

PERSONNEL COMMITTEE

Tuesday, 10th November, 2020

2.00 pm

Online





AGENDA

PERSONNEL COMMITTEE

Tuesday, 10th November, 2020, at 2.00 pm
Online

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

Membership (9)

- Conservative (7): Mr R W Gough (Chairman), Mrs S Prendergast (Vice-Chairman), Mr Eric Hotson, Mr P W A Lake, Mr P J Oakford and Mr B J Sweetland and 1 vacancy
- Liberal Democrat (1) Mr R H Bird
- Labour (1) Dr L Sullivan

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 - 30 January and 19 March 2020
 - a) Minutes - 30 January 2020 (Pages 1 - 6)
 - b) Minutes - 19 March 2020 (Pages 7 - 8)
- 4 Annual Workforce Profile - update (Pages 9 - 30)
- 5 People Strategy 2017 to 2022 (Pages 31 - 44)
- 6 Employee Relations Casework Activity (Pages 45 - 50)
- 7 Introduction of a Shared Cost Salary Sacrifice Additional Voluntary Contribution Scheme (Pages 51 - 54)

8 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, 4 and 5 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

- 9 Term Time Only Staff (Pages 55 - 56)
- 10 Pay Bargaining (Pages 57 - 58)
- 11 Update on Top Tier posts (Pages 59 - 72)

Benjamin Watts
General Counsel
03000 416814

Monday, 2 November 2020

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Thursday, 30 January 2020.

PRESENT: Mr R W Gough (Chairman), Mrs S Prendergast (Vice-Chairman), Mr Eric Hotson, Mr R H Bird, Mr P W A Lake, Mr P J Oakford and Dr L Sullivan

ALSO PRESENT: Mr J Burden

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

UNRESTRICTED ITEMS

100. 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 be withdrawing from the meeting for the item on Local Pay Bargaining.

101. Membership

The Committee noted that Mrs Bell was no longer a Member of the Committee and that Mr Hotson had resigned as Vice-Chairman of the Committee.

102. Election of Vice-Chairman

Mr Oakford proposed and Mr Gough seconded that Mrs Prendergast be elected Vice-Chairman of the Committee. There being no other nominations this was agreed without a formal vote.

103. Minutes - 12 November 2019 *(Item 3)*

RESOLVED that the minutes of the meeting held on 12 November 2019 are correctly recorded and that they be signed by the Chairman as a correct record.

104. Gender Pay Gap Reporting *(Item 4)*

(1) Mr Royel referred to the legal requirement for the County Council to publish an annual Gender Pay Gap Report (GPGR). This report had been published for the first time in March 2018 based on data from March 2017. The report provided the third annual GPGR report, based on data from March 2019. Circulated with the report

was the proposed GPGR statement for consideration and endorsement prior to publication.

(2) Mr Royel circulated comparable data with other local authorities which indicated that KCC was in the middle range of the table.

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

- (a) Mr Royel stated that it was difficult to compare data on bonuses as there was an inconsistency in interpretation between local authorities. KCC's interpretation was that this included any payment made during the year except Total Contribution Pay. He confirmed that it did not include contractual payments such as market premiums.
- (b) Mr Royel undertook to include comparative data as part of future reports and to add Medway to the comparators
- (c) It was noted that KCC's workforce gender breakdown was 77% women and 23% men. Despite the fact that women make up the majority of the highest quartile, given the way in which the gap was calculated the under-representation of male employees of just 19% in the lowest quartile, had a significant effect.

(4) RESOLVED that the proposed Gender Pay Gap Report statement be endorsed for publication.

105. 2019 Staff Survey Report

(Item 5)

(Ms Trollope, Head of Engagement & Consultation, and Ms Tinsley, Performance and Analytics Manager were present for this item.)

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

(1) Ms Trollope introduced a report which set out the headline results from the 2019 staff survey and the next steps for distribution and action-planning.

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

- (a) Ms Trollope confirmed the ways in which the results of the survey were shared with staff and managers, including use of the intranet.
- (b) Mrs Beer explained that the overall outcome of the staff survey was reported to this Committee. She assured Members that action plans to respond to the survey were considered at Departmental Management level and outcomes delivered via officer performance management tools.
- (c) Members commended Ms Trollope and her team on achieving a 52% return for the survey and the amount of work carried out to develop this years survey.
- (d) In relation to a request to report to the Committee on progress with actioning the outcomes from the survey, Mrs Beer stated that this could

be included in reports to the Committee on the Peoples Strategy. This would include how parts of the Strategy linked to the staff survey.

- (e) It was suggested that a question(s) should be included in next year's survey seeking feedback from staff on their interaction with Elected Members to gauge whether they felt that this interaction was a positive and respected experience, and to test staffs knowledge of the role of Members. It was clarified that staff who did not have contact with Members should be able to state that when responding to the question(s).
- (f) Ms Tinsley answered detailed technical questions in relation to the analysis of the data and the survey methodology.
- (g) The importance of support for staff with disabilities and encouraging them to come forward so that appropriate adaptations could be made for them was emphasised. Mrs Beer undertook to provide a brief for Members on the work carried out to support staff who had a disability and to ensure that they felt able to seek support from managers.

- (3) RESOLVED that the outcomes of the staff survey, the areas of focus for development of the 2019/20 corporate action plan. and the comments by the Committee be noted.

106. Exclusion of the Press and Public

(Item 6)

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)

107. Children, Young People & Education - Top Tier Restructure

(Item 7)

(Mr Dunkley, Corporate Director of Children, Young People and Education was present for this item)

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

(During consideration of this Item the Chairman had to leave the meeting and Mrs Prendergast, the Vice-Chairman assumed the Chair for the remainder of the meeting)

- (1) Mrs Beer and Mr Dunkley introduced a report which set out proposals to delete the post of Director Education, Planning and Access and create two new Director posts in the Children, Young People and Education Directorate. Endorsement of the proposal was sought from the Committee prior to a recommendation to the full County Council

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

- (a) delete the post of Director Education Planning and Access in the Children Young People and Education Directorate.
- (b) introduce a new Director – Education role and a new Director – Disabilities and Special Educational Needs role as described in Appendix 3 to the report
- (c) Subject to agreement to the above, that the recruitment process for new roles begin immediately but that no appointment be made prior to the full County Council agreeing the revised structure.

(Dr Sullivan ask that her vote against this proposal be recorded in accordance with section 16.31 of the Constitution)

108. Local Pay Bargaining - 2020/21

(Item 8)

(Mr Shipton, Head of Finance (Policy, Planning & Strategy) and Mr Pleace, Revenue and Tax Strategy Manager, were present for this item.)

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

(1) Mr Royel introduced a paper which provided a summary of the position from this year's Local Pay Bargaining process.

(2) Mr Royel, Mrs Beer, Mr Shipton and Mr Pleace answered questions of clarification from Members.

(3) The Committee discussed the request to increase annual leave for staff on KR8 bringing them into the same leave category as KR9-12. Mr Royel set out the background to this request. Mr Shipton and Mr Pleace answered questions on the potential cost of this proposal.

(4) RESOLVED that the following be endorsed and recommended to the County Council for approval:

- (a) A single pot of just over 4% for 2020/21 to be used in accordance with the Total Contribution Pay process, subject to it being noted that the Committee were content to see Annual Leave for KR 8 increased as long as this could be achieved within the 4% pay pot and the estimated 3.6% as the award for the "successful" pay rate being achieved.
- (b) In recognition of the continued desire to pay the equivalent of the Living Wage an increase to the entry value of the lowest grade to £9.35 per hour which will maintain our position above the national minimum and marginally above the Living Wage for April 2020. This will ensure that staff in this pay range receive a higher increase (3.9%) than the estimated 3.6% "successful" award and avoids splitting performance awards for these staff between annual salary and non-consolidated lump sum

(c)The Cabinet Member for Communications, Engagement and People 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)

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KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 19 March 2020.

PRESENT: Mr R W Gough (Chairman), Mrs S Prendergast (Vice-Chairman), Mr R H Bird, Mr D Farrell (Substitute for Dr L Sullivan), Mr P J Oakford and Mr B J Sweetland

ALSO PRESENT: Mrs C Bell

IN ATTENDANCE: Ms D Fitch (Democratic Services Manager), Mrs A Beer (Corporate Director of People and Communications) and Mr B Watts (General Counsel)

UNRESTRICTED ITEMS

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

None.

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

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

EXEMPT ITEMS

(Open minutes)

111. Staffing Arrangements
(Item 4)

(1) Mrs Beer and Mr Watts gave an update on staffing arrangements relating to the post of Corporate Director of Adult Social Care & Health and related interim arrangements.

(2) Mrs Bell, Cabinet Member for Adult Social Care was invited to speak and express her opinion on the proposals but took no part in the discussion or decision making.

(3) Mrs Beer and Mr Watts responded to a number of questions of clarification from Members regarding the post of Corporate Director of Adult Social Care and Health.

