



## AGENDA

### PERSONNEL COMMITTEE

**Wednesday, 12th September, 2007 at 11.00 am**  
**in the Darent 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. Declarations of Interest
3. Minutes - 21 May 2007 (Pages 1 - 2)
4. Dates of meetings 2008
  - 1 February at 2.30pm
  - 16 May at 2.30pm
  - 11 September at 10.30am
5. Children's Workforce Strategy (Pages 3 - 14)
6. Staff Numbers (Pages 15 - 22)
7. Interim Managers, Agency Staff and Contractors (Pages 23 - 28)
8. Investors in People (Pages 29 - 48)
9. Gender Equality (Pages 49 - 54)
10. Disciplinary and Grievance Activity (Pages 55 - 58)
11. Policy Reviews (Pages 59 - 82)

#### 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

**Tuesday, 4 September 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.*

**KENT COUNTY COUNCIL**

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**PERSONNEL COMMITTEE**

MINUTES of a meeting of the Personnel Committee held at County Hall, Maidstone, Kent on Monday, 21 May 2007.

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

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

**UNRESTRICTED ITEMS**

**8. Minutes**

*(Item A2)*

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

**9. Staff Numbers**

*(Item A3 – Report by Director of Personnel and Development)*

(1) The Director of Personnel and Development outlined the detail contained in the report.

(2) RESOLVED that:

- (a) due to the lateness of the report, discussion be deferred to the next meeting of the Committee; and
- (b) the future report to include details of potential redundancies.

**10. Gender Equality**

*(Item A4 – Report by Director of Personnel and Development)*

RESOLVED that:-

- (a) the policies, procedures and activity in place to promote Gender Equality in Kent County Council be noted and supported;
- (b) a report issued by the Strategic Equality Group be sent to all Members of the Committee; and
- (c) if required, a report on specific issues be submitted to the next meeting of the Committee,

**11. Interim Managers, Agency Staff and Contractors**

*(Item A5 – Report by Director of Personnel and Development)*

RESOLVED that:-

- (a) due to the lateness of the report discussion be deferred to the next meeting of the Committee; and
- (b) an updated report to include details of teaching staff and combining temporary and permanent staff be available for the next meeting.

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**By:** Director of Personnel & Development  
Directorate Personnel Manager, CFE

**To:** Personnel Committee – 12 September 2007

**Subject:** Children and Young People’s Workforce Strategy for Kent

**Classification:** **Unrestricted**

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**SUMMARY:** A three year high level strategy for this workforce has been developed and approved by the Kent Children's Trust Board

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**1. BACKGROUND**

- 1.1 The national *Every Child Matters* policy initiative requires Local Authorities to lead in the development of all services to all children. These services are currently delivered by schools, the County Council, the NHS, District Councils and also a wide range of other agencies including the private and voluntary sector.
- 1.2 The children and young people’s workforce is therefore a large, varied and complex arrangement but it is nevertheless essential that we have a strategy to support and develop this workforce consistently for the benefit of children and young people in Kent.
- 1.3 This is a high level strategy (Appendix A), which has been developed by a multi-agency group and has been subject to a short informal consultation and more detailed analysis of this workforce will be necessary to ensure that we priorities our activities, maximise the use of joint resources and engage the whole of the workforce.

**2. RECOMMENDATION**

Personnel Committee is asked to note the contents of this strategy, and to suggest any improvements that could be made to it at the next annual review.

Amanda Beer  
Director of Personnel & Development  
Ext 4136

Rob Semens  
Personnel Manager; CFE  
Ext 4064

**A WORKFORCE STRATEGY FOR  
CHILDREN AND YOUNG PEOPLE  
IN KENT: 2007 – 2010**

**JULY 2007**

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## **Executive Summary**

Following a short consultation period, this strategy is ready for approval by the Kent Children's Trust Board.

The national context for this strategy and the Kent Vision are provided, together with some principles underlying the strategy.

A brief picture of the Kent Children and Young People's Workforce is provided, but we acknowledge that we still do not have a lot of the data for some groups.

The main strategic objectives for the 3 year period are provided, with information on some current pilot initiatives. A priority action plan for the first year of the strategy is also proposed.

Some of the strategy is necessarily broad at this stage either because we do not have all the necessary information, or because we are still in the process of getting appropriate representation for parts of the workforce to help us make progress. A summary of risks, resources and opportunities provides an explanation of this. Finally there is clarification of how we intend to monitor, evaluate and review this strategy.

## **Our Vision**

The Kent Children and Young People's Plan (CYPP) "Positive about our Future" has set out a clear vision.

In Kent's successful communities, achievement exceeds aspiration, diversity is valued and every child and family is supported. Children and young people are positive about their future and are at the heart of joined up service planning. They are:

- Nurtured and encouraged at home
- Inspired and motivated by school
- Safe and secure in the community
- Living healthy and fulfilled lives

The need for a new "one workforce" strategy for Kent is based on the lack of integration between existing workforce strategies for all the contributing services that work with children and families in Kent. This strategy will also help us to maximise resources, provide more coherent services and establish a joint professional understanding.

The fundamental premise underlying the national Every Child Matters agenda is that unfortunately we live in a country where every child does not have all that s/he needs to realise their full potential. Kent prides itself on the way it is developing services for children and young people. Creating one workforce strategy by integrating the strategies for the various parts of the workforce that deliver services in Kent will help to ensure we can state with confidence that EVERY CHILD MATTERS IN KENT.

The Government's own vision is for a world-class children's workforce that:

- is competent and confident;
- people aspire to be part of and want to remain working for;
- can develop their skills and build satisfying and rewarding careers;
- children, young people, parents and carers trust and respect.

The National Children's Workforce Strategy confirms that achieving this vision depends largely on the capacity and quality of those people who plan, manage and deliver services to children, young people and their families.

## **Principles underpinning the Strategy**

This strategy:

- recognises the need to review current structures and systems, to assess fitness for new purposes and to take action now for the sake of the future
- focuses on the importance of bringing agencies and services together to address children's individual needs using a common assessment framework and information sharing systems as tools, multi-disciplinary working in integrated settings as a method, and the Local Children's Trust-like arrangement as the organisational system for co-ordinating and commissioning the workforce required within 23 areas of Kent
- places a strong emphasis on prevention
- recognises the range and diversity of the existing workforce in Kent from employees in statutory agencies, private and charitable businesses and social enterprise ventures to self-employed providers, carers and volunteers
- promotes the importance of developing an even more diverse supply side
- encourages service providers to undertake 'remodelling', including introducing new ways of working, changing professional and 'non-professional' roles and developing more flexible approaches organised around the needs of service users rather than professional silos, but also to recognise the importance of wellbeing for the workforce and the need for sensitive management of any change process
- sees leadership as being vital to creating new models of practice and delivery and to sustaining changes

- recognises that there is a common core of skills and knowledge that can be specified and that should be acquired by all those working with children and young people
- recognises that enabling career pathways within the children's workforce with the help of an 'integrated qualification framework' is a vital retention mechanism
- Recognises the importance of agreeing a common code of inter-professional values underpinning work with children and young people.
- Promotes respect for all and values the diversity of the whole workforce.
- Children, young people and their families must be at the centre of this strategy, and we need to ensure that we get their views on it.

### **Scope**

The Children and Young People's Workforce in Kent includes all people who work with children and young people whether their work is paid or unpaid, employed or self-employed, full-time or part-time.

In the most recent year for which we have statistics (2005) 327,000 people were living in Kent who were aged between 0-18. This section of the population accounted for 24% of the total population in Kent. That's one child or young person to every three adults.

The service areas covered by the strategy are:

- early years and childcare
- primary and specialist health care
- schools and colleges
- youth and community work
- play, sports and leisure
- family and parent support
- children and young people's social care
- a range of specialist services, including school support.

The size of the challenge of transforming the wide range of different paid and unpaid workers into one integrated children's workforce cannot be underestimated. It will involve a significant change management process to be established which will help to create the agreements and sharing of information and resources that will be necessary. New ways of thinking will be required alongside new professional identities and new ways of accrediting competence which in turn could create new meanings for the word "qualified".

### **Current Picture of the Workforce**

#### A. Workforce Data

- (i) Recent research by Sheffield Hallam University has estimated the national childrens' workforce to be about 2.6 million people, of which 1.6 million are employed by the public sector and 1 million of these are teachers. The private sector has an estimated 700,000 or 27%, and the voluntary/community sector around 349,000 or 13% of the total. However, this research had the workforce directly providing childrens services as its scope, and the whole childrens workforce is wider than this.
- (ii) The Children and Young People's Workforce Strategy Group carried out an initial mapping exercise for Kent in 2006.
  - The school workforce is covered by about 36500 contracts, 42% of which are for teachers and tutors, and 27% of which are for Teaching Assistants.
  - The County Council's non-school education workforce is covered by about 2850 contracts.
  - No reliable figures were produced for the Private Voluntary and Independent sector so more detailed analysis is necessary, but of those surveyed a significant proportion work in Early Years and Childcare.
  - National Health Service staffing figures need to be revised in the light of PCT reforms in 2007. However 1<sup>st</sup> and 2<sup>nd</sup> level Nurses represent 60% of the Paediatrics workforce, and Midwives constitute 59% of Maternity Services.
  - Childrens Social Services are around 1100 fte staff. The staff breakdown is 31% Social Workers, 16% Social Work Assistants, 20% Administrative staff, 14% Management and Supervision.
  - There is a wide range of other services, notably Youth and Community, Youth Justice, Connexions, and Sport/Leisure which still needs analysis.

## B. Schools

Schools are central to the delivery of childrens services in Kent and for some new workforce developments:

- (i) The Local Childrens Trust-like arrangements will be based on the geography of current school clusters, and will have Headteacher representatives on the Board. Schools will continue to be the main contact point for parents/carers and childrens services.
- (ii) Most of the new 104 Childrens' Centres which will be using new multi-agency workforce structures, will be situated on school sites, and this will enhance the position of schools as centres for the community.
- (iii) The Extended schools programme is progressing well across Kent and a number of features will be important for the development of childrens' services locally including new workforce arrangements from a range of agencies:-
  - extended childcare provision
  - a menu of activities for children and young people out of school hours
  - community access to well equipped facilities such as ICT and sports and the arts.
- (iv) A well-established joint consultative forum, the Kent School Workforce Development Group, has been effective over the last few years in promoting and monitoring the national workforce agreement and is now providing support for continuous professional development, workforce remodelling, and performance management in schools.

This support is managed by the Advisory Service Kent, and receives funding support from the Training and Development Agency.

As a significant part of the childrens' workforce is in schools, the School Workforce Development Group operates as a sub-group of the Children and Young People's Workforce Strategy Group.

## Main Strategic Objectives 2007-10

### A. Multi-Agency Working

Outcome: Integrated working and processes, based around Contact Point, the 'Lead professional' and the Common Assessment Framework, (CAF) in which whole workforce is engaged.

### B. Common core skills

Outcome: Employers provide the whole workforce with a good understanding of Every Child Matters, in particular as part of induction for new members of the workforce.

C. Continuous Professional Development and Qualifications

Outcome: Employers deliver a programme of Basic Skills provision, to improve numeracy and literacy and on Integrated Qualifications Framework

D. Leadership and Management

Outcome: Effective leadership and management for trust-like arrangements and their partners to deliver outcomes for children and young people.

E. Workforce Planning

Outcome: Collaborative information sharing about future workforce needs, including remodelling and career paths.

F. Recruitment and Retention (incl. Reward)

Outcome: Gaps identified and collaborative solutions found for priority groups.

G. Specific Workforce Issues from Children and Young Peoples Plan requiring collaborative action

1. Early Years and Childcare

Outcome: improved workforce and DFES workforce targets met.

2. Looked After Children

Outcome: Whole workforce has increased knowledge and skill to respond.

3. Children with Disabilities

Outcome: whole workforce has increased knowledge and skill to respond.

4. Mental Wellbeing Services

Outcome: Whole workforce has increased knowledge and skill to respond.

5. Equality and Diversity

Outcome: whole workforce has increased knowledge and skill to meet the duties set relating to race equality, disability equality, and gender equality and can ensure that no child or young person is disadvantaged due to race, faith, gender, disability or sexual orientation.

H. Working with Parents and Carers

Outcome: whole workforce understands the need to work with parents/carers to achieve ECM outcomes.

To achieve the eight strategic objectives identified by the CYP Workforce Strategy Group we will also need:

- To plan in the whole of Kent for a workforce demand and supply balance requiring the creation of a much broader alliance of agencies, organisations and associations to ensure that every child matters and the wider economy thrives. Collaborative information sharing about future workforce needs, including re-modelling and career pathways is not a familiar activity so will require additional resource investment to achieve to begin with.
- To ensure that joint service planning includes joint workforce planning and that local commissioning arrangements take account of the need for a skilled local workforce to make the policies work and delivery the specified services for children and young people in their area.
- To work closely with FE and HE providers to improve on existing qualification programmes to meet the needs of the current and future workforce.
- To develop continuous opportunities for young people to work in the children and young people's area, particularly those at risk of social exclusion.

#### **Existing Pilot Initiatives that relate to these priorities**

1. Current Pathfinder Locality Trust arrangements to be evaluated in summer 2007 and implications for children and young people's workforce to be assessed.
2. **Results Based Accountability**  
Training programmes being delivered across the County to support local service delivery and help local groups address their own priorities.
3. **'Solihull' approach**  
Following success of this approach elsewhere, this method is being used to support specific inter-agency development work, led by the Education Psychology Service.
4. Successful recent experience of providing a qualifications framework for support staff in schools will be useful for the whole childrens workforce.
5. Web-based access to staff development opportunities for the whole childrens' workforce, is in progress.
6. Early Support programme.
7. Quality Assurance programme for Early Years settings led by Advisory Service Kent.

#### **Priorities 2007-8**

The following issues have been identified, from interviews with a range of people, as priorities in the first year of the strategy.

1. Commission multi-agency training on Every Child Matters to support preparation for CAF, Lead Professional and Contact Point, and other agreed strategic priorities e.g., Mental Wellbeing and Looked After Children.
2. Clarify the way in which it is anticipated the Lead Professional functions will work and then implement it across Kent without delay.
3. Mapping the existing Qualifications Framework for the whole children's workforce to support retention and career development.
4. Efforts are made to build the structures and systems enabling multi-agency collaboration on workforce issues – a development programme may be required to achieve this.
5. The continued development of the Early Years workforce to meet national and local targets.
6. Consultation with children and young people and parents about their thoughts and ideas on workforce issues.

7. Identify priority recruitment/retention issues and use multi-agency groups to develop collaborative solutions.
8. Working on the removal of recruitment blocks wherever they exist and the development of retention systems wherever possible e.g., a Career Development Loan Scheme (currently targeted at Foster Carers but easily expanded to other groups).
9. Grow your own professionals – current schemes examined and reviewed – where they are being used in Kent to ensure workforce supply.
10. Gain agreement from all main employing agencies to the GTC/GSCC/NMC Joint Statement of Inter-Professional Core Values for Professionals who work with children.

### **Risks, Resources, Opportunities**

A number of issues present exciting opportunities but similarly provide significant risks for the Strategy, especially in the area of resources.

