

**PERSONNEL COMMITTEE**

**Wednesday, 16th November, 2022**

**2.00 pm**

Council Chamber, Sessions House, County Hall,  
Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Wednesday, 16th November, 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 Substitutes
- 2 Declarations of Interests by Members in items on the Agenda for this meeting.
- 3 Minutes of the meeting held on 6 September 2022 (Pages 1 - 4)
- 4 Apprenticeship Pay (Pages 5 - 18)
- 5 Employee Relations Casework Update (Pages 19 - 24)
- 6 Workforce Profile Update (Pages 25 - 44)
- 7 Exclusion of the Press and Public

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the

grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 4 of part 1 of Schedule 12A of the Act.

**EXEMPT ITEMS**

*(During this item the meeting is likely NOT to be open to the public)*

8 Pay Bargaining Update (Pages 45 - 46)

Benjamin Watts  
General Counsel  
03000 416814

**Tuesday, 8 November 2022**

## KENT COUNTY COUNCIL

---

### PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 6 September 2022.

PRESENT: Mr R W Gough (Chair), Mrs C Bell, Mr D L Brazier (Substitute for Mr C Simkins), Mr S R Campkin, Mrs S Chandler, Mrs T Dean, MBE, Ms S Hamilton (Substitute for Mrs S Prendergast), Mr D Jeffrey (Substitute for Mr D Robey), Mr P J Oakford, Dr L Sullivan and Mr B J Sweetland

IN ATTENDANCE: Mr P Royel (Director of HR & OD), Mr D Shipton (Head of Finance Policy, Planning and Strategy) and Mrs A Taylor (Scrutiny Research Officer)

### UNRESTRICTED ITEMS

**25. 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 was employed by KCC. At the commencement of item 9 – Pay Bargaining Dr Sullivan withdrew from the meeting.

**26. Minutes of the meetings held on 30 March 2022 and 13 May 2022**  
(Item 3)

RESOLVED that the minutes of the meeting held on 30 March 2022 and 13 May 2022 are correctly recorded and that they be signed by the Chairman as a correct record.

**27. Annual Workforce Report**  
(Item 4)

1. At the start of this item Mrs Dean raised a point of order and wished to express her objection to reports 8 & 9 being classified as exempt. The recommendation from Democratic Services was that these reports were discussed in exempt session due to them forming the basis of future negotiations and this was agreed by the Committee.

2. Mr Royel introduced the Annual Workforce Report which covered the period March 2021 – March 2022. In summary, the organisation would continue to monitor turnover in staff, and a report would be brought back to Personnel Committee in November 2022.

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

4. There had been an improvement in the recruitment of staff who had declared a disability, attempts had been made to encourage existing staff to make declarations

where previously they might not have felt comfortable doing so and the improvement in figures might have been in part due to the re-classification of individuals.

5. In terms of staff turnover comparison with shire counties it was apparent that all had seen an increase and Kent was comparable to its neighbouring authorities.

6. Referring to mental health related absence it was considered that there had been a decrease in absence as a result of interventions put in place.

7. Referring to BME recruitment KCC was continuing to provide training and development for managers around recruitment and targeted advertising including the use of social media to reach more diverse markets.

8. It was not considered that the increase in turnover was the 'new normal' it more likely that individuals remained in their roles during the pandemic and that this was a temporary increase in turnover. Members would continue to monitor KCC's turnover alongside other shire counties.

9. A query was raised over the age summary table on page 24 of the report – Mr Royel would confirm the correct figures.

RESOLVED that the Personnel Committee note the latest annual workforce profile for 2021/22.

## **28. Employee Relations Casework Activity**

*(Item 5)*

1. Mr Royel introduced the employee relations case work activity for the period April 2021 to March 2022, there would be a 6 monthly update to the committee in November 2022.

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

3. KCC had not seen an increase in numbers of claims withdrawn due to delays in the court process.

4. In terms of appeals heard by senior officers (as set out in 3.1 of the report), this was reported to the Personnel Committee to provide reassurance that this duty was being discharged appropriately. It would be appropriate for the Personnel Committee to challenge the process and request further information if there were large numbers of appeals or none overturned. In relation to the practice across other authorities it was thought that the majority still operated with a member review stage.

RESOLVED that the Personnel Committee notes the report of employee relations activity including senior officer appeals hearings and Employment Tribunal claims.

## **29. 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, 3 and 4 of part 1 of Schedule 12A of the Act.

## **EXEMPT ITEMS**

(Open minutes)

### **30. Discretionary Payments**

*(Item 7)*

1. Mr Royel introduced the report on discretionary payments.
2. In response to a question about the business case put forward for discretionary payments, these were unique and personalised and would contain clear criteria used to justify a market premium payment and market analysis. Where total remuneration was in excess of £50,000 this was published on KCC's website.
3. All payments were subject to performance, if there were concerns over performance there was a process in place to manage this.

RESOLVED that the Committee note the use of discretionary payments.

Dr Sullivan asked that it be noted that she abstained on this recommendation.

### **31. Pay Principles**

*(Item 8)*

1. Mr Royel introduced the report on pay principles alongside Mr Shipton who would answer any financial questions Members had.

RESOLVED that the Committee agree the following:

- Continue to at least match the Foundation Living Wage for lowest pay range (KR3)
- Remove the principle of maintaining £1200 between the tops of grade
- Increase the difference between KR3, KR4, KR5 and bottom of KR6 to 2.5%.

### **32. Pay Bargaining**

*(Item 9)*

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

1. Mr Royel introduced the report on pay bargaining, negotiations would continue and there would be a further update to the Personnel Committee in November. Mr Royel read out a letter from the Trade Unions.

RESOLVED that the Personnel Committee note the initial engagement and the update given at the meeting.

This page is intentionally left blank

**By:** Bryan Sweetland – Cabinet Member for Communications,  
Engagement, People and Partnerships  
Paul Royel – Director HR& OD

**To:** Personnel Committee      **Date:** 16<sup>th</sup> November 2022

**Subject:** Apprentice Pay

**Classification:**      **Unrestricted**

---

**Summary:** As a result of changes to statutory Apprenticeship pay there is a need to review our approach to pay which will also contribute to attracting candidates to apprenticeships, increasing retention rates and remaining competitive in the employment market whilst fulfilling our corporate parenting responsibility. Additionally, this review will reinforce KCC's continued commitment to the value of investing in young people

---

## 1. Background

- 1.1 In September 2013 Personnel Committee approved the framework for apprenticeship pay rates; this was further revised in November 2015 to accommodate the increasing minimum pay rate and linked the Apprentice pay scales to the Kent Scheme pay award.
- 1.2 On the 1<sup>st</sup> April 2022 the National Apprenticeship minimum wage rose substantially from £4.30 to £4.81 per hour. To ensure compliance KCC adjusted the pay rates to reflect the new minimum wage.
- 1.3 This change has highlighted the need and opportunity to review our Apprentice pay structure due to the decreased differentials at the lower end and also to ensure it remains competitive, attractive, and fit for purpose.
- 1.4 It is possible for managers to employ apprentices at the appropriate grade on the Kent Range, assuming a vacancy exists, as a way of retaining them.
- 1.5 The current minimum of the Kent Range (KR) pay scale equates to £10.00 per hour.

## 2. Current pay rates and considerations

- 2.1 KCC's current pay rates are based upon 3 apprenticeship levels - Intermediate, Advanced and Higher, each with 3 pay points. Managers should move the apprentice to the next point as part of recognising their development by way of pay progression. A Level 2 apprenticeship usually takes 12-14 months to complete. After 12 months the apprentice automatically moves to the appropriate age-related rate set by the government.

Pay rates are given in **Table 1** which also indicates the number of staff that are paid at these rates currently.

Table 1: Current KCC Apprentice pay rates

<b>Grade Name</b>	<b>£/h 2022</b>	<b>People</b>
Intermediate Apprentice 1. (0-4 months)	£ 4.81	11
Intermediate Apprentice 2. (5-8 months)	£ 4.92	
Intermediate Apprentice 3. (9 months-end)	<b>£ 5.20</b>	
Advanced Apprentice 1. (0-4 months)	£ 5.20	13
Advanced Apprentice 2. (5-8 months)	£ 5.75	
Advanced Apprentice 3. (9 months-end)	<b>£ 6.29</b>	3
Higher Apprentice 1. (0-4 months)	£ 6.29	
Higher Apprentice 2. (5-8 months)	£ 7.05	1
Higher Apprentice 3. (9 months-end)	<b>£ 7.75</b>	
* Apprentice 12 months+ 18-20 inclusive.	£ 6.83	
* Apprentice 12 months+ 21-22 inclusive.	£ 9.18	
* Apprentice 12 months+ 23 and above.	£ 9.50	

*\* This framework covers all types of apprenticeships except where the apprentice has completed the first year of their apprenticeship and at that point is aged 19 or above, then the non-apprentice national minimum wage for a person at their age applies for the remainder of the apprenticeship.*

2.2 Department for Education survey found that in 2021 the median hourly pay for Apprentices was £8.24 an hour when completing a Level 2 apprenticeship and £14.02 an hour when completing a Level 6/7 apprenticeship.

2.3 London Councils have pledged that all apprentices will be paid at the London Living Wage (£11.95 an hour) as a minimum. To demonstrate that the authorities continue to invest in their boroughs and people living within them.

2.4 In addition, research has identified that some training providers are choosing not to work with employers who are paying apprentices at the Apprenticeship National Minimum Wage as they feel that there is a correlation to the decline in completion and retention rates.

