

PERSONNEL COMMITTEE

Tuesday, 12th June, 2018

2.30 pm

Wantsum Room - Sessions House





AGENDA

PERSONNEL COMMITTEE

Tuesday, 12th June, 2018, at 2.30 pm
Wantsum Room - Sessions House

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), Mr E E C Hotson (Vice-Chairman),
Mrs C Bell, Mr J P McInroy, 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

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UNRESTRICTED ITEMS

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

- 1 Substitutes
- 2 Declarations of Interests by Members in items on the Agenda for this meeting.
- 3 Minutes of the meetings held on 23 January, 9 March and 20 April 2018 (Pages 5 - 12)
- 4 Employee Relations Casework Activity (Pages 13 - 18)
- 5 Annual Workforce Profile (Pages 19 - 34)

- 6 TCP Equalities Data 17/18 (Pages 35 - 42)
- 7 Employment Value Proposition 2018 Corporate Action Plan (Pages 43 - 50)
- 8 Workforce Skills Development, CPD and Succession Planning (Pages 51 - 54)
- 9 Recruitment pre-employment checks (Pages 55 - 58)
- 10 Date of Next Meeting
The next meeting of the Committee will be held on 11 November 2018 at 2.00pm.
- 11 Exclusion of the Press and Public
RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of part 1 of Schedule 12A of the Act.
- 12 Exempt Minute - 23 January 2018 (Pages 59 - 60)
- 13 Senior Officer Appointment (Pages 61 - 72)
- 14 Modernising the Kent Scheme Annual Leave Provision (Pages 73 - 86)
- 15 Discretionary Payments (Pages 87 - 104)

Benjamin Watts
General Counsel
03000 416814

Monday, 4 June 2018

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Darent Room - Sessions House on Tuesday, 23 January 2018.

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

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

UNRESTRICTED ITEMS

22. Minutes

(Item 3)

RESOLVED that the minutes of the meeting held on 10 October 2017 are correctly recorded and that they be signed by the Chairman as a correct record.

23. Declarations of Interests by Members in items on the Agenda for this meeting.

(Item 2)

Dr Sullivan declared a Disclosable Pecuniary Interest in the Local Pay Bargaining item, as her husband is employed by the County Council in the Early Help and Prevention Team and indicated her intention to withdraw from the meeting for this item.

24. Apprenticeship Levy - Update

(Item 4)

(Julie Cudmore - Head of OD, Jo Empson Commissioning Manager - Community Support, Sophia Dunstan - Participation & Engagement Support Assistant - Virtual Schools for Kent (VSK), Jo Carpenter – Project Officer VSK, Dr Claire Thurgate - Canterbury Christ Church University, Interim Head of School of Public Health, Midwifery and Social Work, Clare Maynard - Head of Commissioning Portfolio, Fiona Jones - Business Manager, Blean Primary School, Shelley Salti-Apprenticeship Scheme Manager, Saga were present for this item.)

(1) A paper had been circulated to the Committee on the current position regarding the take up of the apprenticeship levy in KCC and schools. This provided a context for the discussion with the speakers listed above who were engaged in the apprenticeship agenda in Kent .

(2) Each of the speakers were invited to give a [presentation](#) to the Committee and answer questions from Members.

(3) RESOLVED that the contents of the report and the presentations be noted and the proposed activity to maximise the Apprenticeship levy be endorsed.

25. Annual Workforce Profile Report update

(Item 5)

(1) Mr Royel introduced a report which provided an update to the Annual Workforce Profile report, presented to Personnel Committee in June 2017. 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 2017.

(2) RESOLVED that the report be noted.

26. Mandatory Gender Pay Gap Reporting and Statement

(Item 6)

(1) Mr Royel introduced a report which set out the organisation's new statutory responsibilities to publish the first annual gender pay gap statement in March 2018. Circulated with the report was a draft proposed statement for the Committees comment and approval.

(2) Mr Royel emphasised that the gender pay gap information was different to equal pay information.

(3) RESOLVED that the Gender Pay Gap reporting statement circulated with the report be approved.

27. Date of Next Meeting

(Item 7)

It was noted that the next programmed meeting of the Committee would be held on 12 June 2018 at 2.30pm

28. Motion to Exclude the Press and Public

(Item 8)

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

29. Local Pay Bargaining 2018/19

(Item 9)

(Mr Shipton Head of Finance (Policy, Planning & Strategy) was present for this item)

(1) Mr Royel introduced a report which provided a summary of the position from this year's Local Bargaining process. Mr Royel, Mrs Beer and Mr Shipton answered questions from Members and clarified points of detail in relation to the negotiations.

(2) RESOLVED That consideration of this item be deferred.

30. Senior Management Interim Appointments

(Item 10)

(1) Mrs Beer introduced a report which recommended the interim appointments to the roles of Director Early Help and Preventative Services and Director Specialist Children's Services be extended for a period of up to six months. The Committee were also requested to consider amending the job title of the Director Specialist Children's Services to Director Children's Social Work.

(2) RESOLVED that

- (a) the appointments to the roles of interim Director of Early Help and Preventative Services and interim Director Specialist Children's Services for a period ending no later than 30 September 2018 be approved.
- (b) no action be taken at this time to change the title of the post of Director Specialist Children's Services to Director Children's Social Work.

31. Senior Management Appointment

(Item 11)

(Ms Zena Wroe, Solicitor - Invicta Law was present for this item)

(1) Mrs Beer introduced a report regarding the Director Highways Transportation and Waste.

(2) The Committee discussed the options in the papers and Mrs Beer and Ms Wroe responded to questions of clarification from Members.

(3) RESOLVED that the option set out in paragraph 3.1.4 of the report be agreed.

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KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room - Sessions House on Friday, 9 March 2018.

PRESENT: Mr P B Carter, CBE (Chairman), Mr E E C Hotson (Vice-Chairman), Mrs C Bell, Mr P J Oakford, Dr L Sullivan, Mr B J Sweetland, Mr G K Gibbens (Substitute) (Substitute for Mr J D Simmonds, MBE) and Mrs A D Allen, MBE (Substitute) (Substitute for Mrs P A V Stockell).

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development), Mr B Watts (General Counsel) and Ms L Adam (Scrutiny Research Officer).

UNRESTRICTED ITEMS

32. Declarations of Interests by Members in items on the Agenda for this meeting. *(Item 2)*

Dr Sullivan declared an interest as her husband was employed by the County Council.

33. Exclusion of the Press and Public *(Item 3)*

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.

34. Staffing Matters Update *(Item 4)*

(1) Mrs Beer and Mr Watts gave an oral update on staffing matters relating to senior officers at KR16 and above, including the post of Corporate Director of Adult Social Care & Health and related interim arrangements. Mrs Beer also confirmed that the post of Director of Transport, Highways and Waste would be vacant from 1 May and that arrangements were being made to fill the post.

(2) RESOLVED that the updates be noted and that Penny Southern be appointed as the interim Director of Adult Social Services and interim Corporate Director of Adult Social Care and Health.

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PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room - Sessions House on Friday, 20 April 2018.

PRESENT: Mr P B Carter, CBE (Chairman), Mr E E C Hotson (Vice-Chairman), Mrs C Bell, Mr R H Bird, Mr P J Oakford, Mrs P A V Stockell and Dr L Sullivan.

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

UNRESTRICTED ITEMS

35. Declarations of Interests by Members in items on the Agenda for this meeting.
(Item 2)

Dr Sullivan declared an interest in the item relating to the Children, Young People and Education Directorate as her husband was employed by the County Council in the Early Help and Prevention Team.

36. Exclusion of the Press and Public
(Item 3)

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, 2 and 3 of part 1 of Schedule 12A of the Act.

37. Proposed changes to Top Tier posts in the Children, Young People and Education Directorate
(Item 4)

(Mr Dunkley, Corporate Director Children Young People and Education, joined the meeting for this item)

(1) Mr Dunkley introduced a report which set out proposals to redistribute current activities in Specialist Children's Services and Early Help and Preventative Services divisions and realign the responsibilities of the two Director roles accordingly.

(2) Mrs Beer and Mr Dunkley answered questions of detail and noted comments from Members on the proposal. Mr Farrell was invited to participate in the discussion on this item.

(3) RESOLVED that the changes to two Director roles as outlined in paragraph 3 of the report be endorsed for submission to County Council for approval and subject to that approval recruitment commence to the roles on a substantive basis.

(In accordance with her declared interest Dr Sullivan to no part in the discussion and decision making on this item)

38. Coroners' Pay

(Item 5)

(Mr Miller, Strategy and Commissioning Manager, joined the meeting for this item)

(1) Mrs Beer and Mr Miller introduced a report which set out details of a new national framework and guidance for Coroners pay issued in November 2017 by the Joint Negotiating Committee for Coroners (JNC). This followed on from a re-evaluation exercise to create new model role profiles and to develop a new grading and pay structure for the roles of Senior Coroner, Area Coroner and Assistant Coroner.

(2) Mrs Beer and Mr Miller answered questions of clarification from Members regarding the national framework, salary range and pay progression arrangements.

(3) RESOLVED that the:

(a) the adopt JNC for the purposes of setting coroners pay effective from 1 January 2018 to 31 March 2019 be adopted.

(b) following a recommendation from the Head of the Coroner Service, the Corporate Director, Growth, Environment and Transport be delegated authority to agree a new salary or fees with each of the Kent Coroners effective from 1 January 2018 to 31 March 2019.

(c) following a recommendation from the Head of the Coroner Service, the Corporate Director, Growth, Environment and Transport be delegated authority to agree a revised additional responsibility allowance with the Senior Coroner, Mid Kent and Medway, effective from 1 January 2018 to 31 March 2019.

(d) following a recommendation from the Head of the Coroner Service, the Corporate Director, Growth, Environment and Transport be delegated authority to approve the adopt any subsequent annual coroners JNC pay settlements (e.g. inflationary increases) unless there is a fundamental change to the new pay bands and fees, in which case it will be reported to this Committee.

(e) an update report on the Coroners service be submitted to the September meeting of the Committee.

39. Staffing Matters Update

(Item 6)

(1) As agreed at the meeting of the Committee in January 2018, Mrs Beer gave an oral update on staffing matters relating to senior officer at KR16 and above, including a strengthened due diligence process relating to the appointment of Senior Managers, an update on the post of Corporate Director of Adult Social Care & Health and other current senior level vacancies. Mr Farrell was invited to participate in the discussion on this item.

(2) RESOLVED that the updates be noted.