- Professional and administrative project support will be required for the Strategy and its implementation
- Effective links with associated activity in Kent are needed to prevent duplication and disjointed approach.
- Representation in this process needs to be as wide as possible.
- Management information systems across agencies and partners need to be able to produce workforce data in a meaningful way.
- Alignment or pooling of budgets will be necessary to make a difference strategically.
- A workforce strategy for the whole of Kent will provide consistency, efficiency and economies of scale, but the priorities for that workforce will also vary according to the locality, and each locality needs some flexibility.
- Leadership and Management is one of our strategic objectives, but the delivery of the strategy as a whole will depend on leadership with clear vision, innovation and drive.
- There are also capacity issues for the release of people for training and this will be a constraint.

### **Monitoring, Evaluation and Review**

The Children and Young People's Workforce Strategy Group will be responsible to the Kent Childrens Trust Board for the monitoring, evaluation and review of the strategy and any associated action plans. This strategy will be reviewed annually.

The strategy, and any action plans derived from it, will be impact assessed to ensure that we do not discriminate on grounds of age, disability, gender, ethnicity, religious belief or sexual orientation.

### **Consultation Process**

This draft strategy document is being circulated for discussion as widely as possible in May and June, with the final draft document going for discussion to the Children's Trust Board in July 2007 for full endorsement.

It will also be sent to the Kent Youth Forum so that we can get the views of young people themselves, and to representative bodies for parents and carers similarly.

An implementation plan will then be developed with widespread involvement to ensure ownership at all levels and across all different groups (including County Council and District Council members, strategic partners, professional groups, trade unions/other workforce representatives, children, young people, parents and carers and groups concerned with diversity issues).

### **Conclusion**

If Every Child Matters in Kent then:

- the workforce inspires trust and respect from children, young people, parents and carers.
- Support from the whole workforce for the most disadvantaged will ensure that all children and young people achieve their potential.
- The workforce is developed to meet the needs of children and young people not to meet the needs of professional bodies, historically created job demarcation or artificial administration boundaries.
- Every child, every young person, every parent, every carer and every other adult in Kent understands their part in making the five outcomes of the Every Child Matters agenda a reality in Kent.

**By:** Director of Personnel & Development  
**To:** Personnel Committee – 12 September 2007  
**Subject:** Staffing Numbers  
**Classification:** Unrestricted

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## **SUMMARY**

This paper shows the fluctuations in staffing levels between September 2003 and June 2007, highlighting key trends and reasons for change. 2007-08 year-to-date figures are also provided, including details of changes forecast for the period. The report also includes demographic and diversity information for KCC's existing workforce. Personnel Committee are invited to agree the format for reporting staffing numbers to the committee for future monitoring.

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## **1. Introduction**

- 1.1 The staffing figures taken at September each year from 2003 to 2006 are shown in Appendix A, together with those from June 2007, the latest available information for 2007-08. These figures show an almost four-fold rise in externally funded posts since 2003 which now represent over 13% of the non-schools workforce, in full-time equivalent (FTE) terms. To assist with the comparison of like with like, Appendix A shows staffing levels both with and without externally funded posts.
- 1.2 Demographic changes in Kent's population including
- a rising number of residents aged 65 or over
  - an increase in the number of asylum seekers
  - an increase in the number of migrant workers
- have all contributed to a significant rise in demand for services, particularly in Adult Social Services and in Children, Families and Education.

## **2. Changes in staffing numbers**

### **Changes prior to September 2003**

- 2.1 Considerable changes in staffing levels also took place prior to September 2003, including a substantial proportion of the '1 in 4' reductions in Corporate Services and a significant reduction in the number of staff directly employed by Social Services. The latter was an effect of the modernisation programme and the move to a mixed economy model of service delivery, which resulted in the number dropping substantially from its 1998 peak of 6,000.

## Changes since 2003

- 2.2 Non-school staffing levels rose from 8,890 in September 2003 to 10,284 in June 2007, a rise of just under 16%. However, if externally funded posts are excluded from the calculation, the staffing level rose from 8,591 in Sept 2003 to 8,897.1 in June 2007, a rise of less than 4%.
- 2.3 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.
- 2.4 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 June 2007	Additional posts required between 2003 and 2007 (see table below)	Total FTE in September 2006 with externally funded and additional posts removed
8,591	8,897	1,142	7,755

## 3. Reasons for change

- 3.1 Significant changes in staffing numbers in KCC are due to three main causes, outside the scope of normal business decisions and efficiencies:
1. Government policy/statutory changes and obligations
  2. Policy decisions made by the administration, within agreed budgets
  3. TUPE transfers in

The changes in staffing levels between September 2003 and September 2006 resulting from these are shown in the table below:

	(1)	(2)	(3)
Youth & Key Training (primarily externally funded)	214		
Strategic Planning Regeneration & Projects	10		
Supporting People – (fully funded from external grant)	16		
Asylum Team –to deal with increased number of asylum seekers	104		
Direct payments	16		
Education – Schools Advisory Service, Early Years, Advisory Teachers and Attendance & Behaviour teams	100		
Registered Care Centre – Gravesend North Kent Hospital	59		
E&L - Redesignation of staff from local to central control (includes AEN and School crossing patrol staff)		268	
Community Safety Team		90	
Contact Centre		100	
Social Services – Commissioning and Children & Families team		60	
Over recruitment of Social Workers (Ready for practice increase)		14	
Over recruitment of Social Workers (Final year social work students)		24	
Kent Highways Services – staff transferred in from Districts			240
Payroll – staff transferred in from Capita			19
Commercial Services – due to success in securing commercial contracts			38
Total		1,372	
Total excluding externally funded posts		1,142	

#### **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 the 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**

##### **Planned reductions**

- 5.1 The most recently published Medium Term Plan gave details of changes in the number of budgeted posts across Directorates. The planned reductions in the overall number in each portfolio in full time equivalents terms, are as follows:

	Planned Reductions (FTE)
Adult Services	53.0
Education & Schools Improvement	26.4
Children & Family Services	90.3
Environment, Highways & Waste	51.8
Regeneration & Supporting Independence	5.0
Communities	50.0
Corporate Support	4.0
Policy & Performance	2.5
Finance	10.0
Total	293.0*

*\*Note:- the number of individual posts affected is higher because many are part time.*

5.2 Some of these posts are currently vacant and some of the reduction can be met from natural wastage. Where staff are at risk of redundancy, we look to redeploy within the organisation. The success rate for redeploying staff during 2006-07 was 66%, which dramatically reduced KCC's redundancy costs and the impact on individual members of staff. Between April 2007 & June 2007 there were a total of 21 redundancies and a further 140 to 150 are anticipated during the remainder of the current financial year, assuming similar levels redeployment are maintained. The majority of these will be in Libraries, KEY training & Kent Highways Services.

## **6. Current staff numbers and budget**

6.1 Appendix B shows the staff numbers by directorate for the first quarter of 2007, together with the paybill. The figures are shown both with and without externally funded posts.

A snapshot of current staffing information, including demographic and diversity information is shown at Appendix C.

## **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.

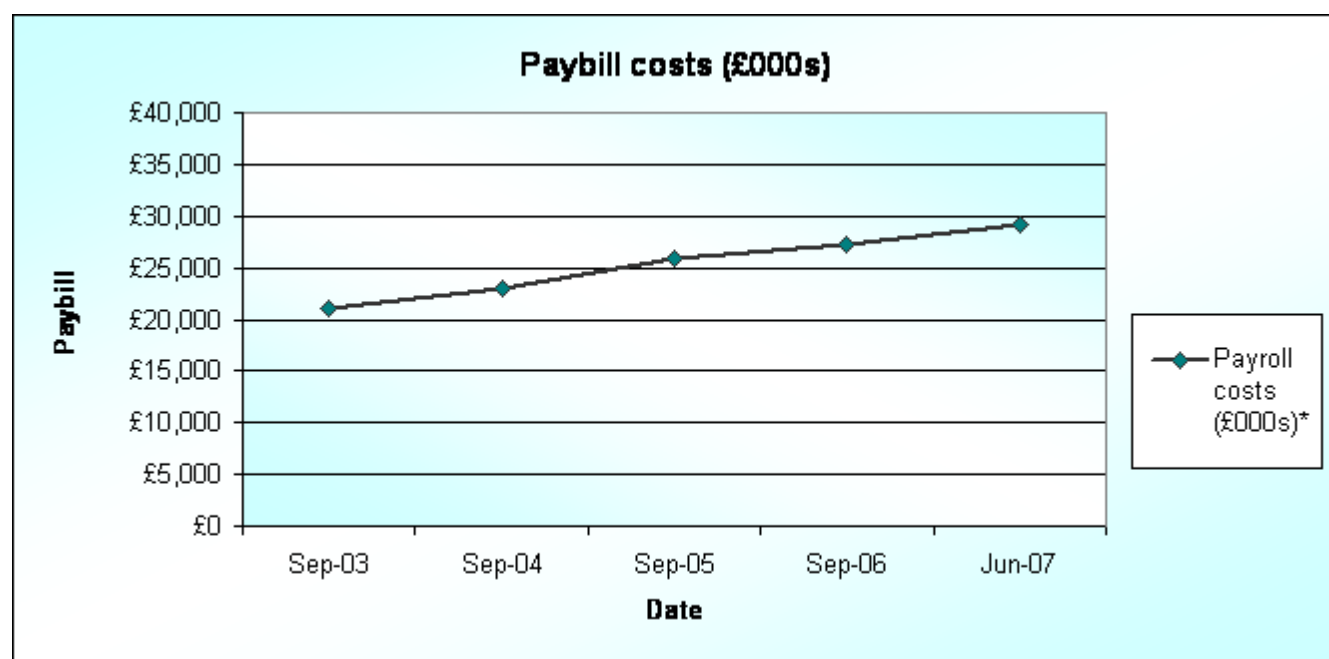
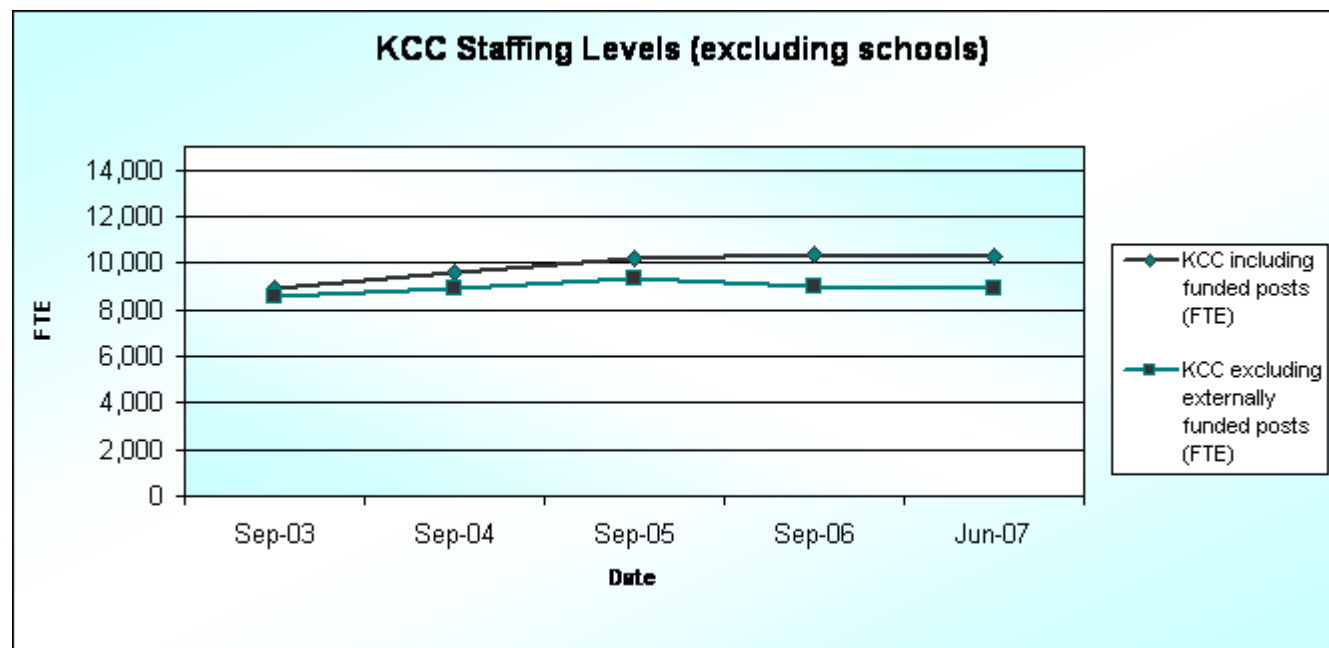
Amanda Beer  
Director of Personnel & Development  
Ext 4136

Teresa McCarthy  
Strategic Business Information Manager  
Ext 4537

### Staffing levels and paybill costs (excludes schools) September 2003 to June 2007

	Sep-03	Sep-04	Sep-05	Sep-06	Jun-07
<b>KCC including funded posts (FTE)</b>	8,890.0	9,562.0	10,199.0	10,332.0	10,284.4
<b>Ext funded posts</b> (est. of 341 for CFE included)	299	675.6	836.8	1355	1386.86
<b>Ext funded posts as % of staff FTE</b>	3.4%	7.1%	8.2%	13.1%	13.5%
<b>KCC excluding externally funded posts (FTE)</b>	8,591.0	8,886.4	9,362.2	8,977.0	8,897.5
<b>Payroll costs (£000s)*</b>	£20,967	£22,974	£25,857	£27,296	£29,115

