



AGENDA

PERSONNEL COMMITTEE

Monday, 21st May, 2007, at 12.00 pm
Wantsum 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 - 21 March 2007 (Pages 1 - 2)
3. Staff Numbers (Pages 3 - 10)
4. Gender Equality (Pages 11 - 14)
5. Interim Managers, Agency Staff and Contractors (Pages 15 - 26)

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)

Stuart Ballard
Head of Democratic Services
Legal and Democratic Services
(01622) 694002

Friday, 11 May 2007

Please note that any background documents referred to in the accompanying papers maybe 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 Thursday, 21 March 2007.

PRESENT:- Mr P B Carter (Chairman), Mr K Lynes (Vice-Chairman), Mr T J Birkett, Miss S Carey (substitute for Mr J D Simmonds), Mr N J D Chard, Ms A Harrison, Mr A J King, MBE; and Mr G Rowe.

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

UNRESTRICTED ITEMS

4. Minutes
(Item A2)

RESOLVED that the Minutes of the meeting held on 1 February 2007 are correctly recorded and that they be signed by the Chairman.

Matters Arising

The Chairman, together with the Director of Personnel and Development, agreed to an additional meeting of the Committee being held as soon as possible in order for a report on staff numbers to be presented.

5. Contractual Enhancements – Family Leave Provisions
(Item A3 – Report by Director of Personnel and Development)

RESOLVED that:-

- (a) the proposals to enhance contractual provisions for adoption and paternity leave and to introduce surrogacy and carer leave as attached to these minutes be endorsed on a one year pilot scheme;
- (b) the cost implications be noted; and
- (c) a further report be submitted to the Committee at the end of the pilot scheme.

6. Market Premium – Policy and Procedure
(Item A4 – Report by Director of Personnel and Development)

RESOLVED that:-

- (a) agreement be given to the introduction, as a one year pilot scheme, of a comprehensive approach to market related payments allowing for Kent County Council to attract and retain staff in exceptional circumstances; and
- (b) an anonymised report on usage be before the Committee in six months with a report giving a full analysis being presented to the Committee at the end of the pilot scheme.

21 March 2007

7. Apprenticeship Programme – Kent Success
(Item A5 – Report by Director of Personnel and Development)

RESOLVED that the report be noted and an update report be presented to the Committee annually.

By: Director of Personnel & Development

To: Personnel Committee – 21st May 2007

Subject: Staff numbers

Classification: Unrestricted

SUMMARY: This paper shows the key trends and reasons for movement in staff numbers over the three years from September 2003 to September 2006 and outlines the changes in staff numbers forecast in the financial year 2007/8. It invites Personnel Committee to agree the format for reporting staff numbers to the Committee for future monitoring.

1. Introduction.

- 1.1 The staffing figures taken at September each year since 2003 are shown in Appendix A. A clear direction of travel emerges when a “like for like” comparison is made between these figures, with a managed reduction in FTE (Full Time Equivalent) staff across the organisation.
- 1.2 The demand for our core services is not static and is affected by changing demographics and numbers of users. Although staff numbers have risen slightly over the period this is against a backdrop of a significant rise in the demand for our services in key areas (for example the number of asylum seekers rose significantly, the number of people aged 65+ rose by around 7,500 over the three years, and the number of migrant workers coming into Kent has more than doubled to 12,600 a year over the same period).
- 1.3 Analysis also shows that 1372 FTE posts have been created in response to new statutory responsibilities and additional requirements for the Authority and that 1355 posts were externally funded in September 2006. The range of services KCC offer has increased and there have been changing demands placed on the Authority by government.
- 1.4 Considerable changes in staffing also took place prior to September 2003, including the main bulk of the 1 in 4 reductions in Corporate Services and the significant reduction since 1998 in the number of directly employed staff in Social Services (6,000 at its peak) as a result of the modernisation programme and the transfer to a mixed economy model of service delivery.

2. Changes in staffing numbers since 2003

2.1 Taking all this into account, the bald figures do not compare “apples with apples”. However, factoring in these changes, the following picture emerges:

Total FTE less 299 externally funded posts reported in September 2003	Total FTE less externally funded posts reported in September 2006	Additional posts required between 2003 and 2006 (see table below)	Total FTE in September 2006 with externally funded and additional posts removed
8,591	8,977	1,372	7,605

3. Reasons for change

3.1 Significant changes in staffing numbers in KCC are due to three main causes, outside the scope of normal day-to-day business decisions and efficiencies:

- Government policy/statutory changes and obligations.
- Policy decisions made by the Administration, within agreed budgets
- TUPE transfers

