

**PERSONNEL COMMITTEE**

**Tuesday, 4th June, 2019**

**2.00 pm**

Wantsum Room - Sessions House







## AGENDA

### PERSONNEL COMMITTEE

**Tuesday, 4th June, 2019, at 2.00 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 - 24 January 2019 (Pages 5 - 8)
- 4 Leadership Strategy (Pages 9 - 16)
- 5 Apprenticeship update (Pages 17 - 22)
- 6 Employee Relations Casework Activity (Pages 23 - 26)

- 7 Annual Workforce Profile (Pages 27 - 44)
- 8 Total Contribution Pay Equality 2018/19 (Pages 45 - 54)
- 9 Staff Survey - Progress on action planning (Pages 55 - 58)

10 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 and 2 of part 1 of Schedule 12A of the Act.

**EXEMPT ITEMS**

- 11 Discretionary Payments (Pages 59 - 66)

Benjamin Watts  
General Counsel  
03000 416814

**Friday, 24 May 2019**

**KENT COUNTY COUNCIL****PERSONNEL COMMITTEE**

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room - Sessions House on Thursday, 24 January 2019.

PRESENT: Mr E E C Hotson (Vice-Chairman in the Chair), Mrs C Bell, Mr R H Bird, Mr P W A Lake, Mr J P McInroy (Substitute for Mr P B Carter, CBE), Mr P J Oakford, Mrs P A V Stockell and Dr L Sullivan

ALSO PRESENT: Mr D Farrell

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 & OD)

**UNRESTRICTED ITEMS****71. Declarations of Interests by Members in items on the Agenda for this meeting.**

*(Item 2)*

Dr Sullivan declared her Disclosable Pecuniary Interest, as her husband is employed by the County Council in the Early Help and Prevention Team. She stated that she would withdraw from the meeting for item 8 (Local Pay Bargaining – 2019/20).

**72. Minutes - 13 November 2018**

*(Item 3)*

(1) Mrs Beer confirmed that Members would be briefed about engagement with library staff in relation to the proposed changes to opening hours

(2) RESOLVED that the minutes of the meeting held on 13 November 2018 are correctly recorded and that they be signed by the Chairman as a correct record.

**73. Employee Relations Casework Activity**

*(Item 4)*

(1) Mr Royel introduced a report which updated the Committee on employee relations casework activity for the period 1 April to 30 September 2018.

(2) Mr Royel and Mrs Beer answered questions and noted comments from Members which included the following:

- the positive figures in relation to ill health cases were noted
- In relation to the budget book item regarding staff efficiencies savings it was confirmed that this related to increased productivity, by means such as maximising the use of technology, positive use of flexible working arrangements and improvements in recruitment. This budget is

specifically geared to savings from good management practices which are key to ensuring staff were kept well and productive.

(3) RESOLVED that the report of employee relations activity including senior officer appeals hearings and the comments made by Members be noted.

#### **74. Gender Pay Gap Reporting**

*(Item 5)*

(1) Mr Royel introduced a report which referred to the legal obligation for KCC to publish an annual Gender Pay Gap (GPG) statement. A draft of the 2019 GPG statement was circulated as an Appendix. The first annual GPG statement had been published in March 2018 based on data from March 2017. Therefore the 2019 statement which was based on data from March 2018 provides an ability to compare data.

(2) Mr Royel and Mrs Beer answered questions and noted comments from Members which included the following:

- It was confirmed that the national comparator data quoted in the report related to both the public and private sectors.
- It was also confirmed that the KCC data related to staff directly employed by KCC. The importance of ensuring that the statement made it clear that the data did not include school staff was acknowledged.
- Mrs Beer explained that the salary level for Corporate Directors on appointment considered several factors one of which was previous experience with another organisation.
- It was requested that comparator data with other Local Authorities be included in future reports. It was acknowledged that this would need to be treated with caution as not every local authority classified their data in the same way.
- The use of “bonus” payments, called cash awards by KCC, was clarified and examples given. Also, it was noted that in 2018 there had been only 380 cash awards out of a workforce of over 10,000.
- It was explained that staff forums set up to support the equality and diversity agenda were self-managing and were encouraged by Directors and Managers.

(3) RESOLVED that the report be noted and the proposed Gender Pay Gap statement appended to the report be endorsed.

#### **75. Staff Survey 2018 Results**

*(Item 6)*

*(Ms Trollope, Head of Engagement & Consultation, was present for this item.)*

(1) Ms Trollope introduced a report which outlined the results of the new whole-KCC staff survey and the next steps to make best use of the data now available.

(2) Ms Trollope and Mrs Beer answered questions and noted comments from Members which included the following:

- Staff's trust and confidence in the survey had been demonstrated by the high level of response.
- Members pointed out that the net response to all of the questions was positive. There were areas for action highlighted by the survey response such as Leadership and managing change, although the survey did show that staff were positive about their line management relationship. The importance of maintaining employee engagement generated via the survey was emphasised.
- Regarding the learning and development offer the variation that appears in Directorate responses would be explained and staff communication would emphasise the package of learning and development available to support managers and staff. In relation to the staff who did not respond to the survey, it was confirmed that managers were being encouraged to have conversations with their teams to understand the results of the survey and highlight action to be taken to address issues identified. It was hoped that this would encourage an even better response to next year's survey.
- The results of the survey demonstrated the importance of Corporate Management Team and Cabinet Members spending time with staff to ensure that KCC's vision was understood.

(3) Ms Trollope and her colleagues were thanked by the Committee for their work on the detailed survey which had achieved such a good response from staff.

(4) RESOLVED that:

- (a) the initial results of the staff survey and the comments made by Members be noted
- (b) an update on the actions taken in response to the survey be submitted to the Committee in June 2019.

## **76. 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 paragraph 4 of part 1 of Schedule 12A of the Act.

### **EXEMPT ITEMS**

(Open minute)

## **77. Local Pay Bargaining - 2019/20**

*(Item 8)*

*(Mr Shipton, Head of Finance (Policy, Planning & Strategy) and Mr Booth, Principal Accountant (Revenue and Tax Strategy), were present for this item.)*

(1) Mr Royel introduced a report which summarised the position on the 2019/20 Local Pay Bargaining process. Endorsement of the proposed action from Personnel

Committee was requested, prior to approval being sought from County Council on 14 February 2019.

(2) Mr Royel, Mrs Beer and Mr Shipton answered questions of clarification from Members. Mr Farrell was invited to participate in the discussion on this item.

(3) RESOLVED that Personnel Committee endorse and recommend the following to County Council for approval:

a) a single pot of 2.8% for 2019/20 pay to be used in accordance with the Total Contribution Pay process.

b) in recognition of the continued aspiration to move toward the Living Wage the entry value of the lowest grade be adjusted to £8.55 per hour which will maintain the Councils position above the national minimum and £9 per hour for April 2020.

c) the Cabinet Member for Corporate & Democratic Services be delegated authority to agree the final award values of the Total Contribution Pay process.

*(In accordance with her declared interest Dr Sullivan withdrew from the meeting and therefore took no part in the discussion and decision making on this item)*



**By:** Eric Hotson – Cabinet Member for Corporate & Democratic Services  
Amanda Beer – Corporate Director People and Communications

**To:** Personnel Committee      **Date:** 4 June 2019

**Subject:** Leadership Strategy

**Classification:** **Unrestricted**

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**Summary:** This report provides a short update on KCC's Leadership Strategy. A presentation will provide further detail and summarise learning from Year 1.

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## 1. Background

1.1 To achieve our vision and deliver our strategic outcomes, we need to support our Managers as they lead their teams through complex, challenging change. KCC's leadership strategy has been designed to develop leadership skills and behaviours which support a culture of collaboration and continuous improvement. It is the leaders in the organisation who shape the culture by what they do; what they value, what they monitor and the behaviours they role model.

1.2 The leadership capabilities have been developed with the Extended Corporate Management Team to deliver a collective leadership strategy that is right for KCC and evolves as the organisation transforms. Over time, this will mean that leadership becomes the responsibility of everyone in the organisation which will reinforce our core values.


## 2. Principles

2.1 The leadership strategy is based on a number of key principles which underpin an annual leadership plan. These principles include:

- Recognition that leadership and management are different; both are fundamentally important
- Leadership is not limited to grade or role but must start with senior leaders
- The leadership strategy supports the People Strategy and will be integrated into people policies
- It builds on existing good practice and supports continuous improvement
- There is a greater focus on assessment and evaluation, improved customer service and cost savings.

**3. Leadership Capabilities**

3.1 A comprehensive plan was put in place to ‘test out’ the capabilities at all levels of management and develop an understanding of our current leadership capability.

Leadership Capabilities	Leadership Plan
	<ol style="list-style-type: none"> <li>1. Define leadership capabilities with senior leaders</li> <li>2. Annual 360 assessment to provide a baseline and support personal development</li> <li>3. Spotlight existing good leadership practice and develop case studies</li> <li>4. Action research to develop leadership capabilities of future senior leaders</li> <li>5. Leadership development programmes to develop capability</li> <li>6. Communication and engagement events to ‘bring to life’ the leadership capabilities</li> </ol>

3.2 A copy of the leadership capabilities and descriptors is attached. Appendix 1.

**4. Leadership Plan – Highlights from Year 1 (2018/19)**

360 degree assessment

- Feedback on 790 managers by 5,326 evaluators
- 2 questions per capability and free text (strengths / further development)
- Managers KR13+ and all Kent Managers invited to take part

Identifying best practice and starting leadership conversations

- Trained an internal team to run Appreciative Inquiry workshops
- 115 participants identify leadership at its best
- Collated and themed 700 examples

Action Learning and Action Research

- 12 future senior leaders developing leadership practice
- Action research to investigate innovation and resilience
- Excellent engagement and feedback

**5. Conclusion**

5.1 The leadership strategy provides a framework for developing current and future leaders aligned to our People Strategy. The approach is based upon outcomes and responsive to the changing needs of our services and people.

5.2 Evaluation data from year one confirms that the leadership capabilities are right for KCC. Year two will further embed these capabilities within our management population and future managers.

## **6. Recommendation**

- 6.1 Personnel Committee is invited to note this report and receive the presentation at its meeting.

