

PERSONNEL COMMITTEE

Tuesday, 13th November, 2018

2.30 pm

Wantsum Room - Sessions House





AGENDA

PERSONNEL COMMITTEE

Tuesday, 13th November, 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 P W A Lake, Mr P J Oakford, 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 - 11 June 2018 (Pages 5 - 8)
- 4 People Strategy 2017 to 2022 (Pages 9 - 14)
- 5 Total Contribution Pay Equalities 2017/18 Update (Pages 15 - 20)
- 6 Annual Workforce Profile Report update (Pages 21 - 32)

7 The new approach to the KCC Staff Survey (Pages 33 - 34)

8 Date of Next Meeting

The next meeting of the Committee will be held on 24 January 2019 at 2.00pm

9 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 3 and 4 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

10 Pay review (Pages 35 - 40)

11 Adult Social Care & Health - Director of Partnerships - briefing

Benjamin Watts
General Counsel
03000 416814

Monday, 5 November 2018

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room - Sessions House on Thursday, 11 October 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, 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 Ms P Southern (Corporate Director, Adult Social Care and Health)

UNRESTRICTED ITEMS

54. Membership

(Item 1)

The Committee noted that Mr Lake had replaced the late Mr Simmonds as a Member of this Committee.

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

(Item 3)

Dr Sullivan declared her Disclosable Pecuniary Interest, as her husband is employed by the County Council in the Early Help and Prevention Team. There were no specific items on this agenda that would require her to withdraw from the meeting or decision making.

56. Minutes - 12 June 2018

(Item 4)

(1) Mrs Beer updated the Committee on discussions that she and the Cabinet Member for Corporate and Democratic Services were holding with Unison as agreed at the June meeting of the Committee (minute no 52) relating to the start date for the new leave provision. The Committee noted the current situation and that an update would be given at the November meeting of the Committee.

(2) RESOLVED that the minutes of the meeting held on 12 June 2018 are correctly recorded and that they be signed by the Chairman as a correct record.

57. Date of Next Meeting

(Item 5)

It was noted that the next meeting of the Committee would be held on 13 November 2018.

58. Meeting dates - 2019/20

(Item 6)

The Committee noted the following dates for their meetings in 2019/20. All meetings would start at 2.00pm and be held in the Wantsum Room:

24 January 2019, 14 March 2019, 4 June 2019, 12 November 2019

30 January 2020, 12 March 2020.

59. Exclusion of the Press and Public

(Item 7)

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.

EXEMPT ITEMS

(Open minutes)

60. Proposed changes to Top Tier posts in Adult Social Care and Health Directorate

(Item 8)

(Ms Southern, Corporate Director of Adult Social Care was present for this item)

(1) Mrs Beer and Ms Southern introduced a paper which set out proposed changes to the Adult Social Care and Health (ASCH) Directorate senior structure to implement and sustain new operating models to redistribute current activities in ASCH. The proposal included the creation of two new Director roles to deliver statutory duties and Partnership working relating to wider responsibilities within the Kent and Medway Sustainable Transformation Partnership.

(2) Mrs Beer and Ms Southern answered questions of detail about the proposals, including the confirming the requirement for the change to the Top Tier structure for Adult Social Care and Health Directorate to be approved by County Council

(3) As the Committee were minded to recommend the approval of the new Structure to County Council for approval, consideration was given to the appointment of Mrs Tidmarsh, currently Director of Older Persons and Physical Disability, to the proposed post of Director ASCH – Partnerships, subject to the approval of the new Structure by the County Council. It was intended that there would be a recruitment process for the Director ASCH – Organisations.

(4) Assuming that the new structure was approved by the County Council and the post of Director ASCH – Partnership was filled it was agreed that the new Director would be invited to meet with the Committee and set out her approach to her new role.

(1) RESOLVED that:

(a) the changes to the Director ASCH roles as outlined in section 3 above be approved for recommendation to the County Council for decision on 18th October 2018.

(b) subject to the approval of the Director ASCH roles by the County Council on 18th October 2018, internal and external recruitment to the post of Director ASCH - Operations on a substantive basis be commenced.

(c) the new ASCH structure, as set out in Appendix 3 to the report was noted.

(d) subject to the revised top tier structure for ASCH being approved by County Council on 18 October, Mrs Tidmarsh be appointed to the post of Director ASCH – Partnerships without recourse to a Member Panel.

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

To: Personnel Committee

Date: 13 November 2018

Subject: People Strategy 2017 to 2022

Classification: **Unrestricted**

Summary: This paper provides an update on the 5-year People Strategy.

1. Background

1.1. The strategy was agreed by Personnel Committee on 3 July 2017 with a commitment to track its progress to ensure it is delivering its intended purpose.

1.2. The People Strategy is designed to be an over-arching HR strategy for the organisation, a 5-year plan for how we will recruit, retain, develop and manage people performance, and a statement of our 'guiding employment principles'.

1.3. It is supplemented by a range of strategy and policy documents which are guided by the overarching principles and aims. The People Strategy provides a single, concise narrative for KCC as an employer for staff and managers.

1.4. The 'valued and engaged employee' is at the heart of the strategy. The guiding principles are significant for the effective engagement of employees and our expectations as an employer.

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

2. Progress in the first year

2.1 The People Strategy has 4 core components:

- The OD Plan
- Resourcing
- Workforce Health and Wellbeing
- the Employment Offer

Each have been monitored against their intended 'outcome'.

2.2 Attached in Appendix 1 are the results of our assessment and an indication of how we are delivering our diversity and inclusion objectives that underpin all of the People Strategy.

3. Conclusion

3.1 The People Strategy has given the organisation a single narrative and coordinating framework for all HR & OD Policy and development activity. It also provides a strong guide for future related work given the explicit clarity of the aims and principles.

3.2 The continued pressure across the organisation means that it is critical that all activity is suitably focussed and maximises its value. Most HR & OD activity is undertaken outside of the specialist function by managers managing. Our continued delivery of the strategy is designed to support good management.

3.3 As would be expected progress on the core components has and will move at different speeds but encouragingly all have shown positive delivery.

4. Recommendation

4.1 Personnel Committee are invited to note the progress made in delivering People Strategy.

Paul Royel
Head of HR & OD
416631

Background documents: Personnel Committee 3 July 2017

People Strategy Evaluation

Delivering the People Strategy for our workforce means that they are have the skills, motivation, flexibility and innovation to provide services and find solutions wherever necessary. Our collective workforce is central to our success and is fundamental to developing the organisation that is transformed and fit for the future. As an employer, we encourage creativity, imagination, support and recognise excellent performance. In addition, we seek to increase flexibility, leadership, innovation and collaboration. Each of the sub-strategies within the People Strategy work together with their cumulative impact being greater as a result.

Outcomes:

- Show the effect of the People Strategy in practice.
- Demonstrate the integration and cumulative impact of the sub strategies using quantitative and qualitative information sources:

Resourcing

Outcomes:

1. Finding and keeping the people we need.
2. Helping people progress to meet future requirements.
3. Enhancing employee engagement to increase retention and drive better results.

Achieved through:

- a. Revised approach to managing performance building on the manager/employee relationship to focus on delivery, aspirations and continuous improvement.
- b. Development of Values Based Interviewing toolkit to help managers find out more about what a person is like.
- c. Discussion and agreement of Recruitment Strategy outlining the priorities which are important for Kent County Council (KCC).
- d. Researching options to engage with potential recruits through more sophisticated use of social media and branding.
- e. Use of information from New Joiners Survey, Staff Survey, Talk to the Top (TTTT), business intelligence and networking opportunities.