3.2 The table below shows the significant increases in FTEs under these headings.

Reason	1. Government policy/statutory changes and obligations.	2. Policy decisions made by the administration, within agreed budgets	3. TUPE transfers in
Staff transferred from Districts into Kent Highway Services			240
Staff transferred from Capita to deliver payroll			19
Redesignation of 268 staff from “school” controlled to E&L. This includes school crossing patrol, and AEN.		268	
Strategic Planning - increases in Regeneration and Projects	10		
Staff in Education in the Schools Advisory Service, Early Years Advisory Teachers and attendance and behaviour team.		100	
Community Safety staff		90	
Contact Centre staff		100	

Reason (cont.)	1. Government policy/statutory changes and obligations.	2. Policy decisions made by the administration, within agreed budgets	3. TUPE transfers in
Youth and Key Training (primarily externally funded)	214		
Commercial Services due to success in securing commercial contracts.			38
Social Services – Commissioning and Children and Families teams		60	
Registered Care Centre – Gravesend North Kent Hospital		59	
Supporting People (fully funded from external grant)	16		
Over recruitment of Social Workers (Ready for Practice increase)		14	
Over Recruitment of Social Workers (Final year social work students)		24	
Asylum Team – increase in 2003-04 to deal with increased number of Asylum seekers	104		
Direct Payments	16		
Totals		+1,075	+297
Total Change FTE 2003-2006 = +1,372			

4. Managing staff numbers

4.1 The Authority does not operate a formal establishment process but manages staff costs through the cash limits in each business unit. As a result of discussions on this current year's budget, cash limits have been set for each portfolio which will necessitate tight and rigorous financial control of staff costs.

5. Medium Term Plan Staff number changes

5.1 The most recent published medium term plan gave details of changes to the number of budgeted posts across Directorates. The planned reductions in the overall number of posts in each portfolio are as follows:

- 53 posts to be taken out of the Adult Services portfolio;
- 26.4 in Education and Schools Improvement
- 90.3 in Children and Family services;
- 51.8 in Environment, Highways and Waste;
- 5 in Regeneration and Supporting Independence;
- 50.7 in Communities;

- 4 in Corporate Support;
- 2.5 in Policy and Performance
- 10 in Finance.

5.2 It is important to note that many of these posts are currently vacant and the number of resulting redundancies anticipated is relatively small. In all Directorates, any planned changes will be the subject of normal consultation and decision making processes. At the present time, consultation is taking place in Highways, the Library service and (from 21st May) in Adult Services.

6. Current staff numbers and budget

6.1 Appendix B shows the staff numbers by Directorate for April 2007, together with the paybill for that month. The table includes the comparable data for March 2007.

6.2 As part of this agenda item, there will be a presentation to the Committee of the recently developed system for presenting staffing information electronically.

7. Recommendation

7.1 Personnel Committee is invited to:

- Note the information on staffing numbers presented in this report
- Agree the method and frequency of reports to Personnel Committee of changes to staff numbers and paybill information.

Amanda Beer
Director of Personnel & Development
Ext. 4136

APPENDIX A

Old Directorate Structure

New Directorate Structure

Sept 03 FTE's

Corporate Services	944
Commercial Services	712
Education & Libraries	2,680
Social Services	3,937
Strategic Planning	617
KCC	8,890

Sept 04 FTE's

Corporate Services	925
Commercial Services	778
Education & Libraries	2,976
Social Services	4,207
Strategic Planning	676
KCC	9,562

Sept 05 FTE's

Corporate Services	1,011
Commercial Services	794
Education & Libraries	3,021
Social Services	4,450
Strategic Planning	923
KCC	10,199

Sept 06 FTE's

Adult Services	2,927
Adult Services	2,927
Corporate Services	975
Corporate Support	669
Finance	267
Policy and Performance	34
Regeneration and Supporting Independence	4
Commercial Services	845
Finance	845
Children, Families & Education	2,904
Children and Family Services	1,370
Education and School Improvement	1,534
Communities	1,963
Communities	1,963
Environment & Regeneration	719
Environment, Highways and Waste	576
Policy and Performance	11
Regeneration and Supporting Independence	132
KCC	10,332
Adult Services	2,927
Children and Family Services	1,370
Communities	1,963
Corporate Support	669
Education and School Improvement	1,534
Environment, Highways and Waste	576
Finance	1,112
Policy and Performance	45
Regeneration and Supporting Independence	136

Sept 06 Externally Funded Posts

Adult Services	109
Corporate Services	133
Children, Families & Education	341
Communities	674
Commercial Services	98
Environment & Regeneration	98
KCC	1,355