**Julie Cudmore**  
**Head of Organisation Development**  
**03000 417212**



## KCC LEADERSHIP CAPABILITIES

### Clear, Authentic Leadership

*As a leader, I need to be self-aware. I need to demonstrate and commit to our collaborative leadership strategy. To deliver this strategy, I need to nurture a culture of openness and understand and call out poor behaviour when I see it.*

#### What It is:

- Communicating a clear purpose and taking collective responsibility for decisions
- Understanding my own strengths and weaknesses
- Having political antennae – i.e. understanding the role of Members in KCC and how to manage the Political environment effectively
- Being prepared to challenge and be challenged
- Being honest and straightforward
- Rewarding the right behaviours and challenging poor behaviour (and ensuring consequences for continued poor behaviour)

#### What It Isn't

- Based upon grade or job title
- Being the loudest voice in the room
- Ignoring or accepting poor behaviour
- Blaming others when things go wrong

### Customer Service

*As a leader, my primary focus must be on the customer or service user. I will ensure the customer or service user experience is central to my work and I will consider the impact of service changes on the customer or service user in delivering change, I will always remain focused on customer or service user outcomes and apply commissioning principles appropriately*

#### What It is:

- Listening and engaging with customers or service users to understand their changing needs
- Creating a culture which encourages high quality customer service
- Using metrics and customer information to improve services
- Considering the impact of changes on the customer

- Making sure systems and processes drive improved service delivery for the customer or service user
- Is relevant to the whole authority – front line and back office

#### What It Isn't

- Just relevant in frontline services
- Paying lip service to customer service
- Collecting customer or service user feedback and not using it

### **Trusted Partnership Working**

*As a leader I need to work collaboratively across organisational structures and boundaries. I need to develop open and honest relationships to ensure that everyone understands and owns what we are collectively trying to achieve. A trusted partnership is inclusive and respectful of all stakeholders.*

#### What It is:

- Working together to develop shared outcomes
- Developing relationships built on trust and respect
- Recognising differences and possible conflict and working collaboratively to overcome these
- Ensuring the right level of staff are attending the right partnership meetings to be able to take decisions

#### What It Isn't:

- Just attending or chairing meetings
- Always saying yes and being agreeable to every request/opinion/task without question
- Focusing on the success of any one partner to the detriment of others

### **Continuous Improvement and Innovation**

*To deliver better services for our customers or service users I need to advocate continuous improvement. This involves supporting innovation and creativity, leading and sustaining change and maximising the use of technology.*

#### What It is:

- Communicating an on-going commitment to continuous improvement
- Putting forward small practical suggestions as well as big ideas
- Encouraging and welcoming challenge to existing practices
- Making time and creating the opportunity to learn and innovate
- Applying and sharing learning gained from colleagues and external experts
- Developing talent
- Optimising the use of technology

#### What It Isn't

- Just going through a process
- Just doing lots of training

- Change for the sake of change
- Using new technology whilst working in the same way

## Understanding and nurturing organisational culture

*Successful change needs a focus on both process and people. I will therefore understand and nurture organisational culture and be a cultural change leader where necessary. I will engage staff through story-telling and conversational practice to understand and nurture our cultural strengths and barriers to create the conditions for success.*

### What It Is:

- Being able to engage with and respect individuals' emotions and feelings
- Communicating through conversational practice and story-telling
- Being able to create the right conditions in which individuals feel able to change
- Being able to facilitate shared values
- Ensuring that staff look beyond their own self-interest for the wider KCC benefit
- Ensuring culture change is embedded

### What It Isn't:

- Telling people to change how they feel
- A single or quick-fix change
- Just reorganisation or restructure

## Building Resilience

*As we continue to change, I will personally develop my resilience and support others in developing theirs. I will develop my own emotional intelligence to understand and recognise the impact my actions have on others and ensure a continued and clear sense of purpose.*

### What It Is:

- Communicating effectively to reduce ambiguity and help others plan for change and understand what is required
- Creating a supportive environment which brings out the best in people
- Being comfortable with constant change
- Remaining motivated even after setbacks
- Knowing what support and resources are available in KCC to support resilience and promoting these to others

### What It Isn't:

- Working long hours
- Presenteeism, i.e. coming to work despite illness, injury, etc., and/or working longer hours than necessary, often resulting in reduced productivity
- Making excuses for not meeting deadlines
- Working in isolation

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**From:** Eric Hotson – Cabinet Member for Corporate & Democratic Services  
Amanda Beer – Corporate Director People and Communications  
**To:** Personnel Committee  
**Date:** 4 June 2019  
**Subject:** Apprenticeship Update  
**Classification:** Unrestricted

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**Summary:** This paper updates Committee Members on the progress made on Apprenticeship training via the Apprenticeship levy in KCC and KCC schools to March 2019.

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## 1. Context

- 1.1 In April 2017 the government introduced the Apprenticeship levy for all employers with annual pay bill of more than £3m. The intention is to increase the number and quality of apprenticeships across all sectors and achieve a target of 3 million apprenticeship training starts by 2020.
- 1.2 KCC has adopted an Organisation Development approach to the implementation of the Apprenticeship levy. This means that in maximising the benefit of the levy, KCC has set out to improve workforce capacity and capability to support the delivery of transformation and change.
- 1.3 Apprenticeship training has been utilised in the development of learning and career pathways which are supporting workforce planning, succession planning and talent management across the organisation. Professional development and some Statutory training have been funded from the levy.
- 1.4 KCC has particularly focussed on attracting more young people into Apprenticeship training posts and the Business Administration learning pathway has supported this.
- 1.5 Additionally, existing staff have benefited from the availability of Apprenticeship training to support their professional and career development.
- 1.6 The implementation of the levy has proved helpful in providing an organisational focus; it has been gradual progress due to the lack of appropriate nationally accredited Apprenticeship training programmes, however, this is improving and we increasingly are able to increase our offer.

## 2. Targets

- 2.1 In conjunction with the introduction of the Apprenticeship Levy the Government set a requirement of Public sector organisations to achieve a target from April 2017; this Public sector target requires KCC to achieve new apprenticeship training starts equivalent to 2.3% of total headcount.

- 2.2 In 2017/2018 the average outturn for local Government was 0.9% of headcount.
- 2.3 In comparison in the same period KCC achieved 1.23% of its headcount as new apprenticeship training starts.
- 2.4 When broken down this equates to KCC 1.84% of headcount and 0.74% of headcount for KCC schools.
- 2.5 The table below identifies actual numbers vs public sector target for KCC and KCC schools.

<b>KCC element</b>	<b>Target 2017/2018</b>	<b>Achievement 2017/2018</b>	<b>Target 2018/2019</b>	<b>Achievement to 31/03/19</b>	<b>Achievement April 2017 to March 2019</b>
<b>KCC (including Gen2, Invicta Law, TEP, CBS)</b>	230	182	231	189	<b>371</b>
<b>KCC schools</b>	293	95	280	90	<b>185</b>
<b>Total</b>	<b>523</b>	<b>277</b>	<b>511</b>	<b>279</b>	<b>556</b>

### **3. Profile of staff accessing Apprenticeship training**

- 3.1 There were general concerns that the risk with the introduction of the Levy and public sector targets would be that employers would focus on spending the levy to train existing staff utilising the higher level apprenticeship standards. However, in KCC we have worked hard to ensure that we are attracting new staff to the organisation and are proactively supporting younger staff into apprenticeship training.
- 3.2 The figures below show the age demographic of KCC staff accessing Apprenticeship training; the percentage in the 25+ age range has increased slightly in 2018/2019 in comparison to the 2017/2018 figures. This is due to the introduction of KCC's new development programmes for existing staff and managers in Commercial Procurement and Leadership & Management.

	<b>2017/2018</b>	<b>2018/2019</b>
<b>Age 16-24</b>	45%	41%
<b>Age 25+</b>	55%	59%

- 3.3 The figures below show the distribution between new staff to KCC and existing KCC staff accessing Apprenticeship training 2018/2019. The high proportion of new recruits in the 16 – 24 years range is evidence of KCC's commitment to supporting Kent's young people into employment & training.

	<b>16 -24 years</b>	<b>All ages</b>
<b>New staff</b>	82%	46%
<b>Existing staff</b>	18%	54%

#### 4. Training opportunities funded by the Levy

4.1 Initially, KCC, commendably, invested much of the levy in the delivery of lower level Apprenticeship standards offering training opportunities to lower levels of staff which has resulted in proportionately less of the levy being spent. As new standards have emerged, we have been able to extend support to higher level Apprenticeship training and moving forward this will continue with professional and managerial levels of the organisation

4.2 In 2017/2018 Apprenticeship training funded by the levy was mainly focussed on level 2 & 3 standards as can be seen in the table below.

<b>Apprenticeship title</b>	<b>Level</b>	<b>Apprenticeship title</b>	<b>Level</b>
Business & Administration	2, 3 & 4	Construction contracting	3
Customer Service	2	Digital Marketer	3
Learning & Development	3	IT applications	3
Operational Delivery	3	Early years educator	3
Adult care worker	2	BSC Laboratory Scientist	6
Lead Adult care worker	3	Human Resources	5
Care Leadership & management	5	Cleaning & Environmental support	3
Assistant Accountant	3	Supporting Teaching & Learning	3
Professional Accounting	4	Teaching Assistant	3
Children & Young People's workforce	2, 3, 4, & 5	Play work	3
Youth work	2 & 4		

4.3 In addition to the continuation of the above the following new opportunities have been funded in 2018/2019. The detail below evidences the growing utilisation of intermediate / higher level Apprenticeship training.

<b>Apprenticeship title</b>	<b>Level</b>
Leadership & Management	5
Supervisor / Team leader	3
Improvement Practitioner	4
Marketing	2
Laboratory Scientist	6
Laboratory Technician	3
Commercial procurement & supply	4

#### 5. Completed training

5.1 72 people have successfully completed their Apprenticeship training funded by the KCC levy in qualifications such as :

- Business & Administration – level 2, 3 & 4,
- Marketing – level 2,
- Care Leadership and Management Level 5,
- Customer Service – level 2
- Marketing Level 2 and
- Youth Work Level 2.

5.2 In October 2018 a celebration event was held where the Leader of the Council presented certificates to those who had completed their Apprenticeship training. The next event is planned for October 2019 where a further 120 completers will be invited to attend.

## **6. 2019/2020 opportunities**

6.1 During the next financial year KCC will have the opportunity to introduce the following Apprenticeship standards as part of its workforce development, succession planning and future talent development programmes.

- Social Work degree
- Policy Officer
- Occupational Therapy degree
- Project Management
- CMI Leadership & Management qualifications up to degree level
- Audit Practitioner
- ACCA Level 7 Finance qualifications
- Graduate Apprenticeship training opportunities
- Compliance / Risk officer
- Commercial Procurement

6.2 Additionally, as part of KCC's talent management offer the Kent Graduate programme has been redesigned and launched; new graduates will be studying for a professional qualification via Apprenticeship training funded by the KCC levy. Examples are:

- Project management
- Commercial procurement
- Business Improvement
- Risk

6.3 From April 2019 the Government offered levy paying employers the opportunity to share up to 25% of levy contributions with other employers. Consideration is being given to how KCC can work with charities, care sector, local employers/businesses, commissioned services and supply chain partners to develop capacity to share the KCC levy with the aim of improving knowledge & skills in the wider Kent workforce.

6.4 KCC has and continues to invest in the development of apprenticeship programmes to maximise the opportunities for as many individuals as possible and specifically for those from disadvantaged backgrounds by:

- Working with the KCC Care Leaver Service and Kent Supported Employment teams to maximise opportunities and support for those young people from a disadvantaged background and those with a disability, into employment in KCC.
- Offering comprehensive advice and guidance for KCC managers and staff has been produced; this includes offering proactive support from Personal advisors in the Care Leaver team and interventions from Kent Supported Employment.
- Colleagues in TEP continuing to raise awareness / promote Apprenticeships with SMEs, Guilds, training providers and other professional bodies to encourage recruitment and training for apprentices aged 16-24 from a disadvantaged background and young people currently in a job without training.

