

**PERSONNEL COMMITTEE**

**Wednesday, 18th May, 2011**

**10.30 am**

Wantsum Room, Sessions House, County Hall,  
Maidstone





## AGENDA

### PERSONNEL COMMITTEE

**Wednesday, 18th May, 2011, at 10.30 am**  
**Wantsum Room, Sessions House, County**  
**Hall, Maidstone**

Ask for: **Geoff Mills**  
Telephone **01622 694289,**  
**geoff.mills@kent.gov.uk**

Tea/Coffee will be available 15 minutes before the start of the meeting **outside the meeting room**

#### **Membership (8)**

Conservative (6): Mr P B Carter (Chairman), Mr R W Gough (Vice-Chairman),  
Mr D A Hirst, Mr A J King, MBE, Mr K G Lynes Mr J D Simmonds

Liberal Democrat (1): Mr T Prater

Labour (1) Mr G Cowan

#### **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 - 28 March 2011 ( 1 - 4)
4. Statutory and Proper Offices of Kent County Council ( 5 - 14)
5. Annual Workforce Profile Report ( 15 - 34)
6. Disciplinary & Grievance Activity ( 35 - 38)
7. Lease car arrangements - paper to follow
8. Health Wellbeing & Attendance - progress report ( 39 - 42)

#### **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 1,2 and 4 of Part 1 of Schedule 12A of the Act.

**EXEMPT ITEMS**

9. Exempt Minutes of the meeting held on 28 March 2011 ( 43 - 44)

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Tuesday, 10 May 2011**

*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 in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 28 March 2011.

PRESENT: Mr P B Carter (Chairman), Mr R W Gough (Vice-Chairman), Mr A J King, MBE, Mr K G Lynes, Mr T Prater, Mr J D Simmonds, Mrs J Rook (Substitute for Mr D A Hirst) Mr G Cowan (Substitute for Mrs E Green).

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

#### UNRESTRICTED ITEMS

##### **7. Minutes of the meeting held on 25 January 2011** *(Item 4)*

The unrestricted minutes of the meeting held on 25 January 2011 were agreed as a true record and signed by the Chairman.

##### **8. Interim Senior Manager Appointments** *(Item 5– report by Mr Peter Sass, Head of Democratic Services )*

(1) This report invited the Committee to recommend the County Council to make an amendment to the paragraph 8 Personnel Management Rules so that there is a clear and unambiguous process for notifying Members of all senior manager appointments.

(2) Following discussion the Committee Resolved:

That the County Council at its meeting on 6 April 2011 be recommended to add the following to paragraph 8 of the Personnel Management Rules:

“Similarly, the Managing Director may, after consultation with the political group leaders, appoint an interim senior manager to undertake a specific role that does not currently exist in the Establishment and determine the rate of remuneration. These appointments shall not extend beyond six months without the approval of the Personnel Committee.”

##### **9. Retirement Age** *(Item 6 - report by Mrs Amanda Beer, Director of Personnel & Development) (Nicola Lodemore, Employment and Diversity Manager was present for this item)*

(1) This report invited the Committee to consider the issues for KCC raised as a result of the Government confirming its plan to abolish the national, default retirement

age (DRA) of 65 from October 2011. With the removal of the DRA, retirement will no longer be a potentially fair reason for dismissal within the Employment Rights Act 1996 and employers retaining a retirement age are likely to be challenged on the grounds of age discrimination.

(2) Following discussion the Committee Resolved to

(i) endorse the proposal not to seek to justify a mandatory retirement age for KCC employees

(ii) the County Council at its meeting on 6 April 2011 be recommended to confirm this proposal: and ,

(iii) the policy be reviewed annually in the light of evolving organisational needs, workforce composition and developments in the labour market.

## **10. Change to Terms and Conditions of Employment**

*(Item 7 - report by Mr Roger Gough, Cabinet Member and Mrs Amanda Beer Director of Personnel and Development) (Mr Colin Miller was present for this item)*

(1) Savings identified in the County Council's budget 2011/12 included £2.25m savings described as "Review of terms and conditions of employment", £0.7m for travel and £0.5m on Personnel & Development policies. The higher amount was to be found from the funding of the authority's new performance pay system. This report detailed the proposals to achieve the other £1.2m savings.

(2) During the course of discussion members asked a number of questions regarding the way these changes would affect staff such as social workers. In response it was said that the Council was working on a number of options aimed at ensuring front line staff such as Social Workers were not disadvantaged and had a pay and reward package appropriate to their jobs and associated work needs. It was agreed the way pay and reward matters were communicated to staff could be made clearer and steps would be undertaken to make sure this happened in future.

(3) The Committee Resolved:

(i) that the action taken to provide 'no detriment' to some current essential users as a consequence of the decision to remove the essential user provision be acknowledged.

(ii) the work being undertaken to identify alternative arrangements for lease car users be recognized and agreement be given to the principle of a buy-out payment.

(iii) the suspension of the provision to sell annual leave be noted; and ,

(iiii) the proposal to withdraw the Senior Officer Medical Insurance Scheme be endorsed and recommended for decision to a future meeting of the County Council for decision.

## **11. Total Contribution Pay Funding**

*(Item 8– report by Mr Roger Gough, Cabinet Member and Mrs Amanda Beer, Director of Personnel and Development) (parts of this item were declared urgent by the Chairman so that the Director of Law and Governance could provide the Committee with legal advice which it needed to have in order to give full consideration to this matter. That legal advice was further declared exempt under the provisions of Section 100A of the Local Government Act 1972 (as amended) on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 4 of part 1 of Schedule 12A of the Act. The following is an unrestricted minute of the main discussion with the legal advice being set out in the exempt minutes for this meeting)*

(1) The 2011/12 Budget agreed by the County Council in February 2011 included £2.25m savings described as “Review of terms and conditions of employment” (Budget Book page 104). The suggestion is that this should be taken from the funding for the authority’s new performance pay system.

(2) The report proposed that the distribution of available money should be prioritised to lower paid staff whilst recognising the need to reward the contribution of as many people as possible. That was seen as being important if the Council was to deliver the key principles of performance management.

(3) Three options had been considered these being to half fund the TCP pot, to make no top of grade payment or to taper payments.

(4) Counsel’s opinion was sought and concluded that the options needed to be considered with knowledge of their magnitude, impact and grounds for dispute. However, although there were potential risks which varied depending on the options, the Authority should select the one which fitted its business needs best. The detail of the legal advice is set out in the exempt part of the minutes.

(5) During the course of discussion Mr Prater said he agreed that protection was needed for lower grade staff but believed the proposals before the Committee could leave the Council open to legal challenge. Mr Cowan said he also had concerns and that the Council should not proceed with this matter.

(6) Mr Carter said that with the Comprehensive Spending Review taking 10% out of the County Council’s budget he believed what was before the Committee was a compromise which was both pragmatic and affordable. The Council had sought external legal advice and this was he said the approach although he accepted there could be a challenge.

(7) Following discussion Mr Carter proposed and Mr Gough seconded that the recommendations set out in paragraph 5.1 of the report be adopted. On being put the vote there was 6 for with 2 against. Mr Prater and Mr Cowan requested that their names be recorded in the minutes as being against the proposal.

(8) The Committee Resolved that the proposal to pay the Total Contribution award in a way which favoured the lower paid staff and tapered the amount to nil at KR 14 as shown in appendix 2 of the Committee report be endorsed.

## **12. Exempt Minutes - 25 January 2011**

*(Item 9)*

The exempt minutes of the meeting held on 25 January 2011 were agreed as a true record and signed by the Chairman.

## **13. Implementation of Change to Keep Succeeding**

*(Item 10- report by Mrs Amanda Beer, Director of Personnel & Development)*

*(The following is an unrestricted minute of a matter which was exempt under paragraphs 1.3 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended))*

*As this item was not available at the time of the despatch of the main agenda the Chairman declared its consideration to be urgent on the grounds that it contained information which the Committee needed to consider at this meeting and therefore could not reasonably be delayed.*

(1) This report provided an update on progress towards the implementation of the Change to Keep Succeeding operating framework. The report provided members with details of recent senior appointments made by Personnel Committee: Appointment Panels and also redundancies arrangements for two Directors who did not get appointed to the posts they had applied for. Further, the report provided details of both an existing member of staff and newly appointed staff who are working for the Council as interim directors.

(2) The Committee Resolved

(i) that the costs of to be made to redundant staff be noted;

(ii) to note that Mrs Rebecca Spore had been appointed to the post of Director of Property and Infrastructure; Dr Jocelyn Foster had been appointed to the post of Director of Business Strategy and Mr Paul Crick had been appointed to the post of Director of Planning and Environment

(iii) to note the interim appointments highlighted in the report.



By: Director of Governance & Law

To: Personnel Committee – 18 May 2011

Subject: **STATUTORY AND PROPER OFFICERS OF KENT COUNTY COUNCIL**

Classification: Unrestricted

Summary: **This report invites the Committee to endorse a number of revisions to the schedule of statutory and proper officers of Kent County Council following the implementation of Change to Keep Succeeding, and to recommend the revised schedule to the County Council for approval**

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1. This report reviews the position of the statutory and proper officers within the authority following the implementation of Change to Keep Succeeding. Under the terms of the Constitution, responsibility for recommending to the Council the designation of individual officers as statutory and proper officers rests with the Personnel Committee. The designations were last reviewed in April 2010.
  2. The Local Government Act 1972 and other legislation require local authorities to make specific statutory appointments and designate proper officers to carry out particular roles and carry specific responsibilities.
  3. Prior to the passing of the 1972 Act, it was the practice in Acts of Parliament to name, by reference to a post, a specific officer of the council to deal with particular activities or to undertake a specific function on the council's behalf. However, in order to leave councils free to decide for themselves who should be responsible for particular tasks, the 1972 Act abandoned this concept. Instead, numerous references are made now in legislation to the term 'proper officer' who is, in fact, the officer designated by the Council to carry out a particular task. The officer can, of course, be a different officer for different purposes.
  4. **RECOMMENDATION**  
  
That the Personnel Committee agrees to recommend to the County Council the designation of individual officers as statutory and proper officers of the Kent County Council as set out in the attached table.