Employment Offer

Outcomes:

1. KCC offers a range of employee benefits, policies and support which work for both KCC and employees within the context of organisational priorities.
2. Within the Employment Offer there is 'something for everyone', underpinned with as much flexibility, relevance and choice as possible.
3. Each employee understands what KCC Employment Offer is, what is expected from them in return, feel valued by the organisation and treated as an individual.

Achieved through:

- a. Fairer and more equitable leave arrangements agreed for introduction April 2019.
- b. Using the 10th anniversary of Kent Rewards to promote both the site as a way of finding out about the wider employment package and the discounts available to employees.
- c. Broadening the range of topics which managers should discuss during the year to include understanding and using the Employment Offer to best advantage.
- d. Offering market premium payments and reviewing their effect in specific business areas.
- e. Designing the Kent Scheme pay structure to retain competitiveness against National Living Wage (NLW) and National Joint Council (NJC) rates.

Health & Wellbeing

Outcomes:

1. Improved Employee Engagement.
2. Decreased sickness absence.

Achieved through:

- a. Targeting services with high sickness absence
- b. Implementation of extensive mental health programme.
- c. Developing managers to support staff's health & wellbeing.
- d. Conversational practice tool to encourage trusted conversation regarding health & wellbeing.
- e. Authority wide awareness communication programme.

Organisation Development Plan

The purpose of the Organisation Development Plan is to set out clearly how we will improve workforce capacity and capability to deliver transformation and service change. The Plan outlines the key strategic workforce priorities:

1. Workforce Planning
2. Leadership and Management
3. Workforce Development
4. Building Capacity and Capability
5. Managing Change and Continuous Improvement

All of which will be delivered through an annually agreed action plan and budget. The Organisation Development Plan is supported by two specific Strategies: Workforce Planning and Leadership & Management Strategy.

Leadership & Management Strategy

Outcome: Leaders and managers role model the leadership capabilities to drive transformation and improved performance & effectiveness

Achieved through:

- a. Extended Corporate Management Team defining and agreeing the six leadership capabilities and behaviours.
- b. Stream A – Roll-out of the 360° assessment to over 1,000 managers to gain our baseline against the capabilities.
- c. Stream B – workshops have been held across all directorates to identify good leadership practice, culminating in qualitative data for each directorate, and KCC as a whole, against the capabilities. Work is now underway to produce case studies in order we can shine the spotlight on good leadership practice in KCC.
- d. Stream C – Action Learning Sets – two action research questions have now been agreed to progress strategic priorities for KCC enabling individual leaders to come together with external stakeholders, providing further opportunity to reflect and develop leadership capabilities.
- e. Stream D – Culture Audits and cultural audit and change. Cross directorate workshops to commence early 2019 to explore current cultural strengths, gain, share and communicate insights.
- f. Revised Kent Manager 2018 Standard launched in April, with 542 managers currently engaged in the programme. Early evaluation data has proved very positive.

Workforce Planning Strategy

Outcome: KCC has future succession plans in place to ensure we have the right workforce, with the right skills at the right time needed to deliver our strategic outcomes

Achieved through:

- a. Delivery of the ten-point workforce planning action plan to ensure critical roles are identified and succession plans in place for all management tiers across the organisation
- b. Utilising the apprenticeship levy to deliver Apprenticeship training that supports professional development, succession planning and talent development. Identification of career / training pathways and where development gaps exist initiation or involvement in trailblazer groups to develop new standards. Progress towards Public sector target 30% achieved as at 30/09/18

Diversity & Inclusion

Outcomes:

1. KCC will be an inclusive employer.
2. KCC has a diverse workforce.
3. KCC will use staff's views and opinions to inform employment practices and how services are designed and delivered.

Achieved through:

- a. New managing performance framework offers an opportunity for managers to discuss and move forward with all of the aspects within the People Strategy, Management development incorporating core understanding of equality and diversity; conversational practice tool to encourage trusted conversations about support required; promoting dignity and respect, including authority wide awareness communication programme; surveying staff to understand real-life views or experience and what works for them; implementation of KCC's apprenticeship scheme with an emphasis on attracting younger people.

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

To: Personnel Committee **Date:** 13 November 2018

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

Classification: Unrestricted

Summary: This paper provides an update on activity to address the appraisal rating distribution and equalities profile for the 2017/18 outturn.

1. BACKGROUND

- 1.1 The outturn for the appraisal year 2017/18 was presented to Personnel Committee on 12th June 2018. This information identified several areas that required action to ensure differences in distribution of ratings are justified and that assessments are conducted fairly and based on objective, considered criteria.
- 1.2 There was particular concern at the apparent discrepancy in appraisal outcomes between staff who were employed on a full-time basis and those on a part time basis.

2. PART TIME STAFF ANALYSIS

- 2.1 To better appreciate the makeup of our part time staff across the non-schools workforce analysis has been undertaken to determine the gender, grade and ranges of contracted hours per week.
- 2.2 The analysis is attached in Appendix 1. In summary, 2/3rds of our part time staff are in grades KR6 and below, and the vast majority are female (approximately 90%). Large numbers have contracted hours of at least 3 days per week, and a quarter of all part time staff work at least 4 days per week.
- 2.3 Part time staff make up a significant number of the council's non-schools' workforce. All terms and conditions of employment and staff benefits are applicable to all staff irrespective of their contracted hours.

3. ENGAGING WITH PART TIME STAFF

- 3.1 As a consequence of the analysis and previous discussion at Personnel Committee we have considered how best to address the issue of recognition positively, particularly for the staff themselves. We want to ensure that this large proportion of our staff have tailored support and a suitable collective voice.
- 3.2 Access to development and career pathways can be challenging for people working part time. We also know that our previous engagement survey indicates that non-managerial staff (where the majority of part time staff are) have lower levels of engagement with the organisation than their managerial colleagues.
- 3.3 Our aim is to ensure part time staff have a collective voice, enabling their ideas and issues to be heard and supporting the organisation in becoming a more inclusive employer. Consideration was given to a 'Staff Group' as an established method within the organisation, replicating what is in place for other minority groups e.g. Level Playing Field. Given the practicalities of membership, meetings, location, time constraints and administration this could be viewed as being County Hall centred or only for staff in specific areas if meetings taken away from Maidstone e.g. Kroner, Brook etc. A time- consuming option, with potentially limited numbers engaging.
- 3.4 An alternative option is to have a Staff Forum – a system-based method of engaging with identified staff groups on an as and when basis on specific topics/areas. Forums will give staff the opportunity to exchange views and ideas on a variety of topics electronically and can connect into large change programmes, strategy development and respond to results from Staff Surveys.
- 3.5 This model has the potential to enhance staff engagement for this, and other, staff groups and engagement exercises, and is likely to be a more inclusive approach. Staff forums can be used to look at short term, specific issues such as Flexible working, work patterns, work load, unconscious bias, technology, Health and wellbeing, business change, good conversations, TCP and management performance. Outcomes could feed into development programmes or identify areas for improvement and areas of good practice.
- 3.6 The current whole organisation staff survey will be able to identify the responses from part time staff. These can then be analysed and could be the conduit for specific and targeted engagement with them. Further engagement with this group can be facilitated via the ongoing use of the forum to ensure dialogue is maintained and staff can participate - it is not proposed to be a single exercise. Appendix 2 provides an outline of the timetable proposed for the staff forum.

