



## AGENDA

### PERSONNEL COMMITTEE

Friday, 16th May, 2008, at 2.30 pm  
Stour Room, Sessions House, Stour Room -  
Sessions House, County Hall, Maidstone  
County Hall, Maidstone

Ask for: **Mary Cooper**

Telephone **(01622) 694354**

*Tea/Coffee will be available inside the meeting room*

#### **UNRESTRICTED ITEMS**

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

#### **A. COMMITTEE BUSINESS**

1. Substitutes
2. Declarations of Interests by Members in items on the Agenda for this meeting.
3. Minutes (Pages 1 - 2)
4. Workforce Planning Update (Pages 3 – 6)
5. Staff Survey Presentation
6. Staffing Levels (Pages 7 - 12)
7. Pay & Reward (Pages 13 - 22)
8. Disciplinary and Grievance Activity (Pages 23 - 26)

#### **EXEMPT ITEMS**

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

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

**Thursday, 8 May 2008**

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

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**KENT COUNTY COUNCIL**

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**PERSONNEL COMMITTEE**

MINUTES of a meeting of the Personnel Committee held at County Hall, Maidstone, Kent on Friday, 1 February 2008.

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

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

**UNRESTRICTED ITEMS**

**1. Minutes**  
*(Item A2)*

RESOLVED that the Minutes of the meeting held on 12 September 2007 are correctly recorded and that they be signed by the Chairman, subject to the words in Minute 18(b) being amended to read "Equality and Diversity training be made compulsory for all managers involved in recruitment panels" and the addition of "(d) at least one Member being trained in equality and diversity when appointed to serve on interview panels."

**2. Local Pay Bargaining 2008/09**  
*(Item A3)*

RESOLVED that:-

- (a) a 2.5% pay award be endorsed and recommended to Cabinet and Council as the settlement for 2008/09; and
- (b) a report on salary profiles be submitted to a future meeting.

**3. Monitoring Use of Interim Managers, Agency Staff and Consultants**  
*(Item A4 – Report by Director of Personnel and Development)*

RESOLVED that the use of agency staff, interim managers and consultants in Kent County Council at September 2007 be noted.

**4. Equality Impact Assessment Personnel Policies**  
*(Item A5 - Report by Director of Personnel and Development)*

RESOLVED that the work undertaken to assess Kent County Council's Personnel Policies to date be noted and the significant contribution of the Diversity Staff Groups be acknowledged.

**5. Personnel Committee Report and Monitoring**  
*(Item A6 - Report by Director of Personnel and Development)*

RESOLVED that:-

- (a) the report on the current regular monitoring undertaken by the Committee be noted; and

1 February 2008

- (b) a revised version of the report be submitted to the next meeting of the Committee to include details for reporting on: vacancy rates, sickness rates, age profiles, salary ranges in each pay band and turnover in staff, to include reasons for leaving Kent County Council.

08/c&g/020108/minutes

**By:** Deputy Leader of the Council and  
Director of Personnel & Development

**To:** Personnel Committee      **Date:** 16 May 2008

**Subject:** Joint Workforce Planning

**Classification:** Unrestricted

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**SUMMARY:** This report informs Personnel Committee about joint workforce planning research that is currently being undertaken with our partners.

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## **1. BACKGROUND**

In December 2007 the Workforce Strategy Board agreed KCC's Strategic Workforce Plan 2007 – 2010. This Plan builds on planning contained in the previous Workforce Development Plan. Its purpose is to identify and develop strategies for building capacity and skills to ensure we have the workforce to continue to deliver excellent service now and in the future. Key to the success of the plan is our work with partners and employers in the public and private sectors engaged in the delivery of public services to the people of Kent.

The Strategic Workforce Plan contains an action plan that identifies specific strategies. One of the key priorities identified by the Board within the action plan is Joint Workforce Planning with partners and organisations in the public and private sectors engaged in the delivery of public services.

## **2. PURPOSE**

Kent County Council already undertakes workforce planning within the directorates. The aim of this activity is to take a strategic focus across KCC and organisations involved in the delivery of public services across the county.

A research organisation, Stepahead has been commissioned to research workforce planning issues for organisations that deliver public services in Kent. Stepahead specialises in social and economic research and has expertise that includes labour market intelligence.

## **3. KEY OBJECTIVES**

The objectives of the research are as follows:

- (i) Establish a joint profile of the workforce within the public sector and partner organisations across the county of Kent.
- (ii) Identify key changes in the workforce forecast over the medium to long term.
- (iii) Identify external supply and demand factors in terms of capacity and skills to deliver services now and in the future.
- (iv) Identify demand led factors that may impact on the delivery of services in the future.

- (v) Produce reports, present to KCC Management Groups and Boards, and make recommendations for the future.

#### **4. METHODOLOGY**

The research involves the collection and analysis of information in five stages.

##### *Stage One – Inception and Scoping*

To gain a clear picture of the breadth of organisations engaged in the delivery of public services in Kent and how information will be collected and analysed.

##### *Stage Two – Desk Research*

To research the context within which public service agencies recruit and retain employees currently and in the future.

##### *Stage Three – Partner E-Survey*

This stage has two parts. A spreadsheet for partners to input top line data on their workforce to provide an overview of employee numbers in organisations that deliver public services in Kent. The second part is an online survey which probes issues in a qualitative manner that aims to provide more detailed information about each organisation's current and future workforce needs.

##### *Stage Four – Depth Interviews*

A minimum of 30 in depth interviews to be held with individuals from organisations across Kent. The purpose of this stage is to explore in greater detail the issues that emerge from the e-survey.

##### *Stage Five – Analysis and Reporting*

To include one overarching report and two sub-reports on Children and Young People, and Adult Social Care.

#### **5. PROGRESS TO DATE**

Stages one, two and three have been completed. Stage four is currently underway.

#### **6. EMERGING THEMES**

The most significant themes that have emerged from responses so far are as follows:

- (i) Ageing workforce and associated issues of recruitment and retention, especially in respect of younger workers and retaining older workers longer.
- (ii) Adapting to changes in working practices, including integration of services across organisations (e.g. health and care), commissioning of services externally, reform of public service performance arrangements, and changes to the structure of local service provision (e.g. health, Children and Young People's Trust), more multi-agency working.

