

PERSONNEL COMMITTEE

Tuesday, 23rd January, 2018

2.00 pm

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

Please note the venue





AGENDA

PERSONNEL COMMITTEE

Tuesday, 23rd January, 2018, at 2.00 pm Ask for: **Denise Fitch**
Darent Room, Sessions House, County Hall, Telephone **03000 416090**
Maidstone

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

Membership (9)

Conservative (7): Mr P B Carter, CBE (Chairman), Mr E E C Hotson (Vice-Chairman),
Mrs C Bell, Mr P J Oakford, Mr J D Simmonds, MBE,
Mrs P A V Stockell and Mr B J Sweetland

Liberal Democrat (1) Mr R H Bird

Labour (1) Dr L Sullivan

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)

- 1 Substitutes
- 2 Declarations of Interests by Members in items on the Agenda for this meeting.
- 3 Minutes (Pages 5 - 8)
- 4 Apprenticeship Levy - Update (Pages 9 - 22)
- 5 Annual Workforce Profile Report update (Pages 23 - 34)

6 Pay Gap Report (Pages 35 - 40)

7 Date of Next Meeting

The next meeting of the Committee will be held on 12 June 2018 at 2.30pm

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 item of 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.

9 Local Pay Bargaining 2018/19 (Pages 41 - 52)

10 Senior Management Interim Appointments (Pages 53 - 56)

11 Senior Management Appointment (Pages 57 - 64)

Benjamin Watts
General Counsel
03000 416814

Monday, 15 January 2018

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Thursday, 12 October 2017.

PRESENT: Mr P B Carter, CBE (Chairman), Mr E E C Hotson (Vice-Chairman), Mrs C Bell, Mrs T Dean, MBE (Substitute for Mr R H Bird), Mr P J Oakford, Mr J D Simmonds, MBE, Mrs P A V Stockell, Dr L Sullivan and Mr B J Sweetland.

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development), Ms J Cudmore (Head of Organisation Development), Ms D Fitch (Democratic Services Manager (Council)), Mr C Miller (Reward Manager) and Mr P Royel (Head of HR).

UNRESTRICTED ITEMS

14. Minutes - 3 July 2017

(Item 3)

RESOLVED that the minutes of the meeting held on 3 July 2017 are correctly recorded and that they be signed by the Chairman as a correct record.

15. Apprenticeship Levy Update

(Item 4)

(1) Ms Cudmore introduced a report which updated the Committee on the apprenticeship levy, including targets and funding, wider Kent engagement and the County Council's progress towards maximising the levy.

(2) Ms Cudmore and Mrs Beer answered questions and noted comments on the report

(3) It was suggested that there be a briefing and discussion on progress with the implementation of the levy to include the following:

- Examples of what good would look like in relation to targets for recruiting apprentices especially for the 18 – 25 age group.
- Information on take up of higher level apprenticeships.
- Number of existing staff going on to apprenticeships.
- The profile of apprentices in order to provide a context to this item.
- Information on apprenticeships supported via commissioning.
- Feedback from Head teachers and care providers on apprenticeships.

(4) RESOLVED that the report be noted, the proposed activity to maximise the apprenticeship levy be endorsed and on the same afternoon as the January meeting of the Committee there be a briefing on the implementation of the apprenticeship levy including the points raised by Members.

16. Ban the Box

(Item 5)

(1) Mr Royel introduced a report on the Ban the Box campaign which sought to support people with criminal records back into the workplace. The report suggested that this was something which KCC could help achieve in a way which was proportionate and did not cause increased risk, particularly to roles which were a regulated activity.

(2) RESOLVED that the Ban the Box initiative be supported with appropriate processes and safeguards.

17. Employee Relations Casework Activity

(Item 6)

(1) Mr Royel introduced an update report on employee relations case work activity for the period 1 April to 31 August 2017.

(2) RESOLVED that the report of employee relations activity including senior officer appeals hearings be noted and the full year report include a deep dive to look at the process in an anonymised case.

18. Leadership & Management Strategy - Presentation

(Item 7)

(1) Ms Cudmore gave a presentation on the leadership and development strategy which included the following:

- the key principles of the leadership strategy.
- proposed 12 month implementation.
- KCC leadership capabilities
- the Leadership Hive for sustaining leadership capability.
- Leadership branding
- The role of extending Corporate Management Team in the strategy.

(2) Ms Cudmore and Mrs Beer replied to question of detail in relation to the strategy and provided an explanation of the 360 degree assessment of managers.

(3) RESOLVED that the direction of travel proposed for leadership and development strategy be supported and that there be 6 monthly updates after the strategy has been launched.

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19. Date of Next Meeting

(Item 8)

It was noted that the next programmed meeting of the Committee would be held on 23 January 2018.

20. Motion to Exclude the Press and Public

(Item 9)

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 4 of part 1 of Schedule 12A of the Act.

21. Managing Performance & Pay

(Item 10)

(1) Mr Royel and Mrs Beer introduced a report on the review of the Kent Scheme pay scale and approach to managing performance within KCC.

(2) RESOLVED that:

- a) there be no change to the pay scale structure,
- b) a positive position be maintained in relation to the National Living Wage and accommodation of changes in the rate of the National living Wage be maintained by shortening the pay scales at the lower end of the pay scheme moving to spot salaries as and if required. Any changes to be recommended annually for agreement by Personnel Committee and the County Council.

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Apprenticeship Levy – Update - Agenda

Personnel Committee

Tuesday 23 January 2018

Speaker	Job Title	Item	Area to Cover	Time (Mins)
Julie Cudmore	Head of OD	Progress Report	Data/Social Care Pathways - Standards	10
Jo Empson	Commissioning Manager - Community Support, Leading on Homecare and Reablement	Commissioning Social Care	Impact for Social Care Providers (workforce challenges for care providers/targets)	15
Sophia Dunstan	Participation & Engagement Support Assistant - Virtual Schools for Kent (VSK)	Care Leaver Career Development	Care Leaver Case Study	5
John Meehan	Registered Services Manager - Adult Social Care (Residential Care)	Apprenticeships Within Social Care	How apprenticeships are working in social care (opportunities/challenges faced)	15
Dr Claire Thurgate	Canterbury Christ Church University, Interim Head of School of Public Health, Midwifery and Social Work	Health & Social Care Degree Level Opportunities	Health & social care (Degree Level Development/Pathway through health & social care)	15
Fiona Jones	Business Manager, Blean Primary School	Education Career Pathway	Experience, best practice opportunities, career pathways, challenges and where they have been successful in developing teaching assistants.	15
Shelley Salti	Apprenticeship Scheme Manager, Saga	Apprenticeship Levy within the Private Sector	Private Sector - targets/experience/challenges/pathways	15
Julie Cudmore	Head of OD	Close session		
			Total	90

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By: Eric Hotson – Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee

Date: 23 January 2018

Subject: Apprenticeship Levy - Update

Classification: Unrestricted

Summary: This paper updates Personnel Committee on the current position in KCC and schools on take up of the apprenticeship levy. The paper is also intended to provide the context for the significant discussion with a range of speakers engaged in the apprenticeship agenda in Kent that will take place during the first hour and forty-five minutes of the Committee meeting.

1. Background

- 1.1** In October 2017, Personnel Committee were updated on work that had been undertaken to prepare for the implementation of the Apprenticeship levy in KCC.
- 1.2** Additionally, Personnel Committee were updated on progress towards the Public sector target and the funds available in KCC's digital account.

2. Context

- 2.1** The purpose of the apprenticeship levy is to fund an increase in the number of quality apprenticeships to meet the Government target of 3 million apprenticeship starts by 2020. It was asserted that the introduction of the levy would give more control to employers through direct access to training funds and the ability to participate in trailblazer groups to create new Apprenticeship standards appropriate to organisational needs.

3. Targets / Funding

- 3.1** The target for public sector apprenticeships is 2.3% of total headcount. In terms of the KCC target this equates to 230 for Corporate KCC (which includes connected parties – Commercial Services, Gen2 & Kent Legal Services) with the target for schools being 293 making a total of 523.

Progression vs plan

In October 2016 a paper to Corporate Board asserted that the spend on Apprenticeship training via the Apprenticeship levy would initially be weighted towards supporting existing staff and over time the balance would move towards offering Apprenticeship training to staff new to KCC. This shift can be seen in the table below however the figures have been adjusted proportionately to represent the current Public sector targets referred to in 3.1.

KCC targets

Date	Target	New staff Apprenticeship training Target	New staff Apprenticeship Training actuals (Nov'17)	Existing Staff training target	Existing Staff training target actuals (Nov '17)
2017/18	230	85	42	145	88
2018/19	230	115		115	
2019/20	230	165		65	

Schools Targets

Date	Target	New staff Apprenticeship training target	New staff Apprenticeship training actuals (Nov '17)	Existing Staff training target	Existing staff training target actuals (Nov 17)
2017/18	293	80	34	213	30
2018/19	293	147		146	
2019/20	293	107		186	