## **7. Wider Kent Engagement**

7.1 Colleagues in The Education People (TEP) continue to provide a range of apprenticeship support services for schools, colleges, training providers and employers including:

- Kent Choices local events – 2018//2019 academic year attended by over 2400 young people.
- e-learning programme launched for schools to promote the benefits of hiring an apprentice and to provide support with the process.
- Helpline and online chat support - 5 days a week from 8am until 6pm.
- Targeted communication with schools who have not yet taken up an apprentice and the development of 'shared apprentices' for smaller schools. A team of four Engagement Officers work with schools and colleges across the county promoting the benefits of apprenticeships. Attendance at headteacher briefings and network groups across Kent to explain how the apprenticeship levy can be used to support the develop existing workforce.
- Made in Kent Campaign - Phase 2 delivered 1,000 interviews to 1,000 young people with phase 3 providing 8 apprenticeship events across the county. Since March 2019, two events delivered in partnership with the colleges have provided advice on apprenticeships and mock interviews with a range of employers from a large local media company to the NHS. These events have attracted over 500 young people.
- ApprenticeKent website – now enables employers to post both apprenticeship and work placement vacancies. The site has received 2300 registrations within the last 9 months. In the last six weeks we have seen over 250 young people register on the website looking for an apprenticeship.
- Support for the development of new apprenticeships. TEP apprenticeship team are part of a trailblazer group developing a level 6 Physical Education Physical Activity and Youth Sport Specialist apprenticeship.
- CEIAG cluster meetings for schools which bring together school careers leaders and co-ordinators to share good practice, network and disseminate LA and CEC priorities, supporting schools to meet the Gatsby benchmarks.

## **8. Social care Academy**

8.1 In December 2019 the Corporate Management team agreed to develop a Social Care Academy for all staff in the Children, Young People and Education, and Adult Social Care and Health Directorates. The key purpose and outcomes are:

- The Social Care Academy will have the responsibility for ensuring that all Social Care staff have the required knowledge and skills to deliver the best possible service to the people of Kent.
- The existence of an academy is to improve recruitment, development, career progression and retention of social work and social care staff across both Adults and Children's Services.
- The Academy will include the new development of the Social Work Degree and Occupational Therapy degree level programmes as apprenticeship standards.
- KCC will be running a procurement exercise to ensure that we deliver employer led Social Care and Occupational Therapy degree programmes within the authority.
- The development and introduction of social care apprentice standards are now contributing to excellent career pathways from a level 2 foundation qualification to a level 6-degree programme.
- We envisage that we will have 6 colleagues commencing the Occupational Therapy degree in September 2019 and 20 – 25 colleagues commencing the Social work degree in January 2020

## **9. Conclusion**

9.1 There has been good progress made raising the awareness and engagement with Apprenticeship standards; KCC has an increasing number of both new and existing staff accessing apprenticeship training. There are also good prospects for this to be expanded upon with both our schools and other employers with who we share the levy.

**Michelle Flegg**  
**HR & OD Strategy & Commissioning Officer**

**By:** Eric Hotson – Cabinet Member for Corporate & Democratic Services  
Amanda Beer – Corporate Director People and Communications

**To:** Personnel Committee

**Date:** 4 June 2019

**Subject:** Employee Relations Casework Activity

**Classification:** **Unrestricted**

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**SUMMARY:** This report updates Personnel Committee on employee relations case work activity for the period 1 April 2018 to 31 March 2019.

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## **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 2018/19.
- 1.2 The HR Team continues to take a lead in working with managers to raise standards and their confidence in managing employee relations. Limited HR resources requires an on-going focus on KCC managers leading performance management successfully.

## **2. CASE ANALYSIS**

- 2.1 As expected from the half year position, the greatest volume of cases are those concerning ill health (Appendix 1). This year has seen an increase in activity compared to the previous year and managers are taking a more proactive approach to formalising the process when informal activity has been unsuccessful. The increasing complexity of ill health cases require additional formal support. The HR Team has continued to support and skill up managers to ensure that they can identify and deal with these types of cases effectively and sensitively.
- 2.1 As with ill health, the number of disciplinary cases is higher than the previous year. The HR team has continued to support managers in this area and managers are taking robust action over dealing with conduct issues.
- 2.2 The total number of resolution cases are higher than the previous year. This is often the case when managers take more robust action over dealing with performance and conduct issues and positively deal with complaints of bullying and harassment. It is also indicative of a positive working environment in which individuals are prepared to raise concerns through the formal routes available to them.

- 2.3 The number of poor performance cases have reduced again in 2018/19. The numbers are subject to fluctuation over different years, but managers are continuing to take the initiative in managing performance robustly at an early stage through informal means, resorting to a formal process only when required.
- 2.4 The number of Employment Tribunal cases against KCC remains very low for an organisation of its size and despite the continued removal of the requirement for an individual to pay a fee to lodge an ET application, the number has reduced from 2017/18. Of the 5 claims between April 2018 and March 2019, 2 are still outstanding, 2 were settled and KCC were successful in defending the remaining claim. 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 most cases are successfully defended or settled on a commercial basis.

### 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 5 dismissal appeals were heard by senior officers between 1 April 2018 and 31 March 2019.

Directorate	No. of Appeals	Case Type	Outcomes
Children, Young People & Education	4	1 x ill health 1 x performance 1 x SOSR 1 X disciplinary	All appeals not upheld
Adult Social Care & Health	1	1 x disciplinary	Appeal Not upheld
<b>TOTAL</b>	5		

### 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**

**Appendix 1**

*April 2014 - March 2015*

*April 2015 - March 2016*

*April 2016 - March 2017*

*April 2017 - March 2018*

*April 2018 - March 2019*

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

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

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

	<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
<b>Grand Total</b>	<b>378</b>

	<i>Total</i>
<i>Appeals</i>	10
<i>Appeals (Dismissal)</i>	5
<i>Capability - Ill Health</i>	186
<i>Capability - Other</i>	4
<i>Capability - Poor Performance</i>	46
<i>Disciplinary</i>	133
<i>Resolution</i>	45
<i>Resolution - Harassment</i>	8
<i>Early Conciliation</i>	2
<i>Employment Tribunal</i>	5
<b>Grand Total</b>	<b>444</b>

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## Annual Workforce Profile Report

**By:** Eric Hotson Cabinet Member for Corporate & Democratic Services  
Amanda Beer Corporate Director People and Communications

**To:** Personnel Committee

**Date:** 4 June 2019

**Subject:** Annual Workforce Profile Report 2018/19

**Classification:** Unrestricted

### Summary and recommendations

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.

Members of Personnel Committee are invited to discuss and note the report and decide whether it is appropriate and useful to continue to include information on the schools' workforce in this report.

### Headlines

#### 1. The Non-Schools Workforce

- The staffing level has fallen by 548 FTE over the year, however, this reduction includes the TUPE transfer of staff to the Education People and Cantium Business Solutions.
- As a result of the TUPE transfer, rolling turnover has increased over the year, to 20.9% excluding CRSS (Casual, Relief, Sessional and Supply) staff
- Sickness has increased slightly since March 18 to 7.56 days lost per FTE

#### 2. The Directorates

In 2018/19 the organisation underwent structural changes within the Directorates specifically the movement of staff to Cantium Business Solutions and The Education People.

The proportion of permanent contracts varies from 75.4% in GT to 94.6% in ST.

#### 3. The Schools Workforce (Maintained Schools Only)

The FTE of staff in schools buying HR Services from KCC has reduced by 303 this year to 10,715. The School Workforce Census indicates that at November 2018 the Kent Schools workforce was 12,036 FTE.

## 2. The Non-Schools Workforce

### 2.1. Introduction

This section contains information about the non-schools workforce as at 31 March 2019 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 £51,779.

### 2.2. Staffing levels

Staffing levels fell during the year to 7,015.7 FTE at the year end. This is 548 FTE lower than end of the last financial year. (7,564.1 FTE at 31 Mar 2018). This reduction is largely explained by the TUPE transfer of staff to two new LATCos.

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

### 2.3. Contract types

82.6% of staff are now on permanent contracts (80.9% at 31 Mar 2018) and the proportion of CRSS (Casual, Relief, Sessional and Supply) contracts continues to reduce this year and now stands at 13.1% (14.1% at 31 Mar 2018).

In March 2019 there were 1,270 CRSS contracts and approximately one quarter of staff (27.2%) 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 2019, there were 335 agency staff (428 at 31 Mar 2018) employed in non-schools, covering a variety of different positions, but particularly Social Work and Administration roles. Year on year comparisons show the number of agency staff continuing to fall.

#### 2.4.2. Agency staff costs

The interim out-turn spend on agency staff in 2018-19 was £17,427,086 which equated to approximately 5.6% of the £312 million pay-bill for the year. (Figures for 2017-18 were a pay-bill of £323 million with agency staff costs accounting for 5.7% of this).

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

### 2.5. Staff by salary band

Currently 41.2% of staff are in the salary band KR6 or below, with a maximum full-time salary of £21,789 (40.6% at 31 Mar 2018). 76.3% of staff are on grades KR9 or below, earning a maximum full-time salary of £32,495 (75.0% at 31 Mar 2018). 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](http://kent.gov.uk).

*Appendix 4 shows the Non-schools workforce by salary band*

## 2. The Non-Schools Workforce

### 2.6. Rolling turnover (excluding CRSS staff)

Rolling turnover showed an increase during 2018-19, reaching a rate of 20.9% in March 2019 (14.9% at 31 Mar 2018). However, when adjusted to take account of the significant TUPE transfer of staff, the underlying level of turnover has remained very similar to that of last year.

*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 'TUPE Transfer' followed by 'Resignation – New Employment' and 'Retirement – Other'.

*Appendix 9 shows the leavers by leaving reason.*

### 2.8. Redundancies

During 2018-19 there were 42 redundancies (138 in 2017-18). Redundancy payments for the year 2018-19 totalled £533,467\* (£1,850,634 in 2017-18), indicating an average redundancy payment of £12,702 (£13,410 in 2017-18)\*.

*\* 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 2018-19 this figure was 7.56 days per FTE (7.32 in 2017-18).

The 'Health and Well-being at Work' Survey report (April 2019), conducted by the CIPD, in partnership with Simply Health, found the absence levels 'on average, public sector employees had 8.4 days of absence over the last year' which remains consistent with previous years.

*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 (including colds, flu, stomach upsets, headaches and migraines) remains the most common cause of short-term absence (four weeks or less) for the vast majority of organisations. As in previous years, musculoskeletal injuries (including back pain, neck strains and repetitive strain injury) and stress are also among the top causes of short-term absence.'

The report also highlights that 'Mental ill health, stress, musculoskeletal injuries and acute medical conditions remain the top causes of long-term absence.'

Within the non-schools workforce, sickness due to 'musculoskeletal' problems account for 20.4% of calendar days lost, a slight reduction from previous year of 23.9% in 2017-18.

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

## 2. The Non-Schools Workforce

### 2.11. Equality

A breakdown of KCC non-schools staff by equality strand is shown below with March 2018 figures in brackets.

The percentage of female staff has increased to 79.5% (78.0% in March 2018) and the proportion of female members of the leadership group has remained consistent at 61.6% (61.5% in March 2018).

The percentage of BME staff has also risen this year, to 8.0% (7.4% in March 2018). The proportion of BME staff in the Leadership group shows a slight increase to 6.5% (6.1% in March 2018).

Disabled staff make up 4.1% of staff in the non-schools workforce (3.9% in March 2018) with 4.4% of those in the Leadership group (5.0% in March 2018).