- (iii) Expanding service provision (e.g. universities / colleges, health in Thames Gateway, social care with respect to ageing population).
- (iv) Improving the skills of the current workforce (specific areas include management and leadership, performance management).
- (v) Ensuring that the workforce is representative of the community it serves.

## **7. SUMMARY**

On embarking on this research the expectation was that it would identify areas of common interest where organisations can work together to share good practice, learn from each other, and develop strategies in a cohesive way, thereby delivering value for money. Positive interest has been received from organisations across employment sectors to engage in the research and to work in partnership with others. We will build on this foundation to strengthen our links with partners in order to deliver excellent services to the people of Kent.

On completion of the research the findings will be reported to the Workforce Strategy Board, Chief Officer Group and Personnel Committee as appropriate.

## **8. RECOMMENDATION**

Personnel Committee is asked to note the progress made towards integrated workforce planning with our partners in Kent.

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

**Alex King**  
**Deputy Leader of the Council**  
**Ext: 4335**

**Nigel Fairburn**  
**Workforce Development Manager**  
**Ext: 4612**

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**By:** Deputy Leader of the Council and  
Director of Personnel & Development

**To:** Personnel Committee

**Subject:** Staffing levels

**Classification:** Unrestricted

## **SUMMARY**

This paper shows the staffing levels as at 31 March 2008, with comparative data from previous years. The report also includes demographic and diversity information for KCC's existing workforce.

## **STAFFING INFORMATION**

### **Staffing levels**

As at 31 March 2008 the employee headcount for the Authority, including Casual Relief, Sessional and Supply staff, was 44,256, equating to a full-time equivalent (FTE) of 28,546.3. The headcount figure shows a decrease against the March 2007 figure of 45,810, but there is a slight increase in FTE, from 28,339.6 last year. The assignment (or job) count for the Authority has shown a significant decrease, down to 52,185 from last year's figure of 54,883.

Full details of current staffing levels, are shown in Appendix A, Table 1 and Table 2 shows the current headcount by equality strand.

The table below shows the changes in staffing levels from September 2003 to date, taking into account the number of externally funded posts and additional posts due to causes outside of the scope of normal business decisions and efficiencies.

<b>KCC Changing in staffing levels (excluding-schools)</b>				
	<b>Sep-03</b>	<b>Jun-07</b>	<b>Sep-07</b>	<b>Mar-08</b>
<b>KCC FTE (all posts)</b>	<b>8,890</b>	<b>10,284</b>	<b>10,154</b>	<b>10,034</b>
<b>Externally funded posts (FTE)</b>				
Children, Families, Health & Education			451	789.5
Chief Executive's			154	154.7
Environment & Regeneration			111	113.0
Communities			574	599.7
Kent Adult Social Services			114	114.0
<b>KCC Total</b>	<b>299</b>	<b>1,387</b>	<b>1,404</b>	<b>1,771</b>
<b>KCC FTE (excluding externally funded posts)</b>	<b>8,591</b>	<b>8,897</b>	<b>8,750</b>	<b>8,263</b>
<b>KCC Additional posts FTE - Sept 03 to report date</b>		<b>1,142</b>	<b>1,142</b>	<b>1,080</b>
<b>KCC FTE (excluding externally funded and additional posts)</b>	<b>8,591</b>	<b>7,755</b>	<b>7,608</b>	<b>7,183</b>

## Reasons for change

Significant changes in staffing numbers in KCC are due to four 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
- 4) TUPE transfers out

The changes in staffing levels resulting from these causes are shown in the table below:

<b>Changes in KCC Staffing FTE Numbers (excluding schools) Sept 2003 – March 2008</b>	(1)	(2)	(3)	(4)
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	
Commercial Services – staff transferred out under TUPE				-62
<b>Total Posts</b>		<b>1,310</b>		
<b>Mar 2008 - Additional posts required (excluding ext. funded posts)</b>		<b>1,080</b>		

## **Vacancies**

Work is currently underway to collect information on vacancy levels by Directorate in a consistent and systematic way.

## **Age profile**

Across the Authority, a high proportion of staff, over 43%, are aged 41 – 55. The age profile peaks at around 41 – 45, with over 15% of staff falling within this age band. Currently, the average age of KCC staff is 44.1, marginally higher than the previous two year's figures of 43.96 (Mar 07) and 44.01 (Mar 06).

Approximately 1.9% of staff are over 65, typically employed in roles such as administrative officers, caretakers, exam invigilators and road crossing patrol staff.

7.4% of KCC staff are aged 25 or under. Chief Executive's and Communities employ the highest proportion of young staff, with 10.9% and 9.63 % respectively. By comparison, KCC's 'Labour Supply Projection' estimates that 14.9% of all economically active people in the Kent area are aged 16-24.

Further information on the age profile of KCC staff is shown in Appendix A, table 3.

### **Sickness levels**

Sickness levels, defined under the performance indicator BV12 as 'the number of days lost due to sickness per FTE', have increased slightly from last year's figure of 7.99 days, to 8.22 days. This increase may have been due, in part, to the 'norovirus', which had a direct impact in the Kent area, with wards closed at Maidstone hospital.

Comparative Best Value Performance Indicator data for 2007-08 will not be available until later in the year. However, last year's results showed the median for 'Upper Tier' (150 councils) as 9.2 days per FTE, with the median for 'County' (34 councils) lower at 8.4 days per FTE.

The CBI and AXA's 2007 'Attending to absence' report found public sector absence to be 9 days per employee in 2006 and the private sector level to be lower at 6.3 days.

### **Staff by salary**

Currently, within the Authority, there are 29,922 posts on the Kent Scheme and 22,263 on other pay scales. Of those on the Kent Scheme:

- 83.7% are graded KS1 – KS6 (up to £19,572)
- 9.9 % are graded KS7 – KS9 (over £19,572 and up to £29,190)
- 6.4% are graded KS10 or higher (over £29,190).

*Note: Staff on fixed point salaries and linked grades within the Kent Scheme have been assigned to the grade equivalent to the current assignment salary.*

The average annual salaries as at March 2008 are as follows (excludes casual staff):

- KCC staff = £17,710
- Non-school based staff = £22,405
- School-based staff = £15,322
- Teachers = £31,682

### **Turnover**

The turnover rate for the Authority for the year ending 31 Mar 2008 was 15.02%. During the period, turnover varied between 11.4% in KASS Directorate and 19.52% in Communities Directorate. The turnover rate has increased when compared with the 2006-07 and 2005-06 figures of 13 % and 14% respectively.