Geoff Wild  
Director of Governance & Law

Background Documents: The Constitution and reports submitted to the County Council on 1 April 2010

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## STATUTORY AND PROPER OFFICERS

<b>Any enactment, instrument or local statutory provision passed prior to the Local Government Act 1972</b>	
<b>Purpose</b>	<b>Officer</b>
Any reference to the Clerk of a council which, by virtue of the Local Government Act 1972, is to be construed as a reference to the proper officer of the Council	Director of Governance & Law
Any reference to the Treasurer of a council which, by virtue of the Local Government Act 1972, is to be construed as a reference to the proper officer of the Council	Corporate Director of Finance and Procurement

<b>Local Authority Social Services Act 1970</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
6(A1)	Appointment as Director of Adult Social Services	Corporate Director Families & Social Care

<b>Agriculture Act 1970</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
67(3)	Appointment as Agricultural Analyst	Director of Customer Services

<b>Local Government Act 1972</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
83	Witness and receive declarations of Members' acceptance of office	Head of Democratic Services
84	Receive written notice of Members' resignation from office	Head of Democratic Services
88(2)	Convene Council meeting for election to vacant office of Chairman	Head of Democratic Services
89(1)(b)	Receive notice of casual vacancy from two local government electors	Head of Democratic Services
100B(2)	Decide on the exclusion of reports and agendas from public inspection	Head of Democratic Services
100B(7)(c)	Decide whether copy documents supplied to Members should also be supplied to the press	Director of Governance &

		Law
100C(2)	Produce a written summary of proceedings taken by a committee in private	Head of Democratic Services
100D(1)	Compile a list of background papers to a committee report	Managing Director or Corporate Director responsible for preparing report
100D(5)(a)	Identify background papers that disclose facts or matters on which a report is based	Managing Director or Corporate Director responsible for preparing report
100F(2)	Identify which documents contain exempt information that are not available for Members	Head of Democratic Services
115(2)	Receive from officers any money and property committed to their charge in connection with their office	Corporate Director of Finance and Procurement
146(1)	Sign statutory declaration to enable transfer of securities in the event of a change of name of the Council	Corporate Director of Finance & Procurement
151	Responsibility for the administration of the Council's financial affairs (Chief Finance Officer)	Corporate Director of Finance & Procurement
191(2)	Receive applications from Ordnance Survey for assistance in surveying disputed boundaries	Corporate Director, Enterprise & Environment
210(6)-(7)	Exercise residual functions in relation to charities	Director of Governance & Law
225(1)	Receive and retain deposited documents	Director of Governance & Law
229(5)	Certify photographic copy documents	Director of Governance & Law
234(1)	Sign public notices, orders and other documents on behalf of the Council	Managing Director or other officer where the document to be authenticated relates to a delegated power

236(10)	Send copy byelaws to district councils	Director of Governance & Law
238	Certification of copy byelaws	Director of Governance & Law
Sch.12 Pt.I Para.4(2)(b)	Sign summonses to attend meetings	Head of Democratic Services
Sch.12 Pt.I Para.4(3)	Receive written notice that a Member wants a summons sent to an alternative address	Head of Democratic Services
Sch.29 Pt.II Para.41(3)-(5)	Appoint interim superintendent registrars or interim registrars of births and deaths pursuant to the Registration Service Act 1953  Exercise powers provided by the local scheme of organisation of the Registration Service pursuant to the 1953 Act  Prescription by the Registrar General of duties of proper officers under the Registration and Marriage Acts	Director of Customer Services

#### **Local Government Act 1974**

<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
30(5)	Give public notice of Local Government Ombudsman's report	Head of Democratic Services

#### **Local Government (Miscellaneous Provisions) Act 1976**

<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
41	Certifying copy resolutions and minutes of proceedings	Head of Democratic Services

#### **Highways Act 1980**

<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
59(1)	Certify that extraordinary expenses have been incurred in maintaining the highway by reason of damage caused by excessive weight	Corporate Director, Enterprise & Environment
193(3)	Certify that additional expenses have been incurred in the execution of wider than normal street works	Corporate Director, Enterprise & Environment
205(3)-(5)	Undertake duties as specified in the schedules in	Corporate

	relation to private street works	Director, Enterprise & Environment
210(2)	Certify amendments to estimated costs and provisional apportionment of costs under the private street works code	Corporate Director, Enterprise & Environment
211(1) 212(4) 216(2)-(3)	Make final apportionment of costs as detailed in the schedules under the private street works code	Corporate Director, Enterprise & Environment
295(1)	Issue notice requiring removal of materials from non-maintainable streets in which works are due to take place	Corporate Director, Enterprise & Environment
321	Authenticate notices and other documents	Director of Governance & Law
Sch.9 Para.4	Sign plans showing proposed prescribed improvement or building lines	Corporate Director, Enterprise & Environment

### **Representation of the People Act 1983**

<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
35	Appointment as Returning Officer for local elections	Managing Director
67(7)(b)	Receive declarations and giving public notice of election agents' appointments	Head of Democratic Services
82(4)	Receive declarations and giving public notice of election agents' or candidates' election expenses	Head of Democratic Services
131(1)	Provide accommodation for holding election court	Head of Democratic Services

### **Weights and Measures Act 1985**

<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
72(1)	Appointment as Chief Inspector of Weights And Measures	Assistant Head of Trading Standards

### **Local Government Finance Act 1988**

<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
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116(1)	Notify external auditor of meeting under the Act to consider a report from the Chief Finance Officer	Corporate Director of Finance & Procurement
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<b>Local Government and Housing Act 1989</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
2(4)	Hold the Council's list of politically restricted posts	Director of Governance & Law
4	Designation as Head of Paid Service	Managing Director
5(1)	Designation as Monitoring Officer	Director of Governance & Law
5(7)	Nomination to act as deputy in the absence of the Monitoring Officer	Head of Democratic Services
15-17	Receive notification of the formation of a political group, changes in membership, names of group leaders and deputies, and group nominations to sit on committees	Head of Democratic Services

<b>Food Safety Act 1990</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
27(1)	Appointment of Public Analysts	Director of Customer Services
49(3)	Sign any document authorised or required to be given, made or issued by the Food Authority	Director of Customer Services

<b>The Local Government (Committees and Political Groups) Regulations 1990</b>		
<b>Regulation</b>	<b>Purpose</b>	<b>Officer</b>
	Notifications to and by the Proper Officer	Head of Democratic Services

<b>Education Act 1996</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
532	Chief Education Officer	Corporate Director, Education,

		Learning & Skills
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**Crime and Disorder Act 1998, section 115**

**Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007/1830**

Regulation	Purpose	Officer
4(3)	Primary Designated Officer for information sharing	Director of Customer Services

**Local Government Act 2000, section 22**

**Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000**

Regulation	Purpose	Officer
3	Produce a written statement of executive decisions made at meetings	Managing Director
4	Produce a written statement of executive decisions made by individual Members	Managing Director
5	Make a copy of written statements of executive decisions and associated reports available for public inspection	Head of Democratic Services
6	Make available for public inspection a list of background papers	Head of Democratic Services
12	Publish key decisions of the Council	Head of Democratic Services

**Local Government Act 2000, section 34**

**Local Authorities (Referendums)(Petitions and Directions) Regulations 2000**

Regulation	Purpose	Officer
34	Publish the verification number of electors for the purpose of petitions under the 2000 Act	Director of Governance & Law

**Regulation of Investigatory Powers Act 2000, section 30**

**The Regulation of Investigatory Powers (Prescription of Offices, Ranks and Positions) Order 2000**

Regulation	Purpose	Officer
2	Authorise the carrying out of directed surveillance or the	Director of Customer Services, Chief Internal Auditor, Director of



	conduct or use of a covert human intelligence source	Governance & Law, Head of Planning Applications Group, Principal Planning Officer (Enforcement), Public Rights of Way Operations Manager, Public Rights of Way Officer (Enforcement), Head of Trading Standards (TS), TS Area Managers, TS Operational Manager
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<b>Freedom of Information Act 2000</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
36	Qualified person to confirm or deny whether disclosure of information is likely to prejudice the effective conduct of public affairs	Director of Governance & Law

<b>The Local Authorities (Standing Orders)(England) Regulations 2001</b>		
<b>Regulation</b>	<b>Purpose</b>	<b>Officer</b>
Sch. 1, Part II, Paras. 5 and 6	Functions in relation to notifying Executive of appointments, dismissals, etc.	Director of Governance & Law

<b>Children Act 2004</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
18	Director of Children's Services	Corporate Director, Families and Social Care

<b>Local Democracy, Economic Development and Construction Act 2009</b>		
<b>Section</b>	<b>Purpose</b>	<b>Officer</b>
31	Designation of Scrutiny Manager	Head of Democratic Services

<b>Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children (DfE Guidance, March 2010)</b>		
	<b>Purpose</b>	<b>Officer</b>
-	Local Authority Designated Officer (LADO)	Safeguarding Manager – Education and LADO

- In the event of the Managing Director (Head of the Paid Service) not being available to deal with matters for which s/he has been designated the proper officer, the Director of Governance & Law be authorised to act as proper officer in his/her absence.
- In the event of any other designated officer being unable to fulfill his/her duties as proper officer, his/her deputy be authorised to undertake such duties instead.
- Notwithstanding the above, a proper officer may at any time delegate or authorise other officers to perform the designated duties on his/her behalf.

**By:** Amanda Beer – Corporate Director of Human Resources  
**To:** Personnel Committee **Date:** 18 May 2011  
**Subject:** Annual Workforce Profile Report  
**Classification:** Unrestricted

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## SUMMARY

This paper details the key aspects of the make up of the Authority's workforce at 31 March 2011, 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.

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### 1. Introduction

This report contains details of the Authority's workforce as at 31 March 2011. Additional information, relating to previous years, has been included for comparative purposes.

