

**PERSONNEL COMMITTEE**

**Wednesday, 12th May, 2010**

**2.30 pm**

**Wantsum Room, Sessions House, County Hall,  
Maidstone**







## AGENDA

### PERSONNEL COMMITTEE

**Wednesday, 12th May, 2010, at 2.30 pm**  
**Wantsum Room, Sessions House, County**  
**Hall, Maidstone**

Ask for: **Geoff Mills**  
Telephone **01622 69489,**  
**geoff.mills@kent.gov.uk**

#### **UNRESTRICTED ITEMS**

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

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

- A1. Substitutes
- A2. Declarations of Interests by Members in items on the Agenda for this meeting.
- A3. Minutes - 27 January 2010 (Pages 1 - 4)
- A4. Children, Families & Education, Structures (Pages 5 - 8)
- A5. Interim Managers Report (Pages 9 - 16)
- A6. Annual Workforce Profile Report (Pages 17 - 30)
- A7. Career Break Scheme - 'Timeout' (Pages 31 - 36)
- A8. Discretionary Payments (Pages 37 - 38)
- A9. Apprenticeship Programme (Pages 39 - 42)
- A10. Disciplinary and Grievance (Pages 43 - 46)

#### **B. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

That under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

#### **EXEMPT ITEMS**

*(During these items the meeting is likely NOT to be open to the public)*

- B1. Proposed Extension to Contract (Pages 47 - 54)
- B2. Director of Commercial Services - Interim (Pages 55 - 56)
- B3. Employment Contract for Group Managing (Pages 57 - 66)

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

**Tuesday, 4 May 2010**

*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**

---

**PERSONNEL COMMITTEE**

Draft MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Wednesday, 27 January 2010.

PRESENT: Mr P B Carter (Chairman), Mr N J D Chard, Mr R W Gough (Vice-Chairman), Mr D A Hirst, Mr A J King, MBE, Mr K G Lynes, Mr T Prater and Mr J D Simmonds.

IN ATTENDANCE: Mrs A Beer (Director of Personnel & Development), Mr G Mills (Democratic Services Manager (Executive)) and Mr G Wild (Director of Law and Governance).

**UNRESTRICTED ITEMS****2. Minutes**

*(Item 3)*

The minutes of the meetings held on 29 September and 30 November 2009 were agreed as a true record and signed by the Chairman.

**3. Local Pay Bargaining**

*(Item 4 – report by Mr Roger Gough Cabinet Member for Corporate Support Services and Performance Management and Mrs Amanda Beer, Director of Personnel and Development)*

(1) This report outlined the current stage of this year's Local Pay Bargaining process. During the course of discussion it was confirmed that whilst the proposed 0% pay rise did not meet the expectations of the trade unions rise or predicted levels of inflation, it did take into account the Council's budgetary pressures and current economic conditions. This would be the first year that there would be no increase since local pay was introduced in 1990, but circumstances were unprecedented.

(2) Resolved on a vote of 7 to 1 that the Personnel Committee recommend to the Cabinet and the County Council that there should be no pay award for 2010/11.

**4. Pay Structure**

*(Item 5 - report by Mr Roger Gough, Cabinet Member for Corporate Support Services and Performance Management and Mrs Amanda Beer, Director of Personnel and Development)*

(1) In 2009 the Committee had agreed to consider the removal of grade KS1 as part of the local pay bargaining process. This report updated the Committee on that process following ACAS mediation.

(2) Resolved that the Personnel Committee endorse the removal of KS1 from KCC pay scales with effect from April 2010.

## **5. Disciplinary and Grievance Activity**

*(Item 6 - report by Mr Roger Gough Cabinet Member for Corporate Support Services and Performance Management and Mrs Amanda Beer, Director of Personnel and Development)*

- (1) This report updated the Committee on discipline and grievance activity for the first 6 months 2009/10, including details of appeals.
- (2) Resolved that the Committee note the report and its contents

## **6. Maternity Support Pay & Leave Pilot Evaluation**

*(Item 7- report by Mr Roger Gough Cabinet Member for Corporate Support Services and Performance Management and Mrs Amanda Beer, Director of Personnel and Development) (Nicola Lodemore was present for this item)*

- (1) The Committee agreed a pilot scheme from 1 June 2007 which provided contractual Maternity Support leave and pay. This report presented additional information requested by the Committee at its meeting in September 2009 in order to further evaluate the pilot.
- (2) Resolved that contractual maternity support leave and pay of two weeks on full pay should become part of Kent Scheme terms and conditions on a permanent basis with effect from 1 January 2010.

## **7. Statutory And Proper Officers Of Kent County Council (Geoff Wild)**

*(Item 8 - report by Geoff Wild, Director of Law and Governance)*

- (1) This report sought approval of the designation of individual officers as statutory and proper officers of Kent County Council.
- (2) Resolved that:-
  - i. the Committee approve the designation of individual officers as statutory and proper officers of Kent County Council as set out in the table accompanying the report and that these be submitted to the County Council for approval; and,
  - ii. the post of Overview, Scrutiny and Localism Manager as Kent County Council's Scrutiny Manager be added to the table of proper and statutory officers in accordance with Section 31 of the Local Democracy, Economic, Development and Construction Act 2009, and as agreed by the Selection and Member Services Committee at its meeting on 27 January 2007.

## **8. Revised Kent Scheme Pay Structure and Appraisal**

*(Item 9 - this report outlined the proposed changes to the Kent Scheme pay structure and its associated performance based on progression. This is currently the subject of consultation with managers, staff and unions).*

(1) During the course of discussion members asked a number of questions around the operation of the proposed revised scheme during which it was said it first needed to be seen as being fair and only then should changes be made. Mrs Beer said one of the strong arguments for change was that the proposed revisions would directly improve the operation of the scheme and its outcomes. Also a key focus of the training that would now follow would be around fair objective setting. Mr Carter said the revised scheme was a quantum leap forward and provided solutions and opportunities not available under the current scheme.

(2) Resolved on a vote of 7 to 1 that the revised Kent Scheme Pay Structure and Appraisal scheme be endorsed on the basis of the details set out in the Committee report.

### **9. Compromise Agreement Protocol**

*(Item 10 - report by Mr Roger Gough, Cabinet Member for Corporate Support Services and Performance Management and Mrs Amanda Beer, Director of Personnel and Development)*

(1) This report asked the Committee to consider and approve a set of protocols to be applied to the way the Council deals with Compromise Agreements

(2) Resolved that approval be given to the adoption of the set of protocols detailed in the report and accompanying appendix and that these protocols should now be used to govern the management of all compromise agreements.

### **10. Performance Management of Senior Managers**

*(Item 11- report by Mr Roger Gough, Cabinet Member for Corporate Support Services and Performance Management and Mrs Amanda Beer, Director of Personnel and Development)*

(1) This report outlined the appraisal process for the senior managers in Kent County Council

(2) Resolved that the report be noted and that at an appropriate time a further report be submitted on the reward element of the appraisal process for Chief Officers.

### **11. Officer Code of Conduct**

*(Item 12 - report by Mr Roger Gough, Cabinet Member for Corporate Support Services and Performance Management and Mrs Amanda Beer, Director of Personnel and Development)*

(1) This report was submitted to the Committee at the request of the Cabinet Scrutiny Committee. The report invited the Personnel Committee to consider whether the Officer Code of Conduct was sufficiently robust in relation to declarations of interests which maybe perceived by members of the public as in conflict with their responsibilities. In this regard the report invited the Committee to compare the provisions of the Officer Code with that of the member code of conduct.

(2) During the course of discussion the Director of Law and Governance said he believed the Officer Code of Conduct to be a very robust and efficient document and very workable in its operation.

(3) Resolved that the Committee does not see any need to undertake a formal review of the officer code of conduct.

