

**PERSONNEL COMMITTEE**

**Thursday, 29th November, 2012**

**10.30 am**

Wantsum Room, Sessions House, County Hall,  
Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Thursday, 29th November, 2012, 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 (9)**

Conservative (7): Mr P B Carter (Chairman), Mr R W Gough (Vice-Chairman), Mr M C Dance, Mr D A Hirst, Mr P J Homewood, Mr A J King, MBE and 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)*

1. Substitutes
2. Declarations of Interests by Members in items on the Agenda for this meeting.
3. Minutes of Meeting held on 17 September 2012 (Pages 1 - 6)
4. Pension Update - Local Government Pension Scheme Changes and Auto Enrolment Transitional Delay (Pages 7 - 12)
5. Organisational Design Principles - Spans and Layers (Pages 13 - 16)
6. Update to May 2012 Annual Workforce Profile (Pages 17 - 32)
7. Change to Council's Constitution - Personnel Management Rules (Pages 33 - 46)
8. Presentation from Challenger Group (Verbal)

9. Date of Next Meeting

Next meeting to take place Friday, 18 January 2013 at Sessions House, County Hall commencing 2pm and not 25 January as previously advertised

**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 paragraphs 1 and 4 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)

10. Terms and Conditions Review (Pages 47 - 52)

11. Change to Keep Succeeding -Head of Internal Audit (Pages 53 - 54)

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Wednesday, 21 November 2012**

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

**KENT COUNTY COUNCIL**

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**PERSONNEL COMMITTEE**

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Monday, 17 September 2012.

PRESENT: Mr P B Carter (Chairman), Mr R W Gough (Vice-Chairman), Mr G Cowan, Mr M C Dance, Mr D A Hirst, Mr P J Homewood, Mr A J King, MBE, Mr T Prater and Mr J D Simmonds.

IN ATTENDANCE: Mrs A Beer (Corporate Director of Human Resources), Mr G Mills (Democratic Services Manager)

**UNRESTRICTED ITEMS****20. Minutes of the last meeting - 24 July 2012**

*(Item 3)*

The minutes of the meeting held on 24 July 2012 were agreed and signed by the Chairman as a true record.

**21. Terms & Conditions Review and Reward Survey**

*(Item 4)*

*Report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director for Human Resources. Mr Colin Miller, Reward Manager, was present for this item)*

- (1) At its meeting on 16 May 2012, the Personnel Committee endorsed the approach to the terms and conditions review via staff surveys, focus groups and internal communication mechanisms. The Reward Survey is the main staff consultation mechanism to enable KCC to gauge which aspects of the Total Reward package are most valued by staff. The survey asks staff to rate aspects of the wider reward package, including Pay, Pensions and Retirement, Allowances, Benefits, Work Environment, and Learning and Development. Results will then be collated to enable a holistic view to be taken about any future changes to the package.
- (2) The overall intention of the Reward Survey is to inform the delivery of savings and influence the longer-term design of the wider Employment Package. An Equalities Impact Assessment was completed prior to the Reward Survey going live and no adverse issues were identified. The Trade Unions have been involved with the Reward Survey, as part of the consultation process and they will help in defining the wider employment package.
- (3) This was the most comprehensive Reward Survey undertaken by KCC and so far some 2000 members of staff had so far completed the survey. Staff had been given a range of options to encourage their contribution to the future design of the Total Reward Package and so consequently the outcomes from

the survey could be used as a precursor to consultation about any proposed changes.

- (4) The Committee resolved to note the progress to date and that there would be a further report to its meeting in November 2012 presenting the survey findings and setting out for consideration proposals on the way forward.

## **22. Apprenticeships and the Employment of Young People**

*(Item 5)*

*(Report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer Corporate Director for Human Resources. Mr Nigel Fairburn, Organisation Effectiveness Manager was present for this item)*

- (1) Mr Fairburn said this report provided an update on apprenticeships in Kent County Council and other schemes to employ and support young people into employment. He highlighted the number of initiatives which the County Council had in place and the work being undertaken in order to take these forward. The County Council was committed to employing a younger workforce and to achieve this goal was working to the following priorities.

- To employ and develop talented employees from all demographic groups, particularly individuals with high potential who will be successors for employees that leave the organisation
- To deliver high quality services by employing a workforce that reflects and understands the Kent communities it serves
- To address the number of young people who are NEETs (not in employment, education or training)

- (2) During the course of discussion members asked a number of questions of detail regarding these schemes and stressed the importance of using the procurement process to promote the recruitment of apprentices within the private sector. Members felt that as this was such an important area of KCC activity there should be progress reports presented to future meetings of the Committee. For the next meeting the Committee wished to have an update on the GradsKent Programme and the Apprenticeship Scheme.

- (3) The Committee resolved to:

- (a) note KCC's approach to employing young people through work experience, Kent Success Apprenticeships, GradsKent, the Kent Graduate Programme and the Aspire young peoples' group the current quantitative data and plans for the future,
- (b) agree to KCC signing up to the Inspire The Future initiative which would further build on the Council's achievements, and,
- (c) note that progress reports would be submitted to future meetings of the Committee, with the first one of these focusing on the GradsKent Programme and the Apprenticeship scheme.

## **23. Employment Policies and Procedures - Update**

*(Item 6)*

*(Report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director for Human Resources. Mr Ian Allwright, Employment Policy Manager was present for this item)*

- (1) This report provided the Committee with an update on two specific areas of policy. The first was in relation to the guidance for managers and employees on social enterprises and the second was on the current take up of carers' leave. For the future this information would be reported to the Committee on an annual basis.
- (2) The Committee resolved to note the position with regard to the uptake on carers' leave and the guidance related to social enterprise.

#### **24. Celebrating Staff Achievement - 'Because of You'**

*(Item 7)*

*(Report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director for Human Resources. Mr Nigel Fairburn, Organisation Effectiveness Manager was present for this item)*

- (1) At its meeting in May 2012 the Committee received a report on proposals to introduce awards that celebrated staff achievement across the Council. This report updated the Committee on those proposals and presented options for member consideration. The campaign would be split into 3 phases starting in October 2012 and finishing in December 2013.
- (2) During the course of discussion Mr Carter said he wanted to see Corporate Directors working closely with Cabinet Members on how best these awards could be developed across Directorates and rather than select one particular option he believed the way forward would be to have a mix and match approach so there could be some flexibility in the process as one fit may not meet all needs. This was agreed.
- (3) The Committee resolved to agree to the principles of the 'Because of You' campaign and that this should be developed and taken forward on the basis of having a mixed approach which looked to match local directorate needs.

#### **25. Kent Manager Standard**

*(Item 8)*

*(Report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director for Human Resources. Julie Cudmore, Workforce Development Manager was present for this item)*

- (1) This report provided the Committee with an update on the changes made to the Kent Manager Standard which was to be formally launched in September 2012.
- (2) The Committee resolved to note the report and agreed the recommended changes to the Kent Manager Standard.

## **26. Employee Retention - Exit Surveys**

*(Item 9)*

*(Report by Mr Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform and Mrs Amanda Beer, Corporate Director for Human Resources. Mr Nigel Fairburn, Organisation Effectiveness Manager and Mr Gordon Baker of the consulting firm TalentDrain where present for this item)*

- (1) Since December 2011 Kent County Council had taken proactive steps to understand what prompted employees to leave the organisation. TalentDrain, an employee engagement and retention specialist, had been commissioned to provide an exit survey service for voluntary leavers. TalentDrain had undertaken similar work in Kent schools. The survey was online although arrangements had been made for employees who do not have access to a computer to complete a paper version.
- (2) Mr Baker gave a presentation which highlighted a number of key messages from exit surveys and is summarised in paragraphs 3-5 below.
- (3) Employees were asked for their views on 12 organisational and employment areas. They were: organisational confidence; cooperation; career progression; salary & rewards; well being; vertical relationships; loyalty and trust; personal growth; job satisfaction; independence; ethical standards and working conditions.
- (4) Across these categories the majority of leavers said they were satisfied, most areas scored in excess of 70% with leavers stating that those elements were not a reason for leaving. Highest scoring areas include ethical standards 82%; independence 79%; loyalty and trust 75%; job satisfaction 75%; vertical relationships 74% and; personal growth 70%. Lowest scoring areas were: organisational confidence 54%; cooperation 60%; and career progression 65%. Approximately two thirds would work for KCC again and a similar number would recommend KCC as a place to work. Mr Baker said the data also showed some staff had left because of having a lack of confidence in the future of the organisation and not knowing what their role might be. Unhappy leavers often went because they felt dissatisfied with their job or with KCC whereas happy leavers went because they felt it was time to move on to new challenges.
- (5) The report set out a number of actions being taken as part of the Engagement Strategy (previously presented to Personnel Committee) and that would support the retention of talent. An Employee Value Proposition survey had also been undertaken which asked staff for their views on working for KCC. The results of that survey would be used to inform further actions planned in direct response to what staff said. Also a Rewards and Benefits survey was currently being undertaken to seek staff views on the employment package – that would help inform how future resources were targeted.
- (6) During the discussion it was said that managers needed to better understand the data related to issues around staff retention and that staff should be interviewed about their reasons at least 3 weeks before they left. Also



measures of how the Council was doing in this area should be subject to an external benchmark. The importance of ensuring this information was well communicated around the organisation was emphasised and as a start to that process the report would be sent to the Corporate Board before being rolled out further across the Council.

- (7) The Committee resolved to note the key messages from employees who had left KCC and the measures being taken to ensure the Council maximises its ability to retain talent at the same time as the organisation is contracting and going through a period of unprecedented change.

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

**To:** Personnel Committee. **Date:** 29 November 2012

**Subject:** Pensions update – Local Government Pension Scheme changes  
and Auto enrolment transitional delay

**Classification:** **Unrestricted**

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**Summary:** This paper outlines the recommendation accepted by Policy & Resources Cabinet Committee about the implementation of Auto enrolment into the LGPS and Teachers Occupational Pension Scheme, along with the current position about the changes to LGPS from April 2014.