### 2. **Headlines**

The 2010-11 data shows the following:

- A significant reduction in staffing, of over 1,300FTE. This equates to around 4.5% of the Authority's workforce.
- Gradual increase in the % of staff aged over 60, from 6.8% in March 2007 to 8.1% in March 2011
- Sickness days lost per FTE has fallen from 8.71 days in 2008-2009 to 7.83 days in 2010-11 (excluding school based).
- More days lost to 'Musculoskeletal' problems, than to any other illness type, which remains consistent.
- Over 80% of KCC posts are graded KR1 to KR6.
- Staff turnover has increased from 11.3% in 2009-2010 to 14.1% in 2010-2011.
- At March 2011, 51.8% of 'Leadership' group were female, compared to 50% in March 2010.
- Externally funded posts in March 2010 stood at 2,917 compared to 1,314 in September 2007 (excluding school based).
- There were 119 redundancies in 2010-11, an increase over the previous 3 years.
- In March 2011 Kent Top Temps supplied 648 agency staff to KCC (excluding school based).

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 (excluding Casual Session & Supply)**

The KCC staffing level at the 31 March 2011 was 27,845.2 FTE (full-time equivalents), a decrease of 4.52% against the March 2010 figure of 29,162.5 FTE.

#### Headcount

##### **All staff**

The staffing headcount for the Authority has decreased by 2151 (4.82%) since March 2010 to the current level of 42,432. When excluding School based staff and those on a Casual Relief, Sessional & Supply (CRSS) contract, the March 2011 headcount becomes 11,944.

#### Assignment count

##### **All staff**

The assignment (or job) count has decreased by 2171 over the year and now stands at 49,960, a decrease of 4.16% against last year's figure of 52,131. Of these 2,171, over two-thirds were permanent posts. (Note: Finance have calculated that around 31.42FTE of the leavers at the end of March are to deliver 2011/12 budget savings).

#### Contract Types

Around one third of the Authority's staff are on full-time contracts, slightly under one third are on term-time contracts and the remainder are on other types of contract

#### Staffing Counts

A full breakdown of staffing and assignment counts for March 2007 through to March 2011 is shown at **Appendix A**. This appendix also includes a breakdown of staff by assignment category and work pattern.

#### Agency Staff

##### **All staff (excluding School Based)**

**Appendix A** also shows the number of agency staff supplied by and these figures as a percentage of the workforce.

### 4. Changes in staffing levels since March 2007 (Non-schools staff)

	Mar 07	Mar 08	Mar 09	Mar 10	Mar 11
<b>KCC FTE</b>	10,277.87	10,034.14	10,285.41	10,530.87	10,060.87

The non-schools workforce has decreased by a total of 217 FTE (2.11%) in the last 4 years. There was a reduction of 4,923 assignments in this period.

The table at **Appendix A** also provides detailed information on FTE levels, headcounts and assignment/job counts, by Directorate and shows the reasons behind variations in staffing between September 2003 and March 2010.

## 5. Age profile

### **All staff**

The average age of a KCC employee is currently 44.4 years, which is similar to last year (44.0). The average age of non-school based staff is 44.9 which is the same as last year. As at March 2011, over 30% of staff were aged 41 to 50. Approximately 7.8% of staff were aged 25 or under and around 16% of staff were aged 30 or under. Approximately 8.1% of staff were aged 60 or over, with around 2.1% aged 66 or over.

The tables in **Appendix B** contain detailed information on the age profile of the workforce from March 2007 to March 2011, including the age related performance indicators.

## 6. Sickness

### **All Staff (Excluding School Based)**

Sickness days lost per FTE has fallen from 8.71 days in 2008-2009 to 7.83 in 2010-2011. This is attributable to Human Resource's Health, Wellbeing and Attendance action plan which has been in operation since 2006.

Sickness levels vary significantly between Directorates, being higher in Directorates where work roles bring staff into contact with vulnerable clients. EHW (previously E&R) consistently shows the lowest levels of sickness. KASS consistently shows the highest levels of sickness.

## 7. Reasons for absence

### **All Staff (Excluding School Based)**

End of year analysis of sickness in the non-schools workforce shows that in 2010-2011, the top five illness categories accounting for the most days lost were:

Illness type	Calendar days lost
Musculoskeletal	29,954
Stress – Not Mental Health	13,856
Gastro-Intestinal	12,967
Mental Health	12,131
Minor Illness	7,559

There has been little variation in the primary reasons for absence over the last 3 years.

The tables in **Appendix C** show sickness levels over the past 3 years.

## 8. Staff by salary band

There are approximately 18,475 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.

### **All staff on Kent Scheme**

The majority of staff (over 80%) on Kent Scheme have a full-time equivalent salary of less than £19,000 per year, the average salary being approximately £18,935.98. As many

staff are part-time, the average pro-rata is closer to £12,404.93. The average salaries have both gradually increased since 2007-2008, to almost £2,000.

From March 2007 to March 2011, the number of KCC posts graded KR1-6 has declined slightly each year.

Full details of staffing levels by grade, covering KCC/Schools/Non-schools and Directorates are shown at **Appendix D**.

## 9. Turnover

### **All staff**

A total of 5932 staff left KCC between 1 April 2010 and 31 March 2011. The turnover figure for KCC staff is 13.5%, which has increased since 31 March 2010 when turnover was 11.2%. The table below gives a summary of individual directorate figures.

Further details of turnover are shown at **Appendix E**.

## 10. Vacancies

### **All staff (excluding School Based)**

Vacancy monitoring focuses on posts being 'actively recruited to' and these are presented as a percentage of the budgeted FTE.

At the start of the 2009/2010, this figure was over 1.69%, falling to 0.89% March 2010. This was an expected decrease as, due to budget pressures, managers did not advertise as many vacancies in the latter part of the year. This has continued into 2010/2011, as the figure remains almost constant at 0.87%.

Details of vacancies by Directorate (by FTE) are shown at **Appendix F**.

## 11. Reasons for leaving

### **All staff**

The below table summarises the main reasons for leaving for 2010/2011.

	Reason for leaving (KCC)	%
1	Resignation	38.9%
2	Retirement – Normal	11.7%
3	End of Temporary Contract	8.3%
4	End of Fixed Term Contract	8.2%

These reasons have remained fairly static over the previous 4 years.

### **Redundancies**

The number of redundancies has increased over the past 3 years, reaching 119 in 2010-2011. This is still below the 2006-2007 figure of 151.

Further details of the reasons for leaving are shown at **Appendix G**.

## **12. Headcount by equality strand**

### ***All Staff (excluding CRSS and School Based) - Performance Indicators***

These relate to non-school based staff (excluding CRSS staff) and are as follows for March 2011:

- 74.8% of KCC non-schools staff (excl. CRSS) were female.
- 51.8% of the Leadership group were female
- 4.8% of KCC non-schools staff (excl. CRSS) were from ethnic minority groups (BME)
- 4.5% of the Leadership group were from ethnic minorities
- 2.6% of KCC non-schools staff (excl. CRSS) were disabled under the terms of the DDA.
- 2.7% of the Leadership group were disabled under the DDA

Further diversity information, including trends, are shown at **Appendix H**.

## **13. Externally funded posts**

### ***All staff (excluding School Based)***

The number of externally funded posts has decreased, from 2,912.7 in March 2010 to 1,978 in March 2011. This indicates that currently, nearly 20% of the non-schools workforce is externally funded. Previously, the number rose each year from March 2007 to March 10.

The proportion of externally funded posts varies considerably across Directorates; within CFE, the figure remains over 50%, but only slightly over 4% in KASS. This trend has remained fairly consistent over the previous 4 years.

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.

Details of the levels of externally funded posts by Directorate are shown at **Appendix I**.

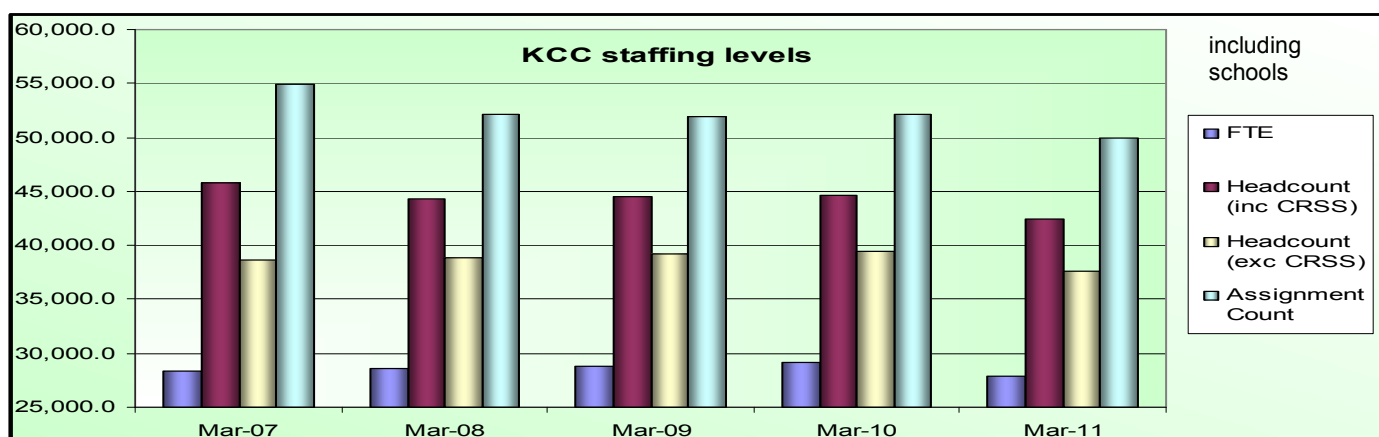
## **14. Recommendations**

Personnel Committee is asked to note KCC's staffing profile and trends presented in this report.