3.2 Apprenticeship training data to November 2017, with pipeline starts for December 2017, can be found in Appendix 1.

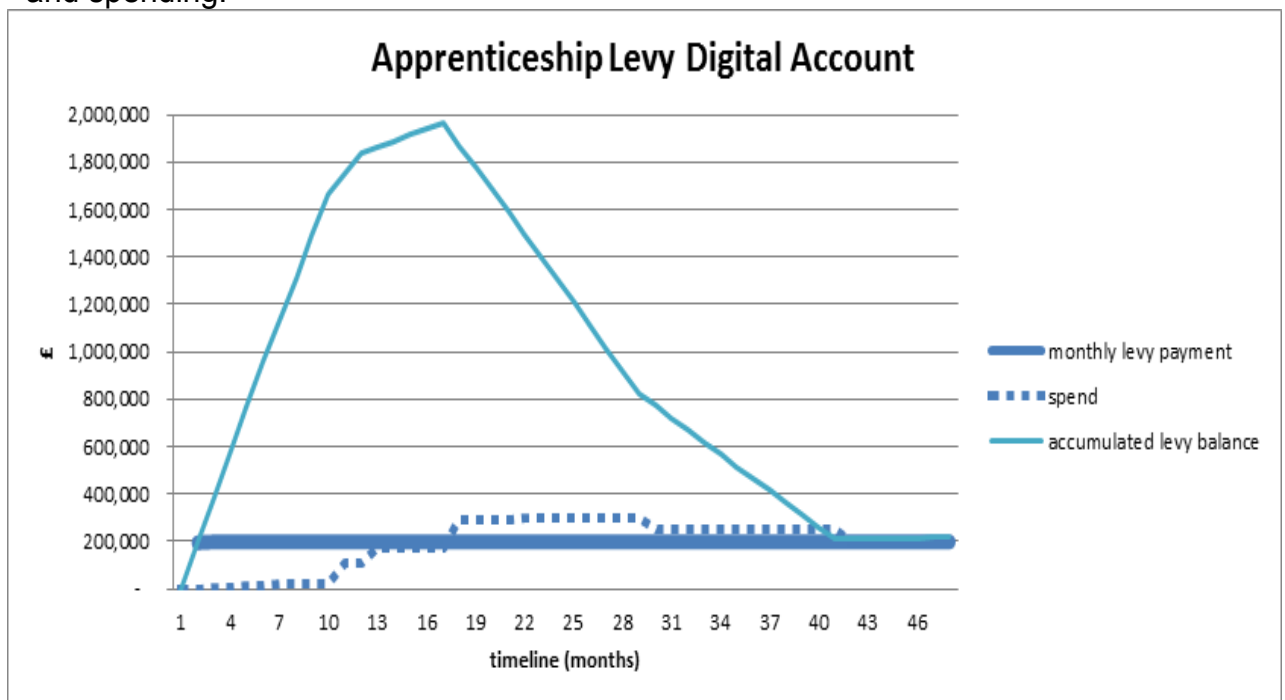
3.3 The current forecast of the total funding under the apprenticeship levy in 2017/18 which will be paid into the digital account is £2.2m. This equates to a monthly payment into the account of £190k from KCC and its connected parties (GEN2, Invicta Law and community and voluntary controlled schools). It should be noted the forecast and targets are likely to reduce as:

1. Schools become academies and no longer pay into KCC's digital account,
2. KCC's head count reduces due to savings across the authority taking effect.

Additionally, the delay in the availability of new standards or existing frameworks has impacted on the rate of spend from the levy pot. However, the continued introduction of new standards, including the Teacher standard which is now

available will offer an opportunity to schools to 'Grow their own' and increase the rate of spend to enable the pot to be fully utilised.

- 3.4** The graph below shows a timeline projection of the digital account as the apprenticeship scheme grows and then finds its natural balance between funding and spending.

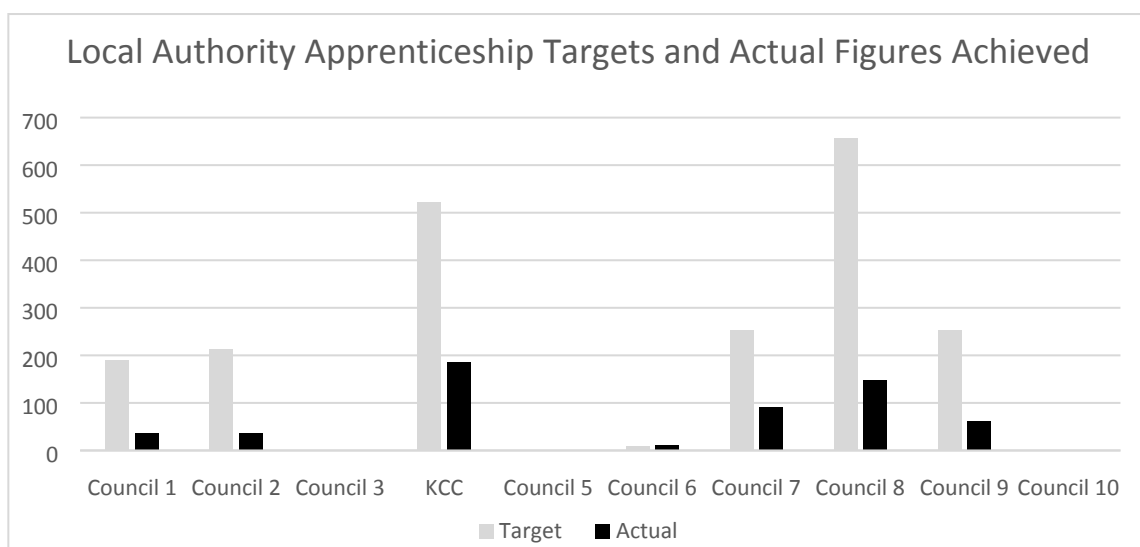


4. Benchmarking Data

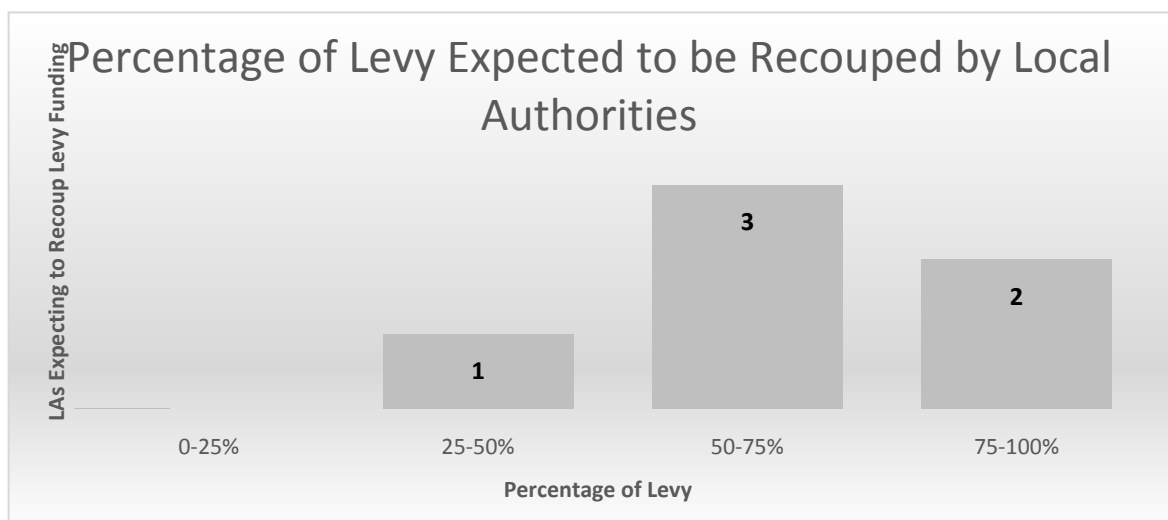
4.1 Local Authority Benchmarking

A benchmarking exercise was undertaken with 10 Local Authorities of differing sizes and locations in December 2017 based on data to October 2017.

The following graph shows KCC's performance in relation to the Local Authorities surveyed. As can be seen from the data (which has been anonymised), KCC has achieved the highest number of apprenticeship starts of those who responded.



The surveyed councils were asked whether in their first two year cycle (April 2017 - March 2019) if they thought that they would be in a position to recoup all of the levy. Six councils responded with half of those believing that they will be able to recoup 50 to 75% of the levy over this period.



Additional information gathered from the Local Authority responses include:

Most common challenges identified by councils:

- 20% of the job training requirements
- Availability of appropriate frameworks/standards

Most popular standard or framework areas identified:

- Business administration
- Supporting Teaching and Learning in Schools (framework)
- Team Leader/Supervisor (standard)
- Customer Service (framework)
- Accounting

4.2 Private and other Public Sector

Online research has shown that there are 39 companies operating apprenticeships in the South East of England and these range from consultancies to construction and provide a high number of opportunities for people interested in apprenticeships in a wide range of industries.

Examples of private sector activity

Organisation	Industry	Example Programmes Offered	Frameworks/Standards
Aldi	Retail	Logistics Stores	School Leaver Programme Intermediate level (Level 2) Intermediate Level (Level 3) Advanced level (Level 3)
Anchor Trust	Housing and Care Sector	Health & Social Care Business Administration Digital Marketing	Intermediate Level (Level 2) Advanced level (Level 3)

		Payroll Customer Service Catering IT	
Atos	IT and Telecommunications	IT Communications	Advanced Level (Level 3) Higher Level (Level 4 and 5)
BBC	Broadcasting	Digital Journalism Broadcast Engineering	Higher Level (Level 4/5) Degree Level School Leaver Programme
IBM	Business and IT and Communications	Business Technology	Degree Level Higher Level (Level 4/5)
KPMG	Accounting and Finance	Accounting Business Finance	Degree Level Advanced Level (Level 3)
Leonardo	Engineering	Engineering Craft Mechanical	Intermediate level (Level 2) Intermediate Level (Level 3) Higher Level (Level 4/5)

5. Wider Kent Engagement

5.1 Skills & Employability

Employability and Skills have been carrying out many activities to promote the apprentices in schools:

Apprenticeship Ambassadors

Within this academic year the Skills & Employability service have started the Apprenticeship Ambassador Programme, the purpose of which is to provide bespoke support to selected groups of students who would like to do an apprenticeship after school.

There are currently two Apprenticeship Ambassadors (one that covers south and east Kent and one that covers north and west Kent) who are apprentices themselves, studying level 4 Business Admin. Their role is to inspire and encourage students to pursue an apprenticeship route and since they have been in post a year have engaged with 71 institutions, which includes academies, non-selective schools, grammar schools, special schools, colleges and Pupil Referral Units (PRUs). This equates to engagement with approximately 4,000 students across Kent.

Apprentice Kent

There are currently approximately 1,400 vacancies on the site and 4,300 young people registered. The number of young people registered has exceeded vacancies for over a year. Not all the young people registered will move into an apprenticeship but through the website and other digital channels young people can be kept informed of opportunities. Grammar schools are becoming more interested as degree apprenticeships become available. Apprentice Kent now has a Facebook page which has 2500 likes and promotes vacancies from the website.