(4) In relation to the interim arrangements for the post of Corporate Director of Adult Social Care & Health, as three of the Group Leaders were present at the meeting, the opportunity was taken to consult them, in accordance with section 25.8 of the Constitution on the proposed interim arrangements

(5) RESOLVED that

- (a) the action set out in section 3 of the report be approved and that the Corporate Director People and Communication be delegated authority to agree the statement and reference and
- (b) in accordance with the provisions in the Personal Management rules (section 25.8 of the Constitution), it be noted that the Leader of the Council, the Leader of the Opposition and the Leader of the Labour Group, had been consulted and supported the proposal to appoint Richard Smith as the Interim Corporate Director of Adult Social Care and Health.

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

To: Personnel Committee – 10 November 2020

Subject: Annual Workforce Profile Update

Classification: Unrestricted

Past Pathway of report: None

Future Pathway of report: None

Electoral Division: All divisions.

Summary: This report provides an update to the Annual Workforce Profile report, presented to members of Personnel Committee in June 2020. It provides information on the changes in staffing levels, demographics, and diversity of Kent County Council's workforce in the six-month period ending 30 September 2020.

Recommendation:

The Personnel Committee is asked to note the latest workforce profile.

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

1.1. KCC Non Schools

Staffing levels in the non-schools' workforce have increased slightly since the start of the year and the full-time equivalent is now 1.8% (126 FTE) higher than on 31 March 2020. However, this is predominantly as a result of the transfer of staff from GEN2.

Turnover decreased slightly to September 2020 and now stands at 10.5% compared with 13.0% at April 2020.

The first half of 2020 has shown sickness reduce over the period, with the 12-month rolling average reducing to 7.10 days lost per FTE compared to the beginning of the period which stood at 7.92 days lost per FTE. Whilst the latest data may have been affected by the current unusual working arrangements for many, our overall absence levels are a positive reflection of the work undertaken for several years.

As of 30 September 2020, there were 85 employees accessing the apprenticeship training within the KCC non-schools' sector and 7 in LATCos.

As of September 2020, 96 posts advertised, an increase on the May 2020 figure of 49 posts. KCC continues to attract people from across the protected characteristics.

September 2020 figures show 380 agency staff employed in the Non-schools' sector, an increase on the March 2020 figure of 365. The majority are employed in the CY directorate, mainly in 'social worker' roles.

31 people were made redundant in the first half-year with an average payment of £21,521. This figure is estimated as the date of leaving due to redundancy and the redundancy payments do not necessarily occur in the same period.

1.2. Directorates

As previously highlighted, there are large variances in the profile of Directorates in the types of employees, contracts and salary levels they have.

Year to date figures for the Directorates show that sickness levels were highest in Adult Social Care and Health (AH) at 10.9 days lost per FTE in the first half year and lowest in ST at 4.05 days lost per FTE.

The twelve-month rolling turnover figure to the 30 September 2020 varied between the Directorates, from 6.8% in ST to 11.3% in CY (exc. Casual Relief, Sessional or Supply contracts (CRSS)).

Analysis of the workforce by diversity strand shows quite wide variation by Directorate. As an example, female staff account for 66.7% of the AH leadership group but 35.4% of GT's. Analysis of the age profile in Directorates shows CY to have the highest proportion of younger staff at 7.9% and GT to have a higher proportion of older staff at 7.2%.

2. Further information

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

- Appendix 1 Staffing levels and Contract details
- Appendix 2 Agency staff
- Appendix 3 Salaries
- Appendix 4 Turnover
- Appendix 5 Sickness
- Appendix 6 Equalities
- Appendix 7 Equality in recruitment
- Appendix 8 Leavers by Leave reason
- Appendix 9 Schools Information

3. Recommendation(s):

Personnel Committee note the content of this report and the workforce profile attached.

4. Background documents

Annual workforce profile report to Personnel Committee briefing meeting 4 June 2020

5. Contact details

Report Author:

Paul Royel, Head of HR & OD
03000 416631

Paul.Royel@kent.gov.uk

Relevant Director:

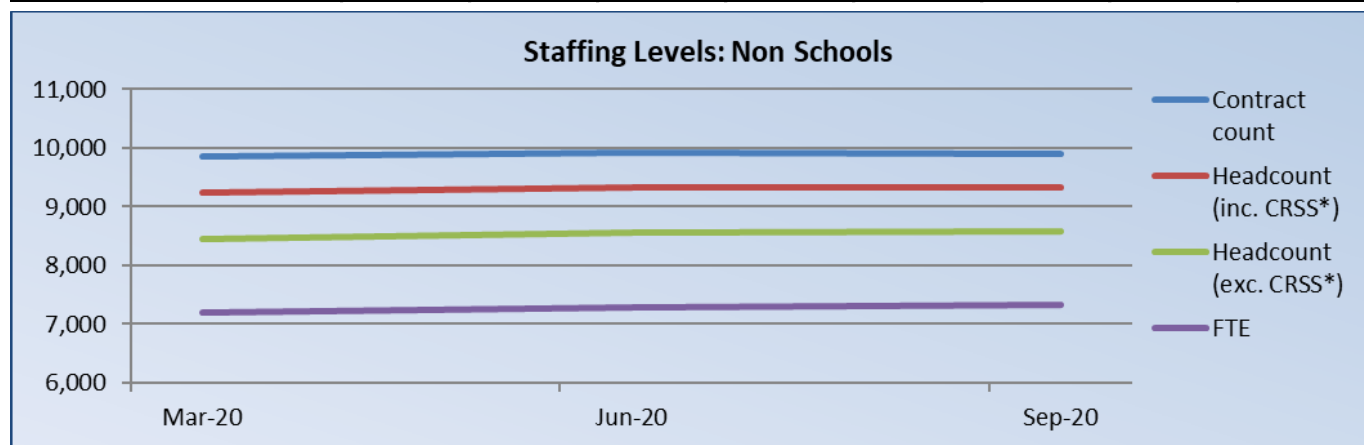
Amanda Beer, Corporate Director People & Communications
03000 415835

Amanda.beer@kent.gov.uk

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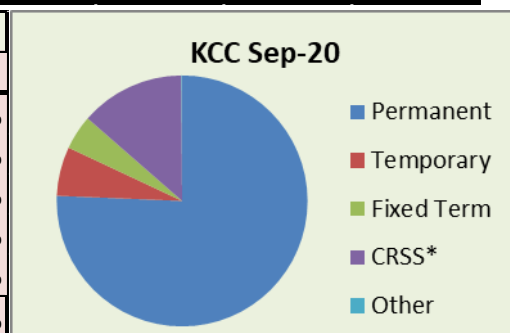
Appendix 1 – Staffing and Contract Details

Staffing Levels: The Non-Schools Workforce					
	Mar-20	Jun-20	Sep-20	Change Mar-Sep 20	
Contract count	9,857	9,922	9,895	38	0.4%
Headcount (inc. CRSS*)	9,252	9,336	9,332	80	0.9%
Headcount (exc. CRSS*)	8,459	8,550	8,573	114	1.3%
FTE	7,205.0	7,276.5	7,331.5	126	1.8%

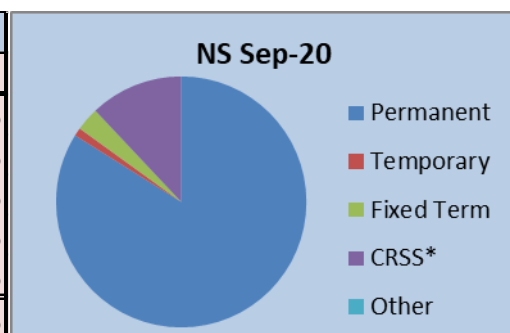


Staffing Levels: Directorates Workforce								
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services	
	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20
Contract count	3,673	3,692	2,229	2,213	3,159	3,116	796	874
Headcount (inc. CRSS*)	3,505	3,532	2,048	2,043	2,939	2,913	791	872
Headcount (exc. CRSS*)	3,079	3,121	1,810	1,806	2,790	2,782	789	870
FTE	2,744.6	2,797.1	1,369.0	1,360.1	2,364.6	2,369.6	726.7	804.7

Staff by contract type (grouped): KCC's Workforce				
	Mar-20		Sep-20	
Permanent	21,805	74.3%	22,142	75.7%
Temporary	1,881	6.4%	1,853	6.3%
Fixed Term	1,564	5.3%	1,299	4.4%
CRSS*	4,091	13.9%	3,951	13.5%
Other	17	0.1%	23	0.1%
	29,358	100.0%	29,268	100.0%