Dave Cox E-Business Development Manager Ext 4516	Teresa McCarthy Strategic Business Information Manager Ext 4537
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**CHANGES IN STAFFING LEVELS**  
**March 2007 - March 2011**

<b>KCC staffing levels Mar 07 to Mar 11 – including Schools</b>									
	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Changes Mar 10 to Mar 11		Changes Mar 07 to Mar 11	
						count	as %	count	as %
FTE	28,339.6	28,546.3	28,817.9	29,162.5	27,845.2	-1,317.3	-4.5%	-494.4	-1.7%
Headcount (inc CRSS)	45,810	44,256	44,542	44,583	42,432	-2,151	-4.8%	-3,378	-7.4%
Headcount (exc CRSS)	38,605	38,886	39,176	39,402	37,644	-1,758	-4.5%	-961	-2.5%
Assignment Count	54,883	52,185	51,956	52,131	49,960	-2,171	-4.2%	-4,923	-9.0%



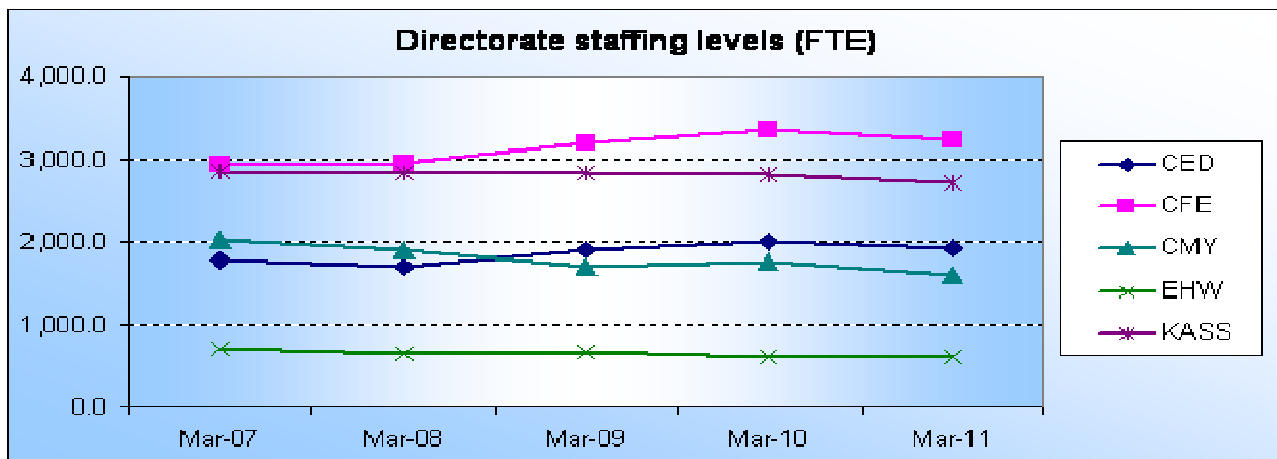
<b>Non-schools staffing levels Mar 07 to Mar 11</b>									
	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Changes Mar 10 to Mar 11		Changes Mar 07 to Mar 11	
						count	as %	count	as %
FTE	10,277.9	10,034.1	10,285.4	10,530.9	10,060.9	-470.0	-4.5%	-217.0	-2.1%
Headcount (inc CRSS)	16,119	14,659	14,765	14,719	13,850	-869	-5.9%	-2,269	-14.1%
Headcount (exc CRSS)	12,344	12,072	12,307	12,549	11,944	-605	-4.8%	-400	-3.2%
Assignment Count	17,970	16,199	16,301	16,252	15,330	-922	-5.7%	-2,640	-14.7%

<b>Schools staffing levels Mar 07 to Mar 11</b>									
	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Changes Mar 10 to Mar 11		Changes Mar 07 to Mar 11	
						count	as %	count	as %
FTE	18,061.7	18,512.1	18,532.5	18,631.6	17,784.3	-847.3	-4.5%	-277.4	-1.5%
Headcount (inc CRSS)	30,345	30,000	30,163	30,180	28,816	-1,364	-4.5%	-1,529	-5.0%
Headcount (exc CRSS)	26,410	26,939	26,982	26,954	25,799	-1,155	-4.3%	-611	-2.3%
Assignment Count	36,913	35,986	35,655	35,879	34,630	-1,249	-3.5%	-2,283	-6.2%

Note: If a member of staff works in both Schools and Non-schools, they will be counted in the total for each, but only once in the KCC total.

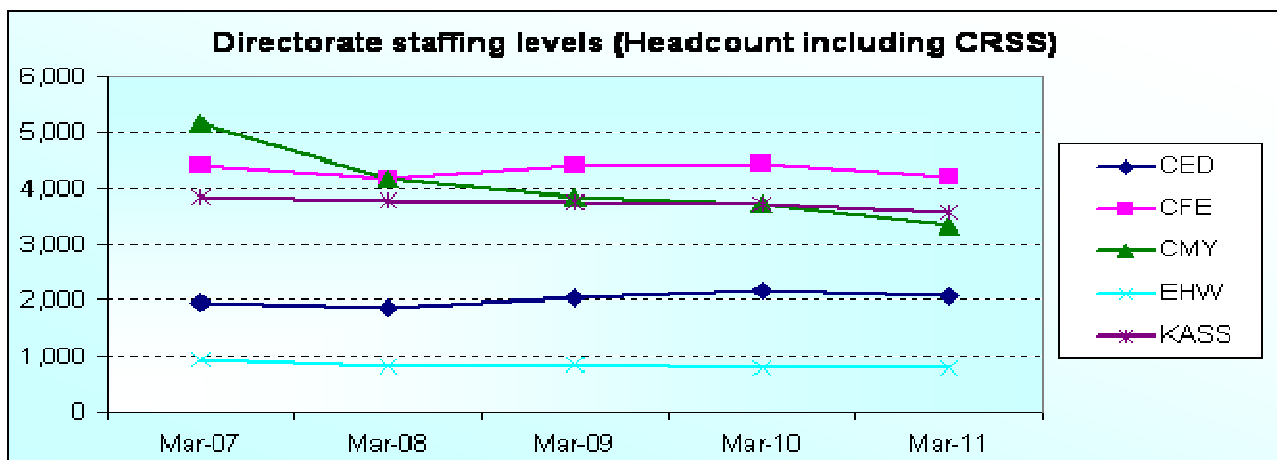


Directorate staffing levels Mar 07 to Mar 11 (FTE)									
	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Changes Mar 10 to Mar 11		Changes Mar 07 to Mar 11	
						count	as %	count	as %
CED	1,778.2	1,696.3	1,892.1	2,003.2	1921.5	-81.7	-4.1%	143.3	8.1%
CFE	2,938.1	2,957.0	3,187.5	3,345.3	3238.7	-106.6	-3.2%	300.6	10.2%
CMY	2,018.3	1,901.3	1,703.2	1,758.5	1590.2	-168.3	-9.6%	-428.1	-21.2%
EHW	702.5	650.9	667.2	606.2	599.9	-6.3	-1.0%	-102.5	-14.6%
KASS	2,840.9	2,828.7	2,835.5	2,817.7	2710.6	-107.1	-3.8%	-130.3	-4.6%



Directorate staffing levels Mar 07 to Mar 11 (Headcount including CRSS)									
	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Changes Mar 10 to Mar 11		Changes Mar 07 to Mar 11	
						count	as %	count	as %
CED	1,960	1,868	2,045	2,160	2,080	-80	-3.7%	120	6.1%
CFE	4,409	4,171	4,407	4,450	4,200	-250	-5.6%	-209	-4.7%
CMY	5,169	4,166	3,845	3,713	3,338	-375	-10.1%	-1,831	-35.4%
EHW	917	812	836	782	783	1	0.1%	-134	-14.6%
KASS	3,849	3,775	3,757	3,722	3,562	-160	-4.3%	-287	-7.5%

Note: If a member of staff works in more than one Directorate, they will be counted in the total for each.



**AGENCY STAFF SUPPLIED BY KENT TOP TEMPS**

Excludes agency staff supplied to Schools

Directorate	No of Temps 31.03.10		No of Temps 30.09.10		No of Temps 31.03.10	
	Actual	%	Actual	%	Actual	%
Chief Executives Department (Ex Commercial Services)	60	4.3	94	6.9	60	4.4
Children, Families, Education Communities	197	4.9	243	6.3	354	9.3
Commercial Services	42	1.8	26	1.2	37	1.7
Kent Adult Social Services	27	3.7	33	4.7	27	4.1
Environment & Regeneration / Environment Highways & Waste	151	4.4	116	3.4	140	4.2
	41	6.5	27	3.9	30	4.5
<b>TOTAL</b>	<b>518</b>	<b>4.1</b>	<b>539</b>	<b>4.4</b>	<b>648</b>	<b>5.4</b>