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

To: Personnel Committee

Date: 12 June 2018

Subject: Employee Relations Casework Activity

Classification: **Unrestricted**

SUMMARY: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2017 to 31 March 2018.

1. INTRODUCTION

- 1.1 Personnel Committee continues to receive 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 2017-18.
- 1.2 The figures are provided in the context of there being 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.

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 reduced during the year and there are now fewer ill health cases than in 2016-17. This reflects the work that managers and HR do to help manage the impact of potential long term ill health cases and manage the impact of frequent short-term absences by addressing absence at an early stage. The HR Team has continued to support and develop management capability to ensure that managers 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 The number of disciplinary cases and poor performance cases have both reduced slightly from 2016 -17. This is indicative of managers continuing to take the initiative in managing performance robustly. The total number of Resolution cases are also lower than the previous year which will be influenced by managers being encouraged to deal with matters before the individual needs to seek redress through a formal procedure.

- 2.3 The number of Employment Tribunal cases against KCC remains relatively few for an organisation of its size and despite the removal of the requirement for an individual to pay a fee to lodge an ET application, the number has reduced from 2016 -17. Of the 7 claims between April 2017 and March 2018 2 were withdrawn, 1 was settled before the hearing, 1 was struck out and 3 are still outstanding. This is in no small part attributable to the business focused, risk aware advice given by KCC's HR Advisers in liaison with their Legal Services colleagues and our robust processes and as a result when we are formally challenged the vast majority of cases are successfully defended.

3. DISMISSAL APPEALS HEARD BY SENIOR OFFICERS

- 3.1 Appeals against dismissal are managed through HR and they are arranged with the support of the Challenger Group, which has resulted in this task being better distributed across the management population.
- 3.2 9 dismissal appeals were heard by senior officers between 1 April 2017 and 31 March 2018.

Directorate	No. of Appeals	Case Type	Outcomes
Children, Young People & Education	4	4 conduct	1 dismissal not upheld 2 dismissals upheld 1 appeal withdrawn
Adult Social Care & Health	4	3 conduct 1 performance	3 dismissals upheld 1 settled before the hearing
Growth, Environment & Transport	1	1 conduct	dismissal upheld
TOTAL	9		

3.3 As requested at a previous Personnel Committee, we have conducted a “deep Dive” review into the timeline and process of a disciplinary case which resulted in dismissal and appeal against dismissal. Whilst circumstances alter from case to case it is indicative of the stages in the necessary process (Appendix 2).

4. RECOMMENDATIONS

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

Paul Royel
Head of HR and OD
Ext 416631

Background documents: None

Number of Employee Relations Cases

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
Grand Total	409

Appendix 1

April 2017 - March 2018

	<i>Total</i>
<i>Appeals</i>	16
<i>Appeals (Dismissal)</i>	9
<i>Capability - Ill Health</i>	133
<i>Capability - Other</i>	7
<i>Capability - Poor Performance</i>	62
<i>Disciplinary</i>	118
<i>Resolution</i>	21
<i>Resolution - Harassment</i>	4
<i>Early Conciliation</i>	1
<i>Employment Tribunal</i>	7
Grand Total	378

Deep Dive – Appendix 2

Allegation - X used his position as a social worker with KCC to gain entry into an ex service users home and slept there. It is also alleged that X made a pass at Y. After the incident, X failed to share the information with his manager.

Breach of Kent Code and HCPC Standards of Conduct, performance and ethics

Date	Event
30.5.17	Email received by Service Manager, from LADO informing of information received from Kent Police.
30.5.17	<ul style="list-style-type: none"> ➤ Service Manager contacted HR for advice. ➤ Manager was advised of the policies that the action in question has potentially breached ➤ Manager was given advice on suspension vs move to alternate duties. ➤ Suspension paperwork was provided to the Service Manager
31.5.17	Preliminary meeting held with staff member and Service Manager to discuss incident. X admitted the incident but did not believe he had done anything wrong.
31.5.17	Manager discussed next steps with HR. Disciplinary procedure to be instigated.
1.6.17	Letter sent to staff member confirming a disciplinary investigation and his suspension from work for 28 days pending the investigation.
2.6.17	Letter sent to staff member confirming name of investigating officer.
2.6.17	HR and Commissioning manager met with Investigating Officer to scope the investigation.
6.6.17	<ul style="list-style-type: none"> ➤ Telephone call to staff member by investigating officer to arrange date for investigation meeting. ➤ Email request from staff member to investigating officer to change the date for the investigation meeting to enable workplace colleague to attend.
8.6.17	Letter sent to staff member confirming the new date of the investigation meeting.
14.6.17	Investigation meeting with staff member conducted.
22.6.17	Minutes of Investigation meeting sent to staff member.
27.6.17	Investigation report sent to HR for comment.
4.7.17	Commissioning Manager and HR discuss the report.
10.7.17	Letter sent to staff member confirming date of disciplinary hearing
12.7.17	Email request from staff member to to change the date for the Disciplinary Hearing to enable workplace colleague to attend.
17.7.17	Letter sent to staff member confirming the new date of the Disciplinary Hearing
26.7.17	Disciplinary Hearing
2.8.17	<ul style="list-style-type: none"> ➤ Hearing notes sent to individual ➤ Outcome letter sent to individual – Summary Dismissal

Date	Event
1.8.17	Appeal against dismissal letter received
3.8.17	Information about the Appeal process sent to individual
August 17	Manager response to appeal prepared with advice from HR
20.9.17	Appeal papers exchanged
27.9.17	Appeal Hearing held
4.10.17	Appeal Outcome letter sent to individual – Appeal not upheld

Annual Workforce Profile Report

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

To: Personnel Committee

Date: 12th June 2018

Subject: Annual Workforce Profile Report

Classification: Unrestricted

Summary

This report provides full year 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 45 FTE over the year
- Rolling turnover has increased over the year, to 14.9% excluding CRSS (Casual, Relief, Sessional and Supply) staff
- Sickness has increased slightly since March 17 to 7.32 days lost per FTE

2. KCC's workforce – all staff

- A reduction of approximately 846 FTE over the year, to 18,582.1 FTE
- 74.1% of contracts are 'Permanent'
- 70.7% of Kent range posts are graded KR6 or below

3. The Directorates

In 2017/18 the organisation underwent structural changes within the Directorates specifically the realignment of some of its key services such as Specialist Children's Services moving into the newly formed Children Young People and Education (CY) from Social Care Health & Wellbeing and Public Health moving to form part of the Strategic & Corporate Services directorate (ST).

In order to maintain the ability to monitor trends, this report compares CY figures to those in the previous Education & Young People's Services Directorate (EY) and AH to the previous Social Care, Health & Wellbeing Directorate (SC).

- The overall change in FTE from the previous year was 0.6% . The proportion of Permanent contracts varies from 73.8% in GT to 89.8% in ST.

4. The Schools workforce (Maintained schools only)

- The FTE of staff in schools buying HR Services from KCC has reduced by 801 this year to 11,018.0. The School Workforce Census indicates that at November 2017 the Kent Schools workforce was 12,465.3 FTE

2. The Non-schools workforce

2.1. Introduction

This section contains information about the Non-schools workforce as at 31 March 2018 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 £51,115.

2.2. Staffing levels

Staffing levels fell during the year to 7,564.1 FTE at the year end. This is 45 FTE lower than end of the last financial year. (7,609.4 FTE at 31 Mar 2017).

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

2.3. Contract types

80.9% of staff are now on permanent contracts (78.8% at 31 Mar 2017) and the proportion of CRSS (Casual, Relief, Sessional and Supply) contracts has reduced this year and now stands at 14.1% (15.0% at 31 Mar 2017).

In March 2018 there were 1,472 CRSS contracts and approximately one quarter of staff on these contracts had another role within the Authority with contracted hours.

2.4. Agency staff

KCC engages 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 2018, there were 428 agency staff (481 at 31 Mar 2017) 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 2017-18 was £18,292,929 which equated to approximately 5.7% of the £323 million pay-bill for the year. (Final figures for 2016/17 were a pay-bill of £326 million with agency staff costs accounting for 6.9% 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 40.6% of staff are in the salary band KR6 or below, with a maximum full-time salary of £21,509 (41.6% at 31 Mar 2017). 75.0% of staff are on grades KR9 or below, earning a

maximum full-time salary of £32,078 (75.4% at 31 Mar 2017). The proportion of staff on grades KR14 and above has remained constant, at 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.

Appendix 4 shows the Non-schools workforce by salary band

2.6. Rolling turnover (excluding CRSS staff)

Rolling turnover showed an increase during 2017-18, reaching a rate of 14.9% in March 2018 (12.6% at 31 Mar 2017).

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 2017-18 there were 138 redundancies (138 in 2016-17). Redundancy payments for the year 2017-18 totalled £1,850,634* (£996,827 in 2016-17), indicating an average redundancy payment of £13,410 (£7,223 in 2016-17)*.

** 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, in 2017-18 this figure was 7.32 days per FTE (6.96 in 2016-17).

The 'Health and Well-being at Work' Survey report (May 2018), conducted by the CIPD, in partnership with Simply Health, found the absence levels 'remain considerably higher in the public sector (8.5 days per employee) and in larger organisations'.

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 'Health and Well-being at Work' Survey report (May 2018) (conducted by the CIPD in partnership with SimplyHealth) found that: *'Minor illness remains the most common cause of short-term absence for the vast majority of organisations, while mental ill health, musculoskeletal injuries (including back pain), stress and acute medical conditions are the most common causes of long-term absence, as in previous years'*

Within the non-schools workforce, sickness due to 'musculoskeletal' problems account for 23% of calendar days lost, the same proportion as in 2016-17.

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

2.11.Equality

A breakdown of KCC non-schools staff by equality strand is shown below with March 2017 figures in brackets.

The percentage of female staff has marginally increased to 78.0% (77.2% in March 2017) and the proportion of female members of the leadership group has increased slightly to 61.5% (59.6% in March 2017).

The percentage of BME staff has also risen slightly this year, to 7.4% (7.2% in March 2017). The proportion of BME staff in the Leadership group shows a slight reduction to 6.1% (6.3% in March 2017).

Disabled staff make up 3.9% of staff in the non-schools workforce (4.0% in March 2017) with 5.0% of those in the Leadership group (4.3% in March 2017).

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 female staff, where the difference is more distinct.

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. This position remains similar to the 2016-17 figures for most of the specified areas.

Detailed recruitment information can be found at Appendix 5.

