Appendix 1) explored the challenges and barriers that managers might face in developing different types of service delivery models, the possible impacts of them and suggestions for how they may be mitigated. The other document developed by HR for the Guide is guidance for managers and staff on the issues that may be faced when implementing social enterprises. The issues covered range from managing employee relations to guidance on what types of data/information can be used to conflicts of interest to some of the HR considerations that need to be taken into account when setting the organisation up.

3.6 The documents described are key in supporting managers and staff through change but are not produced in isolation of other initiatives that HR have delivered and are working on to support transformation in the authority. These include, but is not an exhaustive list, the wide range of workforce development activity that supports managers to develop the skills they need to manage change, organisation design principles, the advice and support for managers from the HR Advisory Team, workforce planning tools, initiatives to help staff be more resilient, positive pressure management, risk assessment and the continued integration of the Council's values and behaviours. Also, HR will continue to review its procedures and guidance, and the need for new ones, to ensure the support provided continues to be relevant, that complacency is avoided regarding the type of support provided and to ensure that managers are best placed and equipped to manage and deliver change.

#### **4. RECOMMENDATIONS**

- a) Personnel Committee notes the changes to the Kent Scheme Terms and Conditions of Service.
- b) Personnel Committee notes the revised and new guidance introduced to support change management in the Authority.

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