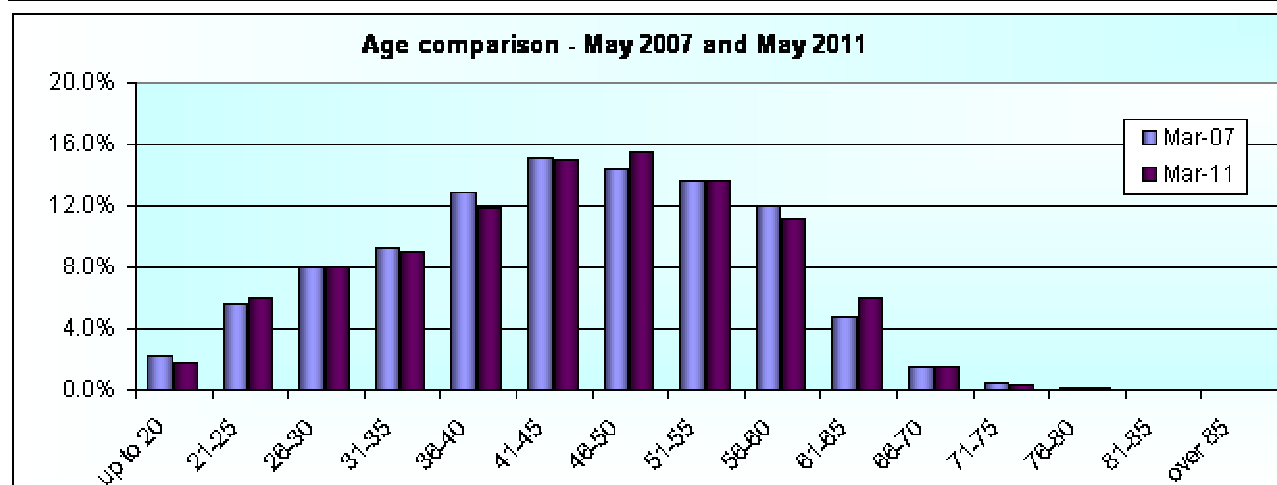
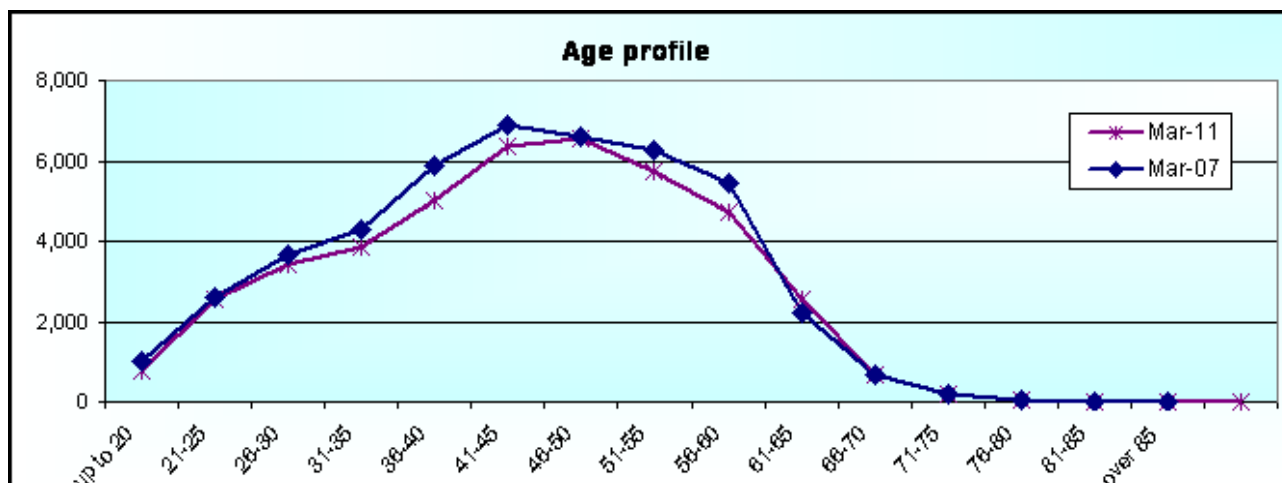
APPENDIX A

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 (staff transferred in from Districts)			240.0	
	Payroll (staff transferred in from Capita)			19.0	
	Commercial Services (due to success in securing commercial contracts)			38.0	
2008-09	Commercial Services (staff transferred out under TUPE)				-62.0
	<b>Children Centres (*Externally funded by Sure Start)</b>	432.0			
2009-10	CFE - Transfers in from Learning Skills Council, Connexions, Sure Start, Rainbow Lodge and Children's Centres (estimated FTE)			76.0	

**AGE PROFILE**  
**March 2007 - March 2011**

	Mar-07		Mar-08		Mar-09		Mar-10		Mar-11	
<b>Up to 25</b>	3,614	7.9%	3,257	7.4%	3,477	7.8%	3,577	8.0%	3,313	7.8%
<b>Up to 30</b>	7,285	15.9%	6,943	15.7%	7,191	16.1%	7,333	16.4%	6,745	15.9%
<b>Over 60</b>	3,154	6.9%	3,273	7.4%	3,496	7.8%	3,568	8.0%	3,452	8.1%
<b>Over 65</b>	943	2.1%	840	1.9%	901	2.0%	919	2.1%	907	2.1%



**Changes in the age profile (March 2007 – March 2011)**

Each year there has been a gradual increase in the number of staff aged over 60, from 6.8% in Mar 2007 to 8.1% in Mar 2011.

Each year from 2007 to 2010, the highest percentage of staff were in the 41-45 age band, but in 2011 this changed to the 46-50 band.

**APPENDIX B**

<b>KCC NON SCHOOLS (Performance Indicators)</b>												
<b>Staff Breakdown</b>	<b>Jun-08</b>	<b>Sep-08</b>	<b>Dec-08</b>	<b>Mar-09</b>	<b>Jun-09</b>	<b>Sep-09</b>	<b>Dec-09</b>	<b>Mar-10</b>	<b>Jun-10</b>	<b>Sep-10</b>	<b>Dec-10</b>	<b>Mar-11</b>
% of Staff aged 25 and under	6.8%	6.8%	6.8%	7.1%	7.4%	7.6%	7.7%	8.0%	8.0%	7.8%	7.6%	7.6%
% of Staff aged 30 and under	15.3%	15.5%	15.6%	15.9%	16.5%	16.6%	16.5%	16.9%	16.9%	16.7%	16.3%	16.5%
% of Staff aged 30 and under (LG)	1.3%	1.0%	0.8%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	
% of Staff aged 50 and over	40.1%	39.8%	39.8%	39.8%	39.6%	39.3%	39.1%	39.1%	39.1%	39.4%	39.5%	39.3%
% of Staff aged 50 and over (LG)	56.3%	54.6%	54.7%	55.1%	54.6%	55.4%	55.3%	54.9%	56.8%	54.3%	53.8%	54.7%

*\*This figure includes CRSS, \*\*Consent to disclose information is given, LG=Leadership Group*

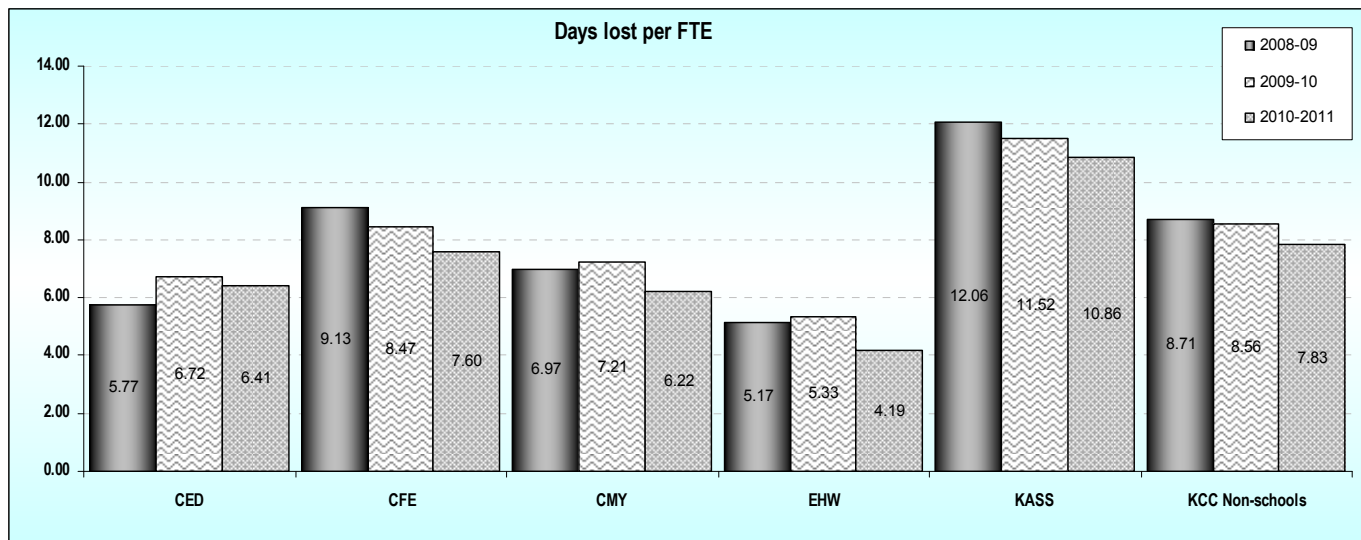
**Non-school based staff excluding Casual Relief, Sessional & Supply staff (CRSS)**

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

- 7.6% of non-school based staff were aged 25 or less
- 16.5% of non-school based staff were aged 30 or less
- 0% of the leadership group were aged 30 or less
- 39.3% of non-school based staff were aged 50 or above
- 54.7% of the leadership group were aged 50 or above

**SICKNESS**  
**March 2008 - March 2011**

**Sickness Performance Indicators - 2008/09 to 2010/11:**



Top 5 reasons for sickness absence - by calendar days lost							
Illness	2007/08	Illness	2008/09	Illness	2009/10	Illness	2010/11
Organic Nervous Disease	25,444	Musculoskeletal	30,279	Musculoskeletal	34,393	Musculoskeletal	29,954
Minor illness	20,604	Gastro-Intestinal	13,059	Stress - Not Mental Health	15,320	Stress - Not Mental Health	13,856
Gastro-Intestinal	17,531	Stress - Not Mental Health	12,891	Gastro-Intestinal	14,938	Gastro-Intestinal	12,967
Hospital/Medical appointment	15,500	Minor Illness	12,669	Mental Health	14,576	Mental Health	12,131
Back and Neck	11,667	Respiratory Problems	10,818	Minor Illness	11,247	Minor Illness	7,559

Source: Oracle HR

The above table shows the number of calendar days associated with each of the top 5 illness categories absence, over the last 4 years.