2.13.Age profile

2.13.1. Average age

In March 2018 the average age was 45.3 which remains virtually the same as 2017.

2.13.2. Age performance indicators (excludes CRSS staff)

The proportion of staff aged 30 or under has remained static over the year, remaining at 17.0% (17.0% in March 2017). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group (55.0%) than in the non-Schools workforce as a whole (40.2%).

Full age performance indicators results are shown at Appendix 3.

2.14.Apprentices

As at 31st March 2018 there were 202 members of staff accessing apprenticeship training in the non-schools workforce – a substantial increase from the March 2017 figure of 67.

2.15.Spans and layers

The non-schools workforce had a structure with 8 layers as at 01 April 2018, with managers having an average span of 6.4 FTE. Within the structure there were 95 one-to-one reports. The expected profile for the organisation is for 7 layers and an average span of 7 FTE.

3. Directorate details

3.1. Introduction

This section contains key staffing information about the workforce in each of the Directorates as at 31 March 2018. 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 in ST decreased in FTE around 4.1%. Staffing Levels in GT had a slight increase from the previous year of 1.9%. The change in the other two Directorates means that comparisons are not meaningful.

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 73.8% in GT to 89.8% in ST. ST has the highest proportion of temporary contracts (2.7%) and GT has the highest proportion of fixed-term contracts (1.4%). CY and GT both have around 20% of CRSS contracts, whereas the proportion of CRSS contracts in AH and ST is much lower at 11.2% and 2.0% 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 2018, there were agency staff working in all of the Directorates. The numbers varied from 44 in GT to 248 in AH.

Appendix 7 shows more detailed information on agency staff by Directorate.

3.5. Age performance indicators

ST has the highest proportion of staff aged 25 and under, at 11.7%. When the group of younger staff is extended to take into account staff aged 30 or under the figure in ST rises to 21.7%.

Staff aged 50 or over account for 46.4% of those in AH, but only 28.4% in ST. All Directorates employ staff aged 65 or over, but GT has the highest percentage, at 5.7% and ST has the lowest, at 1.3%.

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 10.16 days lost per FTE in AH.

Appendix 6 provides detailed information on sickness levels.

3.7. Staff by salary band

Distribution across the salary bands varies considerably between the Directorates. The proportion of contracts at KR6 & below varies from 22.2% in ST to 55.3% in GT. ST has the highest proportion of staff on more highly graded contracts (KR14 & above), at 5.6%.

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 AH (9.7%), increasing to 13.2% in GT and 14.1% in CY, with ST having the highest turnover at 30.4%.

3.9. Equality

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

The percentage of female staff is highest in AH, at 86.3% and lowest in GT at 63.4%. The figures for the Leadership population range from 43.5% in GT to 73.5% in AH.

The percentage of BME staff varies from 3.9% in GT to 8.8% in AH. Within the Leadership groups, the figures range from 2.9% in ST to 9.8% in GT.

Disabled staff make up around 4% of the workforce in all of the Directorates, but the proportion in the Leadership groups varies from 0.0% in GT to 7.5% in ST.

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

4 Schools

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 801 FTE to 11,018.0 FTE since 31 March 2017. The headcount in schools fell by 1,307 almost entirely due to schools changing status. If CRSS staff are excluded from the headcount figures, the reduction over the year is 1,243.

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 2017 and showed that there were 352 maintained schools in Kent, comprising of 301 Primary schools, 30 Secondary schools (inc 7 PRUs) and 21 Special schools.

Between the December 2016 and the November 2017 SWC, 23 schools left KCC to adopt Academy status and of these 3 were Secondary and 20 were Primary schools.

During the period 1 September 2016 to 31 August 2017, a total 72,600 days were lost due to sickness by school based staff, and approximately 29,344 of these were taken by teaching staff.

**Notes:*

Source = School Workforce Census November 2017

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

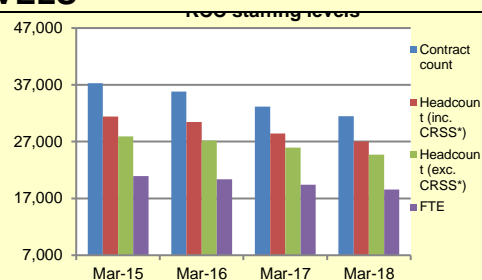
Absence data is included for staff employed during the year, but whose contract expired before the census date.

Paul Royel
Head of HR & OD
416631

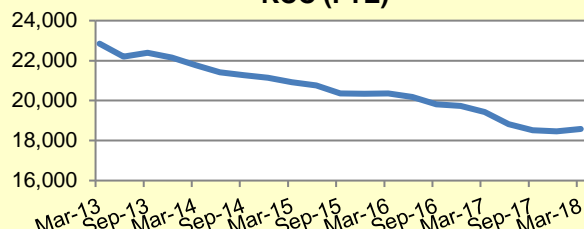
APPENDIX 1 - STAFFING LEVELS

KCC workforce: Staffing levels

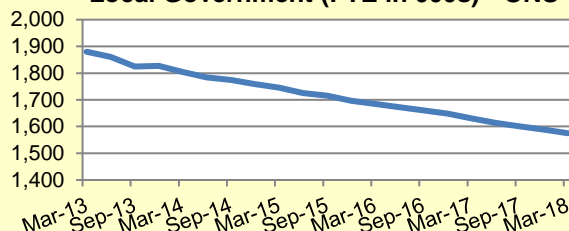
	Mar-15	Mar-16	Mar-17	Mar-18	Mar-17 to Mar-18	
					Change	%
Contract count	37,285	35,825	33,177	31,451	-1,726	-5.2%
Headcount (inc CRSS*)	31,437	30,448	28,445	27,042	-1,403	-4.9%
Headcount (exc CRSS*)	27,933	27,176	25,972	24,696	-1,276	-4.9%
FTE	20,915.9	20,363.1	19,428.1	18,582.1	-845.0	-4.3%



KCC (FTE)

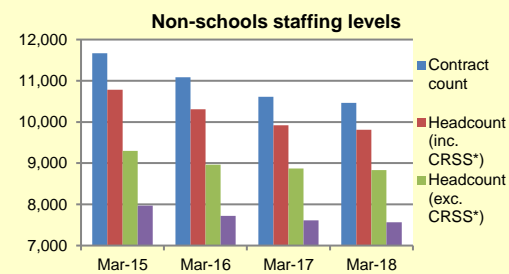


Local Government (FTE in 000s) - ONS



Non-schools workforce: Staffing levels

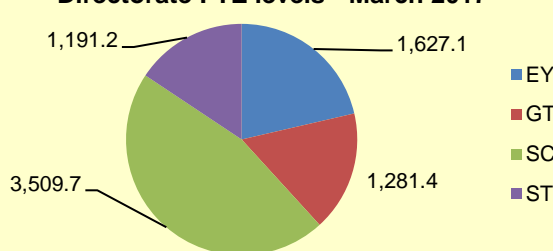
	Mar-15	Mar-16	Mar-17	Mar-18	Mar-17 to Mar-18	
					Change	%
Contract count	11,667	11,086	10,612	10,462	-150	-1.4%
Headcount (inc. CRSS*)	10,785	10,311	9,917	9,813	-104	-1.0%
Headcount (exc. CRSS*)	9,296	8,967	8,867	8,831	-36	-0.4%
FTE	7,972.6	7,719.6	7,609.4	7,564.1	-45	-0.6%



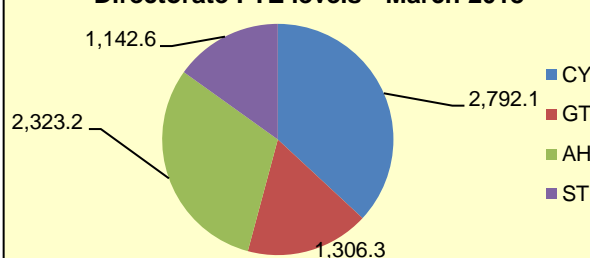
Directorates workforce: Staffing levels

Directorate	Contract count		Headcount (inc CRSS)		Headcount (exc CRSS)		FTE		
	Mar-17	Mar-18	Mar-17	Mar-18	Mar-17	Mar-18	Mar-17	Mar-18	Change
CY	2,593	3,848	2,421	3,679	1,897	3,138	1,627.1	2,792.1	1,165.0
GT	2,181	2,184	2,009	2,008	1,670	1,712	1,281.4	1,306.3	24.9
AH	4,536	3,166	4,226	2,901	4,036	2,756	3,509.8	2,323.2	-1,186.5
ST	1,302	1,264	1,299	1,255	1,278	1,231	1,191.2	1,142.6	-48.6

Directorate FTE levels - March 2017

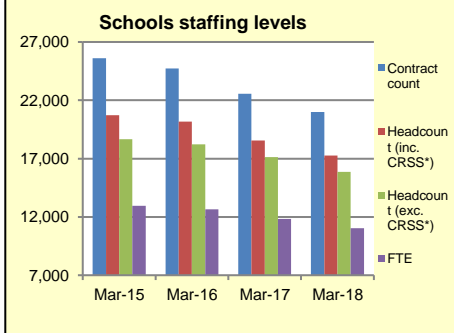


Directorate FTE levels - March 2018



Schools workforce: Staffing levels

	Mar-15	Mar-16	Mar-17	Mar-18	Change (to 1 d.p.) Mar-16 to Mar-17	
					Change	%
Contract count	25,618	24,739	22,565	20,989	-1,576	-7.0%
Headcount (inc CRSS*)	20,718	20,185	18,559	17,252	-1,307	-7.0%
Headcount (exc CRSS*)	18,667	18,233	17,118	15,875	-1,243	-7.3%
FTE	12,943.3	12,643.5	11,818.8	11,018.0	-801	-6.8%



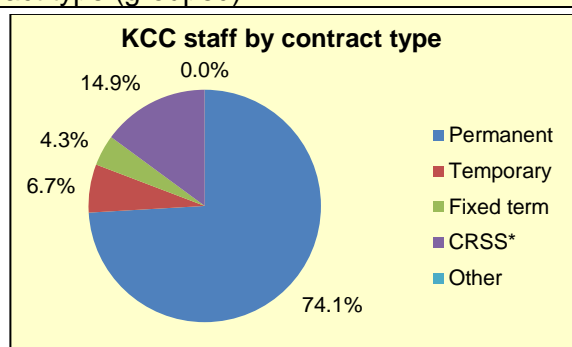
*CRSS = Casual, Relief, Sessional and Supply staff