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## **1. UPDATES**

### **1.1 New Local Government Pension Scheme (LGPS) reforms**

- 1.1.1 In December 2011 an agreement was reached by the Local Government Association (LGA) and local government unions on how to take forward the reform of the LGPS in England and Wales and this was accepted by the Government.
- 1.1.2 The new scheme is expected to be in place from 1 April 2014 and the main provisions proposed for this scheme were released in July 2012. A comparison of the current 2008 provisions and the new proposals can be found in Appendix 1.
- 1.1.3 It is expected that the regulations will be in place by 2013 to enable the pension fund actuaries to take the new scheme into account as part of the 2013 scheme valuations. This will then enable adjustments to be made to employer contributions in 2013.
- 1.1.4 On balance, the changes are seen as positive and will retain the ability to offer a valued and worthwhile pension scheme to Local Government employees.
- 1.1.5 One key and significant difference is the alignment of the LGPS retirement date to the National state pension age.

## **1.2 1 October 2012 change to the LGPS**

1.2.1 From 1 October 2012 staff who have temporary contracts of less than 3 months, which includes casual staff can now elect to join the LGPS. This change brings the LGPS to the 'qualifying' standard as required under Auto Enrolment.

## **1.3 Communication to staff**

1.3.1 Communications by KMail and KentTrustWeb were sent between March and October to inform staff about the reforms and LGPS changes.

## **1.4 Auto Enrolment**

1.4.1 Legislation has been introduced which is intended to increase the numbers of people who are members of a pension scheme. The Pensions Act 2008, as amended in November 2011, requires employers to automatically enroll eligible workers into an Occupational Pension Scheme.

1.4.2 KCC already complies with this requirement in relation to all new starters who have the right to be in a qualifying pension scheme. There are implications for the Authority in the new responsibility to auto enroll any staff who have previously opted out and how this exercise is undertaken. However staff still have the ability to opt out

1.4.3 The Local Government Pension Scheme (LGPS) and the Teachers Pension Scheme (TPS), both of which operate a contractual auto enrolment practice are approved and are deemed to be qualifying schemes under Auto Enrolment regulations.

1.4.5 KCC had been allocated 1 March 2013 as the implementation date for Auto Enrolment for these schemes. This is the date from which all new staff must be automatically enrolled. As we already operate contractual Auto Enrolment this part of the legislation does not present the Authority with a significant problem.

## **2. THE CURRENT POSITION FOR AUTO ENROLMENT**

2.1 Following discussion about the options and implications, Policy & Resources Cabinet Committee, on 27 September 2012, endorsed the use of transitional arrangements for the implementation of Auto Enrolment into the LGPS and Teachers' Pension Scheme. The formal decision is taken by the Leader.

2.2 The recommendations made:-

2.2.1 KCC to fulfill the statutory requirements of Auto Enrolment by assessing and informing employees of their enrolment rights in

accordance with AE Regulations. This is to comply with the initial staging date of 1 March 2013.

- 2.2.2 KCC informs the Pensions Regulator of its wish to exercise the right to defer, using the transitional arrangements, the full implementation of Auto Enrolment until October 2017.

**3. RECOMMENDATION**

There is a requirement to ensure Personnel Committee is aware of the current position for Auto Enrolment and LGPS 2014 changes. The committee is therefore invited to note the contents of this report and the recommendation made by Policy & Resources Committee and the decision taken by the Leader on Auto Enrolment.

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

**Appendix 1**

**Table 1. Comparison of future and current LGPS**

	<b>LGPS 2014</b>	<b>LGPS 2008</b>
<b>Basis of Pension*</b>	Career Average Revalued Earnings (CARE)	Final Salary (FS)
<b>Accrual Rate*</b>	1/49 <sup>th</sup>	1/60 <sup>th</sup>
<b>Revaluation Rate*</b>	Consumer Price Index (CPI)	Based on final salary
<b>Pensionable Pay</b>	Pay including non-contractual overtime and additional hours for part-time staff	Pay excluding non-contractual overtime and non-pensionable additional hours
<b>Employee Contribution Rate - average 6.5% in both LGPS 2008 and LGPS 2014</b>	<b>Salary</b>	<b>Gross</b>
	<b>From To</b>	<b>Rate</b>
	Up to £13,500	5.5%
	£13,501 - £21,000	5.8%
	£21,001 - £34,000	6.5%
	£34,001 - £43,000	6.8%
	£43,001 - £60,000	8.5%
	£60,001 - £85,000	9.9%
	£85,001 - £100,000	10.5%
£100,001 - £150,000	11.4%	
More than £150,000	12.5%	
<b>Flexibility of Contribution</b>	Members can pay 50% contributions for 50% of the pension benefit. This is a short term alternative to opting out.	No
<b>Normal Pension Age</b>	Equal to the individual member's State Pension Age (minimum 65)	65
<b>Lump Sum Trade Off</b>	No change	Trade £1 of pension for £12 lump sum
<b>Death in Service Lump Sum</b>	No change	3 x pensionable pay
<b>Death in Service Survivor Benefits</b>	No change	1/160 <sup>th</sup> accrual based on Tier 1 ill health pension enhancement
<b>Ill Health Provision</b>	No change	Tier 1 – immediate payment with service enhanced to Normal Pension Age (65) Tier 2 – immediate payment of pension with 25% service enhancement to Normal Pension Age (65) Tier 3 – temporary payment of pension for up to 3 years
<b>Indexation of Pension in Payment</b>	CPI (Consumer Price Index)	CPI (Consumer Price Index) (Retail Price Index (RPI) for pre 2011 increases)
<b>Vesting Period*</b>	2 years	3 months

**\* Below is an explanation of some of the terms used above:**

**‘CARE’ scheme** - 'CARE' stands for Career Average Revalued Earnings. Your pension will build up as a proportion of your pensionable pay - 1/49<sup>th</sup> for each year in the LGPS 2014. So instead of calculating your pension with reference to your final salary on retirement, the LGPS 2014 uses the average of your annual earnings over your membership of the LGPS. Earlier years are revalued by inflation (CPI) to ensure that each year's salary is of equivalent 'real' value.

**Accrual Rate** - Is the rate at which the pension is built up for each year of service in the scheme.

**Revaluation Rate** – the way in which previous year’s pension pots are revalued in order to retain their value.

**Vesting Period** – is the period of time you need to be a member of the scheme before you are entitled to pension benefits. If you leave the scheme before the end of the vesting period you will only be entitled to a refund of contributions or a transfer to another pension scheme or arrangement.

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

**To:** Personnel Committee      **Date:** 29 November 2012

**Subject:** Organisational Design Principles – Spans and Layers

**Classification:** Unrestricted

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**Summary:** This paper provides a summary of the progress made on the implementation of the organisational design principles specified in Bold Steps for Kent and the stated intention of achieving no more than six levels of management from Corporate Director to front line service delivery. The model being utilised to help achieve this is Decision Making Analysis (DMA).

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## **1. BACKGROUND**

1.1 There is a commitment within the organisation design principles to develop a structure that is as flat as possible and to create effective spans of control. All newly created structures are applying the principles of DMA (Decision Making Accountability). The aim is to move from an organisation which in December 2011 was 11 layers deep with an average span of control of 5.2 FTE to an organisation with 6 layers from Corporate Director to the front line and has an average span of 7 FTEs.

## **2. SYSTEMS AND PROCESS**

2.1. In order to maximise the potential that the DMA model and discipline offers, the principles need to integrate into a number of associated HR and management processes.

2.2 Pay & Grading – with the support of HAY (external body and author/owner of our grading system) we have cross referenced all of our managerial grades to DMA levels. This provides an additional check to avoid duplication of management when determining structures and grades within them. We have also sought to reduce administration by integrating a number of processes into a single document. This will cover the Job Description, Person Specification, Grading document and will be the basis of other manager/employee conversations.

2.3 Resourcing – we are currently formulating a standard practice for workforce planning as part of the revised business planning process. This will reflect DMA levels and enable “pathways” to be developed for

career progression within the organisation through appropriate talent management schemes.

- 2.4 Training – the recently revised Kent Manager design has been predicated on the DMA levels to give managers an indication of the level they are operating at to enable them to prioritise the competencies we expect them to demonstrate as a Kent Manager.
- 2.5 As we continue to provide support to the structural change taking place throughout the County Council, all our HR advice is based upon the principles of DMA and the expectation of the organisation to achieve the reported target. Exceptions are reported via the Corporate Director to CMT.

### **3. COMMUNICATION AND MONITORING**

- 3.1 The awareness of the principle is relatively well established from its inclusion within Bold Steps, however we are increasing an appreciation of what this means in practice both from general communication - Kmail article “The right people – the right decisions” and posting a Frequently Asked Questions document on KNet, as well as in direct support of senior managers who are managing change programmes.
- 3.2 All exceptions to the design principles are reported to CMT for agreement for a temporary structure. Such a level of commitment and scrutiny is essential if the model is to be successfully and consistently applied.
- 3.3 The average number of levels of management and spans of control are included in regular reports to the respective DMTs and in the 6 monthly reports on the workforce to this Committee. Our latest analysis indicates that we have already reduced to 9 levels and retained an average span of 5.2 FTEs.

### **4. CONCLUSION**

- 4.1 Using these principles in our restructuring exercises of the last year has already seen a shift in the levels and with the volume of restructuring ahead of us there is a reasonable prospect of us moving nearer the aspiration of six layers of management.
- 4.2 Our continued success will require a sustained commitment to the design principles and resolute stance on exceptions and challenges. This needs to be the case consistently across the organisation and therefore appropriately considered by CMT with progress reported to Personnel Committee.

**5. RECOMMENDATION**

- 5.1 The Personnel Committee agrees to note the progress made on implementing the design principle using the DMA model.

**Paul Royel  
Head of Employment Strategy  
Ext 4608**

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

**To:** Personnel Committee **Date:** 29 November 2012

**Subject:** Update to the May 2012 Annual Workforce Profile Report

**Classification:** Unrestricted

## Summary

This report provides a mid-year update to the Annual Workforce Profile report presented to the Personnel Committee in May 2012. The report pays specific attention to the continuing reduction in staffing numbers in the first half of 2012-13, together with details of changes in the demographics of the workforce during the period. This midyear report looks at trends within the year. The annual report provides more detail to the Committee on intra year movements.

