

# Human Resources

## Service Plan 2005/06



DRAFT

*'Working with and  
on behalf of local  
people'*

**Kettering**  
Borough Council



## 1. SERVICE SUMMARY & OBJECTIVES

### Summary Objectives:

1. Create the capacity, capability and one team culture necessary to achieve the Council's aspirations for the future and continually improve the delivery of Council services.
2. Recruit, motivate, retain, and develop employees with the necessary skills and high levels of performance to deliver customer focused services, making the Council a stimulating and challenging place to work.
3. Create real and enthusiastic commitment to achieving the organisation's vision and aims for the future through effective communications, involvement opportunities and building positive industrial relations.
4. Achieve a diverse workforce that reflects the Council's customer base and its objective to deliver services in a fair and non-discriminatory way.

### Summary of future actions:

- Deliver the critical H.R. strands of the Next Steps programme and service improvement programmes.
- Deliver the pay audit and pay review agreed under the national pay award 2004
- Introduce more effective means of appraising the performance of employees, linking individual targets and objectives to corporate priorities and one team behaviours
- Introduce an H.R. scorecard in order that the performance of the H.R. function and its contribution to organisational objectives can be measured and continually improved.
- Measure employee satisfaction with the Council as an employer and identify and act on improvement areas in order to make the Council an employer of choice and increase levels of customer satisfaction.
- Identify and compare the cost, performance and effectiveness of H.R. services and ensure value for money is achieved in the way all HR services are delivered. Ensure that wherever possible and practical services are delivered via the most appropriate provider, maximising the benefits of cost and speed of delivery from electronic systems.
- Provide suitable and safe facilities for the Council to operate from, controlling premises costs and meeting agreed service levels.
- Ensure viability of Learning and Skills Council revenue streams for KBT by meeting or exceeding contract targets and improving the service given to trainees.
- Reduce staff sickness levels to upper quartile levels of performance for Councils across the UK (8.4 days) by the end of 2005/6.
- Implement new consultation procedures in conjunction with Trade Unions
- Maximise the benefits from the increased technology available from the Council's new photocopiers
- Renew the Councils accreditation as an Investor in People (December 2005) and progress the initiative to develop essential skills training to those employees who would benefit

**Summary of Services Provided**

- Recruitment, selection and assessment
- Training and Development
- Payroll
- Employee Relations
- Print and photocopying
- Facilities Management
- Training for young people in employment related qualifications (KBT)

The aim with regard to the provision of HR services is that the Council should deliver core services that add value to the organisation; non value adding transactional services should be provided from shared service providers where this meets cost and quality criteria

**Key Service Aims:**

Key Commitment	Improving the quality of life	Protecting & improving the environment	Economic regeneration	Local involvement in decision	Equality of opportunity	Integrity and best use of resources
Service aim						
1 Support Next Steps						✓
2 Deliver HR elements of Service Unit plans						✓
3 Conclude the pay review					✓	✓
4 Improve employee appraisal/performance management					✓	✓
5 Develop the HR Scorecard						✓
6 Deliver HR Services in most effective way						✓
7 Provide suitable and safe accommodation						✓
8 Secure LSC funding for KBT			✓			
9 Reduce staff sickness absence						✓
10 Improve joint consultation						✓
11 Exploit print technology						✓
12 IIP re-accreditation					✓	✓

**Key Service Objectives****a) Short Term Objectives (12-18 months)**

1. Complete second phase of improving the recruitment, selection and induction of new staff by revising the recruitment policy, maximising the benefits from on line recruitment and ensuring selection procedures identify the competencies and behaviours necessary to contribute effectively to one team working. Ensure any revision to the recruitment policy supports the promotion of diversity and achievement of BVPI targets
2. Introduce and pilot a revised appraisal system for April 2005, refining it during 2005 ensuring appraisal links more effectively with performance management and personal development planning
3. Undertake and conclude a pay review/equal pay audit under the terms of the 2004 national agreement (for implementation April 2007)
4. Finalise the HR Scorecard and introduce an Employee Opinion Survey (September 2005)
5. Assess the benefits of delivering HR administration and transactions, including payroll, by a shared service arrangement or other provider and implement in accordance with the findings (Oct 2005)
6. Further reduce sickness absence to 8.5 days per fte by 31/3/06 through monitoring, management action and the introduction of prevention, rehabilitation and return to work arrangements.
7. Achieve re-accreditation as an Investor in People (December 2005)
8. Implement training and development initiatives specifically to develop the leadership capability of all managers in KBC (including the use of 360 degree feedback) and secondly to identify and address the requirements for essential skills development in conjunction with the Learning Partnership Committee.
9. Implement Member accreditation programme
10. Implement improvement plan to achieve target increases in internal customer satisfaction with HR services (December 2005)
11. Deliver the short –medium term HR strands from the service improvement programmes of other service units, as detailed in their service plans