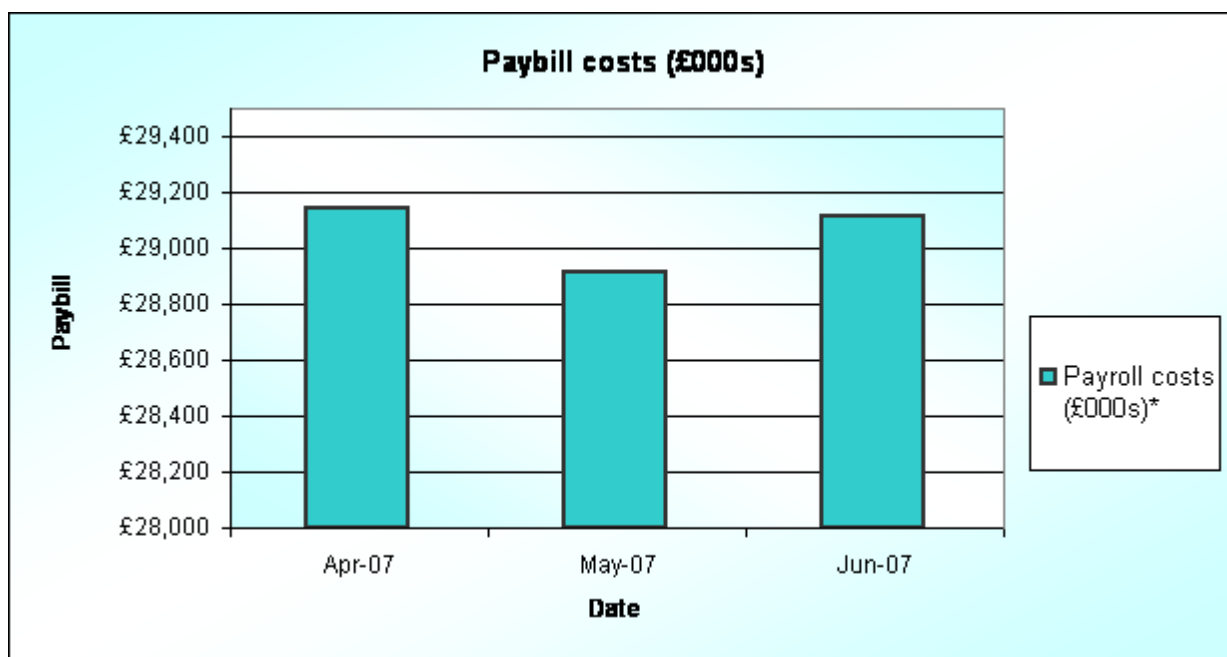
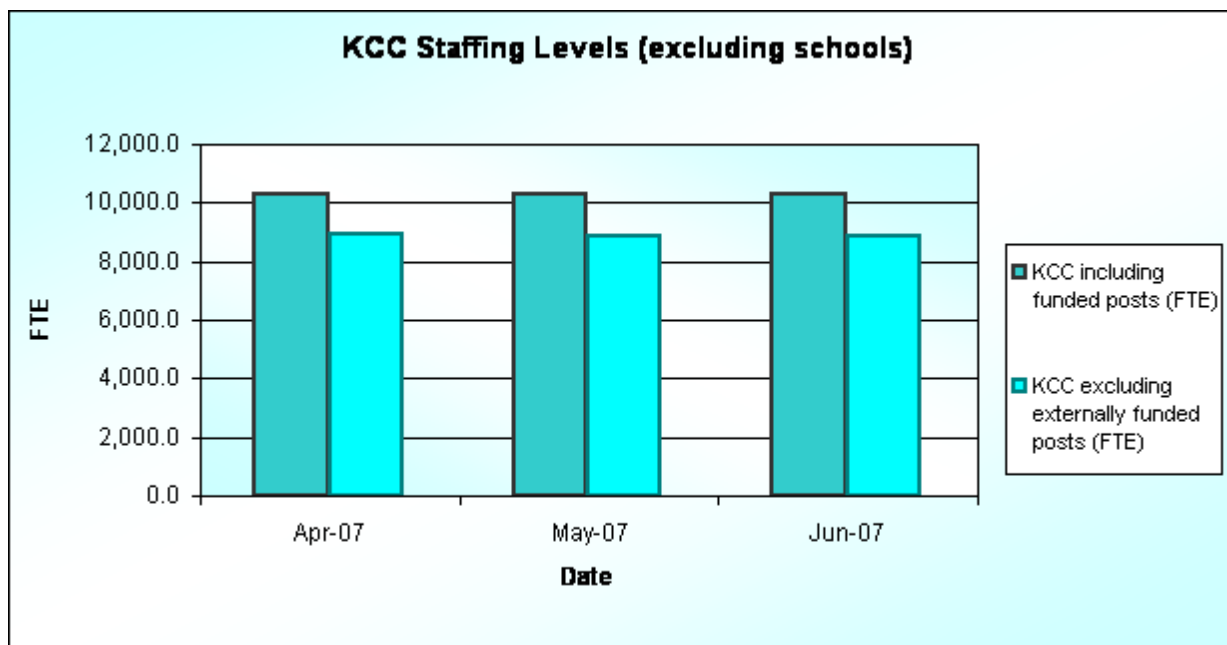
\*includes employers pension contributions and employers NI contributions



### Staffing levels and paybill costs (excludes schools) - current financial year

	Apr-07	May-07	Jun-07
<b>KCC including funded posts (FTE)</b>	10,303.6	10,275.9	10,284.4
<b>Ext funded posts</b>	1386.9	1386.9	1386.9
<b>Ext funded posts as % of staff FTE</b>	13.5%	13.5%	13.5%
<b>KCC excluding externally funded posts (FTE)</b>	8,916.7	8,889.0	8,897.5
<b>Payroll costs (£000s)*</b>	£29,144	£28,917	£29,115

*\*includes Employers pension contribution, employers NI and basic pay*



<b>Composition of KCC's workforce - June 2007</b>						
	<b>Non-schools</b>		<b>Schools</b>		<b>KCC</b>	
<b>Numbers of staff</b>						
Assignment (or job) count	17,128		37,307		54,435	
Headcount (including Casual Relief, Sessional & Supply) <sup>1</sup>	<b>15,436</b>		<b>30,574</b>		<b>45,477</b>	
Headcount (excluding Casual Relief, Sessional & Supply) <sup>1</sup>	12,371		26,487		38,715	
Headcount of staff paid in period <sup>2</sup>	13,884		24,447		38,291	
FTE	<b>10,284.4</b>		<b>18,231.5</b>		<b>28,515.9</b>	
<b>Gender (Headcount)<sup>1</sup></b>						
Male	4,240	27.5%	5,182	16.9%	9,306	20.5%
Female	11,196	72.5%	25,392	83.1%	36,171	79.5%
Total	15,436	100.0%	30,574	100.0%	45,477	100.0%
<b>Full time/Part-time (FTE by assignment)</b>						
Full-time	7,583.6	73.7%	9,914.6	54.4%	17,498.2	61.4%
Part-time	2,700.8	26.3%	8,316.9	45.6%	11,017.7	38.6%
Total	10,284.4	100.0%	18,231.5	100.0%	28,515.9	100.0%
<b>Assignment categories (Assgmt. Count)</b>						
Casual Relief/Sessional/Supply	3335	19.5%	7804	20.9%	11,139	20.5%
Fixed term	361	2.1%	1711	4.6%	2,072	3.8%
Performance contract	75	0.4%	4	0.0%	79	0.1%
Permanent	12357	72.1%	24116	64.6%	36,473	67.0%
Temporary	1000	5.8%	3607	9.7%	4,607	8.5%
Unknown	0	0.0%	65	0.2%	65	0.1%
Total	17128	100.0%	37307	100.0%	54,435	100.0%
<b>Ethnicity (Headcount)<sup>1</sup></b>						
Ethnic Minorities	436	2.8%	117	0.4%	550	1.2%
White	11,139	72.2%	9,109	29.8%	19,957	43.9%
Unknown	3,861	25.0%	21,348	69.8%	24,970	54.9%
Total	15,436	100.0%	30,574	100.0%	45,477	100.0%
<b>DDA (Headcount)<sup>1</sup></b>						
Yes	298	1.9%	113	0.4%	410	0.9%
No	11,058	71.6%	9,551	31.2%	20,302	44.6%
Not known/refused	4,080	26.4%	20,910	68.4%	24,765	54.5%
Total	15,436	100.0%	30,574	100.0%	45,477	100.0%
<b>Age (Headcount)<sup>1</sup></b>						
Staff aged over 50	6,314	40.9%	9,985	32.7%	16,042	35.3%

1) Staff can have more than one job. Where this is the case and they work both in schools and non-schools, they are counted in both of these totals, but only once in the KCC headcount. All headcount figures include Casual Relief, Sessional & Supply.

2) Information on school based staff supplied by Capita

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**By:** Director of Personnel & Development

**To:** Personnel Committee - 12 September 2007

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

**Classification:** **Unrestricted**

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

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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.
- 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 remained 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 3. 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 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  
Ext 4136

**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
<b>Totals:</b>	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
<b>TOTAL</b>	<b>234</b>

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**From :** Director of Personnel & Development  
**To :** Personnel Committee – 12 September 2007  
**Subject :** Investors in People  
**Classification:** **Unrestricted**

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**SUMMARY:** This report updates Personnel Committee on KCC's successful re-assessment against the new liP standard and outlines the action plans which have been put in place to ensure continuous improvement.

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**1. Background**

- 1.1 On 16 July 2007 Cabinet received a presentation from the external liP assessor, Kevin Newman, on KCC's successful re-assessment against the new liP standard. A follow-up report for Personnel Committee was requested outlining the actions being taken to improve further against the new standard.
- 1.2 The Investors in People Standard provides a framework that helps organisations to improve performance and realise objectives through the effective management and development of their people. The standard consists of 10 indicators which cover 3 themes:
- **Plan** – Developing strategies to improve the performance of the organisation
  - **Do** – Taking action to improve the performance of the organisation
  - **Review** – Evaluating the impact on the performance of the organisation
- 1.3 KCC's re-assessment took place in November and December 2006. This was our fourth assessment against the liP standard, and the first against the revised, more rigorous version of the standard.
- 1.4 Twenty-nine units across KCC were reviewed as part of the re-assessment. These represented a cross-section of KCC – a combination of smaller and larger units, front-line and back-office, based at HQ and county-wide. Around 300 people were interviewed by our Internal Reviewers, and around 30 senior people were interviewed by our external Managing Assessor.
- 1.5 Reports were developed for all directorates outlining areas of good practice, areas of development and evidence against each of the 10 indicators of the liP standard. Based upon this evidence, the Managing Assessor awarded KCC liP re-accreditation.

## 2. Overall Strengths and Development Areas

<b>Strengths</b>
<p><b>Planning and staff involvement</b> Strong focus on business planning and vision both for the Directorates and KCC, which is generally communicated well to staff. Business Planning is an inclusive process which means people understand the business activity of their service and the contribution they make.</p>
<p><b>Performance Management Framework</b> Strong evidence of a performance management culture, with appraisal action and development planning embedded in most cases and supervision systems operating where appropriate. In some units this has been implemented relatively recently, and has had a noticeable positive impact on morale and support to staff by managers.</p>
<p><b>Can-do culture</b> Overall it was found that people take great pride in the organisation and are committed to going 'the extra mile' to provide services and help customers.</p>
<p><b>People say they feel valued</b> KCC is particularly good at going out of its way to recognise people through a myriad of different methods. Managers all gave excellent examples of how they recognised and valued staff contribution, and this was confirmed by staff interviewed. Actions mentioned included total contribution pay, cash rewards, non cash rewards, boxes of chocolates, bunches of flowers, away days, social events and personal thank-you's.</p>
<p><b>Ways2Success is a major move forward for the Council</b> As a framework defining the behaviours expected of staff and managers, Ways2Success is seen to be a useful tool which is widely known and used throughout KCC.</p>
<p><b>Learning and development is strong with a vast array of options available</b> Throughout KCC there was a good awareness of the different methods through which learning and development needs were being met, including formal courses, work-shadowing, learning lunches, bridging sessions (where groups of staff from different parts of a Directorate meet together in an information exchange), coaching and mentoring.</p>

## **Development Areas**

### **Significant area for development in evaluation of our investment in people**

The following indicators are linked in the Plan – Do – Review Cycle

- 2 – Learning and development is planned to achieve the organisation's objectives
- 8 – People learn and develop effectively
- 9 – Investment in people improves the performance of the organisation
- 10 - Improvements are continually made to the way people are managed and developed

As an organisation the 'Do' element is strong, but serious work needs to be put in to Indicators 2, 9 & 10 (Plan and Review) in order to ensure evaluation takes place effectively.

- Indicator 2 – When putting learning into place for a team / individual, we must decide how the impact will be evaluated – this needs to be a proactive activity
- Indicator 9 - A very large resource of money, time and management support goes into learning and development. – we need to know the amount of investment being put in at a unit / division / directorate level, and the impact it is having
- Indicator 10 – Learn from evaluation and the outcomes of learning. Continuously improve because of evaluation

### **Management effectiveness and communication**

Whilst the assessor found overall that communication, 1 to 1's, the appraisal system and broader communication is strong, inevitably some parts of the Council are not as strong as others. Also, workplace induction whilst strong overall, is being applied inconsistently in some areas. The benefit of internal review is that these areas have had direct feedback from the Internal Reviewers.

### **Planning for learning and development**

Learning and development plans need to be formalised for all departments – the theme of a lack of this in some areas is a consistent message delivered by the internal reviewers. Again, a major benefit of internal review is the direct feedback that these areas have had from their Internal Reviewers.

## **3. What to do before our next review**

3.1 The external Managing Assessor has identified the following suggestions, which are being addressed through the corporate and directorate action plans:

- Develop and learn from your evaluative processes across KCC
- Identify what you have spent on learning and development activity – what did you get in return?

- If learning and development activity worked, celebrate it; if it didn't, challenge and change it
- Communication and induction are inconsistently delivered across KCC, work on getting these right. There is a group looking at communication at a corporate level, which has P&D representation
- Formalise learning and development plans for all areas of KCC
- Use Internal review and Profile review to continue to develop best practice in KCC.

#### **4. Overall Actions**

- 4.1 KCC's liP Development Group has pulled together a corporate action plan in relation to the areas for development identified in the re-assessment.
- 4.2 Most directorates have liP or Continuous Improvement Groups which have responsibility for developing directorate action plans. These link in to the Corporate Action plan.
- KASS – action plan signed off at SMT on 30 March
  - E&R - action plan signed off at DST on 13 June
  - CFE – action plan signed off at SMT on 8 May
  - CMY – divisions have action plans devised in preparation for re-assessment, which are being updated in light of the development areas identified
  - CED – a number of departments have individual action plans

#### **5. Actions relating to development areas identified**

##### **5.1 Planning and Evaluation**

##### **5.1.1 Corporate Actions:**

The Corporate action plan is shown at Appendix A. Two actions in the corporate action plan relate specifically to planning and evaluation:

- Develop an effective L&D planning and evaluation process
- Implement an effective L&D planning and evaluation process and culture, whereby all key stakeholders regularly measure the benefits of L&D on business results

KCC has a draft evaluation strategy, and an evaluation group has been formed, consisting of cross-directorate representatives, who will report in to the liP group. This group is looking at best practice internally and externally, and will be responsible for pulling together the tools and processes to enable KCC to implement these actions. Initial recommendations include:

- Linking learning and development planning into the Business Planning process. Including a section on 'workforce development' within the business planning process will compel managers to include the planning and review of Learning and Development as part of the well-embedded process of planning and reviewing their

progress against business objectives. This will enable it to become part of the culture rather than a bureaucratic add-on, and enable us to demonstrate added value and impact on business improvement.

- The introduction of a tool to enable us to evaluate return on investment against a number of key themes of development. This can also be used within directorates for evaluating the impact of the introduction of business development initiatives (e.g: the introduction of new computer systems) and the impact of development relating to these.
- The production of 'An easy guide to evaluation' for managers, to simplify evaluation and provide them with the necessary tools.
- A site on KNet to share best practice and case studies on how to evaluate effectively.

### 5.1.2 Directorate Actions:

Directorate and divisional plans include actions related to planning and evaluation, which link in to the work being undertaken corporately.