The Local Government Sickness Absence Levels and Causes Survey 2008-2009 shows the main causes of sickness absence as:

1. Stress, depression, anxiety, mental health and fatigue
2. Infections
3. Other musculo-skeletal problems (excludes back & neck)
4. Stomach, liver, kidney, digestion
5. Back and neck problems

**STAFF BY SALARY BAND  
March 2007 - March 2011**

<b>All KCC staff on Kent Scheme KR 1- KR18</b>										
<b>KR equivalent</b>	<b>KCC % (rounded to 1 d.p.)</b>									
	<b>Mar-07</b>		<b>Mar-08</b>		<b>Mar-09</b>		<b>Mar-10</b>		<b>Mar-11</b>	
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>
KR1-6	23165	85.6%	23151	84.8%	25090	83.7%	23921	81.8%	22820	81.2%
KR 7-9	2140	7.9%	2395	8.8%	3001	10.0%	3359	11.5%	3355	11.9%
KR10-13	1574	5.8%	1578	5.8%	1701	5.7%	1758	6.0%	1750	6.2%
KR 14-15	138	0.5%	149	0.5%	145	0.5%	183	0.6%	157	0.6%
KR16-18	33	0.1%	33	0.1%	30	0.1%	33	0.1%	29	0.1%
<b>All KCC-NonSchool staff on Kent Scheme KR 1-KR18</b>										
<b>KR equivalent</b>	<b>KCC - NS % (rounded to 1 d.p.)</b>									
	<b>Mar-07</b>		<b>Mar-08</b>		<b>Mar-09</b>		<b>Mar-10</b>		<b>Mar-11</b>	
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>
KR 1-6	6048	66.3%	5856	64.4%	6099	61.8%	6020	59.0%	5687	57.9%
KR 7-9	1437	15.7%	1580	17.4%	2033	20.6%	2358	23.1%	2351	23.9%
KR10-13	1476	16.2%	1474	16.2%	1567	15.9%	1628	15.9%	1606	16.4%
KR14-15	134	1.5%	145	1.6%	135	1.4%	183	1.8%	149	1.5%
KR16-18	33	0.4%	33	0.4%	30	0.3%	33	0.3%	29	0.3%

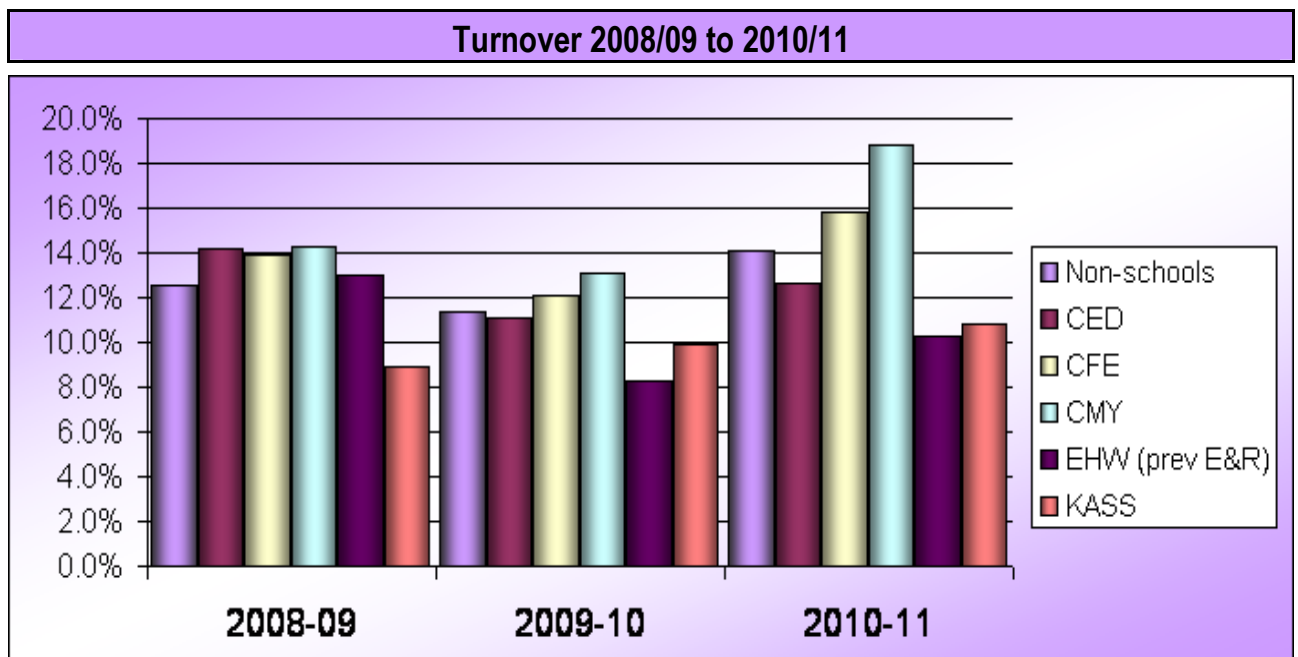
***Non-school based staff on Kent Scheme***

The average salary for this group of staff is approximately £23,986.52. With many staff being part-time, the average pro-rata salary is nearer to £20,619.11. The average salaries have both gradually increased since 2007-2008, by around £2,000.

As at March 2011, around 58% of non-school posts are graded KR1 to KR 6, with the number of non-school posts graded KR1-9 increasing slightly each year.

<b>TURNOVER (Performance Indicators)</b>			
	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Non-schools</b>	<b>12.5%</b>	<b>11.3%</b>	<b>14.1%</b>
<b>CED</b>	<b>14.2%</b>	<b>11.1%</b>	<b>12.6%</b>
<b>CFE</b>	<b>13.9%</b>	<b>12.1%</b>	<b>15.8%</b>
<b>CMY</b>	<b>14.3%</b>	<b>13.1%</b>	<b>18.8%</b>
<b>EHW (prev E&amp;R)</b>	<b>13.0%</b>	<b>8.3%</b>	<b>10.3%</b>
<b>KASS</b>	<b>8.9%</b>	<b>9.9%</b>	<b>10.8%</b>

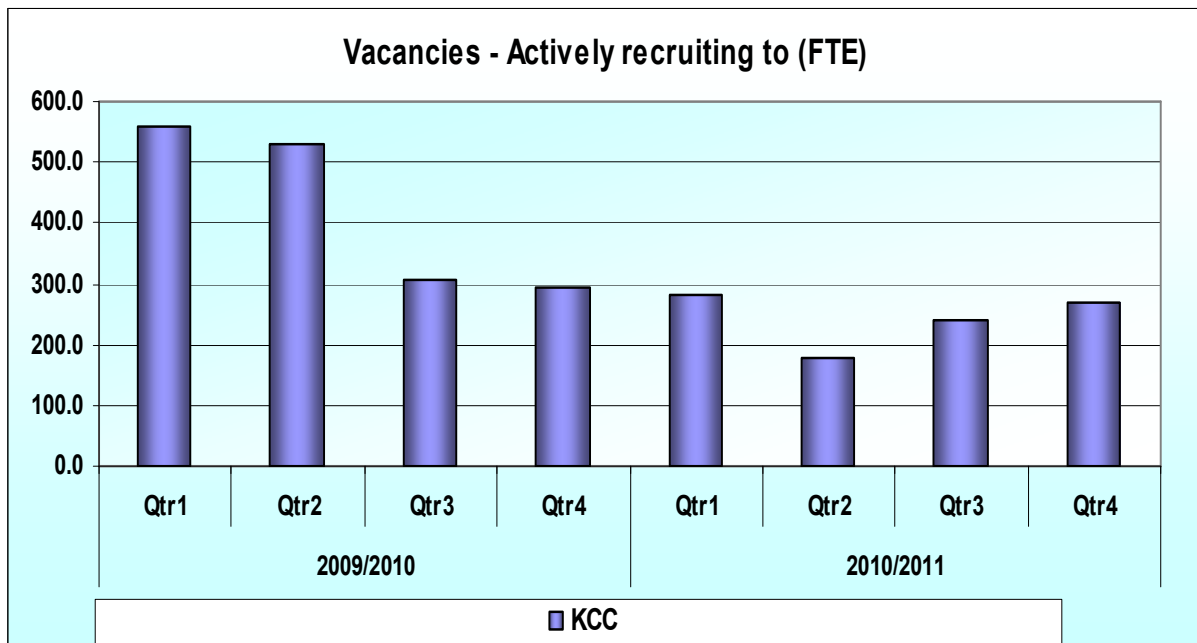
*Exclusions: CRSS and Schools*





**VACANCIES**  
**March 2009 - March 2011**

<b>Vacancies: 'Actively recruiting to' (FTE)</b>								
	2009/2010				2010/2011			
	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
CED	84.0	49.6	16.0	13.0	33.0	9.0	27.0	23.0
CMY	90.0	78.0	78.0	76.0	78.0	53.0	51.0	90.0
E&R	38.0	46.0	13.0	14.0	22.0	8.0	2.0	14.0
KASS	148.0	150.2	131.8	112.1	77.1	50.9	53.2	70.8
CFE	197.0	206.0	66.0	78.0	72.0	55.0	107.0	107.0
KCC	557.0	529.8	304.8	293.1	282.1	175.9	240.2	267.8

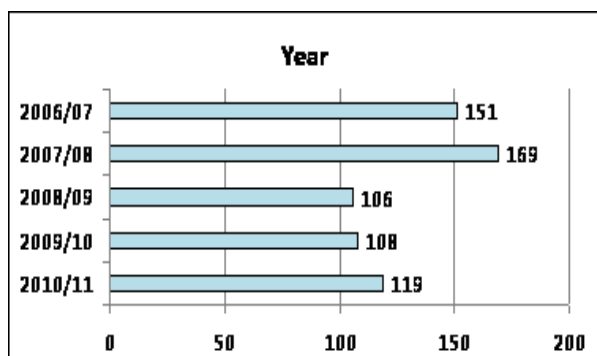


**APPENDIX G**

**LEAVING REASONS  
March 2007 - March 2011**

<b>Top Reasons for Leaving - KCC level</b>		
<b>2010/11</b>	<b>Leaving Reason</b>	<b>Count</b>
1	Resignation – New employment/Other	1884
2	Retirement - Normal	566
3	End of Temporary Contract	401
4	End of Fixed Term Contract	395
<b>2009/10</b>	<b>Leaving Reason</b>	<b>Count</b>
1	Resignation – New employment/Other	1762
2	End of Fixed Term Contract	451
3	Retirement - Normal	425
4	End of Temporary Contract	374
<b>2008/09</b>	<b>Leaving Reason</b>	<b>Count</b>
1	Resignation – New employment/Other	2435
2	End of Fixed Term Contract	471
3	Retirement - Normal	469
4	End of Temporary Contract	404
<b>2007/08</b>	<b>Leaving Reason</b>	<b>Count</b>
1	Resignation – New employment/Other	3111
2	Not Claimed in the last 12 months	918
3	End of Temporary Contract	846
4	School no longer buys Personnel Services	591
<b>2006/07</b>	<b>Leaving Reason</b>	<b>Count</b>
1	Resignation – New employment/Other	2488
2	Not Claimed in the last 12 months	771
3	Resignation - Personal /Domestic Reasons	528
4	Retirement - Normal	414