Sept 06 Total FTE's less Externally Funded Posts

Adult Services	2,818
Corporate Services	842
Children, Families & Education	2,563
Communities	1,289
Commercial Services	621
Environment & Regeneration	621
KCC	8,977

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APPENDIX B

Change in Staff Numbers and Paybill (March 07 to April 07)

	March 07		April 07*		Difference	
	Paybill £000's	FTE**	Paybill £000's	FTE**	Paybill £000's	FTE**
Adult Services	6,250	2,840.85	7,480	2,833.36	1,230	-7.49
Chief Executives	4,542	1,778.17	4,946	1,781.47	404	3.30
Children, Families & Education	8,845	2,938.09	9,145	2,969.10	300	31.01
Communities	5,335	2,018.31	5,130	2,024.45	-205	6.14
Environment & Regeneration	2,378	702.45	2,443	699.23	65	-3.22
Grand Total	27,350	10,277.87	29,144	10,307.61	1,794	29.74

* April 07 Paybill Figures include TCP Progression within Grade and Lump Sum Payments.

** The FTE Figure is calculated by summing the FTE for all Active Assignments on Oracle. Casual, Relief, Sessional and Supply Staff should have an FTE of 0 and therefore will not be counted in this figure.

Data Source

Payroll Data - Emailed from Alison Bagnall - Financial Strategy Group

Staffing Figures - Discoverer C07 Report.

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By: Director of Personnel & Development
To: Personnel Committee - 21 May 2007
Subject: Gender Equality in Kent County Council
Classification: Unrestricted

SUMMARY: This report briefs Members on the activity to support gender equality in Kent County Council

1. INTRODUCTION

- 1.1 This briefing paper responds to a cabinet request for information on activity to support gender equality in KCC. The Authority's overall position on this issue is contained in our published Equality Scheme. KCC's Equality & Diversity policy statement sets the context and commitments within which KCC staff operate and outlines action to challenge inappropriate behaviour and promote a KCC culture that values and respects difference.
- 1.2 KCC has a high percentage of women in our workforce. 79.5% (36,400) of our 45,810 staff (including schools) are women and 9,410 (20.5%) are men. In our top 5% of earners as measured in BVPI 11a, 53.48% are men and 46.52% are women. Work is continuing to improve the ration of women in this top 5% category.

2. STAFFING NUMBERS

- 2.1 Historically some occupations were primarily held by men e.g. engineering and others e.g. the caring professions by women. KCC's gender breakdown therefore does vary between directorates. As an illustration of this, the latest staff figures break down as follows:

Environment & Regeneration

Women 48.85%

Men 51.15%

Kent Adult Social Services

Women 82.59%

Men 17.41%

Children, Families & Education

women 81.56%

Men 18.44%

3. EMPLOYMENT PRACTICE

- 3.1 A range of measures are in place and planned to meet both statutory obligations and KCC'S commitment to promote gender equality through

eliminating discriminatory practice and developing an organisational culture that values and respects both men & women equally. These include:

Equal Pay – KCC is one of a relatively small number of authorities to have completed a review of pay across gender. Phase I of the Equal Pay review showed no significant detriment for women within the organisation.

Monitoring – There is robust performance monitoring with the Equality Lead Officer Group (ELOG) reviewing data on a quarterly basis and addressing identified concerns. Directorate Equality & Diversity Groups then take any action necessary. Monitoring includes:

- Recruitment - applications/offers of interview/ those selected for job
- Training applications through most service units
- Grievance/disciplinary and harassment procedures
- Staff exit surveys, to see if particular issues arise relating to gender
- Recruitment panels that have at least one member trained in diversity

Training – We run specific training events to ensure staff understand issues around diversity. The Diversity in Action one day introduction to diversity covers stereotyping and gender discrimination. There are separate events for managers and staff. The 2 day Recruitment & Selection event and the half-day - Positive Action Training covers gender issues in the recruitment & selection processes.

Dealing with discrimination – Where discriminatory practice is identified our disciplinary procedures are followed. If staff feel they have been discriminated against they can make use of the Grievance or Harassment Procedure. Advice and support is available to staff through Personnel, the diversity staff groups, Trade Unions and the Support Line staff counselling service.