This paper is divided into five sections, as follows:

- ❖ Section 1 – Headlines
- ❖ Section 2 - KCC's workforce
- ❖ Section 3 - Non-school based staff
- ❖ Section 4 - Directorate details
- ❖ Section 5 - School based staff

## 1. Headlines

### 1.1 KCC

- ❖ A reduction of over 1,400 FTE since 31 March 2012 (this includes schools staff transferring to Academies)
- ❖ The proportion of staff on 'Temporary' or 'Fixed term' contracts has decreased slightly, but there has been an increase in the proportion of staff on 'Permanent' or 'Casual Relief, Sessional & Supply' contracts (CRSS).

### 1.2. Non-Schools

- ❖ Between March and September 2012 FTE levels declined by 323.2
- ❖ There were 184 redundancies in the first half of 2012-13.
- ❖ Sickness levels continued to decline, at 7.5 days lost per FTE for the year ending September 2012.

### 1.3. Directorates

- ❖ Sickness rates in the year ending September 2012 varied from 4.6 days per FTE, in BSS to 9.6 days, in FSC.
- ❖ Over 40% of staff within CC are on CRSS contracts
- ❖ 49.1% of staff in ELS are aged 50 or above. (Performance Indicator)

#### 1.4. KCC Schools

- ❖ Between March 2012 and September 2012, there was a reduction of 1,088.1 FTE staff mainly due to transfers to Academies.
- ❖ Since 01 April 2012, around 23 schools have left KCC to adopt Academy status.
- ❖ 69 Academies currently purchase an HR consultancy package from the Schools Personnel Service along with 474 schools within KCC, as at 1 October 2012.

## 2. KCC's Workforce

### 2.1. Introduction

This section contains key staffing information about the Authority's workforce, including schools.

### 2.2. Staffing levels

Staffing levels across KCC continued to fall over the first half of 2012-13, as follows:

- ❖ **FTE levels:** Fell from 24,389.6 in March 2012 to 22,978.3 FTE in September 2012 a reduction of 1,411.3 FTE
- ❖ **Headcount including Casual Relief, Sessional and Supply staff (CRSS):** Fell from 37,399 in March 2012 to 35,216 in September 2012, a reduction of 2,183.
- ❖ **Headcount excluding Casual Relief, Sessional and Supply staff:** Fell from 33,274 in March 2012 to 31,201 in September 2012, a reduction of 2,073.
- ❖ **Assignment/Contract count:** Fell from 44,226 at March 2012 to 41,586 in September 2012, a reduction of 2,640.

*Appendix A(i) shows the changes in staffing levels.*

### 2.3. Contract Types

Analysis of contract types at September 2012 revealed the following changes:

- ❖ **Permanent contracts:** A slight rise, from 71.2% in March 2012 to 71.8% in September 2012.
- ❖ **Temporary contracts:** A fall in the period, from 8.1% in March 2012 to 7.3% in September 12.
- ❖ **Fixed term contracts:** Fell from 2.6% in March 2012 to 2.2% in September 2012.
- ❖ **Casual Relief, Sessional and Supply contracts (CRSS):** Rose from 18.1% in March 2012 to 18.6 % in September 2012.

At September 2012 KCC had a significant number of fixed term, directly employed staff over a third of which were in FSC. Staff are contracted on this basis due to temporary or uncertain funding in the main, others to cover secondments or backfill arrangements. The majority of these contracts are

short term but some are attached to external funding and can be of a longer duration or contingent on the delivery of a task or project for KCC over several years. The deployment of a temporary workforce, through a variety of routes, is an important component of KCC's workforce strategy that allows flexibility and reduces the liability and on-going costs associated with 'permanent' employment.

*Appendix A (ii) shows the breakdown by contract type.*

## **2.4 Agency Staff**

KCC continues to use temporary workers to supplement its core workforce as a legitimate means of providing short term and specialist skills. Agency staff are engaged through Kent Top Temps, KCC's temp agency, with a very small number operating on a limited company contractor basis. These are restricted to those in specialist or hard to recruit skills areas.

*Table A (iii) shows the number of agency staff employed on 28.09.12 by Directorate and as a percentage of the headcount.*

# **3. The Non Schools Workforce**

## **3. Introduction**

This section contains key staffing information about the Non-Schools workforce. Performance Indicators are calculated on a monthly basis for this group of staff and include a set of indicators relating specifically to staff within the Leadership Group.

### **3.1. Current staffing levels**

Staffing levels in the Non-schools sector continued to fall in the first quarter of 2012-13.

- ❖ **Full-time equivalents:** Fell from 9,186.6 on the 31 March 2012 to 8863.4 in September 2012, a reduction of 323.2 FTE or 3.5%.
- ❖ **Headcount including Casual Relief, Sessional and Supply staff:** The headcount, including CRSS staff reduced by 415 over the period.
- ❖ **Headcount excluding Casual Relief, Sessional and Supply staff:** The headcount, excluding CRSS staff, showed a fall of 418 staff.
- ❖ **Assignment count:** The assignment, or contract count, has declined from 13,901 at the end of March 2012, to 13,440 in September 2012, a reduction of 461.

*Appendix B (i) shows the changes in staffing levels.*

### **3.2. Contract Types**

- ❖ **Permanent contracts:** The percentage of staff on 'Permanent' contracts fell marginally, from 73.0% in March 2012 to 72.9% in September 2012.
- ❖ **Temporary contracts:** The percentage of staff on 'Temporary' contracts also fell in the period, from 3.6% to 3.4%.
- ❖ **Fixed term contracts:** The number of 'Fixed-term' contracts fell to 3.2%, from 3.4% in March 2012.

- ❖ **Casual Relief, Sessional and Supply contracts (CRSS):** This sector of the workforce grew slightly over the period, from 20.0% to 20.5% of the Non-schools workforce.

*Appendix B (ii) shows the breakdown by contract types.*

### **3.3. Age profile**

- ❖ **Age Performance Indicators (excludes CRSS staff):** Below are the mid-year figures for each equality strand, with the March 2012 figures shown in brackets.

#### **Younger staff:**

Non-school based staff

- 6.8% aged 25 or less (6.7%)
- 15.5% aged 30 or less (15.5%)

Leadership group

- 1.0% aged 30 or less (0.3%)

#### **Staff aged 50 or above:**

Non-school based staff

- 39.9% aged 50 or above (39.8%)

Leadership group

- 54.4% aged 50 or above (54.3%)

### **3.4. KR salaries**

Analysis of posts on the Kent Range showed little change between March and September 2012, with only a small shift in the lower salary bands. The percentage of posts having a salary equivalent to KR6 or below decreased slightly, from 46.0% to 45.2%. During the same period the number of posts with salaries equivalent to KR7-9 increased by 0.8%, from 31.3% to 32.1%. Percentages in the higher bands remained the same.

The National Minimum Wage was set on 1 October 2012 at

1. £6.19 for those aged 21 or over.
2. £4.98 for those aged 18-20
3. £3.68 for those aged under 18
4. £2.65 for apprentices.

There are no staff paid below the minimum wage.

*Appendix B (iii) shows non-schools posts, by salary band.*

### **3.5. Sickness**

**Sickness Performance Indicator:** The sickness rate for the year ending September 2012 was 7.47 days per FTE, a slight decrease when compared with the same period last year (7.82 days per FTE).

Within the Non-Schools sector, sickness levels have been gradually declining over recent years.

*Appendix B (iv) shows the sickness levels over recent years.*

### **3.6. Equal Pay Audit**



Analyses were based on data extracted from the Oracle personnel database system on 1 March 2012.

The main findings were that there were no significant pay differences across grades by gender, ethnicity, disability or part-time status. Females tend to be better paid at the lower grades (KR2-7), whilst males tend to be better paid at the higher grades (KR8+). As expected, younger employees (under 26 years of age) tend to be paid less than older employees as they will have often worked at KCC for significantly less time than their older counterparts.

### **3.7. Turnover**

The turnover rate for the year ending September 2012 was 14.1% (excludes CRSS staff). The turnover rate appears to be dropping back to levels similar to those experienced around March 2011, having peaked in the Spring of 2012 at over 16%.

If turnover is calculated with all compulsory reasons for leaving excluded, the rate is 11.6%.

### **3.8. Redundancies**

During the period 1 April 2012 to 30 September 2012, a total of 184 people were made redundant and a total of £2,214,586 was made in redundancy payments in the first half of the year, however not all staff entitled to a redundancy payment had received payment by the end of the period.

### **3.9. Reasons for leaving**

During the first half year, the primary reason given for leaving the organisation was 'Resignation' (48.7%), followed by 'Redundancy' (21.7%).

### **3.10. Equality**

#### **Equality Performance Indicators (excludes CRSS staff)**

Below are the September 2012 figures for each equality strand, with March 2012's figures shown in brackets.

#### **❖ Non-school based staff**

- 74.4% Female (74.7%)
- 5.0% BME (4.9%)
- 3.8% Disabled (4.0%)

#### **❖ Leadership group**

- 52.0% Female (51.0%)
- 5.1% BME (4.5%)
- 4.3% Disabled (3.7%)

### **3.11. Layers and spans**

Under the 'Bold New Steps' initiative, the aim was for KCC to become an organisation of 6 layers, with an average span of 7 FTEs. As at September 2012, the organization had up to 9 layers and an average span of 5.2 FTE. This represents a reduction of two layers when compared with our starting figures of 11 layers and an average span of 5.2 FTE in December 2011.

### **3.12. Vacancies**

At the end of September 2012 there were 515 vacancies and action was being taken to recruit to 67 of these.

## **4. Directorate details**

### **4.1. Introduction**

This section contains key staffing information about the workforce in each directorate. Performance Indicators are calculated on a monthly basis and include a set of figures relating to staff within the Leadership Group of each Directorate.