*The objectives above are further detailed in the action plan - section 7*

**b) Medium Term Objectives (18-36 months)**

1. One team culture embedded throughout the Council
2. Achieve a satisfactory Adult Learning Inspectorate report for KBT demonstrating improvement from the 2003 inspection
3. Develop the skills of all managers to apply people policies and practices effectively to increase levels of productivity, performance and motivation
4. Retain liP status
5. Increase the diversity of the workforce to reflect the demographic profile of the Borough, achieve level 3 of the Equality Standard Scheme and increase the top 5% of earners who are female/from Black and Ethnic Minority backgrounds
6. Meet or exceed all HR customer satisfaction/Employee Satisfaction targets

**c) Long term Objectives (36 months +)**

1. Levels of employee satisfaction meet or exceed targets
2. The council recognised as an employer of choice, nationally and locally, by employees and prospective candidates ensuring high quality people are recruited and retained at all levels
3. All HR services delivered within benchmarked costs and performance standards

**Links to cross cutting themes:****Community Plan:**

The Community Plan for 2005 to 2008 is being consulted on with a view to strengthen the partnership working of organisations within the Borough, and to clarify the Local Strategic Partnership's overall strategic aims. The Council's commitments to the Community Plan are delivered via the Corporate Improvement Plan. Through improving the skills of its workforce and addressing the demand for essential skills the service plan supports the priorities of the Learning for Life panel and the economic aspirations for the Borough in the Community Plan. The HR function actively seeks to increase the diversity of the Council's workforce in support of the Community plan, the Race Equality Scheme, and a commitment to equal opportunities

**Corporate Improvement Plan:**

The Corporate Improvement Plan will be updated in the spring 2005. This plan will act as a driver for prioritised improvement across the organisation over the next three years.

**Next Steps Programme and organisational improvement:**

The Council's next steps and organisational improvement programme activity will be intensified during 2005/06 including: the delivery of efficiency savings, the development of procurement, the establishment of systems that improve the delivery of services and supporting the implementation of major change initiatives. The HR Service Plan will improve the Council's capacity to manage change and improve performance.

**Asset Management Plan and Capital Strategy:**

The Council attained 'good' ratings for both The Asset Management Plan, and The Capital Strategy last time they were subject to external validation. The Capital Strategy will be reviewed / refreshed during 2005 with the overarching aim of continuing to identify opportunities for making best use of the Council's resources. Due to the strategic importance of the Council's asset portfolio and its links with the delivery of key priorities, such as economic development, all decisions that impact on the future use of the Council's land and buildings will be given strategic consideration, including discussion at SMT.

**E-government:**

E-government cuts across all service areas and aims to ensure that efficiency savings are made as a result of investment in technology, maximising access channels and choice and transferability of front-line staff.

**Social Inclusion:**

The work of the unit aims to address issues of equality and social inclusion and comply with corporate policies and procedures regarding equality of opportunity and all legislative requirements.

## 2. KEY ACHIEVEMENTS

- Implemented on line recruitment service via the internet site
- Introduced OFFER – the Council’s flexible benefits scheme for employees
- Implemented new or revised, streamlined employment policies related to service improvements, grievances, work life balance, sickness absence, home working
- Significantly reduced sickness absence, implemented new Occupational Health Services.
- Recruited and trained the new Response Centre team
- Refurbished accommodation to house Community Services and the Response Centre, within budget and ahead of time
- Implemented a new copier contract with facilities to print via email and save £30k per annum on previous contract
- Improved the induction process for new employees
- Developed and implemented assessment centre techniques to select to a wider range of staff posts
- Met or exceeded Learning and Skills Council targets for retention and achievement, and selected to pilot a new scheme of plan led funding (KBT)
- Designed and delivered new training programmes –handling the media, employee relations, job search, facilitation skills

### 3. STANDARDS OF SERVICE

The HR function adheres to the Council's Customer Service Standards, and measures customer perception of this feature of the Units work.

#### Corporate Customer Service Standards

- All our staff will be polite and helpful
- We will answer telephone calls within 15 seconds or 5 rings and answer calls professionally and courteously
- All our correspondence will be acknowledged within 3 working days and full responses provided within 12 working days. We will use plain English so that they are easy to understand
- We will return telephone messages within 1 working day
- We will acknowledge e-mails the same day providing a full response within 2 working days
- All staff will carry identification with a photograph and wear a name badge

Other standards are laid down in a number of employment policies and procedures, for example time limits to arrange employee appeals, disciplinary hearings, set up candidate interviews etc.