*It was noted that the officer code would need a revision to reflect the fact that as reported to the Selection and Member Services Committee at its meeting on 27 January 2010, the Local Democracy, Economic Development and Construction Act 2009 had removed the requirement to politically restrict a post that exceeded a specific salary point.*

**By:** Rob Semens, Directorate Personnel Manager, CFE  
**To:** Personnel Committee **Date:** 12 May 2010  
**Subject:** Children Families and Education Directorate's Restructure  
**Classification:** **Unrestricted**

---

**SUMMARY:** The Children Families and Education Directorate are currently in the process of restructuring in order to transform services and reduce costs. This paper sets out the main challenges and processes involved.

---

## **BACKGROUND**

1. The new Managing Director for CFE joined KCC in May 2009 and immediately started work on a process to improve services to children young people and families, and also to address an underlying budget deficit.

A paper to a full County Council meeting in June 2009 set out broad proposals for change, and a specific proposal for a new CFE Senior Management Team, was agreed.

Identifying suitable candidates for the new posts of Director of Learning, Director of Specialist Children's Services took some time, and this delayed the process for the wider re-structure of CFE, but informal consultation with managers and trade unions started in December 2009 and formal consultation on 23 February 2010.

We aim to have as much of the new staffing structure as possible implemented by 1 September 2010.

2. The consultation is a 90 day process because of the number of proposed redundancies, and the proposals (still under consultation until 24 May) are radical in some respects:
  - a) A change from 23 current Local Children's Services Partnerships to 12 new Local Children's Trust Partnerships based on District Council boundaries to support the Kent Children's Trust.
  - b) A significant reduction in curriculum support for schools and a new focus on School Improvement Partner support.
  - c) Changed accountability for locally based services to ensure consistency and flexibility across the county.
  - d) Creation of a team to support commissioning and partnerships.
  - e) Changes in management arrangements for corporate parenting support and services for disabled children.
  - f) A rationalisation of Early Years structures.

- g) Net reduction of 260 posts (100 of these were frozen vacancies).
3. The key challenge across the wide range of services in CFE is to ensure that we retain talented staff needed to deliver future services, and fulfil our legal responsibility to minimise the impact on staff, especially in terms of compulsory redundancy.

To achieve this we have:-

- a) A 'slotting' process to confirm people in post where there is little change, to provide certainty where possible.
  - b) Made it clear to staff in proposed 'deleted' posts that we expect them to apply for new posts in the CFE structure.
  - c) A limited and managed process for voluntary redundancy; so that we can retain the skills of good staff by allowing them to replace someone that we can afford to lose.
  - d) Issued temporary contracts for many appointments over the past six months so that we can re-advertise the posts to redeployees in May/June.
  - e) Agreed to advertise posts internally, and only to do so externally by exception.
4. Kent County Council and CFE have established over the last 18 months from surveys of staff that a key improvement area is in the management of change.

A number of actions have therefore been agreed:-

- a) We decided from the outset to ensure that information was communicated to staff by their line managers; while this left scope for some inconsistency this has helped engage managers better than before.
- b) We have provided managers with development opportunities through corporate KCC programmes both to equip themselves for changes ahead, but also to support their staff.
- c) Access for staff to workshops on CV writing/Interview preparation, becoming self employed.
- d) Provided regular bulletins on the restructure from the Managing Director, and also Frequently Asked Question pages regularly updated.
- e) We have engaged Headteachers in specific briefing sessions so that they have every opportunity to understand and challenge our proposals, and can discuss them with CFE staff who visit their schools.

5. Changing the staffing structures is only the starting point in the transformation of services, and the CFE Change Programme includes other important actions including:-
- a) Review of accommodation needs, both locally and centrally.
  - b) Work with partner agencies on Kent Children's Trust, to reinforce partnership working for improved outcome, especially locally and to use the Children and Young People's Plan to support integrated working.
  - c) A workforce development strategy to drive forward the change programme.
  - d) A review of the relationship with schools.
  - e) A preventative strategy to engage all agencies so that resources to support vulnerable groups can be effectively deployed.

### **RECOMMENDATION**

Members of the Personnel Committee are asked to note the purpose and impact of the proposed CFE re-structure, the challenges presented and the HR strategies to address these, both for the re-structure process and for the important change programme beyond this.

**Rob Semens**  
**Directorate Personnel Manager**  
**Children Families and Education**  
**Ext 4064**

This page is intentionally left blank

**By:** Roger Gough – Cabinet Member, Corporate Support Services & Performance Management  
 Amanda Beer – Director of Personnel & Development

**To:** Personnel Committee **Date:** 12 May 2010

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

**Classification:** **Unrestricted**

---

**SUMMARY:** This report details the use of interim managers, agency staff and consultants across the Authority on 30 September 2009.

---

1. **BACKGROUND**

- 1.1 Since September 2004, Personnel Committee has monitored the use of interim managers and agency staff in KCC and from September 2005, consultants have been included in this monitoring which is done on a six monthly basis.
- 1.2 The reports note 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 Personnel Committee requested reports on the numbers of staff being re-deployed following at risk of redundancy status and any who have been subsequently re-engaged on a consultancy basis. For the period 01.04.09 to 30.09.09, the figures are as follows:

	Slotted	Redeployed	No Longer at risk	Redundant	Voluntarily Redundant
Staff Nos	31	25	11	32	1

- 1.5 Whilst this report does not highlight significant levels of agency staff and the overall trend has been marginally downward, it is possible that agency staff will increase over the next year as managers respond to the need to keep headcount as low as possible pending restructures.

2. **AGENCY STAFF AND INTERIM MANAGERS IN PLACE ON 30.09.09**

- 2.1 The figure for use of agency staff and interim managers across KCC was 3.6% of the workforce which is marginally higher than in March 2009.
- 2.2 Appendix 1 shows the number of agency staff and interim managers in place across KCC by Directorate. Appendix 2 shows comparisons since September 2004.
- 2.3 The use of interim managers was as follows:

CED	1	1 x Applications Manager (ISG)
CMY	1	1 x Intensive Supervision & Surveillance Programme County Manager
KHS	1	1 x Contracts Manager

- 2.4 The percentage use of agency staff was lowest in Communities (1.1%) and highest in Environment, Highways & Waste (6.5%) where agency staff in Kent Highway Services were used as an alternative to recruitment pending efficiency savings.
- 2.5 In Chief Executive's Department (excluding Commercial Services) the total figure was 5.7% which is lower than the March report. In Commercial Services, the use of agency staff has risen from 2% in March 2009 to 6% in September. This is because a high percentage of agency staff were employed in Kent County Supplies due to a peak in the workload.
- 2.6 In Kent Adult Social Services, the overall figure was 4.1% an increase since March 2009. This increase is partly due to a new more accurate method of reporting but fundamentally is because agency staff are used for externally funded posts, a number of which are temporary due to specific grant funding. These posts are expected to finish at the end of the financial year and are covered by agency staff to avoid redundancy costs accruing to the County Council. The remainder of agency staff will be in direct provision where statutory minimum standards of staff are required.
- 2.7 In Children, Families & Education the use of agency staff accounted for 3.6% of the workforce, which is less than March 2009 by 0.2% due to an increase in administration roles, interpreters and social workers.

### **3. KENT TOP TEMPS (KTT)**

- 3.1 Personnel Committee has asked that this monitoring report include information on Kent Top Temps. The number of agents that KTT had in place on 30 September 2009 is shown in Appendix 3. This also includes the new Managed Service therefore temporary staff also sourced through KTT via the supplier list.

### **4. RECOMMENDATION**

- 4.1 Personnel Committee is asked to note the information in this report and agree that it will be included in the Annual Workforce Profile Report in the future.