2.5 Benchmarking activity has identified that other comparable organisations are increasing their apprenticeship salary offer above the Apprenticeship National Minimum Wage

### **3. Proposal**

3.1 To provide a pay framework where all apprentices are recruited to £7.75 p/h as a minimum, increasing to KR3 following successful completion of the probation period

- 3.2 This option provides an increase after 6 months which could incentivise apprentices within their probation period and reduce early leaver rates.
- 3.3 The proposal benchmarks KCC against other organisations and will attract a wider pool of candidates who may not otherwise have been able to undertake an apprenticeship on the Apprentice National Minimum Wage (£4.81 p/h).
- 3.4 Managers will still have the option to recruit an apprentice to any KR grade and this may be typical when undertaking a higher-level apprenticeship such as Level 4 – 6.
- 3.5 A clear career pathway will be provided with opportunities for further progression and supporting wider workforce planning. An example of this would be the Level 3 Business Administration apprenticeship standard where the apprentice would be on grade KR3 after 6 months with the opportunity to progress following completion to a KR4-KR6 (depending on available vacancies) with further apprenticeship training.
- 3.6 By keeping a separate apprenticeship rate for entry into the workforce this sets the expectation for managers that especially within the first 6 months they are new entrants and undertaking training and therefore may not be performing to the standard of our KR grades.
- 3.7 The use of KR grades aligns to our Graduate Talent stream who are undertaking higher level apprenticeship standards and recruited to grade KR8.
- 3.8 Survey feedback from individuals on the KCC Kickstart scheme, who were employed on the National Minimum Wage for their age, indicated that many could not afford to take a pay drop to complete an apprenticeship on apprenticeship pay rates with KCC.

**Table 2** indicates further detail on the use of KR grades following the completion of their 6-month placement.

**Table 2: Kickstart appointments**

Grade Name	People
KR3	5
KR4	3
KR5	6
KR6	2
KR7	2

#### **4. Feedback from Managers & Staff**

- 4.1 91% of managers surveyed said their decision to recruit would not have been impacted if apprentices were paid a minimum of £7.75 p/h.
- 4.2 Manager's recognised that the increase in pay would be more attractive and a "reasonable prospect" for young people, especially Care Leavers.
- 4.3 Feedback from individuals on the KCC Kickstart scheme indicated that they could not afford to take a pay drop to complete an Apprenticeship within KCC on the current apprenticeship pay rates.

#### **5. Other considerations and principles**

- 5.1 The proposal for KCC maintained schools would recommend a new apprenticeship pay rate of £7.75 p/h but would not include the requirement to increase to KR3 following successful completion of probation period as if implemented is likely to see the number of new apprentices reduce in favour of recruiting qualified Teaching Assistants to a KR3 grade.
- 5.2 In addition, schools can choose to adopt a different pay rate for their apprentices.
- 5.3 The apprentice pay rate proposed is 22.6% less than the current minimum wage (£9.50p/h).
- 5.4 The apprentice pay rate will need to be reviewed on an annual basis alongside normal pay processes to ensure this differential is maintained.
- 5.5 Ahead of implementation in April 2023 the proposed pay rates will be reviewed to ensure they reflect any changes in the minimum wage for the forthcoming financial year.
- 5.6 There is a risk that increasing the cost of an apprentice may have a detrimental impact on apprenticeship numbers. However, in 2021-2022 there were 37 new apprenticeship starts with 28 of these paid at apprenticeship rates meaning that 32% of new apprentices were appointed to KR grades rather than apprenticeship pay rates.
- 5.7 An equality impact assessment (EQIA) has been undertaken and is attached in Appendix 1.

#### **6. Conclusion**

- 6.1 We have the opportunity to bring apprentices pay in line with our KR grades which reflects how the apprenticeship levy is now being utilised given that both new and existing employees can access the levy for training. In addition, this approach is simplified and will attract a much wider pool of candidates providing many with the opportunity to start their career whether that be

supporting the Young People agenda or addressing National skills shortages.

- 6.1 This approach will align to KCC's key agendas such as the delivery of the People Strategy, Strategic Reset Programme, the 16-18 review and levelling up.
- 6.2 The apprentice rates should continue to be adjusted annually in accordance with the Kent Scheme award and remain subject to review on an ad-hoc basis.

## **7. Recommendation**

- 7.1 Personnel Committee agree the proposal outlined in 3.1 to take effect from April 2023.
- 7.2 Personnel Committee agree that the rate would be adjusted in line with changes to the Kent Scheme pay award.

Michelle Flegg  
Workforce Development Strategy Manager  
HR & OD | Deputy Chief Executive's Department  
Kent County Council  
Phone 03000 416094 Mobile 07711016670

Relevant Director  
Paul Royel  
Director of HR & OD  
Deputy Chief Executive's Department  
03000 416631

This page is intentionally left blank

## EQIA Submission Draft Working Template

If required, this template is for use prior to completing your EQIA Submission in the EQIA App.

You can use it to understand what information is needed beforehand to complete an EQIA submission online, and also as a way to collaborate with others who may be involved with the EQIA.

Note: You can upload this into the App when complete if it contains more detailed information than the App asks for and you wish to retain this detail.

### Section A

#### 1. Name of Activity (EQIA Title):

Apprentice Pay

#### 2. Directorate

KCC wide

#### 3. Responsible Service/Division

HR & OD

### Accountability and Responsibility

#### 4. Officer completing EQIA

Note: This should be the name of the officer who will be submitting the EQIA onto the App.

#### 5. Head of Service

Note: This should be the Head of Service who will be approving your submitted EQIA.

Diane Trollope

#### 6. Director of Service

Note: This should be the name of your responsible director.

Paul Royel

### The type of Activity you are undertaking

#### 7. What type of activity are you undertaking?

**Service Change** – operational changes in the way we deliver the service to people. Answer Yes/No

No

**Service Redesign** – restructure, new operating model or changes to ways of working. Answer Yes/No

No

**Project/Programme** – includes limited delivery of change activity, including partnership projects, external funding projects and capital projects. Answer Yes/No

No

**Commissioning/Procurement** – means commissioning activity which requires commercial judgement. Answer Yes/No

<b>No</b>
<b>Strategy /Policy</b> – includes review, refresh or creating a new document. Answer Yes/No
<b>Yes - Revision to Apprenticeship pay rate</b>
<b>Other</b> – Please add details of any other activity type here.
8. Aims and Objectives and Equality Recommendations – Note: You will be asked to give a brief description of the aims and objectives of your activity in this section of the App, along with the Equality recommendations. You may use this section to also add any context you feel may be required.
<p><b>Summary</b></p> <p>The national minimum pay rate for apprentices has risen to £4.81 in April 2022, increasing by 51p per hour from the previous year. With the rise in cost of living many describe the apprenticeship national minimum pay rate to be unaffordable. There is a need to review our approach to pay which will contribute to attracting candidates to apprenticeships, increasing retention rates and remaining competitive in the employment market whilst fulfilling our corporate parenting responsibility.</p> <p><b>Aims and Objectives</b></p> <p>The aim is to bring apprentices pay in line with our Kent Range grades. In addition, this simplified approach will attract a wider pool of candidates providing many with the opportunity to start their career whether that be supporting the Young People agenda or addressing National skills shortage.</p> <p>This approach will align to KCC’s key agendas such as the delivery of the People Strategy, Strategic Reset Programme, the 16-18 review and levelling up</p> <p>The apprentice rate will continue to be adjusted annually in accordance with the Kent Scheme award and still subject to review on an ad-hoc basis.</p>
<b>Section B – Evidence</b>
<i>Note: For questions 9, 10 &amp; 11 at least one of these must be a 'Yes'. You can continue working on the EQIA in the App, but you will not be able to submit it for approval without this information.</i>
<b>9. Do you have data related to the protected groups of the people impacted by this activity? Answer: Yes/No</b>
Equality Data for the KCC staffing population (excluding schools).
<b>10. Is it possible to get the data in a timely and cost effective way? Answer: Yes/No</b>
Yes
<b>11. Is there national evidence/data that you can use? Answer: Yes/No</b>
Apprenticeship pay data has been gathered from other local authorities, which revealed that pay rates vary. Feedback from Apprenticeship Network indicate that employers are increasingly paying above the minimum wage for apprentices.
<b>12. Have you consulted with Stakeholders?</b>
<p>Answer: Yes/No</p> <p>Stakeholders are those who have a stake or interest in your project which could be residents, service users, staff, members, statutory and other organisations, VCSE partners etc.</p>
Yes, feedback was sought from managers of existing Apprentices.
<b>13. Who have you involved, consulted and engaged with?</b>

*Please give details in the box provided. This may be details of those you have already involved, consulted and engaged with or who you intend to do so with in the future. If the answer to question 12 is 'No', please explain why.*

Feedback was gathered from Managers who currently employ or are recruiting an apprentice:

A survey was sent to a total of 28 identified managers and received 11 responses. 91% said their decision to recruit wouldn't have been impacted if apprentices were paid a minimum of £7.75 p/h.

Manager's recognised that the increase in pay would be more attractive and a "reasonable prospect" for young people, especially Care Leavers. Citing that it promotes the 'value' of apprentices to the service and reflects that they can be seen as such.

Links were also made to encouraging more young people to apply, driving a higher calibre of candidates and "being competitive within the job market, as an authority we are struggling to recruit". Recruitment data has found that of 124 applications for 42 apprenticeship vacancies only 6% were hired (Appendix 4: Tribepad information).