Other standards of service not included above include;

- All personal information will be treated in utmost confidence and kept securely
- Core standards for print services include a job completion time of 3 working days from receipt of useable originals, availability of self service plan printing between 9am and 5pm and machine faults rectified within timescales stated in the SLA in force with the contract provider



#### 4. WHAT CUSTOMERS SAY

In December 2004 the HR function carried out the first of what will be annual internal customer satisfaction surveys aimed at measuring the satisfaction of SMT/CMT and Activity Managers with the range of services provided. Sixteen different aspects of the service were rated.

% customers satisfied / very satisfied (% very satisfied)	Service Area
100 (50)	Anticipate business needs/take action to address
100 (25)	Contribute to Corporate Priorities/Performance
100 (44)	Continue to use HR if given a choice
100 (28)	Provision of training and development
100 (11)	HR understands my business requirements
96 (33)	Induction service
96 (33)	Speed of response on Employee relations matters
93 (39)	Advice on Employee Relations matters
93 (21)	Training and Development meets business needs
93 (25)	The HR team portrays one team behaviours
92 (15)	The HR team meets Customer Service Standards
92 (8)	HR impacts positively on improving quality and performance of employees
89 (11)	HR keeps me up to date on policies and procedures
86 (31)	Quality of access to policies and procedures
86 (28)	Recruitment and selection service
79 (18)	Payroll service

An internal improvement plan has been put in place.

In 2005 the target is to;

- i) increase the survey response rate from 32%
- ii) achieve 90% plus satisfied/very satisfied on all dimensions
- iii) increase rates of very satisfied for all dimensions by one decile
- iv) continue to meet mystery shopper targets (achieved in 2004)

## 5. HOW WE PERFORM

Provide information on how the service performs. This should include information on Best Value Performance Indicators (which should be in a table with the following format and information).

Ref No.	Description	Year End 2003/04	Target 04/05	04/05 to date	04/05 Year end Estimate	Target 05/06	Target 06/07	Target 07/08
BVPI – 2a	The level of the Equality Standard	1	2	1	1	2	2	3
BVPI – 2b	The duty to promote race equality	36.8%	50%	42.1%	50%	60%	65%	65%
BVPI 11a	% of top 5% earners that are women	16.6%	27%	11.53%	10%	27%	30%	30%
BVPI – 11b	% of top 5% of earners from BEM communities							
11c	% of top 5% earners with a disability –NEW FOR 2005/6, no baseline data or target set	0%	4%	3.84%	3.84%	4%	5%	6%
BVPI - 12	Working days lost to sickness absence	13.05	8.5	10.8	10.5	8.5	8	8
BV -14	% of employees retiring early	1.27%	1%	0.24%	0.24%	1%	1%	1%
BVPI- 15	% of employees retiring on grounds of ill health	1.52%	1%	0	.75%	.75%	.75%	.75%
BVPI 16a	% of employees declaring they meet the Disability Discrimination Act 1995	4.19%	5.5%	4.23%	4.23%	5.5%	6.0%	6.0%
BVPI- 16b	% of employees declaring that they meet the DDA (18-65)	12.09%	12.09%	12.09%	12.09%	12.09%	12.09%	12.09%
BVPI – 17a	% of local authority employees from BEM communities	1.31%	3.41%	1.24%	1.24%	3.41%	3.41%	3.41%
BVPI17 -b	% of employees from BEM compared to the economically active in the authority area	3.41%	3.41%	3.41%	3.41%	3.41%	3.41%	3.41%
LPI-47	Number of days to fill a vacant post from receipt of advert to job offer	30	27	28	27	27	27	27
	% of PDRs completed by end of Q1	N/A	90%	13%	13%	90	95	95
	% of employees trained in customer service standards	N/A	90%	tbc	tbc	95%	95%	95%

## 6. HOW OUR PERFORMANCE COMPARES

A comparison of the BVPIs listed above with other neighbouring authorities is shown below\*\*

