

**PERSONNEL COMMITTEE**

**Wednesday, 30th March, 2022**

**2.00 pm**

Council Chamber, Sessions House, County Hall,  
Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Wednesday, 30th March, 2022, at 2.00 pm**  
**Council Chamber, Sessions House, County**  
**Hall, Maidstone**

Ask for: **Anna Taylor**  
Telephone **03000 416478**

#### **Membership (11)**

- Conservative (8): Mr R W Gough (Chair), Mrs C Bell, Mrs S Chandler,  
Mr P J Oakford, Mrs S Prendergast, Mr D Robey, Mr C Simkins and  
Mr B J Sweetland
- Labour (1): Dr L Sullivan
- Liberal Democrat (1): Mrs T Dean, MBE
- Green and  
Independent (1): Mr S R Campkin

#### **UNRESTRICTED ITEMS**

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

- 1 Membership  
To note that Mr David Robey has joined the Committee to fill a Conservative vacancy.
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in items on the Agenda for this meeting.
- 4 Minutes - 25 January 2022 (Pages 1 - 4)
- 5 Staff Survey (Pages 5 - 6)
- 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 Senior Management Structure
- 8 Senior Management Structure (2)

Benjamin Watts  
General Counsel  
03000 416814

**Tuesday, 22 March 2022**

## KENT COUNTY COUNCIL

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### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 25 January 2022.

PRESENT: Mr R W Gough (Chair), Mrs C Bell, Mr S R Campkin, Mrs S Chandler, Mrs T Dean, MBE, Mr P J Oakford, Mrs S Prendergast, Dr L Sullivan and Mr B J Sweetland

IN ATTENDANCE: Mrs A Beer (Corporate Director of People and Communications), Mr P Royel (Head of HR & OD) and Mrs A Taylor (Scrutiny Research Officer)

### UNRESTRICTED ITEMS

#### **8. Substitutes**

*(Item 2)*

Apologies were received from Mr Simkins.

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

*(Item 3)*

No Declarations were made at the start of the meeting.

At the commencement of Item 8 Local Pay Bargaining 2022 – 23, and following discussion with the Democratic Services Officer, Dr Sullivan declared an interest as her husband was a KCC employee and withdrew from the meeting.

#### **10. Minutes - 11 November 2021**

*(Item 4)*

RESOLVED that the minutes of the meeting held on 11 November 2021 were correctly recorded and that they be signed by the Chairman as a correct record.

#### **11. People Strategy (2022-2027)**

*(Item 5)*

1. Paul Royel presented the proposed People Strategy for 2022-27 which represented an evolution from the Authority's first People Strategy, 2017-22. It set out an overarching employment strategy for KCC for the next 5 years. The Pandemic had created a revolution in employment terms with employees currently driving the market. The strategy was intended to drive and develop an environment that our current and future workforce want to be part of and thrive. This draft strategy had been shared with Trade Unions, agreed by KCC's Corporate Management Team and was now being shared with Members.

2. Mr Royel replied to questions of detail and noted comments, which included the following:

- a. There was no apparent explicit reference to an expectation of effectiveness or efficiency, was this deliberate? There was an expectation that this was implicit, but a greater emphasis could be made, in particular in the 'vision' statement and would be taken on board for the final version.
- b. Should there be a greater focus on external validation and the experiences of residents using KCC's services? Residents' experience of staff was important, and this should be captured. The intention of this Strategy was to be for the employer but the experience of residents would be a very valuable contribution.
- c. 'A complete recognition of the workforce' was intended to be a complete recognition of the individuals that make up KCC rather than as a collective workforce.
- d. 'Bring your whole self to work' there were concerns about the expectations of this statement, but it was clarified that this referred to equality and diversity. Each individual employee was made up of different characteristics and the intention of this statement was to be inclusive.
- e. How would talented employees be managed? – there was clear accountability for this with managers with appropriate support, guidance and framework. All employees had talent and should feel valued.
- f. It was suggested that Members email Mr Royel directly with other wording queries or suggestions for the final version of the Strategy.

3. The Chairman acknowledged that a good discussion had been had around the draft document at an appropriate stage where amendments could still be made.

RESOLVED that Personnel Committee:

Agree the proposed People Strategy and agree to an annual review of progress of the Strategy.

