

**PERSONNEL COMMITTEE**

**Thursday, 30th January, 2020**

**2.00 pm**

Wantsum Room, Sessions House, County Hall,  
Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Thursday, 30th January, 2020, at 2.00 pm**  
**Wantsum Room, Sessions House, County**  
**Hall, Maidstone**

Ask for: **Denise Fitch**  
Telephone **03000 416090**

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

#### **Membership (9)**

Conservative (7): Mr R W Gough (Chairman), Mr E E C Hotson (Vice-Chairman),  
Mr P W A Lake, Mr P J Oakford, Mrs S Prendergast 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 - 12 November 2020 (Pages 1 - 6)
- 4 Gender Pay Gap Reporting (Pages 7 - 12)
- 5 2019 Staff Survey Report (Pages 13 - 18)

6 Exclusion of the Press and Public

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 of part 1 of Schedule 12A of the Act.

**EXEMPT ITEMS**

7 Children, Young People & Education - Top Tier Restructure (Pages 19 - 34)

8 Local Pay Bargaining - 2020/21 (Pages 35 - 68)

Benjamin Watts  
General Counsel  
03000 416814

**Wednesday, 22 January 2020**

## KENT COUNTY COUNCIL

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### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Tuesday, 12 November 2019.

PRESENT: Mr R W Gough (Chairman), Mr E E C Hotson (Vice-Chairman), Mr R H Bird, Mr P J Oakford, Mrs S Prendergast, Dr L Sullivan and Mr B J Sweetland

ALSO PRESENT: Mr D Farrell

IN ATTENDANCE: Mrs A Beer (Corporate Director of People and Communications), Ms D Fitch (Democratic Services Manager) and Mr P Royel (Head of HR & OD)

### UNRESTRICTED ITEMS

#### **88. Chairman**

*(Item 1)*

It was noted that in accordance with section 17.25 of the Constitution Mr Gough, the Leader of the Council, is Chairman of the Committee.

#### **89. Membership**

*(Item 2)*

The following changes to the membership of this Committee were noted:-

- (a) Mr Gough had replaced Mr Carter
- (b) Mrs Prendergast had replaced Mrs Stockell
- (c) Mrs Bell was no longer a member of the Committee.

#### **90. Declarations of Interests by Members in items on the Agenda for this meeting.**

*(Item 4)*

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 be withdrawing from the meeting for the item on Pay Bargaining 2020-21.

#### **91. Minutes - 4 June 2019**

*(Item 5)*

(1) In relation to minute no 84 and the briefing to be provided to Members which included an analysis of whether senior managers were being disproportionately rewarded through the Total Contribution Pay (TCP) scheme, Mr Royel gave a verbal update. Mr Royel explained that initial analysis of the TCP data indicated that 20% of those on grade KR10 and above were rated "excellent" or "outstanding". These

managers have made higher awards of 'excellent' and 'outstanding' to 50% of the staff directly reporting to them. He emphasised that there was some variation between Directorates but that the analysis indicated that those senior managers that are highly rated under the TCP process are recognising and passing on higher awards to others.

(2) Mr Royel undertook to circulate a note to confirm this position and analysis to the Committee members.

(3) RESOLVED that the minutes of the meeting held on 4 June 2019 are correctly recorded and that they be signed by the Chairman as a correct record.

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

*(Item 6)*

(1) Mr Royel introduced a report which provided a 6 month update on the Annual Workforce Profile reported to the Committee in June 2019. The report provided information on the changes in staffing levels, demographics and diversity of Kent County Council's workforce in the six-month period ending 30 September 2019. As requested at the June meeting the information relating to school staff had been separated from non-school staff. He clarified that the school staff in the report worked for schools that brought their HR services from Cantium Business Solutions.

(2) Mr Royel and Mrs Beer replied to questions of detail and noted comments which included the following:

- The overall reduction in the number of agency staff was welcomed.
- Regarding the higher level of sickness absence in Adult Social Care, it was explained that this was due to a combination of factors, and that stress/mental health absence was fourth on the list of reasons for absence.
- In relation to the figures on page 25 of the report relating to equality in recruitment it would be helpful in future to have the overall demographic for Kent.
- Disappointment was expressed at the large number of "other" stated as the reason for leaving the authority and that any additional information on these might be helpful.