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 2017-18 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 2019 the average age was 45.6 which remains virtually the same as 2018.

#### 2.13.2. Age indicators (excludes CRSS staff)

The proportion of staff aged 30 or under has decreased marginally over the year, at 16.0% (17.0% in March 2018). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group (53.6%) than in the non-Schools workforce as a whole (41.4%).

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

### 2.14. Apprentices

As at March 2019 there were 189 staff accessing apprenticeship training – 179 in the KCC non schools workforce and 10 in LATCOs.

### 2.15. Spans and layers

The non-schools workforce had a structure with 9 layers as at 31 March 2019, with managers having an average span of 6.5 FTE. Within the structure there were 77 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 2019. 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 2018 staffing levels

Staffing levels have changed significantly in 2 out of the 4 Directorates over the course of the year due to the transfer of some services to LATCOs, with the greatest percentage change in ST and CY Directorates, where there was a reduction in FTE of 37.8% in ST and in CY of 10.3%.

Staffing Levels in AH increased in FTE around 5.7%. Staffing Levels in GT had a slight increase from the previous year of 2.9%.

*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 75.4% in GT to 94.6% in ST. GT has the highest proportion of temporary contracts (1.3%) and also has the highest proportion of fixed-term contracts (5.1%). CY and GT both have the highest proportion of CRSS contracts, in GT 18.2% and CY 15.2% whereas the proportion of CRSS contracts in AH and ST is much lower at 10.4% and 1.3% respectively. The CRSS roles in CY 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 2019, there were agency staff working in all of the Directorates. The numbers varied from 34 in ST to 196 in CY.

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

### 3.5. Age indicators

CY has the highest proportion of staff aged 25 and under, at 8.2%. When the group of younger staff is extended to take into account staff aged 30 or under the figure in CY rises to 18.5%.

Staff aged 50 or over account for 47.0% of those in GT, but only 32.3% in ST. All Directorates employ staff aged 65 or over, but GT has the highest percentage, at 6.1% and CY has the lowest, at 1.6%.

### 3.6. Sickness performance indicators

Once again, the sickness rates varied noticeably between Directorates, from the lowest in ST, at 5.16 days lost per FTE, to 10.01 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 18.4% in ST to 55.35 in GT. ST has the highest proportion of staff on more highly graded contracts (KR14 & above), at 8.9%.

*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 (9.8%), increasing to 11.1% in GT and 25.7% in CY, with ST having the highest turnover at 60.4%.

## 3. Directorate details

### 3.9. Equality

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

The percentage of female staff is highest in AH, at 86.5% and lowest in GT at 63.6%. The figures for the Leadership population range from 42.3% in GT to 71.4% in AH.

The percentage of BME staff varies from 4.2% in GT to 10.0% in AH. Within the Leadership groups, the figures range from 0% in AH to 9.5% in CY.

Disabled staff make up around 4% of the workforce in all of the Directorates, but the proportion in the Leadership groups varies from 2.1% in GT to 5.5% in AH.

*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 303 FTE to 10,715.0 FTE since 31 March 2018. The headcount in schools fell by 666. If CRSS staff are excluded from the headcount figures, the reduction over the year is 573.

*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 2018 and showed that there were 344 schools in Kent, comprising of 295 Primary schools, 28 Secondary schools (inc 6 PRUs) and 21 Special schools.

Between the December 2017 and the November 2018, 8 schools left KCC to adopt Academy status and of these 1 were Secondary and 7 were Primary schools.

During the period 1 September 2017 to 31 August 2018, a total 71,836 days were lost due to sickness by school based staff, and approximately 20,100 of these were taken by teaching staff.

*\*Notes:*

*Source = School Workforce Census November 2018*

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

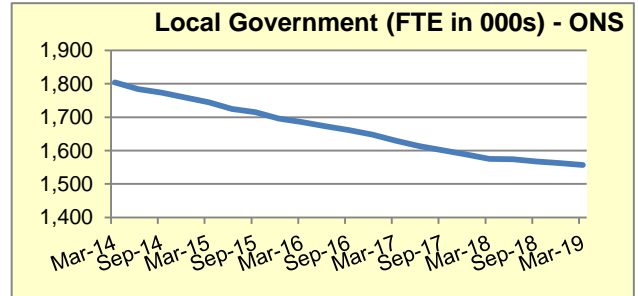
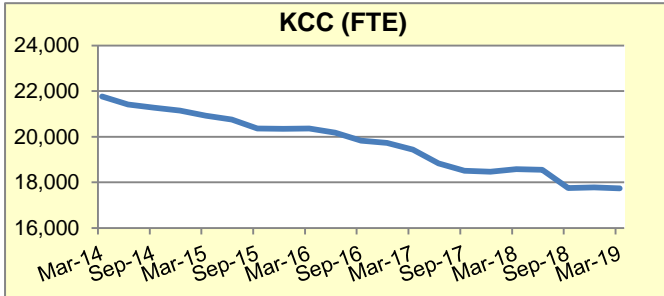
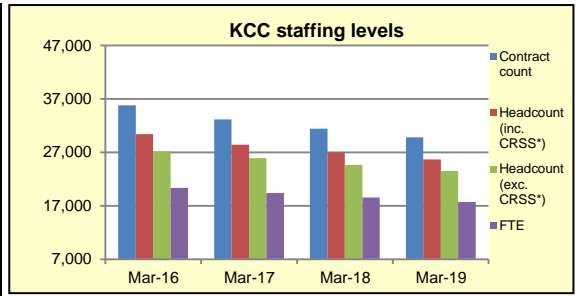
*Absence data is included for staff employed during the year, but whose contract expired before the census date.*

**Paul Royel**  
**Head of HR & OD**  
**416631**

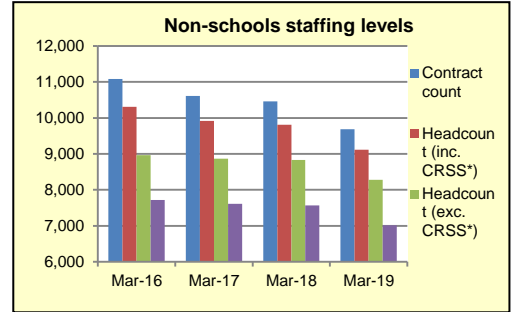


## APPENDIX 1 - STAFFING LEVELS

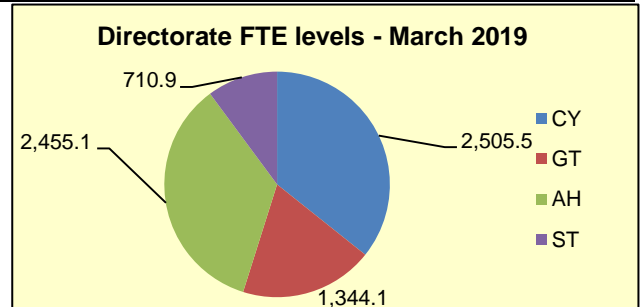
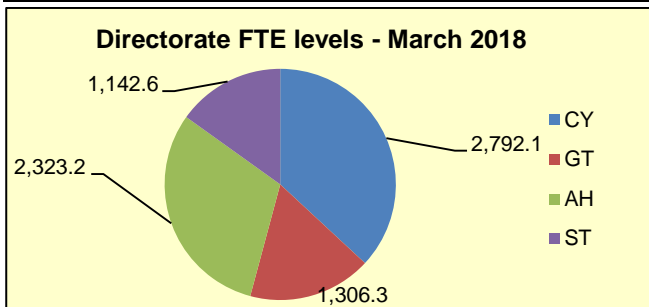
KCC workforce: Staffing levels						
	Mar-16	Mar-17	Mar-18	Mar-19	Mar-18 to Mar-19	
					Change	%
Contract count	35,825	33,177	31,451	<b>29,856</b>	-1,595	<b>-5.1%</b>
Headcount (inc CRSS*)	30,448	28,445	27,042	<b>25,685</b>	-1,357	<b>-5.0%</b>
Headcount (exc CRSS*)	27,176	25,972	24,696	<b>23,575</b>	-1,121	<b>-4.5%</b>
FTE	20,363.1	19,428.1	18,582.1	<b>17,731.3</b>	-851	<b>-4.6%</b>



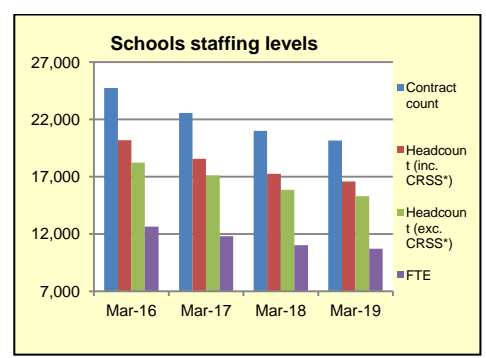
Non-schools workforce: Staffing levels						
	Mar-16	Mar-17	Mar-18	Mar-19	Mar-18 to Mar-19	
					Change	%
Contract count	11,086	10,612	10,462	<b>9,686</b>	-776	<b>-7.4%</b>
Headcount (inc. CRSS*)	10,311	9,917	9,813	<b>9,113</b>	-700	<b>-7.1%</b>
Headcount (exc. CRSS*)	8,967	8,867	8,831	<b>8,279</b>	-552	<b>-6.3%</b>
FTE	7,719.6	7,609.4	7,564.1	<b>7,015.7</b>	-548	<b>-7.3%</b>



Directorates workforce: Staffing levels									
Directorate	Contract count		Headcount (inc CRSS)		Headcount (exc CRSS)		FTE		
	Mar-18	Mar-19	Mar-18	Mar-19	Mar-18	Mar-19	Mar-18	Mar-19	Change
CY	3,848	<b>3,397</b>	3,679	<b>3,242</b>	3,138	<b>2,827</b>	2,792.1	<b>2,505.5</b>	<b>-286.6</b>
GT	2,184	<b>2,217</b>	2,008	<b>2,059</b>	1,712	<b>1,782</b>	1,306.3	<b>1,344.1</b>	<b>37.8</b>
AH	3,166	<b>3,282</b>	2,901	<b>3,050</b>	2,756	<b>2,900</b>	2,323.2	<b>2,455.1</b>	<b>131.9</b>
ST	1,264	<b>790</b>	1,255	<b>786</b>	1,231	<b>777</b>	1,142.6	<b>710.9</b>	<b>-431.7</b>



Schools workforce: Staffing levels						
	Mar-16	Mar-17	Mar-18	Mar-19	Change (to 1 d.p.) Mar-18 to Mar-19	
					Change	%
Contract count	24,739	22,565	20,989	<b>20,170</b>	-819	<b>-3.9%</b>
Headcount (inc CRSS*)	20,185	18,559	17,252	<b>16,586</b>	-666	<b>-3.9%</b>
Headcount (exc CRSS*)	18,233	17,118	15,875	<b>15,302</b>	-573	<b>-3.6%</b>
FTE	12,643.5	11,818.8	11,018.0	<b>10,715.0</b>	-303	<b>-2.7%</b>