	2a	2b	11a	11b	12	14	15	16a	16b	17a	17b
Kettering (03/04)	1	37	16.60	0.00	13.05	1.52	1.52	4.19	12.09	1.3	3.4
Kettering (Qtr 3)	1	37	14.28	0	8.14	0.24	0	4.21	12.09	1.3	3.4
Wellingborough	1	72	28.57	4.76	14.91	0.43	1.29	4.97	8.10*	5.6	8.9
Northampton	0	26	24.70	6.76	13.00*	0.53	0.61	3.20	12.25	4.8	8.1
Corby	1	58	13.60	0.00	17.70	0.86	0.29	0.80	16.50	1.3	1.6
Daventry	0	16	22.00	5.50	13.17	2.50	0.62	3.50	10.52	1.7	2.0
East Northants	1	63	18.18	0.00	6.51	0.00	0.00	2.94	9.11	2.5	2.0
South Northants	1	37	16.70	5.50	13.70	0.73	0.00	0.92	9.40	1.2	1.5
Northamptonshire	1	83	40.00	2.70	9.02*	0.22	0.26	0.80	7.50	3.4	2.9
<b>All England</b>											
Average		47	28.13	2.75	10.34	0.63	0.39	n/a	n/a	n/a	n/a
Median		47	28.20	0.70	10.16	0.42	0.32	n/a	n/a	n/a	n/a
Bottom		33	17.45	0.00	11.67	0.83	0.54	n/a	n/a	n/a	n/a
Top Quartile		63	39.05	3.70	8.90	0.17	0.17	n/a	n/a	n/a	n/a

\* doubts expressed about the reliability of the council's arrangements for producing the data

\*\*based on figures at 31/12/04 which may differ from the figures in section 4 where these have been updated to 31/1/05

7. OUR PLAN FOR PROGRESSING PERFORMANCE IMPROVEMENT (WITH RISK ASSESSMENT)

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION	WHEN	WHO	CORPORATE PRIORITY
1	Internal Customer Feedback Attract diverse range of qualified candidates Reduce cycle time to effectiveness	Improve recruitment, selection and induction	1. Revise recruitment and selection policy and methods 2. Select consistently using agreed one team criteria 3. Develop on the job induction 4. Progress diversity plan	Sept 05 June 05 June 05 June 05	GS HC VC/PL GS	5A, 6B
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>			
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>
HIGH	Customer Satisfaction levels Reduced cycle time from advert to offer		Low	Low	Low	

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION	WHEN	WHO	CORPORATE PRIORITY
2	Performance Management & Appraisal	Current system complex Improve link to performance management	1. Pilot revised format 2. Review and improve	April-June 05 June-Oct 05	VC	6B
<b>CUSTOMER FOCUS</b>			<b>RISK ASSESSMENT</b>			
<i>Impact</i>	<i>Measurable customer outcomes</i>		<i>Risk of failure</i>	<i>Consequence of failure</i>	<i>Risk Priority</i>	<i>Recommended action</i>
High	% of PRDs completed by end June 2005		Low	Medium	Low	Keep SMT/CMT fully involved

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
3	National Agreement – undertake pay and grading review	Requirement from 2004 national agreement	1. Agree action plan with SMT 2. Conduct negotiations with TUs 3. agree outcomes with Employment Committee 4. Implement			April 05  June 05 onwards  Mid 2006  1/4/07	HC/GS	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
LOW			High	High. Equal Pay Claims Industrial Action Increased cost to council tax payer	High	Regular review by SMT and portfolio holder. Financial impacts modelled and communicated throughout		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
4	Measuring the efficiency and contribution of HR	Reducing costs Building high performance workforce	1. Build HR scorecard 2. Introduce Employee Opinion Survey (EOS)			June 05  June 05	HC	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Improved customer satisfaction		Low	Low	Low			

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
5 Shared Service Arrangement	Increase efficiency and effectiveness	HR admin and transaction functions undertaken utilising economies of scale	1. Explore options with County Council and if required other providers to utilise economies of scale  2. Implement			Quarter 1  Oct 05	HC	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Reduced costs Speed of transactions		High	High	High	Careful assessment of risks throughout project		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
6	Reduce sickness absence	Current level forecast 10.8 days per fte; Target 8.5	1. Implement rehabilitation/prevention/return to work initiatives  2. Pilot new sickness reporting procedure –implement if successful  3. Explore potential for Employee Assistance Programme			April 2005-  April 2005  July 2005	GS	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Reduction in days lost per fte Increased service available to customers		Medium	High Additional costs/Service standards	High	Keep actions under review and compare against performance trends		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
7	Renewal of Investors in People	Current accreditation expires Jan 06	1. Assess re-accreditation criteria 2. Develop project plan 3. Implement action 4. Submit application			May 05  May 05 onwards  November 05	VC	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
Medium	Re-accreditation secured		Medium	High Loss of accreditation Impact for CPA	High	Apply against current liP standard and not revised standard due to be introduced Jan 06		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
8	Training and Development Plan	Leadership capability Essential Skills gap	1. Launch 360 degree feedback based on leadership/one team behaviours and incorporate in appraisal and development planning. Link to bespoke development event for leaders  2. Undertake TNA for essential skills-secure funding and partnership for delivery			Sept 05  Quarter 1	HC/VC  VC	5A, 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Customer Satisfaction Employee Satisfaction		Medium	Medium	Medium	Ensure Learning Partnership Committee meets regularly		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
9	Member Accreditation Programme	Develop effectiveness of elected members	Achieve East Midlands Councillor Development Charter Standard			31/3/06	VC	4A& 6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High			Medium	Medium Failure to achieve charter standard	Medium	Secure support from Democratic and Legal Services to VC		



REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
10	HR Customer Satisfaction Improvement Plan	Customer Satisfaction Scores 2004	Implement Action Plan			April – Sept 05	HC (Actions designated to HR team members)	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Internal Customer Satisfaction targets		Medium	Medium	Medium	Review progress against actions in 1;1s		

REF:	SOURCE OF ISSUE	PERFORMANCE ISSUE	ACTION			WHEN	WHO	CORPORATE PRIORITY
11	Service Plans/Next Steps	As highlighted in Service Unit Plans	To provide HR support to organisational improvement initiatives as agreed with Service Heads based on service and project plans			As agreed with service heads	Identified in project plans	6B
CUSTOMER FOCUS			RISK ASSESSMENT					
Impact	Measurable customer outcomes		Risk of failure	Consequence of failure	Risk Priority	Recommended action		
High	Defined in Service Plans		Medium	High	High	Service Plans coordinated		

## 8. RESOURCE ASSESSMENT

A summary of the service unit budget for 2005/6 is set out below.

	Budget 05/06
	£000
<b>EXPENDITURE</b>	
Employees	933,300
Premises	207,500
Transport	22,000
Supplies & Services	392,700
Third Party Payments	0
Transfer Payments	0
Support Services	190,900
Capital Charges	131,500
<b>GROSS EXPENDITURE</b>	<b>1,877,900</b>
<b>INCOME</b>	
Grants, Fees & Charges	668,700
Recharges	1,265,100
<b>GROSS INCOME</b>	<b>1,933,800</b>
<b>NET EXPENDITURE</b>	<b>-55,900</b>

### Delivering economic, efficient and effect services

Kettering Borough Council is committed to increasing the economy, efficiency and effectiveness of the services it provides in order to continually improve value for money in service provision.

It is the Council's aim to exceed the 2.5% efficiency target set by the Government. The Human Resources unit will identify and deliver efficiency savings within its own area, and also promote the delivery of efficiency through the provision of a professional human resource management that adds value to the services provided by the organisation.

A number of actions set out in this Service Plan aim to deliver more economic, efficient and effective service delivery. These include:

- Reducing sickness levels across the Council
- Pursuing partnership delivery models
- Ensuring that the workforce is effectively skilled and motivate to continuously improve its levels of productivity

In order to comply with the requirements of the new national efficiency framework, the Council will set out more specific information relating to the delivery of efficiency savings in its Annual Efficiency Statement. This will be published in April 2005 in line with national timetable.

### **Additional Resources Information**

Each section of the team is resourced with staff to meet workload and flexible team working is a key operational feature. The team is based in the municipal offices apart from KBT which operates from Drovers Hall and the William Knibb Centre.

Further economies may be available through seeking a partnership with a shared service provider for HR administrative and transactional services –these will be explored and potentially established in 2005/6

Print services has high capital equipment costs, the replacement of photocopiers in 2004 on a lease arrangement significantly reduced costs to the Council

The key resource decision will concern the future of the Municipal Offices. The facilities budget is managed very tightly given the consideration being given to alternative locations. Work is done to maintain the fabric of the building and make adjustments to working environments. However a major service failure (eg boiler or lift equipment) would prove to be potentially very costly

KBT is fully funded through its contracts with the Learning and Skills Council. Its current levels of performance against contract indicates medium –long term viability with scope for development. Strategically it is felt that the market continues to provide opportunities for smaller niche providers that create a diverse range of opportunities to a range of client groups.

During 2005/6 the Council will bid for government funding to support its initiative to provide essential or life skills training for its employees. This is a major theme for the government to support the drive to improve levels of IT skills, literacy, numeracy and communication skills for the economy as a whole.

Of significance to the Council as a whole will be the implications arising from the pay and grading review required as a result of the 2004 national pay agreement. Pension costs are also under the spotlight with further changes to the Local Government Pension Scheme under consideration

## 9. CONTACT INFORMATION

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