3.7 The proposed approach is being developed with colleagues in the Engagement and Consultation function and includes the use of webinars. The first of these will be aimed at support staff across KCC at KR8 and below. It is intended that by utilising Skype technology a greater opportunity to participate will be provided and a model established which can be replicated for further webinars with content linked to the outcomes from the staff survey. Our Learning & Development system Delta will capture activity on individuals' training records. This will also allow us to seek evaluation feedback which will assist in the development of the forum and future webinars.

4. MANAGEMENT

4.1 Managers play a crucial role in improving the recognition of the success of part time staff. To help facilitate this, we have undertaken several activities and developments:

- Discussion at all Directorate Management Teams to explore our revised managing performance approach to ensure it is inclusive.
- Amended the Managing Performance Guide book to reflect the different approach and explicitly cover part time staff.
- Pie charts are being developed on the Oracle system to illustrate at the point of appraisal entry by managers their part time and full-time differences.
- Explicit reference in the Managing Performance model to 'opportunity to deliver' – to highlight the part time staff challenge and the differences that need to be considered.
- Our new 'Conversational Practice' helps managers have the appropriate dialogue with all staff and dynamically set and assess performance with 'individuals' throughout the year.
- Improved and amended 'eLearning' provision on assessment of part time and full-time staff.
- Several KNet communication messages
- Our 'Business Liaison' role in the HR & OD function have communicated with Directors and Heads of Service specifically on this issue.
- Discussion at Directorate Organisation Development Groups.
- Messages through the T200 and Challenger groups.

5. CONCLUSION

5.1 It is critical that all staff have an appropriate assessment of their performance irrespective of their contracted hours. We are seeking to ensure that part time staff have every opportunity to benefit from this and are doing so both by enhancing their direct engagement and from a considerable investment in our managerial community. This is expected to be reflected in the outturn for 2018/19 which will be reported to Personnel Committee next year.

6. RECOMMENDATION

- 6.1 Personnel Committee are invited to note the proposed engagement of part time staff and the action taken to improve the management and assessment process for all staff.

Paul Royel
Head of HR & OD
Ext. 416631

Background Documents:

Personnel Committee 12.06.18 – TCP Equalities Data 17/18

APPENDIX 1.

Breakdown of part time staff

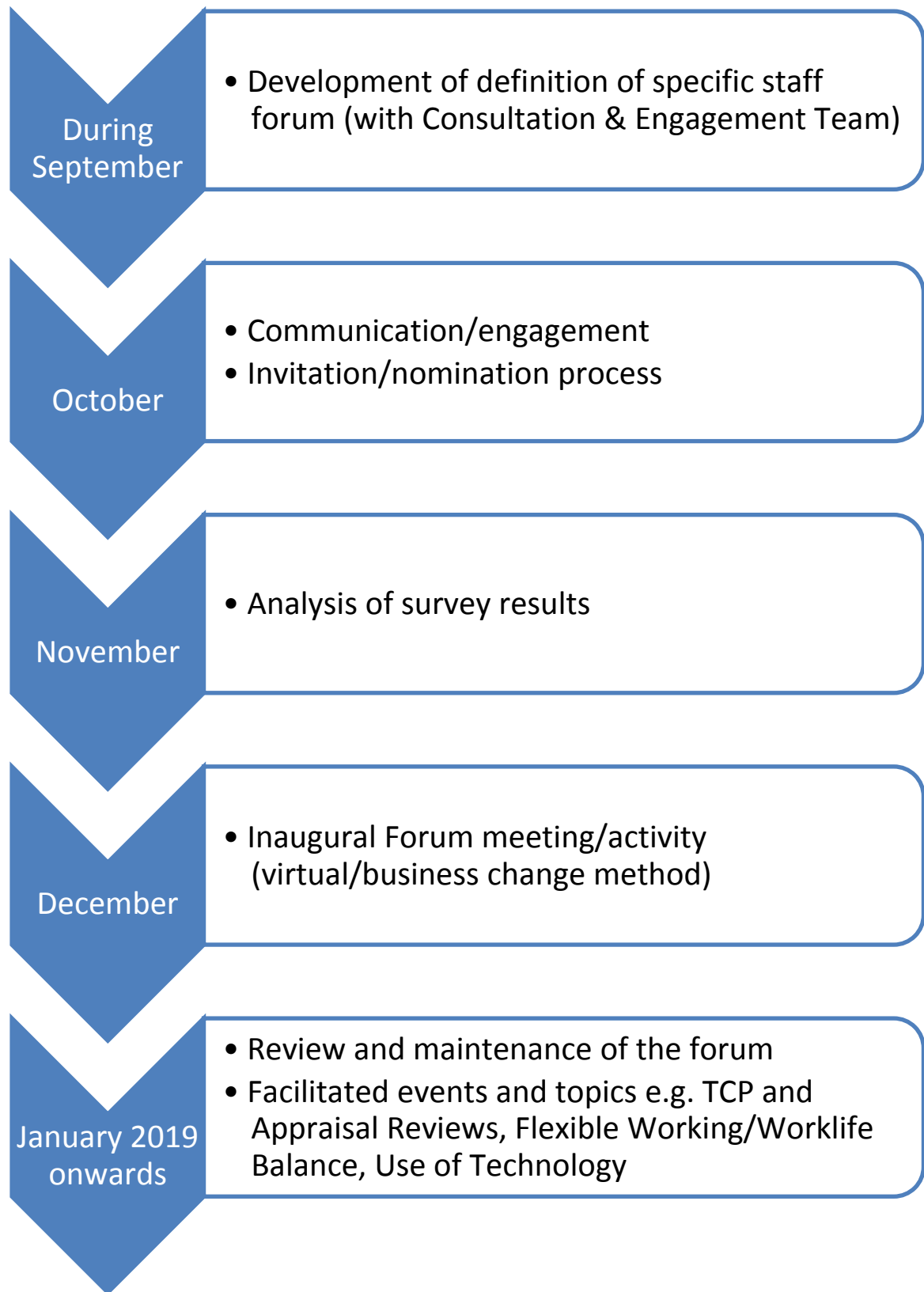
Grade	Gender	Hours	Number of assignments	Sub Total	Band Total
KR6 & below					
	Female	0 - 7.39 Hours	286	1952	
		7.4 - 14.7 Hours	145		
		14.8 - 22.1 Hours	596		
		22.2 - 29.5 Hours	516		
		29.6 - 37 Hours	409		
	Male	0 - 7.39 Hours	77	253	2205
		7.4 - 14.7 Hours	47		
		14.8 - 22.1 Hours	48		
		22.2 - 29.5 Hours	36		
		29.6 - 37 Hours	45		
KR7 to KR9					
	Female	0 - 7.39 Hours	5	751	
		7.4 - 14.7 Hours	19		
		14.8 - 22.1 Hours	256		
		22.2 - 29.5 Hours	246		
		29.6 - 37 Hours	225		
	Male	7.4 - 14.7 Hours	1	58	809
		14.8 - 22.1 Hours	15		
		22.2 - 29.5 Hours	20		
		29.6 - 37 Hours	22		
KR10 to KR13					
	Female	7.4 - 14.7 Hours	9	334	
		14.8 - 22.1 Hours	69		
		22.2 - 29.5 Hours	130		
		29.6 - 37 Hours	126		
	Male	7.4 - 14.7 Hours	2	32	366
		14.8 - 22.1 Hours	12		
		22.2 - 29.5 Hours	10		
		29.6 - 37 Hours	8		
KR14 & above					
	Female	14.8 - 22.1 Hours	3	12	
		22.2 - 29.5 Hours	4		
		29.6 - 37 Hours	5		
	Male	22.2 - 29.5 Hours	1	1	13
Grand Total			3393	3393	3393

Total Female Part Time 3049

Total Male Part Time 344

Data as at 31st July 2018

Excludes Full time, Casual Relief, Sessional and Supply Staff



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

To: Personnel Committee

Date: 13 November 2018

Subject: Annual Workforce Profile Report update

Classification: Unrestricted

Summary:

This report provides an update to the Annual Workforce Profile report presented to Personnel Committee in June 2018. The report provides information on the changes in staffing levels, demographics and diversity of Kent County Council's workforce in the six-month period ending 30 September 2018.

