

**PERSONNEL COMMITTEE**

**Monday, 3rd July, 2017**

**2.30 pm**

Wantsum Room, Sessions House, County Hall,  
Maidstone







## **AGENDA**

### **PERSONNEL COMMITTEE**

**Monday, 3rd July, 2017, at 2.30 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 (7): Mr P B Carter, CBE (Chairman), Mrs C Bell, Mr E E C Hotson,  
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)*

#### **A. COMMITTEE BUSINESS**

- A1 Substitutes
- A2 Election of Vice-Chairman
- A3 Declarations of Interests by Members in items on the Agenda for this meeting.
- A4 Minutes - 24 January, 23 March and 25 May 2017 (Pages 5 - 10)

- A5 People Strategy 2017 to 2022 (Pages 11 - 22)
- A6 Employee Relations Casework Activity (Pages 23 - 26)
- A7 Annual Workforce Dashboard (Pages 27 - 44)
- A8 Total Contribution Pay Equalities 2016/17 (Pages 45 - 52)
- A9 Workforce Health & Wellbeing Strategy (Pages 53 - 72)
- A10 Employment Value Proposition (Pages 73 - 80)
- A11 Date of Next Meeting  
The next meeting of the Committee will be held on Thursday 12 October 2017 at 2.00pm
- A12 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 2 of part 1 of Schedule 12A of the Act.
- A13 Interim Senior Management Appointment (Pages 81 - 86)

John Lynch,  
Head of Democratic Services  
03000 410466

**Friday, 23 June 2017**

## KENT COUNTY COUNCIL

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### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Tuesday, 24 January 2017.

PRESENT: Mr G Cooke (Vice-Chairman in the Chair), Mr L Burgess, Mrs T Dean, MBE, Mr M Heale, Mr P J Oakford (Substitute for Mr P B Carter, CBE), Mr J D Simmonds, MBE, Mrs P A V Stockell and Mr B J Sweetland.

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

### UNRESTRICTED ITEMS

#### **115. Minutes - 16 December 2016**

*(Item A3)*

RESOLVED that the minutes of the meeting held on 16 December 2016 are correctly recorded and that they be signed by the Chairman as a correct record.

#### **116. Annual Workforce Profile Report update**

*(Item A4)*

(1) Mr Royel introduced the mid-year update on the annual workforce profile report, which had been presented to Personnel Committee in June 2016. The 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 2016.

(2) RESOLVED that the report be noted.

#### **117. Employee Relations Casework Activity**

*(Item A5)*

(1) Mr Royel introduced a report which updated the Committee on employee relations case work activity for the period 1 April to 30 September 2016. The report included comparator figures for 2014/15 and 2015/16 and dismissal appeals heard by Senior Officers.

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

#### **118. 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.

## **EXEMPT ITEMS**

### **119. Exempt Minute - 16 December 2016**

*(Item A7)*

RESOLVED that the exempt minute from the meeting held on 16 December 2016 is correctly recorded and that it be signed by the Chairman as a correct record.

### **120. Local Pay Bargaining - 2017/18**

*(Item A8)*

(1) Mr Royel introduced a report which set out the position for this year's Local Bargaining process. The Committees endorsement of the proposed action was sought prior to consideration at County Council on 9 February 2017.

(2) RESOLVED that the Committee endorse the following and recommend to County Council on 9 February for approval:

- a) A single pot of 2.3% 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 the lowest value KCC's lowest grade be adjusted to £7.70 per hour to maintain a position above the national minimum.
- 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.

## KENT COUNTY COUNCIL

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### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Cabinet Room - Sessions House, County Hall, Maidstone ME16 1XQ on Thursday, 23 March 2017.

PRESENT: Mr P B Carter, CBE (Chairman), Mr G Cooke (Vice-Chairman), Mr R H Bird (Substitute for Mrs T Dean, MBE), Mr L Burgess, Ms A Harrison and Mr J D Simmonds, MBE.

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development), Mr D Cockburn (Corporate Director Strategic & Corporate Services) and Mr P D Wickenden (Democratic Services Manager (Members)).

### UNRESTRICTED ITEMS

#### **121. Motion to Exclude the Press and Public** (Item A3)

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 2 of part 1 of Schedule 12A of the Act

#### **122. Senior Management Appointment** (Item A4)

(1) The Corporate Director Engagement, Organisation Design and Development submitted a report inviting the committee to consider extending the interim appointment of Stuart Collins to the role of Director of Early Help and Preventative Services for up to a period of a further 12 months until 31 March 2018.

(5) RESOLVED that Stuart Collins be confirmed as the Interim Director of Early Help and Preventative Services for a period of up to 12 months ending on 31 March 2018.

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## KENT COUNTY COUNCIL

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### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 May 2017.

PRESENT: Mrs C Bell, Mr R H Bird, Mr P B Carter, CBE, Mr E E C Hotson, Mr P J Oakford, Mr J D Simmonds, MBE, Mrs P A V Stockell and Dr L Sullivan.

IN ATTENDANCE: Mr J Lynch (Head of Democratic Services).

### UNRESTRICTED ITEMS

#### **1. Election of Chairman** *(Item 3)*

(1) It was duly proposed and seconded that Mr P Carter be elected Chairman of the Committee.

(2) RESOLVED that Mr P Carter be elected Chairman of the Committee.

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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:** 3 July 2017

**Subject:** People Strategy 2017 to 2022

**Classification:** **Unrestricted**

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**Summary:** This paper introduces a proposed People Strategy for the next 5 years.

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## **1. Introduction**

1.1. Attached is a draft People Strategy which is intended to be an over-arching HR strategy for the organisation, a 5 year plan for how we will recruit, retain, develop and manage people performance, where this fits with other relevant strategies and what our 'guiding employment principles' are.

1.2. It is not intended to duplicate the content of the related documents but will set the principles and aims for them and subsequent work. It will provide a single, concise narrative for KCC as an employer for staff and managers.

1.3. This proposed strategy represents the comments and adjustments made following consideration by each of our Directorate Management Teams.

## **2. Key Elements**

2.1. The 'valued and engaged employee' is at the heart of the strategy. The guiding principles are intended to illustrate the significance they have on the effective engagement of employees and our expectations as an employer.

2.2. The 'vision statement' sets out what workforce we expect to have and what employer we intend to be at a 'principle' level. It also recognises the considerable challenges and changing environment we will continue to operate in over the life of the strategy.

2.3. As is explicitly referenced, the strategy and in particular the vision needs to be considered alongside the organisation's complimentary strategies and commitments on technology, assets and engagement to get a sense of the contribution this is intended to demonstrate.

2.4. The roles and responsibilities set out the standards we expect of senior leaders, managers, staff and the HR & OD function. There is also an

indication of how we can assess the delivery and impact of the strategy, though in reality it will be a reflection of the success of its component parts.

2.5. Finally there is an illustration of some of the HR & OD programmes and tools that will help facilitate the strategy and the effective management and engagement of staff.

2.6. This strategy is intended to set the framework and principles for the next 5 years and act as a guide for HR & OD work and development in that time.

### **3. Recommendation**

3.1. Personnel Committee are invited to consider and agree the proposed People Strategy.

**Paul Royel  
Head of HR  
416631**

**Background documents: None**

**Kent County Council**

**People Strategy  
2017 to 2022**

## VISION STATEMENT

Kent is a successful authority that is constantly seeking to deliver the services to our communities that deliver the best outcomes for the people of Kent. Our People Strategy sets out our intentions to make the most of our staff and their talents. We need to ensure that we have a skilled and motivated workforce which is flexible and innovative and works with our communities and partners to deliver services and find solutions where necessary.

The next five years and beyond will continue to be exciting, challenging and changing, we will need to make tough decisions, reprioritise services, consider all service delivery models and ensure effectiveness. Our collective workforce is central to our success and is fundamental to developing an organisation that is transformed and fit for the future.

The customer is at the heart of our service delivery and our focus will be on delivering the strategic outcomes set out in 'Increasing Opportunities, Improving Outcomes'. Staff awareness and engagement in the delivery of these aspirations is critical to our success as an organisation and therefore it is the employee that is at the heart of our People Strategy.

This strategy seeks to set out the overarching principles that will form the basis of this engagement and contribution to ensure we do make a difference to the residents and businesses in Kent.

Our organisation priorities, objectives and excellent customer services require an engaged, dynamic workforce capable of designing, planning, commissioning and delivering.

Our changing shape of design and delivery; alternative service models, trading companies and partnerships, require an increasingly sophisticated relationship and collaboration. Whatever these might be over the coming years, the customer service expectation remains the same. There will be continued change over the next 5 years and to ensure this is successful we will need to further develop our skills and support. We will need excellent change management, project management, leadership and a proportionate risk appetite.

The workforce needs to demonstrate flexibility and adaptability, managing competing priorities. There is a need and expectation to work across boundaries and as collaboratively as possible. Our strength and the quality of our services depends on all parts of KCC, from whatever section/function working together and focussing on the common goal – providing the best possible services to those who live, work and visit Kent.

We are a single organisation and employer and want to be able to attract and retain the best possible workforce, wherever possible from those living in and around Kent. As an employer we will seek to encourage, support, recognise excellent performance and encourage creativity and imagination. The environment will be one based on mutual respect, consistency and equity at all levels of the organisation and our

employment offer. Inevitably we will have staff leave the organisation and it is our responsibility to ensure this is managed positively for the individual and the organisation. We will seek to maximise our focus on individual and professional growth and development – continuously investing time and resources to build our capacity. It is therefore critical that we have robust workforce plans, succession plans and talent management.

We need a strength and resilience from our staff and throughout the organisation.

We want to ensure we are sharing best practice across the organisation and our wider workforce with a continual appetite to learn and improve and making the best use of digital technology.

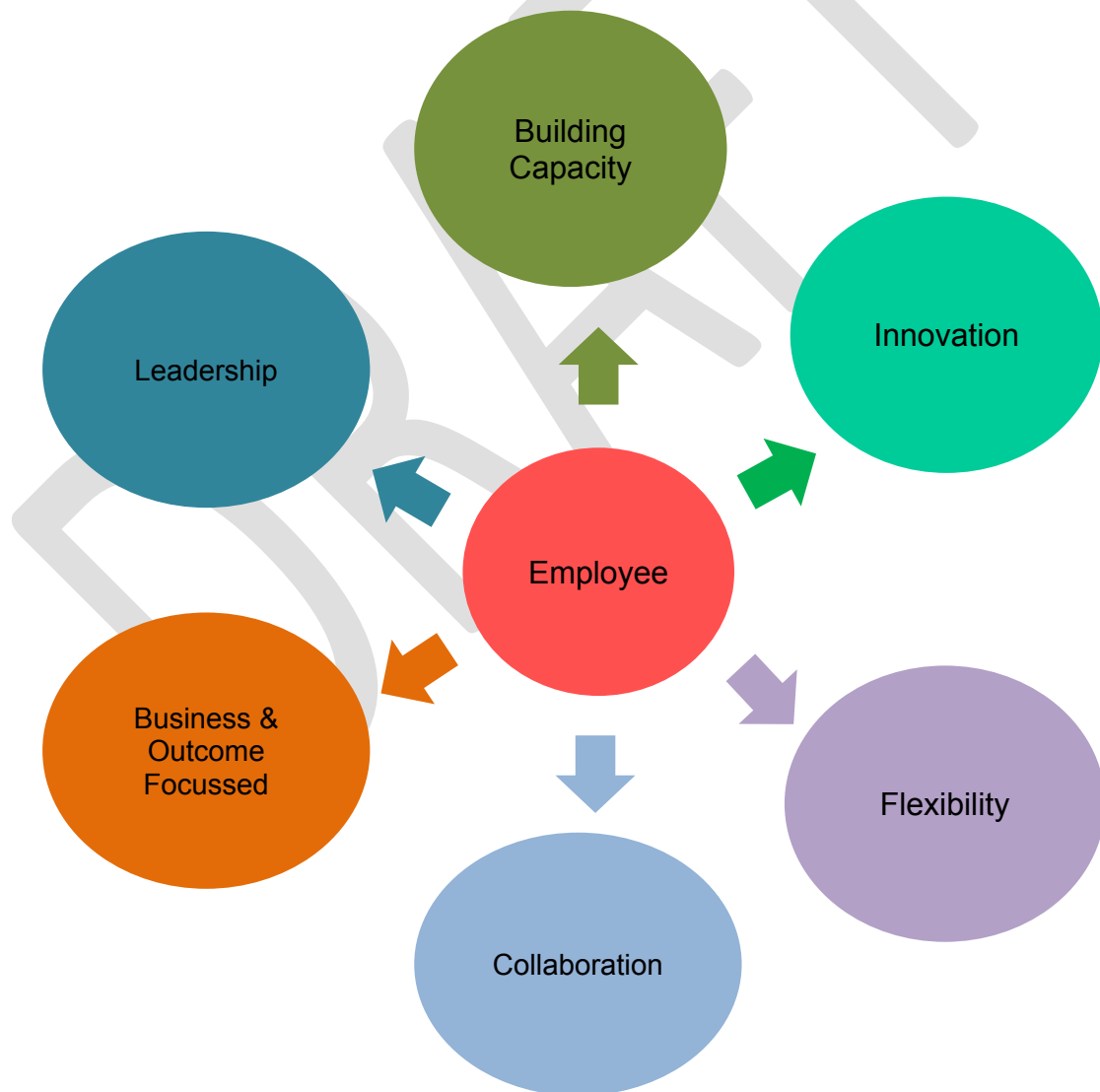
As an employer we recognise the significance there is in a connection between the roles undertaken and our overall service aims.

We will continue to encourage and facilitate the 'employee voice'. We need to ensure we are able to involve everyone in the positive development of KCC as an employer.

## OUR GUIDING PRINCIPLES

We have developed Our People Strategy around key principles

- **Business & Outcome Focussed** – that there is a single and common purpose for the engaged workforce
- **Flexibility** – required of both KCC and staff
- **Building Capacity** – to identify future skills requirements, manage and retain talent and grow our collective ability.
- **Leadership** – will drive transformation and deliver improved management performance and effectiveness and all aspects of the strategy
- **Innovation** – a culture and environment that enables staff to develop service delivery
- **Collaboration** – that our strength lies in working together with a collective focus



**Valued and Engaged Employee at the heart of the strategy**



We recognise that staff are fundamentally important to success of the organisation and this strategy needs to be considered alongside the IT, Asset and Engagement Strategies in support of the Strategic Outcome, Our Approach.