Details of the headcount of starters and leavers are shown in Appendix A, table 4. Turnover levels by Directorate are included on this table.

### **Reasons for leaving**

Over 24% of leavers do not specify a reason for leaving the organisation. Analysis of the reasons given for leaving the organisation show the four most common as:

Reason	Number of leavers	% of leavers
Resignation – new employment	953	14.1%
Resignation – personal/domestic reasons	617	9.1%
Not claimed in the last 12 months	561	8.3%
Retirement - normal	458	6.8%

### Diversity trained panellists

79.7% of recruitment panels held in 2007-08 contained a diversity trained panellist, a marked increase on last year's figure of 58.1%.

### Recommendation:

Personnel Committee is invited to:

- Note the information on staffing levels presented in this report
- Confirm that this report meets the staffing information requirements of Members

Amanda Beer  
 Director of Personnel & Development  
 Ext 4136

Alex King  
 Deputy Leader of the Council  
 Ext 4335



# KCC Staffing Factsheet - March 2008

## 1. Staffing Levels

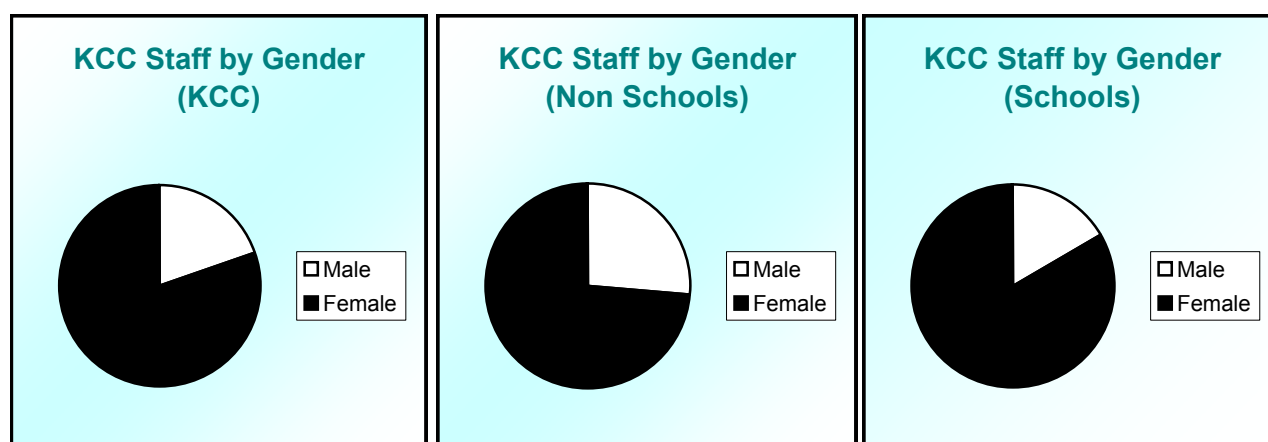
	Assignment (Job) count	Headcount (inc CRSS)	Headcount (exc CRSS)	FTE	Vacancies
<b>Kent Adult Social Services</b>	4,361	3,775	3,482	2828.7	t.b.a
<b>Chief Executive's Dept</b>	1,877	1,868	1,806	1696.3	t.b.a
<b>Children, Families, Health &amp; Education Communities</b>	4,323	4,171	3,549	2957.0	t.b.a
<b>Environment &amp; Regeneration</b>	823	812	711	650.9	t.b.a
<b>Total Non Schools</b>	16,199	14,659	12,072	10034.1	t.b.a
<b>Total Schools</b>	35,986	30,000	26,939	18512.1	t.b.a
<b>Total KCC</b>	<b>52,185</b>	<b>44,256</b>	<b>38,886</b>	<b>28546.3</b>	<b>t.b.a</b>

### Notes:

- 1) If a member of staff works in more than one directorate they will be counted in each, but counted once in the 'Non Schools' and 'KCC' totals.
- 2) If a member of staff works for both Schools and Non-Schools they will be counted in both, but counted once in the 'KCC' total.
- 3) 'CRSS' is an abbreviation for Casual Relief, Sessional and Supply staff.
- 4) The 'assignment count' represents the number of jobs. Over 6,800 staff have more than one job (or assignment)

## 2. Headcount by equality strand

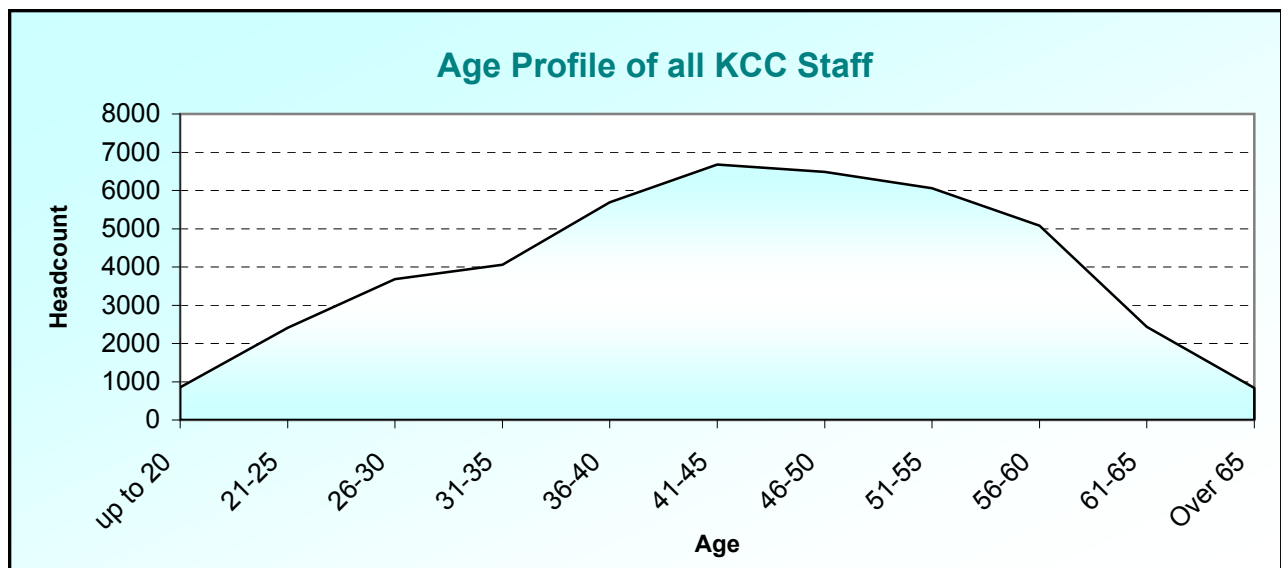
	Male	Female	BME	DDA
<b>Kent Adult Social Services</b>	16.9%	83.1%	4.9%	2.8%
<b>Chief Executive's Dept</b>	50.8%	49.2%	2.4%	1.8%
<b>Children, Families, Health &amp; Education Communities</b>	17.5%	82.5%	2.7%	1.4%
<b>Environment &amp; Regeneration</b>	51.2%	48.8%	1.6%	1.4%
<b>Total Non Schools</b>	26.3%	73.7%	3.0%	14.0%
<b>Total Schools</b>	16.6%	83.4%	0.4%	0.3%
<b>Total KCC</b>	<b>19.8%</b>	<b>80.2%</b>	<b>1.2%</b>	<b>0.8%</b>