1. Headlines:

- Turnover (*excluding Casual Relief, Sessional and Supply staff (CRSS)*) in the non-schools' workforce of over 8000 increased during the first half of 2018-19 from 13.9% in April 2018 to 20.9% in September 2018. However, this is due mainly to the TUPE transfer of staff to Cantium Business Solutions and The Education People.
- The twelve-month rolling average shows that sickness levels in the non-schools' sector has risen slightly since 1 April 2018.
- A further 5 schools moved to academy status in the half-year April to September 2018.

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

2.1. Kent County Council's workforce

KCC staffing levels continue to decrease. September 2018 figures show that the full-time equivalent (FTE) has reduced by 833 since March 2018.

Across the Authority, the proportion of CRSS contracts has decreased slightly since March 2018 and now stands at 14.6% of the 30,101 total. The breakdown of staff on the Kent Scheme by grade band has remained relatively static over the first half-year, with a small increase in the number of posts graded KR2-9 from 88.6% to 89.4%, with grades KR10 to KR13 remaining at around 10% of the workforce.

2.2. Non-Schools

Staffing levels in the non-schools' workforce have fallen since the start of the year and the full-time equivalent is now 660 FTE lower than on 31 March 2018.

Turnover increased significantly from April to September 2018 and now stands at 20.9% compared with 13.9% at April 2018. This is due to the transfer out of services to Cantium Business Solutions (01 July 2018) and The Education People (01 Sep 2018).

The first half of 2018 has shown sickness increase slightly, with the 12-month rolling average reaching to 7.54 days lost per FTE.

During the first half of the year, the proportion of CRSS contracts decreased from 14.1% to 13.5% and the percentage of fixed-term contracts remained at around 3.0%.

As at 30 September 2018, there were 233 members of staff accessing apprenticeship training within the non-schools' sector.

As at 30 September 2018 there were 117 posts advertised, a slight decrease on the April 2018 figure of 142 posts. KCC continues to attract people from across the protected characteristics; however, the proportion of people applying does not always correspond to the proportion of those appointed e.g. 25.4% of those applying were male, but 22.8% of those appointed, whereas 74.6% of those that applied were female and 77.2% of those were appointed. Figures suggest that people aged 25 and under continue to be successful in securing roles in the first six months of 2018-19 as they represented 26.5% of applicants and 22.6% of those appointed.

September 2018 analysis of the non-schools' workforce by diversity strand showed minor changes from the March 2018 figures. Within the Leadership group some changes were minimal, such as the proportion of females increasing from 61.5% to 61.8%. The average age remained at 45 years.

September 2018 figures show 390 agency staff employed in the non-schools' sector, a decrease on the March 2018 figure of 428. The latest available information shows agency staff being employed primarily in social worker and professional roles.

During the first half of the year 26 people were made redundant with redundancy payments totaling £143,144.08, indicating an average payment of £16,627.52. This figure is estimated as the date of leaving due to redundancy and the redundancy payments do not necessarily occur in the same year.

2.3. Directorates

There continued to be changes to structures within Directorates during the period April to September 2018, these were predominantly due to the transfer of services to Cantium Business Solutions from Strategic & Corporate Services in July 2018 and The Education People from Children, Young People and Education in September 2018.

The percentage of permanent contracts varies considerably by Directorate, from 75.5% in Growth, Environment and Transport (GT) to 93.8% in Strategic & Corporate Services (ST). Children, Young People and Education (CY) has the highest proportion of temporary contracts at 1.5% with the highest proportion of fixed-term contracts in Growth, Environment and Transport (GT) at 4.9%. Children, Young People and Education (CY) and Growth, Environment & Transport (GT) have the highest proportion of CRSS contracts, which account for 15.5% (CY) and 18.6% (GT) of their workforce.

The year to date figures for Directorates show that sickness levels were highest in Adult Social Care and Health (AH) at 4.75 days lost per FTE in the first half year and lowest in ST at 2.14 days lost per FTE.

Distribution of staff across the salary bands varies significantly, with the proportion on KR6 & below ranging from 18.1% in ST to 57.0% in GT. ST has the highest proportion of staff on the higher grades (KR14 & above), 8.1%.

The twelve-month rolling turnover figure to the 30 September 2018 varied between the directorates, from 9.3% in AH to 57.6% in ST (excluding CRSS).

Analysis of the workforce by diversity strand shows quite wide variation by directorate. For example, females account for 76.5% of the AH leadership group but 58.8% of GT's.

Analysis of the age profile in Directorates shows CY to have the highest proportion of younger staff and GT to have a higher proportion of older staff.

2.4. Schools

A total of 5 schools (four primary schools and one secondary school) adopted academy status in the half year April to Sep 2018. This is a lower figure than last years.

As of September 2018 this year there were 337 schools of which 294 are Primary, 22 are Secondary (including the 7 Pupil Referral Units) and 21 Special schools.

At September 2018 there were 10,845.39 FTE school-based staff. *

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

3. Further information

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

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

4. Action required

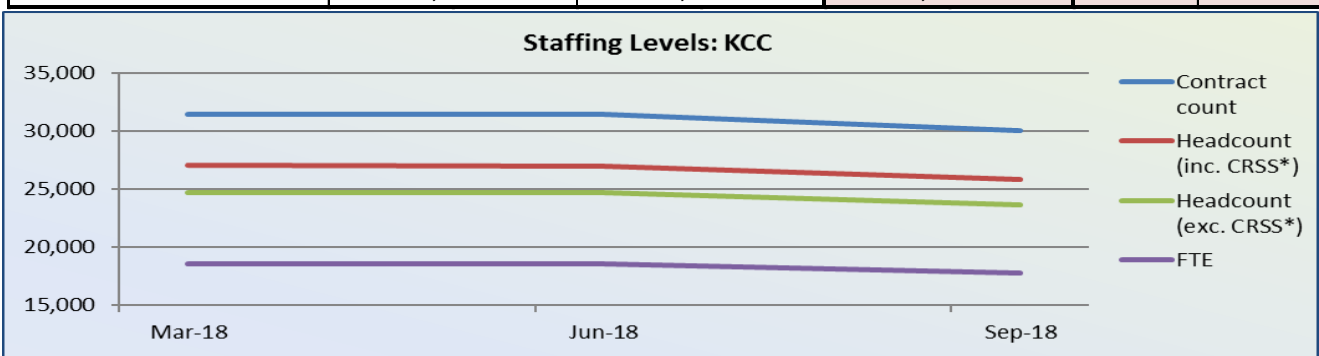
Members are asked to note the content of this report.