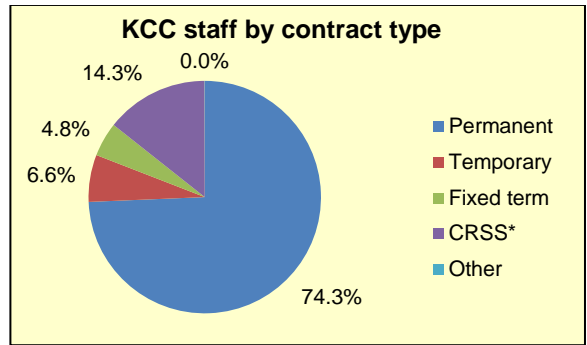
\*CRSS = Casual, Relief, Seasonal and Supply staff

Source Oracle HR C07 reports

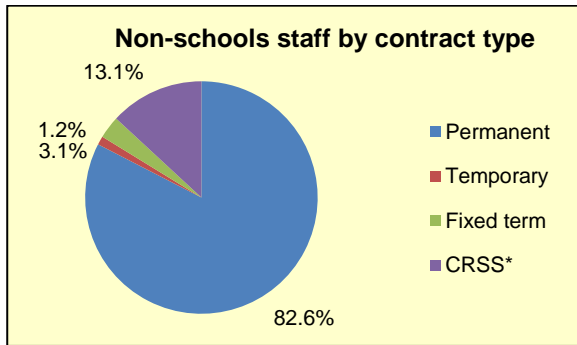
## APPENDIX 2 - CONTRACT TYPES

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

	Mar-18		Mar-19	
	Count	Percentage	Count	Percentage
Permanent	23,300	74.1%	<b>22,194</b>	<b>74.3%</b>
Temporary	2,111	6.7%	<b>1,956</b>	<b>6.6%</b>
Fixed term	1,352	4.3%	<b>1,423</b>	<b>4.8%</b>
CRSS*	4,685	14.9%	<b>4,272</b>	<b>14.3%</b>
Other	3	0.0%	<b>11</b>	<b>0.0%</b>
<b>Total</b>	<b>31,451</b>	<b>100%</b>	<b>29,856</b>	<b>100%</b>



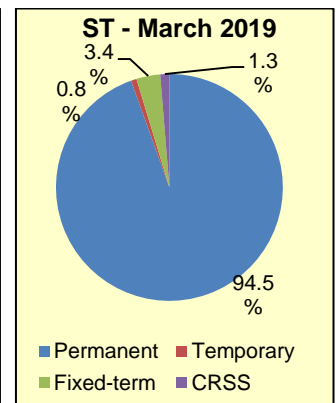
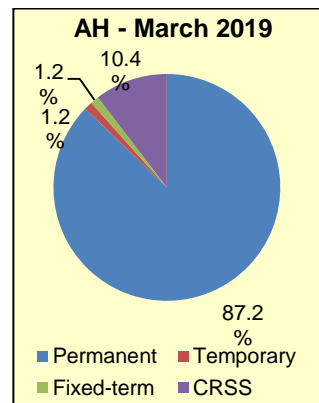
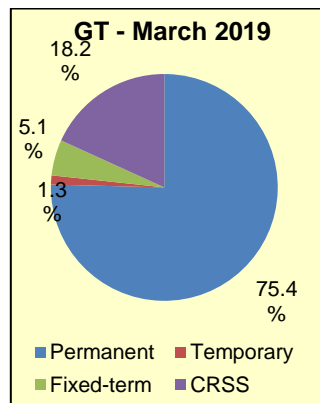
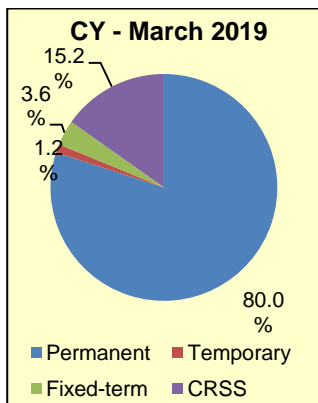
### Non-schools workforce: Staff by contract type (grouped)



	Mar-18		Mar-19	
	Count	Percentage	Count	Percentage
Permanent	8,460	80.9%	<b>7,997</b>	<b>82.6%</b>
Temporary	179	1.7%	<b>116</b>	<b>1.2%</b>
Fixed term	351	3.4%	<b>303</b>	<b>3.1%</b>
CRSS*	1,472	14.1%	<b>1,270</b>	<b>13.1%</b>
<b>Total</b>	<b>10,462</b>	<b>100%</b>	<b>9,686</b>	<b>100%</b>

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

Directorate	Permanent		Temporary		Fixed Term		CRSS*	
	Mar-18	Mar-19	Mar-18	Mar-19	Mar-18	Mar-19	Mar-18	Mar-19
<b>CY</b>	77.7%	<b>80.0%</b>	1.5%	<b>1.2%</b>	3.7%	<b>3.6%</b>	17.2%	<b>15.2%</b>
<b>GT</b>	73.8%	<b>75.4%</b>	1.4%	<b>1.3%</b>	5.0%	<b>5.1%</b>	19.8%	<b>18.2%</b>
<b>AH</b>	86.1%	<b>87.1%</b>	1.8%	<b>1.2%</b>	0.9%	<b>1.2%</b>	11.2%	<b>10.4%</b>
<b>ST</b>	89.8%	<b>94.6%</b>	2.7%	<b>0.8%</b>	5.5%	<b>3.4%</b>	2.0%	<b>1.3%</b>



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

Source Oracle HR C07 reports

## APPENDIX 3 - EQUALITIES

Non-schools workforce (excluding CRSS)					
	All staff		Leadership Group		Kent County
	Mar-18	Mar-19	Mar-18	Mar-19	2011 Census
Female	78.0%	<b>79.5%</b>	61.5%	<b>61.6%</b>	51.1%
BME	7.4%	<b>8.0%</b>	6.1%	<b>6.5%</b>	6.3%
Considered Disabled	3.9%	<b>4.1%</b>	5.0%	<b>4.4%</b>	17.6%
Faith	59.9%	<b>59.1%</b>	65.8%	<b>63.7%</b>	66.0%
LGB	2.7%	<b>3.0%</b>	3.7%	<b>3.2%</b>	
Gender Reassignment	3.3%	<b>2.5%</b>	0.0%	<b>2.9%</b>	
aged 25 and under	7.5%	<b>6.8%</b>	0.0%	<b>0.0%</b>	
aged 30 and under	17.0%	<b>16.0%</b>	0.6%	<b>0.9%</b>	
aged 31-49	42.8%	<b>42.6%</b>	44.3%	<b>45.5%</b>	
aged 50 and over	40.2%	<b>41.4%</b>	55.0%	<b>53.6%</b>	
aged 65 and over	3.0%	<b>3.4%</b>	0.8%	<b>0.8%</b>	

Directorates: All staff (excluding CRSS) March 2019						
	Female	BME	Considered Disabled	LGB	Faith	Gender Reassignment
CY	84.6%	8.7%	3.4%	2.5%	57.4%	2.3%
GT	63.6%	4.2%	4.2%	2.8%	59.3%	3.0%
AH	86.5%	10.0%	4.5%	3.6%	61.9%	2.9%
ST	70.9%	5.6%	4.6%	2.8%	53.2%	1.1%

Directorates: Leadership Group (excluding CRSS) March 2019						
	Female	BME	Considered Disabled	LGB	Faith	Gender Reassignment
CY	66.7%	9.5%	4.7%	2.9%	56.3%	0.0%
GT	42.3%	8.5%	2.1%	0.0%	65.0%	33.3%
AH	71.4%	0.0%	5.5%	9.1%	66.7%	0.0%
ST	61.5%	6.4%	4.8%	2.2%	67.0%	0.0%

Directorates: All staff (excluding CRSS) March 2019				
	aged 25 and under	aged 30 and under	aged 50 and over	aged 65 and over
CY	8.2%	18.5%	35.7%	1.6%
GT	7.4%	14.8%	47.0%	6.1%
AH	5.3%	14.4%	46.0%	3.9%
ST	6.3%	15.7%	32.3%	1.7%

Directorates: Leadership Group (excluding CRSS) March 2019				
	aged 25 and under	aged 30 and under	aged 50 and over	aged 65 and over
CY		0.0%	58.1%	0.0%
GT		1.9%	51.9%	3.3%
AH		0.0%	66.1%	0.0%
ST		1.6%	45.1%	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 £51,779

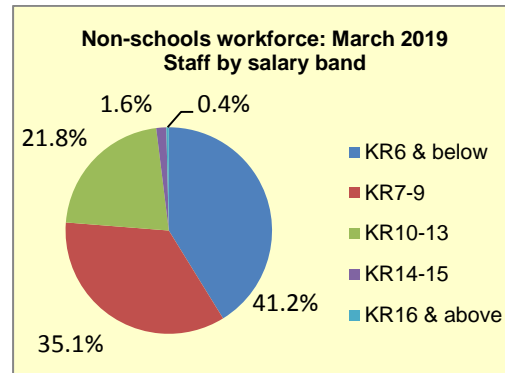
## APPENDIX 4 - SALARIES

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

KR equivalent	Mar-16		Mar-17		Mar-18		Mar-19	
	Count	%	Count	%	Count	%	Count	%
KR 6 and below	16,042	72.9%	15,328	71.9%	14,432	70.7%	<b>13,817</b>	<b>70.8%</b>
KR 7-9	3,650	16.6%	3,682	17.3%	3,659	17.9%	<b>3,573</b>	<b>18.3%</b>
KR 10-13	2,131	9.7%	2,136	10.0%	2,152	10.5%	<b>1,949</b>	<b>10.0%</b>
KR 14-15	145	0.7%	136	0.6%	142	0.7%	<b>136</b>	<b>0.7%</b>
KR 16+	33	0.1%	35	0.2%	36	0.2%	<b>32</b>	<b>0.2%</b>
	22,001	100.0%	21,317	100.0%	20,421	100.0%	<b>19,507</b>	<b>100.0%</b>

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

Grade	Mar-18		Mar-19	
	Count	%	Count	%
KR6 & below	3,573	40.6%	3,415	<b>41.2%</b>
KR7-9	3,033	34.4%	2,907	<b>35.1%</b>
KR10-13	2,030	23.0%	1,807	<b>21.8%</b>
KR14-15	137	1.6%	130	<b>1.6%</b>
KR16 & above	36	0.4%	32	<b>0.4%</b>
	8,809	100.0%	8,291	<b>100.0%</b>



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

	CY		GT		AH		ST	
	Mar-18	Mar-19	Mar-18	Mar-19	Mar-18	Mar-19	Mar-18	Mar-19
KR6 & below	32.1%	<b>31.5%</b>	55.3%	<b>55.5%</b>	48.8%	<b>47.8%</b>	22.2%	<b>18.4%</b>
KR7-9	40.1%	<b>41.7%</b>	27.2%	<b>27.4%</b>	34.6%	<b>35.1%</b>	30.0%	<b>28.6%</b>
KR10-13	25.8%	<b>25.1%</b>	16.3%	<b>15.8%</b>	15.8%	<b>16.4%</b>	42.2%	<b>44.1%</b>
KR14-15	1.9%	<b>1.6%</b>	0.8%	<b>0.8%</b>	0.7%	<b>0.6%</b>	3.8%	<b>6.4%</b>
KR16 & above	0.2%	<b>0.1%</b>	0.3%	<b>0.4%</b>	0.1%	<b>0.1%</b>	1.7%	<b>2.4%</b>
<b>Total</b>	100.0%	<b>100.0%</b>	100.0%	<b>100.0%</b>	100.0%	<b>100.0%</b>	100.0%	<b>100.0%</b>