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

**NUMBERS OF AGENCY STAFF AND INTERIM MANAGERS ON 30 SEPTEMBER 2009**

Directorate	No of Agency staff (FTE)	No of interim managers (FTE)	Total Temporary Staff (FTE)	Total temporary staff as a % of Directorate headcount	No of Consultants procured between 01.04.09 and 30.09.09
Chief Executive Department	77.4	2	79.7	5.7	5.5
Children, Families & Education	161	-	161	3.6	25
Commercial Services	45.5	-	45.5	6	-
Communities	44	1	45	1.1	9
Environment Highways & Waste	47	1	54	6.5	2
Kent Adult Social Services	151	-	151	4.1	8

This page is intentionally left blank

**AGENCY STAFF SUPPLIED BY KENT TOP TEMPS AS AT 30 SEPTEMBER 2009**

<b>Directorate/organisation</b>	<b>No of Temps (Actual)</b>
CED (Ex Commercial Services)	78
CFE	165 (1 teacher)
COMMUNITIES	29
COMMERCIAL SERVICES	42
KASS	151
E&R	36
<b>TOTAL</b>	<b>503</b>

This page is intentionally left blank

**COMPARISON OF DATA**

Directorate	% Temp Staff	% Temp Staff	% Temp Staff	% Temp Staff	% Temp Staff	% Temp Staff	% Temp Staff	% Temp Staff	% Temp Staff
	Sept 2009	March 2009	Sept 2008	March 2008	Sept 2007	March 2007	2006	2005	2004
<b>CED</b>	5.7	6.7	5.9	7.8	8.0	4.3	5.5		
<b>Comm Serv</b>	6	2.0	3	5.8	1.8				
<b>Corp Serv</b>								12.59	4.45
<b>CMY</b>	1.1	.8	0.8	0.8	0.9	1.1	0.8		
<b>CFE</b>	3.6	3.8	3.4	3.7	1.8	3.4	2.0		
<b>Ed &amp; Lib</b>								1.57	1.36
<b>E&amp;R</b>	6.5	8.4	9	9.7	8.2	6.3	5.7	12.59	.99
<b>KASS</b>	4.1	2.4	2.36	3.7	4.0	2.5	4.5		
<b>Social Services</b>								3.32	2.0
<b>KCC staff</b>	3.6	3.0	3.1	4.5	2.8	3.1	3.2	4.53	2.22

Page 15

Directorate	Consultants	Consultants	Consultants	Consultants	Consultants	Consultants	Consultants	Consultants	Consultants	Consultants
	Sept 2009	March 2009	Sept 2008	March 2008	Sept 2007	March 2007	2006	2005	2004	
<b>CED</b>	5.5	1	0	6	14	0	3			
<b>Corp Serv</b>				0				7		
<b>Comm Serv</b>	0	0	0	0	0	0	0	0		
<b>CMY</b>	9	9	11	23	13	20	13			
<b>CFE</b>	25	31	76	74	35	32	40			
<b>Ed &amp; Lib</b>								0		
<b>E&amp;R</b>	2	19	0	0	1	10	4			
<b>Strat Planning</b>								45		
<b>KASS</b>	8	6	4	4	3	7	5			
<b>Social Services</b>								22		
<b>Totals</b>	49.5	66	91	107	66	64	65	74		

This page is intentionally left blank

**By:** Roger Gough – Cabinet Member for Corporate Support and Performance Management  
Amanda Beer – Director of Personnel & Development

**To:** Personnel Committee **Date:** 12 May 2010

**Subject:** Annual Workforce Profile Report

**Classification:** Unrestricted

---

## **SUMMARY**

This paper shows the staffing levels as at 31 March 2010, with comparative staffing information from previous years. The report includes reasons for changes in staffing levels over the previous year together with information on the demographics and diversity of Kent County Council's current workforce.

---

### **1. Introduction**

In February 2009, a paper was submitted to Personnel Committee, confirming requirements for the regular monitoring of the Authority's workforce. This report contains the staffing information identified within that paper.

### **2. Headlines**

The 2009-10 data shows the following:

- An increase in full-time equivalent (FTE) numbers in both schools and non-schools, with funded posts increasing by around 70FTE
- An increase of almost 20% in the number of staff aged 20-24 in the year to March 2010.
- A slight reduction in sickness levels (days lost per FTE)
- More days lost to 'Musculoskeletal' problems, than to any other illness type
- Of the Kent Scheme staff, almost three-quarters are on KS grades 1 to 6
- At the end of 2009-2010, staff turnover was slightly over 11%, down from 12.5% in the previous year
- The 'Leadership' group is now split evenly between males and females.
- Turnover is higher for part-time staff than full-time staff.

Reports on the workforce may cover all groups of staff, or relate only to specific groups. Against each heading in this report, there is an indication of the group(s) of staff covered. Where information is included on school-based staff, the information relates only to staff in those schools that buy personnel services from KCC.

### **3. Current staffing levels**

#### **Full-time equivalents (All staff)**

The KCC staffing level at the 31 March 2010 was 29,162.5 FTE (full-time equivalents), an increase of 1.20% against the March 2009 figure of 28,817.94 FTE. The majority of this 344.56 FTE increase was in the non-schools workforce, 245.46 FTE, with the schools workforce accounting for the remaining 99.1 FTE of the change. The non-schools workforce has increased by 2.39% since March 2009.

#### **Headcount (All staff, including Casual Relief, Sessional & Supply)**

The staffing headcount for the Authority has increased by 41 (0.09%) since March 2009 to the current level of 44,583. When excluding School based staff and those on a Casual Relief, Sessional & Supply (CRS&S) contract, the Mar 2010 headcount becomes 12,549.

#### **Assignment count (All staff, including Casual Relief, Sessional & Supply)**

The assignment (or job) count has increased by 175 over the year and now stands at 52,131, an increase of 0.34% against last year's figure of 51,956. The non-schools assignment count decreased by 49 to 16,252 (0.3%) during 2009-10 and the schools assignment count increased by 224 (0.63%) over the same period.

### **4. Changes in staffing levels since March 2006** **(Non-schools staff)**

	<b>Mar 06</b>	<b>Mar 07</b>	<b>Mar 08</b>	<b>Mar 09</b>	<b>Mar 10</b>
<b>KCC FTE</b>	10,289.11	10,277.87	10,034.14	10,285.41	10,530.87

The non-schools workforce has increased by a total of 241.76 FTE (2.35%) in the last 4 years.

The table at Appendix A provides detailed information on FTE levels, headcounts and assignment/job counts, by Directorate.

### **5. Reasons for changes in staffing levels** **(Non-schools staff)**

The non-schools workforce has increased by 245.5 FTE since March 2009, with much of this change (157.8 FTE) resulting from an increase in staffing numbers in CFE, primarily due to the establishment of additional Children's Centres and the associated staffing of these.