Paul Royel
Head of Human Resources and Organisation Development

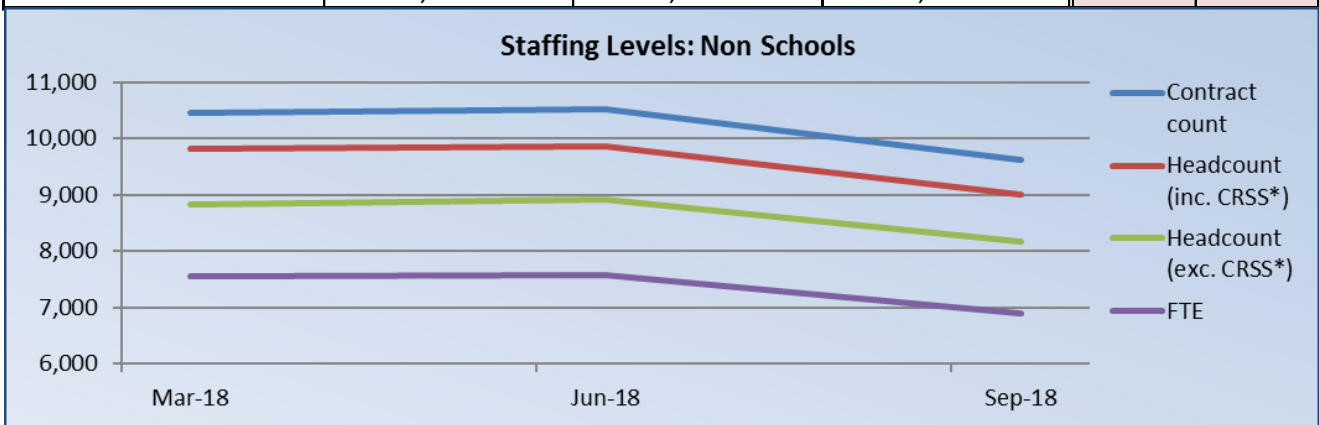
Background Documents: 3 July 2017

Appendix 1 - Staffing

Staffing Levels: KCC's Workforce					
	Mar-18	Jun-18	Sep-18	Change Mar-Sep 18	
Contract count	31,451	31,438	30,101	-1,350	-4.3%
Headcount (inc. CRSS*)	27,042	27,030	25,850	-1,192	-4.4%
Headcount (exc. CRSS*)	24,696	24,678	23,656	-1,040	-4.2%
FTE	18,582.1	18,555.6	17,749.03	-833	-4.5%



Staffing Levels: The Non-Schools Workforce					
	Mar-18	Jun-18	Sep-18	Change Mar-Sep 18	
Contract count	10,462	10,513	9,613	-849	-8.1%
Headcount (inc. CRSS*)	9,813	9,871	9,015	-798	-8.1%
Headcount (exc. CRSS*)	8,831	8,917	8,168	-663	-7.5%
FTE	7,564.1	7,586.9	6,903.6	-660	-8.7%

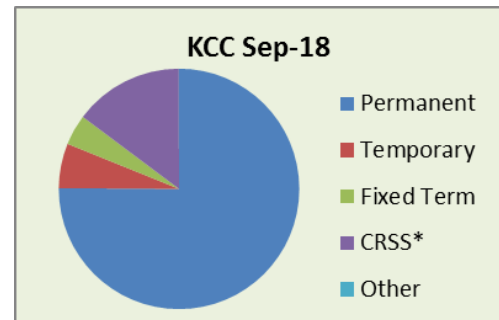


Staffing Levels: Directorates Workforce								
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services	
	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18
Contract count	3,848	3,420	2,184	2,238	3,166	3,175	1,264	780
Headcount (inc. CRSS*)	3,679	3,266	2,008	2,059	2,901	2,938	1,255	776
Headcount (exc. CRSS*)	3,138	2,839	1,712	1,787	2,756	2,780	1,231	768
FTE	2,792.1	2,526.6	1,306.3	1,330.1	2,323.2	2,347.6	1,142.6	699.4

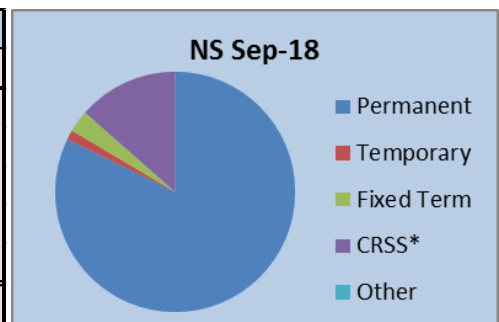
Staffing Levels: Schools Workforce					
	Mar-18	Jun-18	Sep-18	Change Mar-Sep 18	
Contract count	20,989	20,925	20,488	-501	-2.4%
Headcount (inc. CRSS*)	17,252	17,178	16,853	-399	-2.3%
Headcount (exc. CRSS*)	15,875	15,768	15,495	-380	-2.4%
FTE	11,018	10,968.7	10,845	-173	-1.6%

Appendix 2 - Contracts

Staff by contract type (grouped): KCC's Workforce				
	Mar-18		Sep-18	
Permanent	23,300	74.1%	22,611	75.1%
Temporary	2,111	6.7%	1,837	6.1%
Fixed Term	1,352	4.3%	1,239	4.1%
CRSS*	4,685	14.9%	4,406	14.6%
Other	3	0.0%	8	0.0%
	31,451	100.0%	30,101	100.0%