### Overarching aims

- To focus on how staff can make a difference to the business
- That 'values' will underpin our policy and practice
- That KCC as an employer does the right things in the right manner
- The management of people is based on 'values' and behaviours
- As an employer that we are inclusive and recognise employees as individuals
- The People Strategy needs to support key business priorities
- Our Employment Deal is developed to meet both employee and organisational requirements.
- Employee engagement is maximised whenever possible
- Fair, Equitable and inclusive

### Components:



**OD Plan** – a 3 year Plan clearly setting out how we will improve workforce capacity and capability to deliver transformation and service change. The Plan outlines the key strategic workforce priorities which will be delivered through an annually agreed action plan and budget. Progress will be monitored quarterly by the Organisation

Development Team and OD Groups. A mid-year report will be presented to the Corporate Management team.

**Workforce Planning Strategy** – an organisational strategic approach to workforce planning which sets out the key principles to ensure workforce planning is systematically embedded within our business processes, with an increasing focus on ensuring we have the workforce needed to deliver services with external partners and contracted service providers.

**Leadership & Management Strategy** – a medium term plan for the development of our management capacity to ensure our leaders and managers have increased skills, knowledge, confidence and the right mind-set to drive transformation and deliver improved management performance and effectiveness, whilst demonstrating KCC's values and behaviours and leading by example.

**Resourcing Strategy** – the principles and tools to ensure we have the right people in the right place at the right time doing the right things. This will help deliver flexibility to meet business needs, ensure people are clear about what is expected of them and have support to reach their full potential. The strategy is intended to enhance employee engagement.

**Recruitment Strategy** – the Council operates in an environment of continuous change and budgetary pressure, including new approaches to service delivery, technological capability and customer expectation. It is therefore imperative that we have a clear organisational approach, tools and principles to recruit and retain the right people with the capability and future capacity to deliver to the demanding agenda which KCC faces. Recruitment, in the round, needs to be modern, responsive, inclusive, business focussed and effective to ensure that it is properly fit for purpose.

**Employment Offer** – a single narrative and collection of the elements that make up the 'employment deal' which helps our staff understand what is available to them and distinguishes KCC in the employment market. The Employment Offer therefore is a key component in the recruitment, recognition, motivation, retention, development and engagement of staff.

**Workforce Health & Wellbeing Strategy** - a medium term plan to enhance the physical and mental wellbeing of the workforce with a view to improving employee attendance, engagement and performance. The strategy will focus primarily on prevention through helping managers create an environment and culture that improves and supports employee wellbeing and by helping people make healthy lifestyle choices. Another key aspect of the strategy is addressing the main reasons for employee absence with a desire to decrease the working days lost.

## ROLES AND RESPONSIBILITIES

1. **Senior Leaders (in addition their managerial responsibilities below) will:**

- Understand and accept the cost and benefit of the investment in its workforce
- Commit to the delivery of the component elements of the strategy (e.g. resourcing, OD, health and wellbeing) and the Employment Offer
- Deliver this strategy through their Senior Managers, Managers, the workforce (and HR & OD).
- Provide a clear vision and set the expectations for the workforce.
- Work collaboratively and in the best interests of the organisation as a whole.

## 2. Managers (in addition to their staff responsibilities below) will:

- **Engage appropriately with HR and OD** and develop self-sufficiency in their own people management competence.
- Demonstrate **leadership** and ownership to deliver the strategy in practice.
- Set and communicate the **organisational vision** in the context of their business.
- Lead by example and demonstrate the organisation's **values and behaviours**.
- Lead and manage with **authenticity and respect**, recognising people as **individuals**.
- Set or manage realistic and **achievable expectations** of all staff that builds sufficient capacity to do the job.
- Undertake all conversations with teams and staff that have a **focus on outcomes**
- Help all staff understand, appreciate and make best use of the **Employment Deal**
- **Commit to the development** of a skilled, capable, competent and resilient workforce using the tools available.
- Demonstrate an appreciation of '**inclusivity**' and manage and deliver this.
- Will demonstrate a willingness to **listen and be open to new ideas**.

## 3. Staff will:

- Consistently **deliver** good service.
- Have a level of **trust** with the organisation and manager
- **Engage** with the job and organisation together with **positive motivation** toward work.
- Have an **active involvement** in the relationship with KCC, manager and team.
- Acknowledge the importance of the 'how' services are provided and a demonstration of the **organisations values**

## 4. The HR and OD Function will:

- provide clear **added value**
- Deliver a **single and coordinated approach**, recognise the differences throughout the organisation and support managers in **managing risk**.

- Develop a high level of **expertise and knowledge**
- Demonstrate **professional courage** and **challenge** to managers and the organisation.
- Actively promote **self-sufficiency** that empowers and improves the role of managers and staff.
- Provide suitable and clear **frameworks** for the development of individuals and teams.
- Deliver a professional function that is **flexible, practical** and provides **pragmatic business solutions**.
- Offer the appropriate degree of **flexibility and risk management** in policies and practice to recognise and deliver to business needs.

## HOW WE WILL KNOW WE ARE DELIVERING THE STRATEGY?

- We have developed staff to meet predicted future requirements. There will be reduced skills gaps, effective use of the staff development investment and higher levels of performance.
- We take a pragmatic approach to risk in people management. Reduced process, empowered managers, quicker decision making.
- Conversations with managers are taking place with a demonstrable focus on outcomes, as will be evidenced from staff surveys.
- Managers appreciate and undertake their full people management responsibilities.
- Managers engage with people as individuals to capitalise on the specific strengths, skills and capabilities they bring. Delivering increased engagement and improved performance through TCP assessments.
- People understand and use all of the aspects within the employment offer in a way which works best for them and the organisation. Delivering increased engagement and improved performance through TCP assessments.
- Resourcing issues are responded to quickly and effectively. Reduced recruitment and recruitment time.
- People are rewarded and recognised for what they do and how they do it in a way that is effective for both KCC and staff. Delivering increased engagement through appropriate use of recognition tools.
- There will be many more specific measures contained in the supporting strategies that will be appropriately reported and analysed.

## APPENDIX 1

### HOW HR AND OD WILL ENABLE THE DELIVERY OF THE STRATEGY

	AIM	MET THROUGH
<b>Guiding Principles</b>  Commission and deliver inclusive programmes to support staff to have the skills, attitudes and behaviours to deliver excellent customer service	<b>Leadership</b> Creating a future vision	<ul style="list-style-type: none"> <li>Develop and deliver a Leadership and Management Development Strategy</li> <li>Commission the delivery of professional leadership programmes and support</li> <li>Develop future leaders and managers</li> <li>Ensure leaders are equipped with the skills and tools to create the right culture and behaviours</li> <li>Leadership that is inclusive and delivers high quality services to communities</li> <li>Develop and support dynamic decision making</li> </ul>
	<b>Business &amp; Outcome Focussed</b> Making the best use of our time and resources	<ul style="list-style-type: none"> <li>Develop and deliver a Performance Management Strategy</li> <li>Develop and deliver a fit for purpose appraisal scheme which gives feedback on performance and records agreed priorities and achievements</li> <li>Developing and promoting self sufficiency</li> </ul>
	<b>Collaboration</b> Building strong working relationships	<ul style="list-style-type: none"> <li>Deliver development programmes to support managers commercial thinking, skills and behaviours</li> <li>Deliver the Employee Engagement Strategy and develop 'employee voice'</li> <li>Deliver an effective Employee Relations framework</li> <li>Develop and deliver strategies which support joint training with partner agencies</li> </ul>
	<b>Innovation</b> Translating ideas into products, services and solutions that create value for our customers	<ul style="list-style-type: none"> <li>Research and test tools and programmes to support innovative thinking</li> <li>Deliver frameworks to support managers and staff to develop resilience during business change</li> <li>Identify future changes and their impact on the workforce</li> </ul>
	<b>Flexibility</b> Responding with pace and energy	<ul style="list-style-type: none"> <li>Produce effective Workforce Planning frameworks and tools</li> <li>Offer agile approaches to transformation</li> <li>Design and implement an organisational wide resourcing strategy that recognises future workforce needs</li> </ul>
	<b>Building Capacity</b>	<ul style="list-style-type: none"> <li>Develop and deliver strategies to increase capacity and capability</li> <li>Develop KCC's commissioning capacity and capability.</li> <li>Increase opportunities for knowledge sharing and skills transfer</li> <li>Develop programme and project management capability</li> </ul>

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

**To:** Personnel Committee

**Date:** 3 July 2017

**Subject:** Employee Relations Casework Activity

**Classification:** **Unrestricted**

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**SUMMARY:** This report updates Personnel Committee on employee relations case work activity for the period 1 April 2016 to 31 March 2017.

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## 1. INTRODUCTION

- 1.1 Personnel Committee receives regular reports on discipline, capability and resolution activity which provides an overview of the distribution of cases. This report updates the Committee on the full year figures for 2016-17.
- 1.2 The figures are provided in the context of there being increasingly fewer HR resources and a greater focus on KCC managers leading performance management successfully. The HR Team 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 an indicator of how KCC is approaching the management of its employees' performance.

## 2. CASE ANALYSIS

- 2.1 The greatest volume of cases, in the year, are those concerning ill health (Appendix 1). However, this level of activity has continued to reduce and there are fewer ill health cases than in 2015-16. This reflects the work that managers and HR do to help manage the impact of potential long term ill health cases by addressing absence at an early stage. The HR Team has continued to support and develop managers to ensure that they can deal with these types 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 There is a similar number of disciplinary cases as the previous year. There are however a greater number of poor performance cases than in 2015-16. This is indicative of managers continuing to take the initiative in managing performance robustly. Resolution cases are lower than the previous year which will be influenced by managers being encouraged to deal with matters before the need to seek redress through a formal procedure.

- 2.3 The number of Employment Tribunal cases against KCC remains relatively few for an organisation of our size. This is a reflection of our robust process that also gives us a firm foundation to resist formal challenges. Of the 12 ET cases of which 3 are still unheard; 2 were withdrawn and 7 resolved.

### **3. DISMISSAL APPEALS HEARD BY SENIOR OFFICERS**

- 3.1 Appeals against dismissal are managed through HR and are arranged with the support of the Challenger Group, which has resulted in this task being better distributed across the management population.
- 3.2 There were 8 appeals against dismissal in the last year; 3 were unsuccessful; in 2 cases the dismissals were overturned and a final warning issued. Two were resolved before a hearing and 1 is pending.

### **4. RECOMMENDATIONS**

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

**Paul Royel**  
**Head of HR**  
**Ext 416631**

**Background documents: None**



## Number of Employee Relations Cases

## Appendix 1

April 2014 - March 2015

	<i>Total</i>
<i>Appeals</i>	22
<i>Appeals (Dismissal)</i>	8
<i>Capability - Ill Health</i>	278
<i>Capability - Other</i>	5
<i>Capability - Poor Performance</i>	63
<i>Disciplinary</i>	149
<i>Grievance</i>	46
<i>Harassment</i>	11
<i>Early Conciliation</i>	0
<i>Employment Tribunal</i>	15
<b>Grand Total</b>	<b>597</b>

April 2015 - March 2016

	<i>Total</i>
<i>Appeals</i>	16
<i>Appeals (Dismissal)</i>	11
<i>Capability - Ill Health</i>	235
<i>Capability - Other</i>	8
<i>Capability - Poor Performance</i>	48
<i>Disciplinary</i>	124
<i>Resolution</i>	39
<i>Resolution - Harassment</i>	7
<i>Early Conciliation</i>	0
<i>Employment Tribunal</i>	11
<b>Grand Total</b>	<b>499</b>

April 2016 - March 2017

	<i>Total</i>
<i>Appeals</i>	11
<i>Appeals (Dismissal)</i>	8
<i>Capability - Ill Health</i>	146
<i>Capability - Other</i>	10
<i>Capability - Poor Performance</i>	70
<i>Disciplinary</i>	122
<i>Resolution</i>	20
<i>Resolution - Harassment</i>	9
<i>Early Conciliation</i>	1
<i>Employment Tribunal</i>	12
<b>Grand Total</b>	<b>409</b>

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## Annual Workforce Dashboard Report

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

**To:** Personnel Committee

**Date:** 3 July 2017

**Subject:** Annual Workforce Dashboard 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 110 FTE over the year
- Rolling turnover has decreased over the year, to 12.6% excluding CRSS (Casual, Relief, Sessional and Supply) staff
- Sickness has remained at a similar level since March 16 at 6.96 days lost per FTE

#### 2. KCC's workforce – all staff

- A reduction of approximately 935 FTE over the year, to 19,428.1 FTE
- 73.3% of contracts are 'Permanent'
- 71.9% of Kent range posts are graded KR6 or below

#### 3. The Directorates

- The staffing levels reduced in three of the four directorates, with the greatest percentage change in Strategic & Corporate Services (ST), where there was a reduction in FTE of 12.1%. There was an increase in Education & Young Peoples Services (EY) of 5.9% FTE
- The proportion of Permanent contracts varies from 69.6% in EY to 89.6% in ST.

#### 4. The Schools workforce (Maintained schools only)

- The FTE of staff in schools buying HR Services from KCC has reduced by 825 this year to 11,818.8. The School Workforce Census indicates that at November 2016 the Kent Schools workforce was 13,396.62 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 2017 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 7,609.4 FTE at the year end. This is 110 FTE lower than end of the last financial year. (7,719.6 FTE at 31 Mar 2016).

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

### 2.3. Contract types

78.8% of staff are now on permanent contracts (76.2% at 31 Mar 2016) and the proportion of CRSS (Casual, Relief, Sessional and Supply) contracts has reduced this year and now stands at 15.0% (17.9% at 31 Mar 2016).

In March 2017 there were 1,594 CRSS contracts and approximately one quarter of staff on these contracts had another role within the Authority with contracted hours.

An ONS release in March 2017 entitled 'People in employment on a zero-hours contract' indicated that for October 2016 to December 2016, around 2.8% 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 2017, there were 481 agency staff (671 at 31 Mar 2016) 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 2016-17 was £22,599,819 which equated to approximately 6.9% of the £326 million pay-bill for the year. (Final figures for 2015/16 were a pay-bill of £336 million with agency staff costs accounting for 9.1% of this).

*(\*figure to be finalised)*

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

### 2.5. Staff by salary band

Around 41.6% of staff are in the salary band KR6 or below, with a maximum full-time salary of £21,296 (42.3% at 31 Mar 2016). 75.4% of staff are on grades KR9 or below, earning a maximum full-time salary of £31,760 (75.5% at 31 Mar 2016). 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 publish this information on [kent.gov.uk](http://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 a decrease during 2016-17, reaching a rate of 12.6% in March 2017 (16.8% at 31 Mar 2016).

