



AGENDA

PERSONNEL COMMITTEE

Friday, 1st February, 2008, at 10.00 am
Stour Room, Sessions House, County Hall,
Maidstone

Ask for: **Mary Cooper**
Telephone **01622 694354**

UNRESTRICTED ITEMS

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

A. COMMITTEE BUSINESS

1. Substitutes
2. Minutes - 12 September 2007 (Pages 1 - 4)
3. Local Pay Bargaining 2008/09 (Pages 5 - 8)
4. Monitoring Use of Interim Managers, Agency Staff and Consultants (Pages 9 - 14)
5. Equality Impact Assessment Personnel Policies (Pages 15 - 18)
6. Personnel Committee Report and Monitoring (Pages 19 - 22)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services and Local Leadership
(01622) 694002

Thursday, 24 January 2008

Please note that any background documents referred to in the accompanying papers may be inspected by arrangement with the officer responsible for preparing the relevant report.

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KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held at County Hall, Maidstone, Kent on Wednesday, 12 September 2007.

PRESENT:- Mr P B Carter (Chairman), Mr N J D Chard, Mrs T Dean (substitute for Mr G Rowe), Ms A Harrison, Mr A J King, Mr K Lynes, Mr J Muckle, (substitute for Mr T Birkett), Mrs P Stockell (substitute for Mr D Hirst).

IN ATTENDANCE: Mrs A Beer, Director of Personnel and Development and Mrs M Cooper, Democratic Services Manager.

UNRESTRICTED ITEMS

12. Minutes
(Item A3)

RESOLVED that the Minutes of the meeting held on 21 May 2007 are correctly recorded and that they be signed by the Chairman.

13. Dates of meetings 2008
(Item A4)

RESOLVED that the following dates for 2008 be agreed:-

1 February at 2.30 pm

16 May at 2.30 pm

11 September at 10.30 am

14. Children's Workforce Strategy
(Item A5 – Report by Director of Personnel and Development)

(Mr R Semens, Personnel Manager, CFE, was in attendance for this item)

(1) The report contained a three year high level strategy for the workforce which has been developed and approved by the Kent Children's Trust Board.

(2) The Committee's views were sought and suggested improvements for the next annual review which included the need for single accountability; the need for an appeal process; appointment panels to include service users or carers; and the need for a monitoring body to interface with customers and service deliverers.

(3) RESOLVED that the report be noted.

15. Staff Numbers
(Item A6 – Report by Director of Personnel and Development)

(1) During discussion various suggestions were made to refine any future report including the addition of information regarding externally funded posts.

(2) RESOLVED that:-

- (a) the report be noted; and
- (b) a report on staffing numbers be presented to the Committee annually during its September meeting.

16. Interim Managers, Agency Staff and Contractors

(Item 7 - Report by Director of Personnel and Development)

RESOLVED that:

- (a) the report be noted; and
- (b) a report be submitted to the next meeting of the Committee on the numbers of staff being re-employed following redundancy.

17. Investors in People

(Item 8 - Report by Director of Personnel and Development)

RESOLVED that:-

- (a) the report and development actions planned be noted; and
- (b) the Committee's thanks be passed to the internal assessors for all their hard work.

18. Gender Equality, Kent Highways Services

(Item 9 - Report by Director of Personnel and Development)

(Katie Chantler, Workforce Development Officer was in attendance for this item)

RESOLVED that:-

- (a) the report be noted;
- (b) Equality and Diversity training be made compulsory for all managers involved in recruitment panels;
- (c) an update report on the gender structure within KHS be submitted to the next meeting of the committee, and
- (d) at least one Member be trained in Equality and Diversity when appointed to serve on interview panels.

19. Disciplinary and Grievance Activity

(Item 10 - Report by Director of Personnel and Development)

RESOLVED that:-

- (a) the report be noted; and
- (b) future reports to include a gender breakdown on disciplinary and grievance activity.