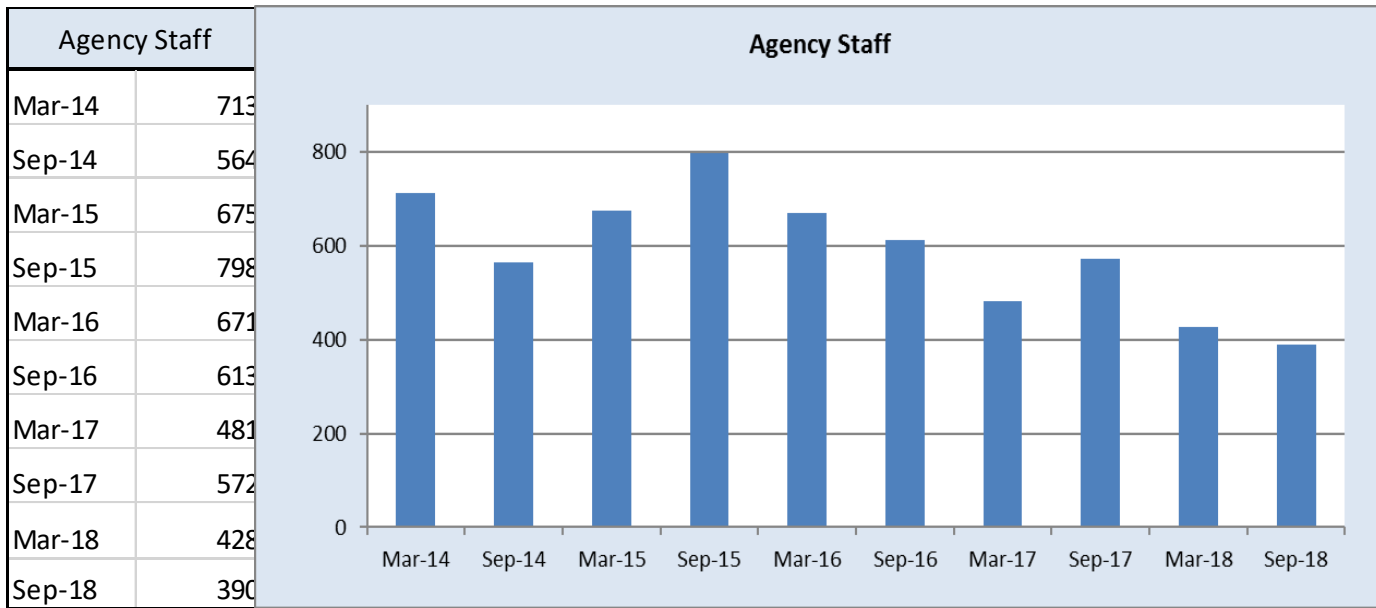


Staff by contract type (grouped): The Non-Schools Workforce				
	Mar-18		Sep-18	
Permanent	8,460	80.9%	7,903	82.2%
Temporary	179	1.7%	126	1.3%
Fixed Term	351	3.4%	284	3.0%
CRSS*	1,472	14.1%	1,300	13.5%
Other	0	0.0%	0	0.0%
	10,462	100.0%	9,613	100.0%

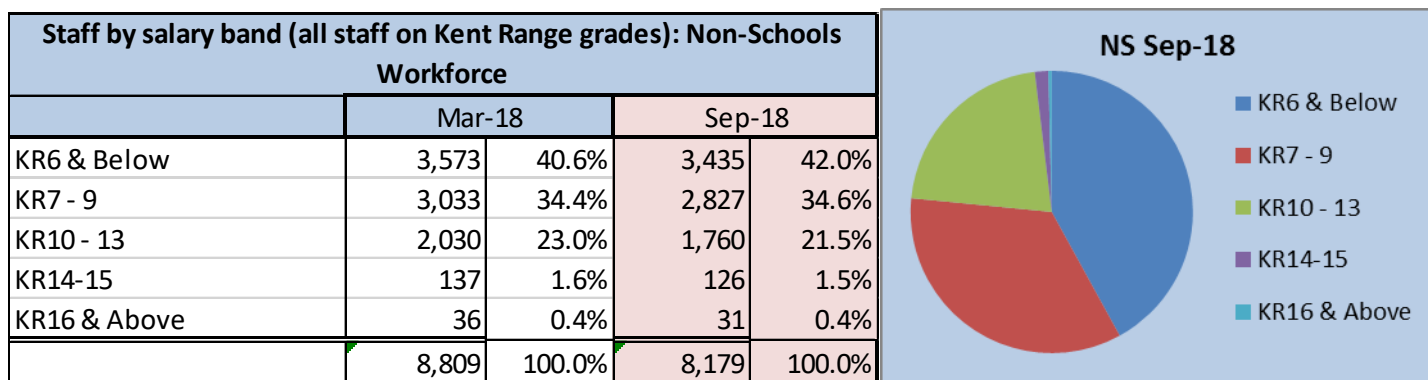
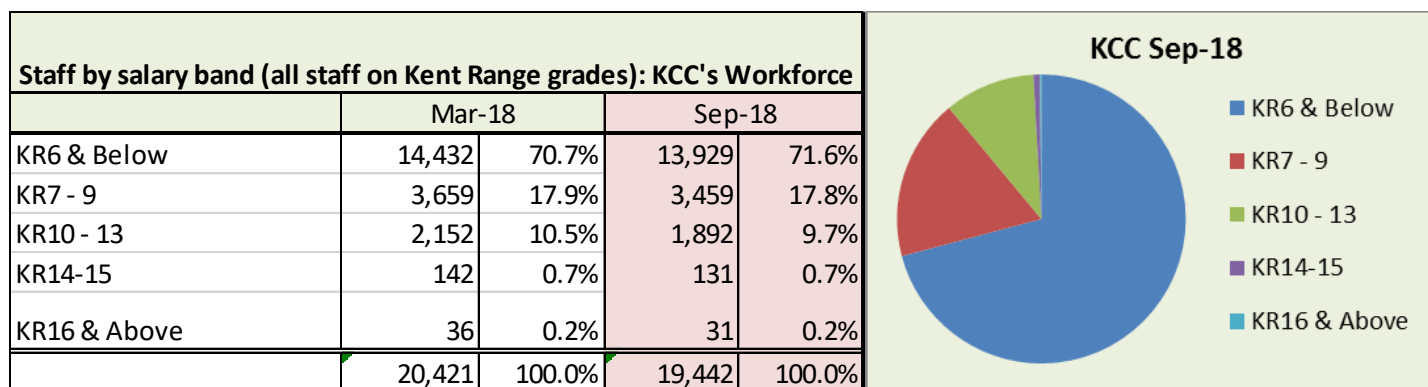


Staffing Levels: Directorates Workforce								
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services	
	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18
Permanent	77.7%	79.6%	73.8%	75.5%	86.1%	86.9%	89.8%	93.8%
Temporary	1.5%	1.5%	1.4%	1.1%	1.8%	1.3%	2.7%	1.0%
Fixed Term	3.7%	3.3%	5.0%	4.9%	0.9%	0.9%	5.5%	4.0%
CRSS*	17.2%	15.5%	19.8%	18.6%	11.2%	10.8%	2.0%	1.2%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Appendix 3 – Agency Staff



Appendix 4 – Salaries



Staffing Levels: Directorates Workforce								
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services	
	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18
KR6 & Below	32.1%	31.5%	55.3%	57.0%	48.8%	49.4%	22.2%	18.1%
KR7 - 9	40.1%	41.8%	27.2%	26.2%	34.6%	34.0%	30.0%	29.6%
KR10 - 13	25.8%	24.9%	16.3%	15.6%	15.8%	15.8%	42.2%	44.2%
KR14-15	1.9%	1.7%	0.8%	0.8%	0.7%	0.7%	3.8%	5.6%
KR16 & Above	0.2%	0.1%	0.3%	0.3%	0.1%	0.1%	1.7%	2.5%

