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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.

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Appendix A - KCC's workforce

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

*CRSS = Casual Relief, Sessional and Supply staff

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

*CRSS = Casual Relief, Sessional & Supply

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

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
Difference Mar 12 to Sept 12	-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%
	13,901	100.0%	13,671	100.0%	13,440	100.0%

(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.

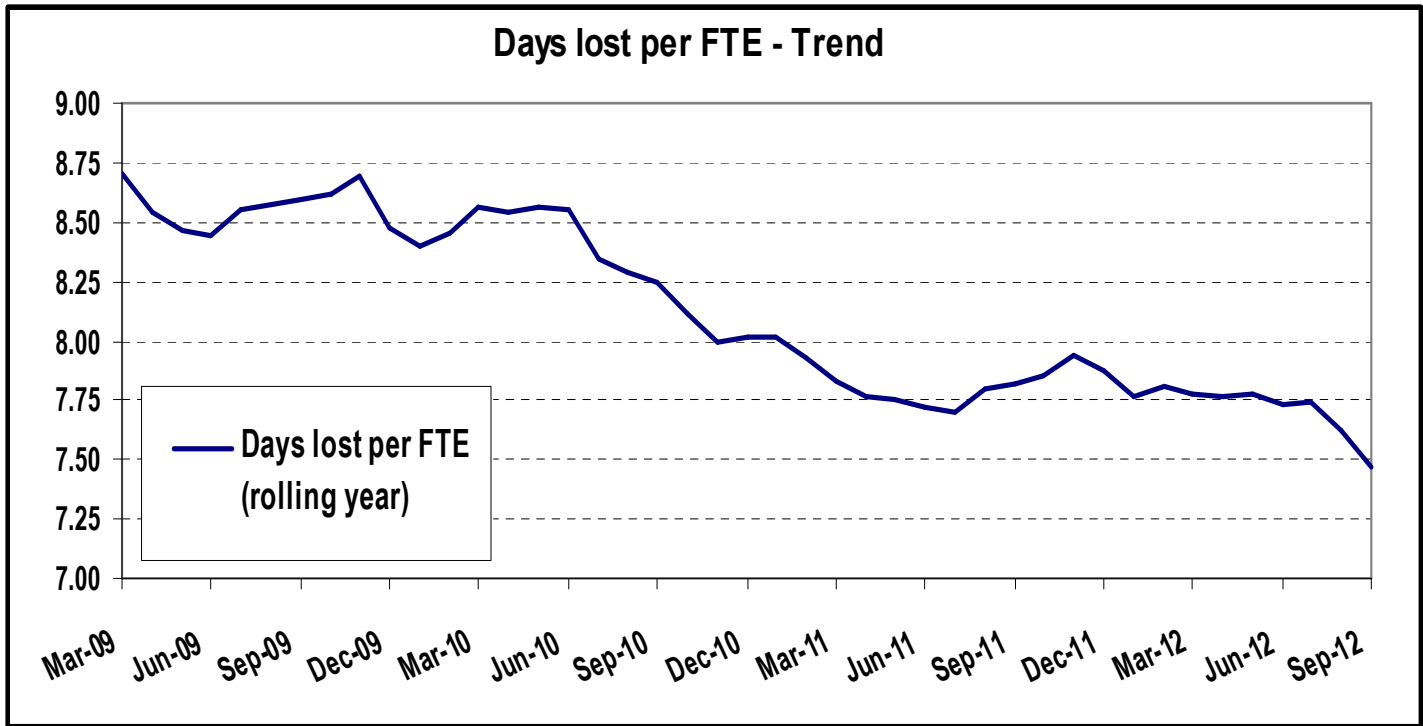
Excludes CRSS posts

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

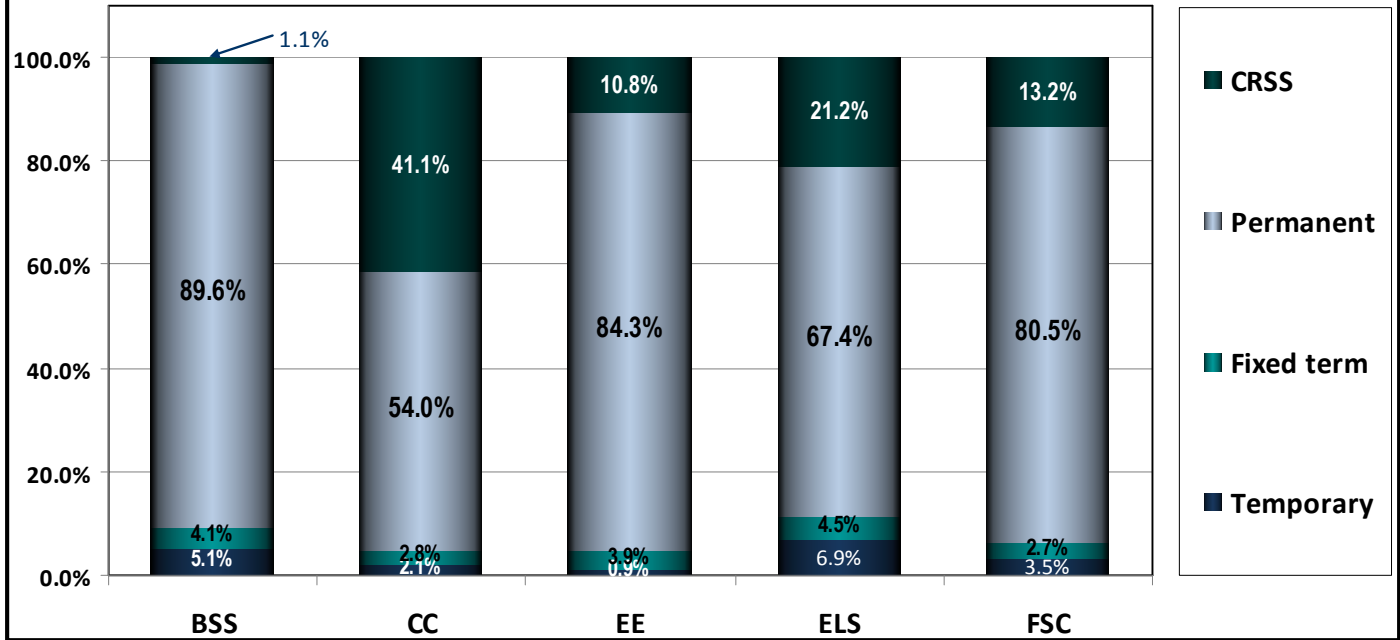


Appendix C – Directorate details

(i) Staffing levels							
FTE	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
BSS	1,523.9	1,472.2	1,441.6	1,428.0	1,433.8	1,435.8	1,443.8