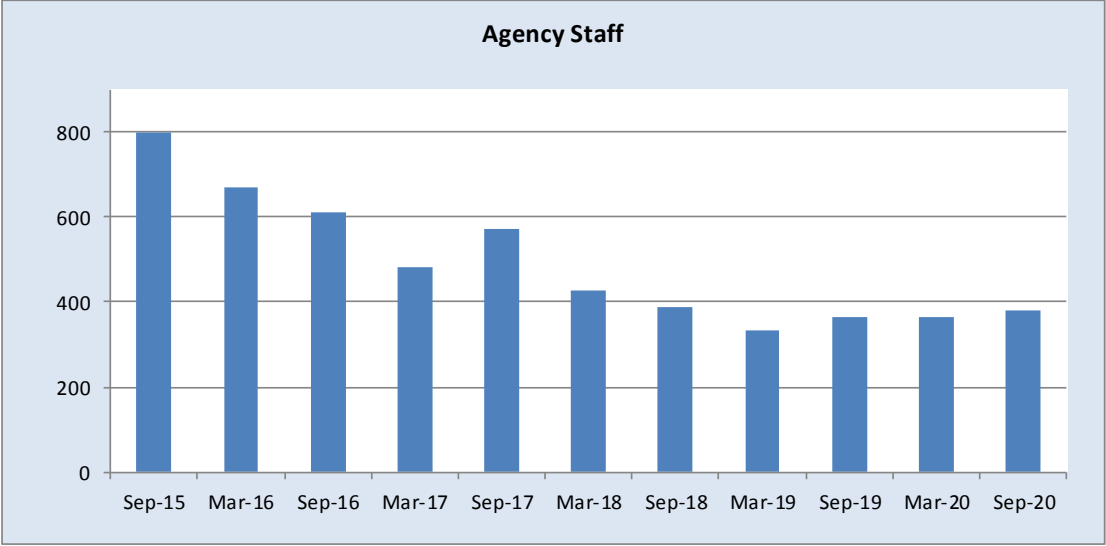
Staff by contract type (grouped): The Non-Schools Workforce				
	Mar-20		Sep-20	
Permanent	8,143	82.6%	8,301	83.9%
Temporary	95	1.0%	105	1.1%
Fixed Term	369	3.7%	298	3.0%
CRSS*	1,250	12.7%	1,191	12.0%
Other	0	0.0%	0	0.0%
	9,857	100.0%	9,895	100.0%



Staffing Levels: Directorates Workforce								
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services	
	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20
Permanent	79.5%	81.5%	77.3%	77.2%	86.9%	88.2%	95.0%	95.5%
Temporary	0.9%	1.0%	1.0%	0.9%	1.2%	1.3%	0.5%	0.7%
Fixed Term	5.0%	3.3%	4.8%	5.2%	1.5%	1.0%	4.1%	3.4%
CRSS*	14.7%	14.1%	17.0%	16.7%	10.4%	9.5%	0.4%	0.3%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Appendix 2 – Agency Staff

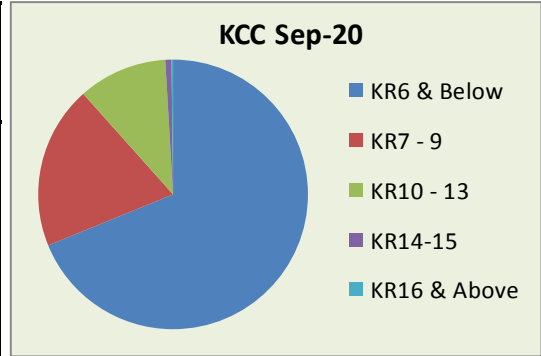
Agency Staff	
Sep-15	798
Mar-16	671
Sep-16	613
Mar-17	481
Sep-17	572
Mar-18	428
Sep-18	390
Mar-19	335
Sep-19	363
Mar-20	365
Sep-20	380



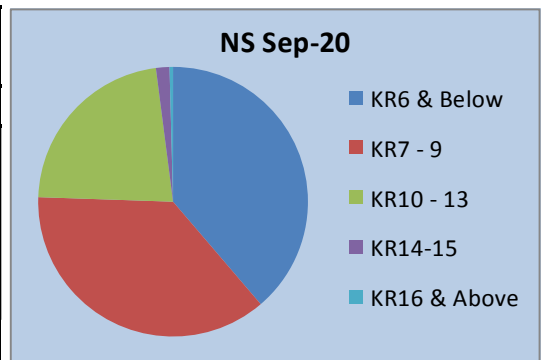
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Appendix 3 – Salaries

Staff by salary band (all staff on Kent Range grades): KCC's Workforce				
	Mar-20		Sep-20	
KR6 & Below	13,462	69.3%	13,299	68.8%
KR7 - 9	3,783	19.5%	3,780	19.6%
KR10 - 13	1,997	10.3%	2,063	10.7%
KR14-15	137	0.7%	142	0.7%
KR16 & Above	34	0.2%	36	0.2%
	19,413	100.0%	19,320	100.0%



Staff by salary band (all staff on Kent Range grades): Non-Schools Workforce				
	Mar-20		Sep-20	
KR6 & Below	3,372	39.7%	3,330	38.7%
KR7 - 9	3,103	36.5%	3,163	36.8%
KR10 - 13	1,859	21.9%	1,928	22.4%
KR14-15	133	1.6%	139	1.6%
KR16 & Above	34	0.4%	36	0.4%
	8,501	100.0%	8,596	100.0%



Staffing Levels: Directorates Workforce								
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services	
	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20
KR6 & Below	29.0%	28.4%	53.7%	53.1%	48.4%	47.7%	17.4%	16.6%
KR7 - 9	43.5%	43.9%	29.1%	29.3%	35.7%	36.1%	29.4%	29.3%
KR10 - 13	25.3%	25.4%	16.1%	16.6%	15.3%	15.7%	45.5%	46.1%
KR14-15	2.2%	2.1%	0.8%	0.7%	0.5%	0.4%	5.1%	5.6%
KR16 & Above	0.1%	0.2%	0.3%	0.3%	0.1%	0.1%	2.7%	2.5%

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Appendix 4 – Turnover

Turnover (12 month rolling average): Non Schools Workforce						
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
NS Turnover (inc. CRSS)	13.0%	12.3%	11.7%	11.4%	10.8%	10.5%
NS Turnover (exc. CRSS)	12.3%	11.7%	11.2%	10.9%	10.2%	9.9%
NS Turnover (excluding CRSS) and excluding Compulsory Redundancies/Transfers/School closing*	12.1%	11.5%	11.0%	10.8%	10.1%	9.8%

**Actual leaving reasons excluded = Compulsory Redundancy, Employee Transfer and TUPE transfer*

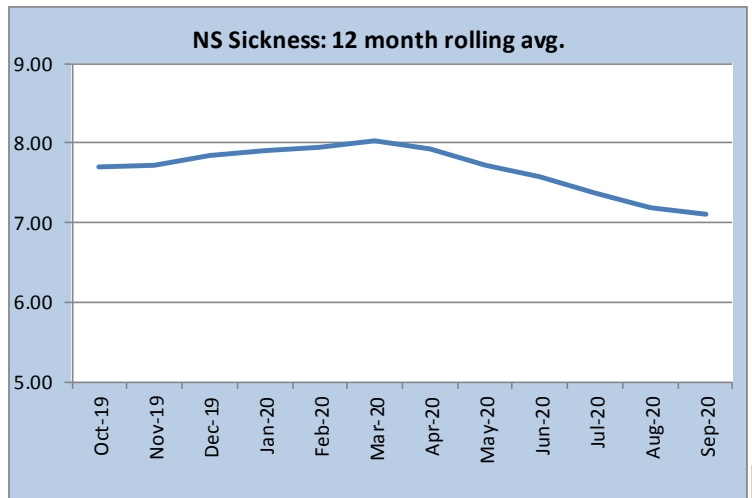
Turnover (12 month rolling average): Directorates (inc. CRSS*)						
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Children, Young People and Education (Formerly Education and Young People Services)	14.6%	13.3%	12.9%	12.6%	11.7%	11.5%
Growth, Environment and Transport	13.4%	12.5%	11.7%	11.1%	10.3%	9.6%
Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)	11.7%	11.6%	11.2%	11.2%	10.9%	10.7%
Strategic and Corporate Services	10.3%	9.7%	8.3%	7.9%	7.6%	6.9%

Turnover (12 month rolling average): Directorates (exc. CRSS*)						
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Children, Young People and Education (Formerly Education and Young People Services)	14.5%	13.4%	13.0%	12.8%	11.7%	11.3%
Growth, Environment and Transport	11.9%	11.1%	10.4%	9.9%	9.3%	8.8%
Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)	11.0%	11.0%	10.6%	10.5%	10.0%	10.0%
Strategic and Corporate Services	9.5%	9.5%	8.1%	7.7%	7.4%	6.8%