### **4.2. Current staffing levels**

- ❖ **Full-time equivalents:** When compared with the March 2012, figures in all Directorates have fallen; the degree of reduction varies between 1.8% and 7.4%.
- ❖ **Headcount including CRSS staff:** Reductions in all Directorates during the first half of 2012-13. The reductions have varied from 1.6% to 7.3%.
- ❖ **Headcount including CRSS staff:** when CRSS staff are excluded, the reductions vary from 1.7% to 8.3%.
- ❖ **Assignment counts:** These have also declined in all Directorates, with the greatest change evident in ELS which showed a reduction of 7.2%.

*Appendix C (i) shows the changes in FTE levels by Directorate.*

### **4.3. Contract Types**

The proportion of staff on permanent contracts varies by Directorate, at 89.6% in BSS down to 54.0% in CC. CC has the highest proportion of CRSS staff at 41.1% and the percentage of staff on temporary contracts is highest in ELS, at 6.9%

*Appendix C(ii) shows full details the breakdown by contract types*

### **4.4. Age profile**

#### ❖ **Age Performance Indicators (excludes CRSS staff)**

CC has the highest percentage of staff aged 25 and under, at 10.2% and ELS has the lowest, at 3.6%. When the band is widened to include those aged under 30, BSS has the highest, at 21.8% and the lowest is ELS with 8.8%. BSS is the only Directorate with staff aged 30 or under in the Leadership Group. The percentage of staff aged 50 or above is highest in ELS, with 49.1% across the Directorate and 73.3% in the Leadership Group. By comparison, within BSS the figures are 29.4% and 43.1% respectively.

#### **4.5. Sickness**

##### **❖ Sickness Performance Indicators**

The sickness rates for year ending September 2012 varied from 4.56 days lost per FTE in BSS to 9.56 days in FSC. The 'days lost per FTE' figures for the other Directorates during the period were as follows: CC = 6.01, EE = 6.29 and ELS = 7.35

*Appendix C(iv) shows full details of sickness levels.*

#### **4.6. Turnover**

Within Directorates the turnover rates vary quite dramatically, from around 11% (in FSC) to over 23% (in ELS).

*Appendix C (iii) shows detailed information on turnover rates.*

#### **4.7. Equality (excludes CRSS staff)**

##### **Equality performance indicators**

Equality performance indicators are calculated each month, for each Directorate. Listed below are the equality strands, together with details of the Directorates with the highest and lowest percentages, associated with each.

##### **❖ All Directorate Non-school based staff**

- % Female - highest in FSC at 87.3% / lowest in EE at 39.3%
- % BME - highest in FSC at 6.1% / lowest in ELS at 2.4%
- % Disabled - highest in ELS at 4.1% / lowest in EE at 3.6%

##### **a) Leadership group**

- % Female – highest in FSC at 73.2% / lowest in EE at 32.4%
- % BME – highest in EE at 12.9% / lowest in ELS at 0.0%
- % Disabled - highest in BSS at 6.4% / lowest in CC and EE at 0.0%

## **5. Schools**

### **5.1 Introduction**

This section of the paper contains information about school based staff. Schools may opt to purchase HR services from providers other than KCC, so the information included in this report relates primarily to schools who buy our HR service. There are exceptions, where information has been obtained from other sources and in these cases the details of alternative data sources are provided.

There has been a marked decrease in the number of school based staff during the first half of the year, of approximately 7%. Since April 2012, 23 schools have left the Authority to adopt academy

status, which resulted in a reduction in recorded staffing levels for schools. Currently, 69 academies are purchasing HR services from KCC.

## **5.2 Current staffing levels (Oracle HR)**

- ❖ **Full-time equivalents:** At March 2012, the FTE for school-based staff was 15,203.0 FTE and by the end of the first half-year, the figure had fallen to 14,114.9 FTE.
- ❖ **Headcount:** The headcount figure at the end of March 2012, including CRSS staff was 24,932 and by the end of Quarter 2 the figure was 23,125. The headcount figure at the end of March 2012, excluding CRSS staff was 22,487 and this had reduced to 20,815 by the end of the half-year.
- ❖ **Assignment count:** The schools assignment (or contract) count fell from 30,325 at March 12 to 28,146 in September 2012.

## **6. Recommendations**

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

Teresa McCarthy  
Strategic Business Information Manager  
Ext 4537

## Appendix A - KCC's workforce

<b>(i) Staffing levels</b>				
	<b>Contract count</b>	<b>Headcount (inc. CRSS*)</b>	<b>Headcount (exc. CRSS*)</b>	<b>FTE</b>
<b>Mar-12</b>	44,226	37,399	33,274	24,389.6
<b>Apr-12</b>	43,172	36,501	32,398	23,719.7
<b>May-12</b>	43,156	36,466	32,308	23,646.1
<b>Jun-12</b>	42,875	36,226	32,061	23,514.3
<b>Jul-12</b>	42,878	36,231	32,036	23,482.4
<b>Aug-12</b>	41,786	35,332	31,206	22,872.9
<b>Sep-12</b>	41,586	35,216	31,201	22,978.3
<b>Change - Mar 2012 to Sep 2012</b>	<b>-2,640</b>	<b>-2,183.0</b>	<b>-2,073.0</b>	<b>-1,411.3</b>

\*CRSS = Casual Relief, Sessional and Supply staff

<b>(ii) Staff by contract type (grouped)</b>						
<b>Contract type (grouped)</b>	<b>Count Of Contracts / Assignments</b>					
	<b>31-Mar-12</b>		<b>01-Jun-12</b>		<b>01-Sep-12</b>	
<b>Temporary</b>	3,600	8.1%	3,360	7.8%	3,053	7.3%
<b>Fixed term</b>	1,133	2.6%	1,120	2.6%	925	2.2%
<b>Permanent</b>	31,471	71.2%	30,390	70.9%	29,856	71.8%
<b>CRSS</b>	8,018	18.1%	8,000	18.7%	7,743	18.6%
<b>Other</b>	4	0.0%	5	0.0%	9	0.0%
	<b>44,226</b>	<b>100.0%</b>	<b>42,875</b>	<b>100.0%</b>	<b>41,586</b>	<b>100.0%</b>

\*CRSS = Casual Relief, Sessional & Supply

<b>(iii) Agency staff supplied by Kent Top Temps at 28.09.12</b>		
<b>Directorate/organisation</b>	<b>No of Temps</b>	
	<b>(Actual)</b>	<b>%</b>
BSS	120	7.7
CC	48	2.2
EE	58	5.5
ELS	33	2.8
FSC	373	8.2
<b>TOTAL</b>	<b>632</b>	<b>6.0</b>

## Appendix B - The Non Schools Workforce

### (i) Staffing levels

	Contract count	Headcount (inc. CRSS*)	Headcount (exc. CRSS*)	FTE
Mar-12	13,901	12,652	10,865	9,186.6
Apr-12	13,809	12,554	10,748	9,094.7
May-12	13,757	12,507	10,690	9,046.3
Jun-12	13,671	12,430	10,613	8,971.0
Jul-12	13,645	12,418	10,621	8,973.0
Aug-12	13,556	12,338	10,540	8,913.7
Sep-12	13,440	12,237	10,447	8,863.4
<b>Difference Mar 12 to Sept 12</b>	-461	-415	-418	-323.2

### (ii) Staff by contract type (grouped)

Contract type (grouped)	Count Of Contract/Assignment Number					
	Mar-12		Jun-12		Sep-12	
	Count	%	Count	%	Count	%
Temporary	499	3.6%	448	3.3%	462	3.4%
Fixed term	472	3.4%	463	3.4%	433	3.2%
Permanent	10,150	73.0%	9,948	72.8%	9,794	72.9%
CRSS	2,780	20.0%	2,811	20.6%	2,749	20.5%
Other	0	0.0%	1	0.0%	2	0.0%
	<b>13,901</b>	<b>100.0%</b>	<b>13,671</b>	<b>100.0%</b>	<b>13,440</b>	<b>100.0%</b>

### (iii) Kent Range salaries

Salary for full time post is equivalent to:	KCC - NS % (rounded to 1 d.p.)			
	Mar-12		Sep-12	
	Count	%	Count	%
KR6 and below	4,552	46.0%	4,320	45.2%
KR7-9	3,103	31.3%	3,074	32.1%
KR10-13	2,070	20.9%	2,000	20.9%
KR14-15	135	1.4%	131	1.4%
KR16 and above	44	0.4%	41	0.4%

**Notes**

Analysis includes posts on Kent Range grades only.