Made in Kent Campaign Phase 2

Made in Kent phase 2 started in April 2017 and sets out to young people in Kent the opportunity to experience an interview with an employer, undertake an assessment and create an action plan.

The target is 1000 interviews and to date there have been 65 interviews.

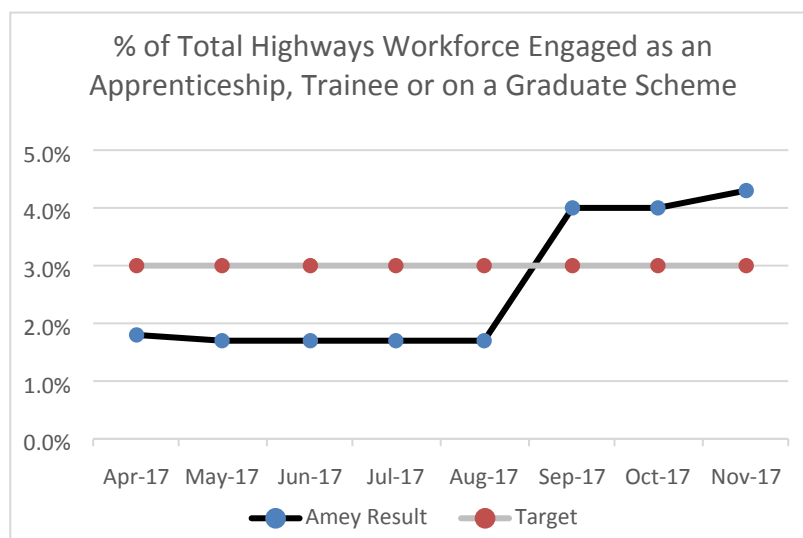
The first event was attended by 15 and good feedback was received. The next event took place on 7th November where 50 people attended.

There is a further event scheduled for 28th February to be held at MidKent College with 100 people expected to attend from schools in the local area. There is also potentially another event on the 1st March at North Kent College and contact is being made with North Kent schools to invite them to this event.

Skills & Employability are contacting every Headteacher at a Community/Voluntary Controlled School to introduce the service and remind them about their ability to access the levy.

6. KCC Procurement

The following graph shows the number of apprentices, trainees graduate scheme trainees in the engaged workforce for Highways contracts. The figures show that required target of 3% has been exceeded. There has been a pronounced increase since April 2017 from 1.8% to 4.3% in November 2017. This shows a commitment within Highways to use the apprenticeship levy as a training tool to upskill their workforce.



7. KCC Communications activity

The support that Kent Communications has provided includes:

- Press Release sent out to promote the launch of 1,000 interviews. This resulted in BBC SE (TV news) expressing interest in interviewing successful candidates and employers for the next 1,000 interviews event.
- Re-printing Made in Kent leaflets – 1,000 copies.
- Support provided to Made in Kent on social media

8. Social Care / Health Pathways

Social Care Pathways and the identification of appropriate Apprenticeship frameworks and standards is greatly impacted by market availability of appropriate training and this is reflected by the maturity of the model within the different Social Care Services. For example, the Older People and Physical Disability and Design service has been able to identify a number of standards appropriate for their service, whereas there are no current children standards that have been approved which impacts on the development of the Specialist Children's Services pathway.

It is anticipated that as further frameworks /standards are developed and approved it will present an opportunity for services to further tap into the Apprenticeship Levy (for example the development of the Social Work Degree). However, it is expected that due to service specific skills or the small number of posts within some services that different routes, outside of the Apprenticeship frameworks / standards, for training will need to be identified (for example OPPD are currently exploring other training options in relation to their Case Officer posts).

9. Forward plans to Maximising the Levy

9.1 KCC is involved in Trailblazer activity in respect of the following Apprenticeship standards;

- Occupational Therapy degree
- Social work degree
- Teaching degree
- Procurement level 5 & degree
- Health Intelligence professional (Public health) – Masters level

9.2 An event to celebrate the success of staff undertaking Apprenticeship training in Schools and KCC is being planned and will be extended to include existing staff undertaking apprenticeship training. This will take place in May 2018.

9.3 Opportunities are being explored for KCC to;

- 'Grow its own Graduates' and review existing Graduate programmes to incorporate Apprenticeship standards
- Explore opportunities to work with Partner organisations to develop joint career pathway opportunities
- Identification of additional trailblazer involvement to meet skills shortages, succession planning gaps and deliver Strategic & Directorate priorities.

9.4 As stated above, KCC, along with other employers, has needed to concentrate on converting existing staff to apprenticeship roles in order to maximise our draw down of the Apprenticeship Levy. As an employer, it would enable a greater concentration on supporting young people in Kent into employment (at the same time helping in the objective of shifting the age range of our staff towards the younger end) if the introduction of accredited training in some key areas was

accelerated. The ability to commission our own bespoke training from accredited training providers would assist this.

- 9.5** Greater emphasis on the opportunities offered by apprenticeships in schools' careers advice; more awareness in our supply chain and flexibility to offer apprentice support through use of our apprenticeship levy to SMEs; ability to use some of our levy funding to make payments to young people on apprenticeship schemes and a more effective national marketing campaign about the benefits of the apprenticeship route would all help us in the drive to reach and exceed our apprenticeship targets.

10 Recommendation

- 10.1** Personnel Committee is invited to consider and note the contents of this report and endorse the proposed activity to maximise the Apprenticeship levy.

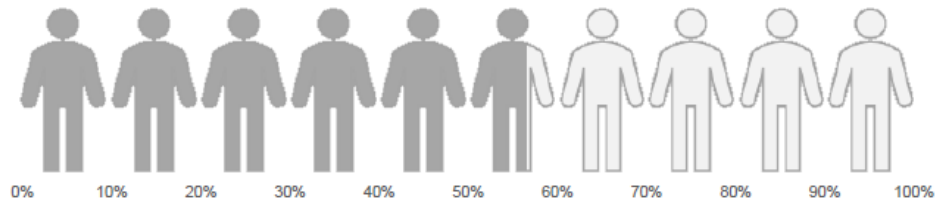
Julie Cudmore
Head of Organisation Development
Ext 417212

Background Documents:
Personnel Committee – October 2016

Appendix 1

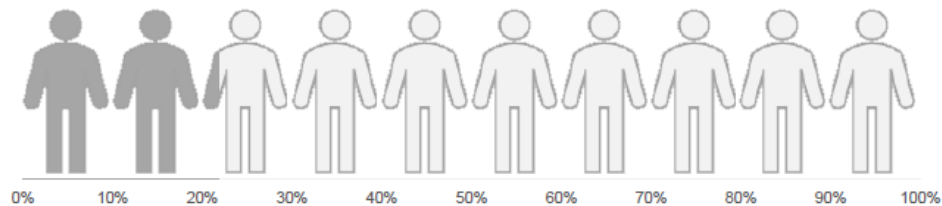
Apprenticeship training data to November 2017

Apprenticeship Targets KCC's Position in Comparison to Apprenticeship Target



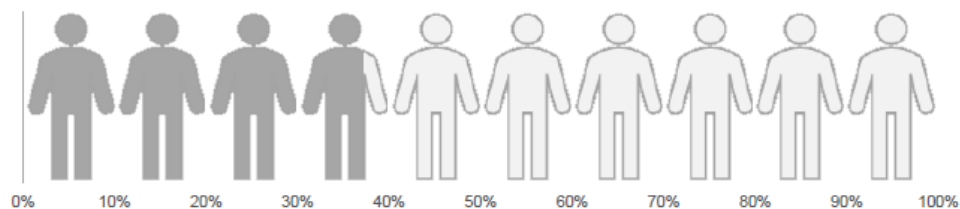
Total no. of KCC apprenticeship starts	130
KCC Target	230
% complete in comparison to the KCC target	57%

School's Position in Comparison to Apprenticeship Target



Total no. of Schools apprenticeship starts	64
Schools Target	293
% complete in comparison to the Schools target	22%

Overall Position in Comparison to Apprenticeship Target

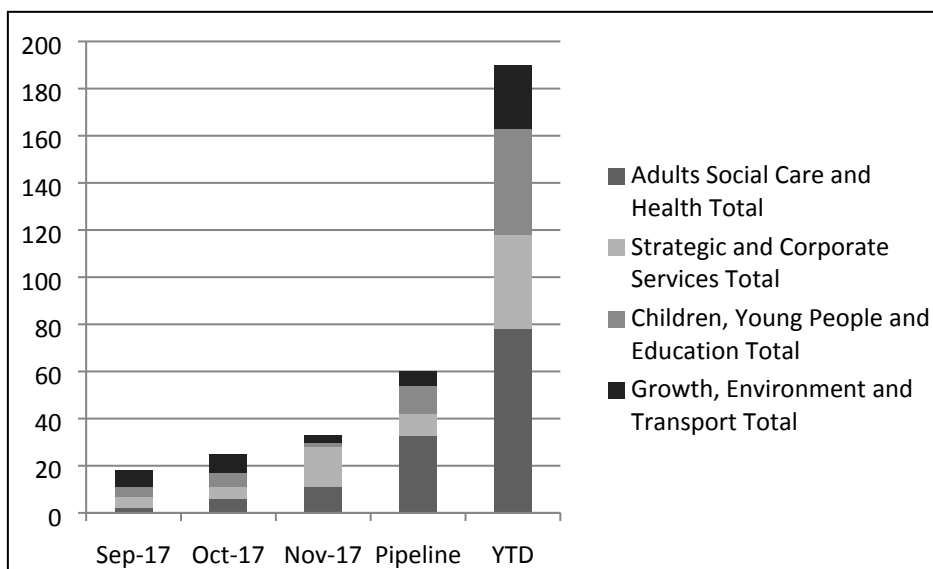
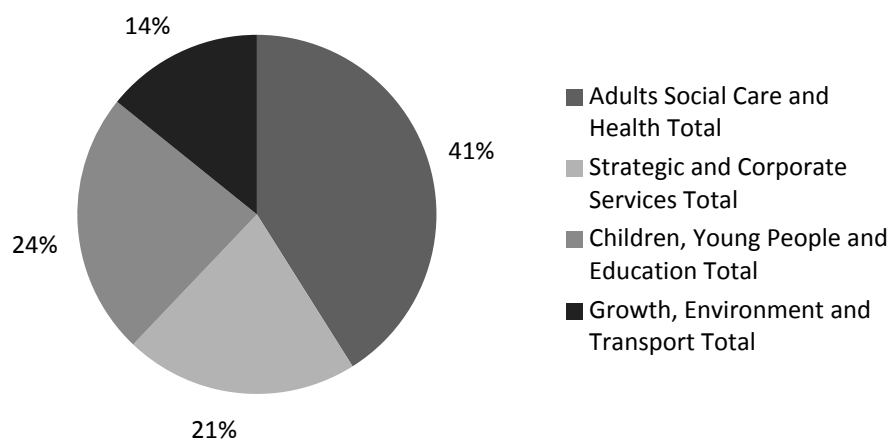


