

**PERSONNEL COMMITTEE**

**Tuesday, 24th January, 2023**

**2.00 pm**

Council Chamber, Sessions House, County Hall,  
Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Tuesday, 24th January, 2023, 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 Apologies and Substitutes
- 2 Declarations of Interests by Members in items on the Agenda for this meeting.
- 3 Election of Vice-Chair
- 4 Minutes of the previous meeting held on 16 November 2022 (Pages 1 - 4)
- 5 Workforce Profile Update (Pages 5 - 8)
- 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, 3 and 4 of part 1 of Schedule 12A of the Act.

## EXEMPT ITEMS

- 7 Children, Young People and Education Directorate – Top Tier Restructure (Pages 9 - 32)
- 8 Local Pay Bargaining (Pages 33 - 48)

Benjamin Watts  
General Counsel  
03000 416814

**Monday, 16 January 2023**

**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 Wednesday, 16 November 2022.

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

IN ATTENDANCE: Mr P Royel (Director of HR & OD), Ms J Clayton (HR & OD Manager), Ms M Flegg (Workforce Development Strategy Manager) and Mrs A Taylor (Scrutiny Research Officer)

**UNRESTRICTED ITEMS****33. 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 8 – Pay Bargaining Update Dr Sullivan withdrew from the meeting.

**34. Minutes of the meeting held on 6 September 2022**  
*(Item 3)*

1. Subject to the inclusion of an amendment to the discretionary payments minute resolution explaining the reason for Dr Sullivan abstaining on the recommendation “on the basis that discretionary payments should only be made to those public facing positions which are difficult to recruit to” the minutes were agreed.

RESOLVED that, subject to the above inclusion, the minutes of the meeting held on 6 September 2022 are correctly recorded and that they be signed by the Chairman as a correct record.

**35. Apprenticeship Pay**  
*(Item 4)*

1. Michelle Flegg introduced this report which set out a review of the approach to Apprentice pay. The proposals would contribute to attracting candidates to apprenticeships, increasing retention rates and allowing KCC to remain competitive in the employment market.

2. The report set out options in relation to pay rates and there was the opportunity to bring apprentices pay in line with KCC’s KR grades and the report stated that apprentice rates should continue to be adjusted annually in accordance with the Kent Scheme and remain subject to review on an ad-hoc basis.

3. In response to a question Ms Flegg confirmed that the reasons for the 6 month probationary period were to ensure that Kent was the right employer and to build a level of skills and knowledge for the role that the individual was due to be employed in. KCC was not finding it more difficult to find apprentices, the market was narrower but people did still want to work for KCC.

RESOLVED that Personnel Committee:

- Agree the proposal outlined in paragraph 3.1 of the report to take effect from April 2023
- Agree that the rate would be adjusted in line with changes to the Kent Scheme pay award.

### **36. Employee Relations Casework Update**

*(Item 5)*

1. Jane Clayton introduced this report which set out employee relations case work activity for the period 1 April 2022 to 30 September 2022.

2. There was an ever increasing complexity to the Employee Relations cases managed by KCC.

3. Following a query about Member Appeal Panels Mr Royel explained that there was a process to allow for appeal against dismissal – a further report would be brought to Personnel Committee to give assurance about the robustness of the process. It would also be possible to run a deep dive exercise for further reassurance in Members wished to do this.

RESOLVED that Personnel Committee note the report of employee relations activity including senior officer appeals hearings.

### **37. Workforce Profile Update**

*(Item 6)*

1. Paul Royel introduced this report which provided an update to the Annual Workforce Profile Report.

2. Members raised concerns over the increase in turnover within the council. Further analysis was being done to examine the high turnover rate in CYPE but this was in part skewed by the Reconnect Programme.

3. In relation to a question about the staff survey it was noted that the results of this were due to be reported to Personnel Committee in January 2023.

4. Members requested that an item on turnover rates be brought to a future meeting of Personnel Committee as Members were uncomfortable with the current levels of turnover. It was important to look at trends in turnover and sickness, a steady increase would give Personnel Committee cause to investigate further. A quarterly report was requested, to include comparatives, to determine whether this was a KCC issue or a wider Local Government issue.

RESOLVED that Personnel Committee note the report.

### **38. 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 1 and 2 of part 1 of Schedule 12A of the Act.

#### **EXEMPT ITEMS**

(Open minutes)

### **39. Pay Bargaining Update**

*(Item 8)*

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

1. Mr Royel introduced the report which updated Personnel Committee on the local pay bargaining process. Negotiations would continue and the final position would be reported to the Personnel Committee in January 2023.

RESOLVED that the Personnel Committee note the progress and welcome the update provided.