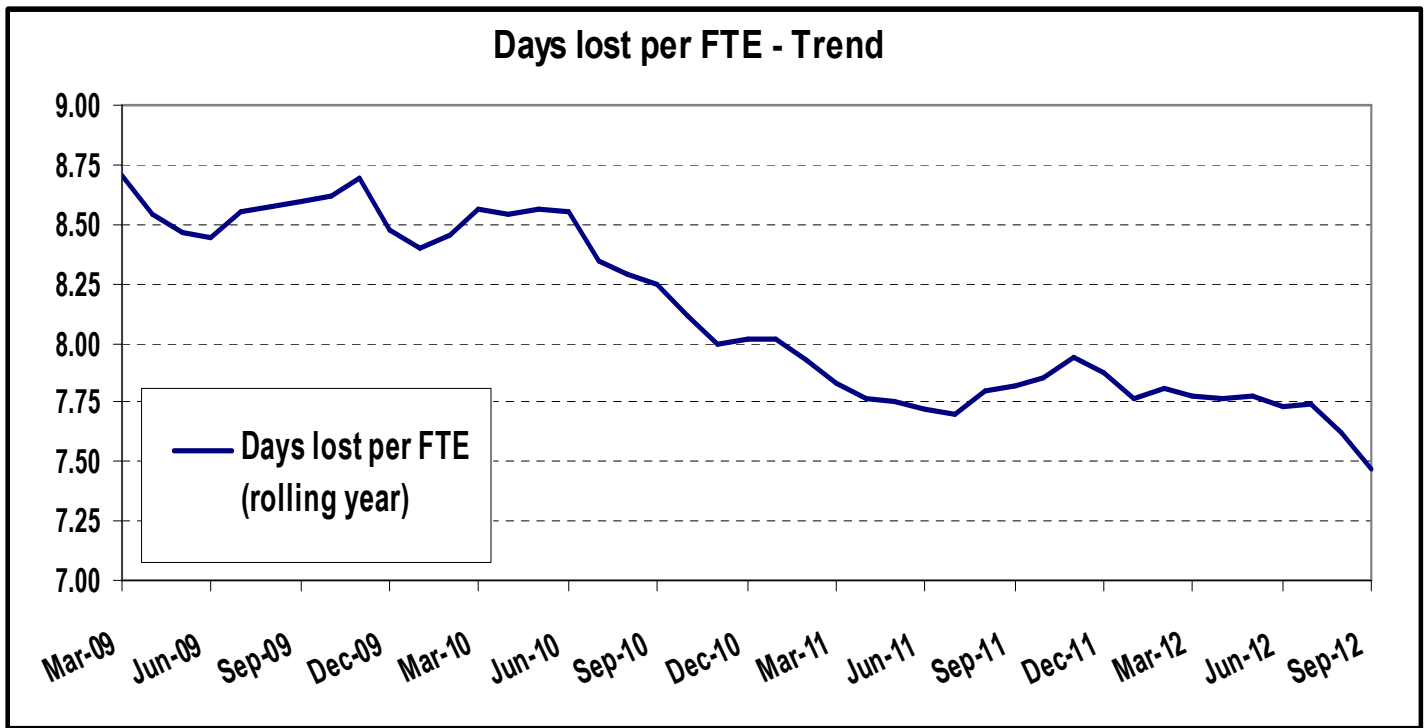
Excludes CRSS posts

## Appendix B - The Non Schools Workforce

### (iv) Sickness levels (Days lost per FTE)

Year to Sept 2012	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
Days lost per FTE (in month)	0.69	0.75	0.67	0.65	0.64	0.62	0.53	0.63	0.56	0.62	0.58	0.52
Days lost per FTE (rolling year)	7.85	7.94	7.88	7.76	7.80	7.78	7.76	7.77	7.73	7.74	7.62	7.47
Days lost	6,561.3	7,020.6	6,245.6	6,026.1	5,927.6	5,680.0	4,801.6	5,695.9	5,019.9	5,578.2	5,149.2	4,628.2
FTE	9,444.9	9,413.0	9,336.5	9,246.6	9,221.5	9,186.6	9,094.7	9,046.3	8,971.0	8,973.0	8,913.7	8,863.4

**Days lost per FTE - Trend**



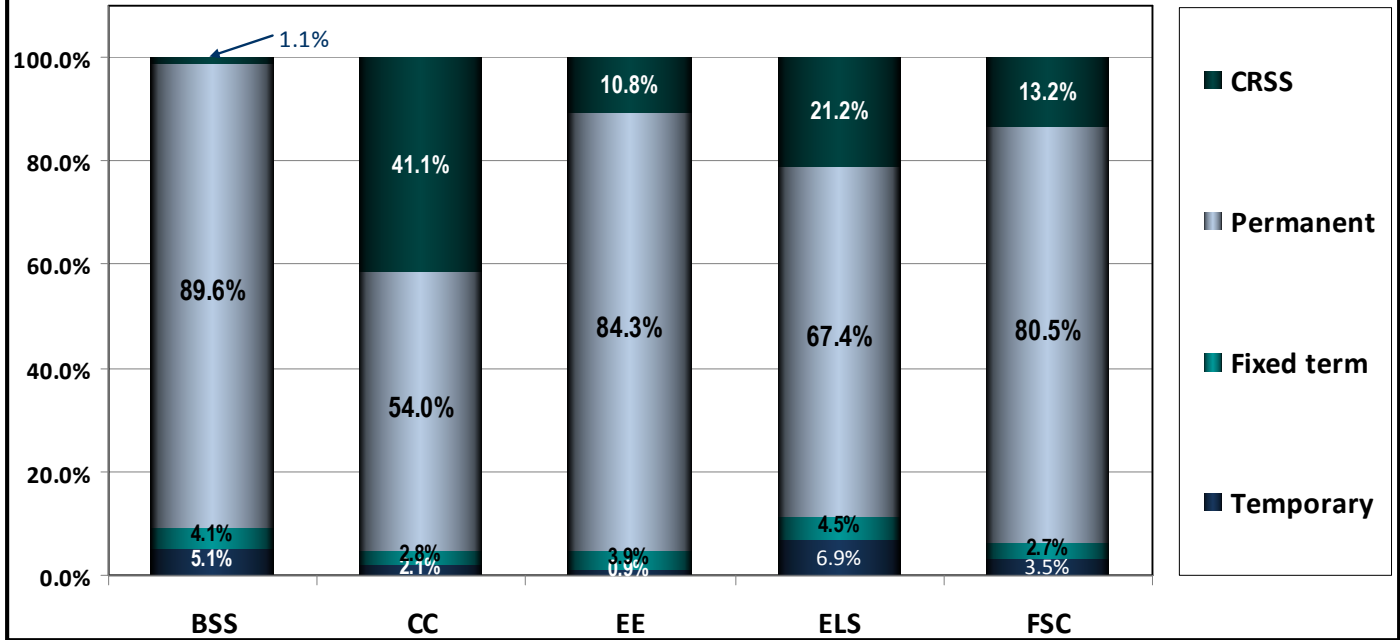
## Appendix C – Directorate details

(i) Staffing levels							
FTE	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
<b>BSS</b>	1,523.9	1,472.2	1,441.6	1,428.0	1,433.8	1,435.8	1,443.8
<b>ELS</b>	990.9	959.4	966.1	947.7	965.3	957.4	917.5
<b>FSC</b>	3,913.2	3,907.7	3,892.1	3,862.7	3,866.2	3,858.4	3,844.3
<b>CC</b>	1,730.4	1,725.0	1,719.1	1,706.7	1,699.4	1,660.6	1,658.0
<b>EE</b>	1,028.3	1,030.4	1,027.4	1,026.0	1,008.3	1,001.4	999.9
Headcount (inc. CRSS)	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
<b>BSS</b>	1,665	1,610	1,570	1,555	1,559	1,562	1,569
<b>ELS</b>	1,585	1,539	1,548	1,526	1,546	1,534	1,470
<b>FSC</b>	4,897	4,893	4,891	4,865	4,865	4,854	4,819
<b>CC</b>	3,415	3,418	3,410	3,398	3,376	3,325	3,319
<b>EE</b>	1,190	1,192	1,187	1,184	1,170	1,163	1,160
Headcount (exc. CRSS)	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
<b>BSS</b>	1,646	1,593	1,554	1,540	1,543	1,545	1,552
<b>ELS</b>	1,295	1,251	1,260	1,237	1,257	1,246	1,187
<b>FSC</b>	4,611	4,601	4,587	4,560	4,562	4,555	4,532
<b>CC</b>	2,274	2,261	2,252	2,239	2,238	2,181	2,166
<b>EE</b>	1,079	1,080	1,075	1,072	1,056	1,049	1,046
Contract count	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
<b>BSS</b>	1,673	1,616	1,575	1,559	1,563	1,566	1,574
<b>ELS</b>	1,646	1,600	1,611	1,589	1,606	1,593	1,527
<b>FSC</b>	5,406	5,420	5,414	5,384	5,380	5,365	5,333
<b>CC</b>	3,971	3,966	3,956	3,941	3,911	3,854	3,832
<b>EE</b>	1,205	1,207	1,201	1,198	1,185	1,178	1,174

(ii) Staff by contract type (grouped)										
Contract/Assignment category (grouped)	Contract count									
	BSS		CC		EE		ELS		FSC	
Temporary	80	5.1%	79	2.1%	11	0.9%	106	6.9%	186	3.5%
Fixed term	65	4.1%	107	2.8%	46	3.9%	69	4.5%	146	2.7%
Permanent	1411	89.6%	2070	54.0%	990	84.3%	1029	67.4%	4294	80.5%
CRSS	17	1.1%	1576	41.1%	127	10.8%	323	21.2%	706	13.2%
Other	1	0.1%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
	<b>1,574</b>	<b>100.0%</b>	<b>3,832</b>	<b>100.0%</b>	<b>1,174</b>	<b>100.0%</b>	<b>1,527</b>	<b>100.0%</b>	<b>5,333</b>	<b>100.0%</b>