## 3. Age profiles (by headcount)

	30 or under	31 - 50	Over 50
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Kent Adult Social Services	408	1,776	1,591
Chief Executive's Dept	412	905	551
Children, Families, Health & Education	540	1,995	1,636
Communities	713	1,766	1,687
Environment & Regeneration	126	391	295
<b>Total Non Schools</b>	<b>2,179</b>	<b>6,773</b>	<b>5,707</b>
<b>Total Schools</b>	<b>4,800</b>	<b>16,325</b>	<b>8,875</b>
<b>Total KCC</b>	<b>6,943</b>	<b>22,909</b>	<b>14,404</b>



<b>4. Staff turnover (by headcount)</b>			
	Starters	Leavers	Turnover
Kent Adult Social Services	324	434	11.4%
Chief Executive's Dept	192	257	13.3%
Children, Families, Health & Education	541	677	15.9%
Communities	457	865	19.5%
Environment & Regeneration	68	136	15.5%
<b>Total Non Schools</b>	<b>1,582</b>	<b>2,316</b>	<b>15.3%</b>
<b>Total Schools</b>	<b>5,178</b>	<b>4,516</b>	<b>14.8%</b>
<b>Total KCC</b>	<b>6,760</b>	<b>6,774</b>	<b>15.0%</b>

*Note: Staff leaving the organisation may leave more than one post. If these are in different directorates, they are shown once against each directorate, but only once in the KCC non-schools total.*

<b>Top 5 Reasons for Leaving KCC (all staff)</b>	
Resignation - reason not specified	24.2%
Resignation - new employment	14.1%
Resignation - personal/domestic reasons	9.1%
Not claimed in the last 12 months	8.3%
Retirement - normal	6.8%

**By:** Deputy Leader of the Council and  
Director of Personnel & Development

**To:** Personnel Committee      **Date:** 16 May 2008

**Subject:** Pay & Reward

**Classification:** Unrestricted

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## **SUMMARY:**

**This paper outlines the significant progress KCC has made within its Reward Strategy by developing a modern and flexible employment package.**

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### **1. Single Status**

KCC has delivered Single Status, ie the pay and Terms & Conditions harmonization for approximately 4,000 former manual worker employees. This was done both to deliver to KCC responsibilities under the 1997 national obligations and also because KCC wants to treat its employee's equitably and fairly.

By taking the initiative and implementing Single Status ahead of other authorities, we are in a good position to defend ourselves against equal pay challenges, These still could be internal but more likely to be no win no fee solicitors who are encouraging group actions against both authorities and Trade Union members alike if they suspect the best deal for employees has not been implemented.

Equal pay reviews have also been undertaken, reviewing base pay for gender differences and has also included ethnicity in the second review. No significant pay gaps were found, however recommendations on starting salaries were made and are being implemented through JRIT. The current third phase now considers allowances and demonstrates KCC's ongoing commitment to review and address pay issues proactively and again in partnership with the Trade Unions.

### **2. Pay Scale Changes**

The introduction of pay scale changes from the implementation of Single Status for the lower grades has been applied to the whole of the Kent Scheme pay spine, resulting in a more modern, equitable and flexible structure.

- **Shorter Grades** With shorter grades now introduced, it takes less time to reach grade maximum resulting in greater inherent equality between men and women. This helps deliver to our equality agenda and manages the risk of potentially very expensive equal pay claims against the authority.
- **Reduced Grade Overlap** The new pay scale design has reduced the overlap between successive grades. For some grades this previously lead

to the perverse situation where a direct report was being paid more than their line manager.

- **Half Increments** We know from experience, when KCC introduced PRP in 1990 that having only full increments is inflexible and drives costs upwards. Using half increments builds in more flexibility and enables managers to deliver the right message to employees within a budget sensitive environment.
- **'Advanced Box' Payments** Individuals who are at the top of their grade needed a mechanism to be rewarded within the formal TCP cycle, resulting in the introduction of the advanced box. This means that individuals at their grade maximum who are assessed at excellent or exceptional can receive a one off cash lump sum equivalent to a half or a whole increment respectively. This is important as a way to help managers recognise, reward and motivate this large group, around one third of employees.
- **Extend Maximum Pay** The upper pay points have been extended as an attempt to remain competitive for key senior management roles. This has helped bridge some of the gap between top of KS15 and M grades and reduces the need for the use of spot salaries which, because of their nature, have negative equal pay implications and also make it less easy for the principles of TCP to apply.
- **Incremental Step Consistency** Prior to the review of the pay scale the difference between successive increments varied between 1.9% and 6.2%. The steps are now much more consistent and average 2.7%.

### 3. Pay Bargaining

We have now concluded the fourth year of local pay bargaining with our recognised Trade Unions. The ability for the Trade Unions to put their case forward on an annual basis was a result of the productive dialogue and agreement to deliver Single Status.