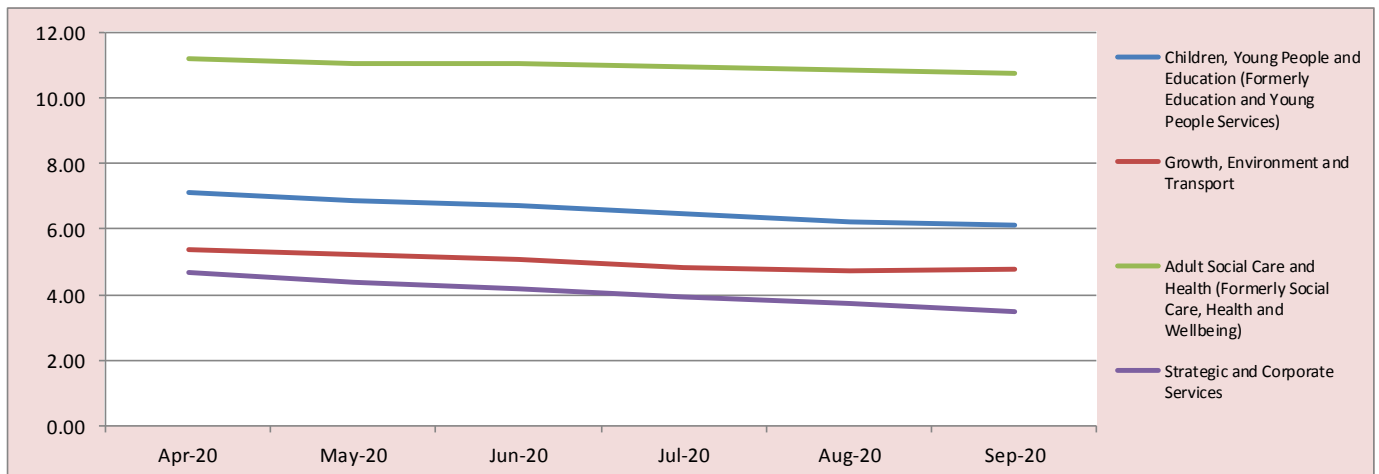
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Appendix 5 – Sickness

Sickness (year to Sep-20): Non Schools Workforce		
Month	Days lost per FTE in month	12 month rolling average
Oct-19	0.74	7.70
Nov-19	0.75	7.72
Dec-19	0.75	7.85
Jan-20	0.84	7.91
Feb-20	0.70	7.94
Mar-20	0.71	8.02
Apr-20	0.49	7.92
May-20	0.39	7.72
Jun-20	0.39	7.58
Jul-20	0.45	7.38
Aug-20	0.40	7.19
Sep-20	0.49	7.10



Sickness (12 month rolling average): Directorates (inc. CRSS*)							
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	YTD
Children, Young People and Education <small>(Formerly Education and Young People Services)</small>	7.12	6.89	6.72	6.47	6.23	6.11	6.59
Growth, Environment and Transport	5.38	5.21	5.05	4.83	4.71	4.77	4.99
Adult Social Care and Health <small>(Formerly Social Care, Health and Wellbeing)</small>	11.19	11.07	11.04	10.96	10.83	10.77	10.97
Strategic and Corporate Services	4.66	4.39	4.16	3.91	3.71	3.47	4.05



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Appendix 6 – Equalities

Equality Performance Indicators:

Equalities Performance Indicators: The Non-schools workforce				
	Non-School based staff		Leadership Group	
	Mar-20	Sep-20	Mar-20	Sep-20
% Female	79.7%	79.5%	60.3%	57.7%
% BME	8.0%	7.7%	5.7%	6.1%
% Considered Disabled	4.1%	4.1%	4.1%	4.0%
% Faith	59.1%	46.4%	47.6%	47.5%
% LGB	3.0%	2.4%	1.9%	1.8%
% Gender Reassignment	2.5%	0.6%	0.3%	0.3%

Equalities Performance Indicators: Directorates								
	Children, Young People and Education (Formerly Education and Young People Services)		Growth, Environment and Transport		Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)		Strategic and Corporate Services	
	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20
% Female	85.8%	85.7%	63.8%	63.4%	85.8%	85.9%	70.7%	70.3%
% BME	8.5%	8.7%	3.4%	3.5%	10.0%	10.0%	5.3%	5.4%
% Considered Disabled	3.4%	3.7%	4.3%	4.1%	4.5%	4.5%	4.7%	4.4%
% Faith	46.8%	46.3%	45.1%	45.0%	51.0%	49.5%	41.1%	40.3%
% LGB	2.3%	2.3%	2.9%	1.8%	2.9%	2.9%	2.2%	2.3%
% Gender Reassignment	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.3%	0.2%

Equalities Performance Indicators: Directorates (Leadership group)								
	Children, Young People and Education (Formerly Education and Young People Services)		Growth, Environment and Transport		Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)		Strategic and Corporate Services	
	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20
% Female	64.4%	62.7%	37.5%	35.4%	70.9%	66.7%	61.3%	57.9%
% BME	7.9%	7.8%	6.3%	6.3%	1.8%	3.9%	5.4%	5.6%
% Considered Disabled	5.0%	4.9%	4.2%	4.2%	5.5%	5.9%	2.7%	2.4%
% Faith	41.6%	43.1%	47.9%	50.0%	56.4%	51.0%	48.6%	48.4%
% LGB	2.0%	0.6%	0.0%	0.0%	5.5%	3.9%	0.9%	1.6%
% Gender Reassignment	0.0%	0.0%	2.1%	2.1%	0.0%	0.0%	0.0%	0.0%

Age Performance Indicators:

Equalities Performance Indicators: The Non-schools workforce				
	Non-School based staff		Leadership Group	
	Mar-20	Sep-20	Mar-20	Sep-20
% aged 25 and under	7.1%	6.6%	0.0%	0.0%
% aged 30 and under	16.2%	15.5%	0.6%	0.6%
% aged 31 - 49	42.7%	43.1%	43.5%	45.4%
% aged 50 and over	41.1%	41.4%	55.9%	54.0%
% aged 65 and over	4.0%	4.1%	1.3%	1.8%

Age Performance Indicators: Directorates								
	Children, Young People and Education (Formerly Education and Young People Services)		Growth, Environment and Transport		Adult Social Care and Health (Formerly Social Care, Health and Wellbeing)		Strategic and Corporate Services	
	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20	Mar-20	Sep-20
% aged 25 and under	8.4%	7.9%	7.6%	7.0%	5.4%	5.0%	7.4%	6.6%
% aged 30 and under	18.9%	18.4%	14.8%	13.6%	13.9%	13.4%	16.7%	16.0%
% aged 31 - 49	45.6%	45.6%	38.0%	38.2%	40.2%	40.7%	51.7%	52.5%
% aged 50 and over	35.4%	36.1%	48.4%	48.2%	45.9%	45.9%	31.6%	31.5%
% aged 65 and over	2.4%	2.4%	6.9%	7.2%	4.7%	4.8%	1.6%	1.6%

Notes:

Leadership Group = staff on KR13 or above and £53,662 minimum salary
 Figures exclude schools and casual relief, sessional and supply staff

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APPENDIX 7 - Equality in Recruitment

Equality in Recruitment Statistics (April to Sept 2020): the Non-schools workforce

Gender	Applied		Recruited	
Male	2125	30.5%	75	22.7%
Female	4848	69.5%	256	77.3%
Total	6973	100.0%	331	100.0%

Ethnicity	Applied		Recruited	
White	5722	83.6%	271	84.4%
BME	1126	16.4%	50	15.6%
Total	6848	100.0%	321	100.0%

Sexual Orientation	Applied		Recruited	
Heterosexual	6161	93.8%	293	93.6%
LGB	408	6.2%	20	6.4%
Total	6569	100.0%	313	100.0%

Disability	Applied		Recruited	
Disabled	511	4.9%	37	6.1%
Not Disabled	9815	95.1%	573	93.9%
Total	10326	100.0%	610	100.0%

Religion	Applied		Recruited	
Faith	3120	47.0%	164	53.4%
None	3516	53.0%	143	46.6%
Total	6636	100.0%	307	100.0%

Age	Applied		Recruited	
25 and Under	1935	28.1%	64	15.3%
26-35	2004	29.1%	86	20.6%
36-45	1353	19.7%	71	17.0%
46-55	1139	16.6%	70	16.8%
56-65	434	6.3%	29	7.0%
Over 65	15	0.2%	97	23.3%
Total	6880	100.0%	417	100.0%

Notes:

Figures are for Non Schools recruitment

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

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Appendix 8 – Leavers by Leaving Reason

Leaving Reason	April-September 2020
Resignation - New Employment	94
Resignation - Other	88
Retirement - Normal	57
Resignation - Personal /Domestic Reasons	32
End of Fixed Term Contract	27
Mutual Termination	16
Resignation - Career Development	15
Resignation - Pay	14
End of Temporary Contract	10
PR/Casual - Not Claimed in the last 12 months	7
Unknown	6
Voluntary Early Retirement	5
Compulsory Redundancy	4
Contract Terminated within Probation	4
Deceased	4
Resignation - Conditions of employment	4
Resignation - Nature of Work	4
Termination of Supply/Sessional Staff	4
Voluntary Redundancy	4
Dismissal - Conduct	3
Early Retirement - Ill Health (Tier 1)	3
Resignation - Competition from other employers	3
Dismissal - Capability - Performance	2
Dismissal - Capability Health	1
Early Retirement - Ill Health (Tier 2)	1
School no longer buys SPS	1
Grand Total	413

Note:

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

Non-Schools workforce: Leavers by leaving reason - April - September 2020		
Grouping	Apr-Sep 2020	Proportion
Dismissal	14	3.39%
Redundancy	8	1.94%
Resignation	254	61.50%
Retirement	66	15.98%
Transfer	0	0.00%
Other	71	17.19%

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Appendix 9 – Schools Information

Schools

A total of 3 schools changed to academy status as at 1st September one of which was a PRU and the rest were primary schools. This is a lower number than last year due with no schools changing between April to Sep 2020 apart from the 3 mentioned above due to the lockdown.