In a separate survey, feedback was gathered from individuals on the KCC Kickstart scheme, who were employed on the National Minimum Wage for their age questioned whether the minimum wage was affordable and indicated that they could not afford to take a pay drop to complete an Apprenticeship within KCC on the current apprenticeship pay rates. Furthermore, all Kickstarters who have stayed within the organisation have been recruited to KR3-KR7 roles, with KR5 being the most common grade utilised.

**14. Has there been a previous equality analysis (EQIA) in the last 3 years? Answer: Yes/No**

No

**15. Do you have evidence/data that can help you understand the potential impact of your activity?**

*Answer: Yes/No*

Yes, Equality Data for the KCC staffing population (excluding schools). Yes see question 11 & 12.

**Uploading Evidence/Data/related information into the App**

*Note: At this point, you will be asked to upload the evidence/ data and related information that you feel should sit alongside the EQIA that can help understand the potential impact of your activity. Please ensure that you have this information to upload as the Equality analysis cannot be sent for approval without this.*

## Section C – Impact

**16. Who may be impacted by the activity? Select all that apply.**

Service users/clients - *Answer: Yes/No*

No

Residents/Communities/Citizens - *Answer: Yes/No*

No

Staff/Volunteers - *Answer: Yes/No*

Staff both current and new starters

**17. Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?** Answer: Yes/No

Yes

**18. Please give details of Positive Impacts**

The adverse impact Rating is low:

**Age:** There is a positive impact on all people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades.

This change will particularly benefit younger employees (those in the 15-19 & 20-24 age ranges) as they will now be starting at a higher pay rate. The October 2022 Oracle equality data shows that KCC employs 81 staff age range from 15-19 years and 438 staff age 20-24 years.

**Disability:** There is a positive impact on all disabled people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades. The October 2022 Oracle equality data indicates 469 staff who have declared a disability.

**Sex:** There is a positive impact on all people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades. The October 2022 Oracle equality data shows that KCC employs 7956 females and 2029 males.

**Gender identity/ Transgender:** There is a positive impact on all people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades.

**Race:** There is a positive impact on all people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades

**Religion and Belief:** There is a positive impact on all people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades

**Sexual Orientation:** There is a positive impact on all people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades

**Pregnancy and Maternity:** There is a positive impact on all people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades

**Marriage and Civil Partnerships:** There is a positive impact on all people joining the organisation as an Apprentice and undertaking apprenticeship training with KCC as the intention is to recruit on a higher minimum salary and bring them into line with KR grades

KCC agreed policies and procedures will be applied throughout the process and the principles, and arrangements that it sets out are applicable to all employees irrespective of their protected characteristic/s.

## Negative Impacts and Mitigating Actions

The questions in this section help to think through positive and negative impacts for people affected by your

activity. Please use the Evidence you have referred to in Section B and explain the data as part of your answer.

**19. Negative Impacts and Mitigating actions for Age**

**a) Are there negative impacts for Age?** *Answer: Yes/No*  
*(If yes, please also complete sections b, c, and d).*

No

**b) Details of Negative Impacts for Age**

**c) Mitigating Actions for Age**

**d) Responsible Officer for Mitigating Actions - Age**

**20. Negative Impacts and Mitigating actions for Disability**

**a) Are there negative impacts for Disability?** *Answer: Yes/No*  
*(If yes, please also complete sections b, c, and d).*

The pay increase represents a wage higher than the national minimum wage for apprenticeships, this may affect receipt of disability benefit, however it is not possible to generalise as this is calculated on an individual basis.

**b) Details of Negative Impacts for Disability**

**c) Mitigating Actions for Disability**

**d) Responsible Officer for Mitigating Actions - Disability**

**21. Negative Impacts and Mitigating actions for Sex**

**a) Are there negative impacts for Sex?** *Answer: Yes/No*  
*(If yes, please also complete sections b, c, and d).*

No

**b) Details of Negative Impacts for Sex**

<b>c) Mitigating Actions for Sex</b>
<b>d) Responsible Officer for Mitigating Actions - Sex</b>
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>a) Are there negative impacts for Gender identity/transgender?</b> <i>Answer: Yes/No</i> <i>(If yes, please also complete sections b, c, and d).</i>
No
<b>b) Details of Negative Impacts for Gender identity/transgender</b>
<b>c) Mitigating actions for Gender identity/transgender</b>
<b>d) Responsible Officer for Mitigating Actions - Gender identity/transgender</b>
<b>23. Negative Impacts and Mitigating actions for Race</b>
<b>a) Are there negative impacts for Race?</b> <i>Answer: Yes/No</i> <i>(If yes, please also complete sections b, c, and d).</i>
No
<b>b) Details of Negative Impacts for Race</b>
<b>c) Mitigating Actions for Race</b>
<b>d) Responsible Officer for Mitigating Actions – Race</b>
<b>24. Negative Impacts and Mitigating actions for Religion and belief</b>
<b>a) Are there negative impacts for Religion and Belief?</b> <i>Answer: Yes/No</i>

(If yes, please also complete sections b, c, and d).
No
<b>b) Details of Negative Impacts for Religion and belief</b>
<b>c) Mitigating Actions for Religion and belief</b>
<b>d) Responsible Officer for Mitigating Actions - Religion and belief</b>
<b>25. Negative Impacts and Mitigating actions for Sexual Orientation</b>
<b>a) Are there negative impacts for sexual orientation. Answer:</b> <i>Yes/No (If yes, please also complete sections b, c, and d).</i>
No
<b>b) Details of Negative Impacts for Sexual Orientation</b>
<b>c) Mitigating Actions for Sexual Orientation</b>
<b>d) Responsible Officer for Mitigating Actions - Sexual Orientation</b>
<b>26. Negative Impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>a) Are there negative impacts for Pregnancy and Maternity? Answer: Yes/No</b> <i>(If yes, please also complete sections b, c, and d).</i>
No
<b>b) Details of Negative Impacts for Pregnancy and Maternity</b>
<b>c) Mitigating Actions for Pregnancy and Maternity</b>

<b>d) Responsible Officer for Mitigating Actions - Pregnancy and Maternity</b>
<b>27. Negative Impacts and Mitigating actions for marriage and civil partnerships</b>
<b>a) Are there negative impacts for Marriage and Civil Partnerships?</b> <i>Answer: Yes/No</i> <i>(If yes, please also complete sections b, c, and d).</i>
No
<b>b) Details of Negative Impacts for Marriage and Civil Partnerships</b>
<b>c) Mitigating Actions for Marriage and Civil Partnerships</b>
<b>d) Responsible Officer for Mitigating Actions - Marriage and Civil Partnerships</b>
<b>28. Negative Impacts and Mitigating actions for Carer's responsibilities</b>
<b>a) Are there negative impacts for Carer's responsibilities?</b> <i>Answer: Yes/No</i> <i>(If yes, please also complete sections b, c, and d).</i>
The pay increase represents a wage higher than the national minimum wage for apprenticeships, this may affect receipt of carers benefit, however it is not possible to generalise as this is calculated on an individual basis.
<b>b) Details of Negative Impacts for Carer's Responsibilities</b>
<b>c) Mitigating Actions for Carer's responsibilities</b>
<b>d) Responsible Officer for Mitigating Actions - Carer's Responsibilities</b>

From: **Bryan Sweetland – Cabinet Member for Communications, Engagement, People and Partnerships**

**Paul Royel – Director HR & OD**

To: **Personnel Committee – 16 November 2022**

Subject: **Employee Relations Casework Activity**

Classification: **Unrestricted**

**Summary:** This report updates Personnel Committee on employee relations case work activity for the period 1 April 2022 to 30 September 2022.

**Recommendation(s):**

The Committee is asked to note the report of employee relations activity including senior officer appeals hearings and Employment Tribunal claims.

## **1. Introduction**

- 1.1 Personnel Committee are provided with an update on the numbers of disciplinary, 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 half year 1 April 2022 – 30 September 2022.
- 1.2 The report reflects the range of ER cases being managed by our KCC Managers and provides a review of the level of case activity and trends over the last three years. Management of performance is led by Managers with the support of a range of management development interventions and tools. The HR/OD Team take the lead in continuing to provide development and support to enable Managers to manage the increasingly complex employee relations cases confidently and proficiently, with professional advice.

## **2. Case Analysis**

- 2.1 The overall level of cases being managed formally at this point in the year is broadly the same as last year but if the current level is replicated in the second half of the year, the case level for full year will be higher than last year. The highest proportion of cases have been managed within the CYPE (45%) and ASCH (34%) Directorates (Appendix 1).
- 2.2 Analysis of activity over the last three years shows the greatest volume of cases continues to be those concerning ill health (38%). The HR/OD Team continue to provide a range of health and wellbeing support and advice to enable Managers to be able to address issues concerning health at an early stage. Teams who have been identified to have a particularly high level of absence are supported with a range of targeted interventions. Case data indicates that managers are continuing to take a proactive approach in formalising the process when informal support has not been successful.