20. Respect and Dignity Policy Statement and Guidance & Kent Code of Conduct
(Item 11 - Report by Director of Personnel and Development)
(Nicola Lodemore, Personnel Policy Manager was in attendance for this item)

RESOLVED that:

- (a) the Respect and Dignity at Work Policy Statement and Guidance be noted; and
- (b) the modernised Code of Conduct for officers be approved and submitted to the Selection Committee on 10 October for information.

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By: Director of Personnel & Development
To: Personnel Committee
Subject: Local Pay Bargaining – 2008/9
Classification: Unrestricted

Summary: This paper outlines the process undertaken and the current stage of this year's Local Bargaining agreement. Endorsement of the proposed settlement is sought from Personnel Committee, prior to that from full Council.

1. Introduction

- 1.1 This is the fourth year of Local Pay Bargaining. Consultation began in October 2007, and has been undertaken in an honest and constructive manner. There has also been an appreciation of the financial challenge Kent County Council faces currently and in the medium term.
- 1.2 Last year's national settlement was not finalised until November 2007, and was made at a slightly higher level than our own for last year at 2.475%. There have been clear indications from Trades Unions nationally that their expectations are higher for 2008/9. However there is also a clear statement of expectation from the Prime Minister that ideally public sector pay settlements will be for 3 years and below 2% for 2008.
- 1.3 As last year, approximately 65% of KCC Kent Scheme employees will be eligible for pay progression under Total Contribution Pay. Based upon last year's outcomes the vast majority of this 65% are expected to receive one increment, which has an average value of 2.7% for those that receive it.
- 1.4 The relative analysis of awards for the past 3 years between Kent and the National Joint Council are attached in Table 1, together with current rates of inflation in Table 2, as Appendix 1.

2. Local Pay Bargaining Elements

2.1 Pay award level

The County Council has made budgetary provision for an award of 2.5% for the year. The aspirations of Trades Unions is ideally for 6% for 2008/9 with an additional 0.475% in recognition of the lower than National award in 2007/08. The Trades Unions have indicated that an offer of at least around the rate of inflation, as indicated by the Retail Price Index (RPI) is the minimum they could consider. Anything less than RPI will not be recommended for acceptance to their memberships. The Trades unions have expressed their view that there has been a shortfall in awards compared to inflation over several years, and it is this aggregate issue that requires addressing. This is not therefore a jointly agreed recommendation, and discussions will continue with Trades Unions.

2.2 Revision to Pay Scale.

As reported last year, a consequence of the revised pay scale to enable the final stages of Single Status to be delivered was an annual cost of 0.16% of the pay bill for 4 years (2008/9 being the third year). Naturally this requires funding.

3. Conclusion

- 3.1 The proposed award of 2.5% does not meet the trade union expectation or the RPI rate of inflation, but is in excess of the expressed Government expectations. It is believed to be the best that can be achieved considering the Council's financial pressures. Discussion to continue with the Trades Unions and an oral update will be given to the Personnel Committee Meeting.

4. Recommendation

- 4.1 The Personnel Committee agrees to endorse and recommend to Cabinet and Council the adoption of this pay award as the settlement for 2008/9.

Amanda Beer
Director of P&D
Ext 4136

Paul Royel
Employment Strategy Manager
Ext 4608

Appendix 1

Table 1. National Joint Council (NJC) Cost of Living increase

Scheme	2005/6	2006/7	2007/8
NJC	2.95%	2.95%	2.475%
KCC	3.0%	2.83%	2.0%

Table 2. Key economic data published January 2008

Measure	Rate (%)
RPI	4.4
CPI	3.0
AEI Whole Economy	4.1
AEI Public Sector	3.2

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By: Director of Personnel & Development

To: Personnel Committee - 1 February 2008

Subject: **Monitoring use of Interim Managers, Agency Staff & Consultants**

Classification: **Unrestricted**

SUMMARY: This report details the use of interim managers, agency staff and consultants across the Authority on 30 September 2007.