4. GENDER EQUALITY SCHEME

4.1 The KCC Equality Strategy contains our new Gender Equality Scheme (published April 07). Activity outlined in the action plan includes:

- On-going work on Equal Pay Reviews, with guidance for managers to promote a consistent approach to starting salaries between men and women
- minimising occupational segregation by promoting the accessibility of job roles to both men and women, for example “Take Your Young People to Work events, to encourage young people to consider non traditional job roles
- Reviewing KCC web-site to reflect non-stereotypical images - e.g. male carers, women engineers
- BVPI target 11a activity to increase women in the top 5% of earners, utilising our Talent Management Framework to assist the development of women into top 5% and learning from the Exemplar Employer Scheme, on ways of getting more women into senior positions through more part-time working practice

- Schools working to minimise occupational segregation for boys and girls, libraries encouraging more men into the service and Kent Highways Services encouraging women to apply for roles which may also include working with schools and colleges to promote highways careers to women.
- Kent Highways Services Alliance Board in recognition of the needs and benefits of employing a more diverse workforce, in what has been a traditionally male dominated work area, are developing an action plan to support achievement of Equality & Diversity objectives & commitments. For example policies around flexible working and jobsharing, which have a significant impact on those with caring responsibilities (predominantly women).

5. RECOMMENDATIONS

- 5.1 The Personnel Committee is asked to note and support the policies, procedures and activity in place to promote Gender Equality in KCC

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Elaine Mason
Staff Care Manager
Ext 1744

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By: Director of Personnel & Development
To: Personnel Committee - 21 May 2007
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 March 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 26 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.

2. **AGENCY STAFF AND INTERIM MANAGERS IN PLACE ON 30.3.07**

- 2.1 Appendix 1 shows the number of agency staff and interim managers in place across KCC by Directorate. Appendix 2 shows comparisons since September 2004.
- 2.2 The use of interim managers were as follows:

CED	2	2 x Property
CFE	2	1 x Commissioning 1 x Advisory Service Kent

- 2.3 The percentage use of agency staff was lowest in Communities (1.1%) although total number is higher than in September. Most of this increase was due to a higher number of temporary contact centre agents. This is always possible due to the higher levels of staff turnover associated with this type of role and agency staff are needed to ensure business continuity.
- 2.4 The highest percentage of temporary staff was in the Chief Executive's Department. Short term fluctuations in work and/or defined project work have been accommodated effectively and economically by the use of agency workers, primarily in Legal Services, ISG and Property although Property has seen a significant reduction in the number of expensive professional interim managers in the last 6 months.

- 2.5 Most of the agency staff in Environment & Regeneration were in Kent Highway Services due to the restructuring, which has necessitated using agency staff to avoid taking on permanent staff.
- 2.6 In Adult Services, the overall figure was 2.5% and overall the number of agency staff has reduced since September however, in East Kent Care Management and Resources, the number of agency staff remains high to support the implementation of SWIFT.
- 2.7 In Children, Families & Education the use of agency staff accounted for 3.4% of the workforce. This increase on the September figures is mainly in Children's Social Services, in both social workers and administration staff. Consultants in CFE were deployed in the Advisory Service and most of these were part of the school improvement partner set up.
- 2.8 The figure for use of agency staff and interim managers across KCC was 3.1% of the workforce which is virtually unchanged compared to September 2006. Information on the use of agency staff in other local authorities is scant.

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 March 2007 is shown in Appendix 2.

4. RECOMMENDATION

- 4.1 Personnel Committee is asked to note the usage of agency staff, interim managers and consultants in KCC on 30 March 2007 and consider continuing reporting on the use of agency staff and consultants with reports on staff numbers.

Amanda Beer
Director of Personnel & Development
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NUMBERS OF AGENCY STAFF, INTERIM MANAGERS AND CONSULTANTS
ON 30 MARCH 2007

Directorate	No of Agency Staff	No of Interim Managers	Total Temporary Staff	% of Temporary Staff	No of Consultants procured between 01.10.06 and 30.03.07
CED	80.4	2	82.4	8.4	0
CS	18	0	18	1.9	0
CMY	30	0	30	1.1	20
E & R	58	0	58	6.3	10
CFE	97.5	2	99.5	3.4	32
AS	98	0	98	2.5	7
Totals:	381.9	4	385.9	3.1	64

COMPARISON OF DATA

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

Directorate	Consultants	Consultants	Consultants	Consultants
	March 2007	2006	2005	2004
CED	0	3		
Corp Serv			7	
CS	0	0	0	
CMY	20	13		
CFE	32	40		
Ed & Lib			0	
E&R	10	4		
Strat Planning			45	
KASS	7	5		
Social Services			22	
KCC staff	64	65	74	

Agency Staff Supplied by KTT as at 30 March 2007

Job Title/Role	No of Temps (Actual)
CED (excluding Commercial Services)	31
ASD	59
CFE	38
Communities	9
E&R	20
Commercial Services	1
Kent Top Temps	1
Maidstone BC	4
Medway	1
Ashford BC	0
Care Workers	27
Supply Teachers	14
Interpreters	15
Drivers & Industrial	14
TOTAL	234

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