(ii) Staff by contract type

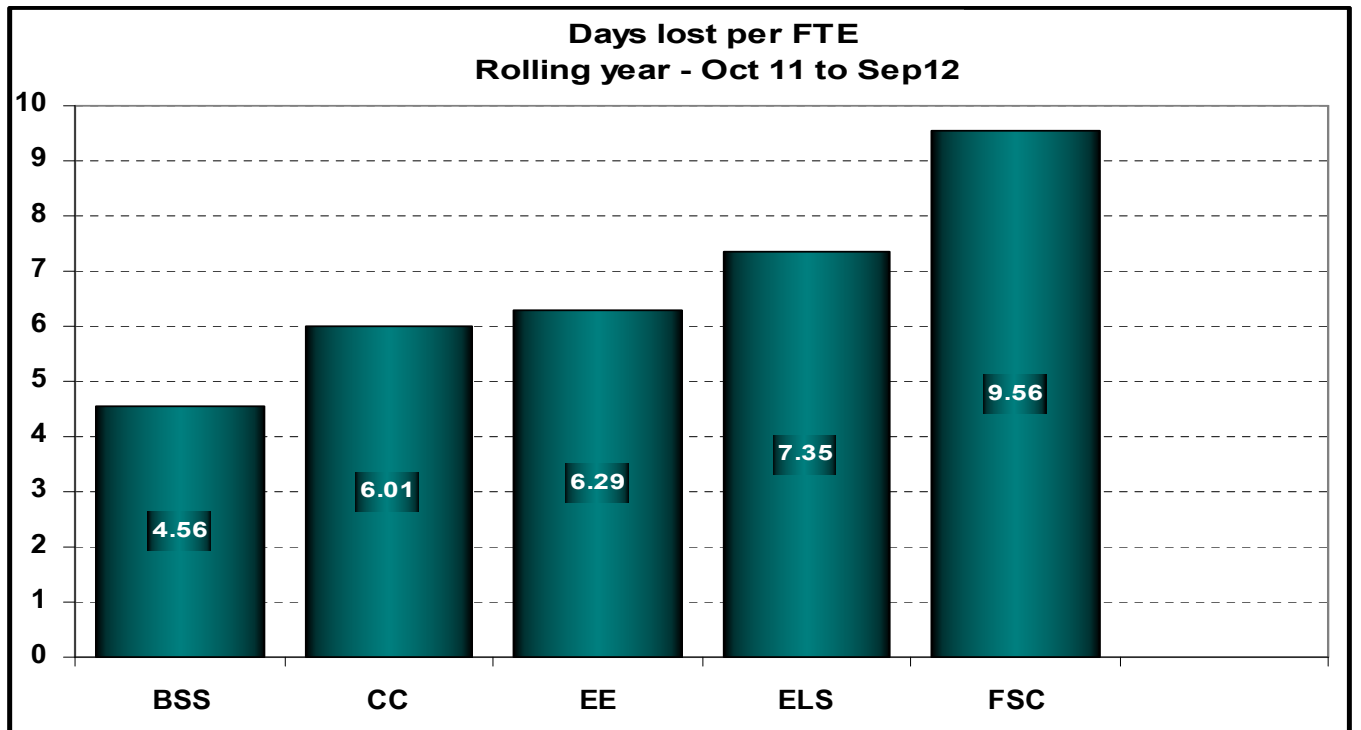
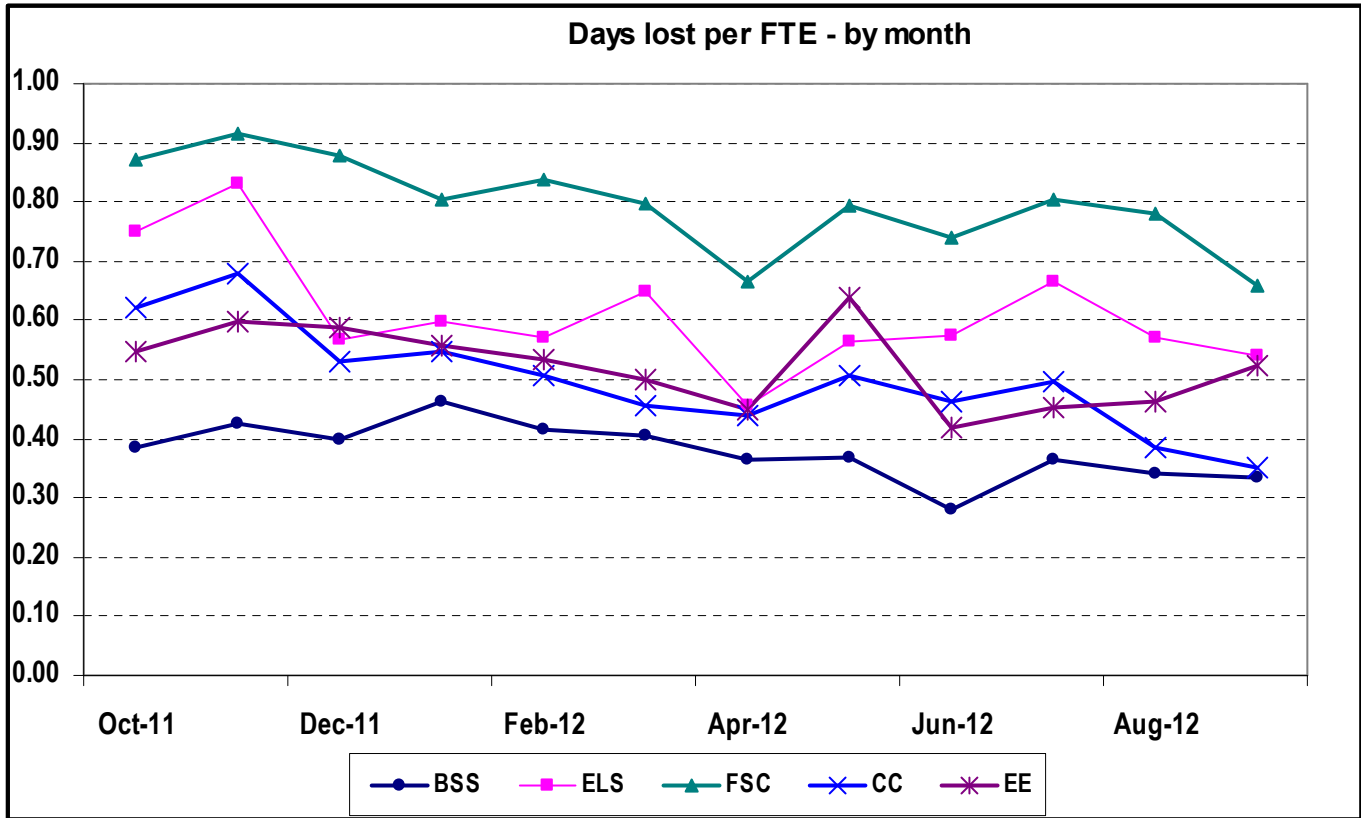


(iii) Staff turnover (excludes CRSS) - rolling year

	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
<b>BSS</b>	13.3%	13.9%	14.5%	14.8%	14.7%	14.4%	14.2%
<b>CC</b>	18.7%	18.2%	18.0%	17.6%	16.8%	15.7%	14.2%
<b>EE</b>	18.3%	18.9%	18.4%	18.6%	16.6%	14.4%	13.7%
<b>ELS</b>	20.3%	20.8%	20.3%	23.2%	24.4%	22.8%	23.4%
<b>FSC</b>	14.0%	14.1%	14.2%	14.3%	14.1%	13.0%	11.6%

(iv) Sickness Performance Indicator - Days lost per FTE

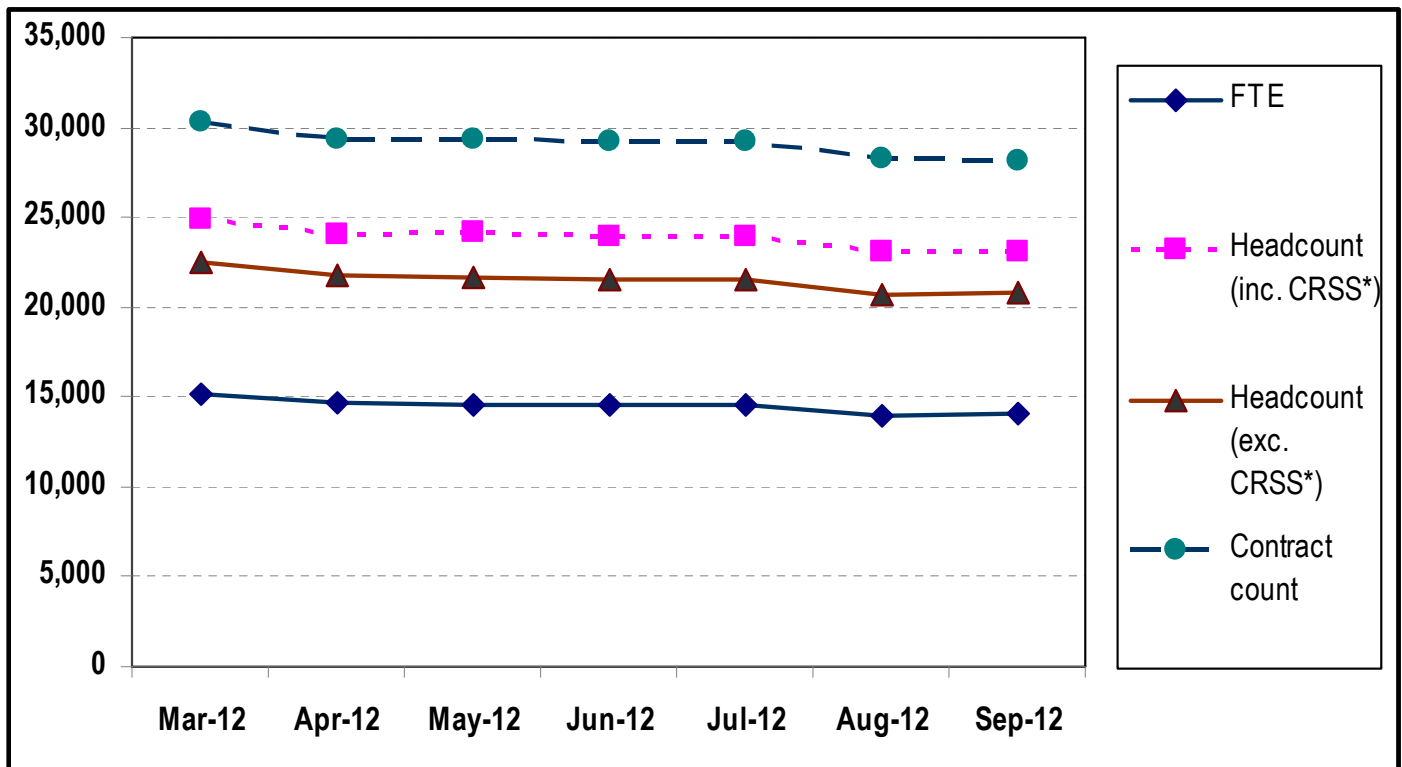
	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Rolling year to Sep 12
<b>BSS</b>	0.38	0.43	0.40	0.46	0.42	0.40	0.37	0.37	0.28	0.37	0.34	0.34	4.56
<b>CC</b>	0.62	0.68	0.53	0.55	0.51	0.46	0.44	0.51	0.46	0.50	0.39	0.35	6.01
<b>EE</b>	0.55	0.60	0.59	0.56	0.53	0.50	0.45	0.64	0.42	0.45	0.46	0.52	6.29
<b>ELS</b>	0.75	0.83	0.57	0.60	0.57	0.65	0.46	0.56	0.57	0.67	0.57	0.54	7.35
<b>FSC</b>	0.87	0.91	0.88	0.81	0.84	0.80	0.67	0.79	0.74	0.80	0.78	0.66	9.56



## Appendix D - The Schools Workforce

	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
<b>FTE</b>	15,203.0	14,624.9	14,599.9	14,543.3	14,509.4	13,959.2	14,114.9
<b>Headcount (inc. CRSS*)</b>	24,932	24,113	24,126	23,960	23,975	23,148	23,125
<b>Headcount (exc. CRSS*)</b>	22,487	21,716	21,688	21,517	21,483	20,729	20,815
<b>Contract count</b>	30,325	29,363	29,399	29,204	29,233	28,230	28,146

\*CRSS = Casual Relief, Sessional and Supply staff



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By: Roger Gough, Cabinet Member for Business Strategy, Performance and Health Reform  
Amanda Beer, Corporate Director Human Resources

To: Personnel Committee – 29 November 2012

Subject: Amendments to the Personnel Management Rules

Classification: Unrestricted

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**Summary:** This report reflects some proposed changes to the Personnel Management Rules as set out in Appendix 2 Part 6 of the Constitution which will be submitted to the County Council for approval on 13 December 2012.