ELS	990.9	959.4	966.1	947.7	965.3	957.4	917.5
FSC	3,913.2	3,907.7	3,892.1	3,862.7	3,866.2	3,858.4	3,844.3
CC	1,730.4	1,725.0	1,719.1	1,706.7	1,699.4	1,660.6	1,658.0
EE	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
BSS	1,665	1,610	1,570	1,555	1,559	1,562	1,569
ELS	1,585	1,539	1,548	1,526	1,546	1,534	1,470
FSC	4,897	4,893	4,891	4,865	4,865	4,854	4,819
CC	3,415	3,418	3,410	3,398	3,376	3,325	3,319
EE	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
BSS	1,646	1,593	1,554	1,540	1,543	1,545	1,552
ELS	1,295	1,251	1,260	1,237	1,257	1,246	1,187
FSC	4,611	4,601	4,587	4,560	4,562	4,555	4,532
CC	2,274	2,261	2,252	2,239	2,238	2,181	2,166
EE	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
BSS	1,673	1,616	1,575	1,559	1,563	1,566	1,574
ELS	1,646	1,600	1,611	1,589	1,606	1,593	1,527
FSC	5,406	5,420	5,414	5,384	5,380	5,365	5,333
CC	3,971	3,966	3,956	3,941	3,911	3,854	3,832
EE	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%
	1,574	100.0%	3,832	100.0%	1,174	100.0%	1,527	100.0%	5,333	100.0%

(ii) Staff by contract type

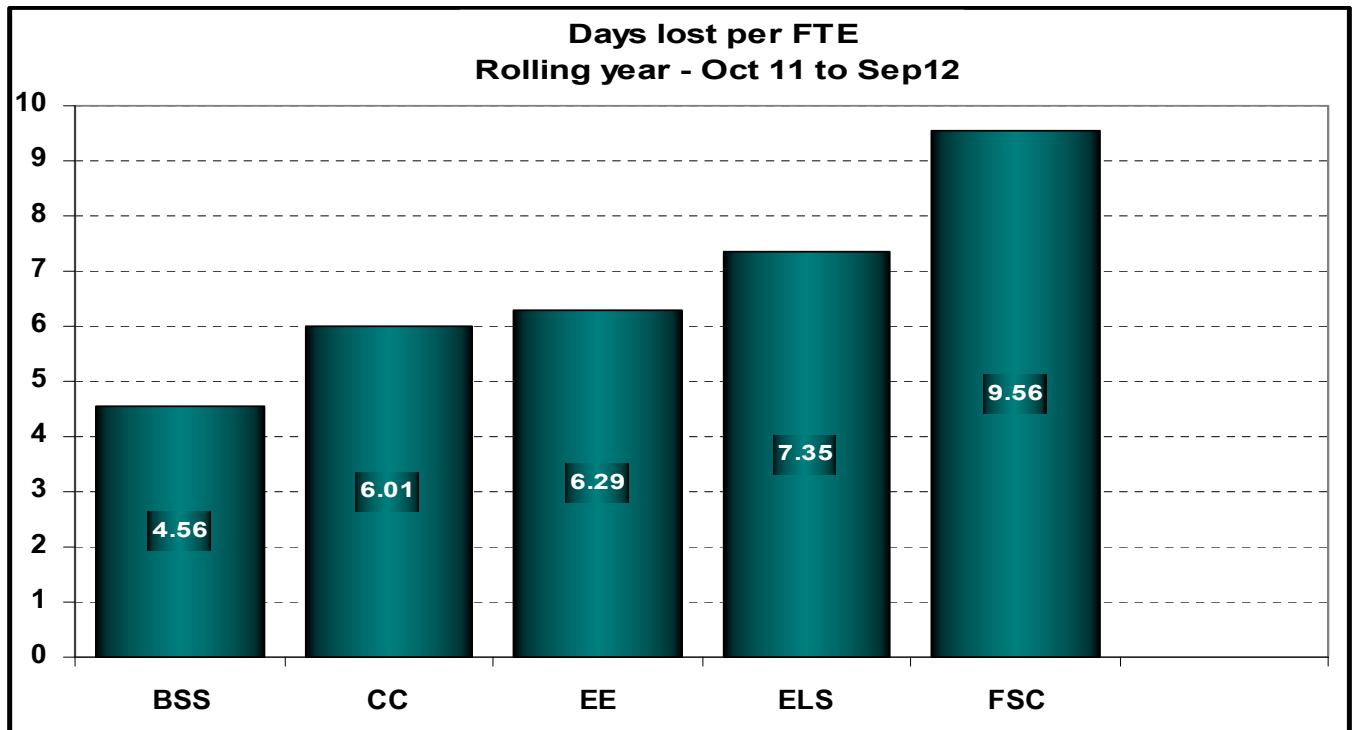
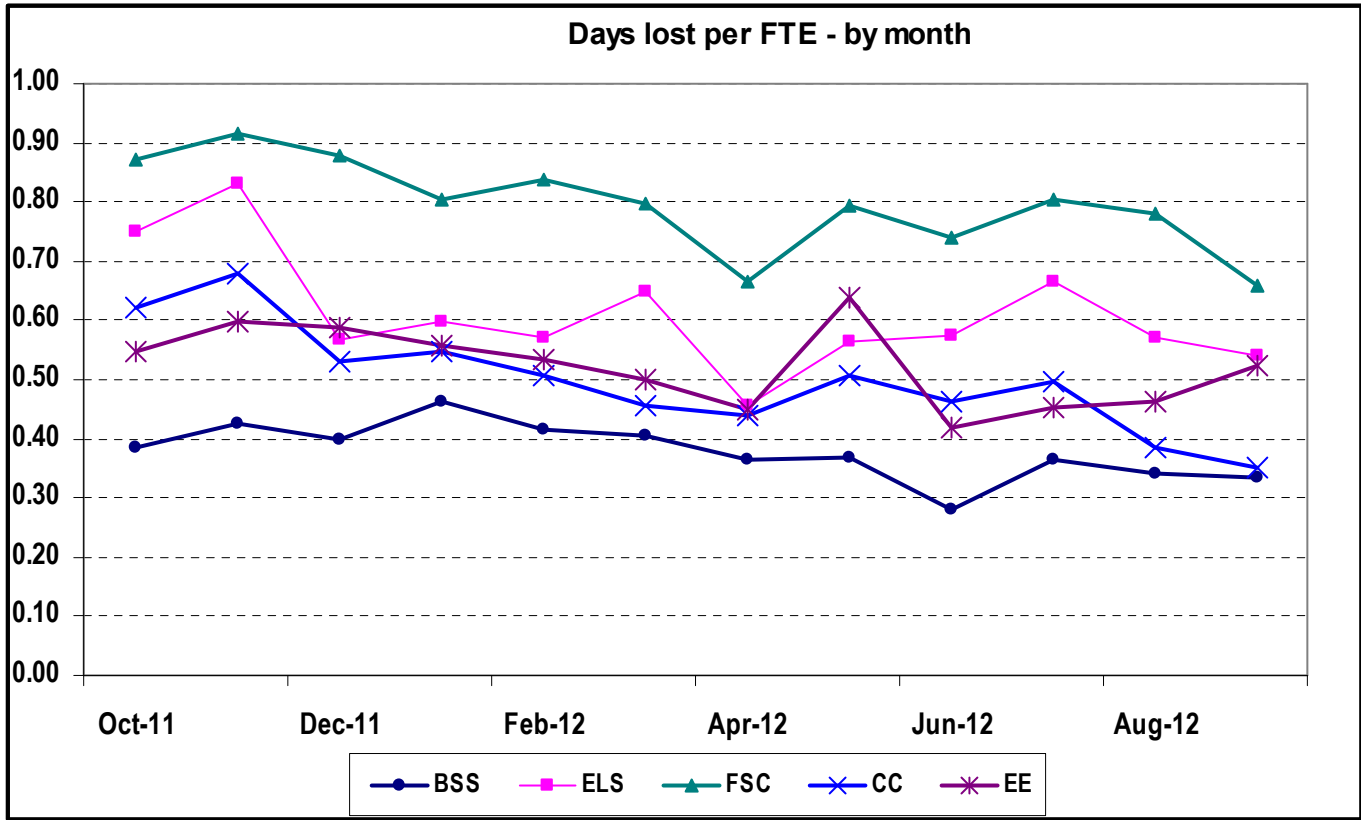


(iii) Staff turnover (excludes CRSS) - rolling year

	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
BSS	13.3%	13.9%	14.5%	14.8%	14.7%	14.4%	14.2%
CC	18.7%	18.2%	18.0%	17.6%	16.8%	15.7%	14.2%
EE	18.3%	18.9%	18.4%	18.6%	16.6%	14.4%	13.7%
ELS	20.3%	20.8%	20.3%	23.2%	24.4%	22.8%	23.4%
FSC	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
BSS	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
CC	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
EE	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
ELS	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
FSC	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
FTE	15,203.0	14,624.9	14,599.9	14,543.3	14,509.4	13,959.2	14,114.9
Headcount (inc. CRSS*)	24,932	24,113	24,126	23,960	23,975	23,148	23,125
Headcount (exc. CRSS*)	22,487	21,716	21,688	21,517	21,483	20,729	20,815
Contract count	30,325	29,363	29,399	29,204	29,233	28,230	28,146

*CRSS = Casual Relief, Sessional and Supply staff