Kent Adult Social Services' Action plan (Appendix B) contains actions to:

- Provide support to managers to carry out local monitoring and evaluation against business and learning and development plans
- Carry out thematic monitoring and evaluation against Directorate key/priority learning and development targets

CFE's action plan (Appendix C) contains actions to:

- Produce a template Learning and Development Plan for consistent use within each division
- Create a directorate L&D plan
- Produce guidance note for managers on evaluating impact of L&D on the service
- Implement an evaluation process for CFE plan, including reference to Children and Young Persons Plan and other Business Plans

Environment & Regeneration's plan (Appendix D) includes actions to:

- Group and Cross Directorate L & D plans to identify measures of success
- Work with IS/Corporate Learning & Development to develop Training Database for use throughout Directorate
- Evaluation to become part of the appraisal cycle by past PDPs being submitted to the Learning & Development Panel with evaluations when collecting new PDPs

Within Communities:

- Each service unit has its own L&D plan which is evaluated and approved by the management team. The individual plans are pulled together to produce a Directorate L&D plan which is agreed by the Directorate L&D Board
- The Directorate is awaiting the outcomes from the evaluation group

and will adopt their recommendations

Evaluation is taking place in the directorates, but it tends to be informal. Examples of good practice on planning and evaluation were found in the reviews. These included:

- Some units in CFE were able to link evaluation of the impact of learning and development to measurement against national and local targets. For example in Schools Advisory Service last year, the investment in a programme for Advisors ultimately led to no schools in special measures for a considerable period of time during 2006
- Adult Education were able to describe how investment has raised the standards of teaching and learning in languages, and improved performance as indicated by improved retention rates and reduction of student complaints
- Environment & Regeneration has a Directorate Learning & Development Plan which details the Directorate priorities, the learning and development activities that will take place, the objectives and the expected outcomes. The outcome / evaluation is then gathered over the year
- In Employee Services improvements include a formal monitoring and evaluation system being used by payroll staff and managers which has been cascaded across the whole unit during integration of the functions, introducing the necessary formality to the process
- Kent Adult Social Services have a Continuous Improvement Group which reviews evaluation of learning and development and uses it to tailor the training guidelines and make any decisions about improving development processes

## **5.2 Management effectiveness and communication**

### **5.2.1 Corporate actions:**

KCC is introducing an Induction toolkit for new managers, to help provide them with the knowledge, skills and behaviours to become effective, confident and competent as quickly as possible. This is aimed both at managers new to KCC, and those newly promoted to management roles, and will promote consistency in management effectiveness.

KCC Learning and Development have a wide range of leadership and management development programmes to cover all levels of managers. These are specifically designed to ensure that all managers have the skills and knowledge to manage effectively, and promote a consistent approach to management across KCC. Directorates are encouraged to promote take-up with managers in their directorates.

### **5.2.2 Directorate actions:**

These areas were highlighted specifically in the CFE directorate report and are addressed in the Directorate action plan in the following ways:

- Presentations to Directorate SMTs on what is expected of all managers and the tools will assist them i.e Ways2Success, how to make W2S work and New Induction for Managers programmes
- Workshops for staff on Ways2Success including Managing4Success
- Managers to be given reminder of Managing4Success standards for their own PDPs
- Encourage use of 360° assessment and other feedback / monitoring
- Review directorate and local induction provision
- Share Induction best practice

Kent Adult Social Services have agreed actions relating to:

- Further developing management capability to lead, manage and develop staff effectively, with particular reference to managing the Appraisal process
- Further embedding consistent Induction policy and standards ensuring effectiveness is evaluated

Environment & Regeneration's draft plan has actions to:

- Continue to review Management Guidelines
- Provide further opportunities for managers to network and share knowledge and skills across the divisions
- Cascade Senior Management Team development to other line managers
- Encourage take up of first line, middle and senior management courses and monitor take-up

Within Communities:

- The Directorate Management Team has identified 'management training' as one of its 3 priorities for 2007/08. To identify skills gaps DMT has agreed the corporate management Development Needs Analysis will be used for all managers across the Directorate
- A Directorate Induction Day has been commissioned and delivered by the L&D Team to ensure consistency

### **5.3 Internal Review / Profile**

5.3.1 Internal Review 'health checks', carried out by our team of internal reviewers, take place yearly with the next round scheduled for October 2007. Between 2-4 units in each directorate will be reviewed, with internal reviewers reporting on strengths, development areas and progress made.

5.3.2 10 internal reviewers are currently being trained to review against the Profile standard. Profile is a more in-depth version of the liP standard which enables us to identify further ways of raising our performance to an even higher level. Directorates are identifying one unit each to be reviewed against two of the Profile themes – Business Strategy and People Management Strategy. Again, these reviews will take place in October 2007.

**6. Conclusion**

6.1 Personnel Committee is asked to:

- Recognise the achievement of our staff and managers in gaining accreditation to the new liP standard
- Note the development actions planned
- Agree that an update will be provided after the next internal health-check.

**Amanda Beer**  
**Director of Personnel & Development**  
**Ext 4136**

**Nicola Ronchetti**  
**Senior Learning & Development Officer**  
**Ext 4821**

## Investors in People - Corporate Action Plan

What needs to be done?	Method?	Who?	When?	Results/evaluation?
<ul style="list-style-type: none"> <li>Each Directorate/unit needs to develop an action plan in response to the Internal Review report.</li> <li>This action plan needs to include how the Directorate/unit plans to proceed with Profile.</li> </ul>	IIP co-ordinator to draft action plan	SMT facilitated by the IR/IIP co-ordinator	31/10/07	
<ul style="list-style-type: none"> <li>A strategy needs to be developed for KCC as a whole, as to the best approach to adopt Profile.</li> </ul>	IIP Development group to act as a Steering Group	Nicki Ronchetti & Coral Ingleton	30/6/07	
<ul style="list-style-type: none"> <li>Raising the profile and maintaining momentum of IIP with the leadership team.</li> </ul>	<ol style="list-style-type: none"> <li>Managing Assessor to present findings to Cabinet</li> <li>L&amp;D team to keep IIP on CE agenda</li> <li>IIP session at next leadership seminar</li> </ol>	Kevin Newman  Coral Ingleton	16/7/07  Ongoing	
<ul style="list-style-type: none"> <li>Develop an effective L&amp;D planning and evaluation process.</li> </ul>	Cross-directorate working group to look at best practice, develop tools and guidance for managers	Evaluation working group	30/9/07	
<ul style="list-style-type: none"> <li>Implement an effective L&amp;D planning and evaluation process and culture, whereby all key stakeholders regularly measure the benefits of L&amp;D on business results.</li> </ul>	Implement as above	As above	30/9/07	
<ul style="list-style-type: none"> <li>Improve consistency of management effectiveness</li> </ul>	<ol style="list-style-type: none"> <li>Launch Induction Toolkit for new Managers</li> <li>Promote L&amp;D Management Programmes within Directorates</li> </ol>	Nicki Ronchetti and Coral Ingleton Peggy Lawlor and Coral Ingleton	1/9/07  Ongoing	
<ul style="list-style-type: none"> <li>KCC to become an IIPUK Champion.</li> </ul>	<ol style="list-style-type: none"> <li>Complete application process</li> <li>Involve all stakeholders &amp; IIP Development Group</li> </ol>	Nicki Ronchetti and Coral Ingleton	Nov 07	

# KENT ADULT SOCIAL SERVICES DIRECTORATE

## liP Continuous Improvement Action Plan 2007/08

APPENDIX B

Priority	Action(s) Required	Time-scale for Achievement	Lead Person(s)	Review
Implement systematic and consistent monitoring and evaluation processes against the overall investment of time, money and resources in learning and development, in line with KCC wide evaluation strategy.	<ul style="list-style-type: none"> <li>Launch post learning activity re-action form.</li> <li>Develop local/service specific learning and development plans.</li> <li>Provide support to managers to carry out local monitoring and evaluation against business and learning and development plans.</li> <li>Carry out thematic monitoring and evaluation against Directorate key/priority learning and development targets.</li> </ul>	<p>January 2007</p> <p>April 2007</p> <p>September 2007</p> <p>On-going throughout 2007/08.</p>	<p>Sharon Herbert</p> <p>Learning Resource Team (ALRT)</p> <p>ALRT, Mags Harrison</p> <p>Mags Harrison, ALRT</p>	Actioned
Further embed consistent Induction policy and standards ensuring effectiveness is evaluated.	<ul style="list-style-type: none"> <li>Review current Induction policy and standards.</li> <li>Re-launch Induction policy and standards.</li> <li>Continue monitoring against Induction practices and producing regular evaluation reports.</li> <li>Develop and embed KCC Induction standards for managers.</li> </ul>	<p>May 2007</p> <p>July 2007</p> <p>On-going throughout 2007/08.</p> <p>Launch April 2007.</p>	<p>Members of CIGs</p> <p>Mags Harrison, ALRT</p> <p>Mags Harrison</p> <p>Mags Harrison, ALRT and Corporate Group.</p>	
Develop inclusive consultation processes for Business Planning.	<ul style="list-style-type: none"> <li>Support managers to understand the role of the Trades Unions in Business Planning Processes.</li> </ul>	February to April 2007.	Margaret Howard	Actioned
Improve learning and development opportunities for Administrative staff.	<ul style="list-style-type: none"> <li>Audit Supervision and Appraisal processes in place for Administrative staff.</li> <li>Audit learning and development plans to ensure Administrative staff are accommodated and meets business needs.</li> <li>Run development forums for Administrative staff.</li> </ul>	<p>June 2007</p> <p>June 2007</p> <p>On-going throughout 07/08</p>	<p>Mags Harrison</p> <p>ALRT</p> <p>ALRT</p>	
Further develop management capability to lead, manage and develop staff effectively, with particular reference to managing the Appraisal process.	<ul style="list-style-type: none"> <li>Support managers to operate to Skills For Care and Managing for Success standards.</li> <li>Audit against new KCC Induction standards for new managers and notify ALRT.</li> <li>Audit sample number of Personal Action Plans to promote use of Managing For Success targets.</li> <li>Support managers to carry out effective Appraisal/TCP processes.</li> </ul>	<p>On-going throughout 07/08</p> <p>Launch April 2007</p> <p>June 2007</p> <p>On-going throughout 2007/08</p>	<p>ALRT</p> <p>Appointing Managers, Mags Harrison</p> <p>Mags Harrison</p> <p>Personnel, ALRT, Mags Harrison.</p>	
Support Kent Adult Social Services Prepare for liP profile.	<ul style="list-style-type: none"> <li>Define and implement areas of liP Standard at Profile level.</li> </ul>	By end of 2007/08.	Mags Harrison	

Mags Harrison, Continuous Improvement Manager, 30 March 2007.

CFE – Investors in People Action Plan 2007/08

	<u>Action Required</u>	<u>Date</u>	
1.	<u>Learning and Development Plans</u>		
	a) For Units/Divisions	Templates for consistent approach. Development and communication of plans.	May 07
	b) For CFE	Plans to create one strategic plan.	July 07
2.	<u>Evaluation of Learning and Development</u>		
	a) For Units/Divisions	Guidance note and forms for managers, including impact on Services.	May 07
	b) For CFE	Evaluation process for CFE plan including reference to CYPP, and other Business Plans	July 07
3.	<u>Resourcing</u>		
		Budget top-slicing for Directorate priorities to be decided.	April 07
		Communication of whole budget allocation.	May 07
		Evaluation of use of budget.	Mar 08
4.	<u>Induction</u>		
	a) Staff	Review Directorate and local provision.	Sep 07
		Best practice to be shared.	Sep 07
	b) Managers	Review provision on financial accountability and personnel procedures	Sep 07

- |    |                                      |   |        |
|----|--------------------------------------|---|--------|
| 5. | <u>Management Development</u>        |   |        |
|    | a) KCC Management Standards          | Workshops for staff on Ways 2 Success incl. Managing for Success.                               | Dec 07 |
|    |                                      | Managers to be given reminder of Managing for success standards for their own PDPs.             | Apr 07 |
|    | b) Development process for managers. | Encourage use of 360 assessment, and other feedback/monitoring.                                 | Apr 07 |
|    | c) Supporting diversity              | Workshops to include best practice on this especially for BME staff and staff with Disabilities | Mar 08 |
| 6. | Reward/Recognition                   | Training for managers on use of cash/non-cash awards alongside TCP.                             | Mar 08 |

## ENVIRONMENT AND REGENERATION

### INVESTORS IN PEOPLE 2007/08 – ACTION PLAN

In preparation for the external assessment in November 2006, the Directorate IiP Development Group (Business Development Managers, Robert Hardy and Christine Hutchins) met in October 2005. Divisional action plans were drafted to address areas for development and a Directorate Action Plan identified common development areas. BDMs worked hard with senior management teams and staff to address these areas for development. The list of achievements to date is included as **Annex 1**.

Three groups from E&R were chosen for assessment in 2006: Kent Highway Services – West Kent division (KHS); Strategy & Planning (S&P); Waste Management (WM).

Following this, Katie (Directorate Workforce Development Officer) and Christine attended team meetings in these groups and asked staff to complete IiP checklists to identify strengths and areas for improvement. Analysis of these checklists showed a good understanding of learning and development, and how this links to business plan objectives. The largest area for concern was evaluation.

KCC were assessed in December 2006. E&R as a Directorate passed all indicators, with several areas of good practice, for example:

- **Detailed business plan and vision, reviewed regularly, with strong procedures to link central government and KCC strategy to unit and team objectives**
- **Directorate L&D Board with representatives from all divisions plays a key role in planning and evaluating investment in staff and value for money**
- **Divisional representatives manage central co-ordination of appraisals and L&D requests to ensure value for money and consistency**
- **Excellent examples of directorate-wide initiatives to make staff feel valued and involved.**

Two indicators around evaluation were not fully met by KHS. The report does, however, note that the restructure within KHS had a significant impact on the division's ability to meet these two indicators. Additionally, there were areas for development for each group.

Pete Raine and Robert Hardy have congratulated staff whilst stressing how important it is for E&R to make further improvements. In particular it is important to take time to reflect on personal development and evaluate its benefit, both personally and to teams. The Action Plan has been updated to incorporate further improvement actions following results from the assessment (**2007/08 IiP Action Plan**).