- 2.3 Analysis of the disciplinary cases, which make up 30% of the total case activity, like the ill health cases suggest the potential for there being a higher number of cases than the previous year if current levels continue throughout the year. This indicates managers are taking a robust approach to managing conduct cases where necessary with HR advice and support.
- 2.4 Resolution cases which represent 6% of all case activity are at a slightly higher level than last year at the half year point where the case level was 13. Those resolution cases concerning bullying and harassment are at a similar level to last year and represent 3% of the total of all cases. Case levels indicate these types of cases are being managed with Managers taking a proactive approach where there is a need for a formal review.
- 2.5 The proportion of case activity concerned with the formal management of performance remains at similar levels as the previous two years (12%) but on current case levels shows the potential to be higher overall in the year. The HR/OD Team continue to advise and support Managers in addressing performance concerns and where necessary through formal performance management procedures where informal interventions have not been successful.
- 2.6 The number of Employment Tribunal and Early Conciliation cases where claims are lodged against KCC, although showing an upward trend remain relatively low for an organisation of its size. The increased level in part reflects the lack of progression of cases through the Tribunals. There are currently five claims pending, six have been settled and one withdrawn. There have been thirteen Early Conciliation cases where discussions take place through ACAS in advance of an Employment Tribunal claims being submitted.

### 3. Dismissal appeals heard by senior officers

- 3.1 Appeals against dismissal (other than in probation) are managed through HR/OD and senior officers who are members of the Challenger Group are expected to sit on the appeal panel supported by Invicta Law and HR. Dismissal decisions are therefore independently reviewed by a range of senior officers with legal and HR advice.
- 3.2 From 1 April 2022 to 30 September 2022 there have been two appeals against dismissal which were examined through the appeal process. One appeal was upheld, and one not upheld.

<b>Adult Social Care and Health</b>	<b>1</b>	1 x Conduct	Appeal upheld
<b>Children young People &amp; Education</b>	<b>1</b>	1 x Conduct	Appeal not upheld
<b>TOTAL</b>	<b>2</b>		

#### 4. Conclusions

The ER case activity overall, has remained broadly in line with previous years and analysis shows there are no major upward trends. Those cases being considered at the Employment Tribunal are taking some time to be concluded.

#### **Recommendation(s):**

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

Report Author:

Jane Clayton, HR &OD Manager

Telephone number Ext 416885

Email address jane.clayton@kent.gov.uk

Relevant Director:

Paul Royel, Director of HR&OD

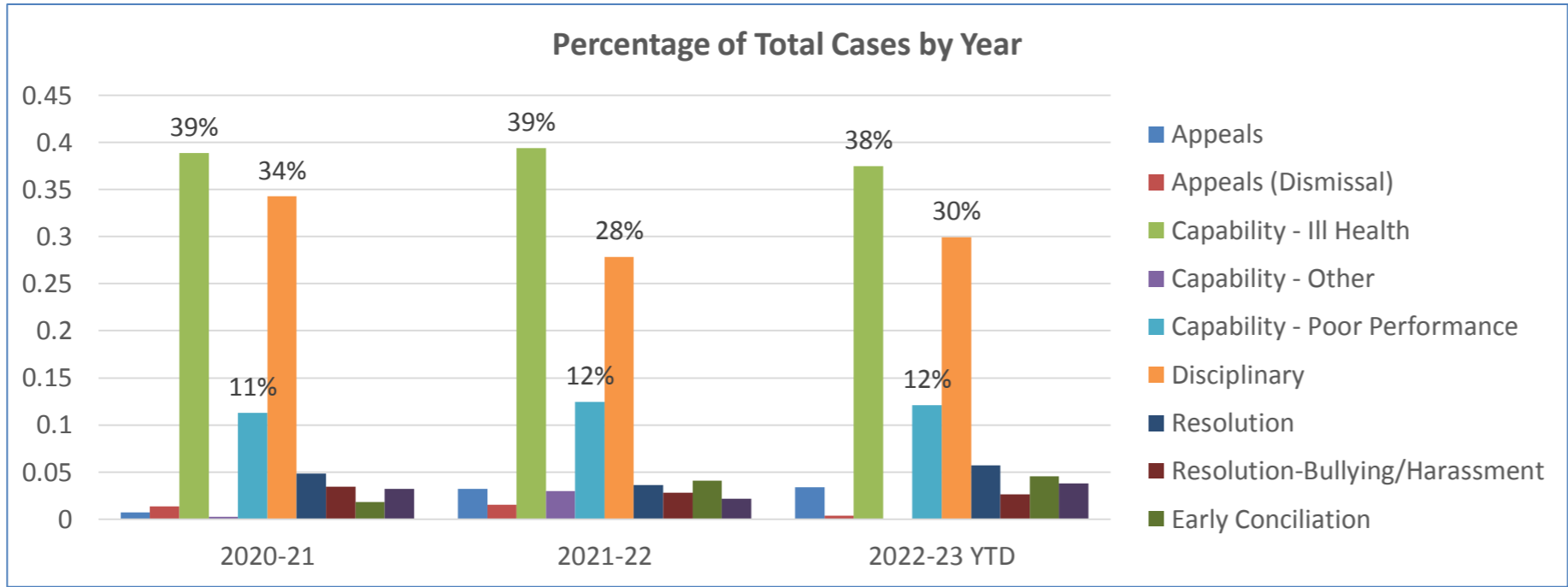
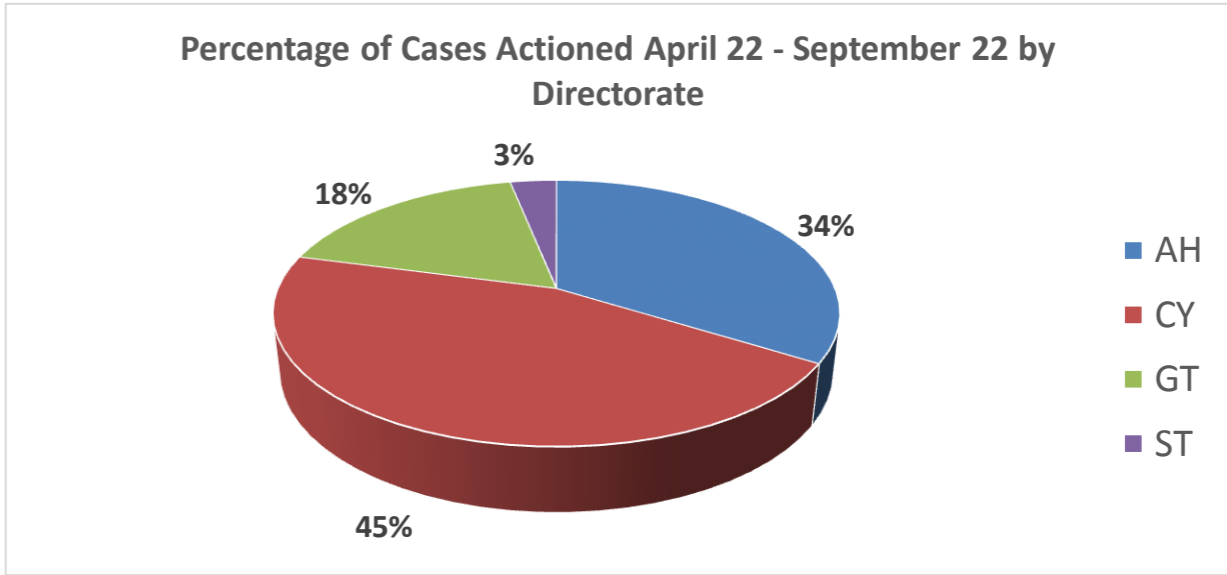
Telephone number Ext 416631

Email address paul.royel@kent.gov.uk

This page is intentionally left blank

Appendix 1

April 2020 - March 2021		April 2021 - March 2022		April 2022-September 2022	
Case Type	Total No.	Case Type	Total No.	Case Type	Total No.
Appeals	3	Appeals	15	Appeals	9
Appeals (Dismissal)	6	Appeals (Dismissal)	7	Appeals (Dismissal)	2
Capability - Ill Health	169	Capability - Ill Health	184	Capability - Ill Health	99
Capability - Other	1	Capability - Other	14	Capability - Other	0
Capability - Poor Performance	49	Capability - Poor Performance	58	Capability - Poor Performance	32
Disciplinary	149	Disciplinary	130	Disciplinary	79
Resolution	21	Resolution	19	Resolution	15
Resolution-Bullying/Harassment	15	Resolution-Bullying/Harassment	10	Resolution-Bullying/Harassment	7
Early Conciliation	8	Early Conciliation	13	Early Conciliation	13
Employment Tribunal	14	Employment Tribunal	17	Employment Tribunal	12
Grand Total	435	Grand Total	467	Grand Total	268
Mar-20		Mar-21		Mar-22	
9374		9449		9490	



This page is intentionally left blank

**By:** Bryan Sweetland - Cabinet Member for Communications, Engagement, People and Partnerships  
Paul Royel – Director of HR & OD

**To:** Personnel Committee

**Date:** 16 November 2022

**Subject:** Annual Workforce Profile Report update

**Classification:** Unrestricted

### **Summary:**

This report provides an update to the Annual Workforce Profile report, presented to Personnel Committee in September 2022. 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 2022.

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

### **1.1 KCC Non-Schools**

Staffing levels in the non-school's workforce have decreased slightly since the start of the year and the full-time equivalent is now 7,538.0 FTE, 0.7% lower than on 31 March 2021. This is slightly different to the same period for the previous year, where FTE had increased by 0.8%.

Turnover increased to September 2022 and now stands at 15.8% compared with 14.7% at April 2022 (exc. CRSS).

The first half of 2022 has shown sickness increasing over the period, with the 12-month rolling average increasing to 7.95 days lost per FTE compared to the beginning of the period which stood at 7.54 days lost per FTE.