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

## APPENDIX 5 - RECRUITMENT

### Non-schools workforce: Recruitment by diversity strand

#### Disability summary

Breakdown of applicants at each stage	2017/18						2018/19					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Disabled = Yes	1,273	5.0%	451	5.9%	62	3.3%	991	4.8%	379	5.5%	72	4.1%
Disabled = No	23,944	95.0%	7,214	94.1%	1,827	96.7%	19,628	95.2%	6,495	94.5%	1,665	95.9%
<i>Total excluding 'Choose not to declare'</i>	25,217	100.0%	7,665	100.0%	1,889	100.0%	20,619	100.0%	6,874	100.0%	1,737	100.0%
Chose not to declare	392		92		175		375		133		170	
<i>Total including 'Choose not to declare'</i>	25,609		7,757		2,064		20,994		7,007		1,907	

#### BME summary

Breakdown of applicants at each stage	2017/18						2018/19					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
BME = Yes	4,478	17.9%	1,523	20.4%	180	11.6%	3,741	17.9%	1,012	14.6%	205	10.9%
BME = No	20,486	82.1%	5,960	79.6%	1,372	88.4%	17,177	82.1%	5,914	85.4%	1,681	89.1%
<i>Total excluding 'Choose not to declare'</i>	24,964	100.0%	7,483	100.0%	1,552	100.0%	20,918	100.0%	6,926	100.0%	1,886	100.0%
Chose not to declare	402		124		23		289		81		21	
<i>Total including 'Choose not to declare'</i>	25,366		7,607		1,575		21,207		7,007		1,907	

#### Gender summary

Breakdown of applicants at each stage	2017/18						2018/19					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Female	18,739	74.5%	5,779	76.7%	1,258	80.8%	14,217	75.2%	4,956	77.1%	1,448	78.1%
Male	6,408	25.5%	1,752	23.3%	298	19.2%	4,689	24.8%	1,475	22.9%	407	21.9%
<i>Total excluding 'Choose not to declare'</i>	25,147	100.0%	7,531	100.0%	1,556	100.0%	18,906	100.0%	6,431	100.0%	1,855	100.0%
Chose not to declare	219		76		19		131		45		13	
<i>Total including 'Choose not to declare'</i>	25,366		7,607		1,575		19,037		6,476		1,868	

## APPENDIX 5 - RECRUITMENT

Religion/Belief summary												
Breakdown of applicants at each stage	2017/18						2018/19					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Religion/Belief = Yes	13,117	54.6%	3,803	53.0%	775	51.9%	10,346	52.0%	3,467	52.6%	919	51.4%
Religion/Belief = No	10,898	45.4%	3,374	47.0%	717	48.1%	9,534	48.0%	3,122	47.4%	869	48.6%
<b>Total excluding 'Choose not to declare'</b>	24,015	100.0%	7,177	100.0%	1,492	100.0%	19,880	100.0%	6,589	100.0%	1,788	100.0%
Chose not to declare	1,351		430		83		1,114		418		119	
<b>Total including 'Choose not to declare'</b>	25,366		7,607		1,575		20,994		7,007		1,907	

Sexual Orientation summary												
Breakdown of applicants at each stage	2017/18						2018/19					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Heterosexual = Yes	22,917	95.9%	6,836	96.1%	1,414	96.3%	18,999	95.7%	6,306	95.6%	1,703	95.7%
Heterosexual = No	991	4.1%	276	3.9%	54	3.7%	848	4.3%	290	4.4%	77	4.3%
<b>Total excluding 'Choose not to declare'</b>	23,908	100.0%	7,112	100.0%	1,468	100.0%	19,847	100.0%	6,596	100.0%	1,780	100.0%
Chose not to declare	1,458		495		107		1,147		411		127	
<b>Total including 'Choose not to declare'</b>	25,366		7,607		1,575		20,994		7,007		1,907	

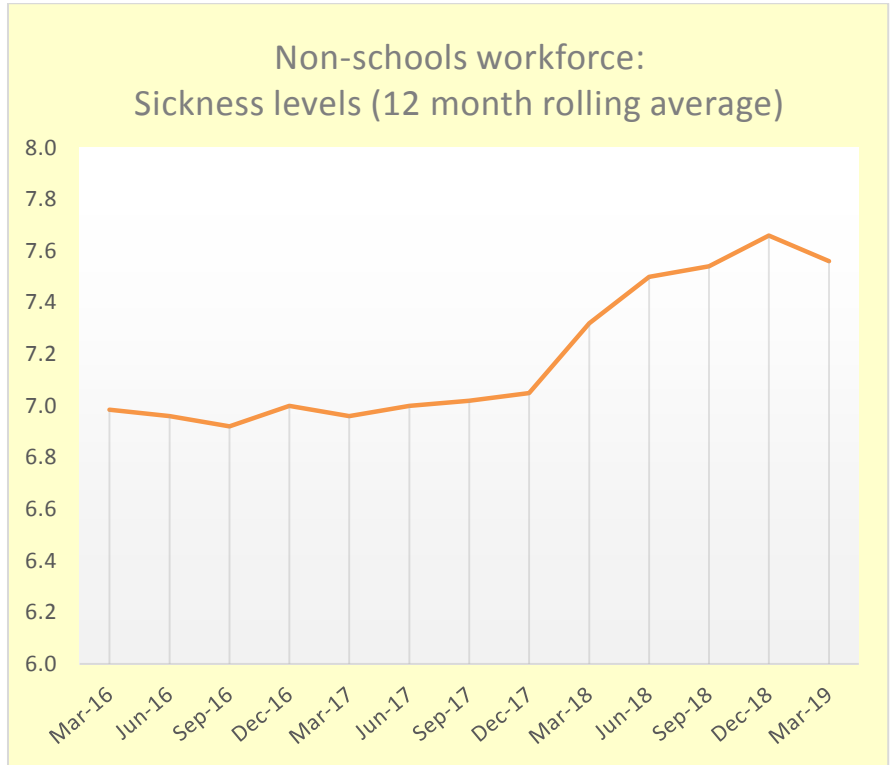
Age summary												
Breakdown of applicants at each stage	2017/18						2018/19					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Up to 19	943	3.8%	323	4.3%	73	4.7%	649	3.1%	245	3.6%	64	3.4%
20 - 25	5,687	22.8%	1,340	17.9%	262	16.9%	4,573	22.1%	1,129	16.4%	300	15.9%
26 - 35	6,643	26.6%	1,918	25.7%	418	27.0%	5,422	26.2%	1,748	25.4%	470	25.0%
36 - 45	5,097	20.4%	1,600	21.4%	315	20.4%	4,623	22.3%	1,611	23.4%	424	22.5%
46 - 55	4,831	19.4%	1,678	22.4%	338	21.9%	3,911	18.9%	1,560	22.6%	419	22.3%
56 - 65	1,699	6.8%	601	8.0%	131	8.5%	1,460	7.1%	575	8.3%	164	8.7%
over 65	42	0.2%	15	0.2%	9	0.6%	55	0.3%	21	0.3%	42	2.2%
<b>Total excluding 'Choose not to declare'</b>	24,942	100.0%	7,475	100.0%	1,546	100.0%	20,693	100.0%	6,889	100.0%	1,883	100.0%
Chose not to declare	424		132		29		301		118		24	
<b>Total including 'Choose not to declare'</b>	25,366		7,607		1,575		20,994		7,007		1,907	

**APPENDIX 5 - RECRUITMENT**

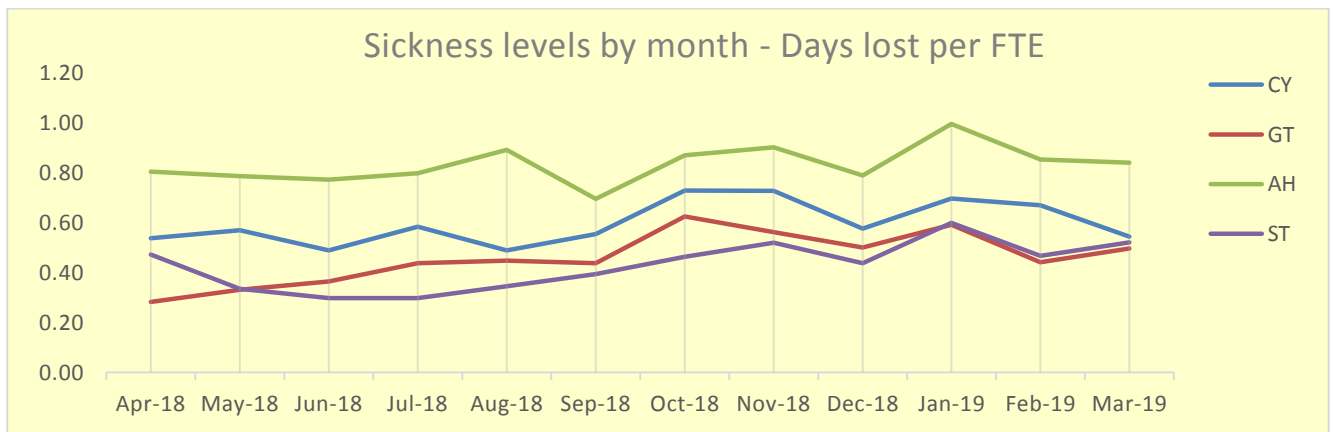
<b>Transgender</b>												
Breakdown of applicants at each stage	2017/18						2018/19					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	As % of shortlisted	Count	As % of those hired	Count	%	Count	As % of shortlisted	Count	As % of those hired
Transgender = Yes		0.0%		0.0%		0.0%	488	2.4%	186	2.7%	46	2.4%
Transgender = No		0.0%		0.0%		0.0%	20,293	98.1%	6,742	97.9%	1,834	97.4%
<i>Total excluding 'Choose not to declare'</i>	0	0.0%	0	0.0%	0	0.0%	20,781	100.4%	6,928	100.6%	1,880	99.8%
Chose not to declare							213		79		27	
<i>Total including 'Choose not to declare'</i>	0		0		0		20,994		7,007		1,907	

## APPENDIX 6 - SICKNESS

Non-schools workforce: Sickness levels Mar16 to Mar19		
Month	Days lost per FTE in month	12 month rolling average
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
Jun-18	0.60	7.50
Sep-18	0.56	7.54
Dec-18	0.62	7.66
Mar-19	0.63	7.56



Directorates: Sickness													
Directorate	Days lost per FTE												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	TOTAL
CY	0.54	0.57	0.49	0.58	0.49	0.55	0.73	0.73	0.58	0.70	0.67	0.54	<b>7.17</b>
GT	0.28	0.33	0.37	0.44	0.45	0.44	0.63	0.56	0.50	0.59	0.44	0.50	<b>5.52</b>
AH	0.80	0.79	0.77	0.80	0.89	0.70	0.87	0.90	0.79	1.00	0.85	0.84	<b>10.01</b>
ST	0.47	0.33	0.30	0.30	0.35	0.39	0.46	0.52	0.44	0.60	0.47	0.52	<b>5.16</b>