A survey conducted by Xpert HR that focussed on turnover rates for 2015 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 'Retirement – Normal'.

*Appendix 9 shows the leavers by leaving reason.*

### 2.8. Redundancies

During 2016-17 there were 138 redundancies (194 in 2015-16). Redundancy payments for the year 2016-17 totalled £996,827\* (£2,285,916 in 2015-16), indicating an average redundancy payment of £7,223 (£11,783 in 2015-16)\*.

*\* 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 2016-17 this figure was 6.96 days per FTE (6.98 in 2015-16).

The 'Absence Management Survey 2016', conducted by the CIPD, in partnership with Simply Health, found the absence rate for staff in Local Government to be 10.5 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 9.4 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 2016 (conducted by the CIPD in partnership with SimplyHealth) found that: '*minor illness remains the most common cause of short-term absence, followed by stress*'.

Within the non-schools workforce, sickness due to 'musculoskeletal' problems account for 23% of calendar days lost, the same proportion as in 2015-16.

*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 2016 figures in brackets.

The percentage of females has remained static at 77.2% (77.2% in March 2016) and the proportion of females in the leadership group has increased slightly to 59.6% (59.2% in March 2016).

The percentage of BME staff has risen slightly this year, to 7.2% (6.8% in March 2016). The proportion of BME staff in the Leadership group shows a reduction, to 6.3% (7.0% in March 2016).

Disabled staff make up 4.0% of staff in the non-schools workforce (3.8% in March 2016) with 4.3% of those in the Leadership group (4.4% in March 2016).

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 there is a distinct difference.

*Full details of the breakdown of the non-schools workforce 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 5.6% of people shortlisted were disabled with 3.3% of the people being recruited. This shows a slight increase from 2015-16 figures where 5.5% were shortlisted and 3.0% recruited.

Similarly 18.8% of applicants shortlisted were from BME groups whereas only 12.8% of those recruited were. *Detailed recruitment information can be found at Appendix 5.*

### 2.13. Age profile

#### 2.1.1. Average age

In March 2017 the average age was 45.2 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 17.0% (16.7% in March 2016). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group (55.5%) than in the non-Schools workforce as a whole (39.8%).

*Full age performance indicators results are shown at Appendix 3.*

### 2.14. Apprentices

As at 31 March 2017, there were 67 members of staff on apprentice grades in the non-schools workforce, slightly lower than the March 2016 figure of 75 apprentices.

### 2.15. Spans and layers

The non-schools workforce had a structure with 8 layers as at 3 April 2017, with managers having an average span of 6.0 FTE. Within the structure were 144 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 2017. Performance Indicators are calculated for this workforce on a monthly basis and include a set of statistics relating to staff within the Leadership Group of each Directorate.

#### 3.2. March 2017 staffing levels

Staffing levels decreased slightly in 2 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 12.1%. EY saw a small percentage increase, with a rise in FTE of approximately 5.9%. Staffing levels in Social Care, Health & Wellbeing (SC) decreased in FTE around 1.1%. Staffing Levels in Growth, Environment & Transport (GT) remained the same as the previous year.

*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 69.6% in EY to 89.6% in ST. ST has the highest proportion of temporary contracts (4.6%) and GT has the highest proportion of fixed-term contracts (4.8%). EY and GT both have around 25% of CRSS contracts, whereas the proportion of CRSS contracts in SC and ST is much lower at 9.7% and 1.8% 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 2017, there were agency staff working in all of the Directorates. The numbers varied from 37 in ST to 314 in SC.

*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 12.1%. When the group of younger staff is extended to take into account staff aged 30 or under the figure in ST rises to 23.6%.

Staff aged 50 or over account for 45.6% of those in GT, but only 27.6% in ST. All Directorates employ staff aged 65 or over, but GT has the highest percentage, at 5.2% and ST has the lowest, at 0.9%.

#### 3.6. Sickness performance indicators

Once again, the sickness rates varied noticeably between Directorates, from the lowest in ST, at 4.6 days lost per FTE, to 8.5 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 23.4% in ST to 57.0% in GT. ST has the highest proportion of staff on more highly graded contracts (KR14 & above), at 5.1%.

*Appendix 4 shows detailed information on staff by salary band.*

#### 3.8. Turnover (excluding CRSS staff)

Turnover levels for the year vary significantly in all Directorates. The turnover rate is lowest in GT (11.0%), increasing to 11.6% in SC and 13.3% in EY, with ST having the highest turnover at 16.6%.

### 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 85.0% and lowest in GT at 62.8%. The figures for the Leadership population range from 42.2% in GT to 72.2% in SC.

The percentage of BME staff varies from 3.5% in GT to 8.8% in SC. Within the Leadership groups, the figures range from 3.4% in EY to 8.7% in SC.

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 825 FTE to 11,818.8 FTE since 31 March 2016. The headcount in schools fell by 1,626. If CRSS staff are excluded from the headcount figures, the reduction over the year is 1,115.

*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 in November 2016 and showed that there were 376 schools in Kent, comprising of 321 Primary schools, 34 Secondary schools (inc 7 PRUs and 1 All Through) and 21 Special schools.

Between the December 2015 and the November 2016 SWC, 15 schools left KCC to adopt Academy status and of these 1 was Secondary and 14 were Primary schools.

During the period 1 September 2015 to 31 August 2016, a total 75,239 days were lost due to sickness by school based staff, and approximately 32,474 of these were taken by teaching staff.

*\*Notes:*

*Source = School Workforce Census November 2016*

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

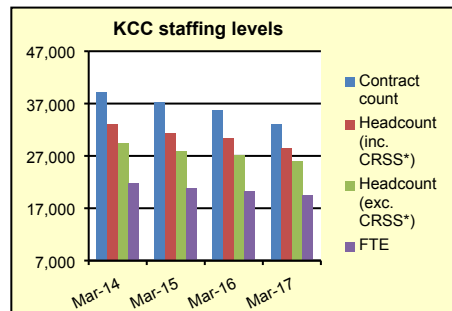
*Absence data is included for staff employed during the year, but whose contract expired before the census date.*

**Paul Royel**  
**Head of HR**  
**416631**

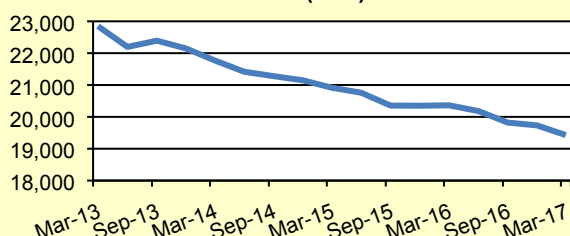
## APPENDIX 1 - STAFFING LEVELS

### KCC workforce: Staffing levels

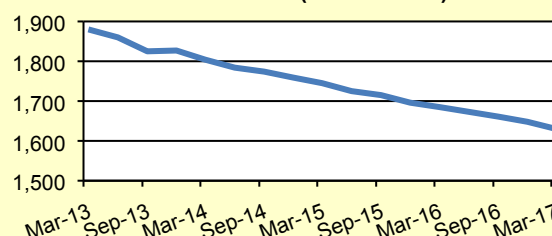
	Mar-14	Mar-15	Mar-16	Mar-17	Mar-16 to Mar-17	
					Change	%
Contract count	39,194	37,285	35,825	<b>33,177</b>	-2,648	<b>-7.4%</b>
Headcount (inc CRSS*)	33,095	31,437	30,448	<b>28,445</b>	-2,003	<b>-6.6%</b>
Headcount (exc CRSS*)	29,456	27,933	27,176	<b>25,972</b>	-1,204	<b>-4.4%</b>
FTE	21,769.8	20,915.9	20,363.1	<b>19,428.1</b>	-935	<b>-4.6%</b>



### KCC (FTE)

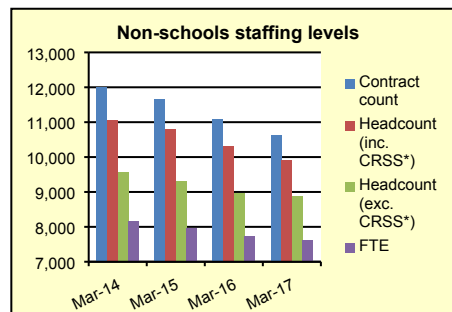


### Local Government (FTE in 000s) - ONS



### Non-schools workforce: Staffing levels

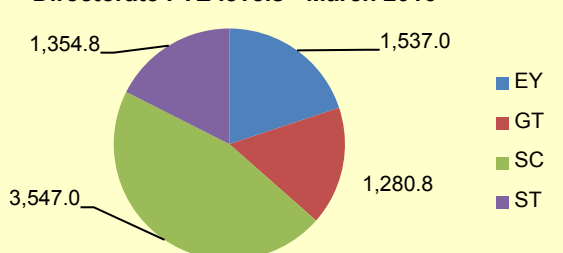
	Mar-14	Mar-15	Mar-16	Mar-17	Mar-16 to Mar-17	
					Change	%
Contract count	11,995	11,667	11,086	<b>10,612</b>	-474	<b>-4.3%</b>
Headcount (inc. CRSS*)	11,061	10,785	10,311	<b>9,917</b>	-394	<b>-3.8%</b>
Headcount (exc. CRSS*)	9,574	9,296	8,967	<b>8,867</b>	-100	<b>-1.1%</b>
FTE	8,161.9	7,972.6	7,719.6	<b>7,609.4</b>	-110	<b>-1.4%</b>



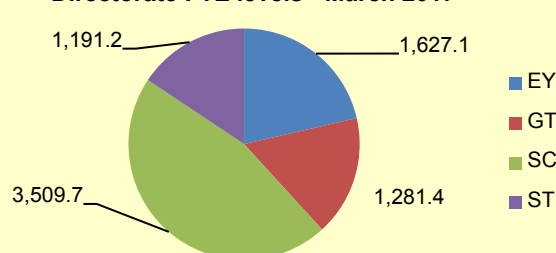
### Directorates workforce: Staffing levels

Directorate	Contract count		Headcount (inc CRSS)		Headcount (exc CRSS)		FTE		
	Mar-16	Mar-17	Mar-16	Mar-17	Mar-16	Mar-17	Mar-16	Mar-17	Change
EY	2,649	<b>2,593</b>	2,467	<b>2,421</b>	1,812	<b>1,897</b>	1,537.0	<b>1,627.1</b>	<b>90.0</b>
GT	2,294	<b>2,181</b>	2,109	<b>2,009</b>	1,603	<b>1,670</b>	1,280.8	<b>1,281.4</b>	<b>0.6</b>
SC	4,670	<b>4,536</b>	4,313	<b>4,226</b>	4,111	<b>4,036</b>	3,547.0	<b>3,509.7</b>	<b>-37.3</b>
ST	1,473	<b>1,302</b>	1,471	<b>1,299</b>	1,452	<b>1,278</b>	1,354.8	<b>1,191.2</b>	<b>-163.6</b>

### Directorate FTE levels - March 2016

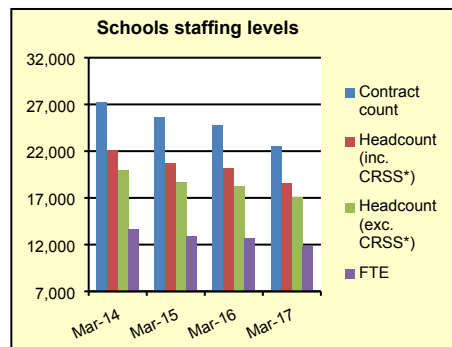


### Directorate FTE levels - March 2017



### Schools workforce: Staffing levels

	Mar-14	Mar-15	Mar-16	Mar-17	Change (to 1 d.p.) Mar-16 to Mar-17	
					Change	%
Contract count	27,199	25,618	24,739	<b>22,565</b>	-2,174	<b>-8.8%</b>
Headcount (inc CRSS*)	22,135	20,718	20,185	<b>18,559</b>	-1,626	<b>-8.1%</b>
Headcount (exc CRSS*)	19,928	18,667	18,233	<b>17,118</b>	-1,115	<b>-6.1%</b>
FTE	13,607.9	12,943.3	12,643.5	<b>11,818.8</b>	-825	<b>-6.5%</b>



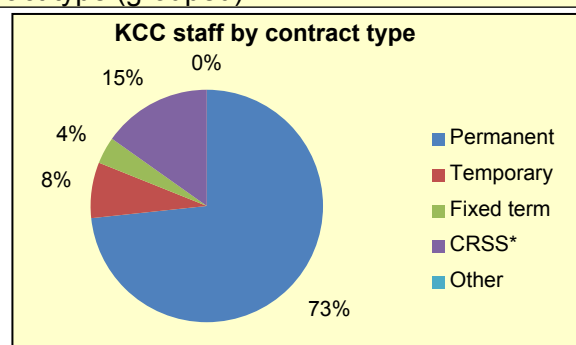
\*CRSS = Casual, Relief, Sessional and Supply staff

Source Oracle HR C07 reports

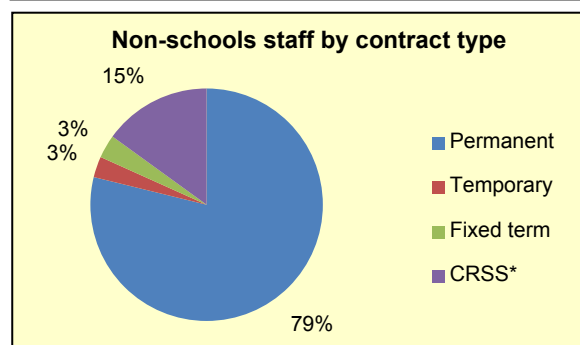
## APPENDIX 2 - CONTRACT TYPES

### KCC workforce: Staff by contract type (grouped)

	Mar-16		Mar-17	
Permanent	25,658	77.3%	<b>24,327</b>	<b>73.3%</b>
Temporary	2,574	7.8%	<b>2,570</b>	<b>7.7%</b>
Fixed term	1,245	3.8%	<b>1,242</b>	<b>3.7%</b>
CRSS*	6,344	19.1%	<b>5,038</b>	<b>15.2%</b>
Other	4	0.0%	<b>0</b>	<b>0.0%</b>
	35,825	108%	<b>33,177</b>	<b>100%</b>