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**By:** Shellina Prendergast - Cabinet Member for Communications and People  
Paul Royel – Director of HR & OD

**To:** Personnel Committee

**Date:** 24 January 2023

**Subject:** Workforce Profile update

**Classification:** Unrestricted

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**Summary:**

This report provides an update to the Annual Workforce Profile report, specifically the matter of turnover presented to Personnel Committee in November 2022. It provides information on the changes in turnover across the County Council's workforce up to December 2022.

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**1. Background**

- 1.1 In both the annual workforce report in June 2022 and again in the update report of 16 November 2022, it was apparent that turnover of staff had increased from previous levels. Historically we had seen turnover levels of between 12% and 13%.
- 1.2 It is my professional opinion that an organisation of our size, in our sector should expect a healthy turnover to be between 10% and 15%. Less than 10% and there is a risk of becoming “stale” more than 15% and there could be an indication of an inability to retain staff.
- 1.3 There was always an expected increase in turnover at the end of the pandemic, when it was forecast that there would be an acceleration of workforce movement that had been dormant through the pandemic for a variety of reasons including, loyalty, uncertainty, vulnerability of new employment, and the deferment of retirement decisions. The question considered by Committee in June and November was whether our increased turnover was symptomatic of the legacy of the pandemic or a matter of internal concern.
- 1.4 It was agreed that in view of the increased turnover that Personnel Committee would monitor this on a quarterly basis. This update is the first of those quarterly reports.

## **2. Turnover for KCC Non-Schools**

- 2.1 Turnover increased to 15.8% in September 2022 from 14.7% at April 2022 (exc. Casual, Relief and Sessional Staff). As of 30 November, turnover is 15.6% (exc. CRSS). The details, including the month-by-month position of the last year is illustrated in Appendix 1.

## **3. Turnover within Directorates**

- 3.1 As previously indicated, turnover levels vary by Directorate, from 11.3% in what was formerly Strategic & Corporate Services to 18.2% in CYPE.
- 3.2 Each Directorate's turnover is similar to that reported in September, although GET and Adults have seen a small increase. By the nature of the calculation of a rolling 12-month average, any significant changes, including the closure of the Reconnect programme in CYPE will influence the turnover figure for the following 11 months.

## **4. Conclusion**

- 4.1 It would appear that the organisations turnover may have peaked in September 2022 although this needs to continue to be monitored and is slightly higher than the anticipated healthy range.

## **5. 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  
Annual workforce Update Report on 16 November 2022

## APPENDIX 1 - Turnover

### Rolling Turnover exc. CRSS and Compulsary Redundancy and Transfers

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
14.4%	15.0%	14.9%	15.2%	15.5%	15.6%	15.6%	15.5%

### Rolling Turnover inc. CRSS

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
15.55%	16.00%	16.04%	16.41%	16.58%	16.84%	16.72%	16.63%

### Rolling Turnover exc. CRSS

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
14.6%	15.1%	15.1%	15.4%	15.7%	15.8%	15.7%	15.6%

### Rolling Turnover inc. CRSS

DirShort	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total
AH	15.12%	15.55%	15.32%	15.69%	15.64%	15.66%	15.46%	15.23%	15.23%
CY	17.10%	17.87%	18.16%	18.46%	18.94%	19.39%	19.28%	19.20%	19.20%
GT	14.89%	15.13%	15.19%	15.89%	16.01%	16.17%	16.13%	16.43%	16.43%
ST	12.40%	12.22%	12.15%	12.07%	11.79%	12.09%	12.02%	11.46%	11.46%
<b>Total</b>	<b>15.55%</b>	<b>16.00%</b>	<b>16.04%</b>	<b>16.41%</b>	<b>16.58%</b>	<b>16.84%</b>	<b>16.72%</b>	<b>16.63%</b>	<b>16.63%</b>

### Rolling Turnover exc. CRSS

DirShort	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total
AH	14.3%	14.6%	14.3%	14.5%	14.6%	14.5%	14.7%	14.6%	14.6%
CY	16.7%	17.5%	17.6%	17.8%	18.3%	18.6%	18.3%	18.2%	18.2%
GT	12.7%	13.4%	13.6%	14.3%	14.6%	14.6%	14.6%	15.0%	15.0%
ST	12.2%	12.1%	12.0%	11.9%	11.6%	11.9%	11.9%	11.3%	11.3%
<b>Total</b>	<b>14.6%</b>	<b>15.1%</b>	<b>15.1%</b>	<b>15.4%</b>	<b>15.7%</b>	<b>15.8%</b>	<b>15.7%</b>	<b>15.6%</b>	<b>15.6%</b>

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Agenda Item 7

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