During the first half of the year, Fixed Term contracts reduced from 5.1% to 4.3%. As of 30 September 2022, there were 83 employees accessing the apprenticeship training within the KCC non-schools' sector and 6 in LATCOs.

KCC continues to attract people from across the protected characteristics; however, the proportion of people applying does not always correspond to the proportion of those appointed e.g., 30.8% of applicants were male, but 19.6% of those appointed were male, whereas 68.5% of those that applied were female compared to 77.5% appointed being female.

September 2022 analysis of the non-school's workforce by diversity showed an increase in percentages of staff in Black, Asian, and Minority Ethnic, and Lesbian, Gay and Bisexual, and, Disabled, categories from the March 2022 figures. Within the Leadership group the proportion of female staff has shown an increase, moving from 60.7% to

61.6% The average age remained at 45 years and the age performance indicators show a small decrease in the percentage of staff aged 25 and under from the initial March 2022 figures from 7.5% to 6.8%.

September 2022 figures show 448 agency staff engaged in the non-school's sector.

Appendix 8 below provides an illustration of the reasons for leaving of those who left the organisation in the first 6 months of the year. This indicates that the vast majority left by way of Resignation at 70.5% followed by Retirement at 8.8%, and there have been an increased number of dismissals compared to last year going from 10 to 30 for the same period.

## **1.2. Directorates**

The percentage of permanent contracts varies by Directorate, from 78.1% in Growth, Environment and Transport (GET) to 89.2% in Adult Social Care and Health (ASCH). Strategic & Corporate Services (ST) has the highest proportion of Fixed Term contracts at 10.4% an increase from 9.9% in March 2022.

Children, Young People and Education (CYPE) and Growth, Environment & Transport (GET) have the highest proportion of CRSS contracts, which account for 16.8% (GET) and 14.0% (CYPE) of their workforce. GET has reduced slightly during the first 6 months of the year whereas CYPE has remained similar.

Year to date figures for the Directorates show that sickness levels were highest in Adult Social Care and Health (ASCH) at 5.49 days lost per FTE in the first half year and lowest in ST at 2.01 days lost per FTE.

Distribution across the salary bands varies between directorates, with the proportion on KR6 & below ranging from 15% in ST to 49.8% in GET. ST has the highest proportion of staff on the higher grades (KR14 & above), 6.3%.

The twelve-month rolling turnover figure to the 30 September 2022 varied between the Directorates, 11.9% in ST to 18.6% in CYPE (exc. CRSS).

Analysis of the workforce by diversity strand shows quite wide variation by Directorate. As an example, female staff account for 72.9% of the ASCH leadership group but 38.2% of GET's. Analysis of the age profile in Directorates shows ST to have the highest proportion of younger staff aged 25 and under, at 8.2% and GT to have a higher proportion of older staff aged 65 and over, 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**

Members are asked to note the content of this report.

**Paul Royel**  
**Director of HR and OD**  
**03000 416631**

### **Background documents –**

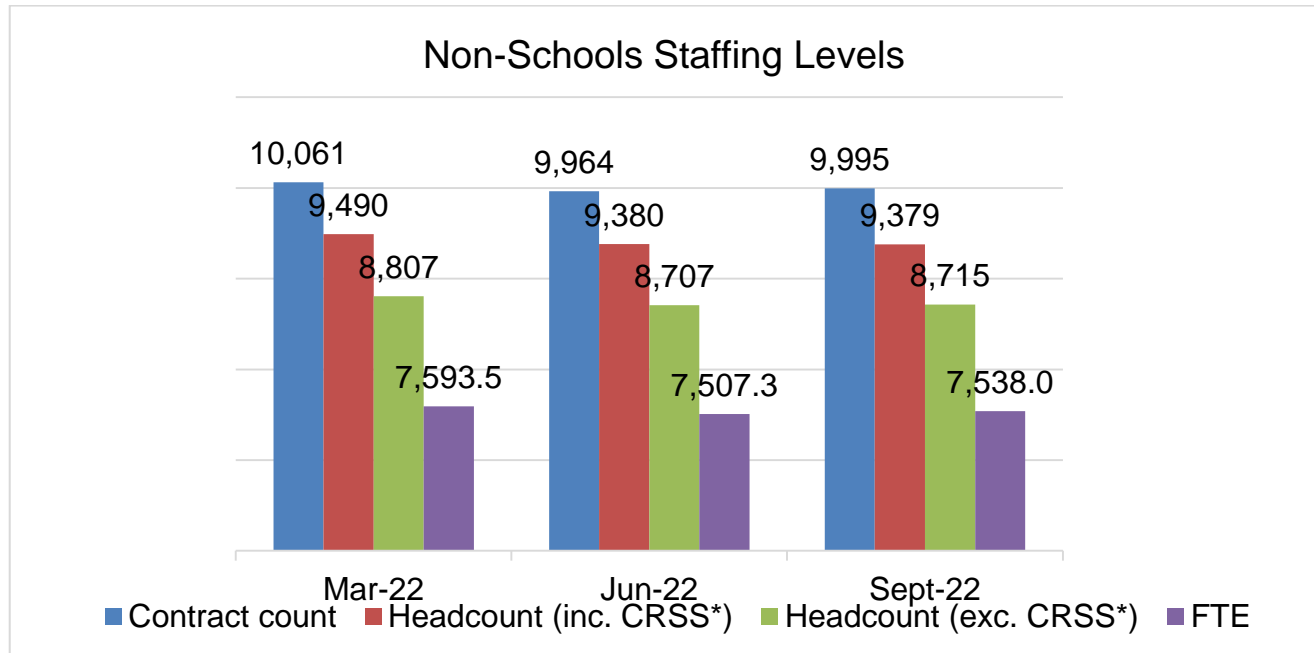
Annual workforce profile report to Personnel Committee June 2022



## Appendix 1 – Staffing Levels and Contract Details

### Non-Schools Workforce: Staffing Levels

	Mar-22	Jun-22	Sept-22	Change Mar-22 to Sept-22	% Mar-22 to Sept-22
Contract Count	10,061	9,964	<b>9,995</b>	<b>-66</b>	<b>-0.7%</b>
Headcount (inc. CRSS*)	9,490	9,380	<b>9,379</b>	<b>-111</b>	<b>-1.2%</b>
Headcount (exc. CRSS*)	8,807	8,707	<b>8,715</b>	<b>-92</b>	<b>-1.1%</b>
FTE	7,593.5	7,507.3	<b>7,538.0</b>	<b>-55.5</b>	<b>-0.7%</b>



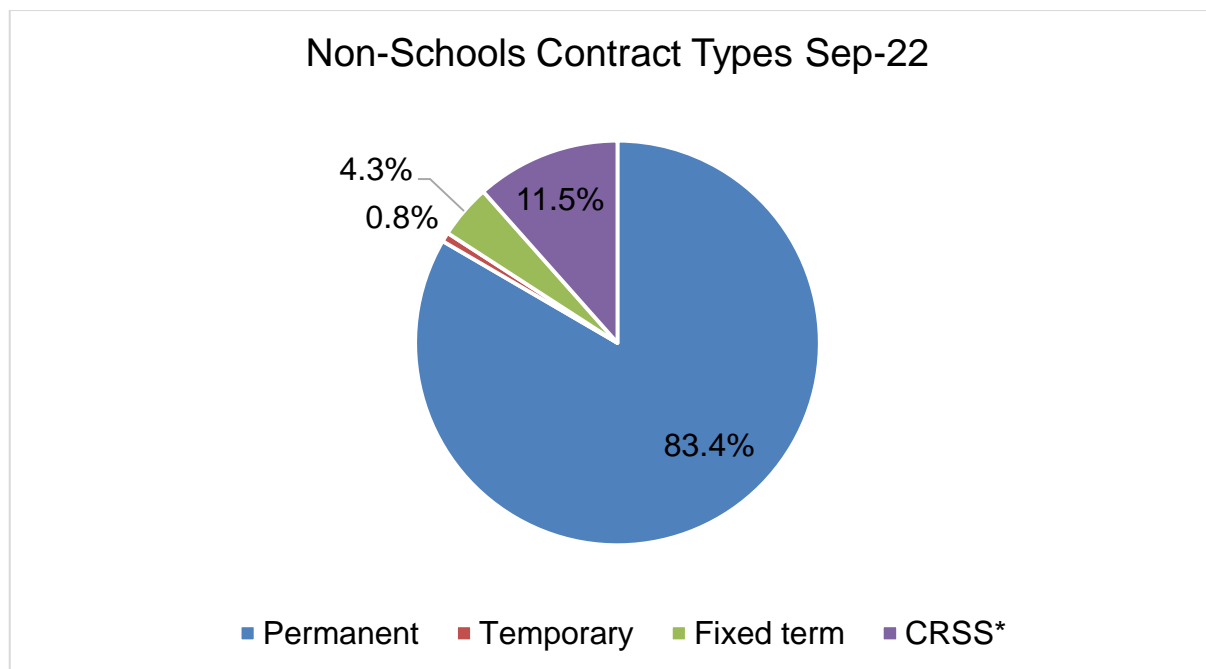
## Directorates: Staffing Levels

Directorate	Contract Count Mar-22	Contract Count Sept-22	Headcount (inc. CRSS*) Mar-22	Headcount (inc. CRSS*) Sept-22	Headcount (exc. CRSS*) Mar-22	Headcount (exc. CRSS*) Sept-22	FTE Mar-22	FTE Sept-22
ASCH	2,820	<b>2,762</b>	2,658	<b>2,592</b>	2,583	<b>2,520</b>	2,246.1	<b>2,198.0</b>
CYPE	3,954	<b>3,876</b>	3,769	<b>3,661</b>	3,364	<b>3,283</b>	2,995.2	<b>2,926.8</b>
GET	2,288	<b>2,302</b>	2,105	<b>2,110</b>	1,872	<b>1,868</b>	1,421.4	<b>1,426.9</b>
ST	999	<b>1,055</b>	996	<b>1,052</b>	993	<b>1,049</b>	927.7	<b>986.3</b>