Typically the Trade Union side wishes to maximise the amount available on the Cost of Living award because this is most beneficial to all of their members. However, all wider aspects of benefits and policies are also considered. Previous years have included the increase of minimum annual leave from 22 to 24 days and the removal of 16 & 17 year old pay rates.

Being able to negotiate outside of the national pay process enables KCC to deliver increases on 1<sup>st</sup> April rather than what could be many months later. The award is confirmed at the end of our established process involving negotiations and reporting to COG, Cabinet and Full Council in February each year.

Local pay is now operated by around 50% of authorities in our region.

This year, as a result of negotiations, the initial pay offer made by KCC was increased from 2.0 to 2.5%. Around two thirds of employees also receive an

incremental scale move as a result of the Total Contribution Pay process worth an average of 2.7%.

#### **4. RPI, CPI and Cost of Living Awards**

Every year a cost of living award is applied to Kent Scheme. The amount is a balance between what the budget can allow and what we need to pay to remain competitive.

Appendix 1 shows the relative increase in Retail Price Index (RPI), Consumer Price Index (CPI), National pay awards (NJC) and the Kent Scheme (KS), since 1990, the introduction of local pay. The average length of service of Kent Scheme staff is 7 years, which has been used to reflect the changes since the year 2000 (Appendix 2), indicating a less competitive trend recently for Kent Scheme increases. Appendix 3 also shows the percentage increases each year. Interestingly, the Government uses CPI as the measure for public sector pay which over time will result in a diminution of pay relative to wider living costs.

#### **5. Pay Scale Profile**

The profile of assignment counts for each grade on the Kent Scheme pay scale is shown in Appendix 4. This includes employees on fixed pay points and linked grades in order to give as complete a picture as possible. The graph shows that the vast majority of our staff are on the lowest grades. A count of the number of people at the top of grade is shown in Appendix 5 (excluding fixed pay points and linked grades) indicating that this is close to one third of employees. March 2008 data has been used to calculate the average salary of £17,710 which includes full and part time employees.

#### **6. Total Reward**

Recently KCC has been developing a more sophisticated and holistic approach to the designing, delivering and communicating of our wider employment package.

We do not have the same bonuses, stock options and share plans as in much of the private sector so we need to make the most of our resources, one of which is being a large employer.

Although pay is always going to be the main element, there is so much more to include, some of which can be quantified in terms of cost e.g. Pension, allowances, holidays etc and much of which cannot e.g. employee support, fairness of treatment, culture etc.

Unless we communicate this in a way which explains clearly what is on offer then we miss a great opportunity to both attract and retain staff and to tell people both why they should work and stay here.

A significant amount of work has been invested in developing the voluntary benefits package which now allows all employees, pensioners and member to access discounts and cashback from over 1,500 organisations. The launch of this via our provider Asperity has been the most successful in both private and public sector and we remain the only local authority to offer this currently.

The Local Government Pension Scheme is of particular note, given its increase in perceived value due to many organisations within the private sector closing their deferred benefit schemes and replacing them with defined contribution schemes with very uncertain pension provision.

Total Reward is not done for altruistic purposes. Increased employee engagement through the use of employer provided benefits is likely to increase discretionary effort leading to improved service delivery.

Maximising the flexibility, relevance and choice in the employment package is a way of doing this and an overview of some of the key components in the package is given in Appendix 6.

## **7. The Future**

We need to continue to review the design of the Kent Scheme pay scale to make sure it remains competitive in the wider market and continues to focus reward on individuals who demonstrate higher levels of personal contribution.

It is however possible to consider other mechanisms for individuals to progress up their pay band both in terms of speed and amount.

Any development to pay structures should continue to embody the key principles used in the wider reward strategy of simplicity, equality and business focus.

## **8. Recommendation**

Personnel Committee is intended to acknowledge the success of the wider developments which have resulted from Single Status and to recognise and endorse the extensive employment package available and its communication using the concept of Total Reward.

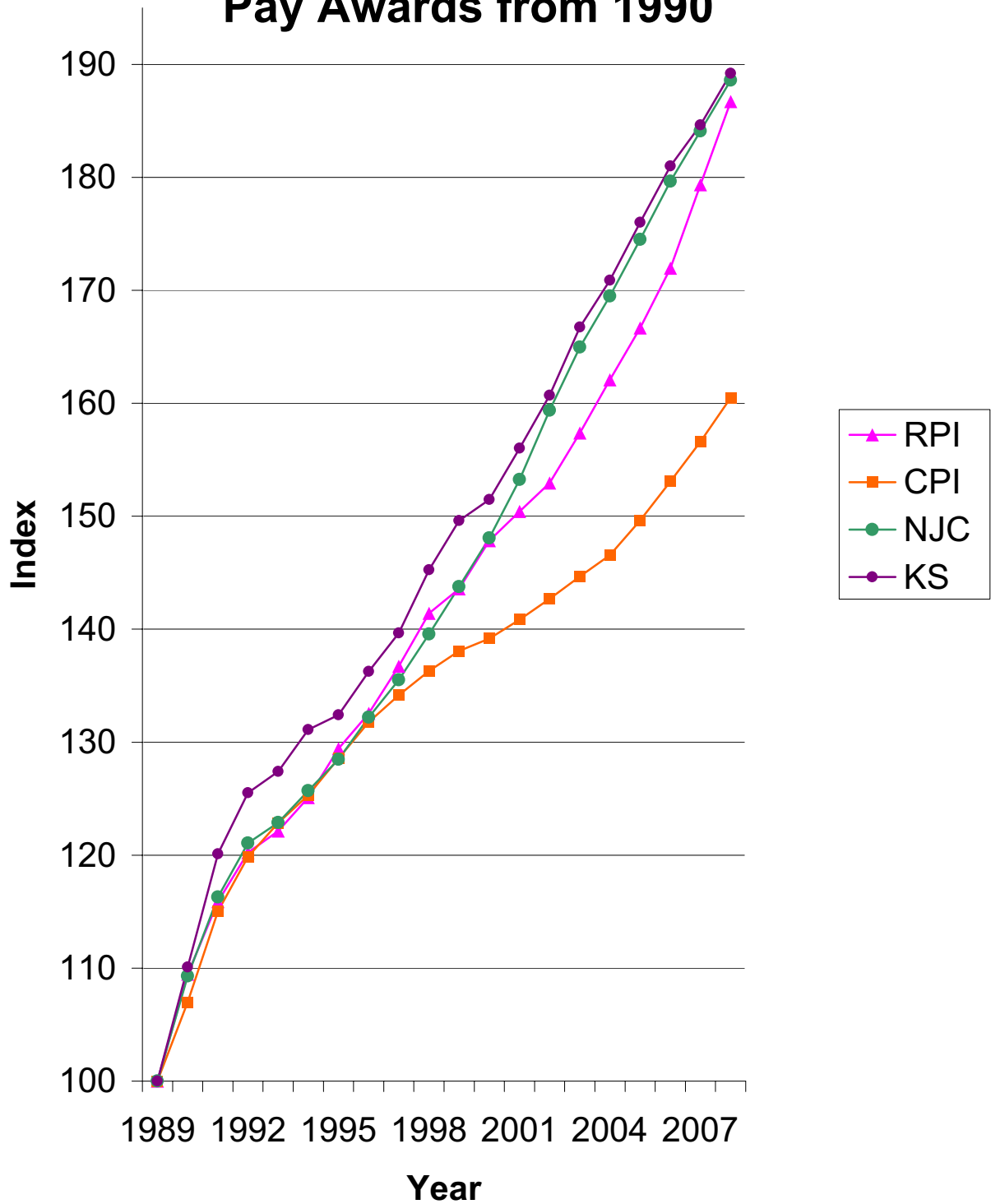
**Amanda Beer**  
**Director of Personnel & Development**  
**Ext 4136**