<b>Targets for E&amp;R IiP Development Group</b>	<b>By</b>
Communicate 2007/08 Action Plan to senior management teams	All/May 2007
To meet quarterly for progress on actions and outcomes on 2007/08 Action Plan	All/from June 2007
To communicate areas of good practice across the Directorate to ensure continuity	All/ongoing
To work with managers in strengthening development areas	All/ongoing
To work with Learning and Development Board in promoting relevant development opportunities	Christine/ongoing
Attend Corporate IiP Development Group meetings and update Group on internal health checks and use of Profile	Christine/Katie

**2007/08 IiP Action Plan**

<b>No:</b>	<b>Indicator</b>	<b>Ongoing Best Practice Actions</b>	<b>Desired Outcome</b>	<b>Lead/ Timescale</b>
1	A strategy for improving the performance of the organisation is clearly defined and understood	<ul style="list-style-type: none"> <li>• Promote corporate vision (Vision for Kent and Towards 2010) by ensuring managers understand their purpose and can disseminate to their staff effectively.</li> <li>• Ensure staff are involved in setting business plan priorities.</li> <li>• Reflect individual's responsibilities in the business plan.</li> <li>• Managers should ensure performance objectives in Business Plan are measurable.</li> <li>• More formal monitoring and reporting of progress against business plan including updating to take account of fluid nature of jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all staff are aware.</li> <li>• All staff's responsibilities reflected (possibly cascade into a team plan).</li> <li>• Demonstration of a strategy and commitment to continued performance improvement.</li> </ul>	<p>Divisional Directors/ongoing.</p> <p>Directors, Managers/ Jan-April initially then mid term reviews</p> <p>Divisional Directors during business plan process</p> <p>Leadership, SMT/Bi-annually.</p>
2	Learning and development is planned to achieve the organisation's objectives	<ul style="list-style-type: none"> <li>• L&amp;D Priorities to be set at the same time as the business plan is finalised.</li> <li>• Ensure PDPs link to divisional objectives and include informal as well as formal training.</li> <li>• Learning and Development plan to be evaluated against Division's and KCC's objectives.</li> </ul> <p><b>Further Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• <b>S&amp;P</b> - Clearer linking of development opportunity for administration staff to job priorities, to ensure relevancy to business need.</li> <li>• <b>KHS</b> - Ensure that all staff are included in the appraisal/development process, (including temporary and fixed-term staff with KCC contracts), as appropriate.-</li> </ul>	<ul style="list-style-type: none"> <li>• Learning and Development is targeted to achieving Division's objectives.</li> <li>• All Business Plans to link to L&amp;D Plans by cross-referencing and by including electronic links on Knet.</li> </ul> <p>Temporary and fixed term staff throughout Directorate are able to confirm they have had an appropriate induction.</p>	<p>Managers, L&amp;D Panel/ Jan-April initially then mid term reviews.</p> <p>L&amp;D Panels/ BDMs/Christine.</p> <p>Managers/Mid term appraisal.</p> <p>Managers/Mid term appraisal.</p>

No:	Indicator	Ongoing Best Practice Actions	Desired Result	Lead/ Timescale
3	Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.	<ul style="list-style-type: none"> <li>• Encourage regular 1 to 1s and team meetings outside the normal appraisal process.</li> </ul> <p><b>Further Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• <b>S&amp;P</b> - Within individual teams there appears to be consistency of training, however when reviewing the Unit as a whole, there is some perception that job status affects development opportunity, which may impact on morale.</li> <li>• <b>WM</b> - Not all offices were able to access Knet, where learning and development opportunities tend to be advertised, which may hinder fair access to training needs.</li> </ul>	<p>Regular one to ones.</p> <p>Needs investigation as E&amp;R evidence suggests development opportunities are available for all levels of staff.</p> <p>All staff receive details of opportunities through other means.</p>	<p>Managers &amp; staff/ongoing.</p> <p>Rob Smith /Christine/April 2007</p> <p>Esther Larner/ongoing.</p>
4	The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood	<ul style="list-style-type: none"> <li>• Continue to review Management Guidelines.</li> <li>• Provide further opportunities for managers to network and share knowledge and skills across the divisions.</li> <li>• Cascade Senior Management Team development to other line managers.</li> <li>• Encourage take up of first line, middle and senior management courses and monitor.</li> </ul> <p><b>Further Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• New managers to complete Development Needs Analysis* with Line Manager as part of New Manager Induction Programme.</li> <li>• A measurable target to be included on all appraiser action plans on what is expected of them in terms of appraisals and one to ones.</li> </ul>	<p>Ensure all staff and managers are aware of Guidelines.</p> <p>Use Skills Audit to highlight skills gaps and encourage networking groups.</p> <p>All new managers are fully supported in their development needs.</p>	<p>Katie, Managers/ongoing. Katie, DST/May 2007</p> <p>SMT/ongoing.</p> <p>L&amp;D Board/September 2007.</p> <p>Katie, Managers/June 2007.</p> <p>Managers/Mid Term appraisal.</p>

\* To be introduced throughout KCC June 2007.

No:	Indicator	Ongoing Best Practice Actions	Desired Result	Lead/ Timescale
5	Managers are effective in leading, managing and developing people	<ul style="list-style-type: none"> <li>• Encourage use and implementation of 360° feedback for senior managers.</li> <li>• Managers encouraged to develop their skills through attendance at leadership seminars and training events.</li> </ul> <p><b>Further Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• <b>All</b> - Managers to be offered training in giving constructive/appropriate feedback</li> </ul>	<p>Build on systems already in place.</p> <p>Managers encouraged to attend workshops.</p>	<p>Katie, E&amp;W SMT/Mid Term appraisal. SMT/ongoing.</p> <p>Christine/June 2007.</p>
6	People's contribution to the organisation is recognised and valued	<ul style="list-style-type: none"> <li>• Encourage managers to praise staff and nominate them for cash and non-cash rewards.</li> <li>• Monitor the use of cash and non-cash rewards to gauge consistency across the divisions.</li> <li>• Ensure all new staff are aware of and understand the principles of TCP.</li> </ul> <p><b>Further Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• Work with Finance to produce a quarterly monitoring report to ensure staff who consistently work well are not forgotten.</li> </ul>	<p>More first line and middle managers aware of cash and non-cash reward scheme.</p>	<p>Robert Hardy to ensure DST cascades details of scheme to all levels of managers/ongoing.</p> <p>All managers/ongoing.</p> <p>Theresa, Kelli, RRR/ September 2007</p>
7	People are encouraged to take ownership and responsibility by being involved in decision-making	<ul style="list-style-type: none"> <li>• Managers to encourage staff to be more pro-active in producing Personal Action and Development Plans.</li> <li>• Ensure staff are made aware of decision levels.</li> <li>• Continue to develop opportunities for discussion and input to decision-making through staff awaydays, lunch time learning events, extended Senior Management meetings and cross working groups.</li> </ul>	<p>Staff are clear about their role in decision making.</p> <p>All staff encouraged to attend events and provide evaluation.</p>	<p>SMT and Line Managers/ongoing.</p>

No:	Indicator	Ongoing Best Practice Actions	Desired Result	Lead/ Timescale
8	People learn and develop effectively	<p><b>Further Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• <b>S&amp;P</b> - Directorate two day Induction could be improved by widening the scope, to include an awareness of other Directorates work.</li> <li>• <b>KHS</b> - Managers to ensure temporary staff are given local induction and a place booked on Directorate Induction Sessions if appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Include in presentations where possible.</li> <li>• Raise awareness of induction process among line managers and encourage a more pro-active approach for individual induction programmes.</li> </ul>	<p>Christine/October 2007.</p> <p>Simon Maloney/Christine October 2007.</p>
9	Investment in people improves the performance of the organisation	<ul style="list-style-type: none"> <li>• Group and Cross Directorate L &amp; D plans to identify measures of success.</li> <li>• Work with IS/Corp. Learning &amp; Development to develop Training Database for use throughout Directorate.</li> </ul> <p><b>Further Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• <b>All</b> - Evaluation to become part of the appraisal cycle by past PDPs being submitted to Panel with evaluations when collecting new PDPs.</li> <li>• Use talent management tool as part of appraisal cycle to ensure people with the right skills are able to fill business critical roles.</li> <li>• Team meetings to include a session to review objectives.</li> <li>• <b>KHS</b> - Senior management need to review the investment in and impact of L&amp;D.</li> <li>• <b>KHS</b> - Evaluation of L &amp; D activity and its effect on performance to be emphasised as part of the appraisal process.</li> </ul>	<ul style="list-style-type: none"> <li>• Senior of how learning and development (including informal) has improved performance.</li> <li>• All PDPs have completed evaluation details.</li> <li>• Managers are able to give examples of how talent management is used as a resource to improve performance.</li> <li>• Staff can give examples of improvements.</li> </ul>	<p>Robert Hardy/Christine June 2007</p> <p>L &amp; D Board/DST six-monthly.</p> <p>Katie/Managers/January 2008</p> <p>All staff/ongoing.</p> <p>L &amp; D Panel/SMT/6 monthly.</p> <p>Managers/6 monthly.</p>

No:	Indicator	Ongoing Best Practice Actions	Desired Result	Lead/ Timescale
10	Improvements are continually made to the way people are managed and developed	<ul style="list-style-type: none"> <li>• Identify areas of good management development and ensure it is available across the division.</li> <li>• Managers to develop a more pro-active approach to staff development and involvement.</li> </ul> <p><b>Further Improvement Actions</b></p> <ul style="list-style-type: none"> <li>• <b>All</b> – Annually update Skills Audit across Directorate.</li> <li>• Work with Corporate iP Development Group to determine how best to approach Profile throughout E&amp;R.</li> <li>• <b>KHS</b> - Evaluation of training undertaken should be carried out at all levels to ensure improvements have been made in the way staff are managed and developed.</li> </ul>	<ul style="list-style-type: none"> <li>• E&amp;R has a clear strategy for management improvement.</li> <li>• Managers use staff feedback to identify areas for improvement.</li> <li>• Managers able to use audit to improve adaptability and flexibility of workforce.</li> <li>• Be aware of Profile* method in preparation for health checks and 2009 assessment.</li> <li>• Examples can be given of improvements that have been made.</li> </ul>	<p>Katie/SMT/ongoing.</p> <p>Katie/Managers/ongoing.</p> <p>Katie, L&amp;D Board</p> <p>Christine/ongoing.</p> <p>SMT/Line Managers/six monthly.</p>

\*Allows continual improvement by taking an in depth look at strengths and weaknesses:

- Level 1 represents an organisation meeting the Standard and demonstrating good practice.
- Level 2 represents an organisation exceeding the requirements of the Standard.
- Level 3 represents an organisation significantly exceeding the requirements of the Standard.
- Level 4 represents an organisation demonstrating excellent practice.

During a Profile assessment the Assessor will assign the organisation one of the four levels for each indicator. This will be supplemented by an in depth report allowing the organisation to see areas for improvement and further development.

Initially it is not necessary to carry out a Profile assessment on each indicator. It may be beneficial to identify a weakness, for example evaluation, and use Profile as a means of evidencing improvement.

## 2006/07 IiP Monitoring Report/Achievements

Standard	2006/07 Action	Desired Result	Outcome	2007/08 Action
2.	<ul style="list-style-type: none"> <li>L&amp;D Priorities to be set at the same time as the business plan is finalised.</li> <li>Learning and Development plan to be evaluated against Division's and KCC's objectives.</li> </ul>	Learning and Development is targeted to achieving Division's objectives.	<ul style="list-style-type: none"> <li>Area of good practice in IiP Assessment Report.</li> </ul>	Result generally achieved, however, how training is effective in meeting targets is a development area for KHS.
3.	<ul style="list-style-type: none"> <li>Equalities Action plan updated and communicated to all staff.</li> <li>Equalities and Diversity training targeted at Managers and staff.</li> <li>Programme of Equality Impact assessments agreed.</li> </ul>	Divisional management can prove that required activity is happening and act to improve where inequity exists.	<ul style="list-style-type: none"> <li>Equalities Plan communicated to all staff via Knet.</li> <li>Number of E&amp;R who have attended KCC Diversity Workshops – 53.</li> <li>All Equalities leads attended Impact Assessment workshop.</li> </ul>	Result achieved.
4.	<ul style="list-style-type: none"> <li>Update Management Guidelines.</li> <li>Mentoring and coaching skills programme launched.</li> </ul>	Managers should be able to describe what they are doing to lead, manage and develop their staff effectively.	<ul style="list-style-type: none"> <li>Management Guidelines produced as part of New Elements of Appraisal. Communicated to staff via Knet.</li> </ul>	Result achieved.
6.	<ul style="list-style-type: none"> <li>People's contribution to the organisation is recognised and valued</li> </ul>	Staff can describe how their contribution is recognised.	<ul style="list-style-type: none"> <li>Area of good practice in IiP Assessment Report.</li> </ul>	Result achieved, however, need to ensure managers at all levels are aware of cash and non-cash awards.
8.	<ul style="list-style-type: none"> <li>System put in place to check all new staff have received induction they need.</li> </ul>	Raise awareness of induction process among line managers and encourage more pro-active approach in preparation of individual induction programmes.	<ul style="list-style-type: none"> <li>Induction surveys sent to new staff indicate good support received during induction process.</li> </ul>	Result achieved, however, need to ensure temporary staff are given appropriate induction.

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**By:** Amanda Beer, Director of Personnel & Development  
Katie Chantler, Workforce Development Officer, Environment  
and Regeneration

**To:** Personnel Committee – 12 September 2007

**Subject:** Gender Equality, Kent Highways Services

**Classification:** Unrestricted

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**SUMMARY:** This report briefs Members on the activity to support gender equality in Kent Highways Services.

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**1. Purpose**

1.1 This briefing paper responds to a cabinet request for information on activity to support gender equality in Kent Highways Services (KHS).

**2. Kent County Council – the strategic position**

2.1 Kent County Council's Equality Strategy 2007 - 2010, published earlier this year, identifies five priority outcomes for the Council. One of these outcomes is to "maintain our reputation as an excellent employer, promoting a culture where the Council recruits on merit and diversity is valued". This outcome recognises the importance of a diverse workforce, including one where the roles of both men and women are valued equally.

2.2 In addition to this strategy, there is a clear legal framework which underpins our activities to promote equality for men and women. The framework includes the recent Equality Act 2006 which creates the Gender Equality Duty for the public sector. KCC's Gender Equality Scheme, contained within the Equality Strategy, sets out a three year action plan for meeting this duty.

**3. Corporate Monitoring**

3.1 To ensure KCC enhances gender equality within the organisation, the Council monitors the workforce by gender, reporting quarterly to Equality Lead Officer Group (ELOG).

At June 2007:

	KCC (including Schools)	Environment & Regeneration
Number of staff	45,477	908
% male	20	51
% female	80	49
% full time female	65	39
% part time female	88.4	69.6
% of all staff earning less than £15k p.a.	33	20.2
% staff earning less than £15k who are women	33	27
% of all staff earning £30-50k p.a.	17.7	24
% of all staff earning £30-50k p.a. who are women	16	15
% of all staff earning over £50k p.a.	1.6	5
% of all staff earning over £50k p.a. who are women	1	2.9

Recruitment & selection processes including training applications are monitored by gender to ensure no detriment in the recruitment process. This information is reported to ELOG quarterly.

#### 4. **Other Council Activities**

4.1 There are a range of employment initiatives to enhance gender equality in the Council's working practices:

- Employee benefits including child care vouchers, flexible working arrangements
- Terms & Conditions of Service including a generous contractual Maternity Scheme, which is also now accessible in the case of adoption as part of a one year pilot. Paternity pay is now enhanced and there is enhanced personal leave to enable carers to have paid time off
- Equal Pay Audit which includes guidance to managers on equal & consistent starting salaries for men and women
- Equality & Diversity training available to all staff for example two Day Recruitment & Selection, half-day Positive Action Recruitment, one day Diversity in Action (separate events for staff and managers)

- 'Towards 2010' targets to employ 250 apprenticeships for 16-24 year olds and increase opportunities for graduates to work and live in Kent through Kent Success (Apprenticeships) and Kent Graduate Programme
- Kent Works programmes which provide work experience

## **5. Introduction to Kent Highways Services**

- 5.1 KHS is the largest division within KCC's E&R Directorate It works in partnership with three private sector organisations, Ringway, Jacobs and TSUK, through the KHS Alliance. Together it manages and maintains roads and pavements, streetlights, signs and bridges across the Kent network as well as promoting sustainable car use, supporting public transport, improving road safety and maintaining high levels of public satisfaction by responding to around 16,000 phone calls per month.
- 5.2 KHS is undergoing rapid and extensive transformation to ensure that it maintains high levels of service standards against a backdrop of challenging budgets and increasing demand and expectation. This transformation is an excellent opportunity to promote KHS as an employment option for greater numbers of women.
- 5.3 In light of the fact that:
- approximately 33% (299 out of 912 staff) of people who currently work for KHS are women.
  - KHS workforce has traditionally been predominantly male
  - the recognised benefits of a more diverse workforce, not least that research<sup>1</sup> shows that an outward-looking, customer focused service culture is closely associated with women-friendly environments
- there are a number of activities planned to promote KHS as an employer of choice for women and to retain those women currently employed. This paper outlines these activities together with some of the associated challenges.