## **12. Inclusion at KCC**

*(Item 6)*

1. Amanda Beer introduced the report which had been commissioned by Personnel Committee on 23 June 2021 as a result of the Annual Workforce Profile report and the figures on disability. The report had been widened subsequently to look at how inclusive KCC is as an employer. She expressed her thanks to the author, Louise Gavin, for the comprehensive and detailed paper.
2. Section 2 of the paper outlined what KCC meant by inclusion; being an organisation which supported employees, regardless of their background or individual circumstances, to thrive at work.
3. Mrs Beer replied to questions of detail and noted comments, which included the following:
  - a. There was a discussion about the need for all staff to trust that if they declared their protected characteristics this information would be used positively and properly by their manager.
  - b. It was vital that fear did not prevent employees raising any issues and there were processes in place to enable people to raise concerns including via staff groups.

- c. It was important that training included making the link between capability and disability, there was a heavy emphasis on continuing 'good conversations' within KCC.
- d. In response to a question about the deep dive on TCP data it was confirmed that there was no suggestion of ingrained institutional disparities in how managers had applied performance ratings.
- e. It was considered that parts of Kent, such as Gravesham, were very good at celebrating a multitude of cultural and religious ceremonies, members were encouraged to promote and recognise such ceremonies in their communities and on social media.

RESOLVED that the Personnel Committee note and support the approach to workplace inclusion and would welcome a report back to the Committee at an appropriate time.

### **13. Exclusion of the Press and Public** *(Item 7)*

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 4 of part 1 of Schedule 12A of the Act.

#### **EXEMPT ITEMS**

(Open minutes)

### **14. Local Pay Bargaining 2022 - 23** *(Item 8)*

*(Dr Sullivan declared an interest in that her husband was a KCC employee and withdrew from the meeting).*

1. Mr Royel presented the report which provided a summary of the position from this year's Local Pay Bargaining process. Endorsement of the proposed action was sought from Personnel Committee, prior to consideration by County Council.

RESOLVED by majority vote, to endorse and recommend to Council:

1. An increase of 3% for 2022-23 for all staff assessed as 'successful' with the corresponding adjustment to our pay scales.
2. In recognition of the continued desire to pay the equivalent of the Living Wage an increase to the entry value of our lowest grade to £10.00 per hour from April 2022 which will maintain our position above the national minimum and marginally above the Living Wage.
3. Personnel Committee agree the increase in the basic annual leave entitlement for staff in KR3-7 and KR8-12 by one additional day.

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**From:** Bryan Sweetland – Cabinet Member for Communications, Engagement, People and Partnerships  
Amanda Beer – Corporate Director People & Communications

**To:** Personnel Committee

**Date:** 30 March 2022

**Subject:** Staff Survey

**Classification:** Unrestricted

**Summary:** This paper introduces the results of this year's full staff survey.

**Recommendation:**

The Personnel Committee is asked to note progress and receive a presentation at the meeting on 30 March 2022.

## **1. Background**

- 1.1 The organisation has undertaken 'pulse' surveys for the past couple of years during the pandemic, the results of which were shared and discussed at the Committee meeting in June 2021. In November 2021 we returned to the full staff survey format, last seen in 2019.
- 1.2 The survey was open to all staff from 22 November to 13 December 2021. Building upon experience and feedback attempts were made to maximise staff opportunity to participate in the survey, including circulating QR codes in buildings, providing direct emails and ensuring the survey could be accessed from any device. Detailed analysis has been undertaken by our colleagues in the Analytics Team.
- 1.3 Recognising the continuing challenges, numerous demands on staff, regular requests for feedback and engagement exercises, it was encouraging to have achieved a response of 3735 staff. This lower than our response rate in 2019, 4400 staff however this survey has followed four work and wellbeing surveys conducted between June 2020 and July 2021. Much of the analysis is based on direct comparison with the staff survey results of 2019. Such a level of response provides a reliable basis to progress priority actions and activities.
- 1.4 Headline results have been shared with the Corporate Management Team, Directorate Management Teams and Trades Unions. There were scheduled staff briefing sessions on 24 February, 01 March and 07 March. Whilst there are positive messages and reassuring endorsement of the organisations attempts to continue to improve the working experience of staff, clearly there are areas to improve. A presentation will be made to Committee that will

enable a better appreciation of the results and opportunity to explore in more detail.

## 2. Recommendation

### **Recommendation:**

The Personnel Committee is asked to note progress and receive a presentation at the meeting on 30 March 2022.

## 3. Contact details

### **Report Author:**

Paul Royel, Head of HR & OD  
03000 416631  
[Paul.Royel@kent.gov.uk](mailto:Paul.Royel@kent.gov.uk)

### **Relevant Director:**

Amanda Beer, Corporate Director People & Communications  
03000 415835  
[Amanda.beer@kent.gov.uk](mailto:Amanda.beer@kent.gov.uk)