The table below shows the changes in staffing levels from September 2003 to Mar 2010, indicating the number of externally funded posts and additional posts resulting from causes outside the scope of normal business decisions and efficiencies. These can be categorised as:

- 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

Changes in KCC Staffing FTE Numbers (non-schools) Sept 2003 – Mar 2010					
Period	UNIT	REASON			
		(1)	(2)	(3)	(4)
2003–07	<b>Youth &amp; Key Training (*primarily externally funded)</b>	214.0			
	Strategic Planning Regeneration & Projects	10.0			
	<b>Supporting People (*fully funded from external grant)</b>	16.0			
	Asylum Team (to deal with increased no. of asylum seekers) <sup>(1)</sup>	77.3			
	Direct payments	16.0			
	Education (Schools Advisory Service, Early Years, Advisory Teachers and Attendance & Behaviour teams)	100.0			
	Registered Care Centre (Gravesend North Kent Hospital)	59.0			
	E&L (Redesignation of staff from local to central control – includes AEN and School crossing patrol staff)		268.0		
	Community Safety Team		90.0		
	Contact Centre		100.0		
	Social Services (Commissioning and Children & Families team)		60.0		
	Over recruitment of Social Workers (Ready for practice increase)		14.0		
	Over recruitment of Social Workers (Final year social work students)		24.0		

Changes in KCC Staffing FTE Numbers (non-schools) Sept 2003 – Mar 2010					
Period	UNIT	REASON			
		(1)	(2)	(3)	(4)
2007-08	Kent Highways Services ( <i>staff transferred in from Districts</i> )			240.0	
	Payroll ( <i>staff transferred in from Capita</i> )			19.0	
	Commercial Services ( <i>due to success in securing commercial contracts</i> )			38.0	
2008-09	Commercial Services ( <i>staff transferred out under TUPE</i> )				-62.0
	<b>Children Centres (*Externally funded by Sure Start)</b>	<b>432.0</b>			
2009-10	CFE - Transfers in from Learning Skills Council, Connexions, Sure Start, Rainbow Lodge and Children's Centres (estimated FTE)			76.0	

## 6. Age profile

### 6.1. All staff, including Casual Relief, Sessional & Supply

The average age of a KCC employee is currently 44 years, the same as last year. The average age of non-school based staff is 44.9 which is a reduction of 0.3 on last year.

Age Band	KCC	%	KCC-NS	%
<b>15-29</b>	6,551	14.7%	2,208	15.0%
<b>30-44</b>	15,531	34.8%	4,428	30.1%
<b>45-59</b>	18,110	40.6%	6,318	42.9%
<b>Over 60</b>	4,386	9.8%	1,765	12.0%

The number of staff aged 20-24 has increased by 135 staff (19.85%) over the course of the year going from 680 in March 2009 to 815 in March 2010.

### 6.2. Non-school based staff excluding Casual Relief, Sessional & Supply staff (CRSS)

The Performance Indicators, which exclude school based and CRSS staff, show that;

- o 8.0% of staff are aged 25 or under
- o 16.9% of staff are aged 30 or under
- o 39.1% are aged 50 or over.

## **7. Sickness**

***(Non-school based staff - includes CRSS staff)***

Sickness levels for non-schools staff (including CRS&S staff), have decreased slightly this year to 8.56 days per FTE, from approximately 8.71 days in 2008-09. The decrease in sickness levels, for the second year running, indicates that line managers, supported by colleagues in the Personnel function, are continuing to deal effectively with staff sickness.

## **8. Reasons for absence**

***(Non-school based staff - includes CRSS staff)***

End of year analysis of sickness in the non-schools workforce shows that in 2009-10, the three illness categories accounting for the most days lost were:

<b>Illness type</b>	<b>Calendar days lost</b>
Musculoskeletal	34,393 days
Stress – Not Mental Health	15,230 days
Gastro Intestinal	14,938 days

By comparison, in 2008-09, the same three illness types accounted for the most calendar days lost, but 'Gastro Intestinal' illnesses 'Stress – Not Mental Health' and were in second and third places respectively.

## **9. Staff by salary band**

There are approximately 19,000 staff who are not on the Kent Scheme or 'M' grades, such as teachers and staff on other schemes, including NJC and Soulbury. These staff are excluded from the analysis below.

### **9.1. *All staff on Kent Scheme including 'M' grades***

The majority of staff on Kent Scheme including 'M' grades have a full-time equivalent salary of less than £19,000 per year, the average salary being approximately £18,890. As many staff are part-time, the average pro-rata is closer £11,500.

The table below shows the breakdown across salary bands.

<b>KS equivalent</b>	<b>Salary range</b>	<b>% (rounded to 1 d.p.)</b>	
		<b>KCC</b>	<b>Excl. Schools</b>
KS1-6	£11,808 to £19,668	74.3%	49.0%
KS7-9	£20,262 to £29,427	16.8%	29.5%
KS10-13	£30,219 to £51,637	8.1%	19.3%
KS14-15	£52,799 to £71,252	0.8%	2.0%
M Grades	£85,700 - £110,300	0.1%	0.3%

## 9.2. Non-school based staff on Kent Scheme or 'M' grades

The average salary for this group of staff is approximately £23,250. with many staff being part-time, the average pro-rata salary is nearer to £18,200.

## 10. Turnover

### 10.1. All staff (including CRSS)

A total of 4,972 staff left KCC between 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010. The turnover figure for KCC staff is 11.2%. The table below gives a summary of individual directorate figures. The turnover rates for part-time staff are higher for both males and females, at 18.6% for male part-time staff (against approximately 12% for male full-time staff) and over 13% for female part-time staff (against 9.3% for full-time females).

Turnover	% (rounded to 1 d.p.)
Chief Executive's Department	11.6%
Children, Families & Education	12.5%
Communities	15.6%
Environment & Regeneration	5.6%*
Environment Highways & Waste	3.4%**
Kent Adult Social Services	10.1%
Schools	10.5%

\*With the restructuring of E&R this figure is for just 7 months of the year. Based on this the predicted turnover for a full 12 months would be 9.56%

\*\*With the aforementioned restructure this is for 5 months of the year.

### 10.2. Non-school based staff (including CRSS)

1,820 non-school based staff left the Authority in 2009-2010, equating to a turnover rate of 12.4%.

### 10.3. Non-school based staff (excluding CRSS)

The below table summarises the Performance Indicators which relate solely to non-school based staff and exclude Casual Relief, Sessional and Supply staff (CRSS).

Turnover	%
KCC – Excluding Schools	11.3%
Chief Executive's Department	11.2%
Children, Families & Education	12.1%
Communities	13.0%
Environment & Regeneration	8.4%
Environment Highways & Waste	
Kent Adult Social Services	9.9%

By comparison, the turnover performance indicator for this group of staff was slightly higher last year, at 12.5%.

### **11. Vacancies (non-schools based staff)**

Vacancy monitoring during 2009-10 focussed on posts that were being 'actively recruited to' and these were presented as a percentage of the budgeted FTE. At the start of the year, this figure was over 1.6%, falling to 0.75% February 2010 (the latest figure available). This was an expected decrease as, due to budget pressures, managers did not advertise as many vacancies in the latter part of the year.

However, for comparison, the table below also shows the number of vacancies identified each month and the proportion of the budgeted FTE that these represent.

<b>Month</b>	<b>Vacancies (Budget FTE - Actual FTE)</b>		<b>Vacancies (Actively recruiting to)</b>	
	<b>FTE</b>	<b>as % of budgeted FTE</b>	<b>FTE</b>	<b>as % of budgeted FTE</b>
<b>Apr-09</b>	693.86	6.31%	<b>182.70</b>	<b>1.66%</b>
<b>May-09</b>	673.61	6.13%	<b>208.60</b>	<b>1.90%</b>
<b>Jun-09</b>	659.09	6.00%	<b>165.65</b>	<b>1.51%</b>
<b>Jul-09</b>	626.07	5.68%	<b>194.22</b>	<b>1.76%</b>
<b>Aug-09</b>	621.29	5.65%	<b>170.90</b>	<b>1.55%</b>
<b>Sep-09</b>	553.67	5.03%	<b>164.67</b>	<b>1.49%</b>
<b>Oct-09</b>	560.35	5.08%	<b>179.42</b>	<b>1.63%</b>
<b>Nov-09</b>	566.87	5.14%	<b>64.70</b>	<b>0.59%</b>
<b>Dec-09</b>	617.84	5.56%	<b>60.67</b>	<b>0.55%</b>
<b>Jan-10</b>	511.55	4.64%	<b>127.65</b>	<b>1.16%</b>
<b>Feb-10</b>	484.13	4.40%	<b>82.38</b>	<b>0.75%</b>
<b>Mar-10</b>	t.b.a	t.b.a	<b>t.b.a</b>	<b>t.b.a</b>

Details of vacancies by Directorate as at Feb 2010 are shown at Appendix B.