## **6. Activities within Kent Highways Services**

- 6.1 Given the current transformation process, it is timely to take stock of the activities currently underway within KHS to promote gender equality.
- 6.2 **New roles**  
Every role within the new structure has a new job description. These descriptions only include requirements which are necessary to perform the role, for example graduate degrees are only included where essential. This includes part time roles. This removes a significant barrier which often excludes many women from applying for roles. Furthermore, the grading of each and every role has been evaluated by the Reward team to ensure it is fair and appropriate to the role. This work serves to ensure equal pay amongst relevant roles.
- 6.3 **Career paths**  
The new KHS structure has fewer layers of management. This less hierarchical format encourages a more flexible approach to meeting work demands and allows staff to move within their grade to increase experience & knowledge. This clearly supports women moving into technical career paths.

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<sup>1</sup> Identified from "Gender isn't an issue", a report into the role of women in local government, June 2005

#### 6.4 **Flexible working**

The ways of working within KHS will change dramatically as a result of the transformation. Flexible working will underpin this way of working enabling greater numbers of people to work from home, to work more flexible hours and to access technology which will enable them to maintain a work life balance. All of these changes will help to promote KHS as an attractive employment option for women.

It will be important to ensure flexible working patterns are available for senior roles to encourage more opportunities for women to work in senior positions and provide crucial role models. Role models have an important part to play in promoting flexible working. Managers who work flexibly give a positive message that they accept the need for a work life balance. Encouraging more men to work more flexibly may lead to greater acceptance of flexible working practices and have a positive impact on the gender pay gap.

#### 6.5 **Apprenticeships**

KHS is planning to recruit young apprentices, starting shortly with a pilot in North Kent. This is in partnership with Kent Works, working together with a cluster of mixed secondary schools in the Gravesham area. There are further plans to recruit apprentices to a range of roles, including as trainee inspectors. This will help to dispel myths among young women about working in highways industry.

#### 6.6 **Graduate Trainees**

KHS is committed to recruiting graduate trainees to work within the new Alliance. These graduates will undertake placements in each of the four Alliance partners, experiencing a variety of roles. Whilst a robust recruitment process will ultimately determine the best graduates for these roles, it is intended to promote these opportunities beyond the traditional, male dominated institutions.

#### 6.7 **“Take our young people to work”**,

This October, the Council will be promoting "Take our young people to work", an opportunity for staff in E&R to bring young people they know to work for a day. The idea is to promote the Council as an employment option for young people and to give them a taste of what it might be like to work here. This activity has the potential to promote KHS as an employment option for women by providing them with a taste of what it might be like to work for KHS. It is hoped it will encourage girls who might otherwise not consider highways as a career option.

### 7. **The challenges**

- 7.1 The activities outlined above will all contribute to promoting gender equality and encouraging women, at various stages in their career, to work for KHS. KHS recognises however, that gender equality is a long term goal; therefore our activities look towards achieving both short, medium and long term changes to the composition of the workforce to work for KHS.

- 7.2 There are challenges to achieving gender equality with KHS, not least the socio-economic and demographic setting<sup>2</sup> of women in Kent and the impact this has on KHS' activities to promote equality:
- The 2001 Census statistics show that there are similar numbers of men and women in the Kent County Council Area - 49 per cent and 51 per cent respectively out of a population of 1,369,900.
  - Women in Kent are significantly more likely to be 'economically inactive' as a result of looking after the home/ family, than men (13 per cent compared to 1 per cent) In Kent, more men (32 per cent) than women (23 per cent) occupy professional positions, including higher and lower managerial and professional occupations.
  - Women in Kent (18 per cent) are significantly more likely than men (11 per cent) not to have access to a car.
  - The majority of Kent's part time workers are women, who make up 87 per cent of employees. 27 per cent of women in Kent work within 2km from their home, compared to 16 per cent of men.
  - 30 per cent of women in Kent have no qualifications as compared to males (27 per cent).
- 7.3 Furthermore, men and women have different access to private transport, different patterns of commuting and employment, and different child-care and other family responsibilities.
- 7.4 The growing skills shortage in the highways industry and increased competition amongst both private and public sector employers for these limited skills only serves to heighten the challenges. Given the attraction of careers within the growing service and retail industry, this competition will only become more acute.

## **8. Leadership**

- 8.1 Finally, it is critical to emphasise the important of leadership in achieving gender equality. Research<sup>3</sup> has identified:
- The symbolic importance of the sex of the organisation's leaders. The fact that there is a woman leader and/or chief executive can hold high significance for the organisation and the community.
  - Good gender relations are reinforced by the modelling behaviour of managerial and political leaders, both men and women.
  - A clear consensus between senior managers and elected members about the importance of gender diversity and equality holds high significance for good practice.
  - An aggressive promulgation of gender equality is generally thought to be counter-productive.
- 8.2 Both E&R and KHS have women on their senior management teams though, like most organisations, there is more work needed to ensure women are truly represented. In addition, a leadership development programme is planned for the new leadership team within KHS. This programme will include

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<sup>2</sup> Kent County Council's Equality Strategy 2007 - 2010

<sup>3</sup> Identified from "Gender isn't an issue", a report into the role of women in local government, June 2005

a focus on their role setting the tone for KHS and modelling the desired behaviour which will promote gender equality.

9. **Recommendations**

- 9.1 The Personnel Committee is asked to note the activity outlined above, to reflect on the challenges and to highlight this work across the Council and its partners.

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**By:** Director of Personnel & Development  
**To:** Personnel Committee – 12 September 2007  
**Subject:** Disciplinary and Grievance Activity  
**Classification:** Unrestricted

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**SUMMARY:** This report updates Personnel Committee on discipline and grievance activity over the past six months including details of appeals.

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**1. Introduction**

- 1.1 Following previous reports to Personnel Committee, six monthly updates on a range of Employee Relations activity (excluding in schools) has been produced, together with an indication of change from the previous update.
- 1.2 The following report highlights the level of activity that has taken place over the six month period from October 2006 to March 2007.

**2. Activity for October 2006 to March 2007 – Additional Cases**

- 2.1 In the six months from October to March, 269 additional cases have been initiated. As has been previously noted, the nature and level of activity required varies considerably depending upon the circumstances of each individual case.
- 2.2 In comparison to the previous six months there has been a relatively large increase in overall numbers. Despite this, we have seen no new applications to Employment Tribunal. Although nationally there has been a reduction in the number of cases registered with the Tribunal system, considering our size as an employer and the level of activity that has taken place, it is significant that we have not been challenged.

- 2.3 The summary below shows cases initiated over the six month period, with the previous six months' equivalent figure in brackets:

<b>ADDITIONS</b>							
<b>Type of Cases</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>Disciplinary</b>	7	6	11	9	15	21	69(54)
<b>Capability - Poor Performance</b>	3	1	3	3	7	5	22(26)
<b>Capability - Ill Health</b>	13	11	10	15	15	20	84(38)
<b>Capability - Other</b>	0	1	0	0	0	0	1 (2)
<b>Grievance</b>	4	14	4	2	4	5	33(29)
<b>Harassment</b>	1	6	5	2	2	2	18(12)
<b>Reviews</b>	4	1	0	3	21	9	38(17)
<b>ET</b>	0	0	0	0	0	0	0(0)
<b>Appeals</b>	0	2	1	0	1	0	4(3)
<b>Total</b>	<b>32</b>	<b>42</b>	<b>34</b>	<b>34</b>	<b>65</b>	<b>62</b>	<b>269(181)</b>

- 2.4 Two key areas, "Capability – Ill Health" and "Reviews", have seen proportionally greater increases over this period. "Reviews" are the number of employees registered as potentially at risk due to a change to their role, unit or section. Although this has risen to 38 from 17, considering the large employee population, and the number of changes constantly being undertaken throughout the authority, this would appear to be an indication of the organisation efficiently and effectively managing the impact of change.
- 2.5 The other considerable increase is in the management of ill health cases. This growth is generally distributed proportionately across each Directorate. and is almost certainly as a result of the organisation's commitment to the Health, Wellbeing and Attendance programme and specifically an improvement in the management of long term (over 28 days) absences.
- 2.6 It is difficult to establish reliable national or regional comparison figures for disciplinary and grievance cases. DLA Piper produced a workforce performance indicator scorecard for 2006 for non District Local Authorities, which included the numbers of applications to Tribunal, disciplinary cases and grievance cases per 1,000 employees (although it is believed that this indicator will not be included in the 2007 data collection). A comparison with KCC figures is shown in the table below.

	<b>"Non District" average</b>	<b>KCC</b>
Number of applications to tribunal per 1,000 employees p.a.	2.8	0
Number of disciplinary cases per 1,000 employees p.a.	11.7	11.1 (includes incapability – poor performance)
Number of grievance cases per 1,000 employees p.a.	5.1	4.2 (5.9 if harassment cases are included)

**3. Activity for October 2006 to March 2007 – Cases Resolved**

3.1 The following summary shows the cases that have been resolved in the six month period. This will not be corresponding cases from the previous summary as there is a “rolling effect” for such activity and some resolved cases will have been initiated before October 2006.

<b>RESOLVED</b>							
<b>Type of Cases</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Total</b>
<b>Disciplinary</b>	15	9	15	8	8	14	69(39)
<b>Capability - Poor Performance</b>	10	0	7	0	3	5	25(9)
<b>Capability - Ill Health</b>	10	9	16	14	15	15	79(17)
<b>Capability - Other</b>	0	0	0	0	0	0	0(0)
<b>Grievance</b>	7	1	17	5	1	9	40(14)
<b>Harassment</b>	4	0	4	7	0	3	18(5)
<b>Reviews</b>	2	1	3	2	1	3	12(1)
<b>ET</b>	1	0	0	0	0	0	1(0)
<b>Appeals</b>	2	0	1	1	0	1	5(4)
<b>Total</b>	<b>51</b>	<b>20</b>	<b>63</b>	<b>37</b>	<b>28</b>	<b>50</b>	<b>249(89)</b>

3.2 There has been a substantial increase in resolved cases in the period and also an improved ratio to new cases, from 89:181 to 249:269.

3.3 The number of resolved Disciplinary cases has increased significantly. Most of the cases are from Kent Adult Social Services. As previously stated, ill health case management has grown and it is encouraging to see that there are a corresponding number of cases reaching a conclusion. All Directorates have cases in this category, though again the number concluded is proportionately greater in Kent Adult Social Services.

3.4 Also worthy of note is the number of grievances that have been resolved. Nearly three times as many cases have been dealt with and concluded than in the previous period.

**4. Disciplinary Appeals**

4.1 Since the last report in November 2006, there have been five further cases of appeals against dismissal or transfer/downgrading. The summary below outlines where these cases originated, the time taken from the original hearing to the appeal and the outcome of the appeal stage.

Directorate	No of Appeals	Time from dismissal to Appeal	Outcome(s)
Adult Services	4	1 x 16 weeks, 3x 8weeks	4 x case not upheld
Chief Executive	1	1 x 8 weeks	1 x complaint withdrawn
Children, Families and Education	0	0	0
Communities	0	0	0
		0	0
<b>Totals</b>	<b>5</b>	<b>4x 8 weeks 1 x 16 weeks</b>	<b>4 x case not upheld 1 x withdrawn</b>

4.2 Considering the level of activity, albeit that a relatively small proportion of cases do result in dismissal, the number of appeals remains low. It is also encouraging that even under such scrutiny decisions have been upheld as both procedurally correct and fair in the circumstances.

4.3 Compared to the previous six months activity, the average time taken between dismissal and appeal hearing taking place has been further reduced from 10 weeks to 9.5 weeks. There are a variety of reasons for delays but considering documentation production, exchange, organisation of diaries and the hearing, such an average is felt to be reasonable.

## 5. Recommendations

5.1 That the Personnel Committee notes the six monthly report of employee relations activity and that of recent appeals hearings.

Amanda Beer  
Director of Personnel & Development  
Ext. 4136

Paul Royel  
Employment Strategy Manager  
Ext. 4608

**By:** Director of Personnel & Development  
**To:** Personnel Committee - 12 September 2007  
**Subject:** Policy Reviews  
**Classification:** Unrestricted

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**SUMMARY:** **Updating Personnel Committee on the Code of Conduct and the introduction of Respect and Dignity at Work Policy Statement & Guidance.**

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**1. BACKGROUND**

**Officers Code of Conduct**

- 1.1 The present Officers' Code of Conduct is based on the 1994 Local Government Management Board's model Code of Conduct for Local Authority Employees. It is also an appendix to the Constitution.
- 1.2 The Code as it stands has become outdated partly due to other, related policy changes that have occurred since it was issued, and partly because KCC was awaiting the outcome of the Central Government review of the model Code conducted by the Office for the Deputy Prime Minister. Although the consultation exercise was completed in December 2005 there have been no further developments in this area to date.
- 1.3 In the absence of any steer from the Government and in light of the need to update our own approach, KCC's Code of Conduct for officers has been modernised and updated.
- 1.4 Following consultation with directorates through Business Support Personnel Teams and Trades Unions, it was agreed that the core elements of the content should remain in place. Amendment has been limited to updating references to related policies and in so doing modernising the way the Code is written so it is more accessible.
- 1.5 The revised code, renamed The Kent Code (Appendix 1), has therefore been changed primarily in terms of its language and structure to become a better tool for communicating standards to KCC staff.
- 1.6 The updating of the Code will provide an excellent opportunity to promote ethical and other standards to staff.

**Dignity & Respect at Work Policy Statement and Guidance (Appendix 2)**

- 1.7 This policy statement attempts to deliver a comprehensive and cohesive message to staff about how the organisation expects them to be treated in

the course of their duties . It is specifically related to the treatment of staff by members of the public, contractors, service users and partner agencies rather than incidents between staff which are managed using the Harassment and Disciplinary Procedures.