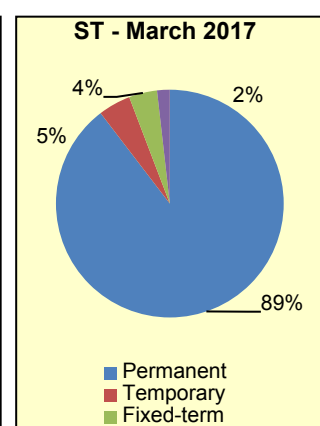
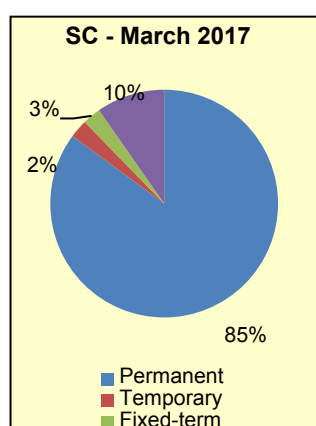
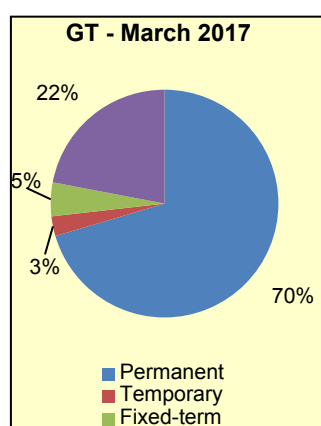
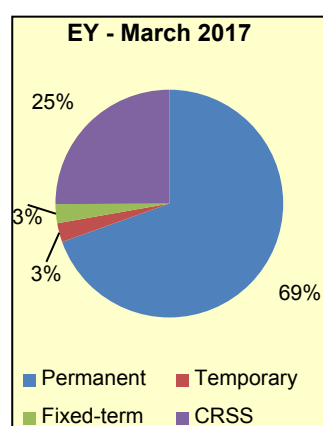
### Non-schools workforce: Staff by contract type (grouped)



	Mar-16		Mar-17	
Permanent	8,442	76.2%	<b>8,365</b>	<b>78.8%</b>
Temporary	312	2.8%	<b>308</b>	<b>2.9%</b>
Fixed term	346	3.1%	<b>345</b>	<b>3.3%</b>
CRSS*	1,986	17.9%	<b>1,594</b>	<b>15.0%</b>
	11,086	100%	<b>10,612</b>	<b>100%</b>

### Directorates: Staff by contract type (grouped)

Directorate	Permanent		Temporary		Fixed Term		CRSS*	
	Mar-16	Mar-17	Mar-16	Mar-17	Mar-16	Mar-17	Mar-16	Mar-17
EY	66.0%	<b>69.6%</b>	1.6%	<b>2.7%</b>	2.6%	<b>2.7%</b>	29.8%	<b>25.1%</b>
GT	64.1%	<b>70.4%</b>	2.5%	<b>2.8%</b>	3.9%	<b>4.8%</b>	29.5%	<b>22.0%</b>
SC	83.7%	<b>85.1%</b>	2.6%	<b>2.6%</b>	3.0%	<b>2.6%</b>	10.7%	<b>9.7%</b>
ST	89.2%	<b>89.6%</b>	6.0%	<b>4.6%</b>	3.5%	<b>4.0%</b>	1.4%	<b>1.8%</b>



\*CRSS = Casual, Relief, Sessional and Supply staff

Source Oracle HR C07 reports

## APPENDIX 3 - EQUALITIES

Non-schools workforce (excluding CRSS)					
	All staff		Leadership Group		Kent County
	Mar-16	Mar-17	Mar-16	Mar-17	2011 Census
Female	77.2%	<b>77.2%</b>	59.2%	<b>59.6%</b>	51.1%
BME	6.8%	<b>7.2%</b>	7.0%	<b>6.3%</b>	6.3%
Considered Disabled	3.8%	<b>4.0%</b>	4.4%	<b>4.3%</b>	17.6%
Declared Faith	63.3%	<b>61.4%</b>	66.8%	<b>66.1%</b>	66.0%
LGB	2.4%	<b>2.5%</b>	3.1%	<b>3.4%</b>	
aged 25 and under	8.0%	<b>7.9%</b>			
aged 30 and under	16.7%	<b>17.0%</b>	0.9%	<b>0.0%</b>	
aged 50 and over	39.4%	<b>39.8%</b>	53.7%	<b>55.5%</b>	
aged 65 and over	2.4%	<b>2.8%</b>	2.9%	<b>1.5%</b>	

Directorates: All staff (excluding CRSS) March 2017					
	Female	BME	Considered Disabled	LGB	Faith
EY	82.1%	6.2%	3.6%	2.3%	61.3%
GT	62.8%	3.5%	4.3%	2.1%	61.0%
SC	85.0%	8.8%	3.9%	2.9%	63.0%
ST	64.0%	7.7%	4.1%	1.9%	60.8%

Directorates: Leadership Group (excluding CRSS) March 2017					
	Female	BME	Considered Disabled	LGB	Faith
EY	58.5%	3.4%	3.3%	9.3%	54.8%
GT	42.2%	7.5%	0.0%	0.0%	75.8%
SC	72.2%	8.7%	3.8%	2.4%	67.9%
ST	54.5%	5.1%	7.1%	2.6%	66.2%

Directorates: All staff (excluding CRSS) March 2017				
	aged 25 and under	aged 30 and under	aged 50 and over	aged 65 and over
EY	9.5%	18.9%	38.1%	1.6%
GT	6.9%	14.1%	45.6%	5.2%
SC	6.5%	15.2%	42.0%	3.0%
ST	12.1%	23.6%	27.6%	0.9%

Directorates: Leadership Group (excluding CRSS) March 2017				
	aged 25 and under	aged 30 and under	aged 50 and over	aged 65 and over
EY		0.0%	58.5%	0.0%
GT		2.2%	53.3%	3.8%
SC		0.0%	57.4%	3.1%
ST		0.9%	52.7%	0.0%

CRSS = Casual, Relief, Sessional 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

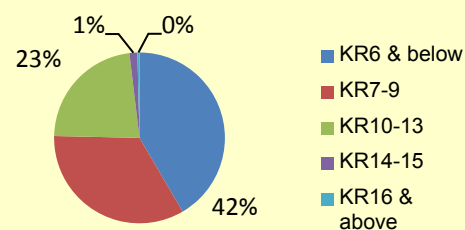
### KCC Workforce: Staff by salary band (All KCC staff on Kent Range grades)

KR equivalent	Mar-14		Mar-15		Mar-16		Mar-17	
	Count	%	Count	%	Count	%	Count	%
KR 6 and below	17,475	74.6%	16,594	73.9%	16,042	72.9%	<b>15,328</b>	<b>71.9%</b>
KR 7-9	3,598	15.4%	3,559	15.9%	3,650	16.6%	<b>3,682</b>	<b>17.3%</b>
KR 10-13	2,174	9.3%	2,120	9.4%	2,131	9.7%	<b>2,136</b>	<b>10.0%</b>
KR 14-15	142	0.6%	142	0.6%	145	0.7%	<b>136</b>	<b>0.6%</b>
KR 16+	38	0.2%	33	0.1%	33	0.1%	<b>35</b>	<b>0.2%</b>
	23,427	100.0%	22,448	100.0%	22,001	100.0%	<b>21,317</b>	<b>100.0%</b>

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

Grade	Mar-16		Mar-17	
	Count	%	Count	%
KR6 & below	3,734	42.3%	<b>3,660</b>	<b>41.6%</b>
KR7-9	2,936	33.2%	<b>2,975</b>	<b>33.8%</b>
KR10-13	1,990	22.5%	<b>2,003</b>	<b>22.7%</b>
KR14-15	139	1.6%	<b>132</b>	<b>1.5%</b>
KR16 & above	33	0.4%	<b>35</b>	<b>0.4%</b>
	8,832	100.0%	<b>8,805</b>	<b>100.0%</b>

Non-schools workforce: March 2017 Staff by salary band



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

	EY		GT		SC		ST	
	Mar-16	Mar-17	Mar-16	Mar-17	Mar-16	Mar-17	Mar-16	Mar-17
KR6 & below	40.3%	<b>39.0%</b>	55.8%	<b>57.0%</b>	44.8%	<b>42.0%</b>	22.6%	<b>23.4%</b>
KR7-9	40.5%	<b>42.6%</b>	27.2%	<b>25.9%</b>	32.4%	<b>33.6%</b>	33.7%	<b>32.3%</b>
KR10-13	17.4%	<b>16.9%</b>	15.6%	<b>16.0%</b>	21.5%	<b>23.0%</b>	39.0%	<b>39.2%</b>
KR14-15	1.5%	<b>1.3%</b>	1.1%	<b>0.7%</b>	1.2%	<b>1.3%</b>	3.4%	<b>3.6%</b>
KR16 & above	0.2%	<b>0.2%</b>	0.3%	<b>0.4%</b>	0.1%	<b>0.1%</b>	1.2%	<b>1.5%</b>
<b>Total</b>	100.0%	<b>100.0%</b>	100.0%	<b>100.0%</b>	100.0%	<b>100.0%</b>	100.0%	<b>100.0%</b>

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	2015/16						2016/17					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Disabled = Yes	1,290	4.9%	426	5.5%	60	3.0%	1,190	5.0%	404	5.6%	59	3.3%
Disabled = No	24,854	95.1%	7,390	94.5%	1,934	97.0%	22,824	95.0%	6,761	94.4%	1,753	96.7%
<i>Total excluding 'Choose not to declare'</i>	26,144	100.0%	7,816	100.0%	1,994	100.0%	24,014	100.0%	7,165	100.0%	1,812	100.0%
Chose not to declare	376		109		22		652		112		300	
<i>Total including 'Choose not to declare'</i>	26,520		7,925		2,016		24,666		7,277		2,112	

#### BME summary

Breakdown of applicants at each stage	2015/16						2016/17					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
BME = Yes	5,623	27.2%	1,401	23.5%	271	12.9%	5,055	21.0%	1,345	18.8%	248	12.8%
BME = No	15,079	72.8%	4,563	76.5%	1,822	87.1%	19,042	79.0%	5,805	81.2%	1,697	87.2%
<i>Total excluding 'Choose not to declare'</i>	20,702	100.0%	5,964	100.0%	2,093	100.0%	24,097	100.0%	7,150	100.0%	1,945	100.0%
Chose not to declare	6,049		1,999		36		636		135		168	
<i>Total including 'Choose not to declare'</i>	26,751		7,963		2,129		24,733		7,285		2,113	

#### Gender summary

Breakdown of applicants at each stage	2015/16						2016/17					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Female	18,575	69.9%	5,853	73.9%	1,608	76.0%	17,070	70.1%	5,352	74.1%	1,523	77.5%
Male	8,016	30.1%	2,064	26.1%	509	24.0%	7,289	29.9%	1,868	25.9%	442	22.5%
<i>Total excluding 'Choose not to declare'</i>	26,591	100.0%	7,917	100.0%	2,117	100.0%	24,359	100.0%	7,220	100.0%	1,965	100.0%
Chose not to declare	160		46		12		374		65		148	
<i>Total including 'Choose not to declare'</i>	26,751		7,963		2,129		24,733		7,285		2,113	

## APPENDIX 5 - RECRUITMENT

Religion/Belief summary												
Breakdown of applicants at each stage	2015/16						2016/17					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Religion/Belief = Yes	14,277	56.2%	4,295	57.3%	1,083	54.4%	12,538	54.4%	3,815	56.5%	989	54.0%
Religion/Belief = No	11,107	43.8%	3,195	42.7%	908	45.6%	10,528	45.6%	2,941	43.5%	843	46.0%
<i>Total excluding 'Choose not to declare'</i>	25,384	100.0%	7,490	100.0%	1,991	100.0%	23,066	100.0%	6,756	100.0%	1,832	100.0%
Chose not to declare	1,367		473		138		1,667		529		281	
<i>Total including 'Choose not to declare'</i>	26,751		7,963		2,129		24,733		7,285		2,113	

Sexual Orientation summary												
Breakdown of applicants at each stage	2015/16						2016/17					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Heterosexual = Yes	23,882	95.4%	7,120	95.9%	1,939	97.0%	22,029	95.9%	6,503	96.1%	1,766	96.5%
Heterosexual = No	1,153	4.6%	302	4.1%	60	3.0%	938	4.1%	263	3.9%	64	3.5%
<i>Total excluding 'Choose not to declare'</i>	25,035	100.0%	7,422	100.0%	1,999	100.0%	22,967	100.0%	6,766	100.0%	1,830	100.0%
Chose not to declare	1,716		541		130		1,766		519		283	
<i>Total including 'Choose not to declare'</i>	26,751		7,963		2,129		24,733		7,285		2,113	

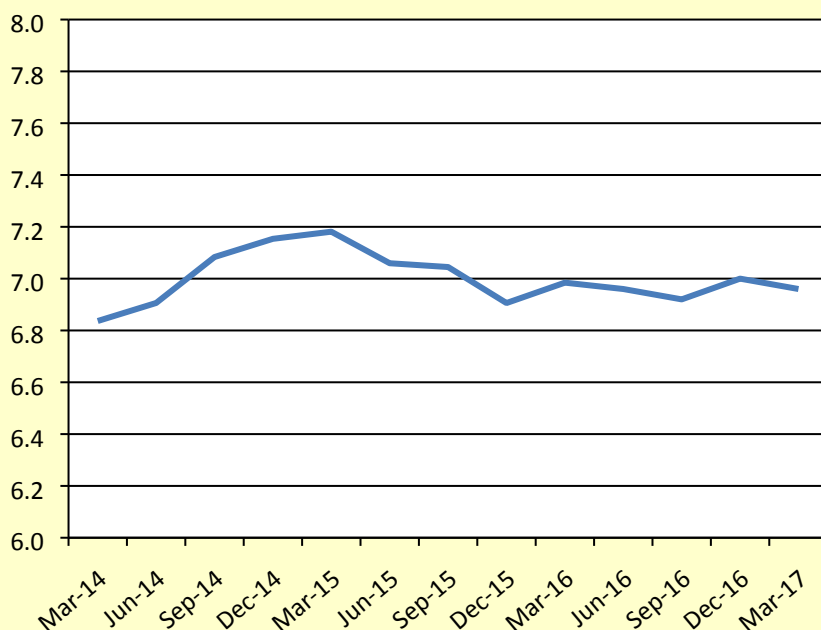
Age summary												
Breakdown of applicants at each stage	2015/16						2016/17					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Up to 19	1,246	4.7%	320	4.1%	98	4.7%	1,018	4.2%	338	4.7%	98	5.0%
20 - 25	6,467	24.5%	1,444	18.4%	391	18.6%	5,849	24.3%	1,473	20.6%	345	17.7%
26 - 35	6,953	26.3%	1,951	24.9%	523	24.9%	6,505	27.0%	1,792	25.1%	440	22.6%
36 - 45	5,124	19.4%	1,722	21.9%	465	22.1%	4,711	19.6%	1,451	20.3%	422	21.7%
46 - 55	5,097	19.3%	1,852	23.6%	465	22.1%	4,468	18.5%	1,548	21.7%	466	23.9%
56 - 65	1,449	5.5%	529	6.7%	149	7.1%	1,495	6.2%	533	7.5%	170	8.7%
over 65	58	0.2%	28	0.4%	11	0.5%	44	0.2%	13	0.2%	8	0.4%
<i>Total excluding 'Choose not to declare'</i>	26,394	100.0%	7,846	100.0%	2,102	100.0%	24,090	100.0%	7,148	100.0%	1,949	100.0%
Chose not to declare	357		117		27		643		137		164	
<i>Total including 'Choose not to declare'</i>	26,751		7,963		2,129		24,733		7,285		2,113	