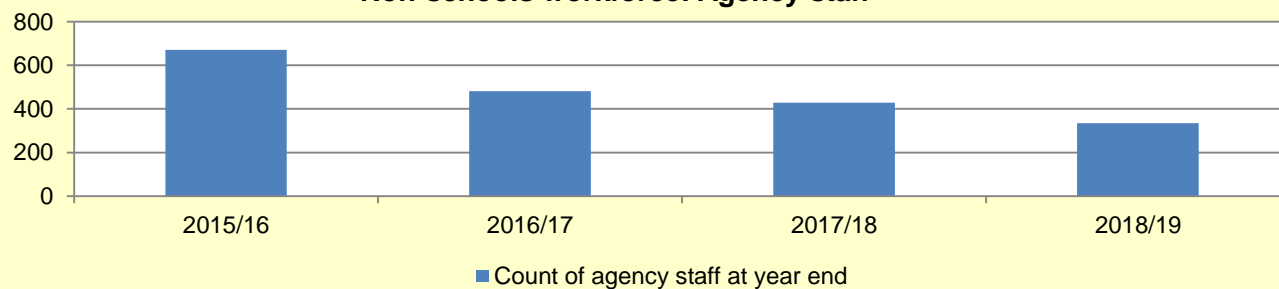


## APPENDIX 7 - AGENCY STAFF

### Non-schools workforce: Agency staff

	2015/16	2016/17	2017/18	2018/19
Count of agency staff at year end	671	481	428	335
Spend in year	£30,676,789	£22,599,819	£18,292,929	£17,427,086
Staffing budget for year	£336,094,454	£326,647,315	£323,824,849	£312,551,801
Agency spend in year as % of staffing budget	9.13%	6.9%	5.7%	5.6%

### Non-schools workforce: Agency staff



### Directorates: Agency staff

Directorate	2018/19
CY	196
GT	38
AH	67
ST	34
<b>Total</b>	<b>335</b>

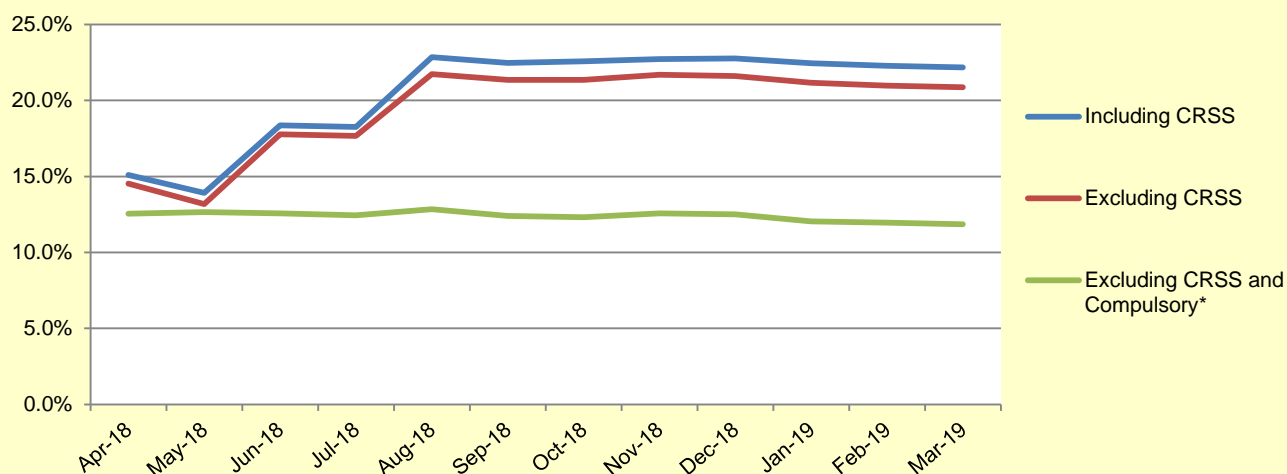
## APPENDIX 8 - TURNOVER

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

	Apr18	May18	Jun18	Jul18	Aug18	Sep18	Oct18	Nov18	Dec18	Jan19	Feb19	Mar19
<b>Including CRSS</b>	15.1%	13.9%	18.4%	18.3%	22.9%	22.5%	22.6%	22.7%	22.8%	22.5%	22.3%	22.2%
<b>Excluding CRSS</b>	14.5%	13.2%	17.8%	17.7%	21.7%	21.4%	21.4%	21.7%	21.6%	21.2%	21.0%	20.9%
<b>Excluding CRSS and Compulsory*</b>	12.6%	12.6%	12.6%	12.4%	12.8%	12.4%	12.3%	12.6%	12.5%	12.1%	12.0%	11.9%

\*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	Apr18	May18	Jun18	Jul18	Aug18	Sep18	Oct18	Nov18	Dec18	Jan19	Feb19	Mar19
<b>CY</b>	13.2%	13.3%	13.6%	13.6%	25.5%	25.4%	26.0%	26.2%	26.7%	27.1%	26.8%	27.0%
<b>GT</b>	14.5%	14.8%	14.7%	14.8%	14.8%	14.3%	14.1%	14.0%	13.7%	13.5%	13.3%	13.9%
<b>AH</b>	11.3%	11.2%	11.0%	10.7%	11.0%	10.5%	10.5%	10.5%	10.6%	10.4%	10.6%	10.6%
<b>ST</b>	29.6%	19.9%	54.0%	55.0%	56.8%	58.2%	59.2%	61.6%	62.8%	61.7%	62.6%	61.4%

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

Directorate	Apr18	May18	Jun18	Jul18	Aug18	Sep18	Oct18	Nov18	Dec18	Jan19	Feb19	Mar19
<b>CY</b>	13.5%	13.7%	13.7%	13.6%	24.6%	24.4%	24.8%	25.2%	25.5%	25.7%	25.5%	25.7%
<b>GT</b>	12.5%	12.7%	12.3%	12.3%	12.3%	11.5%	11.4%	11.8%	10.9%	10.6%	10.2%	11.1%
<b>AH</b>	9.8%	9.8%	9.4%	9.3%	9.7%	9.3%	9.3%	9.5%	9.7%	9.4%	9.7%	9.8%
<b>ST</b>	29.8%	20.0%	53.6%	54.5%	56.3%	57.6%	58.5%	61.0%	62.3%	61.0%	61.8%	60.4%

CRSS = Casual, Relief, Sessional and Supply staff

## APPENDIX 9 - LEAVERS BY LEAVING REASON

<b>Leaving Reason</b>	<b>2018/19</b>
TUPE Transfer	844
Resignation - New Employment	357
Resignation - Other	231
Resignation - Personal /Domestic Reasons	128
Retirement - Normal	114
Resignation - Career Development	67
Contract Terminated within Probation	42
End of Fixed Term Contract	41
Mutual Termination	36
PR/Casual - Not Claimed in the last 12 months	36
Resignation - Nature of Work	22
Voluntary Redundancy	22
Termination of Supply/Sessional Staff	17
Compulsory Redundancy	16
End of Temporary Contract	14
Unknown	12
Voluntary Early Retirement	11
Deceased	9
Early Retirement - Ill Health (Tier 1)	9
Resignation - Competition from other employers	6
Resignation - Pay	6
Dismissal - Capability Health	5
Resignation - Conditions of employment	5
Dismissal - Capability - Performance	3
Dismissal - Conduct	3
Dismissal - SOSR	3
Dismissal - Capability - Statutory Prohibition/Ban	1
Early Retirement - Efficiency of the Service	1
Early Retirement - Ill Health (Tier 3)	1
Second Retirement	1

**Note:**

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

<b>Leavers by leaving reason 2018/19 (grouped)</b>		
<b>Grouping</b>	<b>2018/19</b>	<b>Proportion</b>
Dismissal	74	3.59%
Redundancy	38	1.84%
Resignation	822	39.84%
Retirement	137	6.64%
Transfer	844	40.91%
Other	148	7.17%

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**By:** Eric Hotson – Cabinet Member for Corporate and Democratic Services  
Amanda Beer – Corporate Director People and Communications

**To:** Personnel Committee **Date:** 4 June 2019

**Subject:** **Total Contribution Pay Equality 2018/19**

**Classification:** Unrestricted

**Summary:** This paper provides an overview of the appraisal distribution profile and equality analysis for the 2018/19 outturn.

## 1. **BACKGROUND**

- 1.1 KCC operates an approach to performance management whereby individuals are assessed annually to establish the level of their personal contribution. For those who undergo a formal assessment, there are four ratings each with a different percentage pay award.
- 1.2 The percentage award indicates the rate of increase within the individuals grade up to its maximum.
- 1.3 The overall pay bill increase is agreed by County Council as part of budget setting.
- 1.4 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 anticipated and communicated appraisal distribution profile, actual outcome for 2018/19 and the pay award for each assessment level.

Rating	Anticipated Distribution range	Actual Outcome 2018 / 19	Pay Award
Outstanding	Circa 5%	5.5%	4.6%
Excellent	30-40%	31.7%	3.3%
Successful	55-65%	61.1%	2.4%
Performance Improvement Required (PIR)	Circa 5%	1.6%	0%

- 2.2 The overall results are comparable to last year and show an increase in the proportion of people who are rated as Excellent or Outstanding, 37.2% compared to 36.5% last year.

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

- 3.1 The Directorate breakdown of results is given in Appendix 1. Actual numbers are illustrated in the first table with percentages rather than absolute figures in the rest of the tables to make comparison simpler.
- 3.2 The analysis was based on 7,997 assignments and did not include those rated as 'Not Assessed'. There were fewer people in this category than in previous years because of the changes made to the process.
- 3.3 The directorate specific figures relate to the directorate in which the assignment now sits, rather than the directorate in which the rating was earned prior to restructuring.

### **4. ANALYSIS**

- 4.1 **Directorate** – Across KCC 37.2% of employees received a rating of Excellent or Outstanding, more than last year's figure of 36.5%. Growth Environment and Transportation (GET) and Strategic and Corporate Services (ST) have higher appraisal ratings than Adult Social Care and Health (ASCH) and Children Young People and Education (CYPE).
- 4.2 **Grade** – The grade level profile is similar to last year and there remains an increased likelihood of a higher appraisal rating for people on a higher grade.
- 4.3 **Gender** – There does not appear to be a significant difference between the sexes, as 38.2% of males were rated as either Excellent or Outstanding compared with last year 36.2%; the figure for females 37%, is also an increase on the previous year, but was just 0.4% higher. Although the results for men and women are similar, the proportion of men rated as either PIR or outstanding compared to both women and to last year's results have risen.
- 4.4 **BME** – There were small movements of between 0.5%–1.5% across categories for both the BME and White groups in the Ethnicity results, indicating no significant differences from the previous year's return. People within the BME category are more likely to be rated as Successful (75.5%) compared with White (59.4%) or Not Known (66.3%). This is consistent with last year.
- 4.5 **Disability** – There was a 2.5% increase in the number of people with a disability rated as Outstanding and a 2.1% increase in those rated as PIR. People who have stated that they have a disability are as likely to be rated as Outstanding as people who have not, however are less likely to be rated as Excellent.
- 4.6 **Belief** – Within the Religious Belief category, those choosing not to disclose any specific commitment (20.3% of staff), there is a shift of 4.5% away from the Successful measure, to show a rise of 3% and 1.3% for the Excellent and Outstanding ratings respectively. People who state that they have no belief

are the most likely to have higher appraisal ratings. Out of the overall population only 40 people do not have a recorded entry for belief. This helps give context to explain why there is a small proportion of people in this category who are rated as Excellent.