- 1.8 The policy statement is not a new policy as such but a declaration by KCC as the employer that emphasises existing principles enshrined in our Equality & Diversity Policy, Codes of Conduct, relevant legislation and, at the instigation of the Corporate Health and Safety Committee, now incorporates KCC's policy on violence at work.
- 1.9 The policy statement, as drafted, has been endorsed by the Corporate Health and Safety Committee, Trades Unions and Diversity Staff Groups and includes references to the law on discrimination, health & safety and harassment. The guidance contained within it describes the steps KCC will take as an employer to assess and minimise the risk of incidents occurring and the support available to staff who do experience verbal or physical abuse in the course of their duties.
- 1.10 The statement reinforces the need for staff to report incidents using existing mechanisms and signposts the kind of support that can be provided in the event an incident occurs.
- 1.11 A communication strategy is being developed to ensure that the statement is communicated consistently to those who come into contact with KCC staff and the feasibility of a dedicated helpline for staff is being tested to provide proactive support 24/7.

## **2. RECOMMENDATION**

### **2.1 Code of Conduct**

Personnel Committee is asked to endorse the modernised version of the Code on behalf of the County Council.

### **2.2 Respect & Dignity at Work Policy Statement & Guidance**

Personnel Committee is asked to note the draft policy statement and endorse the principles contained within it.

**Amanda Beer**  
**Director of Personnel & Development**  
**Ext 4136**

# Appendix One

## The Kent Code

### Issued by Personnel & Development



#### Introduction

The public expects the highest standards of conduct and service from all employees of KCC.

This Code lays down guidelines for the conduct of KCC employees which maintain standards and protects employees from misunderstanding or criticism.

It refers to statements and requirements contained within schemes of Conditions of Service, KCC Financial Regulations, Management Handbook and other documents. Copies of these are available through your line manager.

This Code forms part of all KCC employees' conditions of service. It is your responsibility to read and apply the standards set out in this and related documents including professional codes, policies and guidance. Any employee deliberately or knowingly acting outside the standards will be subject to disciplinary action.

#### A. Standards of Service

1. You will provide appropriate advice to elected Councillors, work colleagues and the public with impartiality.
2. You will be expected, through agreed procedures and without fear of recrimination, to bring to the attention of management any irregularity in the provision of service.
3. In accordance with financial procedures, if an irregularity occurs or is suspected which may involve financial loss, you must report it immediately to the Chief Internal Auditor.
4. As a KCC employee you are expected to behave at all times in a manner that does not discriminate against your colleagues, service users, partners, contractors or members of the public on any grounds.
5. Complaints against KCC should be investigated in accordance with Directorate or corporate complaints procedures.

#### B. Harassment

1. Harassment, intimidation, unfair discrimination or victimisation, by or against employees will not be tolerated.

2. You have a duty to ensure the standard of conduct for yourself and for colleagues respects the dignity of others and does not cause offence.
3. You should act in such ways as to avoid all forms of unacceptable behaviour in relation to other employees, clients and customers of KCC.

### **C. Disclosure of Information**

1. Many employees are in a position to obtain information which is highly confidential, politically and/or commercially sensitive, or is personal information protected by the Data Protection Act.
2. You must not use any such information for a personal reason or benefit or pass it on to others who might use it in such a way. This includes information about the work of KCC, its employees or members of the public.
3. Inappropriate disclosure of information or a breach of these rules in any way will render you liable to disciplinary action and could lead to criminal prosecution.
4. In addition, you must not misuse your position by requesting or gaining information unnecessary to carrying out your work.
5. KCC is committed to the highest possible standard of openness, honesty and accountability. If you have any serious concerns about any aspect of KCC's work you should raise your concerns in accordance with the Whistleblowing Procedure

Other sources of guidance and information: Freedom of Information Act: requests from Elected Members

### **D. Political Neutrality**

1. Employees serve the Council as a whole. It follows they must serve all elected Members and not just those of the controlling group and must ensure the individual rights of all elected Members are respected.
2. You may be in a post in which you advise political groups. If you do, you must act with political neutrality. Whilst you may have your own political opinions, you must avoid carrying out your duties in a way which reveals your political affiliation.
3. All officers earning above a set salary (aligned to NJC spinal column point 44) and other officers who regularly advise elected Members are politically restricted by law. Advice on this can be obtained from KCC Secretariat who also hold a list of restricted posts.
4. If you wish to stand for election as an Elected Member (Councillor) of KCC or any other local authority, you are strongly advised to seek legal advice

independently and from the legal advisers of the political party for which you are standing, to ensure there is no conflict of interest and that your political alliance does not compromise your working life.

5. If you are involved in politics in your private time, you must not carry out any political activity which might lead the public to think you are acting in your capacity as a KCC employee. It is particularly important, if you are an Elected Member with another council, to keep your two roles separate and not use confidential information obtained in one capacity in the other.

## **E. Relationships**

### **1. Elected Members**

Mutual respect between employees and elected Members is essential to good local government. Close personal familiarity between employees and individual Members can damage the relationship and prove embarrassing to other employees and Members and should therefore be avoided.

### **2. The local community and service users**

You should always remember your responsibilities to the community you serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community as defined by the policies of the Council.

### **3. Media**

If you are not authorised to deal with representatives of the media, you should refer any enquiries you receive to your line manager or to a media relations officer at County Hall.

If you have specific authority to deal with media enquiries, you should only reply to requests for information or questions which relate to the facts of a situation.

If an expression of opinion or official statement of policy is needed, you must speak to your Head of Department.

Every assistance should be given to elected Members who need information to deal with questions from the media. You should refer to the Corporate Communication Manager for further advice if you are unsure of the protocols.

If you speak as a private individual directly to the press, or at a public meeting or other situation where your remarks may be reported to the press, ensure nothing you say might lead the public to think you are acting in your capacity as a KCC employee.

If you ever speak on behalf of a recognised trade union you must make it clear that the views you are expressing are those of the trade union you represent and not those of the Authority.

4. **Contractors/Consultants**

All relationships of a business or private nature with internal or external contractors or consultants, or potential contractors or consultants, should be made known to an appropriate senior manager.

Orders and contracts must be awarded on merit, by fair competition against other tenders. No part of the local community should be discriminated against when considering contracts and tenders.

**F. Staff Appointments and Other Employment Matters**

1. If you are involved in appointing staff, you must ensure decisions to appoint are made on the basis of merit.
2. It would be unlawful for you to make an appointment which was based on anything other than the ability of the candidate to undertake the duties of the post.
3. The Council has a detailed process for the appointment of staff. The process must be followed scrupulously by all employees involved in appointments at all times.
4. In order to avoid any possible accusation of bias, you should not be involved in an appointment if you are related to an applicant or have a close personal relationship with them with outside work.
5. Similarly, you should not be involved in decisions relating to discipline, promotion or pay adjustments for any other employee who is a relative, partner or close friend.
6. If your post is exempt from the Rehabilitation of Offenders Act and subject to a CRB Disclosure, you are obliged to tell your manager of any convictions, warnings, cautions, reprimands etc., no matter how minor, you may receive from the police whilst a KCC employee
7. If you line manage staff, you may give an employer's reference on behalf of KCC for a member of staff or an ex-member of staff, unless otherwise informed. You owe a legal duty of care to ensure the reference is based on fact. You are strongly advised to follow the detailed guidelines on employer's references available on KNet .

**G. Outside Commitments**

1. You must be clear about your contractual obligations and should not take additional or 'outside' employment (paid or unpaid) which conflicts with KCC's interests. Your conditions of service may require you to obtain written consent to take any additional employment inside or outside the organisation.

2. Where you are permitted to take outside employment, either within your conditions of service or by way of written consent, no outside work of any sort should be undertaken on KCC premises.
3. Use of facilities such as telephones, computers, etc is forbidden and correspondence and incoming phone calls related to outside work are not allowed.
4. These provisions do not apply to public appointments (e.g. as a magistrate).
5. You may, in a professional capacity whilst undertaking additional or outside work, publish books and articles, give lectures or speak on radio or television and may illustrate these by reference to KCC's activities or policies, but your Managing Director should be consulted before doing so. You must be clear that any views you express are your own and not necessarily those of KCC.
6. You may retain lecturing fees under the following conditions only:
  - \* Officers who lecture in their own time for outside bodies may retain the whole of any fee payable.
  - \* Officers who are permitted to lecture to outside bodies in KCC's time may retain half of any fee payable.
7. Fees will not be paid to officers who lecture on any of KCC's internal courses, whether in their own time or not.

#### **H. Personal Interests**

1. You must declare annually to an appropriate senior manager any financial and non-financial interests or commitments, which may conflict with KCC's interests. (Appendix 1 – Model Declaration of Interests Form)
 

Membership of, or activity on behalf of, a recognised trade union or professional society does not constitute such an interest. KCC encourages you to take an active part in the life of your community. This code does not seek to discourage such involvement. If there is any doubt, advice should be sought from the line manager or Legal and Democratic Services.
2. You should declare to an appropriate senior manager, membership of any organisation, lodge, chapter, society, trust or regular gathering or meeting which is not open to members of the public who are not members of that lodge, chapter, society or trust or requires secrecy about its rules, membership or conduct.
3. In addition to the above, you should advise an appropriate senior manager of your membership of any such organisation where in a specific instance such membership constitutes (or can be perceived as) a conflict of interest.

4. A register of financial and non-financial interest is maintained by each directorate. Personnel & Development maintain a register for senior managers at Managing Director and Director/second tier level who should ensure appropriate entries are made and the nature of any potential or perceived conflict of interest is recorded in the register.
5. KCC Financial Regulations specify that employees who have a direct or indirect financial interest in a contract shall not be supplied with, or given access to, any tender documents, contracts or other information relating to them, without the authority of the Managing Director.
6. Employees must advise a senior manager if they are declared bankrupt or are involved as a Director of a company which is wound up or put into voluntary liquidation if it may impact upon the employee's role and duties. Such information will be treated in the strictest confidence.
7. Intellectual property rights are relevant to patents, copyright, database rights, registered and unregistered design rights, trademarks, utility models, plant variety rights and other intellectual property, applications for registration of any of the same, confidential information and know how, whether in all cases registered or unregistered. Where an employee makes or creates any Intellectual Property Rights that may be of benefit to KCC in the course of their normal duties, their manager should be informed in writing and, unless an alternative agreement is reached with the managing director, KCC is generally considered the 'owner' so far as the law allows.

#### **I. Equality Issues**

You should ensure that policies relating to equality issues as agreed by the Council are complied with, in addition to the requirements of the law. All members of the local community, customers, clients, job applicants and employees have a right to be treated with fairness and equity.

#### **J. Separation of Roles During Tendering**

1. If you are involved in the tendering process and dealing with contractors, you must be clear about the separation of client and contractor roles within KCC. Senior employees who have both a client and contractor responsibility must be aware of the need for accountability and openness.
2. If you have access to confidential information on tenders or costs for either internal or external contractors, you must not disclose that information to any unauthorised party or organisation.
3. You should ensure no special favour is shown to current or recent former employees or their partners, close relatives or associates in awarding

contracts to businesses run by them or employing them in a senior or relevant managerial capacity.

## **K. Working With Voluntary And Other Organisations**

KCC encourages working in partnership with voluntary organisations. Where the partnership takes the form of a company, trust or charity, guidelines are given within the Companies' Framework held by Legal & Democratic Services.

## **L. Gifts and Hospitality**

1. You should not accept significant personal gifts from contractors, clients or outside suppliers. Minor articles, e.g. diaries, calendars, office items and the like, will not be regarded as a gift. If there is any doubt, a gift should be refused.
2. Gifts, 'fees', personal discounts, loans or any other reward or advantage should be refused. If you receive unsolicited gifts, they must be returned with a polite refusal letter to the sender. You should also inform your manager, so it can be clearly recorded in the Directorate/Service Unit Register of Hospitality/Gifts.
3. You may not accept legacies from clients or others who may have benefited from your services delivered on behalf of KCC. If you are named as a beneficiary, you should immediately inform your manager.
4. You should only accept offers of hospitality if there is a genuine need to impart information or represent KCC in the community. Offers to attend purely social or sporting functions should be accepted only when these are part of the life of the community or where KCC should be seen to be represented. They should be properly authorised and recorded in advance of the event in the Directorate's Hospitality/Gifts Register.
5. When hospitality has to be refused, the invitation should still be recorded in the Directorate's Register of Hospitality/Gifts.
6. Many supermarkets, petrol stations and high street stores offer loyalty cards for customers as an incentive to purchase from them. There are various types of loyalty cards, which offer a variety of rewards or bonuses, and it is likely you will have at least one of these cards for your personal use. You should not use your personal loyalty cards when purchasing goods or services on behalf of KCC or its clients. The use of such cards may compromise your professional integrity, particularly if the retail outlet or supplier was chosen because they offer you additional reward and not because it provided the greatest benefit and cost effectiveness to KCC or its clients.
7. Likewise, many credit card companies offer loyalty rewards. The use of personal credit cards to purchase goods or services on behalf of KCC or

its clients should be avoided unless no other means of expenditure is available.

### **Sponsorship - Giving and Receiving**

1. Where an outside organisation wishes to sponsor a KCC activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply and must be recorded within the Directorate's register. Particular care must be taken when dealing with contractors or potential contractors.
2. Where KCC wishes to sponsor an event or service, neither you nor your partner, spouse, close friend or relative must benefit from such sponsorship. Similarly, where KCC, through sponsorship, grant aid, financial or other means, gives support in the community, you should ensure impartial advice is given and there is no conflict of interest involved.
3. Enquiries about accepting sponsorship from certain sectors of the business community (e.g. the tobacco industry) should be directed to the Corporate Sponsorship Office

### **M. Health and Safety At Work**

1. You must, by law, take reasonable care for your own health and safety and that of other people who may be affected by anything you do at work. The use of illegal drugs or misuse of other drugs or alcohol to the extent it affects health, work performance, attendance, conduct or relationships at work is not acceptable. (For further information see KCC's Drugs & Alcohol Policy.)
2. KCC has a comprehensive policy on Health and Safety which contains all you need to know about compliance with legislation, standards and KCC procedures in connection with health, safety and welfare at work.

### **N. Equipment and Materials**

1. KCC's telephone, computer systems, other equipment and materials (including headed paper) are the property of KCC and are provided for employees' business purposes and for interaction with the public in the delivery of services.
2. Some personal use of the KCC's electronic communication facilities and devices including phone, internet and email is permitted, provided it is within the scope of KCC's Electronic Communications Use Policy (ECUP) and Responsible User Guidance (RUG).
3. No software can be used unless there is proof of legal registration to KCC under the Copyright, Designs and Patents Act. No personal software may be used on KCC equipment. It is a criminal offence to knowingly use or make unauthorised copies of KCC registered software

## **O. Use of Financial Resources**

1. You must ensure you use public funds entrusted to you in a responsible and lawful manner. They must be fully approved and used for the purpose for which they are intended.
2. You should ensure value for money to the local community and avoid legal challenge to KCC.
3. KCC's Financial Regulations and Anti Fraud & Corruption Statement of Policy must be adhered to at all times.