## APPENDIX 6 - SICKNESS

**Non-schools workforce:  
Sickness levels  
Mar14 to Mar17**

Month	Days lost per FTE in month	12 month rolling average
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
Jun-16	0.50	6.96
Sep-16	0.54	6.92
Dec-16	0.64	7.00
Mar-17	<b>0.60</b>	<b>6.96</b>

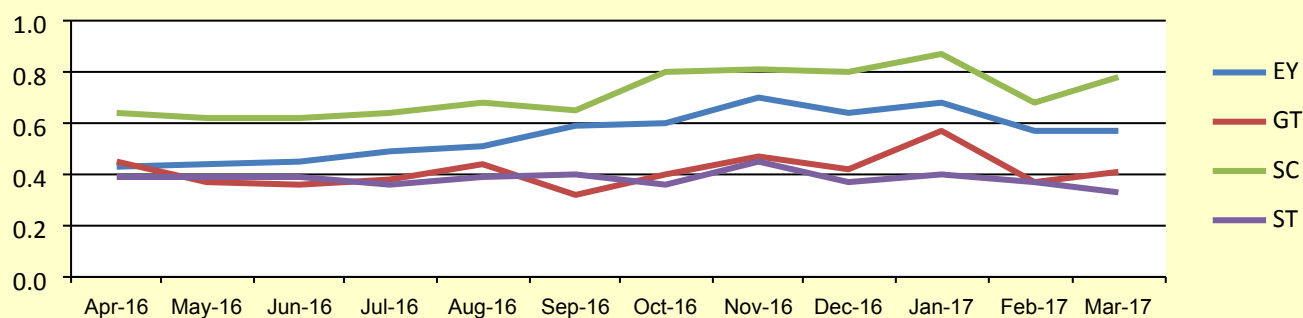
**Non-schools workforce:  
Sickness levels (12 month rolling average)**



**Directorates: Sickness**

Directorate	Days lost per FTE												
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	TOTAL
EY	0.43	0.44	0.45	0.49	0.51	0.59	0.60	0.70	0.64	0.68	0.57	0.57	<b>6.67</b>
GT	0.45	0.37	0.36	0.38	0.44	0.32	0.40	0.47	0.42	0.57	0.37	0.41	<b>4.96</b>
SC	0.64	0.62	0.62	0.64	0.68	0.65	0.80	0.81	0.80	0.87	0.68	0.78	<b>8.58</b>
ST	0.39	0.39	0.39	0.36	0.39	0.40	0.36	0.45	0.37	0.40	0.37	0.33	<b>4.61</b>

**Sickness levels by month - Days lost per FTE**



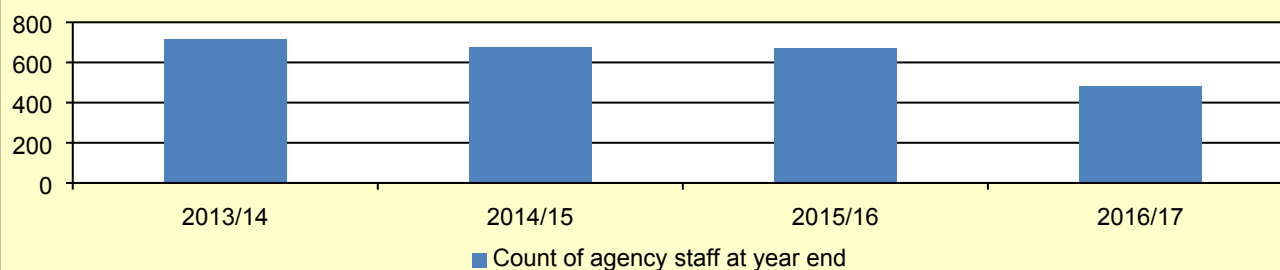


## APPENDIX 7 - AGENCY STAFF

### Non-schools workforce: Agency staff

	2013/14	2014/15	2015/16	2016/17
Count of agency staff at year end	713	675	671	481
Spend in year	£31,926,551	£27,812,830	£30,676,789	£22,599,819
Staffing budget for year	£347,965,571	£338,845,161	£336,094,454	£326,647,315
Agency spend in year as % of staffing budget	9.18%	8.21%	9.13%	6.9%

### Non-schools workforce: Agency staff



### Directorates: Agency staff

Directorate	2016/17
EY	90
GT	40
SC	314
ST	37
<b>Total</b>	<b>481</b>

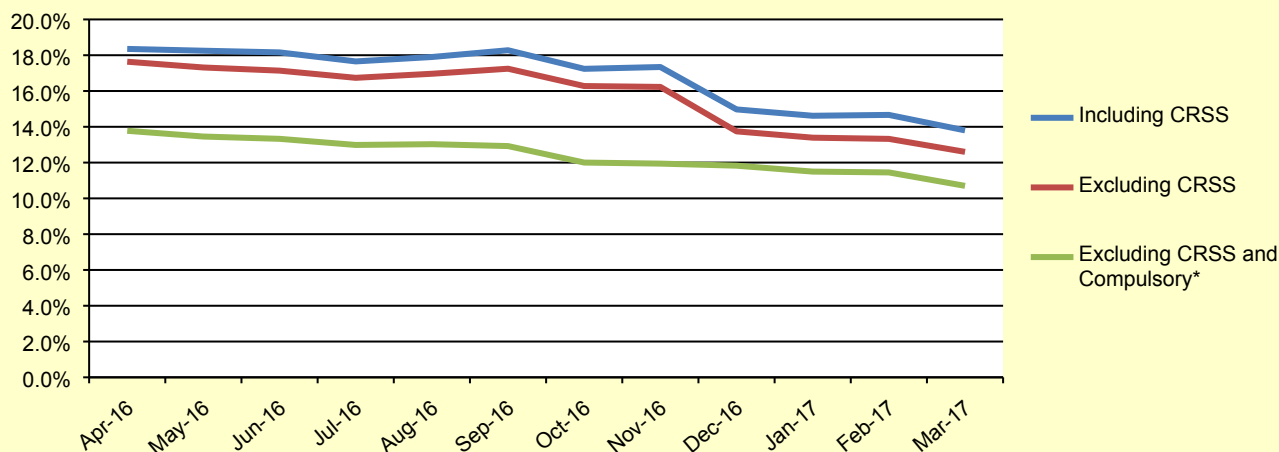
## APPENDIX 8 - TURNOVER

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

	Apr16	May16	Jun16	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17
Including CRSS	18.4%	18.3%	18.2%	17.7%	17.9%	18.3%	17.2%	17.3%	15.0%	14.6%	14.7%	13.8%
Excluding CRSS	17.6%	17.3%	17.1%	16.7%	17.0%	17.2%	16.3%	16.2%	13.7%	13.4%	13.3%	12.6%
Excluding CRSS and Compulsory*	13.8%	13.5%	13.3%	13.0%	13.0%	12.9%	12.0%	11.9%	11.8%	11.5%	11.5%	10.7%

\*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	Apr16	May16	Jun16	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17
EY	22.8%	23.0%	23.0%	21.4%	21.5%	21.6%	20.2%	20.6%	16.3%	16.7%	16.6%	15.6%
GT	15.8%	16.0%	16.6%	16.8%	16.5%	16.9%	16.0%	16.3%	15.9%	15.4%	16.1%	14.1%
SC	13.0%	12.9%	12.7%	12.4%	13.2%	13.9%	13.2%	12.9%	12.7%	12.2%	12.2%	11.9%
ST	29.2%	28.4%	27.7%	27.8%	27.4%	27.5%	26.2%	26.9%	18.0%	18.2%	18.0%	16.7%

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

Directorate	Apr16	May16	Jun16	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17
EY	22.1%	21.7%	21.3%	19.9%	20.0%	20.0%	18.9%	19.2%	14.2%	14.0%	13.8%	13.3%
GT	14.7%	14.5%	15.2%	15.3%	15.2%	15.0%	13.7%	13.2%	13.0%	12.3%	12.7%	11.0%
SC	12.4%	12.4%	12.2%	11.9%	12.7%	13.4%	12.7%	12.6%	12.4%	12.0%	11.8%	11.6%
ST	29.1%	28.2%	27.5%	27.7%	27.2%	27.2%	26.2%	26.8%	17.9%	18.1%	18.0%	16.6%

CRSS = Casual, Relief, Sessional and Supply staff

## APPENDIX 9 - LEAVERS BY LEAVING REASON

Leaving Reason	2016/17
Resignation - New Employment	326
Resignation - Other	229
Retirement - Normal	128
Resignation - Personal /Domestic Reasons	120
Compulsory Redundancy	94
TUPE Transfer	84
PR/Casual - Not Claimed in the last 12 months	68
Mutual Termination	50
End of Fixed Term Contract	42
Resignation - Career Development	36
Voluntary Redundancy	36
Contract Terminated within Probation	30
Unknown	22
Termination of Supply/Sessional Staff	18
End of Temporary Contract	16
Resignation - Nature of Work	13
Resignation - Conditions of employment	12
Deceased	11
Voluntary Early Retirement	10
Dismissal - Capability Health	6
Dismissal - Conduct	5
Resignation - Competition from other employers	5
Dismissal - Capability - Performance	3
Early Retirement - Ill Health (Tier 1)	3
Resignation - Pay	3
Blank	2
Dismissal - Capability - Statutory Prohibition/Ban	2
Early Retirement - Efficiency of the Service	2

**Note:**

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

Leavers by leaving reason 2016/17 (grouped)		
Grouping	2016/17	Proportion
Dismissal	64	4.64%
Redundancy	130	9.42%
Resignation	744	53.91%
Retirement	144	10.43%
Transfer	86	6.23%
Other	212	15.36%

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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:** 3 July 2017

**Subject:** **Total Contribution Pay Equalities 2016/17**

**Classification:** Unrestricted

**Summary:** This paper provides an overview of the appraisal distribution profile and the equalities assessment for the 2016/17 Total Contribution Pay out-turn.

## **1. INTRODUCTION**

- 1.1 KCC operates an approach to performance management whereby individuals are assessed annually to establish the level of their personal contribution. For those who undergo a formal assessment, there are four ratings. Once the assessments have been finalised, a different percentage pay award is applied to each rating.
- 1.2 The overall pay bill increase is agreed by County Council as part of budget planning.
- 1.3 Moderation of individual assessments is undertaken at a Directorate and organisational level
- 1.4 CMT have discussed the results and acknowledge the continuing improvements in the overall profile, however request further analysis to better understand the difference in appraisal ratings particularly between part-time and full time members of staff.

## **2. OVERVIEW OF THE APPRAISAL DISTRIBUTION OUTCOME**

- 2.1 The table below shows the anticipated and communicated appraisal distribution compared to the actual distribution for 2016/17 and the pay award relating to each category.

	<b>Anticipated Distribution</b>	<b>Actual Distribution 2016/17</b>	<b>Pay Award 2016/17</b>
<b>Performance Improvement Required (PIR)</b>	5%	1.2%	0%
<b>Achieving</b>	55%	65%	1.8%
<b>Above Achieving</b>	35%	30.1%	3%
<b>Outstanding</b>	5%	3.7%	5%

- 2.2 The individual Directorate results are given at Appendix 1.
- 2.3 The anticipated appraisal distribution profile is seen as an appropriate and deliverable outcome which balances attainment, motivation and reward.
- 2.4 The overall distribution is comparable with last year, however show an increase in the proportion of people who are rated as above or outstanding, 33.8% compared to 32.7% last year.
- 2.5 In relation to the pay award, staff who are currently at the top of their grade will retain this position, subject to a suitable appraisal rating, and will receive any extra pay award as a one-off lump sum.

### **3. HOW THE ANALYSIS IS PERFORMED**

- 3.1 The statistical test used for this analysis is Chi-Squared. This compares the observed results with the expected (shown in brackets) to establish if there is a significant difference in practice. In the tables at Appendix 1 the actual number in each group is followed by the expected (rounded to the nearest whole) number in brackets.
- 3.2 The analysis was based on 7,353 assignments and did not include those rated as 'Not Assessed'.

### **4. ANALYSIS**

- 4.1 On consideration of the results, some key points arise:-
- 4.1.1 **Directorate** - Across KCC as a whole there is a higher total number of people rated as Above or Outstanding compared with last year, 33.8% compared to 32.7% respectively.
- 4.1.2 **Grade** – Grade range KR 7-10 shows a profile where there is a higher number of people in the Above category than expected. This is more prominent in both the Above and Outstanding categories for grades KR 11 and higher. Conversely, people in the grade range KR 6 and under have a higher proportion in the Achieving and PIR categories.

- 4.1.3 **Gender** - There does not appear to be any significant equality differences by gender, and more females were rated as Above or Outstanding compared with last year, at 34% compared to 33% respectively. In both years, the figures for women are slightly higher by about 1% than for men.
- 4.1.4 **Age** - There has been an increase in the number of people in the age band under 26 who have a higher appraisal rating this year. This has increased from 27% to 33.4%. The age band 26-49 are the still the most likely to receive a higher appraisal rating at 36.1%
- 4.1.5 **Full-time / Part-time** - The gap, showing people working on a full time contract are still more likely to receive a higher appraisal rating than those on a part time contract, has increased. The difference is 13.3% compared to 10.8% last year, meaning that managers continue to rate people differently depending on their hours and this has got worse recently.
- 4.1.6 **Full-time / Part-time by directorate** - In each directorate there is a difference in favour of full-time employees. The likelihood of achieving a rating of either Above or Outstanding varies between 10.1% and 21.8%. There is a variance in Achieving of 11% between directorates.
- 4.1.7 The expected numbers for some of the ratings for the following four categories are low which do not make the results statistically reliable. However, there are apparent trends which we need to recognise and consider. Also, these categories have a higher proportion of people who have not declared their status.
- 4.1.8 **Ethnicity** – Numerically, there are more people rated as Achieving than may be expected.
- 4.1.9 **Disability** – There appears to be a higher number of people in the Achieving category than would be expected, although the numbers in Outstanding are as expected.
- 4.1.10 **Belief** – Grouping the non-Christian declarations together (Other Belief), indicates that there are more people in Achieving than may be expected.
- 4.1.11 **Sexual orientation** – Within the Sexual Orientation category, a combined “Bisexual/Gay/Lesbian” grouping returned observed results in line with their expected values across the ratings areas.

## 5. **CONCLUSION**

- 5.1 Overall the outturn is consistent with previous years. There is a prevailing shift within the distribution profile to move to the anticipated outcome of appraisal ratings.

- 5.2 The profile remains, whereby people on higher grades and full time working are more likely to be awarded higher appraisal ratings, however opportunities have been and continue to be taken to remind managers to set action plans fairly and objectively taking into account the individual's ability to deliver and assess performance in the same way. Subsequent analysis around the part-time and full-time outturn is intended to give further understanding about the profile as a way of identifying ways to reduce the difference.
- 5.3 Research and consultation is taking place to assess how the approach to performance management, ie TCP and appraisal, can be developed. This offers the opportunity to review the nature of the staff / manager relationship and how the numerous aspects of the equalities agenda can be engaged with and further improved within directorates and across the organisation as a result.

## **6. RECOMMENDATION**

- 6.1 Personnel Committee note the outturn and the continued progress to the ideal appraisal distribution profile, this being supplemented with further profile analysis.

**Colin Miller**  
**Strategy & Commissioning Manager**  
**Ext. 416483**

**Background Documents: None**



## APPENDIX 1.

### RESULTS

#### Directorates

Directorate	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Education and Young People's Services	25 (19)	1,070 (1,029)	436 (476)	52 (59)	1,583
Growth, Environment and Transport	14 (17)	910 (919)	436 (425)	53 (53)	1,413
Social Care, Health and Wellbeing	43 (40)	2,200 (2,203)	1,015 (1,018)	129 (127)	3,387
Strategic and Corporate Services	4 (11)	602 (631)	323 (292)	41 (36)	970
<b>Total</b>	<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Directorate	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Education and Young People's Services	1.6%	67.6%	27.5%	3.3%	100%
Growth, Environment and Transport	1.0%	64.4%	30.9%	3.8%	100%
Social Care, Health and Wellbeing	1.3%	65.0%	30.0%	3.8%	100%
Strategic and Corporate Services	0.4%	62.1%	33.3%	4.2%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

#### Grade level

Grade Band	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
KR6 or under	46 (33)	1,970 (1,809)	702 (836)	64 (104)	2,782
KR7-10	36 (37)	1,988 (2,036)	993 (941)	114 (117)	3,131
KR11-13	3 (15)	744 (822)	438 (380)	79 (47)	1,264
above KR13	1 (2)	80 (114)	77 (53)	18 (7)	176
<b>Total</b>	<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Grade Band	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
KR6 or under	1.7%	70.8%	25.2%	2.3%	100%
KR7-10	1.1%	63.5%	31.7%	3.6%	100%
KR11-13	0.2%	58.9%	34.7%	6.3%	100%
above KR13	0.6%	45.5%	43.8%	10.2%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

#### Gender

Gender	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Female	60 (66)	3,660 (3,667)	1,709 (1,695)	210 (211)	5,639
Male	26 (20)	1,122 (1,115)	501 (515)	65 (64)	1,714
<b>Total</b>	<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Gender	1 - PIR	2 - Achieving	3 - Above	4. Outstanding	Total
Female	1.1%	64.9%	30.3%	3.7%	100%
Male	1.5%	65.5%	29.2%	3.8%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

## Ethnicity

Ethnicity	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
BME	9 (5)	368 (304)	81 (141)	10 (18)	468
White	67 (72)	3,916 (3,981)	1,902 (1,840)	236 (229)	6,121
Not Known	10 (9)	498 (497)	227 (230)	29 (29)	764
<b>Total</b>	<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Ethnicity	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
BME	1.9%	78.6%	17.3%	2.1%	100%
White	1.1%	64.0%	31.1%	3.9%	100%
Not Known	1.3%	65.2%	29.7%	3.8%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

## Disability

Disability	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Yes	3 (3)	189 (161)	47 (75)	9 (9)	248
No	72 (74)	4,089 (4,123)	1,936 (1,906)	243 (237)	6,340
Undeclared	11 (9)	504 (498)	227 (230)	23 (29)	765
<b>Total</b>	<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Disability	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Yes	1.2%	76.2%	19.0%	3.6%	100%
No	1.1%	64.5%	30.5%	3.8%	100%
Undeclared	1.4%	65.9%	29.7%	3.0%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

## Belief - Grouped

Belief	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Christian	45 (37)	2,066 (2,045)	924 (945)	110 (118)	3,145
Other Belief	3 (4)	249 (211)	65 (98)	8 (12)	325
None	19 (24)	1,282 (1,325)	647 (612)	89 (76)	2,037
Undeclared	19 (21)	1,171 (1,191)	573 (550)	68 (68)	1,831
Not Recorded	0 (0)	14 (10)	1 (5)	0 (1)	15
<b>Total</b>	<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Belief	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Christian	1.4%	65.7%	29.4%	3.5%	100%
Other Belief	0.9%	76.6%	20.0%	2.5%	100%
None	0.9%	62.9%	31.8%	4.4%	100%
Undeclared	1.0%	64.0%	31.3%	3.7%	100%
Not Recorded	0.0%	93.3%	6.7%	0.0%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

## Sexual Orientation - Grouped

Sexual Orientation	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Bisexual/Gay/Lesbian	1 (2)	91 (88)	39 (41)	5 (5)	136
Heterosexual	64 (61)	3,408 (3,415)	1,580 (1,578)	199 (196)	5,251
Unknown/Not Recorded	21 (23)	1,283 (1,279)	591 (591)	71 (74)	1,966
<b>Total</b>	<b>86</b>	<b>4782</b>	<b>2210</b>	<b>275</b>	<b>7,353</b>

Sexual Orientation	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Bisexual/Gay/Lesbian	0.7%	66.9%	28.7%	3.7%	100%
Heterosexual	1.2%	64.9%	30.1%	3.8%	100%
Unknown/Not Recorded	1.1%	65.3%	30.1%	3.6%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

## Age

Age	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
<26	8 (5)	273 (274)	121 (127)	20 (16)	422
26-49	38 (44)	2,366 (2,448)	1,202 (1,131)	158 (141)	3,764
50-65	38 (35)	2,000 (1,944)	857 (898)	94 (112)	2,989
65+	2 (2)	143 (116)	30 (53)	3 (7)	178
<b>Total</b>	<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Age	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
<26	1.9%	64.7%	28.7%	4.7%	100%
26-49	1.0%	62.9%	31.9%	4.2%	100%
50-65	1.3%	66.9%	28.7%	3.1%	100%
65+	1.1%	80.3%	16.9%	1.7%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

## Full/Part Time

Full/Part Time	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Full Time	52 (52)	2,645 (2,880)	1,508 (1,331)	223 (166)	4,428
Part Time	34 (34)	2,137 (1,902)	702 (879)	52 (109)	2,925
<b>Total</b>	<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Full/Part Time	1 - PIR	2 - Achieving	3 - Above	4. Outstanding	Total
Full Time	1.2%	59.7%	34.1%	5.0%	100%
Part Time	1.2%	73.1%	24.0%	1.8%	100%
<b>Total</b>	<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

## Full/Part Time by Directorate

Directorate	Full/Part Time	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Education and Young People's Services	Full Time	22 (11)	583 (617)	300 (285)	44 (35)	949
	Part Time	3 (7)	487 (412)	136 (191)	8 (24)	634
Growth, Environment and Transport	Full Time	4 (9)	425 (503)	299 (232)	45 (29)	773
	Part Time	10 (7)	485 (416)	137 (192)	8 (24)	640
Social Care, Health and Wellbeing	Full Time	22 (23)	1,171 (1,254)	635 (579)	100 (72)	1,928
	Part Time	21 (17)	1,029 (949)	380 (439)	29 (55)	1,459
Strategic and Corporate Services	Full Time	4 (9)	466 (506)	274 (234)	34 (29)	778
	Part Time	0 (2)	136 (125)	49 (58)	7 (7)	192
<b>Total</b>		<b>86</b>	<b>4,782</b>	<b>2,210</b>	<b>275</b>	<b>7,353</b>

Directorate	Full/Part Time	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Education and Young People's Services	Full Time	2.3%	61.4%	31.6%	4.6%	100%
	Part Time	0.5%	76.8%	21.5%	1.3%	100%
Growth, Environment and Transport	Full Time	0.5%	55.0%	38.7%	5.8%	100%
	Part Time	1.6%	75.8%	21.4%	1.3%	100%
Social Care, Health and Wellbeing	Full Time	1.1%	60.7%	32.9%	5.2%	100%
	Part Time	1.4%	70.5%	26.0%	2.0%	100%
Strategic and Corporate Services	Full Time	0.5%	59.9%	35.2%	4.4%	100%
	Part Time	0.0%	70.8%	25.5%	3.6%	100%
<b>Total</b>		<b>1.2%</b>	<b>65.0%</b>	<b>30.1%</b>	<b>3.7%</b>	<b>100%</b>

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

**To:** Personnel Committee

**Date:** 3 July 2017

**Subject:** Workforce Health & Wellbeing Strategy

**Classification:** **Unrestricted**

**SUMMARY:** This paper provides an overview of the proposed refresh of the County Council's Workforce Health and Wellbeing Strategy.

## 1. INTRODUCTION

- 1.1 A healthy workforce has significant benefits for an organisation and its customers. Workplace practices and lifestyle choices can influence both physical and psychological wellbeing in ways that can positively influence productivity, commitment and attendance. Other benefits that can be derived from a healthier workforce include improved staff retention, employee resilience and a stronger employer brand.
- 1.2 Kent County Council has been delivering a range of health and wellbeing initiatives over the years. Evolution of this offer has taken place as a result of employee feedback, changing priorities and funding. This paper introduces a refreshed strategy (appendix 1) to address the organisation's current situation and help improve levels of staff engagement, motivation and performance.
- 1.3 The draft strategy went to a number of Directorate Management Teams and Directorate Organisation Development Groups for their views in order to inform the version contained in this report. It was also informed by the Health and Wellbeing Group which has representatives from Health & Safety and Public Health as members.

## 2. BACKGROUND

- 2.1 Kent County Council's employees work in a challenging environment where increasing demand and change can impact on their wellbeing. The Authority's staff survey has identified that for a number of years work pressure has been at a significant level and employees feel they could be supported more by the organisation.

- 2.2 The Council has successfully driven the levels of sickness absence down from double figures to around 7 days per person per year. This compares favourably with the public sector and absence levels in the country overall. However, this still constitutes c.84,000 days of staff absence per year and is behind the private sector by 1 to 2 days. The profile of sickness absence has changed with two thirds of absence being short term as opposed to people taking longer periods of time off work.
- 2.3 The main reasons for absence do not change much and centre around musculoskeletal, mental health and stress. The top five account for 60% of all absence amongst employees in Kent County Council.
- 2.4 Despite the profile above we know through the results of our staff survey that our employees are committed to their jobs. They are reasonably well engaged as an overall group and the Council has a significant track record in recognising and rewarding high levels of performance amongst its staff.

### **3. THE STRATEGY**

- 3.1 The key outcomes that the strategy intends to influence are:
- a) Improved employee engagement, and
  - b) Decreased levels of employee sickness absence.
- 3.2 These outcomes will be achieved by ensuring the Council has a culture which is mindful of the potential impact it has on people's wellbeing coupled with targeted initiatives where required. The strategy provides a flexible framework that enables organisation level developments as well as specific directorate and service level focus where required.
- 3.3 The three key themes of the strategy are:
- a) Addressing the main reasons for absence in the organisation
  - b) Supporting the role management have in improving and supporting employee wellbeing
  - c) Helping people make healthy lifestyle choices
- 3.4 The main tenet underpinning the themes is that the strategy is primarily about prevention. The framework for delivering the strategy will focus on:
- i) Prevention – creating a workplace that avoids placing unnecessary pressure on people, minimise the work based factors that can trigger illness and educate to support people to make choices for themselves in terms of their wellbeing.
  - ii) Intervention – early support to people where there are signs of illness
  - iii) Continued support – a range of services and initiatives for managing, supporting and retaining staff with existing illnesses.

- 3.5 One of this strategy's strongest points is that it embraces significant streams of activity that are currently underway in the organisation. These include the leadership and management strategy; work on developing the Council's culture; managing performance and the health and safety action plan. The influence that these initiatives will have on people's wellbeing is significant. Work will also be commissioned to deliver other component aspects of the strategy.
- 3.6 This strategy has been developed with the involvement of directorate management teams, their Organisation Development Groups and Corporate Management Team.

#### **4. EQUALITY IMPACT ASSESSMENT**

- 4.1 The Equality Impact Assessment (appendix 2) has identified that the strategy will have a positive impact on all of the protected characteristics. The fact the strategy aims to take a variegated, flexible, inclusive, diverse and multigenerational approach to the delivery of the strategy fundamentally underpins how people can positively experience KCC's approach to improving health and wellbeing amongst its staff. The preventative element of the strategy also will have a positive impact across the workforce.

#### **5. RECOMMENDATIONS**

- 5.1 Personnel Committee are asked to agree the proposed health and wellbeing strategy

**Ian Allwright**  
**HR Strategy & Commissioning Manager**  
**Ext 415774**

**Background Documents: None**

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## **Workforce Wellbeing & Health Strategy 2017 to 2020**

### Introduction

The business benefits to be gained from a healthy workforce are indisputable. There is an evident correlation between high wellbeing and engagement levels leading to optimal employee and organisational performance. Evidence<sup>1</sup> suggests that workplace practices and lifestyle choices can influence physical and psychological wellbeing in ways that increase productivity, commitment and attendance. Other benefits for organisations can be seen in improved retention, employee resilience and a more effective employer brand. A healthier workforce also helps local authorities meet corporate social responsibilities in terms of their public health strategic outcomes.

This document outlines Kent County Council's approach to promoting and supporting health and wellbeing in the workplace.

### The Kent Context

An environment where there are increasing demands and restructures can have an impact on employees' mental and physical health. The Council's staff survey has shown that for a number of years employees feel work pressure is increasing and the level of support they get may not be keeping pace with what they require. However, the Council has a good record of recognising and rewarding high levels of performance amongst its staff.

As a result of increasing employee engagement, effective management, corporate wide health, safety and well-being initiatives alongside targeted support to managers and employees Kent County Council reduced sickness levels from more than 10 days per year per person to around 7 days. At 2017 this compares favourably with the national average for all employment sectors and very favourably with the public sector<sup>2</sup>. However, it is 1 to 2 days higher than levels of absence in the private sector.

The average age of KCC's workforce, c.45 years, has not changed significantly for some years. Data shows that as the Council's employees get older they take, on average, more days off sick per year than younger staff.

KCC does not readily quantify the cost of sickness absence, which may include lost productivity, as well as the cost of cover and/or delivery of a poorer service to our customers. However, KCC lost c.84,000 days to staff absence in 2016/17.

In all, 69% of absence occurrences in KCC were very short term in nature (between 1 and 3 days in length). The top 5 reasons for absence make up 64% of overall sickness in KCC based on days lost. The table shows the number of days lost in KCC in 2016/17 for the top 5 reasons for absence and what percentage each contributes to overall sickness levels.

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<sup>1</sup> Engage for Success, The Evidence – Wellbeing and Employee Engagement (2014)

<sup>2</sup> CIPD, Absence Management – Annual Survey Report (2016)

### Top5 Reasons for Sickness Absence

Absence Reason	Days lost for short-term absence	Days lost for long-term absence	Total days lost	% of overall sickness
Musculoskeletal	5,531	13,515	19,046	23%
Mental Health	2,030	10,724	12,754	15%
Gastro-Intestinal	5,762	2,977	8,739	11%
Stress	1,863	5,575	7,438	9%
Ear, nose, throat	4,156	1,174	5,330	6%
<b>TOTAL</b>	<b>19,342</b>	<b>33,965</b>	<b>53,307</b>	<b>64%</b>

### What are the Council's strategic health and wellbeing outcomes?

They are simple and measurable.

- 1) Improved employee engagement
- 2) Decreased sickness absence

### What will be the Council's strategic principles for delivering the outcomes?

- a) KCC will focus on delivering both employee and organisational wellbeing
- b) The impact of an intervention in terms of cause and effect must be demonstrable (measurable), reviewed and evaluated
- c) Our approach will be inclusive, diverse and multigenerational
- d) Coherence, consistency and authenticity will underpin the strategy
- e) Organisational culture has to support wellbeing in the workplace
- f) Culture trumps initiatives
- g) KCC's approach will not be static (continuous improvement)
- h) A variegated and flexible approach to meet differing requirements and needs, both individual and within services
- i) Cost effective and budget sensitive
- j) Development of the relationship between employee and employer
- k) Senior leadership of the agenda

## **How will we deliver the strategy?**

There will be a broad framework built around a central pivot of the role managers and the organisation play in employee health and wellbeing. The impact of managers is significant in that they are responsible for creating a working environment in which employees can thrive and perform effectively. Developing employee confidence, moral and trust is integral to making this strategy succeed and will have a positive impact on employee mental and physical health. Managers play an integral role in helping reduce stress, that is harmful to health, through the way work is designed and managed.

The role of managers will be augmented by addressing the main reasons for absence in the organisation as well as supporting staff in the workplace and to make suitable wellbeing choices for themselves.

Key themes of the strategy are:

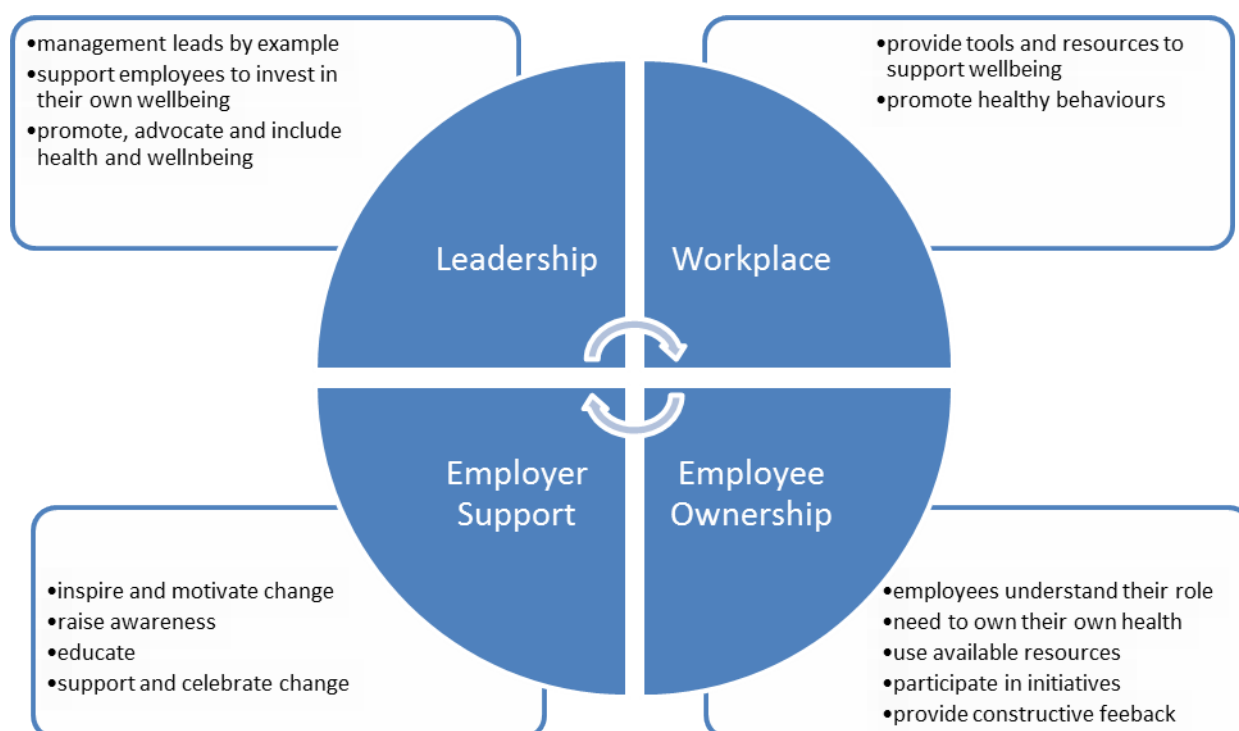
<b>Management of absence levels are targeting top reasons for absence</b>	<b>Organisational Wellbeing</b>	<b>Employee Wellbeing</b>
<ul style="list-style-type: none"><li>• Targeted interventions to reduce levels of absence on top reasons</li><li>• Targeted support for managers in areas of high absence</li><li>• Education and support to help staff manage their conditions and improve their morale and confidence at work.</li></ul>	<ul style="list-style-type: none"><li>• Values based working environment and management style</li><li>• Open communication and dialogue to build employee confidence and morale</li><li>• Management deliver on their roles and responsibilities</li><li>• Team working and co-operation</li><li>• Clarity and unity of purpose</li><li>• Flexibility, discretion and support for reasonable risk taking</li><li>• Work life balance</li><li>• Ability to influence workload and work pace</li><li>• Fairly compensated in terms of salary and benefits</li><li>• Support career management</li><li>• Training and development</li><li>• Employment policies that support wellbeing (Worksmart, carers)</li><li>• Suitably designed jobs and ways of working (e.g. managed caseloads)</li><li>• Suitable working environment, including adjustments</li><li>• Inclusive employer</li></ul>	<ul style="list-style-type: none"><li>• Healthy body and healthy choices (diet, exercise, leisure)</li><li>• Developing an attitude that enables self-confidence, self-respect and resilience</li><li>• Sense of purpose, fulfilment and meaning</li><li>• Active mind, open to new experiences</li><li>• Supportive network of relationships</li></ul>

## How will this be achieved?

The three themes will play a significant role in delivering the strategic outcomes. They will weave into each aspect of the framework for delivery which is focused on prevention, intervention and continuing support.

- Prevention: A range of approaches to help create a working environment that avoids placing unnecessary pressure on people and/or adversely affecting their health (e.g. providing correct protective equipment). It also aims to minimise the number of factors that could trigger high levels of stress, mental health problems or other related illnesses (i.e. organisational policies supporting flexible working, training and development, job design etc. and mental health promotion activities). Also, provides an educative input to advise and support people about making the right wellbeing choices for themselves and providing a range of options to support this. Prevention can also be achieved through promoting a positive workplace climate that helps develop morale, employee confidence and trust.
- Intervention: Providing support when there are signs of potential illness or symptoms that can lead to ill health as early as possible to enable management to support the employee as best as the employer can.
- Continuing Support: A range of services and initiatives for managing, supporting and retaining staff with existing illnesses.

In order to make a success of delivering this framework there are four key components of the employer/employee contract which can influence the level of engagement with and success of the strategy. The interconnected nature of effective leadership, employer support in terms of raising awareness and informing, opportunities provided by the workplace and ownership by the employee of their own health and wellbeing need to be harnessed to make a success of the strategy. The role each plays can be seen in the following diagram.



## **How will we measure success?**

### **Key Performance Indicators** (over a 3 year period)

Understanding how the strategy is progressing can initially be determined by looking at the primary measures that will show how the strategic outcomes are progressing. However, the interconnectivity of a range of organisational strategies with this one means that there are certain complementary indicators that help provide a fuller picture of the impact the health and wellbeing strategy has.

### **Primary measures**

Reduced sickness levels (trends, short and long term)

Reduction in top 5 sickness levels

EVP – better psychological contract and Perceived organisational support scores, reduced workplace tension and job pressure scores

### **Complementary measures**

TCP – continuing change in profile in terms of inclusiveness and magnitude

Employee retention

Customer experience

Improvements in services productivity KPIs

Reduction in time lost due to accidents

Staff Care Services – reduction in type of referrals, change in referral patterns (e.g. more early referrals), proactive interventions, outcomes

Reduction in ill health capability cases

Ill health capability cases – reduction in length of time of management of cases

Reduction in turnover in services with high absence/turnover figures (over a period of time)

Interventions – footfall (e.g. kiosk)

New Joiners – engagement in the first year

### **Key links**

- Health & Safety Plan
- Public Health Strategy
- Leadership and Management Strategy
- Kent Manager
- Kent Healthy Business Awards
- Absence Management Review
- Performance Management Review
- Employment Deal
- EVP Outcomes
- Staff Care Services
- Internal Communications

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**KENT COUNTY COUNCIL  
EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)**

**You need to start your Equality Analysis and data collection when you start to create or change any policy, procedure project or service**

**When developing high-level strategies under which other policies will sit, if those policies are jointly owned by KCC and partner organisations, they will need to take the partnership approach to EqIAs,**

Please read the EqIA GUIDANCE and the EqIA flow chart available on KNet.

**Directorate:**

Strategic & Corporate Services

**Name of policy, procedure, project or service**

Workforce Health & Wellbeing Strategy

**What is being assessed?**

KCC's approach to supporting employee health and wellbeing

**Responsible Owner/ Senior Officer:**

Amanda Beer, Corporate Director Engagement, Organisation Design & Development

**Date of Initial Screening:**

25 April 2017

**Date of Full EqIA :**

N/A

## Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact <b>HIGH/MEDIUM</b> <b>LOW/NONE</b> UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	No	High	None	a) promotion of strategy and development of interventions to support its delivery b) no	<p>Yes. The strategy will have a positive impact for all staff. The preventative agenda is key in ensuring the impact of work is as minimal as possible on staff and in helping people make positive lifestyle choices for themselves.</p> <p>The average age of a KCC employee is c.45 years and 40% of the workforce are aged over 50. It is well understood the impact that age can have on one's health and wellbeing so anything the organisation can do to positively support people can be significant. Also, many studies show the positive impact of diet and exercise on both mental and physical wellbeing.</p> <p>By being proactive about creating the right culture in the workplace and in supporting people's positive lifestyle choices in terms of health and wellbeing can set a solid foundation for younger employees as well.</p> <p>.</p>



<p><b>Disability</b></p> <p>Page 65</p>	No	High	None	<p>a) promotion of strategy and development of interventions to support its delivery</p> <p>b) no</p>	<p>Yes. The strategy will have a positive impact for all staff. The preventative agenda is key in ensuring the impact of work is as minimal as possible on staff and in helping people make positive lifestyle choices for themselves.</p> <p>The potential for positive impact on both mental and physical wellbeing of disabled employees is significant. The strategy is designed to ensure that the Council does not exacerbate people's conditions by positively supporting staff in the workplace but also to ensure support is available to help people in the workplace to be as productive and engaged as possible but to also to help people stay in work as far as is possible. Mercer provide figures that show that 55% of employees, nationally, are at risk of ill health (from diet, drinking, inactivity, stress etc.) and if not supported run the risk of becoming ill or developing a long term disability.</p>
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<p><b>Gender</b></p> <p>Page 66</p>	No	High	None	<p>a) promotion of strategy and development of interventions to support its delivery</p> <p>b) no</p>	<p>Yes. The strategy will have a positive impact for all staff. The preventative agenda is key in ensuring the impact of work is as minimal as possible on staff and in helping people make positive lifestyle choices for themselves.</p> <p>About 75% of KCC's workforce are women. However, irrespective of the age profile, the strategy provides something for both gender in terms of minimising the impact the organisation can have on health and wellbeing and supporting staff in the workplace and in making health and wellbeing choices for themselves.</p> <p>There are many studies exploring the difference gender and its relationship with other factors such as age and people's socio economic situation can effect health and wellbeing (for example in Kent suicide is the main reason for death in men aged under 45 years). This strategy is flexible and dynamic enough to address a range of needs.</p>
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<b>Gender identity</b>	No	High	None	a) promotion of strategy and development of interventions to support its delivery b) no	<p>Yes. The strategy will have a positive impact for all staff. The preventative agenda is key in ensuring the impact of work is as minimal as possible on staff and in helping people make positive wellbeing lifestyle choices for themselves.</p> <p>The strategy will support people in helping manage any mental or physical ill health someone may experience as a result of issues relating to their gender identity.</p>
<b>Race</b> Page 67	No	High	None	a) promotion of strategy and development of interventions to support its delivery b) no	<p>Yes. The strategy will have a positive impact for all staff. The preventative agenda is key in ensuring the impact of work is as minimal as possible on staff and in helping people make positive wellbeing lifestyle choices for themselves.</p>
<b>Religion or belief</b>	No	High	None	As above	As above.
<b>Sexual orientation</b>	No	High	None	As above	As above

<b>Pregnancy and maternity</b>	No	High	None	As above	<p>Yes. The strategy will have a positive impact for all staff. The preventative agenda is key in ensuring the impact of work is as minimal as possible on staff and in helping people make positive wellbeing lifestyle choices for themselves.</p> <p>The strategy will support women to ensure that the impact of working does not significantly affect their pregnancy. Also it is set up in a way to ensure support is available if they become ill or require time off and in helping them make any health and wellbeing choices that will support them through their pregnancy.</p>
<b>Marriage and Civil Partnerships</b>	No	High	None	As above	<p>Yes. The strategy will have a positive impact for all staff. The preventative agenda is key in ensuring the impact of work is as minimal as possible on staff and in helping people make positive wellbeing lifestyle choices for themselves.</p>
<b>Carer's responsibilities</b>	No	High	None	As above	<p>As above.</p>

## Part 1: INITIAL SCREENING

**Proportionality** - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

State rating & reasons

Rating: Low

KCC has had a strategy for the organisation's approach to health and wellbeing for many years. The approach has now been refreshed in order to meet current need and requirements. The strategy will have a positive impact on all staff and, given its flexibility, the level of engagement with the component will differ dependant on individual need.

### Context

Kent County Council's staff work in a challenging environment where increasing demand and change can impact on their wellbeing. The Authority's staff survey has identified that for a number of years work pressure has been at a significant level and staff feel they could be supported more by the organisation.

The Council has successfully driven the levels of sickness absence down from double figures to around 7 days per person per year. This compares favourably with the public sector and absence levels in the country overall. However, this still constitutes c.84,000 days of staff absence per year and is behind the private sector by 1 to 2 days. The profile of sickness absence has changed with two thirds of absence being short term as opposed to people taking longer periods of time off work.

The main reasons for absence don't change much and centre around musculoskeletal, mental health and stress. The top five account for 60% of all absence amongst employees in Kent County Council.

Despite the profile above we know through the results of our staff survey that our staff are committed to their jobs. They are reasonably well engaged as an overall group and the Council has a significant track record in recognizing and rewarding high levels of performance amongst its staff.

### Aims and Objectives

Improve employees health and wellbeing with a view to increasing employee engagement and reducing sickness absence.

## Beneficiaries

All employees.

## Information and Data

In all, 67% of absence occurrences in KCC were very short term in nature (between 1 and 3 days in length). The top 5 reasons for absence make up 60% of overall sickness in KCC based on days lost. The table shows the number of days lost in KCC in 2015/16 for the top 5 reasons for absence and what percentage each contributes to overall sickness levels.

Absence Reason	Days lost for short-term absence	Days lost for long-term absence	Total days lost	% of overall sickness
Musculoskeletal	5,530	13,635	19,165	23%
Mental Health	2,232	8,914	11,146	13%
Gastro-Intestinal	5,578	2,821	8,399	10%
Stress	1,728	5,356	7,084	8%
Gynaecological	1,516	3,623	5,139	6%
<b>TOTAL</b>	<b>16,584</b>	<b>34,349</b>	<b>50,933</b>	<b>60%</b>

Information on the profile of KCC's workforce can be found via the following link (item 69):

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=129&MId=6030&Ver=4>

**Potential Impact**

The health and wellbeing strategy will potentially have a significant impact on employees' level of attendance, engagement, morale, productivity, performance levels and customer experience.

**Adverse Impact:**

None identified

**Positive Impact:**

As identified in Potential Impact section.

**JUDGEMENT**

**Option 1 – Screening Sufficient** **YES**

**Justification:**

No adverse impact identified in respect of the protected characteristics.

**Option 2 – Internal Action Required** **NO**

**Option 3 – Full Impact Assessment** **NO**

**Action Plan**

N/A

**Monitoring and Review**

N/A

**Sign Off**

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

**Senior Officer**

Signed: Ian Allwright Name:

Job Title: HR Strategy & Commissioning Manager

Date: 25 April 2017

**DMT Member**

Signed: Name:

Job Title: Date:

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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:** 3 July 2017

**Subject:** Employment Value Proposition

**Classification:** **Unrestricted**

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**SUMMARY:** An executive summary of the findings of the 2016 Employment Value Proposition survey outlining the levels of employee engagement.

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## 1. INTRODUCTION

- 1.1 Personnel Committee is presented annually with the findings from the Employee Engagement Survey. This paper presents a summary of the results for 2016 highlighting comparisons with the results from previous years and detailing the actions and activities underway to sustain improvements across the organisation.

## 2. EMPLOYEE ENGAGEMENT

- 2.1 Engagement is an essential ingredient in managing change and if employees are given sufficient information and opportunity to help them commit to the values and aspirations of the organisation they will be willing to engage and advocate for it and the services it provides. Engagement describes the commitment of employees to the organisation they work for. Ultimately employee engagement supports the effective management of performance and leads to better customer experience.
- 2.2 In recent years Personnel Committee has recognised that driving up levels of engagement enhances employee performance in the organisation. National research and our own engagement strategy support this perspective. We continue to work with Managers to ensure our approach achieves levels of engagement and motivation that make a positive difference to the contribution our people make.
- 2.3 The strategy highlights that engagement is about providing the conditions under which employees will work more effectively, which include autonomy, support, coaching, variety and responsibility. There are clear links between the way people are managed, employee attitudes and organisation performance. The annual staff survey provides the opportunity for us to explore those links and take action accordingly.

- 2.4 The strategy and survey outcomes cannot deliver improved employee engagement in isolation; this work supports and is supported by the employment deal, what we talk to our people and our residents about, work undertaken in relation to diversity and inclusion and Kent values and behaviours.
- 2.5 The employee engagement survey provides the Council with an understanding of how employees see their level of engagement and motivation. Alongside the survey results there are other indicators of organisational health in terms of employee engagement. For example we continue to see levels of sickness and absence lower year on year and a higher proportion of staff receiving TCP ratings that reflect strong performance.

### **3. EMPLOYMENT VALUE PROPOSITION**

- 3.1 2016 is the fifth year we have used the Employee Value Proposition (EVP) survey. It is designed to describe the deal offered by the employer and explore what is expected from employees in return. The survey is used as one measure of assessing employee engagement with Kent County Council. The information gathered has been used to inform approaches to employee relations and the management of staff.
- 3.2 In September 2016 the survey was sent out to over 3,000 people in seven service areas. This year over 1,750 employees gave us their views via the survey and a further 349 answered four engagement questions that were posted on KNet, these questions primarily explored well-being, resilience and keeping ourselves informed.
- 3.3 Each of the Directorates had groups of staff surveyed from specific targeted services or divisions, rather than the sample being spread across the whole directorate. If services had been surveyed in the previous consecutive two years they were not included. Some services that were surveyed for the first time in 2015 were surveyed for a second year running. Some services that had not participated before were also surveyed. The response rate to the survey was up on 2015 from 48% to 57%. Corporate Management Team received feedback in October as did the applicable senior manager for each division/service.
- 3.4 The key findings of the 2016 survey highlight:
- Our people remain committed to their job (83%) and continue to feel they have the skills, confidence and competence to perform their job well (79%)
  - For the third year running people feel more committed and loyal to KCC (75%, which is a further increase of 4% since last year)
  - Included in the best things about working at KCC are the team, work life balance, working with supportive colleagues and the training opportunities provided.

- The survey also explores the biggest tensions felt by our people. This year staff reported that the numbers of people have reduced and more is expected with little or no resource. In addition those surveyed report concerns that time is being spent on administration and they are managing or “fitting in” additional workload during “pinch point periods”.
  - Employees perceive their contribution to the ‘deal’ as outweighing that provided by KCC (ideally there should be a greater balance between the employee and employer).
  - Employees’ report increasing levels of concern about the work pressure they are experiencing and as part of the exploration of the “biggest tension” they report being worried about the emotional wellbeing of teams working under increased pressure.
- 3.5 The EVP survey has indicated that the level of employee engagement in Kent County Council continues to move in the right direction demonstrating that with the right amount of focus and input an organisation can maintain its levels of engagement even through periods of significant change.

Whilst the results are testament to the role managers and their people play in responding to the challenges they face, they have also clearly highlighted concerns about the wellbeing of teams, additional workloads and pressure points. As part of our organisation action planning we will explore and address these issues in our communications and interventions as well as encouraging managers to review and evaluate the impact of these tensions in their own teams.

#### **4. THE SURVEY RESULTS**

- 4.1 EVP introduces a means of presenting and understanding how the ‘deal’ offered by an employer is set against what is expected from employees in return. This deal should be viewed in the context of the overall employee relations climate in the Authority as it reflects how the organisation and managers engage with and support employees, as much as it is about terms and conditions of service. The value and perception the employees place on that employment experience, and the contributions expected by the employees, inform how staff engage and perform.
- 4.2 The questions asked by the survey are structured in a way that enables employees to rate their experiences against certain categories. Other questions provide staff with opportunity to provide free text answers.

Using these questions EVP measures three elements of engagement:

- Balance of the deal
- Conversational practice
- Personification of the Council

Kent County Council also received detailed analysis of responses to free text questions and the key drivers underpinning the most significant elements within the balance of the deal.

## Balance of the Deal

4.3 This element of the survey looks at how staff feel about the contribution made by the organisation to the employment relationship compared with what the employees feel they bring to their job and the organisation. There will always be a difference between the two and this works well in terms of levels of employee engagement when the balance is not significantly in favour of one party to the deal.

4.4 The Employer Contribution is made up of:

- **The Contract** – this consists of the employees' perspective on such things as terms and conditions of service, development opportunities, working environment and whether the employer delivers on its promises in relation to the contract
- **Perceived Organisational Support** – how employees see their organisation valuing their contribution and caring about their well being

4.5 The Employee Contribution is made up of:

- **Job Engagement** – how committed and engaged employees are with their job role and the service they work in
- **Efficacy** – this element reflects the level of confidence and competence the individual and their team displays in their job role
- **Organisation Engagement** – the level of staff commitment to the organisation and the level of behaviours championing the organisation's aims

4.6 The balance of the deal results for KCC in 2014, 2015 and 2016 were:

	2014	2015	2016
The Contract	57	60	60
Perceived Organisational Support	52	53	54
<b>Employer Contribution</b>	<b>55</b>	<b>57</b>	<b>57</b>
Job Engagement	81	83	83
Efficacy	79	79	79
Organisational Engagement	67	71	75
<b>Employee Contribution</b>	<b>77</b>	<b>77</b>	<b>79</b>

Note: Scores of over 70 are considered good and scores below 50 are poor.

- 4.7 The table shows that the level of Organisational engagement has increased slightly over the last year, whilst job engagement has remained the same. Overall the balance of the deal is seen as being in favour of the employer. This is shown by the difference between the employer and employee contribution. If the employer contribution score was higher this would help redress the balance.

#### Conversational Practice

- 4.8 This element of the survey measures the quality of conversations between managers and staff to see how employees are engaged by their managers in meeting their job role. It also reflects on the context within which those conversations are had.

- 4.9 The survey measures:

- **Solutions focused conversations** – idea generation and problem solving conversations
- **Performance focused conversations** – discussions about how solutions and services will be delivered and how ideas/solutions can be put into practice
- **Job Pressure** – a measure of the level of perceived excessive workload
- **Workplace tensions** – measures competing pressures on staff such as delivering more with less and the impact of timescales/deadlines.

- 4.10 The conversational practice results for KCC in 2014, 2015 and 2016 were:

	2014	2015	2016
<b>Overall score</b>	<b>70</b>	<b>71</b>	<b>71</b>
Solution focused	71	73	72
Performance focused	70	71	70
Workplace tensions	64	65	65
Job pressure	62	67	63

Note: Scores of over 70 are considered good for the conversation scores but too high for the tensions and pressures scores.

- 4.11 This table shows workplace tensions are consistent and although job pressure has fallen from last year to sustain or improve this further we must continue to support effective conversations as part of how we manage performance and change.

## Personification

4.12 This part of the EVP survey asks employees to score the organisation against certain traits which then shows how, in the employees' eyes, the organisation presents itself.

4.13 The "traits" that are measured are:

- Supportive
- Directive
- Trust
- Competence
- Innovation
- Conversational

This shows positive improvements, indicating that the organisation is getting better at demonstrating supportive traits and a drop in how directive our people perceive the organisation to be. This is a positive position on previous years. Innovation remains low, which may indicate that staff members do not necessarily see the organisation as inspiring or imaginative.

Some traits described by staff express the tensions we know they have reported as part of the survey. Words such as; disappointing, inconsistent and frustrating highlight that we have more to do to excite, explore and explain our organisation ambitions.

## **5 Next steps**

5.1 Having received feedback at the end of 2016, participating services determine the appropriate next steps for their teams. The Engagement and Consultation Team use the information to target communications for staff and support to the business. EODD Business Partners and the HR Delivery Team use the information to provide a baseline for staff engagement when working on change programmes across the organisation. The data is collated (along with other sources such as the New Joiners Survey, sickness and absence rates) to build a picture of the "as is" position for a service, determining the lines of enquiry for activities and interventions relating to their business. This would include transformation, service redesign projects, and culture change. Commissioners in Organisation Development and HR also use the information to refine the commissioned approaches and support interventions including those targeted at the development of skills, competencies, reward, and employee relations.

5.2 In summary action is underway to address the core issues that the survey indicates need to be managed, namely:

- **Tackle workplace tension:** Focus on what is working, take opportunities to change the narrative from delivering more with less/financial pressures to exploring the conditions for success across the organisation.

- **Build and sustain improvements in the balance of the deal and Psychological contract:** Celebrate what is working well and the contribution being made to delivering our core ambitions. Develop the “my story” concept to promote pride activity and align with the promotion of KCC to the resident.
- **Explore the connection between employee and customer engagement:** Build a logic model to establish the critical questions and indicators to drive performance in both customer and staff engagement.

## **6 RECOMMENDATIONS**

- a) Personnel Committee is invited to note the EVP survey results and the improvements in levels of employee engagement.

**Diane Trollope**  
**Head of Engagement and Consultation**  
**Ext 03000 416781**

**Background Documents: None**

## Appendix 1

### **Services which participated in KCC's EVP Survey 2015**

#### Education & Young People's Services

Early Help & Preventative Services

#### Social Care, Health & Wellbeing

Specialist Children's Services – North Kent

Operational Support Unit SCHW)

#### Strategic & Corporate Services

Engagement, Organisation Design and Development in Strategic and Corporate Services (ST)

Strategy, Policy, Relationships and Corporate Assurance (ST)

#### Growth, Environment & Transport

Whole Directorate



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