Total no. of current apprenticeship starts	194
Overall Target	523
% complete in comparison to the overall target	37%

New Apprenticeship Starts per Month by Directorate/Division

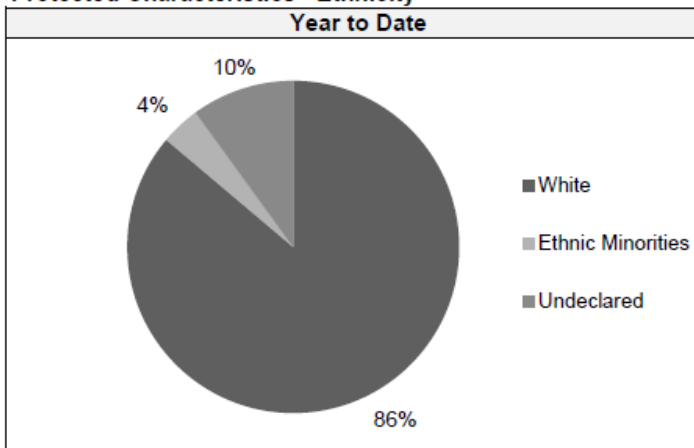
Area	Sep-17	Oct-17	Nov-17	Pipeline	YTD
AH - Older People and Physical Disability	2	6	9	10	30
AH - Disabled Children, Adult Learning Disability and Mental Health	0	0	2	23	48
AH - Corporate Director's Office	0	0	0	0	0
AH - Public Health	0	0	0	0	0
Adults Social Care and Health Total	2	6	11	33	78
ST - Engagement, Organisation Design and Development	1	0	1	1	3
ST - Strategic Commissioning	0	1	0	6	8
ST - Infrastructure	4	4	15	0	26
ST - Strategic Policy Relationships and Corporate Assurance	0	0	0	0	0
ST - Governance and Law	0	0	0	0	0
ST - Corporate Director's Office	0	0	0	0	0
ST - Finance	0	0	1	2	3
Strategic and Corporate Services Total	5	5	17	9	40
CY - Early Help and Preventative Services	2	2	2	4	27
CY - Education Quality and Standards	0	2	0	3	7
CY - Specialist Children's Services	2	2	0	4	10
CY - Education Planning and Access	0	0	0	1	1
CY - Corporate Director's Office	0	0	0	0	0
Children, Young People and Education Total	4	6	2	12	45
GT - Economic Development	0	0	0	0	0
GT - Environment, Planning and Enforcement	2	1	0	0	6
GT - Highways, Transportation and Waste	2	0	3	1	6
GT - Corporate Director's Office	0	0	0	0	0
GT - Libraries, Registration and Archives	3	7	0	5	15
Growth, Environment and Transport Total	7	8	3	6	27
Total no. of KCC levy apprenticeship starts	18	25	33	60	190

Year to Date

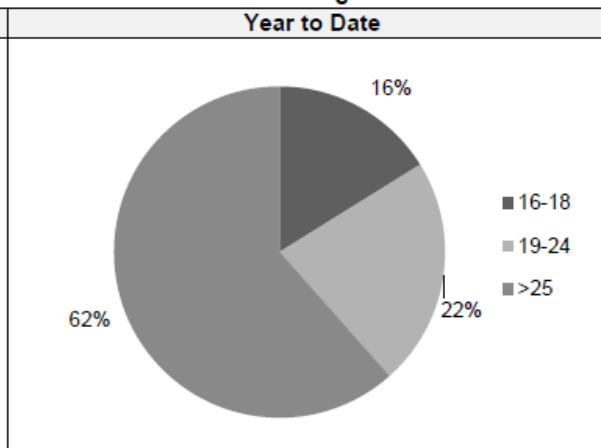


Equalities Information

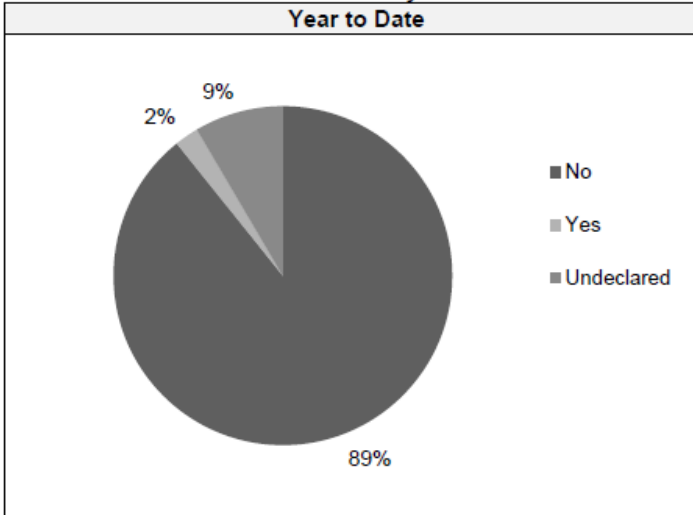
Protected Characteristics - Ethnicity



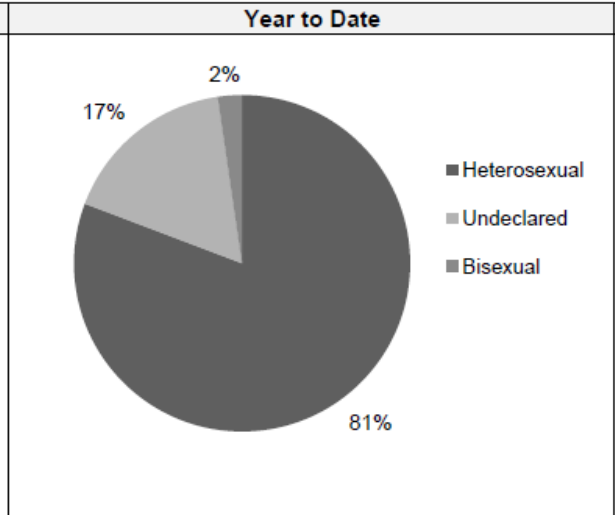
Protected Characteristics - Age



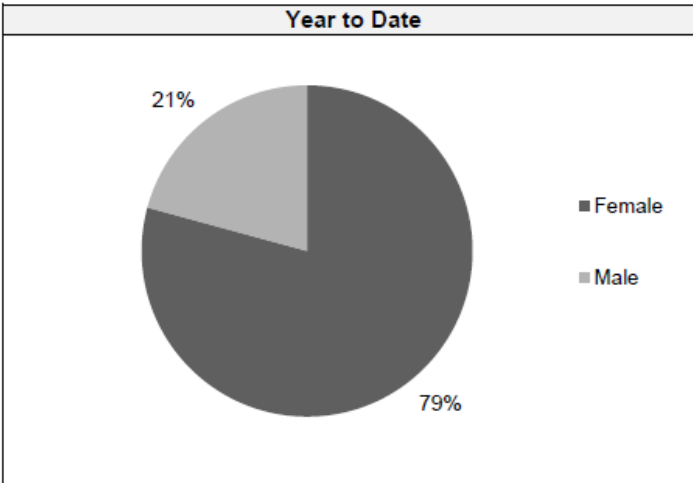
Protected Characteristics - Disability



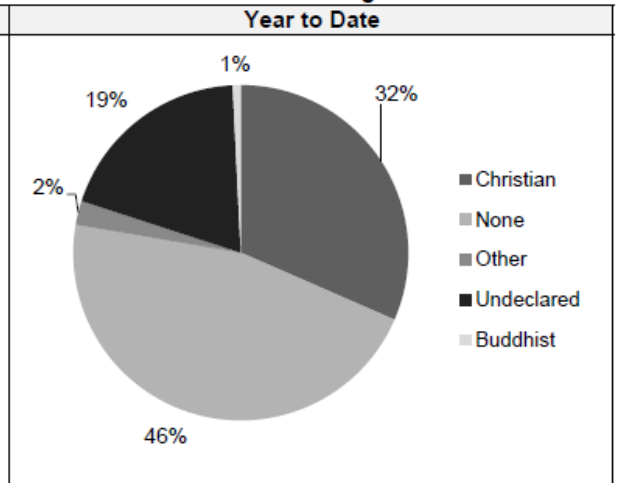
Protected Characteristics - Sexual Orientation




Protected Characteristics - Gender



Protected Characteristics - Religious Belief



New Apprenticeship Training Starts

Measure	Sep-17	Oct-17	Nov-17	Pipeline	YTD	Trend												
No. Schools apprentice starters	13	20	13	39	97	 <table><thead><tr><th>Period</th><th>No. Schools apprentice starters</th></tr></thead><tbody><tr><td>Sep-17</td><td>13</td></tr><tr><td>Oct-17</td><td>20</td></tr><tr><td>Nov-17</td><td>13</td></tr><tr><td>Pipeline</td><td>39</td></tr><tr><td>YTD</td><td>97</td></tr></tbody></table>	Period	No. Schools apprentice starters	Sep-17	13	Oct-17	20	Nov-17	13	Pipeline	39	YTD	97
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By: Eric Hotson – Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee

Date: 23 January 2018

Subject: Annual Workforce Profile Report update

Classification: Unrestricted

Summary:

This report provides an update to the Annual Workforce Profile report, presented to Personnel Committee in June 2017. This report provides information on the changes in staffing levels, demographics and diversity of Kent County Council's workforce in the six month period ending 30 September 2017.