### **12. Reasons for leaving**

#### **12.1. All staff**

The below table summarises the Top 10 reasons for leaving

#	Reason for leaving (KCC)	%
1	Resignation – Other	17%
2	Resignation – New Employment	15%
3	End of Fixed Term Contract	9%
4	Retirement – Normal	8%
5	Resignation – Personal/Domestic reasons	8%
6	End of Temporary Contract	7%
7	Resignation – Moving out of Area	5%
8	Not Claimed in the last 12 months	4%
9	Termination of Casual Staff	3%
10	Mutual Agreement	2%

### **12.2. Non-school based staff**

The below summarises the Top 10 reasons for leaving.

#	Reason for leaving (Non-schools)	%
1	Resignation – New Employment	18%
2	Retirement – Normal	14%
3	Resignation – Other	13%
4	Not Claimed in the last 12 months	11%
5	End of Temporary Contract	7%
6	End of Fixed Term Contract	5%
7	Resignation – Moving out of Area	5%
8	Mutual Agreement	4%
9	Compulsory Redundancy	3%
10	TUPE	2%

### **13. Diversity trained panellists**

1,265 recruitment panels were held during 2009-10, of which 1,257 (99%) included at least one person who had received diversity training. The remaining 8 panels received Director approval for the appointment to go ahead and a further 2 panels were changed at the Directors request. There were a total of 3,337 panellists and 2,092 (62.7%) of these were diversity trained.

### **14. Headcount by equality strand**

#### **14.1. All staff**

At 31 March 2010, there were 44,583 KCC staff and the headcount by each of the equality strands for is shown below.

<b>KCC</b>	<b>Headcount</b>	<b>%</b>
Male	8,691	19.49%
Females	35,892	80.51%
BME staff	607	1.36%
DDA staff	360	0.81%
LGB staff	131	0.29%
Staff with a non Christian faith	2,443	5.48%

#### **14.2. Non-school based staff**

At 31 March 2010, there were 14,719 non-school based staff. The breakdown by equality strand is shown below.

<b>KCC non schools</b>	<b>Headcount</b>	<b>%</b>
Male	3,775	25.65%
Females	10,944	74.35%
BME staff	517	3.51%
DDA staff	283	1.92%
LGB staff	130	0.88%
Staff with a non Christian faith	2,436	16.55%

#### **14.3. Non-school based staff (excluding CRSS staff) - Performance Indicator**

These relate to non-school based staff (excluding CRSS staff) and are as follows:

<b>KCC non schools</b>	<b>Headcount</b>	<b>%</b>
Females	9,342	74.4%
BME staff	460	4.5%
DDA staff	253	2.5%
LGB staff	123	2.1%
Staff with a non Christian faith	2,269	7.2%
<b>KCC Leadership group only</b>	<b>Headcount</b>	<b>%</b>
Females	199	50.1%
BME staff	14	4.1%
DDA staff	10	3.0%
LGB staff	4	2.5%
Staff with a non Christian faith	63	6.5%

*Note – LGB does not include transgender staff.*

#### **15. Externally funded posts (Non-schools)**

The number of externally funded posts has increased, from 2,583 in March 2009 to 2912.7 in March 2010. This indicates that currently, over one quarter of the non-schools workforce is externally funded. The proportion of externally funded posts

varies considerably across Directorates; within CFE, the figure is over 50%, but only slightly over 4% in KASS.

Increases in external funding during 2009-10 resulted in additional posts within Community Safety, the Sports Development Unit, Adult Education, Supporting Independence and Children's Centres, amongst others.

The table below shows the staffing levels since September 2007, including and excluding externally funded posts. The table also shows the change in the proportion of the non-schools workforce that are externally funded since September 2007.

<b>Date</b>	<b>FTE</b> (source: Oracle HR )	<b>FTE - Externally funded posts</b>	<b>FTE excluding externally funded posts</b>	<b>Externally funded posts</b> (as % of FTE)
<b>Sep-07</b>	10,154.0	1,314.0	8,840.0	12.94%
<b>Mar-08</b>	10,034.0	1,680.9	8,353.1	16.75%
<b>Mar-09</b>	10,285.0	2,583.0	7,702.0	25.11%
<b>Mar-10</b>	10,530.9	2,912.7	7,618.2	27.66%

*\*Mar 09 figure revised (CFE figure amended)*

Full details of the levels of externally funded posts by Directorate are shown at Appendix C.

## **16. Recommendations**

Personnel Committee is invited to note the information on staffing levels presented in this report.

Amanda Beer  
Director of Personnel & Development  
Ext 4136

**APPENDIX A**

**CHANGES IN STAFFING LEVELS  
March 2009 - March 2010**

		Mar-09	Mar-10	Difference	
				Number	%
<b>KCC</b>	Assignment count	51,956	52,131	175	0.34%
	Headcount (inc. CRSS)	44,542	44,583	41	0.09%
	Headcount (exc. CRSS)	39,176	39,402	226	0.58%
	FTE	28,817.9	29,162.5	345	1.20%
<b>Non Schools</b>	Assignment count	16,301	16,252	-49	-0.30%
	Headcount (inc. CRSS)	14,765	14,719	-46	-0.31%
	Headcount (exc. CRSS)	12,307	12,549	242	1.97%
	FTE	10,285.4	10,530.9	245	2.39%
<b>Schools</b>	Assignment count	35,655	35,879	224	0.63%
	Headcount (inc. CRSS)	30,163	30,180	17	0.06%
	Headcount (exc. CRSS)	26,982	26,954	-28	-0.10%
	FTE	18,532.5	18,631.6	99	0.53%
<b>CED</b>	Assignment count	2,058	2,169	111	5.39%
	Headcount (inc. CRSS)	2,045	2,160	115	5.62%
	Headcount (exc. CRSS)	2,005	2,121	116	5.79%
	FTE	1,892.1	2,003.2	111	5.88%
<b>CFE</b>	Assignment count	4,566	4,617	51	1.12%
	Headcount (inc. CRSS)	4,407	4,450	43	0.98%
	Headcount (exc. CRSS)	3,802	3,956	154	4.05%
	FTE	3,187.5	3,345.3	158	4.95%
<b>CMY</b>	Assignment count	4,473	4,345	-128	-2.86%
	Headcount (inc. CRSS)	3,845	3,713	-132	-3.43%
	Headcount (exc. CRSS)	2,321	2,392	71	3.06%
	FTE	1,703.2	1,758.5	55	3.25%
<b>EHW</b>	Assignment count	852	799	-53	-6.22%
	Headcount (inc. CRSS)	836	782	-54	-6.46%
	Headcount (exc. CRSS)	729	659	-70	-9.60%
	FTE	667.2	606.2	-61	-9.14%
<b>KASS</b>	Assignment count	4,352	4,322	-30	-0.69%
	Headcount (inc. CRSS)	3,757	3,722	-35	-0.93%
	Headcount (exc. CRSS)	3,482	3,456	-26	-0.75%
	FTE	2,835.5	2,817.7	-18	-0.63%

*Note: Movement of staff between CED and EHW during year*

APPENDIX B

VACANCY LEVELS BY DIRECTORATE  
As at February 2010

Directorate	Vacancies (Budget FTE - Actual FTE)		Vacancies (Actively recruiting to)	
	FTE	as % of budgeted FTE	FTE	as % of budgeted FTE
Total Chief Executives	64.64	3.11%	<b>2.00</b>	<b>0.10%</b>
Total Communities	87.62	4.76%	<b>7.00</b>	<b>0.38%</b>
Total E&R	14.67	2.38%	<b>1.00</b>	<b>0.16%</b>
Total KASS	83.20	2.87%	<b>45.38</b>	<b>1.57%</b>
Total CFE	234.00	6.53%	<b>27.00</b>	<b>0.75%</b>