**Alex King**  
**Deputy Leader of the Council**  
**Ext 4335**

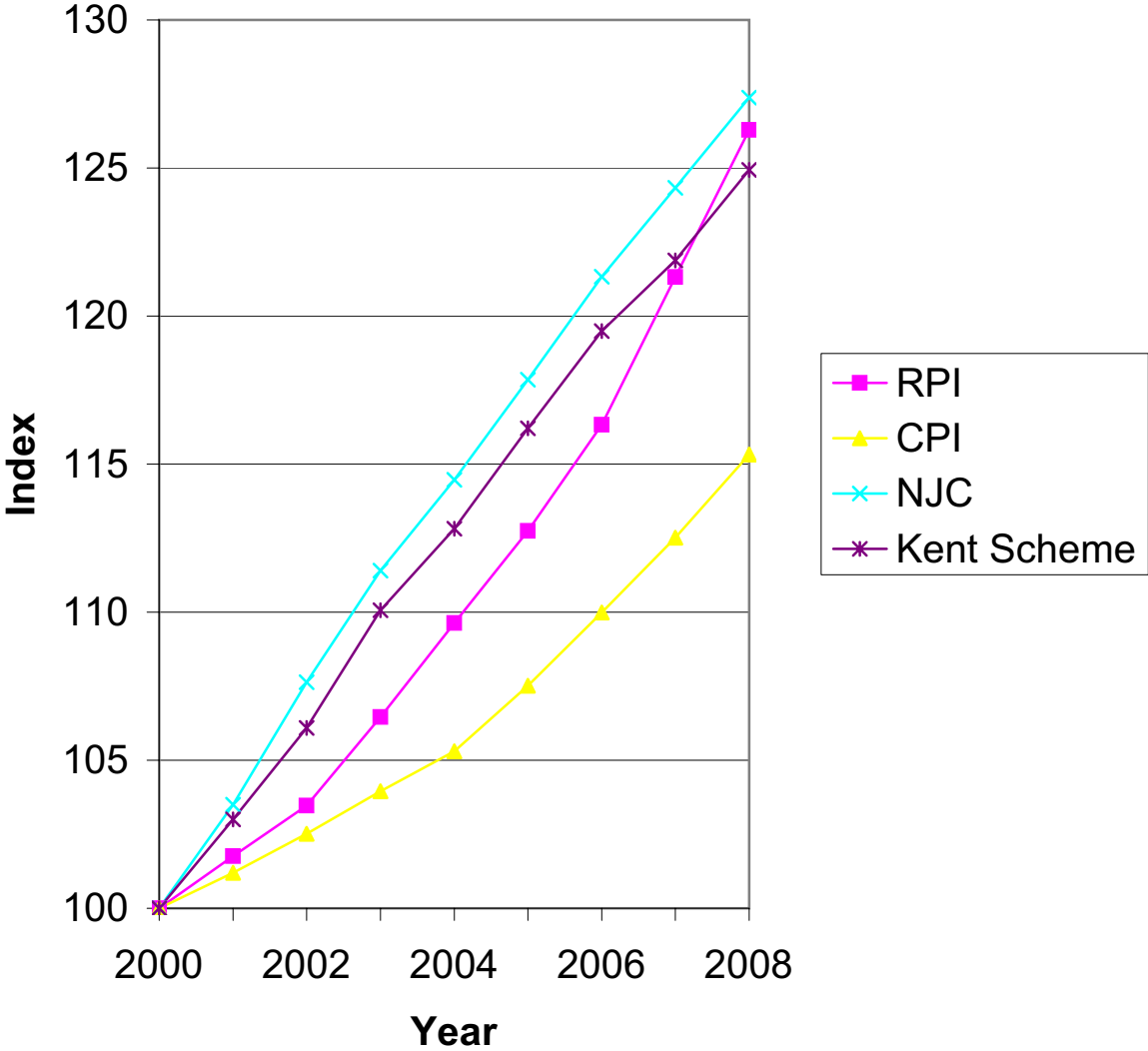
**Colin Miller**  
**Reward Manager**  
**Ext 6056**

APPENDIX 1.