1. Changes in staffing levels, demographics and diversity by sector

1.1. Kent County Council's workforce

KCC staffing levels continue to decrease. September 2017 figures show that the full-time equivalent (FTE) has reduced by 917 since March 2017.

Across the Authority, the proportion of Casual Relief, Sessional and Supply (CRSS) contracts has decreased since April 2017 and now stands at 14.9%. The breakdown of staff on the Kent Scheme by grade band has remained relatively static over the first half-year, with a small decrease in the number of posts graded KR2-9, with slight increases in grades KR10 to KR13.

2.1. Non-Schools

Staffing levels in the non-schools' workforce have fallen since the start of the year and the full-time equivalent is now 105 FTE lower than on 31 March 2017.

Turnover decreased slightly to September 2017 and now stands at 10.5% compared with 10.7 % at April 2017.

The first half of 2017 has shown sickness remain at a fairly static level, with the 12 month rolling average reaching to 7.02 days lost per FTE.

During the first half of the year, the proportion of CRSS contracts further decreased from 15.0% to 14.5%. As at 30 September 2017, there were 86 employees on apprentice grades within the non-schools sector.

As at 30 September 2017 there were 166 posts advertised, an increase on the April 2017 figure of 150 posts. KCC continues to attract people from across the protected characteristics; however, the proportion of people applying does not always correspond to the proportion of those appointed e.g. 26.4% of applicants were male, but 19.9% of those appointed were male, whereas 73.6% of those that applied were female compared to 80.1% appointed being female.

Figures suggest that those aged 25 and Under continue to be successful in securing roles in the first six months of 2017-18 as they represented 27.1% of applicants and 25.3% of those recruited.

September 2017 analysis of the Non-school's workforce by diversity showed minor changes from the March 2017 figures. Within the Leadership group the proportion of females has increased again, moving from 59.6% to 60.7%. The average age remained at 45 years and the age performance indicators show little variation from the initial March 2017 figures.

September 2017 figures show 572 agency staff employed in the Non-schools sector, an increase on the March 2017 figure of 481. The majority are employed in 'qualified social worker' and business /administrative roles.

44 people were made redundant in the first half-year with an average payment of £10,788. This figure is estimated as the date of leaving due to redundancy and the redundancy payments do not necessarily occur in the same year.

Appendix 9 below provides an illustration of the reasons for leaving of those who left the organisation in the first 6 months of the year. This indicates that the vast majority left by way of resignation and there has been a slight reduction in the number of dismissals and redundancies compared to last year.

2.2. Directorates

There have been significant changes to the Directorate structures with effect from April 2017. This saw the establishment of two new Directorates, Adult Social Care and Health and Children, Young People and Education and a new Division, Strategic Commissioning, in the Strategic and Corporate Services Directorate.

The percentage of permanent contracts varies considerably by Directorate, from 71.9% in Growth, Environment and Transport (GT) to 89.6% in Strategic & Corporate Services (ST). ST has the highest proportion of temporary contracts at 3.5% with the highest proportion of fixed-term contracts in Growth, Environment and Transport (GT) at 5.6%. Children, Young People and Education (CY) and Growth, Environment & Transport (GT) have the highest proportion of CRSS contracts, which account for 17.1% (CY) and 20.9% (GT) of their workforce, though both have reduced during the first 6 months of the year.

Year to date figures for the Directorates show that sickness levels were highest in Adult Social Care and Health (AH) at 4.46 days lost per FTE in the first half year and lowest in ST at 2.09 days lost per FTE.

Distribution across the salary bands varies significantly, with the proportion on KR6 & below ranging from 19.4% in ST to 50.8% in GT. ST has the highest proportion of staff on the higher grades (KR14 & above), 5.9%.

The twelve-month rolling turnover figure to the 30 September 2017 varied between the Directorates, from 9.9% in AH to 21.4% in ST.

Analysis of the workforce by diversity strand shows quite wide variation by Directorate. As an example, females account for 71.4% of the AH leadership group but 44% of GT's. Analysis of the age profile in Directorates shows ST to have the highest proportion of younger staff and GT to have a higher proportion of older staff.

2.3. Schools

A total of 13 schools adopted academy status in the half year April to Sep 2017. One of which was a secondary school and the rest were primary schools. This is a slightly higher number than last year.

As of September 2017, this year there were 356 schools of which 305 are Primary, 30 are Secondary (including the 7 Pupil Referral Units) and 21 Special schools

At September 2017 there were 11,006.80 FTE school based staff.*

**figure based on schools buying HR services from KCC*

3. Further information

Further information on the areas covered in this report is available in the attached appendices:

- Appendix 1 Staffing levels
- Appendix 2 Contract details
- Appendix 3 Agency staff
- Appendix 4 Salaries
- Appendix 5 Turnover
- Appendix 6 Sickness
- Appendix 7 Equalities
- Appendix 8 Equality in recruitment
- Appendix 9 Leavers by Leave reason

4. Recommendation

Members are asked to note the content of this report.

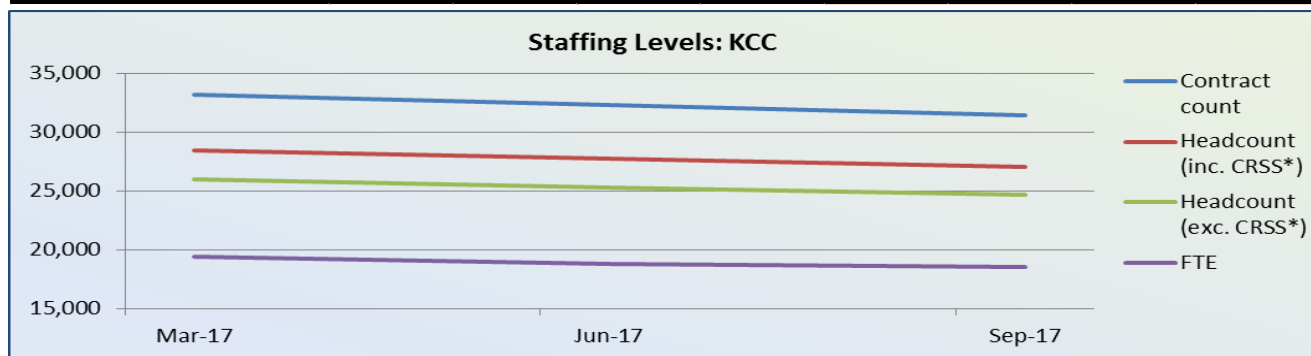
Paul Royel
Head of HR & OD
Ext 416631

Background documents –

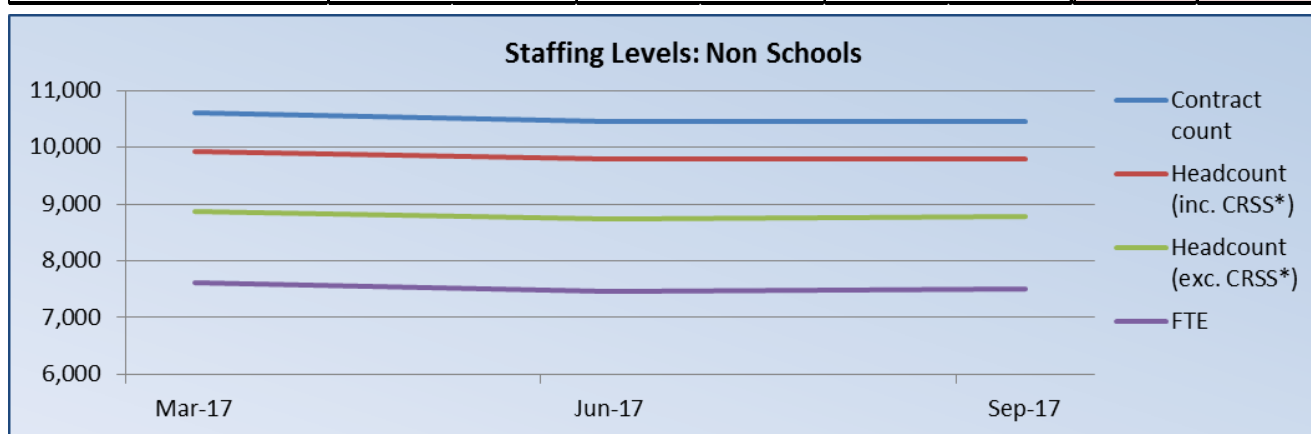
Annual workforce profile report to Personnel Committee June 2017

Appendix 1 – Staffing

Staffing Levels: KCC's Workforce					
	Mar-17	Jun-17	Sep-17	Change Mar-Sep 17	
Contract count	33,177	32,311	31,386	-1,791	-5.4%
Headcount (inc. CRSS*)	28,445	27,712	27,012	-1,433	-5.0%
Headcount (exc. CRSS*)	25,972	25,260	24,661	-1,311	-5.0%
FTE	19,428.1	18,824.5	18,511.5	-917	-4.7%



Staffing Levels: The Non-Schools Workforce					
	Mar-17	Jun-17	Sep-17	Change Mar-Sep 17	
Contract count	10,612	10,457	10,460	-152	-1.4%
Headcount (inc. CRSS*)	9,917	9,787	9,802	-115	-1.2%
Headcount (exc. CRSS*)	8,867	8,747	8,787	-80	-0.9%
FTE	7,609.4	7,452.6	7,504.7	-105	-1.4%

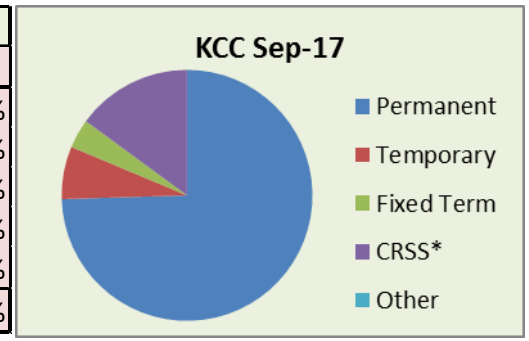


Staffing Levels: Directorates Workforce								
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services	
	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17
Contract count	2,593	3,768	2,181	2,232	4,536	3,110	1,302	1,350
Headcount (inc. CRSS*)	2,421	3,603	2,009	2,051	4,226	2,839	1,299	1,342
Headcount (exc. CRSS*)	1,897	3,076	1,670	1,726	4,036	2,679	1,278	1,316
FTE	1,627.1	2,733.8	1,281.4	1,302.6	3,509.8	2,246.3	1,191.2	1,221.8