- 4.7 **Sexual orientation** – It appears that heterosexuals have a higher proportion of higher appraisal ratings, however this needs to be treated with caution statistically as there is a relatively small number of people in the “Bisexual/Gay/Lesbian” group.
- 4.8 **Gender reassignment** – This has been included for the first time as numbers, although low, have risen. It is not possible to draw any statistically reliable conclusion from the results.
- 4.9 **Age** – People in the 26-49 year old age band are more likely to have a higher appraisal rating and this is consistent with last year, however those who are in the oldest age band, 65 plus are more likely to receive a Successful rating.
- 4.10 **Part-time** –There was an increase of approximately 1% in the number of both part-time and full-time staff with higher appraisal ratings compared to last year. The ‘excellent’ rating has seen a significant increase for part-time staff and a reduction for full-time staff.
- 4.11 **Full/Part-time by directorate** – ST remains the directorate with the lowest gap of 2.3% (previously 6.3%) for higher appraisal ratings between full-time and part-time workers. All directorates show the gap reducing from the previous year, except for CYPE which remained the same at 10.8%. ASCH and CYPE have more part time people rated as PIR (4.1% and 3.3% respectively).

## 5. **CONCLUSION**

- 5.1 Overall the outturn is consistent with previous years. There is a prevailing shift within the distribution profile to move to higher appraisal ratings within the anticipated range.
- 5.2 Although a difference remains between full time and part time employees, the difference has reduced. Opportunities have been and continue to be taken to remind managers to set action plans fairly and objectively considering the individual’s opportunity to deliver, and performance is assessed 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 representative appraisal distribution profile.

**Paul Royel**  
**Head of HR & OD**  
**Ext. 416631**

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## Appendix 1.

### KCC Non Schools Results

#### Directorate Assignment Profile Summary 2018/19

18/19

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	61	1,875	842	170	2,948
Children, Young People and Education	46	1,676	830	133	2,685
Growth, Environment and Transport	18	952	597	93	1,660
Strategic and Corporate Services	5	386	270	43	704
<b>Total</b>	<b>130</b>	<b>4,889</b>	<b>2,539</b>	<b>439</b>	<b>7,997</b>

17/18

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	43	1,516	781	121	2,461
Children, Young People and Education	32	1,746	786	102	2,666
Growth, Environment and Transport	10	902	532	87	1,531
Strategic and Corporate Services	9	628	357	46	1,040
<b>Total</b>	<b>94</b>	<b>4,792</b>	<b>2,456</b>	<b>356</b>	<b>7,698</b>

#### Directorate Comparison

18/19

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	2.1%	63.6%	28.6%	5.8%	100%
Children, Young People and Education	1.7%	62.4%	30.9%	5.0%	100%
Growth, Environment and Transport	1.1%	57.3%	36.0%	5.6%	100%
Strategic and Corporate Services	0.7%	54.8%	38.4%	6.1%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

17/18

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%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Grade Level Comparison

18/19

Grade Band	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
1.KR6 or Under	1.9%	67.1%	27.3%	3.7%	100%
2.KR7-10	1.6%	60.9%	32.1%	5.5%	100%
3.KR11-13	1.1%	48.7%	40.8%	9.4%	100%
4.KR14 or Above	0.0%	33.6%	51.4%	15.0%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

17/18

Grade Band	1 - PIR	2 - Achieving	3 - Above	4 - Outstanding	Total
1.KR6 or Under	1.5%	67.0%	28.1%	3.4%	100%
2.KR7-10	1.2%	62.7%	32.0%	4.1%	100%
3.KR11-13	0.7%	51.0%	40.2%	8.2%	100%
4.KR14 or Above	0.0%	45.1%	43.8%	11.1%	100%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Gender Comparison

18/19

Gender	1 - PIR	2 - Successful	3 - Excellent	4. Outstanding	Total
Female	1.4%	61.6%	31.7%	5.3%	100%
Male	2.4%	59.4%	32.1%	6.1%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

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%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Ethnicity Comparison

18/19

Ethnicity	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
BME	2.0%	75.5%	20.1%	2.5%	100%
White	1.6%	59.4%	33.2%	5.8%	100%
Not Known	1.3%	66.3%	27.0%	5.4%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

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%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Disability Comparison

18/19

Disability	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Yes	2.1%	67.4%	24.7%	5.9%	100%
No	1.7%	60.2%	32.6%	5.6%	100%
Undeclared	1.2%	67.9%	26.5%	4.5%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

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%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Belief – Grouped Comparison

18/19

Belief	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Christian	1.5%	62.1%	30.9%	5.5%	100%
Other Belief	1.5%	67.5%	27.1%	3.9%	100%
None	2.0%	58.6%	33.5%	5.9%	100%
Undeclared	1.4%	60.9%	32.5%	5.3%	100%
Not Recorded	2.5%	82.5%	12.5%	2.5%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

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%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Sexual Orientation – Grouped Comparison

18/19

Sexual Orientation	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Bisexual/Gay/Lesbian	3.7%	63.9%	28.3%	4.2%	100%
Heterosexual	1.6%	60.6%	32.2%	5.5%	100%
Unknown/Not Recorded	1.5%	62.6%	30.4%	5.5%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

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%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Gender Reassignment

18/19

Transgender	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Choose not to declare	2.4%	61.5%	31.2%	4.9%	100%
No	1.9%	70.8%	23.8%	3.5%	100%
Prefer not to say	0.0%	88.4%	11.6%	0.0%	100%
Yes	0.0%	71.9%	26.3%	1.8%	100%
(blank)	1.6%	58.3%	34.0%	6.1%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

## Age Comparison

18/19

Age	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
1. <26	1.9%	64.8%	27.5%	5.9%	100%
2. 26-49	1.4%	58.7%	33.7%	6.1%	100%
3. 50-65	1.8%	62.9%	30.4%	4.9%	100%
65+	1.7%	72.5%	24.0%	1.7%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

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%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Full/Part Time Comparison

18/19

Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4. Outstanding	Total
Full Time	1.6%	55.2%	35.9%	7.3%	100%
Part Time	1.7%	69.1%	26.2%	3.1%	100%
<b>Total</b>	<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

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%
<b>Total</b>	<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>

## Full/Part Time by Directorate Comparison

18/19

Directorate	Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	Full Time	1.7%	54.2%	35.5%	8.6%	100%
	Part Time	2.4%	71.9%	22.4%	3.3%	100%
Children, Young People and Education	Full Time	1.9%	58.6%	33.2%	6.3%	100%
	Part Time	1.4%	69.9%	26.5%	2.2%	100%
Growth, Environment and Transport	Full Time	1.3%	50.6%	40.5%	7.6%	100%
	Part Time	0.8%	65.6%	30.5%	3.2%	100%
Strategic and Corporate Services	Full Time	0.8%	54.1%	38.4%	6.7%	100%
	Part Time	0.5%	56.7%	38.1%	4.6%	100%
<b>Total</b>		<b>1.6%</b>	<b>61.1%</b>	<b>31.7%</b>	<b>5.5%</b>	<b>100%</b>

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%
<b>Total</b>		<b>1.2%</b>	<b>62.2%</b>	<b>31.9%</b>	<b>4.6%</b>	<b>100%</b>



**By:** Eric Hotson – Cabinet Member for Corporate & Democratic Services  
Amanda Beer – Corporate Director People and Communication

**To:** Personnel Committee

**Date:** 4 June 2019

**Subject:** Staff Survey – Progress on action planning

**Classification:** Unrestricted

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**SUMMARY:** This report will be accompanied by a presentation. It is designed to provide a short update on the actions and activities being delivered in relation to learning from the staff survey. The information provides Members with an overview of the work that is underway across KCC and outlines the focus of Directorate plans.

---

## 1. Introduction

- 1.1 Further to the previous Personnel Committee where the results of the staff survey were shared, it was agreed that it would be helpful for Members to receive an update on the actions being taken forward.

## 2. Organisational engagement

- 2.1 Each Directorate Management Team had the opportunity to review the findings of the survey in-depth with support from the Engagement and Consultation Team and the People and Communications Business Partner.
- 2.2 Collating results and sharing reports was just the start. For the last few months Management teams have been working to integrate actions from the staff survey into their operational plans, and the Corporate Management Team (CMT) have asked that the information we share across KCC reminds people to keep good conversations going with line managers, and brings together the information that is helpful. Our Staff Communication priorities have reflected this, and with the implementation of new tools for collaboration, such as the new KNet, we are pulling together campaigns across a range of themes to support good management practice, learning and development and wellbeing.

## 3. Taking action

- 3.1 Corporate Directors shared their individual Directorate priorities at the Corporate Management Team Meeting. As well as putting in place action plans for improvements where required, it is important to celebrate the successes and achievements of teams and individuals and members of CMT will be taking special interest in the “Because of You” stories that are published in newsletters and on KNet.

- 3.2 Every Directorate will be continuing to promote the Leadership Capabilities and management through good conversations and have asked that specific work is done to support first line Managers.
- 3.3 **Adult Social Care and Health** reviewed all the service information at their Extended Management Team. All Assistant Directors and Heads of Service are building actions that focus on their own service into their operational plans for 2019/20.
- 3.3.1 Once these operational plans have been formally approved, the Corporate Director will work with the Directorate Organisation Development Group to develop an action plan. This will feed into the ASCH workforce plan.
- 3.4 **Children Young People and Education** have been through significant service redesign and are continuing with a programme of transformation. CYPE are planning a leadership away day once the new management cohort is in place, to include action planning in response to the survey results. The Corporate Director wants to ensure there is good communication developed around next steps for the key themes coming from the survey and the away-day discussion.
- 3.4.1 There are a couple of areas where the service want to understand more about the specific issues affecting staff, so managers will be working with their teams to set up local discussions.
- 3.5 **Growth Environment and Transport** survey results are being used to inform the OD Priorities for GET, feeding into the KCC OD plan.
- 3.5.1 Actions in response to staff feedback are being built into each service's Business Plan and further deep dive discussions are planned in some areas to better understand specific issues and appropriate actions.
- 3.5.2 GET'S joint Organisation Development Equalities and Diversity Group are reviewing results to support action-planning across the Directorate in response.
- 3.5.3 Work is already underway to support skills development and roll out of a new initiative to promote career progression across the Directorate. Further discussion and action-planning will be part of the next GET away day to include a focus on support for first-time managers and reviewing the Learning and Development offer, particularly how managers can enable and place value on time for development.
- 3.6 **Strategic and Corporate Services** have held Divisional discussions to explore areas of focus highlighted by the survey with outcomes being fed into the DMT discussion. Management action is being taken around Learning and Development to support take-up of the available opportunities, including more informal routes, and to encourage and permit staff to take responsibility for their own development.



3.6.1 Celebrating and learning from good practice has been identified as an action, alongside enabling a forum for sharing good ideas and continuous improvement. A Directorate wide action plan is being delivered and progress against this will be regularly reviewed at DMT.

#### **4. Recommendations**

4.1 Personnel Committee are asked to note the content of this report for information.

Report Author:

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

#### **Background information:**

24 January 2019 – Personnel Committee

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