Source Oracle HR C07 reports

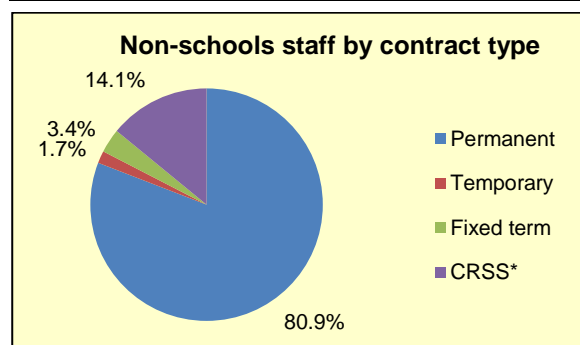
APPENDIX 2 - CONTRACT TYPES

KCC workforce: Staff by contract type (grouped)

	Mar-17		Mar-18	
Permanent	24,327	73.3%	23,300	74.1%
Temporary	2,570	7.7%	2,111	6.7%
Fixed term	1,242	3.7%	1,352	4.3%
CRSS*	5,038	15.2%	4,685	14.9%
Other	0	0.0%	3	0.0%
	33,177	100.0%	31,451	100%



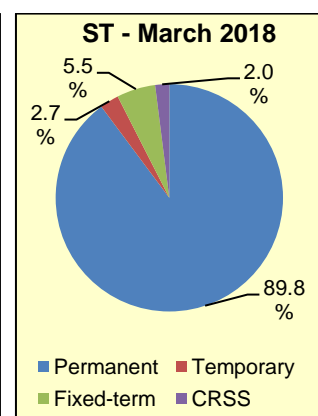
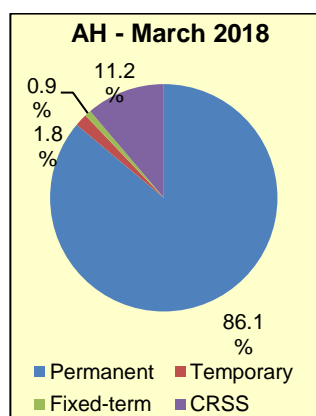
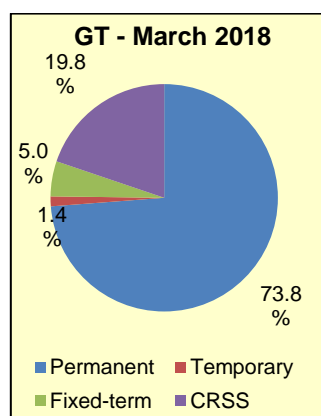
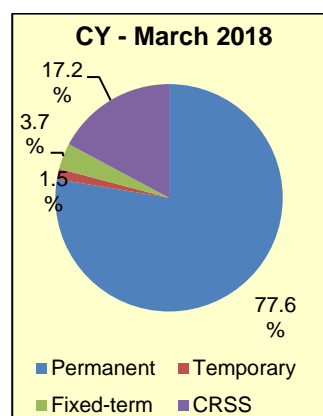
Non-schools workforce: Staff by contract type (grouped)



	Mar-17		Mar-18	
Permanent	8,365	78.8%	8,460	80.9%
Temporary	308	2.9%	179	1.7%
Fixed term	345	3.3%	351	3.4%
CRSS*	1,594	15.0%	1,472	14.1%
	10,612	100%	10,462	100%

Directorates: Staff by contract type (grouped)

Directorate	Permanent		Temporary		Fixed Term		CRSS*	
	Mar-17	Mar-18	Mar-17	Mar-18	Mar-17	Mar-18	Mar-17	Mar-18
EY/CY	69.6%	77.7%	2.7%	1.5%	2.7%	3.7%	25.1%	17.2%
GT	70.4%	73.8%	2.8%	1.4%	4.8%	5.0%	22.0%	19.8%
SC/AH	85.1%	86.1%	2.6%	1.8%	2.6%	0.9%	9.7%	11.2%
ST	89.6%	89.8%	4.6%	2.7%	4.0%	5.5%	1.8%	2.0%



*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-17	Mar-18	Mar-17	Mar-18	2011 Census
Female	77.2%	78.0%	59.6%	61.5%	51.1%
BME	7.2%	7.4%	6.3%	6.1%	6.3%
Considered Disabled	4.0%	3.9%	4.3%	5.0%	17.6%
Faith	61.4%	59.9%	66.1%	65.8%	66.0%
LGB	2.5%	2.7%	3.4%	3.7%	
Gender Reassignment		3.3%		0.0%	
aged 25 and under	7.9%	7.5%	0.0%	0.0%	
aged 30 and under	17.0%	17.0%	0.0%	0.6%	
aged 31-49	43.3%	42.8%	43.9%	44.3%	
aged 50 and over	39.8%	40.2%	55.5%	55.0%	
aged 65 and over	2.8%	3.0%	1.5%	0.8%	

Directorates: All staff (excluding CRSS) March 2018						
	Female	BME	Considered Disabled	LGB	Faith	Gender Reassignment
CY	83.5%	8.4%	3.5%	2.3%	59.1%	3.3%
GT	63.4%	3.9%	4.1%	2.1%	59.6%	3.9%
AH	86.3%	8.8%	4.4%	3.5%	63.5%	3.3%
ST	65.6%	5.8%	3.6%	2.3%	53.8%	2.7%

Directorates: Leadership Group (excluding CRSS) March 2018						
	Female	BME	Considered Disabled	LGB	Faith	Gender Reassignment
CY	65.5%	7.9%	3.9%	5.1%	59.5%	0.0%
GT	43.5%	9.8%	0.0%	0.0%	69.4%	0.0%
AH	73.5%	6.3%	6.3%	7.7%	71.1%	0.0%
ST	59.8%	2.9%	7.5%	2.3%	67.4%	0.0%

Directorates: All staff (excluding CRSS) March 2018				
	aged 25 and under	aged 30 and under	aged 50 and over	aged 65 and over
CY	8.1%	18.5%	36.5%	1.8%
GT	6.6%	14.5%	45.9%	5.7%
AH	5.3%	14.5%	46.4%	3.6%
ST	11.7%	21.7%	28.4%	1.3%

Directorates: Leadership Group (excluding CRSS) March 2018				
	aged 25 and under	aged 30 and under	aged 50 and over	aged 65 and over
CY		0.0%	56.4%	0.0%
GT		2.2%	50.0%	3.8%
AH		0.0%	71.4%	0.0%
ST		0.8%	49.2%	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 £51,115

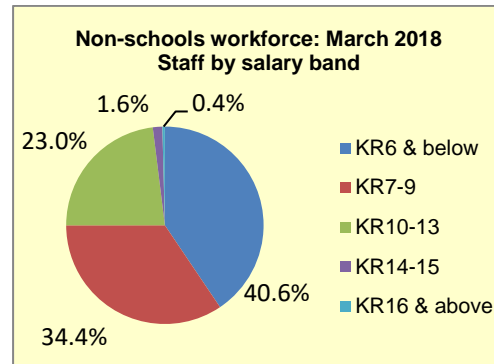
APPENDIX 4 - SALARIES

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

KR equivalent	Mar-15		Mar-16		Mar-17		Mar-18	
	Count	%	Count	%	Count	%	Count	%
KR 6 and below	16,594	73.9%	16,042	72.9%	15,328	71.9%	14,432	70.7%
KR 7-9	3,559	15.9%	3,650	16.6%	3,682	17.3%	3,659	17.9%
KR 10-13	2,120	9.4%	2,131	9.7%	2,136	10.0%	2,152	10.5%
KR 14-15	142	0.6%	145	0.7%	136	0.6%	142	0.7%
KR 16+	33	0.1%	33	0.1%	35	0.2%	36	0.2%
	22,448	100.0%	22,001	100.0%	21,317	100.0%	20,421	100.0%

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

Grade	Mar-17		Mar-18	
	Count	%	Count	%
KR6 & below	3,660	41.6%	3,573	40.6%
KR7-9	2,975	33.8%	3,033	34.4%
KR10-13	2,003	22.7%	2,030	23.0%
KR14-15	132	1.5%	137	1.6%
KR16 & above	35	0.4%	36	0.4%
	8,805	100.0%	8,809	100.0%



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

	EY/CY		GT		SC/AH		ST	
	Mar-17	Mar-18	Mar-17	Mar-18	Mar-17	Mar-18	Mar-17	Mar-18
KR6 & below	39.0%	32.1%	57.0%	55.3%	42.0%	48.8%	23.4%	22.2%
KR7-9	42.6%	40.1%	25.9%	27.2%	33.6%	34.6%	32.3%	30.0%
KR10-13	16.9%	25.8%	16.0%	16.3%	23.0%	15.8%	39.2%	42.2%
KR14-15	1.3%	1.9%	0.7%	0.8%	1.3%	0.7%	3.6%	3.8%
KR16 & above	0.2%	0.2%	0.4%	0.3%	0.1%	0.1%	1.5%	1.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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

APPENDIX 5 - RECRUITMENT

Non-schools workforce: Recruitment by diversity strand

Disability summary

Breakdown of applicants at each stage	2016/17						2017/18					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Disabled = Yes	1,190	5.0%	404	5.6%	59	3.3%	1,273	5.0%	451	5.9%	62	3.3%
Disabled = No	22,824	95.0%	6,761	94.4%	1,753	96.7%	23,944	95.0%	7,214	94.1%	1,827	96.7%
<i>Total excluding 'Choose not to declare'</i>	24,014	100.0%	7,165	100.0%	1,812	100.0%	25,217	100.0%	7,665	100.0%	1,889	100.0%
Chose not to declare	652		112		300		392		92		175	
<i>Total including 'Choose not to declare'</i>	24,666		7,277		2,112		25,609		7,757		2,064	

BME summary

Breakdown of applicants at each stage	2016/17						2017/18					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
BME = Yes	5,055	21.0%	1,345	18.8%	248	12.8%	4,478	17.9%	1,523	20.4%	180	11.6%
BME = No	19,042	79.0%	5,805	81.2%	1,697	87.2%	20,486	82.1%	5,960	79.6%	1,372	88.4%
<i>Total excluding 'Choose not to declare'</i>	24,097	100.0%	7,150	100.0%	1,945	100.0%	24,964	100.0%	7,483	100.0%	1,552	100.0%
Chose not to declare	636		135		168		402		124		23	
<i>Total including 'Choose not to declare'</i>	24,733		7,285		2,113		25,366		7,607		1,575	