## Comparison of Cost of Living and Pay Awards from 1990



# Comparison of Cost of Living and Pay Awards from 2000



Comparison of Indices versus Percentage Increases

APPENDIX 3

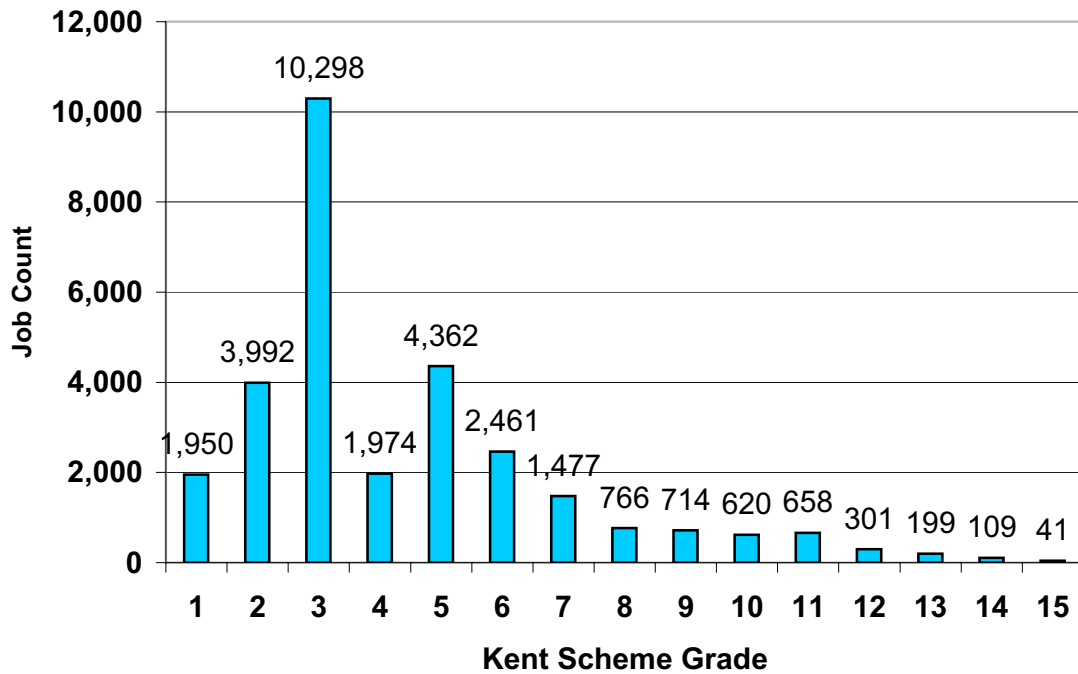
Year	RPI Index	%	CPI Index	%	NJC Index	NJC (%)	KS Index	KS (%)
1989	100.0		100.0	5.1*	100.0		100.0	
1990	109.5	9.5	107.0	7.0*	109.3	9.30	110.1	10.10
1991	115.9	5.9	115.0	7.5*	116.3	6.40	120.1	9.10
1992	120.2	3.7	119.9	4.2*	121.1	4.10	125.5	4.50
1993	122.1	1.6	122.9	2.5*	122.9	1.50	127.4	1.50
1994	125.1	2.4	125.3	2.0*	125.7	2.30	131.1	2.90
1995	129.4	3.5	128.6	2.6*	128.5	2.20	132.4	1.00
1996	132.6	2.4	131.8	2.5	132.2	2.90	136.3	2.90
1997	136.7	3.1	134.2	1.8	135.5	2.50	139.7	2.50
1998	141.4	3.4	136.3	1.6	139.6	3.00	145.2	4.00
1999	143.6	1.5	138.1	1.3	143.8	3.00	149.6	3.00
2000	100.0	3.0	100.0	0.8	100.0	3.00	100.0	1.25
2001	101.8	1.8	101.2	1.2	103.5	3.50	103.0	3.00
2002	103.5	1.7	102.5	1.3	107.6	4.00	106.1	3.00
2003	106.5	2.9	104.0	1.4	111.4	3.50	110.1	3.75
2004	109.6	3.0	105.3	1.3	114.5	2.75	112.8	2.50
2005	112.7	2.8	107.5	2.1	117.8	2.95	116.2	3.00
2006	116.3	3.2	110.0	2.3	121.3	2.95	119.5	2.83
2007	121.3	4.3	112.5	2.3	124.3	2.475	121.9	2.00
2008	126.3	4.10	115.3	2.5	127.4	2.45	124.9	2.50

\* Retro calculated figure

Bold figures where KS award greater than NJC

## APPENDIX 4

### Assignment Count of Employees on Kent Scheme



KS	Assignment count	Assgnment %	Grouped assignment count	Grouped assignment %
1	1950	6.52%	25037	83.67%
2	3992	13.34%		
3	10298	34.42%		
4	1974	6.60%		
5	4362	14.58%		
6	2461	8.22%		
7	1477	4.94%	2957	9.88%
8	766	2.56%		
9	714	2.39%	1928	6.44%
10	620	2.07%		
11	658	2.20%		
12	301	1.01%		
13	199	0.67%		
14	109	0.36%		
15	41	0.14%		
	<b>29922</b>	<b>100.00%</b>	<b>29922</b>	<b>100.00%</b>

**KCC Staff at top of grade****APPENDIX 5**

<b>Grade</b>	<b>Nos at Grade Max</b>	<b>Nos on Grade</b>	<b>%</b>
<b>KS1.K01</b>	1060	1901	55.8
<b>KS2.K02</b>	369	3979	9.3
<b>KS3.K03</b>	4189	10233	40.9
<b>KS4.K04</b>	163	1932	8.4
<b>KS5.K05</b>	1482	4150	35.7
<b>KS6.K06</b>	758	2303	32.9
<b>KS7.K07</b>	352	1257	28.0
<b>KS8.K08</b>	166	621	26.7
<b>KS9.K09</b>	150	576	26.0
<b>KS10.K10</b>	127	533	23.8
<b>KS11.K11</b>	160	578	27.7
<b>KS12.K12</b>	79	282	28.0
<b>KS13.K13</b>	47	190	24.7
<b>KS14.K14</b>	30	108	27.8
<b>KS15.K15</b>	7	41	17.1
<b>Total *</b>	<b>9139</b>	<b>28684</b>	<b>31.9</b>