As of September 2020, this year there were 591 schools of which 459 are Primary, 101 are Secondary (including the 6 Pupil Referral Units) and 24 Special schools

At September 2020 there were 10,547.3 FTE school based staff.*

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

Staffing Levels: Schools Workforce					
	Mar-20	Jun-20	Sep-20	Change Mar-Sep 20	
Contract count	19,501	19,525	19,373	-128	-0.7%
Headcount (inc. CRSS*)	16,018	16,088	15,991	-27	-0.2%
Headcount (exc. CRSS*)	14,819	14,875	14,794	-25	-0.2%
FTE	10,368	10,514.5	10,547.3	179	1.7%

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

To: Personnel Committee – 10 November 2020

Subject: People Strategy 2017 to 2022

Classification: Unrestricted

Past Pathway of report: None

Future Pathway of report: None

Electoral Division: All divisions on the basis the staffing population cover the entire county.

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

Recommendation(s):

Personnel Committee is asked to discuss and note progress made.

1. Introduction

- 1.1. The People Strategy was agreed by Personnel Committee on 3 July 2017 with a commitment to track its progress to ensure it is delivering its intended purpose.
- 1.2. The People Strategy sets out, over a 5-year period, how we will recruit, retain, develop, and manage people performance, where this fits with other relevant strategies and what our 'guiding employment principles are.
- 1.3. The strategy provides a single, concise narrative for KCC as an employer, for staff and managers with the 'valued and engaged employee' at the heart of the strategy.
- 1.4. This report covers the period to the end of 2019/20. However, for context, during the subsequent pandemic and in light of the County Council's strategic reset there has been work undertaken to adjust and accelerate the programme of delivery so that the strategy is delivered by 2021. This will be reflected in next year's report however the activity covered by the following analysis provides a significant foundation for that work to commence.

2. Progress in the first three years

- 2.1 There are 4 core components:
 - Organisational Development (OD)
 - Resourcing

- Workforce Health and Wellbeing
- Employment Offer

2.2 Attached, in Appendix 1, is an illustration of how we are delivering against these four elements along with our diversity and inclusion objectives that underpin every aspect of the People Strategy.

2.3 **Organisation Development** – Over the past eighteen months focus has been given to the three workstreams in the leadership strategy designed to address different elements of leadership and to interrogate the leadership competencies and behaviours defined:

Our evaluation has been centred around: Have we got the right capabilities for the future? How far do they show up in day-day leadership practice in KCC? What is the intelligence telling us to inform next steps?

The evaluation process was a combination of both qualitative and quantitative methodologies.

The findings tell us:

<p>When we are at our best:</p> <ul style="list-style-type: none"> • We communicate, share our vision, and provide positive, inspirational leadership. • We have a focus on ownership and empowerment at all levels. • We collaborate, build trust, provide clarity and are authentic. • We are curious about recognising differences and possible conflict. • We are customer and outcomes focussed • We are passionate, motivated, and developmental. • We are positive and strengths orientated. 	<p>Why are we not at our best all the time? Why do we see gaps in the way we show up as leaders?</p> <ul style="list-style-type: none"> • Our challenging context could be a factor. • This could be creating a tendency to ‘grip the system’ and ‘send things down the line’. • Corporatisation of the public sector. • We are not good at managing conflict and calling out bad behaviour – acceptance of the ‘status quo’ (a particular insight from the 360 workstream).
<p>What are participants in this work now feeling empowered to do to positively impact their leadership, despite the challenging context?</p> <ul style="list-style-type: none"> • Speaking up safely • Influence up and across • Take a stand without being aggressive • Provide authentic leadership, particularly when changes impact me as well as my team • Facilitate problem solving in others, not just providing the answers • Make roles clearer to support greater accountability 	<p>How did the leadership workstreams support the positive changes in your leadership practice?</p> <ul style="list-style-type: none"> • Space to reflect • Takes me out of my comfort zone • Good to know I am not alone • Peer learning has been very powerful • This represents a break from the status quo, it is counter-cultural in a good way

<p>What do we see when we now think appreciatively about leadership in KCC?</p> <ul style="list-style-type: none"> • Despite our challenges we are serious about developing people • There is a huge commitment to public service • Some leaders interpret the 'rules' in way that allows for an extremely supportive environment 	<p>What we need to take into the future:</p> <ul style="list-style-type: none"> • Curiosity and learning • Empowering – not just providing answers • Accountable • Collaborative • Inspiring • Drive for results • Inspirational • Customer focused
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2.4 **Next Steps** – Analysis of the evaluation data above, lessons learned from Covid-19, insights from earlier Staff Surveys, recent Pulse Surveys and various engagement events have been conducted to ensure we can maintain the positive and collective response to the pandemic at the same time as identifying actions that will enable recovery and deliver the people elements of the reset:

Drawn from the design principles, the evaluation and insights collated, we have identified the future leadership traits which are the embodiment of our new values as well as the management capabilities that describe the knowledge, skills and mindsets required that collectively will inspire and enable our future cultural aspirations and deliver our strategic reset through our people. These are a natural progression and firmly build upon the first two years of the strategy.

Evaluation on other OD workstreams, building capacity and capability, workforce planning and workforce development can be found in the Appendix.

2.5 **Resourcing** – The resourcing strategy looks to ensure that KCC has a modern, supportive, business focused and inclusive approach which results in right people, right place, right time doing the right things in the right way.

Over the past year we have recruited a more diverse workforce in a number of areas including, disability and ethnicity and have appointed good quality candidates which has been borne out by the increase in the number of staff achieving higher appraisal ratings.

We have reduced the use of temporary contracts and the use of agency staff which has provided more opportunities for permanent staff to develop and move within the council.

We have increased the use of secondments and apprenticeship training, provided significant learning and development opportunities, and continued the emphasis on good conversations as our approach to managing performance. As a result, when staff were asked about their work, 80.1% of respondents in the staff survey felt positive about their work overall. The majority of the staff (81.9%), were satisfied with the job that they do and 85.9% felt that they could do their job effectively.

Whilst the OD strategy focuses on resourcing and recruitment it also influences and is influenced by a number of other aspects of the People strategy including organisational values and behaviours, leadership and management, diversity and inclusion, workforce planning and performance management.

- 2.6 The **Employment Offer** aims to provide KCC with the ability to distinguish itself in the employment market and ensure that employees' engagement with the organisation is maximised, with the intention that service delivery is enhanced as a consequence and KCC has a framework to deliver statutory compliance.

The strategy has a focus on reward and benefits but also pulls in the influence of a number of other aspects of the People Strategy, including leadership and management, learning and development, organisational culture, and inclusion.

The staff survey had some really strong results regarding employees' perspectives on many aspects of this employment offer. Where the Council did not perform strongly was in relation to its pay and benefits. The percentage of positive responses in relation to pay and benefits was about 50%. Whilst employees' relationship with the learning and development offer was more positive than this the Authority could do better in relation to how it operates as part of the offer.

These outcomes should be viewed in the context that recruitment to roles remained buoyant in 2019/20 and services have the ability to improve competitiveness in certain markets through the use of market premia. The Council always has the option to significantly improve its offer but that has to be considered within the finances available. Whilst people are not so happy with the rewards and benefits the underlying turnover figure was consistent, if not slightly lower, than previous years and commensurate with an organisation such as KCC.

- 2.7 **Health & Wellbeing.** The 2019 staff survey revealed positive improvements in the level of staff engagement. A key focus on the continuing development of better, trusted conversations was reflected in the survey results, which sit alongside work done through the year on the role of the line manager. Other areas that drove the improvements included wellbeing & work/life balance, leadership and management and feeling valued by the organisation. There was also including a significant change in respondents being positive about being able to manage their workload and strike an effective work/life balance with over 70% reporting this.

The Health and Wellbeing strategy also focuses on seeing a corresponding decrease in the levels of staff sickness absence. However, over the last three years we have seen sickness levels increase by a total of one day per fte. As such absence management remains a particular focus of both managers and the HR & OD function.

The days lost per fte has increased by nearly half a day per person in 2019/20. However, the profile has changed. Mental Health absence is still the second highest reason for people taking time off but has reduced from accounting for 20% of days lost to 16.5%. This reduction can be seen in the context of the work that has been done on the Time to Change action plan that was developed in the previous year. The Authority has also seen movement in the profile of adjustments put in place for staff, with significantly more support available for people with mental health difficulties. The area of sickness absence that saw a rise over the last year is ailments as a result of stress, that are not mental health related.

- 2.8 **Diversity and Inclusion** – the organisation aims to have a diverse workforce that is as reflective as possible of the communities it serves. The percentage of Black Asian and Minority Ethnic employees in the organisation is greater than the percentage of residents in Kent (taken from the last census) and the proportion of new appointees who are Black Asian and Minority Ethnic continues to be higher than the percentage of incumbent staff. The percentage of people who tell us they are disabled continues to be much lower than we would expect. The profile for LGB+ staff reflects that of our residents. The Council continues to see that over three quarters of its workforce are women with sixty percent of the leadership group (KR13+) – the population of Kent is roughly 50:50.

The average age for our employees is 45 years. Over 45% of our employees are aged over 50 and this increases to 56% for the Council's leadership group. Just over 16% of the Authority's workforce are under 30 years. However, people under 35 years make up just under half of the Council's new appointees.

The approach to determining how inclusive the Council is multifactorial as a range of indicators are required to enable an evaluation of this element of the equality objective. As a starting point the staff survey asked a number of pertinent questions about how valued and respected staff feel. There were improvements from the previous year on scores which were significantly high. However, when the survey was cut by protected characteristics disabled staff were much less positive about these indicators.

When looking at other factors alongside these results both disabled and Black Asian and Minority Ethnic staff had slightly higher levels of turnover than the KCC average. Both groups of staff had a lower percentage than the rest of the Council's employees receiving excellent and outstanding in their TCP ratings which may be reinforced by both group's perspectives on the pay and conditions through the survey. However, the number of adjustments put in place for staff has increased over 40% in the last year. Disabled staff were also significantly less positive about access to development, levels of engagement and their relationship with their manager.

3. Conclusions

- 3.1 The People Strategy has given the organisation a single narrative and co-ordinating framework for all HR & OD Policy and development activity. It also provides a strong guide for future related work given the explicit clarity of the aims and principles. This third year has seen an increasing amount of activity in each of the 4 core elements with scope and sense of direction for continued investment. Whilst there have been some significant positive changes as a result of the delivery of the strategy there are still areas that require work to enable the Council to achieve its goals.
- 3.2 Ultimately the success of the People Strategy will be dependent upon managers performance in effectively managing people.

4. Recommendation(s)

Recommendation(s):

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

5. Contact details

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People Strategy Evaluation

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

Outcomes:

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

Resourcing	Employment Offer	Health & Wellbeing	Organisation Development Plan
<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Finding and keeping the people we need. 2. Helping people progress to meet future requirements. 3. Enhancing employee engagement to increase retention and drive better results. <p>Achieved through:</p>	<p>Outcomes:</p> <p>KCC has the ability to distinguish itself in the employment market and ensures that employee’s engagement with the business is maximised, with the intention that service delivery is enhanced as a consequence and KCC has a framework to ensure statutory compliance</p>	<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Improved Employee Engagement. 2. Decreased sickness absence. <p>Achieved through:</p> <ol style="list-style-type: none"> a. Targeting services with high sickness absence b. Implementation of extensive mental health programme. c. Developing 	<p><u>Building Capacity and Capability</u></p> <p>Outcome: Improved capacity and capability by investing in our people to acquire the right skills, knowledge and competencies, at the right time, enabling them to perform and excel in their role to deliver excellent future proofed services for the people of Kent.</p> <p>Commissioning Authority A commissioning competency framework has been produced (as set out in the SDP) in full partnership with experts and colleagues across KCC to ensure that the competencies described reflected the needs of the business. The framework will be placed on Delta and a full review will be undertaken in March 2020.</p>

<p>a. Continued emphasis on the good conversations approach to managing performance building on the manager/employee relationship to focus on development, aspirations, delivery and continuous improvement.</p> <p>b. Staff performance ratings indicate continuous improvement in practice and delivery as there has been a rise in the number of people who receive a higher appraisal rating over the period - excellent and outstanding (2019/20 38.5% of all ratings)</p> <p>This is aided by the increasing use of secondments to develop skills of staff, the increased</p>	<p>Achieved through:</p> <p>a. Implementation of a fairer and more equitable leave arrangements in April 2019.</p> <p>This delivered a rationalisation of the annual leave provision, with the number of levels reduced and the majority of employees, particularly in front facing roles and lower graded benefiting from an extra day's leave.</p> <p>b. Continued to promote the broadening the range of topics which managers should discuss during the year to include understanding and using the Employment Offer to best advantage.</p> <p>c. Offering market premium payments and reviewing their effect in specific business areas.</p> <p>d. Designing the Kent Scheme pay structure to retain competitiveness against National Living Wage (NLW) and</p>	<p>managers to support staff's health & wellbeing.</p> <p>d. Conversational practice tool to encourage trusted conversation regarding health & wellbeing.</p> <p>e. Authority wide awareness communication programme.</p> <p>In terms of measuring improvements in engagement there are two indicators which establish a baseline and also tell us the impact in relation to health and wellbeing is having on levels of engagement.</p> <p>There were some specific wellbeing questions in the staff survey and, also, we cut the survey results to match indicators that Robertson Cooper (one of the founders is the current CIPD president) use to demonstrate resilience in</p>	<p>By bringing participants involved in commissioning from across the organisation, working with experts from the Commissioning Academy, we held a four month programme to make the connections and dependencies between these disciplines, impart new insights and know-how to develop the professional and organisational behaviours and mindsets needed to meet future challenges.</p> <p>Following a full review and robust evaluation of the programme, we are pleased to report that we will be holding a KCC Commissioning Academy, fully supported and accredited from the Cabinet Office Commissioning Academy and facilitated by their experts.</p> <p>Sample of learner feedback: <i>Excellent structured programme and speakers</i></p> <p><i>Mindsets and the related tools can be applied to any situation, not just a commissioning project. The more they are applied the more natural they will become</i></p> <p><i>Amazing programme, created the space for me to think, which isn't always possible</i></p> <p>Further, maximising opportunities through the Apprenticeship Levy we have supported four cohorts for staff to undertake the CIPS Level 4 Apprenticeship.</p> <p>Project Management</p> <p>To deliver on the identified need to advance our maturity and understanding of the discipline and importance of Better Business Cases (BBC) and to build capability in this area.</p> <p>A session was held with Ext CMT, in conjunction with Corporate Assurance covering the BBC model, internal and external factors evidencing the need to acquire BBC</p>
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<p>use of apprenticeships by internal staff (47%) to develop skills and carers within KCC and the increasing number of eLearning courses and face to face training events which are available and the % of training that delivers the learning outcomes remains extremely g-high. The answers given in the staff survey around satisfaction with the learning and development offer increased by 3.6% This indicates that the capability of the workforce is increasing which is being recognised through the Total Contribution approach to managing performance. The number of capability cases relating to poor performance has also decreased which also indicates that general performance is improving.</p> <p>In the Staff Survey, when staff were asked about their work, 80.1% of respondents felt positive about their work overall increasing from 78.3% in 2018. The majority of the</p>	<p>National Joint Council (NJC) rates. For the first time KCC has exceeded the Voluntary Foundation Living wage. This means that the minimum Kent Scheme starting salary is £18,039.</p> <p>e. Continued year on year increase of people receiving a performance rating of excellent and outstanding (2019/20 38.5% of all ratings)</p> <p>f. Achieving pay award of 3.6%, in line with the increase of average wages nationally.</p> <p>g. Implementing principles to maintain relativity between grades and manage grade compression</p> <p>h. Development of a salary sacrifice Additional Voluntary Contribution pension option</p>	<p>terms of wellbeing and engagement. The approach looks at resilience in relation to staff's adaptability, confidence, purposefulness and support. The answers given by respondents were very positive and have shown improvements in the sense of purposefulness the feel in their employment 69% (+4) and the level of social support they receive 80% (+3) In relation to the My Wellbeing section of the survey 78% (+3) of respondents strongly agreed or agreed with the questions. The really strong indicators that made up this result related to how people are supported by their team and that they are clear about the aims and visions that they work too. However, there were significant improvements in discussions with managers and action being taken on issues</p>	<p>capability and exploring the positives and challenges of the approach. Agreement was reached to adopt BBC across the organisation, with the caveat of this being proportionate. Further agreement was reached to provide SRO development to ensure consistency and understanding in support to Project Managers.</p> <p>To date 151 staff have attended the BBC awareness sessions with evaluation date recording 100% learning outcomes met.</p> <p>Sample of learner feedback: Better Business Cases Foundation <i>Positive comments: The course integrated the process of Business Planning very well. The key area for me was understanding the volume and quality of work required during the outline business case phase which will then theoretically make the remainder of the project easier to manage</i></p> <p>Better Business Cases Briefing <i>Positive comments: Business Case makes us to be much cleverer in where we keep our money. Knowing that Corp Assurance are taking this to CMT to get their buy in is very helpful.</i></p> <p>Workforce Development Outcome: Managers and staff have improved skills, knowledge, confidence and the mindset to deliver KCC's strategic priorities to the public</p> <p>Digital Skills With the pandemic forcing large scale remote working this year, one of the key enablers to this is our workforce having the digital skills to work required to work in this way and access to virtual training, eLearning to acquire this new skill set, quickly.</p>
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<p>staff 81.9%, were satisfied with the job that they do and 85.9% felt that they could do their job effectively.</p> <p>b) Recruitment</p> <ul style="list-style-type: none"> • Internal to external Currently, one quarter of appointments are filled by internal candidates. • Average number of applicants per advert has increased significantly over the period. • Average cost per advert using our external agency, TMP, has increased slightly but the total amount spent has reduced due to a decrease in the use of printed advertising. • Number of agency staff has increased slightly from the previous year, but the agency spend 		<p>raised.</p> <p>Absence Since the introduction of the strategy, sickness absence as represented by days lost per fte has increased by 1 day. However, the underlying trend for the last three years is for the number of people off sick throughout a year to have fallen (-6%) and the corresponding number of days lost to have increased (+14%).</p> <p>With regards the top two reasons for absence we have seen an increase in the number of days lost to musculoskeletal of about 11% (to the level in 2017/18) whilst mental health is very slightly more than last year. Stress related ailments (non-mental health show a marked increase in days lost (+45%). However, this type of illness accounts for 11% of the total days lost whereas mental health and musculoskeletal account for 39& together.</p>	<p>Very timely, across this financial year, a digital skills workforce development offer was in place. Notably, 300 champions from across the organisation volunteered to become a digital champion for their service. The champions group are fully representative of the workforce profile with officers from all grades (including directors and a Member)</p> <p>The Kent Academy for Children’s and Adults’ workforce. The academy portal successfully went live on 31st March 2020. The Academy is a dedicated space where everything relating to practice improvement, training and development are situated and where social care staff are supported and encouraged to improve their skills at all levels across the workforce. The academy offer includes an extensive Resources section ensuring current thinking is applied to practice. Content has been mapped into themes and reflective logs to encourage good conversations and practice improvement. This is further complemented with on-line seminars from world renowned experts and a link to SWE for registering CPD. The academy is home to our new Social Work Degree Apprenticeship programme – KCC is proud to have launched the biggest cohort of this degree apprenticeship in England. 24 apprentices selected from existing KCC staff can find advice and guidance within the academy to complement their academic studies.</p> <p>Graduates and Apprentices KCC launched its new Kent Graduate programme in 2019; this innovative offering combines our graduate talent programme with an apprenticeship development offer which sets out a professional pathway. After a</p>
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<p>has reduced as a portion of staffing budget to 5.3%.</p> <ul style="list-style-type: none"> • Increase in the number of apprenticeship training start from 179 to 236. • Increase in the number of people with a disability who applied (21%) and numbers appointed also increased (25%). • Increase in the number of BME candidates who applied (8.4%) and numbers appointed also increased (15%). • Increase in the number of non-heterosexual candidates who applied (26%) however number appointed decreased slightly. • Number of transgender staff applying has decreased, however the % of those appointed to applied 			<p>robust recruitment process eight graduates joined in October 2019 with a further five in June 2020 – all of whom are already delivering valuable work on Key KCC strategic projects.</p> <p>Strategic Development frameworks <u>L&D Delivery Summary</u> We continue to offer a full range of on demand workforce development programmes, housed within our strategic development frameworks: Health and Safety, 0-25, Adults and Leadership and Management. 2019/20 saw 63375 eLearning programmes completed and 1192 face to face workshops.</p> <p>Evaluation data pulled together from our L&D team shows learning outcomes have been 99.74% met or exceeded demonstrating the expertise and knowledge of our L&D team in procuring and ensuring the quality of development offered.</p> <p>Face to face bookings:</p> <table border="1" data-bbox="1352 1023 2087 1385"> <thead> <tr> <th>Framework</th> <th>Bookings</th> <th>Events</th> </tr> </thead> <tbody> <tr> <td>0-25</td> <td>6643</td> <td>290</td> </tr> <tr> <td>Adults</td> <td>5098</td> <td>351</td> </tr> <tr> <td>LandM</td> <td>2512</td> <td>132</td> </tr> <tr> <td>HandS</td> <td>2346</td> <td>148</td> </tr> <tr> <td>Others, staff development, commissioning</td> <td>4074</td> <td>271</td> </tr> <tr> <td>Total</td> <td>20673</td> <td>1192</td> </tr> </tbody> </table> <p>-learning completions:</p>	Framework	Bookings	Events	0-25	6643	290	Adults	5098	351	LandM	2512	132	HandS	2346	148	Others, staff development, commissioning	4074	271	Total	20673	1192
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has remained consistent.

- Although actual numbers are low, there is a decrease in appointments for the over 65 age group, however there is an increase in the number of people appointed who are under 20, from 3.4% to 4.7%.
- We have introduced guaranteed interviews for care leavers and those leaving the military where they meet the minimum job criteria.
-

c) Resourcing

- Staffing levels have increased over the period, from 7015 to 7205 FTE.
- The number of contract types have remained roughly constant when looked at proportionately, with the exception for

Framework	Completions
Staff Development, commissioning, Members etc	40,228
Social Care	14520
H and S	6435
L & M	2192
Grand Total	63375

<p>temporary which has decreased again this period.</p> <ul style="list-style-type: none">• There has been a slight increase in the proportion of people with <1 year/1 year/2-4 years' service, which is offset by a slight reduction in those who have 5-9/10-19 and 20 + years' service.• There was a slight increase in the number of redundancies in 2019/20 though this was still significantly lower when compared to 2017 and 2018(138 and 130).• Proportionately, there has been an increase in people retiring% to 12.0%, over the period.• Turnover has decreased over the period by 8.8% and is now within the expected band of a healthy organisation.			
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Diversity & Inclusion

Outcomes:

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

Achieved through:

- KCC has seen, over a number of years, its workforce become increasingly diverse Over the last three years KCC's workforce has shown a growth in the percentage of the workforce from particular protected characteristics, to current proportions of Black Asian and Minority Ethnic (7.6%), female (79.7%) and LGB (2.4%). Black Asian and Minority Ethnic, Disabled and LGB have all fallen slightly, as a proportion of the workforce, in the last year. In terms of age the proportion of staff aged 50 and over (41.1%) has decreased slightly in the last year, whereas the proportion of staff under 30 years has increased slightly (16.2%).
- The leadership group (KR13+) presents a slightly different picture. A significant majority of this group are female, although lower than the KCC figure (60.3%), or are between 50 and 65 years (55.9%). The proportions of LGB and Black Asian and Minority Ethnic staff in this group has fallen in the last year.
- In relation to how our profile compares to the population of Kent the proportion of women who work for KCC is significantly greater than the proportion of females living in Kent (51%). The proportion of BME staff employed by the Authority is greater than the population (6.6%). The one area where we are not as reflective of the population is disability. The figures for the population of Kent are about 17%. However, not all of these people will be, or are able to be, economically active. KCC's figure shows that 4% of the workforce identifies as disabled. We know this figure is low for a number of potential reasons: people choose not to provide the information to KCC, people have conditions that classify as a disability and don't know that or have a condition that classifies but don't see themselves as disabled. We have some more work to do to recruit more disabled people but also to improve our data
- Also, in terms of how inclusive the organisation has become since the People Strategy in relation to how people are rewarded through KCC's performance management system we have seen a similar profile across the ratings for most protected characteristics (except Black Asian and Minority Ethnic and disability) compared to the KCC norm. Although part time staff's profile still doesn't correspond in the way we would wish. Having improved from year 1 of the People Strategy KCC's gender pay gap it slipped back in year 3 to where it started and has widen slightly again in the current year.
- Over the last three years KCC has worked with its Staff Groups to help improve how employee voice is heard. This augments the work that is being done on good conversational practice that aims to ensure all voices are heard. There are some positive results from the staff survey in relation to how people engage with their team but more needs to be done on how they engage with the corporate agenda.

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

To: Personnel Committee – 10 November 2020

Subject: Employee Relations Casework Activity

Classification: Unrestricted

Past Pathway of report: None

Future Pathway of report: None

Electoral Division: All Divisions

Summary: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2020 to 30 September 2020.

Recommendation(s):

The committee is asked to note the report of employee relations activity including senior officer appeals hearings.

1. Introduction

- 1.1 Personnel Committee are provided with an update on the numbers of discipline, capability, resolution, and Employment Tribunal cases to provide an overview of the level of activity and distribution of cases. This report updates the Committee on the activity for the first half of the year 1 April 2020 – 30 September 2020.
- 1.2 This case activity reflects the continued investment in leadership and management development for our KCC managers to support their accountability and expertise in being able to effectively performance manage staff. Managers are provided with a range of development interventions and targeted case management support to assist them in managing wellbeing, performance, resolutions, and conduct issues. Our health and wellbeing offer is now embedded and there is continued focus on early intervention through on-going conversations with staff to be able to identify and address any issues at an early stage.

2. Case Analysis

- 2.1 Analysis of activity is set against the challenges of managing cases in the context of the response and recovery phase of the COVID19 pandemic. Initially some conduct case activity was paused to allow for adjustments to be made to manage activity sensitively but appropriately. As in previous years, ill health cases make up the greatest volume of cases (Appendix 1). The physical and mental health and wellbeing of staff continues to be a key priority and the HR/OD Team provide advice

and support to managers in the management of cases concerning ill health. Interventions and tools are in place for managers to support the wellbeing of staff and advice, where it is necessary, to formalise the management of sickness absence where informal actions and support has been unsuccessful.

- 2.2 Analysis of the half year disciplinary case activity shows that the level of conduct cases has remained relatively stable indicating Managers are able to identify issues at an early stage and are taking steps to address this type of case through the appropriate channels with HR support and advice.
- 2.3 The overall resolution case activity is at a reduced level so far this year and indicates the successful management of these types of cases through informal channels with Managers taking a proactive approach at an early stage.
- 2.4 Case activity concerned with the management of performance is much like the previous year and reflects the successful application of informal performance management and the continued focus on the conversational practice approach.
- 2.5 The number of Employment Tribunal and Early Conciliation cases against KCC whilst showing slight increase in level remains relatively low for an organisation of its size. The increased number is to be expected given there has been a significant reduction in the number of cases being progressed through the Tribunals with hearings being delayed. There are 11 claims pending and a further 8 at Early Conciliation stage at which discussions are taking place through ACAS.

3. Dismissal appeals heard by senior officers

- 3.1 Appeals against dismissal (other than staff in probation) are managed through HR and members of the Senior Management Group are expected to sit on the appeal panel supported by Invicta Law and HR. Appeal decisions are therefore taken by a range of senior officers.
- 3.2 From 1 April 2020 to 30 September 2020, three dismissal appeals were heard. The table below illustrates the distribution of cases between Directorates, case type and outcomes. Three appeals were unsuccessful.

Directorate	No. of Appeals	Case Type	Outcomes
Growth, Environment & Transport	1	1 x Performance & Capability dismissal	Appeal not upheld
Adult Social Care and Health	2	2 x Disciplinary Dismissal	Appeal not upheld Appeal not Upheld
TOTAL	3		

4. Financial Implications

4.1 There are no direct and specific financial implications covered.

5. Legal implications

5.1 All formal cases are managed with HR advice at the appropriate points and legal advice where KCC responds to Employment Tribunal applications. All activity is undertaken within statutory employment legislation.

6. Equalities implications

6.1 Equalities monitoring of case activity is undertaken.

7. Other corporate implications

7.1 None.

8. Governance

8.1 Delegations for dismissal rights and issuing sanctions are set out and applied in the management of case activity.

9. Conclusions

9.1 Employee Relations case activity, whilst set against the response and recovery phase of the COVID19 pandemic for the first half of the year, continues at levels similar to previous years, with a slight increase in Employment Tribunal claims as cases have not been progressed at the Tribunals.

Recommendation(s):

Personnel Committee is asked to note the report of employee relations activity including senior officer appeals hearings.

10. Background Documents

None.

11. Contact details

Report Author:

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Relevant Director:

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Appendix 1

April 2018 - March 2019

	Total No.
Appeals	10
Appeals (Dismissal)	5
Capability - Ill Health	186
Capability - Other	4
Capability - Poor Performance	46
Disciplinary	133
Resolution	45
Resolution - Bullying/Harassment	8
Early Conciliation	2
Employment Tribunal	5
Grand Total	444

Mar-18 **9813**

April 2019 - March 2020

Case Type	Total No.
Appeals	11
Appeals (Dismissal)	4
Capability - Ill Health	195
Capability - Other	2
Capability - Poor Performance	44
Disciplinary	154
Resolution	26
Resolution- Bullying/Harassment	23
Early Conciliation	3
Employment Tribunal	7
Grand Total	469

Mar-19 **9113**

April 2020 - September 2020

Case Type	Total No.
Appeals	2
Appeals (Dismissal)	3
Capability - Ill Health	102
Capability - Other	0
Capability - Poor Performance	20
Disciplinary	79
Resolution	14
Resolution-Bullying/Harassment	10
Early Conciliation	8
Employment Tribunal	11
Grand Total	249

Mar-20 **9374**

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

To: Personnel Committee – 10 November 2020

Subject: Introduction of a Shared Cost Salary Sacrifice Additional Voluntary
Contribution Scheme

Classification: Unrestricted

Past Pathway of report: None

Future Pathway of report: None

Electoral Division: All divisions.

Summary:

This paper provides an update on the implementation of the shared cost AVC scheme and how it fits within wider work on improving staff financial wellbeing.

Recommendation:

Personnel Committee note the progress of the shared cost salary sacrifice scheme and continued work on financial wellbeing.

1. Background

- 1.1 In November 2019 Personnel Committee endorsed the implementation of a Shared Cost Salary Sacrifice Additional Voluntary Contribution Scheme. This was to be developed with a suitable partner provider and enable staff to benefit from making such additional pension provision on a salary sacrifice basis.
- 1.2 The scheme's 'shared' arrangement requires the Council to pay an employee's chosen contribution amount to their AVC fund and, in return, the employee agrees to enter a salary sacrifice arrangement under which he/she accepts a reduction in their gross salary which equals the contribution amount. There was no direct additional cost to the employer. In addition, the employee is required to pay a fixed £1 a month as their individual contribution to the Shared Cost AVC arrangement.

2. Implementation of the Scheme

- 2.1 Since November we have worked with AVC Wise to implement the scheme. This has taken a project management approach to ensure the necessary systems, processes and communication is established for successful implementation. As part of this, we have liaised closely with colleagues from Cantium Business Solutions with the first deduction being made in July 2020. This has enabled us to seek and gain formal HMRC approval for the scheme.
- 2.2 Implementation has been planned on a phased basis with employees who currently contribute to AVCs being invited to convert to the new arrangement first. This helped establish the processes, test the communication material and manage the transition arrangements. Bespoke invites have been sent and

webinars run to clearly show the benefits of the scheme as employees can now gain savings through both National Insurance Contributions (NICs) as well as tax.

- 2.3 Promotion of the scheme to the wider employee base has been curtailed due to Covid-19, as the space for messaging more broadly has competing and urgent priorities to accommodate. Given such uncertainty and change for so many people, financially, personally, and professionally this has been judged to not be an appropriate time to promote. However, the intention is to communicate the scheme more widely starting in January and reference to it has already been made using the established financial wellbeing communication approach.
- 2.4 To date over 60 people have decided to transfer and take advantage of the new scheme which is approximately half of the original contributors.
- 2.5 The experience of other public sector organisations would indicate that, over time, there should be in excess of 5% of the workforce making contributions to their pension using this scheme.

3. Financial Wellbeing

- 3.1 This update provides an opportunity to set this scheme in the context of the broader work that has been undertaken to support staff in addressing the recognisable challenge of good financial wellbeing of staff.
- 3.2 The Council's wellbeing page on KNet outlines a range of support currently available, including: guidance from the Money Advice Service and Citizen's Advice; pension planning; use of Kent Rewards to make money go further; signposting to Support Line and information on financial assistance (including the Help Fund). These are signposted throughout the year as part of the Council's communication on Health and Wellbeing but, most notably, it has featured prominently as part of the communication that has occurred during October as part of Wellbeing Month.
- 3.3 In terms of the support on financial assistance that is already signposted the Council is working on implementing a Financial Wellbeing package to include a one stop, easily accessible education, information and advice service across a range of financial issues e.g. financial health check, personal budgeting, attitude to risk, savings, borrowing, debt management, credit score, confidential advice. In addition, ethical payroll deducted lending and savings products will also be available for staff.

4. Conclusion

Good progress has been made on establishing the alternative AVC scheme despite the delays due to the current circumstances and the wider consideration of financial wellbeing. These have a significant role and value as part of the wider 'offer' to staff.

5. Recommendation(s)

Recommendation:

Personnel Committee note the progress of the shared cost salary sacrifice scheme and continued work on financial wellbeing.

6. Contact details

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Agenda Item 9

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Agenda Item 11

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