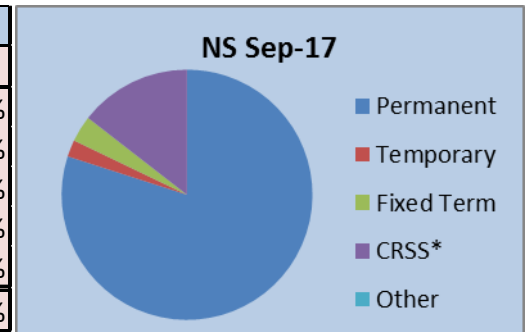
Staffing Levels: Schools Workforce					
	Mar-17	Jun-17	Sep-17	Change Mar-Sep 17	
Contract count	22,565	21,854	20,926	-1,639	-7.3%
Headcount (inc. CRSS*)	18,559	17,952	17,237	-1,322	-7.1%
Headcount (exc. CRSS*)	17,118	16,524	15,885	-1,233	-7.2%
FTE	11,819	11,372.9	11,006.8	-812	-6.9%

Appendix 2 – Contracts

Staff by contract type (grouped): KCC's Workforce				
	Mar-17		Sep-17	
Permanent	24,327	73.3%	23,388	74.5%
Temporary	2,570	7.7%	2,132	6.8%
Fixed Term	1,242	3.7%	1,180	3.8%
CRSS*	5,038	15.2%	4,683	14.9%
Other	0	0.0%	3	0.0%
	33,177	100.0%	31,386	100.0%

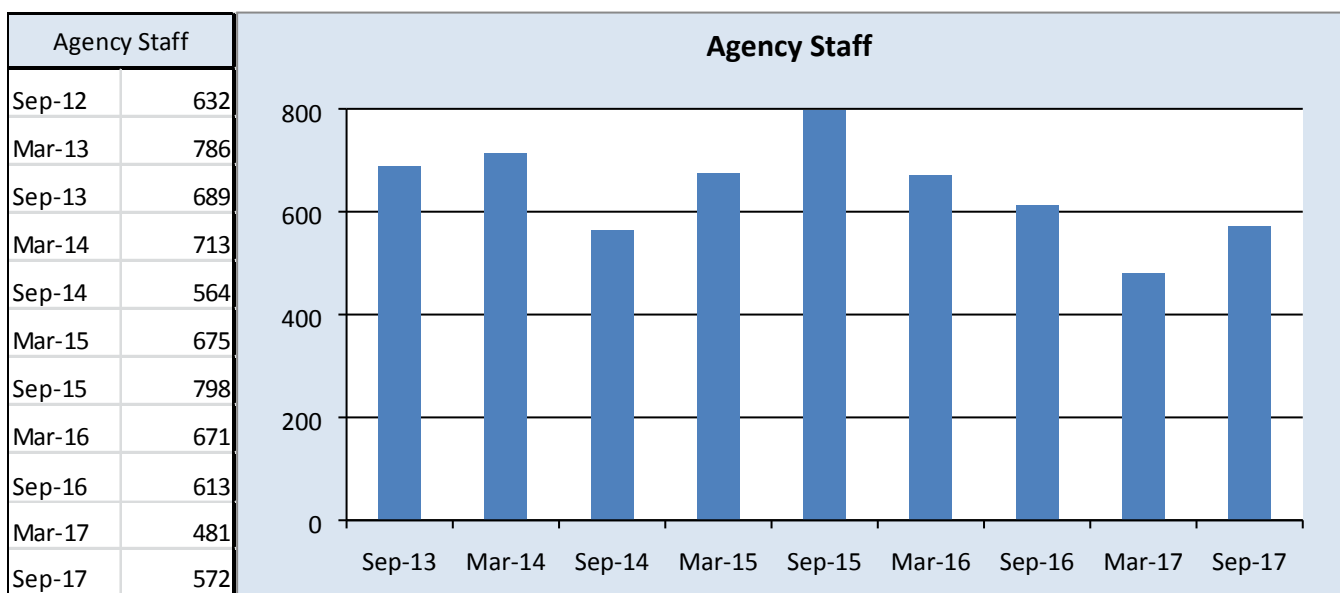


Staff by contract type (grouped): The Non-Schools Workforce				
	Mar-17		Sep-17	
Permanent	8,365	78.8%	8,365	80.0%
Temporary	308	2.9%	227	2.2%
Fixed Term	345	3.3%	354	3.4%
CRSS*	1,594	15.0%	1,513	14.5%
Other	0	0.0%	1	0.0%
	10,612	100.0%	10,460	100.0%



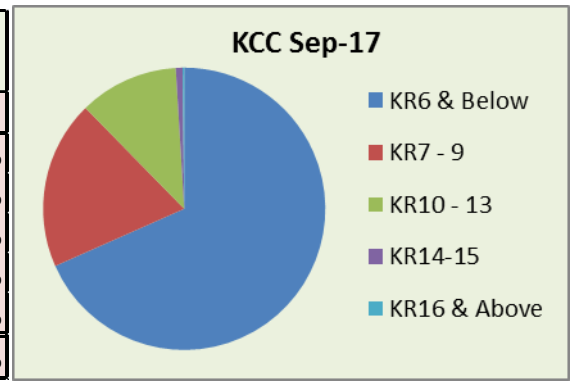
Staffing Levels: Directorates Workforce									
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services		
	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17	
Permanent	69.6%	77.2%	70.4%	71.9%	85.1%	85.0%	89.6%	89.6%	
Temporary	2.7%	2.3%	2.8%	1.7%	2.6%	1.8%	4.6%	3.5%	
Fixed Term	2.7%	3.4%	4.8%	5.6%	2.6%	1.1%	4.0%	5.0%	
CRSS*	25.1%	17.1%	22.0%	20.9%	9.7%	12.1%	1.8%	2.0%	
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

Appendix 3 – Agency Staff

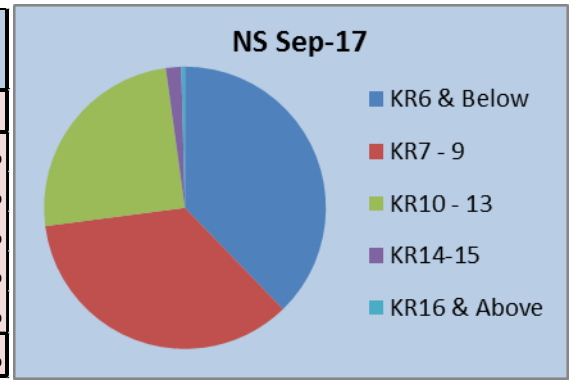


Appendix 4 – Salaries

Staff by salary band (all staff on Kent Range grades): KCC's Workforce				
	Mar-17		Sep-17	
KR6 & Below	15,328	71.9%	13,856	68.4%
KR7 - 9	3,682	17.3%	3,912	19.3%
KR10 - 13	2,136	10.0%	2,305	11.4%
KR14-15	136	0.6%	159	0.8%
KR16 & Above	35	0.2%	36	0.2%
	21,317	100.0%	20,268	100.0%



Staff by salary band (all staff on Kent Range grades): Non-Schools Workforce				
	Mar-17		Sep-17	
KR6 & Below	3,660	41.6%	3,293	37.7%
KR7 - 9	2,975	33.8%	3,069	35.2%
KR10 - 13	2,003	22.7%	2,172	24.9%
KR14-15	132	1.5%	154	1.8%
KR16 & Above	35	0.4%	36	0.4%
	8,805	100.0%	8,724	100.0%



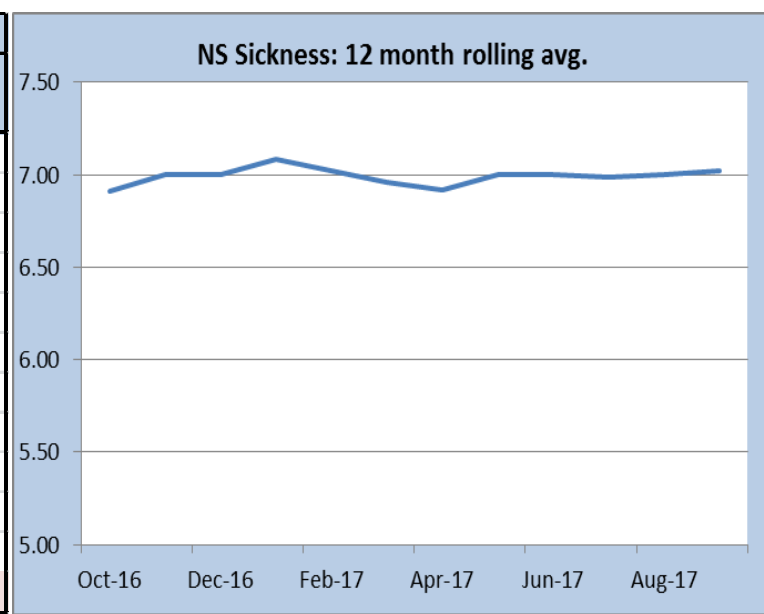
Staffing Levels: Directorates Workforce								
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services	
	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17
KR6 & Below	39.0%	30.3%	57.0%	50.8%	42.0%	46.4%	23.4%	19.4%
KR7 - 9	42.6%	40.1%	25.9%	29.4%	33.6%	35.5%	32.3%	30.8%
KR10 - 13	16.9%	27.6%	16.0%	18.3%	23.0%	17.0%	39.2%	43.9%
KR14-15	1.3%	1.8%	0.7%	1.1%	1.3%	0.9%	3.6%	4.4%
KR16 & Above	0.2%	0.2%	0.4%	0.3%	0.1%	0.2%	1.5%	1.5%