## Non-Schools Workforce: Staff by Contract Type (Grouped)

Contract Type	Mar-22	Mar-22 %	Sept-22	Sept-22 %
Permanent	8,339	82.9%	<b>8,335</b>	<b>83.4%</b>
Temporary	77	0.8%	<b>75</b>	<b>0.8%</b>
Fixed term	510	5.1%	<b>431</b>	<b>4.3%</b>
CRSS*	1,135	11.3%	<b>1,154</b>	<b>11.5%</b>
Total	10,061	100.0%	<b>9,995</b>	<b>100.0%</b>

\*CRSS = Casual Relief, Sessional & Supply



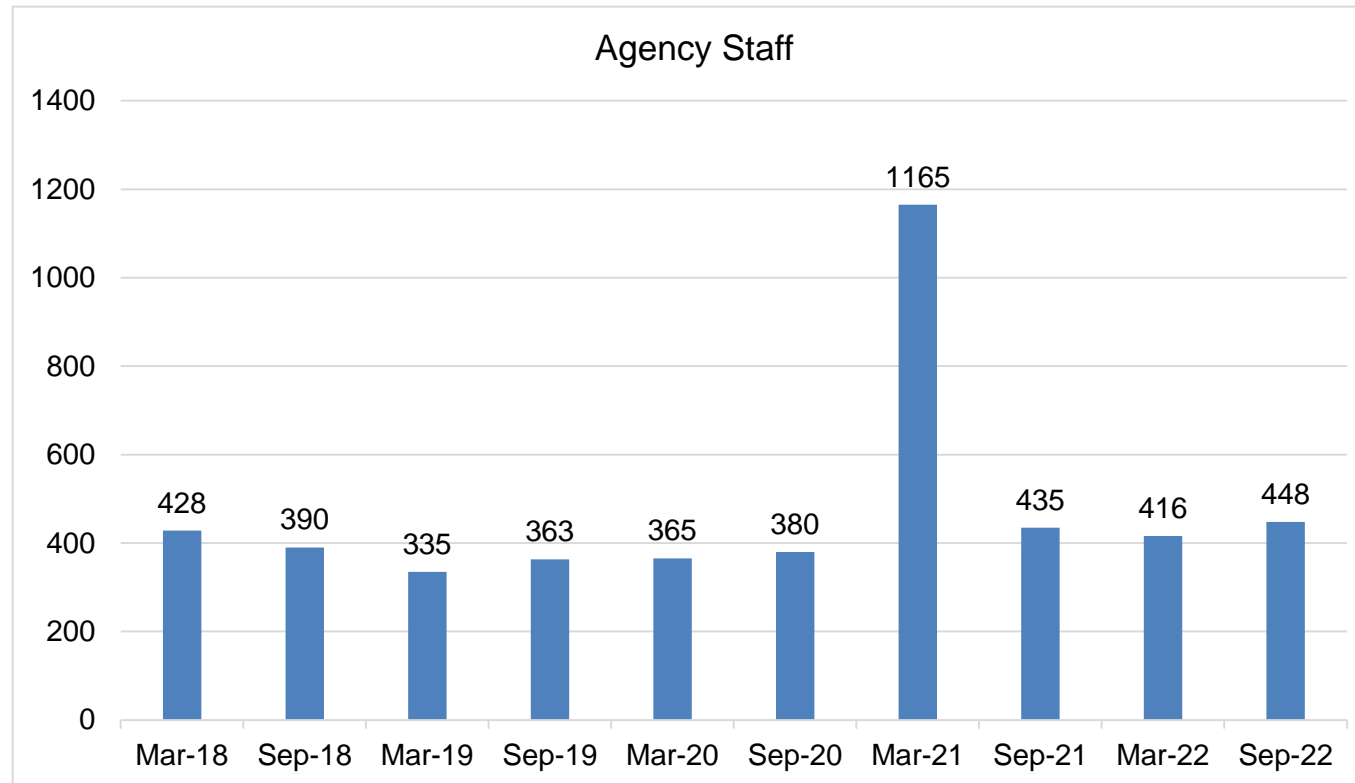
Directorates: Staff by Contact Type (Grouped)

Directorates	Permanent Mar-22	Permanent Sept-22	Temporary Mar-22	Temporary Sept-22	Fixed-term Mar-22	Fixed-term Sept-22	CRSS* Mar-22	CRSS* Sept-22
ASCH	2,499	<b>2,465</b>	26	<b>16</b>	83	<b>63</b>	212	<b>218</b>
CYPE	3,171	<b>3,144</b>	24	<b>38</b>	210	<b>150</b>	549	<b>544</b>
GET	1,787	<b>1,797</b>	14	<b>10</b>	118	<b>108</b>	369	<b>387</b>
ST	882	<b>929</b>	13	<b>11</b>	99	<b>110</b>	5	<b>5</b>

\*CRSS = Casual Relief, Sessional & Supply staff.

## Appendix 2 – Agency Staff

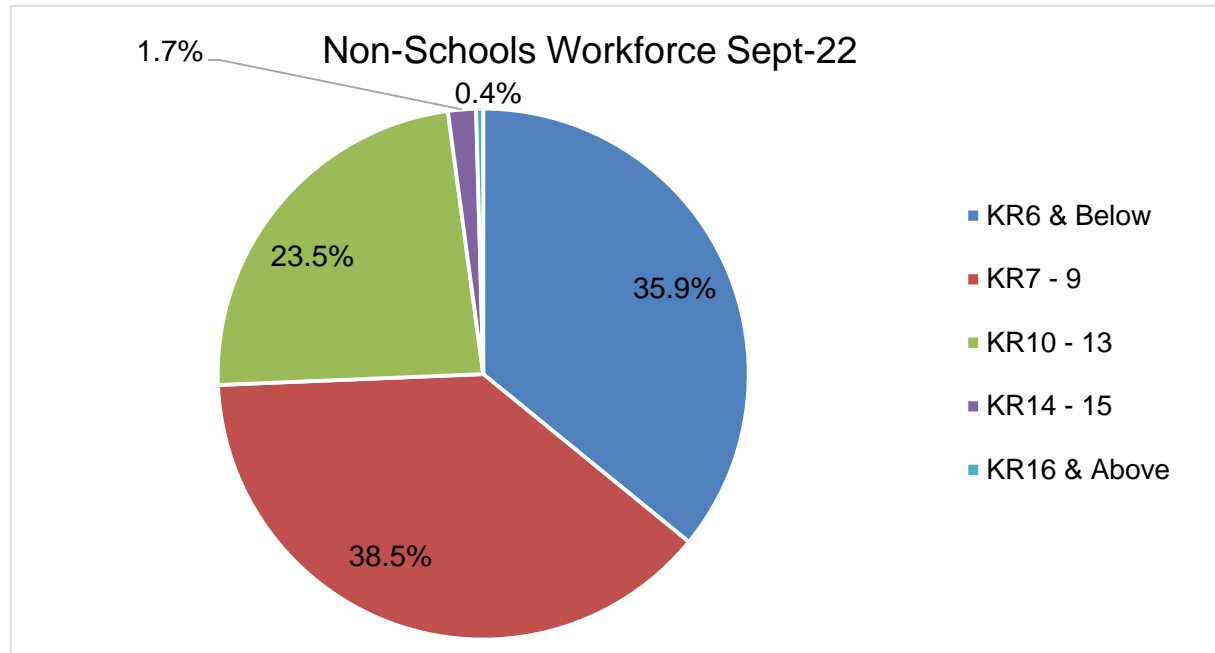
Non-Schools Workforce: Agency Staff



### Appendix 3 – Salaries

Non-Schools Workforce: Staff by Salary Band (all staff on Kent Range grades)

Grade	Mar-22	Mar-22 %	Sept-22	Sept-22 %
KR6 & Below	3,233	37.0%	<b>3,139</b>	<b>35.9%</b>
KR7-9	3,313	37.9%	<b>3,363</b>	<b>38.5%</b>
KR10-13	2,013	23.0%	<b>2,057</b>	<b>23.5%</b>
KR14-15	141	1.6%	<b>149</b>	<b>1.7%</b>
KR16 & Above	37	0.4%	<b>38</b>	<b>0.4%</b>
Total	8,737	100.0%	<b>8,746</b>	<b>100.0%</b>



Directorates: Staff by Salary Band (all staff on Kent Range grades)

Grade	ASCH Mar-22	ASCH Sept-22	CYPE Mar-22	CYPE Sept-22	GET Mar-22	GET Sept-22	ST Mar-22	ST Sept-22
KR6 & Below	1,176	<b>1,114</b>	919	<b>922</b>	972	<b>946</b>	166	<b>157</b>
KR7-9	956	<b>954</b>	1,468	<b>1,462</b>	583	<b>600</b>	306	<b>347</b>
KR10-13	448	<b>452</b>	803	<b>799</b>	319	<b>331</b>	443	<b>475</b>
KR14-15	11	<b>14</b>	68	<b>69</b>	15	<b>17</b>	47	<b>49</b>
KR16 & above	9	<b>9</b>	6	<b>5</b>	5	<b>7</b>	17	<b>17</b>
Total	2,600	<b>2,543</b>	3,264	<b>3,257</b>	1,894	<b>1,901</b>	979	<b>1,045</b>