APPENDIX C

EXTERNALLY FUNDED POSTS

<b>CFE</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
<b>Sep-07</b>	2,920.6	451.0	15.44%
<b>Mar-08</b>	2,957.0	789.5	26.70%
<b>Mar-09</b>	3,187.5	1,684.2	52.84%
<b>Mar-10</b>	3,345.3	1,757.6	52.54%
<b>CED</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
<b>Sep-07</b>	1,806.4	154.0	8.53%
<b>Mar-08</b>	1,696.3	154.7	9.12%
<b>Mar-09</b>	1,892.1	257.0	13.58%
<b>Mar-10</b>	2,003.2	288.6	14.41%
<b>EHW</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
<b>Sep-07</b>	682.6	111.0	16.26%
<b>Mar-08</b>	650.9	113.0	17.36%
<b>Mar-09</b>	667.2	99.8	14.96%
<b>Mar-10</b>	606.2	148.8	24.55%
<b>CMY*</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
<b>Sep-07</b>	1,917.4	484.0	25.24%
<b>Mar-08</b>	1,901.3	509.7	26.81%
<b>Mar-09</b>	1,703.2	421.9	24.77%
<b>Mar-10</b>	1,758.5	600.2	34.13%
<b>KASS</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
<b>Sep-07</b>	2,827.4	114.0	4.03%
<b>Mar-08</b>	2,828.7	114.0	4.03%
<b>Mar-09</b>	2,835.5	120.1	4.24%
<b>Mar-10</b>	2,817.7	117.5	4.17%

This page is intentionally left blank

**By:** Roger Gough – Cabinet Member for Corporate Support Services  
and Performance Management

Amanda Beer – Director of Personnel & Development

**To:** Personnel Committee

**Date:** 12 May 2010

**Subject:** Career Break Scheme – ‘Timeout’

**Classification:** Unrestricted

---

**SUMMARY:** This report outlines proposed changes to our existing Career Break Scheme. The scheme forms part of our Total Reward Package and the recommended changes will further enhance our overall employment offer enabling us to recruit and retain the best and in particular target younger employees.

---

## 1. Background

- 1.1 There are several drivers forcing KCC to re-consider its ‘employment offer’ to both existing and potential employees. In the introduction or review of each element of our Total Reward Package we need to assess continuously return and value to the organisation as well as to staff. We also need to attract and grow talent in a workforce that is contracting in many areas and create opportunities for development. As pay increasingly forms only part of our reward offer to both existing and new staff, we need to find creative ways to extend what we offer that fits both the needs of the business and individuals’ aspirations. Flexibility at work is something we know KCC staff value as part of the overall employment offer and young people, after pay, are also interested in the facility to balance their personal and career objectives.
- 1.2 Although the number of KCC employees aged between 20 – 24yrs has increased, current figures show that just under 17% of our employees are under 30yrs, 30.1% are between 30 - 44 yrs, 42.9% between 45 – 59yrs and 12% over 60yrs. The average age of a KCC employee is currently 44.9yrs<sup>1</sup>.
- 1.3 To continue to attract and keep young people starting their career we need to create elements of our reward package that will specifically interest them and provide opportunities for them to develop. Closely associating career breaks with talent management will allow a match that meets the needs of the organisation and individuals.

---

<sup>1</sup> Figures are based on non schools staff.

## **2. Career Break Schemes**

2.1 Career break schemes are very common and essentially allow an employee unpaid release from work whilst maintaining their employment status during that period. Depending on the length of the break, the employee can return to either their original post which is held open or find another job within the organisation. Some of the organisational benefits to having a career break schemes are:

- provide temporary employee cost savings without losing established posts, i.e., an alternative to redundancy, ability to replace at lower cost
- create talent management opportunities for other staff to develop their skills (e.g., graduates, apprentices)
- provide alternative to other forms of extended leave for staff

## **3. KCC's Career Break Scheme – Background and Criticisms**

3.1 Developed as a retention tool, KCC's career break scheme was established many years ago and is no longer fit for purpose. Currently staff with 2 years service and a satisfactory performance record can request up to 5 years away from the organisation on a very limited basis to either:

1. Pursue training/development opportunities
2. Look after dependants

3.2 Although people will continue to want to use breaks from work for these reasons it is unnecessarily restrictive and inhibits access to the scheme for individuals wanting breaks for other reasons.

3.3 The contractual position of individuals returning to KCC after an extended career break can be complicated by changes in the organisation.

3.4 An additional consideration for a scheme that offers such long periods away from the organisation is the employer pension costs. Currently an employee can opt to repay pension during the break up for up to 3 years. There are significant employer costs if the individual exercises this entitlement. There are clear advantages to reducing the length of career breaks generally.

3.5 Our scheme as currently constructed does not work as a retention tool with relatively low and inconsistent return to work rates (see table in Rationale and Evidence section).

3.6 Take up indicates that career breaks have principally been taken up by women with caring responsibilities which whilst beneficial to the individual does not necessarily meet KCC's needs.

- 3.7 Reconstructing the way we promote and manage our existing scheme will improve our employment offer to younger people whilst continuing to motivate our existing employees and will influence our workforce strategy targets by creating ‘backfill’ opportunities for graduates, apprentices and other employees identified through the talent pool.

#### 4. Proposal

- 4.1 **Improve the value of KCC’s career break scheme by redesign, linking it directly to workforce strategy targets, increasing organisational agility and extending access to a wider range of staff by:**

Reconstructing the existing scheme by:

- reducing the time that can be requested to up to one year
- guaranteeing the basis of return, i.e. returning to substantive post or suitable alternative, as long as they return on the agreed date
- extending the basis on which people can request a break to cover all groups of staff
- developing clear and direct links to our workforce strategy targets by giving managers the facility, tools and support to backfill positions internally
- Simplifying the contractual position for managers
- Promoting use of career breaks as a means to achieve cost savings.

#### 5. Rational and Evidence

Total number of employees taking Career Breaks (2006 – 2009)	Total number of employees returned to KCC		Total number of employees not returned to KCC	
121	36		85	
	Of them		Of them	
	Number still at KCC	Now left KCC	Left KCC	Still on Career Break
	25	11	41	44

- 5.1 The table illustrates that over the last 3 years, a total of 121 employees have taken a career break. Of those, 24% did not return after the break, 36% have not yet returned from their break, 9% did return but subsequently left. Only 21% returned to work and have stayed.
- 5.2 All employees using the scheme, with two exceptions, are grades KR11 and below.
- 5.3 This illustrates that the scheme, in its current form, does not work well as a retention tool.

## **6. External and Internal Research**

- 6.1 Research shows that younger people, both graduates and non graduates, highly value the opportunity to take time away from work to pursue other interests with 1 in 4 stating that they would be more likely to work for an organisation that offered career breaks and 1 in 3 stated that they would be more likely to stay with such an organisation<sup>2</sup>. A poll carried out internally with Greenhouse, our staff group for people under 30yrs, revealed that 92% highly value this as a part of our overall employment offer. Some of the comments received were:

*“I think if this was something that KCC offered to staff it would be hugely appealing for young people to come to work for KCC and also to retain existing staff.”*

*“I think the flexibility that KCC gives by offering things like career breaks is one of the best reasons to work here.”*

- 6.2 Private sector organisations tend to use shorter term schemes (up to one year) to facilitate increased organisational agility and aid retention, for example Kimberley Clark and Tesco who believe that their scheme “aids retention, increases development opportunities for more junior employees and increases loyalty to the organisation”<sup>3</sup>. Asda offer slightly longer breaks (up to two years) but still guarantee the basis of return and believe that their scheme is well used and highly valued by both older and younger employees.