**\* - Excludes Fixed  
Pay Points and  
Linked Grades**

- Pay
- Pension
- Annual Leave
- Allowances – including overtime, car, first aid
- Policies – Buy/Sell Annual Leave
- Reward and Recognition
  - Appraisal process
  - Cash, non-cash and Quality Service Awards
  - Development and Training
- Equality - Equal pay reviews undertaken, Equalities groups
- Leave - Maternity, Paternity & Adoption, Personal, Study, Sabbaticals, Career Break
- Flexible working - Part-time, Flexi-time, Job sharing, 9 day fortnight
- Health
  - Hospital Savings Association (HSA)
  - Benenden Healthcare
  - Health screening
  - PMI advice line
  - Voluntary discounts on Health clubs and gyms
- Employee Support
  - Work & Wellbeing
  - Support Line
  - Workplace Mediation
  - Redployment
  - Employment Assistance Programme
  - Health and Safety
  - Coaching for Performance
  - Stress Management
  - Help Fund
  - Equalities
- Tax Efficient Salary Sacrifice - Childcare vouchers, Cycle 2 Work, Mobile phones
- KentRewards.com
  - Discount and cashback on over 1,500 organisations
  - 10% discount on Adult Education courses
  - Over 150 local provider discounts
- Virtual Staff Club - 100s of trips, 1000s of tickets, Variety of events, County wide pickups

**By:** Deputy Leader of the Council and  
Director of Personnel & Development

**To:** Personnel Committee – 16 May 2008

**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 This report describes employee relations activity over the period Oct 07 – Mar 08 and compares activity in the previous 6 month period. ER activity for the purposes of this report includes those involving the disciplinary, grievance, harassment, capability procedures, dismissal appeals, restructuring exercises and tribunal activity. It does not include all aspects of P & D advisory activity.

**2. Activity for October 2007 to March 2008 – Additional ER Cases**

2.1 An additional 367 cases have been added to the caseload for Personnel & Development in this period. The nature and level of activity required of P&D varies considerably depending upon the circumstances.

2.2 There has been a significant increase in the volume of cases reported, over 30%, compared with the previous reporting period. There has also been a rise in the number of tribunal claims although this still remains at a very low level considering the number of cases that are active at any given time and takes no account of the legitimacy and merits of the applications made.

2.3 The summary below shows cases initiated over the six month period with the previously reported 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>	21	20	11	13	12	10	87(69)
<b>Capability - Poor Performance</b>	4	1	2	5	3	4	19(22)
<b>Capability - Ill Health</b>	19	17	35	14	50	29	164(84)
<b>Capability - Other</b>	1	1	0	0	0	0	2(1)
<b>Grievance</b>	8	3	6	10	5	5	37(33)
<b>Harassment</b>	7	5	0	1	5	5	23(18)
<b>Reviews</b>	2	1	5	1	5	4	18(38)
<b>ET</b>	1	2	2	4	0	1	10(0)
<b>Appeals</b>	2	2	1	0	0	2	7(4)
<b>Total</b>	<b>65</b>	<b>52</b>	<b>62</b>	<b>48</b>	<b>80</b>	<b>60</b>	<b>367(269)</b>

- 2.4 Generally there has been an increase in most categories of activity, though most notably in “Capability – Ill Health”. This will have been considerably influenced by the organisation’s commitment to the Health, Wellbeing and Attendance Action Plan, one of the aims of which is to improve the way KCC managers handle absence. The majority of the new activity is taking place in the Communities Directorate where there has been significant investment in training managers and intensive Personnel support.
- 2.5 As reported last year the legal company DLA Piper produced a workforce performance indicator scorecard for 2006 for non District Local Authorities that included the numbers of applications to Tribunal, disciplinary cases and grievance cases per 1,000 employees. This indicator will not be included in the 2007 data collection therefore there is no new average available to compare our level of activity with other organisations. A comparison with KCC figures is shown in the table below using the existing average.

	“Non District” average	KCC
Number of applications to tribunal per 1,000 employees p.a.	2.8	0.7
Number of disciplinary cases per 1,000 employees p.a.	11.7	19.4 (includes incapability – poor performance)
Number of grievance cases per 1,000 employees p.a.	5.1	2.6 (4.2 if harassment cases are included)

### **3. Activity for October 2007 to March 2008 – Cases Resolved**

- 3.1 The following summary shows resolved cases in this six month period. It should be noted that on-going cases (i.e., started in the previous 6 months) are included in the figures.

<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	10	15	10	15	9	74(69)
<b>Capability - Poor Performance</b>	6	11	5	2	4	6	34(25)
<b>Capability - Ill Health</b>	27	30	20	13	22	35	147(79)
<b>Capability – Other</b>	0	2	0	0	1	0	3(0)
<b>Grievance</b>	6	5	5	4	7	3	30(40)
<b>Harassment</b>	2	4	1	7	1	2	17(18)
<b>Reviews</b>	27	12	1	1	3	4	48(12)
<b>ET</b>	0	0	0	1	0	0	1(1)
<b>Appeals</b>	1	2	0	1	1	1	6(5)
<b>Total</b>	84	76	47	39	54	60	360(249)

3.2 As with additional cases, there has been a substantial increase in the number of resolved cases in the period.

3.3 The highest proportion of resolved cases is in Communities and relate to the resolution of ill health cases. However there have been increases in the number of disciplinary and poor performance cases brought to a conclusion in the last 6 months.

#### 4. Disciplinary Appeals

4.1 Since the last report in September 2007, there have been six further cases of appeals against dismissal or transfer/downgrading. The summary below outlines shows where these cases originated, the time taken from the original hearing to the appeal and the outcome of the appeal stage.

<b>Directorate</b>	<b>No of Appeals</b>	<b>Time from dismissal to Appeal</b>	<b>Outcome(s)</b>
<b>Kent Adult Social Services</b>	0	0	0
<b>Chief Executive</b>	2	1 x 2 months, 1x 6 months	1 x resigned, 1 x dismissal
<b>Children, Families and Education</b>	2	1 x 2 weeks, 1 x 1 month	2 x dismissals
<b>Communities</b>	2	1 x 1 month, 1 x 2 months	2 x dismissals
		0	0
<b>Totals</b>	6	1x 2 weeks 2 x 4 weeks 2 x 8 weeks 1 x 26 weeks	5 x dismissals 1 x resigned

- 4.2 Considering the increase of activity overall, there has not been a proportionate increase in the number of appeals. 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 we have again been able to reduce the time taken from dismissal to the appeal hearing. This is now down to an average of 8.6 weeks from 9.5 weeks. There continue to be challenges associated with these appeals but the reduction in the time taken to hear them represents a continued improvement.

**5. Recommendations**

- 5.1 Personnel Committee notes the six monthly report of employee relations activity.

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