1. **BACKGROUND**

- 1.1 In September 2004, Personnel Committee endorsed a report recommending annual monitoring of the use of interim managers and agency staff in KCC and from 2005 consultants would be included. In January 2006 it was agreed that this should be extended to six monthly monitoring from 2007.
- 1.2 The report noted the difference between consultants procured to deliver a specific piece of work and the individuals brought into the organisation to cover existing vacancies or supplement the workforce at times of peak workload, i.e. agency staff and interim managers.
- 1.3 It was agreed that the date for the monitoring would be 30 March and 30 September each year and this paper reports the outcomes of the latest monitoring.
- 1.4 It was also agreed at the last Personnel Committee that the numbers of staff being re-employed following at risk of redundancy status. These figures are as follows:

	At risk of Redundancy	At risk of Restructure	Slotted	Redeployed
Staff Nos	25	74	14	61

2. **AGENCY STAFF AND INTERIM MANAGERS IN PLACE ON 30.9.07**

- 2.1 The figure for use of agency staff and interim managers across KCC was 2.8% of the workforce which is lower than in March 2007. Information on the use of agency staff in other local authorities is scant.
- 2.2 Appendix 1 shows the number of agency staff and interim managers in place across KCC by Directorate. Appendix 2 shows comparisons since September 2004.

2.3 The use of interim managers was as follows:

CED	2	1 x Property and 1 x Corporate Diversity Team
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2.4 The percentage use of agency staff was lowest in Communities (0.9%) and highest in Environment & Regeneration (8.2%). Most of the agency staff in Environment & Regeneration were in Kent Highway Services where it has been necessary to use agency staff during restructuring to avoid taking on permanent staff.

2.5 In Chief Executive's the total figure was 8.0%. Higher percentages were seen in Legal Services where there were a high number of locum solicitors and in ISG where there were a total of 36 agency staff at this time working in the development team, service desk, projects and integration, procurement, TRP, Oracle Support, EIS and IS commissioning.

2.6 In Kent Adult Social Services, the overall figure was 4.0% an increase since March but lower than the September figure in 2006. In the East Kent Social Care area the number of agency staff remained relatively high to support the implementation of SWIFT.

2.7 In Children, Families & Education the use of agency staff accounted for 1.8% of the workforce. This is a decrease on the March figures and agency staff are still mainly in Children's Social Services, covering both social workers and administration roles. Consultants in CFE were deployed in the Advisory Service and most of these were part of the school improvement partner set up.

3. KENT TOP TEMPS (KTT)

3.1 Personnel Committee has asked that this monitoring report include information on Kent Top Temps. The number of agents that KTT had in place on 30 September 2007 is shown in Appendix 2. The information includes the number of supply teachers placed through Kent Top Temps. Information on supply teachers placed by other agencies is only available by requesting each school to provide it.

4. RECOMMENDATION

4.1 Personnel Committee is asked to note the usage of agency staff, interim managers and consultants in KCC on 30 September 2007.

Amanda Beer
Director of Personnel & Development
Ext 4136

NUMBERS OF AGENCY STAFF AND INTERIM MANAGERS ON 30 SEPTEMBER 2007

Directorate	No of Agency staff (FTE)	No of interim managers (FTE)	Total Temporary Staff (FTE)	Total temporary staff as a % of Directorate headcount	No of Consultants procured between 01.04.07 and 30.09.07
Chief Executive	79.41	2	81.41	8.0	14
Commercial Services	17	0	17	1.8	0
Communities	41	0	41	0.9	13
Environment & Regeneration	74	0	74	8.2	1
Children, Families & Education	79.5	0	79.5	1.8	35
Kent Adult Social Services	152	0	152	4.0	3
TOTAL	442.91	2	444.91	2.8	66

COMPARISON OF DATA

Directorate	% Temp Staff	% Temp Staff	% Temp Staff	% Temp Staff	% Temp Staff
	Sept 2007	March 2007	2006	2005	2004
CED	8.0	4.3	5.5		
Comm Serv	1.8				
Corp Serv				12.59	4.45
CMY	0.9	1.1	0.8		
CFE	1.8	3.4	2.0		
Ed & Lib				1.57	1.36
E&R	8.2	6.3	5.7	12.59	.99
KASS	4.0	2.5	4.5		
Social Services				3.32	2.0
KCC staff	2.8	3.1	3.2	4.53	2.22

Directorate	Consultants	Consultants	Consultants	Consultants	Consultants
	Sept 2007	March 2007	2006	2005	2004
CED	14	0	3		
Corp Serv				7	
Comm Serv	0	0	0	0	
CMY	13	20	13		
CFE	35	32	40		
Ed & Lib				0	
E&R	1	10	4		
Strat Planning				45	
KASS	3	7	5		
Social Services				22	
Totals	66	64	65	74	

Agency Staff Supplied by KTT as at 30 September 2007

Job Title/Role	No of Temps (Actual)
CED (excluding Commercial Services)	30
ASD	36
CFE	32
Communities	7
E&R	16
Commercial Services	7
Medway	1
Care Workers	32
Supply Teachers	7
Interpreters	16
Drivers & Industrial	14
TOTAL	198

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By: Director of Personnel & Development
To: Personnel Committee - 1 February 2007
Subject: **Equality Impact Assessment – Personnel Policies**
Classification: **Unrestricted**

SUMMARY: Update for Personnel Committee on the progress and actions relating to equality impact assessment on personnel policies.

1.1 Background

- 1.1 During 2007, Personnel & Development conducted impact assessments of existing employment policies and begun considering how the assessment process might become embedded in our policy development activity.
- 1.2 This report summarises the work completed or underway at the present time and highlights some of the actions identified through the consultation process to date. Their implementation will assist the Authority minimise disadvantage and eliminate the potential for discriminatory employment practice.

2. Corporate Employee Relations

- 2.1 As Corporate Employee Relations is responsible for the greatest number of employment policies for KCC it was the first unit within P&D and KCC to tackle the impact assessment process. In October 2006, a total of 33 existing policies 'owned' by Corporate Employee Relations were identified for impact assessment and a process devised to take each policy through an initial and full impact assessment where a greater potential for disadvantage was identified at the initial stage (Appendix 1).
- 2.2 The initial paper assessment of the potential areas of differential impact or unmet needs for the 6 diversity strands for each policy was 'reality checked' by a virtual team consisting of representatives from each Diversity Staff Group, the Corporate Diversity Team, Trade Unions and Personnel Teams. This was to ensure that a suitable priority rating had been assigned to each policy. The outcome of this exercise was a shortlist of policies identified as either having a medium or high risk of differential impact.
- 2.3 From the initial screening, 10 policies were identified as medium priority, and 1 as high priority. In addition two KASS policies were identified as medium priority. Full impact assessment on these policies included further consultation, research and analysis of available monitoring information.

2.4 The following consultation groups contributed to the full impact assessment for their particular equality strand and all groups were asked to comment on other equalities issues:

- UNITE – BME issues and religion and belief issues
- Level Playing Field – issues surrounding disability
- Greenhouse – issues surrounding younger staff
- Stonewall – LGBT issues
- Employer’s Forum on Disability – issues surrounding disability
- Employer’s Forum on Age – issues surrounding age
- ACAS Equalities Direct – all equalities issues
- KCC Age Champions Group – issues surrounding age
- KCC SACRE group – religion and belief issues
- Rainbow – LGBT issues
- UNISON – all diversity issues
- Personnel Business Support Teams

2.5 Not all external contacts approached were able to contribute to the consultation exercise at the relevant time. However we were able to access useful information from Northamptonshire County Council and the London Borough of Tower Hamlets both of which have already gone through equality impact assessment.

2.6 The results of the assessment and consultation processes were shared with KCC’s Equalities Lead Officer Group in the June and an action plan for policy changes presented to HR Policy Group in November. Actions have been categorised into those changes that can be immediately implemented, those involving policy decision-making and those related to training or cultural issues (Action Plan Appendix 2). The action plan has been shared with all but one of the Diversity Staff Groups to date and Corporate Employee Relations has made a commitment to attend the groups regularly to inform and consult about on-going and planned policy development.

2.7 Many of the immediate changes have either been made or are underway, the policy issues are under consideration or development and those impacting on culture and people management issues have been fed into P&D strategic priorities.

3. Other Personnel & Development Areas

3.1 Initial assessments of the following P & D areas have been undertaken and adjustments to policies, process and procedures have either been implemented or noted for further development.

- TCP framework
- Value Plus Scheme
- job evaluation
- Strategic Workforce Plan

- Recruitment Processes
 - Health & Safety policy & guidance
- 3.2 The results of the assessments to date and action in terms of policy developments or amendments made to take into account the feedback received during the consultation will be published at the end of March 2008.
- 3.3 P & D are currently considering the best way to ensure impact assessment becomes 'mainstreamed' into the policy development process.

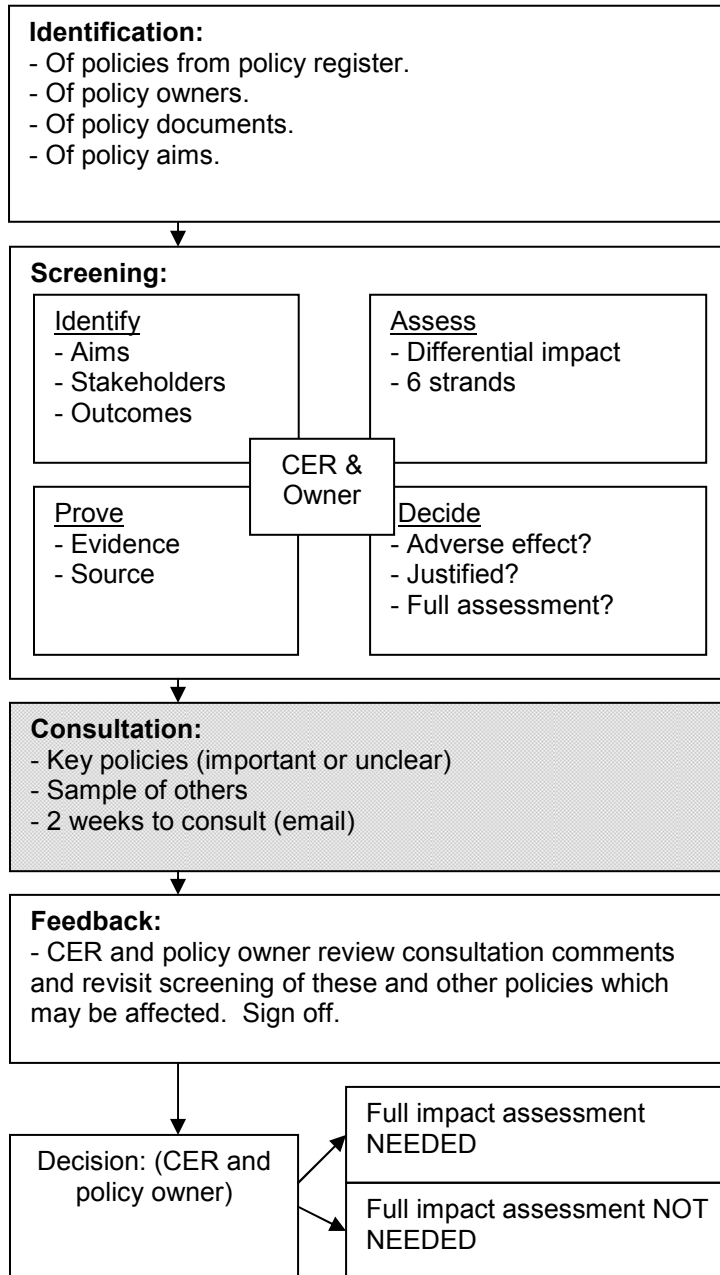
4. **RECOMMENDATION**

- 4.1 Personnel Committee is asked to note the work that has been undertaken to assess KCC's Personnel Policies to date and to acknowledge the significant contribution of the Diversity Staff Groups.

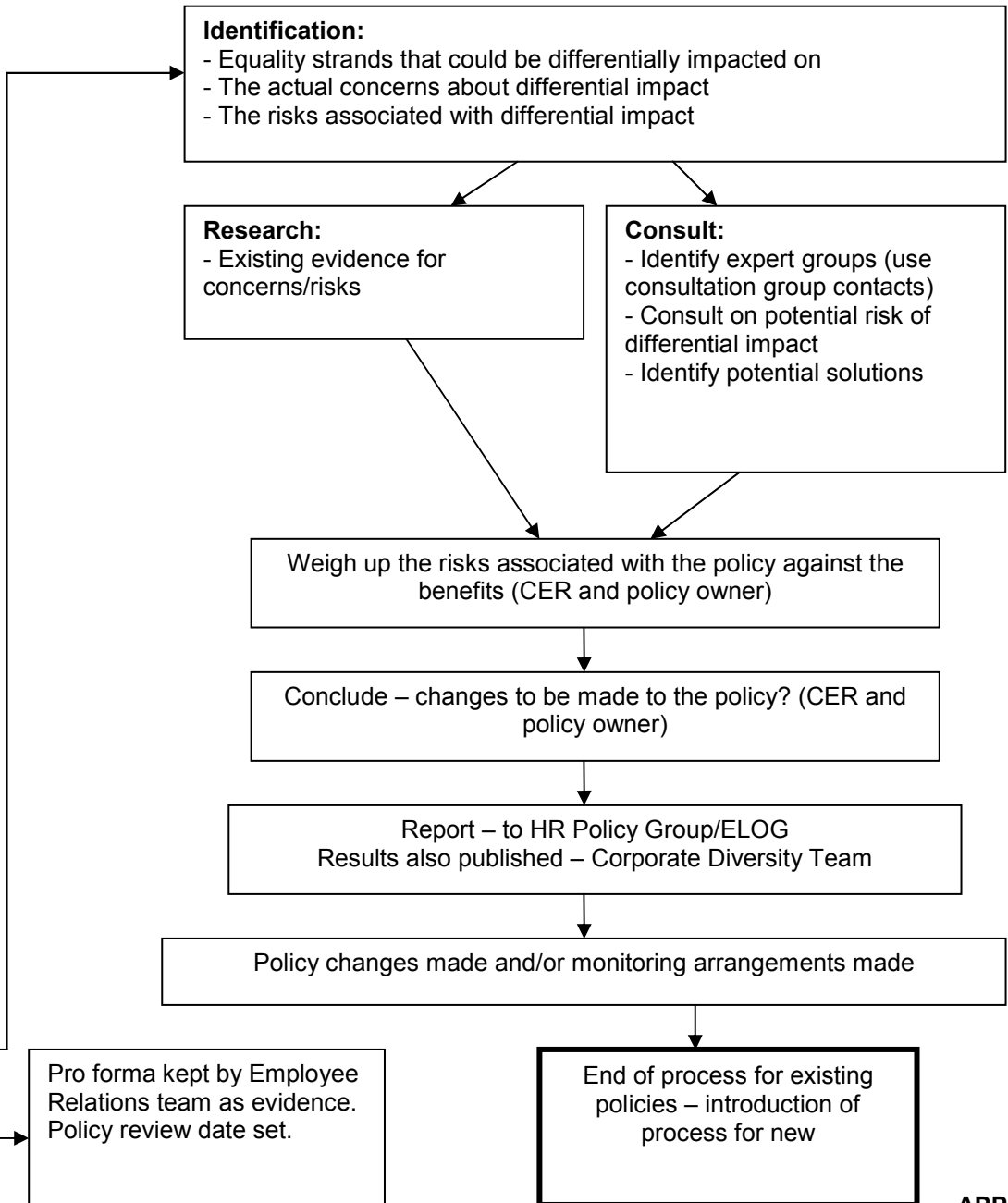
Amanda Beer
Director of Personnel & Development
Ext 4136

Equality Impact Assessment of Employment Policies

Stage 1 - Screening



Stage 2 – Full Impact Assessment



By: Director of Personnel & Development
To: Personnel Committee
Subject: Personnel Committee Reporting and Monitoring
Classification: Unrestricted

Summary: This paper records the current regular monitoring undertaken by Personnel Committee and invites the Committee to confirm these are appropriate and sufficient.

1. Introduction

1.1 KCC's constitution defines the role of the Personnel Committee as follows:

"This committee is chaired by the Leader of the Council or his nominee and is responsible for:

- (a) recommending to the Council a candidate for appointment as Chief Executive
- (b) appointing Managing Directors and the senior managers who report direct to them and determining their terms and conditions and those of the Chief Executive
- (c) designating individual officers as Monitoring Officer and Chief Finance Officer
- (d) recommending to the Council the designation of individual officers as Returning Officer and statutory proper officers
- (e) agreeing changes to grievance, disciplinary and incapability procedures for employees and advising the Leader and Cabinet on changes to the other terms and conditions of employees
- (f) agreeing changes to the delegations to officers under the Personnel Management Rules
- (g) through ad hoc Sub-Committees of Members (Panels), hearing and dealing with the final stage of unresolved grievances from Chief and Senior Officers and appeals by such officers against dismissal, transfer or downgrading.

1.2 In the last two years the Committee has considered a number of changes to Terms and Conditions of employment and received updates on policies and practices which impact on our staff, and therefore potentially on the service delivery. In order to monitor the impact and effectiveness of these changes, Personnel Committee receives a number of regular and ad hoc reports.

2 Regular Reports and Updates

2.1 The Personnel Committee receives, or has asked to receive, the following regular reports:

Report	Frequency	Purpose
Discipline and Grievance activity	6 monthly	To monitor the level of activity across KCC, note the number of Employment Tribunal cases, monitor the outcomes of process to ensure fairness and equity and monitor the effectiveness of the decision by members to delegate hearing disciplinary appeals to officers
Use of interim and agency staff and consultants	6 monthly	To monitor the level of use of temporary people across KCC with reference to the number of staff on payroll. To monitor the number of people who receive remuneration from the Authority having left employment with a financial package.
Staff numbers and diversity information	6 monthly	To monitor trends in the make up of KCC's workforce.
Uptake of family leave provision	Annual	To assess effectiveness and cost of revised family leave provision
Market premia payments	Annual	To note the use made and effectiveness of the newly introduced discretion to pay a market premium in some circumstances
Apprenticeship programme	Annual	To assess KCC's contribution to the Kent wide aspiration on the number of apprenticeships contained in Towards 2010
Pay bargaining outcomes	Annual (February)	To agree a recommendation to full council on the level of pay settlement

3. Other key topics

3.1 In addition to the regular reports outlined above, Personnel Committee reports tend to cover the following key topics:

- Information and updates on strategic personnel and development initiatives including Strategy for Staff, strategic workforce plan, talent management, recruitment of young people, reward strategy.
- Changes to Personnel Policies
- Senior management appointments, terms and conditions changes and exits
- Changes to Kent scheme terms and conditions
- Major improvements to business process and systems (e.g. Oracle developments, integration of personnel administration and payroll)
- Major external recognition and awards such as Investors in People, Two ticks, Stonewall Best Employers Index.
- Outcomes of significant reviews such as Equal pay audits.

4. Recommendation

4.1 Personnel Committee is invited to note the regular reports currently scheduled for the Committee and the key topics which inform other reports and confirm that this meets requirements.

Amanda Beer
Director of Personnel and Development

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