## **7. Customer Impact Assessment (CIA)**

- 7.1 Business Support, Trade Unions and Staff Groups have been consulted as part of the CIA so far and an initial impact assessment carried out. There are some specific areas around monitoring, particularly for requests that are turned down that may need to be addressed and further consultation with managers may be required.

## **8. Benefits of Proposed Changes**

- further enhance and improve our current employment offer to all employees
- influence workforce strategy targets by providing potential opportunities to backfill positions internally
- reduce recruitment/staffing costs
- address younger employees’ concerns about employment security and having a job to return to

---

<sup>2</sup> Personnel Today, IRS Employment Review and Xpert HR.

<sup>3</sup> Information obtained through direct benchmarking exercise

- make the scheme more attractive and inclusive for all staff groups by expanding on the variety of reasons for using for scheme to include extended caring, religious observance, longer holidays, voluntary work, travelling etc
- moves away from a scheme predominately open only to those with caring responsibilities.

## **9. Recommendations**

9.1 Personnel Committee is asked to agree:

- the redesign of the existing scheme to 'Time Out' as outlined in the report
- to endorse the reduction in time permitted from up to 5 years to up to 1 year
- to guarantee the basis of return as long as employee returns on the agreed date
- that the terms of existing career break agreements will be honoured.

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

**Ext 4136**

**Nicola Lodemore**  
**Employment Policy & Diversity**  
**Manager**  
**Ext 4418**

This page is intentionally left blank

**By:** Roger Gough – Cabinet Member, Corporate Support Services & Performance Management  
Amanda Beer – Director of Personnel & Development

**To:** Personnel Committee                      Date: 12 May 2010

**Subject:** Discretionary Payments

**Classification:**     **Unrestricted**

---

**SUMMARY:** Personnel Committee has previously agreed the introduction of policies whereby the Authority has discretion over the level of payments made. This report updates Personnel Committee on the use of this policy over the last financial year, rather than historical arrangements.

---

**1.     Market Premium Payments**

- 1.1. The Market Premium Policy provides KCC with greater flexibility where there are areas of particular difficulty in attracting and retaining staff. For recruitment purposes, payments made under this policy apply to posts which have been previously advertised without successful appointment, and for retention, payments will only be made in exceptional circumstances where difficulties in retaining staff will cause skills shortages that will prevent effective business operations.
- 1.2. The Market Premium Policy was introduced in 2007 to enable managers to make payments in 3 areas:
- Secure acceptance by an applicant to conclude a recruitment process.
  - Provide a mechanism to pay a supplement where the particular grade for a job does not compete with the wider market remuneration
  - Give managers the ability to retain staff when a period of business continuity or critical delivery is paramount by way of a deferred lump sum
- 1.3. Payments are in addition to the individual's basic salary and are subject to normal income deductions with the Market Pay Premium being pensionable. The agreement of the relevant Director in consultation with the appropriate Personnel Manager is needed to authorise a payment.
- 1.4. The number of new requests in the last year has been very low, which is likely to be a reflection of the current economic climate. However, requests have been made and approval given for:-

CFE Manager- Finance (renewal of their payment based on market pay – due to expire Dec 2011)

CFE Team leader for the Unaccompanied Asylum Seeking Children Team (retention payment – expired December 2009).

Payments have also been reviewed and maintained for;  
Head of Financial Management  
Head of Financial Services  
Head of PFI/PPP

- 1.5. As well as these specific posts, additional payments are still required to recruit newly qualified children's Social Workers, something that remains a national challenge. There were 73 recruited during the financial year 2009-10 receiving an average payment of £4,500 (total cost £330,200).
- 1.6. Prior to the implementation of the agreed policy some market supplement arrangements had already been established, some of which are still operable. Notably this includes the (13) Early Years Advisory Teachers in CFE.
- 1.7. The policy is intended to be used only in exceptional circumstances and the current level of use indicates that this continues to be the case in practice. Opinions from those in directorates, who have used the policy, indicate that it gives a valued and flexible provision which can resolve specific issues effectively.

## **2. Conclusion**

- 2.1. Personnel Committee is invited to note the usage rate and endorse the continued use of this policy.

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

**By:** Roger Gough – Cabinet Member, Corporate Support Services and Performance Management  
Amanda Beer – Director of Personnel & Development

**To:** Personnel Committee

**Date:** 12 May 2010

**Subject:** Apprenticeship Programme

**Classification:** Unrestricted

---

**SUMMARY:** This report informs Personnel Committee of KCC's significant contribution to the Kent wide aspiration on the number of apprenticeships to be created contained in Towards 2010 and future plans to increase further. The report also makes reference to the support provided to partners to employ apprentices.

---

## **1. BACKGROUND**

1.1 Towards 2010 contains an aspiration to create 250 apprenticeships by 2010. This target was subsequently increased to 300. Increasing the number of apprenticeships and young people employed by KCC is a key priority within our Workforce Strategy. In addition to Towards 2010, Kent Success (KCC's apprenticeship programme) supports a number of organisational objectives:

- Youth unemployment is rising during the recession. KCC recognises its role in reducing the number of NEETs (not in Employment Education & Training) both as a major employer and through influencing partners.
- Workforce demographics – influencing and changing the age profile of employees and more fully reflecting the Kent communities. In common with the public sector KCC has an ageing workforce with 40% of its workforce aged 50 plus.
- Talent Management – attracting, recruiting and developing talent, succession planning and providing a talent pipeline that will contribute to replacing older employees who will exit the organisation.

## **2. ACHIEVEMENTS – KCC KENT SUCCESS**

2.1 Kent County Council has already exceeded not only its original target of 250 apprentices but also the revised target of 300. To date a total of **310** apprentice starts have been achieved within KCC of which 91 are currently in training. The majority of apprenticeships so far have been in business administration and customer service. The Performance Indicator for the number of employees aged under 30 has increased from 15.1% to 16.85% since April 2008, indicating that apprentices and other initiatives to attract more young people into the County Council have been successful.

## **3. ACHIEVEMENTS – KENT PUBLIC SECTOR**

- 3.1 KCC has led by example to influence the Kent Public Sector. A significant amount of work has been invested in working with partners to share our best practice and support employers in developing their own schemes. This has contributed to a commitment to deliver **940** apprenticeships across Kent & Medway during 2010/11. In addition KCC is supporting the private sector in employing apprentices for example through the ThanetWorks programme.
- 3.2 Kent County Council is recognised as a leader nationally and across the region in its strategies to increase apprenticeships and the employment of young people evidenced by invitations to speak at various forums, for example to elected Members from across the South East Employers Region, and having been shortlisted for a national talent management award alongside private sector employers.