Grade	ASCH Mar-22 %	ASCH Sept -22 %	CYPE Mar-22 %	CYPE Sept -22 %	GET Mar-22 %	GET Sept -22 %	ST Mar-22 %	ST Sept -22 %
KR6 & Below	45.2%	<b>43.8%</b>	28.2%	<b>28.3%</b>	51.3%	<b>49.8%</b>	17.0%	<b>15.0%</b>
KR7-9	36.8%	<b>37.5%</b>	45.0%	<b>44.9%</b>	30.8%	<b>31.6%</b>	31.3%	<b>33.2%</b>
KR10-13	17.2%	<b>17.8%</b>	24.6%	<b>24.5%</b>	16.8%	<b>17.4%</b>	45.3%	<b>45.5%</b>
KR14-15	0.4%	<b>0.6%</b>	2.1%	<b>2.1%</b>	0.8%	<b>0.9%</b>	4.8%	<b>4.7%</b>
KR16 & above	0.4%	<b>0.4%</b>	0.2%	<b>0.2%</b>	0.3%	<b>0.4%</b>	1.7%	<b>1.6%</b>

Based on staff with 'KR' in grade name (excluding CRSS\* staff).

\*CRSS = Casual Relief, Sessional & Supply staff.

## Appendix 4 – Turnover

Non-Schools Workforce: Turnover (12 month rolling average)

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sept-22
Including CRSS	15.6%	16.0%	16.0%	16.4%	16.6%	16.8%
Excluding CRSS	14.7%	15.1%	15.1%	15.4%	15.7%	15.8%
Excluding CRSS and excluding Compulsory*	14.4%	15.0%	14.9%	15.2%	15.5%	15.6%

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

Directorates: Turnover (12 month rolling average – including CRSS staff)

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sept-22
ASCH	15.1%	15.6%	15.3%	15.7%	15.6%	15.7%
CYPE	17.1%	17.9%	18.2%	18.5%	18.9%	19.4%
GET	14.9%	15.1%	15.2%	15.9%	16.0%	16.2%
ST	12.4%	12.2%	12.2%	12.1%	11.8%	12.1%

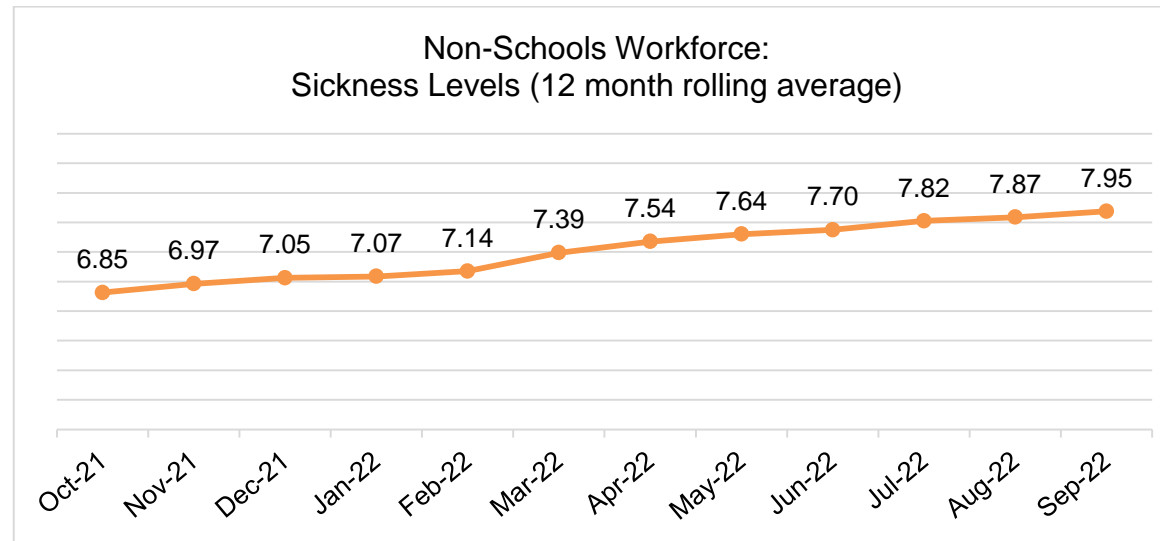
Directorates: Turnover (12 month rolling average – excluding CRSS staff)

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sept-22
ASCH	14.3%	14.6%	14.3%	14.5%	14.6%	14.5%
CYPE	16.7%	17.5%	17.6%	17.8%	18.3%	18.6%
GET	12.7%	13.4%	13.6%	14.3%	14.6%	14.6%
ST	12.2%	12.1%	12.0%	11.9%	11.6%	11.9%

\*CRSS = Casual Relief, Sessional & Supply staff.

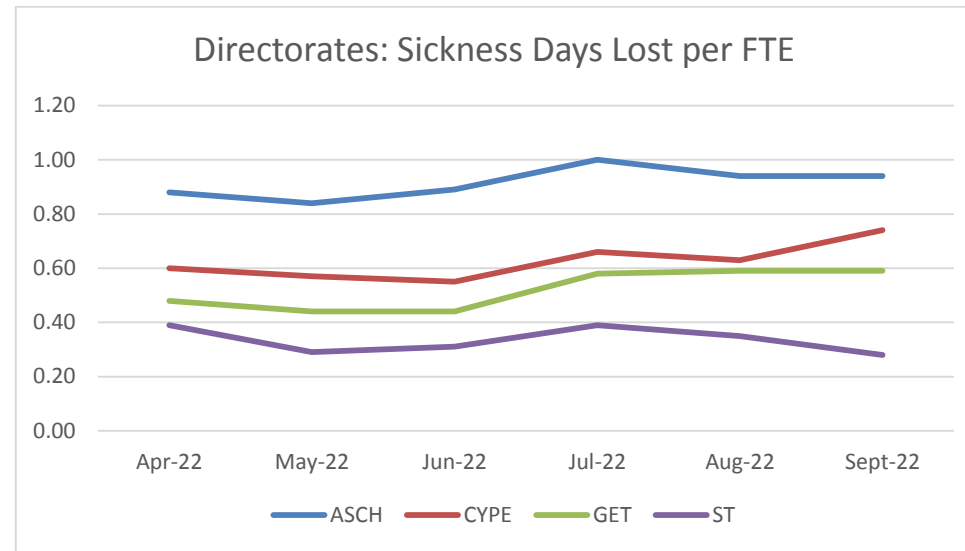
## Appendix 5 - Sickness

### Non-Schools Workforce: Sickness



Month	Days lost per FTE in month	12 Month Rolling Average
Oct-21	0.66	6.85
Nov-21	0.68	6.97
Dec-21	0.71	7.05
Jan-22	0.66	7.07
Feb-22	0.56	7.14
Mar-22	0.75	7.39
Apr-22	0.64	7.54
May-22	0.59	7.64
Jun-22	0.60	7.70
Jul-22	0.71	7.82
Aug-22	0.68	7.87
Sept-22	0.71	7.95

## Directorates: Sickness Days Lost per FTE



Directorate	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sept-22	TOTAL
ASCH	0.88	0.84	0.89	1.00	0.94	0.94	<b>5.49</b>
CYPE	0.60	0.57	0.55	0.66	0.63	0.74	<b>3.75</b>
GET	0.48	0.44	0.44	0.58	0.59	0.59	<b>3.12</b>
ST	0.39	0.29	0.31	0.39	0.35	0.28	<b>2.01</b>

## Appendix 6 – Equalities

### Non-Schools Workforce (excluding CRSS)

	All Staff Mar-22	All Staff Sept-22	Leadership Group Mar-22	Leadership Group Sept-22
Female	79.3%	<b>79.6%</b>	60.7%	<b>61.6%</b>
Black, Asian, and Minority Ethnic	8.3%	<b>8.6%</b>	6.8%	<b>6.1%</b>
Disabled	4.4%	<b>4.8%</b>	4.6%	<b>4.5%</b>
Faith	46.0%	<b>46.4%</b>	45.0%	<b>43.2%</b>
Lesbian, Gay and Bisexual	2.9%	<b>3.3%</b>	1.9%	<b>2.1%</b>
Gender Reassignment	0.5%	<b>0.5%</b>	0.5%	<b>0.3%</b>

### Directorates: All Staff (excluding CRSS)

	Female Mar-22	Female Sept-22	Black, Asian, and Minority Ethnic Mar-22	Black, Asian, and Minority Ethnic Sept-22	Disabled Mar-22	Disabled Sept-22	Lesbian, Gay and Bisexual Mar-22	Lesbian, Gay and Bisexual Sept-22	Faith Mar-22	Faith Sept-22	Trans- gender Mar-22	Trans- gender Sept-22
ASCH	85.4%	<b>85.7%</b>	10.9%	<b>11.3%</b>	4.7%	<b>4.7%</b>	3.2%	<b>3.4%</b>	48.7%	<b>48.7%</b>	0.6%	<b>0.6%</b>
CYPE	85.3%	<b>86.4%</b>	9.0%	<b>9.3%</b>	4.1%	<b>4.6%</b>	3.2%	<b>3.4%</b>	46.2%	<b>47.6%</b>	0.5%	<b>0.5%</b>
GET	63.5%	<b>63.3%</b>	4.1%	<b>4.2%</b>	4.4%	<b>5.1%</b>	2.1%	<b>2.6%</b>	45.9%	<b>45.0%</b>	0.5%	<b>0.5%</b>
ST	72.4%	<b>72.8%</b>	7.3%	<b>7.7%</b>	5.0%	<b>5.3%</b>	3.0%	<b>3.4%</b>	38.5%	<b>39.4%</b>	0.3%	<b>0.3%</b>