Appendix 5 – Turnover

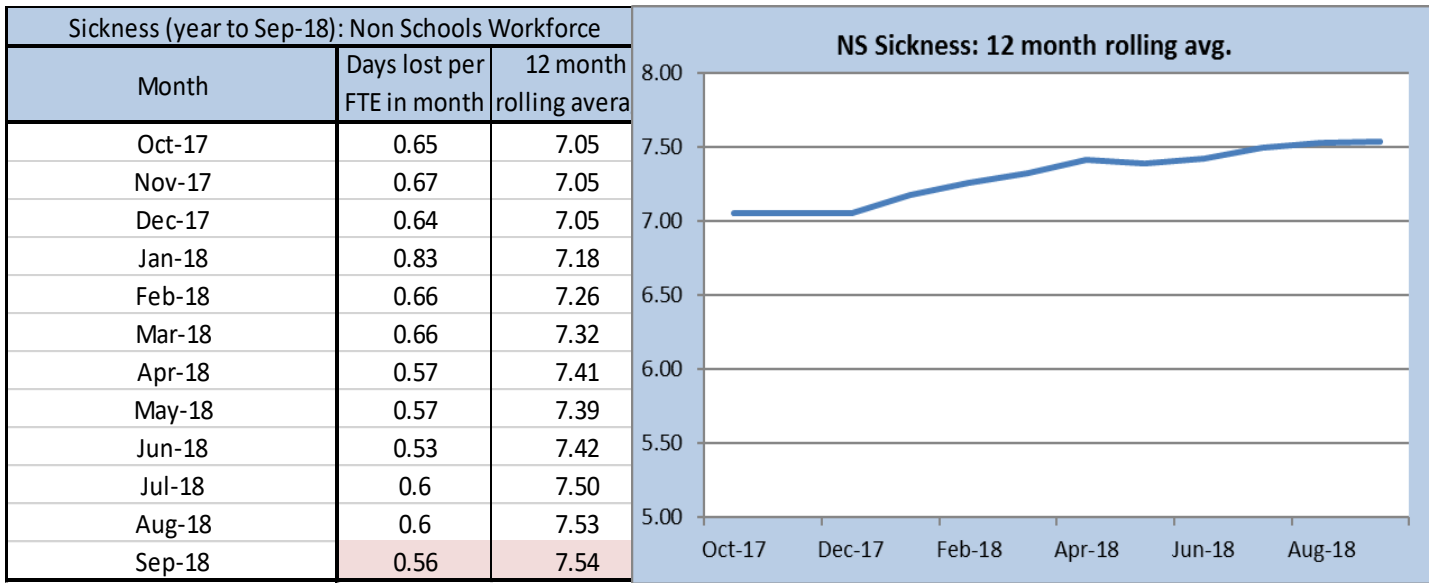
Turnover (12 month rolling average): Non Schools Workforce						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
NS Turnover (inc. CRSS)	15.1%	13.9%	18.4%	18.3%	22.9%	22.5%
NS Turnover (exc. CRSS)	14.5%	13.2%	17.8%	17.7%	21.7%	21.4%
NS Turnover (excluding CRSS) and excluding Compulsory Redundancies/Transfers/School closing*	13.9%	12.6%	17.3%	17.2%	21.3%	20.9%

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

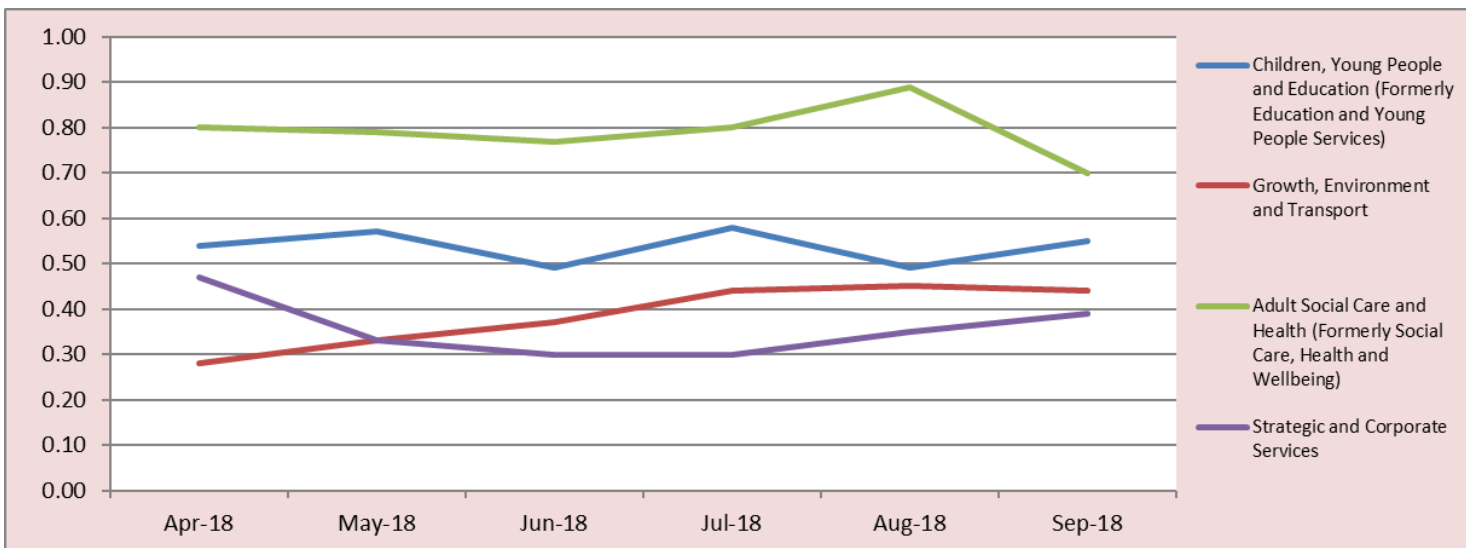
Turnover (12 month rolling average): Directorates (inc. CRSS*)						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Children, Young People and Education (Formerly Education and Young People Services)	13.2%	13.3%	13.6%	13.6%	25.5%	25.4%
Growth, Environment and Transport	14.5%	14.8%	14.7%	14.8%	14.8%	14.3%
Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)	11.3%	11.2%	11.0%	10.7%	11.0%	10.5%
Strategic and Corporate Services	29.6%	19.9%	54.0%	55.0%	56.8%	58.2%

Turnover (12 month rolling average): Directorates (exc. CRSS*)						
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Children, Young People and Education (Formerly Education and Young People Services)	13.5%	13.7%	13.7%	13.6%	24.6%	24.4%
Growth, Environment and Transport	12.5%	12.7%	12.3%	12.3%	12.3%	11.5%
Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)	9.8%	9.8%	9.4%	9.3%	9.7%	9.3%
Strategic and Corporate Services	29.8%	20.0%	53.6%	54.5%	56.3%	57.6%

Appendix 6 – Sickness



Sickness (12 month rolling average): Directorates (inc. CRSS*)							
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	YTD
Children, Young People and Education <small>(Formerly Education and Young People Services)</small>	0.54	0.57	0.49	0.58	0.49	0.55	3.22
Growth, Environment and Transport	0.28	0.33	0.37	0.44	0.45	0.44	2.31
Adult Social Care and Health <small>(Formerly Social Care, Health and Wellbeing)</small>	0.80	0.79	0.77	0.80	0.89	0.70	4.75
Strategic and Corporate Services	0.47	0.33	0.30	0.30	0.35	0.39	2.14



Appendix 7 – Equalities

Equalities Performance Indicators: The Non-schools workforce				
	Non-School based staff		Leadership Group	
	Mar-18	Sep-18	Mar-18	Sep-18
% Females	78.0%	79.5%	61.5%	61.8%
% BME	7.4%	7.8%	6.1%	6.4%
% Considered Disabled	3.9%	4.1%	5.0%	4.6%
% Faith	59.9%	59.5%	65.8%	65.0%
% LGB	2.7%	2.9%	3.7%	3.9%

Equalities Performance Indicators: Directorates								
	Children, Young People and Education (Formerly Education and Young People Services)		Growth, Environment and Transport		Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)		Strategic and Corporate Services	
	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18
% Females	83.5%	84.5%	63.4%	64.0%	86.3%	86.5%	65.6%	71.7%
% BME	8.4%	8.8%	3.9%	4.4%	8.8%	9.4%	5.8%	5.1%
% Considered Disabled	3.5%	3.5%	4.1%	4.3%	4.4%	4.5%	3.6%	4.5%
% Faith	59.1%	57.5%	59.6%	59.5%	63.5%	63.1%	53.8%	53.4%
% LGB	2.3%	2.5%	2.2%	2.6%	3.5%	3.5%	2.3%	2.7%