#### **4. FUTURE PLANS TO INCREASE APPRENTICESHIPS**

- 4.1 Having exceeded targets, KCC now faces even more significant challenges. Currently 1 in 20 learners aged 16 -18 take up an apprenticeship. The national target is for this to increase to 1 in 5 by 2020 and in Kent we aim to achieve this by 2014/15. This equates to 9600 apprenticeships across the public and private sectors in Kent of which 3840 (40%) are targeted from the public sector 20% from the public sector workforce and 20% through procurement.
- 4.2 Personnel & Development has therefore been exploring new approaches to recruitment to achieve a step change in the number of apprentices and also graduates employed by Kent County Council. A proposal has been presented to the Apprenticeship Steering Group (Chaired by Amanda Honey, Managing Director Communities and including Cabinet Member, Mike Hill) to establish a talent pool of 200 apprentices and 100 graduates from which managers will recruit when a vacancy arises at our first 5 entry level grades (KR 2 – 6). While awaiting appointment, apprentices will gain work experience in Business Units across the County Council which have forecast turnover. In addition to training provided through the apprenticeship, apprentices would also receive training in employability skills that will support them moving into a job. Apprentices will receive the apprenticeship rate while gaining work experience and until the end of the apprenticeship. An executive summary of this proposal is attached as an appendix.
- 4.3 The proposal has been agreed by the Apprenticeship Steering Group and subsequently endorsed by the Leader. At the request of the Leader, a letter has been sent to government recommending this be piloted as a blue print for public sector recruitment whilst reducing the skills shortage facing the nation and tackling youth unemployment. Apprenticeships will be provided in national skill shortages including health and social care. In recognition of this and the Council's strong track record of achievement in employing apprentices and young people, government funding has been sought for the programme (£1,022,000). A response is awaited. Detailed work on implementing this approach is currently being undertaken.
- 4.4 This approach represents the step change necessary to achieve the new targets within KCC. Success will depend on:
- recruiting the right people into the pool

- ensuring that there is a high level of coherence between this and other initiatives to attract under-represented groups into KCC
- engaging managers across the Authority
- being robust and consistent in the priority of this approach, given the decreasing size of the workforce and numbers of service revisions and restructures likely to result from the severe budget pressures facing KCC.

## **5. SUMMARY**

- 5.1 Kent County Council has made significant achievements in delivering apprenticeships having exceeded targets, recognised as a leader nationally and across the region, and is also influencing and supporting the public and private sectors. Personnel & Development continues to develop new approaches and has made an innovative proposal that will contribute to achieving future challenging targets.

## **6. RECOMMENDATION**

- 6.1 Personnel Committee is asked to note the significant achievements to date and future proposals.

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

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

## Executive Summary

## Recruiting Young People – Delivering Stretch Targets in KCC

This paper explores a new approach to recruitment in order to achieve a step change in the number of apprentices and graduates employed by KCC.

## Key Points

1. It is proposed that apprentices and graduates are recruited to a talent pool (300 per year is suggested as an indicative figure).
2. Recruited twice a year (through recruitment campaigns) during October and April commencing with the first intake in October 2010.
3. Successful candidates to be recruited as trainees and held in a talent pool. The expectation is that trainees would spend no longer than 6 months in the talent pool awaiting appointment.
4. While in the talent pool apprentices receive the apprenticeship rate of £105 / week and graduates receive an internship rate of £105 / week.
5. KR2, 3, 4, 5 & 6 posts recruited through the talent pool unless an exception is agreed by the relevant managing director.
6. When a suitable vacancy arises trainees would be offered a trainee role and appointed 'against' the post. Confirmation in post would follow successful completion of the apprenticeship and probation period.
7. Every business unit will be required to forecast the number of posts required at KR 2 – 6 over the next 4 years and integrated into business plans. This paper provides data to support these forecasts including turnover, historical data on posts appointed at KR2 – 6, number of employees expected to retire plus an indication of business needs.
8. The financial implications of this approach are contained on page 6.
9. Typically apprentices have been recruited to supernumerary posts. While the expectation is that managers will have less capacity to do this in the future, these will continue

**By:** Roger Gough – Cabinet Member, Corporate Support Services and Performance Management  
 Amanda Beer – Director of Personnel & Development

**To:** Personnel Committee – 12 May 2010

**Subject:** Disciplinary and Grievance Activity

**Classification:** Unrestricted

**SUMMARY:** This report updates Personnel Committee on discipline and grievance activity for the second 6 months of 2009/10, including details of appeals.

**1. Introduction**

1.1 This report presents an update on a range of Employee Relations activity (excluding in schools) from October 2009 to March 2010, together with an indication of change from the previous update.

**2. Activity for October to March 2010 – Additional Cases**

2.1 In this period an additional 260 cases have been initiated. As previously indicated the nature and level of activity required varies considerably depending upon the circumstances of each individual case.

2.2 This represents a small decrease of approximately 8% in overall numbers from the previous 6 month period. There have been fewer applications to Employment Tribunal, and less internal dismissal appeals.

2.3 The summary below shows cases initiated over the 6 month period, with the previous 6 months from 2009 equivalent figure in brackets:

<b>ADDITIONS</b>		
<b>Type of Cases</b>	<b>2009/10</b>	<b>2009</b>
<b>Disciplinary</b>	87	(88)
<b>Capability - Poor Performance</b>	27	(19)
<b>Capability - Ill Health</b>	96	(110)
<b>Capability - Other</b>	3	(4)
<b>Grievance</b>	22	(41)
<b>Harassment</b>	11	(4)
<b>ET</b>	2	(4)
<b>Appeals</b>	12	(15)
<b>Total</b>	260	(285)

2.4 There is a broadly comparable level of activity in areas such as discipline, capability and grievances. Capability continues to represent the highest level of activity in terms of volume, though interestingly in the last 6 months a shift

from ill health cases to those relating to an individual's performance, which may well have been triggered by the annual appraisal process.

### 3. Activity for October to March 2010 – Cases Resolved

- 3.1 The following summary shows the cases that have been resolved in the last 6 months. This will not correspond to cases from the previous summary as there is a “rolling effect” for such activity and many of the resolved cases will have been initiated before October 2009.

<b>RESOLVED</b>		
<b>Type of Cases</b>	<b>2009/10</b>	<b>2009</b>
<b>Disciplinary</b>	74	(78)
<b>Capability - Poor Performance</b>	27	(26)
<b>Capability - Ill Health</b>	97	(91)
<b>Capability - Other</b>	3	(7)
<b>Grievance</b>	18	(39)
<b>Harassment</b>	8	(3)
<b>ET</b>	4	(1)
<b>Appeals</b>	3	(20)
<b>Total</b>	234	(265)

- 3.2 As with new cases, there has been a small decrease in the number of cases concluded in the 6 month period. However the profile is a little different – the majority of our Employment Tribunal cases have been concluded and there are significantly fewer internal appeals. What is common between both sets of data is the reduction in activity relating to grievance and harassment. This has been during a time of some uncertainty and reorganisation which would normally generate considerable levels of “challenge”. It is fair to conclude that whilst this will in part be due to the current economic and employment environment, it is also a reflection of well managed change and consultation.

### 4. Disciplinary Appeals

- 4.1 There have been only 3 dismissal appeals resolved in the 6 month period to March 2010. The summary below outlines where these cases originated, the time taken from the original hearing to the appeal and the outcome.

<b>Directorate</b>	<b>No of Appeals</b>	<b>Time from dismissal to Appeal</b>	<b>Outcome(s)</b>
<b>KASS</b>	0		
<b>Chief Execs</b>	0		
<b>CFE</b>	1	1x 14days	1x appeal withdrawn
<b>Communities</b>	2	1x 60days, 1x 86days	2x appeals not upheld,
<b>EHW</b>	0		
<b>Totals</b>	3		2x appeals not upheld, 1x appeal withdrawn.

- 4.2 The number of appeals against dismissal, downgrading or transfer is much lower than previously experienced although considering the number of new appeal cases (12) this is something of a temporary reduction. Senior Officer Appeals continue to be supported by Legal Services, Corporate Employee Relations and Personnel Teams and outcomes indicate that decisions are being appropriately scrutinised.
- 4.3 Although a much smaller number for this 6 month period, the time taken between dismissal and an appeal hearing has been considerably reduced. This reduction in time taken was a key objective and we are confident that this represents a real improvement in our performance in this area.

**5. Recommendations**

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

Amanda Beer  
Director of Personnel & Development  
Ext. 4136

Paul Royel  
Head of Employment Strategy  
Ext. 4608

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda Item B1

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda Item B2

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda Item B3

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank