

PERSONNEL COMMITTEE

Wednesday, 8th June, 2016

2.00 pm

Wantsum Room, Sessions House, County Hall,
Maidstone





AGENDA

PERSONNEL COMMITTEE

Wednesday, 8th June, 2016, at 2.00 pm
Wantsum Room, Sessions House, County
Hall, Maidstone

Ask for: **Denise Fitch**
Telephone **03000 416090**

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

Membership (9)

- Conservative (5): Mr P B Carter, CBE (Chairman), Mr G Cooke (Vice-Chairman),
Mr J D Simmonds, MBE, Mrs P A V Stockell and Mr B J Sweetland
- UKIP (2) Mr L Burgess and Mr M Heale
- Labour (1) Ms A Harrison
- Liberal Democrat (1): Mrs T Dean, MBE

Please note: that the unrestricted part of this meeting may be filmed by any member of the public or press present.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

UNRESTRICTED ITEMS

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

COMMITTEE BUSINESS

- 1 Substitutes
- 2 Declarations of Interests by Members in items on the Agenda for this meeting.
- 3 Minutes (Pages 5 - 8)
- 4 Employee Relations Casework Activity (Pages 9 - 12)

5 Annual Workforce Profile (Pages 13 - 30)

6 Apprenticeship Levy (Pages 31 - 38)

7 Date of Next Meeting

The next meeting of the Committee will be held on 13 October 2016 at 2.00pm

8 Motion to exclude the Press and Public

RESOLVED 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, 2 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 press and public)

9 Interim Update on terms and conditions for Public Health staff (Pages 39 - 44)

10 Legal ABS (Pages 45 - 52)

Peter Sass
Head of Democratic Services
03000 416647

Tuesday, 31 May 2016

KENT COUNTY COUNCIL**PERSONNEL COMMITTEE**

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Tuesday, 26 January 2016.

PRESENT: Mr P B Carter, CBE (Chairman), Mr G Cooke (Vice-Chairman), Mr L Burgess, Miss S J Carey (Substitute for Mr J D Simmonds, MBE), Mrs T Dean, MBE, Ms A Harrison, Mr M Heale, Mrs P A V Stockell and Mr B J Sweetland.

IN ATTENDANCE: Ms D Fitch (Democratic Services Manager (Council)), Mr I Allwright (Employment Policy Manager), Mr P Royel (Head of Employment Strategy) and Mrs A Beer (Corporate Director Engagement, Organisation Design & Development).

UNRESTRICTED ITEMS**86. Minutes - 4 November 2015**
(Item A3)

(1) In relation to minute no 84 - "Succession Planning" Mrs Beer gave an update on the further work that had been commissioned by the Committee at their last meeting about the impacts of the move towards a Commissioning Authority, ongoing service transformation and proposed new service delivery models. She confirmed that the Committee would be meeting on 11 March to review the current configuration of senior posts and the steps being taken as a result of the outcomes of succession planning exercises across all Directorates which have highlighted some significant issues in some divisions.

(2) In relation to the importance of assisting staff, particular at the senior level and Cabinet Members to maintain good health. Mrs Beer undertook to submit a paper to the next meeting of the Committee on the health and wellbeing agenda and its implications for staff, including making regular medicals compulsory for staff in certain posts.

(3) Mrs Beer confirmed that, in accordance with minute no 76 (4) she had taken forward the issue raised in relation to the processing of Blue Badge applications and had been assured that these were now being dealt with in a timely way.

(4) RESOLVED that the minutes of the meeting held on 4 November 2015 are correctly recorded and that they be signed by the Chairman.

87. Employee Relations Casework Activity
(Item A4)

(1) Mr Allwright introduced a report which updated the Committee on employee relations case work activity for the period 1 April to 30 September 2015.

(2) RESOLVED that the report of employee relations activity including senior officer appeals hearings be noted.

88. Annual Workforce Profile

(Item A5)

(1) Mr Allwright introduced a report which provided an update on the annual workforce profile report, presented to Personnel Committee in June 2015. This report provided information on the changes in staffing levels, demographics and diversity of Kent County Council's workforce in the six month period ending 30 September 2015.

(2) At the request of a Member, Mr Allwright undertook to provide Members in following reports the profile of the Kent population compared to the staff profile for KCC.

(3) In response to a question on the number of agency staff, Mr Allwright explained that some of these were seasonal roles, so were addressing a particular pressure of work for a brief period, these figures were consistent with the previous year. Mrs Beer stated that the highest percentage of agency staff were employed in social care, due to the national shortage of social care staff and the increase in unaccompanied asylum seekers.

(4) RESOLVED that the report be noted.

89. Motion to Exclude the Press and Public

(Item A6)

RESOLVED 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, 2 and 4 of part 1 of Schedule 12A of the Act.

90. Local Pay Bargaining - 2016/17

(Item A7)

(1) Mr Royel introduced a report which provided a summary of the position for this year's Local Bargaining process. Endorsement of the proposed action was sought from Personnel Committee was requested, prior to approval being sought from full Council on 11 February 2016.

(2) Mr Royel answered questions from Members about the foundation living wage, the national living wage, the national minimum wage and KCC pay scales.

(3) RESOLVED that the Committee endorse and recommend the following to County Council on 11 February 2016:

- (a) a single pot of 2% for 2016/17 for pay to be used to reward all staff in accordance with Total Contribution Pay (TCP)
- (b) in recognition of the continued aspiration to move toward the Living Wage, a minimum award of £340 and the lowest value of both of the lowest grades be adjusted by the same amount, which subject to the final TCP moderation process and retention of the proposed pot would be affordable.
- (c) the Cabinet Member for Corporate & Democratic Services, in accordance with his delegated authority, agree the final award values of the Total Contribution Pay process.

91. Director Appointment
(Item A8)

- (1) Mrs Beer introduced a report which recommended the appointment to the post of Director of Highways, Transportation and Waste on a permanent basis.
- (2) RESOLVED that Roger Wilkin be appointed to the Director of Highways, Transportation and Waste post without recourse to a Member Panel.

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By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer - Corporate Director – Engagement, Organisation Design and Development

To: Personnel Committee

Date: 8 June 2016

Subject: Employee Relations Casework Activity

Classification: **Unrestricted**

SUMMARY: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2015 to 31 March 2016.

1. INTRODUCTION

- 1.1 Personnel Committee has previously received reports on discipline, capability and grievance activity which provided an overview of the distribution of cases. This report updates the Committee on the full year figures for 2015-16.
- 1.2 The figures are provided in the context of there being increasingly less HR resource and a greater focus on KCC managers leading performance management successfully. HR continues to take a lead in working with managers to raise standards and their confidence in managing employee relations. Also, understanding the level of case activity is a useful barometer in demonstrating how KCC is approaching the management of its employees' performance.

2. CASE ANALYSIS

- 2.1 The greatest volume of cases in the year were those concerning ill health (Appendix 1). However, there were 43 fewer cases on the previous year, which continues the trend from 2013/14. Whilst the numbers are falling there are a continuing high number of cases. This does not reflect, necessarily, high levels of continuing ill health in the organisation but indicates managers are addressing sickness absence at an early stage. HR has continued to support and skill up managers to ensure that they can deal with these type of cases effectively at the informal stage. This means that these cases are less likely to require recourse to using the formal procedure.
- 2.2 The number of disciplinary cases has fallen by 25 against the previous year. In February 2015 the Council replaced its grievance and harassment policy and procedures with a resolution policy. For the period of this report there were 39 resolution cases that came into HR (this included 3 opened before April). This is a slightly smaller volume of activity compared to 2014/15 and there is an expectation that this could reduce further as managers increasingly deal with disputes without relying on a formal process. There

were also 10 mediation requests from 1 April 2015 to 31 March 2016 (three of which were subsequently withdrawn).

- 2.3 The number of Employment Tribunal cases against KCC remains relatively few for an organisation of its size. This is partly attributable to the business focused, risk aware advice given by KCC's HR Advisers in liaison with their Legal Services colleagues. Of the claims in 2015/16, two were heard by an Employment Judge; four are still outstanding and five cases did not proceed. KCC was successful in one of the cases heard by an Employment Judge.

3. DISMISSAL APPEALS HEARD BY SENIOR OFFICERS

- 3.1 Appeals against dismissal are managed through HR and they are arranged with the support of the Challenger Group, which has resulted in this task being better distributed across the management population.
- 3.2 Seven dismissal appeals were heard by senior officers between 1 April 2015 and 31 March 2016. The table below illustrates the distribution between directorates, case type and outcomes.

| Directorate | No. of Appeals | Case Type | Outcomes |
|--|-----------------------|------------------|-------------------|
| Social Care, Health & Wellbeing | 3 | 3 conduct | dismissals upheld |
| Strategic & Corporate Services | 1 | 1 conduct | dismissal upheld |
| Education & Young People's Services | 3 | 3 conduct | dismissals upheld |
| TOTAL | 7 | | 7 dismissals |

4. RECOMMENDATION

- a) Personnel Committee notes the report of employee relations activity including senior officer appeals hearings.

Paul Royel
Head of Human Resources
Ext 416631

Background Document – none

Number of Employee Relations Cases

| | April 2013 – March 2014 | April 2014 – March 2015 | April 2015 – March 2016 |
|-------------------------------|-------------------------|-------------------------|-------------------------|
| Appeals | 22 | 22 | 16 |
| Appeals (Dismissal) | 8 | 8 | 11 |
| Capability – Ill Health | 287 | 278 | 235 |
| Capability – Other | 3 | 5 | 8 |
| Capability – Poor Performance | 87 | 63 | 48 |
| Disciplinary | 147 | 149 | 124 |
| Grievance | 56 | 46 | 39 |
| Harassment | 17 | 11 | 7 |
| Employment Tribunal | 17 | 15 | 11 |
| Grand Total | 644 | 597 | 499 |

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Annual Workforce Profile Report

By: Gary Cooke - Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee

Date: 8 June 2016

Subject: Annual Workforce Profile Report

Classification: Unrestricted

Summary

This report provides information on the staffing levels in the various sectors of the Authority's workforce, together with comparative information from recent years. The report also provides information on the diversity and demographics of the current workforce including breakdowns of staff by each of the diversity strands.

Within the report comparators, unless otherwise stated, are from the end of the previous financial year.

Headlines

1. The Non-schools workforce

- The staffing level has fallen by 253 FTE over the year
- Rolling turnover has increased over the year, to 16.8% excluding CRSS (Casual, Relief, Sessional and Supply) staff
- Sickness has reduced slightly since March 15 to 6.98 days lost per FTE

2. KCC's workforce – all staff

- A reduction of approximately 553 FTE over the year, to 20,363.1 FTE
- 71.6% of contracts are 'Permanent'
- 72.9% of Kent range posts graded KR6 or below

3. The Directorates

- The staffing levels reduced in three of the four directorates, with the greatest percentage change in ST, where there was a reduction in FTE of 15.4%. There was a small increase in SC of 1.8% FTE
- The proportion of Permanent contracts varies from 64.1% in GT to 89.2% in ST

4. The School workforce (Maintained schools only)

- The FTE of staff in schools buying HR Services from KCC has reduced by 300 this year to 12,643.5. The School Workforce Census indicates that at November 2015 the Kent Schools workforce was 13,642.39 FTE
- Between the 2014 and 2015 School Workforce Census dates the number of maintained schools fell by 28; of these 21 schools adopted academy status (20 Primary and 1 Secondary)

2. The Non-schools workforce

2.1. Introduction

This section contains information about the Non-schools workforce as at 31 March 2016 with comparative figures for the previous year shown in brackets.

Performance indicators are calculated for this sector every month, including a set of statistics that relates specifically to staff within the Leadership Group, defined as those on KR13 or above, and certain groups of staff with a minimum salary of £50,108.

2.2. Staffing levels

Staffing levels fell during the year to 7,719.6 FTE at the year end. This is 253 FTE lower than end of the last financial year. (7,972.6 FTE at 31 Mar 2015).

Appendix 1 shows the full breakdown of staffing levels over recent years, by FTE, headcount and contract count.

2.3. Contract types

76.2% of staff are now on permanent contracts (74.6% at 31 Mar 2015) and the proportion of CRSS (Casual, Relief, Sessional and Supply) contracts has reduced this year and now stands at 17.9% (19.1% at 31 Mar 2015).

In March 2016 there were 1,986 CRSS contracts and approximately one quarter of staff on these contracts had another role within the Authority with contracted hours.

An ONS release in August 2015 entitled 'Contracts with no guaranteed hours' indicated that for October 2015 to December 2015, around 2.5% of all people in employment had a zero hours contract as their main employment.

2.4. Agency staff

KCC employs agency staff for the non-schools sector, recruited primarily through Connect 2 Staff, part of Commercial Services Trading Ltd, a company wholly-owned by Kent County Council.

2.4.1. Agency staff numbers

As at March 2016, there were 671 agency staff (675 at 31 Mar 2015) employed in non-schools, covering a variety of different positions, but particularly Administration and Social Work roles. Year on year comparisons show the number of agency staff falling slightly.

2.4.2. Agency staff costs

The interim out-turn spend* on agency staff in 2015-16 was £30,676,789 which equated to approximately 9.1% of the £336 million pay-bill for the year. (Final figures for 2014/15 were a pay-bill of £338 million with agency staff costs accounting for 8.2% of this).

The count of agency staff has reduced slightly with the cost, as a percentage of the pay-bill, returning to its 2013/14 level after a reduction last year.

(*figure to be finalised)

Appendix 7 shows number and spend on agency staff over recent years

2.5. Staff by salary band

Around 42.3% of staff are in the salary band KR6 or below, with a maximum full-time salary of £21,085 (43.1% at 31 Mar 2015). 75.5% of staff are on grades KR9 or below, earning a maximum full-time salary of £31,446 (75.7% at 31 Mar 2015). The proportion of staff on grades KR14 and above has remained constant, at slightly below 2%.

In February 2015, the Government introduced a revised version of the Local Government Transparency Code. Under this code the Authority must publish information on employees whose salary exceeds £50,000 and an organisation chart that covers employees in the top three levels of the organisation, including salary and job information for each employee. KCC will publish this information on kent.gov.uk.

Appendix 4 shows the Non-schools workforce by salary band

2. The Non-schools workforce

2.6. Rolling turnover (excluding CRSS staff)

Rolling turnover showed an increase during 2015-16, reaching a rate of 16.8% in March 2015 (15.5% at 31 Mar 2015).

A survey conducted by Xpert HR that focussed on turnover rates for 2014 showed the average labour turnover rate for the public sector to be 14.1% (based on the public sector employers who responded to the survey question).

Appendix 8 shows the rolling turnover for the Non-schools workforce

2.7. Reasons for leaving

Analysis of 'reasons' for leaving shows that the primary reason was 'Resignation – New employment' followed by 'Resignation – Other' and 'TUPE Transfer'.

Appendix 9 shows the leavers by leaving reason

2.8. Redundancies

During 2015-16 there were 194 redundancies (221 in 2014-15). Redundancy payments for the year 2015-16 totalled £2,285,916* (£3,058,932 in 2014-15), indicating an average redundancy payment of £11,783 (£13,841 in 2014-15)*.

** This is an estimated figure as the date of leaving due to redundancy and the redundancy payment may not occur in the same year.*

2.9. Sickness performance indicator

The sickness performance indicator calculates the working days lost per FTE and in 2015-16 this figure was 6.98 days per FTE (7.18 in 2014-15).

The 'Absence Management Survey 2015', conducted by the CIPD, in partnership with Simply Health, found the absence rate for staff in Local Government to be 7.9 days per employee per year. The survey also found that 'Higher levels of absence in larger organisations' and the absence rate for organisation with 5,000+ staff was 9.9 days per employee per annum. The sickness rate for the Non-schools workforce compares even more favourably than last year with these figures.

Appendix 6 shows more detailed analysis of sickness levels in the Non-schools workforce

2.10. Primary reasons for sickness absence (by calendar days lost)

Reasons for sickness absence remain fairly consistent with previous years with the most calendar days lost being due to 'Musculoskeletal', then 'Mental Health', followed by 'Gastro Intestinal' and 'Stress – Not Mental Health'.

The Absence Management Survey 2015 (conducted by the CIPD in partnership with SimplyHealth) found that: *'minor illness remains the most common cause of short-term absence , followed by musculoskeletal injuries back pain and stress'*.

Within the Non-schools sector, sickness due to 'musculoskeletal' problems account for 23% of calendar days lost, the same proportion as in 2014/15.

Appendix 6 shows further information on sickness levels over recent years.

2. The Non-schools workforce

2.11. Equality

A breakdown of KCC non-schools staff by equality strand is shown below with March 2015 figures in brackets.

The percentage of females has remained relatively static at 77.2% (77.1% in March 2015) and the proportion of females in the leadership group has increased to 59.2% (57.6% in March 2015).

The percentage of BME staff has risen slightly this year, to 6.8% (6.1% in March 2015). The proportion of BME staff in the Leadership group shows a quite similar rise, to 7.0% (6.4% in March 2015).

Disabled staff make up 3.8% of staff in the non-schools sector (3.9% in March 2015) with a rise to 4.4% of those in the Leadership group (3.6% in March 2015).

In each of the diversity strands, the level of representation in the Leadership group is similar to the level of representation in the wider workforce, with the exception of the proportion of females, where the difference is distinctly lower.

Full details of the breakdown of the non-schools sector by diversity strand can be found at Appendix 3

2.12. Equality in recruitment

KCC continues to attract people from across the Protected Characteristics. However, the proportion of people applying from particular groups does not always correspond to the proportion of those being appointed. For example 5.5% of people shortlisted were disabled 3.0% of the people recruited were. However this is less of a difference than the 2014/15 figures where 5.8% were shortlisted but only 2.3% hired. Similarly 23.5% of applicants shortlisted were from BME groups whereas only 12.9% of those recruited were. This is a definite contrast to the previous year when 13.4% were shortlisted and 9.1% hired.

Detailed recruitment information can be found at Appendix 5.

2.13. Age profile

2.1.1. Average age

In March 2016 the average age was 45.1 which remains the same as the previous year.

2.1.2. Age performance indicators (excludes CRSS staff)

The proportion of staff aged 30 or under has increased slightly over the year, now standing at 16.7% (16.2% in March 2015). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group (53.7%) than in the Non-Schools sector as a whole (39.4%).

Full age performance indicators results are shown at Appendix 3

2.14. Apprentices

As at 31 March 2016, there were 75 members of staff on apprentice grades in the non-schools sector, lower than the March 2015 figure of 100 apprentices.

2.15. Spans and layers

The Non-schools workforce had a structure with 8 layers as at 01 April 2016, with managers having an average span of 5.5 FTE. Within the structure were 159 one-to-one reports.

3. Directorate details

3.1. Introduction

This section contains key staffing information about the workforce in each of the Directorates as at 31 March 2016. Performance Indicators are calculated for this sector on a monthly basis and include a set of statistics relating to staff within the Leadership Group of each Directorate.

3.2. March 2016 staffing levels

Staffing levels decreased slightly in 3 out of the 4 Directorates over the course of the year, with the greatest percentage change in ST, where there was a reduction in FTE of around 15.4%. EY saw the smallest percentage reduction, with a reduction in FTE of approximately 2.3%. Staffing Levels in SC increased in FTE around 1.8%

Appendix 1 shows staffing levels by Directorate

3.3. Contract types

The breakdown of contract types differs significantly by Directorate, with the proportion of Permanent contracts varying from 66.0% in EY to 89.2% in ST. ST has the highest proportion of temporary contracts (6.0%) and GT has the highest proportion of fixed-term contracts (3.9%). EY and GT both have around 30% of CRSS contracts, whereas the proportion of CRSS contracts in SC and ST is much lower at 10.7% and 1.4% respectively. The CRSS roles in EY include Tutors, Youth support workers, Instructors and Invigilators. Within GT, they include Celebratory officers, Customer support assistants, Cycle instructors and Road crossing patrol staff.

Appendix 2 shows full details of the breakdown by contract types

3.4. Agency staff

As at 31 March 2016, there were agency staff working in all of the Directorates. The numbers varied from 49 in ST to 429 in EY.

Appendix 7 shows more detailed information on agency staff by Directorate

3.5. Age performance indicators

ST has the highest proportion of staff aged 25 and under, at 11.8%. When the group of younger staff is extended to take into account staff aged 30 or over the figure in ST rises to 22.2%.

Staff aged 50 or over account for 45.7% of those in GT, but only 29.1% in ST. All Directorates employ staff aged 65 or over, but GT has the highest percentage, at 3.6% and ST has the lowest, at 1.0%.

3.6. Sickness performance indicators

Once again, the sickness rates varied noticeably between Directorates, from the lowest in ST, at 4.9 days lost per FTE, to 8.4 days lost per FTE in SC.

Appendix 6 provides detailed information on sickness levels

3.7. Staff by salary band

Distribution across the salary bands varies considerably between the Directorates. The proportion of contracts at KR6 & below varies from 22.6% in ST to 55.8% in GT. ST has the highest proportion of staff on more highly graded contracts (KR14 & above), at 4.6%.

Appendix 4 shows detailed information on staff by salary band.

3.8. Turnover (excluding CRSS staff)

Turnover levels for the year are more than 12% in all Directorates, but vary significantly. The turnover rate is lowest in SC (12.7%), increasing to 14.1% in GT and 21.7% in EY, with ST having the highest turnover at 24.2%.

3. Directorate details

3.9. Equality

The performance indicators show considerable differences in demographics across the Directorates.

The percentage of females is highest in SC, at 85.5% and lowest in GT at 61.5%. The figures for the Leadership population range from 38.8% in GT to 75.2% in SC.

The percentage of BME staff varies from 3.5% in GT to 8.5% in SC. Within the Leadership groups, the figures range from 3.4% in EY to 11.4% in GT.

Disabled staff make up around 4% of the workforce in all of the Directorates, but the proportion in the Leadership groups varies from 0.0% in GT to 7.1% in ST.

Full details of the breakdown of the non-schools sector by diversity strand can be found at Appendix 3

4.1 Introduction

This section of the paper contains information about staff in KCC maintained schools, this includes Community, Voluntary Controlled, Foundation and Voluntary Aided schools. The information included in this report relates primarily to schools that buy HR services from KCC (and have information about their staff stored on Oracle HR). Where data sources other than Oracle HR have been used, this is indicated in the report.

4.2 Current staffing levels (Maintained schools that purchase HR services from KCC)

The decline in the number of staff in schools continued over the year, with a reduction of 300 FTE to 12,643.5 FTE since 31 March 2015. The headcount in schools fell by 533. If CRSS staff are excluded from the headcount figures, the reduction over the year is 434.

Appendix 1 shows staffing numbers in schools over recent years

4.3 The School Workforce Census

The annual census of all Local Authority schools, the School Workforce Census (SWC) took place on 6th November 2015 and showed that there were 394 schools in Kent, comprising of 337 Primary schools, 35 Secondary schools and 22 Special schools.

Between the November 2014 and the November 2015 SWC, 21 schools left KCC to adopt Academy status and of these 1 was Secondary and 20 were Primary schools.

During the period 1 September 2014 to 31 August 2015, a total 78,895 days were lost due to sickness by school based staff, and approximately 33,077.50 of these were taken by teaching staff.

**Notes:*

Source = School Workforce Census November 2015

The collection of absence details is not mandatory for non-teaching staff

Absence data is included for staff employed during the year, but whose contract expired before the census date.

5. Recommendation

5.1 The report is for noting and members of the Personnel Committee are invited to suggest any changes to the format and to consider whether they still wish to receive information on staffing in schools.

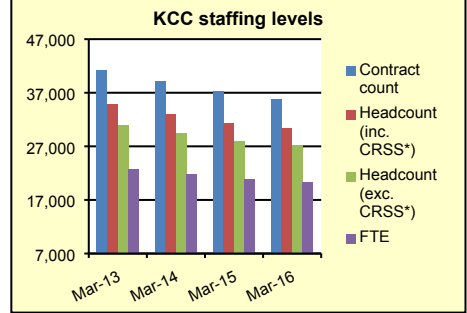
Paul Royel
Head of HR
03000 416631

Background documents - none

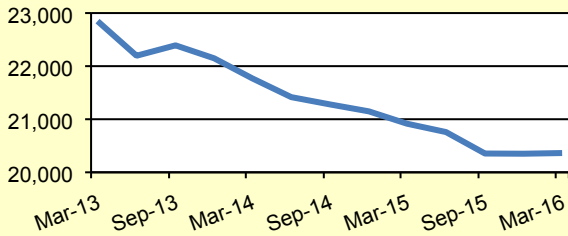
APPENDIX 1 - STAFFING LEVELS

KCC workforce: Staffing levels

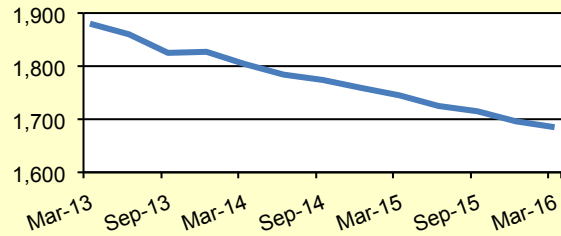
| | Mar-13 | Mar-14 | Mar-15 | Mar-16 | Mar-15 to Mar-16 | |
|-----------------------|----------|----------|----------|-----------------|------------------|--------------|
| | | | | | Change | % |
| Contract count | 41,201 | 39,194 | 37,285 | 35,825 | -1,460 | -3.9% |
| Headcount (inc CRSS*) | 34,952 | 33,095 | 31,437 | 30,448 | -989 | -3.1% |
| Headcount (exc CRSS*) | 30,993 | 29,456 | 27,933 | 27,176 | -757 | -2.7% |
| FTE | 22,848.2 | 21,769.8 | 20,915.9 | 20,363.1 | -553 | -2.6% |



KCC (FTE)

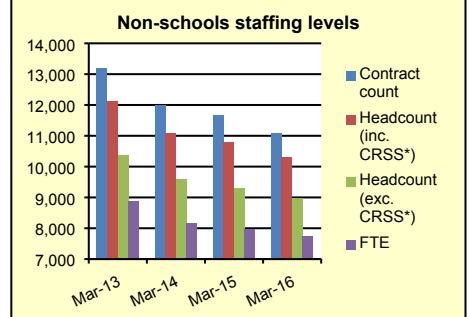


Local Government (FTE in 000s) - ONS



Non-schools workforce: Staffing levels

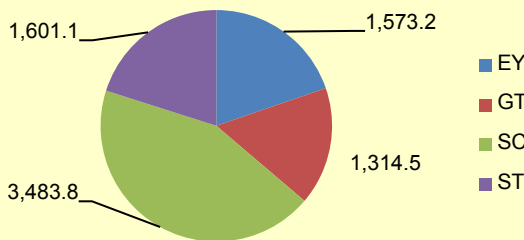
| | Mar-13 | Mar-14 | Mar-15 | Mar-16 | Mar-15 to Mar-16 | |
|------------------------|---------|---------|---------|----------------|------------------|--------------|
| | | | | | Change | % |
| Contract count | 13,172 | 11,995 | 11,667 | 11,086 | -581 | -5.0% |
| Headcount (inc. CRSS*) | 12,114 | 11,061 | 10,785 | 10,311 | -474 | -4.4% |
| Headcount (exc. CRSS*) | 10,360 | 9,574 | 9,296 | 8,967 | -329 | -3.5% |
| FTE | 8,874.7 | 8,161.9 | 7,972.6 | 7,719.6 | -253 | -3.2% |



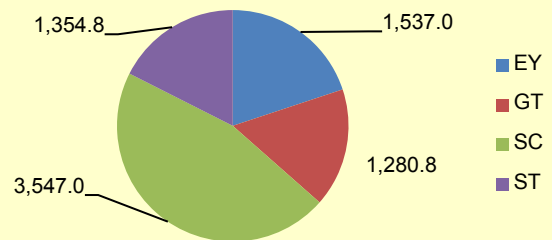
Directorates workforce: Staffing levels

| Directorate | Contract count | | Headcount (inc CRSS) | | Headcount (exc CRSS) | | FTE | | Change |
|-------------|----------------|--------------|----------------------|--------------|----------------------|--------------|---------|----------------|---------------|
| | Mar-15 | Mar-16 | Mar-15 | Mar-16 | Mar-15 | Mar-16 | Mar-15 | Mar-16 | |
| EY | 2,903 | 2,649 | 2,678 | 2,467 | 1,903 | 1,812 | 1,573.2 | 1,537.0 | -36.2 |
| GT | 2,370 | 2,294 | 2,163 | 2,109 | 1,626 | 1,603 | 1,314.5 | 1,280.8 | -33.7 |
| SC | 4,638 | 4,670 | 4,256 | 4,313 | 4,056 | 4,111 | 3,483.8 | 3,547.0 | 63.1 |
| ST | 1,756 | 1,473 | 1,746 | 1,471 | 1,720 | 1,452 | 1,601.1 | 1,354.8 | -246.3 |

Directorate FTE levels - March 2015

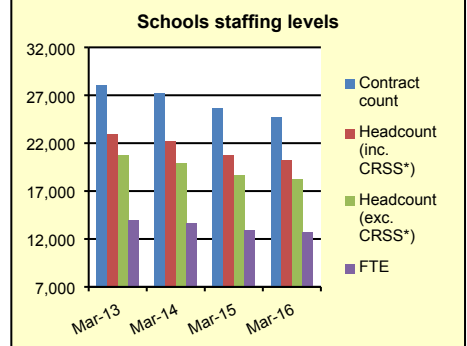


Directorate FTE levels - March 2016



Schools workforce: Staffing levels

| | Mar-13 | Mar-14 | Mar-15 | Mar-16 | Change (to 1 d.p.) Mar-15 to Mar-16 | |
|-----------------------|----------|----------|----------|-----------------|--|--------------|
| | | | | | Change | % |
| Contract count | 28,029 | 27,199 | 25,618 | 24,739 | -879 | -3.4% |
| Headcount (inc CRSS*) | 22,966 | 22,135 | 20,718 | 20,185 | -533 | -2.6% |
| Headcount (exc CRSS*) | 20,688 | 19,928 | 18,667 | 18,233 | -434 | -2.3% |
| FTE | 13,973.6 | 13,607.9 | 12,943.3 | 12,643.5 | -300 | -2.3% |



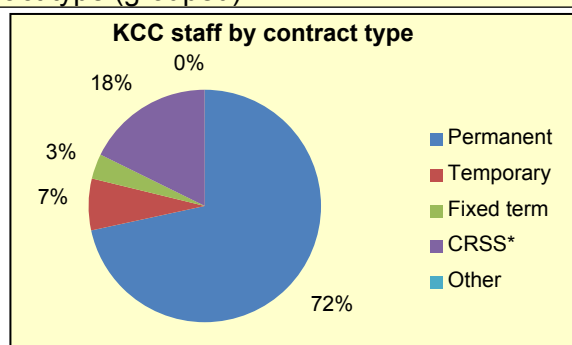
*CRSS = Casual, Relief, Sessional and Supply staff

Source Oracle HR C07 reports

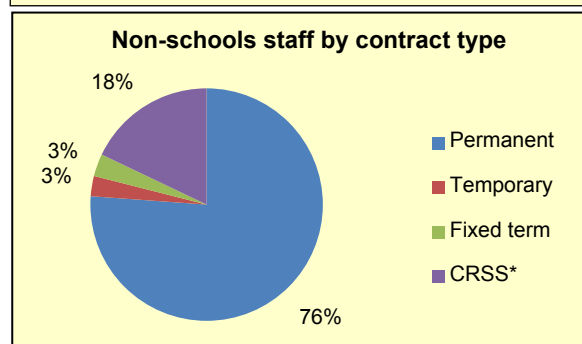
APPENDIX 2 - CONTRACT TYPES

KCC workforce: Staff by contract type (grouped)

| | Mar-15 | | Mar-16 | |
|--------------|---------------|-------------|---------------|--------------|
| | Count | Percentage | Count | Percentage |
| Permanent | 8,705 | 70.5% | 25,658 | 71.6% |
| Temporary | 2,764 | 7.4% | 2,574 | 7.2% |
| Fixed term | 1,300 | 3.5% | 1,245 | 3.5% |
| CRSS* | 6,904 | 18.5% | 6,344 | 17.7% |
| Other | 17 | 0.0% | 4 | 0.0% |
| Total | 37,285 | 100% | 35,825 | 100% |



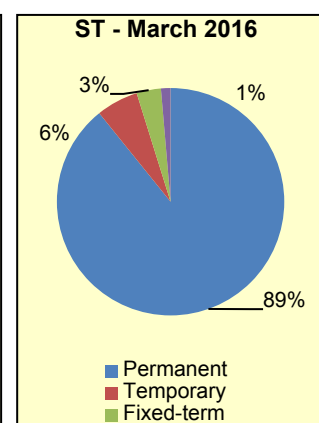
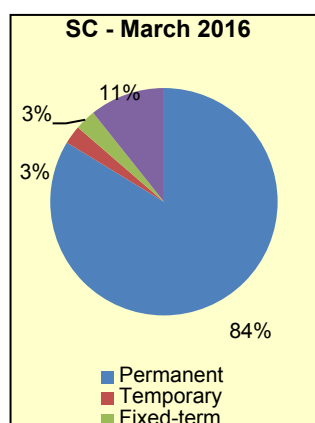
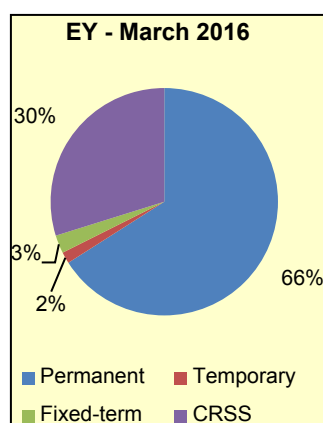
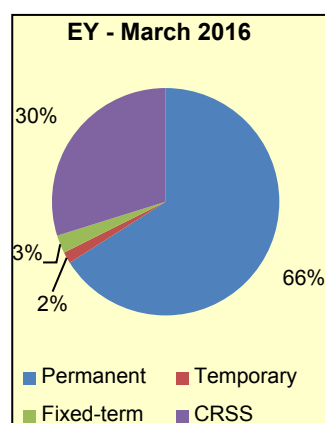
Non-schools workforce: Staff by contract type (grouped)



| | Mar-15 | | Mar-16 | |
|--------------|---------------|-------------|---------------|--------------|
| | Count | Percentage | Count | Percentage |
| Permanent | 8,705 | 74.6% | 8,442 | 76.2% |
| Temporary | 357 | 3.1% | 312 | 2.8% |
| Fixed term | 377 | 3.2% | 346 | 3.1% |
| CRSS* | 2,228 | 19.1% | 1,986 | 17.9% |
| Total | 11,667 | 100% | 11,086 | 100% |

Directorates: Staff by contract type (grouped)

| Directorate | Permanent | | Temporary | | Fixed Term | | CRSS* | |
|-------------|-----------|--------------|-----------|-------------|------------|-------------|--------|--------------|
| | Mar-15 | Mar-16 | Mar-15 | Mar-16 | Mar-15 | Mar-16 | Mar-15 | Mar-16 |
| EY | 62.0% | 66.0% | 2.0% | 1.6% | 3.2% | 2.6% | 32.7% | 29.8% |
| GT | 63.7% | 64.1% | 2.7% | 2.5% | 2.9% | 3.9% | 30.7% | 29.5% |
| SC | 83.4% | 83.7% | 2.7% | 2.6% | 2.7% | 3.0% | 11.2% | 10.7% |
| ST | 86.9% | 89.2% | 6.4% | 6.0% | 5.0% | 3.5% | 1.8% | 1.4% |



*CRSS = Casual, Relief, Seasonal and Supply staff

Source Oracle HR C07 reports

APPENDIX 3 - EQUALITIES

| Non-schools workforce (excluding CRSS) | | | | | |
|--|-----------|--------------|------------------|--------------|-------------|
| | All staff | | Leadership Group | | Kent County |
| | Mar-15 | Mar-16 | Mar-15 | Mar-16 | 2011 Census |
| Female | 77.1% | 77.2% | 57.6% | 59.2% | 51.1% |
| BME | 6.1% | 6.8% | 6.4% | 7.0% | 6.3% |
| Considered Disabled | 3.9% | 3.8% | 3.6% | 4.4% | 17.6% |
| Faith | 64.9% | 63.3% | 65.8% | 66.8% | 66.0% |
| LGB | 2.4% | 2.4% | 2.3% | 3.1% | |
| aged 25 and under | 7.7% | 8.0% | | | |
| aged 30 and under | 16.2% | 16.7% | 1.2% | 0.9% | |
| aged 50 and over | 39.9% | 39.4% | 54.4% | 53.7% | |
| aged 65 and over | 2.3% | 2.4% | 2.1% | 2.9% | |

| Directorates: All staff (excluding CRSS) March 2016 | | | | | |
|---|--------|------|---------------------|------|-------|
| | Female | BME | Considered Disabled | LGB | Faith |
| EY | 81.8% | 5.9% | 3.9% | 1.8% | 63.2% |
| GT | 61.5% | 3.5% | 3.8% | 2.1% | 63.9% |
| SC | 85.5% | 8.5% | 3.8% | 2.9% | 64.8% |
| ST | 65.20% | 6.4% | 4.0% | 1.7% | 58.0% |

| Directorates: Leadership Group (excluding CRSS) March 2016 | | | | | |
|--|--------|-------|---------------------|------|-------|
| | Female | BME | Considered Disabled | LGB | Faith |
| EY | 54.7% | 3.4% | 3.4% | 9.5% | 51.2% |
| GT | 38.8% | 11.4% | 0.0% | 3.0% | 73.5% |
| SC | 75.2% | 9.2% | 4.1% | 1.3% | 65.3% |
| ST | 55.5% | 5.1% | 7.1% | 1.4% | 74.3% |

| Directorates: All staff (excluding CRSS) March 2016 | | | | |
|---|-------------------|-------------------|------------------|------------------|
| | aged 25 and under | aged 30 and under | aged 50 and over | aged 65 and over |
| EY | 9.2% | 17.9% | 36.7% | 1.7% |
| GT | 6.9% | 14.0% | 45.7% | 3.6% |
| SC | 6.6% | 15.3% | 41.7% | 2.7% |
| ST | 11.8% | 22.2% | 29.1% | 1.0% |

| Directorates: Leadership Group (excluding CRSS) March 2016 | | | | |
|--|-------------------|-------------------|------------------|------------------|
| | aged 25 and under | aged 30 and under | aged 50 and over | aged 65 and over |
| EY | | 0.0% | 54.7% | 3.4% |
| GT | | 2.0% | 57.1% | 3.3% |
| SC | | 0.9% | 58.7% | 7.4% |
| ST | | 0.8% | 47.1% | 0.0% |

CRSS = Casual, Relief, Seasonal and Supply staff

Leadership Group = Kent Scheme staff on KR13 or above and certain groups of staff with a minimum salary of £50,108

APPENDIX 4 - SALARIES

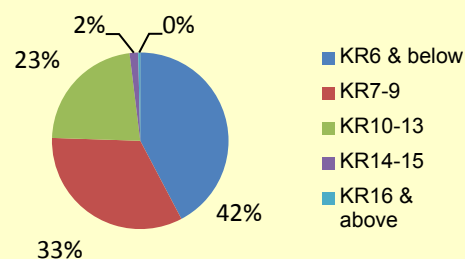
KCC Workforce: Staff by salary band (All KCC staff on Kent Range grades)

| KR equivalent | Mar-13 | | Mar-14 | | Mar-15 | | Mar-16 | |
|----------------|--------|--------|--------|--------|--------|--------|---------------|---------------|
| | Count | % | Count | % | Count | % | Count | % |
| KR 6 and below | 18,029 | 74.6% | 17,475 | 74.6% | 16,594 | 73.9% | 16,042 | 72.9% |
| KR 7-9 | 3,814 | 15.8% | 3,598 | 15.4% | 3,559 | 15.9% | 3,650 | 16.6% |
| KR 10-13 | 2,150 | 8.9% | 2,174 | 9.3% | 2,120 | 9.4% | 2,131 | 9.7% |
| KR 14-15 | 140 | 0.6% | 142 | 0.6% | 142 | 0.6% | 145 | 0.7% |
| KR 16+ | 41 | 0.2% | 38 | 0.2% | 33 | 0.1% | 33 | 0.1% |
| | 24,174 | 100.0% | 23,427 | 100.0% | 22,448 | 100.0% | 22,001 | 100.0% |

Non-schools workforce: Staff by salary band (All staff on Kent Range grades)

| Grade | Mar-15 | | Mar-16 | |
|--------------|--------|--------|--------------|---------------|
| | Count | % | Count | % |
| KR6 & below | 3,814 | 43.1% | 3,734 | 42.3% |
| KR7-9 | 2,881 | 32.6% | 2,936 | 33.2% |
| KR10-13 | 1,974 | 22.3% | 1,990 | 22.5% |
| KR14-15 | 138 | 1.6% | 139 | 1.6% |
| KR16 & above | 33 | 0.4% | 33 | 0.4% |
| | 8,840 | 100.0% | 8,832 | 100.0% |

Non-schools workforce: March 2016 Staff
by salary band



Directorates: Staff by salary band (All staff on Kent Range grades)

| | EY | | GT | | SC | | ST | |
|--------------|--------|---------------|--------|---------------|--------|---------------|--------|---------------|
| | Mar-15 | Mar-16 | Mar-15 | Mar-16 | Mar-15 | Mar-16 | Mar-15 | Mar-16 |
| KR6 & below | 39.4% | 40.3% | 54.7% | 55.8% | 46.2% | 44.8% | 28.2% | 22.6% |
| KR7-9 | 41.9% | 40.5% | 27.2% | 27.2% | 31.6% | 32.4% | 31.9% | 33.7% |
| KR10-13 | 16.8% | 17.4% | 16.7% | 15.6% | 20.9% | 21.5% | 35.8% | 39.0% |
| KR14-15 | 1.7% | 1.5% | 0.9% | 1.1% | 1.2% | 1.2% | 3.0% | 3.4% |
| KR16 & above | 0.2% | 0.2% | 0.5% | 0.3% | 0.1% | 0.1% | 1.0% | 1.2% |
| Total | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Figures based on staff with KR in grade name and exclude CRSS (Casual, Relief, Sessional and Supply) staff

APPENDIX 5 - RECRUITMENT

Non-schools workforce: Recruitment by diversity strand

Disability summary

| Breakdown of applicants at each stage | 2014/15 | | | | | | 2015/16 | | | | | |
|--|---------|--------|-------------|--------|-------|--------|---------|--------|-------------|--------|-------|--------|
| | Applied | | Shortlisted | | Hired | | Applied | | Shortlisted | | Hired | |
| | Count | % | Count | % | Count | % | Count | % | Count | % | Count | % |
| Disabled = Yes | 920 | 5.0% | 294 | 5.8% | 19 | 2.3% | 1,290 | 4.9% | 426 | 5.5% | 60 | 3.0% |
| Disabled = No | 17,335 | 95.0% | 4,744 | 94.2% | 808 | 97.7% | 24,854 | 95.1% | 7,390 | 94.5% | 1,934 | 97.0% |
| <i>Total excluding 'Choose not to declare'</i> | 18,255 | 100.0% | 5,038 | 100.0% | 827 | 100.0% | 26,144 | 100.0% | 7,816 | 100.0% | 1,994 | 100.0% |
| Chose not to declare | 177 | | 54 | | 24 | | 376 | | 109 | | 22 | |
| <i>Total including 'Choose not to declare'</i> | 18,432 | | 5,092 | | 851 | | 26,520 | | 7,925 | | 2,016 | |

BME summary

| Breakdown of applicants at each stage | 2014/15 | | | | | | 2015/16 | | | | | |
|--|---------|--------|-------------|--------|-------|--------|---------|--------|-------------|--------|-------|--------|
| | Applied | | Shortlisted | | Hired | | Applied | | Shortlisted | | Hired | |
| | Count | % | Count | % | Count | % | Count | % | Count | % | Count | % |
| BME = Yes | 2,913 | 16.8% | 647 | 13.4% | 73 | 9.1% | 5,623 | 27.2% | 1,401 | 23.5% | 271 | 12.9% |
| BME = No | 14,404 | 83.2% | 4,174 | 86.6% | 727 | 90.9% | 15,079 | 72.8% | 4,563 | 76.5% | 1,822 | 87.1% |
| <i>Total excluding 'Choose not to declare'</i> | 17,317 | 100.0% | 4,821 | 100.0% | 800 | 100.0% | 20,702 | 100.0% | 5,964 | 100.0% | 2,093 | 100.0% |
| Chose not to declare | 1,180 | | 282 | | 52 | | 6,049 | | 1,999 | | 36 | |
| <i>Total including 'Choose not to declare'</i> | 18,497 | | 5,103 | | 852 | | 26,751 | | 7,963 | | 2,129 | |

Gender summary

| Breakdown of applicants at each stage | 2014/15 | | | | | | 2015/16 | | | | | |
|--|---------|--------|-------------|--------|-------|--------|---------|--------|-------------|--------|-------|--------|
| | Applied | | Shortlisted | | Hired | | Applied | | Shortlisted | | Hired | |
| | Count | % | Count | % | Count | % | Count | % | Count | % | Count | % |
| Female | 12,411 | 67.5% | 3,720 | 73.3% | 641 | 75.9% | 18,575 | 69.9% | 5,853 | 73.9% | 1,608 | 76.0% |
| Male | 5,989 | 32.5% | 1,352 | 26.7% | 204 | 24.1% | 8,016 | 30.1% | 2,064 | 26.1% | 509 | 24.0% |
| <i>Total excluding 'Choose not to declare'</i> | 18,400 | 100.0% | 5,072 | 100.0% | 845 | 100.0% | 26,591 | 100.0% | 7,917 | 100.0% | 2,117 | 100.0% |
| Chose not to declare | 97 | | 31 | | 7 | | 160 | | 46 | | 12 | |
| <i>Total including 'Choose not to declare'</i> | 18,497 | | 5,103 | | 852 | | 26,751 | | 7,963 | | 2,129 | |

APPENDIX 5 - RECRUITMENT

| Religion/Belief summary | | | | | | | | | | | | |
|--|---------|--------|-------------|--------|-------|--------|---------|--------|-------------|--------|-------|--------|
| Breakdown of applicants at each stage | 2014/15 | | | | | | 2015/16 | | | | | |
| | Applied | | Shortlisted | | Hired | | Applied | | Shortlisted | | Hired | |
| | Count | % | Count | % | Count | % | Count | % | Count | % | Count | % |
| Religion/Belief = Yes | 9,696 | 55.7% | 2,736 | 57.4% | 428 | 53.6% | 14,277 | 56.2% | 4,295 | 57.3% | 1,083 | 54.4% |
| Religion/Belief = No | 7,714 | 44.3% | 2,029 | 42.6% | 370 | 46.4% | 11,107 | 43.8% | 3,195 | 42.7% | 908 | 45.6% |
| <i>Total excluding 'Choose not to declare'</i> | 17,410 | 100.0% | 4,765 | 100.0% | 798 | 100.0% | 25,384 | 100.0% | 7,490 | 100.0% | 1,991 | 100.0% |
| Chose not to declare | 1,087 | | 338 | | 54 | | 1,367 | | 473 | | 138 | |
| <i>Total including 'Choose not to declare'</i> | 18,497 | | 5,103 | | 852 | | 26,751 | | 7,963 | | 2,129 | |

| Sexual Orientation summary | | | | | | | | | | | | |
|--|---------|--------|-------------|--------|-------|--------|---------|--------|-------------|--------|-------|--------|
| Breakdown of applicants at each stage | 2014/15 | | | | | | 2015/16 | | | | | |
| | Applied | | Shortlisted | | Hired | | Applied | | Shortlisted | | Hired | |
| | Count | % | Count | % | Count | % | Count | % | Count | % | Count | % |
| Heterosexual = Yes | 16,618 | 97.0% | 4,569 | 97.3% | 772 | 97.0% | 23,882 | 95.4% | 7,120 | 95.9% | 1,939 | 97.0% |
| Heterosexual = No | 517 | 3.0% | 128 | 2.7% | 24 | 3.0% | 1,153 | 4.6% | 302 | 4.1% | 60 | 3.0% |
| <i>Total excluding 'Choose not to declare'</i> | 17,135 | 100.0% | 4,697 | 100.0% | 796 | 100.0% | 25,035 | 100.0% | 7,422 | 100.0% | 1,999 | 100.0% |
| Chose not to declare | 1,362 | | 406 | | 56 | | 1,716 | | 541 | | 130 | |
| <i>Total including 'Choose not to declare'</i> | 18,497 | | 5,103 | | 852 | | 26,751 | | 7,963 | | 2,129 | |

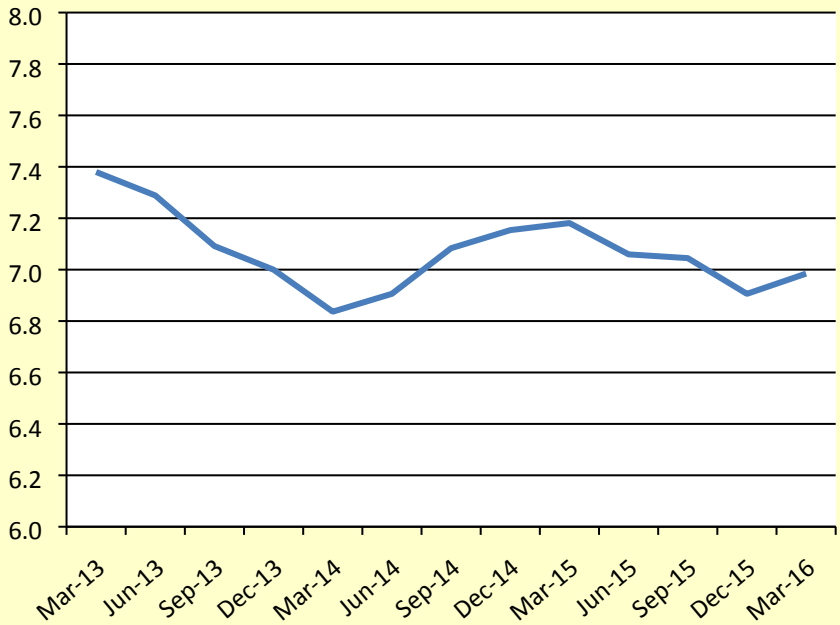
| Age summary | | | | | | | | | | | | |
|--|---------|--------|-------------|--------|-------|--------|---------|--------|-------------|--------|-------|--------|
| Breakdown of applicants at each stage | 2014/15 | | | | | | 2015/16 | | | | | |
| | Applied | | Shortlisted | | Hired | | Applied | | Shortlisted | | Hired | |
| | Count | % | Count | % | Count | % | Count | % | Count | % | Count | % |
| Up to 19 | 886 | 4.9% | 260 | 5.2% | 44 | 5.3% | 1,246 | 4.7% | 320 | 4.1% | 98 | 4.7% |
| 20 - 25 | 5,184 | 28.4% | 990 | 19.7% | 163 | 19.5% | 6,467 | 24.5% | 1,444 | 18.4% | 391 | 18.6% |
| 26 - 35 | 4,789 | 26.2% | 1,150 | 22.9% | 210 | 25.1% | 6,953 | 26.3% | 1,951 | 24.9% | 523 | 24.9% |
| 36 - 45 | 3,447 | 18.9% | 1,119 | 22.3% | 188 | 22.5% | 5,124 | 19.4% | 1,722 | 21.9% | 465 | 22.1% |
| 46 - 55 | 2,933 | 16.1% | 1,138 | 22.7% | 179 | 21.4% | 5,097 | 19.3% | 1,852 | 23.6% | 465 | 22.1% |
| 56 - 65 | 994 | 5.4% | 349 | 7.0% | 50 | 6.0% | 1,449 | 5.5% | 529 | 6.7% | 149 | 7.1% |
| over 65 | 16 | 0.1% | 11 | 0.2% | 2 | 0.2% | 58 | 0.2% | 28 | 0.4% | 11 | 0.5% |
| <i>Total excluding 'Choose not to declare'</i> | 18,249 | 100.0% | 5,017 | 100.0% | 836 | 100.0% | 26,394 | 100.0% | 7,846 | 100.0% | 2,102 | 100.0% |
| Chose not to declare | 248 | | 86 | | 16 | | 357 | | 117 | | 27 | |
| <i>Total including 'Choose not to declare'</i> | 18,497 | | 5,103 | | 852 | | 26,751 | | 7,963 | | 2,129 | |

APPENDIX 6 - SICKNESS

Non-schools workforce: Sickness levels Mar13 to Mar16

| Month | Days lost per FTE in month | 12 month rolling average |
|--------|----------------------------|--------------------------|
| Mar-13 | 0.58 | 7.38 |
| Jun-13 | 0.48 | 7.29 |
| Sep-13 | 0.52 | 7.09 |
| Dec-13 | 0.63 | 7.00 |
| Mar-14 | 0.56 | 6.84 |
| Jun-14 | 0.55 | 6.91 |
| Sep-14 | 0.59 | 7.08 |
| Dec-14 | 0.71 | 7.15 |
| Mar-15 | 0.61 | 7.18 |
| Jun-15 | 0.56 | 7.06 |
| Sep-15 | 0.57 | 7.04 |
| Dec-15 | 0.63 | 6.91 |
| Mar-16 | 0.65 | 6.98 |

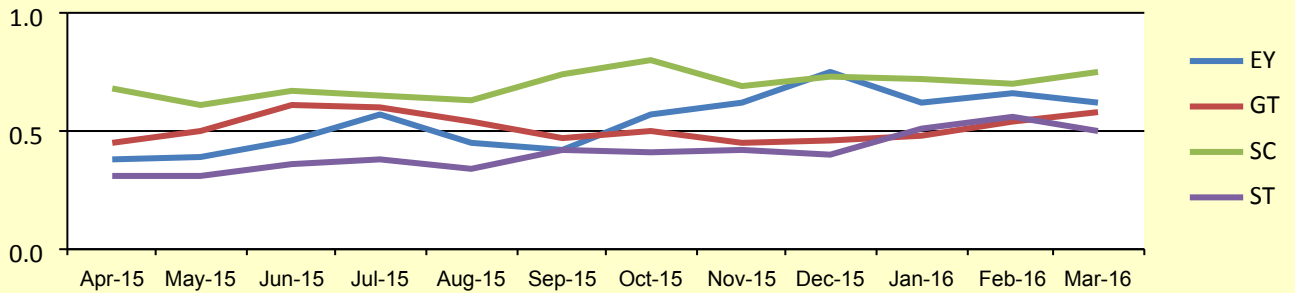
Non-schools workforce: Sickness levels (12 month rolling average)



Directorates: Sickness

| Directorate | Days lost per FTE | | | | | | | | | | | | Total |
|-------------|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------------|
| | Apr15 | May15 | Jun15 | Jul15 | Aug15 | Sep15 | Oct15 | Nov15 | Dec15 | Jan16 | Feb16 | Mar16 | |
| EY | 0.38 | 0.39 | 0.46 | 0.57 | 0.45 | 0.42 | 0.57 | 0.62 | 0.75 | 0.62 | 0.66 | 0.62 | 6.50 |
| GT | 0.45 | 0.50 | 0.61 | 0.60 | 0.54 | 0.47 | 0.50 | 0.45 | 0.46 | 0.48 | 0.54 | 0.58 | 6.18 |
| SC | 0.68 | 0.61 | 0.67 | 0.65 | 0.63 | 0.74 | 0.80 | 0.69 | 0.73 | 0.72 | 0.70 | 0.75 | 8.37 |
| ST | 0.31 | 0.31 | 0.36 | 0.38 | 0.34 | 0.42 | 0.41 | 0.42 | 0.40 | 0.51 | 0.56 | 0.50 | 4.88 |

Sickness levels by month - Days lost per FTE

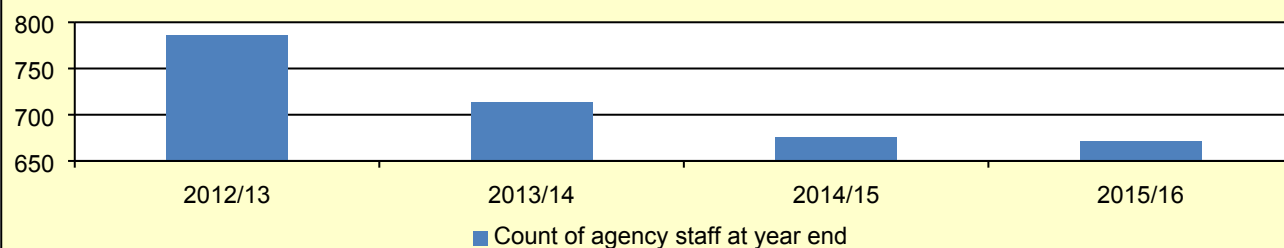


APPENDIX 7 - AGENCY STAFF

Non-schools workforce: Agency staff

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|--|--------------|--------------|--------------|--------------|
| Count of agency staff at year end | 786 | 713 | 675 | 671 |
| Spend in year | £31,287,565 | £31,926,551 | £27,812,830 | £30,676,789 |
| Staffing budget for year | £354,961,120 | £347,965,571 | £338,845,161 | £336,094,454 |
| Agency spend in year as % of staffing budget | 8.81% | 9.18% | 8.21% | 9.13% |

Non-schools workforce: Agency staff



Directorates: Agency staff

| Directorate | 2015/16 |
|--------------|------------|
| EY | 429 |
| GT | 116 |
| SC | 77 |
| ST | 49 |
| Total | 671 |

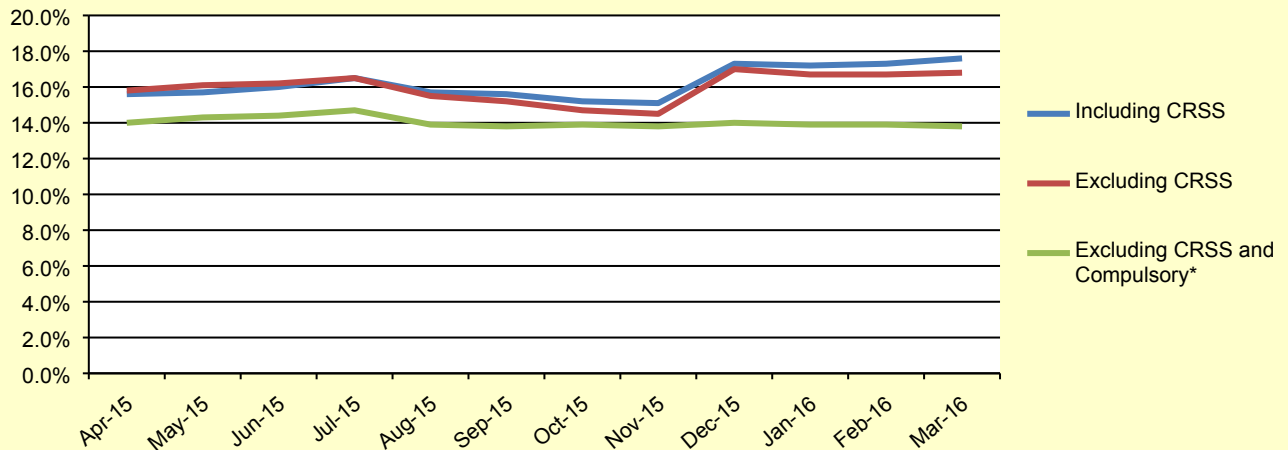
APPENDIX 8 - TURNOVER

Non-schools workforce: Turnover (12 month rolling average)

| | Apr15 | May15 | Jun15 | Jul15 | Aug15 | Sep15 | Oct15 | Nov15 | Dec15 | Jan16 | Feb16 | Mar16 |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|
| Including CRSS | 15.6% | 15.7% | 16.0% | 16.5% | 15.7% | 15.6% | 15.2% | 15.1% | 17.3% | 17.2% | 17.3% | 17.6% |
| Excluding CRSS | 15.8% | 16.1% | 16.2% | 16.5% | 15.5% | 15.2% | 14.7% | 14.5% | 17.0% | 16.7% | 16.7% | 16.8% |
| Excluding CRSS and Compulsory* | 14.0% | 14.3% | 14.4% | 14.7% | 13.9% | 13.8% | 13.9% | 13.8% | 14.0% | 13.9% | 13.9% | 13.8% |

*Actual leaving reasons excluded = Compulsory Redundancy, Employee Transfer, Schools Closing moving to Academy status, School Closing and TUPE transfer

Non-schools workforce: Turnover (12 month rolling average)



Directorates: Turnover (12 month rolling average - including CRSS)

| Directorate | Apr15 | May15 | Jun15 | Jul15 | Aug15 | Sep15 | Oct15 | Nov15 | Dec15 | Jan16 | Feb16 | Mar16 |
|-------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| EY | 17.6% | 17.2% | 17.5% | 18.3% | 17.5% | 17.9% | 17.8% | 17.4% | 21.3% | 21.2% | 21.8% | 22.4% |
| GT | 12.3% | 12.4% | 12.7% | 13.0% | 13.1% | 13.2% | 13.3% | 13.7% | 13.9% | 14.1% | 14.2% | 15.2% |
| SC | 15.4% | 15.5% | 15.5% | 15.7% | 14.2% | 13.6% | 13.4% | 13.3% | 13.4% | 13.5% | 13.4% | 13.3% |
| ST | 17.2% | 18.0% | 18.7% | 19.7% | 20.1% | 19.7% | 17.8% | 17.6% | 25.4% | 24.1% | 24.3% | 24.5% |

Directorates: Turnover (12 month rolling average - excluding CRSS)

| Directorate | Apr15 | May15 | Jun15 | Jul15 | Aug15 | Sep15 | Oct15 | Nov15 | Dec15 | Jan16 | Feb16 | Mar16 |
|-------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| EY | 19.3% | 19.2% | 19.2% | 19.3% | 17.6% | 17.8% | 17.2% | 16.6% | 21.9% | 21.6% | 21.9% | 21.7% |
| GT | 12.4% | 12.7% | 13.0% | 13.3% | 13.1% | 13.4% | 13.3% | 13.8% | 13.6% | 13.8% | 13.6% | 14.1% |
| SC | 15.0% | 15.2% | 15.1% | 15.2% | 13.7% | 13.0% | 12.8% | 12.6% | 12.8% | 12.8% | 12.7% | 12.7% |
| ST | 17.0% | 18.0% | 18.6% | 19.6% | 20.0% | 19.5% | 17.6% | 17.4% | 25.2% | 23.9% | 24.1% | 24.2% |

CRSS = Casual, Relief, Sessional and Supply staff

APPENDIX 9 - LEAVERS BY LEAVING REASON

| Leaving Reason | 2015/16 |
|--|---------|
| Resignation - New Employment | 442 |
| Resignation - Other | 269 |
| TUPE Transfer | 213 |
| Retirement - Normal | 159 |
| Resignation - Personal /Domestic Reasons | 139 |
| Voluntary Redundancy | 137 |
| PR/Casual - Not Claimed in the last 12 months | 81 |
| Mutual Termination | 72 |
| End of Fixed Term Contract | 51 |
| Compulsory Redundancy | 48 |
| Contract Terminated within Probation | 32 |
| End of Temporary Contract | 30 |
| Resignation - Career Development | 30 |
| Resignation - Conditions of employment | 22 |
| Unknown | 16 |
| Resignation - Nature of Work | 15 |
| Termination of Supply/Sessional Staff | 15 |
| Blank | 13 |
| Deceased | 9 |
| Early Retirement - Ill Health (Tier 1) | 9 |
| Dismissal - Conduct | 7 |
| Dismissal - Capability - Performance | 6 |
| Resignation - Competition from other employers | 6 |
| Resignation - Pay | 5 |
| Voluntary Early Retirement | 5 |
| Dismissal - Capability Health | 2 |
| Dismissal - SOSR | 2 |
| Early Retirement - Efficiency of the Service | 1 |

Note:

Analysis by leaving reason relates only to staff that have left the Authority

| Leavers by leaving reason 2015/16 (grouped) | | |
|---|---------|------------|
| Grouping | 2015/16 | Proportion |
| Dismissal | 64 | 3.49% |
| Redundancy | 185 | 10.08% |
| Resignation | 928 | 50.54% |
| Retirement | 174 | 9.48% |
| Transfer | 213 | 11.60% |
| Other | 272 | 14.81% |

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By: Paul Carter – Leader of the Council
 Gary Cooke – Cabinet Member for Corporate & Democratic Services
 Amanda Beer – Corporate Director Engagement, Organisation
 Design & Development

To: Personnel Committee **Date:** 8 June 2016

Subject: Apprenticeship Levy

Classification: Unrestricted

Summary: This report updates Personnel Committee on the changes to apprenticeship frameworks and funding coming into effect on 6 April 2017. It includes consideration of the impact of the new apprenticeship levy, introduction of the new apprenticeship standards, targets and opportunities for KCC to deliver apprenticeships in a totally different way.

1. Background

- 1.1 There are 3 key changes to the delivery of apprenticeships these are
- a. The introduction of an apprenticeship Levy on all large employers
 - b. The replacement of the current apprenticeship frameworks with the new apprenticeship standards
 - c. The introduction of local targets for schools and Local Authorities.
- 1.2 The purpose of the apprenticeship levy is to fund an increase in the number and quality of apprenticeships across all sectors and meet the government's commitment of 3 million apprenticeship starts by 2020. The changes will put employers in control of paying and choosing apprenticeship training and make apprenticeship funding sustainable. The levy will come into effect on 6 April 2017 and apply to all UK employers in both the private and public sectors with an annual pay bill of more than £3m.
- 1.3 KCC has ambitious targets to improve the skills and employment of young people in Kent through apprenticeships and is already recognised nationally as a leading local authority in this area. Over the past four years we have delivered 696 apprentices with an annual target of 150. We currently offer an exceptional variety of apprenticeship opportunities ranging from administration to project management at all levels. In 2014/15, 75% of apprentices were retained by KCC, 20% found employment elsewhere and 3% went back into education.
- 1.4 Planning for the future in terms of skills development and role definitions is crucially important. Personnel Committee have previously agreed a workforce planning strategy for 2015 to 2020 which outlines KCC's approach to developing the workforce capacity and capability to support service transformation and enable KCC to become a Strategic Commissioning Authority. A key component of the strategy is the requirement for all education and training commissioning to support service priorities.

2. Financial Impact on KCC

- 2.1 The levy will be charged at a rate of 0.5% of the annual pay bill. For KCC (non-schools) we estimate the levy will be £1,590,989. Further clarification is required as to whether the levy

will be applied to schools. If this is the case, the levy for KCC, including schools would be £3,979,012

- 2.2 HMRC will collect the levy through PAYE on a monthly basis. Once the levy has been paid employers will be able to access the funding for apprenticeship training and assessment through a digital account which should be available from January 2017. The government will apply a 10% top-up to the funds for spending on apprenticeship training in England. Therefore, for every £1, KCC will be able to claim back £1.10.
- 2.3 The levy will remain available to KCC for 18 months after which date it will be removed by government and given to small businesses. The government is looking into the possibility of allowing employers to also use their levy funds to pay for apprenticeship training of other employer's apprentices, for example, contracted service providers. Further information is expected in June 2016.
- 2.4 KCC will be able to use the levy (up to a cap) to cover the costs of apprenticeship training, including English and maths, assessment and certification. It will not be possible to use the levy funds to cover wages, supervision costs or overheads. Levy funding cannot be used to fund apprenticeships which have started before April 2017.
- 2.5 The levy money is held by the employer and must sit with the commissioner of apprenticeship training and accreditation. In KCC, this is the Head of organisation Development.
- 2.6 The Government is planning to collect £2.7 billion from the Levy. There is no information on what will happen to any money not spent on apprenticeships.

3. **Funding Caps**

- 3.1 Under the Apprenticeship Levy from April 2017, the co-payment figure in bold will be the amount payable by an employer for the training costs out of the Levy pot. However, it was announced at the end of May that large employers would not have to pay any employer contributions.
- 3.2 As a large employer KCC would be eligible for the 16-18 incentive of £600 and the successful completion incentive of £500 but not the small business incentive of £500. These incentives apply per apprentice.
- 3.3 The table at Appendix 1 shows the different levels of funding attached to the new apprenticeship standards. The row of the table showing "employer contribution if the cap maximum is required" does not apply to KCC, but all other figures are relevant.

4. **Apprenticeship Training**

- 4.1 In addition to the apprenticeship levy, changes are being made to the apprenticeship training and assessment.
- 4.2 **Apprenticeship Standards** are the new type of apprenticeship developed by employers. Each standard covers a specific job role and sets out the core skills, knowledge and

behaviours an apprentice will need to be fully competent in their job role and meet the needs of employers in the sector. Standards are developed by employer groups known as 'trailblazers'. KCC's Organisation Development function has been pioneering the design and delivery of the 'Trailblazer' Standard for the Public Sector Operational Delivery Apprenticeship in conjunction with the Civil Service and the Authority has received agreement to use the standard from September 2017. The standard provides an apprenticeship for people working on the front line in public services and typically takes 12 to 18 months to complete.

4.3 **Apprenticeship frameworks** traditionally involve work-related vocational and professional qualifications which combine workplace and classroom based training. These will be phased out between now and 2020, and replaced with employer-led apprenticeship standards.

5. Apprenticeship options for KCC

5.1 KCC as the employer has an opportunity to change the way we deliver apprenticeship training and redefine roles within the local authority to maximise funding from the levy.

- **Increasing Apprenticeship Opportunities in KCC:**

5.1.1 Many of the roles within KCC could be reviewed and redefined as apprenticeships with a clear career pathway supported by the new apprenticeship standards. There are even more opportunities to optimise apprenticeship funding by commissioning training within the apprenticeship standards in place of existing qualifications programmes. For example, Skills for Care have developed 4 apprenticeship levels from care assistant (level 2) to Leadership (level 5). Accessing the apprenticeship levy funding would enable KCC to acquire funding to help meet the costs of a higher level development programme which supports the increasingly complex role of front line staff in adult social care.

- **Degree Apprenticeships**

5.1.2 The Head of Organisation Development is already in discussions with Christchurch University and Health and Social Care partners across Kent and Medway about a range of new degree apprenticeships to maximise recruitment and retention across the health and social care sector and ensure we are delivering a workforce for the future. This is particularly important within a sector which will see significant reductions in HEE funding for pre and post registration programmes in 2017 and is critical to delivering statutory services.

- **Service Providers and Apprenticeships**

5.1.3 KCC already encourages service providers to recruit and develop apprentices with some Divisions setting explicit targets within contracts. Growth, Environment and Transport is one example. It is unclear exactly what level of flexibility there will be within the new levy funding to support service providers within our supply chain. However we are exploring options with several national associations including Skills for Care to access workforce development monies to help fund apprenticeship training in SMEs.

6. Delivery of Apprenticeship Training

6.1 The current apprenticeship training programme delivered by KT&A is based upon the current apprenticeship framework. With the new levy funding we have an opportunity to be a market leader by defining and commissioning KCC's workforce requirements.

6.2 Under the new apprenticeship standards KCC as a large employer could ask to have their own apprenticeship contract. Being part of the national trailblazers group KCC is in an excellent position to develop an in-house programme and develop new standards which incorporate the excellent training already developed and accredited.

7. Targets

7.1 The target for public sector apprenticeships is 2.3% of the total headcount. Based upon current headcount figures KCC should have a target of 229 apprentices. The target for KCC Schools would be 464. The overall target for KCC including Schools would be 693.

7.2 It is important to note that apprenticeships do not need to be new starters and apprenticeship training opportunities can be offered to existing staff.

8 Timescale for further Information

8.1 In June 2016 the government will release further information on:

- Provisional funding bands. This will set out the maximum amount of funding for each apprenticeship level from April 2017.
- Provisional level of extra payment for hiring 16 to 18 year old apprentices.
- Provisional amount that will be paid for English and maths training for apprentices.
- Eligibility rules for spending apprenticeship funding
- Further information on who can provide apprenticeship training and how to set up your organisation to deliver apprenticeship training.

8.2 In October 2016 further information will be released on:

- The final levels of funding, government support, 16 to 18 payments, and English and maths payments for apprentices starting from April 2017
- Full draft funding eligibility rules.

8.3 In December 2016 information is expected on:

- Final detailed funding and eligibility rules
- Further employer guidance from HMRC on how to calculate and pay the apprenticeship levy.

9. Conclusion

9.1 As an employer, KCC has a well developed approach to workforce planning and apprenticeships will continue to have an important role in achieving the objectives of the workforce planning strategy. These national changes allow us to further develop apprenticeships to meet our changing service delivery and business needs.

9.2 Whilst further clarification about the changes in apprenticeship funding and training is needed, it is clearly important that KCC maximises the levy funding and builds on the success of the current apprenticeship scheme. The apprenticeship levy provides an opportunity for KCC to radically look at who and how apprenticeship training is delivered and invest in new apprenticeship training programmes including degree level apprenticeships to meet strategic workforce plans and support the employment and career progression of apprentices.

9.3 It is also important that KCC considers its role as a strategic commissioning authority and builds on the good procurement practice developed in areas like Growth, Environment and Transport. The apprenticeship levy potentially offers greater flexibility which we should encourage our contracted service providers to take advantage of and regularly celebrate the value and success of apprentices within KCC.

10. Recommendation

10.1 Personnel Committee is invited to consider and note the contents of this report and commission further work incorporating government guidance expected in June.

Julie Cudmore
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Notes:

KCC apprenticeship levy calculated on 2015/16 paybill costs.
Headcount figures as at 17.05.16.

Background documents - none

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| | | Cap 1 | Cap 2 | Cap 3 | Cap 4 | Cap 5 | Cap 6 |
|---|--------------------------------|--------|--------|--------|---------|---------|---------|
| Maximum core government contribution (£2 for every £1 from employer) | | £2,000 | £3,000 | £6,000 | £8,000 | £13,000 | £18,000 |
| Employer contribution if the cap maximum is required | | £1,000 | £1,500 | £3,000 | £4,000 | £6,500 | £9,000 |
| Co-payment for training and assessment if the cap maximum is required | | £3,000 | £4,500 | £9,000 | £12,000 | £19,500 | £27,000 |
| Additional incentive payments | Recruiting a 16 to 18-year-old | £600 | £900 | £1,800 | £2,400 | £3,900 | £5,400 |
| | For a small business (<50) | £500 | £500 | £900 | £1,200 | £1,950 | £2,700 |
| | For successful completion | £500 | £500 | £900 | £1,200 | £1,950 | £2,700 |
| Maximum total government contribution | | £3,600 | £4,900 | £9,600 | £12,800 | £20,800 | £28,800 |

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