Equalities Performance Indicators: Directorates (Leadership group)								
	Children, Young People and Education (Formerly Education and Young People Services)		Growth, Environment and Transport		Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)		Strategic and Corporate Services	
	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18
% Females	66.0%	66.0%	58.8%	58.8%	76.5%	76.5%	61.1%	61.1%
% BME	9.2%	9.2%	10.9%	10.9%	2.0%	2.0%	4.0%	4.0%
% Considered Disabled	4.5%	4.5%	2.2%	2.2%	6.0%	6.0%	5.1%	5.1%
% Faith	56.1%	56.1%	69.2%	69.2%	71.1%	71.1%	67.5%	67.5%
% LGB	4.3%	4.3%	0.0%	0.0%	10.3%	10.3%	2.4%	2.4%

Age Performance Indicators:

Equalities Performance Indicators: The Non-schools workforce				
	Non-School based staff		Leadership Group	
	Mar-18	Sep-18	Mar-18	Sep-18
% aged 25 and under	7.5%	7.8%	0.0%	0.0%
% aged 30 and under	17.0%	17.0%	0.6%	1.0%
% aged 50 and over	40.2%	39.9%	55.0%	53.4%
% aged 65 and over	3.0%	2.8%	0.8%	0.8%

Age Performance Indicators: Directorates								
	Children, Young People and Education (Formerly Education and Young People Services)		Growth, Environment and Transport		Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)		Strategic and Corporate Services	
	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18	Mar-18	Sep-18
% aged 25 and under	8.1%	8.5%	6.6%	6.5%	5.3%	5.5%	11.7%	7.0%
% aged 30 and under	18.5%	19.0%	14.5%	14.2%	14.5%	14.2%	21.7%	15.9%
% aged 50 and over	36.5%	36.4%	45.9%	46.8%	46.4%	46.3%	28.4%	32.6%
% aged 65 and over	1.8%	1.5%	5.7%	5.5%	3.6%	3.9%	1.3%	1.6%

Notes: Leadership Group = staff on KR13 or above Page 30
 5079 minimum salary. Figures exclude schools and casual relief, sessional and supply staff

Appendix 8-Equality in Recruitment

Equality in Recruitment Statistics (April to Sept 2018): the Non-schools workforce

Gender	Applied		Recruited	
Male	2853	25.4%	225	22.8%
Female	8370	74.6%	763	77.2%
Total	11223	100.0%	988	100.0%

Ethnicity	Applied		Recruited	
White	9000	80.8%	855	86.8%
BME	2139	19.2%	130	13.2%
Total	11139	100.0%	985	100.0%

Sexual Orientation	Applied		Recruited	
Heterosexual	10202	95.6%	882	95.7%
LGB	474	4.4%	40	4.3%
Total	10676	100.0%	922	100.0%

Disability	Applied		Recruited	
Disabled	522	4.7%	37	4.1%
Not Disabled	10561	95.3%	870	95.9%
Total	11083	100.0%	907	100.0%

Religion	Applied		Recruited	
Faith	5595	52.4%	456	49.7%
None	5089	47.6%	462	50.3%
Total	10684	100.0%	918	100.0%

Age	Applied		Recruited	
25 and Under	2951	26.5%	221	22.6%
26-35	2986	26.8%	252	25.8%
36-45	2458	22.0%	221	22.6%
46-55	2003	18.0%	198	20.2%
56-65	721	6.5%	78	8.0%
Over 65	29	0.3%	8	0.8%
Total	11148	100.0%	978	100.0%

Notes:

Figures are for Non Schools recruitment

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

Appendix 9 – Leavers by Leaving Reason

Leaving Reason	Total
TUPE Transfer	843
Resignation - New Employment	189
Resignation - Other	118
Retirement - Normal	65
Resignation - Personal /Domestic Reasons	62
Resignation - Career Development	34
PR/Casual - Not Claimed in the last 12 months	26
Contract Terminated within Probation	23
Mutual Termination	22
End of Fixed Term Contract	19
Voluntary Redundancy	19
Termination of Supply/Sessional Staff	14
Resignation - Nature of Work	11
Unknown	11
Compulsory Redundancy	7
End of Temporary Contract	7
Early Retirement - Ill Health (Tier 1)	4
Voluntary Early Retirement	4
Deceased	3
Resignation - Conditions of employment	3
Resignation - Pay	3
Dismissal - Capability - Performance	2
Dismissal - Capability Health	2
Dismissal - SOSR	2
Resignation - Competition from other employers	2
Early Retirement - Efficiency of the Service	1
Second Retirement	1

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

Non-Schools workforce: Leavers by leaving reason - April - September 2018		
Grouping	Apr-Sep 2018	Proportion
Dismissal	43	2.87%
Redundancy	26	1.74%
Resignation	422	28.19%
Retirement	75	5.01%
Transfer	843	56.31%
Other	88	5.88%

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

To: Personnel Committee

Date: **13 November 2018**

Subject: The new approach to the KCC Staff Survey

Classification: **Unrestricted**

SUMMARY: This report outlines the approach taken to the development and delivery of the new staff survey. At the time of writing the survey remains open for completion. A presentation will be given to Members to provide an update on the latest position.

1. INTRODUCTION

- 1.1 In a change to previous years, we have delivered a whole-council staff survey with the aim of gathering more timely, actionable data that provides a clear direction for improvement.
- 1.2 The survey has been developed using our in-house research expertise within Strategic Commissioning, so we can focus on the priority themes for our organisation. These include:
- Support for innovation and risk
 - Ability to challenge and pursue improvement
 - Managing performance through continued conversation
 - Business change
 - Health and Wellbeing
- 1.3 The survey takes a holistic approach to understanding the experience of our employees and we have linked to other strategic work, including The People Strategy, to maximise the value of the information we gather. The resulting data will help to inform and support our strategic engagement and communication strategy to be insight driven.

2. Organisational engagement

- 2.1 The new approach to the survey has been widely discussed across the organisation. Prior to the launch of the survey on 15 October two phases of testing were carried out. Several revisions were made in response to the feedback we gathered during the development phase.

3. Reporting

- 3.1 It is our intention to support a new style of report which should provide more actionable data by providing “agree/disagree percentages” against each statement asked. This will support managers to act quickly without the need for additional interpretation or investigation of results.
- 3.2 The survey closes on 02 November 2018 and reporting will be prioritised at whole-organisation level. The ability to cut the data at different levels has been built in to support management action. This will be done in a way that protects statistical viability and anonymity of the respondents.
- 3.3 A phased approach to the release of reports is planned. This will allow senior managers the opportunity to digest their reports and for us to manage any questions or required support before the release of more detailed data. Equality and Diversity data will be reported at whole-KCC and directorate level but not below, to protect individual anonymity.
- 3.4 Reporting to Directorates will begin on 21 November 2018 and a whole Council report and updated action plan will be shared with Personnel Committee in January 2019.

4. Conclusion

- 4.1 The new approach to the staff survey has been a strong collaborative effort, and largely well received by those involved in the testing and development of the survey.
- 4.2 A whole organisation action plan will be developed to deal with the significant themes that come out of the survey.

5. Recommendation

Personnel Committee is invited to:

- 5.1 Note the approach to the development and delivery of the staff survey.

Report Author:

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Head of Engagement and Consultation
03000 416781

Background Documents:

Employee Value Proposition – Personnel Committee 3 July 2017

Document is Restricted

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