## **Related Procedures, Policies, Guidelines and Support**

### **THE FOLLOWING CAN BE FOUND IN THE PEOPLE MANAGEMENT HANDBOOK, THE BLUE BOOK AND ON KNet**

- \* Drugs & Alcohol Policy
- \* Equality & Diversity Policy
- \* Stress Management Policy
- \* KCC's Financial Regulations
- \* Anti-Fraud & Corruption Statement of Policy
- \* Electronic Communications Use Policy (ECUP)
- \* Responsible User Guidance (RUG)
- \* Whistleblowing Policy
- \* Virus Protection Policy
- \* Smoking Policy
- \* Managers' Guidance on Employment References
- \* Health & Safety at Work Policy and Guidance
- \* Health & Safety Framework
- \* Harassment Procedure
- \* Guidance on Foreign Travel
- \* Code of Practice on Tenders and Contracts

**Appendix 1  
Annual Declaration of Independence  
Issued by Personnel & Development  
(Model Form)**



I confirm that in carrying out my work on behalf of Kent County Council ( insert Directorate) am free from any conflict of interest arising either from professional or personal relationships or from pecuniary or other interests, except for the areas listed below:

Interest declared	Management action to prevent conflict of interest

Signed:  
(Employee)

Date:

Print Name:

Signed :  
(Managing Director or  
Delegated Manager)

Date:

**Kent County Council  
Respect and Dignity  
At Work- Policy  
Statement & Guidance**



## **Respect & Dignity at Work Policy Statement**

### ***Supporting staff who may experience discriminatory treatment, harassment or violence at work, addressing prejudice and discrimination in the workplace***

This policy statement describes KCC's commitment to providing a safe workplace for its employees. It describes the standard of behaviour KCC expects of those who come into contact with its staff and provides guidance on how the organisation will respond should any member of staff be affected by discrimination, harassment or violence from other workers, service users or members of the public. It aims to ensure that incidents are reported and are handled promptly, sensitively and effectively.

### **Our Responsibility**

Protecting employees from discrimination, harassment and violence is an employer responsibility contained within both health and safety and discrimination law. Responding to and monitoring incidents of this kind is an important employer responsibility. KCC would be held legally liable if it failed to meet its responsibilities.

There may also be instances when action is taken in partnership with external agencies.

This guidance is primarily about employment, although there are some links to service delivery issues.

### **Our Commitment**

- We are committed to promoting equality, valuing diversity, combating unfair treatment and providing a safe work environment in which all employees can expect to be treated with dignity and respect. The principles of tolerance, understanding and respect for others are at the centre of our organisational ethos.
- We are committed to ensuring our service users, our employees and partners are not discriminated against on the grounds of social circumstances or background, gender, race, colour, ethnic origin, disability, sexuality, age, religion or belief by creating a culture in which discrimination, real or perceived, is challenged and eliminated.
- We expect all employees and Elected Members to take action to challenge discriminatory, harassing or violent behaviour, language and attitudes, whatever their origins. This guidance compliments KCC's Equality & Diversity Policy, the Harassment and Bullying Procedure and the Corporate Complaints Procedures. As an employer, KCC must collect and monitor information

relating to reported discrimination and harassment incidents and other violent incidents by law so that we can respond to problems that arise.

## Scope

This document provides guidance to KCC employees, Elected Members, partner organisations and contractors. It applies to incidents involving KCC employees where the perpetrator or victim is a KCC staff member, service user partner, Councillors and those who are contracted to work for KCC and those who work with KCC in partnership. The guidance is aimed at anyone (victim or witness) who wishes to report incidents that take place either on KCC premises or during the delivery of KCC services.

Employees wishing to register a complaint against another employee should use **KCC's Harassment Procedure**. Serious complaints against KCC employees may also require the Disciplinary Procedure and other procedures to be used.

Employees who work for, or are contracted to work for KCC, have a responsibility under this policy, when carrying out their duties, to record and report and challenge harassment in all its forms.

This document is not intended to replace other policies and procedures.

## Definitions

### Violence

KCC uses the Health & Safety Executive's definition of violence to identify those incidents that represent unacceptable behaviour by staff, service users or members of the public. The definition is 'any incident in which an employee is abused, threatened or assaulted in circumstances relating to their work.' This includes:

- Physical assault
- Harassment, verbal aggression or abuse, face to face or by telephone
- Threats of violence to employees or their families
- Attacks by animals incited by their owners or keepers

## Harassment

There are a number of legal definitions relating to harassment that are relevant to KCC as a provider of services and as an employer.

**Discrimination law** has a common description of harassment. It is 'unwanted conduct' that has the 'purpose or effect of':

1. Violating the dignity of a person, and of
2. Creating an intimidating, hostile, degrading, humiliating, or offensive environment

The **Criminal Justice and Public Order Act 1994** describes harassment as 'entailing threatening, abusive or insulting words or behaviour, or disorderly behaviour' or the display of 'any writing, sign or other visible representation which is threatening, abusive or insulting'.

**Protection from Harassment Act 1997** also describes harassment as unwanted conduct or behaviour.

## Racial Harassment

Racial harassment is an incident or series of incidents intended or likely to intimidate, offend or harm an individual or group because of their ethnic origin, colour, race, religion or nationality. It includes any unwanted verbal or physical abuse and / or behaviour, which is racially motivated.

A racist incident is any incident, which is perceived to be racist by the victim, or any other person. (Definition adopted from the Stephen Lawrence Inquiry Report, recommendation 12).

The purpose of this definition is not to prejudge the question of whether or not a perpetrator's motive was racist. It is to ensure that investigations take full account of the possibility of a racist dimension to the incident.

## Sexual Harassment

Sexual harassment is any unwanted verbal or physical advance or behaviour, of a sexual nature, sexually explicit statement or remark that is offensive, derogatory, threatening, discriminatory, abusive or insulting.

## Disability Harassment

Disability harassment includes any unwanted verbal or physical abuse and or behaviour related to a person's disability, which is offensive, derogatory, discriminatory, threatening, abusive or insulting.

## **Homophobic Harassment**

A homophobic incident is any incident that is perceived to be homophobic by the victim, or any other person. This includes any incident intended to have an impact on those perceived to be lesbians, gay men, bisexual or transgendered people.

Victims of homophobic crime do not have to be lesbian, gay or bisexual; they just have to be perceived as gay or lesbian and / or the incident to be perceived as containing or being influenced by homophobia.

The definition of homophobic crime includes motivation based on transgender or those perceived to be so, therefore recognising the term 'transphobic incidents'.

## **Other Harassment**

Harassment on the grounds of religion or belief, age are also covered in employment law.

It must also be stressed that other forms of discrimination against asylum seekers, refugees, gypsies and traveller communities, on the grounds of social or cultural status are also covered by this guidance.

## **Examples**

Discrimination, harassment and violent incidents can take a variety of forms. Examples include:

- Physical attacks on people as well as damage to property;
- Verbal abuse and threats
- Abusive language, 'jokes' or banter (even if no one in the relevant group is present)
- Physical threats, assaults and insulting behaviour or gestures
- Unfair allocation of resources
- Putting up posters or writing offensive graffiti
- Making abusive phone calls
- Sending offensive material through the post/via email/text
- Unwanted verbal or physical abuse/advances of a sexual nature
- Sexually explicit derogatory statements or references made to a person's sexuality or behaviour
- Continually complaining about cultural differences and needs
- Social prejudice towards asylum seekers and refugees

## Specific Responsibilities

**Elected County Council Members** – KCC Members have a responsibility for promoting equality and must operate according to the Code of Member Conduct that is part of KCC's Constitution.

**Employees & Contractors** - KCC employees or contractors have a responsibility to observe KCC's Equality and Diversity Policy when carrying out their duties to record and report and/or challenge incidents of harassment or other prejudicial treatment that they witness or that are reported to them.

**Managers** – As an employer and a public service provider KCC has a dual responsibility through its managers to protect and support employees and service users from violence, harassment and other forms of discriminatory or prejudicial treatment.

Employers can be held legally liable for failing to take reasonable steps to prevent or stop an employee inflicting or experiencing harassment or discriminatory treatment at work. Managers, therefore, have a particular responsibility for protecting the health, safety and welfare of staff in the course of their duties.

There are a number of ways in which managers can minimise and respond to incidents of violence, harassment and prejudicial treatment that occur whilst staff are working. Examples include:

- Ensure that the risk of violence/harassment is assessed and all practical control measures are in place.
- Ensure all members of staff are aware of the standards of behaviour expected of KCC service users, appropriate complaints and reporting procedures (e.g. Harassment, Grievance and Complaints Procedures) and support services (e.g. Support Line, Diversity Staff Groups).
- Ensure service users are aware of the standards expected of them in terms of their behaviour towards KCC staff.
- Initiate withdrawal of services where the service has an agreed process.
- Advise and support employees who experience discriminatory treatment.
- Ensure proper recording and reporting of incidents takes place.
- Ensure incidents of violence and complaints of harassment or other prejudicial treatment are investigated quickly and sensitively.
- Monitoring incidents and following up to establish preventative or supportive measures
- Access to/attendance at training

## **Reporting**

KCC has legal and other obligations to report on the occurrence of harassment and other violent incidents. In addition, reporting provides important intelligence for KCC to be able to detect potential problems in particular areas of service delivery and with respect to the safety of its employees.

Harassment is considered to be within the scope of 'violence' in the context of Health & Safety recording of incidents. Therefore, staff and their managers, workers or visitors who have experienced or witnessed harassment should complete the accident /incident reporting forms HS157 and HS160 (see Appendix 1 and 2) when incidents of verbal, written and physical harassment or other kinds of discriminatory treatment take place. Employees may also wish to seek advice from their Personnel Team about KCC's Harassment and Grievance Procedures when initiating a complaint about another member of staff.

## **Management Action & Support**

The level of support and action needed depends on the circumstances and, to a large extent, on the wishes of the individual. It is the responsibility of the immediate manager, through discussion with the person to determine the best course of action, the kind of support required and the level of risk involved. In any event the line manager should arrange to meet the individual within sufficient and reasonable time, in any case within 3 days.

## **Risk Assessment/Personal Safety**

Risk assessment of all activities needs to take account of all situations where violence may occur. The assessment is based on a recognised likelihood (previous history, case notes) of risk of a particular experience or potential conflict/sensitivity of ethnic, disability or gender issues.

Controls identified would need to include support and procedures in place, pre and post incident information and available training.

Risk assessments and supporting material should be regularly reviewed to ensure it adequately fits current working practices and intelligence.

Detailed guidance on SafetyNet. [Risk assessment guidance SafetyNet](#)

## ***Assault or threats of violence***

If there has been physical contact, significant/serious threat or abuse violence or threats of violence the manager should meet with the individual within 24 hours to determine the level of risk and any immediate action required to prevent any further exposure to the perpetrator.

## ***Support***

Whatever the circumstances managers must respond promptly and sensitively to enable their staff to deal with negative experiences at work.

Specifically, when meeting or discussing an incident, managers should:

- Allow the individual to describe the incident/event and express their feelings
- Take into account what action the individual wishes to take and agree next steps
- Offer advice about practical steps, such as providing guidance and information on:
  - Reporting/recording the incident (HS157)
  - Working arrangements including temporary adjustments
  - Ways to handle the perpetrator
  - Risk assessment
  - Legal Assistance
  - Support services, e.g. Support Line
  - Compassionate Leave
  - Training opportunities
- Consider contact with other agencies where appropriate (e.g. Partner agencies, Police)
- Review working arrangements and personal safety

## ***Withdrawing Services***

In cases of serious harassment, where for example, there has been a threat of violence or assault or a campaign of unacceptable behaviour from another worker, service user, a group or a member of the public, the manager must consider taking immediate action to prevent the employee from experiencing any further abuse. This may involve using the disciplinary procedure for internal issues, the withdrawal of services, where this is possible, or other actions short of the withdrawal of services e.g. (reallocation of work or relocation with the individual's agreement).

## ***Legal Assistance***

KCC can assist employees to take positive action to afford protection from abusive behaviour. Examples of the options available to staff include:

- A stern letter to an alleged perpetrators sent from KCC's Legal Services requiring them to desist from further abusive behaviour
- Imposing a ban on contact between the perpetrator and the affected employee(s)
- Applications for anti-social behaviour orders or support to any police applications for such orders
- Applications for an injunction to prevent specific acts
- Provide advice about court processes

Where KCC accesses legal advice for individual staff, there may arise occasions when individual interests and wishes of staff conflicts with those of the authority. In these situations, the KCC may decide to arrange for separate representation for staff.

### ***Criminal Injuries Compensation***

In the most serious of cases, KCC staff or their dependants may be able to make a claim to the Criminal Injuries Compensation Authority. To be eligible for compensation applicants must have sustained personal injury attributable to a violent crime. For further information and guidance contact [www.cica.gov.uk](http://www.cica.gov.uk) or ring the helpline on (0800) 358 3601

Further general advice and information can be obtained from the Risk Management Team (01 622) 694632. For advice about pursuing a claim for compensation contact (01 622 694554. Trade Unions can also provide advice and support.

### **Useful Contacts**

KCC Contact Centre – Dedicated line	(contact to be added)
Support Line (Confidential Counselling Service)	(01622 605539)
Victim Support Kent	<a href="http://www.victimsupport.org.uk">www.victimsupport.org.uk</a> (0845 30 30 900)
UNISON	<a href="http://www.unison.org.uk">www.unison.org.uk</a> (01622) 694052)
GMB	<a href="http://www.gmb.org.uk">www.gmb.org.uk</a>
T&G	<a href="http://www.tgwu.org.uk">www.tgwu.org.uk</a>
Personnel	

### **Other Relevant Documents**

- KCC General Statement of Policy on Health, Safety and Welfare at Work.
- KCC Equality & Diversity Policy
- KCC Harassment Procedure
- Violence in the Workplace – Youth & Community
- Managing Racial Incidents in Schools (insert link)
- Domestic Violence Guidance
- Lone Working Guidance
- Personal Safety Guidance

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Dignity and Respect policy statement and phone line  
Communications Strategy

**Principles:**

- To inform all staff about their rights and responsibilities in relation to the dignity and respect policy statement
- To give all staff (especially those customer facing) access to a 24 hour phone line for confidential advice and guidance should they experience unacceptable behaviour
- To display the policy statement in view of customers and staff to remind all of their responsibilities

Communication	What	When	Who	Status
	• Design and produce simple policy statement posters for display for all front facing offices	August/September	NL	To be developed
	• Arrange phone line to be staffed and have develop protocol for signposting and escalation	End July	NL / Contact Centre	In development
	• Confirm telephone number to be used	End July	NL / Contact Centre	Done
	• Distribute posters to all satellite offices / KCC	End August	NL	Planned for October launch
	• Buildings with instructions to display alongside health and safety guidance			
	• Cards produced to promote staff telephone number and to reference related procedures (e.g. harassment and whistleblowing)	End August	NL / HS	As above
	• Cards and policy statement distributed to all staff with October payslips	End Sept	NL / HS	Planned for October launch
	• News story linking to policy statement and staff telephone number on KNet front page	1 October	HS/ Corp Comms	As above
	• Contract and induction material updated to incorporate information on the respect and dignity statement and telephone number	1 October	HS / Nicky Ronchetti	As above

<ul style="list-style-type: none"> <li>Information added to managers &amp; staff induction/training</li> </ul>	October	NL / Nicky Ronchetti	As above
<ul style="list-style-type: none"> <li>Agree wording related to Dignity &amp; Respect Policy Statement in all contracts (to external contractors)</li> </ul>	1 October	NL/Corp Procurement	To be developed