(3) RESOLVED that the report be noted

## **93. People Strategy 2017 to 2022**

*(Item 7)*

(1) Mr Royel introduced the second annual update on the 5 year People Strategy which had been agreed by the Committee on 3 July 2017.

(2) Mr Royel and Mrs Beer replied to questions of detail and noted comments which included the following:

- Mr Royel explained why market premiums were more appropriate to address market forces as opposed to re-grading of posts.

- In relation to the challenge over the publication of market premiums, Mrs Beer explained that individual salaries of senior managers were published and that the overall remuneration which includes both salaries and any market premiums paid to all other senior staff were published on kent.gov. She considered that there was a good level of transparency to provide assurance to Members and the residents of Kent.

(3) RESOLVED that the progress made with delivering the People Strategy be noted.

#### **94. Employee Relations Casework Activity**

*(Item 8)*

(1) Mr Royel introduced an update report on employee relations case work activity for the period 1 April 2019 to 30 September 2019 and answered questions of clarification from members.

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

#### **95. Introduction of a Shared Cost Salary Sacrifice Additional Voluntary Contribution Scheme**

*(Item 9)*

(1) Mr Royel introduced a report which provided an overview of a shared cost AVC scheme. The report set out how the proposal could provide savings to both employees and the County Council. In order to offer such a scheme a change would be required to the current LGPS discretions.

(2) RESOLVED that:

(a) the value of introducing a shared cost salary sacrifice scheme as a worthwhile extension of the employee benefits provision be noted.

(b) the employer discretion in the pension regulations be amended as set out below to enable the introduction of the scheme –

‘The Council will pay ‘Shared Cost’ Additional Voluntary Contributions (SCAVC) contributions where an employee has elected to pay AVCs by salary sacrifice. The amount of these employer SCAVC contributions will not exceed the amount of salary sacrificed by the employee. This is a Council discretion which is subject to the employee meeting the conditions for the acceptance into the salary sacrifice shared cost AVC scheme and may be withdrawn or changed at any time’.

#### **96. Dates of meetings 2020-21**

*(Item 10)*

The Committee noted the dates of its meetings in 2020-21 as follows (all meetings start at 2.00pm)

30 January 2020  
12 March 2020  
4 June 2020  
10 November 2020  
26 January 2021  
3 March 2021

#### **97. Exclusion of the Press and Public**

*(Item 11)*

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 of part 1 of Schedule 12A of the Act.

#### **EXEMPT ITEMS**

(Open minutes)

#### **98. Adult Social Care & Health - Senior Structure**

*(Item 12)*

*(Ms Southern – Corporate Director of Adult Social Care, was in attendance for this item)*

(1) Mrs Beer and Ms Southern set out proposals to realign the responsibilities of the two current Director roles in the Adult Social Care and Health Directorate, creating two new Director of Adult Social Care and Health roles. Endorsement of the proposal was sought the Personnel Committee prior to a recommendation to the full County Council in December 2019.

(2) RESOLVED that County Council be requested to agree a revised structure as set out in (a) and (b) below

(a) the posts of Director of Partnerships and Director of Operations in the Adult Social Care and Health Directorate be deleted and two new Director ASCH roles be introduced, as described in Appendix 1 to the report

(b) the two Director roles be organised on a geographical basis with one covering East Kent and the other North and West Kent.

(c) the recruitment process for the new roles begin immediately but that no appointment be made prior to the full County Council agreeing the revised structure at its December meeting.

#### **99. Pay Bargaining 2020-21**

*(Item 13)*

*(Mr Farrell was invited to participate in the discussion on this item but took no part in the decision making)*



(1) Mr Royel introduced a report which summarised the position on the 2019/20 Local Pay Bargaining process. Also confirmed were the principles agreed last year to ensure that the pay structure was sufficiently robust. Mr Farrell was invited to participate in the discussion on this item.

(2) RESOLVED that the principles agreed by the Committee last year and the basis of this year's pay bargaining be noted.

*(In accordance with her declaration of disclosable pecuniary interest Dr Sullivan withdrew from the meeting for this item)*

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**By:** Shellina Prendergast – Cabinet Member for Communications, Engagement and People  
Amanda Beer – Corporate Director People & Communications

**To:** Personnel Committee **Date:** 30 January 2020

**Subject:** **Gender Pay Gap Reporting**

**Classification:** Unrestricted

**Summary:** KCC is legally required to publish an annual Gender Pay Gap Report (GPGR). This was done for the first time in March 2018 based on data from March 2017. This paper provides the third report, which is based on data from March 2019, prior to publication for consideration by the Personnel Committee.