<b>Year</b>	<b>Redundancy count</b>
2010/11	119
2009/10	108
2008/09	106
2007/08	169
2006/07	151



APPENDIX H

EQUALITY STRANDS  
March 2007 - March 2011

KCC Non-Schools												
Staff Breakdown	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11
% of Female Staff	73.4%	73.4%	73.6%	74.1%	74.0%	74.0%	74.3%	74.4%	74.3%	74.6%	74.7%	74.8%
% of Female Staff (LG)	48.1%	49.2%	49.4%	49.1%	49.6%	49.5%	50.1%	50.1%	49.2%	50.7%	51.3%	51.8%
% of BME Staff	3.9%	4.1%	4.1%	4.1%	4.1%	4.2%	4.4%	4.5%	4.6%	4.6%	4.7%	4.8%
% of BME Staff (LG)	3.2%	3.8%	3.7%	3.8%	4.2%	4.2%	4.5%	4.1%	4.2%	4.2%	4.0%	4.5%
% of DDA Staff	2.6%	2.6%	2.6%	2.6%	2.6%	2.5%	2.6%	2.5%	2.5%	2.6%	2.6%	2.6%
% of DDA Staff (LG)	2.4%	3.0%	3.0%	3.0%	2.5%	2.8%	3.0%	3.0%	3.1%	3.4%	2.7%	2.7%
CED												
Staff Breakdown	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11
% of Female Staff	49.6%	49.1%	51.0%	52.0%	52.0%	52.1%	53.2%	53.6%	54.3%	54.4%	54.6%	54.2%
% of Female Staff (LG)	38.9%	39.4%	40.7%	39.8%	38.5%	37.5%	42.1%	42.2%	42.1%	41.8%	42.1%	44.4%
% of BME Staff	3.8%	4.0%	4.2%	4.0%	4.3%	4.7%	4.9%	5.0%	4.7%	4.3%	5.9%	4.9%
% of BME Staff (LG)	3.8%	4.9%	4.8%	4.7%	4.6%	5.2%	5.7%	5.6%	5.7%	5.0%	5.1%	5.8%
% of DDA Staff	2.7%	2.5%	3.0%	3.0%	2.7%	2.7%	2.6%	2.5%	2.4%	2.3%	2.3%	2.2%
% of DDA Staff (LG)	4.8%	4.8%	4.6%	4.5%	4.3%	4.2%	3.6%	3.5%	3.6%	3.8%	3.8%	3.9%
CFE												
Staff Breakdown	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11
% of Female Staff	83.3%	83.8%	83.9%	83.9%	83.8%	83.7%	83.7%	83.8%	83.3%	84.0%	83.9%	84.2%
% of Female Staff (LG)	62.2%	62.2%	62.5%	62.6%	64.3%	63.1%	63.4%	64.2%	60.0%	64.8%	66.4%	65.6%
% of BME Staff	3.5%	3.8%	3.8%	3.8%	3.9%	4.1%	4.1%	4.3%	4.5%	4.7%	7.2%	4.5%
% of BME Staff (LG)	2.9%	2.8%	2.8%	2.9%	4.7%	4.3%	4.3%	3.4%	3.5%	4.0%	3.1%	2.9%
% of DDA Staff	2.2%	2.3%	2.3%	2.1%	2.1%	2.1%	2.2%	2.0%	2.0%	2.0%	2.0%	2.0%
% of DDA Staff (LG)	2.0%	3.0%	3.0%	3.2%	3.2%	3.1%	3.9%	4.0%	4.0%	4.4%	2.3%	2.3%
CMY												
Staff Breakdown	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11
% of Female Staff	70.4%	70.2%	70.9%	71.4%	71.1%	71.8%	71.7%	71.5%	71.2%	71.4%	71.5%	71.3%
% of Female Staff (LG)	42.2%	43.2%	43.2%	45.5%	46.7%	50.0%	50.0%	50.0%	52.3%	50.0%	50.0%	50.0%
% of BME Staff	3.5%	3.6%	3.3%	3.2%	3.1%	3.1%	3.6%	3.6%	3.5%	3.7%	5.1%	4.6%
% of BME Staff (LG)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% of DDA Staff	2.6%	2.6%	2.5%	2.5%	2.5%	2.4%	2.5%	2.5%	2.5%	2.4%	2.6%	2.6%
% of DDA Staff (LG)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**EQUALITY STRANDS**  
**March 2007 - March 2011**

<b>EHW (prev E&amp;R)</b>												
<b>Staff Breakdown</b>	<b>Jun-08</b>	<b>Sep-08</b>	<b>Dec-08</b>	<b>Mar-09</b>	<b>Jun-09</b>	<b>Sep-09</b>	<b>Dec-09</b>	<b>Mar-10</b>	<b>Jun-10</b>	<b>Sep-10</b>	<b>Dec-10</b>	<b>Mar-11</b>
% of Female Staff	46.6%	46.4%	46.4%	46.5%	47.4%	47.1%	45.0%	45.5%	45.6%	46.1%	45.8%	46.4%
% of Female Staff (LG)	31.3%	37.5%	38.6%	37.2%	36.6%	38.1%	26.7%	24.2%	26.5%	28.1%	28.1%	28.1%
% of BME Staff	2.3%	2.2%	2.4%	2.6%	2.4%	2.1%	2.4%	2.3%	2.4%	2.2%	4.2%	2.6%
% of BME Staff (LG)	2.6%	5.6%	6.1%	6.3%	6.7%	6.1%	8.0%	7.4%	7.1%	7.4%	7.4%	10.3%
% of DDA Staff	1.6%	1.9%	1.9%	2.1%	2.3%	2.2%	2.4%	2.2%	2.1%	2.0%	2.1%	2.2%
% of DDA Staff (LG)	2.5%	2.6%	2.9%	2.9%	3.1%	3.1%	3.7%	3.4%	3.4%	3.6%	3.6%	3.6%
<b>KASS</b>												
<b>Staff Breakdown</b>	<b>Jun-08</b>	<b>Sep-08</b>	<b>Dec-08</b>	<b>Mar-09</b>	<b>Jun-09</b>	<b>Sep-09</b>	<b>Dec-09</b>	<b>Mar-10</b>	<b>Jun-10</b>	<b>Sep-10</b>	<b>Dec-10</b>	<b>Mar-11</b>
% of Female Staff	83.3%	83.6%	83.5%	83.7%	83.7%	83.6%	84.1%	84.1%	84.0%	84.1%	84.4%	84.4%
% of Female Staff (LG)	52.4%	53.1%	50.0%	50.0%	51.0%	52.0%	51.0%	51.0%	51.1%	53.5%	52.4%	52.4%
% of BME Staff	4.8%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.1%	5.6%	5.5%	6.4%	5.7%
% of BME Staff (LG)	4.9%	4.8%	4.9%	4.9%	4.2%	4.1%	4.1%	4.1%	4.4%	4.7%	4.8%	4.8%
% of DDA Staff	3.1%	3.1%	3.0%	3.0%	3.0%	2.9%	3.0%	3.0%	3.1%	3.5%	3.3%	3.3%
% of DDA Staff (LG)	1.7%	3.3%	3.3%	3.3%	0.0%	2.1%	2.1%	2.1%	2.3%	2.4%	2.4%	2.4%

**EXTERNALLY FUNDED POSTS**  
September 2007 - March 2011

<b>Externally funded posts</b>			
<b>CFE</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
Sep-07	2,920.6	451.0	15.44%
Mar-08	2,957.0	789.5	26.70%
Mar-09	3,187.5	1,684.2	52.84%
Mar-10	3,345.3	1,757.6	52.54%
Mar-11	3,238.7	908.0	28.04%
<b>CED</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
Sep-07	1,806.4	154.0	8.53%
Mar-08	1,696.3	154.7	9.12%
Mar-09	1,892.1	257.0	13.58%
Mar-10	2,003.2	288.6	14.41%
Mar-11	1,921.5	186.4	9.70%
<b>EHW</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
Sep-07	682.6	111.0	16.26%
Mar-08	650.9	113.0	17.36%
Mar-09	667.2	99.8	14.96%
Mar-10	606.2	148.8	24.55%
Mar-11	599.9	184.4	30.74%
<b>CMY*</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
Sep-07	1,917.4	484.0	25.24%
Mar-08	1,901.3	509.7	26.81%
Mar-09	1,703.2	421.9	24.77%
Mar-10	1,758.5	600.2	34.13%
Mar-11	1,590.2	581.2	36.55%
<b>KASS</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
Sep-07	2,827.4	114.0	4.03%
Mar-08	2,828.7	114.0	4.03%
Mar-09	2,835.5	120.1	4.24%
Mar-10	2,817.7	117.5	4.17%
Mar-11	2,710.7	117.5	4.33%
<b>KCC non-schools</b>	<b>FTE</b> <i>(source : Oracle HR )</i>	<b>Externally funded posts</b>	<b>Externally funded posts as % of FTE</b>
Sep-07	10,154.0	1,314.0	12.94%
Mar-08	10,034.0	1,680.9	16.75%
Mar-09	10,285.0	2,583.0	25.11%
Mar-10	10,530.9	2,912.7	27.66%
Mar-11	10,060.9	1,977.5	19.66%

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**By:** Roger Gough – Cabinet Member, Business Strategy, Performance & Health Reform  
Amanda Beer – Corporate Director of Human Resources

**To:** Personnel Committee

**Date:** 18 May 2011

**Subject:** Disciplinary and Grievance Activity

**Classification:** Unrestricted

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**SUMMARY:** This report updates Personnel Committee on discipline and grievance activity for the last 6 months of 2010/11, including details of appeals.

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## **1. Introduction**

1.1 This update is provided as the 6 monthly report agreed when significant changes to the disciplinary process were made in 2004. Whilst statistical in nature, Employee Relations activity represents a significant proportion of time for many HR professional, and has immediate impact on service managers who value the support in this area. This report covers Employee Relations activity (excluding in schools) from October 2010 to March 2011, together with an indication of change from the previous 6 month update.