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### **Personnel Management Rules**

1. (1) Attached to this report for the consideration of the Committee are proposed changes to the Personnel Management Rules set out in Appendix 2 Part 6 of the Constitution.

(2) The Selection and Member Services Committee have the responsibility for recommending changes to the constitution to the County Council. The Committee have indicated that they are happy with the proposed changes to the Personnel Management Rules which are before the Personnel Committee for endorsement.

### **Recommendation**

2. The Committee are asked to endorse the proposed changes to the Personnel Management Rules which will be before the County Council for approval on 13 December 2012.

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**Appendix 2 Part 6:  
Personnel Management Rules**

**Staff Terms and Conditions**

1. The Council, on the recommendation of the Leader, determines changes to the pay scales of Kent Scheme Salaries. All other matters of staff terms and conditions (other than those imposed by national agreements) are delegated to the Personnel Committee.

**Deleted:** to the

**Deleted:** of

**Senior Managers**

**Deleted:** Chief and

**Deleted:** Officers

2. “Senior Manager” means Corporate Directors and Directors at grade KR16 or above.

**Deleted:** In these rules

**Deleted:** Chief Officers, i.e. the Head of Paid Service, statutory chief officers (Director of Children’s Services, Director of Adult Services, Chief Education Officer and Chief Finance Officer), non-statutory chief officers (officers who report directly to the Head of Paid Service); and Deputy Chief Officers, i.e. officers on

3. The quorum of the Personnel Committee, or any sub-committee of that Committee, when considering any appointment or disciplinary action under rules 4-14, below, must include a member of the Cabinet as a voting member.

*Appointment of Senior Managers*

4. Rules 4-9 apply to the appointment of Senior Managers.

**Deleted:** who report directly to a Chief Officer for all or most of their duties

5. For all such appointments the Corporate Director of Human Resources, or their nominee shall:

**Deleted:** 6

**Deleted:** Personnel & Development

- (a) draw up a statement specifying:
  - (i) the duties of the post; and
  - (ii) any qualifications or qualities required;
- (b) make suitable arrangements for the post to be externally advertised to bring it to the attention of suitably qualified persons (unless applicants are to be sought only from among the Council’s existing staff); and
- (c) make arrangements for the statement in paragraph (a) above to be sent to any person on request.

**Deleted:** his

6. In all cases either all qualified applicants or a selected short-list will be interviewed by the Personnel Committee or Member Panel (sub-committee) acting as the Appointing Body, with the Corporate Director of Human Resources (or other Senior Manager as determined by the Committee or Panel) acting as adviser to the Appointing Body. When appointing the Head of Paid Service, which is an appointment made by the County Council, the Appointing Body will report to the Council with a recommendation.

**Deleted:** set out in the table below:

7. Where no suitably qualified person has applied, the post shall be re-advertised.

**Deleted:** Post ... [1]

8. When a Senior Manager ceases to hold that post or is likely to be absent for any length of time, the Head of Paid Service, after consultation with the political group leaders, may appoint someone to act temporarily in that capacity and determine the salary to be paid. The temporary appointment shall not extend beyond six months without the approval of the Personnel Committee. Similarly, the Head of Paid Service 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. No offer of an appointment to a Senior Manager may be made until:

(1) the Monitoring Officer has recorded the name of the person to be offered the appointment and any other particulars the Committee (or other appointing body or person) considers relevant to the appointment

(2) that information has been sent by the Monitoring Officer to the Leader and all members of the Cabinet with a date and time by which any objection to the making of the offer can be made by the Leader

(3) the Monitoring Officer has confirmed that the date and time for objection by the Leader has elapsed and either:

(i) in the case of the Head of Paid Service, the Council has confirmed the appointment after consideration of any such objection and resolving that it is not material or not well-founded; or

(ii) in all other cases, no such objection has been made or the appointing body has considered any such objection and has resolved or decided that the objection is not material or not well-founded.

10. The Chairman of the Standards Committee shall be consulted before a new or existing officer is appointed or designated as Monitoring Officer; and their views shall be presented to the Committee (or other appointing body or person).

**Deleted:** (or what other arrangements are put in place by the County Council)

**Deleted:** his

**Deleted:** Personnel

### **Disciplinary Action**

11. Disciplinary action or suspension during investigation of allegations of misconduct in relation to the Head of Paid Service and other Senior Managers may only be taken as provided in the table below:

	<b>Suspension</b>	<b>Investigation</b>	<b>Disciplinary Action/ Dismissal/Appeal</b>
<b>Head of Paid Service</b>	Personnel Committee on advice from the <u>Corporate</u> Director of <u>Human Resources</u> and Monitoring Officer or	Designated independent person appointed by Personnel Committee  Report to Personnel Committee or Council	Council

**Deleted:** Personnel & Development



	the <u>Corporate Director of Human Resources</u> , if Committee cannot be convened		
<b>Chief Finance Officer and Monitoring Officer</b>	Personnel Committee on advice from the Head of Paid Service <u>and/or Corporate Director of Human Resources</u> or Head of Paid Service <u>and/or Corporate Director of Human Resources</u> , if Committee cannot be convened	Designated independent person appointed by Personnel Committee  Report to Personnel Committee	Personnel Committee  Appeal to a panel of Members appointed by the Selection & Member Services Committee
<b>Other Senior Managers (Corporate and other Directors)</b>	Personnel Committee on advice from the Head of Paid Service <u>and/or Corporate Director of Human Resources</u> or Head of Paid Service <u>and/or Corporate Director of Human Resources</u> , if Committee cannot be convened	Other officer or independent person appointed by the Personnel Committee or Head of Paid Service <u>and/or Corporate Director of Human Resources</u>  Report to Personnel Committee or Head of Paid Service <u>and/or Corporate Director of Human Resources</u>	Personnel Committee or Head of Paid Service <u>and/or Corporate Director of Human Resources</u>  Appeal to a panel of Members appointed by the Selection & Member Services Committee

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12. No disciplinary action, other than suspension as provided for above, may be taken in respect of the Head of Paid Service, Chief Finance Officer or Monitoring Officer other than in accordance with a recommendation in a report made by a designated independent person under regulation 7 of the Local Authorities (Standing Orders) (England) Regulations 2001.

13. All suspended officers shall be on full pay during the investigation of the alleged misconduct, which must be completed no later than two months after the suspension takes effect (subject to any direction by the designated independent person in the case of the Head of Paid Service, Chief Finance Officer or Monitoring Officer).

14. The Chairman of the Standards Committee shall be consulted after any investigation of an allegation of misconduct by the Monitoring Officer; and his advice shall be presented to the Personnel Committee.

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### **Dismissal of a Chief or Senior Officer**

15. No decision to dismiss the Head of Paid Service or other Senior Manager shall take effect until:

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(1) the Monitoring Officer has recorded the name of the person to be dismissed and any other particulars the Personnel Committee (or other responsible body or person) considers relevant to the dismissal

(2) that information has been sent by the Monitoring Officer to the Leader and all members of the Cabinet with a date and time by which any objection to the dismissal can be made by the Leader

(3) the Monitoring Officer has confirmed that the date and time for objection by the Leader has elapsed and either the Council (in the case of the Head of Paid Service) or the responsible body (in all other cases) has considered any such objection and has resolved or decided that the objection is not material or not well-founded.

### *Appeals*

16. Any appeal must be lodged with the Monitoring Officer (or the Head of Paid Service in the case of an appeal by the Monitoring Officer) within 10 working days of written confirmation to the officer of the disciplinary action and must include a written statement of the grounds on which the appeal is made.

17. Subject to these rules, all disciplinary procedures, including hearings and appeals, shall be conducted as far as possible in accordance with the provisions of the Kent Scheme of Conditions of Service.

18. Appeal hearings shall not include Members involved in the decision to take disciplinary action.

### *Appeals against dismissal arising from redundancy, assimilation, transfer and downgrading*

19. Any appeal against a decision not to 'slot' a senior manager to a post graded KR 16 or above, a redundancy, transfer or downgrading must be lodged with the Corporate Director of Human Resources, within 10 working days of written confirmation to the officer of the decision and must include a written statement of the grounds on which the appeal is made.

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20. Appeals will be heard by the Personnel Committee, or a sub committee (Panel) of that Committee. As far as is practical, such hearings will be arranged within 10 working days of an appeal being lodged. If the Appeal is heard by a Panel of members then the quorum of such meeting shall include a Cabinet Member.

**Other Officers**

21. Members may not take part in the appointment of any other officers (except assistants for political groups) nor in any disciplinary or dismissal action, except as provided for above.

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*Delegations to Officers*

22. Officers at the level stated and above are empowered to take the decisions about staff set out in the Kent Scheme of Conditions of Service.