## 1. **BACKGROUND**

- 1.1 Since April 2017, all organisations that employ over 250 employees have been required to calculate and report annually on their gender pay gap. This shows the difference in average earnings for men and women. For the public sector, the calculation is based on the hourly pay rate for each employee during the pay period that includes 31 March.
- 1.2 There are ‘set’ calculations that are intended to illustrate the difference in hourly pay and other payments between men and women. The mean percentage shows the difference in the average pay and the median is the middle value for all the payments when put in a list. We are also required to show the proportions of men and women receiving a bonus and the gender proportions in each quarter of the pay structure.
- 1.3 The data generated for the Gender Pay Gap Report and its results are not the same as for equal pay. Equal pay concentrates on the difference between males and females undertaking roles of equal value, i.e. on the same grade.

## 2. **RESULTS**

2.1 To aid comparison the results are tabulated below:

<b>Measure</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Mean Gender Pay Gap (%)	12.6	11.1	12.0
Median Gender Pay Gap (%)	18.2	11.7	13.0
Mean Bonus Pay Gap (%)	25.1	31.7	16.3
Underlying Mean Bonus Pay Gap (%)	-	6.3	5.6
Median Bonus Pay Gap (%)	14.3	16.7	0
Proportion of male employees receiving a bonus (%)	3.1	4.1	3.3
Proportion of female employees receiving a bonus	2.9	2.5	2.3

## Pay Quartiles by Gender

Band - Male	2016/17	2017/18	2018/19
Lower Quartile (%)	20	20	19
Lower Middle (%)	17	18	16
Upper Middle (%)	25	23	20
Upper Quartile (%)	30	30	29

Band - Female	2016/17	2017/18	2018/19
Lower Quartile (%)	80	80	81
Lower Middle (%)	83	82	84
Upper Middle (%)	75	77	80
Upper Quartile (%)	70	70	71

### 3. ASSESSMENT

- 3.1 Mean and median gender pay gap figures fall between the two previous reported values.
- 3.2 The mean and median bonus figure is significantly lower and therefore has moved in the right direction. Given the definition used to calculate 'bonus' this only applies to a low number of people meaning any small change can appear to have a large effect. For example, by removing the payments above £500 lowers the gap to 5.6%. This highlights the need to be cautious when interpreting the results and drawing conclusions.
- 3.3 There are a greater proportion of women in the pay quartiles above median.
- 3.4 If we assess the gender pay gap on an individual grade basis, weighting the figure according to the number of women who work in that grade then adding the proportional pay gaps together, an overall proportional pay gap of 2.68% emerges. This calculation is not an official government required statistic and has been done to enhance the statutory requirements and look in more detail at the underlying data.
- 3.5 It is important to ensure that the narrative explaining the results is sufficiently clear and robust to mitigate the risk of a misinterpretation of what the data is indicating.
- 3.6 There are many factors impacting the Gender Pay Gap figures such as salaries on appointment, progression awards, job segregation (jobs 'preferred' by men or women). All these need to be designed and operated without bias to help reduce the gender pay gap.
- 3.7 Last year we implemented changes to the managing performance / Total Contribution Pay cycle to ensure as many people as possible receive an appraisal rating resulting in a pay increase from 1 April. Previously there was a 9-month aggregate rule which deferred an assessment. Although payments were backdated appropriately, removing this rule helps ensure that people receive pay increases in a consistent and timely way. This is expected to have

a positive contribution in reducing the gap but will be both proportionate and over an extended period.

- 3.8 Opportunities are taken, including through KMail, KNet, ELearning, Guidance, to engage with managers and remind them about their responsibilities to deliver fairness and equality in the round. This is intended to help treat everyone in an unbiased way and reduce the Gender Pay Gap figure over time.

#### **4. CONCLUSION**

- 4.1 There are numerous factors which influence the gender pay gap figure. KCC continually reviews policies, procedures and processes to ensure they are gender neutral in their design and operation.
- 4.2 As a result of the way it is calculated the Gender Pay Gap will require time to address and correct. Our progress to date is positive with scope for further improvement.
- 4.3 Attached is the proposed report and narrative that will be published both on kent.gov.uk and the relevant Government website in March 2020.

#### **5. RECOMMENDATIONS**

- 5.1 Personnel Committee is asked to consider the report and endorse the proposed statement.

**Paul Royel**  
**Head of HR & OD**  
**03000 416631**

#### **Background Documents:**

Personnel Committee – Mandatory Gender Pay Gap Reporting and Statement – 24 January 2019.

**Kent County Council**  
**Gender Pay Gap Reporting Statement**

**2019**

**What is Gender Pay Gap Reporting?**

This is the third Gender Pay Gap Report. For the public sector, the calculation is based on the hourly pay rate for each employee during the pay period that includes 31 March each year.

The gender pay gap is not the same as equal pay. Most organisations that pay men and women the same rate for work at the same level will still have a gender pay gap. This is because of the different proportions of men and women working across the whole organisational structure. If there are proportionately more men at higher levels within organisations this is what the gender pay gap figures highlight. By undertaking this calculation, it helps organisations understand their own position and to consider ways to reduce the difference. Figures from the Office of National Statistics (ONS) indicate that the average pay gap in the UK is currently 17.3%.

**What we need to calculate**

The legislation sets calculations to show the difference in hourly pay and other payments between men and women across the whole of the organisation. The mean percentage shows the difference in the average pay and the median is the middle value for all the payments when put in a list. In line with legislative reporting requirements, we also need to show the proportions of men and women receiving an amount outside of the hourly pay calculation, this is referred to as a bonus in terms of the regulations and the gender proportions in each quarter of the pay structure.

**Our data**

This is Kent County Council's (KCC) annual gender pay gap report for the snapshot date of 31 March 2019.

- The mean gender pay gap for KCC is 12.0% and the median is 13.0%.
- The mean gender bonus pay for KCC is 16.3% and the median is 0%.
- The proportion of male employees in KCC receiving a bonus is 3.3% and the proportion of female employees receiving a bonus is 2.3%.

**Pay quartiles by gender**

<b>Band</b>	<b>Males</b>	<b>Females</b>
Lower quartile	19%	81%
Lower middle quartile	16%	84%
Upper middle quartile	20%	80%
Upper quartile	29%	71%

**What the figures indicate**

- **Pay** – The gender pay gap for KCC is significantly below the national average, which is positive - 12.0% v 17.3% respectively. The difference is explained by the

higher proportion of men in the upper middle and upper pay quartiles, although there is a higher proportion of women in all quartiles.

- **Bonus** – This has a broad definition within the scope of gender pay gap reporting requirements and KCC does not operate a traditional bonus scheme. As can be seen from the figures, only a small proportion of the workforce received these payments and the data needs to be interpreted carefully because of this. For example, by excluding payments above £500 the mean bonus pay gap reduces to 5.6%. This highlights the need to be cautious when interpreting the results and drawing conclusions as the numbers of people receiving a bonus is low. Comparing the figures with 2018 shows that there is a decrease in the number of both males and females receiving a bonus.
- **Gender distribution** – The proportion of women to men across KCC is c77% v 23% respectively. Within the lower half of the organisation the balance is further in favour of women, however the proportion changes by around 10% within the upper quartile. There is therefore still a significantly greater proportion of women in each of the pay quartiles. This may help explain why the KCC mean gender pay gap is lower than the national average.

### The wider KCC context

KCC is very clear that gender should not limit or define choices in or outside of the workplace. Reduction in the gender pay gap is dependent on many factors including societal expectations and norms. Aspects which are in our control involve the whole employment cycle such as recruitment, career progression, maternity / return to work, leadership development, apprenticeships, learning culture, self-empowerment and the use of Flexible working arrangements. We seek to identify and address barriers as a way of making practical and positive changes in the context of a supportive management culture.

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

- A simple and robust approach to job evaluation is intended to ensure people are paid in a fair and consistent way for the roles which they undertake across the authority.
- Inclusive and accessible training – much training is now eLearning based which enables greater access and availability and is not dependant on where and when people work.
- Enhancing conversation and dialogue within our approach to managing performance will help individuals discuss their aspiration and identify the appropriate development and support to achieve these.
- Diversity training is promoted to all which increases knowledge and awareness of all aspects of equality and inclusion for protected characteristics.
- Staff groups are forums set up to support the equality and diversity agenda.

There are four:

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

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

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

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

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

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

I confirm that the data reported is accurate.

**David Cockburn**  
**Head of Paid Service**



**By:** Shellina Prendergast – Cabinet Member for Communications, Engagement and People  
Amanda Beer – Corporate Director People & Communications

**To:** Personnel Committee

**Date:** 30 January 2020

**Subject:** 2019 Staff survey report

**Classification:** **Unrestricted**

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**SUMMARY:** This report sets out the headline results from this year's staff survey, and the next steps for distribution and action-planning.

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## **1. Introduction**

- 1.1 The new format KCC Staff Survey was introduced in 2018, giving us baseline data to monitor a set of indicators for the organisation across 13 themes.
- 1.2 The 2019 Staff Survey ran for a period of three weeks from 8 to 28 October.
- 1.3 All 8460 KCC staff had the opportunity to take part in the staff survey and 4,400 (52%) took part – an increase of 1% from 2018.
- 1.4 The staff survey results can be seen here:  
<https://kentcountycouncil.sharepoint.com/sites/KNet/documentsmain/Staff%20Survey%202019.pdf>
- 1.5 This year's survey results show positive movement in all themes, with nine of those being statistically significant positive increases. The biggest positive increase is for Learning and Development.
- 1.6 In a change to last year and in response to feedback, Casual Relief and Sessional Staff (CRSS) were invited to participate in the survey and their returns are included in the response rate figures. However, because casual staff are managed differently and the purpose of producing reports is to support appropriate action planning, the survey reports do not include the responses from CRSS. These will be reported on separately.
- 1.7 The 'free topic' question was focussed on carers this year. This is reported in the main KCC report (the statements that all KCC staff could answer) and the characteristics report (statements that only carers responded to).

## 2. 2019 results against 2018 actions

2.1 This year's responses show statistically significant increases in the positive responses for most of the areas of focus that formed the 2018 CMT and whole KCC action plan:

- Learning, development and career opportunities
- Wellbeing and work/life balance
- Leadership and managing change
- Employee voice: Innovation, ideas and the opportunity to challenge
- Feeling valued by the wider organisation
- Strengthened manager conversations

2.2 Another area of focus over the last year has been our **employee package**. This has been promoted through our corporate communication channels and via discussions at management meetings and staff forums. The result for employee satisfaction with the total employee package has seen a slight decrease in positive responses (-0.4%). This is not a statistically significant change; however, it is an area we will continue to focus on throughout the year in our action planning. It may be that raising awareness has raised expectation in the context of personal experience, so it will be important to continue to focus on effective development of the manager-led conversations.

## 3. Highlights from our preview action plan

3.1 Looking across all 13 themes of the survey, there are indicators throughout that better conversations are happening. Directorates have done a considerable amount of work on the importance of the manager and the role of the first line manager and the benefits of this are showing in the results.

3.2 In correlation with the 2018 action plan, a number of statements that had the lowest positive results within their section last year have seen the biggest increases in positive responses this year:

### **My Work**

While still an area for improvement, staff feel more involved in the decisions that affect their work. There has also been a significant increase in positive responses for staff feeling able to prioritise and complete their work in the time expected.

### **Resources and Workload**

Positive responses about achieving a good work/life balance and making use of flexible working opportunities have also both significantly increased.

### **Learning and Development**

All four statements in this section have seen a significant increase in positive responses.

It is worth noting that the statement 'There are opportunities for me to develop my career within KCC' had the lowest percentage of positive responses last year. There has been targeted communications and engagement activity over the last year, encouraging colleagues to take responsibility for their career development and asking managers to make it a regular topic of conversation. While this remains an area with room for improvement, positive responses against this statement have increased more than any other statement in the section.

### **My Team**

This remains an area of very high positive responses and, notably, the statements around innovation and collaboration have seen a significant increase.

### **My Manager**

All 13 statements in the 'My Manager' section have seen a significant increase in positive responses.

The biggest increase is for 'I feel empowered by my manager to do my job' and this ties in with the earlier statement about staff feeling more involved in the decisions that affect their work.

This section also shows the link between better manager conversations and the increase in positivity about career development. The statement 'My manager helps me identify what I need to do to develop my career in KCC' increased positive responses by 4.1%.

Also, in this section are the statements to monitor our approach to managing performance through regular feedback and conversations. The increase against these statements is again evidence that better conversations are happening.

### **Inclusion and Fair Treatment**

Most notable in this section is the increase for the statement 'I feel valued for the work I do'. The increase closes the gap between feeling valued by your line manager and feeling valued by KCC.