## **2. Activity for October 2010 to March 2011 – Additional Cases**

2.1 In this period an additional 229 cases have been initiated. The nature and complexity of activity varies considerably depending upon the circumstances of each individual case. This represents a decrease in overall numbers from the previous 6 month period, although it should be noted that the previous 6 month data was unusually high. This figure only represents newly initiated formal cases and the overall “caseload” for the HR division is considerably higher.

2.2 As the Government consider the latest consultation on ways to reduce the vast numbers of Employment Tribunal applications (approximately 200,000 in the last year), as an organisation we have seen very few. However there have been more internal appeals, suggesting employees are increasingly prepared to exercise their ability to challenge decisions by the County Council but not go as far as a Tribunal. It is reasonable to assume that this will in part be due to the robustness of our procedures and decisions made by KCC managers and our appeals process.

2.3 The HR division continues to develop its network of those colleagues involved in this specific area of activity, sharing best practice and increasingly levels of knowledge and experience. The current HR restructure proposal will further enhance this with all advisers coming under single management. One of the aims of this greater coordination is an increasing confidence to support and advise managers on the basis of risk management principles consistently. This is not to compromise the organisation’s responsibilities and duties under employment law, but that circumstances and resolutions are as critical as the process.

- 2.4 The summary below shows cases initiated over the 6 month period, with the previously 6 months from 2010 equivalent figure in brackets:

### **ADDITIONS**

<b>Type of Cases</b>	<b>2010/11</b>	<b>2010</b>
<b>Disciplinary</b>	88	(87)
<b>Capability - Poor Performance</b>	26	(49)
<b>Capability - Ill Health</b>	64	(164)
<b>Capability – Other</b>	5	(6)
<b>Grievance</b>	21	(36)
<b>Harassment</b>	7	(11)
<b>ET</b>	3	(4)
<b>Appeals</b>	15	(10)
<b>Total</b>	229	(367)

- 2.5 Overall discipline, including capability, represents 80% of all ER activity. It is encouraging and positive that the numbers of grievances has reduced, particularly in the current climate of change, which typically sees this increase. In previous years a number of grievance and harassment complaints have been attributable to the better management of attendance.

### **3. Activity for October 2010 to March 2011 – 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 2010.

### **RESOLVED**

<b>Type of Cases</b>	<b>2010/11</b>	<b>2010</b>
<b>Disciplinary</b>	53	(95)
<b>Capability - Poor Performance</b>	18	(27)
<b>Capability - Ill Health</b>	86	(133)
<b>Capability - Other</b>	5	(12)
<b>Grievance</b>	24	(32)
<b>Harassment</b>	3	(17)
<b>ET</b>	3	(6)
<b>Appeals</b>	12	(18)
<b>Total</b>	204	(340)

- 3.2 There has been a corresponding decrease in the number of cases concluded as with additions for the same 6 month period, though we have maintained the balance of resolving the same number as initiated. Most of the appeals are for either redundancy or lower levels of the disciplinary process, only 2 of which were against dismissal and are detailed in the next section of the report.



#### **4. Senior Officer Appeals**

4.1 There have been only 5 Senior Officer appeals resolved in the 6 month period to March 2011. The summary below outlines where the cases originated, the time between the original decision the Senior Officer appeal panel and the outcomes.

<b>Directorate</b>	<b>No of Appeals</b>	<b>Time from decision to Appeal</b>	<b>Outcome(s)</b>
<b>KASS</b>	2	43 days 44 days	2 x Dismissals upheld
<b>Chief Execs</b>	0		
<b>CFE</b>	1	41 days	Dismissal upheld
<b>Communities</b>	1	116	Appeal against downgrading unsuccessful
<b>EHW</b>	1	54	Dismissal overturned
<b>TOTAL</b>	5		4 x upheld 1 x overturned

4.2 Of the 5 it should be noted only 1 was related to conduct, the other cases were concerned with some aspects of health, performance or attendance and in one case the unsustainability of the employment relationship. Although, small in numbers, the nature and outcomes of these cases reflects an increasingly robust approach to managing performance. Only one of the 5 cases was overturned and replaced with an alternative sanction. The time taken to arrange appeal hearings can be affected by a number reasons including delays by the appellant, with one exception, over the Christmas period, most appeals are taking place within 2 months of the decision to dismiss, downgrade or transfer.

4.3 The new Directorate configuration will make like for like comparisons difficult in the future, though overall activity levels will be evident. Those supporting such activities will also be brought under single management from June 2011 which is anticipated to improve the consistency of support and outcomes to this area of HR practice.

#### **5. Recommendations**

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

5.2 Personnel Committee determine whether it is timely to review the content and timing of such reports.

**Background documents:** None

Paul Royel  
Head of Employment Strategy  
Ext. 4608

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**By:** Amanda Beer – Corporate Director Human Resources  
**To:** Personnel Committee  
**Date:** 18 May 2011  
**Subject:** Health Well-Being & Attendance – Progress Report  
**Classification:** **Unrestricted**

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**SUMMARY:** This report summarises the activity involved in and impact of KCC's Health Well-Being and Attendance (HWA) initiative

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### 1) **BACKGROUND**

In 2006 Human Resources initiated a 4 year action plan aimed primarily at improving the attendance of KCC staff, joining employee relations, health and safety and well-being activity to drive the initiative. Implementation of the plan has produced a significant and sustained improvement in KCC attendance (from circa 11 days /fte to below 8 days). The development and implementation of the Health Well-Being and Attendance (HWA) initiative and the on-going support provided by HR has resulted in a cultural shift. Managers have embraced the direction and support presented by HR well and are handling health issues that affect work and attendance with robustness and pragmatism.

### 2) **COSTS**

The improvement described has come about without significant financial investment in new products, aimed at improving attendance, of which there are many. Instead, by reframing and enforcing standards already in place, sharpening our monitoring and directing resources appropriately, HR has supported improved the management of performance in this area. There has, however, been significant investment from HR, Health & Safety and Occupational teams advising managers and identifying ways in which existing resources can be used more effectively to support health and well-being in the workforce.

There were some limited development costs in terms of system changes and, on occasion, release or engagement of HR professionals to deliver specific elements of support to the initiative. However, overall the achievement has come about with minimal additional financial investment.

As part of the review, the potential for reducing the cost of sickness by restructuring sickness benefit was considered. However, it was felt by Chief Officer Group at the time not to be appropriate. It should therefore be noted

that the achievement in reducing sickness absence to date has been achieved without cutting sickness benefit, although this remains an option.

### **3) SUMMARY OF APPROACH**

The plan focussed on improving attendance by reviewing systems, procedure, practice and support but also, and most significantly, by building managerial confidence. Managing attendance and health issues is part of performance management and is the responsibility of direct line managers who are accountable for all aspects of performance management.

Existing benefits and policies were reviewed to ensure our employment proposition remained fit for purpose and able to impact on some of the pressures people experience in balancing work and home which can affect attendance.

Since 2006 we have updated some of KCC's leave entitlements to recognise the needs of carers in the workplace. In most cases this was achieved without significantly increasing entitlements beyond the statutory position. KCC has also introduced facilities to enable better managed periods of absence such as carer leave, our flexible working options and shorter, more attractive career break scheme. Equally important, our well-being activities have focussed on proactive health management and the top reasons for absence including stress and mental health and musculoskeletal complaints.

The primary focus for improvement was staff not working in schools as it was identified early in the project that an impact on attendance by this group of staff would be more containable although specific pieces of work were undertaken for school based managers and staff.

The Health Well-Being & Attendance Action Plan detailed 4 key priorities required to achieve a sustained improvement in attendance, each with specific objectives:

#### **HWA Priority 1 – Process**

***Build a process for attendance management that is clear, integrated, accurate and utilised fully by managers to manage health at work.***

#### **HWA Priority 2 – Entitlement**

***Review, investigation and reframe entitlements to achieve optimum attendance, contributing to better work-life balance and organisational aims.***

### **HWA Priority 3 – Interventions**

*Develop the range of organisational interventions to increase productivity.*

### **HWA Priority 4 - Communication**

*Develop strategy for raising and maintaining the profile of health, well-being and attendance.*

#### **4) PERFORMANCE SINCE 2006<sup>1</sup>**

<b>Year</b>	<b>Days lost per FTE</b>
2006/7	11.05
2007/8	11.35
2008/9	8.71
2009/10	8.56
2010/11	7.83

KCC has used the Chartered Institute of Personnel's annual absence survey as a broad brush benchmark to assess its goals and achievements in managing attendance in comparison to its own and other sectors.

The 2010 report, published in 2011 indicated that the overall average absence level across all sectors in 2010 was 7.7 days per employee with the Local Government average at 10.3 days per employee and Health at 10.3 days per employee.

KCC's current levels of sickness compare favourably with these statistics and there remains room for further improvement in some areas which is achievable simply by replicating what has already been achieved.

#### **5) REFLECTIONS**

The achievements that resulted from the HWA initiative have endured beyond the period of the action plan indicating the measures put in place have the potential to have a lasting effect on our sickness statistics. However, much of the support for managing attendance comes directly from HR presently and it is evident that most improvement has been achieved in those areas of the business where intervention from HR has been at its greatest.

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<sup>1</sup> Figures for financial years 2006/7 – 2007/8 represent BVPIs. KCC's own PIs for remaining years replaced the staffing group for comparison

HR, through the HWA, has strengthened the structure, advice and support to manage attendance but KCC managers have risen to the challenge to achieve a sustained and significant reduction.

It should be noted that organisational change has a major impact on staff stress levels and, according to the IDeA<sup>2</sup>, amongst the most common symptoms of stress during and after organisational change are sickness absence and poor performance. Additionally, levels of engagement, which can be a predictor of sickness,<sup>3</sup> are likely to be impacted by periods of change if change is not managed well.

KCC managers have the potential to anticipate and mitigate against the effects of the current and enduring period of change by investing in managing performance and change well. HR has a significant role to play in supporting both of these areas of activity and the complex issue of engagement.

**6) Personnel Committee is invited to note the approach to sickness absence and its outcomes.**

**Nicola Lodemore  
Employment Policy Manager  
Ext 4418**

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<sup>2</sup> IDeA, June 2010

<sup>3</sup> Gallop, July 2010

By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 9

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