**Deleted:** (2) Managers are also authorised to make other day to day operational decisions on the management of their staff in accordance with the relevant procedures and conditions of employment. A list of these authorisations is held by the Director of Personnel & Development, and may be altered by the Head of Paid Service.¶

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**Topic** ... [2]

<b>Post</b>	<b>Appointing Body</b>	<b>Adviser</b>
Head of Paid Service	Personnel Committee to interview and report to Council with recommendation	As determined by the Committee
Senior Manager	Personnel Committee or Member Panel (Sub-Committee)	Head of Paid Service and/or Senior Manager

The Personnel Committee may vary these arrangements, except those relating to the Head of Paid Service.

(2) Managers are also authorised to make other day to day operational decisions on the management of their staff in accordance with the relevant procedures and conditions of employment. A list of these authorisations is held by the Director of Personnel & Development, and may be altered by the Head of Paid Service.

<b>Topic</b>	<b>Decision</b>	<b>Minimum Level of Decision</b>
Recruitment and Appointment	Agree the recruitment and appointment of staff graded on Kent Scale 10 and above who are not covered by either the Personnel Committee or the County Council.	Head of Service/Support Unit
Assistance with Employee Relocation Costs	Application of the internal relocation scheme.  Application of the enhanced relocation management scheme.  Updating of the relocation allowances.	Head of Service/Support Unit  Director of Personnel & Development  Director of Personnel & Development
Application of Mortgage and Rent Subsidy Schemes	Application of Mortgage Subsidy and Rent Subsidy Schemes.	Head of Service/Support Unit
Acting-up Arrangements	Agree acting up arrangement and determine appropriate payment where an employee is required to undertake the duties of a higher graded post on a temporary basis.	Head of Service/Support Unit to agree and review annually or earlier should the need arise
Extending service beyond the age of 65 years, and the	Approval to extend the service of an employee beyond the normal	Senior Manager

employment of pensioners	retirement age of 65 and the employment of pensioners, subject the guidelines set out in the Procedures and Conditions of Employment manual, the LGPS regulations and insurance provisions.	
Termination of Employment	Termination of employment on redundancy, early retirement, incapability and disciplinary grounds in accordance with KCC's Employment Stability and Early Retirement Policies, and the Incapability and Disciplinary Procedures.	Decisions on redundancies and early retirements for Senior Managers to be taken by the Head of Paid Service following consultation with the political group leaders and the Chief Finance Officer  All other redundancies and early retirements (other than ill health) to be jointly agreed by the Director of Personnel & Development and Senior Manager. Plus details of all early retirements to be published on a six monthly basis for Members  All other terminations of employment to be agreed by Senior Manager
Use of Ex-Employees as Consultants	Approval to use ex-employees as consultants on a "contract for service" basis with reference to the Code of Practice on Tendering and Contracts.	Senior Manager
Withholding of Redundancy Payment	Agreement to the withholding of a redundancy payment to an employee who unreasonably refuses suitable alternative employment.	Jointly agreed by Senior Manager and Director of Personnel & Development
Early Retirements on Efficiency, Redundancy and Voluntary Grounds	Awarding of augmented service for early retirement under the LGPS Regulations 1997 in accordance with KCC's Early Retirement Policy.  In wholly exceptional	Jointly agreed by Senior Manager, Director of Personnel & Development

	<p>circumstances, varying KCC's Early Retirement Policy in respect of awarding augmented service within the LGPS regulations.</p> <p>Waiving of an actuarial reduction for voluntary early retirements agreed on compassionate grounds where the 85-year rule is not met.</p>	and the Pensions Manager, following consultation with the relevant Cabinet Member and Chief Finance Officer
Payment of Gratuities	Agree to the payment of a gratuity on the retirement of an employee who has a minimum of 5 years continuous service and who was not eligible to join the Pension Scheme for part of that service.	Senior Manager
Employer Discretions under the Local Government Pension Scheme Regulations 1997	Exercise of employer discretions under the Local Government Pension Scheme Regulations 1997 in accordance with KCC's policy statement.	Jointly agreed by Senior Manager, Director of Personnel & Development, Pensions Manager, following consultation with the relevant Cabinet Member and Chief Finance Officer
Changes to NJC Pay and Conditions	Agree the implementation of NJC pay awards and changes to conditions of service in accordance with NJC agreements.	Director of Personnel & Development
Advances of Salary	Agree payment of an advance of salary.	Senior Manager
Dealing with salaries and pay progression outside of the normal procedures	In exceptional circumstances agree to pay an employee on a spot salary or on a salary above the evaluated grade for the post.	Senior Manager
Payment of outstanding salary to a named individual in the event of death in service of an employee	Payment of the outstanding salary of an employee who has died in service to an individual where the next of kin is not immediately obvious.	Head of Service/Support Unit
Extension of Sick Pay	Agree conversion of any period of sick pay entitlement from half to full pay.	Senior Manager

	Agree extension of sick pay beyond the aggregate of full and half pay.	Director of Personnel & Development, on recommendation of Senior Manager
Recovery of Sick Pay	Agree recovery of sick pay where employees have been off sick due to their own misconduct.	Director of Personnel & Development, in conjunction with Chief Finance Officer
Payment of Merit Awards to Kent Scheme Staff	Approval to pay merit awards to Kent Scheme staff which do not total more than 10% of an employee's gross annual salary in any one financial year.	Head of Service/Support Unit
Payment of Honoraria to NJC Staff	Approval to pay honoraria to NJC staff to maximum of £500 or 10% of salary, whichever is the greater, in any one financial year.	Head of Service/Support Unit
Payment of enhanced overtime during emergency procedures	Approve enhanced overtime payments to staff on grades F to I where "emergency procedures" have been invoked.	Senior Manager
Payment of overtime outside of the normal arrangements	Exceptionally approve overtime rates which are different to those set out in the Procedures and Conditions of Employment manual.	Senior Manager
Payment of and Revisions to Plus or Excess Rates	Approve the payment of and revisions to plus rates or excess rates to staff employed on NJC conditions.	Senior Manager
Standby Allowances	Approve updating of Standby allowance rates under the NJC and Kent Schemes.	Director of Personnel & Development
Sleeping-in Duty, Special Needs (for Nursery Staff) and Laboratory Technicians Allowances, Homeworking allowances and Food Charges	Approve updating of Sleeping –in Duty Allowances, Special Needs Allowances for Nursery Staff, Laboratory Technicians Allowances and Food Charges.	Director of Personnel & Development
Annual Leave Buy-out	Agree, for exceptional reasons, to buy-out an	Head of Service/Support Unit

	employee's annual leave to a maximum of 5 days in any one leave year.	
Leave for Extraneous Duties, e.g. JPs, Local Authority Members, School Governors	Grant an employee up to 18 days paid leave per year for undertaking extraneous duties.	Head of Service/Support Unit
Special Leave for Trade Union Conferences	Approval for representatives nominated by a recognised Trade Union to be granted up to 5 days paid leave to attend annual/biennial conferences	Head of Service/Support Unit
Special Leave for Retained Fire Fighters	Approval for retained fire fighters to be granted up to 2 weeks additional paid leave to attend recognised courses concerning their fire service duties.	Head of Service/Support Unit
Special Leave for Election Duties	Grant paid leave to employees acting as Presiding Officers and Poll Clerks at Parliamentary, European Parliament, County Council or County District Council elections.	Head of Service/Support Unit
Special Leave for Service in Non-Regular Forces	Grant volunteer members of the non-regular forces up to two weeks additional paid leave per year to attend camp.	Head of Service/Support Unit
Participation in the Reserve Armed Forces	Where appropriate grant approval for an employee to enter an agreement to become a reservist in the regular reserve forces or the volunteer reserves as appropriate.	Head of Service/Support Unit
Special Leave for Parliamentary Candidates	Grant special leave – 3 weeks with pay, 1 week without – to employees holding non-politically restricted posts who are adopted as candidates at a Parliamentary or European Parliament election.	Senior Manager
Paid time off to pursue personal legal action against another	Exceptionally grant paid time off to an employee to pursue personal legal action against	Senior Manager



individual or organisation	another individual or organisation.	
Compassionate Leave beyond normal provisions	In exceptional circumstances grant paid compassionate leave beyond the normal provisions of 10 days in any one leave year.	Senior Manager
Unpaid Leave	Approval for employees to be granted up to and including 10 days unpaid leave.  Approvals for employees to be granted between 11 days and 6 months unpaid leave.	Head of Service/Support Unit  Senior Manager
Concessionary Leave	Approval in exceptional circumstances of an additional paid concessionary day's leave.	Head of Paid Service (in consultation with Chairman of Personnel Committee)
Reimbursement for Meals	Exceptionally agree the reimbursement of reasonable and actual expenditure on a meal.	Head of Service/Support Unit
Reimbursement of Hotel Expenses	Exceptionally agree the reimbursement of reasonable and actual hotel expenses incurred.	Head of Service/Support Unit
Travelling Allowances	Allocation of car user status (casual, essential, lease) in accordance with established procedures to posts where use of a motor vehicle is required in order to perform the duties.  Exceptionally grant essential car user status on criteria other than that set out in the Procedures and Conditions of Employment manual.  Updating of travelling allowances and charges for county owned cars.	Head of Service/Support Unit  Head of Service/Support Unit  Director of Personnel & Development
Travel to and from Joint Consultative Committees by employee representatives	Approval for an employee representative to use his own car and be paid a travelling allowance when travelling to and from Joint	Head of Service/Support Unit

	Consultative Committees.	
Use of First Class Travel	In exceptional circumstances approve the use of first class travel.	Head of Service/Support Unit
Payment of Travelling Expenses at work	In exception circumstances agree the payment of travelling expenses to and from work.	Head of Service/Support Unit
Career Breaks	Agree applications for career breaks.	Head of Service/Support Unit
Car Loans	Setting the maximum amount that can be granted for a car loan.  Setting the rate of interest for car loans.	Chief Finance Officer
Benchmark Lease Car	Setting the benchmark car for the lease car scheme.	Director of Personnel & Development
Secondments	Agree secondments outside of KCC.  Agree secondments within KCC.	Head of Paid Service or Senior Managers  Head of Service/Support Unit

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

Agenda Item 10

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

Agenda Item 11

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