Appendix 5 – Turnover

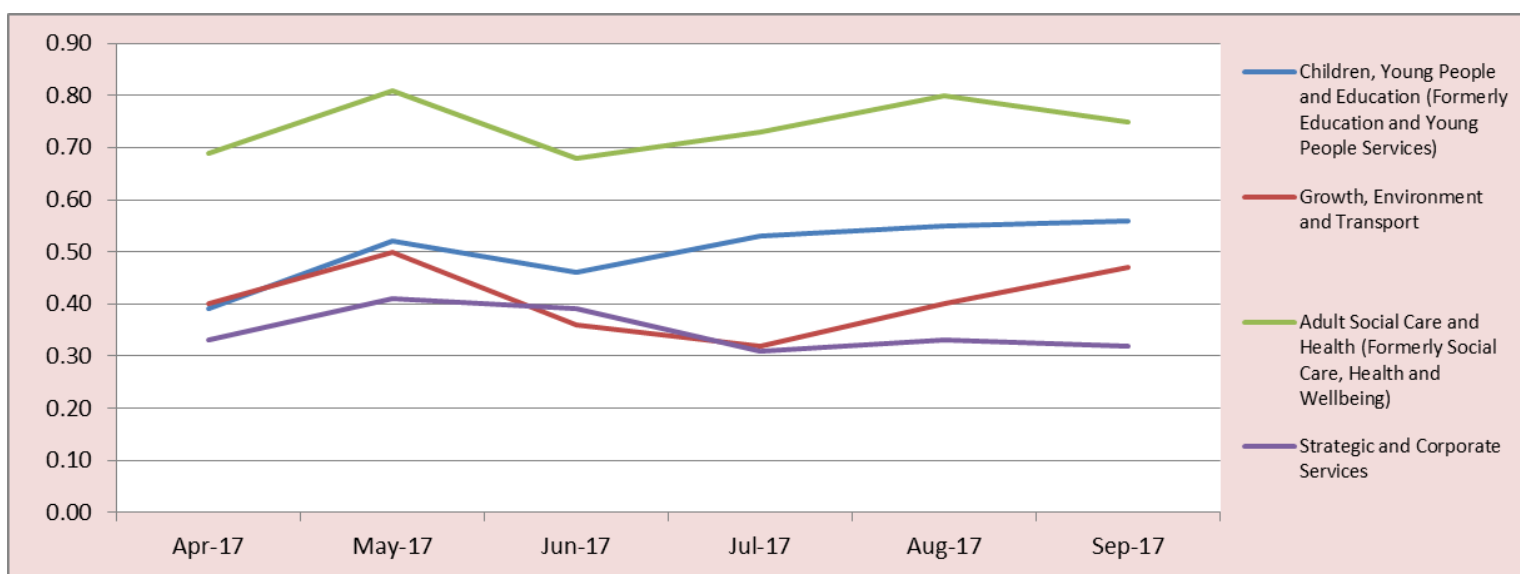
Turnover (12 month rolling average): Non Schools Workforce						
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
NS Turnover (inc. CRSS)	12.9%	14.0%	13.8%	14.0%	13.5%	13.1%
NS Turnover (exc. CRSS)	11.7%	13.0%	12.9%	13.0%	12.6%	12.4%
NS Turnover (excluding CRSS) and excluding Compulsory Redundancies/Transfers/School closing*	10.7%	10.6%	10.4%	10.5%	10.4%	10.5%
<i>*Actual leaving reasons excluded = Compulsory Redundancy, Employee Transfer, Schools Closing moving to Academy status, School Closing and TUPE transfer</i>						
Turnover (12 month rolling average): Directorates (inc. CRSS*)						
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Children, Young People and Education (Formerly Education and Young People Services)	15.4%	15.0%	14.3%	14.4%	14.0%	13.8%
Growth, Environment and Transport	13.7%	13.5%	12.9%	13.1%	12.9%	12.7%
Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)	11.6%	11.5%	11.7%	11.8%	10.9%	9.9%
Strategic and Corporate Services	11.3%	21.5%	21.7%	21.4%	21.3%	21.4%
Turnover (12 month rolling average): Directorates (exc. CRSS*)						
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Children, Young People and Education (Formerly Education and Young People Services)	13.2%	13.0%	12.7%	13.2%	13.1%	13.3%
Growth, Environment and Transport	10.9%	10.6%	10.0%	9.9%	9.9%	10.1%
Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)	11.3%	11.1%	11.3%	11.3%	10.3%	9.2%
Strategic and Corporate Services	11.2%	21.4%	21.7%	21.4%	21.5%	21.6%

Appendix 6 – Sickness

Sickness (year to Sep-17): Non Schools Workforce		
Month	Days lost per FTE in month	12 month rolling average
Oct-16	0.62	6.91
Nov-16	0.67	7.00
Dec-16	0.64	7.00
Jan-17	0.7	7.08
Feb-17	0.58	7.02
Mar-17	0.6	6.96
Apr-17	0.47	6.92
May-17	0.58	7.00
Jun-17	0.5	7.00
Jul-17	0.52	6.99
Aug-17	0.57	7.00
Sep-17	0.56	7.02



Sickness (12 month rolling average): Directorates (inc. CRSS*)							
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	YTD
Children, Young People and Education (Formerly Education and Young People Services)	0.39	0.52	0.46	0.53	0.55	0.56	3.01
Growth, Environment and Transport	0.40	0.50	0.36	0.32	0.40	0.47	2.45
Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)	0.69	0.81	0.68	0.73	0.80	0.75	4.46
Strategic and Corporate Services	0.33	0.41	0.39	0.31	0.33	0.32	2.09



Appendix 7 – Equalities

Equalities Performance Indicators: The Non-schools workforce				
	Non-School based staff		Leadership Group	
	Mar-17	Sep-17	Mar-17	Sep-17
% Females	77.2%	77.4%	59.6%	60.7%
% BME	7.2%	7.4%	6.3%	5.9%
% Considered Disabled	4.0%	3.9%	4.3%	4.1%
% Faith	61.4%	60.7%	66.1%	65.9%
% LGB	2.5%	2.7%	3.4%	3.8%

Equalities Performance Indicators: Directorates								
	Children, Young People and Education (Formerly Education and Young People Services)		Growth, Environment and Transport		Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)		Strategic and Corporate Services	
	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17
% Females	82.1%	83.2%	62.8%	63.4%	85.0%	86.3%	64.0%	64.4%
% BME	6.2%	8.6%	3.5%	3.7%	8.8%	8.7%	7.7%	6.0%
% Considered Disabled	3.6%	3.6%	4.3%	4.2%	3.9%	4.3%	4.1%	3.6%
% Faith	61.3%	60.4%	61.0%	60.2%	63.0%	63.9%	60.8%	54.6%
% LGB	2.3%	2.4%	2.1%	2.2%	2.9%	3.5%	1.9%	1.7%

Equalities Performance Indicators: Directorates (Leadership group)				
	Children, Young People and Education (Formerly Education and Young People Services)	Growth, Environment and Transport	Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)	Strategic and Corporate Services
% Females	65.4%	44.2%	71.4%	58.3%
% BME	7.4%	7.7%	6.4%	3.7%
% Considered Disabled	2.1%	0.0%	6.4%	6.4%
% Faith	60.3%	70.6%	70.3%	66.7%
% LGB	5.6%	0.0%	7.9%	2.2%

Age Performance Indicators:

Equalities Performance Indicators: The Non-schools workforce				
	Non-School based staff		Leadership Group	
	Mar-17	Sep-17	Mar-17	Sep-17
% aged 25 and under	7.9%	7.8%	0.0%	0.0%
% aged 30 and under	17.0%	17.0%	0.0%	0.6%
% aged 50 and over	39.8%	39.9%	55.5%	52.3%
% aged 65 and over	2.8%	2.8%	1.5%	0.8%

Age Performance Indicators: Directorates								
	Children, Young People and Education (Formerly Education and Young People Services)		Growth, Environment and Transport		Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)		Strategic and Corporate Services	
	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17	Mar-17	Sep-17
% aged 25 and under	9.5%	8.6%	6.9%	7.4%	6.5%	5.6%	12.1%	11.0%
% aged 30 and under	18.9%	18.6%	14.1%	14.7%	15.2%	14.6%	23.6%	21.2%
% aged 50 and over	38.1%	36.2%	45.6%	45.7%	42.0%	45.6%	27.6%	29.3%
% aged 65 and over	1.6%	1.6%	5.2%	5.2%	3.0%	3.2%	0.9%	1.3%

Notes:

Leadership Group = staff on KR13 or above and £50,108 minimum salary

Figures exclude schools and casual relief, sessional and supply staff

Appendix 8-Equality in Recruitment

Equality in Recruitment Statistics (April to Sept 2017): the Non-schools workforce

Gender	Applied		Recruited	
Male	3342	26.4%	123	19.9%
Female	9331	73.6%	494	80.1%
Total	12673	100.0%	617	100.0%

Ethnicity	Applied		Recruited	
White	9408	74.6%	504	70.0%
BME	3196	25.4%	216	30.0%
Total	12604	100.0%	720	100.0%

Sexual Orientation	Applied		Recruited	
Heterosexual	11590	95.8%	550	95.0%
LGB	510	4.2%	29	5.0%
Total	12100	100.0%	579	100.0%

Disability	Applied		Recruited	
Disabled	668	5.2%	38	3.8%
Not Disabled	12201	94.8%	975	96.2%
Total	12869	100.0%	1013	100.0%

Religion	Applied		Recruited	
Faith	6647	54.6%	304	51.1%
None	5525	45.4%	291	48.9%
Total	12172	100.0%	595	100.0%

Age	Applied		Recruited	
25 and Under	3425	27.1%	154	25.3%
26-35	3367	26.7%	166	27.3%
36-45	2585	20.5%	114	18.7%
46-55	2454	19.4%	125	20.5%
56-65	784	6.2%	48	7.9%
Over 65	17	0.1%	2	0.3%
Total	12632	100.0%	609	100.0%

Notes:

Figures are for Non Schools recruitment

Figures are based on data provided by those applicants/staff who opted to disclose diversity information

Appendix 9 – Leavers by Leaving Reason

Leaving Reason	April-September 2017
Resignation - New Employment	211
Resignation - Other	199
TUPE Transfer	123
Resignation - Personal /Domestic Reasons	75
Retirement - Normal	55
End of Fixed Term Contract	30
Compulsory Redundancy	26
Resignation - Career Development	23
Mutual Termination	20
Voluntary Redundancy	18
PR/Casual - Not Claimed in the last 12 months	17
Contract Terminated within Probation	10
Resignation - Nature of Work	10
Unknown	9
Dismissal - Conduct	7
Voluntary Early Retirement	6
Termination of Supply/Sessional Staff	5
Early Retirement - Ill Health (Tier 1)	4
Resignation - Competition from other employers	4
End of Temporary Contract	3
Deceased	2
Dismissal - Capability - Performance	1
Dismissal - SOSR	1
Early Retirement - Efficiency of the Service	1

Note:

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

Non-Schools workforce: Leavers by leaving reason - April - September 2017		
Grouping	Apr-Sep 2017	Proportion
Dismissal	24	2.79%
Redundancy	44	5.12%
Resignation	522	60.70%
Retirement	66	7.67%
Transfer	123	14.30%
Other	81	9.42%

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By: Eric Hotson – Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design and Development

To: Personnel Committee **Date:** 23 January 2018

Subject: Mandatory Gender Pay Gap Reporting and Statement

Classification: **Unrestricted**

Summary: This paper outlines the organisation's responsibilities under the new Gender Pay Gap Reporting duty in advance of our first publication that is due in March 2018 along with a draft proposed 'statement'.

1. Background

- 1.1 Mandatory gender pay gap reporting applies to organisations with more than 250 employees with a requirement that pay data be published annually. It is the Government's intention to raise the general awareness of the apparent pay inequality and seek to reduce the gender pay difference through transparency and subsequent action.
- 1.2 The Equal Pay Act was introduced in 1970, however, the issue of equal pay and the gender pay gap are often confused. While the former concerns pay differences between individuals or groups performing the same work, the gender pay gap focusses on the differences in average earnings of men and women over a standard time period regardless of their role or seniority. It is therefore a broader measure capturing not simply any equal pay issues within an organisation but also pay inequalities resulting from differences in the sort of jobs performed by men and women. It is therefore possible for an employer that has eliminated unequal pay to have a wide gender pay gap.
- 1.3 According to research by the Institute of Fiscal Studies (IFS), currently, on average women receive around 18% less pay per hour than men although there is variation depending on age group, hours worked and childcare responsibilities.

2. The obligations

- 2.1 There are several minimum requirements for the mandatory report notably;
 - Mean gender pay gap
 - Median gender pay gap
 - Mean bonus gender pay gap
 - Median bonus gender pay gap
 - Proportion of males and females receiving a bonus payment
 - Proportion of males and females in each pay quartile

- 2.2. The calculation must be based on the hourly pay rate for each employee during the pay period that includes 31 March. Bonus payments, for those that receive them, are to be any paid within the 12 months up to 31 March. This has a broad definition and includes payments outside of a traditional bonus scheme but will not include contractual TCP payments.
- 2.3. Employers will be accountable for the data that they produce and a written statement confirming that the information is accurate must accompany the required information. Under the regulations, this statement needs to be signed off by the most senior employee.

3. Publication of the information

- 3.1 The information must be published on the employer's website and be accessible to employees and the public. This needs to be done within twelve months and must be retained on-line for three years. Additionally, employers must upload the information to a government sponsored website. The government encourages employers to provide commentary and will monitor levels of compliance.

4. Current position

- 4.1 The process for capturing this data in the required form has been established and the results of which are set out in the draft statement in Appendix 1.
- 4.2 Our data is from pay at 31 March 2017 and for bonus payments made between April 2016 and March 2017. Having assessed many other employers' statements, most from the private sector, our results compare favourably albeit they do illustrate a gap on both pay and bonus. This does not however indicate that there is an equal pay issue and our established grading structure and its application provide ongoing reassurance in this specific area. Previous Equal Pay audits have confirmed that there is no inherent difference between the pay received by men and women in jobs of equal value.
- 4.3 What our data does indicate is that we do have an imbalance in gender make up in each grade hence the proportionate difference in average pay and average bonus payments.

5. Conclusion

- 5.1 In preparation for the forthcoming Gender Pay Gap Reporting requirements we have developed a draft statement with the appropriate data. We have the ability and propose to extend the narrative in our statement to provide a greater organisational context and explanation of our results. Given the deadline for publication there are likely to be many employers, particularly from the public sector, who publish their results in March 2018. There is an inevitability that this will generate professional and general media interest beyond any from residents. As there is such specific requirement and guidance from Government, comparisons across sectors will be relatively easy although many will differ in the level and magnitude of their supporting narratives.

5.2 Once published we will have until March 2019 to produce our statement based on March 2018 data. This might be something we wish to consider publishing early.

6. Recommendation (s)

Recommendation(s):

Personnel Committee are invited to comment on our responsibilities and approve the required statement.

7. Background Documents

None

8. Contact details

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Strategic and Corporate Services

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DRAFT

Kent County Council

Gender Pay Gap Reporting Statement

March 2018

What is Gender Pay Gap Reporting?

From April 2017, all organisations that employ over 250 employees are required to calculate and report annually on their gender pay gap. This shows the difference in average earnings for men and women. For the public sector, the calculation will be based on the hourly pay rate for each employee during the pay period that includes 31 March each year.

The gender pay gap is not the same as equal pay. Most organisations that pay men and women the same rate for work at the same level will still have a gender pay gap. This is because of the different proportions of men and women working across the whole organisational structure. If there are proportionately more men at higher levels within organisations this is what the gender pay gap figures highlight. By undertaking this calculation, it helps organisations understand their own position and to consider ways to reduce the difference.

According to research by the Institute of Fiscal Studies (IFS), currently, on average, women receive around 18% less pay per hour than men although there is variation depending on age group, hours worked and childcare responsibilities

What we need to calculate

Through legislation, there are set calculations to show the difference in hourly pay and other payments between men and women. The mean percentage shows the difference in the average pay and the median is the middle value for all the payments when put in a list. We also need to show the proportions of men and women receiving an amount outside of the hourly pay calculation, this is referred to as a bonus in terms of the regulations, and the gender proportions in each quarter of the pay structure.

Our data

This is Kent County Council's (KCC) annual gender pay gap report for the snapshot date of 31 March 2017.

- The mean gender pay gap for KCC is 12.6% and the median is 18.2%.
- The mean gender bonus pay gap for KCC is 25.1% and the median is 14.3%.

- The proportion of male employees in KCC receiving a bonus is 3.1% and the proportion of female employees receiving a bonus is 2.9%.

Pay quartiles by gender

Band	Males	Females
Lower quartile	20%	80%
Lower middle quartile	17%	83%
Upper middle quartile	25%	75%
Upper quartile	30%	70%

What our data indicates

- **Pay** – The gender pay gap for KCC is significantly below the national average which is very positive, 12% v 18% respectively. The difference is explained by the higher proportion of men in the upper middle and upper pay quartiles.
- **Bonus** – This has a broad definition within the scope of gender pay gap reporting requirements and KCC does not operate a traditional bonus scheme. As can be seen from the figures, less than 1 in 25 people are affected by this with an average payment of £418. Although the figure is slightly higher for women receiving payments than men, there is not a large difference. The mean figure does show a difference which is again explained by the higher proportion of men in the upper middle and upper pay quartiles and the proportionality of payments that have been made. This is reflected in the median figure too.
- **Gender distribution** – The proportion of women to men across KCC is c. 77% v 23% respectively. Within the first two quartiles of the organisation the balance is further in favour of women, however the proportion changes by around 10% within the upper quartile. There is therefore still a significant female representation in each of the pay quartiles. This explains why the KCC mean salary difference is lower than the national average.

The wider KCC context

KCC has a longstanding commitment to the promotion of equality and fairness in the workplace. We know from undertaking equal pay audits previously that we pay men and women in a consistent way for work of equal value. This is underpinned by a grading structure and job evaluation system which considers roles rather than gender differences. It is, however, important not to be complacent. There are many touch points where both equality and diversity are promoted. These include: -

- The Council has a broad and established approach to developing and managing its workforce. Aspects such as Workforce Planning, Succession Planning and the identification of critical roles help ensure that the organisation has the skills and capabilities it requires to deliver services over the short, medium and long term.
- A simple and robust approach to job evaluation is intended to ensure people are paid in a fair and consistent way for the roles which they undertake across the authority.
- Inclusive and accessible training – much training is now eLearning based which enables greater access and availability and is not dependent on where and when people work
- Enhancing conversation and dialogue within our approach to managing performance will help individuals discuss their aspiration and identify the appropriate development and support to achieve these.
- Diversity training is promoted to all which increases knowledge and awareness of all aspects of equality and inclusion for protected characteristics.
- Staff groups are forums set up to support the equality and diversity agenda.

There are four:

Aspire for employees under 30 which supports and develops younger people to realise their potential.

Level Playing Field promotes best practice and broadens the knowledge around disability issues within KCC.

UNITE supports Black and Minority Ethnic (BME) staff in all directorates and helps the council to develop and review council policies that affect both staff and the wider community to ensure that they are inclusive.

Rainbow supports members of the Lesbian, Gay, Bisexual and Transgender (LGBT) staff community and gives advice on the services that KCC provides to ensure that all aspects of the organisation's work are accessible and appropriate to all Kent's residents, regardless of sexual orientation.

- Flexible working arrangements are used to help both men and women balance domestic and work/career commitments in a way which works for them and the organisation.

As we move forward, KCC will continue to find opportunities to promote and enhance pay parity. A major focus in our new approach to managing performance is to promote dialogue and inclusion. This is a key aspect for identifying aspirations, development opportunities and the support required to help people progress and ensure that any actual or perceived barriers are removed.

I confirm that the data reported is accurate.

SIGNED BY THE HEAD OF PAID SERVICE

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