#### Directorates: Leadership Group (excluding CRSS)

	Female Mar-22	Female Sept-22	Black, Asian, and Minority Ethnic Mar-22	Black, Asian, and Minority Ethnic Sept-22	Disabled Mar-22	Disabled Sept-22	Lesbian, Gay and Bisexual Mar-22	Lesbian, Gay and Bisexual Sept-22	Faith Mar-22	Faith Sept- 22	Trans- gender Mar-22	Trans- gender Sept-22
ASCH	73.3%	<b>72.9%</b>	6.7%	<b>6.8%</b>	5.0%	<b>5.1%</b>	5.0%	<b>5.1%</b>	51.7%	<b>51.7%</b>	1.7%	<b>1.7%</b>
CYPE	64.6%	<b>66.4%</b>	7.9%	<b>7.2%</b>	3.9%	<b>3.2%</b>	2.4%	<b>2.4%</b>	40.9%	<b>40.9%</b>	0.0%	<b>0.0%</b>
GET	34.6%	<b>38.2%</b>	5.8%	<b>3.6%</b>	3.9%	<b>3.6%</b>	0.0%	<b>1.8%</b>	44.2%	<b>44.2%</b>	1.9%	<b>0.0%</b>
ST	61.5%	<b>61.8%</b>	6.2%	<b>5.9%</b>	5.4%	<b>5.9%</b>	0.8%	<b>0.7%</b>	46.2%	<b>46.2%</b>	0.0%	<b>0.0%</b>

#### Non Schools Workforce: Age Indicators (excluding CRSS)

Directorate	Aged 25 and under Mar-22	Aged 25 and under Sept-22	Aged 30 and under Mar-22	Aged 30 and under Sept-22	Aged 50 and over Mar-22	Aged 50 and over Sept-22	Aged 65 and over Mar-22	Aged 65 and over Sept-22
All Staff	7.5%	<b>6.8%</b>	16.6%	<b>16.0%</b>	40.5%	<b>40.8%</b>	4.3%	<b>4.1%</b>
Leadership Group	0.0%	<b>0.3%</b>	0.5%	<b>1.3%</b>	53.1%	<b>51.7%</b>	2.2%	<b>1.6%</b>

#### Directorates: Age Indicators (excluding CRSS)

Directorate	Aged 25 and under Mar-22	Aged 25 and under Sept-22	Aged 30 and under Mar-22	Aged 30 and under Sept-22	Aged 50 and over Mar-22	Aged 50 and over Sept-22	Aged 65 and over Mar-22	Aged 65 and over Sept-22
ASCH	5.2%	<b>5.0%</b>	13.9%	<b>13.6%</b>	44.4%	<b>45.1%</b>	4.5%	<b>4.5%</b>
CYPE	8.7%	<b>7.5%</b>	18.8%	<b>17.2%</b>	35.7%	<b>36.8%</b>	2.8%	<b>2.9%</b>
GET	7.7%	<b>7.4%</b>	14.9%	<b>15.4%</b>	48.5%	<b>48.1%</b>	8.3%	<b>7.2%</b>
ST	8.4%	<b>8.2%</b>	19.5%	<b>19.2%</b>	31.3%	<b>30.5%</b>	1.6%	<b>1.6%</b>

CRSS = Casual, Relief, Sessional and Supply staff.

Leadership Group = staff with a minimum salary of £55,556 (equivalent to minimum of KR13)

## Appendix 7 – Equality in Recruitment

Non-Schools Workforce: April-September 2022

### Disability

	Applied Count	Applied %	Hired Count	Hired %
Disabled	557	7.6%	74	8.8%
Not Disabled	6,790	92.3%	764	90.4%
Chose not to declare	11	0.1%	7	0.8%
Total	7,358	100.0%	845	100.0%

### Black Asian and Minority Ethnic

	Applied Count	Applied %	Hired Count	Hired %
Black, Asian, and Minority Ethnic	1,703	23.1%	137	16.2%
White	5,365	72.9%	670	79.3%
Chose not to declare	290	3.9%	38	4.5%
Total	7,358	100.0%	845	100.0%

### Gender

	Applied Count	Applied %	Hired Count	Hired %
Female	5,038	68.5%	655	77.5%
Male	2,268	30.8%	166	19.6%
Chose not to declare	52	0.7%	24	2.8%
Total	7,358	100.0%	845	100.0%

### Faith

	Applied Count	Applied %	Hired Count	Hired %
Faith	3,631	49.3%	383	45.3%
No Faith	3,274	44.5%	382	45.2%
Chose not to declare	453	6.2%	80	9.5%
Total	7,358	100.0%	845	100.0%

### Sexual Orientation

	Applied Count	Applied %	Hired Count	Hired %
Heterosexual	6,295	85.6%	707	83.7%
Lesbian, Gay, and Bisexual	511	6.9%	59	7.0%
Chose not to declare	552	7.5%	79	9.3%
Total	7,358	100.0%	845	100.0%

### Transgender

	Applied Count	Applied %	Hired Count	Hired %
Transgender	48	0.7%	2	0.2%
Non-Transgender	7,155	97.2%	805	95.3%
Chose not to declare	155	2.1%	38	4.5%
Total	7,358	100.0%	845	100.0%

### Age Summary

	Applied Count	Applied %	Hired Count	Hired %
Up to 19	147	2.0%	18	2.1%
20 - 25	1,269	17.2%	143	16.9%
26 - 35	2,300	31.3%	224	26.5%
36 - 45	1,700	23.1%	187	22.1%
46 - 55	1,216	16.5%	163	19.3%
56 - 65	533	7.2%	65	7.7%
over 65	37	0.5%	8	0.9%
Chose not to declare	156	2.1%	37	4.4%
Total	7,358	100.0%	845	100.0%

The breakdown of applied and hired is in terms of candidate applications. If a candidate has applied for multiple roles, they will be counted multiple times.

Undeclared/blank responses have been combined with 'prefer not to say'.

## Appendix 8 – Leavers Listed by Leaving Reason

Non-Schools Workforce: April-September 2022

Leaving Reason	Grouping	Total
Resignation - New Employment	Resignation	303
Resignation - Other	Resignation	177
End of Fixed Term Contract	Other	81
Retirement - Normal	Retirement	64
Resignation - Personal /Domestic Reasons	Resignation	55
Resignation - Career Development	Resignation	30
PR/Casual - Not Claimed in the last 12 months	Other	19
Contract Terminated within Probation	Dismissal	13
Mutual Termination	Other	13
Resignation - Nature of Work	Resignation	11
Deceased	Other	10
Resignation - Pay	Resignation	10
Unknown	Other	9
End of Temporary Contract	Other	8
Termination of Supply/Sessional Staff	Dismissal	8
Resignation - Conditions of employment	Resignation	7
Resignation - Competition from other employers	Resignation	5
Voluntary Early Retirement	Retirement	5
Dismissal - SOSR	Dismissal	4
Dismissal - Conduct	Dismissal	3
Early Retirement - Efficiency of the Service	Retirement	3
Compulsory Redundancy	Redundancy	2
Early Retirement - Ill Health (Tier 1)	Retirement	2
Voluntary Redundancy	Redundancy	2
Dismissal - Capability - Performance	Dismissal	1
Dismissal - Capability - Statutory Prohibition/Ban	Dismissal	1
No Longer Payroll Provider	Other	1
Second Retirement	Retirement	1
<b>Total Number of Leavers</b>		<b>848</b>

Grouping	Count	Proportion
Dismissal	30	3.5%
Other	141	16.6%
Redundancy	4	0.5%
Resignation	598	70.5%
Retirement	75	8.8%
<b>Total Number of Leavers</b>	<b>848</b>	<b>100%</b>

Note – Analysis by leaving reason relates only to staff that have left the authority.

## Appendix 9 – Schools Information

A total of nine schools changed to academy status as of 1<sup>st</sup> September, three of which were secondary schools and six were primary schools.

As of September 2022, this year there were 591 schools of which 459 are primary, one nursery, 101 are secondary, six pupil referral units, and 24 special schools.

At September 2022 there were 10,093.3 FTE school based staff. \*

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

### Schools Workforce: Staffing Levels

	Mar-22	Jun-22	Sept-22	Change Mar-22 to Sept-22	% Mar-22 to Sept-22
Contract count	19,063	18,727	<b>18,365</b>	<b>-698</b>	<b>-4%</b>
Headcount (inc. CRSS*)	15,584	15,305	<b>15,053</b>	<b>-531</b>	<b>-4%</b>
Headcount (exc. CRSS*)	14,448	14,208	<b>13,999</b>	<b>-449</b>	<b>-3%</b>
FTE	10,309.8	10,163.6	<b>10,093.3</b>	<b>-217</b>	<b>-2%</b>

\*CRSS = Casual Relief, Sessional & Supply staff.

Document is Restricted

This page is intentionally left blank