Gender summary

Breakdown of applicants at each stage	2016/17						2017/18					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Female	17,070	70.1%	5,352	74.1%	1,523	77.5%	18,739	74.5%	5,779	76.7%	1,258	80.8%
Male	7,289	29.9%	1,868	25.9%	442	22.5%	6,408	25.5%	1,752	23.3%	298	19.2%
<i>Total excluding 'Choose not to declare'</i>	24,359	100.0%	7,220	100.0%	1,965	100.0%	25,147	100.0%	7,531	100.0%	1,556	100.0%
Chose not to declare	374		65		148		219		76		19	
<i>Total including 'Choose not to declare'</i>	24,733		7,285		2,113		25,366		7,607		1,575	

APPENDIX 5 - RECRUITMENT

Religion/Belief summary												
Breakdown of applicants at each stage	2016/17						2017/18					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Religion/Belief = Yes	12,538	54.4%	3,815	56.5%	989	54.0%	13,117	54.6%	3,803	53.0%	775	51.9%
Religion/Belief = No	10,528	45.6%	2,941	43.5%	843	46.0%	10,898	45.4%	3,374	47.0%	717	48.1%
<i>Total excluding 'Choose not to declare'</i>	23,066	100.0%	6,756	100.0%	1,832	100.0%	24,015	100.0%	7,177	100.0%	1,492	100.0%
Chose not to declare	1,667		529		281		1,351		430		83	
<i>Total including 'Choose not to declare'</i>	24,733		7,285		2,113		25,366		7,607		1,575	

Sexual Orientation summary												
Breakdown of applicants at each stage	2016/17						2017/18					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Heterosexual = Yes	22,029	95.9%	6,503	96.1%	1,766	96.5%	22,917	95.9%	6,836	96.1%	1,414	96.3%
Heterosexual = No	938	4.1%	263	3.9%	64	3.5%	991	4.1%	276	3.9%	54	3.7%
<i>Total excluding 'Choose not to declare'</i>	22,967	100.0%	6,766	100.0%	1,830	100.0%	23,908	100.0%	7,112	100.0%	1,468	100.0%
Chose not to declare	1,766		519		283		1,458		495		107	
<i>Total including 'Choose not to declare'</i>	24,733		7,285		2,113		25,366		7,607		1,575	

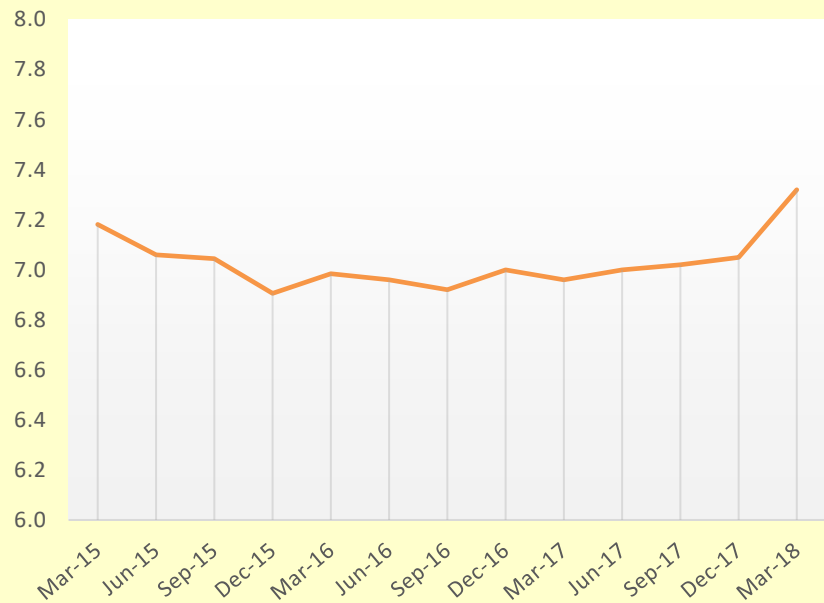
Age summary												
Breakdown of applicants at each stage	2016/17						2017/18					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Up to 19	1,018	4.2%	338	4.7%	98	5.0%	943	3.8%	323	4.3%	73	4.7%
20 - 25	5,849	24.3%	1,473	20.6%	345	17.7%	5,687	22.8%	1,340	17.9%	262	16.9%
26 - 35	6,505	27.0%	1,792	25.1%	440	22.6%	6,643	26.6%	1,918	25.7%	418	27.0%
36 - 45	4,711	19.6%	1,451	20.3%	422	21.7%	5,097	20.4%	1,600	21.4%	315	20.4%
46 - 55	4,468	18.5%	1,548	21.7%	466	23.9%	4,831	19.4%	1,678	22.4%	338	21.9%
56 - 65	1,495	6.2%	533	7.5%	170	8.7%	1,699	6.8%	601	8.0%	131	8.5%
over 65	44	0.2%	13	0.2%	8	0.4%	42	0.2%	15	0.2%	9	0.6%
<i>Total excluding 'Choose not to declare'</i>	24,090	100.0%	7,148	100.0%	1,949	100.0%	24,942	100.0%	7,475	100.0%	1,546	100.0%
Chose not to declare	643		137		164		424		132		29	
<i>Total including 'Choose not to declare'</i>	24,733		7,285		2,113		25,366		7,607		1,575	

APPENDIX 6 - SICKNESS

Non-schools workforce: Sickness levels Mar15 to Mar18

Month	Days lost per FTE in month	12 month rolling average
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	0.60	6.96
Jun-17	0.50	7.00
Sep-17	0.56	7.02
Dec-17	0.64	7.05
Mar-18	0.66	7.32

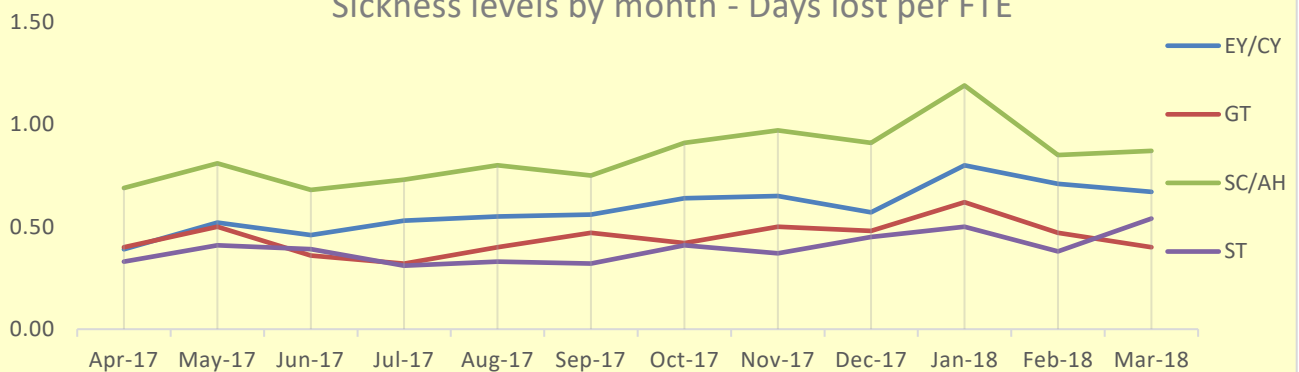
Non-schools workforce: Sickness levels (12 month rolling average)



Directorates: Sickness

Directorate	Days lost per FTE												
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	TOTAL
CY	0.39	0.52	0.46	0.53	0.55	0.56	0.64	0.65	0.57	0.80	0.71	0.67	7.05
GT	0.40	0.50	0.36	0.32	0.40	0.47	0.42	0.50	0.48	0.62	0.47	0.40	5.34
AH	0.69	0.81	0.68	0.73	0.80	0.75	0.91	0.97	0.91	1.19	0.85	0.87	10.16
ST	0.33	0.41	0.39	0.31	0.33	0.32	0.41	0.37	0.45	0.50	0.38	0.54	4.61

Sickness levels by month - Days lost per FTE

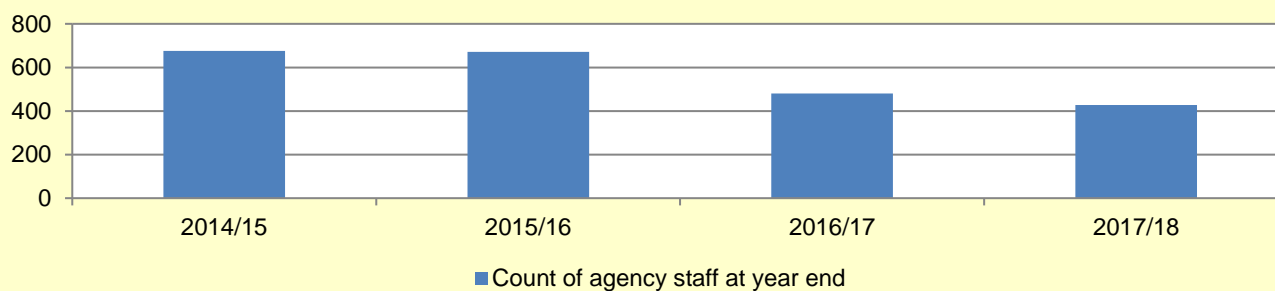


APPENDIX 7 - AGENCY STAFF

Non-schools workforce: Agency staff

	2014/15	2015/16	2016/17	2017/18
Count of agency staff at year end	675	671	481	428
Spend in year	£27,812,830	£30,676,789	£22,599,819	£18,292,929
Staffing budget for year	£338,845,161	£336,094,454	£326,647,315	£323,824,849
Agency spend in year as % of staffing budget	8.21%	9.13%	6.9%	5.7%

Non-schools workforce: Agency staff



Directorates: Agency staff

Directorate	2017/18
CY	71
GT	44
AH	248
ST	65
Total	428

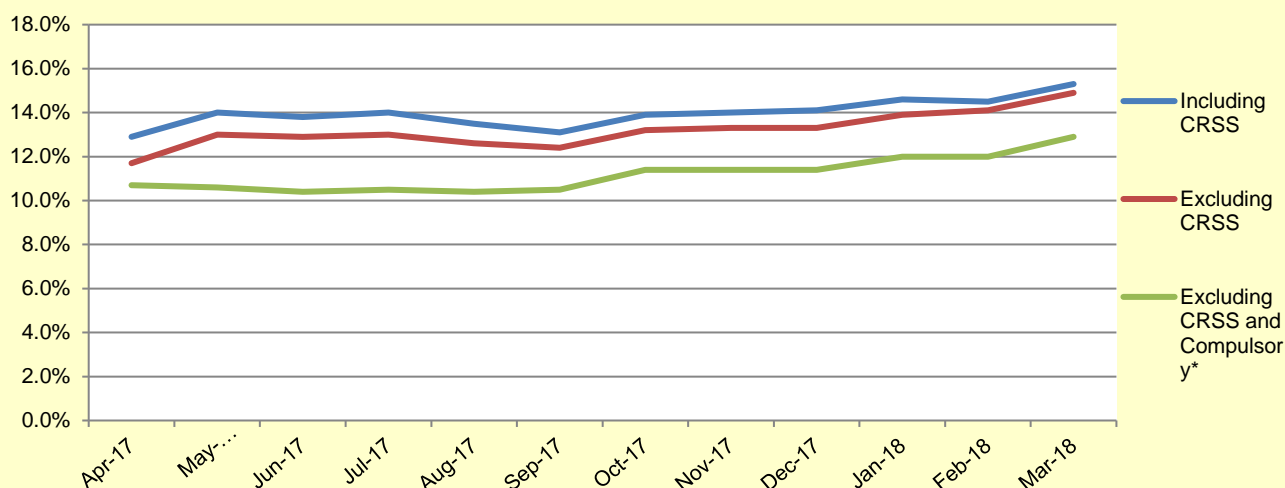
APPENDIX 8 - TURNOVER

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

	Apr17	May17	Jun17	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18
Including CRSS	12.9%	14.0%	13.8%	14.0%	13.5%	13.1%	13.9%	14.0%	14.1%	14.6%	14.5%	15.3%
Excluding CRSS	11.7%	13.0%	12.9%	13.0%	12.6%	12.4%	13.2%	13.3%	13.3%	13.9%	14.1%	14.9%
Excluding CRSS and Compulsory*	10.7%	10.6%	10.4%	10.5%	10.4%	10.5%	11.4%	11.4%	11.4%	12.0%	12.0%	12.9%

*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	Apr17	May17	Jun17	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18
CY	15.4%	15.0%	14.3%	14.4%	14.0%	13.8%	14.4%	14.3%	13.9%	13.5%	13.2%	13.7%
GT	13.7%	13.5%	12.9%	13.1%	12.9%	12.7%	13.2%	13.0%	13.6%	14.1%	13.9%	14.7%
AH	11.6%	11.5%	11.7%	11.8%	10.9%	9.9%	10.7%	10.9%	10.8%	11.0%	10.6%	11.0%
ST	11.3%	21.5%	21.7%	21.4%	21.3%	21.4%	22.8%	22.9%	23.8%	26.3%	27.6%	30.1%

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

Directorate	Apr17	May17	Jun17	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18
CY	13.2%	13.0%	12.7%	13.2%	13.1%	13.3%	13.9%	13.8%	13.5%	13.5%	13.5%	14.1%
GT	10.9%	10.6%	10.0%	9.9%	9.9%	10.1%	10.9%	10.9%	11.5%	12.2%	12.5%	13.2%
AH	11.3%	11.1%	11.3%	11.3%	10.3%	9.2%	9.8%	9.9%	9.7%	9.8%	9.4%	9.7%
ST	11.2%	21.4%	21.7%	21.4%	21.5%	21.6%	23.0%	23.1%	23.9%	26.4%	27.8%	30.4%

CRSS = Casual, Relief, Sessional and Supply staff

APPENDIX 9 - LEAVERS BY LEAVING REASON

Leaving Reason	2017/18
Resignation - New Employment	393
Resignation - Other	311
Resignation - Personal /Domestic Reasons	126
TUPE Transfer	123
Retirement - Normal	108
Voluntary Redundancy	81
Compulsory Redundancy	57
End of Fixed Term Contract	57
Mutual Termination	51
Resignation - Career Development	45
Contract Terminated within Probation	31
PR/Casual - Not Claimed in the last 12 months	28
Resignation - Nature of Work	17
Unknown	13
Termination of Supply/Sessional Staff	12
End of Temporary Contract	9
Voluntary Early Retirement	9
Dismissal - Conduct	8
Resignation - Competition from other employers	7
Early Retirement - Ill Health (Tier 1)	6
Deceased	4
Dismissal - Capability - Performance	4
Dismissal - Capability - Statutory Prohibition/Ban	2
Resignation - Conditions of employment	2
Resignation - Pay	2
Blank	1
Dismissal - SOSR	1
Early Retirement - Efficiency of the Service	1

Note:

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

Leavers by leaving reason 2017/18 (grouped)		
Grouping	2017/18	Proportion
Dismissal	58	3.8%
Redundancy	138	9.1%
Resignation	903	59.8%
Retirement	124	8.2%
Transfer	123	8.1%
Other	164	10.8%

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

To: Personnel Committee **Date:** 12 June 2018

Subject: **Total Contribution Pay Equalities 2017/18**

Classification: Unrestricted

Summary: This paper provides an overview of the appraisal distribution profile and equalities profile for the 2017/18 outturn.

1. BACKGROUND

- 1.1 KCC operates a performance management approach which sees individuals assessed annually to establish the level of their personal contribution. For those who undergo a formal assessment, there are four ratings each has a different percentage pay award.
- 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.

2. OVERVIEW OF THE APPRAISAL DISTRIBUTION OUTCOME

- 2.1 The table below shows the expected distribution profile, actual outcome for 2017/18 and the pay award for each assessment level

Rating	Expected Distribution	Actual Outcome 2017 / 18	Pay Award
Outstanding	5%	4.6%	5%
Above	35%	31.9%	3.6%
Achieving	55%	62.2%	2.6%
Performance Improvement Required (PIR)	5%	1.2%	0%

- 2.2 The overall results are comparable to last year, however show an increase in the proportion of people who are rated as above or outstanding, 36.5% compared to 33.8% last year.

3. RESULTS

- 3.1 The results are given in Appendix 1. For the Directorate Assignment Profile a statistical test is used to show the expected number (in brackets) next to the actual. Percentages are shown in the remaining tables to make comparison simpler.
- 3.2 The analysis was based on 7,698 assignments and did not include those rated as 'Not Assessed'.
- 3.3 The Directorate specific figures relate to the directorate in which an assignment now sits, rather than the directorate in which the rating was awarded prior to restructuring.

4. ANALYSIS

- 4.1 On examination of the results, the key points are: -
- 4.1.1 Within KCC overall, 36.5% of employees were assessed at Above or Outstanding, compared to last year's figure of 33.8%. Across the directorates, the largest increase was in Growth, Environment and Transport (GET).
 - 4.1.2 Grade level comparisons across the authority show both KR6 and under (4%) and KR11-13 (7.4%) have increased number achieving higher appraisal ratings
 - 4.1.3 Proportionately more women had higher appraisal ratings although this was marginal, at 36.6% compared to 36.2% for men, indicating no significant gender equality difference. More females were rated as either Above or Outstanding compared with last year, as were men.
 - 4.1.4 Within the Disability category, there are fewer people receiving a higher rating than those not disabled (29.1% v 37.1%). However, there has been a significant increase in this category since last year, (22.6% to 29.1%).
 - 4.1.5 The proportion of BME achieving a higher appraisal rating increased over last year, (19.4% to 22.9%). However, the overall total is less than the White Ethnicity group, (22.9% v 38.2%).
 - 4.1.6 There is a notable increase in the non-Christian declarations with a higher appraisal rating compared with last year, (22.5% to 30%).
 - 4.1.7 For the Sexual Orientation category, a combined "Bisexual/Gay/Lesbian" grouping returned higher appraisal results consistent with last year, (32.4% v 32.3%), however the heterosexual figure has increased from 33.9% to 37.4%.

- 4.1.8 The age band 26-49, the most likely to receive a higher appraisal rating have increased by 3.4%. Similarly, at this rating level, there has also been a rise in the 65+ age band by 3.3%.
- 4.1.9 The gap indicating that individuals working full time are still more likely to receive a higher appraisal rating than those on a part time contract is consistent with last year.
- 4.1.10 Adult Social Care and Health, (ASCH), (previously SCHWB) directorate with 19.6%, has the largest difference between full time and part time employees with higher appraisal rating, whereas Strategic and Corporate Services (ST) has the lowest at 6.3%. Whilst ASCH increased from last year, each other directorate saw the gap reduce but change of directorate may have influenced the differences from the previous year.
- 4.1.11 The number of people rated as Performance Improvement Required is below the expected level. In practice, people who are underperforming are suitably managed, either formally or informally. This either leads to improved performance or leaving the organisation.

5. CONCLUSION

- 5.1 Overall the outturn is consistent with previous years. There is a prevailing shift within the distribution profile to move towards the anticipated outcome of appraisal ratings.
- 5.2 Opportunities have been and continue to be taken to remind managers to set action plans fairly and objectively considering the individual's ability to deliver and assess performance in the same way. This is a fundamental part of the new approach to managing performance and is supported by appropriate guidance.

6. RECOMMENDATION

- 6.1 Personnel Committee note the outturn and the continued progress to the ideal appraisal distribution profile.

Paul Royel
Head of HR & OD
Ext. 416631

RESULTS**Directorate Assignment Profile Summary 2017/18**17/18

Directorate	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Adult Social Care and Health	43 (30)	1,516 (1,532)	781 (785)	121 (114)	2,461
Children, Young People and Education	32 (33)	1,746 (1,660)	786 (851)	102 (123)	2,666
Growth, Environment and Transport	10 (19)	902 (953)	532 (488)	87 (71)	1,531
Strategic and Corporate Services	9 (13)	628 (647)	357 (332)	46 (48)	1,040
Total	94	4,792	2,456	356	7,698

16/17

Directorate	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Social Care, Health and Wellbeing	43 (40)	2,200 (2,203)	1,015 (1,018)	129 (127)	3,387
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
Strategic and Corporate Services	4 (11)	602 (631)	323 (292)	41 (36)	970
Total	86	4,782	2,210	275	7,353

Directorate Comparison17/18

Directorate	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Adult Social Care and Health	1.7%	61.6%	31.7%	4.9%	100%
Children, Young People and Education	1.2%	65.5%	29.5%	3.8%	100%
Growth, Environment and Transport	0.7%	58.9%	34.7%	5.7%	100%
Strategic and Corporate Services	0.9%	60.4%	34.3%	4.4%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

Directorate	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Social Care, Health and Wellbeing	1.3%	65.0%	30.0%	3.8%	100%
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%
Strategic and Corporate Services	0.4%	62.1%	33.3%	4.2%	100%
Total	1.2%	65.0%	30.1%	3.7%	100%

Grade Level Comparison17/18

Grade Band	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
KR6 or under	1.5%	67.0%	28.1%	3.4%	100%
KR7-10	1.2%	62.7%	32.0%	4.1%	100%
KR11-13	0.7%	51.0%	40.2%	8.2%	100%
above KR13	0.0%	45.1%	43.8%	11.1%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

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%
Total	1.2%	65.0%	30.1%	3.7%	100%

Gender Comparison

17/18

Gender	1 - PIR	2 - Achieving	3 - Above	4. Outstanding	Total
Female	1.2%	62.2%	31.9%	4.7%	100%
Male	1.3%	62.5%	32.0%	4.2%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

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%
Total	1.2%	65.0%	30.1%	3.7%	100%

Disability Comparison

17/18

Disability	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Yes	0.0%	70.9%	25.7%	3.4%	100%
No	1.2%	61.7%	32.4%	4.7%	100%
Undeclared	1.4%	64.4%	30.1%	4.1%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

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%
Total	1.2%	65.0%	30.1%	3.7%	100%

Ethnicity Comparison

17/18

Ethnicity	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
BME	2.0%	75.1%	19.9%	3.0%	100%
White	1.1%	60.6%	33.4%	4.8%	100%
Not Known	1.4%	67.8%	27.0%	3.9%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

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%
Total	1.2%	65.0%	30.1%	3.7%	100%

Belief – Grouped Comparison

17/18

Belief	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Christian	1.3%	61.4%	32.2%	5.1%	100%
Other Belief	1.4%	68.6%	27.7%	2.3%	100%
None	1.1%	59.9%	34.2%	4.8%	100%
Undeclared	1.1%	65.4%	29.5%	4.0%	100%
Not Recorded	3.1%	71.9%	25.0%	0.0%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

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%
Total	1.2%	65.0%	30.1%	3.7%	100%

Sexual Orientation – Grouped Comparison

17/18

Sexual Orientation	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Bisexual/Gay/Lesbian	2.5%	65.2%	29.1%	3.2%	100%
Heterosexual	1.2%	61.4%	32.6%	4.8%	100%
Unknown/Not Recorded	1.2%	64.5%	30.2%	4.1%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

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%
Total	1.2%	65.0%	30.1%	3.7%	100%

Age Comparison

17/18

Age	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
<26	1.0%	64.6%	31.1%	3.4%	100%
26-49	0.9%	59.6%	34.0%	5.5%	100%
50-65	1.5%	64.3%	30.2%	3.9%	100%
65+	1.9%	76.2%	20.4%	1.5%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

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%
Total	1.2%	65.0%	30.1%	3.7%	100%

Full/Part Time Comparison

17/18

Full/Part Time	1 - PIR	2 - Achieving	3 - Above	4. Outstanding	Total
Full Time	1.2%	56.9%	36.1%	5.9%	100%
Part Time	1.3%	70.3%	25.7%	2.8%	100%
Total	1.2%	62.2%	31.9%	4.6%	100%

16/17

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%
Total	1.2%	65.0%	30.1%	3.7%	100%

Full/Part Time by Directorate Comparison

17/18

Directorate	Full/Part Time	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
Adult Social Care and Health	Full Time	1.3%	51.8%	39.5%	7.4%	100%
	Part Time	2.2%	70.5%	24.7%	2.6%	100%
Children, Young People and Education	Full Time	1.4%	61.7%	32.5%	4.5%	100%
	Part Time	0.9%	73.0%	23.6%	2.6%	100%
Growth, Environment and Transport	Full Time	0.8%	51.9%	39.2%	8.1%	100%
	Part Time	0.4%	67.8%	29.1%	2.7%	100%
Strategic and Corporate Services	Full Time	1.1%	58.7%	35.8%	4.4%	100%
	Part Time	0.0%	66.1%	29.3%	4.6%	100%
Total		1.2%	62.2%	31.9%	4.6%	100%

16/17

Directorate	Full/Part Time	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
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%
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%
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%
Total		1.2%	65.0%	30.1%	3.7%	100%

From: Eric Hotson Cabinet Member
for Corporate & Democratic Services

Amanda Beer - Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee

Date: 12 June 2018

Subject: Employment Value Proposition 2018 Corporate Action Plan

Classification: Unrestricted

Summary: An executive summary of the findings of the 2017 Employment Value Proposition survey, outlining the levels of employee engagement and actions undertaken/ planned in response.

1. Introduction and Results for 2017

- 1.1 Our 2017 staff survey went out to approximately 3,500 employees covering all directorates and 1,563 useable responses were returned.

It was the sixth year that we have run our EVP staff survey. Participating services are invited to take part over two consecutive years to enable measurement and evaluation of any actions. Participants in 2017 were:

- Strategic & Corporate Services (ST) – Engagement, Organisation Design & Development (EODD) whole division (2nd year); Strategic Commissioning (1st year)
- Growth, Environment & Transport (GET) – Whole directorate (2nd year)
- Children, Young People & Education (EYPE) – Education, Planning & Access (EPA): Special Education Needs & Disability Access & Provision (SEND A&P); Fair Access; Provision Planning; Academy Conversion Team (1st year); SCS whole division (1st year)
- Adult Social Care & Health *ASCH) – Older People & Physical Disability (OPPD): North Kent ACT; Disabled Children, Adult Learning Disabilities & Mental Health(DCLDMH) : Kent Enablement and Recovery Service; Registered Children's Short Breaks (1st year)

- 1.2 We continue to see a strong organisational engagement score. However, there has been a continuing gap between the employer contribution score and employee contribution score, which increased by two points when we ran the survey in 2016 and has remained at the same score for 2017. This imbalance of the deal where employees feel they are giving more to the organisation than they receive is not sustainable long-term without impacting on engagement.

- 1.3 There are a number of projects and workstreams already underway that will continue to support engagement priorities and these are set out below in section 3 along with planned new actions.

Table 1. Balance of the deal scores for whole KCC 2012 - 2017

	2012	2013	2014	2015	2016	2017
Employer contribution	46	53	55	57	57	57
Employee contribution	69	75	77	77	79	79
Organisational engagement	50	58	67	71	75	75
Satisfaction with the deal		60	63	61	61	61

2. Pause and review

- 2.1 While there are a number of workstreams in place to address the results of 2017 EVP, there is a wider challenge in that the indicators for Balance of the Deal are not moving significantly and continue to be in the moderate score range.
- 2.2 The staff survey in its current form has taken us through a significant programme of transformation and change over the last six years. The organisation is now experiencing a shift in emphasis, focusing on continuous improvement, business change and effective conversations, coupled with refreshed strategic priorities within the People Strategy and Leadership Strategy. This means there is a need to consider a more dynamic solution-focused approach to finding out how staff feel and are responding to the organisation.
- 2.3 We will pause the EVP survey for 2018 to review its value as a method to gather insight from our workforce. We have started a number of activities to look at how the current process works; what we would want any alternative approaches or products to deliver; and what data we already gather that could help us build that insight.
- 2.4 Whatever approach we take going forward, it is already clear from feedback this year that a key outcome must be actionable data, providing a clear direction for improvement.

3. Our organisational response and actions

- 3.1 Engagement and Consultation have drafted an action plan to build a clear and visible identity for the shared leadership role of CMT and extended CMT, demonstrating collective accountability for the areas of the organisation that affect us all.

- 3.2 In addition, work planned and commissioned across EODD forms a clear action plan to ensure a definite and positive response to the issues being highlighted by the staff survey.
- 3.3 EODD actions:
Our organisational approach to engagement is based on three priorities:
- An authentic voice for the organisation – honest, consistent, timely information and a better understanding of the employment deal.
 - Pride – recognising and celebrating what we achieve as individuals and as an organisation.
 - Good conversations – looking at how high-quality conversations can help us to develop our workforce, provide a strong employee voice and open up opportunities to influence decision-making.
- 3.4 **A communications campaign around the employee package is underway** to help all staff understand what KCC does to recognise and reward its workforce, and what support and options are available to help everyone develop and deliver their best. This includes support that individuals may need in their personal life. We will be asking managers to help their teams make the most of the employee package as part of regular conversations with them and understand the balance of what they give to KCC and what they get in return as an employee.
- 3.5 **To encourage pride among our workforce**, we are planning a review of what makes our staff feel valued and proud of the work they deliver, looking at how we develop and refresh staff awards, the “thank you” feed and our wider *Because of You* campaign. We will be asking managers to recognise and celebrate successes through regular conversations with teams and individuals.
- 3.6 **Through staff groups and peer networks**, we are working to strengthen the voice of our employees, supporting delivery of the Human Resources (HR) commission on staff groups review and working with colleagues across the business to share learning at networks such as T200. Networks such as Project and Programme Management (PPM) are structurally supported through Organisation Development (OD) for capacity building and by Corporate Assurance to align with project and programme management standards. The focus of this work is to give clear routes to share professional expertise and opinion that can feed into our organisation’s decision-making.
- 3.7 **We are linking in to change activity and live projects** across the organisation to support engagement:
- Using targeted channels such as directorate newsletters in GET and ASCH to help connect colleagues to their directorate.
 - Using a new online forum for shared conversations for example, with the EODD culture group and to support engagement with the integration of children’s services.

- Advising and guiding colleagues out in the business to develop their own engagement activity around change, for example supporting the development of engagement tools for the Education Trading Company.
- 3.8 **We will proactively seek out opportunities to address issues raised through EVP** via business change communications and through established directorate routes. This can include floorwalking, attendance at team meetings and management meetings to have back to basics engagement conversations.
- 3.9 **We requested a more detailed breakdown of Equality and Diversity data** this time and are sharing that information with OD groups across the organisation as well as staff group chairs to support and inform positive actions at directorate and local level.
- 3.10 **The change in how we manage performance in the organisation**, using regular, high-quality conversations to support and develop our workforce, will allow opportunity for genuine, two-way discussions that can remove barriers, provide support where it is needed and enable us to make the most of opportunities.
- 3.11 **Tools to support good conversations have been developed** by Engagement and Consultation in collaboration with managers and colleagues across the business.

Both the change in how we manage performance and the development of conversational practice support a better understanding of how individuals are contributing to KCC's strategic objectives, as well as their team objectives.

- 3.12 **Changes to the TCP cycle have been agreed** in response to feedback from managers, so that it is an ongoing flexible process, rather than set points on a cycle. Performance linked to pay is just one part of performance management and changes to the cycle will help us focus on the quality of the conversations rather than the process.
- 3.13 **A Leadership strategy is being implemented.** It will give a clear and consistent approach to the way we want to work with each other and lead our workforce to achieve our strategic objectives.

4. Conclusion

- 4.1 With a sustained gap between employer and employee contribution there is a risk of drop in engagement with the organisation in future years. As we continue to make difficult decisions across the organisation about the future shape of KCC, it is more important than ever that we have a strong leadership voice, recognise the ongoing achievements of our workforce and empower our staff through genuine conversations.
- 4.2 We are confident that those workstreams already underway and those that are planned will have a positive impact on the perceived balance of the

employment deal and will directly address the feedback themes that we have seen from this year's results.

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Appendix 1 – Glossary of EVP terms

EMPLOYMENT VALUE PROPOSITION

1. The Employee Value Proposition (EVP) survey 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.
2. 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.
3. 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.

4. **Balance of the Deal**

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.
- 4.1 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
- 4.2 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

5. **Conversational Practice**

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.

5.1 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.

6. **Personification**

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.

6.1 The "traits" that are measured are:

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

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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:** 12 June 2018

Subject: Workforce Skills Development, CPD and Succession Planning

Classification: Unrestricted

Summary: This report provides an update to Personnel Committee on the current workforce skills priorities and highlights some examples of Continuous Professional Development (CPD) activity. The report demonstrates how succession planning continues to form part of the annual business planning process and confirms that succession plans are in place for the top 3 tiers.

1. Workforce Skills Development

- 1.1 KCC places high importance on skills development and ensuring that the workforce has the knowledge and competencies to support organisational change. There are robust systems in place to ensure that all development supports business objectives, provides value for money and is valued by the individual learner. The need to provide development which is accessible to a changing workforce (using technology, flexible hours, remote working, etc) has helped create a shift from traditional training courses, to e-learning and is encouraging greater personal responsibility for continuous professional development.
- 1.2 The central workforce development budget is allocated against the strategic and directorate priorities identified annually. Examples of the priorities for 2018/19 are set out below:

Strategic Priorities	Professional Development
Developing internal skills and competency across the commissioning cycle, including a commissioning competency framework, to increase performance as a strategic commissioning authority.	Continued investment in development identified by Directorates to support delivery of business plans.
Continued development and implementation of the leadership strategy and Kent Manager to build organisational leadership and management capability.	Individual development requests identified through personal development planning to support succession planning, talent management, personal development

Strategic Priorities	Professional Development
Continued delivery and review of our strategic development frameworks and mandatory training to ensure that all staff have the skills and knowledge required	Team development requests to support service redesign and change programmes.
Development of the new Delta learning management system to deliver innovative and cost effective training and development with improved reporting.	Funding for qualifications not offered through the apprenticeship standard

The budget for 2018/19 is £1,477,700.

1.3 All workforce development activity is evaluated using feedback from the learner and their line manager. Directorate OD Groups also play a critical role in evaluating the impact of development and influencing develop plans.

1.4 Some of the highlights for Personnel Committee to note include:

- 45,000+ e-learning per annum
- 3000+ e-books per annum
- 581 courses providing 8,523 training places
- 99.2% training meeting learning outcomes
- Increase in coaching and mentoring to support succession planning

2. Continuous Professional Development (CPD) Activity

2.1 Continued professional development is a requirement of many specialist roles within KCC. Social workers, nurses, occupational therapists, HR and Finance staff are some examples of the groups required to keep a record of their post qualifying development to maintain their registration or professional status. In KCC we also believe it is good practice to encourage all managers and staff to continually develop their skills and knowledge and create a culture of continuous improvement.

2.2 The new Delta learning management system has a number of features which aim to inspire staff to develop and can be used as evidence of CPD. These include learning plans which encourage development planning, reflection and record keeping and learning pathways to support career planning.

2.3 CPD is not just about training. Sharing good practice and networking within the organisation and externally is a key part of keeping up-to-date and developing new skills. KCC has an established Programme and Project Management network with over 85 members who meet bi-monthly to develop their knowledge, collaborate and gain insights from external experts.

2.4 One of our Future Manager groups has developed a CPD model specifically aimed at Business Support and Administrative staff. The project formed part of the Future Managers accredited programme and aims to encourage support staff to take a greater interest in their on-going development and progression.

The model which will be accessed through Delta is being piloted in Adult Social Care and Health.

3. Succession Planning

3.1 The importance of workforce planning, succession planning and developing talent is clearly understood by managers in KCC. There are robust mechanisms in place for identifying critical roles and succession planning which are out set out in the Workforce Planning Strategy agreed by Personnel Committee on 4 November 2015. A detailed 5 year implementation plan is managed by HR/OD and ensures there is appropriate support in place for managers and importantly that workforce plans are actioned.

3.2 An Authority wide audit report of workforce planning dated December 2016 noted findings as 'substantial' with 'good' prospect for improvement. Examples of strengths included:

"All directorates have identified their critical roles and successors at DMT level (the top three tiers) and most divisions have also identified theirs".

"Training and development has been identified for successors and talent staff".

"There were clear examples of where staff had been identified as 'successors' who then took up these roles when the previous post holders had left KCC."

The audit report noted that there was not always an obvious successor for critical roles and workforce plans also identified external recruitment as an option.

3.3 Workforce planning activity is aligned to the annual business planning process and reviewed within each Division. EODD Business Partners support DMTs to review succession plans for the top three tiers and provide a report outlining the current position for the directorate. These reports are scheduled for DMT meetings in May and June.

4. Conclusion

4.1 KCC has established systems in place to ensure that skills development is planned and evaluated to deliver business objectives and support individual continuous professional development. Increasingly, new innovative programmes provide cost effective development that supports business change and encourages individuals to take responsibility for their own learning. There is clear evidence through the on-going work within EODD and from Audit that managers are identifying critical roles, succession planning and developing successors and talent for the future.

5. Recommendation

5.1 That this report is noted.

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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:** 12 June 2018

Subject: Recruitment pre-employment checks

Classification: **Unrestricted**

Summary: This report is brought at the request of Personnel Committee following discussion at the meeting of 20 April 2018 on pre-employment checks for senior management positions. It describes the current process and provides information about additional process that could be considered

1. **Current process**

- 1.1 The current procedure for pre-employment screening for senior roles is rigorous and includes:
- References from last 2 employers. These may initially be taken orally by executive search consultant or by email from KCC. References are signed off as satisfactory by Corporate Director Engagement Organisation Design and Development (EODD) and the relevant service Corporate Director.
 - If required for the role, a Disclosure and Barring Service (DBS) check is cleared prior to the candidate's start date (including any overseas criminal records certificates applicable for last 5 years). The ID verification process also validates addresses for last 5 years and all names the individual has been known by.
 - Original certificates are seen for mandatory qualifications/registrations and verified copies retained on file
 - A Declaration of Interests form completed and recorded to monitor any conflict of interest.
 - The Occupational Health Service, part of the Staff Care Services function in the Business Service Centre (BSC), is notified of the potential start. They contact the candidate who completes a health questionnaire. If required, Occupational Health arranges a medical appointment. KCC is notified when the candidate is cleared by Occupational health or contact if any health issues arise.

2. **CV Screening**

- 2.1 The BSC Employment Check team currently provides a CV verification service to schools as part of their recruitment offer.

- 2.2 Until the end of May 2018, this service was provided by **The CV Verification Co.** The CV Screening Service Level Agreement was for The CV Verification Company to provide the completed report in 10 working days
- 2.3 KCC provided the following:
- Signed authorisation form completed by individual/subject of the check
 - Application form or CV to be checked
- 2.4 The following checks were completed as part of the service:
- Confirmation of Identity – an enquiry is made through a credit reference agency (not credit reference check) to confirm name, current home address and date of birth.
 - Secondary and Tertiary education (schools / universities / Colleges attended, dates attended, types of classes and awards)
 - Current employer
 - Past employers – the four most recent employers will be contacted (verification of the employer, dates and positions)
 - CV screening will contact by telephone the employer/place of work of referees to request verbal confirmation of the applicants status and contact address
 - Gaps in employment were not verified
- 2.5 Written confirmation of information provided to CV Screening by third parties will be requested to be sent by email/fax or post
- 2.6 Requests for information are chased by CV Screening after 5 working days, then two further attempts to contact them are made. If still no response after three attempts this will be noted on the candidate's final report as "unverified"
- 2.7 The completed CV Verification Report was forwarded securely and in the strictest confidence.
- 2.8 The Business Service Centre is currently looking to procure a new supplier. The specification will be as outlined in paragraphs 2.3 to 2.7 above, but will include verification of gaps in employment and will look for the information to be returned within 15 days. It is anticipated that the cost per check will be circa £100 -£120.
- 2.9 There may be an impact on these services of the new GDPR. Due to the restrictions on the handling and retention of personal information it may become more difficult to verify some previous, older periods of employment.
- 2.10 As agreed at the Personnel Committee on 20 April 2018, all senior appointments will now include a CV verification check as a matter of routine.

3 Other enhanced personal checks

- 3.1 At its meeting on 20 April 2018, Personnel Committee asked for further information on companies who provide enhanced checks, including credit checks to organisations in the private sector, such as Experian.
- 3.2 There are companies which provide web-based solutions, providing an online identity verification tool. This approach would, using an Application Programming Interface (API), enable KCC to carry out identity checks and have returned a full response which will look to find as many data sources which match an individual's name, address and date of birth together, thus helping to confirm whether a person is who they say they are. To do this they use a variety of data sources, namely their credit bureau data, electoral roll and utilities information. However, they also look at "negative data" such as mortality files and public information, including County Court Judgements and bankruptcy.
- 3.3 This approach is used by a number of private and public sector companies for a variety of reasons, including recruitment.
- 3.4 This approach differs from the CV verification service in that it involves the payment of an annual license fee (probably circa £300 p.a.) and the purchase of credits, the cost of which are lower dependent on the usage. Unless the system is used routinely for all new appointees at all levels, it is doubtful that full value could be achieved from this approach. It is anticipated that likely year 1 costs of the system will be circa £1,700. This will include a one-off build fee. Subsequent annual costs would be circa £1,000 p.a.

4 Recommendations

It is recommended that Personnel Committee

- 4.1 Note and endorse the use of a CV verification service for all senior level appointments
- 4.2 Consider the use, in addition, of an online identity verification check system as described in section 3.

Report author:

Amanda Beer Corporate Director Engagement Organisation Design and Development

Background papers:

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