### **My wellbeing**

Positive responses have increased against the statements in this section that evidence KCC cares about staff i.e. staff are able to discuss any issues and believe positive action will be taken.

As a consequence, the biggest increase in this section is against 'I believe that KCC cares about the wellbeing of its staff'. It remains the statement with the least positive responses in this section but has increased by 5.3%

### **Organisational culture**

The responses this year show that staff feel more able to challenge the status quo and to try new ideas. There is also a significant increase in positive

responses to the statement 'I feel able to challenge inappropriate behaviour in the workplace'.

### **Organisational Objective and Purpose**

The responses under this theme have remained static with no significant change reported. The statements in this section do have some bigger percentages of 'neither' responses, suggesting that there is still opportunity to strengthen staff understanding of and connection to broader objectives.

The lack of movement could also be symptomatic of the focus on line manager relationships over the last year

### **Leadership and managing change**

Seven out of the nine statements have seen a statistical increase in positive responses, showing incremental change.

However, the responses this year suggest that connection to senior leadership and decision-making beyond immediate team continues to be an area to improve.

The percentages of 'neither' responses are high compared to other areas, suggesting that this feedback is about visibility of, and access to, senior leadership.

### **Pay and benefits**

There has been a significant increase in the statement 'I feel appropriately paid for the job that I do'.

As noted above, there has been a slight decrease for both statements about employee package and TCP although neither are statistically significant.

### **Employee engagement**

The statements in this section show that the gap has marginally closed between staff pride and attachment to KCC and their pride/ attachment to their service.

Overall, employee engagement has increased by 2.9%, which reflects an improvement in the lived experience of staff.

### **My plans for the future**

All statements have significantly increased, showing that fewer staff currently want or have plans to leave KCC.

### **Caring responsibilities**

This was a new set of statements introduced this year, following a discussion at CMT, so there are no comparators with last year.

- 3.3 The responses show that there is an opportunity with this year's action plan to raise awareness of our support for employees who are carers.

3.4 The statements that were asked of those who identify as being a carer were included last year as part of the 'About you' questions. As with last year, these will be reported on separately as part of the characteristics report.

#### **4. 2019/20 action plan priorities**

4.1 This year's report indicates that focus should remain on those areas identified last year as they continue to represent the areas with opportunity to improve:

- Professional and career development
- Link to decision making at a local level
- Connection to broader decision making and understanding of our political environment
- Strengthened manager conversations
- Line of sight between individuals and strategic objectives
- Support for innovation and challenge
- TCP
- Connection to senior leadership

4.2 There is already activity underway to explore awareness of last year's changes to TCP and this will make use of 2019 staff survey reports to effectively target additional engagement activity and support.

4.3 In addition to the topic areas outlined above we will also be developing several collaborative networks to build on the activity of the Middle Manager/Your Voice Group (that we nickname the T200). Business Change and technology adoption will be a central feature of our engagement work and will be targeted specifically to engage our customer-facing workforce to ensure they are supported to make effective use of the tools at our disposal.

4.4 The programme plan detailing timelines, actions and activities is being developed now that Divisional and Service Level data has been cascaded.

#### **5. Ongoing actions**

5.1 Directorate and divisional reports were shared with managers before the Christmas break.

5.2 Service-level reports were issued from week commencing 06 January. Characteristic reports at whole-KCC and directorate level are due to be complete by early February.

5.3 Directorate action planning to support conversations in each service is underway. From March 2020 we will share Directorate Planning with staff using engagement channels to connect what staff have told us with what action we have taken.

5.4 The second phase of staff engagement and communication activities regarding the whole KCC data and actions will be shared with staff early in

February and communication will be ongoing throughout the year to evidence action against key indicators.

5.5 Manager toolkits have already been shared alongside the data sets to support action planning. In addition, we are developing a new hub on KNet for managers and staff to ensure information, advice, guidance and development support are collated, easy to find and in the long term we hope this will be interactive to support collaboration. The core work will be ready to launch for the start of objective setting late in March.

## **6. Recommendation**

6.1 Personnel Committee are invited to discuss and note the staff survey outcomes and the report including the areas of focus for development of the 2019/20 corporate action plan.

Report Author:

Diane Trollope  
OD and Engagement Service Manager  
**03000 416781**

Kate Nowowiecki  
Engagement Development Manager  
**03000 410287**

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda Item 7

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Agenda Item 8

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